



Innecto delivered exactly what we wanted – they were knowledgeable, methodical, thorough and paid excellent attention to detail, all of which helped us create the bespoke result we were looking for.”



- Janet Oldham

Head of Human Resources

There are generally two options available to clients seeking expert help with a reward review: go with a company that can provide a quick, one-size-fits-all solution or choose a partner who will delve deeply into the objectives and culture of the business to generate a bespoke programme that directly addresses their needs.

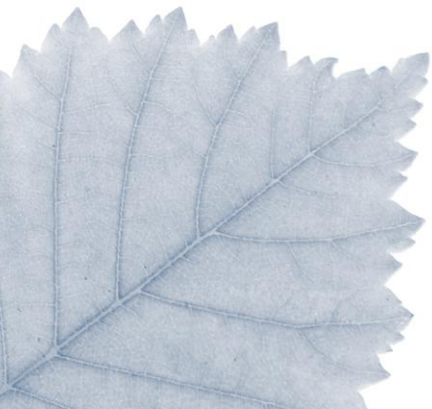
For Miller Insurance Services Limited, a successful insurance broker based in the City of London with around 500 employees, it was important that the reward consultants they hired would develop a programme specific to Miller's own culture, situation and business objectives.

Miller's Head of Human Resources Janet Oldham says: "We briefed a number of reward consultants and invited them to share their proposals with us. Some of the bigger companies presented standard off-the-shelf solutions but we didn't feel they were quite the right fit for Miller, so we were pleased when Innecto demonstrated they understood what we were looking for and would work with us to create something bespoke."

Miller's key objective was to develop a career structure that would better clarify the overall positioning of roles throughout the business and define paths for potential career progression, both horizontally and vertically, without using the old status titles of Director and Associate Director which had limited meaning in the organisation. This would both support wider business objectives and respond to employee requests for greater clarity about what they needed to do to be promoted.

A further important objective agreed from the outset was that the system should build upon and complement all Miller's existing HR systems, providing employees with a 'joined up' approach to the range of HR initiatives.

Innecto recommended the creation of a Design Team of employees, sliced diagonally across the organisation from different functions and levels. From a very early stage in the project, the Design Team gave an employee's perspective on current issues, proposed outcomes, key messages and potential hurdles.



Case Study: Miller Insurance Services Limited

"The Design Team worked well," says Oldham. "They appreciated being involved and many of the team were keen to continue to participate throughout the project. It was an important tool for engaging employees – it gave us the credibility to be able to say 'we've asked you for your views and have listened and responded to what you told us.'"

Innecto also provided assistance in convincing the Executive Team of the merits of the project. Janet Oldham explains: "Innecto were brilliant at presenting to the Executive Team, painting the overall picture, dealing with their questions and gaining agreement to move to the next stage of the project. I particularly liked the fact that they demonstrated a range of options to the Executive Team from the simple to the complex and helped guide them through the decision process as to which would be best for us."

An overall career framework was created to clarify job levels in each function and what an individual needed to achieve to reach the next level. A matrix was then developed to show distinctions between roles and enable roles in different functions to be compared according to factors specific to Miller.

A simple tool allowed roles to be slotted easily and consistently into the matrix, and the new overall system was tested with senior managers.

"The Executive had confidence in the new framework and decided to roll it out straightaway rather than run a pilot as had originally been intended," says Oldham. "It was launched to employees via a series of presentation meetings led by the CEO and other Executives explaining how it would work, why were doing it and what would happen next.

"As well as building upon the existing Competency Framework already in place, we've since also addressed our performance management review system, linking it directly to the new career framework. It's still early days but we are confident that this will achieve our objective of giving employees clearer sight of their career paths and providing them with the tools to take responsibility for their own career progress."

Rather than ending here, it is anticipated that the development of this system will set Miller in good stead for future developments,

providing a coherent structure on which basis future decisions can be taken within the broader total reward arena.

