Executive Framework Review FAQ

Mercer Job Library (MJL)

OVERVIEW

1. **What is the Executive Career Stream?**

   The Executive Career Stream refers to the career path or progression specifically designed for executive-level employees within Mercer Job Library. It outlines the steps, roles, and responsibilities for executives as they advance in their careers.

2. **When the new Executive Framework will be available in Mercer Job Library?**

   The implementation is scheduled for Q1 2024, meaning that new structure will be available in next survey season, starting March 2024.

3. **What is the nature of change?**

   The current structure will be replaced with 5 new benchmarks in the Executive and Management Career Stream. These benchmarks have been designed to precisely accommodate all leadership roles within the organization.
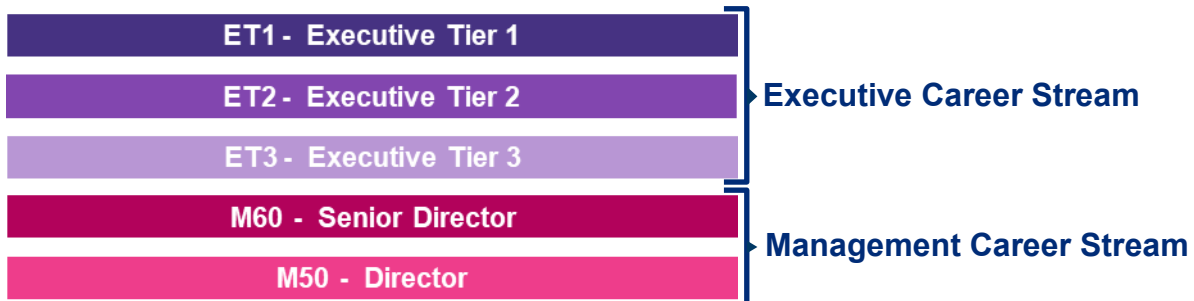
4. **What are the key changes being introduced to the Executive Framework at MJL?**

   The key changes being introduced to the Executive Framework include:

   — Introduction of Executive Tiers and Director Levels: The existing levels will be replaced by new levelling benchmarks, which will represent the breadth of leadership roles. This change aims to simplify and enhance the Executive Framework.

   — Organization Type & Geographic Scope: Both elements will no longer be part of executive job title. However, this data will still be collected and retained as a means of refining the information.

— Revised Executive Specialization Types: The set of tiers/levels for executive specialization types will be streamlined and redesigned. This change will provide a clearer structure for categorizing executive specializations.

— Defining Top Leadership: A refreshed relationship between the Executive and Management Career Streams will be introduced. New definitions will be used during the job matching process to differentiate top leadership positions.

5. **Why new Executive Framework is split between the Executive and Management Career Stream?**

The split between the Executive and Management Career Stream is intended to cater to the specific functions of leadership roles. The Executive Tiers will focus on strategy, while Directors in the Management Career Stream will connect both leading the business functions and executing the strategy.

6. **How Executive Specialization Types will be changed?**

Executive Types will be redefined to better reflect executive career progression:

— Head of Organization - assigned specializations collect jobs responsible for leading organization as a whole.

— Head of Major Function (previously Function Head) - assigned specializations collect jobs leading organization's main functions, typically overseeing multiple other functions.

— Head of Function (previously Sub-function head) - standard type of Executive Function assigned to vast majority of Mercer Job Library specializations. Those specializations frequently include non-executive levels as well.

7. **What are the key benefits of new Executive Framework?**

The key benefits of the changes to the Executive Career Stream include:

— Simplification: The number of levels and jobs will be reduced, and criteria enforcing the use of multiple matching tables will be simplified. This streamlining will make the career framework more straightforward. This simplification applies to Jobs, Core Jobs and Mercer Combine Jobs, effectively reducing redundant complexity and data fragmentation.

— Retained Data Scopes: The data scopes related to organization type and geographic scope of roles will still be available, but in a different form. This retention ensures continuity while enhancing the overall structure.

— Improved Matching & Data Quality: The new design will simplify the definitions and matching process, saving time and increasing the precision of matches. The simplified structure will also allow for better data analysis and accessibility of results.

- — Stability and Flexibility: The new structure will be directly mapped from the current one, providing year-over-year stability. Additionally, it allows for flexibility in accommodating various needs and specific requirements.

8. **How reduction in number of available levels will be achieved?**

In the new structure, multiple existing executive levels will be mapped to a single executive tier through direct mapping. Detailed mapping table will be available for clients' use.

9. **What is the purpose of introducing the M60 Senior Director?**

The introduction of the M60 Senior Director level aims to provide a distinct level of senior leadership within the Management career stream. This new level reflects increased responsibilities and a higher leadership position compared to existing levels.

10. **Why we replace Senior Manager II level with the M50 Director level?**

The replacement of the Senior Manager II level with the M50 Director level is intended to align the management career stream with a more comprehensive and accurate representation of leadership positions.

JOB MATCHING & PRECOMPLETION

11. How the matching will be improved?

The matching process will be much easier, with fewer jobs to choose from and broader matches. It will also provide clearer definitions, replacing the previous complex matrixes by moving away from strict dependencies on three parameters (Organization Type, Geographic Scope of Role, and Executive Type of selected specialization). These changes will simplify the matching process, making it more user-friendly, and allow for more accurate data refining based on specific needs.

12. Will the new Tiers be precompleted in 2024 survey cycle?

Yes. All previous year's executive data points will be directly re-matched to new Executive Framework, providing suggested matches to last year participants.

13. What if the precompleted executive incumbent needs to be re-matched to a different executive tier?

The proposed simplified mapping is expected to be accurate for the majority of executive incumbents in the global database. However, some incumbents may require re-matching to a higher or lower executive tier. In such cases, the re-matching process will need to be applied manually during the data collection process.

IMPACT ON DATA & RESULTS

14. Will the survey results be impacted?

Yes, there is a possibility of an impact, but based on our analyses, it should be minimal and limited to the specializations of Head of Organization and Major Function. This means that the majority of the data will not be affected by this change.

15. How will the reduction in the number of jobs affect survey results?

The reduction in the number of jobs will lead to an increased ratio of published jobs. There will be more possibilities provided for refining the data according to specific requirements. Additionally, the transition between the current and new structure assumes direct matches, which is expected to provide stability in the data year over year for the majority of collected and reported jobs.

16. Will YoY Results be available for Executive data?

Yes, direct mapping effectively enables Year over Year comparisons, however minor changes and deviations in YoY Results may occur. Simultaneously, with broader scopes and a more accurate representation of the executive's career progression, further enhancement of the data quality is expected.

17. Can I still use old way of mapping or the change is obligatory to everyone?

Old Executive Framework will no longer be available for matching the Executive Data. Levels based on Organization Type and Geographic Scope of Role will be fully replaced by Executive Tiers and Director Levels. Nevertheless, those criteria are vital for matching the executive data and can still be used for this purpose in addition to revised definitions.

SUPPORT & RESOURCES

18. **Where can I find additional information regarding the executive change?**

    You can access all relevant and current information on the Mercer Resources page.

19. **How can I seek assistance?**

    For technical support, you can send an email to software@mercer.com, which is Mercer's help desk. Alternatively, you can directly call our 24/7 support number at +800 8300 0042 for assistance in English. For other inquiries, please reach out to our regional Customer Support teams.