

## Project Imagine Manager Expectations

**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 required to make this project a success.

### Recruiting

**Expectation:** The Store Manager is responsible for interviewing all candidates on the schedule, and action on the disposition within 24 hours of the day interviewed in iCIMS.

- Store Managers must be available to interview candidates every day except Thursdays. If out of the store or unable to interview, please reach out to your recruiter.
- Store Managers 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 if they were hired or not.
- 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.
- Store Manager is expected to participate in recruiting events, depending on hiring needs.

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 full-time roster headcount.

**Calculation:** The Headcount Target is based on the program requirements outlined in the full-time model within the Store Manager Orientation. Headcount Target is consistent for 3 months starting August 16, 2022.

- The full-time Headcount Target less the FT Management Headcount Target is four. This is excluding the Store Manager and only includes the Assistant Managers. The net result is the Headcount Target for Service Professionals.
- If there's a surplus in FT Management Headcount Gap, this will reduce the Service Professional Headcount Target. If there's a surplus in Service Professional, this does not reduce the FT Management Headcount Target.

Status:

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

**Data:** The Current Headcount is updated every Monday.

### Training

**Expectation:** Accountable for providing and maintaining a Culture of Learning within their stores by supporting the responsible team members for Sales and Service Training Programs. This includes working with the teams to ensure the scheduling of Trainers and Trainees support their efforts. Additionally, ensures employees follow the development plans as written, are on time, achieve the expected skillsets, and celebrate employee achievements within the store.

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

Status:

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

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

## Scheduling

**Expectation:**

Full-time Management

- 47 hours min and 49 hours max (most weeks can flex during the busy seasons).
- 2 days off per week, includes Sunday and one other working day.
- Up to 10-hour shift length if not exclusive to service bays.

Service Professional

- 35 hours min and 40 hours max, with a goal of 35 hours most weeks (OT during the busy season only).
- 2 days off per week, includes Sunday and one other working day.
- 7-8 hours shift length max due to fatigue and increase in the risk of injury.

**Calculation:** The actual punched hours recorded in Kronos for the previous week.

Status:

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

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

## Terminations

**Expectation:** Retain and maintain employees.

**Calculation:** The Headcount effective August 29, 2022, is the Headcount Actual Mix, is multiplied by the Turnover Goal % for the Maximum Attrition. The Actual Terminations are accumulated for the previous week, starting September 5, 2022.

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.