



# THE MERCER POINT OF VIEW

## EIGHT REASONS TO INVEST IN A CAREER FRAMEWORK

By Ilene Siscovick, Mary Ann Sardone, and Scott Turner

The dynamic interplay of multiple trends — talent exodus, workforce disenchantment, flatter organizations, skill shortages, talent hoarding, multigenerations, workforce mobility, and gender equality — are creating real challenges for organizations trying to manage their talent. Add to this complexity the introduction of new enterprise technology or the pursuit of global expansion, then the workforce will be facing major organizational change requiring the need to realign talent practices and infrastructure to support evolving business needs. It's time to explore effective, integrated solutions. It's time for a career framework.

For businesses to succeed in today's hyper-competitive environment, it is essential for assets to be fully utilized, risks to be evaluated and minimized, and systems to be working as effectively and efficiently as possible. This includes people assets and the systems used to manage them. A career framework facilitates business agility and delivers tangible returns on investment

1. **Stronger employee engagement** — provide career alternatives to key talent and a framework for actively developing employee skills through a range of learning approaches, which will save money on internal recruiting costs by decreasing turnover and delivering higher engagement and retention rates.
2. **Improved performance** — enhance business outcomes as employees better understand what is expected of them and can focus on the skills and behaviors that link to financial levers.
3. **More precise talent investments** — target development dollars more wisely by knowing the competencies and skills that will deliver business results, which will deliver a greater return on those investments with measurable impact tracking on training interventions.

4. **Increased customer satisfaction** — achieve stronger satisfaction and retention rates by linking key measures for customers (such as customer service, product innovation, application of technology to optimize pricing, service improvements, etc.) with the explicit definition of capabilities in observable, behavioral terms.

5. **Improved resource alignment** — decrease resources and time costs necessary to align the workforce with new business strategies by defining roles and accountabilities through times of change, and target specific skills and behaviors required for change.

6. **Greater agility** — improve responses to market shifts, capitalize on new opportunities, and preserve or enhance competitive advantage through the effective linkage of people, strategy, and operations.

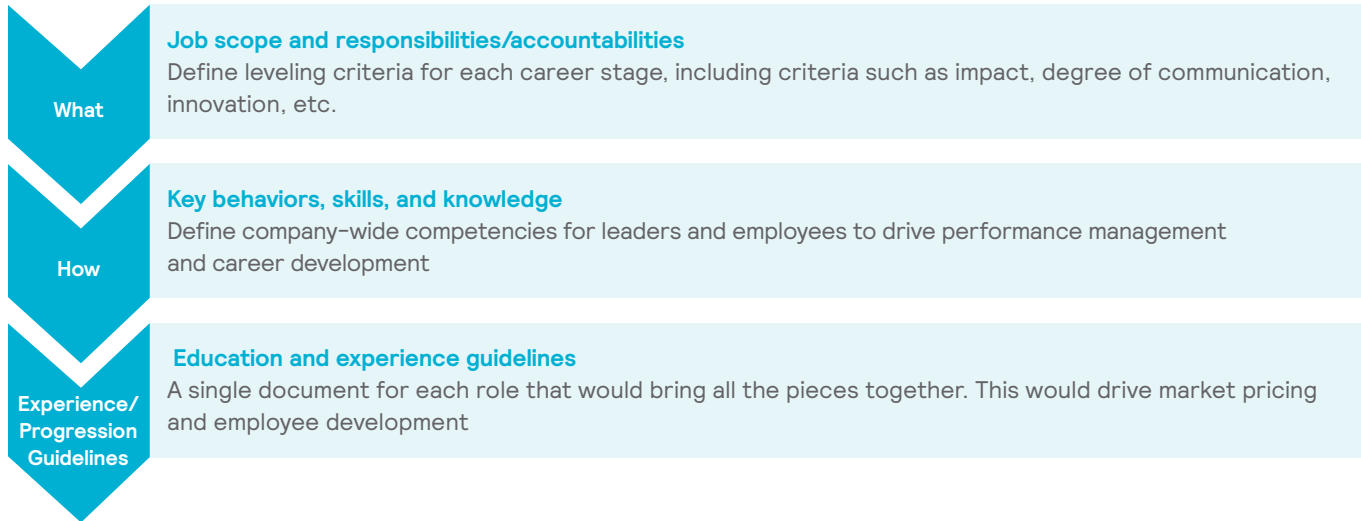
7. **Reduced costs** — identify redundancies in roles and structures that drive up operational costs, which will streamline operations and deliver greater efficiency and productivity.

8. **More strategic talent management** — increase recruitment and retention success talent by providing employees with a clear picture of career paths available and by supporting top performances with planning for succession.

Implementing career frameworks can provide an effective change management platform to achieve HR transformation. Career frameworks can provide the necessary infrastructure to make any business strategy more effective by optimizing the workforce and by linking all HR initiatives that drive toward this goal.

Leading companies around the world are coming to understand this premise and act on it. For them, a career framework provides a valuable platform for the execution of their talent management model to support and accelerate business success.

## BUILDING BLOCKS OF CAREER FRAMEWORKS



### A NEW TOOL FOR ENGAGING EMPLOYEES: MERCER CAREER VIEW<sup>SM</sup> APP

#### **Employee-centric: Helps talent chart career options in your organization**

Employers are struggling to tap internal labor markets and find the right skills in the right locations, yet the best source of hidden or untapped talent might already exist in the enterprise. As part of the Career Framework solution, Mercer includes a companion employee-centric app, Mercer Career View<sup>SM</sup>, to empower employees to directly navigate career progression opportunities within the organization.

The app brings to life the organization's career development and management infrastructure to provide the greatest return on investment while helping employers leverage talent from within. Career progression opportunities are often not clear to employees and guidelines to support progression do not always exist. Many organizations struggle to retain high performers, which leads to higher turnover and a less productive workforce, increasing costs overall. Mercer's new app directly addresses these business disablers.

#### ABOUT THE AUTHORS



Ilene Siscovick is a Mercer partner and leader of Mercer's North America Talent business. She has over 20 years of experience in global rewards and talent management consulting and as leader of the Northwest Talent business. She received an MBA from the University of Washington and a BA from Goucher College.



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Scott Turner, a principal at Mercer, works with leaders to envision and create new value by unlocking passion, commitment, and innovation from talent across an organization. He received his BA from the University of Richmond and studied art and philosophy in a PhD program at Villanova University.