RESEARCH HIGHLIGHTS

CAREER FRAMEWORKS IN TALENT MANAGEMENT
A GLOBAL STUDY

Mercer’s latest body of research, conducted in partnership with Human Capital Media Advisory Group, explores the views of nearly 1,800 HR executives from more than 100 countries on current practices around career frameworks. We examined organizations’ plans for existing frameworks, identified key reasons why companies use career frameworks, and highlighted the outcomes they are realizing from this investment.

KEY FINDINGS

CHANGE
Most organizations with human capital management (HCM) systems are planning a refresh of their existing system in the coming year.

ENGAGE
Employers are seeing results from their career frameworks, including higher employee engagement levels, more internal promotions, and mitigated talent loss.

DEVELOP
Talent development, career pathing and performance management are the primary uses of a career framework.

EDUCATE
The greatest challenge to implementing a career framework is that managers lack the expertise to hold meaningful career development and rewards discussions with their employees.

“Our company needs employee/management education that not all career paths are upward; you must sometimes go lateral in order to gain skillsets.”

— 2015 Career Frameworks in Talent Management study respondent (open comments)
KEY STATISTICS

50% of organizations currently use career frameworks in whole or part, and an additional 37% plan to implement a career framework.

63% of organizations are planning to change their HCM system.

76% of organizations using career frameworks believe their investment in a career framework has paid off in terms of return on investment.

TOP TALENT CHALLENGES

56% Increasing mobility while decreasing internal recruitment costs
56% Benchmarking rewards
53% Accelerating talent strategies to execute business objectives

TOP FUNCTIONAL AREAS TO REFRESH

36% Sales
29% Finance
29% Marketing
28% Human Resources

TOP TALENT PROGRAMS DRIVEN BY THE CAREER FRAMEWORK

73% Talent development
62% Performance management
61% Career pathing
61% Succession planning

What are the barriers to implementing a career framework at your organization? Lack of understanding from managers and communication to employees... [Lack of] communication and transparency with career progression options... Managers do not understand the value of career pathing...

— 2015 Career Frameworks in the Talent Management study respondents (open comments)

CAREER FRAMEWORKS DEFINED

A career framework is a strategic centerpiece that sits at the core of every HR department and touches on all workforce initiatives. It clearly outlines the job architecture (career levels and job families) within an organization, clarifies how the levels reflect meaningful differences in impact and career progression, and helps employees understand career options available through self-service career navigation.

Download the complete white paper at: mercer.com/services/talent/career-framework.html

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TOP TALENT CHALLENGES

Benchmarking
Accelerating talent strategies to execute business objectives

TOP FUNCTIONAL AREAS TO REFRESH

Sales
Finance
Marketing
Human Resources

TOP TALENT PROGRAMS DRIVEN BY THE CAREER FRAMEWORK

Talent development
Performance management
Career pathing
Succession planning

36% 56% 53%
73% 62% 61% 61%