CAREER FRAMEWORKS
CHALLENGES, BARRIERS AND INNOVATIONS

BERLIN, 22 MAY 2015

Sue Filmer
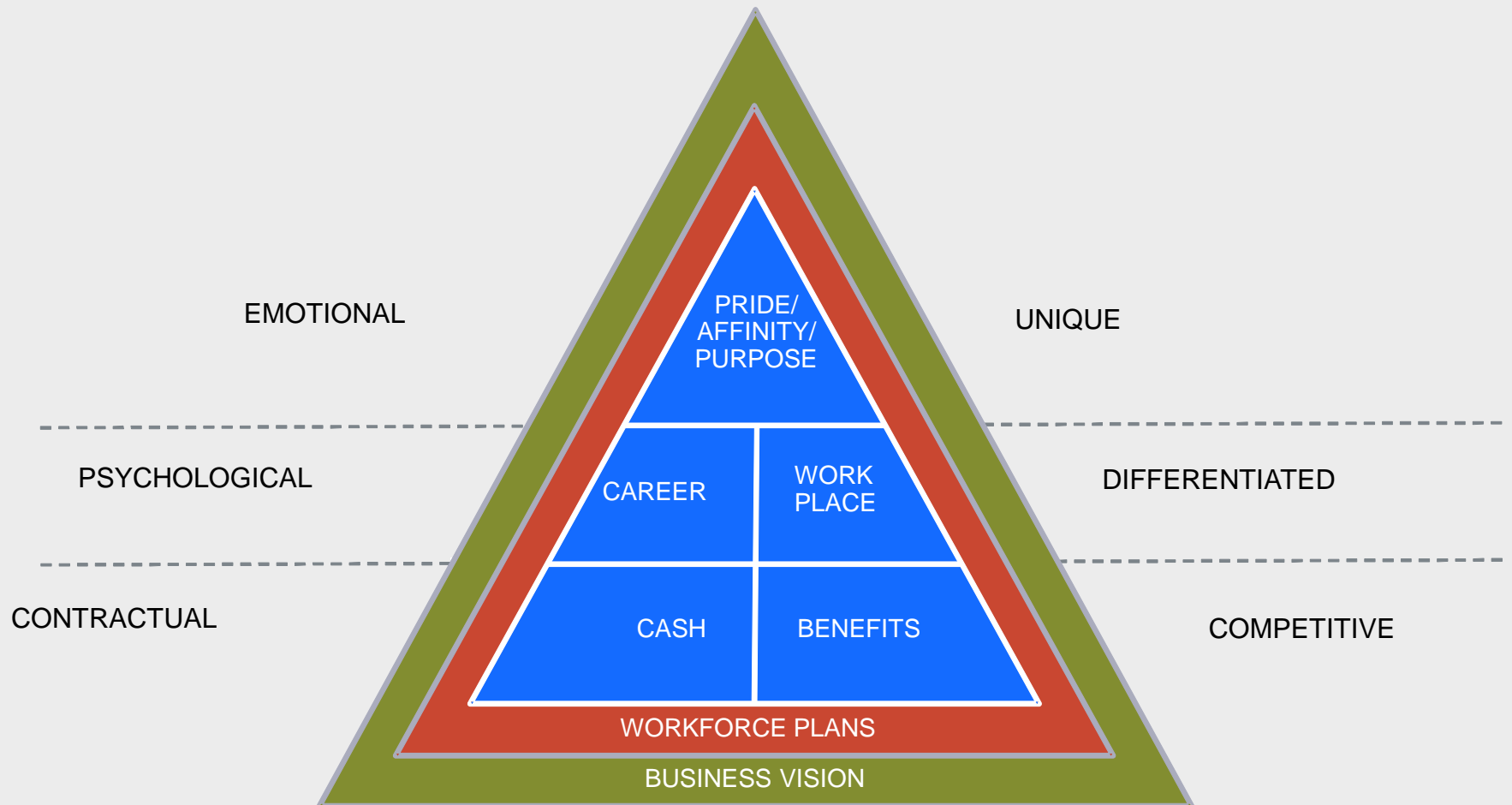Mercer

MAKE TOMORROW, TODAY   MERCER

Why are 'careers' so topical?

What do you think is driving this?
What are you hearing from your workforce?

EMPLOYEE PERSPECTIVE: EMPLOYEE VALUE PROPOSITION

An EVP is a set of offerings that characterizes how an employer differentiates itself from its competitors to attract and engage employees

EMOTIONAL

PSYCHOLOGICAL

CONTRACTUAL

UNIQUE

DIFFERENTIATED

COMPETITIVE

PRIDE/ AFFINITY/ PURPOSE

CAREER

WORK PLACE

CASH

BENEFITS

WORKFORCE PLANS

BUSINESS VISION

EMPLOYER PERSPECTIVE: THE NATURE OF THE TALENT DEBATE IS CHANGING

From…

We should invest in talent as a strategic advantage

To…

How much should we invest in *which parts* of our workforce to achieve *what level of return*?

Implications for talent management

- Identify critical roles and segments

- Manage these segments as a portfolio of investments

- Apply greater use of workforce analytics to quantify impact and return

CHALLENGES FOR CAREER MANAGEMENT

☑Know our talent

☑Grow our talent

☑Flow our talent

Transparency	Understand opportunities	Capabilities visibility
Control	Career direction	Best talent
Velocity	Right speed	Fill talent pipeline

Career challenges?

What information do you as an employer want about your employees' career aspirations?

What information do you believe your employees want from you?

Where is there tension between these needs?

WHAT IS A CAREER FRAMEWORK?

Handholds represent significant work experiences

The organisation lays out the experiences that deliver work and build capability

The employee seeks out the experiences that enable them to progress via a route that suits them

CAREER PATH DESIGN

Does the nature of the work or the way in which capability is built require defined career path movement (i.e. most people are able to move from one role to another in logical steps) or rather it is about providing information about 'destination roles' and people chose their own pathway to get there by seeking out the experiences they need to progress?

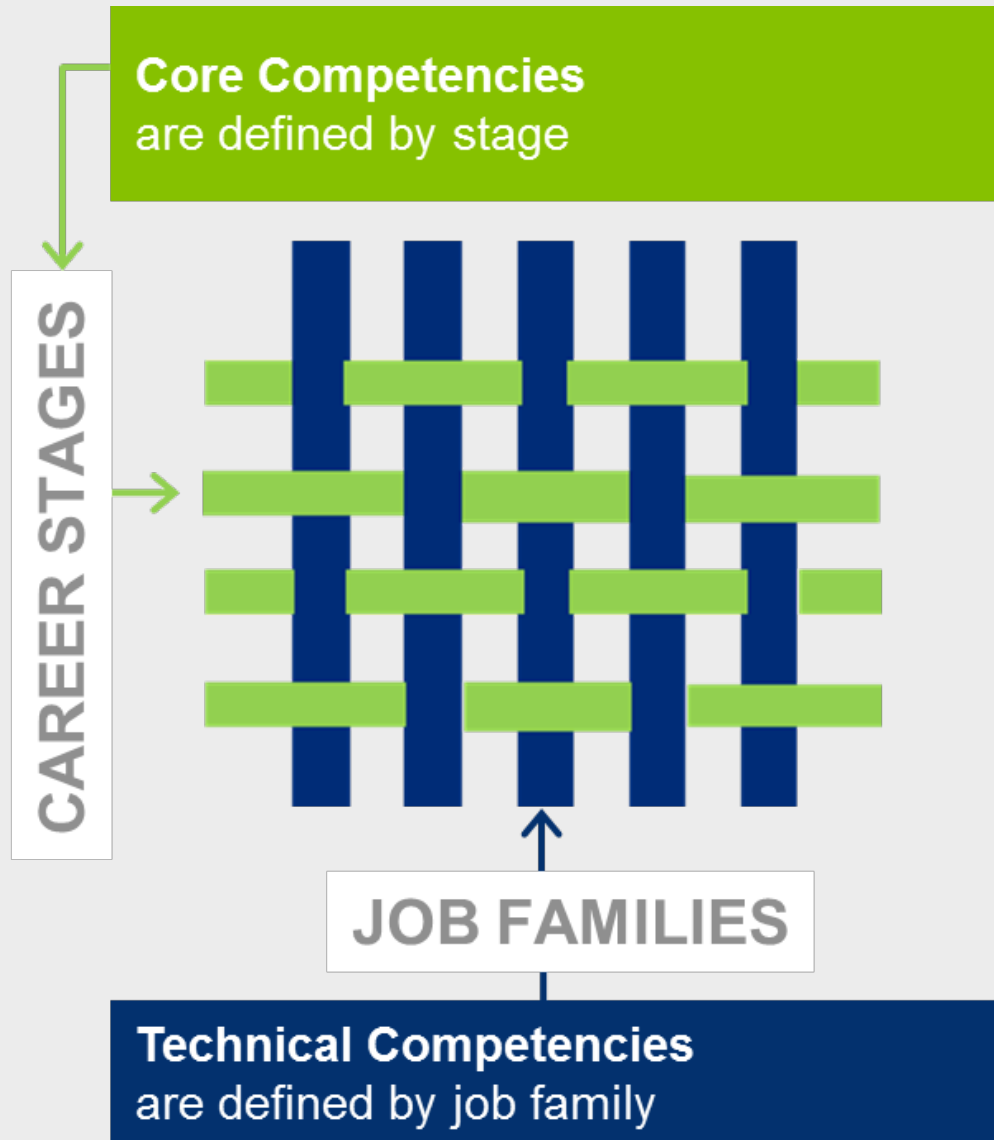**Defined**   **Illustrative**

Career paths that are followed by most people; little possibility for alternative career routes

Examples of 'destination roles' and career routes that inform and inspire; employees have choices
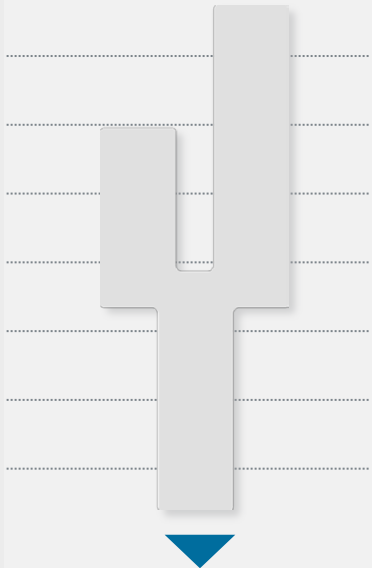
STRUCTURE OF A CAREER FRAMEWORK

Core Competencies are defined by stage

CAREER STAGES

JOB FAMILIES

Technical Competencies are defined by job family
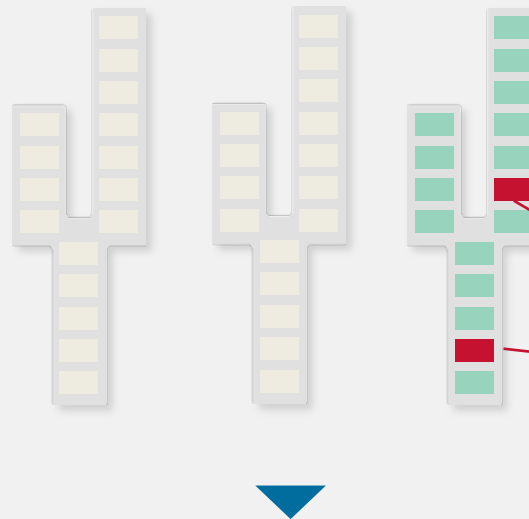
DESIGN OF A CAREER FRAMEWORK
KEY QUESTIONS

IS THERE A CHOICE BETWEEN A TECHNICAL CAREER OR A MANAGEMENT CAREER AT SOME POINT?

HOW MANY RUNGS ARE THERE IN THE CAREER LADDER?

WHAT CAREER OPTIONS EXIST?

WHAT ARE THE JOB/ROLE EXPECTATIONS?

WHAT are the expectations of the role I'm interested in?

HOW can I get there?

WHERE would I like my career to progress towards?

How am I doing now?

CAREER STREAMS

Career types characterized by unique responsibilities. In some organizations career streams are Executive, Management, Professional and Support, while others collapse them into one.

CAREER LEVELS

The hierarchical position of jobs within a career stream.

It describes the major changes in job scope and responsibilities and is consistent across job families.

JOB FAMILIES/SUB-FAMILIES

Generally recognized major professional areas, often requiring a unique set of skills.

Most career development occurs within a job family.

JOB/ROLE

A specific point in a career journey, characterized by a combination of job-specific requirements, career level, career stream, and job family.

WHAT IS THE PRIMARY GOAL IN USING A CAREER FRAMEWORK AT YOUR ORGANISATION?
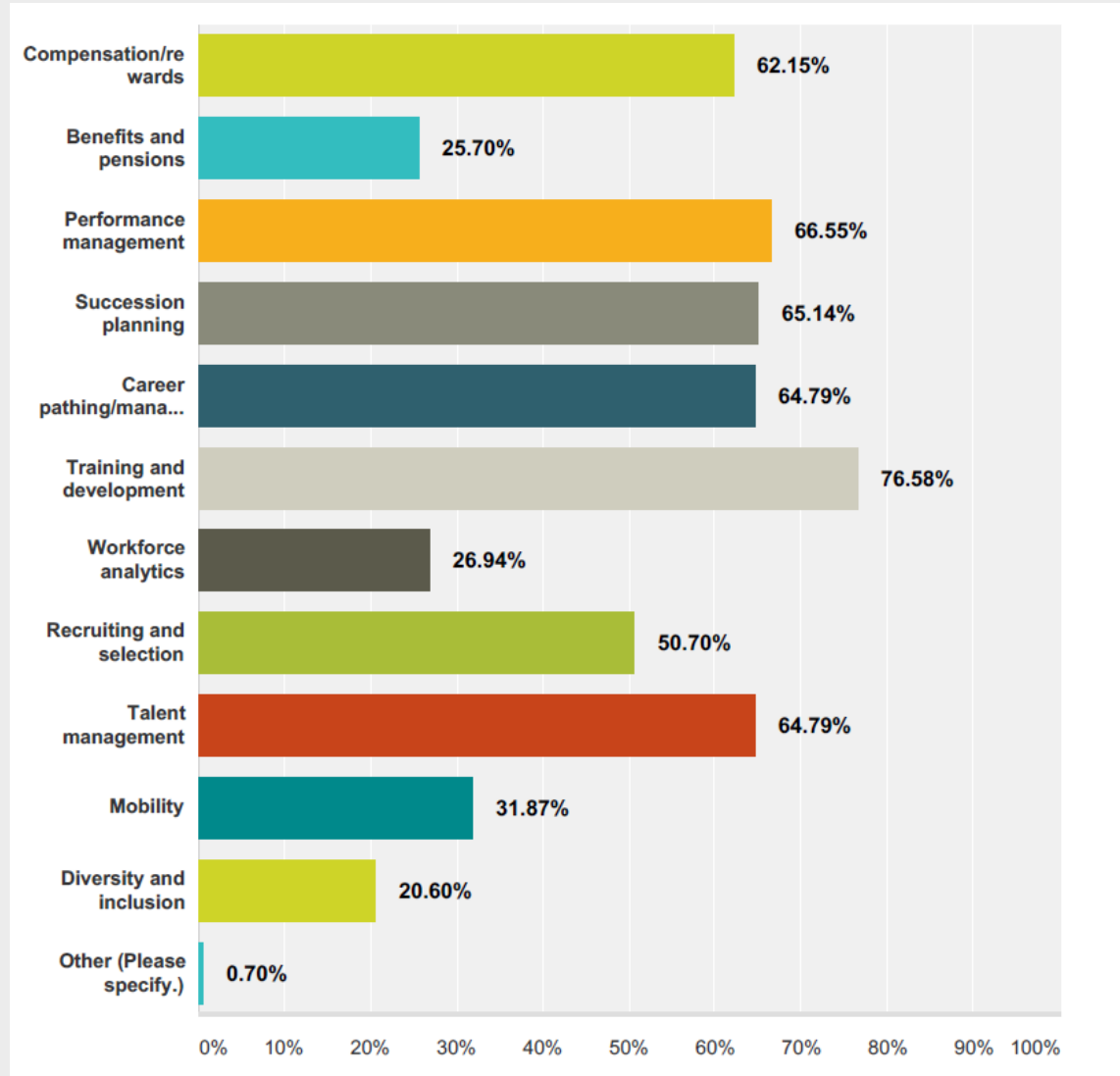
Mercer's 2015 career frameworks survey. Report published in August.
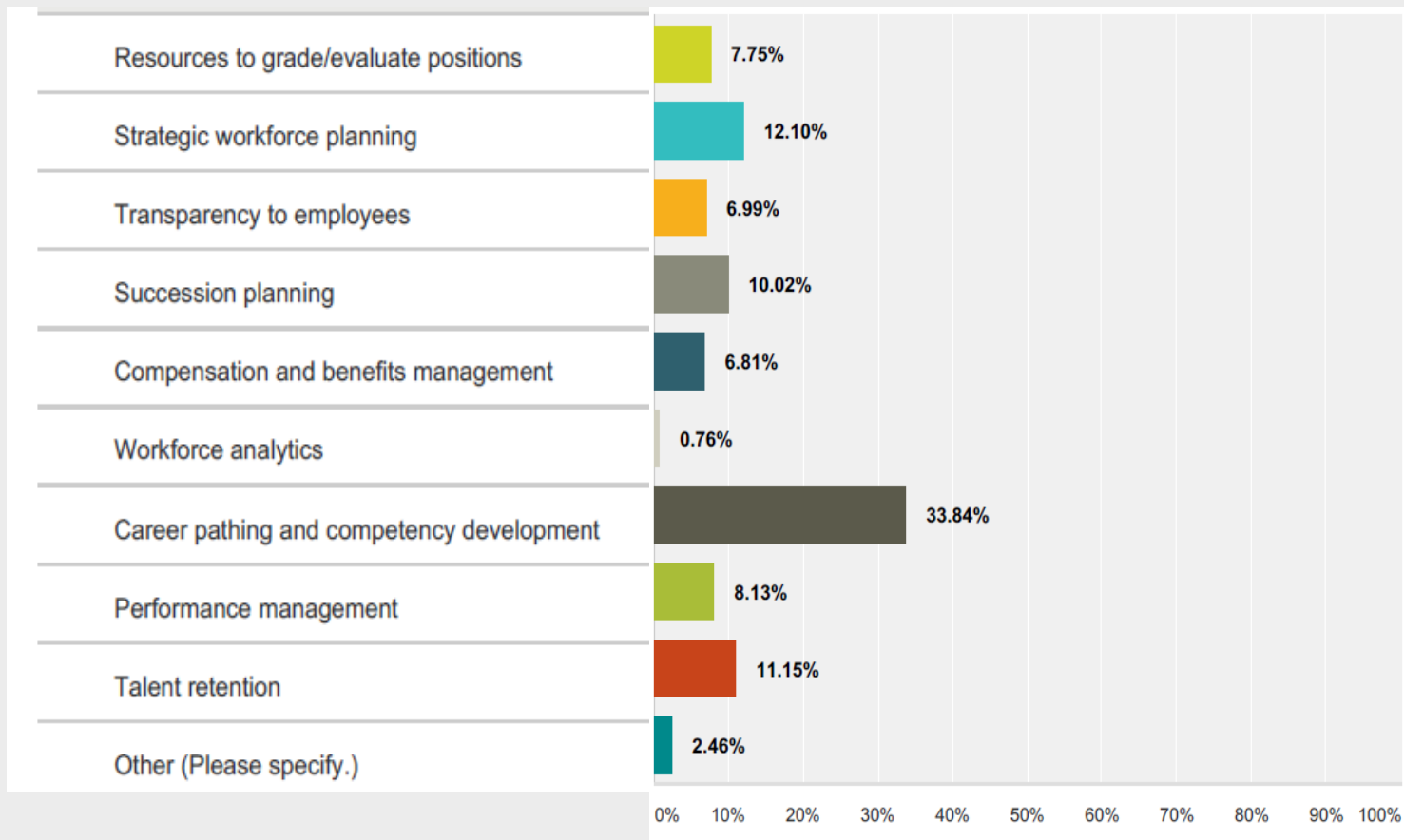
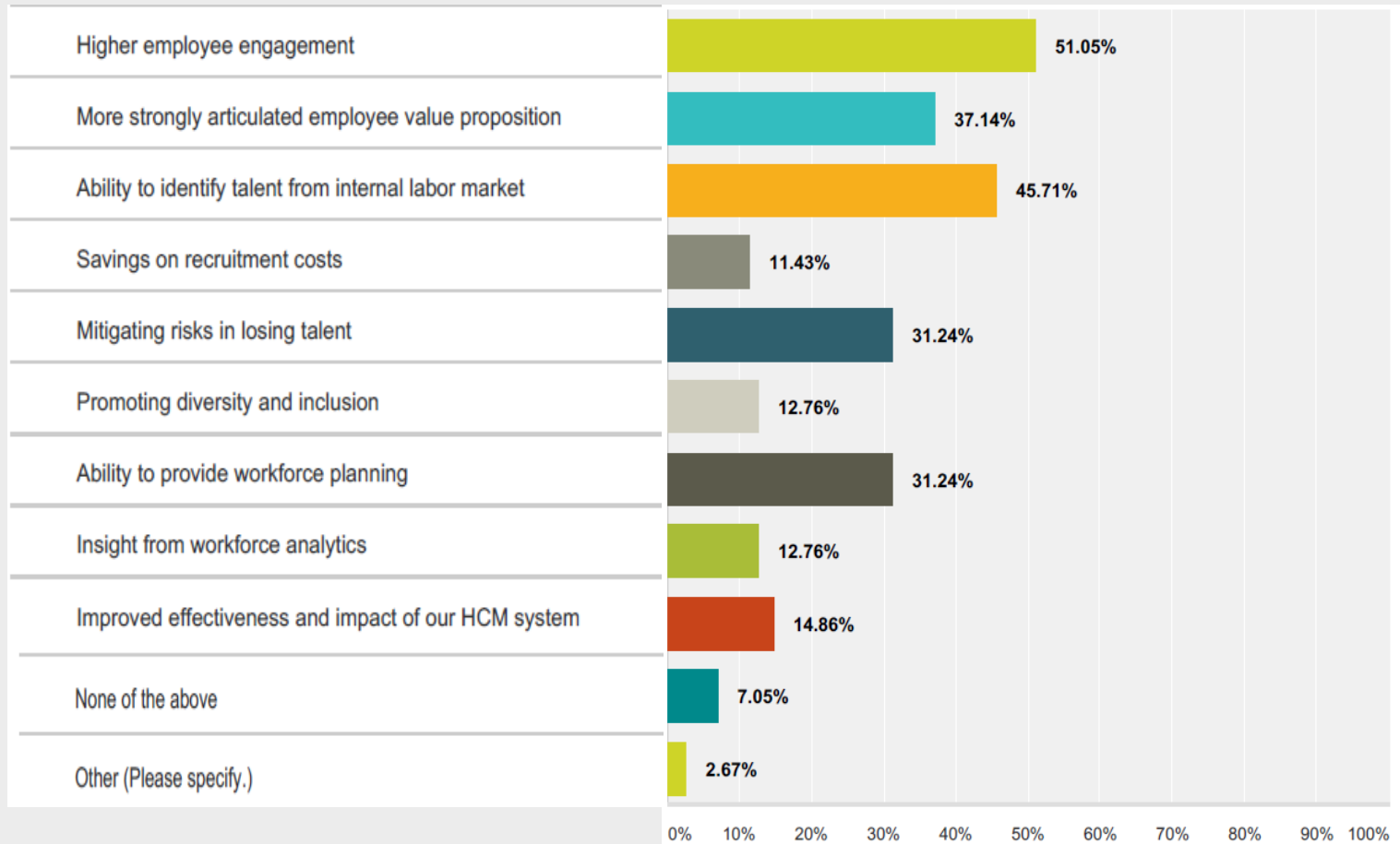# WHAT TALENT PROGRAMS ARE DRIVEN BY YOUR CAREER FRAMEWORK?

Mercer's 2015 career frameworks survey.

Report published in August.

| Category	Percentage
Compensation/rewards	62.15%
Benefits and pensions	25.70%
Performance management	66.55%
Succession planning	65.14%
Career pathing/mana...	64.79%
Training and development	76.58%
Workforce analytics	26.94%
Recruiting and selection	50.70%
Talent management	64.79%
Mobility	31.87%
Diversity and inclusion	20.60%
Other (Please specify.)	0.70%

WHAT DOES YOUR CAREER FRAMEWORK DELIVER IN TERMS OF BUSINESS RESULTS?

Mercer's 2015 career frameworks survey. Report published in August.

| Category	Percentage
Higher employee engagement	51.05%
More strongly articulated employee value proposition	37.14%
Ability to identify talent from internal labor market	45.71%
Savings on recruitment costs	11.43%
Mitigating risks in losing talent	31.24%
Promoting diversity and inclusion	12.76%
Ability to provide workforce planning	31.24%
Insight from workforce analytics	12.76%
Improved effectiveness and impact of our HCM system	14.86%
None of the above	7.05%
Other (Please specify.)	2.67%

WHAT ARE YOUR BIGGEST CHALLENGES IN IMPLEMENTING A CAREER FRAMEWORK?

Mercer's 2015 career frameworks survey. Report published in August.
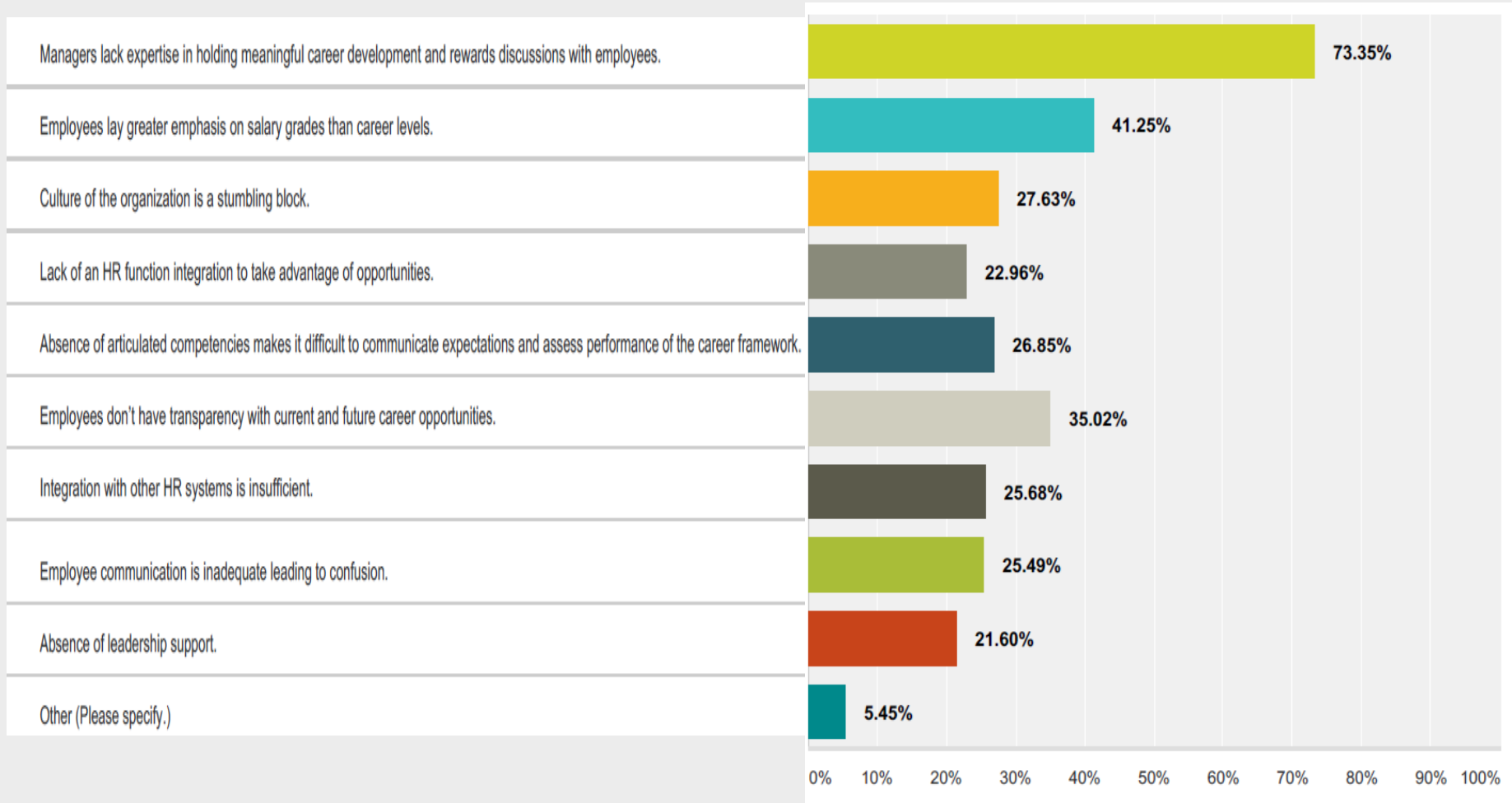
DO YOU THINK YOUR INVESTMENT IN A CAREER FRAMEWORK HAS PAID OFF IN TERMS OF RETURN ON INVESTMENT?

Mercer's 2015 career frameworks survey. Report published in August.
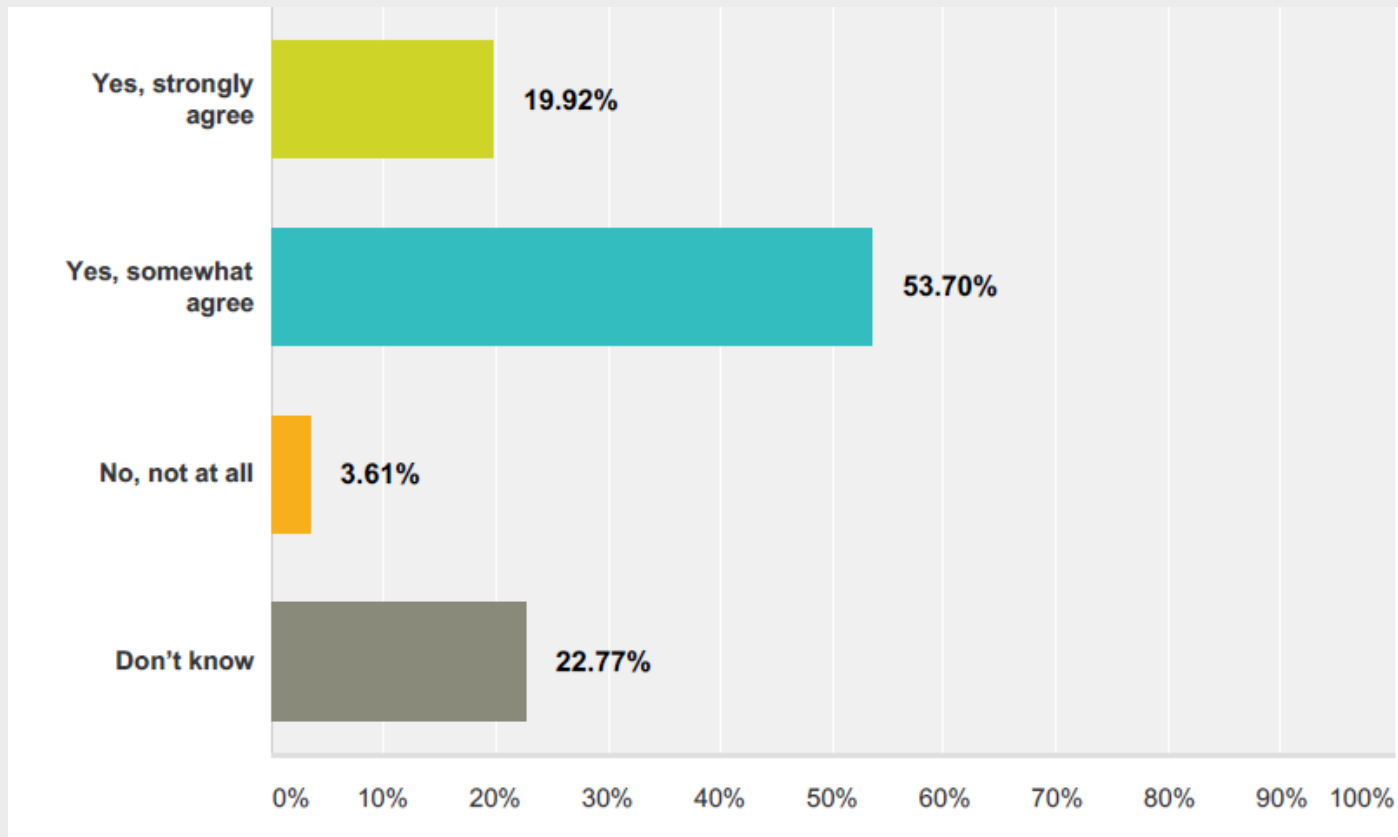
An Effective Career Framework?

What solutions/tools should it include?

What new or innovative practices have you used or heard about in career practices?

BUILDING AND IMPLEMENTING A SUCCESSFUL CAREER FRAMEWORK

IDENTIFY

The right career levels, tracks (families/sub families), critical roles and job structure.

STRATEGIC ARCHITECTURE

Understand the talent and rewards philosophy to determine the Job Architecture — vertical career levels/rungs, horizontal career tracks/sub-families, and create a— that is optimal for career performance.

POTENTIAL DELIVERABLES:

- Diagnostic review of career levels
- Career and Rewards Philosophy
- Job Architecture — Levels/Streams/ Family

DEFINE

The expectations at each rung in the career ladder and track using accountabilities and competencies.

BUILDING BLOCKS

A common set of Work Dimensions & company-wide Core Competencies provides a seamless structure for talent mobility, while unique Technical Skills/Competencies recognize the nuances by job family.

POTENTIAL DELIVERABLES:

- Career level guide with associated Work Dimensions and Core Competencies.
- Unique definitions by sub-family
- Targeted competency profile by level
- Technical competencies
- Create the role profile/job description template

MAP

The current jobs and employees to the career framework and determine where job consolidation is required.

JOBS AND EMPLOYEES

The process for making decisions around where a job (and employee) sits in the framework requires collaboration with subject matter experts.

POTENTIAL DELIVERABLES:

- Job catalog and titling structure
- Jobs mapped to the career framework
- Employee assessment against levels
- Employees mapped to jobs
- Impact analysis
- Engagement and buy-in by functional leadership

ALIGN

The career framework with all talent processes impacting employees such as performance, pay and succession.

TALENT PROCESSES

Using core foundations of the career framework, Mercer will work with you to align each of the talent and reward programs and processes to ensure a seamless and integrated employee experience.
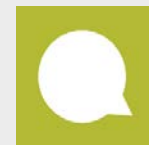
POTENTIAL DELIVERABLES:

Alignment of framework with:
- Rewards Programs
- Performance Development
- Training Programs
- Career/Succession Planning
- Talent Review
- Strategic Workforce Planning

COMMUNICATE

The employee value proposition of career tools that can help support employees' growth and development.

CREATIVE STRATEGY

Mercer's creative strategies define the rational and emotional experiences across a range of integrated touch points to inspire a deep, persistent attraction to your brand. Ultimately, this will drive the active pursuit of employment using simple digital means.

POTENTIAL DELIVERABLES:

Creative Strategy Guide including
- Campaign Visualization
- Career App
- Implementation Plan

17

What is your top tip about career management?