Research and Recommendations

Developing the Company Through the People

Agenda

- Introduction
- Research and Results
- Recommendations

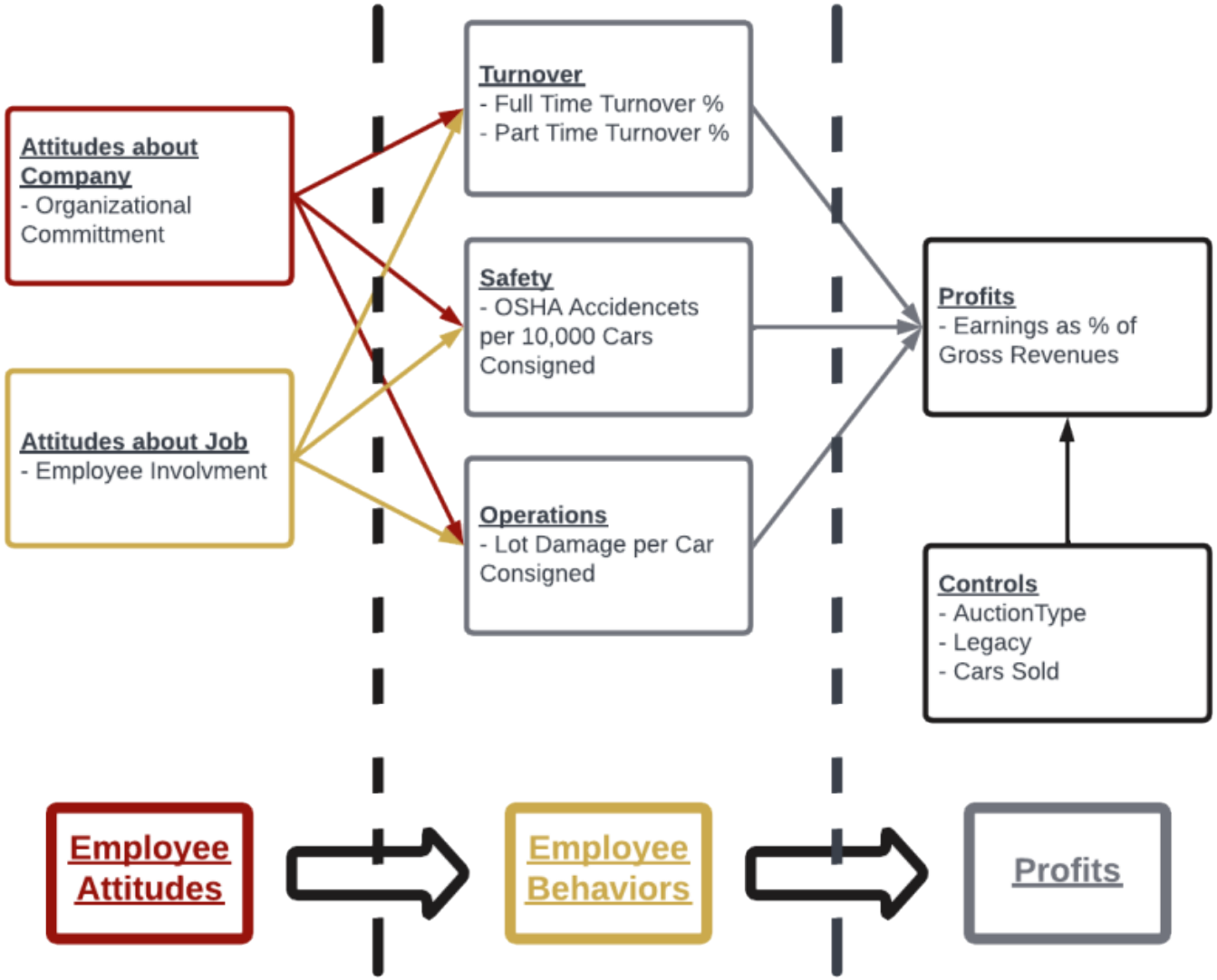
Background

- ABC Auction is a wholesale vehicle auction
- The auction has grown to one of the largest in the world with over fifty years in the business.
- This growth has been attributed to not only sales success but major acquisitions of other auctions of various sizes.
- The company now sits with over one hundred locations and twenty thousand employees which account for over one billion dollars in revenue annually

Research Purpose

ABC Auctions called upon the services of Group III Data and Strategies Consulting to evaluate and provide recommendations for changes to be made in light of the company's need to implement consistency.

Profit Chain Pre-Analysis



The Data We Have

1) 75/100 Locations
2) Aggregate Profits
3) Employee Behaviors
    1) Turnover
    2) OSHA Claims
    3) Lot Damage
4) Employee Attitudes:
    1) Employee Involvement
    2) Organizational Commitment
5) HR Practices

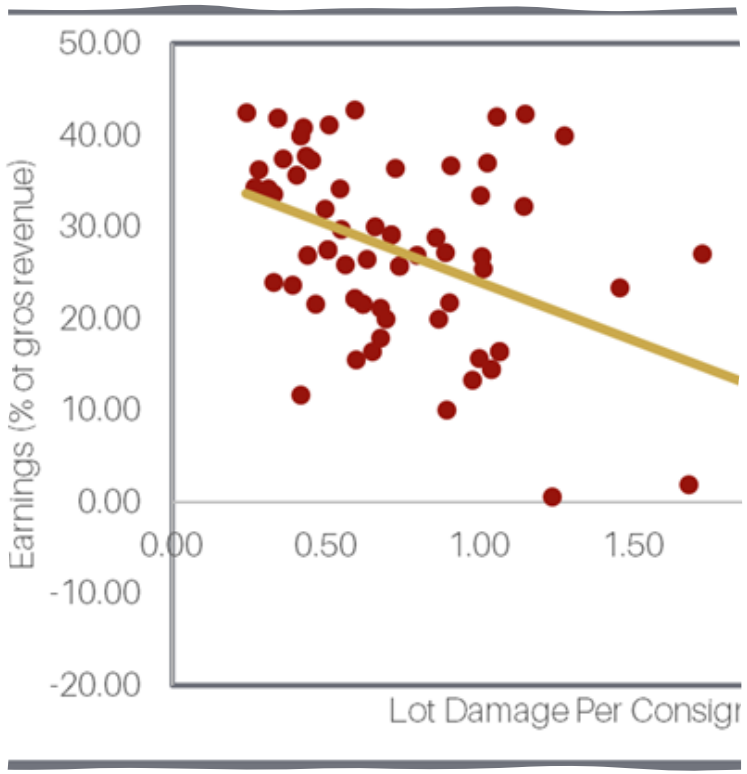
Research and Results

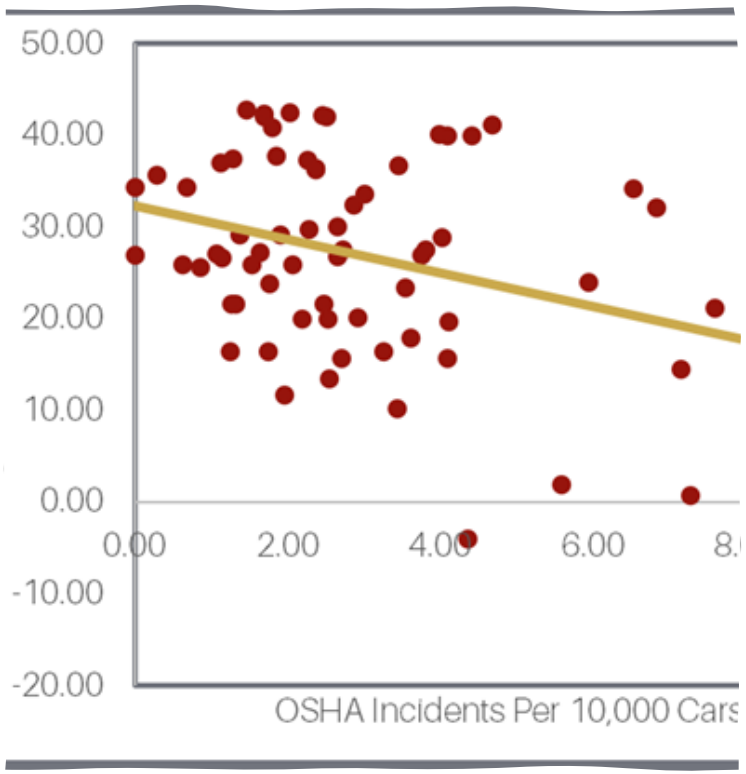
Employee Behaviors and Auction Performance

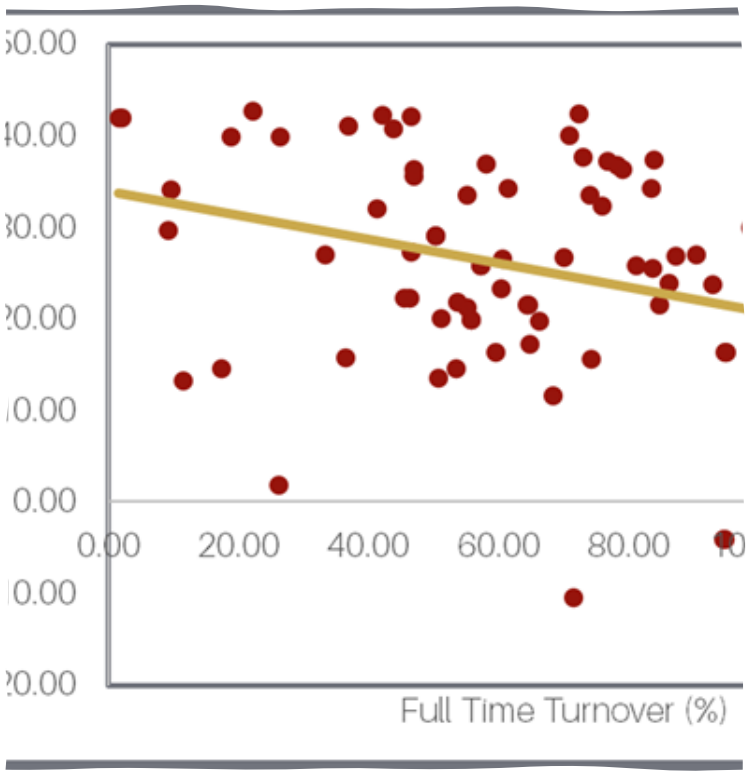
Question:

If employee behaviors increase, what happens to earnings and revenue?

For every one unit increase in lot damage, OSHA incidents, and full-time turnover at maximum of 12% profit is lost. This comes out to roughly $1.6M an auction and $160M for the entire company.







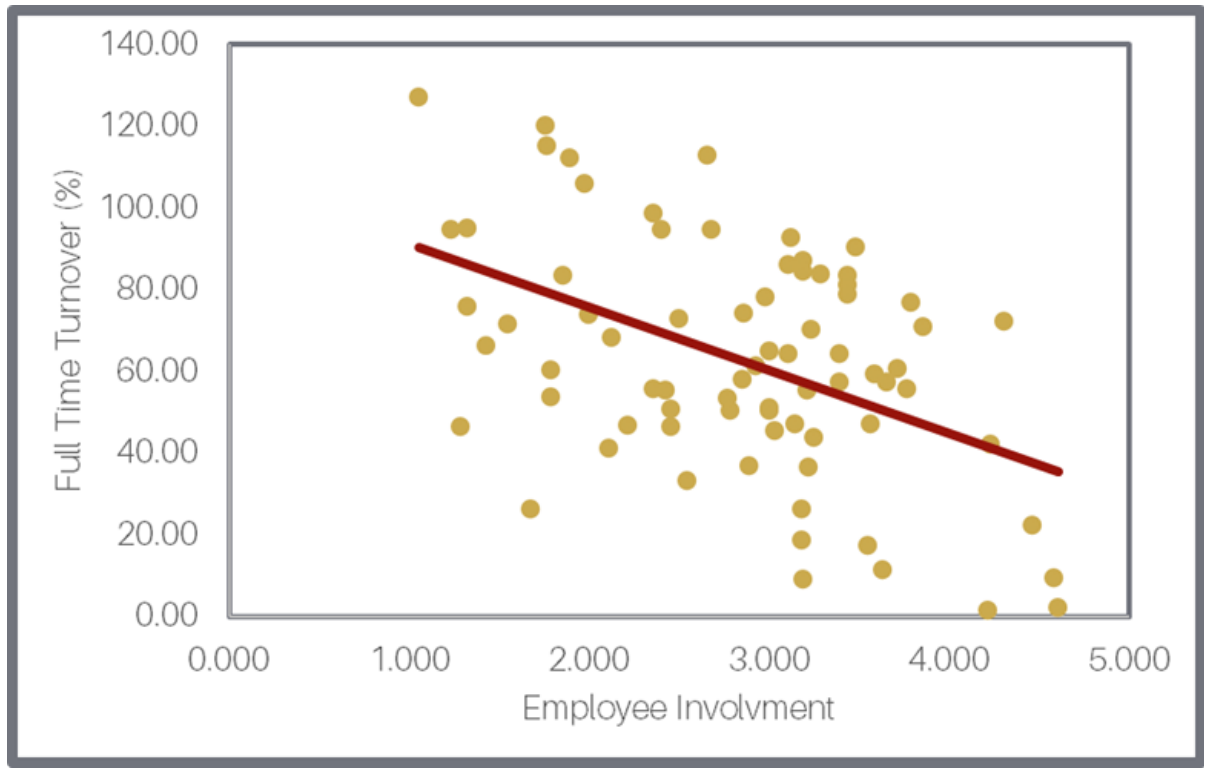
Employee Attitudes and Employee Behaviors

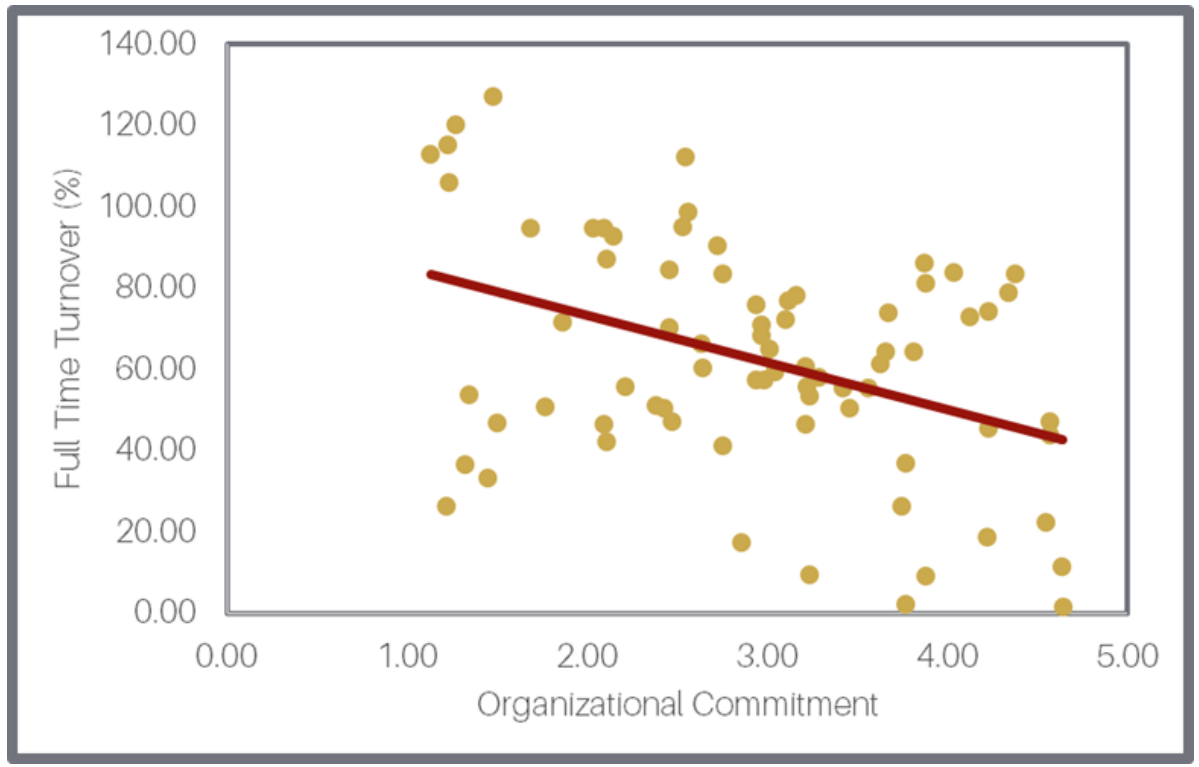
Question:

Is there a relationship between employee involvement and organizational commitment to employee behaviors?

Full-Time Turnover

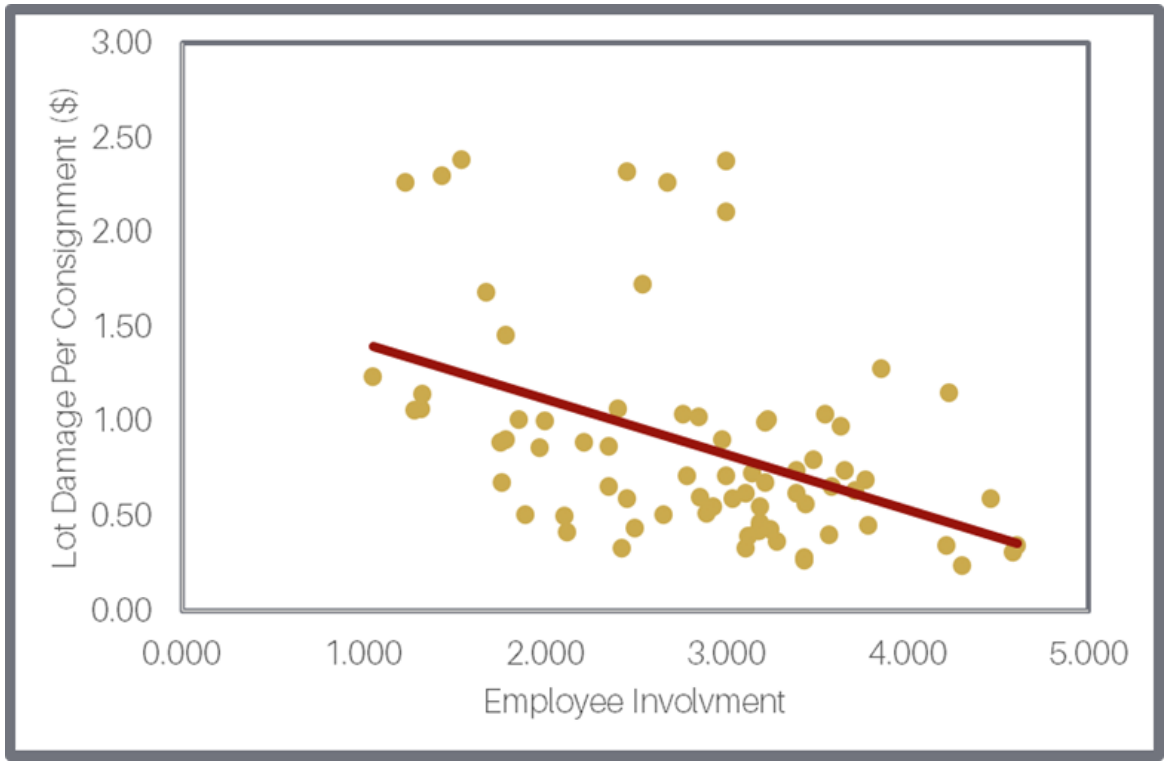
For every one-point increase in employee attitudes, turnover decreases by a maximum of 19%.

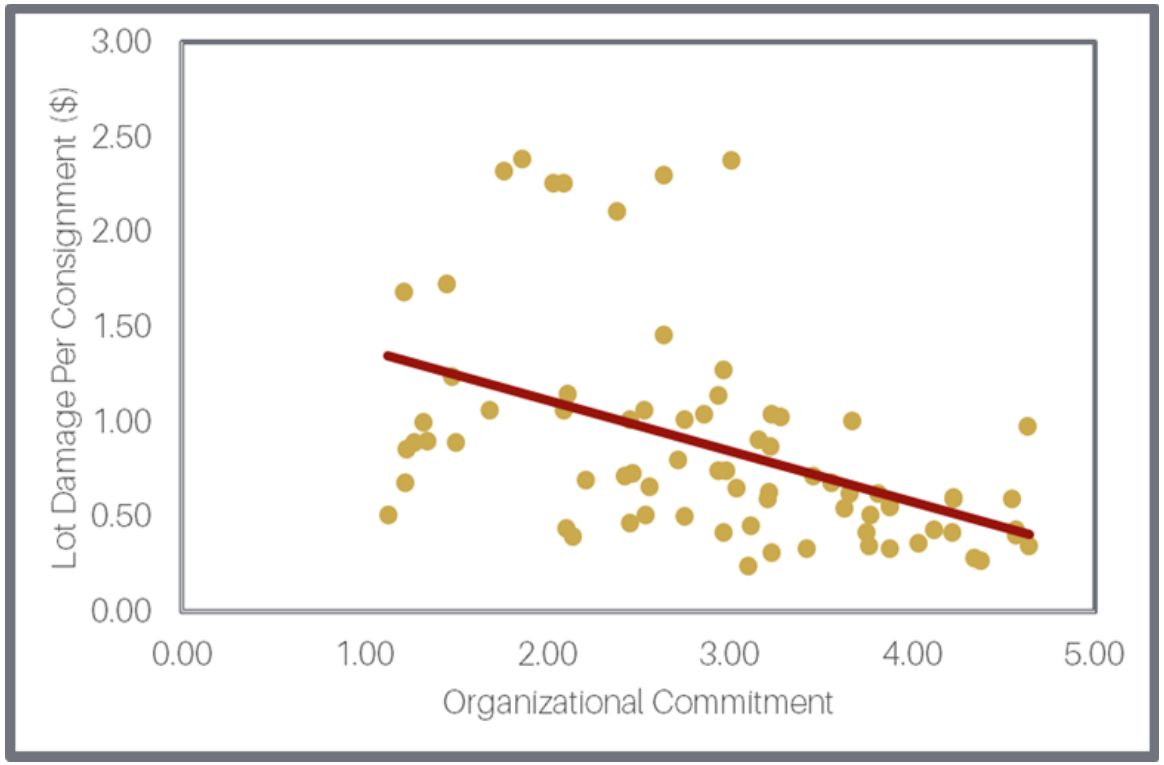




Lot Damage

For every one-point increase in employee attitudes, lot damage decreases by a maximum of $0.35 per car consigned. This comes out to roughly $22,000 per auction and roughly $2.2M for the entire company saved.

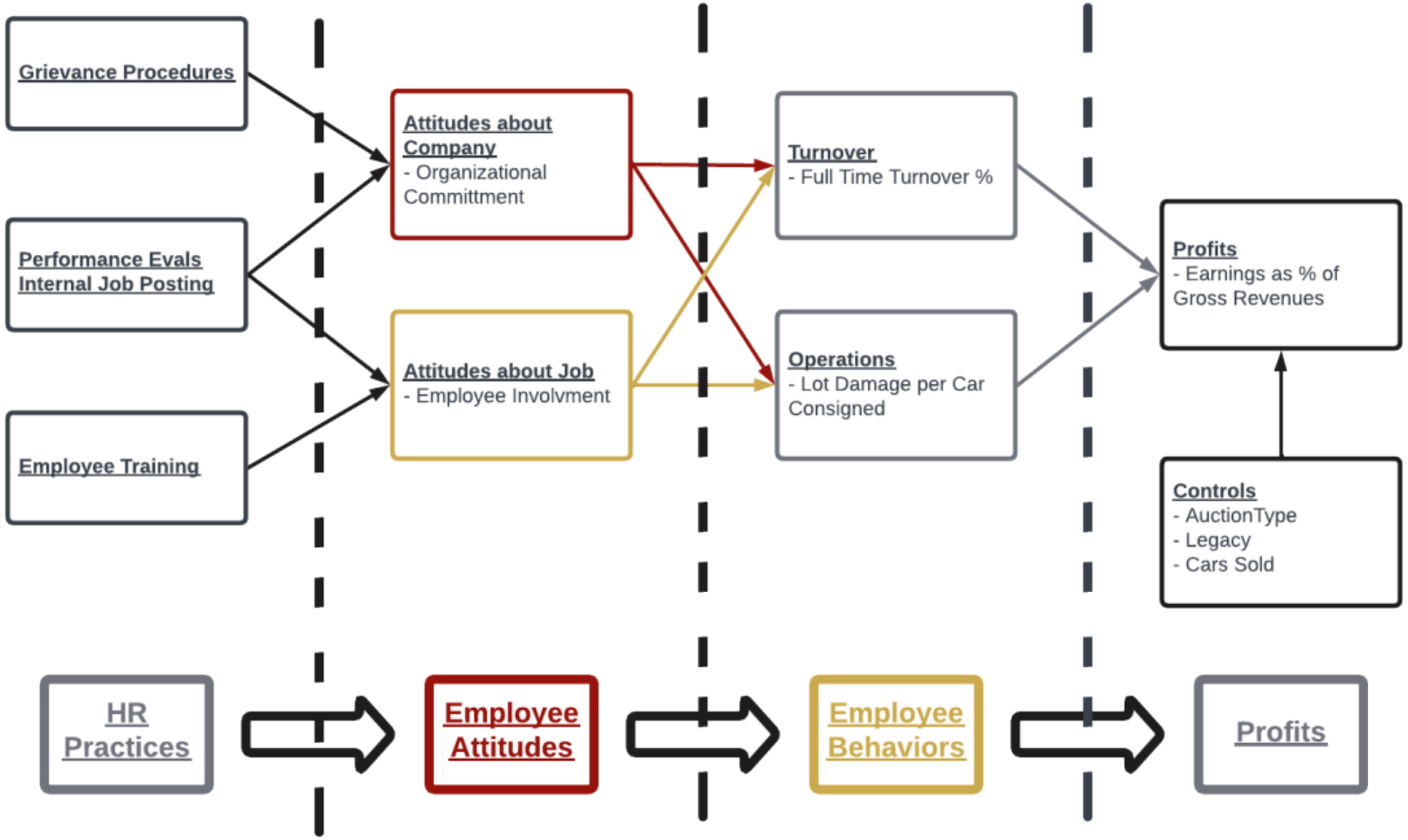




Correlating HR Practices and Employee Attitudes

Recommendations

Profit Chain: Post - Analysis



Grievance Procedures

1

Create a specific grievance reporting form with the ability to make it anonymous.

2

Formulate a corporate and auction pathway for the form to be sent.

3

Make addressing grievances a priority in Employee Relations such that HRBPs address them with urgency.

4

Create a corporate follow-up for employees to ensure problems have been resolved.

Performance Evaluations

1

Create corporate-approved performance evaluations for the different employee bands, that are not revisable.

2

Train supervisors on the evaluation of employees.

3

Formulate a corporate management system for performance evaluations that can be easily searched for and accessed.

4

Formulate pathways for taking evaluations into consideration for future job assignments, raises, bonuses, etc.

Internal Job Posting

1

Create an organization-wide job board that can be filtered per location and position.

2

Make the job board accessible only to employees.

3

Formulate talent acquisition procedures to require the position to be available privately before becoming public for a specified period of time.

4

Talent acquisition should utilize an employee matching system using information from evaluations and profiles to see qualified employees for the position.

Employee Training

1

Set a corporate-wide onboarding training procedure for all job tasks in job descriptions.

2

Formulate a corporate procedure for training on new skills and topics.

3

Create a mentorship/buddy program to help employees, new and current.

4

Assess trainings periodically for fidelity to ensure positive and successful impact.

Thank You Very Much