



WHOSE ROLE IS IT?

LEAP FORWARD WITH 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. The development and support of a career framework falls to the responsibility of many.

The table below defines the roles that various stakeholders should play and the outcomes they can expect.

Stakeholder	Role	Outcomes
CEO	<ul style="list-style-type: none">Serves as the overall sponsorArticulates his/her commitment to the Employee Value Proposition in a way that resonates with employeesDefines reporting requirements for talent decisionsEngages with and supports change management messaging	<ul style="list-style-type: none">Establishes the vision for the organization and has the ability to model the future state required for successEnables the organization to respond to changing business priorities through deployment of talent across functions and geographies
CFO	<ul style="list-style-type: none">Provides the cost of labor and risk management frameworkDetermines HRIS implementation budget and ROIIdentifies cost of changes in compensation programs and evaluates business impact	<ul style="list-style-type: none">Manages workforce risk by identifying and reducing talent gapsReveals redundancies in roles and layers that might drive up costs
Business line leaders	<ul style="list-style-type: none">Translate business goals into explicit talent requirements to create an agile, scalable foundation for growthSegment the workforce so that accountabilities, performance requirements and competencies can be assigned to rolesIdentify business processes and talent alignment gaps and requirementsOutline functional excellence needs	<ul style="list-style-type: none">Enable deployment of talent across the business/operationsAlign roles, accountabilities and competencies to better link to performance
HR leaders	<ul style="list-style-type: none">Build talent and HR programs in a synergistic way to minimize redundancies in processesDefine standardized reporting for talent processes, such as succession planning, development, performance management and recruitmentEngage HR specialists, such as compensation and benefits, talent management, employee relations and internal communicationsAssess change readiness	<ul style="list-style-type: none">Receive better line-of-sight benchmarks and models for talent programs and talent managementApply meaningful talent analytics for workforce planningIntegrate the whole HR team to reduce silos, move to a common platform and leverage subject matter expertiseStrengthen change management and communication throughout the processDeliver market-competitive and internally equitable compensation for pay decisions

Stakeholder	Role	Outcomes
IT	<ul style="list-style-type: none"> Creates an infrastructure and comprehensive reporting system for analyzing, managing and deploying talent Helps to extend functionality of existing information systems Evaluates impact on the process for collecting and reporting HR data Trains employees on workforce analytics required for better business management Engages workforce analytics to effectively use HR technology 	<ul style="list-style-type: none"> Receives better information about talent through enhanced data gathering, analysis and reporting Provides a system approach to workforce data and infrastructure Ensures linkages to other related enterprise systems Prepares for the future with evidenced-based decision criteria about talent
Managers	<ul style="list-style-type: none"> Provide content for skills, competencies and role requirements Speak to employees in a consistent language about their performance and how best to contribute Identify reporting needs Train supervisors in how to hold career discussions with employees and clarify standards and expectations 	<ul style="list-style-type: none"> Gain greater consistency and transparency to hold effective performance and career management discussions regarding employee roles, accountabilities, opportunities and expectations Translate business strategy into day-to-day behaviors Enable measurement and coaching of employees using consistent standards across the enterprise, aligned with business objectives Provide greater career transparency, enhanced succession planning and employee engagement metrics Provide the opportunity to be better positioned to attract, retain, develop and promote the best talent available
Employees	<ul style="list-style-type: none"> Serve as a source of input for competency models Serve as a source of data for change management requirements 	<ul style="list-style-type: none"> Know what they need to do – or do differently – to contribute day to day Know how their performance will be measured and rewarded Provide a comparison of the skills and competencies required in different roles and career options Achieve proactive career management and development

LEAP FORWARD

Many HR leaders know that 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.

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?*
- **Point of View:** *Building for an Unknown Future: Leap Forward With a Career Framework*
- **Article Series:** *Leap Forward With a Career Framework*
 - *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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