

Case Study: providing expertise to support the development of HR strategy, improve Human Capital Management (HCM) systems and metrics, and to project manage and input to global people management initiatives.

Client

QBE Insurance Group is one of the top 20 insurers and reinsurers in the world. The organisation has operations in over 50 countries and has over 16,000 employees worldwide.

Aims

mglhr have worked in partnership, over a number of years, with QBE's Group Head Office and Divisional HR teams, across the globe, to support a diverse range of initiatives which enhance the organisation's people management capabilities and practices.

Specific aims have included:

- establishing a more cohesive HR Management Information Systems' development strategy to best support and align with QBE's business goals
- implementing global best practice in relation to performance management, job analysis, organisational design etc.
- improving the reporting and understanding of core people metrics.

Method

mglhr have applied broad multi-business sector experience, external research and best practice knowledge to help QBE's HR teams achieve specific goals.

To ensure that consistency and integrity of solutions, adopted by QBE's HR community, is maintained (to optimise the benefits for the whole company) we ensure that implementation is "as global as possible and local as necessary".

Solutions

Recommendations are business focused and pragmatic; taking appropriate account of key business priorities, organisational maturity, regional contexts and respective cultures.

Amongst the many areas where mglhr have supported QBE in the development and delivery of processes, across the globe, are:

- performance management
- role profiling, categorisation and internal benchmarking
- monitoring key workforce features via an appropriate executive dashboard
- QBE's 'ONEHR' strategy.

Example Outcomes

Group-wide performance management processes are applied, consistently, across the globe; and these are underpinned by:

- appropriate support for all people managers in the form of 'Master-class' training and guidance through e.g. toolkit documentation
- appropriate online systems, accessible to people managers and employees
- enhanced governance via calibration and quality reviews

All roles in QBE are profiled and categorised in line with consistent group-wide (global) conventions so that,

- core requirements of any role are articulated in a format that is recognisable, and easily compared, irrespective of country in which it is carried out
- categorisation of roles, into organisational level and job type (or job family) is facilitated
- the emerging capability to profile the workforce, by category, has led to better understanding of e.g. labour turnover, diversity, etc.
- decisions about remuneration, organisation design and career planning are better informed

A single data repository has been developed to enhance the integrity of HR data and to better facilitate group-wide reporting. This is, in turn, promoting greater alignment and consolidation of multiple, local, HR Systems.

mglhr are delighted to partner QBE's HR teams in these exciting times of change and business growth!

*"Congratulations Martin. As always, with mglhr – a job well done. Thank you for your enormous effort; with your assistance we have made significant progress" - Group Executive Officer
People and Communications
QBE Insurance Group*