



## HOMEWORK ACTION PLAN

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

Name <u>Kim Elswick</u>	Class #	<u>N380</u>
Dealership <u>Community Toyota</u>	Date	<u>11/3/2021</u>

Current Situation or Challenge to be Addressed:	Employee Turnover		
Current Performance Level (include specific measure):	Annual turnover rate is 42% annually		
Goal (what do you want to achieve?)	I want to reduce 42% by half and have Community Toyota turnover at 20% annually		
Goal Performance Level (include specific measure)	Measure monthly with HR dept the number of separations vs the employee count		
Goal Start Date:	1/1/2021	Goal End Date:	1/2/2023
First Check-in Date:	3/31/2022	Performance Objective:	35% separations vs employees
Second Check-in Date:	6/30/2022	Performance Objective:	30% separations vs employees
Third Check-in Date:	9/30/2022	Performance Objective:	25% separations vs employees
Fourth Check-in Date:	12/31/2022	Performance Objective:	20% separations vs employees
How does your goal align with the dealers' vision?	It is my dealer's vision to have less turnover as it cost the store thousands of dollars annually to train and retrain, plus loss of productivity during training process		
What are the potential benefits of achieving your goal?	Less turnover will drive up gross per employee. I believe this will also drive up CSI scores as longer tenure employees know and perform their job much more efficiently		
What are the potential consequences if you don't achieve your	Loss of growth in the store. Staying in the middle of the pack of dealers who never address the turnover in their stores. Gross per employee will		

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goal?	stay the same or possibly go down.
Why is the goal important to you?	Because I want the dealership to be more profitable and for employees to be happy and excited about their jobs.
Potential Obstacles	Unprepared for new hires. Managers not following process of new hires. New hires not completely understanding their job description. Training issues.
Potential Solutions	Sit in on new hire meetings, inspect what they are being shown and see to it that they have a full understanding of what is expected of them. A better job interviewing process.
<b>BOTTOM LINE!</b> Financial Impact of Achieving Your Goal (expressed in dollars)	Turnover typically cost 50% of annual salary paid to employee back to the dealer.

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
Community Toyota is a great place to work. Remember to emphasize that during the interview process. Do a better job in interview asking open ended questions to get the candidate to open up and talk. Ask about specific experience in the field your hiring for. Check additional references other	Be able to interview with confidence and excitement. The applicant should want to come to work here. Be able to describe the role requirements and write a clear job description. Think about the qualities your looking for. Be precise with interview time and set aside enough time to do	Department heads variable / fixed ops	Hire a better applicant. Insist the hiring manager has applicant sign off on role requirements and job description to make certain applicant is aware of and understands clearly the position responsibilities.	January 1st 2022, checked quarterly to ensure we are reducing employee turnover and heading to 20% or 1/2 of where we are today.

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than the ones listed.	a proper interview.			
Department head meets with employees quarterly and get their feedback. Give praise when deserved and counseling when needed.	Managers to be willing and ready with a specific plan and goal in mind before quarterly meeting.	Variable and fixed ops managers.	Written notes of meeting with dealership personnel to be kept in employee file and a copy turned into David.	January 1st 2021. Checked quarterly. No end date.
New hires should be teamed up for shadowing until comfortable with the CORRECT employee. New hires should be given specific goals to obtain and new hire training should be initiated. All new staff should also immediately receive the handbook the dealer provides that has available information on dealer policy.	Department managers should enroll new hires in all Manufacture's training available to them and oversee the shadow process.	Fixed/Variable Managers	Employees that understand their jobs and the do's and don'ts of the dealership.	January 1st 2022 checked quarterly
Dealer and/or General Manager should have open door policy and should be approachable and accessible to all employees at all	Just be available and accessible.	David Smith	The ability for any employee to openly talk to the General Manager without fear of retaliation.	Click or tap here to enter text.

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times. All employees must know of the open door policy.				
Exit interview by General Manager for all voluntary separations. Insist on Managers help with making that happen.	Just an open door policy and communication between department heads.	Department Managers and General Manager.	Save some employees loss over misunderstanding or unfair treatment or wage.	January 1st 2022 Ongoing...no end date.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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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.

General Manager should hold accountable and inspect what he expects. Look thru hiring process monthly, review applications, verify signatures on job descriptions etc. Keep your door open and talk to employees in all departments.

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

Written process is best, detailed and signed by managers so no confusion. Open floor to conversation in case they have something to add that may be better than initial plan. GET BUY IN. Explain why this is so important.

Sponsor Signature: \_\_\_\_\_