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

Increase Technician Proficiency from 77.9% to 100% by July 1, 2021.

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

Aligns with dealers vision as will increase store gross sales and gross profit. By increasing proficiency of Techs, they will make more money, ASM's will make more money and individual goals will be acheived. Good for morale. This begins with the Porters parking and documenting location of vehicles, possibly even taking vehicles directly to shop. Parts being delivered to Tech to eliminate wasted none productive time that can be used to get "sell up" sooner which will increase sales. Customer more likely to say yes earlier in day rather than later/closer to original promised time. ASM can help by selling more on drive and getting pre authorization.
Consequence: if we fail to increase proficiency, it is bad for morale, employees become complacent and the dealership bottom line suffers.
Important to me: Pride. As dedicated employees of Wondries Toyota, it is imperative that every day be productive and hopefully enlightening as we work toward the increase in new business and maintenance of existing customer business. Money follows business success.

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
Conduct team meetings to review/discuss Tech/Team Proficiency	Proficiency Report	Service Mgr	Raise awareness of goals, expectations and delivery of goals	Start April 1st Check points weekly End July 1st for initial goal, then start over with ongoing tracking and
Cross Train Techs on sell up of video MPI, ASM's on sending video MPI an communication with customer	eleads Camera with wifi connection	Technician Service Mgr ASM	Customers will authorize more work to be completed. More hours per RO	Start April 1st Check Daily, run reports weekly End July 1st for initial goal, then ongoing.
Set goals short and long term, document in print for distribution Check ADP to verify clock times	Service Mgr/Dept Online access to reports	Service Mgr/Dept Service Mgr	Everything improves when accountability is attained and measured	Start April 1st Ongoing distribution throughout month End: Update as needed or end of year
Less "1" line repair orders	Maintenance packages Information on recommended maintenance	ASM Service Mgr	More hours sold, increased in hours per RO	Start April 1st Check weekly End July 1st initially then ongoing
Locating Vehicles	Documentation	Porters & Techs Service Mgr	Find vehicles more quickly	Start April 1st Check daily End Ongoing
Parts Delivery	Parts Runner	Parts Dept Service Mgr	Less wasted time at Parts Counter	Start April 1st Check daily, weekly End July 1st, is this working, tweak if needed, then continue
Dispatch	Team Leader	Team Leader Service Mgr	Dispatch to correct level Tech to keep costs down	Start April 1st Check by running report weekly, monthly End Ongoing
Spiff Advertising	Money Market Manager	Service Mgr Service Mgr	Shop morale improves, $ and hours go up More traffic, more hours, more $	Start April 1st Check Monthly End July 1st intially and then assess for ongoing Same dates as

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

Progress reports will be pulled daily, weekly, monthly to share with employees individually and at meetings as appropriate. Will hold employees accountable, remain positive to help keep morale up.

Reports will be pulled from RAP, REX

Potential Obstacles?

A

Reluctantance to change, complacency

Discipline/holding employees accountable could lower morale

Potential Solutions?

A

Need to show employees benefits of the change how it will benefit them (more hours/more $) and the dealership.
Find ways to be held accountable, but not negative

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

S M R T

Once increase in proficiency occurs from 77.9% to 100% Techs gross would increase $3,720.00 x 25 Techs = $93,000 additional $ per month.

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 weekly meetings with specific agenda items, monthly goals and bonus programs. Practice creates habit. Keep morale up, makes it easier to make changes.