

MOSSER COMPANIES HR TEAM OKR'S

Key Performance Indicators 2020

In support of Mosser Companies values, vision and mission, our purpose is to **drive top-performance** across the total operation in order to far exceed our goals through our most valuable resource—**PEOPLE!**
~ Jeff Alvarez, Executive Head of HR

Accountability



Hold yourself & others accountable to goals

Transparency



Communicate challenges & opportunities with radical candor

Collaboration



Cooperates with others to achieve our intended results

Ambition



Demonstrate strong desire to achieve success



PSYCHOLOGICAL SAFETY



Improve
psychological
safety & reduce
fear of failure
increased by 5%



Silent Witness Hotline

Manage anonymous hotline as additional channel for safe communications



Core Values Awards

Recognize talent for strong demonstrations of Core Values



Employee Net Promoter Score

Capture company-wide feedback on an abbreviated engagement survey administered on a quarterly basis

SILENT WITNESS



Anonymous Hotline

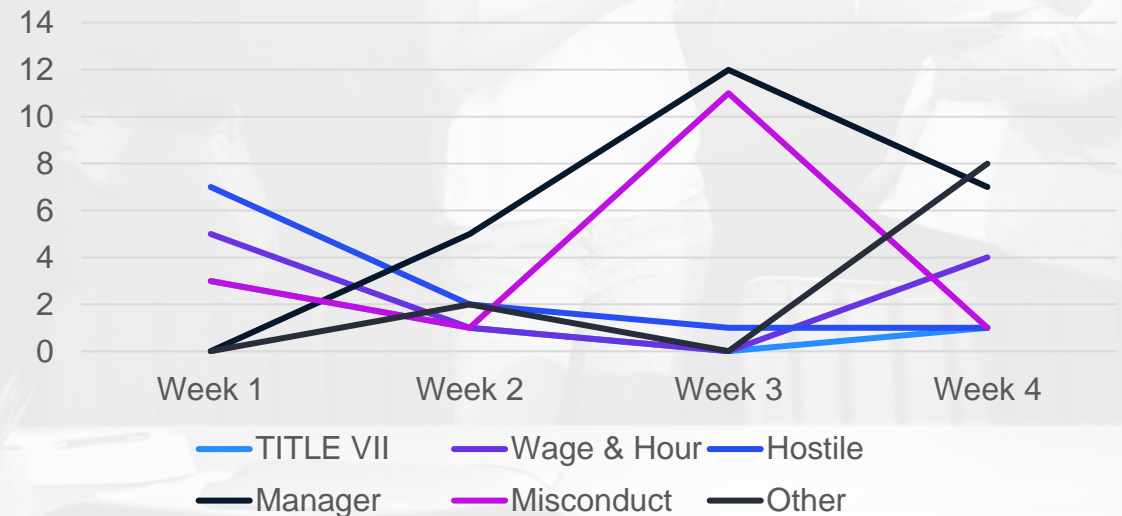
In Progress: Monthly – Quarterly - Annual



Launch hotline to give employees an anonymous voice. Provide summary of trends on monthly, quarterly and annual basis.

To support this objective, the HR team will launch the new Silent Witness Hotline, by Lighthouse services and begin tracking calls by type on May 15, 2020.

Calls by Type



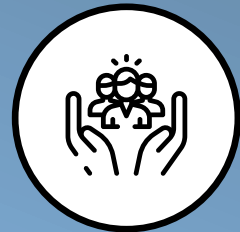
For April 2020, HR tracked 68 calls by type from employees who asked to make anonymous complaints

CORE VALUES AWARDS



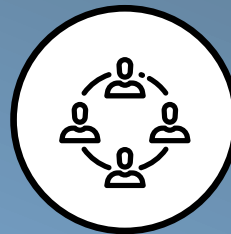
Ambition

Consistently demonstrates a strong desire to achieve success



Transparency

Communicate challenges & opportunities with radical candor



Collaboration

Cooperates with others to achieve our intended results



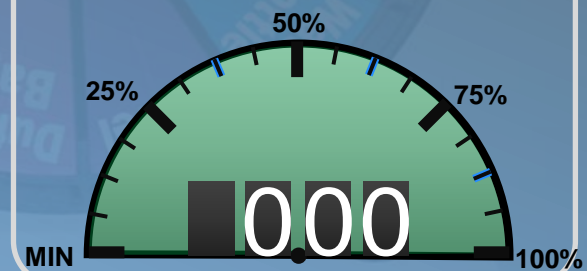
Accountability

Hold yourself & others accountable to goals

Values Committee
Nominate three
winners once per
month

Name
Name
Name

Beginning
5/15/2020



EMPLOYEE NET PROMOTER SCORE



Increase across the board engagement survey results based on bi-annual survey results Employee Net Promoter Score.

Beginning 6/1/2020, HR will track results on a quarterly basis and provide an action plan of recommendations to the executive team.

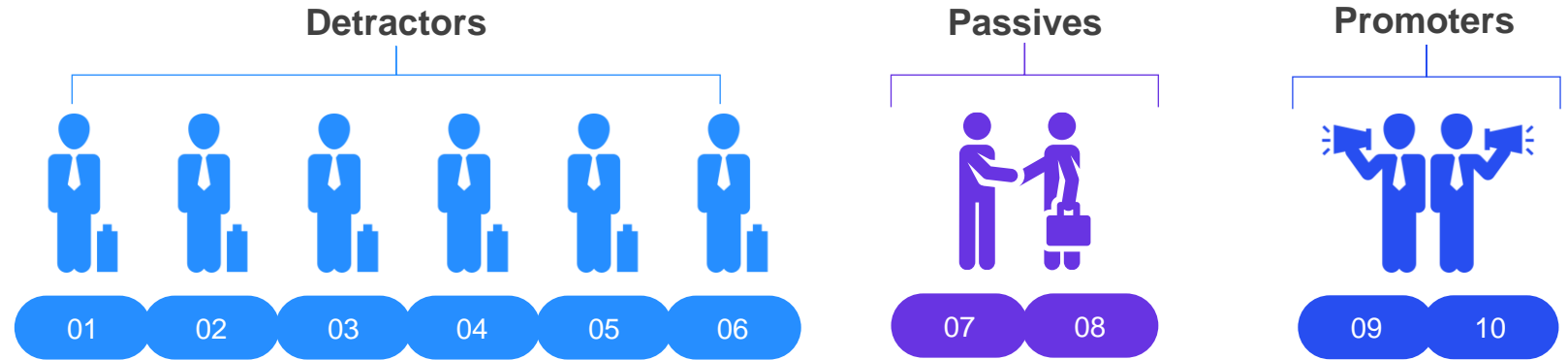
- ❑ -100 to -70 = VERY POOR
- ❑ -71 to 0 = SATISFACTORY
- ❑ 1 – 30 = GOOD
- ❑ 30 + = OUTSTANDING

eNPS Questions:

- 01 How likely are you to recommend Mosser Companies as a place to work?
- 02 What is the reason for your answer?

Mosser Quarterly Score

Scale 1-10: The Lowest (Not at all likely) to Highest (Extremely likely)



Net Promoter
Score Formula

=



-



×

100

ENTER
NUMBER
HERE



-



=

ENTER
SCORE
HERE

RETENTION



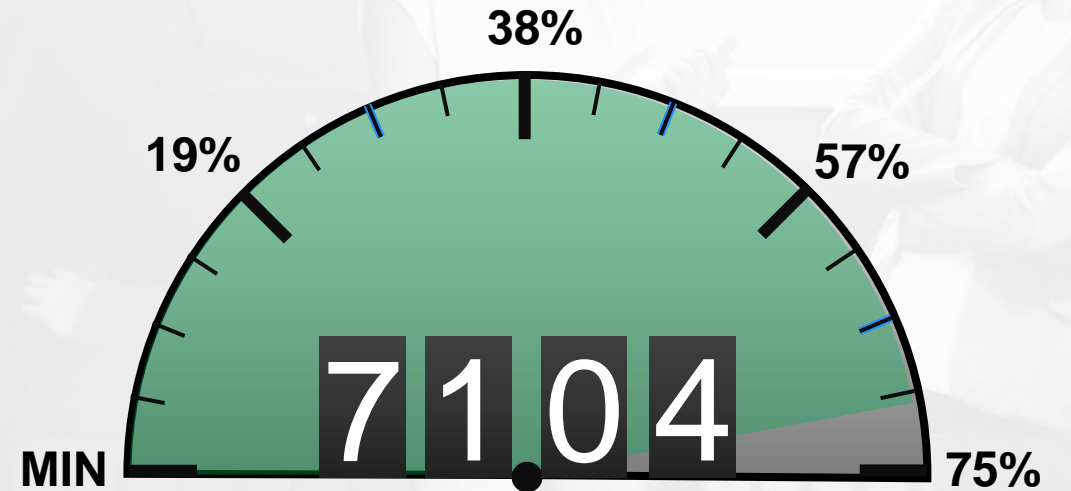
Mosser Turnover & Retention

In Progress: Month to Date & Annual



Improve employee retention by 75% across all FTEs in all departments with 100% retention of executives, OKRs and Major Function Leaders by year end.

HR began tracking on April 1, 2020.



Monthly Retention Rate

6.25% Turn for functional leaders
33.39% turn for RIF

- < 35 = Far below
- 35 - 49 = Did not Meet
- 50 - 64 = Meets
- 65 - 74 = Exceeds
- > 75 = Outstanding

May 1, 2020

360 REVIEWS & PM CYCLE



Performance Feedback

In Progress: Annual Review Process



Successful implementation of 360 reviews by all major department heads & OKR team members by end of Q4.

To supplement this goal, HR will launch a Performance Management Cycle & Talent Review process by May 15, 2020.



TURNOVER

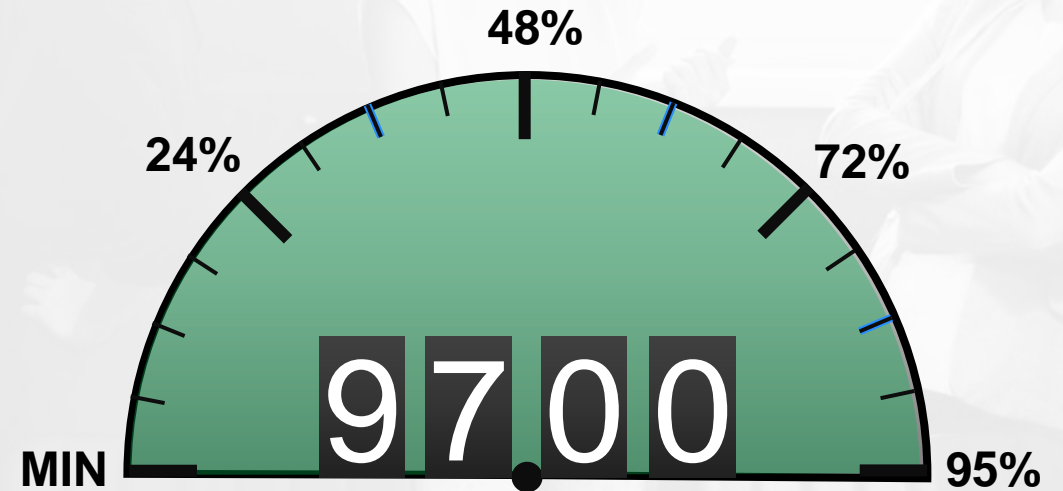


Employee Exit Interviews

In Progress: Monthly & Annual



Achieve 95% completion rate on all exit interviews sent via Survey Monkey each month & at year end.



100% Completion Rate MTD
97% YTD

- < 10 = Far below
- 19 - 14 = Did not Meet
- 15 - 18 = Meets
- 19 - 25 = Exceeds
- > 18 = Outstanding

May 1, 2020

WORK INJURIES



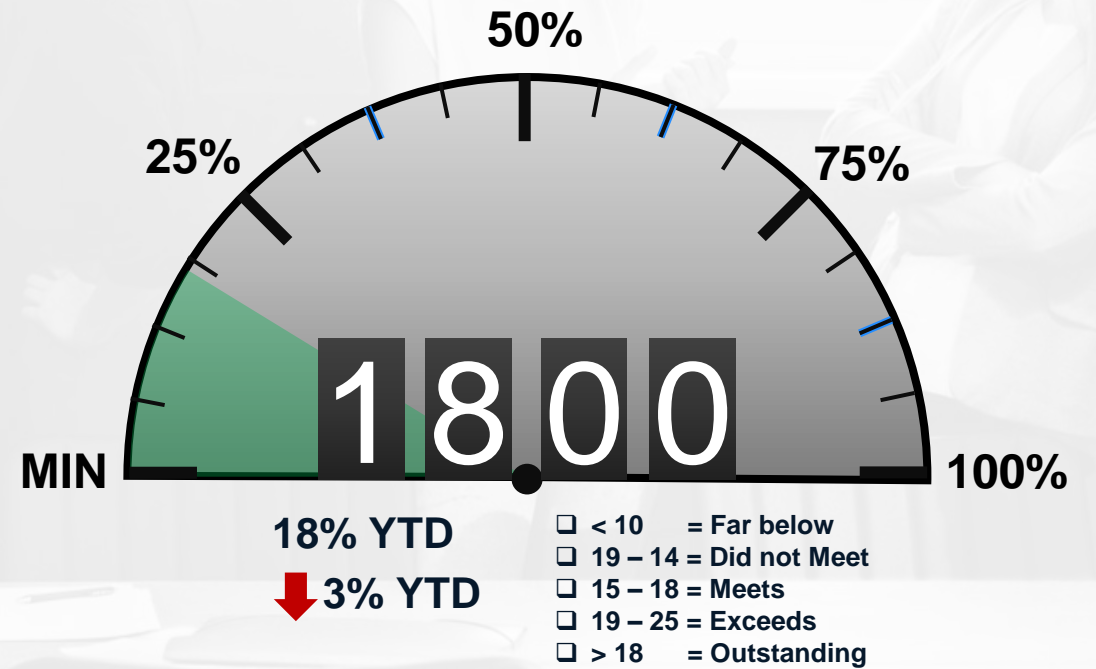
Workers Compensation

In Progress: Monthly & Annual



Reduce reported work injuries by 20%. To support this goal, HR will require all Property Management staff to complete Safety Training in the learning management system once per year.

HR will audit MOD classification codes on a monthly basis.



May 1, 2020

WORK INJURIES



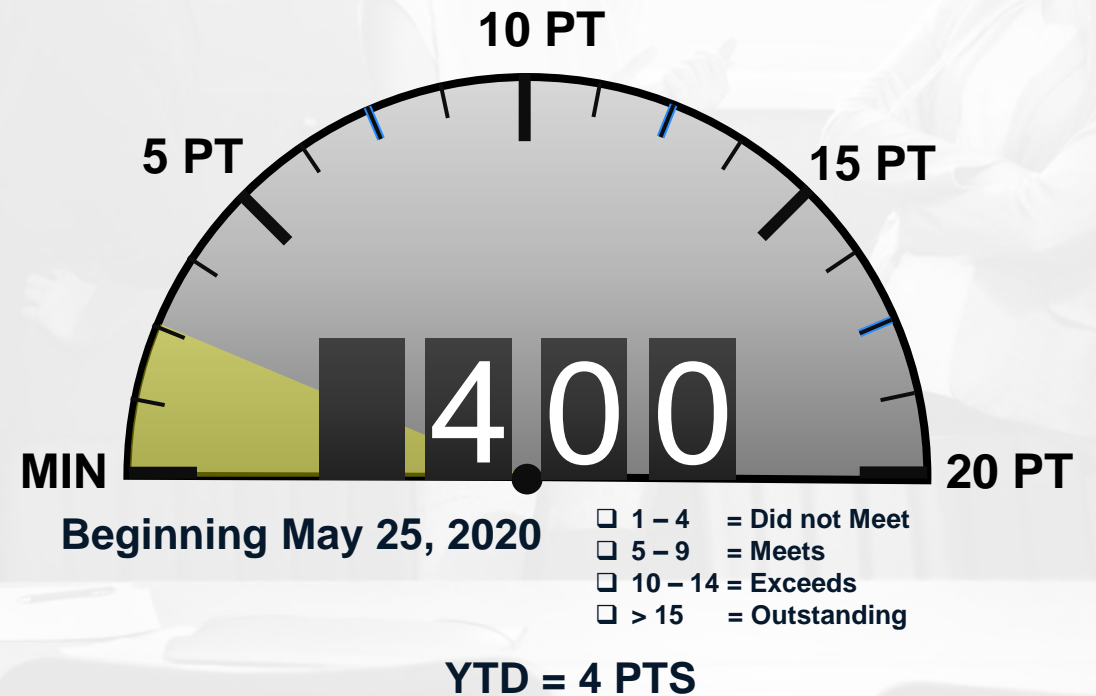
Workers Compensation

In Progress: Monthly & Annual



Reduce annual workers compensation MOD by 5 points YOY.

May 25, 2020, HR will establish Safety Committee to implement training & reward program (\$500 per department, per quarter pending CEO approval) for longest injury free periods.



SICK TIME

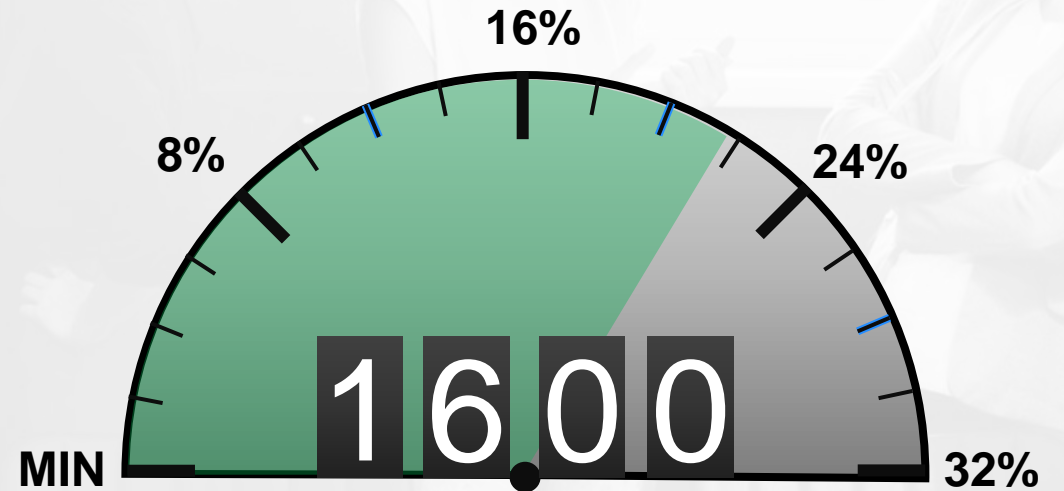


Sick Time Usage

In Progress: Monthly & Annual

✓ Reduce annual “days out for injury or illness” by 20% YOY. LY 32%. PROPOSE reducing by 8%.

HR will track & discipline policy infractions relative to Sick Time usage beginning April 1, 2020.



Propose moving target from 20% to 8% due to COVID-19.

- < 4 = Does not Meet
- 5 - 8 = Meets
- 9 - 20 = Exceeds
- 21 - 32 = Outstanding

May 1, 2020

ANTI-HARASSMENT COMPLIANCE



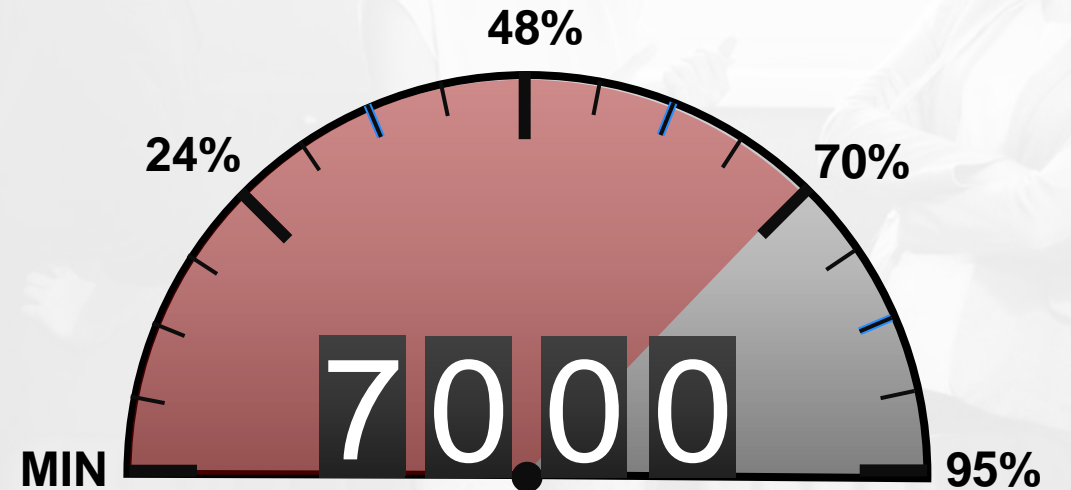
Title VII Training

In Progress: Monthly & Annual



Achieve 95% compliance on all Anti-harassment training for Supervisors & Individual Contributors.

HR will send out of compliance notices to employees requiring completion within 72 hours on a monthly basis beginning April 23, 2020.



- > 95 = Outstanding
- 94 – 90 = Meets
- 89 – 85 = Does not Meet
- < 84 = Far below

May 1, 2020

RECRUITMENT



Hire open positions within first 90-days

In Progress: Monthly & Annual

✓ Achieve 95% offer rate when hiring all open positions within the first 90-days of posting beginning May 1, 2020.



EMPLOYEE RELATIONS



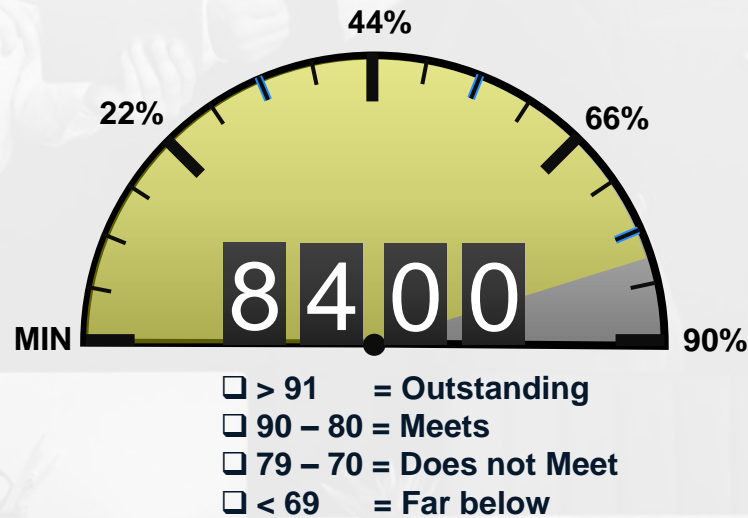
Complete non-Title VII investigations within 5 business days

In Progress: Monthly & Annual

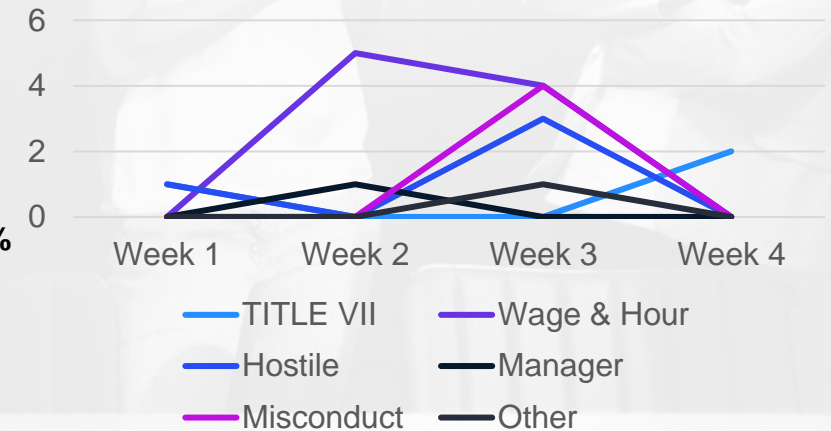


Complete all employee relations non-Title VII investigations within 5 business days between 80-90% rate.

To support this HR will begin tracking ER investigations by type on a monthly basis.



Investigations by Type



22 Investigations April 2020