

## 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

My goal for Hamilton Volvo is to increase technician proficiency. I am trying to achieve a higher proficiency that I currently have calculated which is 107.47%. From page 39 in the workbook, it is stated that a very strong technician proficiency metric is 112.5% . We are above guide, but, I believe we are not maximizing proficiency as much as we could be. My metric is 107.47% proficient and I want to raise it to 115% proficient. I want to achieve this within 90 - 120 days from originally setting the goal, June 21st - July 21st. In short, I will increase my technician proficiency from 107.47% to 115% within the time frame of June 21st to July 21st. To do this we need to calculate and increase productivity and efficiency.

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

My goal supports and aligns with my dealer’s vision because his family is interested in maximizing the operational profitability of the service department at the dealership. The benefits of achieving this goal is are many; 1) We increase the revenue of the department 2) We contribute a higher amount to the fixed absorption rate of the dealership 3) We increase morale of the service department and dealership as a whole 4) We become a more attractive place to work which can help with recruiting technicians which is a big problem currently for the industry.

If we do not achieve this goal there are consequences, but, because our proficiency is good currently (it can be better) the consequences wouldn’t be severe but there are still after-affects that need to be mentioned. Potential consequences are 1) Proficiency remains the same, this would mean that revenue and possibly profitability remain the same as well. 2) We contribute the same to the fixed absorption rate for the dealership, which is good but we can be better. 3) Morale remains the same, it doesn’t go up and doesn’t go down. 4) We remain a decently attractive place for technicians to work, we don’t become a great one as the income earnings potential is just the same as it was before.

**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.



<b>SPECIFIC ACTION/STEP</b>	<b>NECESSARY RESOURCE(S)</b>	<b>ACCOUNTABLE PERSON(S)</b>	<b>EXPECTED RESULT</b>	<b>START, END, &amp; CHECK POINT DATES</b>
Increase hours worked	1) Advisors/technician collaboration to sell more labour hours 2) Install an additional bay 3) Better tools	General Manager	Increase in hours worked from 6.5 to 7.5 hours	Start date: April 1st Check point June 1st
Increase hours available	1) Collaboration from the technicians to work evenings and Sunday 2) Recruitment of technicians to work evenings	Service Manager	Increase available hours from 7 - 9 hours	Start date March 21st Check point April 1st Check point May 1st
Key Tracking	1) New key box 2) Programming for key box	General Manager and Service Manager	Increased technician efficiency as they are not searching around for keys	Start date March 28th Check point April 1st
Train a parts runner	1) Recruitment of an additional parts personal 2) Access to indeed and other job portals 3) Training from parts/ service manager	Parts Manager and Service Manager	Reduced technician inefficiency as they are not being pulled off job to get parts	Start date March 1st Check point June 1st
Provide better leadership	1) Collaboration from General Manager 2) A room to conduct manager's meetings	General Manager Service Manager Parts Manager	Increased morale which can naturally increase productivity and teamwork	Start date April 1st Check Point May 15th Check point June 30th
Toolbox Organization	1) Access to bigger toolboxes 2) Access to a special tools room	Service Manager and Technicians	Reduced technician inefficiency as they are not being pulled off of jobs to search for tools	Start date April 25th Check point May 1st Check point June 15th
Provide better training	1) Training guides from manufacture on how to fix problem issues	Service Manager and General Manager	Increased efficiency as the technician knows how to complete the job faster and not make errors	Start date March 25th Check point April 15th Check point May 1st
Improve Wifi	1) Access to a good wifi supplier 2) Access to a specialist to install the wifi 3) Software and hardware	Service Manager	Reduced technician inefficiency as they have less down time as they wait for downloads of software	Start date April 25th Check point May 1st

## SERVICE OPERATIONS HOMEWORK – ACTION PLAN

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



I would track my progress every 10-15 days. I can use the excel calculations that are provided in the NADA class, as a guide for me to measure my goals. I will update the excel with new information weekly to ensure it is accurate and up to date. I will find this information from my financial statmenet, and DMS report. I will have to collect these from my service manager, parts manager, and financial controller. I will track my progress through these calculations as the math is the most accurate and important measurement of where I am with my goals.

### Potential Obstacles?



There can be several obstacles;

- 1) The employees may not want the dealer to increase the hours open, as they won't want to work evenings or Sundays
- 2) The technicians may resist new policies or procedures as they may not accept the change in process unless they can see how it benefits them.

### Potential Solutions?



There can be several solutions to those obstacles;

- 1) We can hire part-time employees that can work evening or sunday shifts so that the main employees don't have an adjusted schedule.
- 2) Technicians can be presented to and shown how the new policies and procedures can increase how much money they can make.

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



Financial impact in achieving this goal can be found in labour sales potential;  
 Clock hours available x effective labour rate = Labour sales potential  
 $600 \times \$130.23 = \$78,139$ . This is an increase of  $\$78,139 - \$62,902 = \$15,237$

**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.



I have to ensure these new policies, procedures and guidelines are followed through the managment and enforcmeent of these guidelines. If we don't manage them properly, we will lose sight and lose track of our plan and we won't achieve our goal. So, we have to track our progress almost every day and ensure each item is followed through and managed properly.