



Chartered
Insurance
Institute
Standards. Professionalism. Trust.

Best Practice Series: Consistency
through face to face and e-learning

Marsh

Providing high-quality training to a geographically distributed workforce

Founded in 1871, Marsh is a global leader in insurance broking and innovative risk management solutions. It helps enterprise organisations from a wide range of industries to quantify and manage risk in an uncertain business environment, and take advantage of growth opportunities. Marsh's 30,000 colleagues advise individual and commercial clients of all sizes in over 130 countries.

Comprehensive training, for every employee

Marsh colleagues in the UK and Ireland receive technical training to give them the knowledge and qualifications they need to deliver a high standard of service to customers, and progress quickly in their careers. This training blends physical, face-to-face learning with online e-learning.

Marsh is proud of its high customer service standards. Maintaining these standards requires comprehensive technical knowledge. Marsh colleagues recognise that these qualifications are an ideal way to gain the professionalism and technical know-how they need to provide even better service and progress successfully in their own careers.

The Chartered Insurance Institute(CII) has been working with Marsh for many years to create and design tailored face-to-face training programmes that cater for a broad range of individual and collective employee requirements.

Classroom-based training is offered to all of Marsh's colleagues. Additionally, with Marsh having such a geographically dispersed workforce with offices located across the world, it also offers an online or virtual training platform.

Regular training reviews

Marsh's organisation is broad with a multi-segmented offering. In the UK and Ireland alone, it has around 80 offices. This creates complexity in terms of planning and managing training requirements. Individual cultural, legal and professional nuances have to be taken into account, and it is impractical to simply provide the same methods of training to all colleagues. To best manage this, Marsh adapts its training to suit colleagues in these different environments. Face-to-face training is always preferred, but where this is not possible, other approaches are utilised.

Marsh's business management team meets annually to review existing training schedules, and action future requirements. This focused "learning forum" involves key people responsible for learning in the relevant business areas. They take an informed view on the performance of current strategies, before making any recommendations for changes and modifications.

Sustained success through face-to-face learning

Marsh has worked in partnership with the CII for many years, providing reputable industry training and qualifications. Programmes are very well received by colleagues, who recognise their value in instilling an increased level of technical competency that reinforces Marsh's professional reputation and furthers their own careers.

Face-to-face learning has been paramount in enabling this success. Structured courses, delivered in an interactive environment have proven to be an ideal forum for generations of colleagues to learn quickly and gain the knowledge they need to obtain qualifications. They acquire a thorough grounding of the insurance industry and their role within it. This enables them to serve customers more effectively, faster and with superior results.

Each of Marsh's classroom-based programmes are designed for a maximum of 30 colleagues (and a minimum of 10). So, every colleague receives uncompromising focus and attention, with the freedom to ask questions and obtain feedback as they go. This also maximises return on investment from the training budget.

Consistent distance learning

Given its wide geographical reach, Marsh provides a degree of online or virtual training to some of its colleagues internationally - in cases where face-to-face learning simply isn't possible. This approach fosters a consistent style across all countries.

Marsh encourages all of its colleagues to access the CII's online learning facility on a regular basis, supplementing overall learning and as a convenient way to stay up to date with the latest industry and regulator developments. Content can be personalised to suit a particular audience, which makes it easier to manage regional issues regarding compliance and customer demands.

As technology continues to evolve, the CII relishes the opportunity to work with Marsh in developing innovative solutions to its educational needs, to professionalise its workforce and ensure exceptional customer service across its organisation.



Together, Marsh and the CII have been able to provide a fantastic training environment for aspiring professionals to get the qualifications and support they need to build their careers and deliver excellent and ethical customer service. Our face-to-face programmes continue to be very well-received, and Marsh's on-site classrooms give us an ideal vehicle to deliver them."

Amita Sandhu,
Head of Talent, Learning & Inclusion
Marsh



"Providing training to so many colleagues in so many places can be challenging, especially given the high professional standards we set ourselves. The CII's face-to-face training and support makes this challenge much easier. It remains the best option on the market for getting our colleagues professionally qualified in a timely and practical fashion. CII's online training is also highly used by our colleagues abroad as a way of keeping up-to-date with their technical competence."

Lorraine Cox,
Corporate Development Manager
Chartered Insurance Institute