

Departmental Action Plan Template

Student Name: Toby Pridgen

Class & Student Number: ATD 041

Academy Week (Var II): Week 5

Current situation or challenge you want to address: (must be quantifiable) Our retention / turnover rate is @ 62.5% for the last 'rolling 12' months. Our goal is to obtain and hold 25% or lower in 2020.

Overall Objective and **Specific Desired Results**: Improved retention is our overall objective. In doing this, we would like to see our overall tenure grow from a current 3.1 years to over 4.

Describe your action plan in detail (be specific and include before and after **Measurements**) It will all hinge on the RIGHT hire. To aid in this we have assembled a hiring team. This team consists of various managers and employees from all departments that will take part in the interviewing process. Along with the normal criteria needed for the position, this team will be responsible for determining if the candidate will fit into our culture.

Once hired, the new employee will spend their first 2 days getting to know our dealership, people and processes. He or she will also complete all of their required on-line training during these first two days and all of this will be done locally at the branch. Within the first 90 days, the employee will be assigned to a group and will be invited to our corporate location where they will learn more about our company and meet the ownership. During this time, they will learn more about our long-term benefits and be able to get answers to questions they might have.

Next, will be training and development. Once the employee completes his or hers on-line training map, they will be entered into our corporate training system. This instructor led classroom training is 3 to 5 days long, one week a month for a year. It is pretty intense but very rewarding.

We also recognize that with our current average age being 34, we need to adjust our compensation/reward program. The younger generation is looking for something other than money at times and we need to stand ready to deliver. We are starting to kick off spiff programs for the 'instant' gratification and recognition. Along with this, we have started a mentoring program that will assign younger techs with older techs so that they can both learn and get to know one another.

All of this can be summed up in one thought, we are trying to remove hurdles and break down walls so that we can get to know each other as soon as possible and feel comfortable in communicating effectively.

Timeline:

Describe specific short term and long term checkpoints to monitor progress: We are tracking / measuring this on a monthly basis and have all of our senior and middle managers engaged; nothing is more important. Our bonus plans for our service directors are also tied to retention and development.

We are conducting a team evaluation with the employee at 90 days and then every 6 months afterward for the duration of employment.

Our ownership also sits down with all employees as a group annually to go over any issues.

Meeting with Stakeholders (dealership personnel)

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences (PINO, Gain, Pain).
Include timelines / Accountability / Monitoring process

- a. **Who:** Front line managers
- b. **What:** Coaching, listening and evaluating training techniques
- c. **By When:** 6-1-2020
- d. **How:** We are enrolling our front line managers into a 6 week course designed to help grow them into being better managers. This is a

huge investment that we fill will pay off in the long term through retention.

Dealer agreement:

If you need your sponsors support or approval to implement your plan, have it signed off before you start. If you can proceed on your own, present this action plan to your sponsor before next class. Describe the meeting:
