

Mears Workforce Strategic approach



MEARS

Making People *Smile*

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OUR COVENANT

- We want to make Mears a Great Place to work. One Team with Many Talents.
- We want our culture to be one that recognises and rewards success resulting in the best chance of commercial and customer success.
- We want to make sure we have the right staff resource, with the right skills in the right place at the right time, that is needed to do the job.
- We regard excellence at performance management, as one of the key Role Model characteristics of a Mears Red Thread Manager and we want to give the business the tools to do this better.
- We want to stop wasting money on poor administration and poor recruitment.
- We as the Mears leadership team have the opportunity to set the tone. We won't put up with people not doing what they have agreed to/what is expected of them and we will challenge this behaviour as a collective where needed until this is resolved.



From Good to Great

	WHERE ARE WE NOW	HOW WILL WE KNOW WHEN WE ARE GREAT?
We all want to make Mears a Great Place to work for the vast majority of staff who work for us.	<ul style="list-style-type: none"> • 41% of staff would agree but 25% would argue the other way. A significant increase in promoters was achieved in 2015 but some way to go to be best in class • IIP also generally positive but picks up issues that are referred to in this document • Our attraction as an employer versus our direct competitors has increased • We have some positive external accreditation e.g National Social Mobility Champion, Accredited training, IIP, but overall our external recognition is good rather than great 	<p>50% + Net Promoters</p> <p>Better external recognition (To be agreed)</p> <p>IIP next level?</p> <p>Evidence of Mears being an Employer of Choice with an Employer brand evidenced by a healthy talent pool</p>



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<p>We all want our culture to be one that gives us the best chance of commercial and customer success</p>	<p>30% of our branches/teams are achieving a high standard as measured by Red Thread around 15% are a real concern</p>	<ul style="list-style-type: none"> • 50% of branches 4* or better • No 1 or 2 star branches • Regular pulse surveys with feedback integrated into practices • Swift integration of new mobilisations
<p>We all want to make sure we have the staff resource needed to do the job</p>	<ul style="list-style-type: none"> • Staff retention levels are not good enough and we don't really understand why • Significant gaps in resource in some areas especially care. • We are not diverse as a leadership team • We are only just embracing succession planning concepts • Our apprenticeship program has weakened (200 less apprentices now than a few years ago) 	<p>Trusted data to enable effective monitoring & measuring.</p> <ul style="list-style-type: none"> • Staff turnover of less than 20% • Transparency of absence recording & YOY improvements • Increase in the percentage of underrepresented groups from Branch Manager upwards (number TBC) • No poor regulatory ratings on care attributed to lack of staff • A clear succession plan that identifies short term risk is managed and long term development identified and actioned • Consistent application of the "9 box grid" with staff knowing where they fit and why • All managerial /director vacancies filled within 12 weeks either through transparent succession planning process or through external recruitment • We evidence that the value gained from the growth in our apprenticeships across the Group is greater than the levy
<p>We regard excellence at Performance management, as one of the key Role Model characteristics of a Mears Red Thread Manager and we want to give the business the tools to do this better</p>	<p>We don't evidence this area but few would disagree that we do not have a clear and robust system in place</p> <p>Perceived lack of the numbers of appraisals completed and the quality of those that are</p> <p>No consequence or reward for the good and not so good people managers</p> <p>No data of how effective current performance action plans are</p> <p>Lack of recognised different interventions, eg no formal mentoring approach</p> <p>No clear consistent identification of what "Group Good" looks like</p>	<ul style="list-style-type: none"> • Every manager follows an agreed consistent Group wide approach to Performance management • SWYS/IIP results evidence that staff have seen the improvement • We will evidence that our training program reflects the outputs of performance management • Reduction in internal & external employee disputes • Buy in to a process • Goals/targets sent, monitored managed, adjusted etc, regularly • Measures of achievement are consistent across the group, hence "great" in housing is the same for MHM, Care etc • Recognition of a "Career Lattice", ie not all progression must be "upwards moves". Can move across businesses too



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<p>We want to stop wasting money on poor administration and poor recruitment</p>	<ul style="list-style-type: none"> • Our agency costs have been coming down and we want this to continue • We have too much administration resource around many HR processes/practices 	<ul style="list-style-type: none"> • 80% reduction in agency costs • Agreed recruitment KPI's improved YOY, eg: Time to hire, cost to hire etc • All key HR processes reviewed centrally and understood locally • Reduction in administration overhead • Admin completed in the right place, maximising the savings and effectiveness of Workday and maximising the use of technology more generally • No direct fines or reputational hits due to poor approach to diversity and equal pay
<p>We as the Mears leadership team have the opportunity to set the tone. We won't put up with people not doing what they have agreed to/what is expected of them and we will challenge this behaviour as a collective</p>	<ul style="list-style-type: none"> • There is a feeling that some staff "get away" with poor behaviour. We don't have a sufficient reward / consequence culture • There is a feeling the leadership are not always fair in their approach to for example succession planning • The grading system is seen as optional with a pick n mix approach and this fails to cover all staff 	<ul style="list-style-type: none"> • The Workforce Group to all feel this issue has been addressed • Consistent group wide approach to succession planning that has been communicated and fully understood to staff • New grading & reward system in place and being operated across the Group, with proper banding, known spot rate for job roles, recognised flexibility within that to reward performance, less than 100 job titles in the business • Jobs advertised and appointments made through appropriate selection methods (eg assessment centres?)



WHAT ARE THE AREAS THAT THE WORKFORCE GROUP WILL OVERVIEW

- Apprenticeships
- Best practice performance management
- Workday (including branch structures, grading and job titles, compensation, talent, recruitment & on-boarding)
- Recruitment
- Diversity and Inclusion
- Pay increase approach



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