

HEALTH WEALTH CAREER

RE-IMAGINING CAREERS: GLOBAL TRENDS IN CAREER FRAMEWORKS

26 November 2015



TODAY'S SPEAKERS



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WHAT WE'LL COVER

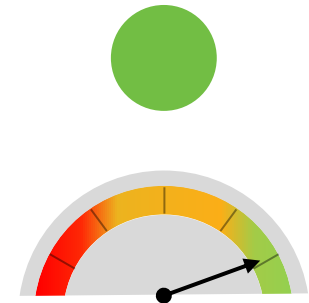
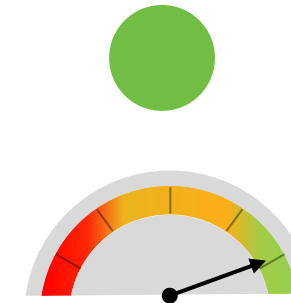
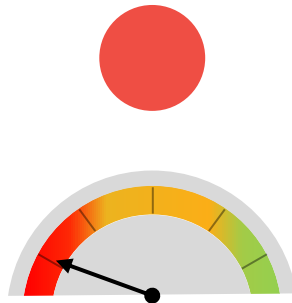
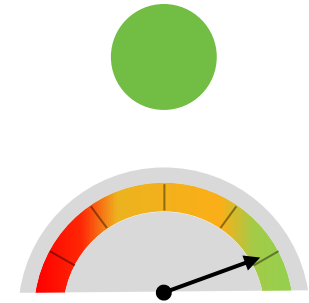
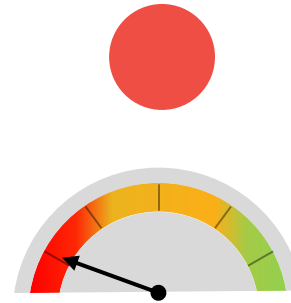
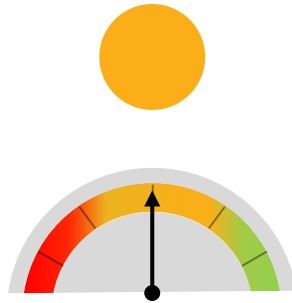
- 01 Careers Re-imagined – an evolving landscape
- 02 Insights from Mercer's 2015 Career Frameworks study
- 03 Client case studies – how companies are responding
- 04 Q&A



QUESTIONS?

- Please type your question in the Q&A section of the toolbar.
- While in full-screen mode, use the Q&A button in the floating bar at the top.
- While in half-screen mode, use the Q&A panel on the bottom right.

EVOLUTION OF CAREER MANAGEMENT



1990-2000

2000-2010

2010-2020

ERA OF THE INDIVIDUAL

MOVE AWAY FROM STATIC PROCESSES

CLIMATE OF REAL-TIME POSTINGS

FOCUS ON THE FUTURE, NOT THE PAST

'ONE SIZE FITS ONE' CAREERS

HR's role is to pave the way for individuals to more fully participate in driving business success. This does not negate the role of manager as coach.

STUDY: 2015 CAREER FRAMEWORKS IN TALENT MANAGEMENT



1,785 respondents



Located in **100+** countries (30+ from Europe)



From **global/multinational** and **local/domestic** companies



Representing a wide range of industry sectors

Regions:

- Africa
- Asia
- Europe
- Latin America
- Middle East
- North America
- Pacific

Industry Groups:

- Consumer Goods
- Energy
- Healthcare
- Pharmaceutical
- Banking, Finance, Insurance
- Hospitality
- Government
- Manufacturing
- Technology & Communications

Study commissioned by Mercer and conducted by Human Capital Media Advisory Group in March-May 2015

STUDY FINDINGS: GLOBAL SUMMARY

CHALLENGES



Companies around the world are facing employee engagement and retention challenges.

- Most are focused on building talent from within
- A well-defined career philosophy is becoming a strong differentiator to attract top talent

ACTIONS



Many organisations have career management programs in place, with elements such as:

- Clear role profiles and expectations
- Non-linear, cross-functional career paths
- Toolkits/training for managers

RESULTS



For organizations who are further along the Careers journey, a majority report that:

- Business leaders (not HR) are championing careers efforts
- Their career frameworks have delivered ROI

WHAT'S YOUR REALITY?

TOP 5 BUSINESS CHALLENGES

1	Benchmarking rewards and compensation	
2	Increasing employee mobility, engagement, and retention	
3	Accelerating talent strategies to execute on business objectives	
4	Utilizing big data for more effective and predictive workforce planning	
5	Leveraging technology to enhance HR and talent management	

Compared to other regions, companies in Europe are more focused on using big data to optimize workforce planning

The other top challenges were quite consistent across all geographies, company sizes, and industries

Leveraging HR technology is a bigger issue for the UK, Germany, Denmark, Belgium than other countries in the region

Larger organizations are more likely to face the challenge of addressing Diversity & Inclusion than smaller ones

WE WANT TO HEAR FROM YOU

A conference room with a city skyline view. In the foreground, there are several black office chairs arranged in a circle on a reflective floor. In the background, a large window offers a panoramic view of a city with many skyscrapers. Overlaid on the image is a dark blue speech bubble with white text.

How do you define
“**CAREER
FRAMEWORK**”?

WHAT IS A CAREER FRAMEWORK?

The purpose of the career framework is to build workforce capabilities through proactive and deliberate career management strategies.



Articulate a **career philosophy** that supports strategic goals

Develop/align **job families, competencies and accountabilities** across the organization

Define **critical experiences, knowledge and skills** necessary for career progression

Identify flexible **career paths** not only within functions but across the organization

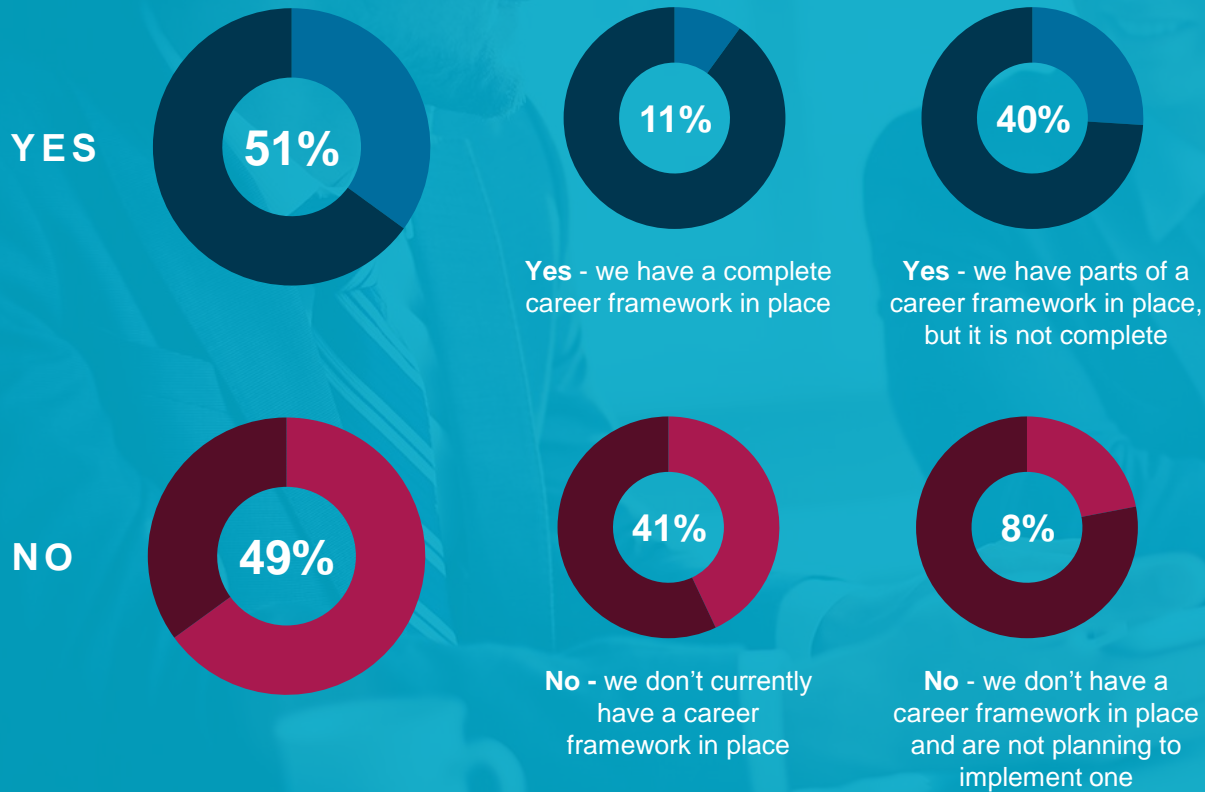
Empower managers to support employees through **effective conversations**

Empower employees to **actively manage** their career choices

Use your Career Framework to anchor **other HR processes**

EUROPE FINDINGS

DO YOU CURRENTLY HAVE A CAREER FRAMEWORK IN PLACE?



Companies in Europe are aligned with the global average (50%) , more likely to have career framework in place than North America and Pacific, but less likely than Asia

Organizations in the Netherlands are the most likely to have a career framework in place, followed by Belgium, Germany, and Spain

Larger organizations are more likely to have a career framework

The Technology, Communications and Consumer Goods sectors are the **most likely** in Europe to have a career framework in place; Financial Services and Retail are the **least likely**

EUROPE FINDINGS: PRIMARY USE

ORGANIZATIONS PRIMARILY
USE THEIR CAREER
FRAMEWORK FOR:

TALENT DEVELOPMENT

CAREER PATHING AND
COMPETENCY DEFINITION

TALENT MANAGEMENT

SUCCESSION PLANNING

COMPENSATION/REWARDS
MANAGEMENT



Results show that companies are choosing to develop internal talent rather than seeking it out from the external market



Smaller companies show slightly different priorities, as they tend to link their frameworks more closely to benefits and performance management



The majority do not use career framework to drive Workforce Analytics or D&I, nor do they link it to a library of learning actions or experiences



Larger organizations are more likely to link their framework to career pathing and talent mobility

CAREER PHILOSOPHY

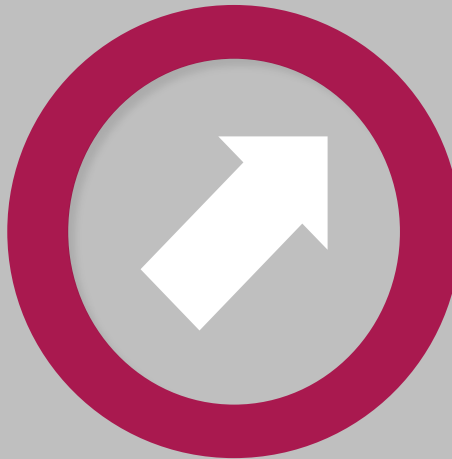
A number of choices can guide your framework architecture. Key dimensions to consider when establishing your career philosophy:

TRANSPARENCY



Have transparency on what it takes to move/progress

VELOCITY



Define velocity at which employees can progress from one level to the next

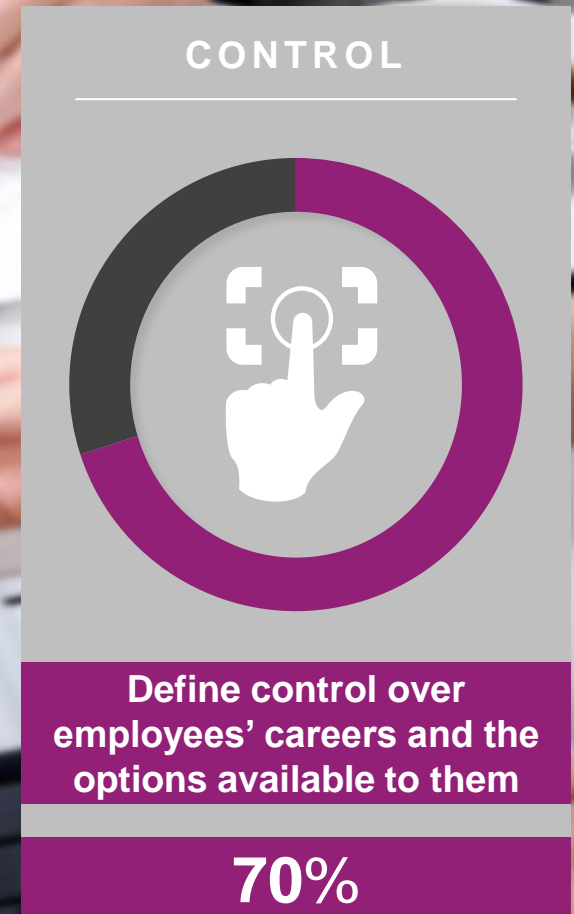
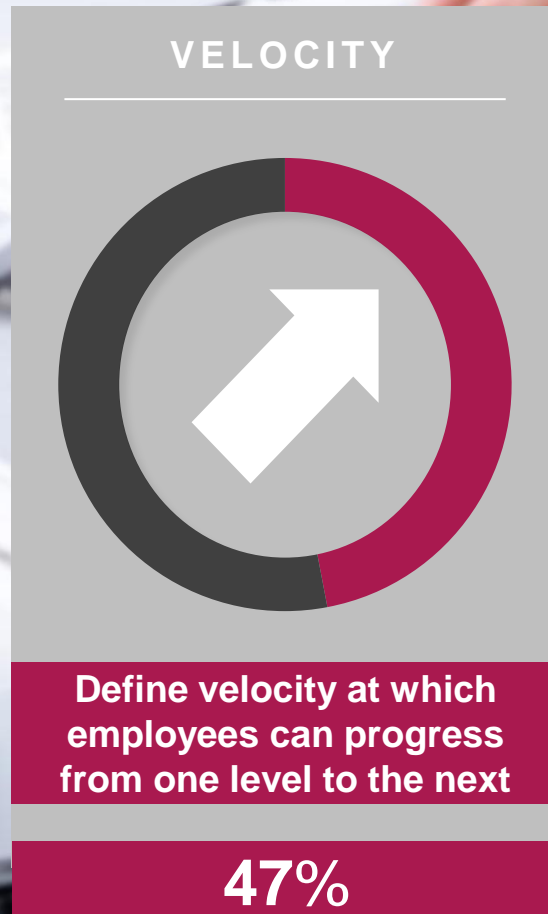
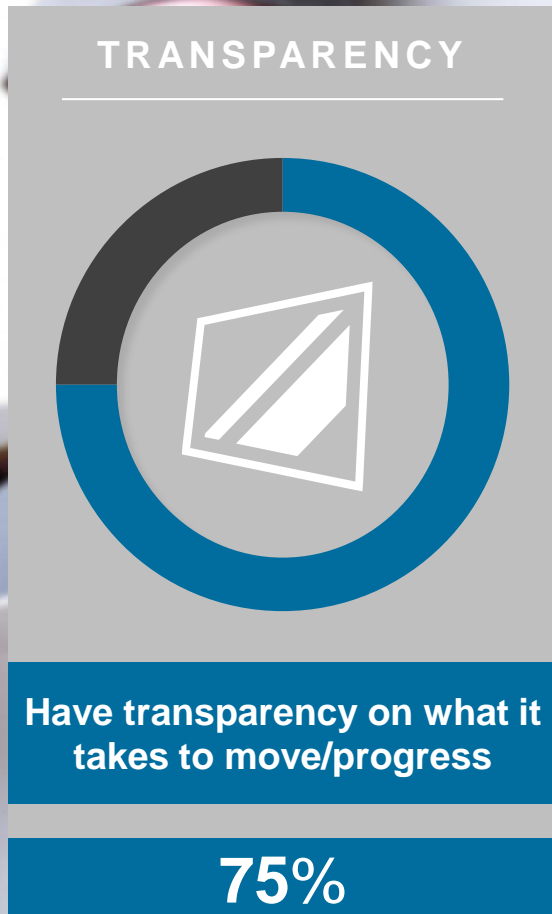
CONTROL



Define control over employees' careers and the options available to them

CAREER PHILOSOPHY

A number of choices can guide your framework architecture. Key dimensions to consider when establishing your career philosophy:



CAREER FRAMEWORK TO RESHAPE THE GROUP: GLOBAL INSURANCE COMPANY

CLIENT

Multinational Insurance Company (80.000 people, strong presence in Europe) looking to reshape market presence and solutions. The project started in one core BU (investment)

CHALLENGE

Partnering with HR and Line Managers to “label” the job , record competencies and experiences and design an easy to communicate career framework.

SOLUTION

Design a scalable process (i.e. starting from the core families only), being focused on the implementation process and the governance criteria

OUTCOME

Line managers have been able to break a siloed career structure, finding “unbeaten paths” based on competencies and experiences

“ Build the Employee Value Proposition, helping people to find their current and future place in the Company. ”

WHAT ARE THE ELEMENTS OF A CAREER MANAGEMENT PROGRAM?

Job descriptions / role profiles for all roles

Information on job families

Internal posting of career opportunities

Toolkits/training for managers around career discussions

Tools for employees to find out more about careers

Descriptions of learning pathways

Active talent mobility program

Clarification of potential career moves

HR portals or other IT tools

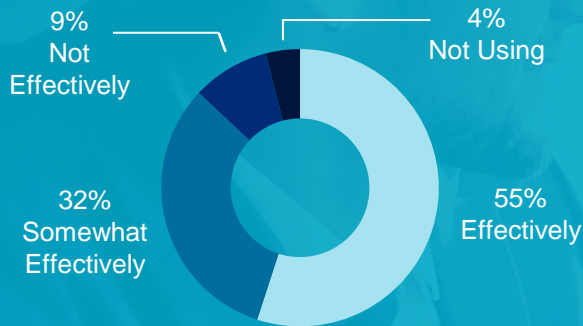
Career coaches

Person / job fit assessments

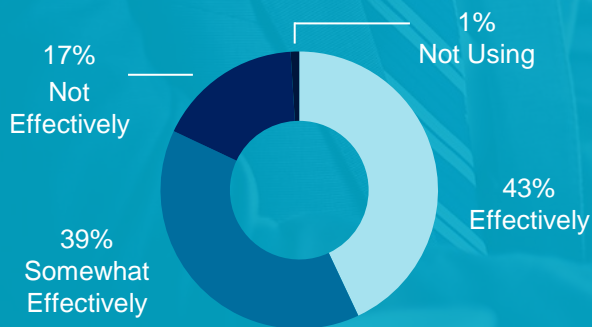
EUROPE FINDINGS: ELEMENTS

HOW EFFECTIVELY ARE THEY BEING USED?

MOST EFFECTIVELY USED

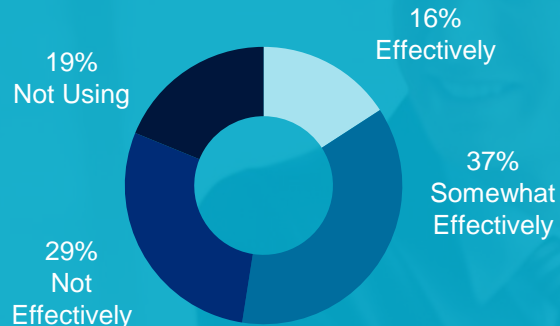


Internal Posting of Career Opportunities

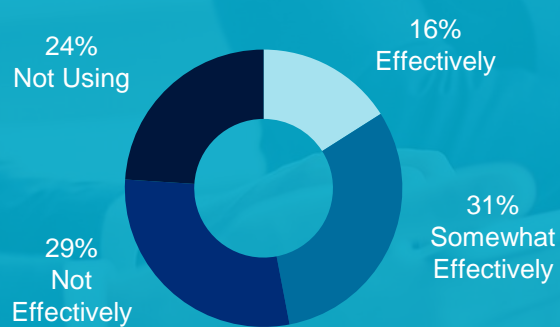


Job Descriptions / Role Profiles for All Jobs

LEAST EFFECTIVELY USED



Descriptions of Learning Pathways



Tools for Employees to Find Out More about Careers

3 in 4 of companies are not using careers toolkits/training for managers effectively

Of the companies in Europe that have a talent mobility program in place, only 23% effectively link it to career management

Consistent with global results, job descriptions/role profiles and internal job postings are the **most used** career management elements

Global findings are also mirrored in that Career Coaches are the **least used**, followed in Europe by Tools for employees to find out more about Careers

A CAREER FRAMEWORK IN ACTION: GLOBAL HOSPITALITY GROUP

CLIENT

Global group with thousands of hotels in nearly 100 countries around the world. Expanding rapidly in Asia with 200+ hotels and an additional 100+ planned.

CHALLENGE

Creating one careers approach for all brands with different structures and aligned with growing sales and marketing functions. Engaging and retaining Gen Y employees.

SOLUTION

“Career Mapbook” reference guide to career paths, success profiles, critical competencies and learning & development resources. All visually appealing and easily accessible off line.

OUTCOME

Career Mapbook built into onboarding plans and cornerstone of career discussions. Employees have clarity over the type of development opportunities that would enhance their career.

“The energy that internal moves bring to our company is a healthy part of our people-first culture.”

A CAREER FRAMEWORK IN ACTION: FOCUSING ON 'DESTINATION ROLES'

CLIENT

A global premium drinks company wished to identify the critical developmental experiences needed to progress to senior 'destination roles'.

CHALLENGE

Different brands and geographies had a variety of organization structures making a traditional approach to a career framework a challenge.

SOLUTION

Identified the critical experiences, coaching activities and formal learning in the career journey to the 'destination role's and captured these into 2-page career profiles.

OUTCOME

The profiles provide tangible learning though defined experiences in a flexible corporate environment.

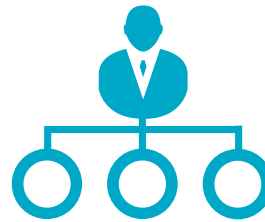
EUROPE FINDINGS: BUSINESS RESULTS

EMPLOYERS EXPECT RESULTS



Companies report that their career framework delivers higher **employee engagement** and increased ability to **identify talent from the internal labor market**

EMPLOYERS ARE COMMITTED TO HIRING FROM WITHIN



79% of companies plan to continue with their current emphasis of **hiring internally**

INVESTMENTS IN CAREER FRAMEWORKS HAVE PAID OFF



Over 2 in 3 respondents report that their investment has **delivered positive ROI**

EUROPE FINDINGS: IMPLEMENTATION CHALLENGES

THE BIGGEST CHALLENGE



Managers lack the expertise to hold meaningful career development and rewards discussions with employees

COMPANIES ALSO STRUGGLE



Communicating their career philosophy and framework to their employees can be a daunting task, and employees don't have transparency with current and future career opportunities

THE GOOD NEWS



76% indicate they have leadership support and **74%** have also integrated their career framework into other HR processes & systems

SIMPLICITY IS KEY

INTERACTIVE GUIDES FOR MANAGERS & EMPLOYEES

Featuring Mercer Career Guides, just-in-time resources for managers and employees.



For employees: An interactive, self-guided tour of possible career paths, including what it takes to succeed.

For managers: Just-in-time resource guides to prepare for Careers and IVP conversations with employees.

PLACEHOLDER FOR INTERACTIVE DEMO

COMMONWEALTH BANK

Business and Corporate Finance Careers Tool

EXPLORING YOUR OPTIONS

START

Build Your Career Profile | Explore Your Role | Discover New Opportunities

Business Analyst

Assoc., Agency Development

Where do you want to go? | Where are you now.

Level 3 / Orange Belt | Level 2 / Blue Belt

Where do you want to go? | Where are you now.

blue orange green black

How you can get there: Generate Development Plan | Review your Competency Assessment

See similar roles > See different roles >

CAREER MANAGEMENT TOOLKIT

An Interactive Guide for Managers

START

Individual Value Proposition (IVP) Manager Resource

As a manager, it is important that you understand what employees value and what specific aspects of their employment have the most impact on long-term commitment—their Individual Value Proposition (IVP).

Conducting the IVP Conversation

- Introduction
- Stay/Go
- Best Work
- Actions/Priorities
- Setting Expectations

Recognize the employee as a high performer and high potential

Introduce the concept of IVP and the purpose of the conversation

Describe IVP expectations for managers and employees

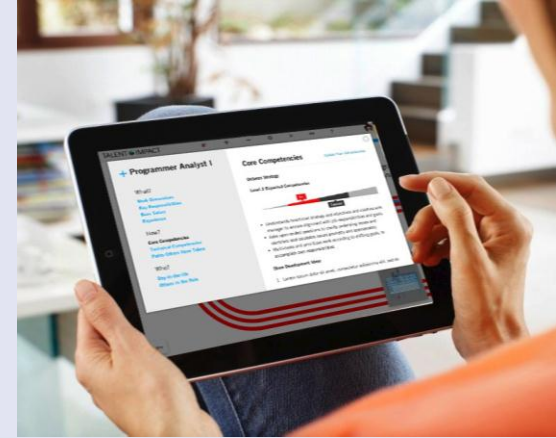
Reassure the employee that details of the conversation are confidential

"We want to make sure that we are doing the right things to create a work environment that is compelling and supportive for our high potentials. Think of it as Company X's value proposition to you as an employee – or your Individual Value Proposition. That's what I'd like us to discuss today—the factors that enable your engagement, contribution and ultimately, long-term commitment."

- Introduction
- Stay/Go
- Best Work
- Actions/Priorities
- Setting Expectations

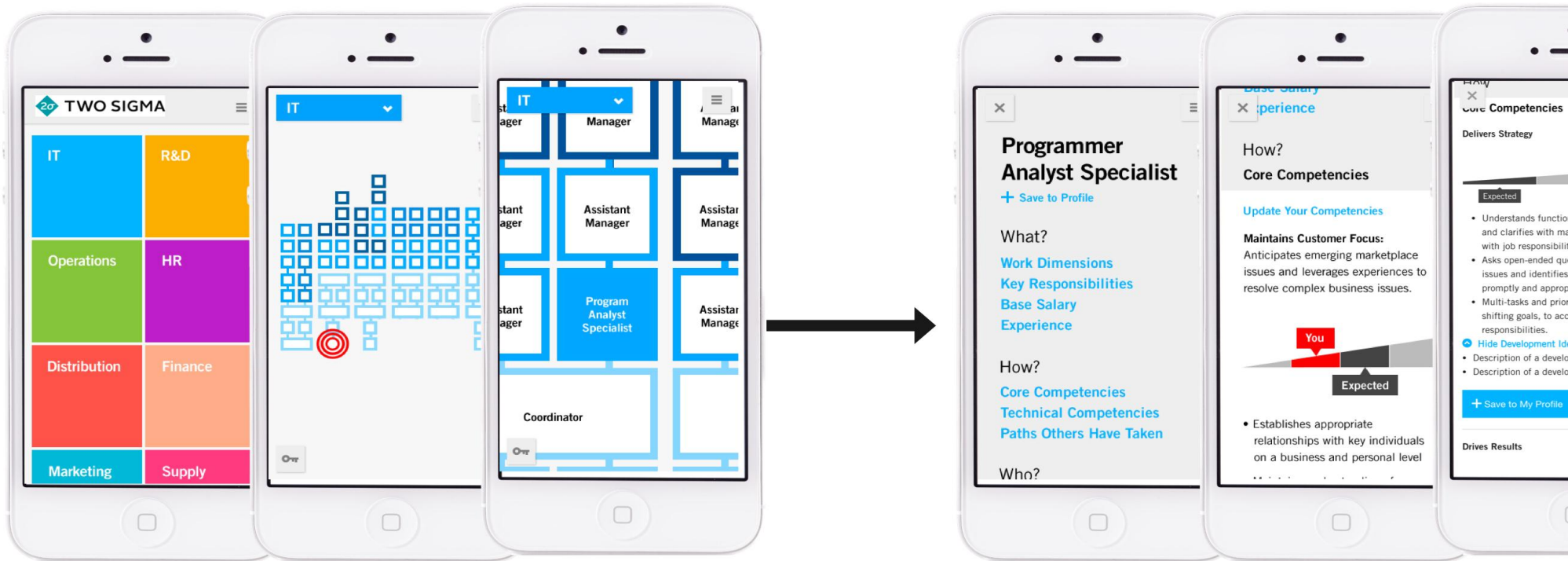
YOUR CAREER... IN THE PALM OF YOUR HAND

Introducing Career View™, Mercer's easy-to-navigate interface that helps employees explore their career path.



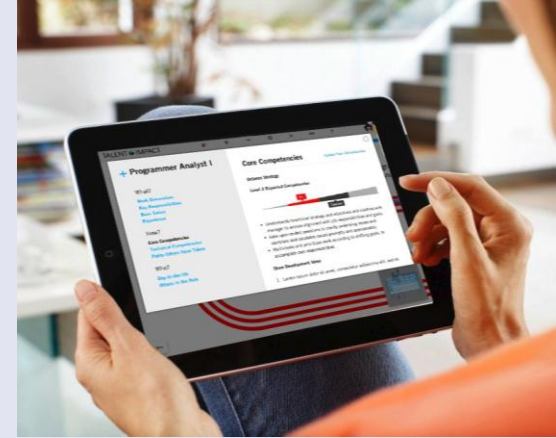
Employees can explore the organization, understand where their role fits, and identify roles or paths they'd like to pursue.

They can understand what's required for success in a role and access learning tools to build their capabilities.



EMPOWERING HR... POWERING INDIVIDUALS

Featuring Mercer Belong®, a one-stop portal for employee communications and resources.



Employees have one place to go for all of their HR communications and links to important resources.



ACCESS AT THE CLICK OF A BUTTON

- Social connectivity
- Colleague & leader videos
- Interactive career pathing tool
- Self-assessment tools
- Bite-size, just-in-time learning
- Performance management
- Internal job board
- Seamless links to your HCM systems

KEY FINDINGS



Speak to individuals as professionals



Focus on Transparency and Velocity



Aim for movement, not description



Create a Career Culture

HEALTH WEALTH CAREER

QUESTIONS
FEEDBACK
NEXT STEPS



MAKE
TOMORROW,
TODAY

