THE FUTURE OF WORK: HOW WILL HIGHER EDUCATION BE IMPACTED?

NYC CUPA-HR CHAPTER
MAY 11, 2018

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2017 – 2018
Chapter Sponsors
Thank you
<table>
<thead>
<tr>
<th>TIME</th>
<th>ACTIVITY</th>
<th>PRESENTER</th>
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<tbody>
<tr>
<td>9:00 am</td>
<td>Welcome / Introductions</td>
<td>President-Elect Sujata Malhotra, CUNY</td>
</tr>
<tr>
<td>9:15 am</td>
<td>Future of Work – Macro Trends</td>
<td>Regina A. Sherwood Principal, Mercer Career</td>
</tr>
<tr>
<td>9:40 am</td>
<td>What Does this Mean for You?</td>
<td>Regina A. Sherwood Principal, Mercer Career</td>
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<td></td>
<td>• Global Talent Trends</td>
<td>Dan Corr, Principal, Mercer Health</td>
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<td>• Employer Strategies</td>
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<td>• Creating a Compelling EVP</td>
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<td>10:15 am</td>
<td>Highlights from Mercer’s Higher Education Talent Trends Survey</td>
<td>Regina A. Sherwood Principal, Mercer Career</td>
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<td>Dan Corr, Principal, Mercer Health</td>
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<td>10:30 am</td>
<td>BREAK</td>
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<td>10:45 am</td>
<td>Breakout Sessions</td>
<td>NYC CUPA Chapter Participants</td>
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<tr>
<td>11:30 am</td>
<td>Bringing it Together – Implications for HR</td>
<td>Regina A. Sherwood Principal, Mercer Career</td>
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<tr>
<td>11:45 am</td>
<td>Wrap-up</td>
<td>President-Elect Sujata Malhotra, CUNY</td>
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WE HAVE BEEN ABLE TO DRAW UPON OUR COMPREHENSIVE AND LEADING RESEARCH, SOME OF WHICH ARE HIGHLIGHTED BELOW.

**Future of Jobs 2016; Human Capital Reports, 2013 and 2015**
Research undertaken with the World Economic Forum investigating the most important skill in demand for the future workforce and the global talent value chain.

**When Women Thrive, 2014 and 2016, 2017**
Global gender research undertaken by Mercer in collaboration with Edge, as well as global research on identifying thriving organizations.

**Future-proofing HR, Global Talent Trends 2016, 2017 and 2018**
Global research undertaken by Mercer identifying talent management priorities.

**Generational Talent Trends, 2016**
Building racially diverse talent pipelines within the financial services industry.

**LGBT Benefits Around the World 2017**
Research undertaken by Mercer into benefits provided to LGBT employees.
NEW JOBS ON THE HORIZON

65% of current primary school children will end up in new job types that don’t even exist as yet

AI, Robotics and technological advances such as 3D printing are disrupting industries and redefining value chains.
COULD ROBOTS REPLACE HR AND CEOS?

Jack Ma: In 30 years, the best CEO could be a robot

Even top tech executives think they could be replaced by robots one day.

Alibaba founder and chairman Jack Ma, the man Fortune Magazine just named one of the world’s great leaders, predicts that technology will make many CEOs irrelevant in the not too distant future.
Amazon only needs a minute of human labor to ship your next package

KIVA ROBOTS HELP COMPLETE UP TO 30,000 ONLINE ORDERS AT QUIET LOGISTICS EVERY DAY.
THE CHANGING EMPLOYMENT LANDSCAPE

WHAT WE KNOW

WHERE WE ARE AT

WHERE WE ARE HEADING

TECHNOLOGY

- Cloud Technology
- 3D Printing & Advanced Manufacturing
- The Internet of Things
- Automation, Robotics
- AI & Machine Learning
- Wearables
- Blockchain
- Virtual Assistants

INFLECTION POINT

BIG DATA MANAGEMENT

- Rise of the Free Agent
- Longevity
- Predictive Analytics

INTERACTIVE DATA LAYER

- Pay Equity
- Vocality of the Female voice
- Rise of the Individual
- Personas

DISRUPTIVE TECHNOLOGY

- Multi-generational Workforce

HUMAN

- AI Board Directors

- AI adaptive systems that anticipate needs

Building awareness

Getting organized

Starting to accelerate

Source: 2018 Mercer Global Talent Trends
WE KNOW DISRUPTION WILL IMPACT JOBS AND SKILLS

Employment outlook across job families 2015 - 2020

Source: Future of Jobs Report, World Economic Forum

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Growth (Thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Financial Operations</td>
<td>+492</td>
</tr>
<tr>
<td>Management</td>
<td>+416</td>
</tr>
<tr>
<td>Computer and Mathematical</td>
<td>+405</td>
</tr>
<tr>
<td>Architecture and Engineering</td>
<td>+339</td>
</tr>
<tr>
<td>Sales and Related</td>
<td>+303</td>
</tr>
<tr>
<td>Education and Training</td>
<td>+66</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Decline (Thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office and Administrative</td>
<td>-4759</td>
</tr>
<tr>
<td>Manufacturing and Production</td>
<td>-1609</td>
</tr>
<tr>
<td>Construction and Extraction</td>
<td>-497</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports and Media</td>
<td>-151</td>
</tr>
<tr>
<td>Legal</td>
<td>-109</td>
</tr>
<tr>
<td>Installation and Maintenance</td>
<td>-40</td>
</tr>
</tbody>
</table>
## JOBS THROUGH THE GENDER LENS: DISLOCATION HAS THE GREATEST IMPACT ON WOMEN

<table>
<thead>
<tr>
<th>Rank Order of Job Creation Families</th>
<th>Number of Jobs Created</th>
<th>Women’s Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and financial operations</td>
<td>492</td>
<td>43%</td>
</tr>
<tr>
<td>Management</td>
<td>416</td>
<td>25%</td>
</tr>
<tr>
<td>Computer and mathematical</td>
<td>405</td>
<td>23%</td>
</tr>
<tr>
<td>Architecture and engineering</td>
<td>339</td>
<td>11%</td>
</tr>
<tr>
<td>Sales and related</td>
<td>303</td>
<td>41%</td>
</tr>
<tr>
<td>Office and administrative</td>
<td>~4,759</td>
<td>54%</td>
</tr>
</tbody>
</table>

SEISMIC SOCIO-CULTURAL SHIFTS ARE UNDERWAY

- The traditional family is fast becoming atypical
- Rapid acceleration in longevity
- Shifts in migration, racial and ethnic diversity
- Changes in fertility and parenthood
- The rise of the Free Agent
- Importance of our digital identity
THESE CHANGES ARE RAISING CRITICAL QUESTIONS

**BUSINESS LEADERS**

How can we build for an unknown future?

**STRATEGY**
**CAPABILITIES**
**LEADERSHIP & CULTURE**

**HR**

How can we attract & retain tomorrow’s workforce?

**TALENT MANAGEMENT**
**EVP / TOTAL REWARDS**
**ENGAGEMENT & EMPOWERMENT**

**EMPLOYEE**

What does career success mean in today’s world?

**CAREER ASPIRATIONS**
**WORK & LIFE DEMANDS**
**SAVINGS & RETIREMENT**

How can we attract & retain tomorrow’s workforce?

What does career success mean in today’s world?
**HIGHER EDUCATION HAS ADDITIONAL DISRUPTIONS**

The future of higher education policy under President Trump

Enrollments Continue to Slide at For-Profits and Community Colleges

National college enrollments have continued their multyear decline, with most of the dip occurring among older undergraduates at for-profit institutions and community colleges.

The National Student Clearinghouse Research Center, which tracks 97 percent of students at federal aid-eligible institutions, found an overall national decline of 1.5 percent for the spring semester compared to a year ago. (Last year’s decline was 1.3 percent.) That means 272,000 fewer students were enrolled, with 144,000 fewer over the age of 24. Undergraduate enrollments were down by roughly 300,000 students, or 9 percent, with graduate and professional enrollment up by 27,000.

Massachusetts higher education officials exploring ways to reduce risk of abrupt college closures like Mount Ida

Average Freshman Tuition Discount Rate Nears 50 Percent

Update: May 1, 5:59 PM; Posted May 1, 5:59 PM

The Chronicle of Higher Education

FINANCE

Outlook for Higher Ed in 2018 Is Bleak, Ratings Agency Says

By Adam Harris | January 23, 2018

Higher education will face many of the same challenges in 2018 that it has in previous years, but additional state and federal pressures suggest a bleak outlook for the sector this year, according to the ratings agency Standard and Poor’s.

"S&P Global Ratings believes institutions with limited flexibility, whether that be in programming, financial operations, enrollment, resources, or student draw, could face credit pressure in the upcoming year," analysts for the ratings agency wrote in a report issued on Tuesday.
WHAT DOES DISRUPTION MEAN TO YOU?
HOW IS HIGHER EDUCATION BEING DISRUPTED?
WHAT WILL THE IMPACT BE ON FACULTY, STAFF, AND SERVICING YOUR FUTURE STUDENTS?
WHAT DOES THIS MEAN FOR YOU?
GLOBAL TALENT TRENDS
COMPETITION FOR TALENT

TIGHTENING LABOR MARKETS

Globally, many countries are at or approaching a 10-year low in unemployment rates

SKILL MISMATCH

Current employees may not meet future needs due to technology disruption changing the skills needed

COMPETITION FOR TALENT

Employers must ensure they are poised to attract and retain talent in a new era
EMPLOYEES ARE LOOKING FOR MORE

**COMPENSATION IS STILL KING**

#1 way to positively impact me at work

**HEALTH AND WELLNESS**

53% want more focus on health and wellness

**STEERING MY CAREER**

1 in 3 do not feel empowered in their careers

**WORRYING ABOUT MONEY**

13 hours per month per employee spent worrying at work

**MAKING WORK “WORK”**

56% want more flexible options and 77% would work on contract basis

**EMPLOYER OFFERINGS ARE SHIFTING**

<table>
<thead>
<tr>
<th>COMPENSATION</th>
<th>YESTERDAY</th>
<th>TODAY</th>
<th>TOMORROW</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Internally focused</td>
<td>Market driven</td>
<td>Greater transparency</td>
</tr>
<tr>
<td></td>
<td>Guaranteed increases</td>
<td>Pay for performance</td>
<td>Personalization</td>
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<tr>
<td></td>
<td></td>
<td>Segmentation and Differentiation</td>
<td>Designing for outcomes</td>
</tr>
</tbody>
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<tr>
<th>BENEFITS</th>
<th>Static</th>
<th>Higher cost</th>
<th>Expanded offerings with personalized decision support</th>
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<tbody>
<tr>
<td></td>
<td>Guaranteed/low cost</td>
<td>Employee responsibility</td>
<td>Focus on value-based care</td>
</tr>
<tr>
<td></td>
<td>Company responsibility</td>
<td></td>
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<table>
<thead>
<tr>
<th>WELL-BEING</th>
<th>Emphasis on physical wellness</th>
<th>Emphasis on well-being (physical, financial, emotional)</th>
<th>Emphasis on whole person (community, purpose)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Focus on return on investment</td>
<td>Focus on value on investment</td>
<td>Focus on evidence-based outcomes</td>
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<thead>
<tr>
<th>CAREERS</th>
<th>Staid and predictable career options</th>
<th>Employee-driven career paths</th>
<th>Employer-curated careers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Stable, fixed and predictable work schedules</td>
<td>Flexible work arrangements</td>
<td>Rise of independent contractors/free agents</td>
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</table>
Globally, **1 in 3 employees** say they are satisfied with their employers, but are still considering leaving.
71% of thriving individuals say their company offers them flexible work (compared to 32% of non-thriving)

51% of all employees want more flexibility

BUT...

36% have had a request for flex turned down

41% are concerned that flexibility will impact promotional prospects

What’s working?
• Managing on results, not hours (66%)
• Colleagues being positive (63%)
• Manager being supportive (59%)

Only 3% of companies say they are Flex leaders

13% assess every job for its ability to be done flexibly; most have ad-hoc arrangements

94% of HR have concerns
• Ability to apply fairly to all employees
• Impact on teamwork and face-to-face collaboration
• Ability to measure and reward contribution
• Ability to manage career progression
• Impact on results/output

TECHNOLOGY, BIG DATA AND ANALYTICS ARE TRANSFORMING THE WORLD OF WORK

- Algorithms are eradicating biases in job postings
- Social and chatbot data gives real time insights
- Career management technology fueled by AI can make informed development recommendations
- VR is augmenting manager training – success seen in promoting inclusion and highlighting work stress
Do you have the **FUTURE WORKFORCE** with the skills you need?

Do you provide a **COMPPELLING EXPERIENCE** for your workforce?

Are you getting the best **RETURN ON INVESTMENT** from your rewards program?

Are you noticing **SYMPTOMS** of an uninspiring experience?

Have you created **STAYING POWER** with your employees?

**ARE YOU READY?**
CREATE A COMPELLING EXPERIENCE FOR THE FUTURE OF WORK

DEFINING A NEW EVP
Define the employee experience that will make the right talent want to join, stay and deliver their best performance

97% of employees want to be recognized and rewarded for a wider range of contributions
WHAT DOES THIS MEAN FOR YOU?
FRAMEWORK ADAPTS TO YOUR PEOPLE STRATEGY

GOAL
Buy talent

GOAL
Build Talent

GOAL
Attract talent based on mission

CAREERS
WELL-BEING
PURPOSE

COMPENSATION
BENEFITS
MAKING THE EMOTIONAL CONNECTION

Innovative brands communicate
What’s unique about the work...

Create a world that inspires human connection.

Southwest Airlines Careers

Welcome onboard the Flight of your life

Not just a career, a cause.

At Southwest Airlines we connect people to what’s important in their lives. That makes connecting our Employees to what’s important in their lives—our Employees value new opportunities to work hard, be creative, and have fun on the job.

Southwest also offers great benefits such as free travel privileges, casual dress code, profitsharing, an incredible stock ownership, and paid health benefits including medical, dental, and vision.

Do your life’s best work here. With the whole world watching.
A WORKPLACE FOR ME: CAREER DEVELOPMENT

Merck Manufacturing Leadership Development Program

New to MMD is the Merck Manufacturing Leadership Development Program. Based on years of success with rotational programs, we are transforming to the LDP for an even more powerful leadership curriculum and link to core business needs. Successful candidates are new college graduates with a BS or MS in key STEM or supply chain majors, with a focus on biotechnology. They will be selected through a rigorous assessment process to evaluate academic understanding in their field as well as demonstrated leadership and leadership potential.

The LDP is a three-year opportunity to experience the core work necessary to manufacture and supply Merck’s products. Each employee will have three, one-year rotations aligned to either a technical, business or operations focus. This track design enables deeper understanding to accelerate contribution. Throughout the program, a deliberate learning and development plan is applied to supplement the rotational experiences, specifically to fortify professional and leadership skills. Biannual program meetings and a cohort project complete the design to facilitate a breadth of understanding for each LDP member. A mentoring program is provided at three levels to coach each LDP member in career and leadership development. Following the program, LDP members apply to jobs in MMD to continue their successful careers in manufacturing.
Aetna to help thousands of its employees repay student loans

**Student Loan Paydown (SLP)**

A first of a kind benefit to help staff pay down their student loan debt

At PwC, we're always seeking unique ways to improve the financial wellness of our people. We want to make sure you get your career off to a financially healthy start. To do so, PwC is offering a new employee benefit to help reduce your student loan debt. PwC is the first in the industry to offer this type of benefit.
Helping Our Employees Build Families

Enhancing Adoption, Fertility, Surrogacy & Nursing Mother Benefits

No more pump and dump: IBM plans to ship employees' breast milk home

Deloitte announces 16 weeks of fully paid family leave time for caregiving

Deloitte's family leave program first of its kind for professional services
A WORKPLACE FOR ME: PERSONALIZATION

Promotional messaging, easy access to information, targeted alerts
An effective strategy should consider the following:

- **MULTI-PERSPECTIVE**
- **DATA-DRIVEN**
- **TARGETED**
- **ENGAGING**
CREATE A COMPELLING EXPERIENCE
MULTI-PERSPECTIVE: VARYING DEGREES

EMPLOYER PERSPECTIVE
What outcomes do we need?

EMPLOYEE PERSPECTIVE
What do our employees value?

MARKET PERSPECTIVE
What are our competitors doing?

COST PERSPECTIVE
Are our programs affordable and sustainable?
CREATE A COMPELLING EXPERIENCE
DATA-DRIVEN: ANALYZE WORKFORCE BEHAVIORS

**Say**
What employees say, as measured through:
- Leadership and HR perspectives
- Focus groups
- Employee surveys
- Social media sites
- Exit surveys

**Do**
How employees actually behave, as measured through:
- Performance/productivity
- Engagement
- Turnover
- Promotability
- Rewards program utilization

Human behavior is complex — we seek to “crack the code” for what will truly drive desired outcomes
CREATE A COMPELLING EXPERIENCE
TARGETED: BASED ON UNIQUE NEEDS AND DESIRES

Provides multiple dynamic lenses to evaluate programs

Builds relevance into all programs to target investments

Foundation for a personalized experience

Employee demographics | Location demographics | Needs | Interests | Behaviors | Communication preferences

Sample Personas

STARTERS | LONG-TERM LOYALS | URBAN AMBITIONS | MANAGERIAL CORE | STRIVERS | FREE AGENTS

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CREATE A COMPELLING EXPERIENCE
ENGAGING: CONNECT WITH ME AS AN INDIVIDUAL

“I get it”
It’s simple. This experience feels as modern and familiar as the consumer sites I already use.

“I’m confident”
I have what I need to understand where I am, and support to help me take action.

“I feel appreciated”
I can see the value of working here both now and in the future.

ENABLED BY A DIGITAL PLATFORM
- Consumer-grade experience
- Data private and secure
- Campaigns that drive action
- Content that is relevant
CREATE A COMPELLING EXPERIENCE
ENGAGING: AN EXAMPLE IN ACTION

- Personalized and authenticated experience displays content relevant to the employee

- Dashboards provide snapshots in three main topic areas (Wealth, Health, Career)

- Quick links put access to the tools, resources and topics that employees use most frequently right on the homepage

- Second-level dashboards provide additional personalized dashboards for employees
HIGHLIGHTS FROM MERCER’S HIGHER EDUCATION TALENT TRENDS PULSE SURVEY
BOTH HIGHER EDUCATION & GENERAL INDUSTRY EXPECT INCREASING COMPETITION FOR TALENT, BUT TO VARYING DEGREES

Q: How do you expect the competitive landscape for talent to change in the next 1-3 years?

General industry: 92% expect an increase, both significantly and some
BOTH HIGHER EDUCATION & INDUSTRY FOCUS ON DEVELOPING INTERNAL RESOURCES, BUT INDUSTRY IS MORE LIKELY TO BUY/BORROW TALENT

Q: If you plan to increase staff capacity at your institution in the next 1-3 years, do you plan to*:

General Industry: Build 88%  Buy 56%  Borrow 38%

* Talent Trends survey allowed respondents to select more than one answer.
NOTABLY, HIGHER EDUCATION’S TOP PRIORITY IS BUILDING A CULTURE OF DIVERSITY AND INCLUSION

Q: What will be your institution’s top talent management priorities in 2018? (Select 5)

Building a culture of diversity & inclusion: 59%
Improving the onboarding experience: 48%
Developing leaders for succession: 47%
Increasing employee engagement: 41%
Attracting top talent externally: 39%
Optimizing performance management: 37%
Ensuring equitable pay (gender/race/ethnicity, living wage): 36%
Building skills across the workforce: 32%
Supporting employees’ career growth: 27%
Retention culturally diverse talent at all levels: 24%
Ensuring rewards competitiveness: 20%
Ensuring employee health & wellbeing: 19%
Redesigning jobs (e.g., roles and responsibilities): 16%
Moving towards greater pay transparency: 14%
Redesigning the organization (e.g., structure, reporting lines): 14%
Strategically moving talent internally: 12%
Identifying high potentials: 9%
Increasing flexible work options: 9%
Retaining female talent at all levels: 6%
Attracting and retaining Millennials: 3%

General industry:
1. Attracting top talent externally
2. Developing leaders for succession
3. Supporting employees’ career growth
4. Increasing employee engagement
5. Building skills across the workforce
INSTITUTIONS EXPECT TO IMPLEMENT A VARIETY OF BENEFITS PROGRAMS AND STRATEGIES IN THE NEAR FUTURE

Q: What health and welfare programs/strategies do you anticipate implementing in the next 1-3 years? (Please select all that apply.)

- Concierge model wellbeing programs: 10%
- Consumer driven plans: 29%
- Voluntary benefits: 44%
- Onsite clinics: 12%
- Moving/enhancing online benefits portal: 51%
- We are not planning any changes: 19%
- Other (please specify): 14%
BREAKOUT SESSIONS – HOW ARE YOU PREPARING?
BREAKE-OUT SESSION #1

Discuss with your group the following topics/questions and be prepared to share it with the collective group when we reconvene

BUILDING A NEW EMPLOYEE VALUE PROPOSITION

Mercer’s Point of View is that employers need to revisit their EVPs because they can no longer compete on the contractual elements of compensation and benefits alone.

• What human resources’ initiatives have your organizations put in place or are working on to support the pyramid components of compensation and benefits, well-being, careers, and mission?

• What would you like to put in place?
BREAK-OUT SESSION #2

Discuss with your group the following topics/questions and be prepared to share it with the collective group when we reconvene

BUILDING PERMANENT FLEXIBILITY FOR A NEW EMPLOYEE VALUE PROPOSITION (EVP)

Flexible working has been featured in every one of Mercer’s Global Talent Trends studies as a part of the EVP, but this year’s findings of “Permanent Flexibility”, warranted a trend of its own.

• Do your organization’s have flexible work arrangements? Are there formal policies? Are they part of the culture? Why or why not?

• How can we move beyond flexible working being CONTINGENT on individuals on life events, on people putting their hands up, on managers saying yes?

We’ve continued to see the rise of the free agent – in Mercer’s 2018 Global Talent Trends Study, 78% of part-time and full-time employees said they would consider working on a contingent basis.

• Does your organization embrace contract workers? Do you see this changing in the future? Do you have the infrastructure to support varying work arrangements, while still developing a cohesive work environment?
BREAK-OUT SESSION: OPTIONAL

Discuss with your group the following topics/questions and be prepared to share it with the collective group when we reconvene

BUILDING FOR AN UNKNOWN FUTURE AND CULTIVATING A THRIVING WORKFORCE

Mercer’s Higher Education Talent Trends Pulse Survey indicates that 59% of CHROs report that “building a culture of diversity and inclusion” is one of the organization’s top talent management priorities in 2018

• Does your organization have mechanisms in place to hire diverse talent, build a wide range of skills and leverage diverse perspectives across your campus communities? Discuss.

• Does your organization’s values and behaviors promote a climate of collaboration, inclusion and contribution?
  – What programs and/or infrastructure have been put in place to support this strategy?
  – What would you like to implement at your organization to support diversity and inclusion efforts if budgets, resources, and leadership consensus were all available to you?
BRINGING IT TOGETHER – IMPLICATIONS FOR HR
HR PRIORITIES TO SUPPORT TALENT SUCCESS

**BUILD DIVERSE TALENT POOLS**
- Expand the use of analytics to identify talent flow opportunities and pinpoint key drivers of change
- Rethink talent acquisition through innovative sourcing strategies, informed skill matching, and new worker profiles
- Build for tomorrow via experience-based development interventions focusing on diverse population pools and emerging competencies

**EMBRACE THE NEW WORK EQUATION**
- Recognize “one size fits one” and build a growth culture that supports flexibility, development and autonomy
- Create an environment where employees feel valued and have transparency around pay, feedback and progression
- Rethink how managers are incentivized to identify, develop, and export talent

**ARCHITECT COMPELLING CAREERS**
- Design career frameworks to reconcile the organization’s succession needs & individuals’ expectations of career direction and velocity
- Stimulate talent movement in intentional and systemic ways by making careers fun and focusing on mobility & development programs
- Enable managers to hold meaningful career conversations with their employees

**SIMPLIFY TALENT PROCESSES**
- Challenge existing talent management processes and technology to reduce duplication – aim for short and intuitive
- Align performance management fundamentals with the organization’s business model and rewards philosophy
- Reimagine employee interactions to promote a positive brand experience

Source: Mercer Talent Trends, 2016