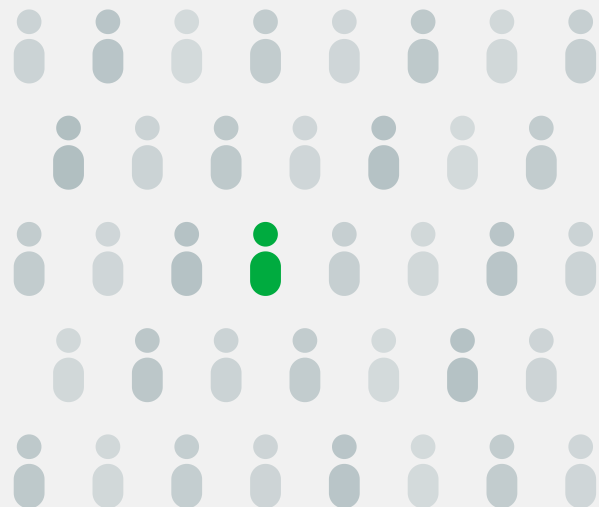


EBOOK

Your Next Hire Is Already on Your Payroll

The case for skill-building and
internal mobility.



Nobody Trusts Anybody

“

The process AI is being built on top of was already broken.

Daniel Chait, CEO, Greenhouse

THE SAME GROUP OF HIRING MANAGERS

87%

use AI somewhere in the recruiting process

82%

are concerned about candidates using AI in applications

CONTRADICTIONARY STANCE

86% say AI will make it harder to tell whether a resume, a portfolio, or an interview answer actually reflects the person behind it.

Employers don't trust what candidates send them. Candidates don't trust what employers do with what they send. AI didn't fix that. It just gave both sides a reason to distrust each other faster.

Start with the employer side. According to Resume Genius's 2026 AI Impact on Hiring Report, 87% of hiring managers now use AI somewhere in the recruiting process, mostly to screen resumes. 82% of those same hiring managers say they're concerned about candidates using AI in their applications. 86% think AI is going to make it harder to tell whether a resume, a portfolio, or an interview answer actually reflects the person behind it.

So employers are using AI to move faster, while worrying the people on the other side of the table are doing the same thing to fool them.

Candidates feel it too, and they're responding by leaving. Greenhouse's 2026 Candidate AI Interview Report found that 63% of U.S. candidates have already been interviewed by AI. 70% of them say nobody told them beforehand. One in five only found out once the interview had already started. 38% have walked away from a hiring process specifically because of an AI interview. Another 12% say they would, given the chance. Only 21% believe most employers are using AI responsibly and transparently.

Here's the part that should worry both sides: AI didn't even make the process feel fairer. Candidates flagged age bias from AI

interviewers at almost the same rate as human ones, 36% either way. Race and ethnicity bias landed the same, 27% either side. As Greenhouse's own Chief People Officer put it, AI isn't fixing bias. It's scaling it.

That's the environment you're hiring in right now. Job seekers don't trust the process. Employers don't trust the applicants, or fully trust their own tools. Everyone's optimizing for speed and getting less confidence in return.

There's one candidate neither side has to guess about. One person whose skills, work history, and character you already have real data on, not an AI-polished summary of it.

That candidate already works for you.

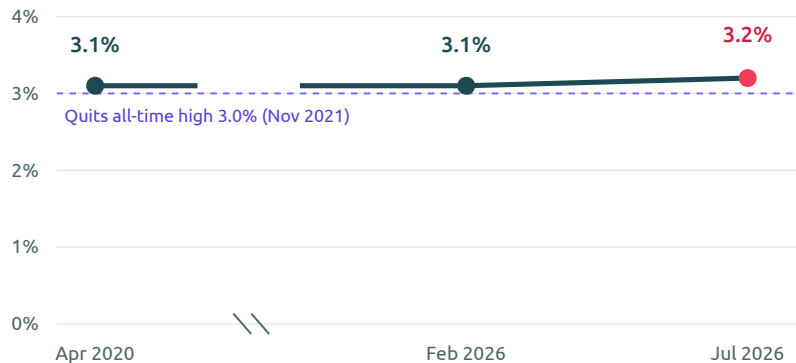
The Market Isn't Opening Up

75%

of employees plan to stay in their current job through 2027 — and 48% say fear and economic uncertainty is why, not satisfaction.

U.S. HIRES RATE

Six years later, right back where it started



Feb 2026 tied the lowest hires rate recorded since the month the pandemic shut everything down. The axis break marks the six-year gap.

Employers aren't actually hiring much right now, no matter how loud the return-to-growth talk gets.

In February 2026, the hires rate fell to 3.1%, tying the lowest level recorded since April 2020, the month the pandemic shut everything down. It hasn't recovered. The most recent Bureau of Labor Statistics report, published September 1, 2026, puts the hires rate at 3.2% for July. Quits are stuck too: the quits rate held at 2.0% in June 2026, a full percentage point below the all-time high of 3.0% set in November 2021.

Economists have a name for a market like this: low-hire, low-fire. Employers aren't cutting staff, but they aren't bringing many people in either. Employees aren't quitting, because there's nowhere obviously better to go. Nobody's building. Nobody's bailing. The market just isn't moving.

That second half of the equation isn't just visible in government data. It's how people describe their own decisions. Monster's 2025 Job Hugging Report found that 75% of employees plan to stay in their current jobs through 2027, and 48% say it's fear and economic uncertainty keeping them there, not satisfaction. The

BLS numbers show a market that's frozen. The people living inside it can tell you why: they don't trust that leaving is worth the risk.

That's the same instinct driving the distrust on both sides of the hiring desk. Employers second-guessing every application. Candidates second-guessing every interview. Everyone evaluating everyone else, in a market where almost nobody is actually moving.

If almost nobody is hiring and almost nobody is quitting, the smartest move isn't waiting for the market to loosen up. It's building the muscle to move the people you already have.

Roles Aren't the Right Unit of Measurement Anymore

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Role-based upskilling no longer reflects how work evolves.

The Performance Paradox, BizLibrary

40%

of today's skills will be different by 2030

59%

of the workforce needs reskilling or upskilling

22%

of jobs disrupted entirely by 2030

FOUR LEVERS, ONE DECISION

Build. Buy. Borrow. Bot.



Build

Develop the skill in someone already on staff



Buy

Hire the skill in from outside



Borrow

Contract for it temporarily



Bot

Automate the task the skill required

The instinct, once you decide to look inside first, is to treat it like external hiring with fewer steps. Post the role. Find someone with the matching title. Move them over. That instinct is already out of date.

The World Economic Forum's Future of Jobs Report 2025 puts a number on how fast the ground is shifting. 40% of the skills workers use today will be different by 2030. 59% of the global workforce will need reskilling or upskilling in that same window. 22% of jobs are expected to be disrupted entirely: created, changed beyond recognition, or eliminated.

A role you're filling internally today may not describe the job that actually needs doing in two years. The title stays put. The work

underneath it doesn't. BizLibrary's own research, The Performance Paradox, makes the same case: role-based upskilling "no longer reflects how work evolves." Work isn't moving in job-shaped units anymore. It moves in skill-shaped ones, reassembled constantly as needs shift.

The clearest way to think about this comes from a framework that research credits to Niles-Hofmann: build, buy, borrow, or bot. Every organization is already sourcing skills through some mix of these four levers, whether or not anyone inside those walls would recognize the framework by name.

Most companies default to buy, because that's the lever they've historically been staffed and structured to pull. It's also the

hardest lever to use well right now, in a market where hiring has slowed to a near standstill and every resume gets a second look for the wrong reasons.

The skills that matter most in 2026 don't sit still long enough to hire for cleanly anyway. The most critical ones aren't technical certifications with a clear job title attached. They're judgment and AI fluency: knowing what to do with a tool, not just how to operate it. Those skills get built through exposure and repetition inside a specific team and workflow. They don't transfer cleanly on a resume, and they're nearly impossible to screen for from outside.

Build moves from backup plan to primary lever, matching how work and skills actually move now.

The Gap Between the Idea and the Inbox

46.7%

of L&D professionals name lack of time as their top challenge — ahead of budget and buy-in.

L&D PROFESSIONALS EXPECTING LEADERSHIP BACKING
Cut by more than half in a single year

89.7%



2024



43.9%



2025

Meanwhile 49.5% of CEOs name leadership development a top worry — and it still doesn't crack the top three funded programs.

The argument so far describes what should happen. It doesn't answer who's supposed to make it happen, on top of everything else already on their plate.

BizLibrary's Trends in Training Report 2025 found that lack of time is the single biggest challenge L&D professionals report — named by 46.7% of them — more than budget, more than buy-in, more than any other obstacle. The people responsible for building skills internally are already stretched too thin to build them.

Take leadership development, for example. It's the most requested program by employees. It's also a top concern for CEOs, with 49.5% naming leadership development among their biggest worries. And yet, leadership development doesn't crack the top three programs that organizations actually fund.

Compliance, safety, and onboarding win the budget every time, because they're legally mandatory and leadership development isn't. Everyone agrees that it matters, but almost nobody funds it like it does.

The support that's supposed to make any of this possible is also eroding. In 2024, 89.7% of L&D professionals said they expected leadership to back their initiatives. By 2025, that number had fallen to 43.9%, cut by more than half in a single year.

This doesn't make the case for building skills internally wrong. It makes the case harder to execute than it looks on paper. The case has to survive contact with an L&D function that's underfunded, under-supported, and out of time.

That's the organization this actually has to work for.

The Companies Already Winning This Aren't Guessing

Two different studies, measuring two different things, land on the same answer: the organizations treating their existing workforce as the primary source of skill outperform the ones that don't.

None of this works as a philosophy. It has to work as a business result, or it doesn't survive a budget conversation.

LinkedIn's Workplace Learning Report 2025 gives the first proof point. Only 36% of organizations qualify as "career development champions," meaning they've built mature internal mobility, promotion, and skill-building practices that are actually producing results. The other 64% either have no real program or one nobody's using.

The gap between those two groups isn't small. Champions are 75% confident in their organization's ability to be profitable,

compared to 64% for everyone else. They're more confident attracting talent (71% vs. 58%) and retaining it (67% vs. 50%). They're 42% more likely to describe themselves as frontrunners in AI adoption. And internal mobility specifically is where the difference shows up most clearly: champions are more likely to call it a growing priority (55% vs. 48%), and they're nearly twice as likely to actually have a program in place to act on that priority (44% vs. 24%).

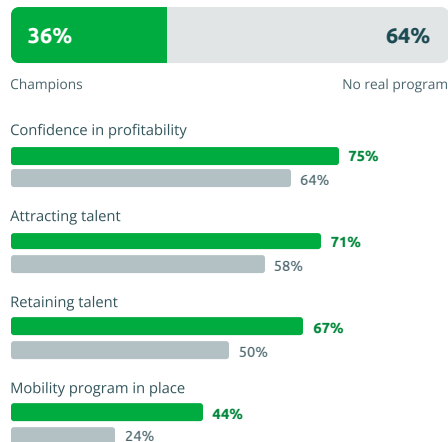
LinkedIn's 2026 Talent Velocity Report takes the same idea further. It's measuring whether an organization can see the skills it already has, build or acquire what it's missing, and move people into the roles that need them, in real time. Only 14% of companies

do this well enough to qualify as "talent velocity leaders." 86% don't.

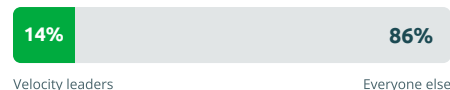
That 14% isn't marginally ahead. Velocity leaders report an average 28-point advantage over laggards across four confidence measures: profitability, attracting talent, retaining talent, and aligning people to changing priorities. The single biggest gap, 46 points, shows up in how well an organization's talent functions work together as one system instead of separate silos. And 72% of respondents say internal mobility is more important than ever, a sign the rest of the market already senses where this is headed.

The margin is wide enough that "we don't have time for this" starts to look like the more expensive option.

PART ONE — CAREER DEVELOPMENT CHAMPIONS



PART TWO — TALENT VELOCITY LEADERS



+28 pts

average advantage over laggards across four confidence measures

+46 pts

biggest single gap: talent functions working as one system

72% of respondents say internal mobility is more important than ever.

The Proof Is Already Sitting in Your Applicant Tracking System

INSIDE THE ATS, DEC YOY

▲ **8%** applications

▼ **1%** internal hires

HIGH JOB SATISFACTION

48%



With advancement mentorship

29%



Without

63%

of HR professionals name limited internal mobility as the top driver of voluntary turnover — ahead of every other factor.

The data so far has been aggregate, industry-wide. Here's what it looks like inside a single company, right now.

iCIMS' January 2026 Workforce Report found that internal applications rose 8% year over year in December. Internal hires fell 1% over that same period. That gap is the argument in miniature. Employees are applying for internal roles at a rising rate. Companies are filling fewer of them. The people who want to move are already inside the building, asking.

There's a real cost to leaving that gap open. Gallup's American Job Quality Study, a nationally representative survey of more than

18,000 U.S. workers, found that access to advancement opportunities is directly tied to job satisfaction. Employees who received mentorship focused on career advancement report high satisfaction at nearly double the rate of employees who didn't, 48% compared to 29%. Gallup didn't track who quit and who stayed. It measured something that tends to show up first: whether employees still on the payroll are satisfied with what their employer is offering them.

HR.com's 2025-26 State of Employee Retention research puts a number on what that dissatisfaction eventually costs. 63% of HR

professionals surveyed name limited internal mobility and advancement as the single biggest talent management issue driving voluntary turnover, ahead of every other factor they were asked about.

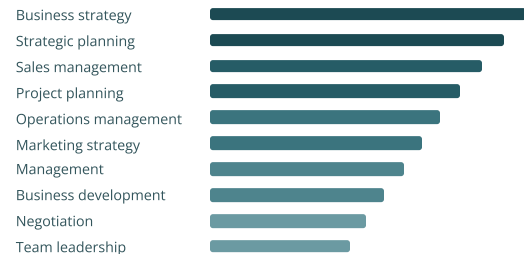
Employees are asking to move. When they don't get an answer, satisfaction drops first. Turnover tends to follow, closely enough that HR professionals name it their top concern.

The data your own hiring software generates every month is already telling this story. No speculation required.

What Actually Changes on a Tuesday

TOP 10 SKILLS LOST TO ATTRITION

The hardest skills to replace leave first



Bars show rank order, not published values. Source: LinkedIn Workplace Learning Report 2025.

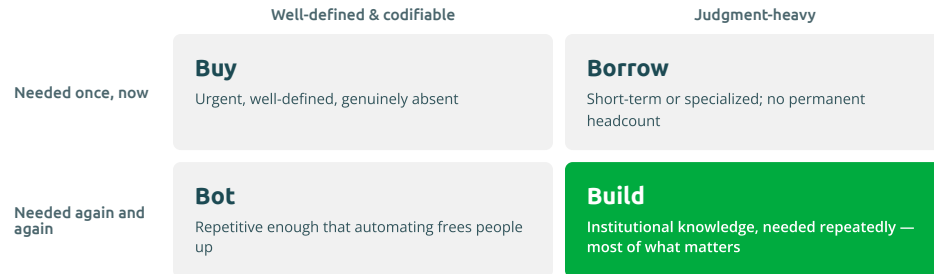
+46

point advantage in how well talent functions work together, for organizations treating talent architecture as a system, not a spreadsheet.

Deciding to build skills internally instead of hiring for them requires new operations, not just new intentions. Three things have to be true, and none of them happen by deciding to care more.

First: you have to know what skills already exist inside the building, and which are at the highest risk of walking out the door. Most organizations know job titles. They don't know who on the finance team already has data visualization skills from a side project, or which frontline manager has been quietly mentoring three people through a promotion.

BUILD, BUY, BORROW OR BOT Which lever, and when



Second: employees have to know what's next and how to get there. A vague sense that "growth is possible here" doesn't count — it has to be a visible, specific path.

Third: the system connecting those two things has to do the heavy lifting, because the people who'd otherwise carry it by hand don't have the bandwidth. Asking managers to personally track skills gaps and coach every employee through a career plan is wishful thinking dressed up as a strategy.

This is where build, buy, borrow, or bot earns its keep as a working decision, not just a framework — and the right lever becomes obvious once you can see what skills exist, what's missing, and where the two overlap. Internal

mobility also works best when talent acquisition and talent management aren't separate departments with separate goals: 47% of organizations doing this well work closely with talent acquisition, compared to 36% of everyone else.

This can start with one job family. One skills map. One system that shows a manager who on their team is ready for what's next.

That system is the thing most organizations don't have yet. It's also the thing that turns everything in this ebook from an argument into an actual plan.

Built for This: How BizLibrary Turns the Argument Into a Platform

500+

job roles

1,500+

skills

13,000+

content titles

40%

of leadership program participants promoted from within — and 2x faster time to productivity.

INSIDE BIZSKILLS

Six features doing the heavy lifting



Job Role Library

500+ roles, pre-mapped to skills and content



Skills Library

1,500+ skills, kept current with Lightcast data



Skill Ratings

Benchmark and re-rate as people grow



Skills Genie

Build a custom role from a job title



Skill Interests

Employees start their own path, no assignment needed



Job Role Matching

% match to any role, plus the exact gap to close

Here's what an organization actually needs: a shared map of roles and skills, visibility without manager overhead, and a real internal mobility path instead of a vague promise. That description already has a name: BizSkills.

The shared map, already built. BizSkills comes with 500+ job roles and 1,500+ skills, pre-mapped to each other and to BizLibrary's content library of 13,000+ titles. Every role has a defined skill profile before anyone customizes anything. That's the talent architecture, built and waiting, instead of a spreadsheet someone has to build from scratch. BizSkills doesn't go stale, either: BizLibrary partners with Lightcast, a labor market data firm pulling from economic, job-posting, and

workforce data across government and private-sector sources, to keep its skills-to-job-role mapping current as the market shifts.

Visibility that doesn't run through a manager's spare time. Skill Ratings let employees and managers benchmark current skill levels and re-rate them as they grow, without anyone building a tracking system by hand. Skills Genie lets an admin create a custom job role just by typing in a job title. And Skill Interests means an employee doesn't have to wait for a manager to assign them a development path — which matters, given how stretched L&D teams already are.

Internal mobility, not as a value statement, but as a feature. Job Role Matching shows an employee a percentage match between their current skill profile and any other role in the organization, along with

exactly which skills they'd need to close the gap — built explicitly for succession planning, internal promotion, and lateral movement. That's the ICIMS gap from earlier, addressed directly.

The results BizLibrary's own clients report. Organizations using the platform report 40% of leadership program participants promoted from within, and 2x faster time to productivity in new roles. Those are client outcomes, not third-party research, but they land on the same conclusion as every external study here: internal mobility works when the system supporting it actually functions.

The case for building skills internally isn't abstract. It's a platform, already built, already running inside organizations solving exactly this problem.

The Hire You Don't Have to Second-Guess

Every reason to distrust the hiring process right now is real. AI has made resumes harder to believe and interviews harder to trust. The market has frozen just enough that almost nobody is moving, on either side. Roles are changing faster than job titles can keep up with, and the people responsible for closing that gap are already out of time.

A strategy document doesn't make any of that go away.

But there's one person in this whole equation nobody has to guess about. No AI-polished resume to second-guess. No interview to sit through wondering if the answers are real. No ramp-up period to find out whether the skills on paper hold up in practice.

That person already knows how the team works. Already has a track record you can actually check. Already wants to grow, if there's a real path in front of them and someone paying attention.

“

In a market where hiring is slow and trust is scarce, the safest hire left is the one already on payroll.

BIZ  **LIBRARY**

See what your people can already do.

Walk through BizSkills with our team: 500+ mapped roles, 1,500+ skills, and internal mobility built in as a feature.

[Request a Demo](#)

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