

## 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

//I have two major issues in our service department. Our first issue is service advisors who aren't selling any work. I am going to wait until after this week to work on them. The second issue is unproductive technicians. Our technician proficiency is 49.89% In order to bring this up I need to either replace the apprentices with C technicians or implement a productive apprenticeship training program. We are working with our local junior college and their automotive technician program. We have 6 apprentices with varying training levels. We need to create and implement a formal training program at the dealership which will allow us to train and assess skills with each individual apprentice. Right now their classroom work is 75% of their training. We need our own hands-on program that would provide the 25% they need for their degree and additional time to make sure they

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

Our dealer's goal is for every department to be profitable while maintaining high customer satisfaction levels. We want the employees to be able to earn competitive pay and have high job satisfaction.

Right now we have discouraged and lazy service advisors. We are booked out for two weeks. With properly trained apprentices we will be able to increase our output. This will all our technicians and advisors to earn more money and provide high quality service to our customers. If we don't do this then our customers are going to find another place to provide their service.

I knew what several of the issues were in our service department but up until now I didn't know how to quantify enough to get through to the players. I now have the knowledge to help each person see where they fit in to the puzzle and how we can take things from fair to great. Since our dealer is from the sales side he has depended on me for the fixed op side. When I had more seasoned managers and technicians it was a matter of making sure everybody was following the rules and keeping customers happy. Now it's up to me to develop the plan to achieve our goals.

**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
Outline order of skill sets required to be mastered before moving on to the next skill level.	Trenholm Technology Jr College and ASE	Lewis Mills	We expect to reach this goal fairly quickly. This will be the foundation for our program	Begin 11/16/20 and have in place by 12/15/20.
Determine how we are going to measure the quality of each skill.	Trenholm	Senior technicians	I believe the senior technicians will be excited to put measurements on each apprentices skills and see their	Begin evaluating 12/1/20. Should have consistent grading in place by 12/10/20.
Who is going to be monitoring the skills?		Senior Technicians and Lewis Mills	Success	Begin next week and begin monitoring evaluation on 12/1/20
What will the compensation levels be?		Lewis Mills/Holly Foster	Success	Will be done the first week of December
When will we increase pay to the next level?		Same		Will be done along with compensation levels the first week of December
Develop a long term plan to reach students at the junior high and elementary grade level	State association and local schools	Lewis/Holly	Success	We will begin at the first of the year and have a footprint in place by the end of January.

## SERVICE OPERATIONS HOMEWORK – ACTION PLAN

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

**S M A T**

We will begin educating and posting measurements on the technicians and apprentices on proficiency in December. This will bring the interest level on production to the attention of everyone in the department. As soon as we evaluate everyone in December we will set proficiency goals for each tech/apprentice individually and for the group as a whole. This will be measured daily.

Potential Obstacles?

**A**

COVID 19 may slow us down a little bit but will not stop us.  
Some of the slower techs may push back in the beginning

Potential Solutions?

**A**

Have special pay incentives for our "trainer/evaluators"

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

**S M R T**

Bringing the proficiency level from 49.89% to 90% will increase monthly sales by \$89,599.  
49% proficiency on 8 hours is 3.92. 90% proficiency on 8 hours is 7.2. This would be an average hourly increase of 3.28 per technician. 11 techs x 3.28 hours x 22 days = 793.76 hours per month. 793.76 x 112.88 = \$89,599

**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.

**S A**

This will be a daily/weekly/monthly calculated metric to measure the health of our technical staff. The fixed operations management team will step up to the plate to make sure this happens. I will also put this on our daily/weekly/monthly metrics review and improve sheet.