SQDC Scorecard Reference Guide

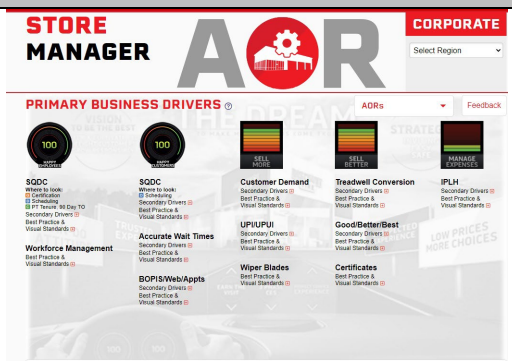
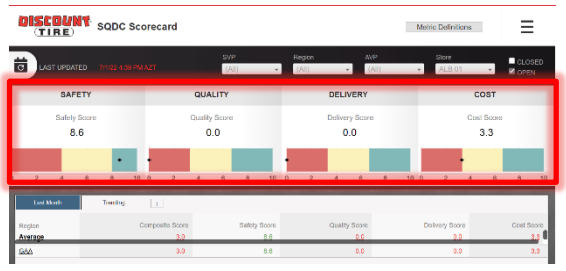
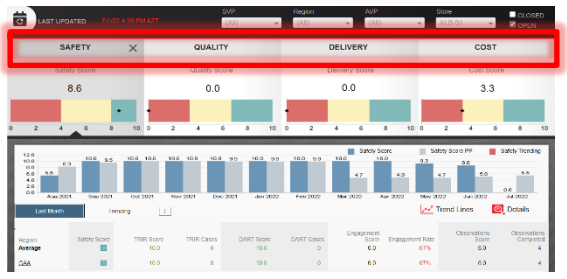
Purpose

The SQDC Scorecard includes a total of 16 metrics across the four main categories (Safety, Quality, Delivery, and Cost) to generate a score for each individual category. The scores provide a quick reference to efficiently and accurately identify areas of opportunity within SQDC.

Once you identify your primary area of opportunity, the interactive Scorecard provides additional detailed information to help guide you and your people in the right direction. Each metric is weighted according to the importance of the impact it has on the business. Getting to know the SQDC categories is a critical first step when it comes to using the Scorecard to your advantage.

Scorecard Walkthrough

Follow these steps to quickly and easily identify areas of opportunity within SQDC:

Action	
Open the Scorecard from the AOR Page under the Manage Expenses Gauge. Clicking on **SQDC** allows you to enter your login credentials.	
This is the Scorecard's main view. Located at the top are the Safety, Quality, Delivery, and Cost scores. The bottom of this view displays specific data for each of the selected metric. **Note:** The Scorecard will always open the Safety Score details by default.	
To view specific data for each metric, click on the gray boxes above the gauges.	

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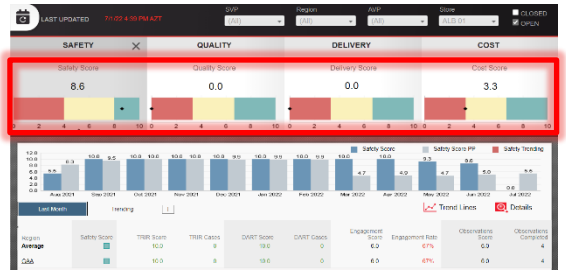
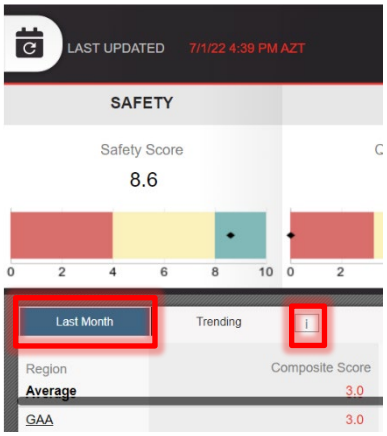
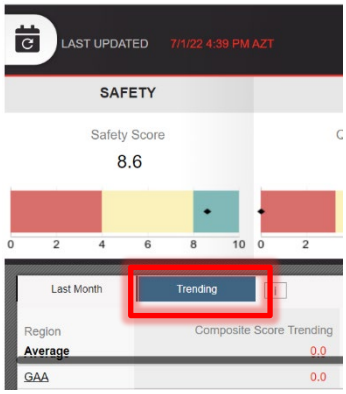
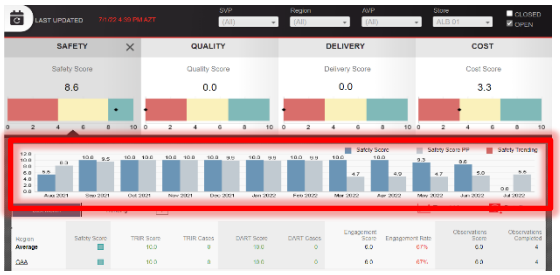
Scorecard Walkthrough (continued)

Action	
The tri-color gauges and scores listed under Safety, Quality, Delivery, and Cost represent your location's average score out of 10 for the previous month. For example, the Safety Score listed here is 8.6. This score represents the average of the four different metrics that make up the Safety Score: TRIR, DART, Engagement, and Observations.	
Below these gauges, the Scorecard will default to the "**Last Month**." **Last month** represents the scores as of the last day of last month. These scores remain the same until the first day of next month. There is an exception for Store Paid (This usually updates between the 10th and 15th of the current month) You can click on the "i" button for a definition.	
Next to "**Last Month**," you can toggle to "**Trending**." **Trending** represents the most up to date score possible. Scores under the Trending tab are the scores as of yesterday **Note:** You will know that the button is selected when it turns blue.	
You will notice a bar chart between the gauges and the specific metrics data showing your score over the last 12 months: • The gray bars show the prior period (PP) • The blue bars show the current period This allows you to compare your score by month to the previous year. The current month will have a red "Actual" bar showing where your score is trending for the current month.	

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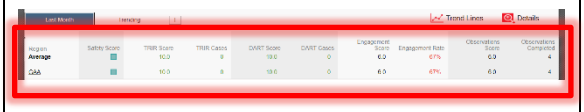
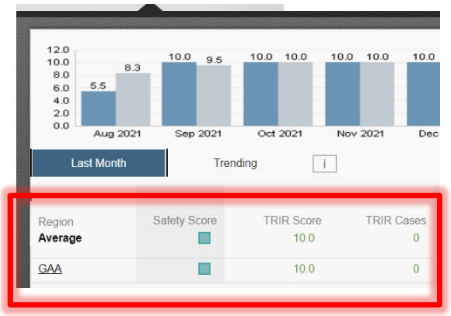
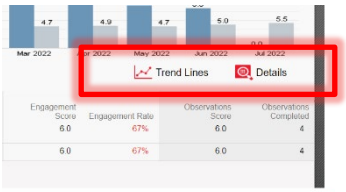
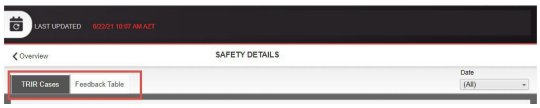
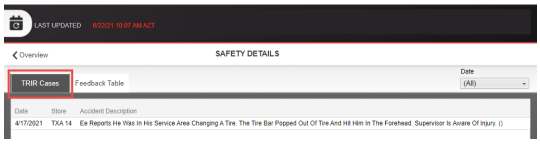
Scorecard Walkthrough (continued)

As mentioned earlier, right below the bar chart you will see the four Safety metrics (TRIR, DART, Engagement, and Observations) that make up the overall Safety Score.	
Each metric has its own score. For example, the score for TRIR is 10 out of 10. Next to it is the actual metric related to this score. For example, there were 0 TRIR Cases, that means, 0 recordable injuries in the last six months.	
You will notice two additional features on the right side at the top of the Safety metrics table: **Trend Lines** and **Details**.	
The **Trend Lines** feature allows you to view each individual metric over time compared to the prior period. You can change the metric using the drop-down in the top right corner of the chart.	
The **Details** feature (for Safety) allows you to view injury descriptions and safety feedback in two separate tabs, **TRIR Cases** and **Feedback Table**.	
The **TRIR Cases** tab displays specific information about employee injuries, including the date and a description of the injury that occurred on that date.	

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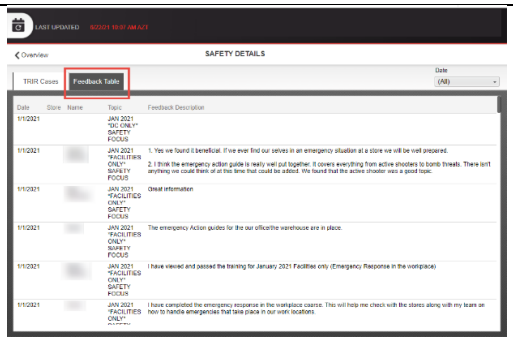
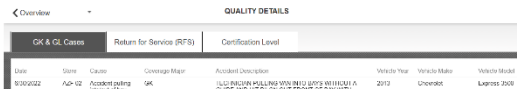
Scorecard Walkthrough (continued)

The **Feedback Table** tab shows detailed Safety feedback that your store has submitted.



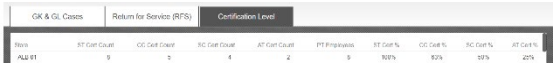
The other three scores: Quality, Delivery, and Cost, are quite similar in the way data/ information is offered and presented, but only Safety and Quality have a **Details** feature button.

Let's look at the **Quality Details**. There are 3 different tabs, **GK & GL Cases**, **Return for Service (RFS) & Certification Level**. The **GK & GL** tab displays information related to vehicle damage claims.



The **Return for Service** tab, in addition to the overall rate, shows your individual flat repair and rebalance RFS rates. This will help you focus on a particular area within **RFS**.

The **Certification Level** tab shows how many part time employees are certified in each of the 4 PT certifications.



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Safety Definitions

Maintaining your Safety Score is highly dependent on not only staying diligent with perfect execution of our training and Best Practices but also keeping your team thoroughly engaged with the Safety Focus Program. When steps get skipped or are done incorrectly, people get injured.

The four metrics (detailed in the table below) that make up the overall Safety Score are:

- TRIR (Total Recordable Incidence Rate) Cases
- DART (Days Away Restricted or Transferred) Cases
- Observations
- Engagement

SQDC Metric Definitions 7-28-21				
Section	**Metric**	**Description**	**Goal**	**Weight**
Safety	**TRIR Cases**	A TRIR Case is an injury that requires more than first aid (with no lost time) or requires light duty/time off work. TRIR Score is a rolling 6 month metric that considers hours worked to normalize the score. E.g. Store A with 1 injury and 20,000 hours worked will receive a higher score than a Store B with 1 injury and 10,000 hours worked because Store A has a lower rate per hour. Stores without injuries receive 10. Any stores with injuries are ranked by percentile and equally distributed between 0 and 9 with 0 having the worst TRIR.	0 Injuries	20%
	DART Cases	A DART Case is a TRIR Case that is a more severe injury. The injury requires light duty/time off work. DART is a rolling 6 month metric. E.g. Store A with 1 injury and 20,000 hours worked will receive a higher score than a Store B with 1 injury and 10,000 hours worked because Store A has a lower rate per hour. Stores without DART injuries receive 10. Any stores with injuries are ranked by percentile and equally distributed between 0 and 9 with 0 having the worst DART.	0 Severe Injuries	45%
	Observations	The participation of safety observations. The score is observations participated in out of total observations requested by the Safety Focus Program. YTD. Not ranked.	100% Obs Participation	20%
	Engagement	As a percentage, the total points attained divided by the total points possible from the safety focus program. Safety-Quality Focus Feedback, CTA Acknowledgements. Not ranked. YTD Engagement.	100% Engagement Score	15%

TRIR Calculation

Number of cases x 200,000 hrs. divided by total number of hours worked.

- 200,000 hours represents the equivalent of 100 employees working 40 hours per week, 50 weeks a year. Used to set all stores equal
- Looks back at injuries that occurred over the previous 6 months
- 0 injuries = a score of 10
- 1-9 injuries are divided into 9 equal buckets
- 20% weight out of 100%

DART Calculation

Number of cases x 200,000 hrs. divided by total number of hours worked.

- Looks back at injuries that occurred over the previous 6 months
- 0 injuries = a score of 10
- 1-9 injuries are divided into 9 equal buckets
- 45% weight out of 100%
- All DART cases are also TRIR cases

Observations Calculation

A percentage of the total number of monthly observations divided by the total number of observations possible.

- 100% = a score of 10
- 20% weight out of 100%
- Resets in January and July

Safety Engagement

Total action items completed divided by the total action items possible.

- 100% = a score of 10
- 15% weight out of 100%
- Resets in January and July

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Quality Definitions

Doing a quality job is dependent on having well-trained people that know how to do the job right. Just like the Safety Score, maintaining and improving your Quality Score is driven by flawless execution of our Best Practices and training. Customer vehicle damage trends can almost always be tied back to a failure in executing the process correctly. Doing quality work is always more important than the time it takes to do it.

The four metrics (detailed in the table below) that make up the overall Quality Score are:

- GK (Garage Keeper) and GL (General Liability) Count Rate
- Certification (Bench Depth)
- RFS (Return for Service)
- CDI Trusted Expert

SQDC Metric Definitions 7-28-21				
Section	**Metric**	**Description**	**Goal**	**Weight**
Quality	**GK GL Count Rate**	"Based on last 3 months, here's how many GK & GL paid cases you can expect to have in 12 months." GK & GL claim count per 30,000 hours from the last 3 months. Stores with 0 claims are given a 10, and stores with at least 1 claim are ranked and equally distributed between 0 and 9 with 0 having the most claims.	0 GK & GL Claims	30%
	Certification	An average percentage of bench depth certification reached by store personnel qualfied among ST, CC, SC, and AT goals. Ex. AZO 61 has 10 part timers, 7 are ST certified. 5 are CC certified. 4 are SC certified, and 3 are AT certified. Since 2/4 percentages were met (40% SC, 30% AT), the final score is 5. Percentages met for each level and resulting score: 1/4 levels = 2 score, 2/4 = 5 score, 3/4 = 7 score, 4/4 = 10 score. 10 has the deepest bench while 0 has a shallow bench.	Levels: 85% ST, 60% CC, 40% SC, 25% AT	20%
	RFS	Percent Return Customers for Service Total YTD. Any stores with RFS less than 1.42% receive 10, any stores above 1.42% are ranked and equally distributed between 0 and 9 with 0 having the highest RFS	<= 1.42%	30%
	CDI Trusted Expert	Also known as CDI Salesperson. Taken from previous month and scored 1-10. Stores at or above 85.5 % receive 10. Stores below 85.5% are ranked and distributed equally between 0 and 9 with 0 having lowest CDI.	>= 85.5%	20%

Garage Keeper and General Liability Count Rate Calculation

Number of GK and GL cases reported in the last 3 months divided by 30,000 hours projected out (what you can expect in the next 12 months).

- 30,000 hours represent the average number of hours a DT/AT store's employees work in a 1-year period
- Looks at last 3 months
- 3 months is used to account for lag in claims dollars posting
- 0 GK and GL claims = a score of 10
- 30% weight out of 100%

Certification (Bench Depth) Calculation

1 of 4 = 2 points, 2 of 4 = 5 points, 3 of 4 = 7 points, 4 of 4 = 10 points

- 0 has a shallow bench, 10 has a deep bench
- 20% weight out of 100%

Return for Service Calculation

Flat repair = number of repair returns per 100 repairs
Rebalance = number of rebalance returns per 100 invoices
Total RFS = number of total returns per 100 invoices
Stores that achieve an RFS rate of 1.42 or lower receive a score of 10. Stores higher than 1.42 are distributed evenly between 9 and 0 with 0 being the highest RFS.

- 20% weight out of 100%
- Score is based on year-to-date Return for Service

CDI Trusted Expert Calculation

Stores that achieve an 85.5% or better receive a 10.

- 20% weight out of 100%
- Score is from previous month

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Delivery Definitions

Remember, it's Safety and Quality first in delivering an on-time experience. Delivery is a result of your commitment to communicate with your customers, following Best Practices and never taking shortcuts. Having the right people in the right place at the right time and communicating with the customer throughout the process is the key to improving and maintaining your Delivery Score.

The four metrics (detailed in the table below) that make up the overall Delivery Score are:

- Demand Coverage
- Bay Time
- Wait Time
- CDI Total Time

SQDC Metric Definitions				
Section	Metric	Description	Goal	Weight
Delivery	Demand Coverage	Number of hours scheduled **excluding** training and receiving hours, divided by demand recommended hours for the previous month. Stores achieving 100-102% receive a 10. Stores achieving less than 100% or more than 102% are ranked and evenly distributed between 0 and 9.	Between 100% and 102% demand hours excluding training and receiving hours	25%
	Bay Time	CSL Average Bay Time previous month. Any store with less than or equal to 16 minute average receive 10. Stores above 16 minutes are ranked and equally distributed between 0 and 9 with 0 having the highest bay time.	<= 16 minutes	25%
	Wait Time	CSL Average Wait Time previous month. Ranked with a goal of less than or equal to 38 minutes receive 10. Store above 38 minutes are equally distributed between 0 and 9 with 0 having the highest wait time.	<= 38 minutes	15%
	CDI Total Time	CDI Total Time previous month. 1 - 10, "How happy are you with the overall time you spent in the store?" Stores at or above 85.5% CDI receive 10. Stores below 85.5% are ranked and distributed equally between 0 and 9 with 0 having lowest CDI.	>= 85.5%	35%

Demand Coverage Calculation

Hours scheduled divided by demand hours.

- 25% weight out of 100%
- Score is from previous month

Bay Time Calculation

CSL average bay time.

- 25% weight out of 100%
- Score is from previous month

Wait Time Calculation

CSL average wait time.

- 15% weight out of 100%
- Score is from previous month

CDI Total Time in Store Calculation

Ranked with no goal and equally distributed amongst 11 buckets, 0-10.

- 35% weight out of 100%
- Score is from previous month

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Cost Definitions

Cost is the lag. It is a result of all the hard work you put in focusing on improving Safety, Quality, and Delivery. Taking care of your people and customers without compromise will undoubtedly help drive improvements in this category. Use caution when setting a goal based on cost. Most of the time, the answer to cost improvements lies in the Safety and Quality categories.

The four metrics (detailed in the table below) that make up the overall Cost Score are:

- GK (Garage Keeper) and GL (General Liability) Cost Rate
- Median PT Tenure
- Store Paid Rate
- 90 Day PT Turnover

SQDC Metric Definitions 7-28-21				
Section	**Metric**	**Description**	**Goal**	**Weight**
Cost	**GK GL Cost Rate**	"Based on the last 3 months, here's how much money you can expect to incur from GK and GL claims in 12 months." Sum of Incurred from GK & GL claims per 30,000 OSHA hours from the last 3 months. Stores with $0 incurred are given a 10, and stores with at least $1 incurred are ranked and equally distributed between 0 and 9 with 0 having the highest dollars incurred.	$0 Incurred	20%
	Median PT Tenure	Median part time tenure is the median days of service of PT employees. The score is equally distributed between 0 and 10. The stores with highest median tenure receive 10. Stores with lowest median tenure receive 0.	None/TBD	25%
	Store Paid Rate	"Based on the last 3 months, here's how much money you can expect to pay out of the till in 12 months." Sum of Amount Paid out of the till from previous 3 month per 30,000 OSHA hours. Stores with $0 Amount Paid receive 10, and stores with at least $1 are ranked between 0 and 9 with 0 having the most dollars paid per hour.	$0 Store Paid Cust Repairs	25%
	90 Day PT Turnover	Percent of PT terminations with tenure of 90 days or less (count of 90 day tenure or less terminations divided by count average PT headcount for the last 3 months). Stores with 0% turnover receive 10. Stores with turnover >0% are distributed from 0 to 9 with 0 having 100% turnover. ex: 4 terminations with an average headcount of 10. 4/10 = 40% turnover	0 Turnover	30%

Garage Keeper/General Liability Cost Rate Calculation

GK and GL cost average from prior 3 months divided by 30,000 hours projected out over 12 months.

- 30,000 hours represent the average number of hours a DT/AT store's employees work in a 1-year period
- Looks at last 3 months to show what 12 months would look like at the current rate
- 3 months is used to account for lag in claims dollars posting
- $0 incurred from GK and GL claims = a score of 10
- 20% weight out of 100%
- Does not include chargeback funds

Median Part Time Tenure Calculation

Part-time years worked divided by Part-time employees total.

- 25% weight out of 100%
- Score is from previous month

Store Paid Rate Calculation

Store paid amount average from prior 3 months divided by 30,000 hours projected out 12 months.

- 30,000 hours represent the average number of hours a DT/AT store's employees work in a 1-year period
- Looks at last 3 months to show what 12 months would look like at the current rate
- $0 incurred from store paid claims = a score of 10
- 25% weight out of 100%

90 Day Part-Time Turnover

90 day or less PT terminations divided by the average PT headcount for the last 3 months.

- 30% weight out of 100%
- Score is from previous 3 months

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