

Departmental Action Plan Template

Student Name: Patrick Williamson

Class & Student Number: 352-17

Academy Week (Var II): Dec 9-13

Current situation or challenge you want to address: (must be quantifiable)

Employee retention, in 2019 Rogers-Dabbs Chevrolet lost 123 employees that were hired. According to the NADA algorithm, that cost the dealership approximately \$272,000.00 in turnover costs. In 2020 we would like to cut that number in half.

Overall Objective and **Specific Desired Results:**

Overall results would be:

- 1) Retaining employees.**
- 2) Identifying if we have a management issue or a procedural issue.**
- 3) Capitalize on the higher gross to sale margin of a retained employee.**

Specific results would be:

- 1) Benchmarking analytics to determine if the employee that left was voluntary or Involuntary.**
- 2) Identify if the employee was functional or dysfunctional.**
- 3) Determine if the turnover was avoidable or unavoidable.**

Describe your action plan in detail (be specific and include before and after **Measurements**)

- 1) Implement an efficient onboarding procedure for entire dealership**

a. Currently we do not have a concrete onboarding process and it is playing a major role in employee turnover.

Involuntary.

- i. Onboarding process will consist of properly identifying each role of the different dealership employees and having new employees spend ½ a day in each department that they are introduced to.
 - ii. Each department manager will have to sign off that the new employee understands how each role of the dealership is an integral part of overall customer satisfaction.
- b. Conducting yearly reviews for all roles of the dealership so that each employee and manager understands what each employees' strengths and weaknesses are, in order to prepare an action-plan for improvement.
- i. Each employee should leave the review with goals to accomplish for the year. If the goals are accomplished for the previous year then a small increase in pay or additional vacation time should be given to the employee.
 - ii. Employees can be given vacation time instead of a monetary increase and depending on the tenure and rates, can be cheaper for the dealership
 - iii. Employees with over 10 years of tenure should accumulate up to but no more than 15 vacation days to help prevent burnout.
- c. Implementing a process for Exit interviews.
- i. Each time there is a voluntary separation initiated by the employee a proper exit interview should be completed.
 - ii. The exit interview should be done by the Human Resource Manager and the knowledge gained from the interview documented and retained. This will allow us to identify whether or not we have a procedural issue or a management issue causing employee turnover.

Timeline:

Describe specific short term and long term checkpoints to monitor progress.

Specific short-term checkpoints.

1. Verifying that each department manager has signed off on the new employee having an understanding what each departments responsibilities are for the dealership.
2. Spot-check HR manager for exit interview data and verify that there is no management roadblocks preventing the interview from taking place. Review recently compiled data collected by HR confirming reasons for employee departure.
3. Spot check departmental managers for documentation of conducting employee reviews. Give them 4 names and have them bring the review paperwork to my office and explain what the employee's shortcomings are, along with what the action plan to fix will be. Also, what each employee's' goals for the upcoming year will be and the action plan of attaining them.

Specific Long-term checkpoints.

1. Measure the amount of employee turnover each year compared to the previous year to determine if the new system is allowing a drop in yearly turnover costs using the NADA algorithm.

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:** All department Managers including HR
- b. **What:** Give each manager a layout of this outline and conduct an instructional meeting describing the new processes. Also, will set all expectations of managers and timetable to implement.
- c. **By When:** End of 1st quarter 2020
- d. **How:** Conducting an extended manager meeting and have each manager signoff on documentation that they understand the mission and the goal along with their compliance.

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. Dealer signature:
