CVD Problem Solving

Closed-Loop Process

1. **Intake & Identification**
   * **Scope**: Locations with at least 20 DL/IDL Associates
   * **Trigger**: Annualized Voluntary Turnover is above Enterprise performance
   * **Action**: List of locations will be shared with HRLT
   * **Cadence:** Semi-Annually
2. **Root Cause Analysis**
   * **Tools:** CVD Metrics files, RBS Problem Solving Template, Fishbone Diagram, 5 Why’s
   * **Action**: Complete the RBS Problem Solving Template
   * Analyze Termination Reasons and work with local HR to understand turnover drivers
3. **Intervention Design & Deployment**
   * Center led process (Jenna, Matt, and HRVPs) to coach local HR through the RBS Problem Solving process with consistent check-in and adjustment of action plan.
   * **Action:**
     1. Kick-off call with all impacted local HR teams
     2. Month 1 - Locations required to complete RBS problem solving template
     3. Local HR team presents RBS problem solving findings to HRVP and process team (Jenna + Matt)
     4. Months 2 – 6 – Location creates, implements and monitors action plans.
     5. Monthly calls with the full impacted locations to go over monthly metric, share action plan experiences, and active coaching from process team.
4. **Monitor & Measure**
   * Tracking document for locations that have performed higher than Enterprise for monthly tracking
   * **Action**: Track progress and adjust interventions as needed
5. **Loop Closure**
   * Document actions, learnings, and outcomes
   * Share case studies across HR community

**Notes:**

* Folder on HR SharePoint – get Peyton’s feedback on location “HR Problem Solving”
  + RBS problem solving template
  + Tracking document – requirement completion and performance
  + Readout
  + Library of completed templates
* Include action plans in tracking document?

**Callouts for feedback:**

* **Review cadence (e.g., semi-annually, quarterly etc.)**
  + **Use current CL process as pilot**
  + **Low touch with shorter runway or high touch with longer runway**
* **Role of RBS partner**
  + **HR monitoring vs. active owners**
* **Readout: meeting vs. template email update**