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Rethink Hiring

A MANAGER'S GUIDE TO SOURCING
AND INTERVIEWING INTERNAL TALENT

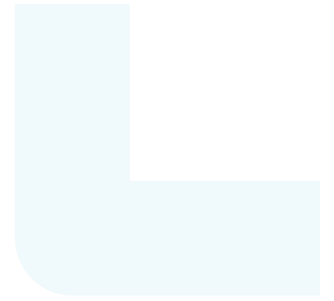
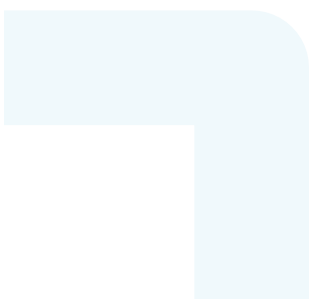


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Project History

This guide was developed through the Responsive Career Pathways Research Project, and in consultation with working Canadians and small and medium-sized employers in Manitoba.

In March 2023, The Manitoba Institute of Trades and Technology (MITT) joined forces with Blueprint ADE to create a new proactive career services and workforce development model for working Canadians, involving both working Canadians and employers. The project tested a forward-thinking intervention to address the pressing workforce needs of small-to-medium enterprises (SMEs) and the career development needs of mid-career workers. This was achieved through three service delivery pathways: 1) Worker-centered; 2) Employer-driven and 3) Intersections between working Canadians and employers.

Usage Agreement: MITT Responsive Career Pathways Project Materials

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Investing in Career Confidence A New Mindset

Empowering Employees - It's Good For Business

Since 2023, ongoing conversations between the RCP Project and employers have already highlighted the value of investing in internal talent and the mutual benefits for both employers and employees. Benefits include increased productivity, the retention of employees and organizational knowledge, and a strengthened **succession plan** - all of which result in overall cost savings. At the end of the day, **organizations thrive when they invest in their people.**

Understanding Employee Challenges

In RCP research and work with Employed Canadians, many participants expressed difficulty competing for internal opportunities and uncertainty about how to navigate career growth within their organization. Some participants shared discomfort with competing for a new internal role due to these factors:

1. Unclear pathways for internal mobility - individuals had not been given access to information on future opportunities, including the skills and experience required.
2. Apprehension about discussing career and growth aspirations - individuals were afraid to share goals and explore interests for fear of not aligning with the expectations or approval of their manager.
3. Uncertainty about their ability to compete - individuals dismissed their unique skills and abilities, and therefore avoided **competing for a roles where they may not have ticked all of the boxes.**

Sourcing Internal Talent A Strategic Advantage



Money

When hiring, sourcing and interviewing internal candidates can provide you with a substantial cost savings on things such as external ads, recruiter fees, background and security checks, and the staff hours (human resources and/or leadership) allocated to these different areas. In addition, when you search within your existing talent pool, you'll increase the likelihood of retaining top performers.



Time

As internal candidates already have an understanding of your organization's policies, processes and work culture, less time will be needed for workplace onboarding and integration. In addition, existing employees can often become contributors quicker as they may have existing relationships with fellow team members and established relationships with internal and external stakeholders.



Engagement

Morale and job satisfaction increases as employees come to believe they work for an organization that values the development and retention of internal talent. This reinforces that they are part of a work culture that supports employee growth and motivates them to stay engaged, knowing there may be opportunities for advancement or internal mobility.



A strong **internal mobility strategy** can allow employees to seek out roles that align with their interests, contribute to an agile culture and create a competitive advantage.

Cultivating Internal Talent Actions for Growth & Mobility



Making the most of your existing talent pool is good for everyone. By prioritizing the development, sourcing and hiring of internal candidates before looking externally, you are valuing organizational knowledge and culture and cultivating a reputation for employee growth and development.

Taking Action - Ideas for Getting Started

Here are some actions that can support you in developing a culture of employee growth and internal mobility:

- Engage staff in **career conversations** to enhance employee engagement and promote a culture of openness and possibility.
- Encourage employees to **reflect on their skills, experiences and goals** as part of taking ownership of their career development.
- Invite staff to provide solutions to challenges within your organization and industry - this can deepen their confidence, competence, and personal investment in the success of your company.
- Support **information interviews**, cross-training, job shadowing, and networking across departments to help employees exchange knowledge, foster collaboration, and explore career paths.
- Ensure organizational charts and job descriptions are available to all staff.
- Incorporate information on internal career pathways and hiring in your team communications and onboarding process.
- Create a communication plan to inform staff about new job openings and internal hiring processes through the channels they use most, such as the office newsletter, company website, intranet, bulletin board, and team meetings.

You don't need to do everything at once to be successful – start with one item from the list and add more as you progress.

Cultivating Internal Talent Overcoming Assumptions



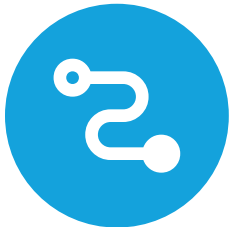
Age

Are you certain that an employee is intending to retire? Seniors are **living longer and healthier** than previous generations. According to Stats Canada, the **majority of people planning to retire would consider working longer** which is good news for businesses in an aging labour market!



Gender

Do you know if a male employee intends to take full or partial paternity leave? In today's families, men are also choosing to be primary caregivers, and some may be interested in a work structure that helps them share childcare and other responsibilities more equitably.



Stages

Are you sure you know what your employees really want? As we learn, grow, meet new people and access new work and life experiences, our goals can change and evolve. What an employee may have wanted years or even months ago, may be very different than what they currently want and need.



Engaging all staff in regular **career conversations**, regardless of age, stage or gender, can provide clarity for the future of your business, and the people and skills that will be available to you to ensure continued success.

Interviewing Internal Candidates Tips & Resources



Although a current employee may be applying for a new role, they are certainly not new to your organization. With that in mind, it's important to approach interviews with internal candidates differently.

Interviewing Internal Candidates - A Different Approach

Aside from the tips and strategies shared in our [Successful Interviewing Guide](#), here are some ideas to ensure a better experience when interviewing internal candidates:

- Share [Growing Your Potential - An Employee's Guide to Participating in Effective Career Conversations](#) (PDF) prior to interviews, encouraging candidates to research your organization and reflect on their skills, interests, goals, and motivations.
- Add resources ([see Appendix](#)) to your organization's website and/or learning and development resources to help them prepare for internal competitions.
- Ensure that information, such as position descriptions and internal recruitment and selection processes, are accessible to all applicants.
- Invite candidates to ask for clarification during the interview process and feedback once a hiring decision has been made - this will help to support a transparent process and prevent incorrect assumptions.
- Skip the standard, "tell me about yourself?" question and begin the interview by discussing the candidate's current role, their achievements, and what they value about working in the organization.

Appendix

Resources for Employee Success

The following resources are examples of information you can share to support internal applicants. This appendix can be tailored to your business and shared with employees in a variety of ways.

Effectively Apply for Internal Opportunities

How to Prepare for an Internal Job Interview (LinkedIn Article)

What is an Internal Resume - Tips & Examples (Indeed Article)

Career Conversations in the Workplace

Growing Your Potential - An Employee's Guide to Participating in Effective Career Conversations (PDF Guide)

15 Questions to Ask Your Manager During Your 1:1 (YouTube Video)

How to Have a Career Conversation with My Boss (YouTube Video)