

Vertex

Vertex is a leader in Business Process and Customer Management Outsourcing and IT Services, serving over 200 clients worldwide across many sectors. Its focus is on providing value-based solutions that deliver exceptional customer experience in a cost-effective manner for its 45 million customers worldwide.

Background

Learning Partners helped Vertex with a number of Talent Management projects.

Values and Behaviours

Vertex wanted all their businesses to work within Brand Values and Core Values so that they could guarantee service levels and be an excellent employer.

Setting up Call Centres

Vertex needed to be able to set up and integrate new Call Centres and outsourcing services in a matter of a few weeks, so their people processes needed to be flexible, simple and clear.

Simplified and Effective People Processes and Tools

Vertex' job descriptions were complex and numerous with a plethora of different job titles, many inherited from transfers of staff. Career development was patchy. Vertex wanted this to be easier to manage and to encourage managers to manage people and performance effectively.

Selection Decisions

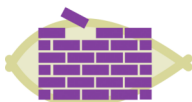
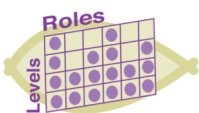
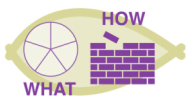
Vertex wanted to make selection decisions more reliable and effective, especially in management positions or where they were selecting a lot of people into similar roles.

Leadership Development

Vertex wanted to develop their Customer Services Managers and General Managers.







Solutions

Competencies and Career Frameworks

	Competency framework		Career framework		Performance profiles
<p>Learning Partners enabled Vertex to make their Brand and Core Values real by creating and linking a competency framework offering clear descriptions of on-the-job behaviours. These enabled managers and employees to recognise, use and develop the skills they needed for effective performance.</p> <p>Learning Partners helped Vertex update and simplify Job Families, which outlined the typical accountabilities, competencies, experience and career paths for all its operations. These were banded in a straightforward way. The result was an opportunity to clarify jobs, streamline reward and grade systems and make the Job Families a simple link to support recruitment, performance management and development.</p> <p>Managers could identify the key behaviours for staff quite specifically and these were used, for example in induction, training and performance management of many Customer Services Operators.</p>					

Outsourcing Sector – Case Study

Talent Tools and Processes



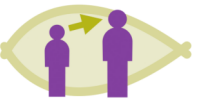

	Performance management process & guide		Development process & guide		Career development process & guide
	Selection process & guide		Assessment events for selection		Competency cards

Learning Partners also provided Vertex with some practical tools including a new One-to-One Performance Management process, Competency Cards and an on-the-job Development Guide directly linked to the competencies. This increased the effectiveness of performance management and meant that individuals could progress their own personal development with techniques tailored to their specific needs because they and their managers had solutions to performance problems.

The Job Families were supported by guidance on career development.

Learning Partners designed assessment centres and selection events using work based business case simulations to help recruit into strategic roles, for example Strategic Planning Managers and Senior Operations Managers for their Shared Solutions group. Learning Partners also designed and ran an assessment centre to help Vertex select Customer Services Managers fairly and objectively for its contract for Westminster City Council following the transfer of staff from the Council to Vertex.

Learning Events

	People management skills		Team building workshops
	Development centres		Assessing/ interviewing skills

Learning Partners trained managers and HR staff in the new people management process using the Competencies and development guide.

Learning Partners also designed and ran Development Centres for Customer Services Managers and General Managers, which provided personal development profiles for all senior CS staff as part of a major initiative in developing overall leadership potential. These helped individuals and proved a good benchmark of the leadership strength of the CS group in the UK.