

Departmental Action Plan

Student Name: Brian Guerrero

Class & Student Number: N322

Academy Week: Week 4 Pre-Owned

Current situation or challenge you want to address:

Being the Collision Center Manager, I see my biggest area of opportunity being in the turn around time that we complete used car repair work. Internal work has always taken second priority to customer pay and insurance work due to it paying a lower amount per flag hour and no one having direct responsibility for the cycle time.

This fail directly falls on me. I need to explain the importance of holding cost, depreciation of market value, inventory turns, and coach on the importance of communication to other departments.

Overall Objective and Specific Desired Results:

To improve the cycle time on internal repairs and to have an estimator assigned to reporting on the progress.

The total amount of hours on the estimate will be divided by 3.5 in order to achieve an estimated completion date that's in line with industry standard

Paul Cassis (Estimator) will be responsible for overseeing the estimates and production of internal repairs.

Describe your action plan in detail (be specific and include before and after measurements)

Currently we have no cycle time measurement. The goal is to achieve a minimum of 3.5 labor hours per day.

Paul Cassis have created an excel spreadsheet that indicates the vehicle, who brought it in, date it came in, date estimate approved, amount of repairs, labor hours, and expected completion date. Every day the spreadsheet will be sent to all Department Heads so they can track the progress of their vehicle and hold the Collision Department responsible for the turnaround time.

Any vehicle that is not on schedule of hitting 3.5 hours will be reviewed with the Collision Director for assistance.

In addition on CCC1 were able to track our internal vehicle by creating a repair plan that will assist us in reporting our cycle time to us.

In the Collision Center we also hold a production meeting every day at 8:30, I believe we need to do a better job reviewing internal vehicles and communicating to the technicians on the dates that we expect these vehicles to be completed.

Timeline: Describe specific short term and long term checkpoints to monitor progress

In CCC1 will be track our internal cycle time. Our plan is to gather TRUE cycle time numbers for the first 30 days and then monitor them every month for improvement with the goal of hitting our target of 3.5 labor hours per day.

Meeting with Stakeholders (dealership personnel)

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences. Include timelines / Accountability / Monitoring process.

Above I've described the who, what, when, how in detail. I'll make a brief outline below

- a. Who: Collision Director, Paul Cassis, and technicians
- b. What: To improve cycle time of internal repairs
- c. By When: Immediately, and monitor every month in our month feedback sessions
- d. How: Internal spreadsheet, CCC1, and communication to other Department Heads.

Dealer agreement:

If you need your sponsors support or approval to implement your plan, have it signed off before you start. If you can proceed on your own, present this action plan to your sponsor before next class. Describe the meeting:
