CAREER FRAMEWORKS
CHALLENGES, BARRIERS AND INNOVATIONS

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Mercer
Why are ‘careers’ so topical?

What do you think is driving this?
What are you hearing from your workforce?
An EVP is a set of offerings that characterizes how an employer differentiates itself from its competitors to attract and engage employees.
EMPLOYER PERSPECTIVE: THE NATURE OF THE TALENT DEBATE IS CHANGING

From... To...

We should invest in talent as a strategic advantage

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

Control
- Career direction

Velocity
- Right speed

Capabilities
- Best talent
- 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.
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?

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
Core Competencies are defined by stage

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?

**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?

What Talent Programs are Driven by Your Career Framework?

Mercer’s 2015 career frameworks survey.

Report published in August.

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Compensation/_rewards</td>
<td>62.15%</td>
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<td>Benefits and pensions</td>
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<td>Performance management</td>
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<td>Succession planning</td>
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<td>Career pathing/management</td>
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<td>Recruiting and selection</td>
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<td>Talent management</td>
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<tr>
<td>Mobility</td>
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<tr>
<td>Diversity and inclusion</td>
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<tr>
<td>Other (Please specify.)</td>
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**WHAT DOES YOUR CAREER FRAMEWORK DELIVER IN TERMS OF BUSINESS RESULTS?**


<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Higher employee engagement</td>
<td>51.05%</td>
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<tr>
<td>More strongly articulated employee value proposition</td>
<td>37.14%</td>
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<tr>
<td>Ability to identify talent from internal labor market</td>
<td>45.71%</td>
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<tr>
<td>Savings on recruitment costs</td>
<td>11.43%</td>
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<tr>
<td>Mitigating risks in losing talent</td>
<td>31.24%</td>
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<tr>
<td>Promoting diversity and inclusion</td>
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<tr>
<td>Ability to provide workforce planning</td>
<td>31.24%</td>
</tr>
<tr>
<td>Insight from workforce analytics</td>
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<tr>
<td>Improved effectiveness and impact of our HCM system</td>
<td>14.86%</td>
</tr>
<tr>
<td>None of the above</td>
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<tr>
<td>Other (Please specify.)</td>
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What are your biggest challenges in implementing a career framework?


- Managers lack expertise in holding meaningful career development and rewards discussions with employees. 73.35%
- Employees lay greater emphasis on salary grades than career levels. 41.25%
- Culture of the organization is a stumbling block. 27.63%
- Lack of an HR function integration to take advantage of opportunities. 22.96%
- Absence of articulated competencies makes it difficult to communicate expectations and assess performance of the career framework. 26.85%
- Employees don’t have transparency with current and future career opportunities. 35.02%
- Integration with other HR systems is insufficient. 25.68%
- Employee communication is inadequate leading to confusion. 25.49%
- Absence of leadership support. 21.60%
- Other (Please specify.) 5.45%
DO YOU THINK YOUR INVESTMENT IN A CAREER FRAMEWORK HAS PAID OFF IN TERMS OF RETURN ON INVESTMENT?


- Yes, strongly agree: 19.92%
- Yes, somewhat agree: 53.70%
- No, not at all: 3.61%
- Don't know: 22.77%
DISCUSSION

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.

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

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

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

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

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.

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.

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

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.

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:
• Diagnostic review of career levels
• Career and Rewards Philosophy
• Job Architecture — Levels/Streams/ 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

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

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

POTENTIAL DELIVERABLES:
Creative Strategy Guide including
• Campaign Visualization
• Career App
• Implementation Plan
DISCUSSION

What is your top tip about career management?