

CAREER FRAMEWORKS IN TALENT MANAGEMENT

A GLOBAL STUDY

1,800 HR EXECUTIVES FROM MORE THAN 100 COUNTRIES SURVEYED



use career frameworks in whole or part.



plan to implement career frameworks.



plan to change their existing HCM system.



believe their investment in career frameworks has generated good ROI.



EXPECTATIONS

Employers hoping for greater employee engagement, more internal promotions, and mitigated talent loss



DEVELOPMENT

Career-pathing and competency development are primary goals of career frameworks



EDUCATION

Managers need training in holding meaningful development and rewards talks with employees



TOP TALENT CHALLENGES

56%

Increasing mobility while decreasing internal recruitment costs

56%

Benchmarking rewards

53%

Accelerating talent strategies to execute business objectives



TOP FUNCTIONAL AREAS TO REFRESH

36%

Sales

28%

HR

29%

Finance



TOP TALENT PROGRAMS DRIVEN BY THE CAREER FRAMEWORK

73%

Training and development

62%

Performance management

61%

Career-pathing

Download the complete white paper at www.mercer.ca/en/our-thinking/career-frameworks-report.html