



distinctions

Human Resources and Performance

Client Profile

Since opening their doors in 1989, our client has grown into a major national auto finance company with two regional centers, over 1,200 employees, relationships with over 7,500 automobile dealerships, 300,000 borrower-customers, the financial strength of nearly \$4 billion in managed receivables, and have been part of the Ford Motor Credit family of companies for five years.

Challenge

The East Coast Regional Center was established with no clear human resources and employee relations policies and procedures. The Center's Human Resource Director left the company for inexperience and competency issues, and employee issues including several EEOC and unemployment claims, were on the rise. Additionally, managers and supervisors were behaving inconsistently with employees, and the production (loan originations) side of the business had different policies than the call center (collection).

Solution

Distinctions, Incorporated was brought in to evaluate and develop a new employee handbook with complete with revised and/or new policies and procedures. Employee focus groups were conducted along with supervisor and managers to participate together in establishing consistent practices. A new supervisor and management training program was also designed and delivered focusing on leadership, coaching, communication and teamwork. Specific core competencies and performance measures were established by position and compensation structures were re-designed to correspond with these changes.

Result

All managers and supervisors were trained, consistent policies and procedures were established, and performance-based incentives and compensation structures were put in place. These initiatives achieved a 22% reduction in employee absenteeism, 17% jump in productivity and an 88% decline in employee claims and issues filed.