Today's Speakers

Anna Orgera
Partner
Mercer
+1 212 345 5041
anna.orgera@mercer.com

Rick Leone
Senior Business Leader,
Global Rewards
MasterCard Worldwide
+1 914 249 5778
rick_leone@mastercard.com

QUESTIONS?

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Agenda
What we'll cover today

- Project background

- MasterCard career path design features

- Communications and implementation approach

- Project approach and team structure

- Key learnings

- Next steps

MasterCard Project Background

- Transformation to publicly held, global technology company

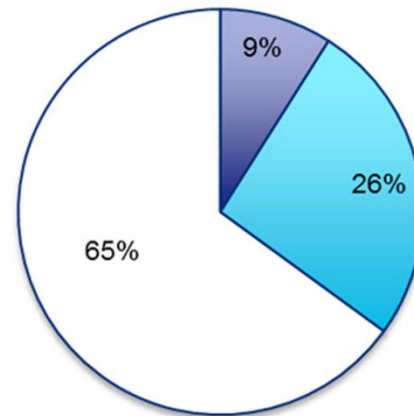- Key talent strategy areas of focus

- Begin with Global IT/Operations

# Benefits of Career Pathing Framework

Organizations Looking to Establish or Enhance Career Frameworks to Reap These Benefits

1/3
companies have a career framework

68%
companies plan to implement one

- Plan to implement a new framework **(9%)**
- Do not plan any modifications **(26%)**
- Plan to modify their existing career framework, including linking additional talent management or rewards programs **(65%)**

9%

26%

65%
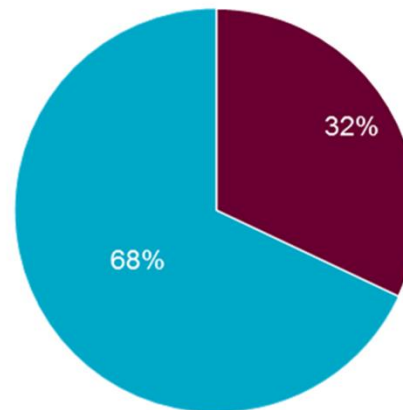
- Plan to implement a career framework **(68%)**
- Do not plan to implement a career framework **(32%)**

32%

68%

Source: Mercer 2012 Career Framework Survey. 297 US and Canadian organizations

Employees Want to Explore Opportunities to Move Vertically and Horizontally Within Their Organization

FUTURE OPPORTUNITIES

SALES	R&D	OPS	MARKETING	HR	IT	FINANCE	...

ROLE PROFILE

ROLE PROFILE

ROLE PROFILE

CURRENT ROLE
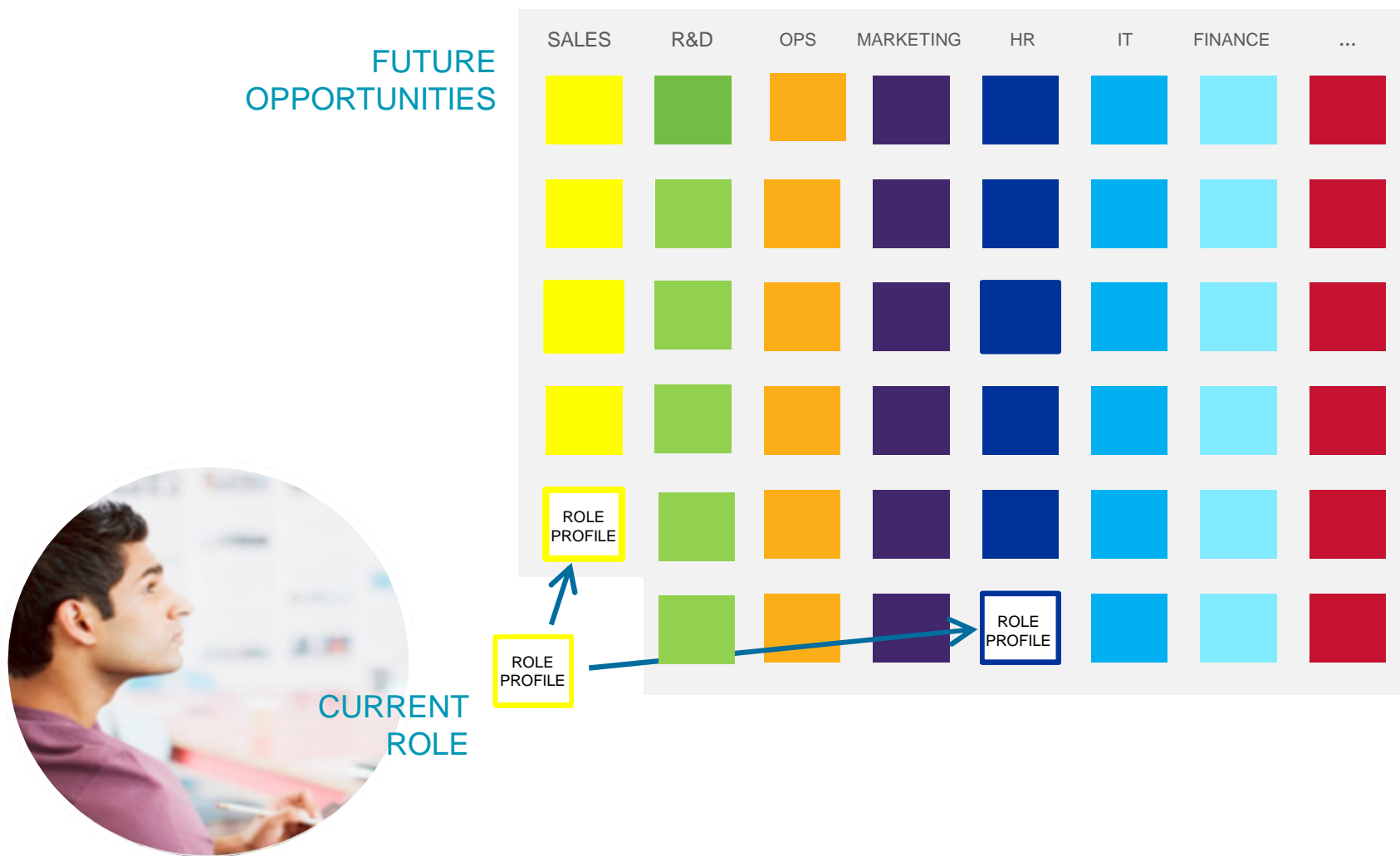
MasterCard's Career Framework Components
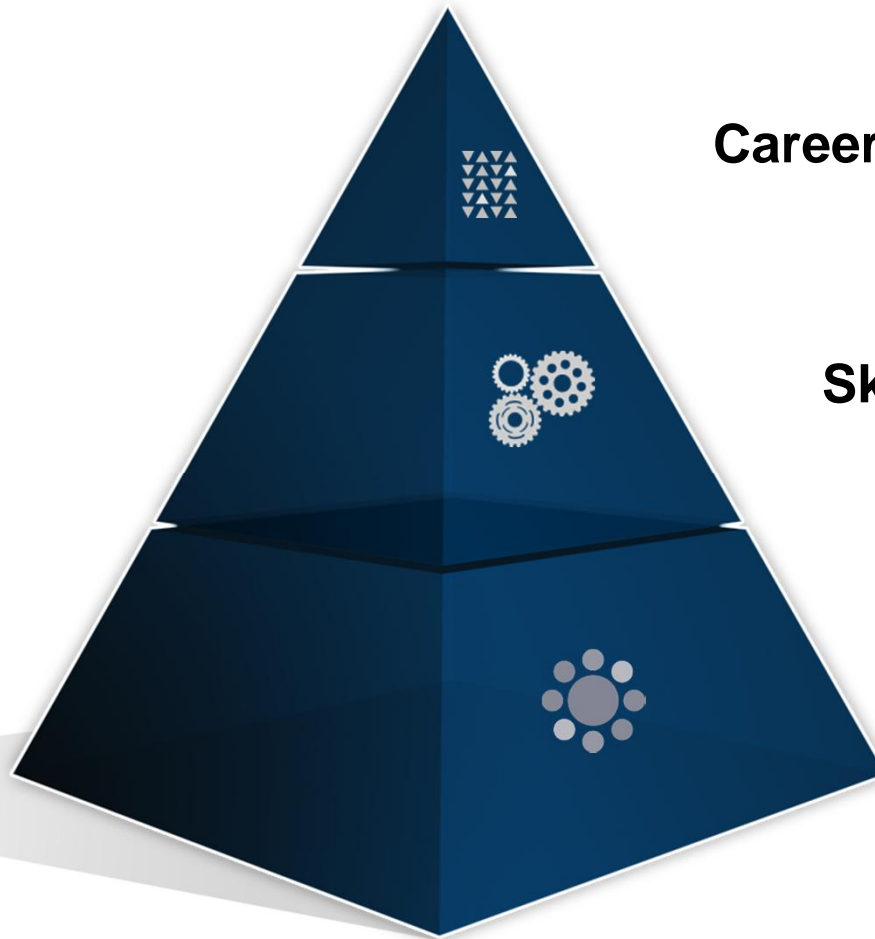
Career Path Guides

Skills Framework

Job Architecture

Career Path Guide Components for Each Role

Career Path Guides

Job Related Information

Major responsibilities

IT/Ops - specific experiences

Broadening experiences

Career Path Guidance

Typical feeder roles

Potential next roles

Professional skills

Technical skills
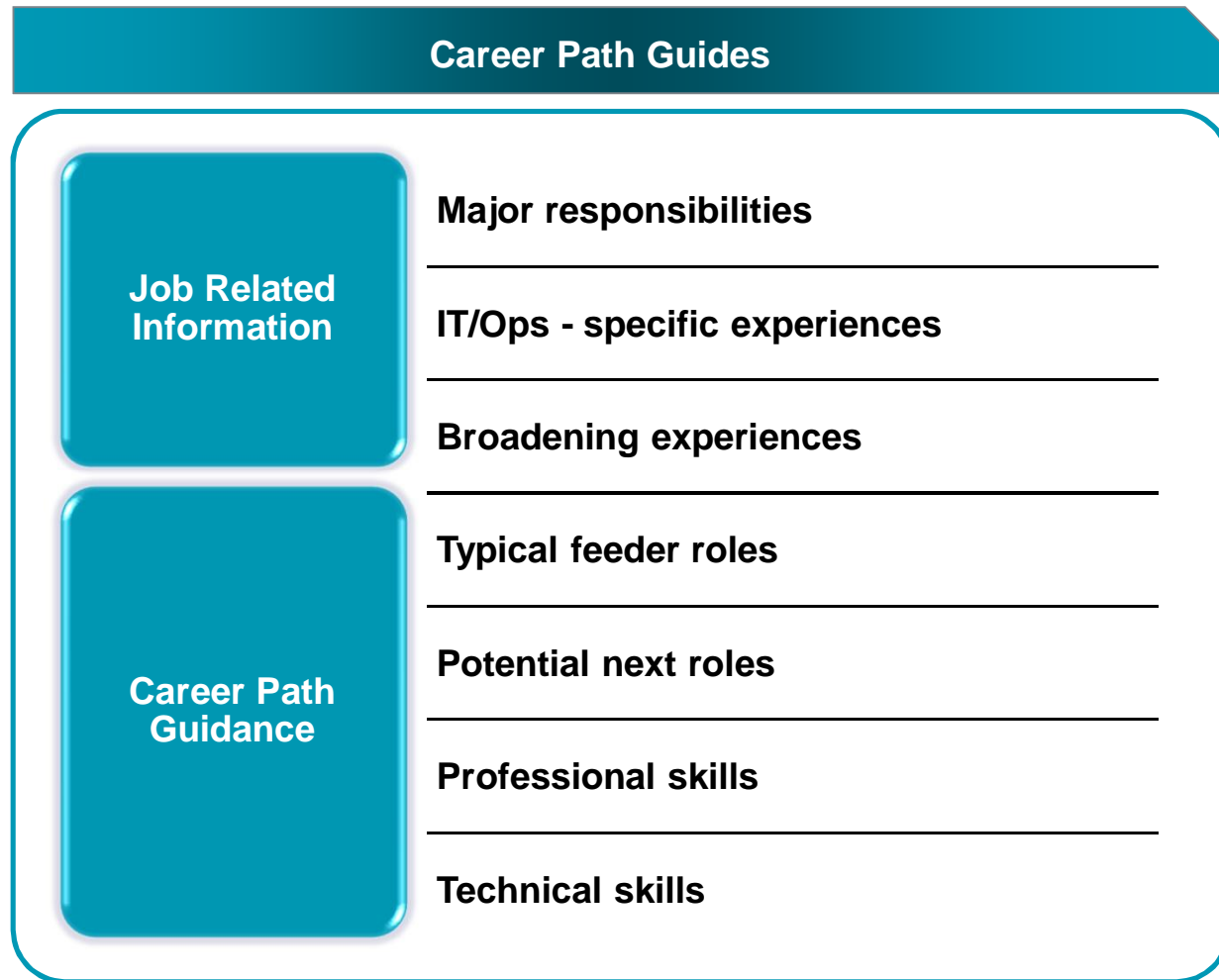
MasterCard's Dual Career Path

Technical Career Path

Manager Career Path

Executive Management/ Top Leadership

Technical Career Path	Manager Career Path
4 > Principal Consultant	4 > Sr. Business Leader
5 > Senior Consultant	5 > Business Leader
6 > Consultant	6 > Leader

7 > Senior Professional

8 > Experienced Professional

9 > Associate Professional
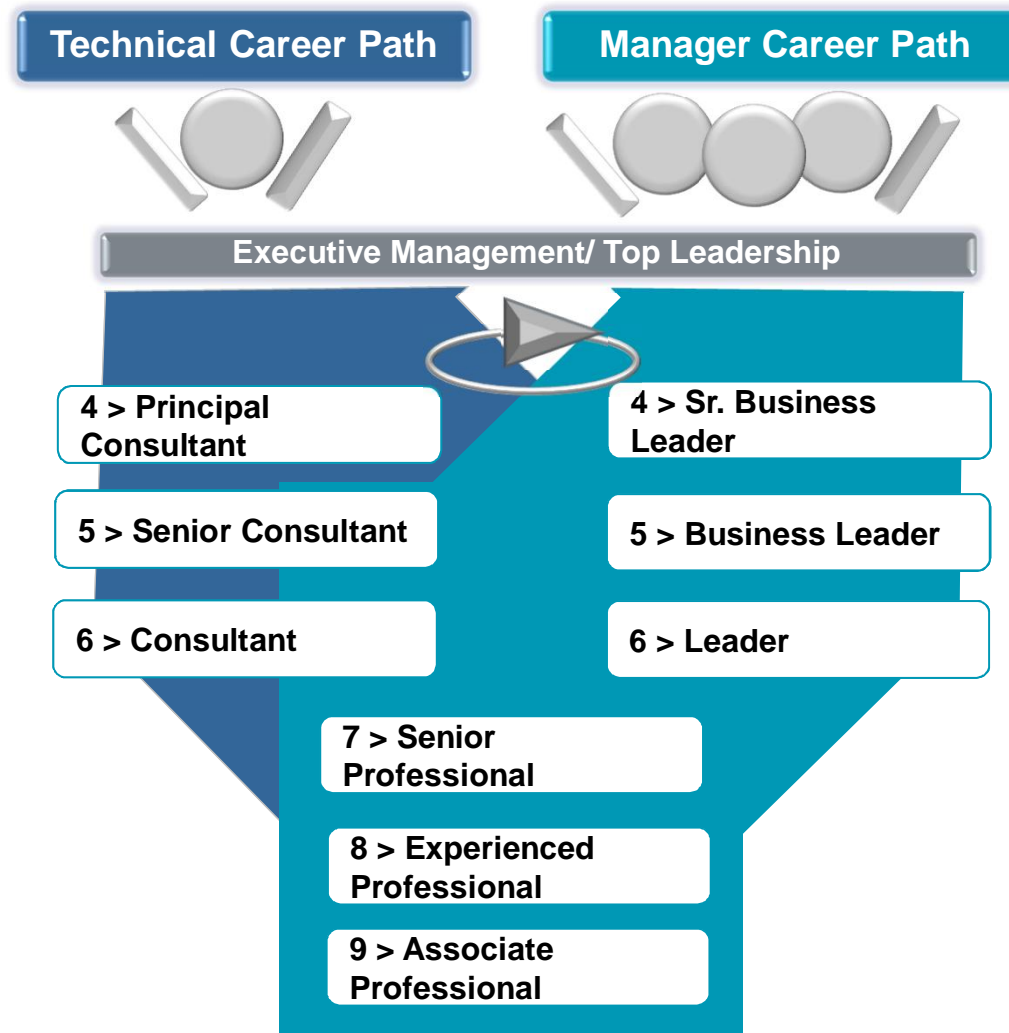
Team Structure: MasterCard's 24 Job Families in Three Clusters

Each of the three clusters had its own design team:

Technology Design and Development

Project/Program Management   Software Engineering   Information Security Engineering   System Analysis   Enterprise Architecture   User Experience   Testing and QA   Database Engineering   Data Scientist

Network and Operations

Internet Engineering   Network Engineering   Network Operations   Asset Management   Platform Services   System Management Engineering   Information Security Operations

Customer Support and Process

Business Analysis   Portfolio Management   Customer Technical Writing   Customer Operations   Implementation   Product Support   Process Optimization   Analytics & Metrics

Understanding the Skills in MasterCard's Career Framework

SKILL TYPE

Professional Skills

Technical Skills

SKILL PROFICIENCY LEVEL

Foundational

Intermediate

Advanced

Expert

Professional Skills Apply to All Roles

Communications & Influencing Others

- Business communication
- Technical communication
- Influence & persuasion

Change Adaptability

- Adapting to change
- Learning agility

Results Orientation

- Drive for results
- Ownership & initiative
- Teamwork

Innovation/ Transformation

- Innovation
- Challenging status quo

Business & Customer Acumen

- Business acumen
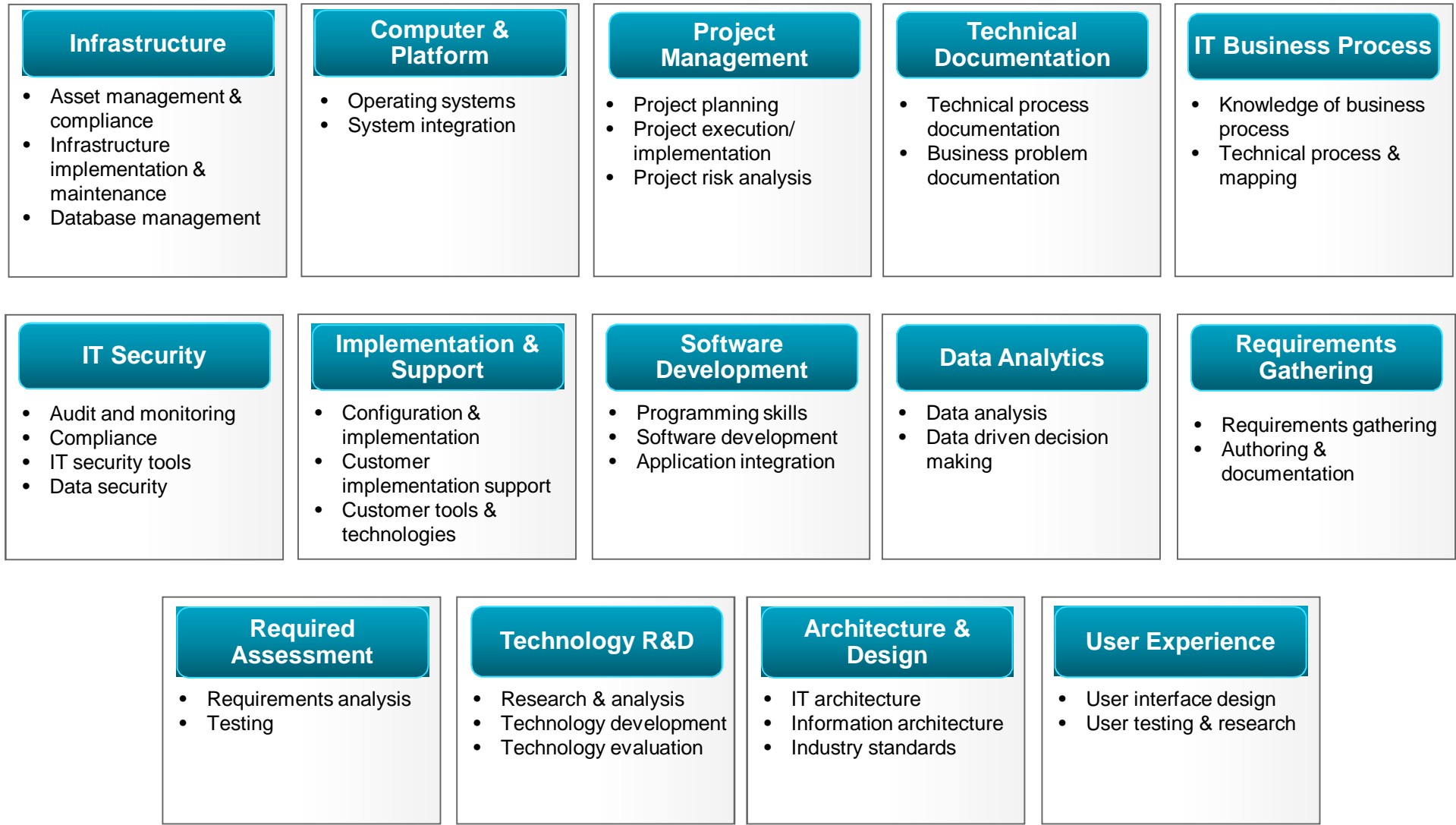- Financial acumen
- Customer focus

Talent Development

- Developing talent
- Coaching and feedback

Technical Leadership

- Technical domain expertise
- Technical business partnership

Technical Skills Apply to Specific Job Families

Infrastructure
- Asset management & compliance
- Infrastructure implementation & maintenance
- Database management

Computer & Platform
- Operating systems
- System integration

Project Management
- Project planning
- Project execution/ implementation
- Project risk analysis

Technical Documentation
- Technical process documentation
- Business problem documentation

IT Business Process
- Knowledge of business process
- Technical process & mapping

IT Security
- Audit and monitoring
- Compliance
- IT security tools
- Data security

Implementation & Support
- Configuration & implementation
- Customer implementation support
- Customer tools & technologies

Software Development
- Programming skills
- Software development
- Application integration

Data Analytics
- Data analysis
- Data driven decision making

Requirements Gathering
- Requirements gathering
- Authoring & documentation

Required Assessment
- Requirements analysis
- Testing

Technology R&D
- Research & analysis
- Technology development
- Technology evaluation

Architecture & Design
- IT architecture
- Information architecture
- Industry standards

User Experience
- User interface design
- User testing & research

Technical Skills

IT Business Process ●————————————————————————————————● **Name**

Definition: Has an understanding of business processes and their implications. Understands business process improvement concepts and takes initiative in process redesign. Applies understanding of policies and proce... support business objectives.				**Definition**
Foundational	*Intermediate*	*Advanced*	*Expert*
Knowledge of Business Process				
• Articulates working knowledge of MasterCard's business processes and consistently takes a practical and fact-based approach to making decisions	• Applies knowledge of current MasterCard business processes and products to maintain and enhance solutions, including identifying opportunities for automation	• Determines business opportunities at MasterCard to lead technology projects and provide business process automation and other alternative solutions that have a lasting financial impact	• Leads integration business factors differentiating strategies that promote transformational approaches in business and deliver superior solutions at MasterCard
Technical Process and Mapping				
• Demonstrates understanding of business process mapping and drafts process maps based on design or redesign opportunities	• Leverages knowledge of business process mapping to identify redesign opportunities and contribute to the development of IT solutions	• Drives efforts and provides advice on ways to effectively streamline business processes and efficiencies at MasterCard	• Drives and nurtures the creation of business process improvements flows that establish data-based business value

Skill Proficiency Level

Elements

Descriptors

Key Learnings

ALIGN WITH AN IMPORTANT TALENT MANAGEMENT EVENT

SHOW THAT MASTERCARD IS LISTENING AND ADDRESSING NEEDS

MANAGE EXPECTATIONS

LEVERAGE TECHNOLOGY

Project Team Structure
Key stakeholder roles and responsibilities

Specialized Support Resources

Design Team

Leadership Team

Project Approach
Work steps and timing

Week 1	Week 3	Week 6	Week 9	Week 12	Week 15
Leadership Meeting	Design Team Meeting 1	Design Team Meeting 2	Design Team Meeting 3	Design Team Meeting 4	Implementation
Guiding Principles and Strategy	Skills Areas	Major Responsibilities	Experiences, Feeder Roles and Next Moves	Skill Proficiency Stages & Role Profiles	Implementation & Communications Plan/Tactics
				Leadership Update	Leadership Validation

Key Learnings

Start career pathing with the right job family

This project team structure worked well

Project momentum is critical

And so is executive sponsorship

MasterCard's Next Steps

Sales career path completed and ready for implementation

Marketing, communications and product development in process

Remaining job families scheduled for completion in 2014-2015

Questions

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