

# Departmental Action Plan

Student Name: Israel Walls

Class & Student Number: N327-22

Academy Week: Pre-Owned

## Current situation or challenge you want to address:

We are going to improve our reconditioning time by making a few changes to our process and how we track and monitor the progress of each vehicle. It was my estimation upon returning from Variable class, Pre-owned, week # 4 that our average time from trade in to front line was appx 11 days. That was my 'guess'. I knew I wanted to find out exactly what it was and ultimately address it to see how much we could improve it.

## Overall Objective and Specific Desired Results:

For nearly a year, I had been gathering the information of our reconditioning process through stock cards that were attached to the keys of each pre-owned vehicle as it was checked in to the service department. Check in date was recorded in service along with it's check out date upon completion. That check out date was used as it's check in date for the detail department and they then recorded their check out date upon it's completion after photographs were uploaded to our website. Although I was pleasantly surprised that the average time was just over 7 days, it still leaves us plenty of room for improvement.

Having the importance of recon time reiterated throughout the Variable Pre-owned class by instructors and guest speakers alike, I knew it was time to act. We would finally analyze all of this data that we had gathered, assess where we are currently, make the necessary changes to improve, then continue monitoring our status to make sure we don't fall back into bad habits. At the end of the day, we hope to have and maintain a 72 hour reconditioning time from trade in to front line.

**Describe your action plan in detail (be specific and include before and after measurements)**

**Step 1- Measure where we are currently (see Google Doc below showing actual results for November/December 2017)**

**Step 2- Changes in service dept:**

- **UCR tech to handoff all UCR tire/wheel/alignments to our tire/alignment tech.**
  - **Helps him move quicker and keeps tire/alignment tech busier and decreases our unapplied labor**
- **UCR tech knows he has 48 hours to inspect and start on any UCR. After that, the ticket goes in basket and it is open to any FR tech to inspect.**
  - **He is now motivated to stay busy anytime there are available UCR's. If we trade for or purchase multiple cars, it is beneficial for him to work through them even if he stays late or comes in Saturday. If he completes all available work, he is now available for any overflow work from the service drive, pdi's, etc. He has no benefit to hide or delay working on waiting inventory.**

**Step 3- Changes in parts dept:**

- **Changes to parts ordering policy**
  - **Several of the outlier UCR's that took double digit days to complete were due to incorrect parts ordering. Parts had no 'pain' in the process for incorrect ordering of parts on UCR'S. Parts also had no eagerness to correct a problem if there was a delay caused by their department. To correct this, we are implementing a policy that forces the parts department to pay for the return of the incorrect part, but also whatever it takes to expedite the correct part for the UCR. If the quoted or ordered the wrong part, they will also pay for the difference.**
    - **Having 'skin in the game' should force the parts department to take greater care in ordering and hopefully cause less tension between the departments that are asked to pick up the bill for errors they did not attribute to.**

#### **Step 4- Inspect what you expect:**

- **We will create a similar document to the one below that shows real-time reconditioning days. Each person involved will be responsible for entering the information they are writing on the stock card. At the end of the process, the card will still be turned in and verified by the used car manager and myself to ensure accountability. They will also know where they are all the time, which, alone should make our goal more achievable.**

**Timeline:** Describe specific short term and long term checkpoints to monitor progress

**Completed – compile information to determine where we are at prior to changes**

**January 1<sup>st</sup>, 2018 – enact changes in service department described above**

**Currently – revising Parts department ordering policy for returns and incorrect ordering**

**Ongoing – monitoring UCR and detail times to ensure policies are moving us in right direction**

**March 31<sup>st</sup> 2018 – Deadline to hit the 72 hour reconditioning process time**

#### **Meeting with Stakeholders (dealership personnel)**

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences. Include timelines / Accountability / Monitoring process

- a. Who: Pre-Owned department, service, parts, detail
- b. What: Decrease reconditioning process time from 7+ days to 3 days
- c. By When: Between now and the end of March 2018
- d. How: Adjustments to process in service, parts, detail department outlined in detail above. If the prescribed changes don't sufficiently address the problem, the next step may be to make adjustments to their pay plans to include pain and gain elements of reaching our goals or not.

**Dealer agreement:**

If you need your sponsors support or approval to implement your plan, have it signed off before you start. If you can proceed on your own, present this action plan to your sponsor before next class. Describe the meeting:

**NOVEMBER 2017-DECEMBER 2017 ACTUAL RECONDITIONING TIMES**

	stock #	check in	ucr start	ucr finish	days in service	detail check in	detail out	detail days	total days
1	S23297A	10/30/17	10/31/17	11/1/17	3	11/1/17	11/13/17	12	15
1	S23336A	11/2/17	11/3/17	11/8/17	6	11/8/17	11/10/17	2	8
1	MP8752A	11/3/17	11/6/17	11/10/17	7	11/10/17	11/14/17	4	11
1	S23205A	11/1/17	11/5/17	11/7/17	6	11/7/17	11/14/17	7	13
1	MP8782	11/3/17	11/6/17	11/8/17	5	11/8/17	11/14/17	6	11
1	MP8790	11/13/17	11/14/17	11/15/17	2	11/15/17	11/17/17	2	4
1	MP8794	11/15/17	11/15/17	11/15/17	1	1/15/17	11/20/17	5	6
1	MP8789	11/13/17	11/15/17	11/15/17	2	11/15/17	11/16/17	1	3
1	MP8791	11/13/17	11/14/17	11/15/17	2	11/15/17	11/16/17	1	3
1	MP8795	11/15/17	11/16/17	11/16/17	1	11/16/17	11/17/17	1	2
1	S23209A	11/21/17	11/22/17	11/22/17	1	11/22/17	11/27/17	5	6
1	MP8784	11/14/17	11/17/17	11/17/17	3	11/17/17	11/21/17	4	7
1	MP8793	11/14/17	11/16/17	11/16/17	2	11/16/17	11/21/17	5	7
1	S23173B	11/6/17	11/10/17	11/22/17	16	11/22/17	11/24/17	2	18
1	MP8786	11/14/17	11/16/17	11/17/17	3	11/17/17	11/24/17	7	10
1	MP8792	11/15/17	11/15/17	11/15/17	0	11/15/17	11/24/17	9	9
1	S23295A	11/20/17	11/24/17	11/27/17	7	11/27/17	11/28/17	1	8
1	MP8785	11/14/17	11/20/17	11/27/17	13	11/27/17	11/29/17	2	15
1	D1306	11/21/17	11/24/17	11/27/17	6	11/27/17	11/28/17	1	7
1	MP8798	12/8/17	12/11/17	12/18/17	10	12/18/17	12/19/17	1	11
1	MP8795A	12/7/17	12/8/17	12/11/17	4	12/11/17	12/13/17	2	6
1	MP8797	12/8/17	12/8/17	12/11/17	3	12/11/17	12/12/17	1	4
1	MP8763A	12/12/17	12/13/17	12/19/17	7	12/18/17	12/19/17	1	7
1	S23269A	12/18/17	12/20/17	12/20/17	2	12/20/17	12/22/17	2	4
1	S23322A	12/19/17	12/20/17	12/21/17	2	12/21/17	12/26/17	5	7
1	MP8803	12/18/17	12/20/17	12/20/17	2	12/20/17	12/22/17	2	4
1	S23327A	12/18/17	12/19/17	12/19/17	1	12/19/17	12/20/17	1	2
1	MP8804	12/18/17	12/20/17	12/20/17	2	12/20/17	12/21/17	1	3

1	MP8805	12/18/17	12/20/17	12/20/17	2	12/20/17	12/21/17	1	3
29									
					4.172413793			3.24137931	7.379310345