

HEALTH WEALTH CAREER

POINT OF VIEW
**BUILDING FOR AN
UNKNOWN FUTURE**

LEAP FORWARD WITH A
CAREER FRAMEWORK



MAKE TOMORROW, TODAY





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INTRODUCTION

The fourth industrial revolution — the digital revolution, characterized by a fusion of technologies — is fast becoming a workplace reality. Robotics, artificial intelligence, wearables, mobile and cloud technologies have infiltrated organizations. Business models are adjusting to address talent scarcity, aging workforces and continued pressure to control costs — and in response to what people say they want out of a job. Recent Mercer research revealed 93% of executives are planning an organizational redesign over the next two years. These forces have far-reaching implications for the future of work.

NEXT-GEN CAREER FRAMEWORKS

A career framework needs to be built with an eye on the future to ensure it contains the agility to strengthen talent capability and capacity.

What will the future look like? Consider:

- Tapping into talent ecosystems to access employees, contingent workers, bots and knowledge hubs
- Empowering employees to contribute wiki-style content to evolving jobs
- Sourcing, selecting and deploying teams using skill-identification technology
- Using human resource information systems (HRIS) with cloud migration to enable templated, enterprise-wide approaches to job architecture to reflect current jobs and jobs of the future

As soon as five years from now, organizations may have only a core set of employees to fulfill such roles as strategic leadership, differentiated intellectual capital know-how, and management of partnerships and vendors. Variable staffing models will be used to deliver specific skills to bring value to the organization and flexibility to build capacity. Core employees will manage the system through artificial intelligence automation to deploy people around an event (with more project- and team-based work) and move on.



Future-focused companies look for trends, such as the application of automation and machine learning, and embrace them to infuse transformation. Having a talent strategy integrated with business priorities is fundamental for clarifying the gap between today's workforce reality and the needed future state. Future-focused leaders identify people who can drive the business forward — even if those people are not in positions of influence today or if their future roles have yet to be invented. All of this has implications for jobs, roles, career planning and developing employee capacity. The foundation of this effort is a career framework to enable organizations to maximize talent resources, manage costs and gain insight into future needs.

“We embarked on creating a globally consistent career framework that will be supported by a new HRIS platform. Our old infrastructure was localized and inadequate for strategic decision-making. We wanted to build a structure to fully support HR processes going forward, so we focused on three priority areas — career management, strategic decision-making and rewards management — as we believe these are the top enablers to drive our agenda of delivering profits for growth.”

– *Kenneth de Neergaard, Group Compensation and Benefits Manager, FLSmidth*

TOP FIVE BUSINESS DRIVERS

The most common business drivers for investing in a career framework include:



1. Driving speed-to-value relative to software as a service (SaaS) HR technology solutions



2. Establishing a common platform for the effective delivery of an integrated HR service



3. Building functional capability and talent capacity to deliver on global and local business strategies



4. Defining career growth opportunities and bolstering productivity



5. Creating an infrastructure to enable the effective delivery of a global total rewards system

Although artificial intelligence and robots may change the need for human labor — creating demand for both complex and simple roles while semiskilled jobs contract — what will remain constant is the need for employees to be productive and deliver value. A career framework provides the platform to define required roles and quantify how the workforce is creating value today as well as the ability to rapidly evaluate tomorrow's world and adjust employee capacity to fuel growth.

“For fast-moving companies or rapidly evolving functions, such as marketing, it’s important to hire people who have the fundamental skills in what you need but also show intuition and aptitude for change and agility. Applicants who demonstrate curiosity and a willingness to learn — that ability to be adaptable and have a propensity to pick up and run with something new — will have an edge over other job candidates.”

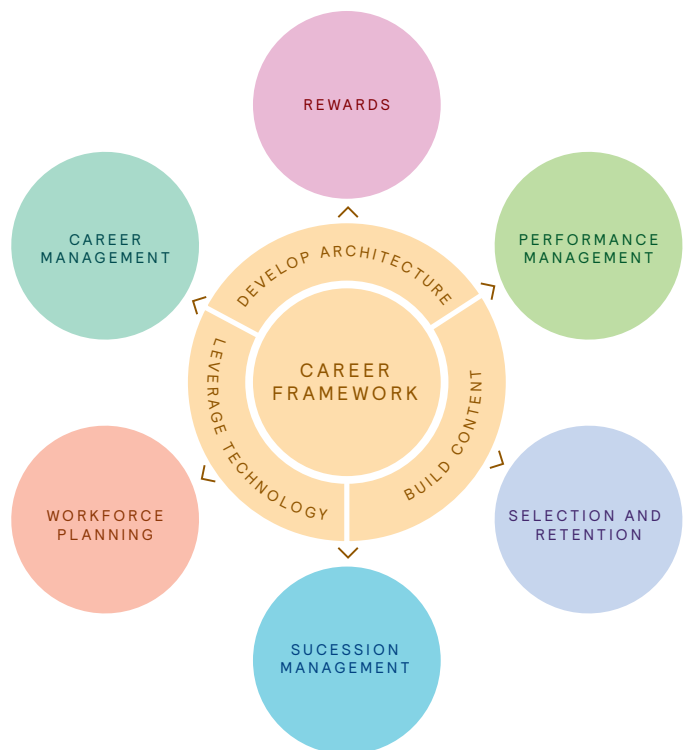
– Yair Riemer, Chief Marketing Officer, CareerArc



WHAT EXACTLY IS A CAREER FRAMEWORK?

A career framework* is a platform on which organizations can pivot and dynamically respond to challenges in both local and global markets by linking vital HR processes — such as workforce analytics, selection and retention, performance management, succession management, rewards, and career management and development. The strategic purpose of a career framework is to define job architecture, build workforce capability, enable performance and optimize costs.

*A career framework is also sometimes referred to as career architecture or workforce architecture; in the context of an HRIS, it relates to a job catalog.



JOB ARCHITECTURE

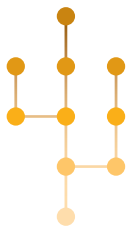

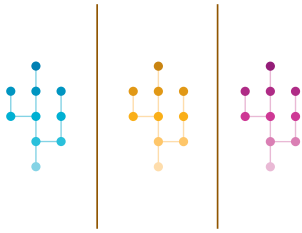
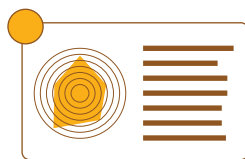
The foundation of a career framework, commonly known as the job architecture, defines the internal organization of jobs (that is, roles, career streams, job families and subfamilies, and titling). Job architecture provides a mechanism to accommodate an evolving job catalog in an organized way. It commonly includes:

- Career streams (tracks) — the type of career, such as leadership, professional, technical and support
- Career levels — the discrete hierarchy of work, such as entry, intermediate, senior, specialist, etc.
- Job families and subfamilies — the disciplines and subdisciplines of work, such as marketing (market research, brand management, etc.) or technology (architecture, project management, etc.)

Job architecture has a range of applications in areas such as rewards, recruiting, workforce analytics, and career management and development.

ROLE PROFILES

A role profile defines the responsibilities and capabilities needed to be successful. It captures the work dimensions (the “what”) and how the work gets done (the “how”). By defining career paths, role profiles can help an employee see what’s required at the next level and can also support employers in better determining talent needs.

CAREER STREAM	CAREER LEVEL	JOB FAMILY/ JOB FUNCTION (Discipline/specialty)	JOB
			
Career type within the organization, characterized by unique responsibilities	The hierarchical position of a job within a career stream Recognizes incremental changes in job scope and responsibilities and is consistent across disciplines	Generally recognized major professional area, often requiring a unique set of skills Where most career development occurs	A specific point in a career journey, characterized by a combination of career level, career stream and sub-family Has a unique blend of competencies

CAPTURING MULTIPLE PERSPECTIVES

From an organization perspective, a career framework provides a platform to connect and integrate talent initiatives (such as job structure, rewards and career development). The strategic value it provides is determined by how well those pieces integrate across programs, processes and communication platforms.

A career framework is a blueprint of the requisite roles, talent capabilities and accountabilities for supporting execution of an organization's business strategy.

From an employee perspective, a career framework provides clarity and transparency around role requirements and career progression criteria (such as competencies, career paths and success profiles). It also helps managers and employees understand and navigate potential career options. This can deliver a more compelling employee value proposition, resulting in higher levels of engagement and contribution. Employees will know what they need to do to get promoted in their current roles, what they need to improve and grow, and what other career opportunities exist in the organization.

“Most organizations lack clear career pathways to show employees how they can progress within their organization. This is a huge asset that can drive retention, motivation, inspiration and clarity for employees. The opportunity is to leverage data to create journeys across all job types and roles and help employees to understand the skills, competencies and experiences required to progress. This is so powerful for an employer's brand if they can nail it — it's a real differentiator.”

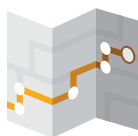
– Yair Riemer, Chief Marketing Officer,
CareerArc

THREE OPTIMIZED DIVIDENDS

A career framework delivers:



Transparency: Giving the organization visibility into employee capabilities and ensuring employees can understand their career opportunities



Control: Enabling the organization to flow the best talent toward the most critical roles and ensuring employees can influence their own career direction



Velocity: Providing the organization with a full pipeline of ready talent and ensuring employees can advance at their own pace

“Building our career framework not only helps managers and employees with career management, it also provides the infrastructure to deliver our talent and rewards programs. It provides a direct impact for employees by supporting and inspiring career planning, and an indirect impact by enabling us to better deploy talent and HR programs.”

– Rick Leone, Vice President, Total Rewards, Mastercard

BUILD CAPABILITY AND CAPACITY

A career framework helps create agility and fluidity within talent structures. Originally used for job evaluation and rewards, career frameworks have now become common and essential tools to define required skills and behaviors. Recent developments have seen career frameworks becoming key drivers of value from analytics and enabling strengthened employee capacity and organizational agility.

The competing talent challenges and opportunities businesses must confront can be supported by investing in a career framework. How can business leaders prepare?

- Understand the jobs that are required for success today and proactively plan for jobs that will enable future growth. Understanding job structure can greatly impact the identification of future skills requirements and the alignment of business and talent strategies.
- Focus on a combination of what capabilities employees need to perform in their current jobs (that is, competencies, skills and experience) and then broaden that lens to look at employees' capacity and potential to deliver on future needs (that is, resiliency to learn and grow once inside the business). Business leaders need to evaluate whether they can build, buy or rent talent as needs change over time.
- Rethink how to build capacity by leveraging technology to source talent from all available talent pools and utilize variable staffing models (which include internal employees but also freelancers and contingent workers). This has enabled the creation of talent clouds that give organizations access to capabilities within the broader talent ecosystem available today from the gig economy.
- Build agility into the career framework. This enables organizations to address changes in career structures and better leverage talent from all pools, facilitating the ability to change quickly and add needed competencies and roles by either developing employee capacity or buying the capability.



CAREER FRAMEWORK AND HR TECHNOLOGY IMPLEMENTATION

One of the hottest topics for HR functions is the implementation of new SaaS — cloud-based HR technology solutions.

This includes the introduction of a job catalog, a necessary element of the software implementation and a strategic differentiator for the organization. A job catalog provides a foundation for the broader career framework, and failing to optimize it can have a far-reaching impact in terms of system functionality. System effectiveness depends on how clean the data is relative to employees, jobs, levels and hierarchies for such things as:



Workflow and core HR system:

Without a rationalized job catalog, manager and employee self-service is not possible.



Recruitment, performance management, compensation, career management and succession:

These HR processes can function more effectively with a career framework, as it can provide detail on performance expectations or vacancy needs.



Workforce analytics: This HR process cannot run effectively without a career framework, as the framework's consistency brings meaning and informs a centralized process for the new HRIS. Trying to operate analytics is particularly challenging, as the career framework and its architecture create the common language to make sense of the raw data.

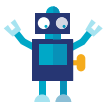


GROWTH BY DESIGN: HOW ARE JOBS AND VALUES CHANGING?

Executives are focused on achieving organizational growth by transformation and redesign, which has implications for the future of jobs. Recent Mercer research revealed that 50% of companies globally plan to change their job evaluation methods in the year ahead in response to the changing workplace. They are redefining the landscape by:



Establishing a consistent job architecture aligned to new organization structure



Evaluating who can do jobs (employees, contingents, robotics, algorithms)



Increasing differentiation in the leadership roles that exist



Using science to value emerging roles and define reward eligibility



Quantifying work in terms of experiences with jobs as anchor points

Companies seek to eliminate barriers to productivity growth and are redesigning roles and reporting lines for simplicity, faster decision-making and improved team-based working. This means HR is spending a considerable amount of time classifying and cataloging jobs. The numerous job evaluation systems that exist in organizations have become overly complex. In a world where simplicity rules (think “one-click purchase”), there is no appetite for overly complex models or processes.

IN PURSUIT OF FUNCTIONAL EXCELLENCE

To achieve an organization's strategic goals and deliver transformation, Mercer often gets asked to support a specific need in a functional area. These functions are most critical to the organization and essential to providing competitive advantage. For instance, in the retail business, it's often the marketing and sales functions; pharmaceuticals may lead with R&D, and high-tech organizations often start with the technology function.

Doing business in an era focused on efficiency, cost effectiveness and preparing for an unknown future makes the need for excellence in internal functions greater than ever. Functions may be undergoing transformation due to changes

in business models (for example, moving to a shared services model) or the need for new or different talent. Functional leaders often need to assess whether to buy or build (or rent) these capabilities — and whether to grow organically or through acquisitions.

Focusing a career framework on functional capability enables the acceleration and achievement of the business's strategy by homing in on the skills, capabilities and processes to be delivered by the people in the functions. It's common for organizations to start their career frameworks in one function then migrate that effort across the whole enterprise.

“Predictable requirements from 10 years ago have been disrupted. Employers and employees need to be thinking together about future opportunities and creating a platform to be able to foresee how work is changing. For instance, the role of a Digital Story Teller didn't even exist five years ago. Organizations are transitioning from being very structured and linear to now creating agile career paths to match employees' different talents, values and aspirations to business requirements. This delivers a powerful payoff ... stronger engagement, higher productivity and optimized talent.”

– Anne Fulton, CEO and Founder, Fuel50 CareerPathing

New work arrangements require a dynamic career framework that considers the jobs of today as well as future, unknown requirements. Developing a strategic framework that can flex and adapt to the evolving needs of an agile workplace is key to making a career framework a strategic future-driven asset. Winning the war for talent means being able to bring someone into the organization for a career, not just a job. Most people learn the job they have in 9 to 18 months and then are ready for their next move. By helping employees easily understand career options and their transferable or to-be-developed skills beyond the next progressive job move will go a long way toward helping an organization become regarded as a high-value employer and a place where people want to work.

EMPLOYEE VALUES ARE SHIFTING

As businesses grapple with change and uncertainty, an added complexity is the challenge to develop one employee value proposition that resonates across five generations; men and women; white- and blue-collar employees and employees working at the office, the sales (or factory) floor, from home and around the globe. Personalization, enabled and enhanced by advances in technology, is fundamental to employee engagement and retention. And although flexible work options are a priority for many, Mercer's research found the number one perceived positive impact that employees seek is to be compensated fairly and competitively with market rates.

This requires that organizations be transparent with employees about career opportunities and consistent with rewards across functions, levels and job families throughout the organization and worldwide. For many companies, it's easier for employees to look for new career opportunities outside the organization than within it, and this needs to change.

“The number one employee demand today is not just ‘I want a better career experience,’ but rather ‘I’m desperately hungry for a visible, transparent career path. And I want that career path to be customized to my personal skills, values and talents.’”

– Anne Fulton, CEO and Founder,
Fuel50 CareerPathing

Mercer has extensive experience in developing employee career paths and journeys for a broad range of functions and roles for many large, complex organizations. This starts with clarifying the organization's career philosophy and ends with a personalized employee experience.



MERCER'S CAREER PATHING METHODOLOGY

Career Philosophy



Define the features of a career experience for the company — what should a career really mean?

Career Framework



Develop the underlying structure, defining common streams, levels and stages within a career journey. Map out career paths aligned to your career strategy including horizontal and lateral moves.

Building Blocks



Identify the critical technical capabilities, skills, experiences and attributes that underpin success at each point of the career journey so employees can see what's expected and how to develop.

Align to Talent Strategy and External Criteria



Create clear linkages to other HR strategies and practices as well as industry trends and external certifications.

Personalize Interaction and Exploration



Implement with a practical tool-kit to enable employees to explore options, plan and manage their careers.

“Employees value and crave transparency. They want to participate in shaping the culture and be an active part of it. Organizations often fall down by doing a poor job of communicating what’s on offer. And part of that reason is because managers aren’t trained to have meaningful career discussions. As my CEO says, ‘just have the talk and get it started.’”

– Yair Riemer, Chief Marketing Officer, CareerArc



A CLEAR, PROVEN METHODOLOGY

A proven approach to what can be an ambiguous issue provides a clear and effective road map to help clients get where they need to be quickly. Mercer's path is different from others in the market because we start with the greatest area of need as determined by the client and not by force-fitting a sequential, multistep process. Clients receive the benefit of a scientific approach that leverages established, validated methodologies with sound business acumen.

"To be most effective, a career framework needs to be a business-driven initiative where HR is the facilitator. Involve job family champions as stakeholders ... those who really understand the jobs in the organization. And utilize the opportunity to establish a global HRIS platform that can produce the information needed for workforce planning, analytics and more strategic-oriented decisions. This will also deliver to employees more transparent and visible career opportunities, which will help to attract, retain and motivate the best talent available to work with our organization."

– *Kenneth de Neergaard, Group
Compensation and Benefits
FLSmith*

Mercer's deep and wide HR expertise and our clear definition and approach combined with "outside in" perspectives — gained from survey data used to inform projects and track market trends, a robust competency library and a variety

of high-impact, proprietary tools — can help build a career framework that is a future-state, enterprise-wide asset fully integrated with talent and business strategies.



COMMUNICATIONS AND CHANGE MANAGEMENT

KEY DELIVERABLES

Alignment of jobs and linkages with career management may include:

- Career paths (typical and potential)
- Assessment approach/tools
- Competency development guide
- Reward guidelines for HR
- Communication tools



IDENTIFY

strategic job architecture

- Diagnostic report on current and future talent strategy based on workforce analytics and qualitative (interview) input
- Guiding principles for careers (talent destination)
- Career direction (including preliminary job levels, work dimensions, families and sub-families) — anchor for organizational assessment
- Change management and HRIS/tech requirements defined



DEFINE

building blocks

Career content including:

- Job family and sub-family definitions
- Role profiles with responsibilities, experiences, and feeder roles
- Technical competencies
- Job-family-based technical competencies
- Organizational assessment:
 - Future-state organizational chart
 - Structure requirements
 - Spans and layers issues
- Communications and change strategy
- Key stakeholder message framework



ALIGN

compensation, employee mapping, skills assessment (optional)

- Rewards program
- Competitive assessment
- Compensation structure by geography
- Cost analysis by department, division and geography
- Employee mapping
- Assessment framework and implementation
- Gap analysis

Whether using the full job evaluation methodology or Mercer's International Position Evaluation (IPE®) job dimensions tool to determine leveling criteria, clients can be sure they're using a validated method for job measurement.

EVALUATING A JOB WITH IPE

MERCER'S IPE FRAMEWORK UTILIZES 5 FACTORS AND 12 DIMENSIONS

1. IMPACT

organization, impact, contribution



The organization context specific to the position is sized by a monetary scale, such as revenue or assets, number of employees and range/type of value-chain activities. Then impact and relative contribution to overall results of this context is measured.

2. COMMUNICATION

communication, frame



This includes responsibility for communication within as well as outside the organization.

3. INNOVATION

innovation, complexity



This involves the specific requirements for improvements to procedures, services, or products as well as to development of new ideas, methods, techniques, services and products.

4. KNOWLEDGE

knowledge, team, breadth



This relates to the knowledge level required, how this is applied in teams and the geographical and intellectual breadth wherein the job accomplishes objectives and creates value.

5. RISK

risk, environment



Assess the exposure to risk of mental or physical injury on the job. No points are yielded if work conditions meet international standards.

MANAGING CHANGE

Careers, titles and rewards influence how people define themselves and are deeply personal. Managing change during a career framework initiative is grossly underestimated by many and can be an instant engagement derailer when not addressed properly. Change also brings opportunity. Given the impact a career framework can have on both employers and employees, it can be a mechanism for driving organizational change. Effective change management involves all levels of employees and presents an opportunity to inspire employees and to connect them with the organization's vision as well as inform them of available career opportunities.

A fully integrated career framework typically takes between six to nine months to implement. The process can be expedited to meet HRIS implementation deadlines. For longer timelines, the framework is adjusted along the way as needed to accommodate any changes.

“We positioned this as a project driven by the business, not as an HR initiative. We facilitated managers to build the content, as they knew the jobs intimately and were trusted advisors, which provided a high level of acceptance. We also used a pull versus push strategy. Each function determined its own readiness as to when to proceed. While each group wanted to have their own customization for content that was relevant to them, we were able to maintain a global platform to ensure we were consistent with the type of information we put into the system so we could extract global output. It’s important to hold the line in terms of design principles.”

– Rick Leone, Vice President, Total Rewards, Mastercard





WHOSE DECISION IS IT?

Responsibility for the development and support of a career framework falls on many stakeholders. Although executive sponsorship is essential for success, in Mercer's experience, a typical engagement starts with one of the following decision-makers:

LINE OF BUSINESS LEADER OR FUNCTION HEAD

The driver is the adoption of a business strategy that requires talent transformation and a need to clarify workforce capabilities and career-pathing opportunities. The engagement usually starts with one function — the one most critical to the organization and essential to providing competitive advantage. Often, these leaders want to build talent over buying it and to identify gaps in competencies and capacity needed to deliver on the change in strategy. The engagement is usually supported by the business line HR partner.

CHIEF HUMAN RESOURCE OFFICER/ HR LEADERSHIP TEAM

The driver is often a need for a compensation review or job leveling. As an example, a global company might have markets that operate somewhat independently. What a "vice president" does in the US might be the same as what a "director" does in the UK. The goal is to reorganize the job architecture and make the levels consistent globally while also creating a common language for employees to understand and explore career opportunities within the organization.

SUBJECT MATTER LEADERS IN HRIS, TALENT AND REWARDS

The driver is a specific initiative that has been prioritized for the business. If a company wants to build a core competency across the organization, such as leadership capacity, this is usually driven by talent management. Or perhaps it's the leader of an HRIS implementation who needs to have a career framework in place to realize the benefits the new technology is expected to deliver. Alternatively, the head of compensation may recognize a need to overhaul total rewards to align with market rates and equitable pay.

A career framework engagement usually broadens after initial conversations to involve a multidisciplinary team, which includes design principle specialists and midlevel managers who know the jobs well, supported by change management and communication.

INVOLVE MULTIPLE STAKEHOLDERS

Both design and implementation of a career framework require a multidisciplinary team of stakeholders. Who plays what role?

CEO



Serves as the overall sponsor

CFO



Determines budget and risk

M&A Strategists



Focus on the integration and efficiency opportunities

HR Leaders



Develop and enable rewards, talent, and change

IT



Creates an infrastructure and comprehensive reporting system for analyzing, managing and deploying talent

Managers



Provide content for skills, competencies and role requirements and talk to employees about the changes

Business Line Leaders



Translate business goals into specific talent requirements

Employees



Provide a source of input for competency models and career journeys

*To learn more, download the article **Leap Forward with Career Frameworks: Whose Role Is It?***

USING ANALYTICS TO INFORM DECISIONS

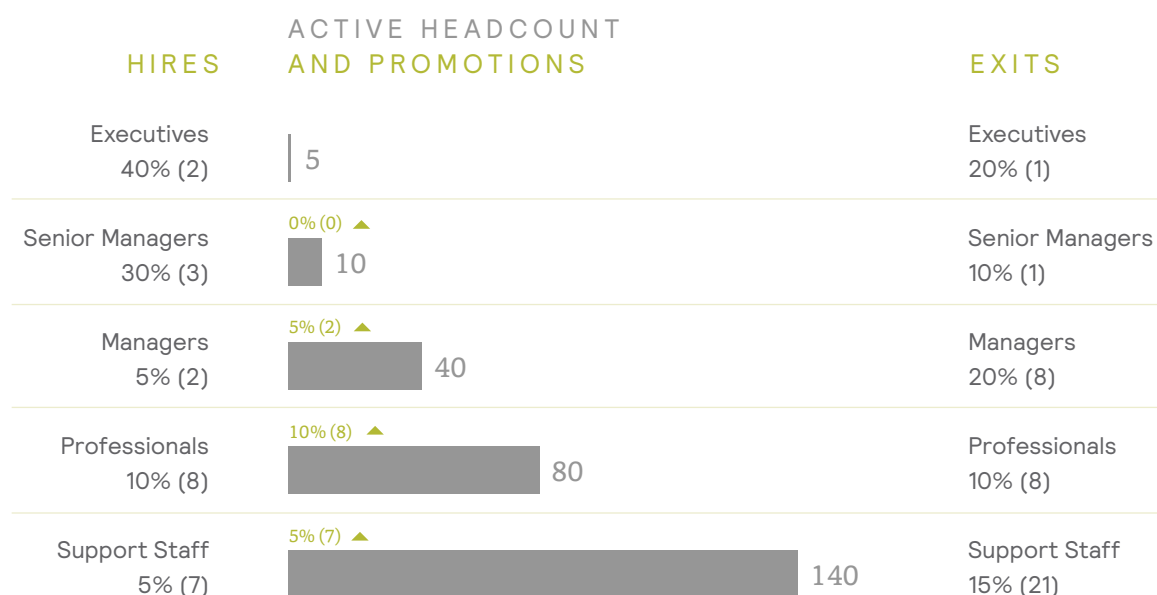
A key output of a career framework is forcing data from all pockets of the organization to migrate to a common platform, enabling more effective modeling and predictive analytics. In Mercer's experience, most organizations aren't challenged with a lack of data but rather what to do with it. Companies around the world are making slow progress in using analytics to inform human capital decisions and being able to translate data into predictive insights.

A career framework provides the ability for better workforce analytics and insights into such things as forecasting risks and finding the right balance of quantity, quality and location of critical talent. By collecting the right data and having a clear view of the entire talent universe, HR leaders can identify:

- **Talent risks** — growth concerns, a weak pipeline for the future or roadblocks to advancement causing people to leave
- **Financial/operational risks** — loss of revenue from having to slow operations or put them on hold due to employee turnover
- **HR practice risk** — investment in the wrong people or overspending caused by unpreparedness

Having this information from the career framework allows employers to mitigate these risks and prepare the organization for the future state, equipping leaders with the insights to make more informed decisions.

THE INTERNAL LABOR MARKET (ILM MAP) HOW TO READ: OVERALL VIEW



SEVEN LESSONS OF EXPERIENCE

What makes a great and effective career framework beyond a narrow, tactical implementation? Mercer's team of experts identified the following learnings from their experience.

1

Clearly understand the business need from multiple lenses.

2

Understand the vision for the project deliverables.

3

Start in the right place with job family, function or line of business.

4

Help all involved see the big picture while delivering on the pieces.

5

Design for sustainability — communication, administration, technology, manager skills and knowledge transfer.

6

Build leadership, business/manager, HR and employee buy-in and ownership.

7

Make it personal by addressing feelings and concerns of managers and employees.

WHAT'S IN MERCER'S TOOLBOX?

- **Mercer Job Library** is a single catalog and job structure based on the nature of work and aligned to Mercer's compensation surveys.
- **Mercer IPE®** provides fast, reliable and globally consistent job evaluation results that underpin job architecture and tie to Mercer compensation survey data.
- **Global Compensation and Benefits Surveys**, aligned with the Mercer Job Library, provide unparalleled depth of benchmarking data across roles, functions and geographies.
- **Competency Library** is Mercer's proprietary repository, leveraging the experience of 40,000+ consultants globally who have created competency models for clients.
- **Internal Labor Market Map** (ILM®) provides an x-ray of the organization to showcase where problems with talent mobility may exist, identifying who comes into and out of the organization and who gets promoted where and why.
- Our **digital career app** lets employees easily access career information as defined by their current roles in the organization as well as information related to the career opportunities of different roles available.
- **Click and Explore** is a "plug and play" tool that helps bring careers to life by using an interactive PDF, for when an enterprise-wide solution isn't required.
- **Mercer Belong** and its companion app offer a digital solution for multiple channels that can drive employee use of health, wealth and career information.
- **Engagement Index** provides an indication of how people think, feel and act in ways that show commitment and enthusiasm for their organization and can provide a view inside the organization on the impact of a career framework implementation.

ENGAGEMENT AND ENTHUSIASM

WHAT IS ENGAGEMENT?

Engagement is the extent to which employees commit energy and effort to help their organization succeed. They are:

- Proud
- Committed
- Motivated
- Advocates

WHAT DO PEOPLE WANT AT WORK?

Based on 40 years of research* employees bring 3 core needs to work. They want to:

- Achieve something meaningful
- Work in collaboration with others
- Be fairly and respectfully treated

Mercer Sirota measures these concepts with more than one million employees every year.

*Source: Sirota D. *The Enthusiastic Employee*, 2013.





LEAP FORWARD

Implementing a career framework can provide a platform to achieve HR transformation and deliver the necessary infrastructure to make business strategy more effective. Leading companies around the world understand this premise and act on it. For them, a career framework provides a valuable platform for the execution of their talent management model to accelerate current and future business success. When built well, a strategic career framework delivers many tangible benefits for the organization as well as for its managers and employees. Leap forward with a career framework and start building for that unknown future.

“The biggest stumbling block I see time and again is when organizations don’t believe they are ready to offer career pathing because they haven’t figured out what those paths look like. My advice is the sooner you get started on the proposition, the faster you will have that transparency worked out. Use a framework such as Mercer’s Career Framework to create the architecture and also leverage technology and data for predictive career path modeling to future proof your workforce.”

– Anne Fulton, CEO and Founder, Fuel50 CareerPathing

A WORTHY INVESTMENT

When well-built, a career framework will deliver eight measures of ROI:



Better efficiency and effectiveness of the workforce



Stronger employee engagement, productivity and retention



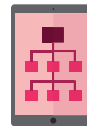
Improved business performance



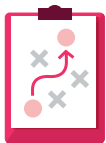
More precise talent investments and greater career mobility



Increased customer satisfaction and retention



Improved resource alignment



Future preparedness and greater agility



More meaningful metrics

“Mercer brought in best practices and insights from work with other organizations. This enabled our managers to modify the framework and make it applicable to our company. The whole process was expedited, as it was easier for them to react to a straw position than invent one.”

– Rick Leone, Vice President, Total Rewards, Mastercard



WANT TO LEARN MORE?

We have many resources on important career framework topics to help accelerate your business performance:

- **Executive Summary:** *2020 Is Coming: Is Your Career Framework Ready?*
- **Article Series:** *Leap Forward With a Career Framework*
 - *Whose Role Is It?*
 - *Managing for Change*
 - *In Pursuit of Functional Excellence*
 - *Leverage More Effective Analytics to Inform Talent Decisions*
 - *Establishing Your Foundation: Rationalizing Your Job Catalog When Moving to the Cloud*
 - *Empowering a Thriving Workforce With Digital Career Pathing*

Download the articles: <https://www.mercer.com/our-thinking/career/building-for-an-unknown-future-leap-forward-with-a-career-framework.html>

THRIVING IN AN ERA OF DISRUPTION

What distinguishes exceptional organizations? They have thought carefully about how to create work environments that meet the full range of their employees' needs to unlock the potential of their workforces — one employee at a time. Career frameworks can amplify the effects on employees' perceptions about how committed a company is to their growth and contribution. Although many organizations are still searching for ways to merely survive in today's complex world, these exceptional organizations have learned how to thrive.

Mercer's recent research solicited responses from more than 800 HR and business leaders across 57 countries to learn "what it takes to thrive" in their workplaces. This is what we learned:

THRIVING ORGANIZATION

Success redefined
Resilient and agile
Positive societal impact

THRIVING WORKFORCE

Diverse and adaptive
Inclusive and growth focused
Committed to well-being

THRIVING INDIVIDUAL

Growing and contributing
Empowered and connected
Healthy and energized

Learn more: <https://www.mercer.com/our-thinking/thrive.html>

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