

## 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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