

QAS

Situation

Having experienced rapid growth since its beginning in 1990, QAS wanted to implement an integrated framework of capabilities - personal behaviours, experience, 'knowledge networks' and values. QAS decided to underpin its rapid growth and success with a practical and integrated resourcing, performance management and career development structure - launched internally as the "VIP Project"!

MLI's Solution

MLI took a very participative approach involving both HR and employees. Selected jobholders were interviewed to build up a framework of differentiating success factors and to create a comprehensive dictionary of capabilities based on QAS' everyday language. This was backed up with a supplementary Technical Dictionary comprising technical know-how including QAS specific technical knowledge.

Employee Focus Groups were also used to establish and gain buy-in to a newly defined set of core values.

These values and capabilities were then incorporated into a new Performance Appraisal / Management process together with Role Profiles (including key accountabilities), Specifications (i.e. relevant experience, capabilities and characteristics) and Career Paths (possible career moves and progression criteria).

Benefits

- Implemented new values and a complete capabilities framework
- Enhanced employee buy-in based on involvement and own language
- New values and capabilities provided meaningful foundation for greatly improved resourcing and performance management processes
- Ability to evaluate ROI on learning & development given common capabilities, jobs and people language

Susie Thomas, HR Manager, QAS says:

"MLI helped us to develop and implement a truly integrated framework of capabilities. It's fantastic to be able to give employees, prospective employees and customers such a professional framework. QAS' quality of resourcing and performance appraisals has improved and we also now have a robust foundation for people development all of which is great for our business"



Key Facts

Company

QAS

Nature of Business

QAS is the UK's market leading supplier of address management and data accuracy solutions. QAS began trading in 1990 and experienced significant growth to reach revenues of £49.2 million by the end of 2004. Outside the UK, QAS has offices in Europe, North America and Asia Pacific. QAS is a wholly owned subsidiary of Experian®, the global information solutions company.

Number of Staff

320

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