

Industry Retention Standards

Recommendations

Rewards Programs and Special Bonuses

Formal rewards programs are essential because of their consistency in terms of structure and frequency. These meetings, similar to a sales or profit review, occur regularly. This frequency is important because it communicates two important ideas to technicians:

1. **Technicians Are Important:** By allotting time in a dealership's busy schedule, managers reinforce the idea that technicians are worth the time and are important to the business.
2. **Managers Pay Attention:** By consistently planning meetings for rewards, managers articulate to technicians that they are continuously recognizing the performance of individuals and care about their people.

To communicate these ideas clearly, we recommend that dealerships institute some or all of the following rewards programs:

- Morning Meeting Recognition
- Employee Of The Month
- Token Program
- "Wow" Program
- Daily Challenge
- Weekend Bonuses

Morning Meeting Recognition

While this program does not focus on rewarding technicians with an incentive, it is a low-cost high-impact initiative that significantly improves the sense of value technicians feel:

- **Frequency:** Weekly
- **Format:** At Weekly "Jumpstart" Meetings, outlined on page (X) in Management, we recommend that managers specifically call out and acknowledge technicians who are top performers or producing above their weekly average.
- **Qualifier:** Managers should recognize:

- Top Performers: Technicians who are top performers in terms of production
- Performing Above Average: Technicians who are performing 10 hours above their average or performing higher in terms of fixed-right-first-time (FRFT)
- **Reward:** Public recognition by a service manager

Employee of The Month

Managers should host a meeting collecting all technicians and recognizing individuals using the following criteria:

- **Frequency:** Monthly
- **Format:** Meeting involving all technicians, the service manager, and general manager where senior leaders acknowledge high achievers
- **Qualifier:** Managers should recognize:
 - Top Producer: Technician who turned the most hours
 - Performing Above Average: Technicians who performed five more hours above their previous month's average
- **Reward:** Public recognition by a service manager

Token Program

This initiative challenges technicians to meet specific goals in terms of production hours or FRFT scores and offers rewards redeemed with earned "tokens":

- **Frequency:** The program runs once a quarter. The time of this program typically lasts one to two weeks.
- **Format:** Managers pose a challenge of hours, such as 50 hours, for a week and technicians who meet or exceed the challenge receive a token. This target production hours will vary among dealerships, and separate targets can be set for different individuals.
- **Qualifier:** Technicians who reach certain goals are able to select a particular prize. While the goals dealers set can be specific to the business, we have seen success with:

- **Production Goals:** Reaching a certain number of hours in a period
- **FRFT Scores:** Reaching higher than a certain FRFT score
- **Reward:** Technicians who qualified are allowed to redeem their tokens for prizes. Prizes should alternate as the program is run. These prizes can include, but are not limited to:
 - **Gift Cards:** \$50-100 Visa gift cards or allotted to other specific websites
 - **PTO Days:** Technicians can redeem a token for an additional PTO day

“Wow” Program

A year-round program where technicians are challenged to provide the most exceptional customer service. This service can range from fixing a broken glove box that was not reported to purchasing a gift card for a customer. We encourage technicians to be creative in this process and for dealerships to use the following criteria as a guideline:

- **Frequency:** Year-round program
- **Format:** Businesses offer \$100 extra expense on all repair orders to supply exceptional customer service. Technicians can supply anything that would enhance a customer’s experience. Anyone who participates is entered into the pool to be selected for a prize.

Qualifier: Technicians who supply the most exceptional customer experience, using the program, is the winner. Managers distribute a list of individuals who used the program to all people in the service department, and everyone is able to vote on the winner
- **Reward:** Technicians who receive the most votes receive the following items:
 - **Gift Cards:** \$100 Visa gift card
 - **Patch or Badge:** Technicians who win are awarded a patch or badge that they can put on their uniform which acknowledges that they were the winner for that month.

Daily Challenge

This program is offered spontaneously, where managers post a challenge for the day and the first individual to reach the goal receives a prize. Aspects of this program may vary, but we recommend the following format:

- **Frequency:** Spontaneously year-round, but offered at least once a quarter
- **Format:** Managers come into the service department and post a challenge of the day, typically in terms of hours produced.
- **Qualifier:** The technician that reaches the goal first, such as ten hours turned, receives the prize for the day.
- **Reward:** Technicians who win receive a small cash prize ranging from \$20-\$50. This amount will vary between dealerships and is ultimately up to management.

Weekend Bonuses

Managers realize that coming in on the weekend can be a detractor for technicians. While this is typically the expectation for many shops, managers can help lessen the burden. We recommend the following format for weekend bonuses:

- **Frequency:** All weekends that technicians are working
- **Format:** Managers offer additional pay for all repairs completed
- **Qualifier:** Technicians must be in their bay working on either Saturday or Sunday
- **Rewards:** Technicians who work on the weekends receive a \$3 bonus per hour for all jobs completed



Good: Dealerships that do not offer any reward and recognition programs or special bonuses should begin with:

- **Morning Meeting Recognition:** Managers should begin with implementing this practice due to its high impact and low cost. Dealerships have reiterated the power of recognizing their staff in public and the benefits this has on increasing positive sentiments throughout the service department.

Better: Dealerships that have some type of recognition program can expand by incorporating:

- **Employee of The Month:** Managers should implement the program outlined above, and commit to running this program consistently. Frequency and regularity of these meetings is the key to the program's success.
- **Daily Challenge:** This program is a great spark to pick up the moral of the shop on certain days, and is a positive way for individuals to compete.

Best: Dealerships that have formalized rewards and recognition programs can become industry leaders by offering special bonuses to technicians:

- **Token Program:** These programs are easier to begin with, due to their short duration and creative incentives.
- **“Wow” Program:** These are more robust and expansive programs but have seen significant success within dealerships. Those who are looking to lead the industry in relation to these offerings should consider imposing the structure outlined above.
- **Weekend Bonus:** Technicians indicate how this can make the difference between a good and bad Saturday, as the gesture managers make are important in recognizing the extra time individuals contribute.

	GOOD	BETTER	BEST
REWARDS PROGRAMS AND SPECIAL BONUSES	Morning Meeting Recognition	<ul style="list-style-type: none"> • Employee of The Month • Daily Challenge 	<ul style="list-style-type: none"> • Token Program • “Wow” Program • Weekend Bonus

Scan QR Code Below to View BMW's Rewards Programs:

