

Welcome

Presentation and Workshop on Insurance Competency Framework

25-26 October 2010

Carlton Conference Centre
Kuala Lumpur



THE MALAYSIAN INSURANCE INSTITUTE

Introduction

Overview

- One of the projects identified and approved under Capacity Building (CB) Initiative
- Selection of Consultant was made by CB Project - Joint Steering Committee
- Project started in December 2009.
- Approach was “comparative studies” rather than developing the competency framework from zero



Primary Objective

Creating a comprehensive competency framework that provides a definitive learning and development plan for job profiles within the identified job families



What is Competency Framework

A tool that lists the technical and behavioral competencies required for effective performance in a specific job role within a job family



What are the Benefits?

Improved Performance

- An increase of \$680 in a company's training expenditure per employee generates, on average, 6% increase in shareholder return
- Companies that invest in training outperform the market by 45% while those that don't trail the market by 22%



What are the Benefits?

Increased Productivity

- Expect worker to gain 2 extra hours of productivity each week after a recurring training programme is implemented and monitored
- A 2% increase in productivity has been shown to net a 100% return on training investment



What are the Benefits?

Superior Retention

- An organisation can realize a 300% increase in retention by providing on-going employee training



What are the Benefits?

Greater Engagement

- Engaged employees are more innovative, more productive and more committed to customer satisfaction:
- Studies show that average loss of productivity due to a disengaged employee is as much as 2 hours per day



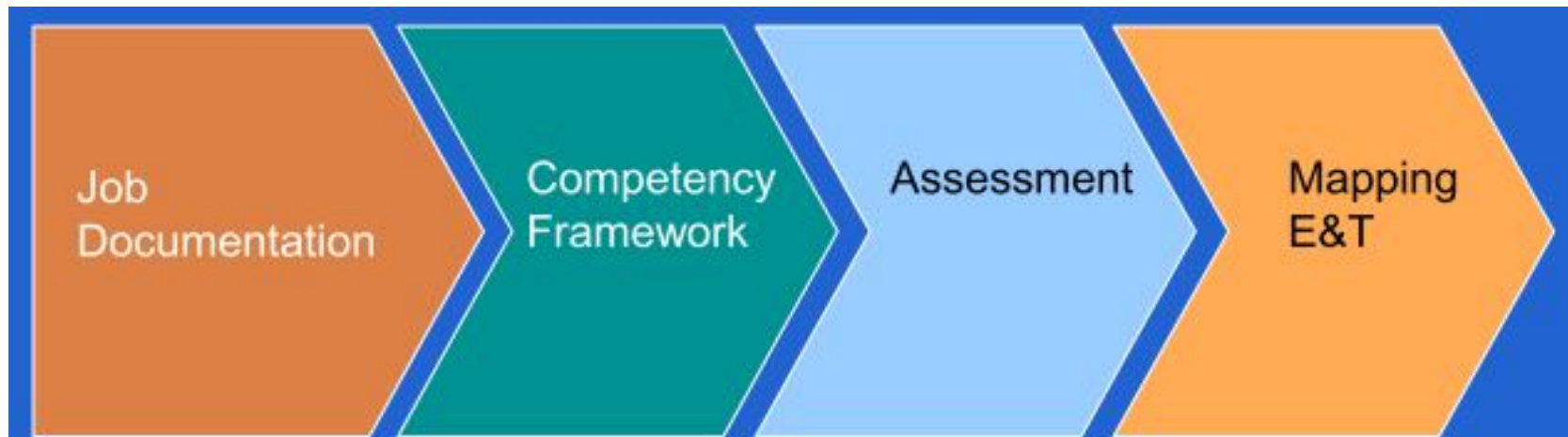
How did we do it ?

Consultant and the Industry identify:

1. Critical Job Families in the Market
2. Number of Job Roles within each Job Families
3. Competency Types
4. Level



Major Project Focus Area



Job Documentation

Collected Materials

- Sampling of job descriptions (JD)
- Organisational Charts
- Training materials
- Regulatory materials

Method of Collection

- Hard/soft copies of pre-existing materials
- Meetings with sampling of HR and Job owner reps
- Interviews



Competency Framework

Design and Development involved

- Reviewing JDs
- Reviewing LL Global, ANZIIF and CII existing frameworks
- Having Industry Expert Panels (IEP) identify the knowledge, skills and abilities required to perform each duty
- Creating competency categories based on the above evaluation
- Mapping the competencies against the main job profiles
- Validating proposed competency framework with IEP



Assessment

Evaluation involved

- Reviewing competency framework
- Reviewing available assessment tools
- Facilitating discussion and interviews with IEP
- Identification assessment tools to gauge competency level and gap
- Discussing the development of assessment tools to fill any gaps



Mapping

Design and Development involved

- Reviewing competency framework
- Reviewing MII, LL Global and ANZIF training programmes
- Identifying learning activities required to achieve specific competencies at specific levels
- Identifying gaps in existing programmes and resources
- Consulting with the IEP to validate the proposed Competency framework



Examples of Other Frameworks

- CII
- FICS
- ANZIIF
- LL Global



Examples of Other Frameworks

- CII
 - Developed for London market, UK and Global
 - Job Families studied : 4 (Claims, Insurance Broking, London Market and Underwriting)
 - Competencies Type : 3 (Technical Knowledge, Business Knowledge, Interpersonal Skills)
 - Level : 4 (Basic Understanding, Basic Application, Detailed Understanding and Application, Application of Expert Understanding)



Examples of Other Frameworks

- FICS
 - Developed for Singapore by MAS
 - Job Families studied : 3 (General: Claims, Underwriting; Life: Claims, Underwriting, Relationship Mgt)
 - Competencies Type : 2 (Technical (Occupational), Technical (Industry))
 - Level : 6 (I/II/III- largely routine, procedures, non-complex work activities; IV/V/VI- largely non-routine, unpredictable, complex activities)



Examples of Other Frameworks

- ANZIIF
 - Developed for Australia and New Zealand
 - Job Families studied : (designed according to ANZIIF's certification) 3 Sectors: general insurance, insurance broking, loss adjusting. (General: serving the customer, underwriting, claims etc)
 - Competencies Types : General Category
 - Levels : Not applicable



Examples of Other Frameworks

- LL Global
 - Developed for Domestic and International
 - Job Families studied (Varies) : Mgt and Sales, Finance, Claims, Underwriting, Compliance, Customer Services etc
 - Competencies Type : 2 (Technical and Behavioral)
 - Level : 4 (Supportive/Administrative, Specialist/Operational, Expert/Managerial, Senior Mgt/Strategic)



Malaysian Competency Frameworks

- MII Competency Framework
 - Developed for Malaysian Insurance Industry (Life, General, Brokers and Takaful)
 - Job Families studied (6) : Mgt and Sales, Customer Service, Claims, Underwriting, Broking and Compliance)
 - Competencies Type : 3 (Technical, Behavioral and Takaful)
 - Level : 4 (Entry, Specialist, Middle Mgt, Head of Dept)



Industry Expert Panel (IEP)

Role

- Make recommendations and give guidance that will affect the overall Competency Framework
- Specific feedback areas
 - The proposed pro-forma JD
 - The proposed competency framework
 - The draft of complete competency framework and other additional requirements



Meetings held with IEP

1st IEP Meeting - 14 Jan 2010

- gave the project overview, timeline and expectation
- identified the agreed on job families (note : 6 were identified)

2nd IEP Meeting - 24 Aug 2010

- provided an overview of the project and the process of developing the materials.
- reviewed the general and life generic job descriptions and competencies for each job family that have been created.
- reviewed the documents and made suggestions/changes if necessary.
- received feedback for further improvement of the Competency Framework.
- gave the IEP members a better understanding of how the framework was being developed and what the ultimate final report would look like.

3rd IEP Meeting - 30 Sept 2010

- Originally meant for final review and endorsement by IEP. It was however proposed in the meeting that final briefing to industry to be organised on 25th and 26th Oct 2010



What is our objective today?

Presentation of Final Framework to Industry
– 25 & 26 Oct 2010

- Introduction of Final Draft of Competency Framework to industry
- Transfer of know-how knowledge through focused workshop sessions



What is NEXT ?

- The framework will be finalised and printed out
- Each company (PIAM, LIAM, MITBA and MTA) will receive a set of the final documents (2 files) for their usage and reference
- This framework serves only as a guide
- The documents in the framework is subject to periodic review, most probably once in 3 years



Thank you

For further information. Please contact

Zekri Ghazali
The Malaysian Insurance Institute
03-20878882 ext 311
zekri@mii.org.my



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