



Other resources in step 1f:

- Video explaining how to manage the Technician Revenue Calculator
- Technician Revenue Calculator template (Excel file)

Setting staff output targets

Does your staff know what is expected of them?

The responses to the query will be anything from 'No, not really' to 'Just fix cars'.

Most good workshops do have a form of job description and agreement in place that spells out the requirements of the role. However most of these job descriptions fail to mention the required output of staff members, and this is a major flaw.

A technician's primarily role is to sell labour and, luckily, labour is measurable. Every technician who spends time on the floor should know what output is expected of them.

Some would perhaps call this unfair, because surely technician output will depend on how busy the workshop is, and isn't that a little out of their control? The answer is no.

Every other industry sets targets for staff, and these targets are not necessarily connected to external forces such as the economy, or, in the case of workshops, the success or otherwise of the marketing campaign to attract customers with broken cars.

Available for download at www.tatbiz.net.au/resources there is a Technician Revenue Calculator that can be used to help workshops forecast output expectations for their technicians. A short video demonstration is included to show how the calculator is used.

When forecasting output targets take these points into account:

- 1) How many labour hours on average have your technicians been producing each week? If it's currently 20 hours a week there is no point aiming for 40 hours next week. The targets need to be realistic, so maybe up to 30 hours would be a more achievable target. Once 30 hours is achieved maybe 35 hours becomes the next target. If you don't know the answer to this question, the sooner you set up a system to measure productive hours for all staff, the better.
- 2) What are your technicians' qualification levels? Individual production expectations should vary depending on the qualification level. A first year apprentice should not be expected to produce the same level of output as a qualified technician.
- 3) What other roles do your technicians perform? If you have a qualified technician who manages two first-year apprentices and spends most mornings answering the phones, you should not expect the same level of output as a technician who is 100 per cent devoted to fixing cars.

There is no wrong or right number for output targets for technicians. Targets will obviously vary from workshop to workshop.

However, to answer the question you may well be thinking: Yes, there are independent workshops out there who have technicians achieving 100 per cent productivity.

This is not achieved overnight, but it does prove that with hard work, quality workshop procedures and good workflow it can be achieved. It will not be surprising to learn that those technicians who are achieving 100 per cent productivity, know exactly what is expected of them.

So here's the challenge. In the next four weeks, build output targets for everyone on the tools in your workshop so that they know what output you expect of them.

The place to start is www.tatbiz.net.au/resources

Just go for it!