

## Departmental Action Plan

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The challenge that we are facing is getting our vehicles in and out of the shop within three days ready to sell on the lot. One of the issues is we have a new service manager who is working on fixing other issues in the service department. It has put some restraint on the used car department.

Our current situation of getting the vehicles thru the shop is 9 days on average as of the end of September. In the next few months I believe we can get this process into a three-day time frame. By training, education, making it top of mind, and making a service advisor and service manager responsible to keep the process moving we can achieve our goal. The used car manager and fixed ops director will monitor this daily.

The first step was to give the right service advisor the task of keeping the pre-owned vehicles top of mind. We gave that person a small monthly bonus of \$300 that is divided with the service manager if the desired result is accomplished. The process to make this happen is as follows. When the vehicle is purchased or traded it is assigned a stock number and checked in. The used car manager then prints 2 get-ready. One will go to the service advisor and the other will stay in a folder with the used car manager. The service advisor will then open an R/O and give that R/O to the service manager. He will then schedule as he can into the technician schedule. The advisor will follow up throughout the day to make sure work is being completed on his used cars. Once the technician inspects the vehicle the R/O with the work that is needed is given to the service advisor. That will be determined by whether the vehicle is certified or non-certified. The advisor then brings the R/O to the sales manager to approve what work is being done. Once the work is approved it is scheduled to be fixed. The service advisor then has the technician order parts and the repairs made. The technician then sends the vehicle to detail to be cleaned and prepped for the lot. Once it is ready the detail department will bring the vehicle to the used car manager for inspection. Once he has approved the vehicle it is parked on the lot. The used car manager will track days and then dispose of the other get ready.

The timeline to monitor our results is daily by the service advisor, service manager and used car manager. We also set up a weekly check to verify all vehicles are being serviced in the three days by the general manager. After 45 days of this process in place we are at our three-day goal. It has stayed constant because of awareness and dedication to the process from the managers and service advisor. With the proper training and

holding people accountable the result is fantastic. By having the right people in place, the process has become very easy and the results show. I believe that by shining a light on the problem and setting a process in place is all we needed. If we continue to monitor the process and make sure we are holding the right people accountable things should run very smoothly.

After having our meeting and explaining the new process and the results to the dealer he was happy to here that we had made a successful change and the people involved had done a great job. The only question was, will this process be as effective when the service department is extremely busy? The rebuttal that myself and the service manger had was that the technicians are willing to stay late or work extra hours on the weekends to keep the process effective. Nothing will drop off and we will continue to keep our three-day process. Time will tell as we keep monitoring our pre-owned vehicles.