



## Global Capability Framework

*RSA is a FTSE 100 company listed in London. It is a global company, insuring over 20 million customers and employing 22,000 people worldwide.*

### Requirement

RSA is focused on developing its employees, and recognises the benefits of motivating people with the right combination of skills, experience and energy that will in turn benefit the business.

To make this happen it appointed Aquarius to develop a single, global capability framework that would provide a consistent method of describing and measuring people capabilities across every function in RSA. Among other things it wanted clear standards and models that would be simple to communicate and understand in a multi-national environment, but be flexible enough to cope with varying shapes and sizes of business.

### Our Approach

We worked closely with RSA to design and build a Global Capability Framework. This is a single framework to underpin and guide human resource including assessment, personal development, career and talent management, and organisational design. It includes four main components:

- A core skills and knowledge framework containing a library of capabilities that are applicable to most roles in RSA, regardless of which function or business area they are found in
- A specific skills and knowledge framework for each functional area of the business which contain function-specific capability libraries set out in exactly the same way.
- A global job family model which details the main jobs in RSA clustered into families containing jobs of similar types of work requiring similar capabilities.
- Generic role profiles for each role in the global job family which are a one-page job description describing the role, accountabilities, capabilities and next career steps.

The process of developing the Global Capability Framework was highly participative. It included senior management engagement through meetings and interviews; skills transfer by means of joint Aquarius and RSA working teams, and buy-in from workshops involving representatives from global head office and regional and local businesses. We have continued this approach throughout the implementation phase of the Global Capability Framework.

### Results

The Global Capability Framework has been translated into 14 different languages and implemented across the global organisation and will support and enable capability development activities of all kinds. Some of the benefits of the implementation include:

- Aligning individual performance with the priorities of the Corporate Strategy.
- Ensuring consistency across global, regional and local work levels.
- Recruiting the right person with the right capabilities for each new appointment.
- Enabling great conversations between individuals/managers about strengths, development and career aspirations.
- Aligning learning and development programs to the capabilities needed to achieve the Corporate Business Plan.
- Establishing a foundation for career and talent management and succession planning.

*It has been a pleasure to work in partnership with Aquarius to develop and implement the Global Capability Framework in RSA. Their knowledge and experience provided a great platform for the development of RSA's framework and its flexible approach enabled us to adapt to the different needs and timescales of the regions and countries across the globe. As implementation transitions into 'business as usual' Aquarius have continued to support RSA as we refine and refresh the framework, reacting promptly to our needs and always with a professional approach combined with a sense of humour.*

**Sam Healey, Group Organisation Development Leader – Organisational Effectiveness**