



NATIONAL
AUTOMOBILE
DEALERS
ASSOCIATION

The Best Team Wins

Turn Hiring and Retention Into a
Source of Competitive Advantage

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#NADA100

The Big Opportunity



Source: Driving Sales

Where should dealerships be looking for competitive advantage and increased unit economics?

Today's Agenda

- The Talent Ecosystem
- The Super Elements
- Hiring Process
- Millennials – your new workforce
- Career Branding
- Onboarding

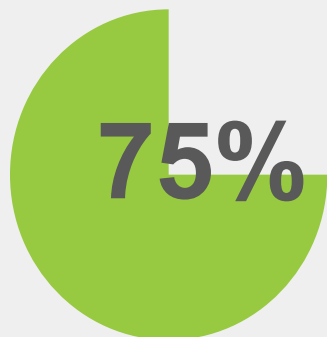
Mounting Challenges In Automotive Retailing

Growing Top-Tier Dealerships



The Problem

Most Managers Are *Really Bad* At Hiring



of dealers report
trouble with hiring

People are the **number one** cost for dealerships

Hiring the wrong
manager can put a
dealership behind

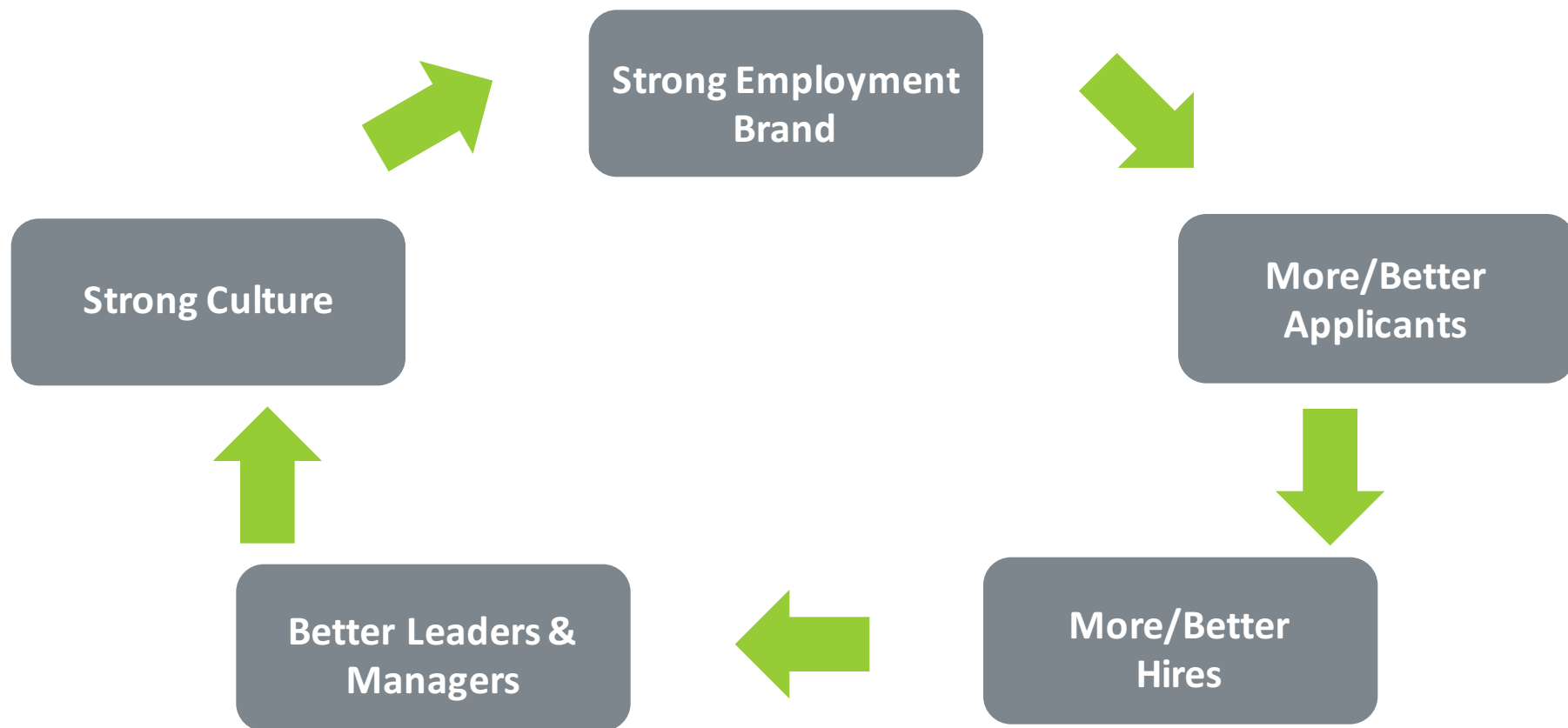


**six
months**

The cost of replacing a
bad hire is between

3 and 10x
compensation

Talent Ecosystem



What is the best predictor of job performance?

Integrity tests

Cognitive ability tests

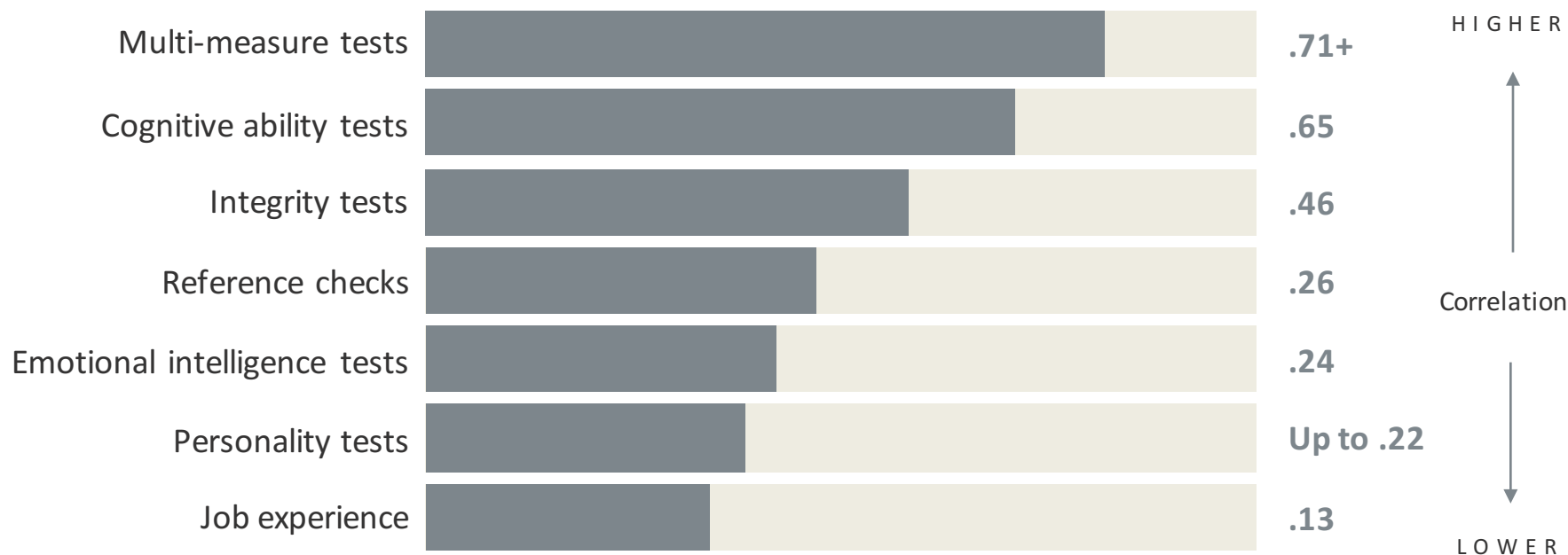
Reference checks

Emotional intelligence tests

Job experience

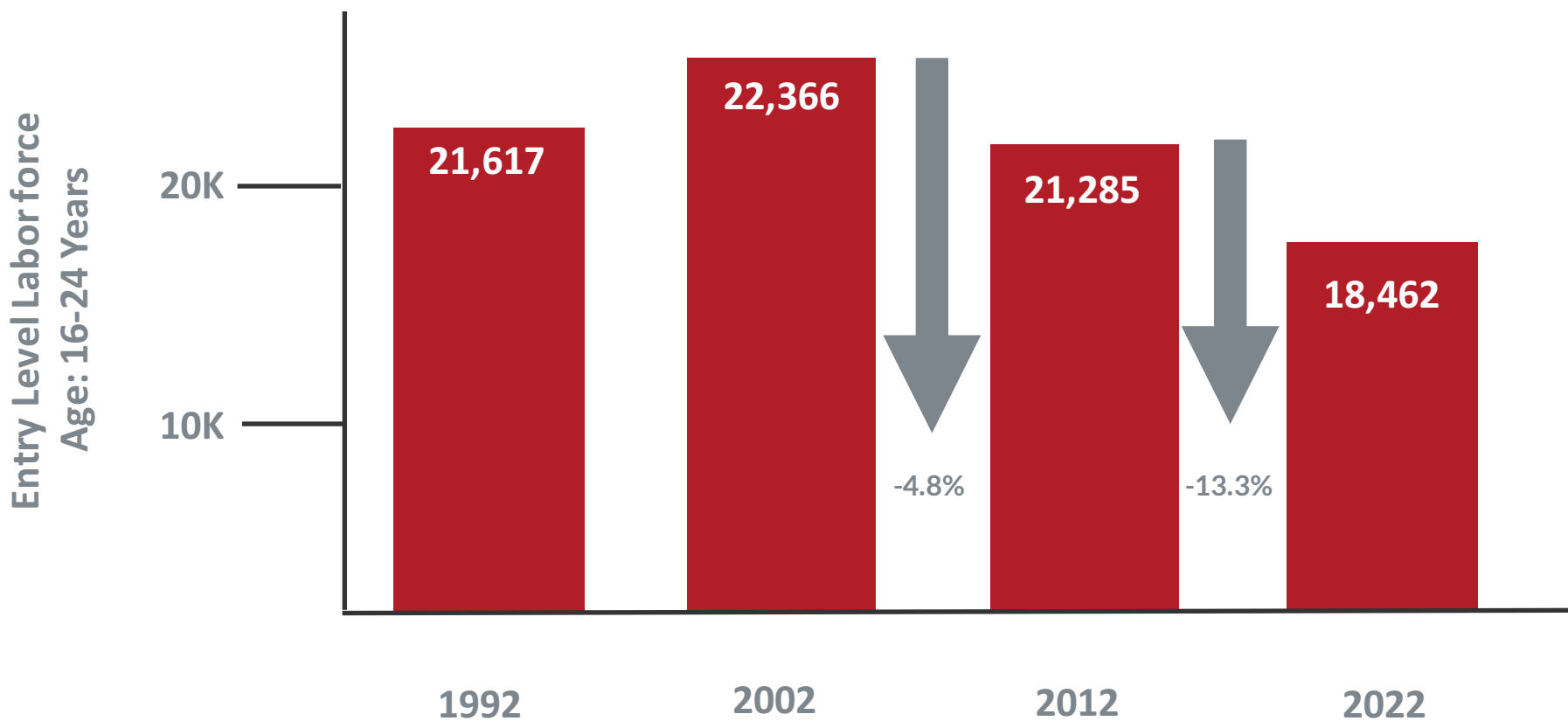
Personality tests

Measuring what matters



Size of Entry level U.S. Labor Force

(In Thousands)



Risk Assessment



Poor Hiring Results Are Expensive

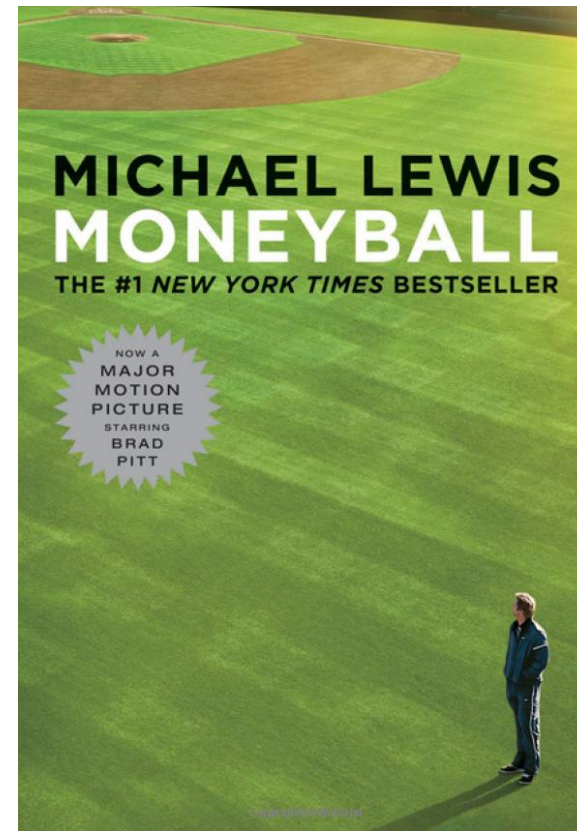
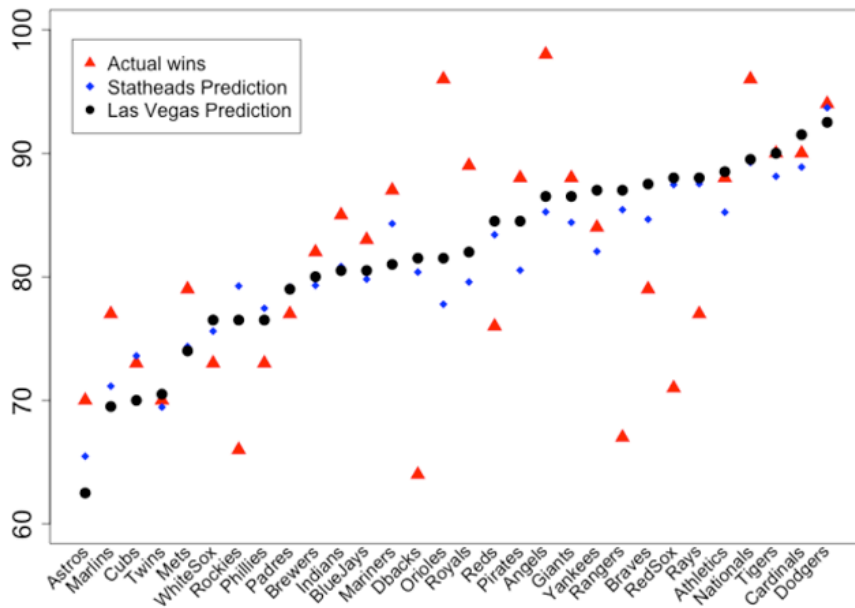
Dispelling a myth

Our research has shown that **50% of the factors** predicting a person's success or failure in a new role...

has absolutely nothing to do with their experience.

What matters?

Predicted and observed 2014 MLB win totals



The Super Elements

1. Attitude
2. Sense of Accountability
3. Prior Related Job Success
4. Culture Fit

The Super Elements

1

Attitude:

*a positive disposition, or satisfaction that **persists** across job experiences*

The Super Elements

2

Sense of Accountability:

*The extent to which a person believes he or she has **control over their own outcomes**, also called “locus of control”*

The Super Elements

3

Prior Related Job Success:

*Having met **formal goals** in past jobs that are **similar to the job at hand***

The Super Elements

4

Culture Fit:

The degree to which the candidate shares similar values with the organization, and demonstrates an authentic interest in the job at hand

Hiring is a process, not an action

1. Profile the role
2. Source candidates
3. Pre-screen
4. Scripted and scored interviews
5. Reference check
6. Testing and assessments
7. Verification

So how do you land top-tier GenY talent?





Let's Talk *Generations*



TRADITIONALISTS



BABY

BOOMERS



GEN X

GEN Y



In 2016, 52% of
all new hires were
Gen Y employees

Gen Y now makes up 33%
of the average workforce —
an increase of 10%
compared to 2012





MEET THE

MILLENNIALS

On optimism...

“How confident are you that if you work hard, you will be able to build a comfortable life?”

Confident!	80%
Doubtful...	12%
Not sure	8%

Ridin' the Gravy Train?

“How much financial support do you receive from parents or family members?”

None!	55%
Some help	28%
Major support	10%
Not sure	7%



But it's a *really*
nice basement...

According to the US census,
15% of US residents aged 25
to 34 were living with their
parents.

up 10% from 30 years earlier

What about debt?

“How would you describe your current debt situation?”

No debt	32%
Struggling	27%
Managing	41%

\$28,400

Seven in 10 seniors (69%) who graduated from college in 2013 had student loan debt, with an average of \$28,400 per borrower.

Increasing \$600/year, on average

Are you living the dream?

“Do you feel like you are moving closer or further away from your dreams?”

Closer 75%

Further 18%

Not sure 7%

On retirement...

“When do you expect to retire?”

Before 65	34%
65+	59%
Not sure	7%

Lowered expectations

“Do you expect to have a better standard of living than your parents?”

No – 47%

Gen Y is:

1. Optimistic about their prospects
2. Launching later
3. Carrying debt
4. Feeling like they're in control of their destiny
5. Expect to work hard, but need to be inspired

How do you land

top-tier GenY

team members?



What does this generation value?

Career growth
potential

Pay stability

Flexible work hours

No visibility into career
progression

Heavy commission jobs

Long hours, nights and
weekends

★ >>>>**EXPERIENCED SALESPERSON NEEDED***** 

>>>EXPERIENCED AUTO SALESPERSON NEEDED ASAP***WE NEED EXPERIENCED AUTO SALES PERSON***BILINGUAL A PLUS***5 DAY WORK WEEK***HOURLY PAY PLUS COMMISSION PAID ON VERY DEAL WITH BONUSES PAID WEEKLY AND MONTHLY***CALL FOR DETAILS***WE HAVE LOTS OF LENDERS***DEAL WITH CASH JOBS/SELF EMPLOYED***NO DRIVER'S LICENSE/MATRICULA/PASSPORT***CALL

compensation: **CALL FOR DETAILS**

employment type: **full-time**

- Principals only. Recruiters, please don't contact this job poster.
- do NOT contact us with unsolicited services or offers

Your Dealership's Job Descriptions

- Does it highlight the opportunity?
- Why is your dealership an employer of choice?
- What benefits do you offer?
- What will the candidate need to have done and do?

My job description:

1. Park cars.
2. Wash cars.
3. Get yelled at.
4. Work early mornings, late nights, weekends and major holidays.

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Our Company **Opportunities** Students Military Find Us Search Jobs



▶ Enterprise Management Training Program

Our future leaders start right here. As a Management Trainee, your learning will be hands-on. You'll take care of customers, connect with your community and live our values. And learn what goes into managing a multimillion-dollar business. That's just the beginning of what you can do at Enterprise.

▶ Search Jobs

Learn More

- ▶ Find a Recruiter
- ▶ Working at Enterprise
- ▶ Training and Development
- ▶ Rewards and Benefits

ENTERPRISE HOLDINGS. United States

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Responsibilities

Customer Service

Hands down, customer service is the most important thing you'll learn. It's not a policy. Or a gimmick. It's our business. Our goal every day is to exceed customer expectations. Plain and simple.

Sales and Marketing

Why does it matter? Getting to know each other. Getting to know our customers. And building relationships with local businesses. These are sales and marketing strategies vital to our growth and success.

Finance

The numbers. You'll become familiar with accounting principles. And learn the value of profit and loss statements. Why? Because if your branch does well, so do you. It's a nice reward for your hard work.

Operations

We're always on the go. You'll manage a team of people. Maintain a fleet of hundreds of late model vehicles. And learn how to keep the lights on. It's all part of your job of running a multimillion-dollar business.

This is just the tip of the iceberg. As a Management Trainee, the more you put into the program, the more you'll get out of it. We promote from within, based on performance. Not seniority. Take advantage of any opportunity. And enjoy [the rewards](#).

Where will I work?

You'll start close to home at one of our neighborhood locations. You'll build relationships with co-workers, customers and mentors. Then, you'll be ready for the big leagues – managing a multimillion-dollar neighborhood branch or airport location. The skills and experience you gain will be the foundation of your career.

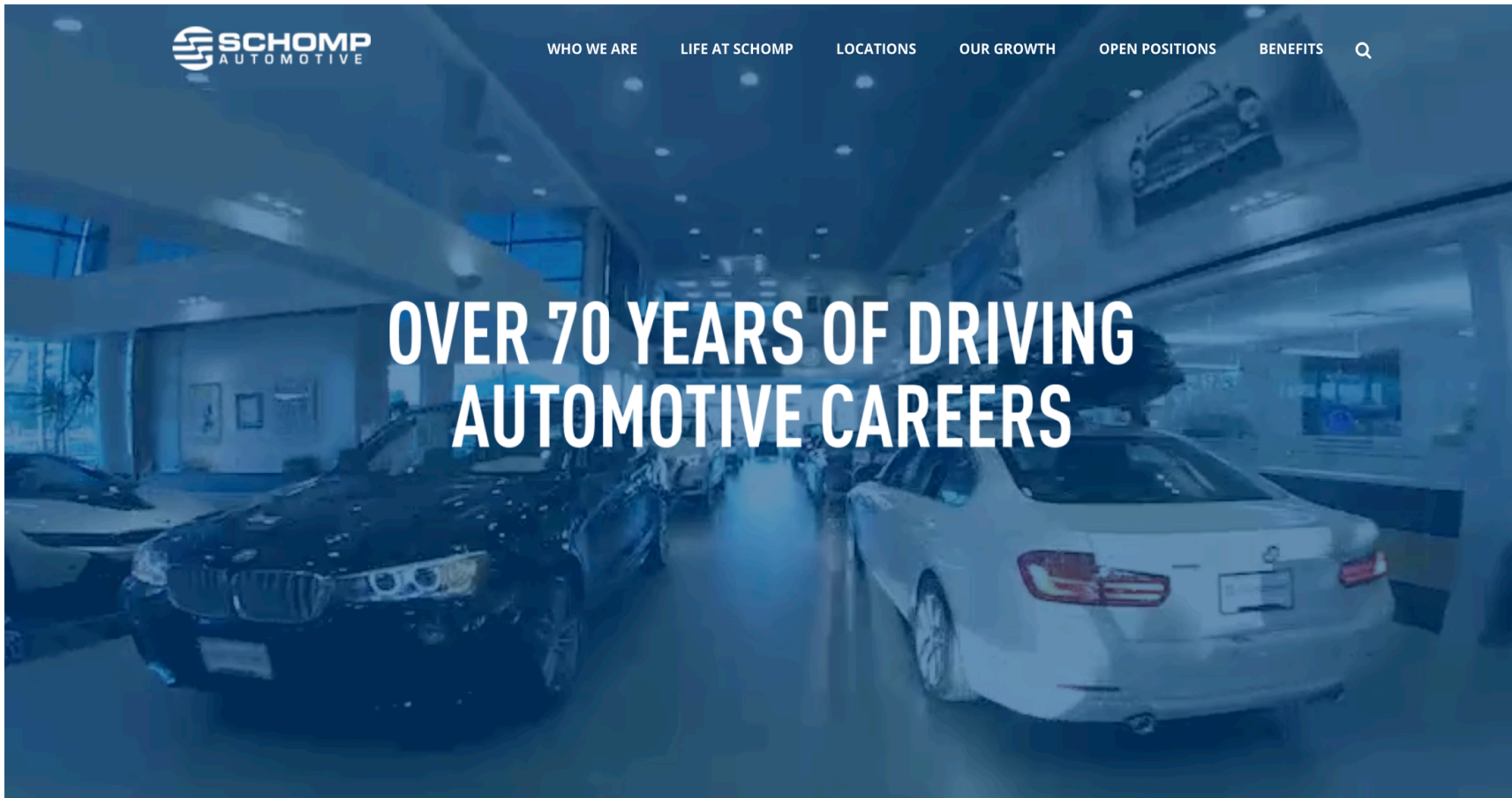
ENTERPRISE HOLDINGS. United States

Our Company Opportunities Students Military Find Us Search Jobs

Career Path

As a Management Trainee, you are the future of Enterprise. You'll be given real responsibility – and be expected to own it. We'll empower you to experience, explore and thrive. Our promote-from-within culture means you can have many unique careers all within one company. With **support and training** every step of the way. You just need to take the leap.

- 1 Management Trainee
- 2 Management Assistant
- 3 Assistant Manager
- 4 Branch Manager
- 5 Area Manager
- 6 Group Rental Manager
- 7 Regional Vice President
- 8 Vice President/General Manager



[WHO WE ARE](#)

[LIFE AT SCHOMP](#)

[LOCATIONS](#)

[OUR GROWTH](#)

[OPEN POSITIONS](#)

[BENEFITS](#)



OVER 70 YEARS OF DRIVING AUTOMOTIVE CAREERS

#NADA100

Recruiting is Sales and Marketing



← It's the
same
person! →



Your Dealership's Career Site

Questions to ask to yourself:

1. Does it deliver the WIFM?
2. Is it Mobile-Friendly?
3. Is it easy to send in a resume or application?
4. Is it search-engine friendly?

Quick Activity

- Get out your phone
- Try to apply for a job on your dealerships career page

Sales Service
Contact Us Get Directions

New Vehicles Pre-Owned Vehicles Specials Commercial Department Rental Department Service & Parts Finance Research **About Us**

Se Habla Español

282 Vehicles Available

New Used Certified

-- Any Year --

Nissan

-- Any Model --

-- Any Body Style --

-- Any Price --

Search

- About Us
- Careers
- Our Dealership
- Meet Our Staff
- Referral Program
- Contact Us
- Hours & Directions
- Our Blog

\$ CARS UNDER \$15K
AFFORDABLE INVENTORY

✓ GET PRE-APPROVED
IT'S QUICK AND EASY

🔧 SCHEDULE SERVICE
RELIABLE MAINTENANCE

SPECIAL Additional \$250 Off MSRP On Your Best Deal. **Get Now**
Mouse over to see more offers

Special Offers

CONTACT LOCATION TEXT US LIVE CHAT

Careers

We are always looking for bright, motivated, and energetic professionals to add to our world-class team. Our employees work together towards a common goal to offer the best service in the industry. If you feel that your skills would be a valuable asset to our customers, we want to get to know you!

Contact us for the latest employment opportunities and to schedule an interview with our general manager.

Position

*Position Desired:

*Date You Can Start:

Upload Resume

Please only upload a Word or PDF document.

File input

Skills and Experience

*Provide a brief summary of your qualifications:

*Specify any certifications or special skills:

*Provide a brief summary of your work experience:

Contact Information

*First Name:

*Last Name:

*E-Mail Address:

*Phone Number:

Fax:

*Preferred Contact:

*Address:

*City:

*State:

*Zip Code:

- Not mobile friendly
- 17 minutes to submit an application
- Zero WIFM
- No SEO

10 Off MSRP On
see more offers

[Get Now](#)

CONTACT
 LOCATION
 SPECIALS

 TEXT

TRUCK MONTH
39 YEARS
0% APR FOR 60 MONTHS FINANCING
GET OFFER

Not all buyers will qualify for credit financing. 0% APR financing for 60 months at \$16.67 per month per \$1,000 financed regardless of down payment. For all offers, take new retail delivery from dealer stock by 5/2/16. See dealer for qualifications and complete details.

[Request a Quote](#)
[Value Your Trade](#) *Black Book*

Welcome to [redacted], Iowa offers new [redacted], Crossovers, SUVs and Trucks online at [redacted]. [Search](#) for all new [redacted]

SEARCH **INVENTORY**

New
 Pre-Owned

am.net/new-inventory/?intcmp=FordTruckMonthSalesEvent

Dealership Hours | Contact Us | Map and Directions | Select Language

Call Us Now: [Redacted]

Home | Search New Vehicles | Search Used Vehicles | Schedule Service | Contact Us | **More**

Not all buyers will qualify for [Redacted] Credit financing. 0% APR financing for 60 months at \$16.67 per month per \$1,000 financed regardless of down payment. For all offers, take new retail delivery from dealer stock by 5/2/16. See dealer for qualifications and complete details.

GET OFFER

New Vehicles	Used Vehicles	Service	About Us
<ul style="list-style-type: none"> Search New Vehicles Vehicle Showroom Let Us Find It For You » Build & Price Request a Quote Schedule a Test Drive 	<ul style="list-style-type: none"> Search Used Vehicles » About Pre-Owned Sales Finance View Special Offers Value Your Trade Credit Estimator Credit 	<ul style="list-style-type: none"> Schedule Service Service Department Parts » Accessories » Owner Advantage Rewards » Coupons Page » Parts 	<ul style="list-style-type: none"> About Us Dealership Hours » Our Team Directions Contact Us

Request a **Quote**

Value Your **Trade** *Black Book*

Welcome to [Redacted] [Redacted] dealer in Waterloo, Iowa offers new [Redacted] Crossovers, SUVs and Trucks online at [Redacted]. Search for all new [Redacted]

SEARCH **INVENTORY**

New | Pre-Owned

[Redacted] [Redacted] [Redacted]

All [Redacted]

No career site

- “If you can figure out how to apply, you’re in!”

Good luck!

WHO WE ARE

LIFE AT SCHMUP

LOCATIONS

OUR GROWTH

OPEN POSITIONS

BENEFITS

75 YEARS OF DRIVING AUTOMOTIVE CAREERS

- careers.dealersite.com
- Mobile **friendly**
- **<1 minute** to submit an application
- Whole lotta **WIFM**

JOIN A WINNING TEAM AT **SCHMUP AUTOMOTIVE**

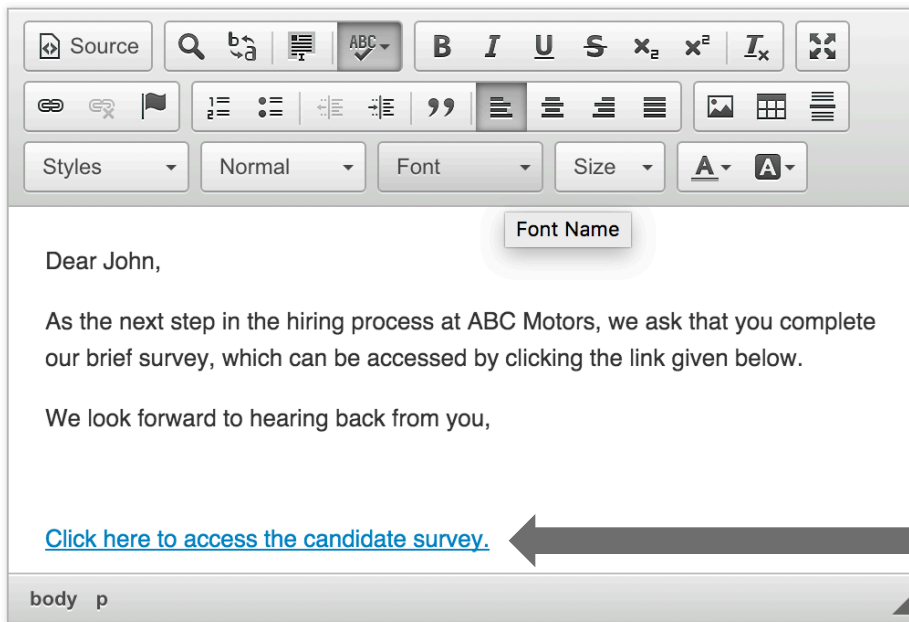
Send To: johnchogan3@gmail.com

From: arobinson+r@hireology.com

Subject: We've received your application - Action may be required ←

Process

- Immediate response
- Next action is on the lead



Dear John,

As the next step in the hiring process at ABC Motors, we ask that you complete our brief survey, which can be accessed by clicking the link given below.

We look forward to hearing back from you,

[Click here to access the candidate survey.](#) ←

body p

Candidate Survey

Please respond to the following questions to the best of your ability. Be as accurate as possible, as you may be asked to elaborate on your responses in the future. Click Submit once you have responded to all of the following statements. Once completed, we will automatically be notified of your submission:

In past jobs, I have enjoyed the challenge of dealing with difficult or angry customers.

 True False

In my previous work experience, more than 30% of my pay typically came from commissions.

 True False

I work better when my daily activities (calls made, appointments held etc) aren't tracked on a regular basis.

 True False

In the past three years of work, there was a point when I had to learn a specific technology or technical skill in order to sell a product or service.

 True False

Long term I see myself transitioning out of a sales role and view inside sales as a way to get my foot in the door.

 True False

#Process

- Targeted questions
- Scores the lead
- Shows their commitment

The Insight

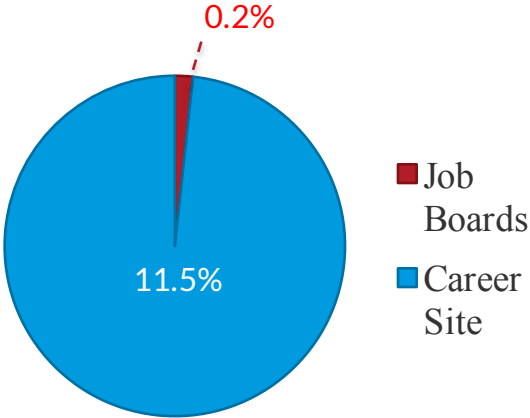
Strong employment branding, when combined with a data-driven hiring process, is one of the best investments a dealership can make.

Strong **Brand** + Predictive Hiring **Process** = Better **Results**

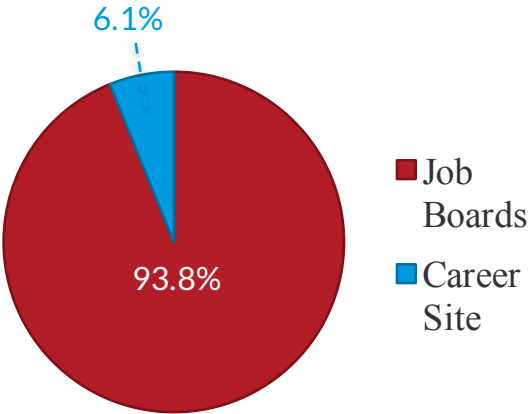
The Results

Six Rooftop Control Group – Mid-Atlantic

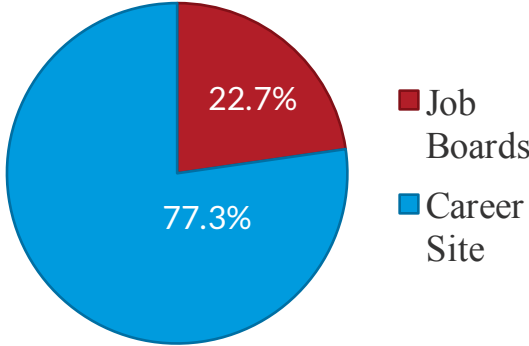
Conversion by Source



Candidates by Source



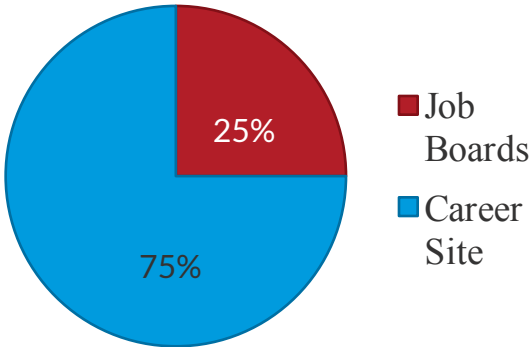
Hires by Source



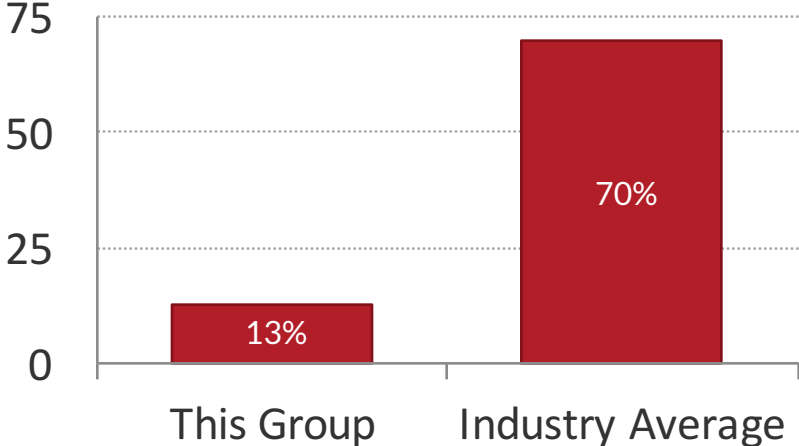
The Results

Six Rooftop Control Group – Mid-Atlantic

Quality by Source



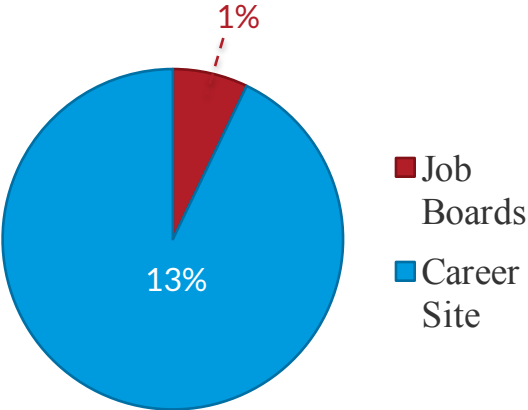
Turnover %



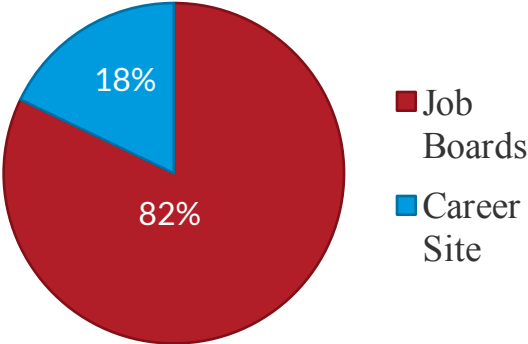
The Results

Three Rooftop Control Group – Midwest

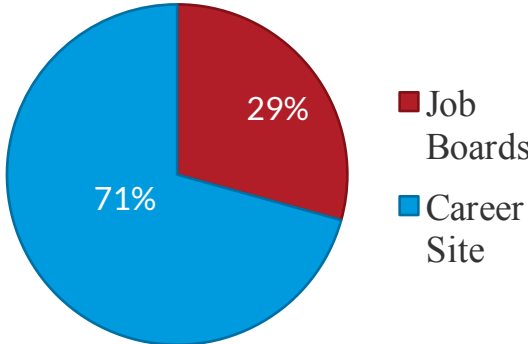
Conversion by Source



Candidates by Source



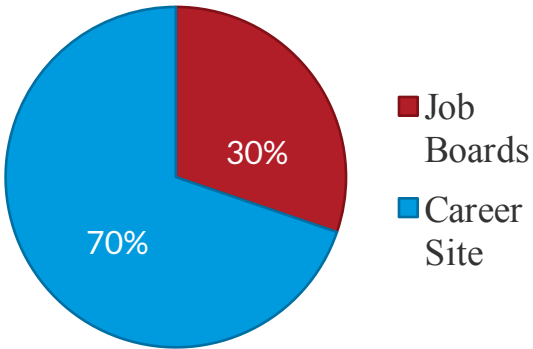
Hires by Source



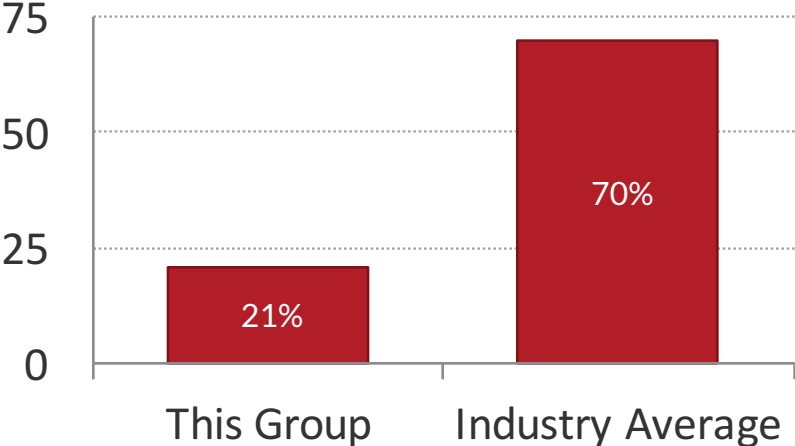
The Results

Three Rooftop Control Group – Midwest

Quality by Source



Turnover %



What's the Value?

1. Organic applicant traffic + process is >5x more cost-effective
 - Organic Cost Per-Hire: \$245
 - 3rd Party Sources Cost Per Hire: \$1700
2. Organic applicant traffic + process yields majority of hires
 - **20%** of the traffic yields **80%** of the hires
3. Hires sourced this way are 2.5x more likely to be an A or B player
4. Hires sourced this way have higher retention rates
 - **27%** versus **67%** industry average

Add it up!

For a 55 employee store:

OLD WAY

37 turns @ \$16K each
\$592,000

NEW WAY

14 turns @ \$16K each
\$224,000

PROFIT ADD-BACK:

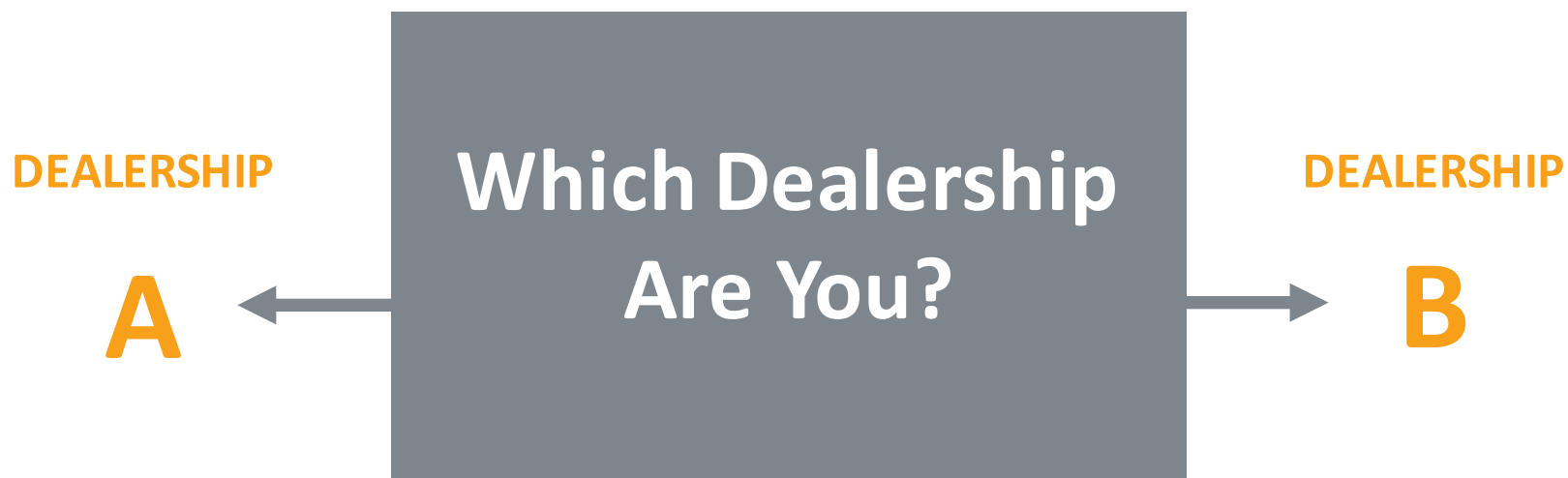
\$368,000

The Insight

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Strong **Brand** + Predictive Hiring **Process** = Better **Results**

Onboarding



5 Onboarding Best Practices that Save Time & Money

5 Onboarding Best Practices that Save Time & Money

5

Customize your onboarding process for each position

62% of companies that have a solidified onboarding program experience faster time-to-productivity with 54% claiming to have better employee engagement

5 Onboarding Best Practices that Save Time & Money

4

Eliminate your paper-based process

An offline onboarding process typically takes around 4 hours

5 Onboarding Best Practices that Save Time & Money

3

Form-Free first day: Have employees fill out all forms prior to their first day

83 percent of high performing organizations begin their onboarding prior to the new hire's first day

5 Onboarding Best Practices that Save Time & Money

2

Set clear goals for new hires on their first day

60% of companies fail to set milestones or goals for new hires⁴

5 Onboarding Best Practices that Save Time & Money



1

Make Day One Great

When new hires take part in a structured onboarding process, 66% of them are likely to remain with a company for longer than three years⁵

What's possible

	Walser	National	Delta
Female Salespeople	13%	7%	2X
Post-secondary	88%	15%	5X
Average Age	32	51	(19)
Gen Y Salespeople	71%	34%	2X

WHAT IT'S COSTING OPERATORS

\$8 Billion

Automotive News

NADA PREVIEW: PEOPLE PROBLEM

Employee turnover costs dealers billions

Managers experiment with new ways to attract the right people

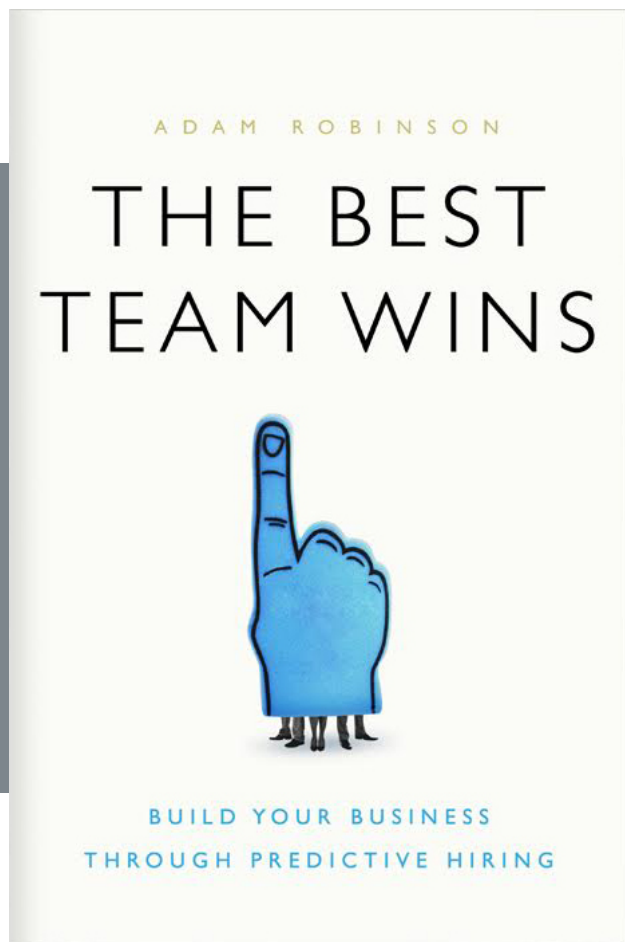
Amy Wilson  

Automotive News | January 23, 2017 - 12:01 am EST

FIRST OF A FOUR-PART SERIES: When look-alike stores sell the same vehicles at roughly the same prices, only the people distinguish one dealership from another. Yet very few dealers are good at hiring and retaining employees. It's costing the industry billions of dollars a year.

Bad hires cost dealerships billions of dollars a year.

Chapter 1 Download



Read the first chapter now!

visit :
resources.hireology.com/thebestteamwins

Questions





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Turn Hiring and Retention Into a
Source of Competitive Advantage



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