**Excellence in Innovation - Leadership Development**

**Enterprise Rent-A-Car Management Training Program**

MT Program Overview and Experience: Our Management Training Program is the foundation of our organization. We promote 100% from within for the management and senior leadership of our operations and business. The Management Trainee's (MT) we hire today are literally tomorrow's future leaders of our company. The business skills development we provide to our MT’s in our Program is not only crucial to developing outstanding business men and women to work for our company, but it is essential to our company's future growth, as these men and women will eventually be managing and running our business.

In the Enterprise Rent-A-Car Management Training Program, we provide a hands-on learning environment in one of our local branch operations. The program is a combination of one-on-one learning by experience, along with structured, formal class-room style learning programs, which teaches our employees all aspects of managing a successful business.

Skills development includes:

- Sales and Business Skills Development

- Financial Analysis

- Business Management Skills

- Customer Service Skills

- Fleet/ Asset Control and Management

- Inventory Logistics

- Entrepreneurship

- Personnel Development and Management

Career Path: The Management Trainee (MT) position is the starting point for all of our careers. As an MT proceeds through the program, and successfully completes the necessary benchmarks and assessments they not only progress but also have the opportunity for promotions. While one can truly go anywhere in the organization—changing careers without changing companies—a typical Rental Management career path includes the following progression:

1.) Management Trainee (MT) (Entry point to the program)

2.) Management Assistant

3.) Assistant Manager\*

4.) Branch Manager

5.) Area Manager

6.) Group Rental Manager

7.) Regional Vice President

8.) Vice President/ General Manager

\*At the Assistant Manager position the Management Training Program is successfully complete and the employee is now on the Rental Management Career Path to manage one of our local branch operations.

Our Culture: Our MT’s work side by side with other employees who were once MT’s too. Our employees teach and support our MT?s, creating a culture unique to our Program. Our branch teams come together to help each other learn and succeed in the four key areas of our business –customer service, fleet growth, business profitability and employee development. Not only are our MT’s learning every step of the way, but we recognize and celebrate them for each of their accomplishments throughout the program and beyond.

Recruitment and Hiring Process: The recruiting approach for our Management Training program is a blend of corporate strategy and local autonomy and implementation. As a company we have a strong brand that allows for a consistent approach and message. Whether our careers site or the information we share face-to-face, our candidates hear about the opportunities and the culture of success—making people think differently about a career in our industry.

We do not limit where we recruit for or attract our future MT’s. We go well beyond the traditional Campus Career Fairs and On Campus Interviews. We know the best employees come from great relationships, so we focus on those partnerships and relationships to share our story and help us to educate our audiences in search of top talent. This type of involvement can include student organizations, campus/ athletic sponsorships, career center relationships, workshops, classroom presentations, volunteering events, internships/ co-ops, campus ambassadors and current employees.

Competencies: We look for individuals with the following identified core competencies—both soft skills and characteristics:

- Customer Service Ability and Empathy

- Leadership Ability

- Sales and Persuasive Skills

- Work Ethic and Flexibility

- Competitiveness

- Excellent Communication Skills

- Highly Sociable

- Action Oriented

- High Capacity Workers

- Career Investors

- Recognition Oriented

Our recruitment and interview process includes a branch visit to see our operations in action and an interview with a local manager. This relationship based approach allows our employees a better immersion in the program on the day they start. Relationships with current employees are cultivated and our new hires are part of the team before they start.

The Results: Enterprise Rent-A-Car has been operating in Canada for more than 20 years. We employ more than 4,500 employees in our more than 550 locations throughout Canada. Each year, we welcome approximately more than 450 new Management Trainees in our Canadian operations representing the future local and global leaders of the Enterprise Holdings family of brands operating Enterprise Rent-A-Car, Alamo Rent A Car and National Car Rental. In our last FY, we promoted more than 225 Canadian employees to the Assistant Manager role and more than 125 to the branch manager role.

**What was the budget range of this project?**

High ($10,000+)

**What was the size of the team working on this project?**

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