

Departmental Action Plan

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Class & Student Number: N353, 17

Academy Week (Var II): Week 5

Current situation or challenge you want to address: We currently do not have an onboarding process for any of the departments. Currently, the new employee shows up and we address, there paper work and training needs as it comes. We do NOT have a laid-out process or clear expectations for the employee. This has caused a 78% turnover in the last 12 months. We replaced 9 salespeople last year. At average turnover cost of \$29,438 per salesperson, the dealership suffered a \$264,942 in turnover cost in sales department only.

Overall Objective and Specific Desired Results: The objective is to create an onboarding process that will create clear expectations for the new hires. This process will also be designed to make them feel comfortable in their new environment by introducing them to everyone in the store. The desired result is 50% or less turnover in the store reducing the turnover cost to \$176,628 saving \$88,314 in employee turnover cost.

Describe your action plan in detail (be specific and include before and after **Measurements**) Before implementing anything, the Service Manager and the GSM will meet with me (the GM) to discover how much money the 78% turnover cost them last year. We also layout the lack of the current process. The end of the meeting will cover some of the slide show presentation that the class put together so they both will understand what I want out of them. They will both be tasked with designing an onboarding and expectation setting presentation for new hires in their respective departments. This meeting will take place 2/17/2020. All three of us will reconvene on 3/4/2020 to review what they have put together. Edits will be suggested and initial goals for hiring and retention will be set by me (GM). They will then have until 3/16/2020 to adjust the onboarding presentation and make suggestions on the initial goals sheet. The department heads are creating their own because they need to “own” the process. Upon the 3/16 meeting and approval from the GM, this process will be put in place.

My Goals: When the employee is hired, they need clear expectations of pay and timeline for success. When we don't set the expectation, the employee creates their own and usually doesn't live up to it. We need them to show them what short term and long-term success look like. We also need to make them comfortable in their new environment. This means introducing them to all employees and having a member of management tour the store on their first day. Pertaining to sales, we need to avoid "throwing them to the wolves". That old school thought process is what caused us to have a 78% turnover rate last year. I expect the new process to be in place by no later than 4/1/2020.

Timeline:

[Describe specific short term and long term checkpoints to monitor progress](#)

2/17/2020 - Initial meeting and assignments(with examples given) for the service manager and GSM

3/4/2020 - Follow up meeting with initial presentation review. Initial review of retention goal setting.

3/16/2020 - Final implementation meeting. Review and Approval of onboarding presentations and expectations. Review and final approval for retention goals. Upon approval of all, implementation begins

3/17/2020- if any adjustments need made, we will move start date to 4/1/2020

7/1/2020 - Review turnover for the first 2 quarters of the year and review how onboarding process is going. The overall goal is to be at 50% or less on turnover for 2020. Need to review where we are currently standing and make sure that 50% is obtainable.

10/1/2020 - Review quarters 1-3 turnover and discuss improvements that are working and ones we need to be adjusted. Also review the onboarding presentations and look at turnover percentage by quarter. I expect to see a decreasing percentage by quarter.

1/15/2021 - review 2020 by year over year and by quarter. Review any improvements that need made to the process.

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:** Service Manager & GSM
- b. **What:** Hiring and onboarding need to change. Adopt the Clear expectations and process mindset. Need to give regular feedback and “Own” their process
- c. **By When:** to begin on 2/17/2020 and be implemented by no later 4/1/2020 then reviewed quarterly
- d. **How:** Regular reviews with the GM to hold them accountable to the process and expectations they create.

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:
