

## ACTION PLAN 1

 Specific    Measurable    Achievable    Relevant    Time bound

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What is your goal? What do you want to achieve? From what metric? To what metric? By what date?

Goal: Increase tech proficiency

Achieve: 100% proficiency for each tech

Metric: Currently we only have two techs that average 100% + proficiency

Metric: All techs average 100% proficiency

Date: End of July 2021

### BOTTOM LINE: Benefits of Achieving Your Goal

The benefits are more gross sales which leads to bottom line profitability. Additional benefits are faster turn around for customers and more parts sales.

### Consequences of Not Achieving Your Goal

We have always excused our techs lack of proficiency and have not held them accountable. We have blamed this on the fact that we are a union shop. Consequences of not achieving this goal are both loss of dollars and the ability to effectively manage our service department.

When will you start?

We have already started

How will you gauge your progress? When? Using which metrics?

We have an internal payroll spreadsheet that shows tech proficiency. This document is produced weekly with payroll and given to the Dealer, the GM and the Service Mgr.



ACADEMY

What specific actions will you take to achieve your goal? Who can help you?

- 1) Daily proficiency update when the tech checks out with the service manager.
- 2) Weekly proficiency posting by the time clock and in the lunchroom.
- 3) Weekly recap with service manager when handing out pay checks.
- 4) Monthly recap with service manager and GM showing what they produced and what they would be paid at 100% and 110% with the non-proficient techs as well as showing financial benefits of increase to the tech that are proficient encouraging them to reach an even higher level.
- 5) Proficiency spiff for May and June and a lunch for the shop when entire shop hits 100%
- 6) Continually praise in public and coach in private
- 7) Service manager will spend more time on the floor in the shop helping
- 8) Work with service advisors to properly dispatch the right work to the right tech.
- 9) Service mgr. will be more aware of each job, where the tech is at on the job, what we can do to help and what the next job waiting is.
- 10) Service and parts working together to get the parts as quickly as possible to the tech.

#### Potential Challenges?

Techs are complacent

Techs quit 😞

Serv Mgr. is too busy to conduct daily/weekly coaching

Dispatching

Parts counter huddle

Visiting

#### Potential Solutions?

Coaching and training

Hire new techs 😞

Ask GM to fill in and triage Serv Mgr. workload

Coaching and training service advisors

Looking into computer parts order process

Serv Mgr. on the floor in the shop more often

