



HOMEWORK ACTION PLAN

S SPECIFIC
 M MEASURABLE
 A ACHIEVABLE
 R RELEVANT
 T TIME-BOUND

Name <u>Scott Thayer</u>	Class # <u>N423</u>
Dealership <u>Freightliner of Hartford, FOH Engine Center, Alliance Used Trucks</u>	Date <u>1/9/2024</u>

Current Situation or Challenge to be Addressed:	Company wide B/C level Technician turnover, average tenure beyond 6 months is 3.07 years(9 techs), combined 1.8 years (17 techs)		
Current Performance Level (include specific measure):	42.5% Turnover, 82% voluntary		
Goal (what do you want to achieve?)	Reduced turnover by proper onboarding, career pathing, training objectives. We are losing this level due to not training them up in their' careers.		
Goal Performance Level (include specific measure)	Less than 30% turnover, less than 50% voluntary		
Goal Start Date:	1/31/2024	Goal End Date:	12/31/2024
First Check-in Date:	3/31/2024	Performance Objective:	Less than 40%/75% V
Second Check-in Date:	6/30/2024	Performance Objective:	Less than 40%/50% V
Third Check-in Date:	9/30/2024	Performance Objective:	Less than 35%/50% V
Fourth Check-in Date:	12/31/2024	Performance Objective:	Less than 30%/50% V
How does your goal align with the dealers' vision?	Culture & Community, through lifelong careers with support to train it forward.		
What are the potential benefits of achieving your goal?	Valued careers building across the dealership, lower costs in RE-training, increased revenue, work/life balance, external marketing value, an internal unbreakable Culture.		
What are the potential consequences if you don't achieve your goal?	Generational shift. High costs of turnover, poor image to potential employees and customers.		

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Why is the goal important to you?	Losing people voluntarily, to me, is personal. To the dealership, it's critical operations
Potential Obstacles	Buy in from all department managers, visualization of the message & belief of Techs
Potential Solutions	Transparent metrics, coaching, check points, 5 minute meetings with the techs, Honor & ownership
BOTTOM LINE! Financial Impact of Achieving Your Goal (expressed in dollars)	<p>\$350,000 in gross profit retention on soft costs alone.</p> <p>5 tech retention with costs associated as 12 weeks- 4 weeks onboarding with systems certification, 4 shadow, 4 professional development certification, within 12-18 mo of hire. 480 Hrs X \$150= \$72k @ 76%= \$54K gross. \$70K GP per Tech with parts loss calculated @ 0.8 ratio parts to labor.</p>

What specific actions or steps will you take to accomplish your goal? What will you do differently or improve? For each, be sure to include necessary resources, who is accountable, the measurable result, and dates.

SPECIFIC ACTION/STEP	NECESSARY RESOURCE(S)	ACCOUNTABLE PERSON(S)	EXPECTED RESULT	START, END, & CHECKPOINT DATES
Proper onboarding	Effort	Lindy overseeing Scott, Mike, Randy	Onboarding process documented & implimented	Kickoff 1/25/24, checkpoint for documentaioon draft 2/9/24- finalized, posted & implimented by 2/28/24
Career pathing for current levels D&C by years from AUTC, transferring to FOH entry level position @ the main dealership with C/B level traning	Dealer trainer, managers, ARC training development meetings	Pete Fillion, Scott	Pathing drafts, final docs	2/15/24, 3/15/24 check point, 4/30/24
Career pathing	Dealer trainer,	Pete Fillion, Scott	Drafts, final doc	2/15/24, 3/15/24

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map For B to A level techs	managers, ARC training development meetings			checkpoint, 4/30/24
Engine center training map for Cummins & DD overhaul from B/A level	Cummins OPT, DDC Step OH program	Randy levit	Drafts, final doc	2/15/24, 3/15/24 checkpoint, 4/30/24
Alliance Aprentice program- high school/vocational	Basic theory, shadding, D level to C level progress	Mike Marcinko	Program for after school or summer, with after graduation internal full time hire	3/1/24, checkpoint 5/1/24, 6/30/24
Recruitment marketing	Exciting video	Ashley	A finalized recruitment video showing the excitement of tech careers	3/1/24, checkpoint 6/1/24, final video 10/1/24
Recruitment marketing	Video combining th eentire dealership carrers	Ashley	Finalized video for all dealer	10/1/24, 1/2/25 checkpoint, 3/1/25 release

As you work toward your goal, it’s important to have interim check points with specific, measurable objectives so your team can hold themselves accountable. If everyone knows the goal and objectives, you don’t have to spend your valuable time micromanaging.

Once you’ve accomplished your goal, added or adjusted policies, procedures, and behaviors, now what? How will you ensure you and your staff do not fall back into the previous habits that produced poor results? Be specific.

We need to develop career pathing across the dealership, train up for the takeover of managemnt and other positions behind us as we retire out.

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Describe any planning or implementation meetings conducted as part of development of your plan.

We had a meeting in August of 2023, the thought of this plan died as the meeting ended. The DP attended, but because it was unplanned, I believe the take away was skepticism. Mapping this out with a defined plan, will get the buy in.

Sponsor Signature: _____