



RIGHT FIRST TIME PAY





RIGHT FIRST TIME PAY: WHY IS THIS IMPORTANT?



WHY?



It's absolutely the right thing to do for our colleagues

Also...



We have a legal obligation to keep accurate records of the hours for which we are paying colleagues



We want to focus on helping you use your hours better to drive your business – but we need to get the basics right and get an accurate view first

RIGHT FIRST TIME PAY: HOW WE'RE CHANGING



In the past...

- We know we've not made it easy enough before
- We know we haven't got the training and support right
- We know our systems aren't as easy as they should be
- We know in the long term we need to replace our systems and processes ...we've started looking at this.



Right now we need to...

- Make it easier to get it right
- Too many metrics – we're going to have **3 really simple controls**
- Train and support more
- Introduce new stuff to **make it easy**
- Take a top-down, **non-negotiable** approach to getting pay right first time

RIGHT FIRST TIME PAY

We're committed to ensure we pay our teams right first time.
These changes will support our teams in making it simple and getting it right.



Robust Approach:

3 Key Controls with Clear Minimum Standards

Rationalise our compliance metrics and concentrate on just 3 simple and clear controls that remove the biggest risk to colleague pay

Clear Accountability and Escalation Defined

Clearly defined responsibilities for the colleagues, managers, regional managers and directors

A Consistent and Non-Negotiable Approach

Controls, compliance and support consistent across the estate. Working closer with TPC and HR teams to ensure alignment. A top down non-negotiable approach to getting this right for our teams, with clear points of support and intervention.

3 Key Controls:

Clocking In and Out

If we don't know when our colleagues have worked we can't ensure we're getting their pay right first time. We have a legal obligation to keep accurate records of time worked.

Time Card Signoff

This is the last point to ensure we're getting colleague pay right first time. This submission needs to be on time and accurate. By submitting pay the Store Manager is signing their name to this affect.

Don't Edit Clocked Hours

A colleagues clocks should represent a record of the time they've worked. If there's a need to edit a clock this means that colleague compliance is poor and they are not clocking when they start or end their work. The Store Manager needs to address this.

Support:

Better training and guidance for our store teams

New training materials for Ignite, Launchpad and the ability to quickly find answers to your questions via medics and the WFM website

Attendance at Divisional and Regional Team Meetings

We'll ensure we're available to talk through the changes, answer questions and support in managing these controls

Turn off Auto Schedule

We appreciate that the auto schedule doesn't always get it right causing our team to delete it and start again. To save time we're going to switch this off but provide stores with the tools to create great schedules themselves.

Make it Easy:

Unplanned Hours Paid by Default

If a colleague has clocked in then it's almost guaranteed they've worked. To make it easy we'll now default these hours to being paid, removing extra work for the store and removing one of the key pay errors we currently have.

Cross Region Shifts

We're introducing a cross region shift process support by our TPC team. This will allow stores to easily support each other whilst ensuring SOH is reported accurately and our colleague are paid right first time.

Extended Signoff Window

We're extending the window our teams have for sign off their time cards to give them every opportunity to get it right first time. Missed signoffs will be escalated to the DDs to chase.

Ignite Process & Funding

We're launching a new clear process to ensure our new colleagues get paid right. We're also going to centrally fund this activity to ensure we can consistently deploy our SOH well.

Branch Manager Time Card Signoff

We've listened to your feedback and we're going to change our systems and processes allowing you to signoff your own BM timecard. However, this is a declaration of your worked hours so you must make sure it's accurate.

Workforce Management Site

*Clear, simple reporting that allow our stores teams to see where they're getting it right and guide them where they're getting it wrong. Better RM reporting and overview.
Web forms to enable slicker processes supported by our TPCs.*

Looking Forward (TBC):

WFM System POC

We're trialing a new system which makes it easier to get pay right first time and also enables colleague self service inc. seeing schedule, booking holiday, offering to work overtime.

New HR and Payroll Systems

New HR and payroll system projects are currently in flight which will enable review of processes and training.

Colleague Submitted Hours View

An early view for colleagues showing what hours have been submitted each week. This will enable pay queries and any correction to happen before the pay run.

RIGHT FIRST TIME PAY:

3 SIMPLE THINGS WE NEED YOU TO DO



CLOCK IN AND OUT

We simply need colleagues to clock in and out when they start and finish work.
If we don't know when our team have worked we can't ensure we're getting their pay right.

- We know everyone sometimes just forgets so we're setting the minimum standard at 90%
- Over half of the estate is already getting this right now
- We are required by law to keep accurate and complete records of worked time



SIGN OFF ALL YOUR TIMECARDS

We simply need timecards signed off on time for all colleagues every week.
If we don't have a signed off timecard we cannot process pay for the colleague.

- This needs to be 100% every week – no missed / incomplete timecards. Most stores already get this right.
- We're going to make it easier and we're also going to give you more time to get it right.
- Branch Managers able to sign off own timecards. Signing off any timecard is a declaration the hours have been checked and are accurate.



DON'T EDIT CLOCKS

Do Nothing! - We simply don't want you editing clocked hours.

If you're editing the clocked hours there's a control issue in the store – colleagues need to be clocking when they start and finish work. (All clocked hour now auto-approved).

- We're only concerned if you're editing a clock to reduce the length of the worked time – it's fine to extend the worked time if there's a reason.
- Still going to have a tolerance of one - Need to make sure your team are clear about clocking – colleagues should be clocked in for any worked time including searches and briefings.

Every Control Delivered Every Week

We'll review performance at the end of each period but you need to hit every week



RIGHT FIRST TIME PAY: ACCOUNTABILITIES & RESPONSIBILITIES



CLOCKING IN AND OUT

Colleagues

- Responsible for ensuring they clock in and out when they start and finish work.

Branch Manager

- Accountable for making sure all colleagues are clocking for their worked time and dealing with persistent issues.
- Ensuring all users are registered on the Kronos box and all issues that prevent clocking can be dealt with (e.g. a new starter or a power cut).



TIMECARD SIGN OFF

Branch Manager

- Accountable for ensuring all timecards are signed off each week or correctly escalated.
- This includes ensuring cover for planned absence (2nd user – by exception TPC or another BM support).

Regional Manager

- Responsible for ensuring timecards are signed off where there are instances of unplanned absence (TPC support available).
- Accountable for ensuring a robust plan is in place for any vacancies.



EDITING OF CLOCKS

Colleagues

- Responsible for clocking when they actually start and finish work (work time includes all briefings, searches, staying late to finish as sale).
- This is a declaration that they are working – clocking in before actually starting working is not acceptable.

Branch Manager

- Accountable for ensuring colleagues are clocking for their worked time and accurate records are maintained.
- Responsible for managing any compliance issues.

RIGHT FIRST TIME PAY: MAKING IT EASY



Unplanned Hours Paid By Default

If a colleague has clocked in then it's almost guaranteed they've worked. To make it easy we'll now default these hours to being paid, removing extra work and removing one of the key pay errors we currently have



Branch Manager Time Card Signoff

We've listened to your feedback and we're going to change our systems and processes allowing you to signoff your own BM timecard. However, **this is a declaration of your worked hours so you must make sure it's accurate.**



Extended Signoff Window

We're extending the window you have for signing off your teams time cards to give you every opportunity to get it right first time. However, missed signoffs will be escalated to the DDs to chase and will be reported as non-compliant.



Workforce Management Site

New tools that make it easy to get it right – we'll look at some of these next.



Colleague Submitted Hours View

An early view for colleagues showing what hours have been submitted each week. This will enable pay queries and any subsequent corrections to happen before the pay run.



Cross Region Shifts

A simple web form that will allow you to easily get and give support between other regions (and SWAS) whilst ensuring SOH is reported accurately and our colleagues are paid right first time. TPCs will be supporting getting this right for you in the background.



We've Turned Off 'Optimised Scheduling'

You told us it's not working for you. We know it's not getting it quite right and not making it easy right now– so we've turned it off. This will save you time by not having to delete and start again.



Colleague Submitted Hours View

RIGHT FIRST TIME PAY: WFM WEBSITE – NEW REPORTING



Colleague Pay Portal

Select Pay Period:

September - Paid: 29 September 2017 ▼

This pay packet includes these weeks:

CPW Week	17	18	19	20	21
w/c Date:	20 August	27 August	3 September	10 September	17 September

These hours have currently been processed for you:

The below reflects the hours submitted on STAR - please see your manager as soon as possible if you are unsure about anything shown below. Pay queries should be raised to your store manager in the first instance.

Worked Hours	40:00	16:00	7:00		8:00
Holiday				16:00	8:00
Sickness ⓘ		7:00			
All Other Paid Absence ⓘ					
All Other Unpaid Absence ⓘ					



Branch Manager Timecard Summary

RIGHT FIRST TIME PAY: WFM WEBSITE – NEW REPORTING



Timecard Sign Off

Week Commencing 24/09/2017

Name	Timecard Signed Off	Edited Clocks (Shortened Shifts)	I Need Help
Deenoo, Keeshan	✓		
Mambu, Jonathan	✓		
Noor, Arif			I need some help
Paul, Leon	-		We'll sort this for you
Vidal, Phillip			I need some help



Regional Manager Timecard Summary

RIGHT FIRST TIME PAY: WFM WEBSITE – NEW REPORTING



Timecard Sign Off

Week Commencing 01/10/2017

Branch Name	Timecards Completed	Star User Clocked	Star User Scheduled
1 - Test Branch	5/5	Yes	Yes
2 - Test Branch	9/10	Yes	Yes
3 - Test Branch	5/10	No	Yes
4 - Test Branch	2/10	No	No
5 - Test Branch	10/10	No	No

RIGHT FIRST TIME PAY:

WFM WEBSITE –
NEW TOOLS



COLLEAGUE PORTAL (Part time pay run only)

Just
Seen

BRANCH MANAGER TIMECARD SIGNOFF OVERVIEW

Just
Seen

REGIONAL MANAGER TIMECARD OVERVIEW

Just
Seen

CLOCKING REPORT WITH TRENDING AND EDITS

PAY ESCALATION FORM

BRANCH MANAGER TRACKING – INSTANCES AND SUPPORT

OVERVIEW REPORTS / DASHBOARDING

RIGHT FIRST TIME PAY:

3 REASONS WHY A NON-NEGOTIABLE APPROACH



1: IT'S EASY

- We've made it really easy and it's quicker to get it right
- Just 3 very simple controls
- It's completely within your control – you can get 100% just by doing the absolute basics



2: IT'S ABSOLUTELY THE RIGHT THING TO DO

- As a large reputable retailer we should always be getting our teams pay right first time – none of us would accept any less. We also have legal obligations.



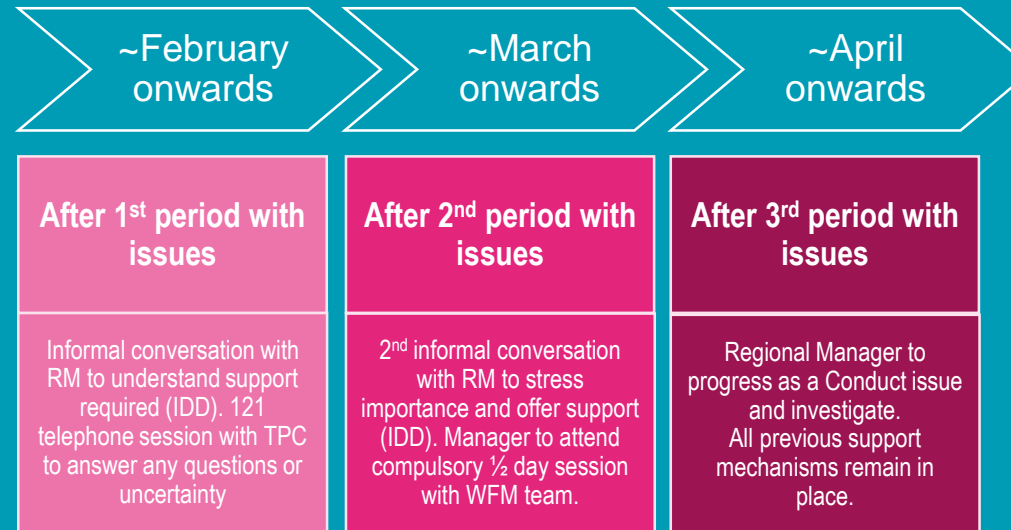
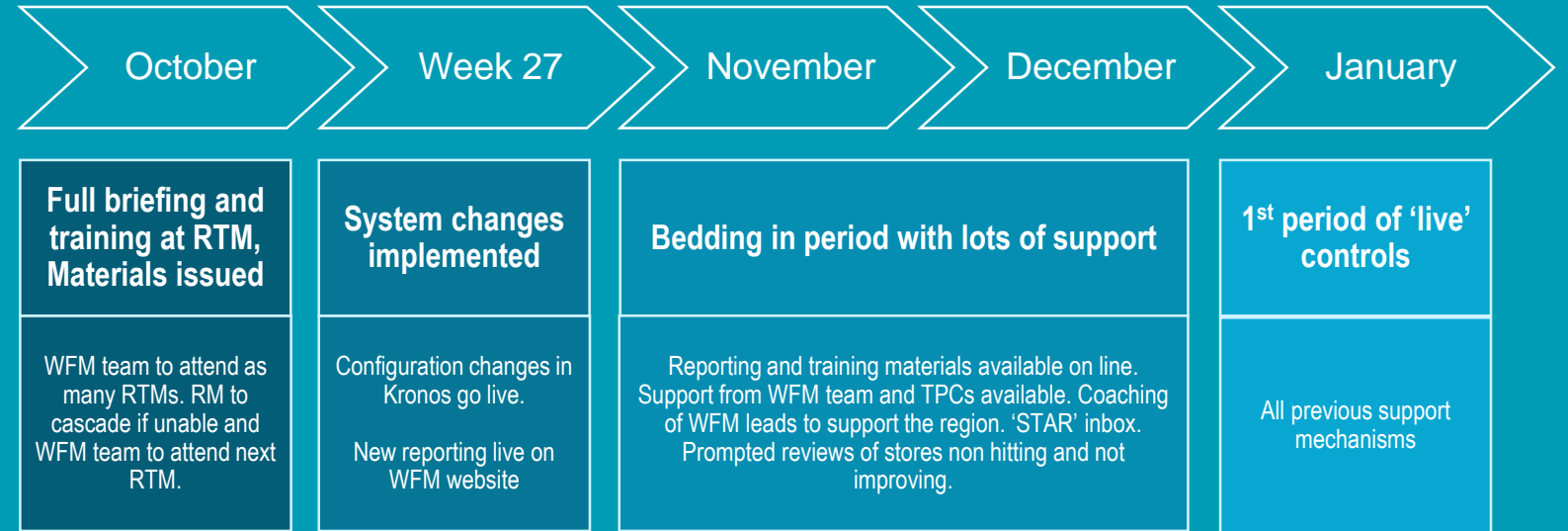
3: SHOULD BE AN EMBEDDED AS OUR DNA

- This should not be a 'focus' – it should just engrained as the way we work – like opening our fire exits.
- We cannot accept a manager not getting this right.
- We should be focusing on things that drive our business - like deploying our hours better.

To support this we want to be very clear about this non-negotiable approach, what support and guidance is available to you at every stage, and ultimately what the required actions are if we can't get the basics right.



RIGHT FIRST TIME PAY: NON-NEGOTIABLE PROCESS



RIGHT FIRST TIME PAY: SUMMARY & NEXT STEPS



3 Simple Controls

- Clocking
(Min 90% every week)
- Timecard Signoff
(All timecards every week)
- Don't edit clocks
(Tolerance of 1)



We've Made it Easy!

- New Tools
- Support Available
(Tell us what you need)
- 100% in your Control
(Removed any barriers outside your teams control)



This is Non-Negotiable

- You must get this right.
- Clear on accountabilities and responsibilities
- Clear on how non-compliance will be managed