



SQDC Improvement Board Guide

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Roles and Responsibilities

Regional Vice President

1. Reviews board on store visits
2. Includes discussions about the scoreboard on recurring conference calls and in meetings with AVP's and Store personnel
3. Monitors regional SQDC opportunities and coaches AVP's on actions

Assistant Vice President

1. Coaches Store Manager and AOR through filling the board out with an actionable improvement cycle based on data from the SQDC Scorecard with a focus on BP execution.
2. Sets expectation for Store Manager to cascade down through AOR's
3. Reviews board with Store Manager and delegate on every store visit to ensure it is being regularly updated and improvements are appropriate and effective
4. Includes discussions about the board on conference calls and meetings. Always use these opportunities to reinforce BP execution

Workflow Assistant Manager

1. SQDC Improvement Board Owner
2. Accountable for engagement with the SQDC board and keeping the information updated.
3. Updates "Monitoring" section of the board at least once per month when the SQDC scorecard updates.
4. Establishes targets each month.
5. Shares current month scores and metrics with all employees in a morning huddle.
6. Reviews existing improvement plan or develops new improvement plan on a daily basis with the Service Team during a morning huddle.
 - a. Review of previous improvement cycle with team
 - b. Update/review "what actually happened." Are we executing BP? If not, why?
 - c. Solicits input from all team members on daily improvement planning. How can we execute BPs better? Are we looking out for each other and encouraging the execution of BPs?
7. Monitors service area regularly throughout the day to ensure the improvement plan is being executed through coaching and mentorship.

All Store Personnel

1. Provide input at improvement planning sessions and discuss the execution of BPs.
2. Commit to making "best effort" on improvements identified in planning sessions

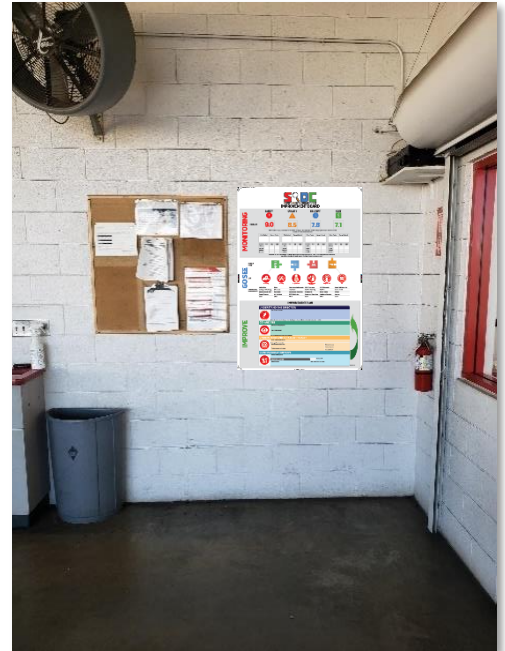
Daily, Weekly, Monthly Responsibilities

	Workflow Assistant Manager	All personnel
Daily	<ul style="list-style-type: none"> Reviews “Trending” tab metrics to identify developing trends. Conducts an improvement planning session during a morning huddle at the Scoreboard and fills out the “improve” section if any changes were made. Holds self and service team accountable through BP execution, observation, coaching and mentorship to ensure plan is being executed 	Provide input at improvement planning sessions and give best effort on executing plans
Weekly	<ul style="list-style-type: none"> Checks in with Service Techs to see if BP’s are being executed, how scores are trending and provides coaching and shares expectations. Review “trending” scores on the SQDC scorecard to identify trends 	Provide input at improvement planning sessions and give best effort on executing plans
Monthly	<ul style="list-style-type: none"> Updates current month scores when scorecard updates and shares with team in a morning huddle Establishes new targets with team input 	Attend SQDC score review session and provide feedback on improvement plan

Post the Improvement Board

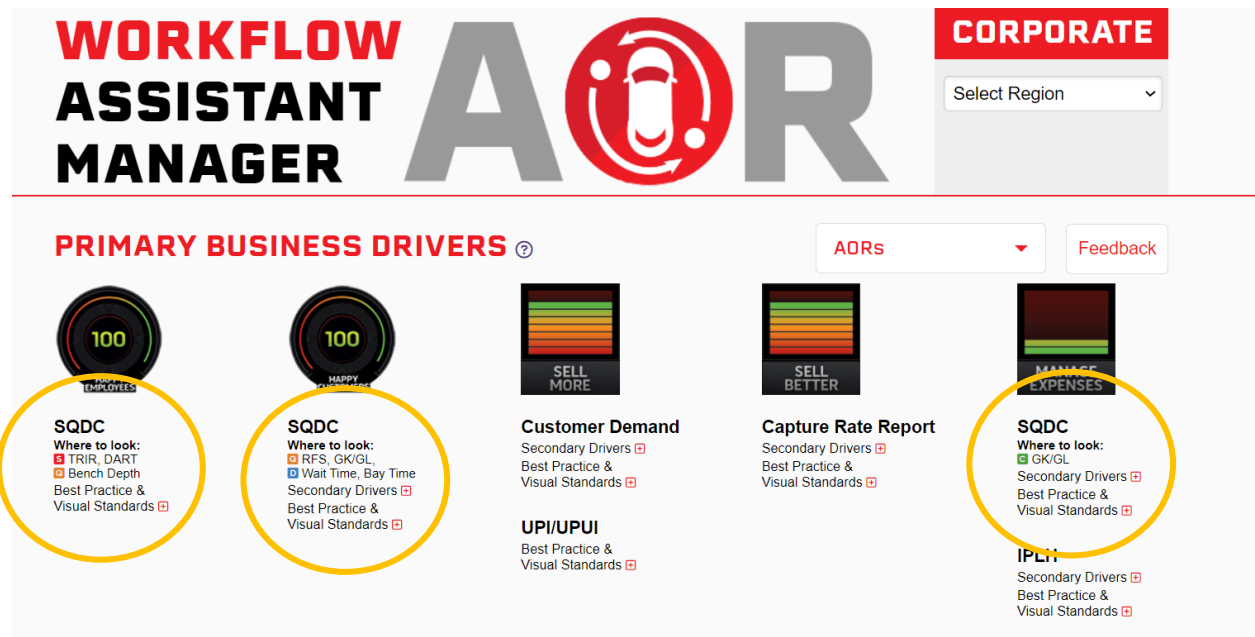
The SQDC Improvement Board is a visual tool that is most effective when all can see and engage with it.

Post the board in a highly visible place in your service area. Make sure you can facilitate a morning huddle around your board.



Access the SQDC Scorecard on the KC

The SQDC scorecard can be accessed on the AOR pages.



Review the SQDC Scorecard QRG and Definitions

On the AOR page under the SQDC Performance, under “Best Practice and Visual Standards,” you will find a link to the [SQDC scorecard QRG](#).

WORKFLOW

LEADERSHIP RESPONSIBILITIES: SQDC PERFORMANCE

CLEAR ROLES AND EXPECTATIONS

You are expected to achieve high standards for safety, quality, delivery, and cost in the Service Area.

SQDC is the Service Area performance scorecard. Regularly monitoring SQDC performance to identify areas of opportunity, then engaging your team to drive improvements in Best Practice execution, is foundational to a world-class employee and customer experience.

BEST PRACTICES AND VISUAL STANDARDS

SQDC Scorecard

SQDC Scorecard QRG

Fill out the “Monitoring” Section on Your Improvement Board

Standards Each category has an established standard. The standard represents a score that has been achieved by approximately the top 20% of the stores in the company. Standards will be annually evaluated and adjusted as needed.

For many, achieving the standard will be a long-term target. For those that have already met the standard, set your sites to the next level and work to maintain and exceed the standard

Prior Period and Current Period With the current tab highlighted on the SQDC scorecard, begin by recording the current month score for S,Q,D and C. Do not use the score here. Utilize the trendlines feature to fill in the Prior Period and Current Period

After the first month is complete, move the current month score to the previous month and fill in the current month score with the new data you see on the scorecard. Be careful not to erase the current month before moving it to the previous month.

Metrics and Targets

Much like the previous and current month score section above, you will use this section to track your progress year over year using the 16 metrics rather than the score. In this case you would record 1 in the box for DART and TRIR as opposed to the scores 6.6 or 7.0.

Establish your metric target. Think about where you would like to finish the month and be realistic. If you had 3 GK/GL claims in the prior period, your target should be 0.

MONITORING

STANDARD

SAFETY 9.0

QUALITY 8.0

DELIVERY 7.8

COST 7.1

Reference the SQDC Scorecard to determine what your stores score is in each category and record it on the board. Update this section every month.

Prior Period	Current Period

Prior Period	Current Period

Prior Period	Current Period

Prior Period	Current Period

Score Metrics Target Prior Period Current Period

TRIR Cases

DART Cases

Engagement

Observations

Score Metrics Target Prior Period Current Period

RFS

Cert Levels

GK/GL Count

CDI - TE

Score Metrics Target Prior Period Current Period

Bay Time

Wait Time

Demand Coverage

CDI - TI

Score Metrics Target Prior Period Current Period

GK/GL Cost

PT Tenure

PT Turnover

Score Paid

Establish an achievable target for each metric and record it on the board. Next, record the prior period and current period value for each metric. Update this section every month.

Use the Bar Chart to Fill out the “Prior Period” and “Current Period” Scores

Update this section every month.

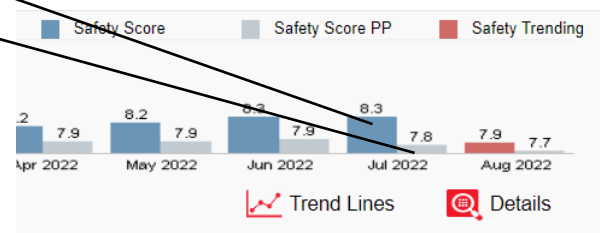
Prior Period	Current Period

Prior Period	Current Period
7.8	8.3

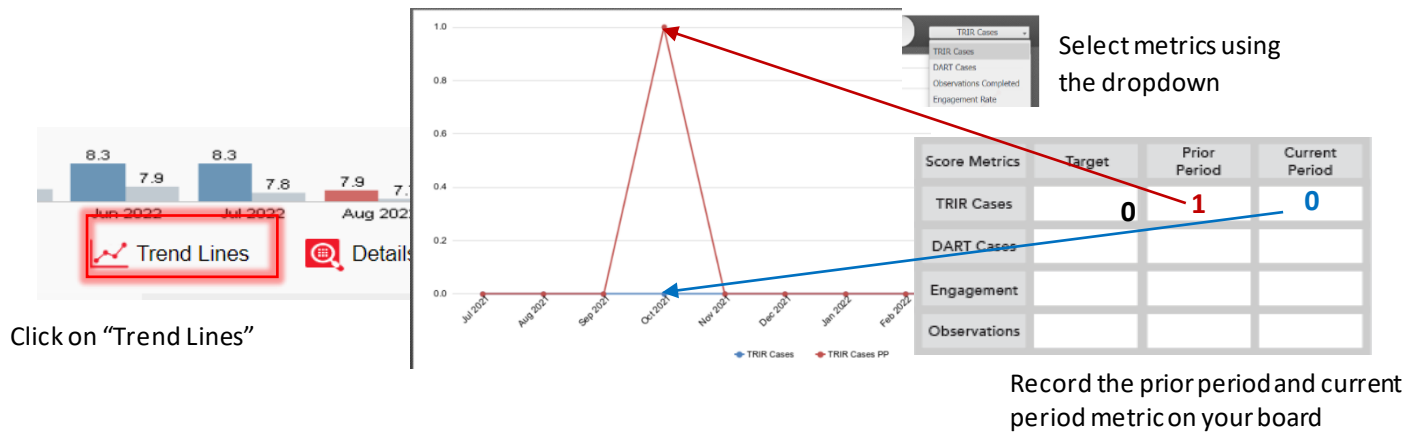
Prior Period	Current Period

Prior Period	Current Period

After selecting one of the 4 categories, reference the bar chart to fill in the “Prior Period” (Gray Bar) and “Current Period” (Blue Bar) scores. The number is listed above the bar.



Using the Trendline Feature to fill out “Prior Period” and “Current Period” Metrics



“Go See”

Utilize the tools on the AOR page to observe your people and your environment. Focus on the PSE puzzle pieces AOR’s and Best Practices.

DTMS TOOLS

Work together to develop an action plan to drive improvement through disciplined actions.

Store Business Review Worksheet

CTA and Accountability Worksheets

Workflow AOR Brand Dimensions

AOR Standards **NEW**

Best Practices

AREAS OF RESPONSIBILITY

1. Recruiting / Training / Coaching / Mentoring

5s Mentorship **NEW**
 Crew Chief Mentorship
 Service Coordinator Mentorship

2. Right Number of Qualified People Scheduled

3. Environment Ready

Equipment Maintenance

4. Clear Roles and Responsibilities

Adjustments Service Area Process
 Air Checks
 Service Area Inspection **NEW**
 Service Area Workflow
 SQDC Performance **NEW**



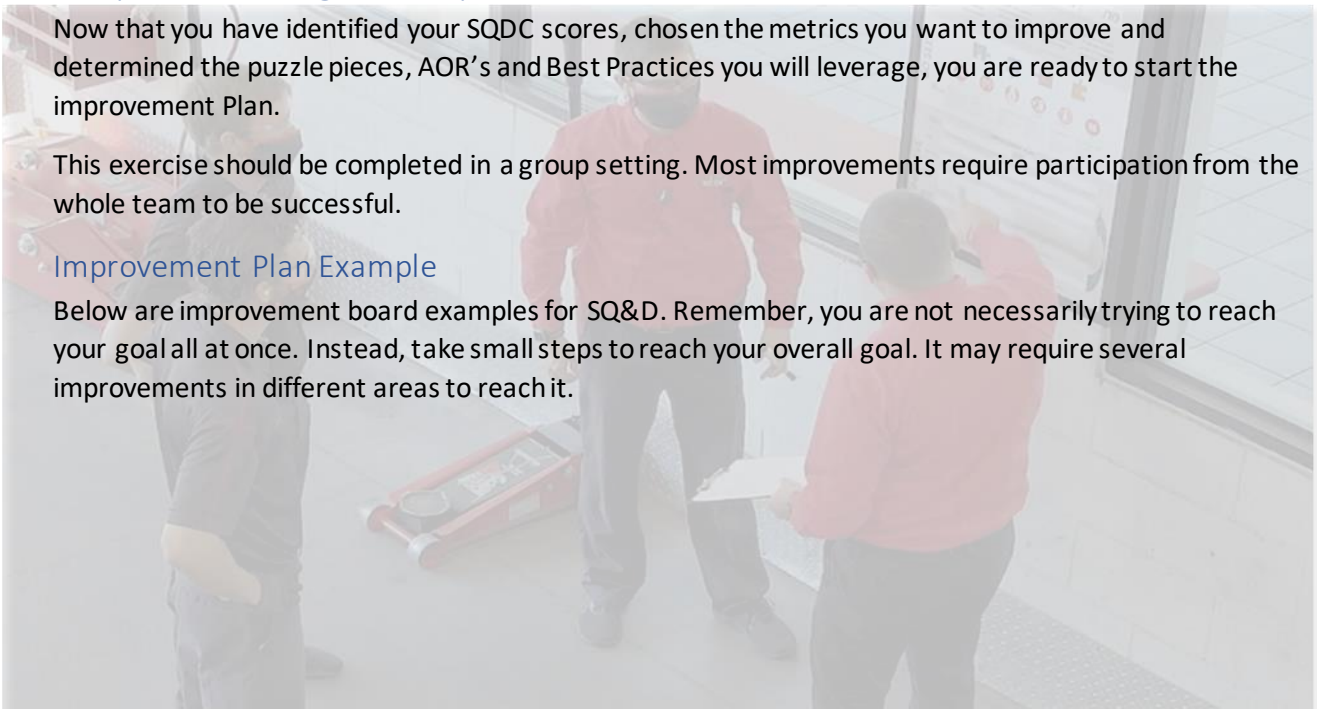
“Improve” Using the Improvement Plan

Now that you have identified your SQDC scores, chosen the metrics you want to improve and determined the puzzle pieces, AOR's and Best Practices you will leverage, you are ready to start the improvement Plan.

This exercise should be completed in a group setting. Most improvements require participation from the whole team to be successful.

Improvement Plan Example





Below are improvement board examples for SQ&D. Remember, you are not necessarily trying to reach your goal all at once. Instead, take small steps to reach your overall goal. It may require several improvements in different areas to reach it.







Example 1 (Safety)

UNDERSTAND THE DIRECTION				
	<p>Goal (Target Condition):</p> <p>Follow all Best Practices to have 0 Employee injuries</p> <p>(This should set the direction for the improvement with a bold picture of success. What does a Perfect Service Experience look like?)</p>			
GO AND SEE				
	<p>What is preventing progress?:</p> <p>Not following Best Practice to use balancer lift</p> <p>How did this happen?:</p> <p>Lack of accountability from self and others</p> <p>(Lack of accountability, understanding, clear expectations?)</p>			
UNDERSTAND AND ESTABLISH TARGET				
	<p>Action to drive improvement:</p> <p>Observe balancing on 4 cars in the morning and 4 in the afternoon</p> <p>(Must be specific and measureable)</p> <p>Best Practice/visual standard:</p> <p>Always use the tire lift to help center the assembly onto the balancer shaft before balancing.</p> <p>Timeline to speak to learnings:</p> <p>Daily coaching and 1-month metric review</p> <p>Metric to improve: TRIR/DART</p> <p>Current measure: 2 DART/2TRIR</p> <p>Expected result: 0 NEW DART/TRIR CASES</p>			
CONTINUOUSLY IMPROVE				
	<p>What actually happened:</p> <p>Best Practice for using balancer Lift was used both up and down on 7 of 8 vehicles observed</p> <p>Metric result: 0 NEW DART/TRIR CASES</p> <table border="1"><thead><tr><th>WHAT WAS LEARNED</th></tr></thead><tbody><tr><td><p>What went right:</p><p>Best Practice was used 100% to raise the assembly to the balancer shaft</p></td><td><p>What could have been better:</p><p>Best Practice was not used 100% to lower assembly from balancer shaft</p></td></tr></tbody></table>	WHAT WAS LEARNED	<p>What went right:</p> <p>Best Practice was used 100% to raise the assembly to the balancer shaft</p>	<p>What could have been better:</p> <p>Best Practice was not used 100% to lower assembly from balancer shaft</p>
WHAT WAS LEARNED				
<p>What went right:</p> <p>Best Practice was used 100% to raise the assembly to the balancer shaft</p>	<p>What could have been better:</p> <p>Best Practice was not used 100% to lower assembly from balancer shaft</p>			

Example 2 (Quality)

UNDERSTAND THE DIRECTION			
	Goal (Target Condition): <p>Follow Best Practices to deliver every vehicle we service back to Our Customers with no additional damage.</p> <p>(This should set the direction for the improvement with a bold picture of success. What does a Perfect Service Experience look like?)</p>		
GO AND SEE			
	What is preventing progress?: <p>Best Practice not being executed, leading to Poor communication between driver and guide while pulling vehicles out of the bay</p>		
	How did this happen?: <p>Driver does not always wait for guide to get in position before pulling out</p> <p>(Lack of accountability, understanding, clear expectations?)</p>		
UNDERSTAND AND ESTABLISH TARGET			
	Action to drive improvement: <p>Workflow Manager will observe 5 cars being pulled out per day this week</p> <p>(Must be specific and measureable)</p>		
	Best Practice/visual standard: <p>Stay focused on the person guiding out the vehicle, their hand signals, and drive slowly.</p>		
	Timeline to speak to learnings: <p>1 week</p>		
	<table border="1"> <tr> <td>Metric to improve: GK/GL Count</td> </tr> <tr> <td>Current measure: 3 GK/GL Claims</td> </tr> <tr> <td>Expected result: 0 New GK/GL Claims</td> </tr> </table>	Metric to improve: GK/GL Count	Current measure: 3 GK/GL Claims
Metric to improve: GK/GL Count			
Current measure: 3 GK/GL Claims			
Expected result: 0 New GK/GL Claims			
CONTINUOUSLY IMPROVE			
	What actually happened: <p>Driver followed BP and waited for guide to get in position on 25/30 cars</p>		
	<table border="1"> <tr> <td> WHAT WAS LEARNED What went right: <p>BP used - drivers and guides did much better at communicating</p> </td> <td> Metric result: 0 New GK/GL Claims What could have been better: <p>BP not used - When we got busy, we forgot to wait for the guide a few times</p> </td> </tr> </table>	WHAT WAS LEARNED What went right: <p>BP used - drivers and guides did much better at communicating</p>	Metric result: 0 New GK/GL Claims What could have been better: <p>BP not used - When we got busy, we forgot to wait for the guide a few times</p>
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Example 3 Delivery

UNDERSTAND THE DIRECTION		
	Goal (Target Condition): Follow Best Practices to provide a Perfect Service Experience by focusing on safety and quality first in delivering an on-time experience (This should set the direction for the improvement with a bold picture of success. What does a Perfect Service Experience look like?)	
GO AND SEE		
	What is preventing progress?: Best Practice is not being executed to pull inventory before vehicle is pulled into the bay How did this happen?: CC is not breaking off in time to pull inventory for next vehicle (Lack of accountability, understanding, clear expectations?)	
UNDERSTAND AND ESTABLISH TARGET		
	Action to drive improvement: SC/CC will better communicate following the flow of tasks document and BP (Must be specific and measureable)	
	Best Practice/visual standard: Flow of tasks	Metric to improve: In/Out <u>Hr</u>
	Timeline to speak to learnings: 1 day	Current measure: 6 cars
		Expected result: 8 cars
CONTINUOUSLY IMPROVE		
	What actually happened: Best Practice was executed 100% of the time. SC did not pull vehicle in until inventory was pulled and staged Metric result: 7 cars	
	WHAT WAS LEARNED	
What went right: BP used - Inventory was pulled before vehicle was pulled in 100% of the time	What could have been better: Wrong size tires were pulled for 1 car and had to be re-pulled	

Additional Guidance

There are 4 critical elements to the Improvement Cycle:

1. Understand the direction you are going
2. Be clear on your current condition
3. Establish the Target Condition
4. Experiment towards your Target condition

Tips from Pilot Stores

1. Stay disciplined! SQDC is in this order for a reason. Start with S and work your way through the scorecard.
2. It's easy to get caught up on the cost metric but improvements in Safety and Quality will naturally drive improvement in delivery and cost.
3. Follow best practices relentlessly.

Understand the Direction:

What small improvements will add up to the big goal?

Current Condition:

Go figure out why you're not hitting your goal. What is one small thing that's preventing you from being where you want to be? Are best practices being executed? If not, why?

Make sure to observe without bias or assumption.

Target condition:

- A Target condition is an educated guess. What will the result be if we do everything right?
- If you are having difficulty with your Target condition, you will have a bunch of data with very few observations.
 - Data will only send you into assumptions
 - Need observations without assumptions
 - Leaders like to find the single right solution instead of experimenting towards the solution

Experiment towards your Target condition:

Try making small improvements to chip away at your big goal. If the small improvement doesn't help, try something else.

Again, focus on small quick improvements.