

SERVICE OPERATIONS ASSIGNMENT – ACTION PLAN

S Specific **M** Measurable **A** Achievable **R** Relevant **T** Time bound

What is your goal? What do you want to achieve? From what metric? To what metric? By what date?
Example: "I will decrease my 5K run time from 30 minutes to 21 minutes by June 15, 2020."

S M T

Goal is to improve our Tech Proficiency by 11% by March of 2021. This would take our Proficiency from an abysmal 59% to 70%. We will monitor and check in every 45 days until March to make sure we are on track and continuously improving.

How does this goal align with or support your dealer's vision?
What are the BENEFITS of achieving your goal? What are the CONSEQUENCES if you don't?
Why is this goal important to you?

R

This aligns with our Dealership's vision of increasing our Fixed Absorption. The benefits are endless here. More \$ to the bottomline, an additional \$68,465 per month in labor sales, \$821,590 annually. Happier techs, better communication between back counter sales, implementing parts runner, Service Advisor performance, and overall performance of the Service department. The consequences are continued poor performance and inability to move the needle in the market we serve. This goal is important to me because it will help us sell more trucks!

FIXED OPERATIONS 2 – SERVICE

What specific actions or steps will you take to accomplish your goal? What will you do differently or improve?

For each, be sure to include necessary resources, who is accountable, the measurable result, and dates.



SPECIFIC ACTION/STEP	NECESSARY RESOURCE(S)	ACCOUNTABLE PERSON(S)	EXPECTED RESULT	START, END, & CHECK POINT DATES
Implement Parts Runner.	People	Parts Manager and Service Manager	Keeping techs focused and on the job.	10/1 start date, monitor performance and work out the kinks thru 11/1. Check monthly.
Daily Huddle meetings, posting Tech Proficiency on the board.	5-7 minutes at the beginning of every shift.	Shop Foreman / Service Manager	Better communication and constant focus to improve every individual performance.	10/1. Evaluate the Huddle meeting communication on a weekly basis.
Improving lost time	Shop Organization	Continuous Improvement Coordinator	Improve Tech Efficiency. Goal is 10%.	10/1. Evaluate every week, identifying any areas we can improve and follow up on Friday Huddle Meetings.
Parts Acquisition and improving FTFR.	Lost Sales Reporting. Consistent reporting by entire Parts Dept	Parts Manager	Better performing techs, improving their efficiency by not having to wait on parts.	Already started from our Finger Print Project. Check in every week, evaluate at monthly CIC Meetings.
Service Advisor Communication Training.	Time, Effort, and Energy to invest. Hire a Corporate Trainer on Communication.	Service Manager	The most important person in the dealership requires attention to detail and improving every day. Result will be	Initially, evaluate KSA Surveys 9/28, meetin individually, follow up qtrly, and have 6 month evaluations with

SERVICE OPERATIONS HOMEWORK – ACTION PLAN

How will you track your progress? Where will you find the information? How often will you check in?



Tech Proficiency on the board visible to all will motivate the high performing techs to stay where they are and drive competitive nature between techs to improve their numbers. This will implement a culture of getting better every day.

Potential Obstacles?



Change. No matter what, people are always slow to except change until they see how much it benefits the team, and their pay.

Making changes to Shop Organization. People get complacent.

Not allowing Huddle Meetings to be a waist of time. Time is the most valuable thing on the planet, it has to be worth the "time".

Potential Solutions?



Add Value to improving shop organization by showing saved time and reporting improvements.

Making Huddle meetings quick, efficient, and of value, showing improvements in Proficiency Scores and highlighting in front of peers most improved Techs every week.

BOTTOM LINE! What is the financial impact (expressed in dollars) of achieving your goal?



sales to our bottomline on a monthly basis and \$821,590 annually. Potential benefit is increasing our FA to 88% from 79.51%.

CONGRATULATIONS! You've accomplished your goal! You added or adjusted policies, procedures, and behaviors. Now what? How will you ensure you and your staff do not fall back into the previous habits that produced poor results? Be specific.



These action items will become the standard. We won't back down and will continue to chase improvement every day. We will improve the bottomline, improve morale in the shop improve customer relations, and work toward the most important goal of becoming the dealer of choice to our customers and our employees.