

Departmental Action Plan

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Class & Student Number: N352-09

Academy Week (Var II): Var 2

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

As the fixed operations director, I do not have the ability to make many changes in the sales departments but we at Flatirons do have an almost non-existent on-boarding process. Now, we take new hires, have them read a handbook, make them sign the last page and stick them with another employee to “train”. This is not the “First Best Day Ever” anyone would expect when being hired at such a well-respected dealership.

My challenge will be to install and manage an on boarding process that reflects the dealership's values and creates excitement for new employees which will in-turn result in better employee retention.

Overall Objective and **Specific** Desired Results:

The objective will be to have a dedicated employee(s) that will take new hires through an exciting first day ever process. Instilling in the employee, our company's high values and integrity, introducing them to the management team, view processes in their own and other departments for handling customers, teach some history of our store, & if possible, meet the owner. After the initial day of information, the employee will come back approximately 10 days later to play a Kahoot for prizes of what they learned in their first 10 days.

The result will be an excited employee who goes back to his family and friends boasting about how great the company he/she now works for. Creating excitement and making the employee feel more part of the team will result in better employee retention. In the last year, 64 employees left the dealership to go to another job, of the 64, 81% of them (52) left voluntarily. We would like to see that trend down in the next year to about 50%.

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

The plan for onboarding is as follows:

- Create a video for all new hires to watch promoting the dealership history, activity in the community, family atmosphere, etc. This video stars the owner of our dealership.
- Create a check list for the onboarding specialist to use with the new employee during the onboarding process.
- Choose the correct employee(s) to be the onboarding specialist, this employee should have a great personality and be a promoter of the dealership and all we do for our employees.
- Meet with the management on multiple occasions to be sure all the aspects of the process are covered specific to the new employees and their department. Also, prepare management for the introductions they will be receiving when a new employee is going through the process.
- Create a follow-up fun Kahoot to test the employee's knowledge of what they learned and reinforce the company policies outlined in the process. Determine the prizes for the Kahoot.
- The before measurement will be the employee retention along with a quick survey administered by management to the employee after the 10-day Kahoot about how they liked the onboarding process. A scale from 1-5 and an opportunity for the employee to write what they liked or didn't like about the processes will give management valuable feedback.

Timeline:

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

The short-term timeline for the video and hiring and training of the online specialist will be by February 28th 2020.

The mid-term timeline for the implementation will be March 15th 2020.

Long term will be at the end of 2020 and beyond, measuring employee retention.

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

1. Management
 - a. Who: All Department Managers
 - b. What: Creation of processes
 - c. By When: Feb 15th 2020
 - d. How: Meetings
2. Creation of the orientation video and Kahoot
 - a. Who: IT Department & Fixed ops Director
 - b. What: Creation Video & Kahoot
 - c. By When: Feb 15th 2020
 - d. How: Create video with owner
3. Hire and train orientation employee
 - a. Who: Fixed ops Director
 - b. What: Hire and Train
 - c. By When: Feb 15th 2020
 - d. How: Evaluation of prospective employees

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:
