

RESEARCH HIGHLIGHTS

EMPLOYEE VIEWS ON 'MOVING UP' VS. 'MOVING ON'

A NORTH AMERICAN SNAPSHOT

Mercer's latest pulse survey on employee perspectives received responses from over 1,500 workers throughout North America. The research taps into employee sentiments on opportunities – or lack thereof – for advancement with their current employer. The findings provide insights employers can use to help refine their engagement, retention, and development initiatives and improve overall approaches to managing talent.

ARE YOU CHALLENGED BY ...

- Attracting and engaging high-potential talent?
- Retaining employees due to unclear career progression options?
- A shortage of specific skills?
- Leveraging your internal talent pools?

Maybe it's time to implement a career framework.

KEY FINDINGS

ONE-THIRD OF EMPLOYEES ARE STUCK IN A JOB, NOT A CAREER.

Q: Do you have a job or a career with your current employer?

- 32%** *I consider it to be a job, not a career*
- 26%** *I have a somewhat clear career path*
- 40%** *I have a well-defined career path*
- 2%** *Don't know*

MOST WOULD STAY LONGER IF THEY HAD A CAREER PATH.

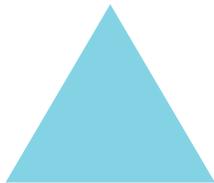
Q: If you knew what your career path could look like with your current employer, would you stay longer?

- 44%** *Yes, without a doubt*
- 34%** *Yes, probably*
- 18%** *No*
- 4%** *Don't know*

MANY STRUGGLE WITH A LACK OF INPUT FROM MANAGERS.

Q: Do you receive input from superiors on how to perform better in your current job?

- 22%** *No, not at all*
- 29%** *Not really, maybe once in a while*
- 48%** *Yes, for the most part*
- 1%** *Don't know*



SOME EMPLOYEES EXPLORE DEFECTING TO COMPETITORS.

Q: In the last 12 months, have you considered leaving your employer and moving to a competitor?

- 28%** *Yes, more than once/it has crossed my mind*
- 70%** *No, I have not*
- 2%** *Don't know*

COMPANIES ARE INCONSISTENT WITH TRANSPARENCY.

Q: Does your company make it easy and transparent to understand opportunities for advancement within the organization?

- 26%** *No, not at all/hardly ever*
- 27%** *Yes, but only from time to time*
- 44%** *Yes, all the time*
- 3%** *Don't know*

ONE-THIRD OF EMPLOYEES LACK CAREER PLANS.

Q: Do you think you will remain with your current employer one year from now?

- 35%** *I don't have any other plans/I really don't have a clue*
- 53%** *Yes, I absolutely love this company*
- 10%** *No, not likely*
- 2%** *Don't know*

A NEW TOOL FOR ENGAGING EMPLOYEES: MERCER CAREER VIEW APP

As part of the career framework solution, Mercer includes a companion employee-centric app, Mercer Career ViewSM, 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.

Request a demo: <http://www.mercer.com/career-framework-app.html>

ABOUT THIS STUDY

Employee Views on 'Moving Up' vs. 'Moving On' – A North American Snapshot was sponsored by Mercer and conducted by third-party research firm SSRS between February 25 and March 10, 2015. It includes responses from 1,520 employed workers in the United States (67% of respondents) and Canada (33% of respondents).

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