



Workforce Planning and Selection

The First Step Towards a Sustainable Workforce

February 9, 2023

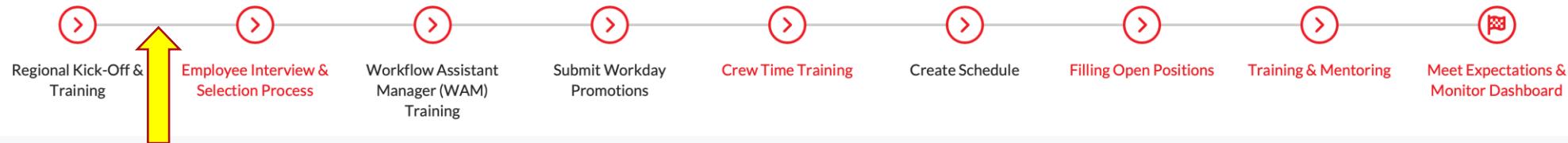
SUCCESS:
IT'S NOT A SPRINT,
IT'S A MARATHON.

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

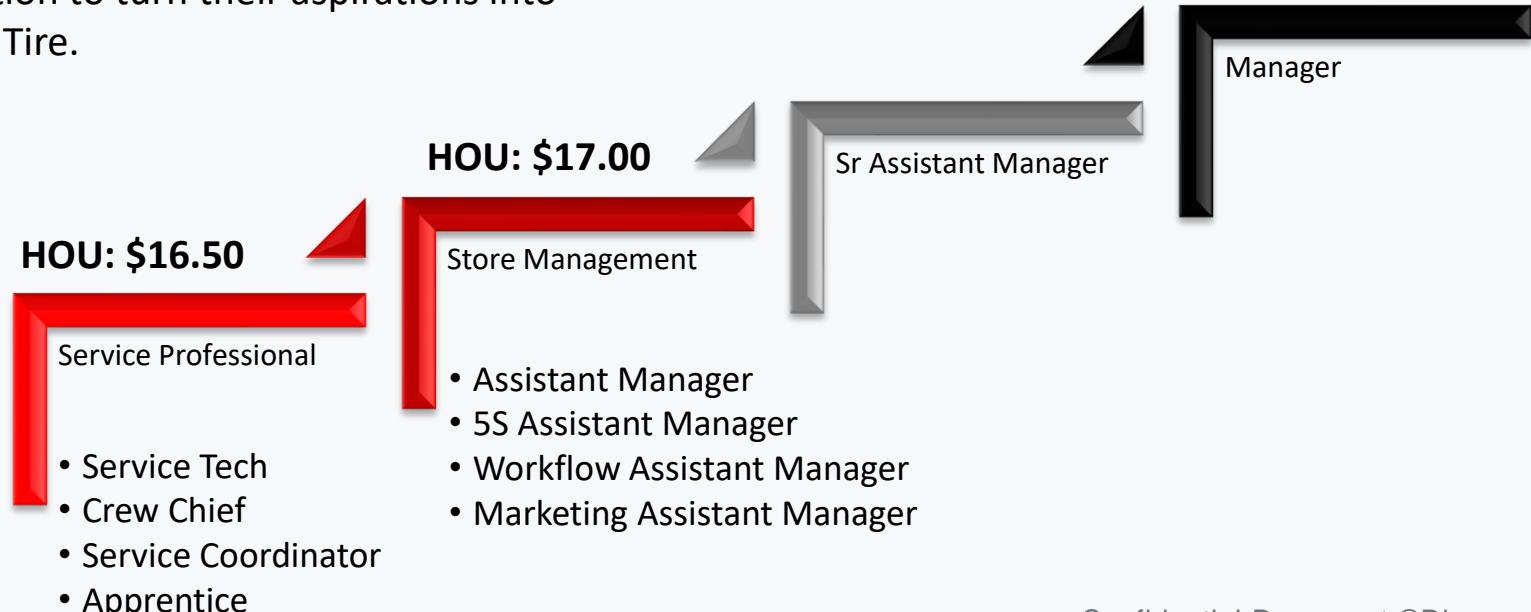
Project Imagine:

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

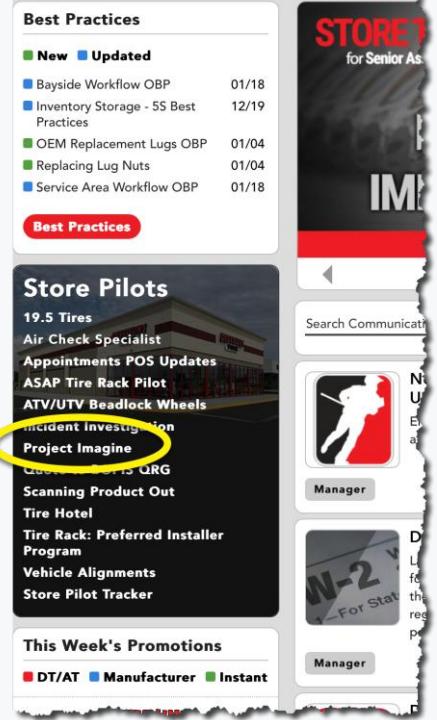
Discuss:

- 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!



A screenshot of the Knowledge Center. It features a 'PROJECT IMAGINE' header with a 'Feedback' button. Below are sections for 'Employee Benefits Offerings', 'Opportunities Poster', 'FAQs - Manager', 'Transition Process Guide', 'FAQs - Employee', and 'Service Professional Conversion Overview - TXH AVPs' (listing Jason Bruner, Ryan Loban, Scott Richardson, Eric Hagerman, Bruce McElroy, Joseph Perry). There's also a 'Crew Time Training & Scheduling' section with guidelines and a table for scheduling employees. At the bottom are links for 'iCIMS Hiring Tool Guide', 'Interviewing Guide - Manager', 'Interviewing Guide - Recruiting', 'Job Posting', and '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.

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.

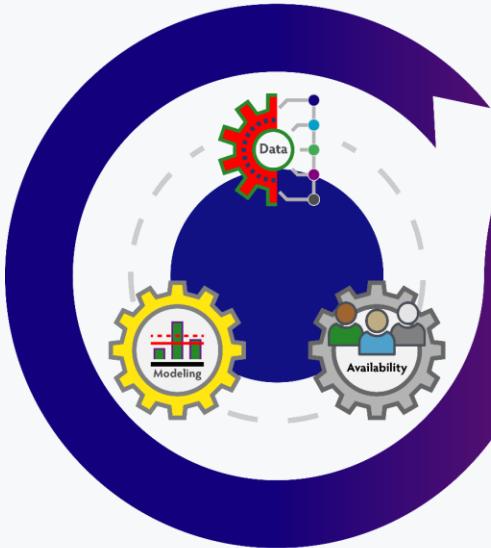
How Does WFP Help Me?

- 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



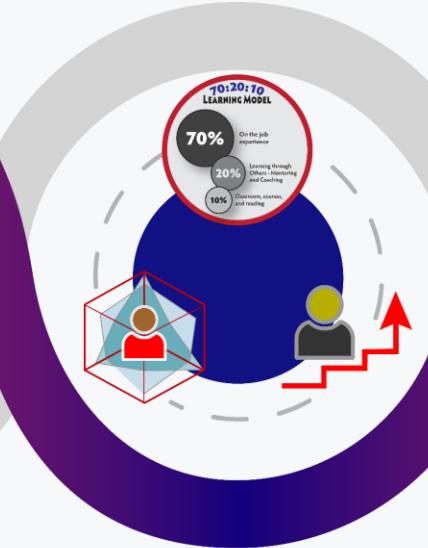
WORKFORCE PLANNING

OUTPUT: *RIGHT NUMBER OF PEOPLE*



RECRUITING & SELECTION

OUTPUT: *RIGHT PEOPLE FOR THE RIGHT TIME*



PEOPLE DEVELOPMENT

OUTPUT: *RIGHT ROLE*



WORKFORCE MANAGEMENT

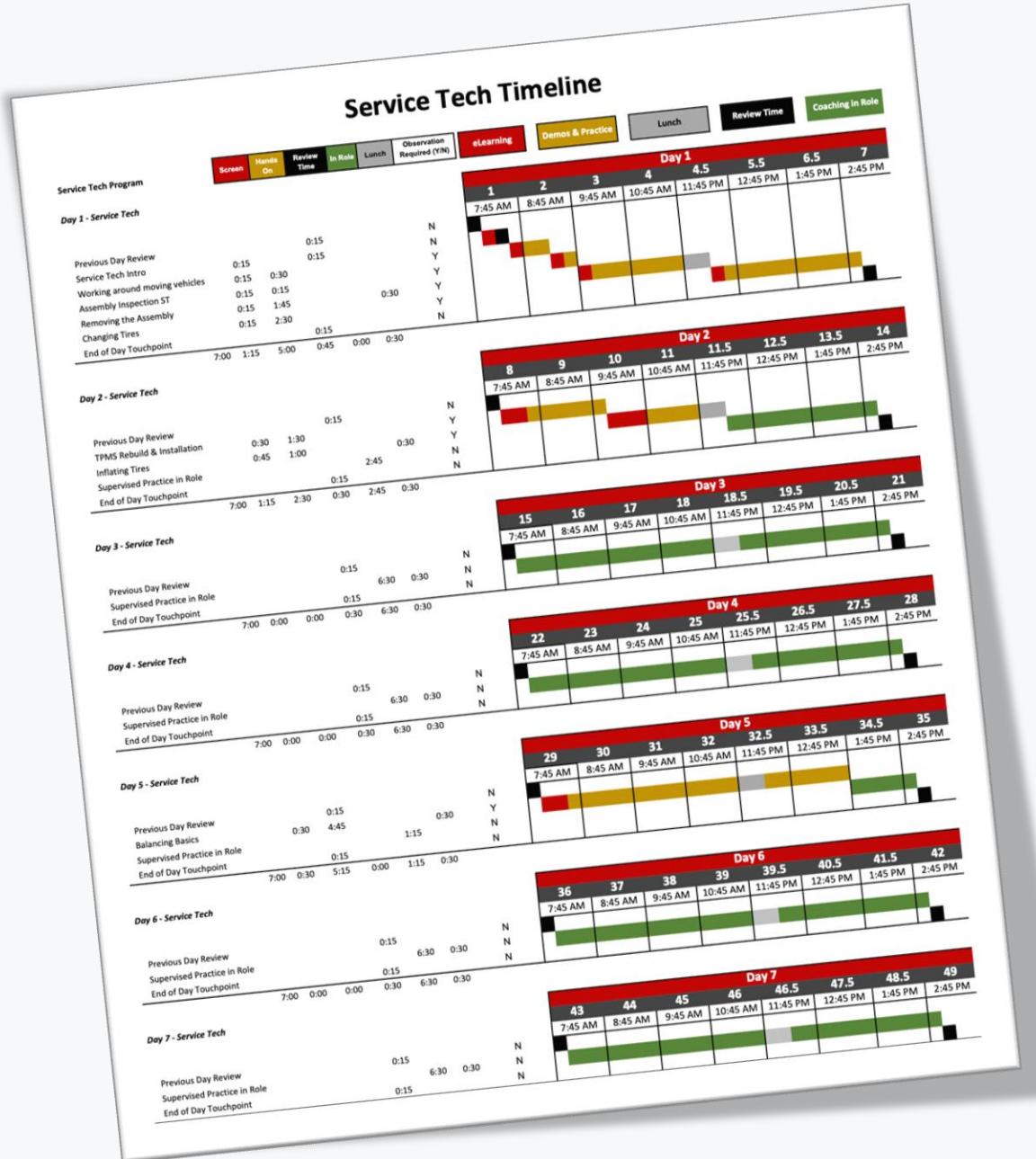
OUTPUT: *RIGHT PLACE, RIGHT PEOPLE, RIGHT TIME*



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

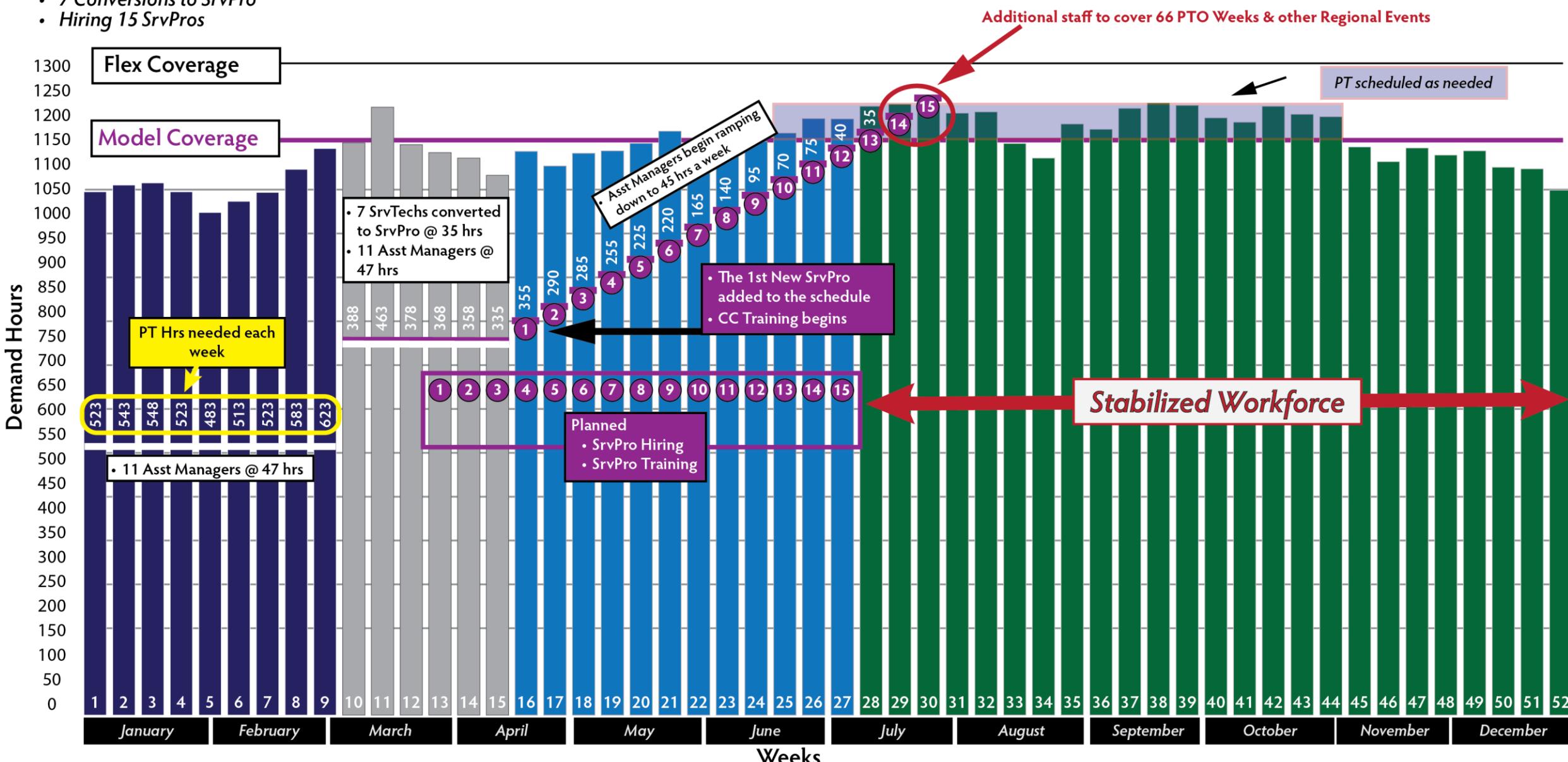
Sample Store:

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



WORKFORCE PLANNING

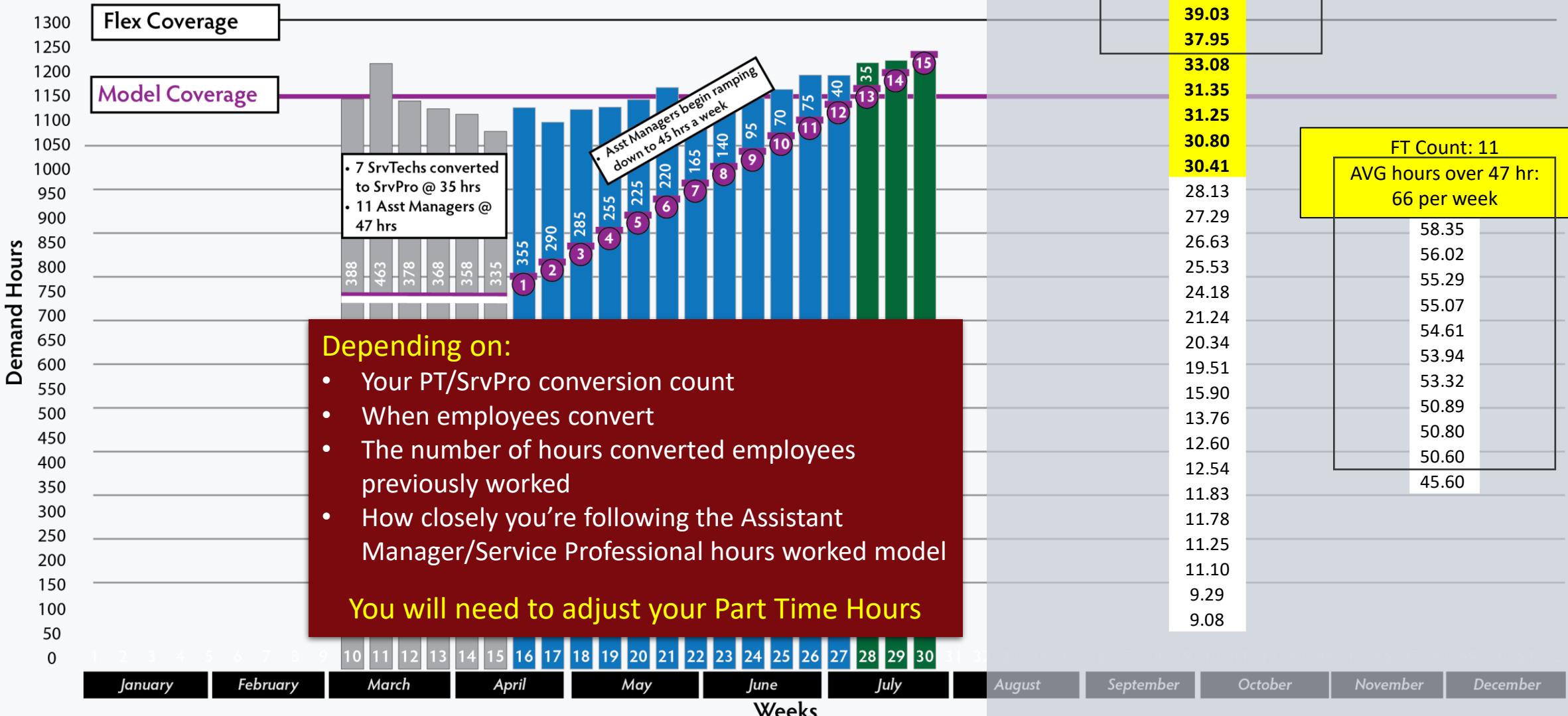
A Strategic Approach to a Stabilized Workforce



PART-TIME RAMP DOWN

Sample Store:

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



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
Adriianne 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.