

Project Imagine Manager Expectations - Houston

Intent: Discount Tire is committed to creating a full-time, centric model that emphasizes Our Culture, expects that we Care for, Cultivate, and Retain Our People, and addresses retail headwinds that hinder our ability to stabilize our workforce. The information below clearly outlines the Store Manager expectations, regarding recruiting, staffing, training, scheduling, and terminations required to make this a success.

Recruiting

Expectation: The Store Manager is responsible for interviewing all candidates on the schedule and performing the action on the disposition in iCIMS within 24 hours of the scheduled interview date.

- The Store Manager must be available to interview candidates every day except Thursdays. If out of the store or unable to interview, please contact your recruiter.
- The Store Manager must use the fast-track option in iCIMS to track if an applicant walked in, applied in-store, and did not go through the recruiting process, regardless of whether they were hired or not.
- The Store Manager is responsible for advancing the candidate to Accurate if hired. If the candidate is not hired, then enter the reason why in iCIMS, and the recruiter will contact the Store Manager for feedback.
- The Store Manager is expected to participate in recruiting events, depending on hiring needs.
- Stores must only recruit for and schedule interviews with a Recruiting Target of 1 or 2.
- Recruiting activity may resume once a hire is sustained for two weeks, and the Recruiting Target is 1 or 2.

Status:

- **Red:** The number of Interviews Actioned does not equal the Interviews Scheduled for the previous week.
- **Yellow:** There are no recruiting efforts.
- **Green:** Fully staffed or the number of Interviews Scheduled equals the number of Interviews Actioned for the previous week.

Data: Interviews Scheduled and Interviews Actioned are updated every Monday from the previous week.

Staffing

Expectation: Hire to fulfill the Headcount Target.

- Store Managers must hire toward the full-time Headcount Target but not exceed that target.
- The standard number of hires is two or less at a time and is sustained for at least two weeks before another new hire is onboarded.

Calculation: The Headcount Target is defined by the region as of March 27, 2023 and includes Assistant Manager and Service Professionals and excludes the Store Manager.

Status:

- **Red:** Not fully staffed.
- **Yellow:** Fully staffed or over staffed.
- **Green:** Fully staffed for a minimum of 3 weeks.

Data: The Current Headcount is updated every Monday.

Training

Expectation: Establish mentor and mentee training daily and get appropriate repetitions to certify employees to the next level with Safety and Quality.

- Execute training completion target to the goal by employee level.
- The target for Service Professionals is Apprentice Tech to be schedulable for all roles in Crew Time.
- Hire and train at least two new hires at a time and sustain for two weeks before onboarding additional new hires.
- View the Future Dated Hire column to determine a future new hire start date.

Calculation: The highest level of completion for all active, full-time personnel as a Service Professional.

Status:

- **Red:** Not trained 100% in the Service Tech program.
- **Yellow:** Trained 100% in the Service Tech program.
- **Green:** Trained 100% in the Apprentice Tech program.

Data: Training completion is updated every Monday up to the Apprentice Tech program level.

Scheduling

Expectation:

Full-time Management

- 47-hour minimum work week; the targeted goal is 45 hours (can flex up to 50 hours during busy seasons)
- 5-day work week.
- Up to 10-hour shift length if not exclusive to service bays.

Service Professional

- 35-hour minimum work week (can flex up to 40 hours during busy seasons)
- 5-day work week.
- Must be able to work shifts required by the store's business needs
- 7-8 hours shift length max due to fatigue and increased risk of injury.

Committed Part-time

- 25-35 committed hours per week.
- Minimum of a one-year commitment.
- Flexible work week to fill hours of the demand-by-day part.

Calculation: The hours logged in Kronos and paid for the previous week.

Status:

- **Red:** Hours are below the 47, 35, and 25 hours min; then review each to understand why time is below the min if others may be over the max.
- **Yellow:** Hours are over the 49, 40, and 35 hours max; then review each to understand why time is over the max if others are below the min.

Data: The hours are updated every Thursday from the previous week.

Terminations

Expectation: Retain and maintain employees.

Calculation: The Headcount, effective March 27, 2023, is the Headcount Actual Mix and multiplied by the Turnover Goal % for the Maximum Attrition. The Actual Terminations are accumulated for the previous week, starting March 27, 2023.

Turnover Goal %:

- **25%:** Full-Time Management (does not include Store Manager)
- **40%:** Service Professional
- **80%:** Part-time

Status:

- **Red:** The Actual Terminations are over the Max Attrition.
- **Yellow:** The Actual Terminations are the same as Max Attrition.
- **Green:** The Actual Terminations are under the Max Attrition.

Data: Terminations are recorded every week on Monday for the previous week.