

RESEARCH HIGHLIGHTS

CAREER FRAMEWORKS IN TALENT MANAGEMENT

A GLOBAL STUDY

Mercer's latest body of research, conducted in partnership with Human Capital Media Advisory Group, explores the views of nearly 1,800 HR executives from more than 100 countries on current practices around career frameworks. We examined organizations' plans for existing frameworks, identified key reasons why companies use career frameworks, and highlighted the outcomes they are realizing from this investment.

KEY FINDINGS

CHANGE

Most organizations with human capital management (HCM) systems are planning a refresh of their existing system in the coming year.

ENGAGE

Employers expect results from their career frameworks. Top expectations when implementing a career framework are higher employee engagement levels, more internal promotions, and mitigated talent loss.

DEVELOP

Career-pathing and competency development are the two primary goals for using a career framework.

EDUCATE

The greatest challenge to implementing a career framework is that managers lack the expertise to hold meaningful career development and rewards discussions with their employees.

“Our company needs employee/management education that not all career paths are upward; you must sometimes go lateral in order to gain skillsets.”

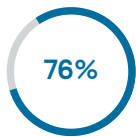
— 2015 Career Frameworks in Talent Management study respondent (open comments)

KEY STATISTICS



50% of organizations currently use career frameworks in whole or part, and an additional **37%** plan to implement a career framework.

63% of organizations are planning to change their HCM system.



76% of organizations using career frameworks believe their investment in a career framework has paid off in terms of return on investment.

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%

Human resources



29%

Finance

TOP TALENT PROGRAMS DRIVEN BY THE CAREER FRAMEWORK



73%

Training and development



62%

Performance management



61%

Career-pathing

What are the barriers to implementing a career framework at your organization? Constant change of leadership and programs ... rapid changes in organization ... lots of changes in the business ... the work keeps changing ... fast changes in our activities ... complex, ever-changing organization ...

— 2015 Career Frameworks in Talent Management study respondents (open comments)

CAREER FRAMEWORKS DEFINED

A career framework is a strategic centerpiece that sits at the core of every HR department and touches on all workforce initiatives. It clearly outlines the job architecture (career levels and job families) within an organization, clarifies how the levels reflect meaningful differences in impact and career progression, and helps employees understand career options available through self-service career navigation.

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

TALK TO MERCER TODAY

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