

The DMAIC Way® A3 Storyboard

1. Define the problem or area you would like to change. Be specific.
2. Why does this need to change or be improved?

1. Project Charter & Interrelationship Diagram: Create a certification program to standardize specialist skills across all locations, improving consistency and onboarding.

2. Project Charter & Interrelationship Diagram:
- **Consistency:** Ensure all specialists have the same skills and knowledge.
 - **Efficiency:** Streamline onboarding for new hires.
 - **Quality:** Enhance service quality.
 - **Competitive Advantage:** Stand out in the industry.



Project Charter				
Project Name	UK Certification Program			
Project Description or Problem Statement	Create a certification program to standardize specialist skills across all locations, improving consistency and onboarding.			
Business Need	Consistency: Ensure all specialists have the same skills and knowledge. Efficiency: Streamline onboarding for new hires. Quality: Enhance service quality. Competitive Advantage: Stand out in the industry.			
Owner	[Redacted]			
Sponsor	[Redacted]	[Redacted]	[Redacted]	[Redacted]
Project Start	1/1/2023	Actual End	30/11/2023	End Date
Team Members	John Burke (Team Lead), Judith Mahara (Tech Ops), Andy Abrahams (Zone Manager), and Mike Caputo (Zone Manager) - provide feedback on certification needs/feedback			
Milestones and Goals	Goal: Have certification created, reviewed, and tested in the field.			
Ground Rules	<ul style="list-style-type: none"> Ensure adequate resources, including budget, time, and technology, are allocated to the project. Secure executive buy-in and support for the project. Standardize the format and delivery of certification. Implement a feedback mechanism for the certification process. Plan the phased rollout of the certification program to different locations. Communicate the rollout strategy and expectations clearly to all stakeholders. Ensure that the certification program complies with all legal and industry-specific requirements. Regularly update the certification program to reflect changing industry standards. 			
Communication Plan	Comments to: [Redacted]	From Who: [Redacted]	What Information to Include & When	
Flow Chart	UK Certification Program: Create certification > Train with Tech Ops, and make necessary modifications > Review with Ops Director and make necessary modifications > Create certification with all UK > Present certification to UK Leadership with implementation plan > Review approval to create > Present with implementation plan			

3. What are the current process steps?



Current Process:

- New [Redacted] Specialists attend virtual Onboarding course and shadow/ride-along tenured specialist for a couple of weeks (in no particular order).
- Selection of tenured specialist is at discretion of Zone Manager.

Flow Chart:

4. What are the causes or gaps?
5. Why did the cause(s) occur or what are the options?

4. Interrelationship Diagram (see above)
Gap: We lack a way to ensure specialists in different markets consistently deliver the same level of service.

5. **Causes (Five Whys):**

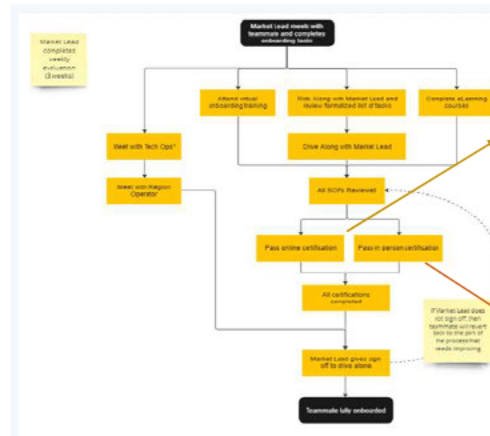
- No one has invested the time to create a plan.

Options (Brainstorming):

- Create a defined training program.
- Train one specialist in the market and have them
- Share best practices across Zones.



We lack a way to ensure specialists in different markets consistently deliver the same level of service.
Why?
Specialists across different markets are not being trained the same.
Why?
We don't put enough focus on training.
Why?
We don't have enough time for training.
Why?
We lack a formalized onboarding plan.
Why?
No one has invested the time to create a plan.



Flow Chart:



WHO	What	When	How
Market Lead New Hire	Discuss status and progress of new hire onboarding	Daily	End of day debrief
Region Manager: TBD Market Lead: TBD	Discuss status and progress of new hire onboarding	Weekly	1on1 weekly meetings
Trainer: [Redacted]	Review survey results	Monthly	Scheduled appointment on calendar
Ops Director: [Redacted] Region Manager: TBD Trainer: [Redacted]	Discuss survey results	Monthly	Reoccurring weekly checkin meeting
Region Manager: TBD Market Lead: TBD	Discuss survey results	Monthly	1on1 weekly meetings
Ops Director: [Redacted] Region Manager: TBD	Discuss status and progress of new hire onboarding	Quarterly	1on1 weekly meetings
Leadership Team Trainer: [Redacted]	Discuss survey results with Leadership Team	Quarterly	Scheduled quarterly meeting
HR: [Redacted] Trainer: [Redacted]	Compliance check: Randomly select new hires and confirm they are where they should be in the onboarding	Quarterly	Reoccurring biweekly meeting

Implementation in progress!

Vehicle Service	Customer Service	Safety
How to Install/Service Brakes Brake Fluid Flush Procedure ASE A5-Brakes ASE A1-Engine Repair ASE A8 Suspension & Steering* ASE 7 Heating & Air Conditioning* ASE 8 Engine Performance*	Professionalism vs. Persuasion Overcoming Objections Providing Quality Inspections CFNA e-Learning 10 Tips to Tune Up Your People The Fast 5	S.A.F.E. Lifting PPE (Personal Protective Equip.) Proper Waste Disposal Van Trol/Equipment Maintenance
Introduction Tires Wheels and Fasteners Balancing the Vehicle Tire/Wheel Assembly Removal RST Demounting, Mounding & Inflation Balance and Run-Out Puncture Repair Tire Conditions Analysis Tire 300 Level Certification*	Amnco AS Ultra Conquer the Trail w/ Destination Destination A/T2 Destination LE3 Outler Bravo A/T3 DriveGuard Plus Toranza QuietTrack Weathergrip Nano's in the Know: Aging Tires Tire Basics & Technology	Online Certification
Tire 300 Level Certification*	Product/Tire Knowledge	

Customer Service	Safety
Introduction Tire Replacement Oil Change Process Tire Rotation Air & Cabin Filter Light Bulbs Wiper Blades Batteries Drive Belt Steering & Alignment* Tune-Up* Engine Diagnostics* A/C Repairs* DOT/State Inspections* Vehicle Service	S.A.F.E. Lifting PPE (Personal Protective Equip.) Proper Waste Disposal Safe Driving
Online Certification	Online Certification

Flow Chart and Fishbone Diagrams (go to tabs)
Our LMS will provide visual onboarding path and teammates and managers will be updated via LMS notification.

What actions will be taken and how people will be notified?
Immediate and permanent fix, what else is impacted?

7. What will be put in place to prevent backslide?
(What other processes/systems are impacted, what metrics will be measured, what documents need updated, what training should be conducted/created)

8. Is the issue resolved? Prove it, (show results).
9. Memorialize the work by storing your A3.