

# Implementing Integrated Learning Solutions: Scully NationalLease Partners with Delmar to Meet Key Business Objectives



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**Kevin Seidl,  
Vice president at  
ScullyNationalLease**

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## **The Training Challenge: A Commitment to the Future**

The state of the fleet management industry has placed a high demand on technicians with advanced technical training, as well as electricity and electronics literacy. This trend will continue to rise as the complexity of vehicle components and techniques continue to increase. And the truth is, if a fleet does not offer its technicians the latest in available training resources, they typically encounter a host of other breakdowns other than the ones they can't get to out in the yard: low standard repair (SRT) times, low shop profitability, low technician retention, and low morale.

Ever increasingly complex technologies have put the pressure on fleets to bring and keep their technicians up to speed. If that is not enough, competition among fleets to add more technicians to the labor pool is on the rise. In this challenging environment, keeping technicians satisfied is a critical outcome that can be effectively achieved through continuing education and training.

Scully NationalLease, a leading rental and leasing company that maintains a fleet of medium and heavy-duty trucks, trailers and tractors, is a company that recognizes the need to invest in the training and development of its technicians in order to remain successful in this highly competitive industry. They view technician training as a long-

term, relationship-building tool that will reap beneficial company rewards through increased customer satisfaction.

One can argue that maintenance may be the single most critical element of fleet management. Performing both preventive maintenance and unexpected repairs, Scully NationalLease's technicians work hard to ensure the performance, safety and reliability of the entire fleet. To remain competent and knowledgeable, technicians must continually adapt to changing technology taking the place of old standards in order to keep the fleet operating at peak performance.

Scully NationalLease was looking to prepare all of its shops for ASE Blue Seal Recognition, the industry-leading certification program. To qualify as a Blue Seal establishment a shop must meet the following criteria: at least 75% of the technicians must be ASE-certified, at least one technician must be ASE-certified in each area of service offered by the business, and the establishment must ensure that all professional certification credentials remain current. Since Scully NationalLease did not have an objective training program in place, they were faced with the challenge of assessing the gaps in technician skill sets and implementing effective training tools to maximize technician achievement on the ASE exams.

# Training that works!



## The Delmar Solution: Ensuring Success

With an emphasis on high standards, scalability, and easy implementation, Scully NationalLease turned to Delmar, a part of Cengage Learning, for a total training solution. The key to Delmar's program is integrated, individualized learning paths—not only for each organization, but also for each technician. Delmar's ASE Blue Seal Recognition Training Program is comprised of a three-step process: assessment and analysis, delivery of learning tools, and reinforcement and mastery. The scope of Delmar's program and the delivery of specific, measurable outcomes were particularly appealing to Scully NationalLease.

"The great thing about Delmar is the company offers a complete solution," said Kevin Seidl, vice president at Scully NationalLease. "All we needed to do was make the commitment to move forward with the training; it really was as simple as that. Delmar was able to implement their training materials into our systems seamlessly. They analyzed our situation, proposed solutions, and handled every aspect of the delivery."

Prior to beginning the journey toward ASE Blue Seal Recognition, Scully NationalLease had a variety of business challenges including technician turnover, under trained technicians, lowered shop profitability, and productivity issues. Moreover, since they did not currently have a technician training and development plan, they needed a consistent learning program by which technicians could enhance their skills and advance their career.

The first step in the Delmar program is assessment

and analysis. They examined Scully NationalLease's shops and reviewed standard processes and routines— recording deficiencies and evaluating the skills of each technician. The technicians' capabilities were tested and all results were recorded and analyzed to identify the most effective training techniques and applications. The ability to pre-assess prior knowledge is key in Delmar's commitment to developing individualized training programs.

"Because the program is so individualized, Delmar's ASE Blue Seal Training gets the technician involved in the overall operational goals of the shops," added Seidl. "When our technicians understood what they needed to do to improve their skills, we had their full commitment and buy-in to the training plan. Earning their confidence and getting the technicians to take ownership of not only their own career path, but also the bottom line growth of the business was key to the success of this program."

Once Delmar representatives identified deficiencies and analyzed competencies at Scully NationalLease, they could determine the type of training needed, the most effective delivery platforms, and assign individualized learning paths. By proposing customized integrated learning methods and training technicians where they are deficient, Delmar can assure better learning outcomes and higher success rates on ASE certification exams.

To meet Scully NationalLease's overall company goals, Delmar recommended a training program comprised of instructor-led training(ILT) reinforced with printed training manuals and workbooks. This





## Results That Count

combination proved to be invaluable in preparing Scully NationalLease's technicians for the ASE exams. The manuals provide a solid foundation for the basics and offer a printed resource for content review. The ILT portion of the training provides further explanation of difficult concepts and face-to-face feedback from instructors with combined experience of more than 60 years in the field.

The final step in Delmar's ASE Blue Seal Training Program is reinforcement and mastery of material. The training program aims to ensure content mastery through continual review and analysis of technician performance. As a technician gains new skills and knowledge, the focus of his training evolves to meet his needs. Progress is measured continually. With the assessments completed and a solid, well-researched plan in place, Scully NationalLease's technician training was underway. And, the results were more than anyone expected.

### **The Results: Increased Efficiencies, Decreased Costs, Satisfied Customers**

After the first round of ASE certification testing, technicians came back with 26 certifications, with the average employee passing two certification areas on the first effort. This is a success rate above 50%, and for an examination that is known throughout the industry for its level of difficulty, that is something to be proud of.

With the implementation of phase one of Delmar's training program complete, Scully NationalLease's shops are one step closer to being recognized with the ASE Blue Seal of Excellence. To customers, this ASE recognition means fewer truck breakdowns, faster repair times, and an increased peace of mind.

For Scully, the ASE recognition means significant competitive advantage.

In addition to more highly trained technicians and successful outcomes on the ASE certification exams, Scully NationalLease has experienced business benefits that reach far beyond what they had anticipated. The shops have all seen increased standard repair times (SRT), decreased turnover and improved employee morale. In the six months since the administration of the ASE tests, Scully NationalLease retained 93% of the technicians who gained ASE certifications.

As a result of the training, Scully NationalLease has been able to define a clear technician career path and give employees the motivation to advance their careers. Aside from the benefits gained through increased skills and knowledge, the training has provided employees with a variety of personal benefits as well: pride in their jobs, increased paychecks, greater job responsibilities, and peer recognition.

"The training program Delmar designed for us produced a ripple effect of other benefits that found their way to our bottom line," said Seidl. "There is no doubt we saw an increase in productivity and efficiency, but we also saw some significant, and equally important, changes in morale. The technicians in our shops feel a sense of purpose for what they are doing. They understand that if they do their jobs better, we will have more satisfied customers and stand out above the competition. They feel great pride in that, and they feel truly valued that their company set up a program to reward them for doing their part."

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Scully NationaLease learned firsthand the benefits of implementing an enterprise-wide training initiative, and they learned the importance of satisfied employees. With the increasingly complex technologies on today's equipment, if technicians do not have the latest training, they will become frustrated in their jobs and the fleet will not operate at peak performance. The estimated cost to replace a technician today is between \$10K and \$15K; that's a high price to pay to bring on and train a new employee. However, as Scully NationaLease

discovered, the cost to do nothing and pretend the issue doesn't exist could potentially be even higher. Through their partnership with Delmar, Scully NationaLease was able to meet both business and training objectives through increased performance and decreased expenses. The ASE Blue Seal Recognition Training Program allowed Scully NationaLease to meet their business goals, engage their employees, increase customer satisfaction, and achieve long term competitive advantage—across-the-board benefits for the entire business.

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