



TOWERS
PERRIN

CAREER MAP:
The foundation for effective career
management

CAREER MAP: THE FOUNDATION FOR EFFECTIVE CAREER MANAGEMENT

Career management in today's complex corporate world is anything but linear. Career progressions may be both vertical and lateral, and employee development often proceeds in fits and starts. Business and workforce needs can change in a flash, cutting some career paths short while creating new ones overnight. As a result, employees and managers in many companies find themselves confronting a confusing jumble of jobs, roles and hierarchies, complicating everything from the recruitment process and reward management to staffing and employee development.

To help your company bring order out of this chaos, Towers Perrin provides a holistic, integrated solution: Career Map. Career Map combines a powerful, customizable framework with a tested process to help human resource professionals consistently define and organize all of the jobs across the company — clearly, logically and efficiently. The resulting job architecture can then power critical workforce applications ranging from career management and job evaluation to performance management, compensation program design and long-range workforce planning.

THE MORE THINGS CHANGE...

Our research shows that, when it comes to attracting, retaining and engaging talent, employees' expectations haven't changed over the last decade. The factors that attract people to take a job with an organization include competitive base pay and clear growth opportunities. What retains them includes learning and development opportunities and rewards for outstanding performance — the sense that they have a future with the organization. And the primary factors that keep employees engaged at work — what motivates them to consistently put forth extra effort — turn on leadership's ability to connect with employees and employees' sense that their contributions are valued and they are making tangible progress.

As finding and keeping talent becomes more difficult in today's rapidly evolving labor markets, employers who take a well-conceived, flexible and globally applicable approach to career management are ahead of the curve. That's where Towers Perrin's Career Map comes in.

Why should career management matter to your organization?

Career management no longer matters to employees alone. As key leadership and technical talent become increasingly scarce, an effective approach to career management can be crucial to a company's continuing growth and success. Internally, this means understanding your existing talent pool and how best to leverage employee strengths and ambitions. Externally, it means having the right tools to attract the best people. In short, an effective career framework helps companies respond to many of the challenges facing global organizations today, including:

- **Talent management:** Attracting and retaining talent and developing a robust pipeline of future leaders
- **Cost management:** Rationalizing the current and projected staffing models often by standardizing and centralizing key HR processes
- **Globalization:** Managing and deploying talent remotely and globally
- **Engagement:** Creating a high-performance work environment.

HOW DOES CAREER MAP ADDRESS THESE CHALLENGES?

In essence, Career Map is a framework that can drive specific applications (e.g., career planning) or be used to integrate a suite of human resource programs, including:

- **Recruitment and selection,** including crafting a consistent profile of the job and enhancing your ability to attract strong candidates
- The *how* of **performance management** — identifying the competencies that describe how goals are achieved
- **Job evaluation and rewards** — aligning the internal value with the local market to create a global pay delivery structure
- **Career pathing and planning,** including the clarification of opportunities for individual growth and development
- Aligning your investment in **learning and development** with the competencies required to grow and develop your staff
- **Workforce planning,** understanding the current staffing model, projecting the future state and identifying strategies to close the gaps.

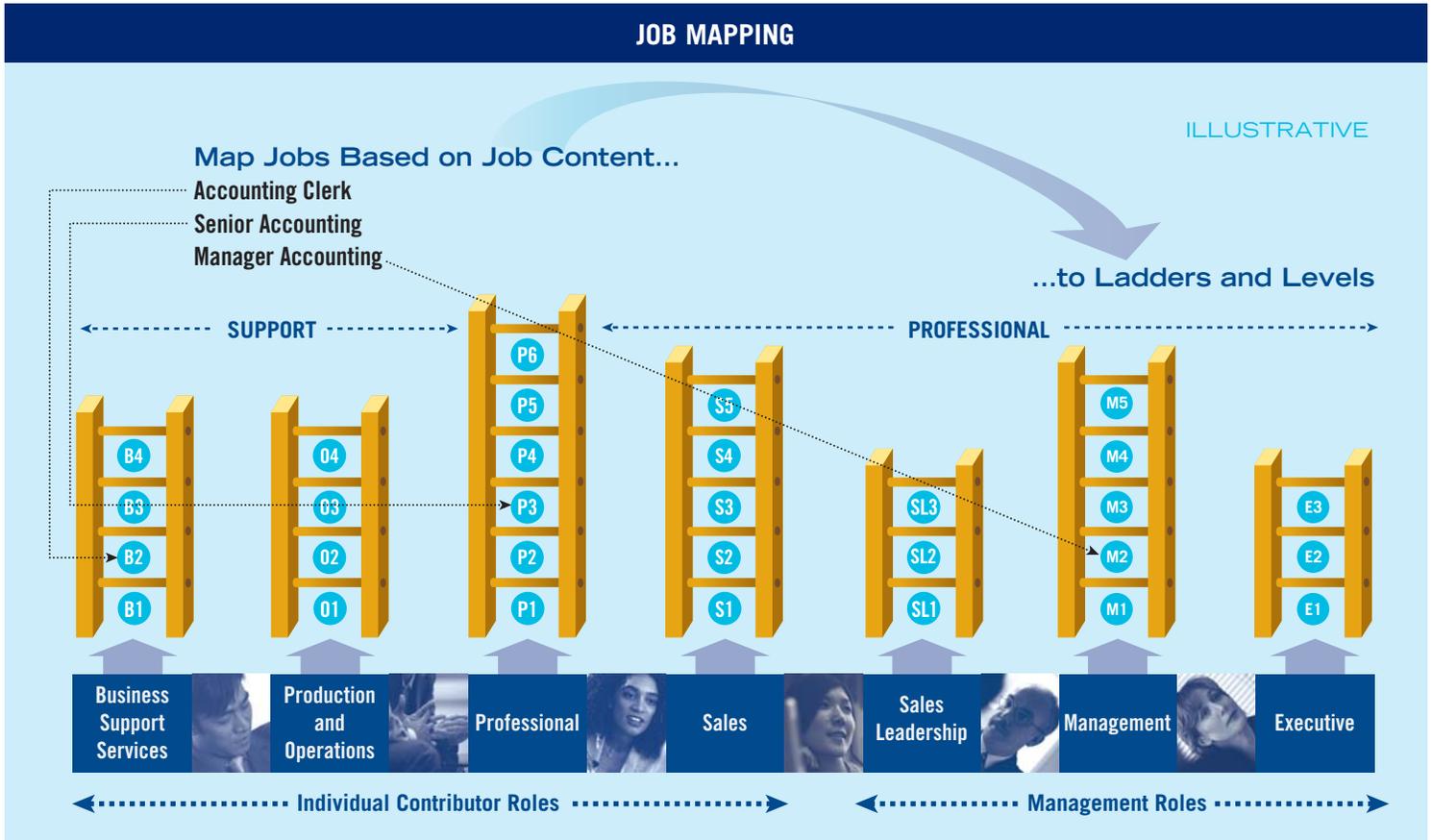
Career Map takes a codified approach to career management. Our process has been informed and developed through extensive design and implementation experience. We begin with a full suite of diagnostic and planning activities and then partner with the internal project team — line managers, HR generalists and others — through the launch to deployment, assessing implications and implementing new applications. Together, the project team customizes the baseline career ladders, maps jobs to the ladders and levels, and then looks to ensure that each of your employees is slotted in the appropriate place.

Career Ladders are the building blocks of the process — the HR tools that enable the company to organize jobs and people based on progressive levels of expected contribution. Each ladder has specific leveling language, based on predefined organizational competencies (see example below).



PROFESSIONAL LADDER EXAMPLE							
Impact	P1	P2	P3	P4	P5	P6	
Influence	<ul style="list-style-type: none"> Communicates information, asks questions and checks understanding 	<ul style="list-style-type: none"> Explains information and persuades others in straightforward situations 	<ul style="list-style-type: none"> Explains difficult issues and works to build consensus 	<ul style="list-style-type: none"> Explains difficult concepts and influences others to adopt a different point of view 	<ul style="list-style-type: none"> Presents complex ideas, anticipates potential objections and persuades others to adopt a different point of view 	<ul style="list-style-type: none"> Influences senior management decisions that impact the organization 	
Decision Making	<ul style="list-style-type: none"> Has limited decision-making authority, works within technical guidelines and direction to achieve objectives and meet deadlines 	<ul style="list-style-type: none"> Makes decisions within guidelines and policies that impact own priorities and allocation of time to meet deadlines 	<ul style="list-style-type: none"> Makes decisions within guidelines and policies Impacts a range of standard and non-standard customer, operational, process, project or service activities 	<ul style="list-style-type: none"> Makes decisions guided by policies in nonstandard situations Impacts the achievement of customer, operational, project or service objectives 	<ul style="list-style-type: none"> Makes decisions general from company guidelines 		
Resource Management							
Project Management	<ul style="list-style-type: none"> Has no formal role in managing projects 	<ul style="list-style-type: none"> Is accountable for technical contribution to project team or subteam 	<ul style="list-style-type: none"> Is a 				
Financial Management	<ul style="list-style-type: none"> Builds awareness of costs related to work 						

Career Ladders are the building blocks of the process.



The mapping process is divided into two parts: Job Mapping and Employee Mapping.

Job Mapping aligns jobs with functions and disciplines, and then ties the jobs to specific ladders and levels (see illustration above).

Employee Mapping determines how individual employees align with the mapping of their jobs.

Career Map and *Comp Agility*

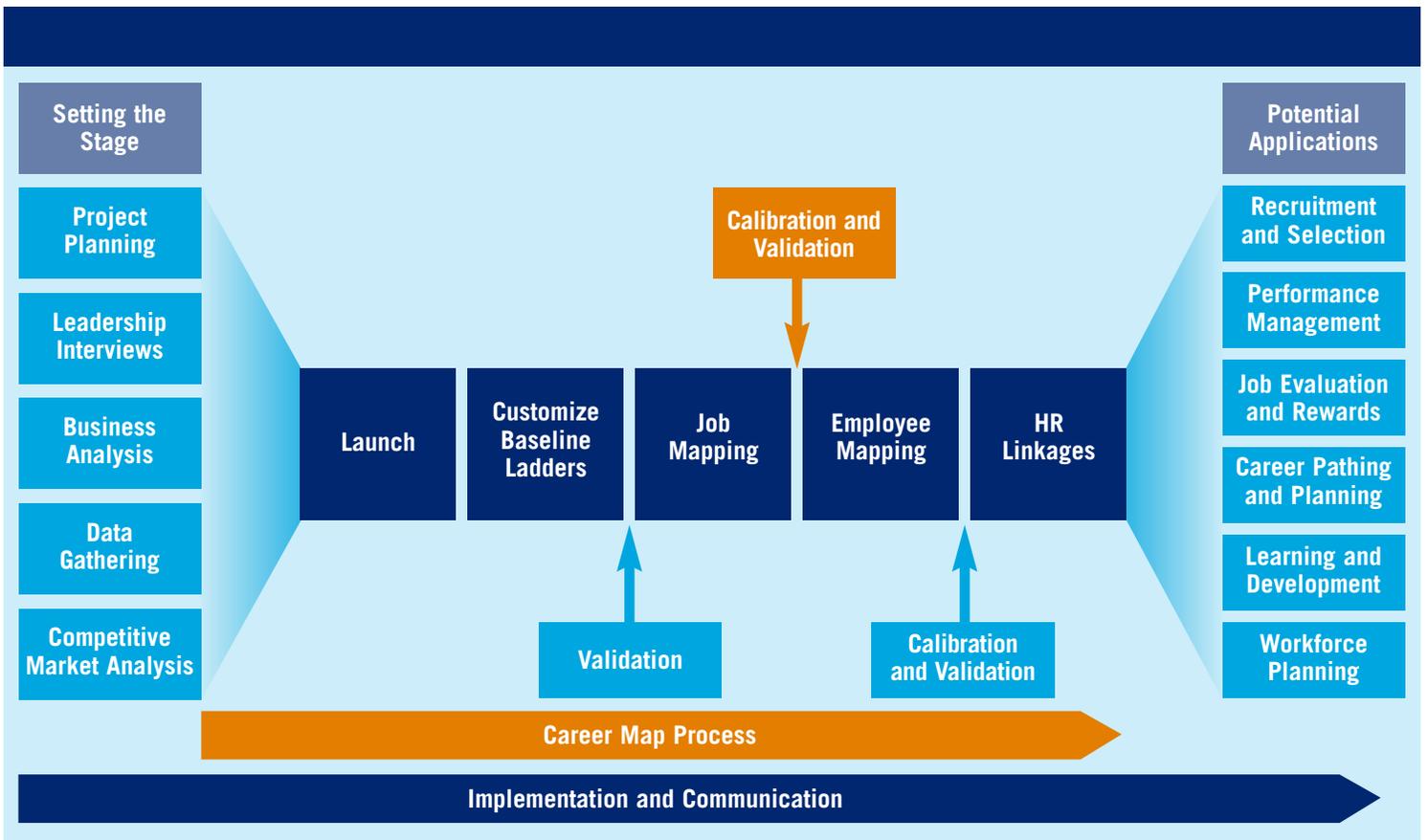
We use Career Map as a consulting tool and we make it directly available to clients online as part of our *Comp Agility* tools, designed to meet a range of rewards and talent management needs. The *Comp Agility* solution brings together superior consulting and proven online tools to support a variety of applications, including benchmarking rewards developing job structures and providing the career framework that can help nurture talent and train next-generation leaders. With *Comp Agility*, powered by Career Map, you reap the benefits of our experience and proven solutions — with a click of a button.

With each challenge addressed, you build strength across the entirety of your HR practice.

At each stage, we conduct a comprehensive validation analysis. Then we examine the implications and applications of the new structure for business-critical processes including leadership development, performance management, recruitment and selection, and reward management.

The good news is that, while Career Map will give you the broad topography of your workforce and organizational structure, you don't need to address all of the implications at once. Career Map offers multiple manageable entry points and a suite of options for deployment. You may begin

with one application and evolve to support a broader talent agenda. And with each challenge addressed, you build strength across the entirety of your HR practice.



WHY USE CAREER MAP TO NAVIGATE ROBUST CAREER AND COMPANY DEVELOPMENT?

Effective — and ineffective — career management resonates on every level of the organization. Career Map does the following:

- Allows for alignment and consistency across your business.
- Creates an internal platform for determining job value, job family progressions and corresponding titles.
- Ensures that business needs dictate staffing models.
- Facilitates lateral development, talent mobility and targeted development activities and investments.
- Provides employees with the ability to tailor their learning and development, and to manage their careers.
- Clarifies employee roles, performance expectations and responsibilities from one level to another.

Towers Perrin's Career Map offers a tested process and tools to jump-start the process and make your work easier. You will also benefit from our broad experience, industry knowledge and market data to help you deliver the right outcome for your organization. More specifically, Career Map pairs broad talent solutions with detailed point solutions. We will tailor our services and career management tools to your time constraint, resources and desired degree of involvement.

So how does Career Map help your organization?

To demonstrate how Career Map works in real terms, let's assume that your company has accountants working in 15 locations across the globe. Some were hired directly, and some came on board as the result of mergers. Right now, their salaries aren't aligned, and their career development is managed locally. Using Career Map, you can organize the disparate accounting levels, titles and pay opportunities to create a meaningful career framework for these roles. The process ensures that an entry-level accountant in one location has the same title, responsibilities and relative compensation within the local market as an accountant halfway around the globe. This standardizes the work you do, and the way people are paid and promoted — so you get a logical system that allows you the flexibility to transfer people seamlessly across regions and borders.

Employee career management can be a daunting labyrinth of options, obstacles and opportunities. Towers Perrin's Career Map allows you to take command of your company's talent and career management framework step by solid step, building a strong foundation for both your workforce and your business.

ABOUT TOWERS PERRIN

Towers Perrin is a professional services firm that helps organizations improve performance through effective people, risk and financial management. The firm provides innovative solutions in the areas of human capital strategy, program design and management, and in the areas of risk and capital management, reinsurance intermediary services and actuarial consulting.

Towers Perrin has offices and alliance partners in the world's major markets. More information about Towers Perrin is available at www.towersperrin.com.