Storyboard (answer plan)

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| **Section** | Q7 Capacity | | |
| **Weighting** | 5% | **Page / Word Limit** | 1500 words |
| **Owner** | Jo Thompson | **Lead Author** | Tony Fern |
| **Contributors** | Gary Booth/Tim Waite | **Reviewer** | Soruban/Steve Stanyon |
| **Evaluation Criteria** | | | |
| **The Question** | | | |
| Provide a detailed plan of how the people with the right skills will be recruited to carry out the required services under the framework, including, but not limited to:  - What the right skills, roles and responsibilities are for each of the different tasks - Overview of recruitment process - How the recruitment plan will be managed to ensure the people are available and trained in advance of the start date - How the end of the contract will be managed in terms of personnel - General staff retention and turnover numbers  EVIDENCE REQUIRED | | | |
| **Defining Our Offer** | | | |
| **Client Drivers**  Why has the client asked us this question? What is their underlying issues/concerns? By understanding their key challenges we can produce a winning response. | | | |
| **A 'Good Response' will include:  - A thorough list of all of the key skills required to provide the best service possible to YW, across all service lines - A clear recruitment plan, which fits in with YW's timescales - Though into how peak periods and requirements will be met, as well as how the end of the contract will be managed**  A 'Bad Response' will not be able to demonstrate what the right skills are for each of the different roles within the contract.  A limited recruitment plan is shown, with not enough thought in to how the personnel will be upscaled during the peak requirements of the contract and then managed during the exit of the contract. | | | |
| **Win Themes**  Which win themes could and should we emphasise in this answer? And what benefit will these provide to the client? | | | |
| **Win Theme** | | **Benefits** | |
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| **Building Our Response**  Below you should break down the answer to your response into the subsections within each section allowing for effective signposting to the client.  In each part detail your approach. It can be bullet points at this stage but should address all important technical points as well as client drivers, win themes and USPs. Proof points need to be included to back up statements. |
| **Overall message** |
| **Response:** |
| 1443 words  Overview of recruitment process  MGroup Services focuses on, where possible, local recruitment, which is pivotal to our social value commitment of creating a more sustainable society. Our Group training and development processes and competency matrices ensure that operatives, direct hires, and subcontractors are fully competent to fulfil their roles safely and efficiently.  The recruitment plan for MGroup Services involves several steps:  1. Establishing the required increase or change to workload.  2. Determining the location, timeline, and skills required for the workload.  3. Confirming the skills or resource gap and deciding if it can be filled internally or if external assistance is needed.  4. Creating internal recruitment plan or seeking external assistance, prioritising current and trusted suppliers, and speaking to suppliers across the MGroup Services supply chain.  5. Building a recruitment and training plan, along with logistics and support plans.  6. Expanding planning and scheduling team capacity to cover the new starters; Onboarding/inducting them into the contract  The right skills, roles and responsibilities for each task  We utilise an established competency framework and skills matrix that demonstrates industry-standard qualifications required for the scope of work within projects. This is used to manage competency, qualifications, training, and certification compliance, ensuring that all operatives, direct hires, and subcontractors are fully competent to fulfil their roles safely and efficiently.  We manage the performance of our workforce from the beginning of the recruitment process to the end, ensuring consistent high standards expected by MWS and their clients. Our award-winning *TrainWithUs* training portal provides a roadmap governing individuals’ training and on-going development needs.  We focus on dedicated contract workforces, with all contract-specific staff recorded within our Eploy system, which documents the staff job role during contract onboarding, and their time on the contract, captured on Oracle.  In addition to technical skills, MWS employees are trained in customer-focused competencies, through an EUSR-accredited behavioural science programme ‘Every Customer Counts’, which includes:   * vulnerable customers * proactive interactions * doorstep protocols * behavioural skills * Different customer scenarios   We ensure all our operatives, subcontractors and offices-based staff have attained the minimum and mandatory levels of training and accreditation we have set against each role.  Contract specific considerations.  There are 5 role types involved in the delivery of this contract:   * Management team * Office support staff * Plumbing services * ‘Screw in’ installation field resources * Dig teams   Management team  A management team (Q7 Appendix 1 Org Chart) has been identified under a programme specific framework manager:  A diagram of a company  Description automatically generated  This indicates full time roles (Blue) that will be recruited to support the programme, subcontract services (green) where specialist 3rd party resources will be used, part time roles (Yellow) where services will be provided from the existing WSA framework within the YW area and MGroup corporate support (Orange).  There are 39.25 roles in total.  We propose recruiting the senior management team (framework manager and key reports) from within MGroup Services or externally, starting in September ’24 to allow for 3-month notice periods. Recruitment will be against existing, comparable role profiles within the wider MWS team, primarily benchmarked against roles on the existing Thames water smart metering framework. Target start date for the new management team is January ’25.  Recruitment into more junior roles will be undertaken by the new management and/or mobilisation team from January onwards in advance of an April ’25 start.  We anticipate staffing will be a mixture of new external appointments and transfers of existing MWS staff from other MWS areas.  Where new staff are recruited, they will benefit from a four-week induction process with guidance from an experienced ‘buddy’ to develop key skills before being assessed for competency.  Office Support Staff  Office support staff have been identified as:   * Planners * Schedulers * Call centre agents   We anticipate these roles being filled by a mix of new and existing staff. External recruitment will be against existing role profiles. New staff will have a 4-week induction process and buddy system. The recruitment need will be met via a combination of new and experienced staff from other MGroup contracts.  Based on the current assumed productivity rates (TBC with individual lead entities), year 1 requirement is:  6 planners, 6 schedulers and 15 call centre agents.  Call centre and customer management activity will be undertaken via growth of the existing function established to support the Thames water contract, thereby minimising any risk associated with introducing new staff into a new environment.  The ratios are based on current operating experience within the Thames water operation. Subsequent years will see significant increases peaking at:  15 planners, 16 schedulers and 38 call centre agents.  Plumbing Services  Plumbing services will be required for any internal meter exchanges, and we propose expanding the services currently provided within the Yorkshire region by PBHS and Aquaforce who already have established presence and relationship with MWS and YWS through their direct meter option and replacement work on the existing WSA framework.  Currently this work is seasonal, specifically DMO which peaks around April and recedes in September. Aligning the smart meter work stream with the established activity under a subcontract route will smooth the peaks and facilitate retention of experienced, trained plumbers, which are currently hired and released in line with work profile needs.  Indications from both suppliers are that they can support the anticipated increase in resources needed to meet year 1 demand.  The modelled number of additional plumbers for Year 1 (April ’25 – March ’26) is 27, rising to a peak of 66 for subsequent years. Year 1 will be used as lead time to enable a further ramp up in resources required for years 2, 3 & 4 based on ‘real life’ operating experience in Yorkshire. The aspiration is that once established, work planning processes will enable the retention of a stable ‘fixed’ plumbing team with further recruitment focussed on ‘business as usual’ staff turnover management.  ‘Screw in’ installation field resources  This is new activity, and we will recruit and train installation staff, initially against the assessed year 1 need for 27. This will be inflated by 20% to 32 to provide:   * Adequate contingency for attrition associated with a mass recruitment process and reduced productivity on start-up. * Scope to outperform the year 1 target and/or provide contingency for issues with delivery of other work types.   Recruitment and training will be facilitated by a specific metering ‘centre of excellence’ training facility.  Dig teams  Given the relatively small number of jobs requiring excavation (5 teams in year 1 rising to 13 peak), we propose creating an internal service requirement from the existing WSA framework whereby any dig activity is undertaken via that route, either by existing directly employed gangs or from the extensive MWS subcontract supply chain.  The benefit is there is no requirement to establish separate standalone NRSWA and planning activities plus associated benefit of not requiring separate office and field teams.  How the end of the contract will be managed in terms of personnel  M Group Services has a flexible approach to managing resources, which includes moving resources to other contracts if needed. This flexibility is important for managing the peaks and troughs in workload and can help mitigate the impact of a contract ending.  The company has extensive experience with long-term, strategic service delivery arrangements that require collaboration and shared operational visions. This includes managing transitions at the end of contracts, ensuring the workforce is reallocated effectively and that operational processes are streamlined.  MGroup Services has a strong relationship with its supply chain and can call upon temporary and longer-term support to manage resources during periods of peak demand or unforeseen shortages. This includes the ability to reassess and reassign contract resources swiftly, which would be applicable at the end of a contract.  The company conducts performance assessments and reviews of subcontractors on an ongoing basis. If a contract is ending, and the quality of subcontractors’ work is found to be unsatisfactory, this is addressed promptly to resolve any issues, which may involve the supply of new personnel.  Our approach to continuous professional development keeps the workforce skilled, motivated, and aligned with the evolving demands of the industry.  This approach will support staff in transitioning at the end of a contract.  General staff retention and turnover numbers  MGroup Services has implemented various strategies that have resulted in high staff retention rates. The average length of service for staff is 5 years, which is considered positive in an industry with relatively high levels of employee mobility. The aim is to achieve a staff retention level of over 90%. We are using annual people surveys to develop and implement plans to improve internal communications, increase senior leadership visibility, and develop our leadership.  As an example, our staff turnover on our Thames Water contract is 8% |
| **Sub-Question 5:** |
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| **Absolute key word/phrases: e.g. CDM, Every Customer Counts relating to the question** |
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| **Relevant Policies, MOPs accrediations, attachments etc** |
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| **Linked Case Studies: Have we written about this before?** |
| |  |  |  | | --- | --- | --- | | Name/Project | Growth Team Contact | Ops Contact | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |

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| **Graphics**  A picture / diagram / flow chart is worth a thousand words!  Sketch any graphics needed to support the answer? |

* Drop graphics in here and which subsection they apply to