

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

We will increase our shop proficiency from 53% to 100% by September 30, 2021

65% by April 30
 75% by May 31
 85% by June 30
 95% by August 31
 100% by September 30

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 dealership vision is to improve our customer experiences and become profitable in Fixed Operations.

Benefits: Overall health and reputation of our dealership will be at a level we have not seen in many years. Increased technician proficiency will result in Service & Parts Dept profitability, pay raises for Fixed Ops employees, higher retention in Fixed Ops employees, quicker recon for Used Car Dept, faster Used Car turn, increased overall dealership profitability.

Consequences: We will continue to lose money in Service and make it challenging for our dealership to be profitable with Sales/Finance carrying the load. Sales Dept and clients will lose confidence in our Fixed Ops department if we cannot fix vehicles in a timely manner. We will struggle to retain Fixed Ops employees, continuing the negative cycle. We will struggle to retain Service clients (Sales clients).

This goal is important to me because it is our biggest area of opportunity and has been our weak spot for many years. While many factors play into our awful proficiency %, there are many solutions to those issues that will not cost us any additional dollars to fix.

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
Survey the technicians to see what they think would help their proficiency	Google Forms Anonymous Survey	Sara / Travis	Gather insight as to what the techs see as a barrier and then work to remove that barrier	Survey sent last week Request completion by Monday 3/22
Pre load the shop (right jobs to right techs)	Tweaks to scheduling and end of day process	Travis / Tanner	Less wait time when techs arrive to work or return from lunch	Begin Monday 3/22 Discuss at weekly meeting w/ Fixed Ops Managers
Work with Parts on stocking the right inventory	Lost Sales reported	Jordan / Travis	Less wait time resulting from decreased emergency purchases or orders	Begin Monday 3/22 Discuss at weekly meeting w/ Fixed Ops Managers
Pre-authorize RO's at write up	Advisor training	Travis / Advisors	Less time wasted waiting on call back from customer. Phone tag	Begin Monday 3/22 Discuss at weekly meeting w/ Fixed Ops Managers
Organize tool room and toolboxes	Time spent organizing and cleaning tool room Techs clean their spaces	Travis / Tanner Sara will visit shop at least once/week to inspect cleanliness while	Less time wasted looking for tools Improved morale- everyone likes a clean work	Begin Monday 3/22 Weekly visits to shop
Create clearly defined goals and incentives Update pay plan	Travis working one on one with each technician and building goals / incentives	Travis	Improved relationships, proficiency, morale and profitability	Begin 4/1 Sara and Travis will discuss monthly
Service Advisor training	Time spent discussing best questions advisors should ask to improve FFV	Travis	Better write up by advisor, improved ability to diagnose properly. Limit pulling tech off job to look at comebacks	Begin 4/1 Sara and Travis will discuss monthly
MPI required --> sell more maintenance work	Advisor / Tech / Parts Training Declined Service Op code	Travis / Tanner / Jordan	Increase in maintenance work and CP labor sales. Easier/quicker jobs to lift proficiency	Begin 3/22 Sara and Travis will discuss weekly

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 track our technician proficiency currently in a shared Google Sheet. Travis inputs the tech hours each morning.

Now, we will begin to set goals for the shop and each technician. Sara and Travis will review the results weekly.

Potential Obstacles?

A

Techs want to resist change

Parts Department poor stocking hinders tech proficiency

Maintenance work is at 3.4%

Potential Solutions?

A

SHOW them how much money they could be making. Explain how important they are and how they play into the big picture

Discuss Lost Sales, Emergency Purchases, notes from pad on back parts counter.
Create Parts Dept incentive based on Shop Proficiency

MPI on every car is requirement to be employed at our dealership. Train advisors to sell off the MPI and decrease one line ROs

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

S M R T

If I did the math correctly, with our 16 technicians at a value of \$13,491 each @100% proficiency and 74% Gross Profit, we would net \$20,708 in the Service Department.

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

Continue to discuss these topics each week and each month at management meetings. Once we achieve one goal, set another in order to continue improvements. Focus on getting a little better each day. Consistency compounds.