

Fred Beans Nissan Onboarding Action Plan

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Academy Week (Var II): Week 5

Current situation

- We currently work hard to hire and train our new employees, but I don't feel we have a good set path and expectations set for our new employees. We do a new employee orientation, but no onboarding, career path, or training plan laid out. 50% of working millennials believe "switching jobs helps your climb the corporate ladder faster" (versus 37 % of baby boomers)
- We are a large organization with lots of room to grow our own employees in advancement and need to lay that path out for them and let them know it can happen. (80% of millennials want regular feedback from their boss, which I think everyone wants feedback from their boss)
- Our current situation is we currently employ an average of 39 employees. In a one-year period we have lost 17 employees. That puts our annual turnover rate at 43%.
- 41% of the 17 employees we lost were within the first 90 days. (most of the time a new employee gets stuck at a computer doing certification and other testing which is not any fun)
- The average gross per employee per month at my dealership is \$6,596 (newer employees tend to bring in less gross than ones dealing with repeat and referral customers)
- The average cost just to hire an employee here would be \$1,250 per person in hr cost, testing, and drug testing
- Sales consultants we have lost this year is at 8. Our average sales consultant makes 58,000 and at a 50% turnover cost would be \$29,000. So losing the 8 sales people cost us \$232,000.

Overall Objective:

- To build a scavenger hunt, onboarding procedure, career path, and training schedule for every employee in the dealership. Different roles will have different onboarding, career paths, and training schedules.
- We want to move the number of employees lost in a one-year period down to 20%.
- Of that one-year period terminations we want less than 10% of them to be within 90 days. (proper onboarding and career paths will help this number greatly I believe.)
- Having a stable dealership with low turn over will increase our average gross per employee as well. With stability that should grow every year but within the first year I want to have a slight increase to of \$300 per employee. I know I will have some new sales personal as well as new employees we hired to replace the 17 lost throughout the year so I do not see a big increase in this number first year.
- I want to cut my sales person loss in half this year from 8-4 saving me \$116,000 in turnover costs

- Do a better job hiring and not just hiring to fill a desk. We need to be better at selecting the right fit for the dealerships culture.

Action Plan

- Right now, we have compiled some best practices and good ideas to start putting together the onboarding procedure and training schedules for our employees. I will attach some of the ideas we have put together at the dealership level for hiring new sales consultants.
- Develop Onboarding Procedure, Scavenger hunt, Career Paths, and Training Outlines.
- Our VP, hr, and I will be meeting to start putting these things together for the different roles within the dealer ship
- Make sure Management is doing proper one on ones with employees letting them know where they stand now and where they need to improve or where they are doing great.
- HR will keep track of lost employees and start doing exit interviews with all employees to see if they can save the employee.
- We want to get to that 10% with 90 days from 41% within the next 4 months.

Timeline:

- September 17th: Meet on rough drafts for scavenger hunt, onboarding, career paths and training schedules for sales consultants.
- September 20th: Meet and discuss the what we put together
- October 8th: Meeting with VP of our company and hr to discuss what we have put together so far and what needs to be done company wide to make it seamless across all stores
- October 9th: Hr to start putting together scavenger hunts, onboarding, career paths, and training schedules for all departments and positions (I realize this will take time)
- November 18th: Proofread and tweak any changes needed to any of the new forms
- December 23rd: Have all forms completed and put into their proper process books for all General Managers at each store.
- January 2nd: Implement these new forms at every store and have employee sign off on and sent to hr for their employee files
- Monthly after that review terminations and track to make sure we are reducing 90 day terminations every month until we get to 10 % and overall terminations down to 20%

Meeting with Stakeholders

- October 8th I will be meeting with Beth Beans-Gilbert to go over my action plans. She is onboard with them and wants to have this done by the end of the year. I believe it will take a culture change in our dealerships and my get some push back from managers at first until they start seeing the results.
- My owner Fred is also on board with this and believes it will help retain people. Your success in this business is only as good as your employees' successes and happiness.

In Closing:

- We do a lot of things great hear and have a lot of policies and procedures. The business is changing and if you want to survive, we must change with it. With new employees getting hired every day we need to look at them like an investment and spend the time needed to help them grow and be successful here and in their personal lives. Putting together a game plan with our employees so they know exactly what to expect over the first few days, months, and years of their employment with us is vital to increasing employee satisfaction, customer satisfaction, and gross to the bottom line of the dealership. My owner wants to be able to hire the right employees, grow them and reduce hiring from the outside in key management positions that do not share the same culture and image we want in our dealerships. Having a clear-cut plan with lots of one on ones with our employees will help retain employees. Retaining employees will reduce our costs to hire (which just in hr fees we have spend over 21,000 this year), increase our average gross to the dealership, and be a great environment to work in.



Please complete the following scavenger hunt today to help you better understand where everything is located in and outside of the dealership.

Scavenger Hunt

- Find Receptionist desk and introduce yourself (have them initial here) _____
- Have Sales Manager walk you around and introduce you to everyone in the building
- Meet your Sales Buddy (take a selfie with them)
- Find Parts department have Parts Manager initial _____
- Find Service Managers Office have them initial _____
- Find Meeting/Training room
- Find Lunchroom (no eating at your desk please)
- Find Used Car lot (take a picture and let me know the front line is straight)
- Find the New Car section of the lot
- Find Employee Parking
- Find Lease Return section of the lot
- Find the Used Car Keys
- Find the New Car Keys
- Find the New Car and Used Car deal Jackets
- Take a Picture of the General Managers Office (ask me if its 5s compliant)
- Have Sales Buddy Show you where to gas a car (have them initial here) _____
- Have Sales Buddy Show you where detail is (have them initial here) _____
- Take a Picture of our Customer Waiting area (is it clean?)

Questions

1. Do you know what the difference between a lease and a purchase is?

2. How many cars do you want to sell in a month?

3. Where do you see yourself in 5 years?

4. What do you like to do when you are not at work?

5. What do you feel is a good interest rate?

6. Who should every customer talk to before they leave the dealership?

7. What do you need from us to help you reach your goals?

8. What motivates you?

9. Do you know what a rebate is?

10. What do you think the Business Manager does?

Two Product Specialist Training Program

Time Line	Training	With
Year 1		
First Week	MANUFACTURERS TRAINING	Online
Second Week	Sales Process	Michael Gavin
Third Week	Sales Process	Michael Gavin
Fourth Week	Kintz Training/Shadowing	Online/ Sales Buddy
Next 30 Days	Kintz Training/Shadowing /Auto Rewards Training	Sales Buddy, Sales Manager, Virginia
Next 30 Days	Sent out to Kintz Sales Class/ One on One	Tim Kintz/Sales Manager
Months 4-6	Kintz Training/One On One Training	Online/ Sales Manager
Months 7-12	Kintz Training/Performance Reviews/Goal Setting	Sales Managers
Year 2		
Months 1-6	Kintz Training/Performance Reviews/Goal Setting	Sales Managers
Months 6-12	Leadership Training/Performance Reviews/Kintz/ Goal Setting	Sales Managers



Welcome to Fred Beans Nissan:

Day 1:

- Introduced in Sales Meeting by General Manager
- Complete Scavenger Hunt given by Sales Manager
- Get Introduced to Sales Buddy
- Prepare, organize, and clean new workspace
- Create a work Schedule
- Get computer Access (learn how to clock in/out)
- Lunch with New Hire (General Manager)
- Get Username and Password to the following:
 1. Windows/Email
 2. Vin Solutions
 3. NNanet
 4. Axxessa
 5. KINTZ Online Training
 6. Employee Portal
- Order Name Badge and Business Cards
- Set up Phone at Desk (tutorial on phone)
- Review Emergency Response and Evacuation Plan

Day 2:

- Hazard Communication Training
- Manufacturers Testing
- Receive assigned dealer plate

- Learn Demo route (test drive cars as you take tests on them)

Day 3:

- Manufacturers Testing Continued...
- Review Manufacturers Surveys and scoring metrics
- Shadow Sales Buddy EMI and TO Process
- Shadow Sales Buddy on Test Drive

Day 4:

- Manufacturers Testing Continued.....
- Review Exit Package with Manager
- Review Sales Process with Manager
- Shadow Sales Buddy when with a customer

Day 5:

- Manufacturers Testing Continued....(if needed still)
- Shadow Sales Buddy
- Review Sales Process with Manager
- Delivery with an Ipad
- Certified Pre-owned benefits with Pre-owned Manager
- Start Kintz Online Training

Day 6:

- Personalized road map to be set by new hire and manager going forward on needed training

Day 30:

- 30 day Review with New Hire, Sales Manager, and General Manager

FRED BEANS FAMILY OF DEALERSHIPS 60-Day Performance Evaluation

Today's Date: _____

Position: _____

Employee Name: _____

Supervisor Name: _____

Location: _____

Date of Hire: _____

CRITERIA	5 VERY GOOD	4 GOOD	3 AVERAGE	2 BELOW AVERAGE	1 NEEDS ATTENTION
Employee understands job description					
Employee displays good job knowledge and skills					
Employee's work is accurate and/or of good quality and completed on time					
Employee displays understanding of Company Policies, procedures and philosophy					
Employee has good appearance and follows dress code					
Employee reports to work as scheduled and on time					
Employee understands internal and external customers and displays good customer services skills					
Employee asks appropriate questions and displays a willingness to learn					
Employee shows good judgment and common sense					
Employee has good attitude toward job, coworkers, subordinates and managers					
Performance issues that need to be addressed (include due dates):					
Additional Comments/Remarks To include: <ul style="list-style-type: none"> ▪ Future Training Needs ▪ Employee Suggestions 					

Employee Signature	Date	Supervisor Signature	Date
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General Manager Initials:

PRODUCT SPECIALIST(Year 1)

- Complete required training
- Work on negotiation skills
 - Handling objections
- Product knowledge/technology
- Complete knowledge of the sales process
 - Phone up process training
 - Internet lead handling
- Average 8-11 units

Fred Beans Salesperson Pay Plan

September 2019

New Salespeople will be paid \$17.00 per hour/\$680 per week salary until their training period is complete and then moved to \$20.00 hour/\$800 per week salary. To move from Trainee to Sales Associate, you must complete the below criteria.

Training Period paid at \$680 per week (approx. 3 months)

- Work assigned schedule
- Complete New Employee Orientation
- Complete the sales courses in our CRM
- Complete a minimum of 4 online training modules (Kintz) per week
- Complete and Pass Initial 8-day sales training program (Mike Gavin)
- Attend 4 days of follow up classes from the sales training program (Mike Gavin)
- Become Sales Certified thru your Manufactures program
- If your dealership uses a BDC spend 2 days in the BDC
- Complete your daily work plan (no overdue tasks)
- Perform your individual co-op job responsibility at the dealership (sales manager to assign)
- Attend an Auto Rewards training class
- Complete the sales process and pass with your GM and you Sales Manager (twice) –
 - Meet and Greet – build rapport
 - Pre-Appraisal – KBB Process
 - Product Presentation – Feature / Benefit
 - Demo Drive – Landmark Close
 - Sold Line – Trial Close
 - Service Walk – ASM intro
 - Write Up
 - Yellow Card
 - 1st Pencil
 - 2nd Pencil
- Once completed and passed GM with sign off and rate will move to \$20.00 per hour and become a Sales Associate

Sales Associate paid at \$800 per week (after initial training period)

- Complete your daily work plan (no overdue tasks)
- Complete a minimum of 4 online training modules per week
- Perform your individual co-op job responsibility
- Deliver a minimum of 30 vehicles per quarter (10 per month)

Year One Sales Associate Pay Plan Example:

$\$20.00 \times 40 \text{ hours per week} \times 52 \text{ weeks} = \$800 \text{ per week salary}$

Bonus/Tuition Reimbursement: Deliver 10 units per months and receive \$700 a month in unit bonus or tuition reimbursement

Total salary of \$41,600.00

\$700.00 x 12 months \$8,400.00

Total earnings in first year \$50,000.00

Certain Manufacturers may pay out additional incentives. You have the option to switch to the Standard Commission Based Pay Plan with your General Managers approval if you have completed the training program and been a sales associate for one year.

Fred Beans Salesperson Salary Pay Plan Sales Expectations

- Training curriculum must be complete to qualify for salary and bonus.
- A Salary of \$680.00 per week will be paid during the training period (first 3 months, (equivalent to \$17.00 per hour, \$136.00 per pay on a 5-day work week)
- A Salary of \$800.00 per week will be paid once Training is completed (approximately 3 months) and signed off by General Manager. (equivalent to \$20.00 per hour, \$160.00 per day on a 5-day work week)
- Deliver 10 units per month or 30 per quarter (there is no sales requirements during the first 3 months)
 - If this is accomplished, you may remain on the salary plan
 - If this is accomplished, you will receive a \$700 monthly bonus/tuition reimbursement
 - Tuition reimbursement can be paid directly to the school loan of your choice
 - If you deliver less than 24 vehicles during a quarter, you will be subject to discipline/counsel up to and including termination
 - If you deliver 24 but less than 30 vehicles in a quarter, you will be placed on probation
 - If the following quarter, you do not get back to the expected 30 per quarter you will be terminated
- After 12 months of employment at the beginning of the new month you may move to a commission pay plan if approved by the General Manager.

Name

Start Date

End Date

General Manager

Current salespeople employed on or after 1-1-19 may opt to switch to this pay plan if they meet the sales requirements above.

Product expert (Year 2-3)

Be an expert on all product and technology

Continue training and fine tuning your skills

Close above 30% on phone and floor traffic

Close at 15% on internet leads

Average 1 appointment a day

Kpi average above a 960

Average 12-16 units a month

Fred Beans Nissan of Doylestown

Salary based Sales Pay Plan

Revised 4/5/2017

Salary: Will receive a \$400.00 per week salary

Commission on Units Delivered:

- 1 to 6 Delivered \$100.00 per vehicle
- 7 to 10 Delivered \$200.00
- 11 to 15 Delivered \$300.00
- 16 to 20 Delivered \$350.00
- 21 to 25 Delivered \$400.00
- 26 to 30 Delivered \$450.00
- 31 Plus \$500.00

Spiffs:

- Extended Service Contract \$50.00
- Paint and Fab \$50.00
- Paint Protection \$25.00
- Fabric Protection \$25.00
- Financing \$15.00
- Security Coding \$15.00
- 3 for 1 \$15.00
- Gap \$10.00

CSI Bonus:

- \$10 per Survey Returned above 960 KPI to paid as monthly Bonus

If Sales Consultant does not deliver 18 units in a 3 month time frame they will be terminated

Sales Person of the month \$200 plus full detail based on gross

If Sales Person misses a day of work they lose a day of Salary

x _____

Employee Signature

x _____

Gm/Sales Manager Signature

Product team leader

- Be an expert on all product and technology
- Continue training and fine tuning your skills
- Close above 30% on phone and floor traffic
 - Close at 15% on internet leads
 - Average 2 appointment a day
 - Kpi average above a 960
- Train 2-3 product specialist/experts to get better daily
- Help close deals on the floor, phone, and internet
 - Average 20+ units a month
- Become a sales legend(program attached)

Fred Beans Nissan of Doylestown

Salary based Sales Pay Plan

Revised 4/5/2017

Salary: Will receive a \$600.00 per week salary

Commission on Units Delivered:

- 1 to 6 Delivered \$100.00 per vehicle
- 7 to 10 Delivered \$200.00
- 11 to 15 Delivered \$300.00
- 16 to 20 Delivered \$350.00
- 21 to 25 Delivered \$400.00
- 26 to 30 Delivered \$450.00
- 31 Plus \$500.00

Spiffs:

- Extended Service Contract \$50.00
- Paint and Fab \$50.00
- Paint Protection \$25.00
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If Sales Person misses a day of work they lose a day of Salary

x _____

Employee Signature

x _____

Gm/Sales Manager Signature

Sales Legend

Requirements to get in:

- 20 plus cars a month six month average – includes nomad sales
- Leader in the showroom
- Leader outside the dealership
- Positive attitude
- Team player
- Participation in training and store events

Expectations:

- Deliver 20 plus cars a month
- Complete 90 % of Vin Solutions Call activities weekly
- Top 10% in CSI at the dealership
- Attend training meeting at dealership
- Complete 4 Kintz Online Courses per week
- Complete and be Manufacture Sales Certified

Rules:

- Flex Schedule- review with GM 30 days in advance
- Minimum 80 hours every pay cycle
- No more than 2 days off in a row not counting Sundays
- Need to work a minimum 2 Saturdays a month
- BDC call person 10 hours per week for sold follow up calls
- Use of lot person at any time- gas, take to detail, pick up customer, etc.
- Will get 100 Internet leads per month (expected to close above 15%)
- Able to work your own deal except trade value
- Newsletter done by company
- Orphan customers from sales people that have left added to your owner base
- Help managers with their customers and provide a great sales and delivery experience
- When available Rookie Sales person after completing Gavin training will work with and for you for 30 days.

Needs:

- ADP log in
- Manufacture log in
- Manager meeting once a month on factory incentives and stair steps etc