HIRING, DEVELOPMENT & RETENTION CHALLENGE

WHY

We are shifting our recruiting focus toward developing and retaining each new person added to our teams, not just hiring people to fill positions. Our aim is to develop those new people and prepare them for a long and successful career at WhiteWater.

PRIZES

Stores that end the period with a score in the top 50% of all stores will receive a bonus for the store's pantry budget and a monetary bonus for the Store and General Managers.

STORE PANTRY BONUS

- Top 25% of stores receive $100 toward their store pantry allotment
- Top 26-50% of stores receive $50 toward their store pantry allotment

DEVELOPMENT & RETENTION BONUS

- The Store and General Manager of the top 25% of stores each receive $500
- The Store and General Manager of the top 26-50% of stores each receive $250

DETAILS

We will measure each component by looking at the following:

- Hiring will be measured by how many open positions have been filled as a percentage of the total open positions during the period
- Retention will be measured by looking at the number of employees still with us at the end of the period
- Development will be measured by looking at progress on TalentLMS and Development Sign-Off Forms, Safety Training, and attendance in Leadership workshops

We will combine the percentage of employees hired and retained for the period and the percentage of progress in their development to get a total score.
See example on next page.

LEADERSHIP WORKSHOPS

The Leadership 20 is a 20-minute Leadership Workshop with the Director of Leadership to welcome new team members and introduce them to the two pillars and the importance of leadership at WhiteWater. The Leadership 20 workshop must be attended within a new team member's first two (2) days of starting work. These workshops are available between 8:00-9:00am CT and 4:00-5:00pm every Monday-Friday. Additionally, the team member will need to attend at least one (1) of the weekly (Wednesday/Thursday) Leadership workshops during their first 30 days.

Please contact Richard Terry for more information on how to add team members to a Leadership 20 workshop.

Team members can signup for the Leadership Workshop using the Workshop Signup Link on the Intranet.

SAFETY TRAINING

Before the end of a team member's first 30 days, they will need to complete the two assigned courses of the online bi-weekly safety training. A manager will need to create the team member's account on the online platform during their first day of work.

COMPENSATION WORKSHOP

Before the end of an employee's first 30 days, they will need to attend the Monthly Compensation Workshop. This workshop will review the three sources of income and how team members can impact their income.

The team member can signup for the workshop using the Workshop Signup Link on the Intranet.

DEVELOPMENT

For the Development piece of the challenge, there are specific modules/tasks that team members need to learn in their first 30 days. Each item must be taught in the appropriate week and in the order laid out in the development schedule below. The use of this schedule will ensure that all new team members are learning the appropriate skills at the appropriate times. Additionally, this will allow the development progress of each store to be compared evenly.

DEVELOPMENT SCHEDULE—FIRST 30 DAYS

Week 1

- New Spartan Orientation
- Game Plan
- The Lot & Downtime Tasks
- Equipment Knowledge—Tunnel
- Equipment Knowledge—Equipment Room
- Sales Overview
- Product Knowledge
- Unlimited Speed Club & Wash Books
- WhiteWater Sales Method
- Completing the Sale

Week 2

- Prep
- Retracts
- Loading
- Store Closing
- Store Opening
- Wash Quality Report

Week 3

- Troubleshooting Equipment Issues
- Pit Cleaning
- Chemical Applicator Maintenance
- Greasing
- Vacuum Maintenance

Week 4

Complete All Remaining Manager Development Sign Offs

QUALIFICATIONS

In order to qualify for the challenge, a store will have to have hired and retained at least two (2) SMs, SLs or TLs within the challenge period. This includes SMs, SLs and TLs that were hired while assisting another location with their hiring efforts.

Additionally, by being proactive recruiters, we can still add talented employees to our teams. We could lose a team member at any time for various reasons, so by proactively finding new talent, we are able to stay prepared for anything that happens.

SCORING

Each location's score for the challenge will be calculated using the Excel sheet provided at the end of the time period.

The scores are calculated in 3 parts:

Part 1 – Hiring & Retention will have a weighting of 1/3 of the total score

Stores will enter the number of open positions they are hired for. This includes open positions at other locations where a store assisted in hiring that teammate.

Stores will then enter the number of people hired. Stores must hire a minimum of 2 people at either their store or for other locations.

Finally, stores will enter the number of people hired and on staff as of 8/31 to calculate the Percentage of people Hired and Retained. This number will count for 1/3 of the total score.

Date Range:	7/15 - 8/31
Part 1 - Hiring & Retention	**Example**
Number of Open Positions	2
Number Hired at SM and below (minimum 2, including for other stores)	2
Number Hired and On Staff as of 8/31 (minimum 2)	2
Percentage Hired & Retained (1/3 of total score)	**100%**

SCORING (cont'd)

Part 2 – Development will have a weighting of 2/3 of the total score

For each person hired and currently, on staff, the store will enter the completion percentage for each Development Workstream.

In the example below, the store hired 2 teammates. Teammate 1 has been working with WhiteWater for 3 weeks, and Teammate 2 has been working with WhiteWater for 2 weeks.

- Fill in the percentage of Development Guides completed for each of the first 4 weeks by using the reporting from the Sign Off forms. If a certain week is not applicable because the employee has not worked here for that length of time, type "NA".

- For bi-weekly safety training, each employee should have attended 1 training every 2 weeks to get 100%.

- For the compensation workshop, each employee should have attended 1 training if one has been held since they were onboarded.

- For leadership workshops, each employee should have attended their Leadership 20 within their first 2 days of work and their Leadership Workshop within their first two weeks

Part 2 - Development

Number of Recently Hired Staff — **2**

Workstream	Teammate 1	2	NA	NA	NA
Week 1 Development Guides / Talent LMS	80%	100%	NA	NA	NA
Week 2 Development Guides / Talent LMS	80%	100%	NA	NA	NA
Week 3 Development Guides / Talent LMS	80%	NA	NA	NA	NA
Week 4 Development Guides / Talent LMS	NA	NA	NA	NA	NA
Development Guides / Talent LMS Completion Total	**80%**	**100%**	**NA**	**NA**	**NA**
Bi-Weekly Safety Training	100%	100%	NA	NA	NA
Compensation Workshop	100%	100%	NA	NA	NA
Leadership Workshops	50%	100%	NA	NA	NA
Total (Equal Weighted 1/4, 1/4, 1/4, 1/4)	**83%**	**100%**	**NA**	**NA**	**NA**

Average for Store (2/3 of total score) — **91%**

Bonus Points (must be currently employed by WW)

New Hires (currently active) from Recruitment Cards and Referrals	1	5%
New Hires (currently active) working at other locations	2	10%

Score (Hired & Retained Percentage times 1/3 + Development Percentage times 2/3 + Bonus Points) — **109%**

SCORING (cont'd)

Total
The total is calculated by adding Part 1's percentage multiplied by 1/3 and Part 2's percentage multiplied by 2/3. The spreadsheet will calculate this automatically for you.

The store can also earn bonus points of an additional 5% per team member in two ways:
- Hiring individuals by using recruiting cards and referrals which ADP will measure
- Hiring individuals for other locations

In both cases, the team member must be an active employee as of 8/31.

Percentage Hired & Retained (1/3 of total score)		100%
Average for Store (2/3 of total score)		91%
Bonus Points (must be currently employed by WW)		
New Hires (currently active) from Recruitment Cards and Referrals	1	5%
New Hires (currently active) working at other locations	2	10%
Score (Hired & Retained Percentage times 1/3 + Development Percentage times 2/3 + Bonus Points)		109%

MANAGER DEVELOPMENT SIGN-OFF

After the team member has achieved mastery of a particular task, they will need to be signed off by a manager. The purpose of development sign-off is to ensure that every member of our team has mastered the ability to perform every task and procedure successfully. Confirmation of mastery confirms that the team member is capable of consistently performing and completing tasks based on our standard operating procedures. When every member of our team consistently performs to standard, we all serve our customers in the best way possible.

Once the perform and coach step is completed, it will be time to begin the development sign-off process. This not only confirms that a skill is mastered, but it also creates accountability for both the person being signed off and the manager signing off on the performance. By creating this accountability, we are better able to ensure that processes and procedures are consistently being performed to standard.

The Development Sign-Off Form can be found on the Development page of the Intranet.

Manager Development Sign Off

This form is used to sign off on mastery of the selected module or task. Sign off should never occur after only one instance of the task being performed. Mastery comes when tasks are completed to standard on multiple occasions.

TEAM MEMBER INFORMATION

Location *

Date
8/1/2023

Module
0207 Equipment Knowle

Development Program
Team Leader 1

Team Member Name *
First
Last

Team Member Employee # *
Enter the team member's DRB or ICS employee code.

Your Name
First Name and Last Name
This form must be completed by a Store Manager or General Manager

SM Name

GM Name

AD Name

Equipment Knowledge-Tunnel

Can the team member identify an air cylinder and explain its function?

◯ Yes ● No

Air cylinders function by using air to extend and retract the arm. As air enters the cylinder the arm extends, and as air is released the arm retracts

Can the team member identify a bearing and explain its function?

◯ Yes ● No

Rotational bearings attach to the equipment's shaft and rotate 360 degrees as the piece of equipment spins. On the other hand, pivotal bearings do not make full rotations and have varying degrees of movement. Rotational bearings are attached to a pivot arm and allow equipment to move toward,

Can the team member identify a shock and explain its function?

◯ Yes ● No

Similar to air cylinders, shocks are commonly used and found on multiple pieces of equipment in the tunnel. Depending on the piece of equipment, shocks are used to hold tension on a pivot arm or to help equipment move smoothly back to its home position

Can the team member identify the different types of applicators?

◯ Yes ● No

Foam Generator

K-nozzle

Max Foamer

MANAGER DEVELOPMENT SIGN-OFF CONTINUED

As you go through the checklist, each item will include information regarding correct answers and performance standards as they are explained in the TalentLMS modules or Developer Guides. A store manager or general manager must complete all development sign-offs.

Team Member Information
1. Select the location from the dropdown menu.
2. Select the module from the dropdown menu.
   - When the module is selected, the sign-off checklist section will expand with the checklist for the selected module.
3. Input the team member's name and employee number.
4. Input your name.

Sign Off Checklist
5. Go through each procedure or question listed in that module's sign-off checklist.
6. Select whether the team member was able to complete all items on the checklist successfully.
   - If the team member is unable to perform each procedure and answer all questions, select no. The team member will need to attempt to be signed off at a later date after further coaching. When no is selected, a box will appear that allows you to input the date that the sign-off will be reattempted. Then, submit the form.
   - If the team member is able to perform each procedure and answer all questions, select yes and proceed to the acknowledgment of development.

Acknowledgment of Development
7. Once the team member has demonstrated mastery of all components of the task, you and the team member will both need to sign the form in the appropriate box of the acknowledgment of development section.
8. Submit the form.

OVERVIEW

- All stores have the below hiring signage materials for use in our ongoing recruitment efforts as well as for use when stores need immediate hires.
- Be sure to keep these items in a safe place in your back rooms/storage areas so they are ready for use when needed and to avoid unnecessary re-orders.
- Inventory: *Outdoor Banner (1), Bandit Signage (6 of each message), Pump Topper (3-8 varies by store), Hiring Handouts (250), and Recruiting Cards (250).*

OUTDOOR BANNER
INSTRUCTIONS: Display near road entrance during non-promotional time periods. TAKE DOWN & SAVE when running a promotion in the banner location.

HANDOUTS & RECRUITING CARDS
INSTRUCTIONS: Hand to potential new hires or candidates at the store to educate them on the benefits of working at WhiteWater and with a QR code to apply. Not for mass customer distribution.

PUMP TOPPERS
INSTRUCTIONS: Display in scattered pump toppers so the message is evenly distributed across the lot.

BANDIT SIGANGE
INSTRUCTIONS: Display near XPT drive up/tunnel exit. Use the 'Join Our Team' sign as a when needed recruitment message. Use the 'Now Interviewing' sign when you are actively looking to fill a role or hire multiple employees. TAKE DOWN & SAVE if needed during promotional periods.