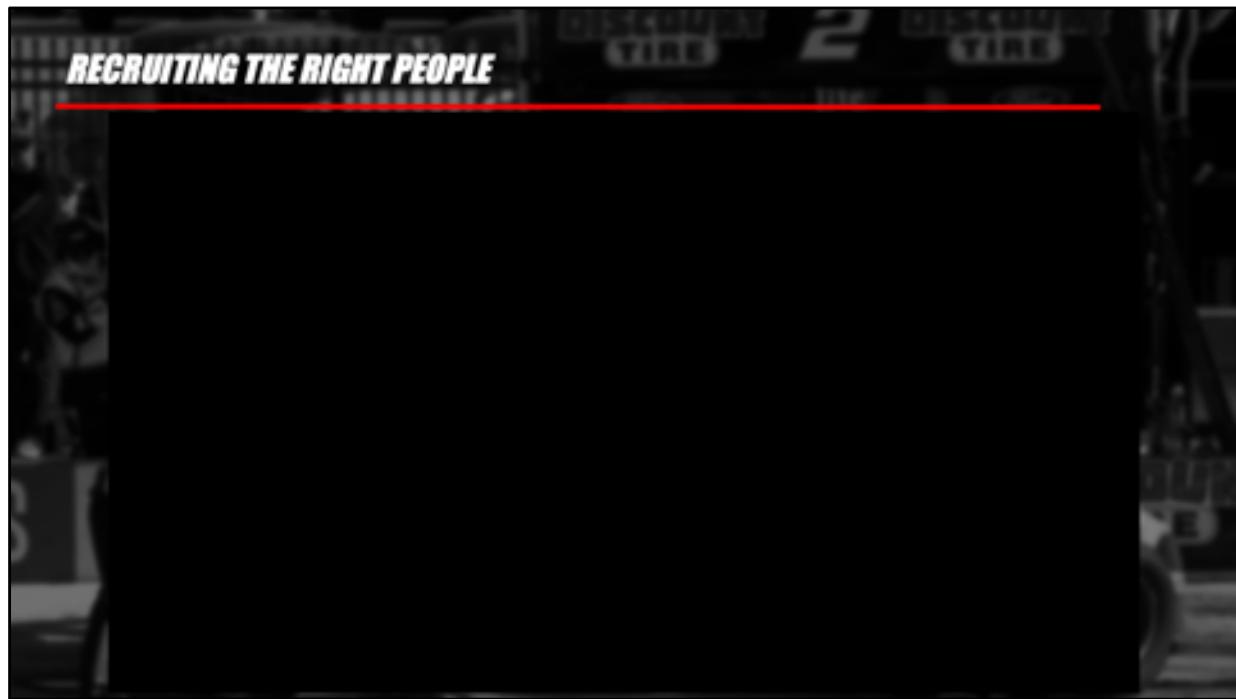




- Recruiting the Right People
- Developing from Within
- Building for the Future
- Staffing & Recruiting
- Managing Employee Development
- The Right Number of Qualified People Scheduled
- Disciplined Actions

Notes



Notes

BUILDING WITHIN OPPOSED TO THE FREE AGENT MARKET

- Using a small sample size of the 2018 playoff class:
 - 5 of the 6 teams who have spent the least in the 2019 free agency period were clubs that made the playoffs.
 - 10 of the 12 playoff squads are in the bottom 14 of spending.

**DEVELOPING TALENT AND BENCH DEPTH, AND RETAINING THE
RIGHT PEOPLE IS A STRATEGY FOR WINNING.**

Notes

HISTORY OF THE DEVELOPMENTAL PROGRAM



R2 Car		
Name	Position	History
Hunter Masling	Front Changer	Developed @Penrite
Jeremy Ogles	Carrier	Developed @Penrite
Braison Brannon	Jackman	Developed @Penrite
Jake Seminara	Rear Changer	Free Agent
Nick Hensley	Gasman	Developed @Penrite

#22 Car		
Name	Position	History
Thomas Hatcher	Front Changer	Free Agent
Dylan Dowell	Carrier	Developed @Penrite
Nathan Ricketts	Jackman	Developed @Penrite
Zach Price	Rear Changer	Free Agent
Chris Conklin	Gasman	Developed @Penrite

#32 Car		
Name	Position	History
Ryan Flores	Front Changer	Free Agent
Wade Moore	Carrier	Developed @ Penske
Graham Stoddard	Jackman	Free Agent
Greg Donlin	Rear Changer	Free Agent
Andrew Luckey	Gasman	Developed @ Penske

- Our pit crews are made up of 60% Penske developed crewman
- We only lost (2) crewman in the last 5 years to the free agent market
- 11 of the 15 (73%) of our crewmen have been at Team Penske for over 5 years
- Since the inception of the developmental program ('03) we have had over 35 recruits make it to our top 3 series

Notes



ALWAYS BUILDING FOR THE FUTURE

- Out of our 3 in house Cup cars we have a total of 15 crewman. All are 18 months or longer out on their contracts.
- We have developmental crewmen in house that are developing now for 2-5 years down the road.

No matter how deep in depth we are, we are never done recruiting and if we find the right fit then we trim out the weak link and add the better guy.



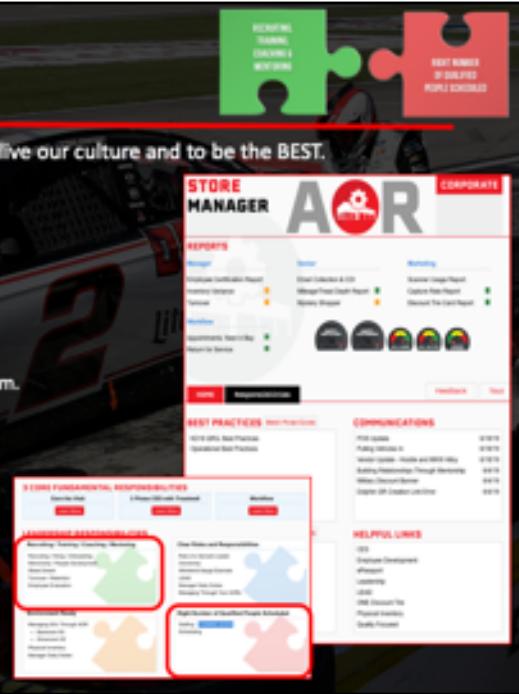
Notes

DISCIPLINED ACTION THROUGH AOR

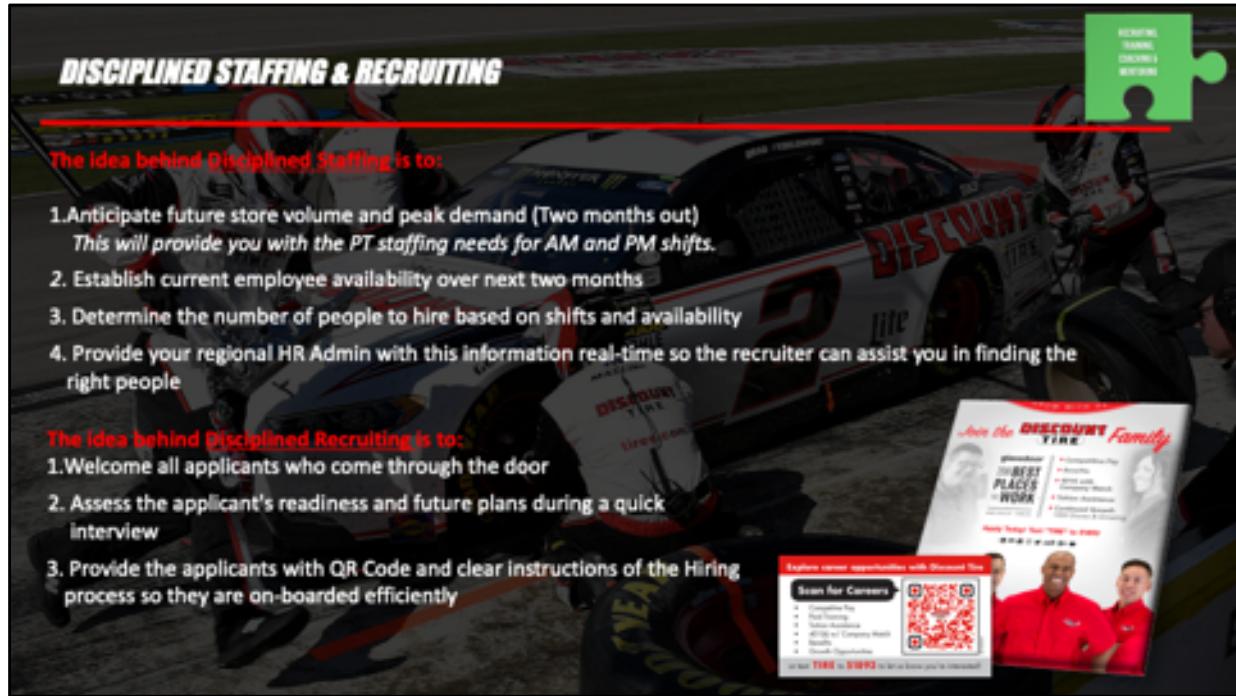
Hire people who share our values and mentor, train and coach them to live our culture and to be the BEST.

- **Staffing** - As a leader you are expected to look down the road and anticipate changes in your business and talent.
 - How many people do you need now?
 - How many people will you need in two months?
 - What type of experience are we looking for?
 - What is their availability?
- **Recruiting** - Always stay active in your Recruiting and always upgrade your team.
 - Interview each candidate to assess their fit.
 - Do they share our values?
 - Are they ready to work? (Career minded)
- **Hiring** - Upgrade your standards and hire future leaders of Discount Tire.
 - Do not settle for just anyone.
 - Hire free agents to become Assistant Managers.

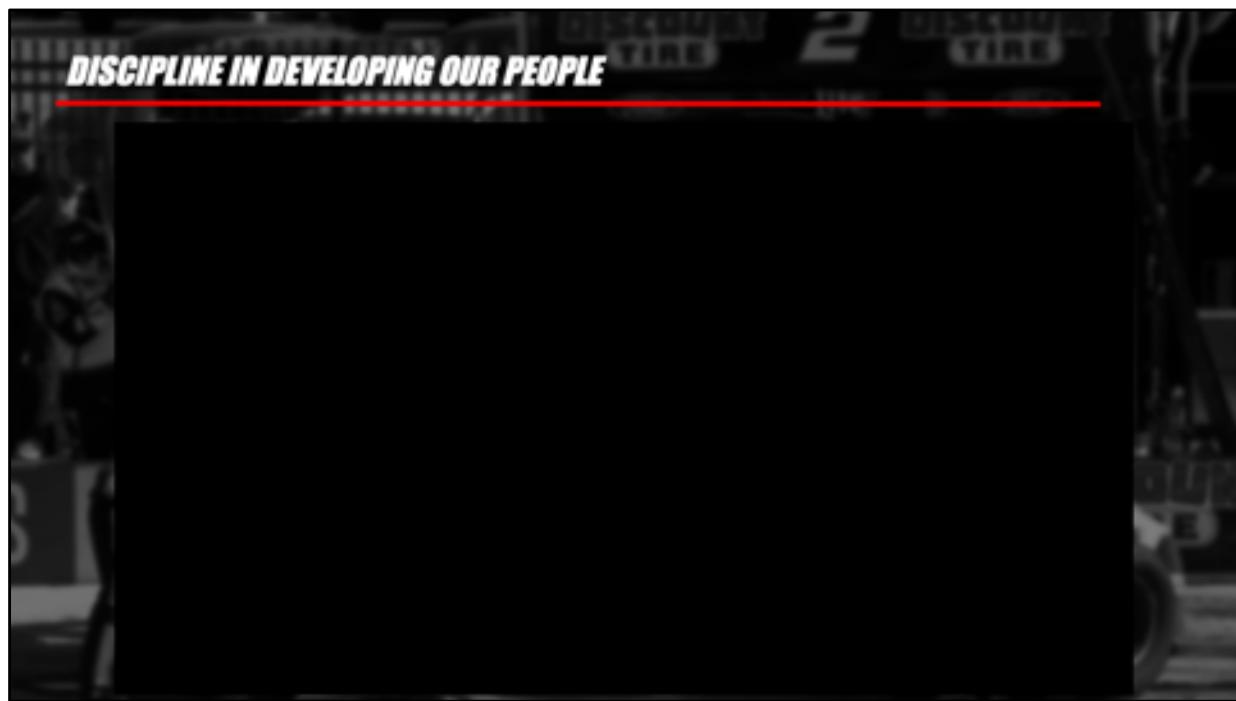
DON'T BE AFRAID TO GO OUTSIDE OF THE SYSTEM TO HIRE TALENT.



Notes



Notes



Notes

MANAGING EMPLOYEE DEVELOPMENT



- Assign Mentorship – Using the Mentorship Bracket
 - Ensure the Mentor understands their role and expectations
 - Ensure the Mentor is current in all courses and Best Practices
- Plan for Training & Coaching - Using the Development Action Plan board.
 - Develop a plan to allow time for coaching and mentoring.
- Track & Celebrate Development - Using the LMS.
 - Review progress with the Mentor and Mentee.
 - Celebrate milestones and achievements.



Notes

THE RIGHT NUMBER OF PEOPLE QUALIFIED TO SCHEDULE

The idea behind scheduling is to match our workforce to the needs of Our Customers.

- ✓ The store should be scheduling to meet customer demand.
- ✓ If the store is consistently under scheduling, it could be one of three things:
 1. There are not enough people
 2. There is not enough bench depth
 3. People are not available when our customers need them

Store	Forecasted Workflow Hours (Cell Q5)	Forecasted Inventory Hours (Q9)	Target Hours (WF + 70)	Schedule to Target Hours (Q11)	Schedule to Target (Sched / Target)	Punched Hours	Punch to Target (Sched / Target)	Forecasted Total Customer Demand (Q10)	Actual Demand	Demand Capture Actual / Fct't
AZP 22	860.5	6	930.5	937.0	100.7%	973.2	104.6%	812.2	815.0	100%

IF YOU HAVE 10 CUSTOMERS PER HOUR COMING IN, YOU NEED ENOUGH PEOPLE TO SAFELY SERVICE 10 VEHICLES AN HOUR. PERIOD

Notes

Notes

DISCIPLINED ACTIONS



PROACTIVE STAFFING

- Always be assessing your current and future needs.

UPGRADE TEAM

- Always look to upgrade your team.

MENTORSHIP

- Always be managing the Development of your people through the Mentorship Program.

COACHES

- Always work through your Assistant Managers as Coaches.

SCHEDULING

- Always be building bench depth to provide flexibility in Scheduling.



Notes