MERCER WEBCAST
MASTERCARD’S CAREER PATH JOURNEY FOR GLOBAL IT/OPERATIONS AND BEYOND
MAY 29, 2014

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Today’s Speakers

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**QUESTIONS?**

Please type your question in the Q&A section of the toolbar and we will do our best to answer it.

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While in half-screen mode, use the Q&A panel on the bottom right-hand side of your screen.
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%)
- Plan to implement a career framework (68%)
- Do not plan to implement a career framework (32%)

Employees Want to Explore Opportunities to Move Vertically and Horizontally Within Their Organization
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
  - 4 > Principal Consultant
  - 5 > Senior Consultant
  - 6 > Consultant
  - 7 > Senior Professional
  - 8 > Experienced Professional
  - 9 > Associate Professional

- Manager Career Path
  - 4 > Sr. Business Leader
  - 5 > Business Leader
  - 6 > Leader

Executive Management/ Top Leadership
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**

**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 procedures to support business objectives.

<table>
<thead>
<tr>
<th>Knowledge of Business Process</th>
<th>Foundational</th>
<th>Intermediate</th>
<th>Advanced</th>
<th>Expert</th>
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<tbody>
<tr>
<td>• Articulates working knowledge of MasterCard’s business processes and consistently takes a practical and fact-based approach to making decisions.</td>
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<td>• Applies knowledge of current MasterCard business processes and products to maintain and enhance solutions, including identifying opportunities for automation.</td>
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<tr>
<td>• Determines business opportunities at MasterCard to lead technology projects and provide business process automation and other alternative solutions that have a lasting financial impact.</td>
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<thead>
<tr>
<th>Technical Process and Mapping</th>
<th>Foundational</th>
<th>Intermediate</th>
<th>Advanced</th>
<th>Expert</th>
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<tr>
<td>• Demonstrates understanding of business process mapping and drafts process maps based on design or redesign opportunities.</td>
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<td>• Leverages knowledge of business process mapping to identify redesign opportunities and contribute to the development of IT solutions.</td>
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<td>• Drives efforts and provides advice on ways to effectively streamline business processes and efficiencies at MasterCard.</td>
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<td>• Drives and nurtures the creation of business process improvements and flows that establish data-based business value.</td>
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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
# Project Approach

## Work steps and timing

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Week 3</th>
<th>Week 6</th>
<th>Week 9</th>
<th>Week 12</th>
<th>Week 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Meeting</td>
<td>Design Team Meeting 1</td>
<td>Design Team Meeting 2</td>
<td>Design Team Meeting 3</td>
<td>Design Team Meeting 4</td>
<td>Implementation</td>
</tr>
<tr>
<td>Guiding Principles and Strategy</td>
<td>Skills Areas</td>
<td>Major Responsibilities</td>
<td>Experiences, Feeder Roles and Next Moves</td>
<td>Skill Proficiency Stages &amp; Role Profiles</td>
<td>Implementation &amp; Communications Plan/Tactics</td>
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- **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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FEEDBACK
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