

## innovation partnership between cisco and randstad risesmart fuels talent mobility and employee-first culture globally.



### background

Cisco is built on innovation and connection – new ideas and possibilities brought to life by connecting people, processes and data to change the world for the better – a vision that also extends to its workforce.

### company information

headquarters: san jose, ca

ownership: public

company size: 67,000+ employees

revenue: \$52 billion

### challenge

Cisco was ready to comprehensively develop a sustainable workforce where people remain maximally employable throughout their tenure, ideally making layoffs a thing of the past. Always-on talent mobility means employees are continually thinking about what's next, knowledgeable about their career options and able to work across the organization based on their skills and aspirations.

The IT, networking and cybersecurity giant sought an agile partner to proactively work with HR to deliver a forward-thinking and tailored internal mobility program. The company had lost confidence in its previous outplacement provider, a leading career transition services company, and realized its vendor would fall short in delivering the quality and scope of innovation required to promote a fluid and adaptable workforce and drive an employee-first culture.

To give wings to its vision, Cisco selected Randstad RiseSmart to implement a comprehensive, global talent mobility framework.

Working seamlessly with talent acquisition, RiseSmart's career development, redeployment and outplacement experts facilitate internal mobility that encompasses the full employee journey from onboarding to opportunities beyond Cisco – all within a single platform.

“ Randstad RiseSmart is a crucial partner in where Cisco is taking talent agility. Out of the gate, they enabled tremendous flexibility, adaptability, and collaboration...providing us with custom-designed programs and offerings, continually pivoting and adapting to our needs, and advising us on best practices and innovations. ”

Shawn Wing  
Director, People & Communities  
Cisco

### solution

Cisco's talent mobility approach is based on accountability, transparency, and opportunity for all. The tailored framework brings together career development, internal mobility, networking, redeployment, veteran employment and workforce transition programs, with the common thread of RiseSmart's award-winning technology and expert coaching woven throughout.

Cisco understands the power of coaching when it comes to helping employees advance their careers. With the launch of RiseSmart Career Development at Cisco, dedicated coaches assist employees globally with defining their career goals and making the most of the company's mobility programs. Employees receive personalized guidance from coaching teams that helps them determine the key skills they want to develop, prepare for internal job searches and navigate the company's talent mobility ecosystem. Employees can also tap into a rich mix of RiseSmart's digital resources and tools to accelerate their careers – with coaching and content delivered effortlessly via RiseSmart's technology platform.

Internal mobility is also about helping employees make connections. Cisco's Talent Expos enable employees to connect virtually – via RiseSmart's platform – with senior leaders to assess transferrable skills and better understand their options, while also exposing leadership to previously unknown talent. Before attending an expo, every employee receives 1:1 coaching and guidance on their employee talent card to refine the core of their career strategy, including their career focus and personal value proposition. To date, more than 2,200 Cisco employees in 43 countries have participated.

The company's desire to develop people is likewise reflected in its longstanding support of US military veterans and their partners, to whom it offers cybersecurity training, certification and employment opportunities. RiseSmart provides a full complement of career services, including professional branding, to help them move successfully from military to civilian careers.

Developing talent also means finding ways to retain employees even when their roles are being eliminated. Cisco encourages its people to seek open positions internally through redeployment, where they receive unlimited coaching, a new resume and direct access to best-fit roles via RiseSmart's AI-based job matching technology. Engagement in the company's redeployment program has risen substantially compared with the previous program, and as a result, Cisco's program data confirmed significant savings in talent acquisition and severance costs.

When workforce restructuring happens, Cisco is committed to always maintaining its core values of trust and transparency. For these reasons, Cisco and RiseSmart developed a workforce options program to offer employees who must transition to new roles greater choice in deciding their next career moves – including sabbaticals, creative retirement, other positions internally or roles outside Cisco. In 2020, employees in over 70 countries participated in this program and used RiseSmart's career transition services. The initiative ensures that, when change happens, employees receive proper care and consideration to manage their transition.

## key results

By partnering with RiseSmart and investing in talent mobility, Cisco has established itself as an employer brand committed to cultivating its people and strengthened its strategic advantage by promoting an agile, connected and sustainable workforce.

- **\$3 million +**  
annual savings from internal redeployment
- **60%**  
increase in redeployment engagement
- **66%**  
land a new position during their redeployment period
- **33 days**  
average time to land a new internal role

“ Randstad RiseSmart delivers talent mobility within and outside the company by providing solutions across the entire employee lifecycle, seamlessly putting the employee front and center, aligning with our conscious culture, giving us full visibility and transparency status, and showing the return on the investment we are making. ”

Shawn Wing  
Director, People & Communities  
Cisco