

## HOMEWORK ACTION PLAN

S SPECIFIC   
 M MEASURABLE   
 A ACHIEVABLE   
 R RELEVANT   
 T TIME-BOUND

Name Jesse Munn Class # N367

Dealership Mercedes Benz of Little Rock Date 1/14/2021

Current Situation or Challenge to be Addressed:	Employee turnover is too high, costing the dealership thousands of dollars in hard and soft costs. We also appear to have a culture problem and no clear vision for our employees growth and advancement.		
Current Performance Level (include specific measure):	2020 employee turnover was 72%. Our three year average employee turnover is 68%		
Goal (what do you want to achieve?)	My goal is to reduce the employee turnover rate. My research since class ended shows that not only do we have a high turnover rate but we have a culture problem. Our leaders are not leading but "bossing" people around.		
Goal Performance Level (include specific measure)	My goal is 40% annual employee turnover		
Goal Start Date:	1/1/2021	Goal End Date:	12/31/2021
First Check-in Date:	2/1/2021	Performance Objective:	Have a new, more experienced HR Manager hired
Second Check-in Date:	3/1/2021	Performance Objective:	Have a written report from HR Manager compiling the results of employee surveys designed to focus on why some many are leaving. Written recommendations from HR for steps to increase employee retention.
Third Check-in Date:	6/1/2021	Performance Objective:	Have all agreed upon changes to hiring, orientation, training and evaluation in place and working. All exit interviews are being forwarded to me and the VP.
Fourth Check-in Date:	12/31/2021	Performance Objective:	My objective is to have our 2021 turnover report show us at 40% for the year or at least have us at that rate on an annual basis for the last quarter of 2021.

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How does your goal align with the dealers' vision?	After having done my research on our employee turnover, I met with our owner and she was distressed to see the number of people coming and going, especially because it appears that we are at fault. I have the go ahead from her to make changes.
What are the potential benefits of achieving your goal?	Increased profitability and happier more productive longer term employees
What are the potential consequences if you don't achieve your goal?	A continued revolving door of potentially good employees coming and going. Low employee morale. Continued loss of potential profits associated with the turnover.
Why is the goal important to you?	Obviously the financial impacts are important but having a dealership that people want to work for is almost as important. I do not want to be know as the leader of a company that makes a "worst place to work" list.
Potential Obstacles	Resistance from the VP of Operations as early on it appears as if he may be part of the problem.
Potential Solutions	Having our HR department do an extensive anonymous survey of every current employee seeking to find out the good, bad and ugly of our culture. Provide suggested solutions for hiring, orientation and training processes as well as leadership training for management. Develop a teamwork approach to solving the problem rather than pointing fingers.
<b>BOTTOM LINE!</b> Financial Impact of Achieving Your Goal (expressed in dollars)	It is difficult to calculate the overall financial impact of high turnover. I do know that I was paying an HR Manager \$60,000 a year to basically process onboarding/offboarding paperwork and getting no help with finding the reasons or finding solutions because she was too busy. I estimate the per employee cost of on/off to be conservatively \$500 each. $\$500 \times 38 \text{ terms/hires} = \$19,000$ . If we can reduce our turnover by 30%, I estimate increased productivity based on our average G/P per employee to be $\$8,642 \times 12 = \$103,704 \times 15\% = \$19,606$ additional G/P per employee per year. $\$19,606 \times 54 \text{ total employees} = \$1,058,724$ additional G/P annually.

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
Hire more experienced HR Manager	Pool of qualified applicants	Jesse Munn	Proper analysis of the reasons for our high turnover. Development of	Make Hire by February 1, 2021. I have actually made an

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			hiring, orientation and training processes to increase chances that the hire stays	offer and expect her to accept today.
Have HR Manager develop and execute an employee survey to determine our culture and employee morale to see if we have a culture problem as I suspect.	Employee participation and honesty	HR Manager	Gain clues as to the reason(s) for our high turnover.	Begin February 1 end March 1.
Examine our hiring, orientation and training processes to make changes to improve the chances we hire the right employee and keep them.	Hiring templates, job descriptions, employment websites, orientation materials/processes and training steps	HR Manager, dealership management, VP	Look for ways to improve our processes and suggest steps to make changes. Find the proper candidates, integrate them properly into the team and make sure they are trained to do their job. They are not on an island by themselves.	February 1 start. Expect written report with suggestions by March 15. Ongoing examination of these processes to make sure we keep up with changes in the employment environment.
Examine results of employee survey and create list of action items to address any issues found	Employee survey	HR Manager. VP , Jesse Munn	I expect to gain insight as to why we are losing so many employees.	I expect the survey to be job #1 for the new HR Manager and to begin by Feb 15 and end by March 1.
Put policy in place to have an exit interview with EVERY employee that leaves. In addition, implement a policy whereby the HR Manager interviews each new hire at 30	Interview templates	HR Manager	Find out if we have a consistent problem and correct it. Identify problems with an employee before they quit.	Begin February 1 and be ongoing.

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days and 60 days to track their progress and intervene if necessary to keep them on track for a successful career.				
Develop a leadership training process for our senior management. Bring in outside resources to provide the training.	Participation by all senior management. Find successful trainers	HR manager, VP, Jesse Munn	Our managers have never had training in how to be an effective leader, especially to our millennial employees.	Begin training March 1 and continue with periodic training thereafter.
Review turnover report.	Turnover report from HR	HR Manager, VP, GM and Jesse Munn	I expect to see improvement as we implement the changes outlined	Our first review will take place on June 30 and then at the end of every quarter thereafter. This review will be ongoing.

As you work toward your goal, it's important to have interim check points with specific, measurable objectives so your team can hold themselves accountable. If everyone knows the goal and objectives, you don't have to spend your valuable time micromanaging.

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.

The employee interviews and turnover report will tell the story. If we are consistent in reviewing the information from them and implementing changes as needed, we should never get back in shape we are in now. The hard part is being critical of ourselves and being willing to make the necessary changes in processes and in management if necessary.

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

I have the owner's support and I have actually already begun the process. I am responsible for not only for this Mercedes store but 4 others and the turnover rate at the others is similar. I have determined that our current HR Manager that is over all of the dealerships is not experienced enough and is basically an administrator. I interviewed several management level employees and feel we have a culture problem in that the VP is heavy handed and not a team builder. I had a difficult meeting with the VP of Operations and told him that we are hiring a new, more qualified HR Manager to get to the bottom of our turnover problem and find ways to solve it. I did not make accusations but I let him know that I

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felt we had a culture problem that was at least partially responsible for the turnover and asked that he be part helping find a solution. There may be more difficult meetings to follow.

Sponsor Signature: Lisanne Rockefeller