



**People Team Plan
2018-2019**



Executive Summary

The People Organization at Alamo Draffthouse is a team comprised of professionals in a variety of 'people' disciplines. From internal branding and attraction to human resources and benefits to training and development to community and culture, our team touches every part of the employee experience. Our goal is to create an enviable and world class people organization that's unique and true to our external identity, valuable to employees, buy-in from our top-level leaders and the right people on the team, Alamo Draffthouse will emerge as a leader related to its employee engagement and happiness.

In order to build a best in class department, a solid structure and plan is needed. You'll find the recommendations for a comprehensive People Organization throughout this plan.

The first key component is building a diverse and dynamic team. Included, is a proposed organizational chart. Once the team framework is in place, the subsequent plans are to:

- Completely overhaul technology in the people/payroll spaces for better data integrity as well as a more communicative and robust employee experience.
- Develop robust leadership and leader-in-training programs, as well as impactful soft skill courses.
- Choose your own adventure career pathing and succession planning.
- New and more efficient processes and documented policies and processes related to all things 'people'.
- Rebrand and reposition the 'People Team' internally and better partner with the business to ensure both the most optimal people practices as well as compliance.
- And so much more...

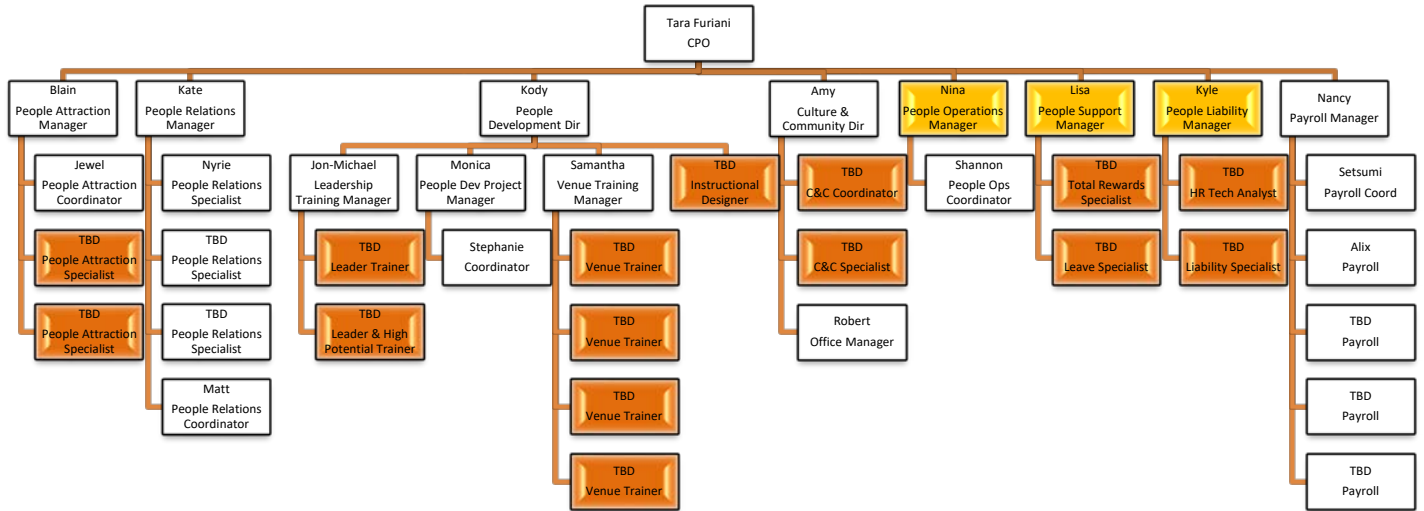
Keeping the People Team engaged and directly connected with the key leaders throughout the entire organization, during the development process and beyond, will be pivotal to our success.

You'll also find throughout this document, ideas and recommendations for communication, technology, learning and development, comp & benefits, engagement, culture, community,

Because building a world class People Organization is everyone's goal, I feel confident that what's been recommended in this proposal, will get us to the finish line in the shortest amount of time possible, while ensuring each area of the business and its associates are supported, developed and on track to be even more successful.

I look forward to your feedback and ultimately your support in making the 'Best damn culture that ever has or ever will exist, where people don't want to leave and when they do they want to come back'!

2018 & 2019 Organizational Chart



New Role- Not Budgeted in 2018

Current Role- Budgeted Positions

New Role- Budgeted (or \$ budgeted)

Initial Areas of Focus & Opportunities for Immediate Impact

Team Restructuring

Q3 & Beyond

- Team Assessment
- Team Re-Organization
- Team Hiring

Team Development

August 2018 & Ongoing

- Train the Trainer Boot Camp
- Communication & Partnering Boot Camp
- Recruiting Boot Camp
- Leadership Boot Camp
- Team Dynamics Boot Camp
- PI or Behavioral Analysis Boot Camp
- HR Compliance Boot Camp
- Culture Boot Camp
- Diversity & Inclusion Boot Camp
- People Strategy Boot Camp

HR Technology & Data Clean Up

Q3 & Beyond

- Data Cleanup (ADP, Aloha, Talent Reef)
- Review & Evaluate HR Tech Options (HRIS, ATS, LMS) that can work together (API, iFrame) for a seamless UX
- Work with Mikey & Alamo Tech on Solutions, Requirements & Security

Choose Your Own Adventure (Career Paths/Succession Planning)

Q4 & Beyond

- High Potentials
- Career Paths
- Soft Skills Training
- Cross Departmental Opportunities
- Succession Planning
- Exposure to Leaders, Other Functional Areas

Leadership and Management Training

Q3 & Beyond

- High Potential Identification
- Soft Skills
- Mentorship
- Job Sharing

Thought Leadership & Building World Class Awareness

Q3 & Beyond

- HR is a 4-Letter Word Podcast & YouTube Channel
- Conference/Panel Speaking Opportunities

Soft Skills Training

Q4 & Beyond

- Sales/Upselling
- Interviewing, Hiring
- Speaking & Facilitation



Compensation & Total Rewards

Q3 2018 & Beyond

- Review and Evaluate our Compensation, Companywide
- Develop Recommendations for Salary Ranges & Total Comp Packages by Geo & Level
- Evaluate our Current Benefit Offerings and Make Recommendations, As Needed

Corporate Projects Team

Q3 & Beyond

- Leveraging Internal Resources
- Opportunities for Cross Department Help & Support
- Exposure to Other Areas (Potential Career Growth)
- Loyalty to Alamo

People Process Development & Refinement

Q3 & Beyond

- Handbook Redevelopment
- Define Processes and Policies for ALL Aspects of the Employee Experience

Employment Brand, Attraction & Recruiting

Q3 & Beyond

- Hiring Tools (PI, Berke, Wonderlic, DiSC)
- Culture Based Hiring
- Interview & Hiring Training for Leaders
- Employment Branding, Careers Page
- Employee Attraction Videos & Testimonials
- Intern Program
- Alamo Kidtern's

Orientation & On-Boarding

Q3 & Beyond

- Immersive and On-Going for the 180 Days of Employment
- Culture Check-Ins with New Hire Groups (in conjunction with C&C Team)
- Easy to Use Systems that Allow for a Seamless Hiring Experience

Core Values Rollout

Q3 & Beyond

- Engagement with Venue Level Leadership to Roll Out CV's Companywide
- Core Value Kickoff Meetings with Venue Level Champs Driving the Sessions
- Core Value Implementation into ALL Internal Facing Programs, Processes, Systems, Media, Tech, Social, Etc...

Culture, Community & Philanthropy

Q3 & Beyond

- Further Develop our Culture and Ways to 'Live It' as an Organization
- Engage and Support ALL Venues, Regardless of GEO... So ALL Feel Like 'Alamo'
- Consider Adding a Culture Statement and Internal, Employee Facing Mission and Vision
- Consider National Charitable Initiatives

Social Engagement

Q4 & Beyond

- Setup Facebook Careers & Workplace Pages (Could Tie in w/ Info Portal)
- Develop & Monitor on Glassdoor, Indeed, LinkedIn, Etc...
- Setup, Develop & Monitor Attraction Based Twitter Instagram, SnapChat, Etc...
- Setup Develop & Monitor Employee Facing Twitter, Instagram, SnaChat, Etc...
- Employee Related Hashtags



People Reporting & Metrics

Q1 2019 & Beyond

- Data Cleanup (ADP, Aloha, Talent Reef)
- Review & Evaluate HR Tech Options (HRIS, ATS, LMS)
- Systems that Talk to Each Other for Data Integrity and UX

Thank You!

I hope that this document has provided you with enough information to see my big picture vision as well as tactical recommendations and ideas for the newly created People Organization.

With the right team and tools in place, we'll be able to quickly and dynamically develop a world class people function and truly be able to support the needs and demands of our growing and fast paced business.

Since our team members are our biggest asset, making this investment in them, will equip us with the tools to be both competitive in our recruiting efforts, engage and grow our eNPS scores and create a positive buzz within the industry as a World Class Team.

It is my sincere goal to build a valuable department for Alamo Drafthouse and if we take the steps I've outlined above, I am confident we will do just that, and in record time.

Thank you,

A handwritten signature in black ink, appearing to read "Tara Furiani". The signature is fluid and cursive, with a large initial "T" and "F".

Tara Furiani
Chief People Officer
Alamo Drafthouse Cinema