



# Workforce Planning and Selection

The First Step Towards a Sustainable Workforce

February 9, 2023

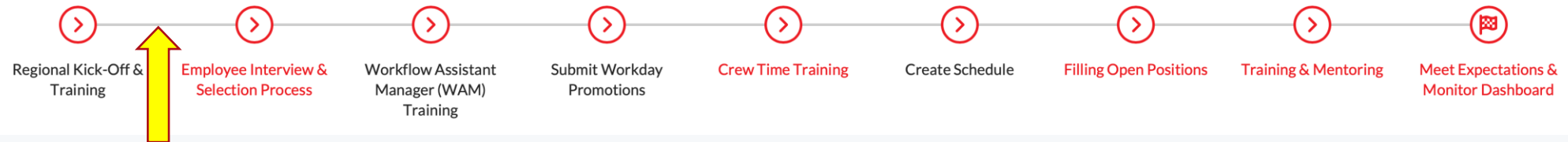
**SUCCESS:  
IT'S NOT A SPRINT,  
IT'S A MARATHON.**

**BE PATIENT,  
COMMUNICATE YOUR DIRECTION,  
AND GRIND HARD.**

**EVERY SINGLE DAY.**

# WHERE WE ARE

## Process Overview



## New Survey Answers

Are you interested and available to work 5 days a week in a 35 hour Service Professional role? This 35 hour role includes access to benefits including medical, dental, and vision, to name a few. \*

- ☐ Yes, I'm interested and if accepted, could start the new role this month.
- ☐ Yes, I'm interested and if accepted, could start the new role in the next 1 to 3 months.
- ☐ Yes, I'm interested and if accepted, could start the new role in the next 3 to 6 months.
- ☐ No, I'm not interested at this time.

**Selecting the Right Team!**

# VALUE OF WORKING AT DISCOUNT TIRE

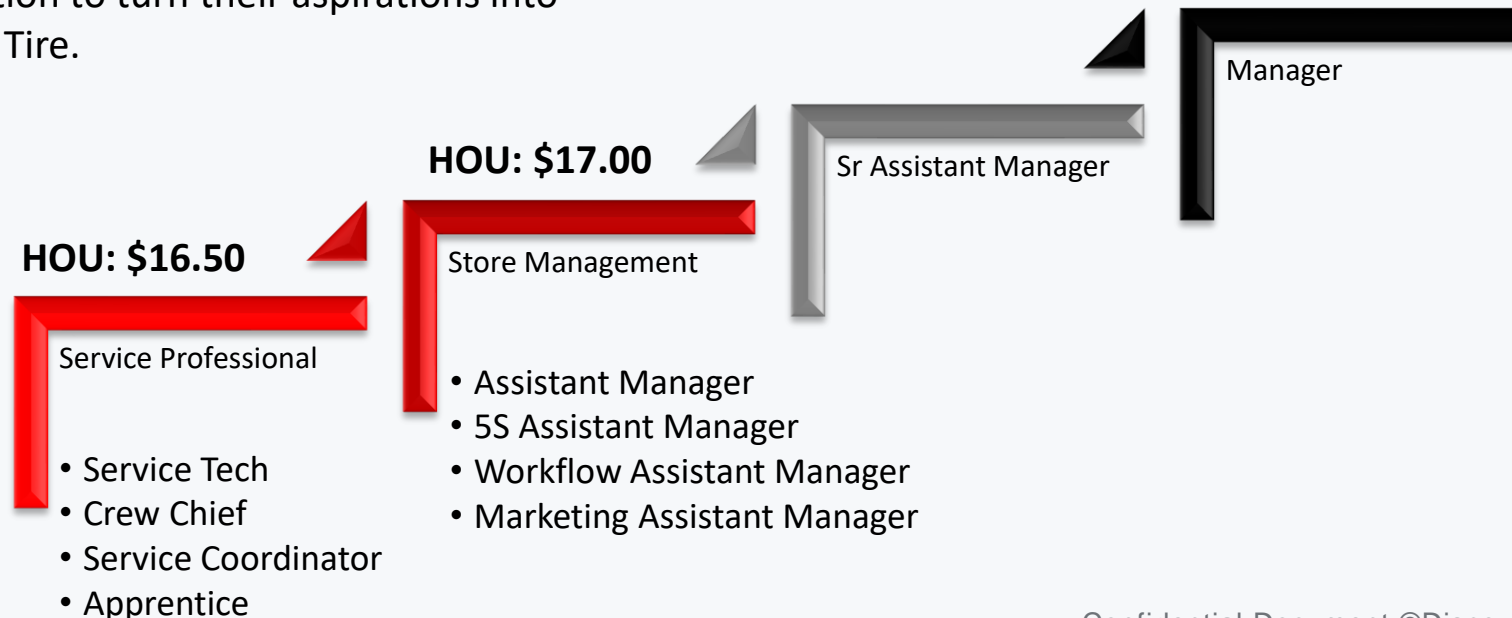
## Project Imagine:

Provides the opportunity to present more substantial career prospects to those considering a future with Discount Tire.

By selecting the right people for full-time positions, we can hire individuals who embody common values and have the determination to turn their aspirations into realities at Discount Tire.

## Service Professional/FT Tire Service Technician Role:

Full-time position that offers at least 35+ hours per week plus benefits. The New Hires will be expected to follow the Career Path and have aspirations to grow with the company.





# YOUR TEAM IS CHANGING TO WIN THE GAME!



Service Professionals are Full-Time Employees

Service Professionals are not Management (Yet!)

Service Professionals are expected to be developed and execute Sales and Service functions

**Service Professionals are the Future Leaders!**

You are a Scout, and you are building a Winning Team!

# REGIONAL RECRUITER - HOW WE WORK TOGETHER

## Regional Recruiter – Introduction to AORs:

- Work with Store Managers to develop creative solutions to identify top talent to support staffing needs
- Provides Training and Mentorship to Store Managers and Regional Team regarding recruiting, **selection**, and hiring best practices
- Process Inspection, Feedback Gathering, and Continuous Process Improvement
- Clearly articulate the Discount Tire Mission, Vision, and Store Career Path
- Meet weekly with regional leadership to understand recruiting priorities and staffing requirements
- Initiates contact with appropriate resources to generate more applicants and increase brand awareness

To assist Daniel with understanding your conversion criteria, please coordinate your first two discussions with Service Techs interested in becoming Service Professionals with him so he can be there during the employee interview.

# SELECTING YOUR TEAM

To prepare for the interview with the Employee and provide you with insights, review the interested Employee List with your Store Leadership Team.

- Sr Assistant, Marketing Assistant, Workflow Assistant, 5S Assistant

Discuss:

- Does the Employee work well with the Team?
- Are they a Self Starter (needs little direction)?
- Does the Employee have a Positive Attitude?
- Is the Employee a Critical Thinker?
- How does the Employee Lead others?
- Does the Employee follow Best Practices?
- Does the Employee Inspire others?

Interview Questions for Part-Time Employees that wish to convert:

- **Confirm Survey Answers, 35 Hours, Day Part, Length of Commitment.**
- What is your Dream? How can Discount Tire help you achieve your Dream?
- What do you enjoy most about your current role?
- In your current role, if there was one thing you would change, what would that be?
- How have you overcome a challenge or failure in your life?
- What keeps you motivated?
- What appeals to you most about the new Full-Time role?
- Describe an experience when you observed a teammate or friend struggling. How did you respond?



# TOOLS AT YOUR FINGERTIPS!

### Best Practices

New

Updated

Bayside Workflow OBP

01/18

Inventory Storage - 5S Best Practices

12/19

OEM Replacement Lugs OBP

01/04

Replacing Lug Nuts

01/04

Service Area Workflow OBP

01/18

Best Practices

### Store Pilots

19.5 Tires

Air Check Specialist

Appointments POS Updates

ASAP Tire Rack Pilot

ATV/UTV Beadlock Wheels

Incident Investigation

Project Imagine

Queueing POS QRG

Scanning Product Out

Tire Hotel

Tire Rack: Preferred Installer Program

Vehicle Alignments

Store Pilot Tracker

### This Week's Promotions

DT/AT

Manufacturer

Instant

STORE

for Senior As

IM

Search Communicat

Manager

N-2

For Stat

Manager

PROJECT IMAGINE

Feedback

Employee Benefits Offerings

FAQs - Manager

FAQs - Employee

Opportunities Poster

Transition Process Guide

View employee interest, enter decisions, and track approvals. Any employee who has submitted a survey response for your store will appear in the table below.

Service Professional Interest Survey

Interviewing QRG

Service Professional Conversion Overview - TXH AVPs

Jason Bruner

>

Ryan Loban

>

Scott Richardson

>

Eric Hagerman

>

Bruce McElroy

>

Joseph Perry

>

Crew Time Training & Scheduling

Follow these guidelines when scheduling employees.

For these employees	Schedule at least
Full-time Management (Manager, Senior, Asst Mgrs)	47 hours each week
Full-time Service Professionals	35 hours each week
Part-time Employees	No minimum requirement

In order to meet the minimum scheduling requirements for your full-time employees:

• Unassigned to Role may be present on your schedule.

• There will be weeks throughout the year where the 100-102% Demand Coverage Best Practice will not be the expected outcome.

Scheduling QRG

Filling Open Positions

iCIMS Hiring Tool Guide

Interviewing Guide - Manager

Interviewing Guide - Recruiting

Job Posting

Paid Time Off Policy (Stores)

Most information you need can be found on the Knowledge Center or the Manager Dashboard (Coming Soon).

If you have a question, please use the Feedback button; your request will be seen by many, and you will receive a response quickly.

DISCOUNT  
TIRE

# Workforce Planning

# WORKFORCE PLANNING – **AS A PRACTICE**

Predicting the Employee Needs of our Stores

## ***What Is Workforce Planning (WFP)?***

- Information to help you plan and manage your workforce and future employee, training, and business needs.
- Requires the organization to analyze, forecast, and plan out future staffing needs while determining whether existing employees or new talent can fill those needs.

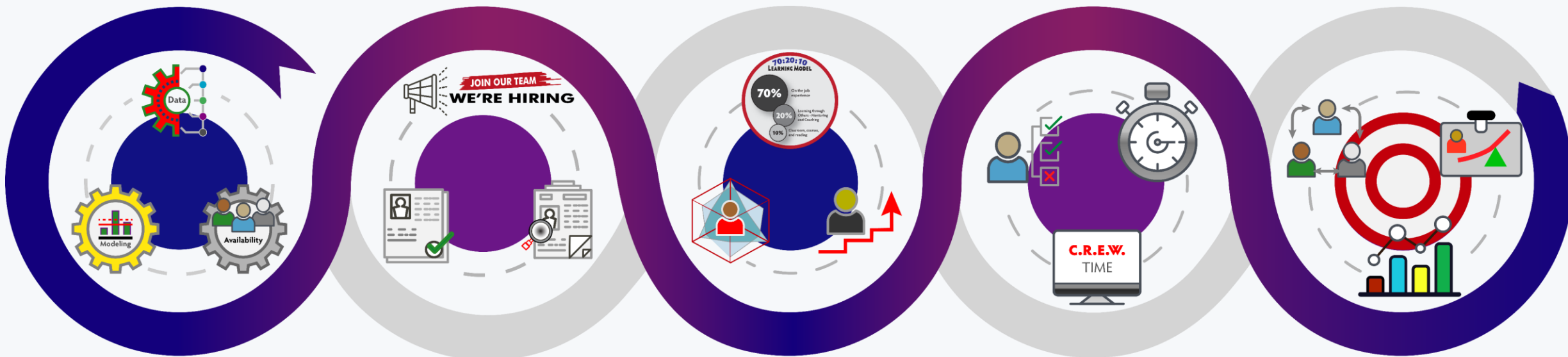
## ***How Does WFP Help Me?***

- What Day Part do I need?
- Who needs training?
- How can I improve Demand Coverage?
- Where do I place my people for better execution?

## ***What is the Value?***

- Right People, in the Right Role, at the Right Time
- Engaged Employees
- Minimized Disruption
- Improved Productivity
- Reduction in Workforce Cost
- Stabilizes the Workforce

# SETTING UP THE **WIN** AND **SUSTAINING** A HEALTHY WORKFORCE



## WORKFORCE PLANNING

OUTPUT: RIGHT NUMBER OF  
PEOPLE

## RECRUITING & SELECTION

OUTPUT: RIGHT PEOPLE FOR THE  
RIGHT TIME

## PEOPLE DEVELOPMENT

OUTPUT: RIGHT ROLE

## WORKFORCE MANAGEMENT

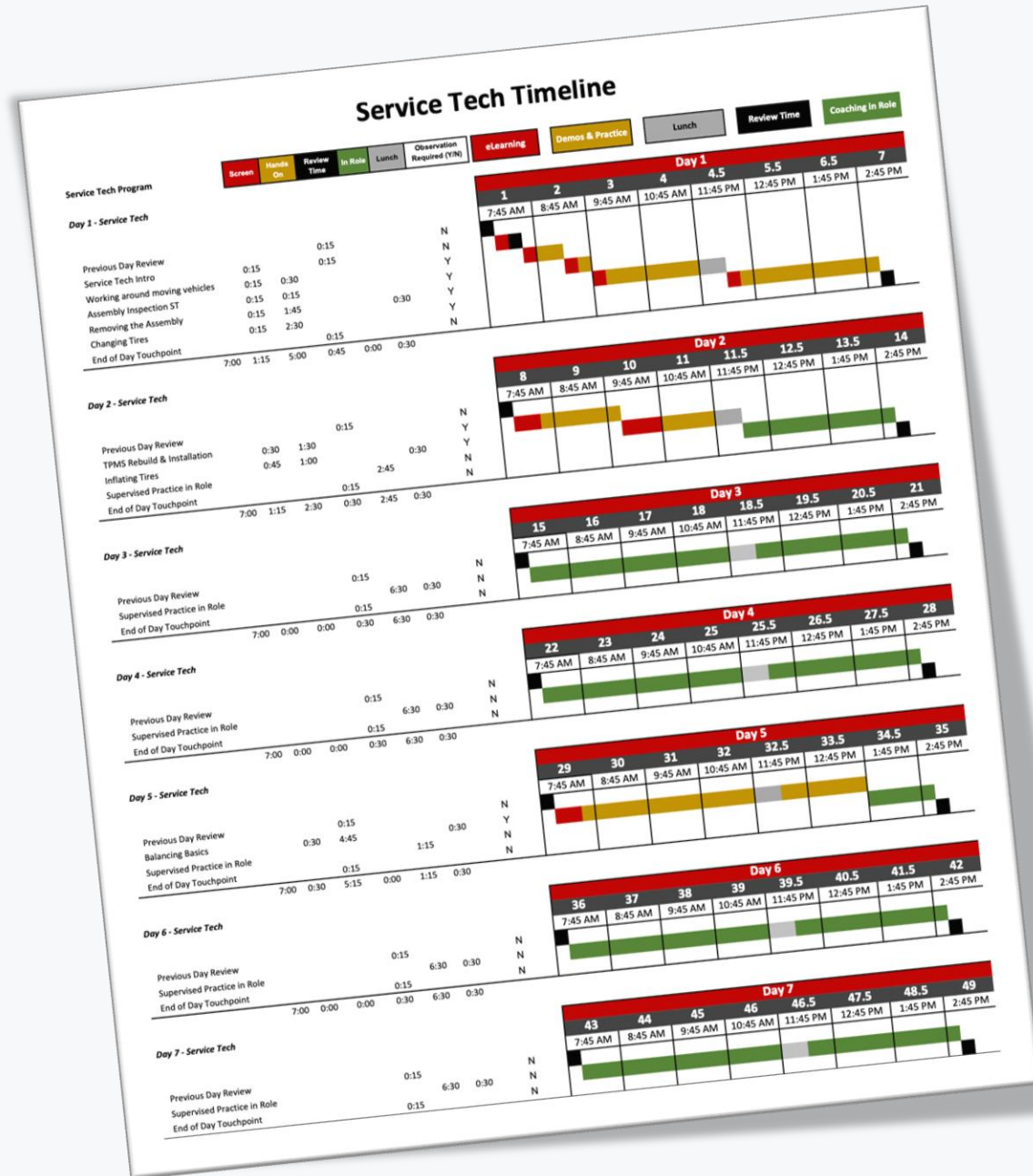
OUTPUT: RIGHT PLACE, RIGHT  
PEOPLE, RIGHT TIME

## EXECUTION & SUSTAINMENT

OUTPUT: HEALTHY WORKFORCE  
Cared For and Cultivated Team

***We Do This Together!!***

# EMPLOYEE DEVELOPMENT



7 hrs

- New Hire
- 1 Day

126 hrs

- Service Tech Training
- 3.5 weeks

70 hrs

- Time in Role – Gaining Experience
- 2 weeks

70 hrs

- Crew Chief Training
- 2 weeks

70 hrs

- Time in Role – Gaining Experience
- 2 weeks

70 hrs

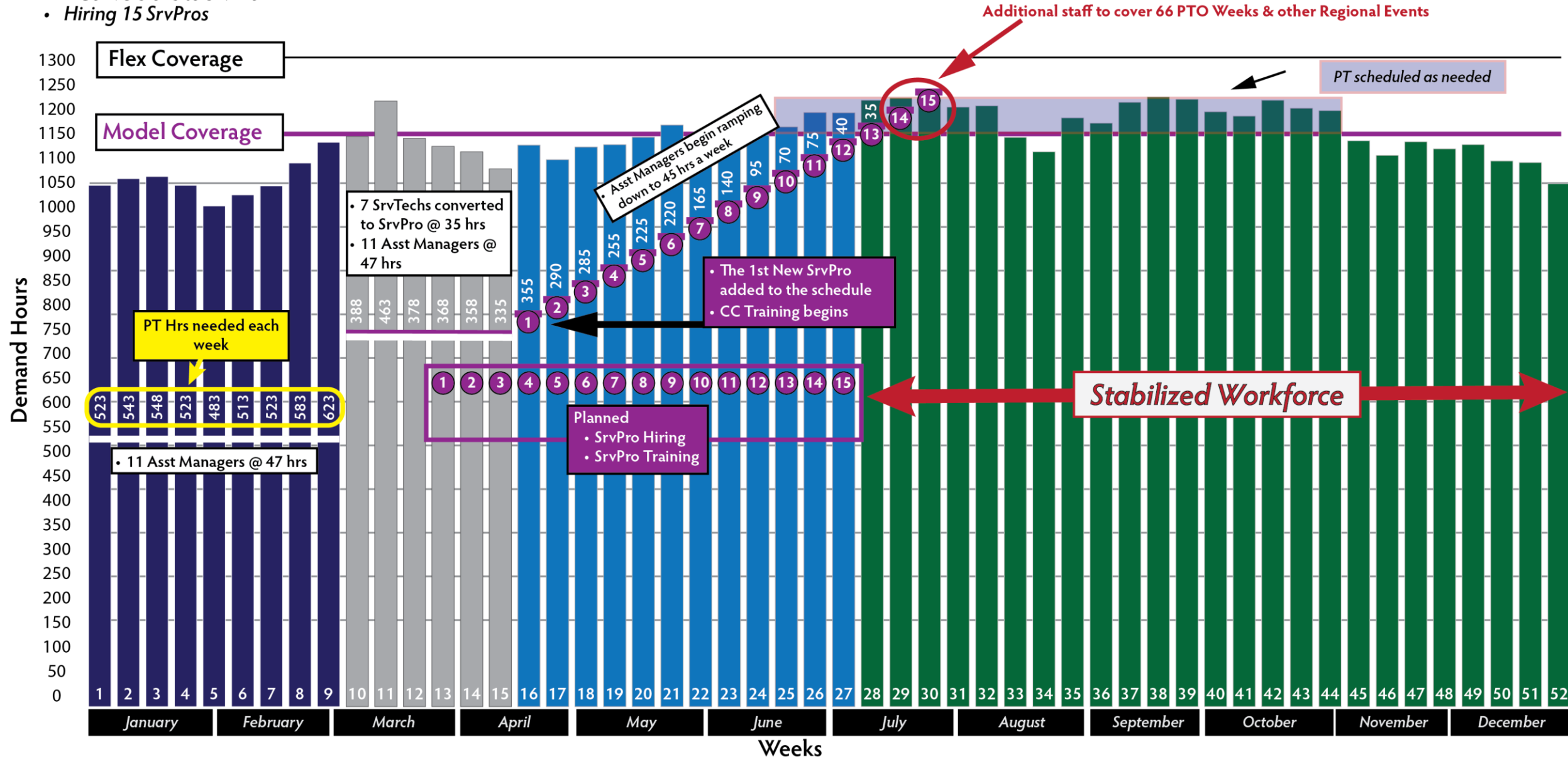
- Service Coordinator Training
- 2 weeks

**Service Coord. Total 413 hrs – 12 Weeks**

# Sample Store:

- Model Target - 33 FT Employees
- Currently - 11 Assistant Managers
- 7 Conversions to SrvPro
- Hiring 15 SrvPros

## WORKFORCE PLANNING A Strategic Approach to a Stabilized Workforce

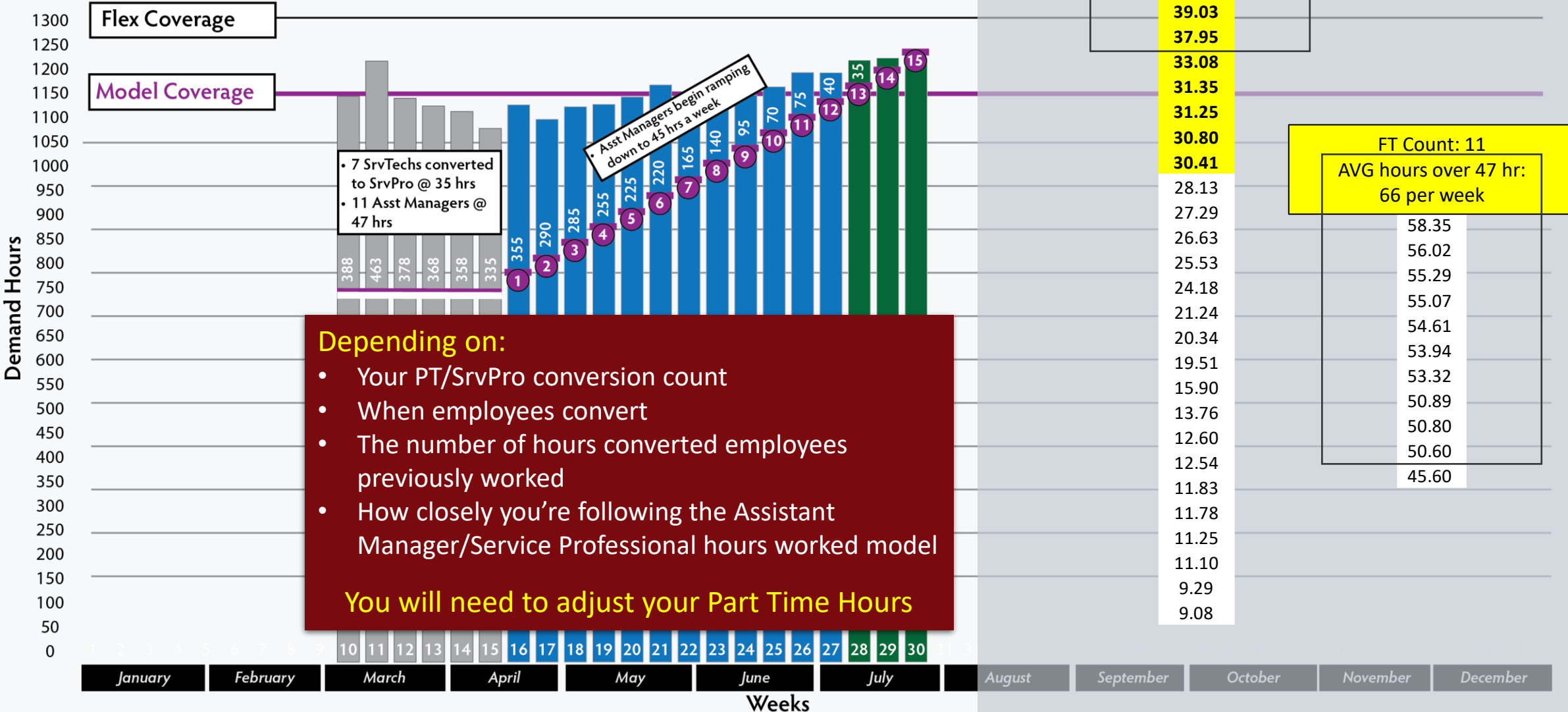




PART-TIME RAMP DOWN

- Sample Store:
- Model Target - 33 FT Employees
  - Currently - 11 Assistant Managers
  - 7 Conversions to SrvPro
  - Hiring 15 SrvPros

WORKFORCE PLANNING  
A Strategic Approach to a Stabilized Workforce



# Appendix

# HEADCOUNT TARGETS

## Full Time (Workday Roster Count 2/7/2023)

MGR	Store	FT Model	Current FT	FT Delta*
Phillip Pedraza	TXH005	16	5	11
Ryan Griffith	TXH034	24	8	16
Jayson Hayes	TXH046	28	8	20
Adrienne Williams	TXH052	22	7	15
Brian Loban	TXH056	39	11	28
Jason Cox	TXH060	32	9	23
William Galloway	TXH066	33	11	22
Stephen Flores	TXH067	25	8	17

\* FT Delta can be filled with Assistant Managers or Service Professionals at the Region's discretion.