REGIONAL ROAD MAP TO

THE PERFECT SERVICE EXPERIENCE

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SCOPE AND GOALS

The goal of the Perfect Service Experience document is to provide regions and stores with a clear road map and tools to deliver the Perfect Service Experience.

The Pit Crew Experience led to the creation of the four main puzzle pieces. Each piece translates to our business model and includes tools and support to encourage behavioral changes in our regions and stores. Together, they represent a larger road map to help each store achieve success.

To effectively execute The Perfect Service Experience, these foundational elements need to be in place:

1. Recruiting, training, coaching, and mentoring (staffing)

2. Clear roles and expectations (understanding of an efficient workflow)

3. Right number of qualified people scheduled

4. Environment ready (5S)

For improvements to be sustainable, you need to take a holistic approach and address each area with a systematic improvement effort. As a result of these efforts, it is Our People and Our Customers who experience and benefit from these amazing improvements.

IDENTIFY GAPS

First, identify any gaps in the following three areas:

- Recruiting, Training, Coaching and Mentoring (Staffing)
- Scheduling the Right Number of Qualified People
- Environment Ready (5S)

AVPs and VPs will work with you to identify gaps found within each foundational area. Once these gaps are identified, a plan will be developed and your AVP will work with you to implement the plan.

Road Map to the Perfect Service Experience
The first three areas can be worked on at the same time, but must be in place and stabilized **before** moving on to Clear Roles and Expectations. This will require additional planning, dedication and support from your Regional Staff.

Foundational	Success Factors	Tools	Corporate Support
RECRUITING, TRAINING, COACHING, AND MENTORING	- Stores are staffed accordingly with properly trained people in order to meet demand - Regional recruiters, DTU Regional Training Centers, and the Mentorship program support this component	- Staffing Model - Employee Availability Coverage - Regional Staffing Needs Chart (Used by recruiters; loads map view.)	- Al Hatfield - Matt Ashabranner
SCHEDULING THE RIGHT NUMBER OF QUALIFIED PEOPLE	- Adopting and using KD18	- KD18 - Scheduling QRG & Support Materials - Regional Compliance Reporting	- Mike Looney - Jamie Wright

Foundational	Success Factors	Tools	Corporate Support
ENVIRONMENT READY (5S)	• Sustained 5S environment • Requires the engagement of the 5S Assistant Manager, the store's AVP, and utilizing the 5S Best Practice tools	• 5S Best Practices • 5S Store Open & Close Checklist • 5S Action Plan • Visual Management Package	• Tom Englert, Jr. • Jamie Wright

DO NOT MOVE ON TO CLEAR ROLES AND EXPECTATIONS UNTIL YOU HAVE COMPLETED THE PREVIOUS THREE FOUNDATIONAL ITEMS.

Foundational	Success Factors	Tools	Corporate Support
CLEAR ROLES AND EXPECTATIONS (WORKFLOW)	• Workflow Assistant Manager /Leadership Development through work flow principles and coaching • Mirror Workflow Implementation through the Regional Staff • Practice the Disciplined Leadership Model through a culture of continuous improvement	• Managing Backroom Workflow Part 1 • Managing Backroom Workflow Part 2 • Managing Backroom Workflow Part 2, Exercise 1 – 4 • Workflow AOR Responsibilities • Mirror Workflow 5 training modules • A Workflow Manager's Guide to Implementing Mirror Workflow • Mirror Workflow Lead Measures • AVP Leaders Guide • Manager Leaders Guide	• SVPs • Jamie Wright • Tom Englert, Jr.

Remember, this is not a race. Each store will be starting from a different place and will proceed at its own pace. Focus on developing a plan and continuously improving moving towards the 4 puzzle pieces becoming what we do each day.

RECRUITING, TRAINING, COACHING AND MENTORING

There isn't a workflow which can overcome the effects of not having enough people employed at the store in order to build a weekly schedule. Each store has its own set of unique challenges and the goal is to approach each store independently.

STORE VISIT ACTION ITEMS

During store visits, be prepared to speak with your AVP and perform these four important steps:

1. Determine the volume and demand for the current month.

2. Review the workforce needs report to determine the number of people needed by month. Compare the totals to your stores availability and provide your needs to the regional HR Admin.

3. Always be looking at your needs 2 to 3 months in advance to understand if there will be enough people to handle the increase in business.

4. Currently, we are reactive to staffing levels (i.e. - wait until we need someone). We want to become more proactive and prepare for the amount of people the store will need in the future.

5. Evaluate the development and mentorship plans the store has in place.

Once we have the necessary number of people, it's critical that they have the knowledge and skills to perform their job safely, and to do it right the first time in an efficient manner.

Remember, it takes two to three months to onboard and train a new person to be proficient at their job.

RECRUITING, TRAINING, COACHING & MENTORING

Roles Involved:
Learning Academy
Staffing Model
(Manager & Regional Staff)

TRAINING CONTENT

- Staffing Model
- Employee Availability Coverage
- Regional Staffing Needs Chart (Used by recruiters; loads map view)

Expectations for the AOR - Behavioral Change:

To achieve the proper staffing levels, Store Managers and Regional Staff are required to assess the volume and demand for the store in the coming months. By breaking down each day of the week, and comparing it with current employee availability, the Manager and or AVP will update the "Regional Staffing Needs" chart at least once a month.

Once you have the people, it's critical they have the knowledge and skills to effectively perform their role/work safely, right the first time in an efficient manner.

The learning foundation is critical to the remaining Tollgates below. Without properly trained people with experience, it is difficult to perform their work efficiently.

RECRUITING, TRAINING, COACHING & MENTORING

Roles Involved:
Learning Academy
Staffing Model
(Manager & Regional Staff)

RIGHT NUMBER OF QUALIFIED PEOPLE SCHEDULED

The goal in scheduling is to meet customer demand with the right number of qualified people.

STORE VISIT ACTION ITEMS

- Prepare for the store visit by being familiar with the store's "Schedule to Target" reports

  ☐ Determine if the store is scheduling to target. If the store is below 96% schedule to target, identify if they have enough people (properly staffed) to fill in the gray boxes. Address that at the store.

- During the store visit:

  ☐ Determine if the store is scheduling enough manager, inventory and training hours to cover the tasks

  ☐ Look for lunch coverage

  ☐ Make sure New Hire hours are not included in workflow hours

  ☐ The schedule should also take into account work-life balance

RIGHT NUMBER OF QUALIFIED PEOPLE SCHEDULED

Roles Involved:
KD-18/ CREW Time
(Manager & Regional Staff)

Behavioral Change:

Store Managers and Sr. Assistants will be required to schedule lunch coverage, schedule for ORs such as inventory and training, and not include New Hire hours in workflow. The schedule should also take into account work-life balance.

TRAINING CONTENT

- KD18
- Scheduling QRG & Support Materials
- Regional "Schedule to Target" reporting

ENVIRONMENT READY — 5S

Workplace organization can have either a positive or negative impact on bay time. Workplace organization also reduces two major forms of waste which show up in the backroom workflow: Extra Footsteps and Waiting.

STORE VISIT ACTION ITEMS

- During your store visit, engage with the 5S Assistant Manager and ask questions about the following:

  ☐ What have the 5S Assistant Managers completed to access the Workplace Organization in the service area to support workflow?

  ☐ How have the 5S Assistant Managers involved the service team through the use of the 5S Service Area Action Plan?

  ☐ How have the 5S Assistant Managers involved the store manager to develop 5S improvements through the use of the 5S Service Area Action Plan?

  ☐ Check the 5S log, action plan, and the 5S Store Open and Close Checklist for sustainability and accountability.

  ☐ The Visual Management standards should also be in place.

Roles Involved:
5S AOR

TRAINING CONTENT

- Intro to 5S
- 5S – Best Practices
- 5S – Workplace Organization AOR
- 5S – Service Bay Action Plan
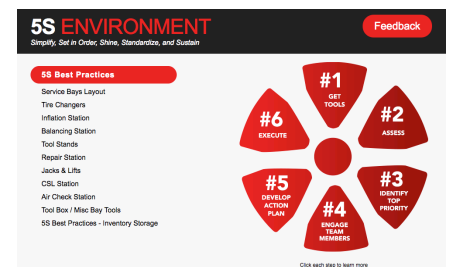
DO NOT MOVE ON TO THE NEXT SECTION UNTIL YOU HAVE ANALYZED THE PREVIOUS THREE.

CLEAR ROLES AND EXPECTATIONS — STANDARD AND MIRROR WORKFLOWS

STANDARD WORKFLOW

Reducing bay times isn't about going faster or cutting corners. Reducing bay time is about removing and eliminating wasted activities that add no value, while still focusing on performing the job safely and doing it right the first time.

This section is important to the leadership in the Service Area. Managing Backroom Workflow part 2 focuses more on the SC and CC roles than on the ST roles. This is critical to understand and execute before moving to Mirror Workflow.

STORE VISIT ACTION ITEMS

- During store visits use the "Managing Backroom Workflow - Part 2," Exercises 1 – 4 to evaluate how well the store understands and executes workflow.

- Identify opportunities to improve the execution of workflow.

- Develop improvement plans with the Workflow Assistant Manager and the Store Manager.

TRAINING CONTENT

- Managing Backroom Workflow - Part 1
- Managing Backroom Workflow - Part 2
- Managing Backroom Workflow - Part 2, Exercises 1 – 4
- Workflow AOR Responsibilities

CLEAR ROLES & EXPECTATIONS

Roles Involved:
Mirror Workflow
(Workflow AOR)

MIRROR WORKFLOW

We will need to become experts on the execution of Mirror Workflow. It is designed to be very easy to observe how well people are following the workflow training. The Workflow Assistant Manager should observe the execution of workflow throughout the day. Based on those observations the Workflow Assistant Manager will coach and mentor each role in workflow concepts and lead measures.

With AOR training in place, Mirror Workflow can be introduced.

This implementation is modeled for an "in-store" workshop that includes all roles and levels. Each workshop is delivered by a Regional Staff member or DTU approved trainer.

STORE VISIT ACTION ITEMS

- Service teams are required to practice Mirror Workflow plays during service.
- During store visits, the Regional Staff will connect with the Workflow Assistant Manager to assess Safety, Quality and Delivery of the Mirror Workflow.
- After the visit, the Workflow Assistant Manager will complete a Workflow Action Plan and coordinate improvements through the 5S Assistant Manager and Service Coordinators.
- The Workflow Assistant Manager should develop plans for improving workflow execution, with the goal of creating a culture of continuous improvement at the store.

TRAINING CONTENT

- Mirror Workflow 5 training modules
- A Workflow Manager's Guide to Implementing Mirror Workflow
- Mirror Workflow Lead Measures
- AVP Leaders Guide
- Manager Leaders Guide

TIPS TO ENSURE SUCCESS

DISCIPLINED LEADERSHIP MODEL

As with any improvement effort, someone needs to be in charge of monitoring improvement efforts hourly, daily and weekly.

Disciplined Leadership is a great platform to use for sustaining process improvements and creating a culture of continuous improvement.

Here are a few examples of lead actions that can be used for weekly commitments:
- Continuous monitoring of our customers' feelings about their visit through interviews and survey responses

- Creating a continuous culture of improving the customers' experience
- Using the Disciplined Leadership Model to develop solutions to gaps in performance

HOW WE SUPPORT YOU

To support an initiative of this size, a support structure must be in place to provide guidance and direction to all Regions and Stores. This support structure consists of:

Core Team – The core team is responsible for providing content, collecting and answering feedback, providing guidance, analyzing reports, and collaborating with regional teams. This team is squarely focused on the success of this project.

KC Support Pages and Tools – A KC support presence will be developed to provide clarity on the Road Map, along with the tools and references needed to achieve each step. Feedback loops and blog features will provide two-way communication.

Regional AOR Meetings – With each region scheduling and assigning AOR meetings throughout the year, relevant data and content will be provided to educate and align the actions of Store Managers, Workflow Assistant Manager, and 5S Assistant Manager.

Lifesize Meetings – Upon request and launch of the project, Lifesize meetings will be used to provide support and guidance for regions.

Regional Visits and Collaboration – Throughout the year, regional visits will be conducted to learn from the best, celebrate wins, as well as identify areas of opportunity.

The overall approach for this support structure is to engage, support, audit, and then guide. This cadence extends trust and creates a collaborative environment.