

Chapter 2 – Operations Standards



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2A Introduction & General Standards

Operations are at the heart of everything that goes on in a Grease Monkey center. Your Grease Monkey center should maintain a safe, clean, efficient, and high-quality operation at all times, and in a way that enhances the reputation and public image of the Grease Monkey brand. This chapter details Grease Monkey's proven operational standards to help ensure your center operates smoothly and with the highest quality. Topics include standards, responsibilities, and checklists for operating/managing your center, appearance, and routine maintenance requirements. They're all included in this chapter because they affect the quality, professionalism, and the perceived value of the services you deliver to your customers. Operating your center to these standards is required as a Grease Monkey franchisee.

Compliance with Laws

Grease Monkey centers are required to operate in compliance with all applicable laws and ordinances. This includes obtaining and maintaining all licenses to conduct business, and complying with all federal, state, and local laws and agency requirements.

Payment Obligations

You are required to timely pay all amounts due and owing to GMI and its affiliates, your employees, taxing authorities, and all third parties with whom you do business at or through the center.

Your Responsibility for Employees

Each Grease Monkey franchisee is exclusively responsible for the conduct and control of its employees and employment practices, including hiring, managing, supervising, safety, training, terminating, and compensation. Each center should have a qualified center manager on duty during all open hours (franchisee may fulfill this requirement). All employees should present a professional appearance, including complete and clean uniform, and provide competent and professional service to Grease Monkey customers. Refer to the standards outlined in Chapters 3 & 4 for additional information.

Computer Systems

You are required to purchase (or lease), use, and maintain an approved point-of-sale (POS) system, software and other technology systems which meet our specifications. The approved providers are Sage Microsystems and Integrated Services, Inc. The POS system gives you the detailed information you need to prepare your financial statements, which may require a third party back-office module, and allows Grease Monkey Support Center to receive sales and inventory information from your center on a timely basis (see Chapter 8 for details).

The POS system performs many important functions, including cash drawer management, point-of-sale processing, fleet accounting, inventory control, general ledger, management and other reporting, an

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operating system, backup and utility programs, automotive parts resource, and automotive manufacturer recommended maintenance schedules.

You should maintain compatible hardware to run the designated software, an electronic network connection service, and maintain an email address to facilitate communication between you and Grease Monkey Support Center. Our specifications are updated as advancements in technology occur, and you will need to upgrade or update your POS system and related technology systems accordingly.

Business Builder Review

Your center will be evaluated on the standards covered in this chapter during periodic appraisals conducted by your Grease Monkey Support Center regional representative, called the Business Builder Review (BBR). The BBR is designed to measure and evaluate how well each center operates according to our brand standards, and provide quantitative results to the franchise owner, the center manager, and Grease Monkey Support Center. Benefits of the BBR:

- Provides the center with an action plan to increase efficiency and profitability.
- Highlights what matters to Grease Monkey customers (see Chapter 1). When you're in your center every day, it's easy to miss the little things that make a big difference.

The BBR form is available for your use, so a franchisee or center manager can conduct their own review at any time. Contact your Grease Monkey Support Center regional representative for details.

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2B Certified Pit Crew™, Pit Crew Guarantee™, Training, & Related Systems

Certified Pit Crew™

The Certified Pit Crew concept was developed to dominate our competition, to *own* our markets, and be our customers' first choice for automotive services. Modeled on a racing team pit crew, Certified Pit Crew team members embrace and exemplify professionalism, speed, enthusiasm, precision, teamwork, customer focus, and pride.

Pit Crew Certification is based on strict standards. Once achieved, your team members earn the privilege of wearing the distinguished Certified Pit Crew uniform shirt, and you can advertise this achievement to your customers. Your Grease Monkey Support Center regional representative can give you the current Certified Pit Crew standards and process to qualify your center and team as a Certified Pit Crew.

Crew Chief Certification

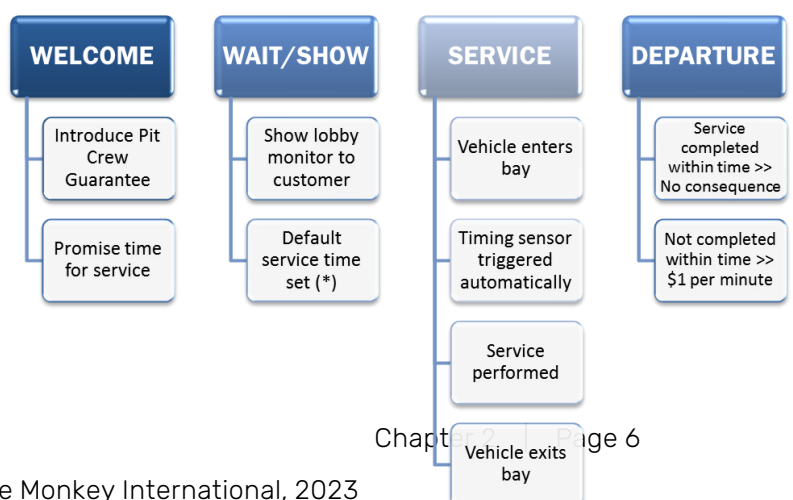
The highest rung on the Pit Crew Certification is the elite Crew Chief status. The Crew Chief Certification is designed to recognize a franchisee's center manager who has demonstrated the highest level of excellence in promoting the Grease Monkey Brand and conduct consistent with our Core Values. Once earned, the manager has the honor of wearing a unique and eye-catching Crew Chief uniform shirt. Details for this prestigious certification are available from the GMI Training Department.

Pit Crew Guarantee™

In today's competitive environment, we must go above and beyond. The key to our success is doing things that tell the customer, 'At Grease Monkey, we're different, we're unique, we're better!' That's what the Pit Crew Guarantee does by making a promise of performance to our customer unlike anyone else in the automotive space. The Pit Crew Guarantee is all about the customer, with a spotlight on the Certified Pit Crew. It helps reinforce our culture of urgency and prove we value the customer's time. The Pit Crew Guarantee represents our brand – It is who we are and what we do!

Pit Crew Guarantee™ Overview

The Pit Crew Guarantee essentially says we will get the customer in and out within a specific time, and not take any more of their time than is necessary. If we don't meet the guaranteed time, we give them a \$1 credit for every minute of time over the service guarantee back on the cost of the service.



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This graphic illustrates the Pit Crew Guarantee and how it fits into our system of operation, followed by an explanation of each stage.

Welcome – Introduce the Pit Crew Guarantee to the customer, and then give a promised time their service once their vehicle enters the bay.

Wait/Show – Show customer the monitor in the lobby where they can watch as the service time counts down. A second monitor out in the bay lets technicians keep track of the time as well.

Service – When the vehicle enters the bay, the timing sensor is automatically triggered, which begins the countdown. The sensors are set to a default time, determined by the center, but they can also be manually adjusted for additional services or unusual circumstances. Perform the Full Service Oil Change. Once completed, pull the vehicle out, and as it exits the bay, the timer stops the countdown.

Departure – Review the results with the customer. If the service was completed within the promised time, there is no consequence. If the service time ran over, then the customer is credited \$1 for each minute over the promised time.

Bay Timer

The Pit Crew Guarantee is built around completing the Full Service Oil Change within a guaranteed time, which means we have a timing device to accurately track the time each vehicle is in the bay for service. This is called the bay timer, and it's installed above the bay. The bay timer is set to a default time, which begins counting down at the start of each Full Service Oil Change. The timer automatically stops the countdown and displays the service time when the vehicle exits the bay at the completion of the Full Service Oil Change.

Pit Crew Guarantee Key Points

- The center sets the default time for the Pit Crew Guarantee. GMI does not set the requirement. It's up to you to choose and set a default time that's right for your center at the time of installation.
- The timer, using the time you've set as the default, is automatically activated, and begins its countdown once a vehicle enters the bay.
- You can change the default time any time you wish.
- The system allows you to manually add time in five-minute increments, after informing the customer of the circumstances, in the event a vehicle will require more time.
- The Pit Crew Guarantee is intended for the Full Service Oil Change process.
- You can include ancillary services in your center's Pit Crew Guarantee, if desired.
- If you choose to do so, when additional services are requested by the customer, you can manually add time to the clock in 5-minute increments if the additional services are performed in the same bay.

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- If you move the vehicle to another bay for service, the timer will stop as the vehicle exits the bay where the Full Service Oil Change was performed and record the time on the monitor.
- Additional services performed in another bay will then not be part of the time guarantee.

Additional Pit Crew Guarantee Resources

- ✓ Pit Crew Guarantee – Training Course FullSpeed University
- ✓ Pit Crew Guarantee Operating Manual – Grease Monkey Support Center Training Department

Introduction to Grease Monkey Training

Training is essential to our success, and it's at the foundation of our Strategy Map. What consumers expect from a multi-location company is simply the same experience at each location he or she visits. That is the very definition of quality. Every Grease Monkey center must train to the same high standards so we can provide this consistent experience. Every day, you should work with your team to train, practice, and become better at providing a consistent, distinctive customer experience.

Your crew needs technical skills to perform oil changes and other services offered at your center, and "soft skills" so customers feel good about their visit. To be true professionals, both types must be mastered. We offer a variety of training platforms, venues, and opportunities to ensure a good mix of both types of skills, accessible by all Grease Monkey centers. To learn more, contact the Grease Monkey Support Center Training Department.

FullSpeed University

FullSpeed University (FSU) is a state-of-the-art online training platform, available to all employees 24/7/365 (Internet connection required). Online training (also called eLearning) uses module-based design, which allows users to acquire bite-sized chunks of learning. These modules can be used and absorbed for a while before moving on, and act as building blocks for advanced skills. Users can take training courses on a flexible schedule, including during downtime in your center or at home on their own. The FSU course catalog features a wide range of topics, and many courses have been custom-developed specifically for the Grease Monkey brand.

A key ingredient to the success of the brand, and your success as a franchisee is the Grease Monkey Pit Crew Certification. It is at the core of all our training efforts, and is available on FSU. The Pit Crew Certification training curriculum defines and demonstrates the Grease Monkey service delivery system. Every aspect of vehicle service and each point of customer contact is explained and demonstrated, with an emphasis on brand standards and the finer points of delivering an exceptional customer experience.

Classroom/Instructor-Led Training

Grease Monkey International hosts regular training events, many of which are conducted by our own International Training Director.

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- New Franchisee School
- Advanced Managers' Training
- International Conference

Vendor Training

As a franchisee, many Grease Monkey approved vendors will occasionally come to your center to hold on-demand training sessions covering more specific aspects of their various products or equipment. Speak with your regional representative for more information and assistance scheduling a session at your center.

Types of In-Center Training

Orientation

Orientation occurs before an employee assumes his or her regular duties. It involves teaching an employee how to use the equipment and carry out procedures so that once they start work, they can perform their jobs safely and competently. An orientation to the Grease Monkey brand is available on FullSpeed University to help you give every newly hired employee a solid and consistent beginning.

On-the-Job Training

On-the-job training consists of having the employee learn by doing, gaining skills by watching others and then performing the work. For best results, the employee's progress should be closely monitored, and suggestions made for improvement on an ongoing basis.

Buddy System

An effective method of training is the "buddy system," where a new employee is matched with an experienced worker who can serve as a mentor, or buddy, helping the new employee to adjust to the work environment and develop needed skills. In many cases, you yourself may serve as the "buddy."

Job Rotation

This is also referred to as cross-training, and involves having employees perform different jobs on a rotating basis so they learn additional skills. This allows flexibility to move crew members into other positions as needed, can help keep the crew more energized, and provides a path for team members to move up in the organization.

Suggested Training Techniques

Listed here are some recommended basic training techniques to ensure the time you spend training employees is productive and successful.

Be prepared. Have all the materials you'll need before you begin. By being prepared you show your employee that you value his or her time. Be sure you are familiar with the areas you want to cover – don't try to teach what you don't know or have forgotten.

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Be organized. Present the information in an organized way. Don't jump from topic to topic. Present all the information on one topic, then move to the next one.

Be a good model. Move deliberately and carefully when demonstrating how to do something. Be sure the employee can see what you're doing. Sometimes you must move slower than you normally would to complete the task, or you may have to position the employee so that he or she has a good view.

Be attentive. Watch carefully as the employee practices what has been taught. Very few people catch every detail the first time around. Observe them in action, and determine what the employee needs to see again.

Be positive. Focus on the positive. Sometimes it's easy to focus on what needs improvement and to forget about what's good and positive. Encourage your employee to keep working by pointing out what he or she is doing well and praising him or her for it.

Expect the best. Remember, training isn't over until the learner is performing well and with confidence. This does not mean it all has to happen in one training session! By being attentive to what still needs work and by being positive, you can work with an employee over time so that he or she acquires the skills needed to be a valuable member of the team.

Team Meetings

Frequent and regularly scheduled team meetings improve communication in your center. Good meetings contribute to the morale of your team members and prevent serious problems from developing.

Use team meetings to build pride and make each employee feel like an important part of your business. Discuss new procedures and services, hand out awards for successes, etc. Conduct training in important areas such as safety and customer service on a regular basis.

Guidelines for Successful Team Meetings

When planning employee meetings:

- Schedule meetings on the same day each month (i.e., the first Monday of each month).
- Make attendance at all employee meetings mandatory.
- Notify all employees a week in advance of the meeting.
- Draft a specific agenda for each meeting that covers the important topics for the past and upcoming period.
- Include a safety topic in each meeting. This helps keep safety top-of-mind with your employees, prevent accidents, injuries, and damage claims, and meet OSHA guidelines.
- Begin the meeting at a specified time. Have a planned ending time and stick to the schedule. Keep meetings reasonably short (under one hour) and to the point.
- At the beginning of the meeting, pass around an attendance record with the meeting date and space for each employee to print and sign their name. Retain this with the meeting agenda/minutes as documentation of topics discussed and who attended.

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- Allow time during each meeting for employee involvement. Ask your crew what improvements they could suggest. Let them air their concerns, ask questions, and work out any differences they may have with each other.
- Select one team member in advance to make a presentation on a new product or procedure and how to sell it to your customers, or to demonstrate a new technique that you have approved. Sometimes employees learn better by listening to their peers. Alternate the employees making the presentation to keep everyone involved over the course of time.
- Make sure your employees understand that these meetings are mandatory, and pay them for the time they spend in the meeting, just like any other hours worked. Consider making it enjoyable by buying pizza and sodas or holding a breakfast meeting at a local restaurant.

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2C Capacity of Operations

Capacity & Intent to Provide Service

Your center should maintain consistent business hours, sufficient supplies of products, and staff adequate personnel at all times to ensure the center is operated efficiently. During open hours, your center should clearly communicate that you are open and ready for business. All “open” signs should be lit and prominently displayed, service bay doors should be up (when weather permits), with visible hustle by the crew apparent from the street.

Business Hours – Minimum Required Standards

Keep consistent and appropriate business hours of operation to offer convenient service to a wide range of customers. Minimum required standard of open business hours:

Monday – Friday 8:00 a.m. – 6:00 p.m.

Saturday 8:00 a.m. – 5:00 p.m.

Any deviation from the minimum required business hours must be approved in writing by the VP of Operations.

In some areas, Grease Monkey Support Center recommends your open business hours also include:

Sunday 10:00 a.m. – 4:00 p.m.

Additional Business Hours

Based on your market, you may find it advantageous and profitable to keep additional open hours. Consider changing your hours seasonally, or staying open late and opening early certain days of the week to attract additional business. If you keep different hours seasonally, or are open late or early a particular day each week, be sure your customers know. Advertise on your readerboard and all marketing channels to attract more business during these times. Example: “Open until 8:00 p.m. Thursdays to serve you.”

Posting Business Hours

Clearly post your hours of operation on the lobby door(s) for your customers.

Accepting Vehicles for Service

Be sure your crew is prepared to begin servicing vehicles by at least your opening time each day. Accept vehicles for service up to the daily closing time, e.g., if a customer pulls up at 5:58 p.m., they get serviced. Train your crew to do so with a smile! Don’t keep customers waiting in the morning or turn business away unnecessarily in the evening.

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2D Vehicles Serviced by Grease Monkey

Passenger Cars and Light Duty Trucks

Grease Monkey centers provide maintenance services for customers with passenger cars and light duty trucks. The current filter application guide provided by the approved filter supplier creates the list of commonly accepted vehicles for service.

Prohibited Vehicles

You may occasionally have to decline certain vehicles for service due to excessive liability (reference your general liability and garage keepers insurance policies) or service requirements that fall outside of your core business. Vehicles in this category include certain for-hire and emergency vehicles:

- Police
- Ambulance
- Fire trucks
- Tow trucks

Owners of these vehicles usually have suitable alternatives for their maintenance services. Politely explain that you are unable to service the vehicle. In most cases, these vehicles require special training to properly service, outside the scope of Grease Monkey's business.

Servicing National Fleet Accounts

Grease Monkey has negotiated to provide service to specific national fleet accounts, generally defined as any business entity which, while conducting day-to-day activities, operates vehicles in more than one state. As a Grease Monkey center, you are required to service all national fleets according to Grease Monkey Support Center standards.

Servicing Specific Vehicle Categories

Certain makes and models of vehicles may present service challenges. However, with proper training, the technicians in your center can service nearly every passenger vehicle on the road today. When you make the effort to provide services for customers who own these vehicles, you can win their loyalty and continued business.

High-Mileage Vehicles

High-mileage vehicles are typically defined as vehicles with more than 75,000 miles. Data indicate a large percentage of your customers may fall into the high-mileage vehicle category. Drivers who hold onto their car well after it's paid for generally want to keep it in peak running condition.

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This is an opportunity for Grease Monkey centers in the form of our High Mileage formulated oil change. High-mileage motor oil and high-mileage specialty additives are specifically formulated to recondition and revitalize engine seals. The service helps maximize high-mileage engine performance, and reduce oil consumption and engine leaks.

The features and benefits of the High Mileage formulated oil change should be presented to customers with high-mileage vehicles using the Top-Down Welcome Menu and process (see chapter 5).

Diesel-Powered Vehicles

Diesel-powered vehicles are another important niche in your customer base, used to pull trailers, haul large loads, and for basic day-to-day driving. Today's diesels aren't the hard-starting, foul-smelling diesels of yesteryear. Manufacturers are creating diesel-powered vehicles for today's U.S. auto market that are ultra-efficient and high-performance.

Also see Chapter 7, Additional Services and refer to the section on Diesel Exhaust Fluid.

Hybrid Vehicles

Hybrid-electric vehicles (HEVs) combine the benefits of gasoline engines and electric motors. Some of these vehicles can easily be serviced in a Grease Monkey center. Train your crew to understand the advanced technologies typically used by hybrids:

- **Regenerative Braking:** The electric motor applies resistance to the drive train, causing the wheels to slow down. In return, the energy from the wheels turns the motor, which functions as a generator. This converts energy normally wasted during coasting and braking into electricity, which is stored in a battery until needed by the electric motor.
- **Electric Motor Drive/Assist:** The electric motor provides additional power to assist the engine in accelerating, passing, or hill climbing. This allows a smaller, more efficient engine to be used. In some vehicles, the motor alone provides power for low-speed driving conditions where internal combustion engines are least efficient.
- **Automatic Start/Shutoff:** Automatically shuts off the engine when the vehicle comes to a stop, and restarts it when the accelerator is pressed. This prevents wasted energy during idling.
- **Batteries:** In addition to a conventional lead acid battery used in traditional vehicles, a hybrid car also has a rechargeable battery, called a "deep cycle" battery. The internal construction of the battery allows it to be fully discharged and recharged, over and over again. Hybrid battery packs are designed to last for the lifetime of the vehicle, somewhere between 150,000 and 200,000 miles, or perhaps even longer. The warranty covers the batteries for 8-10 years, depending on the car manufacturer.
- **Smart Keys:** A smart key system includes a portable device (sometimes called a transponder or fob), carried by the driver, and an engine start controller installed in the vehicle. The smart key stores an ID code unique to it and the engine start controller. The engine start controller transmits

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a request signal to the smart key. When the two ID codes match, the smart ignition function is validated and starting of the engine is permitted.

- Push Button Start: With this technology, you can start the ignition by pushing a button. The ignition can be turned on only with the smart key within 7-10 feet of the vehicle. All you have to do is carry the smart key on you. This permits automatic door locking and unlocking, and the trunk can also be unlocked with this smart key system.

! ALERT ! Prevent an unintended start of a hybrid vehicle during service! Ensure the smart key is out-of-range, which typically requires keeping it behind a wall.

Servicing Specially-Equipped Vehicles

Some vehicles are specially-equipped, either by the manufacturer or by the owner. If you identify a customer's vehicle as being specially equipped, ask the customer if special handling is required, and follow all service cautions.

! ALERT ! There are some specially-equipped vehicles that Grease Monkey technicians should not attempt to drive. A good example is a handicap-equipped vehicle. If the modifications involve steering, braking or acceleration, do NOT allow your technicians to drive these vehicles into or out of the bay!

These types of modifications include:

- Modified or custom seat
- Steering knobs and steering wheel controls
- Hand controls
- Left-foot accelerator pedals and pedal guards
- Extension controls
- Breathalyzer-equipped

These are instances where the customer should drive their own vehicle into and out of bay with careful guidance by your technicians.

Servicing Vehicles with Tire Pressure Monitoring Systems (TPMS)

The Tire Pressure Monitoring System (TPMS) was designed to increase safety and driver awareness, and they create an opportunity for sensor replacement. These systems include wheel mounted sensors that detect when a tire has fallen 25% below the manufacturer's recommended tire pressure, or a minimum activation pressure, whichever is higher. The system also includes a malfunction indicator warning light.

Contact your local parts supplier for further information on TPMSs, current tools, and correct procedures for servicing vehicles so equipped.

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2E Center Appearance

Center Appearance Standards

The appearance of your center directly impacts perceptions of your service quality. Your center should maintain the Grease Monkey Center Appearance Standards as detailed in this chapter at all times.

Routine maintenance

Plan for and tend to routine maintenance and repair requirements throughout the center, including all decor, displays, furniture, equipment, computer hardware and software, point-of-sale system, signage, uniforms, promotional and advertising materials, supplies, and tools. See section 2F for additional information regarding maintenance schedules for tools and equipment.

Capital Improvements

Budget for and tend to capital improvements as needed.

Remodeling and Upgrading

Standards for image and quality operations are in place to ensure Grease Monkey customers enjoy a superior experience, consistency from one center to the next, and a positive perception of our brand. Each center is required to renovate, refurbish, or replace the décor, personal property, equipment, computer hardware, software, and point-of-sale system to comply with current image and operations standards. See the In-Center Brand Guidelines located in the Appendix for additional information.

Manager's Walk

Conduct the "Manager's Walk," a routine walk around and through the center, each morning and evening. Check the appearance and condition of each area detailed below. Make sure all standards are met, or correct any deficiencies.

Street View & Overall Appearance

The center's clean, well-maintained, and attractively landscaped appearance from the street tells customers you offer high-quality and professional service. It also contributes to Grease Monkey's positive image as a local business in your community.

Standards for the center's overall appearance from the street:

- Exterior areas clean, neat, and organized
 - No trash cans and drums visible from the front and sides of the building

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- No cars in need of repair visible from the front and sides of the building
- No oil stains on the front of the lot and the apron
- No trash, litter, cigarette butts, gum, etc.
- Building exterior well maintained, does not need paint or repair
 - Review condition of exterior paint every three years or as needed
- Landscaping well maintained

Landscaping

Landscaping serves to introduce your center to the public, and it should communicate that you offer a professional service, take pride in your work, and are neat and organized.

Standards for center landscaping:

- Grass freshly cut, edged, and weed-free
- No dead shrubs, trees, or other plantings
 - Install low-maintenance landscaping where possible
- Sprinkler system used
 - Using garden hoses on the premises is strongly discouraged
- Trees trimmed so they don't block the view of the building and signage from the street
- No weeds
- NOTE: *Local governments often regulate landscaping.*

Lot/Apron

A well-marked and maintained lot/apron area helps our customers by giving clear directions for where to pull in and where to go once on the lot, and helps give a good first impression.

Lot/apron standards:

- Only Grease Monkey approved directional signs in use
- All directional signs in good repair
- All directional arrows painted yellow or white and easy to see
 - Repaint pavement arrows every spring, or as needed to maintain appearance
- Driveway bell installed, operational
- Area clean, organized, and free of litter

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- No gum or cigarette butts
- No waste containers or drums
- Driveway and parking lot in good repair
 - Don't allow oil stains to accumulate
 - Don't paint oil stains black
 - Scrub the driveway, apron and walks using dry absorption products (see NOTE below)
 - Degrease the driveway (see NOTE below)
- No cracks or potholes
 - Apply a seal coating annually or as needed

NOTE: Do NOT use running water to rinse the driveway. The run-off may carry oil, coolant, etc. For environmental reasons, this is unacceptable in all circumstances for a Grease Monkey center.

Exterior Signage

Exterior signage includes freestanding and directional signs used to give customers clear directions and to clearly label different areas of the center, like the entrance to the customer lobby. Contact the Grease Monkey Support Center Marketing Department for more information about exterior signage. Grease Monkey approved exterior signage includes:

- Pole signs/marquis signs
- Wall signs
- Channel lettering
- Directional signs
- "Pull up here / Stop-Wait for attendant"
- "Entrance to Lobby"
- "Exit Only"
 - "Caution" for open pit area
- "No Smoking"
 - "Open" and "Closed," with hours of operation
- Charge card or promotional decals approved by Grease Monkey Support Center's Marketing Department

Exterior signage standards:

- Signs meet Grease Monkey specifications

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- All signs should be approved by Grease Monkey Support Center Marketing prior to purchase
- Obtain exterior signs from Grease Monkey approved suppliers
- Signs clearly visible from street, including open/closed sign
- Signs checked daily for needed repairs, and nightly for burned out bulbs
- Signs well-lit, lights operated on a timer or a light sensor where applicable
- Exterior signage as large as local zoning requirements allow
- Directional signage includes arrows, and is clearly visible from the street
- All signage lighting functions
- All signs have complete words (no missing or damaged letters), correctly spelled
- No abbreviations and no handwritten signs

NOTE: Directional signs are usually exempt from sign size allotment requirements if a logo is not present. Check your local ordinances.

Readerboard

Many Grease Monkey centers are equipped with a readerboard, usually as part of the main exterior signage. A well-maintained readerboard is an effective marketing tool. It should be clearly visible from the street, display the Grease Monkey logo, and communicate a clear and professional message. Contact Grease Monkey Support Center Marketing if you need ideas.

Standards for readerboards:

- Readerboards should –
 - ✓ Meet Grease Monkey specifications
 - ✓ Be checked daily for needed repairs
 - ✓ Be clearly visible from the street and free from obstructions (e.g., landscaping)
 - ✓ Be as large as zoning requirements allow
 - ✓ Be well-lit
- Lights functional, operated by a timer that is updated seasonally
- Complete words (no missing or damaged letters), correctly spelled
- No abbreviations
- Professional message displayed, updated regularly

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Exterior Lighting

Well-placed and maintained exterior lighting invites customers into your center, presents a professional and courteous image to the community, and helps maintain a more secure environment.

Exterior lighting standards:

- Sufficient to illuminate the parking lot during winter business hours
- Sufficient to maintain a safe environment for customers and employees
- All bulbs working

NOTE: Replace burned out bulbs immediately. Burned out bulbs put an extra burden on the ballasts that can lead to premature replacement of more costly parts.

NOTE: Consider replacing any incandescent or halogen bulbs with LED bulbs. They may save money over time and because they last for years, you will spend less time and effort replacing burned out bulbs.

Exterior Banners

Exterior banners are located in designated spots on the exterior of the building. They are an effective marketing tool and help present a professional image to the public.

Exterior banner standards:

- All exterior banners meet Grease Monkey specifications*
- Clearly visible from the street
- Placed in designated spots only
- Properly attached to building, well-maintained
 - Frames built and attached according to Grease Monkey specifications*
 - Replaced as needed

*Contact the Grease Monkey Support Center Marketing Department to obtain current exterior banner specifications.

Dumpster/Receptacles

The dumpster and the area around it are part of the exterior appearance of the center. Both should be maintained with the same attention to professionalism as the landscaping, exterior signage, and lighting areas.

Dumpster standards:

- Out of the view of your customers or in an enclosure
- Placed on concrete slab

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- Dumpster is clean and free from leaks
- Dumpster is large enough to accommodate the waste from your center without overflowing between pickups
 - Get a larger unit or crush waste products if the dumpster is overflowing between pickups
 - Purchase dumpster service locally
 - Typical need = 3-yard container, pickup one or two times/week
- In good repair, including enclosure doors
 - Change dumpster every few months to minimize odor and build-up (usually free of charge)
 - Area around dumpster free from empty drums or canisters
 - Empty drums returned to suppliers upon new delivery
 - When possible, ask suppliers to wait while you empty drums into bulk containers

Front Windows and Glass

The front windows and glass are part of the exterior appearance of the center, and should be maintained with attention to professionalism.

Front windows and glass standards:

- Tinted to help keep the lobby comfortable, and reduce air conditioning costs
- Free of streaks, smudges, and damage
- Front windows and glass cleaned at least every other day
- Doors and high traffic areas cleaned daily, or more frequently if necessary
- Ledges free of dust and litter
- Blinds, if used, wiped clean and free of dust
- No decals, except for business hours, credit card emblems, or promotional decals approved by Grease Monkey Support Center Marketing
- No handwritten signs

Lobby

The lobby is one of the most important elements of providing a superior customer experience. A comfortable and inviting space tells customers you value their business, and helps assure them you're also taking good care of their vehicle.

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Lobby standards:

- Meets current brand image standards
- Clean, inviting, uncluttered, and well-tended at all times
- Pleasant décor
- Set and follow daily and weekly housekeeping schedule –
 - ✓ Trash receptacles clean, not overflowing
 - ✓ Floors clean, dry, in good repair
 - ✓ Mop floor often when snowing or raining
 - ✓ Rent traffic rugs from uniform supplier and keep them clean
 - ✓ Restrooms checked and cleaned periodically during the day
 - ✓ Blinds cleaned
 - ✓ Live plants thriving (watered regularly, replaced as needed)
- Lighting is sufficient, operational, burned out bulbs replaced immediately
- Only Grease Monkey Service Merchandising posters displayed (no 3rd party material allowed), framed and hung according to Grease Monkey specifications
- No handwritten signs
- Restrooms clearly labeled for men, women, and handicapped use (see *Restroom* standards)
- No Smoking sign posted
- Variety of current, appropriate reading material available, neatly displayed
 - ✓ Newspapers and selection of magazines that appeal to men, women, and children
 - ✓ Rotate newspapers daily; other reading material at least every other month
- Special Services Brochures display fully stocked
- Blinds open, unless closure needed to shield customers from sun (if closed, be sure the open sign can be seen from street)
- Interior windows, doors, walls, ceilings, and vents clean, in good repair
- Counter and display area(s) clean, in good repair, uncluttered
- Chairs and other furniture clean, in good repair, no gum underneath chairs or magazine table
- Free refreshments available (see Complimentary Refreshment Service standards)
- Signs, licenses, and decals current, in good repair, framed as appropriate, no tape

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- Certified Pit Crew recognition properly displayed (certificates and/or employee photos)
- Exit signs properly posted, lit, in good repair

Complimentary Refreshment Service

Provide complimentary refreshment service to enhance the lobby experience for your customers.

Refreshment area standards:

- Grease Monkey Support Center-approved signage inviting customers to enjoy the refreshments
- Dedicated space for refreshments, kept neat, clean, and appealing throughout the day
 - Establish daily and weekly housekeeping schedule
 - Store extra supplies neatly in a cabinet
 - Keep trash can emptied – no overflowing trash!
- Beverage service may include:
 - Regular and decaffeinated coffee
 - Cups designed for hot beverages
 - Sugar, sugar substitute, powdered creamer, stirrers, and napkins

Best Practices:

- Include a mini-fridge with a glass front for customer use only (provide separate equipment for your crew in an employee area). Fill it with bottled water and assorted beverages like iced tea, soda, and juice.
- Provide other snacks, such as cookies or candy

Restrooms

Modern, well-tended restrooms are both a convenience and a necessity to our customers, and essential to the Grease Monkey customer experience!

Restroom standards:

- Restrooms kept stocked, neat, clean, and fresh throughout the day –
 - ✓ Set and follow daily and weekly housekeeping schedule
 - ✓ Hand soap and paper towels/hand dryer provided
 - ✓ Vents cleaned regularly

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- ✓ Use deodorizers or air fresheners
- ✓ Floors clean, dry, in good repair
- ✓ Free of oil and grease
- ✓ Pleasant décor
- ✓ Trash receptacle clean, in good repair, not overflowing
- Crew members do not use customer restroom (if there is an alternative)
- Fixtures (sink/vanity, faucets, toilet) clean, in good repair, operating properly
- All lighting operates, burned out light bulbs changed immediately
- Fully stocked, extra products and supplies stored out of customer view
- Equipped with customer conveniences –
 - ✓ Coat hooks and hangers
 - ✓ Self-closing mechanisms and working locks
 - ✓ Baby changing station available
 - ✓ Mirror
 - ✓ Toilet seat covers
- Drain is clean, functioning
- Walls, ceilings, and vents clean, in good repair, no holes
- Repaint and update decor as needed

Interior Signage & Lobby Merchandising

Menu Boards, Service Merchandising Posters, Special Services Brochures, Counter Cards, and other marketing materials are available from Grease Monkey Support Center Marketing. When properly displayed in the lobby, they inform our customers of current promotions, provide useful information, and promote the benefits of all Grease Monkey services in a professional way.

Interior signage and lobby merchandising standards:

- Only Grease Monkey approved menu boards, posters, signs, and brochures used
 - Never use your valuable space to advertise non-Grease Monkey items or services
- No handwritten signs
- All posters framed in black frames and properly hung
 - Apply peel & stick Velcro to poster frame lower corners to keep straight
- Posters rotated according to Grease Monkey Support Center Marketing

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- Special Services Brochures display fully stocked and current
- Counter Cards properly displayed to inform customers of Grease Monkey value
- Grease Monkey Menu Board properly hung and maintained
 - Digital Menu Boards strongly encouraged
 - Current, accurate pricing posted
 - Only Grease Monkey pricing strips used (non-digital signs), no tape, stickers, or decals

Lobby/Checkout Counter

The lobby/checkout counter is visible to your customers in the lobby, and should be kept clean and organized at all times.

Lobby/Checkout Counter standards:

- Area neat and organized
- Counter surfaces cleaned at least twice daily
- Computer display monitor(s) cleaned with correct cleaning fluid at least twice daily
- Open space of at least 36 inches available for customer use during Departure
- Only Grease Monkey merchandise displayed
- No material on sales counter unless pre-approved by Grease Monkey Support Center
- Customer feedback materials displayed/distributed
- Approved brochure rack used, stocked, current material
- Technician certification plaques and awards properly displayed

Upper Bay Area

The upper bay area, visible to the customers, should be kept clean and organized at all times. It should convey a professional, competent image, and provide a safe working environment for crew members.

Bay area standards:

- Entire bay area clean and organized
 - Set and follow a daily and weekly housekeeping schedule
- All hoses and lines replaced immediately after use
- Bay walls and floors cleaned and painted as needed
- Vents cleaned regularly

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- Podium neat and organized
- Trash receptacles clean, emptied as needed, not overflowing
- Vacuum hoses, air lines, and dispensing equipment in good condition, clean and labeled
- Appropriate and professional signage
 - Only Grease Monkey approved signs and posters
 - Signs and posters hung according to Grease Monkey specifications
 - No handwritten signs, no tape
- Resource material current and organized
- Floors clean, spills mopped immediately
- Bay floors mopped with appropriate floor cleaning products
 - Do not rinse bay floors with running water or water under pressure, and no hoses
- Pit openings clearly marked
- Bay nets or bay covers pulled closed when bays are not in use

Lower Level

The lower level should be well-organized so that the tools, products, and reference materials are easily accessible. Good lower level organization will help you perform a quick and efficient service every time.

Lower level standards:

- Floors, walls, and catwalks clean, free of grease
 - Establish and follow a daily and weekly housekeeping schedule
- Walls cleaned and repainted as necessary
- Spills mopped immediately
 - Use a towel for smaller spills
 - Never use running water to rinse any area of the lower
- Shelves sturdy, clean and organized
- Drip trays cleaned daily
- Tools and tool board clean and organized
- Full complement of tools maintained in good working condition
- Current resource material available

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- Lighting adequate and in good condition
- Inventory organized
- Equipment in good working order
- Workbench and specialty tools clean and organized
- Bay nets pulled closed when bays are not in use

Storage Room

Keep a clean and well-organized storage room to ensure –

- ✓ No wasted time during a service searching for needed items
- ✓ Inventory counts can be taken easily and accurately
- ✓ Safety is maintained throughout the center

Storage room standards:

- Organized – Set and follow a plan for organizing inventory
- Sturdy shelves – no sagging boards
- No accumulation of empty drums, grease kegs, cardboard boxes, empty bottles, or any irrelevant items
- Inventory items easily accessible
- No tanks with open tops
- Safety standards met
- OSHA compliant

Additional Resources for This Section

- ✓ Grease Monkey Signage Package – Appendix
- ✓ Readerboard Messages – Grease Monkey Support Center Marketing
- ✓ Menu Boards and Digital Menu Boards – Grease Monkey Support Center Marketing
- ✓ Service Merchandising Posters – Grease Monkey Support Center Marketing
- ✓ Special Services Brochures – Grease Monkey Support Center Marketing
- ✓ Housekeeping Checklists – Appendix

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2F Center Manager's Responsibilities

Proper management of your Grease Monkey center is critical to successful operations. Among many other duties and responsibilities, the center manager is responsible for maintaining the standards detailed in this section. All responsibilities are meant to ensure excellence in key areas:

- Customer care
- Quick, quality service
- Crew supervision
- Safety standards

Use the information in this section to guide your daily, weekly, and monthly routine. Use the Driven to Perform Activity Board (order from Grease Monkey Support Center Marketing Department), and the checklists and forms (see Appendix).

Manager's Daily Responsibilities – Opening

Manager's Opening Checklist

Arrive at your center at least 30 minutes before opening time to complete the following:

- Conduct the Manager's Walk to review the overall appearance of your center's exterior and interior appearance, and unlock all the doors. Look for –
 - ✓ Any areas not properly cleaned or maintained by the closing crew
 - ✓ Signs of possible vandalism or burglary, people hanging in the parking lot
 - ✓ Safety issues
 - ✓ Maintenance or repair work needs, including exterior paint
- Check the readerboard sign to make sure that the message is appropriate. For manual signs, ensure the letters are all there and properly spaced. Monitor digital signs for accuracy and readability.
- Check crew schedule and organize your crew's day. Update the Driven to Perform Activity Board and assign crew positions, housekeeping tasks and opening and closing tasks. Keep the Activity Board updated and visible to all employees.
- Remove operating fund from the safe. Ensure proper balance of coins and bills.
- Turn on and check computer for proper operation. Organize Service Order Tickets, clipboards, static stickers, credit card supplies, and paper.
- Greet arriving employees. Make sure each employee appears to be –

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- ✓ Dressed and groomed professionally
- ✓ Prepared to work (discuss any problems with appearance or readiness to work with the employee before the workday begins)
- Conduct a daily huddle with the crew for motivation and to review Activity Board assignments
- Turn on all equipment, make sure everything is in working order.
- Check the service area and ensure crew is ready to begin work.
- Check the lobby for supplies, daily newspaper, and other reading material.
- Brew a fresh pot of coffee or check K-cup supplies.
- Make sure all "open" signs are up and/or on.
- Be ready to begin providing services for customers at least 10 minutes before your posted opening time.
- Bay doors should be open at all times the center is open, except in extreme weather (heavy wind, rain, snow, or extreme temperatures).

Manager's Daily Responsibilities – During the Day

The customer experience is everyone's responsibility, and the manager is the leader. Handle or oversee each point of customer contact in the center. During the day, be aware of what and how your employees are doing. Take time to observe them in action. At the end of the day, show appreciation for jobs well-done. Use your observations to determine training needs and items to cover at the next crew meeting. Other center manager responsibilities during the day include:

Manager's During the Day Checklist

- Organize crew lunch breaks.
- Remind your crew to use downtime to clean, stock, and maintain the center and equipment.
- Make sure your crew is completing assigned duties and following correct Grease Monkey procedures.
- Keep the cash in your drawer to a maximum of \$150 to help control loss in the event of a robbery.
- One hour before closing, prep your crew for their clean-up duties from the Driven to Perform Activity Board.

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Manager's Daily Responsibilities – Closing

Use the checklist below at the end of the workday. If you delegate closing responsibilities to another employee, regularly check to ensure these responsibilities are completely carried out. Review closing responsibilities with that employee often.

Manager's Closing Checklist

- 30 minutes before closing time, direct your crew to begin clean-up duties, unless it interferes with providing customer service.
- 10 minutes after the center's posted closing time, close the service doors and lock the building. Always service customers who have pulled onto the drive prior to this time. The center does not close until the last customer is served!
- Complete daily reporting and accounting procedures –
 - ✓ Update inventory, post received products
 - ✓ Prepare and review the Daily Sales Report/Transaction Report
 - ✓ Reconcile cash, checks and credit card activity
 - ✓ Prepare and verify the daily bank deposits
- Close credit card batch.
- Complete all paperwork, including Service Order Tickets. File paperwork and clear counter for next day's business.
- Remove cash from the cash drawer and put it in the safe.
- Place the empty cash drawer on the counter in plain view. This can deter a potential burglary.
- Verify all employees are properly clocked out.
- Make note of improperly executed duties or unfinished clean-up. Plan to speak with employees, and document in employee files, if necessary.
- Conduct the Manager's Walk to review the overall condition of the center. During the walk-through of the center –
 - ✓ Turn off all equipment, including the coffee maker
 - ✓ Be sure all tools are properly accounted for
 - ✓ Turn off the compressor, drain it, and close the compressor valve
 - ✓ Turn off all unnecessary lights; turn on (or turn around) the closed sign
 - ✓ Turn down heat or air conditioning
 - ✓ Be sure your outdoor sign is on and the bulbs are working (replace any burned out bulbs immediately)

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- ✓ Lock all doors
- Take bank deposit directly to the bank or follow the policy dictated by the owner. Do not take it home or leave it in your vehicle as this may lead to theft.

NOTE: Take every security measure you deem necessary for your center(s) when handling deposits. For security reasons, make deposits daily, but vary your routine every day.

Manager's Weekly Center Responsibilities

The center manager is responsible for these duties on a weekly basis:

Manager's Weekly Checklist

- Close out the computer system for the week. Print all required reports.
- Complete payroll, if applicable.
- Complete all employee evaluations and corrective action reports, as necessary. Make sure that all files are updated.
- Complete the weekly employee schedule as dictated by your payroll schedule and post it by no later than Thursday for the next week.
- Review inventory report and order stock as necessary.
- Run a reorder report.
- Check all dispensing equipment to make sure it is in good working order. Review your equipment manuals for preventive maintenance requirements on your equipment.
- Check the oil level in the air compressor and the water separators in your fluid and air lines. Drain water from the compressor.

Manager's Monthly Center Responsibilities

The center manager is responsible for these duties each month:

Manager's Monthly Checklist

Beginning of the Month	End of the Month
Place bulk oil order based on usage.	Close out computer system for the month. Print all required reports.

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Forward Royalty and Advertising payments to Grease Monkey Support Center by the 10th of the month. Keep one copy at the center for review by your Grease Monkey Support Center regional representative.	Close out all monthly paperwork along with Royalty and Advertising payments.
Review plans and objectives for the next six months and adjust strategies and tactics as required.	Complete payroll, if applicable.
Communicate progress toward your goals to your crew and Grease Monkey Support Center regional representative.	Take month-end closing inventory at the close of business on the last day of the month. Place orders as required and enter any price changes.
Plan and conduct crew meetings. Consider incorporating these Best Practices: • Train, train, and train some more. The most successful managers invest a lot of time and energy in training their people. • Choose when during each month to hold crew meetings. Be consistent (e.g., the 2nd and 4th Tuesday of each month). • Include a variety of topics in each meeting, including a safety topic, a training topic, and recognition for group and individual achievements (customer compliments, achieving goals and certifications, and outstanding job performance) during each meeting. • Document the topics discussed and employees in attendance. Keep this documentation in a file. • Plan and conduct training sessions with the crew. See Chapter 3, Team Meetings	
Pit Crew Certification and Other Training Monitor each crew member's Pit Crew Certification and ensure compliance with program requirements. Review training opportunities available through FSU and the Grease Monkey Support Center, and schedule crew members to take online courses and/or attend training events. Be sure to plan for covering your center's business if a team member will be attending training off-site.	

Manager's Cleaning and Maintenance Responsibilities

The center manager is responsible for keeping the center clean, and all equipment, furniture and fixtures maintained. Good housekeeping ensures the center makes a good impression on customers. The manager's cleaning and maintenance responsibilities include:

- Set and post a regular cleaning schedule, and assign employees to specific tasks for each day. Use the Housekeeping Checklists provided in the Appendix. Have employees initial the checklist as tasks are completed.

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- Ensure the center has a sparkling appearance at all times. Your crew should use down-time to clean, stock, and maintain the center and the equipment. Have the crew clean as they go.
- Ensure cleaning duties are completed before the closing crew leaves each night.
- Develop and stick to a schedule for center equipment maintenance (see next sub-section).

✓ **Additional Resources for This Section**

- ✓ All Manager's Checklists – Appendix
- ✓ Employee Staffing and Scheduling – 2E
- ✓ Uniforms and Grooming – 3G
- ✓ Maintaining the Lot/Apron – 2B
- ✓ Driven to Perform Activity Board – Grease Monkey Support Center Marketing Department
- ✓ Housekeeping Checklists – Appendix
- ✓ Employees' Task Lists: Opening and Closing – Appendix
- ✓ Equipment Maintenance and Repair – 2D
- ✓ Equipment Maintenance Schedule – Appendix

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2G Tools & Equipment Maintenance

Maintenance Standards

Just like the vehicles you service each day, the tools and equipment in your center also require routine maintenance. Follow the schedules detailed in 2F. You can't afford to lose productive time due to broken or ineffective equipment. Avoid downtime due to equipment problems:

- Inspect tools and each piece of equipment every day
- Replace or repair damaged tools and equipment immediately

NOTE: Remember that many of your tools, pumps, and other equipment may have extended or lifetime warranties. Save the related paperwork in a binder or file labeled "Equipment Warranties" when you purchase these items in case you need it in the future.

Tools

Identify and organize tools so they don't get lost, misplaced, or stolen.

- Maintain a tool inventory list (recommend Excel spreadsheet or similar)
- Color-code the tools by bay
- Use tool boards with a hook or peg for each tool
- Keep tools on the premises at all times
- Never loan tools for personal use to customers or employees

NOTE: Take a picture of tool boards and boxes so you have a reference when doing spot checks.

Maintain, repair, and replace tools:

- After use, wipe each tool clean of grease and oil, and then return it to its proper place.
- Replace worn, damaged, or missing tools immediately.
- Encourage employees who notice a damaged or missing tool to notify the manager immediately.
- Never attempt to work with a worn or damaged tool, which can cause of on-the-job injuries.

Equipment

Equipment Identification System

Establish a system of equipment identification. Each piece of equipment should be identified and kept in a file – paper or electronic – maintained by the manager. The file should contain:

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- Equipment description
- Date of purchase
- Inspection record
- Maintenance record
- Repair records and cost of repairs
- Warranty information
- Phone number of repair facility

Equipment Maintenance and Repair

Always refer to and follow the equipment maintenance schedule provided by the manufacturer to ensure the optimum life of your equipment. Proper maintenance will avoid problems and repair or replacement costs down the road.

Major repairs should be made by the equipment supplier or by an authorized manufacturer's representative. Minor repairs such as seal replacement, drip nozzle replacement, and meter replacement do not require a service call. Consult the manual that came with your equipment for part numbers and service procedures.

Fixtures

Solvent Tanks (AKA Parts Washer Fluid)

Follow maintenance and safety guidelines for solvent (AKA "parts washer fluid") tanks:

- Properly label to identify solvent tanks
 - Post "No Smoking" or "No Open Flame" signs near the tank area, and ensure these rules are strictly enforced
- Review handling and disposal instructions with your employees
- Post the handling and disposal instructions near the tank area
- Monitor area to ensure no absorbent material in the tank area
- Monitor tanks to ensure no leaks
- Comply with all state and federal employee safety laws

! ALERT ! Solvent tank solution cannot be disposed of in waste oil or through a sanitary drain. The Environmental Protection Agency considers it hazardous waste.

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Fixtures, Signage, Lighting

Inspect all lighting fixtures during the daily closing procedures, and note any needed bulb replacement.

- To minimize the need for major repairs, periodically tighten the bolts and screws on signage and applicable fixtures.
- Clean all signs and light fixtures twice a year, or as needed.
- Encourage employees who notice a need for repair to notify the manager immediately.
- All sign and fixture repairs are to be professionally made on a timely basis. *Never* repair a bracket with a makeshift bracket, like a clothes hanger.

Daily Equipment Maintenance Procedures

Follow these procedures for the compressor each day:

Compressor Startup Before Opening	• Slowly open main valve at compressor tank outlet. • Turn on power to compressor and allow the lines and tank to refill. NOTE: After the compressor is started, a pump may cycle one or two times if pressure has bled down overnight. If you hear more than one or two cycles, you should check the system for possible leaks or a stuck check valve in the pump.
Compressor Shutdown at Closing	• Shut off power. Leave power off until the next workday. • Drain the water separator. Keep the drain open until you feel only clean, dry air. • Open the compressor bottom drain and allow the water and air to drain off. • Close the main air valve at the compressor tank outlet to isolate the tank from the pumps. NOTE: Following these steps every evening ensures there is no air in the system when the center is not occupied.

Follow this procedure every day at closing:

Pumps	• Inspect pump area, floors, walls, etc. for leaks or other problems. • Service as required.
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Product	• Check the level of drums, tanks, and other storage containers. • Change drums as required. • Reorder bulk product as needed. • If the center is equipped with any portable equipment (gear lube, etc.), check and change the supply of those containers as required. • Clean all external surfaces to avoid contamination.
Overhead Reels and Consoles	• Pull out the hose and wipe with a clean cloth. • Inspect the hose for damage as it retracts. • Inspect meter, control handle and non-drip nozzle. If you find leaks, schedule maintenance immediately. • Wipe down the control handle, meter, dispense pipe/hose, and non-drip nozzle. • Close non-drip nozzles, but do not tighten them excessively. NOTE: Never use solvent to clean the hose or meters.
Chassis Grease Dispenser	• Inspect hoses, fittings, line valve, and control handle carefully for leaks. • Repair any leaks immediately. • Wipe hose, gun, and storage hook. NOTE: Never use solvent to clean the hose or meters. ! ALERT ! Chassis grease is under extremely high pressure. Necessary repairs should be made immediately.
Gear Oil Dispenser	• Inspect for leaks at gun, hose, and meter. • Repair leaks as soon as possible, and DO NOT USE until the repairs are completed. • Wipe down the gun, hose, and meter. • Close non-drip nozzle, but do not tighten excessively. • Wipe off excess on top of lid to avoid contamination. NOTE: Never use solvent to clean the hose or meters.

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Gear Oil Evacuation	• Run diaphragm pump for 60 seconds before compressor is shut down. This purges the lines of all gear oil. • Wipe down hoses and suction tube and hang the hose properly. • Close air and suction valves at each bay location.
Waste Oil Receivers	• Drain waste oil receivers. Allow to drain overnight, if necessary. • Wipe down outside of receiver with a clean cloth. • Clean top grate with your Safety Clean machine. • Lift grate and remove any large debris from rolling drain cart, such as gasket material.
Fixtures	• Fixtures are inspected during the manager's daily closing procedures.
Vacuum(s)	• Empty vacuum(s) every day at closing.

Weekly Equipment Maintenance Procedures

Follow these procedures every Monday at closing:

Compressor	• Follow daily closing procedure to shut down compressor (above). • Check oil supply. If necessary, refill in-line oiler with good quality 10W non-detergent oil. • Check compressor oil level. If necessary, refill according to manufacturer's recommendations.
Overhead Reels and Consoles	• Inspect each hose carefully. Note any worn areas. • Repair or replace as necessary. • Listen for air reel leaks. • Repair leaks as soon as possible.
Tire Gauges	• Inspect for accuracy. Contact supplier if calibration is needed. • Inspect for air leaks. If any are found, repair as soon as possible.
Electronic Tire Gauges	• Inspect for air leaks. If any are found, repair as soon as possible. • Inspect the air chucks for damage. Make repairs when needed.

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Nitrogen Tire Inflation Machine	• Inspect for air leaks. If any are found, repair as soon as possible. • Inspect the air chucks for damage. Make repairs when needed.
IMPORTANT! All the equipment above relies on the compressor, which MUST be properly maintained. Remember, leaking air costs money and puts unnecessary stress on the compressor.	
Sump Pump	• Run water in the sump to ensure proper drainage and prevent clogging.
Waste Oil Receivers	• Clean sides and bottom of carts with a wide-blade scraper. Wear gloves! • Clean out drain with a round medium-size brush. • Clean top grate with a wire brush. NOTE: Following this procedure will result in a cleaner, lighter receiver that is easier to roll, drains faster, and holds more waste oil.

Monthly Maintenance Procedures

Air Vents	• At closing on first Monday of each month, dust and/or clean all air vents throughout the center.
Compressor	• Drain and replace compressor oil according to manufacturer's instructions. • Clean filter element on water filter/air separator according to manufacturer's instructions. • Post maintenance chart on compressor tank. NOTE: Change oil the first Monday of each calendar <i>quarter</i>.
Furnace	• Change filters at closing the first Monday of each month.
Utilities	• If your center is heated by oil or propane, check fuel levels at closing the first Monday of each month.

Semi-Annual Maintenance Procedures

Overhead Reels and Consoles	• Lubricate overhead reels and consoles with several drops of light non-detergent motor oil twice a year.
Bay Doors	• Grease rollers and hinges on the bay doors twice a year. Be sure links are adjusted on chain-driven doors.

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Fire Extinguishers	• Check the charge twice a year, and adhere to your local fire department's requirements.
HVAC	• Inspect HVAC twice a year. Maintain as needed.
Lubrication Equipment	• Inspect and maintain lubrication equipment as needed.
Nitrogen Tire Inflation Machine	• Change filter and check hoses on tire inflation machine twice a year.

Additional Resources for This Section

Tool List – Appendix

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2H Labor Management, Employee Staffing & Scheduling

Labor Management Standards

Managing Your Labor

Solid labor management, employee staffing and scheduling allows you to accomplish your goals through the efforts of your employees. Labor is one of the biggest controllable expenses at a Grease Monkey center, so it's crucial to understand key concepts of labor management.

Labor is a double-edged sword. Too much costs you money. Too little costs you customers. You can grow your business through proper, thoughtful scheduling. On the other hand, you can limit your business by sloppy scheduling. Not enough employees on the floor on a busy day will cause long stack lines, lengthy service times, and unhappy or lost customers.

How Labor Impacts Your Bottom Line

The cost of labor affects every dollar you take in. A realistic goal for your labor percent depends on the volume and maturity of your center, but should fall in a range of 25–28% when fully loaded with all salaries and wages, payroll taxes, bonuses, and workers' compensation.

New centers in early growth mode may not fall within this range. Work with your Grease Monkey Support Center regional representative to create a plan that strikes the right balance between labor cost and providing service that will grow your business.

You can see why managing your labor expense is vital to your profitability. Consider the impact on your bottom line if your labor runs too high. For example, if your labor shows 30% on your P&L statement, 30 cents of every dollar you take in is going to labor.

But managing labor does *not* mean cutting staffing levels to the bone. Apply the proven techniques for staffing and scheduling discussed in the following sections.

Staffing Guidelines

Staffing Basics

Staffing is an investment in your business. You should have enough employees to cover all positions *and* all functions in the center. This means more than just having courtesy, hood, and lube technicians. You need the right people to properly welcome customers, educate them on their owner's manual requirements, see to their needs during their visit to your center, and leave them with a great impression at the Departure. In short, you need the right crew in place to fully execute the Grease Monkey System of Operation.

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Minimum Staffing Standards

The minimum staffing standard for a center is based on car counts and the maturity stage of the center. For most centers, the minimum staffing standard is four employees servicing customers during peak business hours. For new centers, this allows you to provide top quality Grease Monkey service right from the start. It is important to build a reputation for fast, honest, and reliable service from the day you open. For up-and-running centers, the four-person minimum allows you to maintain that reputation for excellence. Work with your Grease Monkey Support Center regional representative to determine the staffing standards that make the best sense for your center.

When to Add Employees

A couple of different indicators can tell you when it's time to add more employees to your crew. First, look at past sales to project future sales, and then base your staffing requirements on the projections. Second, you'll feel the pinch when you're consistently understaffed and paying out too much in overtime wages to cover the weekly schedule. Try to anticipate the need for new employees *before* it becomes a crisis that costs you both money and customers.

The Finer Points of Staffing

The finer points of staffing involve getting the most from your crew:

- Build a great team and capitalize on each crew member's strengths. Put each person where they will help you generate the most income.
- Train, train, train. The more educated your team, the better each person and your team can serve the customer. The more functions a crew member can perform through cross-training, the more value they have for you.
- Become Pit Crew Certified. The more professional your crew, the better their performance.
- Teach your employees to pay attention to the specific details of each position and each responsibility so they execute flawlessly and effortlessly.
- Share the goals you set for the day, the week, and the month. Then, keep your crew involved in the progress they've made toward those goals.
- Take full advantage of the FullSpeed University training courses by scheduling sufficient time for your employees to take the online courses in the center.
- Use role-playing as a tool to develop and improve your employee's customer interaction skills. Videotaping these activities can have an added benefit in increasing the effectiveness of your employee training.
- Remember the importance of incoming telephone calls to your center. Use the Telephone Strategy (FSU online training course) to further develop your employees' phone skills.

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Effective Employee Scheduling

Good scheduling is a skill worth developing because of the impact on customer satisfaction, smooth center operation, and your bottom line. The goal should always be to schedule for growth in your business. Growth can be achieved through careful planning of your weekly schedule.

Plan your work schedule so that you have enough employees during peak times to serve customers quickly and efficiently, but balance it so you're not overstaffed during slow traffic times. Remember that on your busier days and times, an extra employee is needed to ensure proper and complete service according to the Grease Monkey System of Operation.

Spend adequate time each week to prepare your schedule. Create the weekly work schedule based on the realistic needs of your business and your customers, not the whims of your employees.

Part-Time Employees

Hire and schedule part-time employees to achieve a good balance. There's usually a good supply of reliable employees seeking a set schedule of part-time hours each week. A good source for part-time employees seeking a set schedule is a Vo-Tech school near your center. Automotive training schools regularly require their students to work in the industry to gain hands-on training. Many centers have benefitted from this relationship and gained skilled, full-time employees when they graduate.

Use Breaks Effectively

Schedule lunch breaks. A break helps your employees stay mentally alert, and shaves several hours off your daily schedule. You can coordinate breaks with your slower times during the day, or rotate them so there's not a period during the day when you are understaffed. Depending on hours worked, your state may require employees to clock out for lunch and breaks. Know and adhere to your state's labor laws regarding lunch and break periods.

Overlap Work Schedules

Overlap employees during peak times to be sure you are adequately staffed. One person may work from 8:00 a.m. to 4:00 p.m. and another may start at 10:00 a.m. and work until 6:00 p.m., with their work schedules overlapping during the peak hours of 10:00 a.m. to 4:00 p.m.

Unexpected Lulls and Rushes

During periods of bad weather or an inexplicable lull, send someone home. You'll almost always find a volunteer! Conversely, if you get slammed, don't turn off the System! Instead, consider giving customer incentives to come back on a different day for a needed additional service. Train your crew to handle these crucial times with professionalism and courtesy.

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Overtime

First and foremost, know and strictly adhere to your state requirements regarding overtime. Many states dictate overtime pay for hours worked over 40 in one work week, while others require overtime pay after 8 hours in one day.

Overtime costs. It adds a premium to each hour. Be very judicious in scheduling your employees for additional hours that will throw them into overtime for the period.

Sometimes, it might make sense to pay a good employee some overtime hours versus adding a new person to the crew. Just don't overload your good crew members, and know when you're not getting the right return on your overtime investment.

Also, be aware that employees can get accustomed to receiving overtime pay if scheduled on a regular basis, and this can lead to difficulty when it stops. Overtime hours should be the exception, not the norm.

Constructing the Weekly Schedule

What You Need to Create Your Weekly Schedule

Have the following ready when you sit down to work on your weekly schedule:

- Future Sales Projections. Project future sales by looking back at past trends for peak days/times vs. slow days/times. Base your staffing requirements on the projections. When planning the work schedule for the coming week, print the following reports or graphs for the same week from the previous year, and the previous 6 weeks of operation (new centers use the previous 2 weeks):
 - Day-of-Week
 - Time-of-Day
- Planning Calendar. Consider outside factors that might affect your car counts, like community events, parades, festivals, major school activities, seasons, holidays, or competitor offers. Also, know your busiest days of the year.
- Your labor budget. How much do you have to spend? Here's one way to calculate your labor budget:
 - Projected net sales for the week (# of customers x ticket average)
 - Labor % budget goal (20 – 22%) (Remember, this is not *"fully loaded"*)
 - Multiply x projected net sales = Labor \$\$ budget
 - Calculate your employees' average wage
 - Divide into your labor \$ budget = Labor hours budget

Pay careful attention to the percentage of growth your business is experiencing.

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Work Schedule Form

Use the Work Schedule form (Appendix) to help plan your work schedule, or an electronic version that may be part of your POS system. Be sure to include vacation time and other time off in your planning. Post a calendar where employees can write down when they need time off.

Sample Staffing Schedule

This is a sample Monday through Friday staffing schedule for a medium-volume center. You can use part-time employees or overlapping schedules during peak traffic times.

Time of Day	# of Crew Members
8:00 to 9:00	4
9:00 to 10:00	4
10:00 to 11:00	4
11:00 to 12:00	5 or 6
12:00 to 1:00	5 or 6
1:00 to 2:00	5
2:00 to 3:00	4
3:00 to 4:00	4
4:00 to 5:00	4
5:00 to 6:00	4

Post the Schedule

Once you've established the staffing schedule for your center, apply it to the Weekly Employee Work Schedule. Plan to prepare and post the schedule for the upcoming week by no later than Thursday afternoon. Have all employees initial their acknowledgement of their hours for the following week. If there are employees who are not scheduled to work after the schedule is posted, instruct them to phone the center to get their schedule for the upcoming week.

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2I Inventory and Cost of Goods Management

Managing Inventory and Cost of Goods

The ability to efficiently manage your inventory and cost of goods is significant in a Grease Monkey center. It takes planning, attention to detail, and an organized system to keep just the right inventory on hand at all times. Poor inventory management can cost your business in lost sales and unhappy customers. Conversely, good management will maximize all opportunities, keep your customers happy, and your bottom-line healthy.

As with so many business activities, good inventory management is a balancing act. The information in this section will help you understand the underlying principles and best practices for good inventory management.

How to Calculate Cost of Goods

A common misconception is that your cost of goods (COG), sometimes called “product cost,” is what you spend on inventory each month. It’s not!

Here’s the correct formula to calculate your COG percentage:

Beginning Inventory (month-end from prev. month)	\$_____
+Purchases	\$_____
-Ending Inventory	\$_____
= Product Cost	\$ _____

÷ Total Net Sales = _____ Cost of Goods Sold %

÷ Car Count = \$_____ Cost per Customer

A realistic goal for your cost of goods percent each month is 24–28%. If your cost of goods percent is really low one month, you can count on it being really high next month, and vice versa. If this occurs, consult with your Grease Monkey Support Center regional representative and review your inventory procedures. You want a consistent COG percentage every month.

Inventory Management Standards

Counting Inventory

Monthly inventory counts are most accurately performed by center management. Some hourly employees may not care enough to take accurate counts. Taking inventory helps you stay on top of what’s actually in

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your center, your bays, and your pits – both inventory items and assorted “oddball” items that don’t belong anywhere in your center.

Schedule yourself off on the last day of the month, dress comfortably, and don’t allow distractions while you’re counting. Wait until the end of business to begin counting, or there can be issues with goods being sold after you count.

Ordering Inventory

Place your orders twice monthly – the 1st and the 15th of the month – using your Inventory Usage Report for a 6-to-8-week period. Schedule it on your Planning Calendar, and do it like clockwork. Consider local community events, seasonal changes, holidays, etc.

Establish a cutoff date each month to close out your inventory. You will count all sales and receipts up to and including this cutoff date, and you do not include any sales or receipts after the cutoff date.

Twice-monthly ordering manages both your inventory *and* your cash flow. Here’s how:

- It’s always easier to pay 2 smaller invoices, rather than 1 big one.
- You run down your inventory at the end of each month so it’s easier to count at month-end.
- It lowers the value on your month-end balance sheet. That’s a good thing! NEVER order so that you receive a massive shipment during the last days of the month.
- Ordering twice monthly keeps what you need on-hand.

Pay attention to how much you spend at auto parts stores each week, as this is a direct reflection on your inventory management. Poor inventory ordering practices can hurt your business in multiple ways:

- Lost discounts
- Cash flow issues
- Theft
- Overstock situations
- Ties up storage space

Receiving Inventory

When an inventory shipment arrives at your center, verify the order against the packing slip before you put it away. Check pricing and quantity before signing for the goods. It’s also important to have a consistent method for handling and organizing the related paperwork. Establish a filing system, input all inventory to your POS system immediately when received, and retain the packing slips for month-end accounting.

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Troubleshooting Inventory Issues When the Numbers Don't Add Up

Despite your best efforts, sometimes your inventory numbers just don't make sense. Once you've entered the physical counts into your POS system, follow these steps to help identify problems.

- Print your inventory value reports, and highlight detail report items over \$200 in the filter category, and over \$1,000 in the oil category.
- Double-check your counts for accuracy.
- Double-check your inventory inputs in the POS system for accuracy.
- Review your month-end cutoff. Be sure your late-month deliveries were input to the correct month.
- Make sure your pricing in the POS system is accurate.

Obsolete Inventory

Good ordering and inventory management practices will eliminate most obsolete inventory. Pay attention to what's in your center and what's not moving. Run an Inventory Movement Report each month. Look at any items that have not moved in "x" number of months, and return to vendor for credit or decide to retain for another month.

Maintain good relations with your vendors. When you have a strong relationship and pay your bills on time, they'll usually take back obsolete inventory. They may not give you a full refund, but any credit is better than a total write-off.

When a manufacturer replaces one filter with another, you can usually use the old one until depleted unless it's no longer under warranty. In this case, your supplier should give you full credit.

Inventory Theft Monitoring

Nothing messes up your cost-of-goods like theft! The top theft items are Mobil 1, bottled goods, wiper blades, and air filters. If you suspect theft, make sure your employees know you're paying attention. Conduct spot checks. Send a crew member to go count the Mobil 1. Everyone will take notice. You might not catch the thief, but you'll likely stop the theft.

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2J Grease Monkey Approved Products, Services, and Suppliers

Grease Monkey Product, Service, & Supplier Standards

As a Grease Monkey franchisee, you are required to purchase (or lease) all products, equipment, supplies, and services through one of our approved vendors. All Grease Monkey approved products, services and suppliers ensure a good fit with our business, meet our rigorous quality standards, and offer the right benefits to our customers and franchisees. This includes anything used in or sold through your center.

Grease Monkey National Accounts

The Grease Monkey Support Center has negotiated purchase arrangements with suppliers for the benefit of our franchisees using its purchasing power, including prices and terms, referred to as Grease Monkey National Account agreements. Our National Account vendors supply Grease Monkey centers with the key products and equipment required to perform approved services. They have a proven track record of demonstrating their commitment to quality and to servicing Grease Monkey franchisees.

Approved Product & Supplier List

National Account vendors and approved suppliers are listed in the table below. Contact your Grease Monkey Support Center regional representative for the most current list of approved vendors, or for approved providers for other services such as lending, architectural, marketing, insurance, etc.

In addition, all products and parts used and/or sold in a center must meet or exceed OEM requirements as applicable (fluids, grease, filters, freon, caps, plugs, gaskets, wiper blades, batteries, etc.) to be considered approved.

Compliance with the use of approved vendors and products is monitored by Grease Monkey Support Center Operations personnel. If a franchisee is discovered using unapproved suppliers, products, and/or services, they may be found out of compliance with their Franchise Agreement and given 30 days' notice to cure.

National Account/ Approved Vendors	Description
BRAKES / ANCILLARY PARTS / BATTERIES	
Advance Auto Parts	Nationwide ordering with nationwide warranty. Competitive pricing on brake parts and other ancillary parts and a battery program. Online ordering and ASE certified training provided. All Franchisees are eligible to receive up to a 5% rebate on all qualifying purchases based on weekly spending as well as an additional 3% for qualifying online orders.

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O'Reilly Auto Parts	Nationwide ordering with nationwide warranty. Competitive pricing on brake parts and other ancillary parts. O'Reilly will issue Franchisees, on a quarterly basis, a 7% rebate on eligible purchases (calculated net of returns). The rebate will be paid 45 days after the commencement of each quarter.
AutoZone	Nationwide ordering with nationwide warranty. Competitive pricing on brake parts and other ancillary parts. 3% electronic ordering rebate plus 2% rebate for all eligible purchases.
Interstate Batteries	Interstate Batteries operates a worldwide distributor network that supplies batteries to over 200,000 dealers.
NAPA Auto Parts	NAPA has America's largest network of parts and care. The NAPA Network is supported by nationwide distribution centers with more than 700,000 available parts, accessories, and supplies.
OIL	
Mobil 1	Mobil provides a lineup of oil that can help provide the best service for customers. Franchisee is billed directly from Mobil to ensure competitive pricing. Mobil marketing dollars and marketing support for customer events, including customer appreciation and grand opening. Mobil 1 Nascar available with notice and according to availability. Veteran program guarantees Franchisees best pricing.
Chevron	Chevron provides a lineup of oil that can help provide the best service for customers. Franchisee is billed directly from Chevron to ensure competitive pricing. Market co-op based on gallons purchased. Chevron manages and approves the co-op dollars spent. Customer appreciation and grand opening support. Free merchandise and product for events with advanced notice.
INVENTORY MANAGEMENT	
Filpac	One stop shop featuring regional stock inventory management program to help centers with inventory levels, with 2-3 day delivery across the U.S.
ADDITIVES	
Solid Start/True Brand	Manufacturer of a full line of automotive preventive maintenance products; in full control of packing, quality, and service. They are customer driven, and offer hands-on field training, technical support, rewards programs, and private label for Grease Monkey.
LUBRICATION EQUIPMENT AND INSTALL	
Team QAT	QAT supplies and installs lube equipment and lifts.
Oil-Well Lubricant Dispense Systems, Inc.	Oil-Well supplies and installs lube equipment and lifts.
SIGNAGE	
Jones Sign	Jones Sign provides industry-leading design, manufacturing, installation, and maintenance of signage and architectural elements.

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UNIFORMS/LAUNDRY SERVICE	
Cintas	Cintas provides uniform program for all products a location will need. Laundry service for team members and direct purchases support for customer appreciation and grand opening. Veteran program includes one free 2x3 logo mat, two free jackets, two free weeks of laundry service, and 25% first direct purchase order.
LUBRICATION EQUIPMENT AND INSTALL	
Team QAT	QAT supplies and installs lube equipment and lifts.
Oil-Well Lubricant Dispense Systems, Inc.	Oil-Well supplies and installs lube equipment and lifts.
POINT OF SALE SOFTWARE	
ISI	Provides a POS software program with complete management information system, centralized data management, and national vehicle sharing. EMV certified credit processing, and is set up with Epicor and Carfax interface.
Sage	Sage provides a POS software program that is easy to use with touchscreen capabilities. The program interfaces with Epicor and Carfax, and provides data management.
ENVIRONMENTAL	
Crystal Clean	Environment products and services including removal and re-refining of used oil, oily waters, and used antifreeze. Crystal Clean also sells universal antifreeze with weekly delivery.
OEM MECHANICAL/COLLISION REPAIR INFO	
ALLDATA	OEM-accurate mechanical and collision repair information, shop management software, and support services.
Solera Identifix	OEM and real world repair information. OEM service manual, wiring, and labor guides.
TIRES/TIRE EQUIPMENT	
ATD	ATD has added FullSpeed Automotive to "Key Account" pricing. ATD has great delivery schedules with many locations receiving twice per day. The program provides a rebate to each location based on tire purchases. The program comes with displays for each center.
Hunter Engineering	Tire equipment with training onsite at any location.

Approval Process for New Products, Services, and Suppliers

Grease Monkey Support Center Operations staff routinely evaluates the list of approved products, services, and suppliers, and monitors market trends for potential new offerings. All new products, services and suppliers must go through the Grease Monkey Support Center review and approval process before

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they can be used in or by our centers. This ensures consistency throughout our brand, and guarantees our customers receive high-quality products and services at a fair price.

Formal Review/Approval Process

If you feel the need to change from a Grease Monkey approved vendor, or if you would like to suggest a new product, service, or supplier for consideration, you must make a formal request for approval of that new product, service, or supplier in writing following this process –

1. Contact your Grease Monkey Support Center regional representative in writing, and include the following information:
 - Name
 - Manufacturer/Contact/Phone Number
 - Supplier/Representative
2. Once the Grease Monkey Support Center receives your request, it will be reviewed within 30 days by the Purchasing Director.
3. If acceptable, and after written approval, you may use the new product, service, or supplier, and it/they will be added to the current "Approved Products, Services & Suppliers" list.
4. All franchisees will receive written notification from Grease Monkey Support Center introducing the product, service, or supplier.