



**Candidate Brief**  
**for the recruitment of two**  
**Operational Excellence Managers**  
**on behalf of RSA (Royal Sun Alliance)**

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## **The Organisation – RSA Group**

RSA's objective is to run general insurance businesses with strong market positions that deliver sustainable profitable performance.

### **Strategy**

RSA provide insurance products and services in over 130 countries and have operations in more than 28 countries. They have market leading positions in many of their chosen segments. This is achieved in part, through their strong track record of delivering customers quality, innovative solutions and underwriting and claims expertise. They have implemented an operational improvement programme to enhance operational efficiency, controls and the customer experience.

The key to delivering against their strategy is having the right culture and right people. They are focused on developing talent through the creation of an environment where responsibilities and accountabilities are clearly defined, people are challenged and performance rewarded. They continue to embed a performance culture across the Group.

Their strategy is based on a disciplined approach to delivering quality earnings and their financial objectives are:

- Sustainable performance with continued delivery of results in line with their targeted financial returns.
- Targeted profitable growth in their ongoing businesses.

The business is well positioned in its chosen markets, with all core businesses achieving strong returns. Their objective is to run general insurance businesses with strong market positions that deliver sustainable profitable performance.

### **History**

RSA has a proud heritage dating back almost 300 years. The current Company structure was created in 1996 following the merger of two of the largest insurance companies in the UK, Royal Insurance and Sun Alliance.

- 2008 - Shortened name to RSA and simplified and refreshed corporate brand.
- 2006 - Changed operational structure to reflect the new strategic focus of the business. The Group is reorganised into three main operational divisions, the UK, International and Emerging Markets.

- 2002 - Changed direction, focusing the Group's attention on general insurance. Began by selling or closing a number of businesses, including life assurance operations, and exited from a number of countries of operation.
- 2001 - MORE TH>N was launched in June 2001 bringing freshness and a new approach to the consumer financial services market in the UK.

### **Facts**

RSA has over 20 million customers worldwide.

- The Group currently manages £13 billion of investments.
- The Group has shareholders' fund of £3 billion.
- RSA is a member of the FTSE4Good Index.
- They are in the top 100 companies of the Corporate Responsibility Index.
- They employ around 22,000 people worldwide.

### **Regional facts**

UK:

- They have been operating in the UK since 1710.
- The UK business is the largest operating unit within the Group.
- With a market share of over 13%, they are the UK's largest commercial lines insurer.
- Their Personal business is ranked third largest in the UK with around four million covers in place.
- They insure 70% of FTSE 100 retailers.
- They were named 'General Insurer of the Year' at the 2006 British Insurance Awards.

International:

- Established businesses in Scandinavia (Sweden, Denmark, Norway and Finland), Canada, Ireland and Italy.
- Third largest insurer in the Nordic region.
- Their Codan and Trygg-Hansa brands have close to 100% recognition in their markets of Denmark and Sweden.
- They are one of the oldest insurance companies in Canada, with roots dating back to 1845.
- They are the leading personal household insurer in Ireland.

Emerging Markets:

- Businesses in growth markets: Latin America, The Baltic's and Asia & Middle East.
- They are market leaders in Latvia and Lithuania.
- Located in 10 countries across Asia and the Middle East, including India & China

For further information on RSA Group please visit:

<http://www.rsagroup.com>

## Context of the role

The Operational Excellence function is headed by Clare Stephens who was recruited by the RSA board in 2008. Clare joined from BT Group where for five years she was the Operational Excellence Director responsible for OE strategy within BT Retail and for leading the focus upon cross-company business improvement programmes. Prior to this Clare was responsible for Business Excellence, including 6 Sigma, for Motorola Europe.

Of key importance to the board's strategy is the creation of an influential centralised Group Operational Excellence function, working with the three business divisions to identify and help deliver the Target Operating Model (TOM) together with programmes that will improve operational processes, raise customer satisfaction and deliver financial efficiency. This process has begun with the appointment of Massimo Maltempo who joined from Accenture where he was the Operational Excellence leader for Western Europe, together with a small team of consultants.

Opportunities have been created for two senior level individuals, one to focus upon the needs of the UK business and one to focus on either the international or emerging markets businesses (c25% travel):

## The Role – Operational Excellence Manager

**Reports to:** Head of Operational Excellence / Global OE Manager. Based in the City of London initially for 4-5 days a week until integrated with the business whereupon it is anticipated that the role will require an average of 2-3 days a week in London, possibly 1 day from home-office and 1-3 days UK or international travel.

**Purpose:** To manage the development and achievement of operational excellence across RSA globally, to maximise operational effectiveness and contribution to business results

### **Key Result Areas:**

#### **Operational Excellence:**

- As a member of the Group Operations & IT team, contribute to the development and achievement of the Group's overall Operations strategy, TOM, development and performance standards and targets
- Contribute to the development, and implementation of an agreed global strategy and programmes for improving RSA's operational performance and effectiveness and achieving consistent high (where appropriate, world-class) operational performance standards
- Actively manage the Identification and development best practice global models, principles, processes and tools to maximise operational effectiveness, particularly with respect to business processes and change management, in line with the RSA global Operations strategy and TOM

- Support in the benchmarking of current and emerging trends and good practice in operations and change management and actively facilitate knowledge and information sharing to encourage achievement of consistent high standards across the wider global operations community, including colleagues in customer and proposition areas
- Work with Group colleagues and regional counterparts to manage the definition and development of operational and change management capabilities (people, processes and technologies) providing facilitation and coaching where appropriate
- Contribute directly to capability development activity by providing personal input to training and development programmes (design and/or delivery) and/or other forms of capability development initiative as needed
- Work with regional counterparts to:
  - Manage the implementation of high standards of operational excellence for their business areas, taking account of relevant differences in local businesses contexts
  - Support in the Identification and quantification of operational issues, capability gaps and business requirements, etc with significant global regional impact
  - Support in the clarification and validation of expected benefits from relevant operational change and/or improvement programmes
  - Work with key stakeholders to ensure commitment and investment in appropriate solutions, responses, development and/or change initiatives
  - Ensure agreed initiatives achieve target benefits on time and on budget

Contribute to the evaluation of proposed change initiatives, where Group approval is required, ensuring that investment decisions are based on good business cases, using valid assumptions and supporting data

## Key Performance Indicators

### Operational Excellence:

- Head of Operational Excellence satisfaction with:
  - Overall contribution to Operations strategy & TOM
  - Progress towards/ Achievement of agreed operational targets, standards and benchmarks
  - Articulation of operational capability demand, supply status and gaps
  - Quality of insight and recommendations for action
  - Ability to identify and deliver optimum solutions balancing effectiveness and efficiency
- Internal customer feedback on:
  - Quality, timeliness and practicality of advice, guidance and recommendations
  - Understanding of and ability to make balanced decisions about global vs. regional or local considerations
  - Value delivered

## Knowledge, Skills & Experience

### Can demonstrate/develop:

- Experience in management roles in global organisations, with emphasis on operations management and/or business transformation activities in a highly operational environment; ideally in the Services sector.
- Proven track record of managing the development and implementation of world-class standards in operational performance
- Broad knowledge of:
  - Global standards and models for operational excellence eg ISO, BEM, etc
  - Relevant process and change methodologies eg Six Sigma, LEAN etc
- Relevant professional qualifications or accreditation in relevant methods eg Six Sigma MBB;
- Experience of working effectively across multi-cultural and geographic boundaries.
- Comprehensive knowledge of:
  - Group Operations strategy and the TOM
  - Best practice in operations and change management

### Knows how to:

- Make timely and balanced commercial decisions that reflect long, medium and short-term considerations
- Identify commercial and market drivers, trends etc and their potential application to RSA
- Make selective and creative use of proven ideas and methodologies to tailor make business solutions
- Identify, understand and use data and information to inform good planning and decision-making

### Leadership Behaviours:

**Brilliant Service:** Delivering memorable service that inspires people to recommend RSA. It's often about doing the little things, the day-to-day things, well.

**Getting The Job Done:** Delivering on promises and cutting out unnecessary processes to make things simpler.

**Doing The Right Thing:** Using common sense when dealing with people, gaining their trust by treating them as they want to be treated.

**Bright Ideas:** Continually combining technical expertise with a deep understanding of customers' needs to create and deliver solutions that people value.

**Positive People:** Creating an environment where people want to do great work.

## The Career Opportunity

This high profile role provides an opportunity to join a leading FTSE 100 business at a senior management level. It is envisaged that the successful individuals will make a significant short-term impact and that within two-three years of appointment they will then be well positioned and networked to take advantage of senior career opportunities elsewhere within the RSA Group.

## The Package

This is senior management level role and as such the package will be negotiated directly with the selected individual. The following information however, represents the anticipated package:

### **Base Salary Range:**

£85,000 to c£100,000

### **Bonus scheme:**

Annual Bonus: up to 60% of base pay. Bonus is based on the achievement of RSA Group, OE Business Unit and personal performance.

**Benefits:** approx 10% car allowance, 7.5% employer pension contribution with potential for a further 2.5% match, Long Term Incentive Plan (shares), 29 days holiday + bank holidays, healthcare plan.