

HOMWORK – ACTION PLAN

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Dealership: Marine Chevrolet Cadillac

S Specific **M** Measurable **A** Achievable **R** Relevant **T** Time-bound

What is your current situation and challenge you will address?

Our recruiting strategies continue to attract wonderful talent to our store. The issue that we have is retaining those individuals in a salesperson role. We are in a transient community. We will need to be more aggressive in our retention strategy!

What is your goal? What do you want to achieve? From what metric? To what metric? By what date?

Example: "I will decrease my 5K run time from 30 minutes to 21 minutes by June 15."

The highest timeframe of turnover is said to be in the first 90 days of employment. Year to date the turnover for our sales associates is extraordinary, 90% of which has been voluntary. The cumulative tenure is skewed by individuals that have been with our store for an extended period of time which creates a false sense of retention. By the end of Q1 2021, our turnover goal will be 60% for voluntary terminations. We will continue to stair step to get to a healthier voluntary termination metric.

- How does this goal align with or support your dealer's vision?
- What are the BENEFITS of achieving your goal? What are the CONSEQUENCES if you don't?
- Why is this goal important to you?

We build big people at our store by providing opportunities for professional development and internal promotions. Our desire is to have the best talent in all positions and retain them as long as we are able. Again, being in a transient market presents a challenge all on its own, but those terminations caused by our military are the unavoidable voluntary terminations. The consequences for high turnover continuing within this role is a variable selling expense benchmark that will not align with our current pay plan structure. The better our team is trained the more profit that will fall to the bottom line for us all and we will improve our overall guest experience.

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What specific actions or steps will you take to accomplish your goal? What will you do differently or improve? For each, be sure to include necessary resources, who is accountable, the measurable result, and dates.

SPECIFIC ACTION/ STEP	NECESSARY RESOURCE(S)	ACCOUNTABLE PERSON(S)	EXPECTED RESULT	START, END, & CHECKPOINT DATES
Mentor/Mentee Retention Program in Place	Review & Coach Mentor Involvement	John Yun	Mentors feel empowered to make a difference.	Implemented 9/20, touch base daily, carry through 12/20.
eDealer Solutions Implemented	Logins, Binder with Lesson Plans for Manager	Pale Becerra	Better customer experience, solid appointments.	Training begins 10/20 will complete weekly.
Product Specialists Maximized	Accountability Chart Revised, Processes KBA/ FBA	John Yun	PS better equipped to streamline sales process.	Updated by EOM 10/20, daily metrics assigned.
5-5-5s Complete on Current Sales Staff	Blank forms, schedule meetings	John Yun	Clarity for current staff going in to Q4 2020	5-5-5s complete by EOM

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How will you track your progress? What specific metric(s) will you track? At what intervals will you check on the progress?

- *Hires & Terms to be shared at the end of each month - classified as Voluntary, Involuntary (Avoidable or Unavoidable) as defined by HR.
- *Review exit interviews more closely upon separation.
- *Review documented mentor progress weekly.
- *Review test results and unit completion for telephone training prior to the next module beginning.
- *Review metrics for Product Specialist daily.

Potential Obstacles?

- *Time constraints
- *Organization
- *Associate Participation

Potential Solutions?

- *Schedule admin time in to daily tasks during non-peak times
- *Lean on admin team for compiling necessary data, training binders, etc
- *Determine creative ways to incentivize them - \$10 gift cards, floating hardware (a pass the trophy type of recognition), small contests, public affirmation

BOTTOM LINE! What is the financial impact (expressed in dollars) of achieving your goal?

$\$933,077$ is our YTD vehicle compensation divided by 9 months = $103,675$
 $103,675$ divided by 16 sales consultants = $6,480$ per month
 $6,480$ per month X 12 months = $77,760$ average wage
 $77,760$ average sales consultants salary with a turnover cost of 50% = $38,880$
 17 consultants replaced YTD X $38,880$ = $\$660,960$ potential cost of turnover YTD

This number represents the hard turnover costs to our store. It doesn't include the soft.

$660,960$ X 90% voluntary = $594,864$
 $594,864$ reduced by 30% = $178,459$
 $178,459 / 9 = 19,829$ X 12 = $237,945$ annualized results

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Once you've accomplished your goal, added or adjusted policies, procedures, and behaviors, now what? How will you ensure you and your staff do not fall back into the previous habits that produced poor results? Be specific.

Exit interviews continuously reviewed, quantified, and adjustments made as needed.

Quarterly documented 5-5-5s, HR to hold accountable.

Weekly training meetings that are 15 minutes or less that develop pre-determined skillsets; leveraging the strengths of our leadership team.

Review the results of Mentor/Mentee Retention program at the end of the quarter - what's working/what's not? how many of those individuals are still employed?

A monthly incentive component added to the pay plan of our Product Specialists that aligns with the goals of our sales department; can vary monthly - but must be shared early on with the employee, management, and accounting.

Describe any planning or implementation meetings conducted as part of development of your plan.

Meet with GSM to share the overall premise behind the plan.

Executive team to meet with Variable Managers to share turnover data, expectations for improvement, and the positive results when accomplished.

Variable Managers to schedule training and 5-5-5s with Sales Consultants.

Variable Managers to remain in daily contact with Mentors/Mentees to determine success of the retention program.

Sponsor Signature: _____

