



## Vero New Zealand's People Framework Journey

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### **Abstract:**

Vero NZ spent 10 years on the journey to become world class general insurer, utilising the Baldrige criteria for performance excellence. As part of that journey, we needed to re-look at our people focus, how we set our people up for success, and the tools and learning solutions we provided to support this.

In 2006 we began a programme of work to develop a comprehensive, custom competency framework for our business that would address current business drivers, strategy and feedback from our staff. Our aim was to simply pull together our organisational values & clearly articulate what successful job performance looked like across all parts of our business.

This presentation will take you through the development of our competency framework, how we aligned it with our people processes, and the benefits our organisation has seen since it was introduced. Also discussed is how we aligned our learning and development to both the framework and the changing needs of the organisation.

The paper concludes that having a customised competency framework has made it easier for staff to understand what job success looks like, to plan their career development at Vero and has resulted in greater staff satisfaction and retention.

### **Author's Biographies:**

**Evana Lithgow** is an organisational psychologist who is passionate about people and organisations reaching their potential. She leads a team of 12 as the Organisational Capability and Leadership Manager at Vero NZ where she has worked for 6 years. She is regularly asked to speak and share her experiences and insights in learning and development, and talent and succession management.

**Michelle Ashby** has extensive knowledge of the insurance business, having held various roles in sales and underwriting during her 26 year career. Michelle is currently a capability



consultant with Vero, a role she has held for the past 4 years and leads a team of 6 trainers across the business. Michelle was responsible for creating a technical learning framework before moving into her current role.

**Presentation Experience:**

Evana and Michelle have presented at the Small Business Expo across 3 New Zealand cities in 2008. In addition, Michelle has presented at the Blended Learning Conference in Auckland in 2010.