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ATD Variable Operations 2-New

Action Plan-Employee Turnover

Peterbilt of New York City LLC has a high Employee Turnover rate within the last 12 months. We are averaging a 39% annual rate and 81% of that is voluntary. We have determined to help our absorption rate, cutting the expense of an estimated \$35K per year, we will be restructuring our hiring process.

Recruitment, Interview and Selection:

We have researched job descriptions with NADA workforce study, paychex and Indeed. All applicants that meet our qualifications will be handed a job description in their first interview. The Senior Management Team has compiled a list of questions that are mandatory to ask during the interview process, along with who will be involved during each interview.

Applicant will be interviewed by 2 teams, interviewers will be determined by position available.

All Applicants are required to pass drug test, credit check and if applicable, driver's license check.

Socialization, Orientation, and On-boarding:

Peterbilt of New York City is infamous for throwing a new hire into the fire! We have designed a structure to be followed allowing the new hire to get acclimated in their new role. Our goal with following this structure is to allow the new hire to be cross trained in multiple departments. Also, the structure will allow immediate supervisors, department managers and Senior Management to determine if we have the right candidate for the right job. With this new structure, the new hire, immediate supervisor and department manager will all have access to file and see the progress our new hire has made.

Training and Development:

Along with the new hire on-board training, the new hire will complete their Peterbilt Motors web training, on-site training and classroom training (if applicable). We have created a "Tuition Reimbursement" form to be completed for any training that Peterbilt of New York City sends our new hire to. Along with their training, we have

set up a structural chart that will compensate for any certifications the new hire acquires while employed with us.

Supervision, Evaluation and Coaching:

While creating our new hire “On-Board” process, I took the time out and spoke with all employees individually. I asked them “What do you think we missed when you were hired?” and “What do you think a new hire should know before coming into their department?”. Some of the responses were quite entertaining but several made sense.

- Phone etiquette: Train them how to use the phone system. Train them how to be helpful to the customer, don't just keep transferring to other departments. Find out what the customer needs.
- Policies: Service and Parts departments have different policies when it comes to pricing, credits, authorizations needed, etc. Make sure that the new hire understands what each departments policy are.
- Role Play: Role play with new hire, give them multiple examples of what a customer could be like or how a customer may react. Ensure that they are confident and calm.
- Down Time: make sure that the new hire uses his downtime wisely. Keeping workstation clean, filling parts counters if needed. Making calls from call log. Engaging in any customer that is in our dealership, etc.
- Time/Attendance: Ensuring new hire understands that they should have their work station up and running, ready to work when scheduled.

Employee Engagement & Retention:

Taking the time out of a busy day and getting to know your staff impacts your employee retention tremendously. Peterbilt of New York City excels in this category. Our entire dealership is a family. We make sure that everyone understands that “Our Family” comes first. We try to do a quarterly event to have our staff and their immediate families attend. Whether it is a baseball game, weekend BBQ, trip to Wineries or just a birthday party, we take pride of our staff. Other then quarterly events, Our Senior Management team tries to thank the staff everyday for all their hard work. Our Senior Management also will do smaller events with their departments. Our Service department has created their own softball team. Our Parts Department created a bowling team which each store competes with one another.

Anytime that we do an exit interview, usually we hear from the employee is that they love working with all of us, but.... I am confident that if any of our staff were asked how our employee engagement and interaction, we would score very high.

With creating these new structures and following the new guidelines, I feel Peterbilt of New York City will be reducing their turnover and retaining the best employees in the business.