

Developing and Implementing Standard Operating Procedures - SOPs

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Presentation Overview

This presentation will cover the identification of various procedures in the collision repair shop that should be standardized due to their frequency of use and importance to the overall performance of the shop.

This are referred to standard operating procedures or SOPs.

These seemingly simple documents, when followed, eliminate the potential for mistakes, clearly define outcomes and most importantly provide a performance roadmap to be followed by employees



Creating and Standardizing Operational Procedures What is Currently In Place?

What are your current operational procedures? Are they documented?

Do they exist? If so,

- Have they been communicated completely to the staff?
- Are the expectations being met?
- Are they kept in a binder or company operational manual?
- Are they easily followed?



Creating and Standardizing Operational Procedures What Is Keeping Them from Being Developed?

It's not uncommon to have a business operating without processes or standard operating procedures/SOPs

Why? We hear:

- They're too time consuming to produce
- It's difficult to communicate the need to have, develop and implement them
- The employee communication process is too difficult



Creating and Standardizing Operational Procedures What Can the Result of Non-conformance Be?

- Most importantly without "direction" it is difficult to gauge the overall performance of the store
- Without clear "communication" of processes and measurements,
 it is difficult to hold staff accountable for performance
- Consequently individuals that are responsible for work related tasks may not know what the performance expectations and or directions are
- This results in their not "understanding" why there are accountabilities and typically leads to poor performance



The Six Required Steps in Creating an Overall Workplan

- 1. Building Task Lists which has 2 parts, identification of steps and tasks
- 2. Creating comprehensive job descriptions
- Identifying measurements and accountability metrics
- 4. Creating targeted training plans
- 5. Creating and implementing the SOPs
- 6. Identifying audit or review processes and procedures



1. Task Work Process Steps and Task Lists

The starting point is basic:

- Establishing what needs to get done from the most basic to the most complex steps
- Identifying the process or procedural steps that must be followed
- Identifying where any support documentation can be found
- Designating the individual that is responsible for their completion
- Identifying the "quality control" steps that are needed
- Identifying the timeframe for completion



Identifying Frequently Used Processes and Procedures for Developing Process Flows

- Creating process flows
 - What is a process flow and how do they work
- Creating a "current state" flow chart
 - How are you currently operating
 - How would you like to operate
- How is this accomplished?



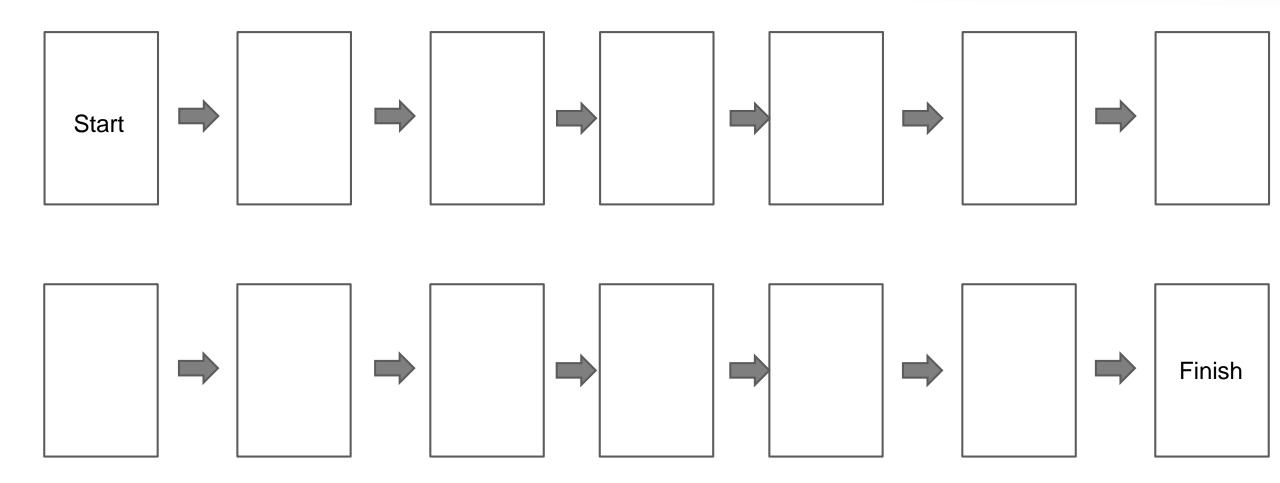
Identifying Frequently Used Processes and Procedures for Developing Process Flows

Need to review:

- How do processes flow through your business currently?
- Identify who will perform the process steps
- Identify a timeframe for completion
- Once the steps are identified, the task list for each step is developed
- Identify each task that will be required to complete the process step

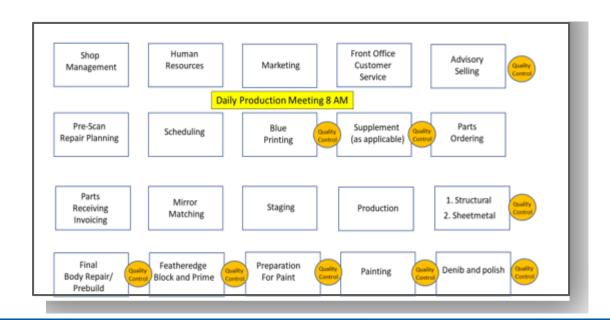


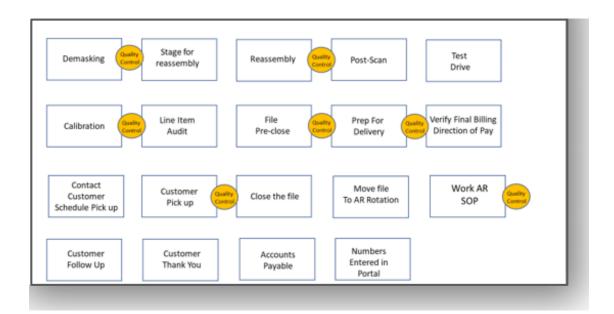
Workflow/Process Flow Steps



Identifying Frequently Used Processes and Procedures for Developing Process Flows

- Sample process flow:
- What processes are required for the business?
- Identify all required processes
- Once the steps are identified, the task list for each step is developed





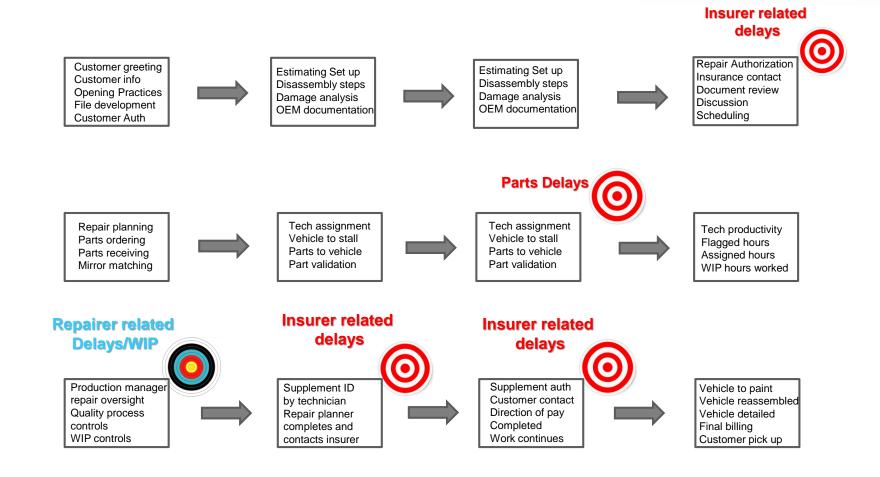


Identifying Frequently Used Processes and Procedures for Developing Process Flows

- Identifying potential roadblocks
 - Where are your "choke points"
 - How do you eliminate them
- Creating "ideal state" flow chart
 - What would your ideal state look like?
 - How do you make it happen?



Identifying Potential Chokepoints or Delays In Repair Sequencing





Resolving Chokepoints and Adjusting the Process Flow

Working with the team to identify solutions and potential work arounds which can replace chokepoint or work stoppage areas

- Identify chokepoint
- Develop potential solutions
- Temporary implement solutions
- If solutions reduce or eliminate stoppages, insert solution into the process flow
- Measure effectiveness
- If positive, make solution permanent



Task Lists



Task detail should include:

- 1. Daily activities
- 2. Weekly activities
- 3. Separate areas within the grouping
- 4. Task description



Organizational Workflow and Tasks for Collision Repair

Shop Management Processes

Daily/Weekly/Monthly:

General

- Check outside area for appearance i.e. cigarette butts, trash, trash cans etc.
- Unlock doors and Open shop and disarm alarm system
- Complete visual inspection of the front office area
- Complete visual inspection of the restroom and customer convenience areas
- Review daily schedule and make sure that vehicles for the day are present
- Review WIP vehicles and be sure that their time has been allocated in the daily schedule
- Walk the production floor to inspect repair activity
- Observe safety areas i.e. electrical cords, trip hazards, open containers or other items which could be viewed as safety concerns
- Ensure that all employees show up for work on time and are prepared for the morning meetings
- Crete agenda/list to cover for the morning meeting

Accounting

- Review active accounts receivable ARs to validate that they are actively being worked. This should be a
 weekly activity at a minimum
- Review accounts payable against invoices
- Review closed files to ensure that all parts, labor operations and any sublet have been identified
- Review any sublet items that have been identified against the original repair plan
- Review daily receipts deposits from prior day
- Review closed vehicles for prior day
- Attend morning managers meeting to identify any areas of opportunity and what the daily distribution of work will be
- Attend production meeting (if no production manager available) and ensure that the work is distributed
 properly relative to the technicians

Inventory control

- Review material consumable reports
- Review material purchase reports
- Review inventory results monthly to ensure that overages with vendors are avoided
- · Review management system reports against vendor usage reports to identify margin performance

Training plans

- Review daily staff performance and identify areas of opportunity
- Create training plans to improve staff performance
- If opportunities are identified, create a performance improvement plan and ensure that there is consistent and repeatable performance checks and a timeframe for improvement is identified
- Set up training meetings with vendors and develop an overall training calendar for the year

Maintenance

- Review all maintenance placards for equipment monthly to see which must be completed and by which date
- Plan as needed for maintenance items
- Develop monthly safety meeting training package and ensure that there is compliance to the meeting plan monthly
- Conduct safety meetings and be sure that a signature is evident for each staff member that participates in the meeting



Task Lists



- Monitoring and other responsibilities
- Monthly requirements and activities
- Obligations relative to new employee orientation

Organizational Workflow and Tasks for Collision Repair



Human Resources Tasks

Attendance: Daily

- Ensure that all employees have arrived on time
- Observe if employees are meeting the dress code as prescribed in the personnel manual
- Identify that employees have "clocked in" using the time clock keeping with the required time keeping
 process
- Be sure that anyone who has not met the attendance requirements has been made aware and any write
 ups are maintained in the company personnel file for that individual
- Be sure that when required the production manager is actively tracking the clocking in and off jobs to ensure accurate monitoring of job performance
- Be sure that employees clock out at the end of the workday

Personnel Manual: Monthly

- Be sure that any changes to the personnel manual are maintained and added pages are updated and filed
- Meet with the office and production teams and hand out any changes setting the expectation that it is their responsibility to make sure that the changes are kept with their copy of the manual
- Be sure that any state and federal placards are placed in the location designated for such so that the state
 and federal placement requirements are met
- Record keeping relative to any disciplinary (coaching) forms are added to the appropriate personnel files

New Employee Orientation

- Provide a written copy of the company personnel manual
- Explain in detail the attendance and time off request process
- Explain and provide time off request form and calendaring process form
- · Provide a copy of tasks associated with the new employee's role
- Identify the measurements they will be required to meet
- . Discuss in detail compensation including the load percentage and amount
- Provide a copy of the employee job description and go over each page.
- Have the employee sign the acknowledgement section
- Set expectations for training
- Set expectations for following company processes including appropriate standard operating procedures
- Walk the employee through both the front office and production areas to help acclimate them to the facility including the location of rest rooms and rest areas/breakroom
- Cover the smoking policy
- Cover the break policy and lunches
- Identify the need to attend ALL team meetings



2. Comprehensive Job Descriptions Page 1 - 2

This detail is then used in the job description:

- 1. Position description
- 2. List of essential duties
- Knowledges and skills requirements
- 4. Training and certification
- 5. Working conditions
- 6. Physical demands
- 7. Reporting structure

Job Description

Position Title: Collision Repair Technician Supervisor Title: Operations Manager

POSITION DESCRIPTION

The collision repair technician has the responsibility of determining the repair methodology to be used on collision damaged vehicles relying on their experience and the use of OEM repair information. The repair technician will work closely with the repair estimator to ensure that all damage is identified through the initial repair plan and through supplemental billing to make sure that the technician and the store are properly compensated for all repairs performed.

ESSENTIAL DUTIES

The essential duties of this position are:

- 1. Log into job repair order number
- 2. Install technician name on work order
- 3. Read work order and compare to repair plan to vehicle damage
- 4. Review OEM repair procedures, identify any inconsistencies with the repair
- Be sure that the parts that have been ordered have the same count as the parts identified for replacement
- 6. Check in parts when order is received and mirror match parts
- Notify production manager of any missing parts on job immediately especially if they impede the vehicle production
- Label all parts to be edged with repair order number, technician name and transport to paint department for cut in
- Verify any need for seam sealer on new panels such i.e. doors, hoods, trunk lids, etc. If seam seal is required, make sure that the labor is added to the repair order in addition to the material quantity that is used
- 10.Start the collision repairs
- 11. Check for any additional damage with further teardown if needed
- 12. Start collision repair.
- Check for any missing or unrelated items that could be used as upsells
- Inform paint department for all inner structure panels that need refinished prior to outer sheet metal installation.
- 15. All unrelated prior damage on panels (such as small door dings in blend panels) need to be discussed with shop manager and painter. At this point a decision will be made to repair.
- 16. Install all removed parts that do not interfere with paint procedure

Job Description

Position Title: Collision Repair Technician Supervisor Title: Operations Manager

process. (Interior trim, Inner trunk, door glass, Etc.)

- 17. Initial all line operations completed by you
- 18. Remove and re-tape all molding as per estimate (including stripe tape and adhesive on repaired panels) prior to paint department.
- 19. Set all paintable exterior removed parts (door handles, side moldings, mirrors, tow hook covers, reverse sensors, Etc.) in one location, Label windshield with tape or paint marker of all parts and location that need refinishing
- Note on Windshield if the following is needed: Test Drive, Check all fluids, Post Scan, Water Test for newly installed panels, corrosion protection needs applied, etc.
- Notify paint shop team leader when vehicle is taken to paint department.
- 22. Complete quality checklist
- 23. Clean work area.
- 24. Punch off job.
- See production Manager or production board for your next assigned shop.

KNOWLEDGE AND SKILLS

The following knowledge and skills are required for this position:

- Knowledgeable of vehicle construction methods and required repair procedures
- Knowledgeable of vehicle construction materials and required repair procedures
- Skilled in using MIG and STRSW welding equipment
- · Skilled in using a variety of repair materials
- · Skilled in using a two-post lift
- · Skilled in using a three-dimensional measuring system
- . Basic computer data-entry and operation skills

TRAINING AND CERTIFICATIONS

The following are suggested education and training requirements for this position:

- Valid <u>drivers</u> license
- · Certificate or degree in automotive collision repair
- · I-CAR Professional Development Program Level 1 or higher
- ASE certification B3 Non-Structural Analysis & Damage Repair
- ASE certification B4 Structural Analysis & Damage Repair



2 b. Comprehensive Job Descriptions Page 3 - 4

This detail is then used in the job description:

- 7. Right to assign additional duties
- 8. Acknowledgement by signature

Job Description

Position Title: Collision Repair Technician Supervisor Title: Operations Manager

> ASE certification B5 – Mechanical & Electrical Components EPA certification in mobile air conditioning systems

WORK EXPERIENCE

Three to five years prior work experience preferred

SUPERVISORY RESPONSIBILITIES

This position has no supervisory responsibility

WORKING CONDITIONS

The working conditions for this position include:

- · Work both inside
- Exposure to limited noise
- Work environment involves some exposure to hazards or physical risks, which require following basic safety precautions.
- · May occasionally walk on slippery or uneven surfaces.
- · May be requested to work overtime and weekends.

PHYSICAL DEMANDS

This position has the following physical demands:

- · Ability to view computer monitor
- · Oral communication
- · Ability to continuously stand or walk for extended periods of time
- · Ability to climb, bend, stoop, and squat frequently.
- Ability to use hands to finger, handle, or feel objects, tools, or controls; reach with hands and arms; talk or hear; and taste or smell.
- · Must have good body mechanics and manual dexterity
- The employee must frequently lift and/or move up to 75 pounds or more.
- Specific vision abilities required by this job include close vision, distance vision, color vision,

The physical demands described here are representative of those that must be met by the employee to successfully perform the essential functions of this job. Reasonable

Job Description

Position Title: Collision Repair Technician Supervisor Title: Operations Manager

accommodations may be made to enable individuals with disabilities to perform these essential functions.

NOTE: (Insert Company Name Here) reserves the right to modify, interpret, or apply this job description, as it desires. This job description in no way implies that these are the only duties, including essential duties, to be performed by the employee occupying this position. This job description is not an employment contract, implied or otherwise. The employment relationship remains "at-will". The aforementioned job requirements may be changed to fulfill any obligation(s) to reasonably accommodate qualified individuals with disabilities.

ACKNOWLEDGEMENT

I have read, understand, and accept the duties, standards, and expectations required of this position. I hereby affirm my good faith compliance with all policies and procedures. I will perform all duties to the best of my ability.

I further understand that my employment is at will and thereby understand that the company or I may terminate my employment at any time.

Employee Signature	Date	
Cupartinos Cignotusa	Data	



Job Description Detail

- This detail allows the store owner/manager the opportunity to take all the required tasks, methodology and performance expectations and put them in one comprehensive document
- Questions concerns and clarification should all take place during the hiring and or annual review processes
- The employee now knows what their responsibilities are by individual job description
- Once detail that will be added to this is the measurements or performance metrics



3. Comprehensive Measurements

	Technician Name	Required hours Hou	rs Assigned Hours Comp	oleted WIP Hours (
Collision Division Performance Measurements	Monday			
Daily Production Schedule	Tiesday Wednesday		_	_
	Thursday			_
1. Daily and weekly call completion level of 12 per day Stall to Technician Ratio 2.5 to 1	Technician Name			_
average	Monday			
2. Daily and weekly call documentation of 12 per day	Tiesday Wednesday			
average	Thursday			_
Number of technicians	Technician Name			_
3. Attend weekly team meeting Monday unless otherwise	Monday Tiesday			
directed Average RO Billed Hours	Wednesday			
4. Maintain a 6 or better performance member performance review	Thursday Friday			
level Average RO Dollars Per Day	Technician Name		_	_
5. Provide 3 weekly ZOOM links to director for Daily Stall Production Requirement		_	_	
review				
6. Provide updated technical information to members weekly (as	Hours			
needed) Technician Grade Eff Req Hrs Req	Assigned	Hours Completed WI	P Clocked Hours	Weekly Total
7. Ability to maintain a 55 - member load or better				0
8. Provide 1 innovation, instructional snippet or performance idea				0
quarterly				0
i iliuay				0
9. Flovide periormance measurement results by store to director				
weekly Monday Tuesday				0
a. Total sales average Wednesday				0
b. Total repair order				0
c Total hillable hours				0
d. GP\$				0
· iucsuay				0
e. GP 70				0
f. Conversion %				0
g. Net \$				
h. Net %				0
Wednesday				0
i. Lift \$ Thursday				0
Total				0



Performance Metrics or KPIs

- The performance metrics or key performance indicators provide the measurable targets of performance for the tasks, job descriptions and roles that the employee will be responsible to meet
- These are included in the standard operating procedures as they help the owner/manager to build a more predictive performance and financial models
- The financial stability of the business is dependent on the employees and managers meeting these targets



4. Comprehensive Training Plans

Technician Training Plan

Welding skills are essential to this position and successful completion of the ICAR Welding Qualification Professional Development Programs is mandatory.

ICAR Welding Qualification Series are as follows:

- · Squeeze-Resistant Spot Welding (WCS04)
- Steel GMA (MIG)
- Welding Qualification Series
- (WCS03)
- Measuring (MEA01)
- Steel Unitized Structures Technologies and Repair (SPS07)
- Structural Straightening Steel (SSS01)

Additional ICAR Training Requirements

- Replacement Of Steel Unitized Structures (SPS10)
- Bolted On Part Replacement (EXT01)
- · Cosmetic Straightening Steel (STS01)
- Hazardous Materials, Personal Safety, and Refinishing Safety (WKR01)
- Plastic and Composite Repair (PLA03
- ICAR Vehicle Specific Training as determined by volume

External training and certifications

 Chief, Car-O-Liner, BlackHawk or equivalent three dimensional measuring and equipment usage certification

Pre-Hire Training Requirements

Technicians should be competent in repair procedures and must be able to complete the ICAR Pro Levels 1 and 2 Professional Development Program courses. They should be prepared to complete the following immediately after the first 90 day orientation process is completed:

- Bolted On Part Replacement (EXT01)
- Cosmetic Straightening Steel (STS01)
- Hazardous Materials, Personal Safety, and Refinishing Safety (WKR01)
- Plastic and Composite Repair (PLA03)



Training Plan Development

Training plans are developed for several reasons

- Compliance to federal, state and local codes
- Employee safety
- Improving productivity
- Product knowledge
- Tool knowledge
- Providing experience and detail that can move an employee
 from one level to the next relative to pay and experience
 These are developed and kept with the job description so that an
 employee knows the training expectations



5. Standard Operating Procedures

	Collision SOPs		FI	Total Loss Handling SOP					
			*		Se sure that the following is posted in plain view of all who enter the	These administrative fees should be non-negotiables which means			
Dor	t Credit Return Tra	Total Loss Administrative Labor Charges			Total loss storage fees inside/outside	unless there is a prior agreement with the insurer or customer,			
rai	i Credii Return 11a	C. Labor item	<u>Labor time</u>	Labor \$ X Rate	Administrative fees for total loss handling (filing documentation)	these charges will be identified on every total loss we handle			
1	to the vendor for whatever reason r	VMt 1 Initial customer contact ttu 2 Create vehicle folder 3 Create signed authorization of repair 4 Obtain appropriate initials and signature	0.3 0.2 0.3 0.3		Digital image or photography charges Wrapping fee and labor Material used to secure vehicle fees and labor Phone calls and other commercially				
2		Stir 5 If vehicle is off location arrange move to facility 6 Identify advance fees 111: 7 Veryify prepaid amount	0.3 0.1 0.1		acceptable charges Then total loss arrives at your	This information can be			
2	must be signed by the delivery driver when picked up and returned to whomever is handling	ttu: 8 Prepay charges for insurer den # Assign repair order number ## Print key and mirror tags enc ## Unitate storage charge date and time ## When vehicle arrives install hazmattarp under vehicle / \$20 ## Install weather protection tarp / Tarp \$20.00 ## Pre-wash vehicle prior to repair plan	0.3 0.1 0.2 0.1 0.00 0.5 0.5 0.4	Add Tarp F	cility please make sure that the llowing documents are impleted: Work authorization form Scanning authorization form	consolidated into one form. However, make sure that each of these specific items are either a signature or initial acknowledgement to ensure that you have express permission on each item.			
3	copy of the return sheet taped to the box it	Lot # Take vehicle pictures ith ## Move vehicle into store for estimate complete meticulous disassembly complete measuring for structural condition accuracy ## Print structural measuring results ## Complete dignostic scan if ## Print dignostic scan results	0.8 0.4 3 1 0.2 1 0.2		ace authorizations have been mpleted complete a meticulous sassembly of the vehicle to clude ALL necessary parts for pair including nuts/bolts, clips, rets and other fasteners	Be sure that the disassembly is complete so that there is a reduced risk of supplementary damage and that the initial parts order is complete			
4	Add the return to the current return log and to a	## Identify all damaged parts Identify all required labor Identify any potential sublet labor	1 1 0.2		eate the parts order and submit r completion by your vendor of oice	Get the parts order to the vendor location as quickly as possible to ensure that the order is expedited and parts are received quickly			
	ensure that the tracking of the return through the financials is complete	Aak ## Contact owner pd; ## If identified as repairable by the insurer: an ## Order parts CCO ## Accept parts	0.4 0.4 0.5		the insurer: Prepare the parts for return Create a summary of "repairs to date" Provide an invoice or "estimates" of current charges storing or should ap includes to clean up, parts order restock.	Anything used in the process of storing or protecting the vehicle should appear on the bill. This includes but is not limited to all clean up, securing, estimating or			
5		## Mirror match parts act ## Transmit pictures ##ultransmit pictures ##ultransmit pictu	0.5			parts ordering and return amounts - restocking fees Update AR pending log			
		nst ## When possible return parts ## Idenitfy return charges eftu ## Identify labor for part handling	1.5 0.5 0.5			Opdate AR pending log			
6	received the appropriate entry should be made into the AR pending log and the	Identify repair planning charges Identify storage charges	2 As identified 0.5 0.5 0.5 0.5		ovide a written summary of arges to be presented to the surer or customer that give details charges to be paid prior to the hicle being released to the lvage company	ALL prepaid and current charges MUST BE PAID PRIOR TO THE VEHICLE LEAVING THE PROERTY.			
7	a	Acce ## Receive and process payment for services temized Total Processing Hours for Total Loss Tarps for hazmat and salvage protection	0.5 23 \$40.00	\$40.00	nce billing has taken place and e payment has been received, date the file including the AR ending log to show that the	Close file			
/				a	yments have been made and the count is cleared.				



Standard Operating Procedures

- These are the driving documents for each process within the store
- They provide all required performance details
- They will list:
 - ✓ The procedural objective (What needs to be done)
 - ✓ All enabling objectives (How and who is required to meet the objective)
 - ✓ The order in which steps will be completed (How it must be done)
 - ✓ What the performance outcome should be (Measurables)



6. Comprehensive Auditing

ehicle Year/Make Model:				
				_
Blue Printing/Estimating Checked in RO Completed	N/A	PROD MGR	Receiving Tech	PROD MGR
Customer requests have been addressed				
Color match-refinish operations verified	\dashv			
Repair Plan accuracy (Tech, Prod Mgr.and Blue printer)	$\overline{}$			
Windshield/Window Marking completed				
Work order and check sheet updated and placed on dash				
When structural repair/replacement is required a copy of the repair procedures if available from AllData, Manufacture repair documents are to be printed and placed in Vehicle. Calibration SCANs Completed				
PARTS DEPARTMENT (PD)	N/A	PROD MGR	Receiving Tech	PROD MGR
Parts orders verified for accuracy when delivered	П			
Parts price changes updated in estimate (Blur				
printer/Estimator)				
Production manager assignment to repair				
Structural Repair Processes (SRP)	N/A	Repairing Tech	Receiving Tech	PROD MGR
Frame specs- before and after in file				
Structural repairs completed as per work order and repair std.				
Welds checked and verified for structural integrity (before finish work started)				
All parts pre-fit and replaced per work order				
Metal finish completed to SOP and quality standards				
Mechanical work completed as per work order				
Corrosion Protection applied to industry standards	$\overline{}$			
SRP completed?				
Refinish cut in completed?				
Pre-build complete. Less than 60 minutes for reassembly				
SRP In Line Rework required (if yes please initial)				
Sheetmetal and Plastic Repair Processes (SPRP)	N/A	Repairing Tech	Receiving Tech	PROD MGR
Pre inspection performed free of defects				
All labor operations performed per work order				
All parts pre-fit and replaced per work order				
Body lines are straight, no pinholes or sand scratches (Finish to 180 grit 3M/ 220 per SOP)				
SPRP In Line Rework required (if yes please initial)				
Less than 60 minutes for reassembly	$\overline{}$			
Refinish Repair Processes (RRP)	N/A	Repairing Tech	Receiving Tech	PROD MGR
Refinish panels are free of defects				
Color match and blends are acceptable				
Vehicle is free from overspray				
RRP In Line Rework required (if yes please initial)				
Reassembly Processes (RP)	N/A	Repairing Tech	Receiving Tech	PROD MGR
All parts installed on vehicle				
All lights and accessories in working order				
Fluids checked and topped off		L		
Cleaning and Final Customer Checks (CFCC)	N/A	Repairing Tech	Receiving Tech	PROD MGR
Vehicle is cleaned and vacuumed				
Detail In Line Rework required (if yes please initial)				
Final Fit and Finish-Line audit performed				
That I that I man Emo addit portormod		D''	Receiving	PROD
Rework inline or return (RW)	N/A	Repairing Tech	Tech	MGR

		Quality Control Cheeklist				Quality Control Checklist	
Cantorne:			Pre-Pers	Line Chest Processes			
RO	Ø:	Vehicle:	Date	Initia	5		
Daggawribly Proce			_	_		1) Have you mad and reviewed the estimate?	
Discountibly Proce	-		_	_	_ :	 Verify that all required work has been repaired completely. 	
Date Initials	00				_ :	3) Have all parts been test fitted and inspected for dentaldings?	
		1) Have you reviewed the extimate?		_		4) Have all plantic parts been repaired?	
	_	2) Have you reviewed the customer requests COO's?			_ :	fi) Have all body seams been cauled?	
		3) Is the vehicle completely disassembled? Have all parts been removed?				6) Have pinch welds been etch primed and caulked?	
		4) Will the ratio need to be recoded since the battery was disconnected?				7) Have you verified all parts for received status and correctness?	
		5) Have you marked the door glass with the parts locations?			_	8) Have you used any stock items that need to be billed out at this time?	
		6) Have you repeated un-damaged and/or damaged parts?			_ :	9) Prime then inspect after sanding for additional imperfections?	
		7) Have you bubble wrapped all good infest parts and put in proper location?				10) Have you aprayed test panels and ventred color variants?	
	_	8) Have you cleaned of adhesive from moldings, decals, etc. as needed?				11) Do radver pinch welds need to be primed/painted?	
		9) Have you placed all parts to be painted in the vehicle's front floorboard?				12) Have all inner weld damage areas, etc. been primed and painted?	
		10) Have you verified all preordered parts for fit/finish?				13) Have all fordors, rockers, etc. been gravel guarded as necessary?	
		11) Does the battery need to be disconnected to prevent battery drain?				54) Have you checked to see if we have pirretripe tape in stock?	
		12) Have all wires been labeled properly?				15) Has there been any damage caused by glass removal?	
		13) Did you remove all manual amonnas?					
		14) Have frame measurements been documented?					
		15) Have you taped up all openings to provent water and dust from entering?					
		16) Have one consist figuressists been correlated?	Quality 5	Control As	edet Stepen C	OH Date	
ATI actions to	fraining	tosittulas	ATI	Antomitivo	Training In	astiluta	
ATI actions to	to printing	Guality, Control Cheskiis	ATI.	Automotive	Training In	Suality Control Chesklist	
	training			natametine natametine	Training In		
Seet.Peers				unnembly	fraining to	Quality.Control.Checklist	
Seed Please			ite.	unnembly		Quality Control Checklist 1) Look one partwok before messersking?	
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Review and Validation Processes

- This step can be as simple as performance checklists
- These steps must validate compliance with the SOPs
- Quality, efficiency, task mastery, training compliance, customer service and all other KPIs can be validated through the use of performance checklists
- The word "audit" seems to always have a negative connotation, think
 of these as potential training tools in the event performance noncompliance exists
- They would become a step in your training development processes



Building Standard Operating Procedures



Fact finding and Implementation

- Creating the performance outline
 - The ideal state should include all changes to the process that allow optimum performance
- Building "logic" into the process
 - Building Pro and Con worksheets to help in decision making
- Getting input from the staff
 - Ask the staff to assist in developing solutions
- Using the flow chart, develop the SOP worksheet
- Building long-term repeatable processes



Building Process Execution Consistency

- Setting process compliance expectations
 - Work with staff to set performance expectations and accountabilities
- Identifying key performance metrics
 - Developing task lists what will be done?
- Setting individual performance expectations
 - Create comprehensive job descriptions that hold staff accountable for performance - who will do it
- Creating the SOP worksheet
 - Step by step process detail



Managing the Procedures With "Discipline"

- Meeting with the staff to set office, production and quality goals
 - Communicating and setting performance expectations is critical
 - Monitoring and follow up are essential
- Identify where the goals are covered in the SOP
 - As each goal is communicated, show where the goal and performance expectation are detailed in the SOP
 - By step and by accountability



Managing the Procedures With "Discipline"

- Provide a copy of each SOP as they are completed
 - As the SOPs are developed, explain in detail what the expectations are
 - Identify compliance as the only option
 - Noncompliance will be performance managed
- Book the SOPs for future use
 - Create an organizational manual that contains all of the operating SOPs and have then segmented out by work area
 - Have staff sign a performance acknowledgement for each SOP that impacts their job accountabilities



Using the SOPs to Manage the Business

- Identifying the key performers in each area
 - SOPs will identify the key staff levels that are impacted by them
- Observe behavior to ensure performance consistency
 - Managing staff performance to the expectation becomes a task for management
- Audit the SOP to be sure that it is adjusted when needed
 - Management must verify performance and match it to SOP requirements
 - Watch for potential change needs and adjust



Using the SOPs to Manage the Business

- If temporary changes are more consistent with performance develop
 - Changes need to be temporarily inserted into the process an improvement validated before making the change permanent
 - If a permanent change is validated as making a positive impact....
- Adjust the SOP
 - Reimplement with the process update
 - Be sure to communicate any changes to the staff



The SOP

The SOP Template:

- Measurement What will identify if the task has been presented
- Task What will be accomplished naming the task specifically
- Performance requirement
 the individual
 accountabilities that will be required to be met

	Collision Repair Shop USA							
	Morning Meeting							
	Measurement	Task	Performance requirement					
1	Daily	Team meeting	Morning release meeting					
2	Meeting time	Meeting Schedule and Times	Meeting to be conducted daily by production manager. Shop owner conducts if production manager absent. Begin morning meeting at 7:45 a.m. and mid-day meeting at 12:30 p.m. Meeting to be completed within 15 minutes.					
3	Staff Attendance	Daily Staffing	Determine staffing for the day. Reassign staff, if required.					
4		Scheduled Delivery	Review status of all vehicles scheduled for delivery. Identify known obstacles on all vehicles. Identify initial solutions to obstacles.					
5		Vehicle Status	Record status of all vehicles. Determine if there are known obstacles on all vehicles. Identify initial solutions to each known obstacle.					
6		Vehicles Arrived	Review status of each vehicle that has arrived. Assign staff to prepare estimate / repair plan. Identify any timeframes required for estimate / repair plan preparation.					
7		Vehicle Pick-Up and Delivery	Identify any vehicles that need to be picked up or delivered. Assign staff as required.					
8		Post-Meeting	Update management system status report on all vehicles. Solve known obstacles on all vehicles. Update vehicle owners on vehicle status.					



SOP Detail

- Each SOP has an objective What needs to be achieved
- Each objective must have enabling objectives, the activities that help the objective be reached
- There must be measurements at each level that identify when or if objectives are being reached
- Management must maintain an audit or review process to ensure compliance
- There must be acknowledgement that "punitive"
 measures will be in place if objectives aren't reached



Each SOP must have an objective

- SOP objectives need to be clearly defined and written so that staff responsible for compliance have a clear line of sight to the goal
- Typically there will be a performance requirement combined with the task
- Tasks need to align with the same tasks or activities used to develop job descriptions
- Tasks and activities must be consistent



Each SOP has a series of enabling objectives

- Simply put, enabling objectives are the activities that are used to reach the end goal of meeting the objective identified in the SOP
- These are essentially the process steps
- These must be very detailed
- When creating them, the thought process is anyone who has a basic understanding of a process can follow the SOP steps and achieve an acceptable result
- Detail is the key



Each SOP must contain measurements

- Measurements aren't necessarily a numerical indicator
- These can be "if X is achieved the task will be considered complete" The X could be a task or a number
- The measurements are established to give those completing the tasks the goal that they must achieve
- It can also be the steps necessary to achieve the desired outcome
- Management must stress the need to achieve the goals or complete the steps



Each SOP must have an audit process

- Audits aren't typically a bad thing, i.e. an IRS audit
- Audits are used to validate that specific processes, procedures or measurements have been achieved or to what degree they haven't been
- They are also used to help determine if there is the potential of alternative solutions if the measurement can't be achieved
- In some cases they are used as a compliance tool, but that is typically when there are repeated performance issues
- If the process is deemed to be adequate, follow up with the underperforming employees must be completed



Each SOP must have Punitive or corrective measures

- That may sound as if this will be a "harsh" process but that is not the intention
- The corrective measures are there to alert the employee that they are not meeting the desired goal
- In cases where the employee needs training it is identified and administered
- If there is a "will" issue, additional follow up may be required
- That is determined on an individual basis especially if other employees are working at appropriate levels



1. Identify a process that is essential to the success of the business

- If there are specific steps that need to be followed, identify them
- Be sure to examine all process steps and the peripheral activities that may influence them
- Write them down in the order in which they need to be performed to maximize efficiency, productivity, or importance
- Then begin to look at the individuals that are performing the process steps
- Is there a key individual (optimum performer) that is performing all or most of the required steps?



2. Document the steps the optimum performer is completing

- Do the steps they are following match up with the initial list that was created?
- If not, are there tasks that should be added or deleted?
- Observe behavior and identify if the steps are done repeatedly and consistently
- If the results are the they achieve the desired outcome, it should be your SOP model
- Review the outcome with the employee and see if they have any suggestions on how to improve their performance



3. Fill in the blank template with the steps

- As was illustrated previously
 - Left column measurement
 - Center column task requirement
 - Right column performance steps t
- Measurement What will tell management if the task is completed efficiently
- Task requirement Define the task to be performed
- Performance requirement Define the steps that are to be followed

Collision Repair Shop USA Morning Meeting							
	Measurement	Task	Performance requirement				
1	Daily	Team meeting	Morning release meeting				
2	Meeting time	Meeting Schedule and Times	Meeting to be conducted daily by production manager. Shop owner conducts if production manager absent. Begin morning meeting at 7:45 a.m. and mid-day meeting at 12:30 p.m. Meeting to be completed within 15 minutes.				
3	Staff Attendance	Daily Staffing	Determine staffing for the day. Reassign staff, if required.				
4		Scheduled Delivery	Review status of all vehicles scheduled for delivery. Identify known obstacles on all vehicles. Identify initial solutions to obstacles.				
5		Vehicle Status	Record status of all vehicles. Determine if there are known obstacles on all vehicles. Identify initial solutions to each known obstacle.				
6		Vehicles Arrived	Review status of each vehicle that has arrived. Assign staff to prepare estimate / repair plan. Identify any timeframes required for estimate / repair plan preparation.				
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4. Walk through the process

- With the optimum performer as a participant, review the entire process end to end to make sure that all steps have been properly identified
- If all steps are in place continue to observation steps which are essentially watching the staff member complete the SOP activities
- If not, be sure to update the SOP to include areas that have been missed
- Verify that all the steps when followed allow for complete task performance and repair or process quality



5. If process is found to be complete

- Meet with the production, office or management team depending on the SOP
- Introduce the SOP
- Identify what measurements will be used for performance benchmarking
- Clearly identify the process and the process steps
- Walk through each step
- Ask questions to establish the teams understanding of the process that they will be required to follow
- If there are concerns, address them publicly



6. Establish the SOP as a process requirement

- Instruct the team that this has been established as the new process that is to be followed
- Be sure there is alignment between the management team and the staff
- Be sure that the staff understands that they will be measured on their ability to meet the performance standard
- Identify the process as version1 in the event there is ever a challenge to the process. Subsequent versions should be labeled as well in sequential order



Centralizing a location for the OPS manual containing the SOPs

- The operations manual will become an integral part of the collision repair store for several reasons
- It is the repository for all the operational documents that meet the needs of agencies that may at some point need to understand the inner workings of the store
- Task lists, job description, performance measurements, training plans, SOPs and audit checklists are all contained within this manual as well as other operational documents
- This will be covered in detail during a future webinar



Once the SOPs have been "booked" it will be important to have a meeting with the staff. That meeting should cover:

- Any changes in performance expectations related to new or improved standard operating procedures
- Discuss how each staff member will be impacted by the improved documentation
- How the measurements will impact them and the timeframe for implementation



Allow the staff to have input

- Don't allow the staff to take over the meeting but allow them to provide any constructive feedback they might have
- This is important in that it allows them to feel like they are part of the process
- Typically the staff will respond significantly better to SOPs that are presented in this way and will support the effort



Implementation timeframe

- Working with the optimum performer, monitor the performance of others that are new to the process to test the it's effectiveness
- This is typically a 15 day (3 work weeks) but some use as many as 21 workdays to test process effectiveness
- Once the initial timeframe has been completed meet with the staff again for a brief discussion about how the process is going, again to let them have input

	Any Month endar.com							
Sun	Mon	Tue	Wed	Thu	Fri	Sat		
					1	2		
3	4	5	6		8	9		
10	11	12	13		15	16		
17	18	19	20		22	23		
24	25	26	27		29	30		



Implementation becomes the SOP

- If the implementation process has been effective, the transition to using the procedure is relatively simple
- It is now the operating procedure and any questions about the SOP should be directed to the operations manual
- That's right, the process is now free from having to spend time clarifying what is required
- The requirements have been established

Identify Implementation Goals by Week

	caleendar.com					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30



Change in Culture

Changing the culture helps to reduce hands on management

- This results in a culture change to managing by the numbers
- This allows management to focus on growing the business and puts and end to or at least reducing the need to continually put out fires
- It forces the employee to take control of their work life because they now have instructions which they can access anytime there are questions about what must be done or the process necessary to complete it



Closing Statement

Organizing the store and changing to an SOP driven work environment will help management reduce conversations around what must be done. This will allow management to focus on business growth and opportunity.

Thank you!

The Collision Team at ATL



