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European profile for continuing
vocational education and training in
Collision Repair Process Management
(CRPM)

Occupational Standards



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Background for developing sector related Occupational Standards

The core idea behind the design of an education and training system must be the following: **“Education and training is preparation for successful performance at the workplace and the society”**.

This “performance” can be fairly simple and repetitive in the necessary know-how for its execution. It can be strictly practical and hands-on or it can be highly demanding regarding the knowledge and know-how and the behaviour needed to participate in the shaping of a society.

These different specifications have to be achieved by entities of training which are different in their substance and in the scope and depth of knowledge and skills conveyed. Finally these entities have to reflect the actual skill requirements at the workplace in a complimentary way. Consequently the sequence of these entities should spell out levels of competence which should be meaningful in themselves and which should be in a complementary way covering all actual skill requirements at the workplace and the requirements for (skilled) work and technology.

In reality levels of training emerge out of the interplay of what is actually needed at the workplace and the potential of the feeder systems regarding the qualifications they can provide. Ideally these levels will form a “LABOR QUEUE” of accepted and recognized qualification-entry points into employment.

As a result of this interplay between what can be provided and what is actually required, systems of training are usually formed over time by attempts from both sides to improve the system and by making it more responsive to the requirements at the workplace.

Most commonly in this process the driving force for reform comes from within the organisation responsible for education and training i.e. from the providing side. Yet, it should not be overlooked that the value and acceptance of various skill levels lies in their acceptance as an answer to the demand-structure at the workplace.

In order to explore the definition of (skill) levels it has to be kept in mind there are basically two different perspectives in going about it to define these levels.

- a) Which different skills, programmes and levels can be **offered** by the training system?
→ Training supply perspective
- b) Which different skills and qualification levels are **required** at the workplace?
→ Workplace demand perspective

Most commonly approach (a) is pursued, because it is based on the perspective of the education and training providers and they are more likely to reflect on levels of skills offered. The demand side, the employers (b), usually do not reflect on skill levels, they are mainly concerned with running their business profitably. Hence, approach (a) is likely to dominate. However in many cases these attempts have failed for a very simple reason: the decision regarding the acceptance of education, training and training levels offered is made at the workplace by the employers.

What we really need is the expertise which can be offered in education and training which comes along with approach (a), yet it should observe the workplace perspective of approach (b) in order to find out which skill levels are really accepted as defined entry levels into employment.

That means that the work requirements and their implications have to be described.

Sector relation and qualification levels in the employment systems

As a first approach to the notion of qualification levels it is sensible to draw on the results of labour market and qualification research. Accordingly one can distinguish three to four different levels in nearly all sectors of the employment system:

- unskilled and semi-skilled workers
- skilled workers (employees with intermediate qualifications)
- highly qualified employees (employees with a university degree)

In SME research (SME: small and medium sized enterprises) it is quite common to draw a distinction within the intermediate sector between skilled workers and employees on the one hand and professionals with management responsibilities such as masters, technicians and similar positions on the other. In most of the craft trades as well as in other parts of the SME sectors there exist in fact only two levels of qualifications, namely, skilled workers and masters/technicians. Important examples for this situation are the car service and repair sector, the construction sector and large parts of the mechanical engineering industry.

During the past two decades considerable changes have occurred on the level of unskilled and semi-skilled workers. The proportion of unskilled and semi-skilled workers has continuously declined in central Europe. It is expected by labour market research that in the long run a figure will be reached that is considerably below 10 % for semi-skilled workers. However, there is a huge variance between different economic sectors and enterprises. The skill requirements for semi-skilled workers in the mechanical engineering sector, for instance, have clearly increased. The proportion of semi-skilled workers in highly developed national econ-

omies has declined a) due to an ongoing process of automation and b) due to the relocation of strongly assembly-based enterprises into countries with lower wage levels. In general the employees affected perform highly specialised and quite demanding tasks that cannot simply be located within existing occupational profiles and formal curricula.

Vocational qualification and competence

The notion of qualification denotes all those skills that are objectively necessary to master the tasks inherent in the work process. This is why the term “skill *requirements*” is frequently used. Competences, on the other hand, denote the subjective prerequisites that employees possess and that enable them to meet the objective skill requirements. The demands put on the skills of the workforce by the work processes can be investigated by means of work process analyses. What is decisive as an intervening variable is the social organisation of work, i.e. the definition of tasks and thus the organisation of the work process. This means that it is not so much technology that serves as a criterion for the definition of skill requirements, but the interplay between work organisation, subject of work, work methods, use of technology and the occupational competence of the employees. With regard to the definition of vocational qualifications in the context of occupational profiles there is thus a considerably broad scope of discretion. The development of occupations in different countries shows that the introduction of new models of organisation in enterprises, which is oriented towards work and business processes of the company, goes in line with a clear reversal of the horizontal division of labour and thus to a reduction of occupational profiles. In accordance with the goal of “more and better [sic!] jobs” stipulated in the Lisbon strategy (European Council 2000), this observation suggests the introduction of comprehensive occupational core profiles [*Kernberufe*], which would provide opportunities for further development, as a primary goal with regard to the establishment of a common European framework. CRPM is one of the fields which offers a chance to introduce a future oriented core occupational profile to support the sector and the quality of work in the sector.

Core Work Processes for Collision Repair Process Management (CRPM)

Core work process 1: Reception of the Accident Vehicle through CRPM

A client contacts the CRPM manager of a repair shop directly from the scene of an accident, or brings the crashed vehicle to the repair shop. In the first case, the CRPM makes sure that the client gets the vehicle to the repair shop, for example, with a tow truck.

At the repair shop, the CRPM outlines the case and tries to determine what category of damage the accident belongs to (fully liability or third party liability). Vehicle and owner data are recorded, and the vehicle can be identified by its Vehicle Identification Number (VIN).

The CRPM determines whether the damage has already been reported to the insurance company or if this still needs to be done. In case the accident has not yet been reported, the client will take care of this as soon as possible. If the client is “liable”, the CRPM contacts the third party liability company of the client and clarifies the further course of action. If the client is the “injured party”, the other party’s insurance must be informed by telephone. Also in this case further action must be clarified with all parties involved.

Core competencies
The following competences are necessary for the “reception of the accident damaged vehicle”:
– Carrying out the secure reception of the accident vehicle if the client is still at the accident scene with the vehicle or in case the client brings the vehicle to the repair shop;
– Carrying out the reception of the vehicle and the recording of client and vehicle information by using the VIN and the repair shop’s client database;
– Communicating with the client in order to more clearly characterize the nature of the damage;
– Ensuring that the damage has been reported or will be reported to the insurance company in consultation with the client;
– Interpreting of technical information on repair;
– Ensuring the communication with the insurance company in order to guarantee a reliable processing of the claim;
– The CRPM guarantees adherence to safety requirements and quality standards.

Detailed Description		
Subject Matter for Skilled Work	Tools, Methods, and Organization of Skilled Work	Requirements for Skilled Work through Accident Damage Management (USM)
<p>Reception of the vehicle direct from the client (at the scene of the accident or in the repair shop)</p> <p>Communication of further course of action</p>	<p>Organization</p> <ul style="list-style-type: none"> - Identify the client - Identify the vehicle - Transport of the vehicle from the scene of the accident to the repair shop - Ensure the client's mobility - Guarantee clear lines of communication - Arrange a rental vehicle <p>Tools</p> <ul style="list-style-type: none"> - Use of the Dealer Management System - Electronic vehicle identification by VIN Transport vehicle <p>Methods</p> <ul style="list-style-type: none"> - Make contact with the insurer - Clarify cause party or damaged party - Towing as needed - When workshop make self cost calculation – it is necessary to ask insurer for maximum limit - Reporting the damage with the help of a form, after clarification by telephone - More precise characterisation of the nature of the damage in relation to the insurer <p>Tools</p> <ul style="list-style-type: none"> - Use of damage networks and dealer management system 	<p>Client</p> <ul style="list-style-type: none"> - Dealing in a sound psychological manner - Friendly approach - Trustworthy processing of the damage - Correct and professional technical, commercial, and legal explanations <p>Insurance company</p> <ul style="list-style-type: none"> - Making immediate contact with the insurer - Following the instructions of the insurer (steering of accident process) <p>Appraisal expert and lawyer</p> <ul style="list-style-type: none"> - Appropriate knowledge when a lawyer or appraisal expert is called in - No improper legal advising through USM <p>Company</p> <ul style="list-style-type: none"> - Execution of the order - No unlawful legal advising - Ensure that damage report goes from the damaged party to the insurer - Arrangement of client's mobility needs - Safeguard company interests in the case of fictitious accounting and/or total loss <p>Client</p> <ul style="list-style-type: none"> - Support in the damage report process
<p>Confirming the damage report to the insurer</p>	<p>Tools</p> <ul style="list-style-type: none"> - Use of damage networks and dealer management system 	<p>Client</p> <ul style="list-style-type: none"> - Support in the damage report process

		<ul style="list-style-type: none">- Keeping the client's interests in mind- Avoiding errors that could be harmful <p>Insurer</p> <ul style="list-style-type: none">- Expects prompt damage report- Thorough completion of the damage report form- Truthful representation of the damage- Correct handling of the statement of confirmation of coverage of the damage costs- Comply with the special procedures for processing glass damage
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**Core work process 2:
Handling the claim with the insurance company
and categorizing the type of damage ***

The CRPM contacts the insurance company and establishes whether the damage claim in question is a comprehensive insurance or third party insurance claim. Furthermore, the CRPM manager determines which insurer is to pay for which parts of the damage and finds out which additional services (such as a rental car) may be available to the client. Furthermore, the CRPM clarifies if there are any further charges which need to be paid or if these have already been paid.

Core competencies

The following competencies are necessary for the “claims settlement with the insurance company”:

- Availability of basic knowledge of the insurance regulations concerning vehicle damage in order to competently clarify the nature of the damage with the insurance company;
- Clarifying unambiguously which insurance company is to handle the claim;
- Carrying out the categorization of the nature of the damage with the insurance company (fully or partly comprehensive liability or third party liability);
- Explicitly defining and clarifying the responsibility to pay for additional services, such as a rental car;
- Agree on a clear order of cost processing between insurer, client, and the repair shop;
- Guaranteeing compliance with safety procedures and quality standards.

* In Spain the workshops do not deal with the insurers directly. They deal with independent evaluators, which may work with different insurers. The workshops have to negotiate with evaluators and it is fundamental to have a good relation with them and also skills in communication and negotiation. CETRAA considers this should be a training chapter in the curricula. The relationship between workshops and independent evaluators is determinant for a successful repair.

Detailed Description		
Subject Matter for Skilled Work	Tools, Methods, and Organization of Skilled Work	Requirements for Skilled Work
<p>Decision-making with regards to the insurance company which is liable to pay</p> <p>Decision-making process whether the damage falls under third-party liability or comprehensive coverage</p> <p>Settlement methods for damage recording and payment</p>	<p>Organization</p> <ul style="list-style-type: none"> - Investigation by telephone - Completing the report of damage - Clarifying the extent of the damage - Deciding if the damage represents a total loss - Ensuring lines of communication - Deciding whether the repair shop or the damage expert should make the calculations, <p>Methods</p> <ul style="list-style-type: none"> - The insurer checks the entry requirements – police reports, witness statements, if the insurance company has paid, - Decision about whether third-party liability or comprehensive liability <p>Tools</p> <ul style="list-style-type: none"> - Damage report - Police report/police log 	<p>Client</p> <ul style="list-style-type: none"> - Including the client in the process - In the case of comprehensive liability: following the instructions of the insurer - Expects support from the company in the damage repair process - Deciding on a fictitious damage loss settlement - In the case of a total loss, arrange for a full appraisal (residual value, current replacement cost, mercantile loss of value etc.) <p>Company</p> <ul style="list-style-type: none"> - Informing the client that in case of accident damage, s/he will receive confirmation from the insurer as to whether or not the damage is a third party or a comprehensive liability case - Safeguard company interests in the case of fictitious accounting and/or total loss - No unlawful legal advising

**Core work process 3:
Carrying out a systematic damage diagnosis
and application of (electronic) damage calculation ****

The CRPM estimates if the damage is a total loss (repair costs more than the costs for replacing the vehicle based on its current value) or if the damaged car is a case of repair. In the case of total loss, the CRPM's work would be finalized here because an expert must be consulted – Attention: observe the difference between fully liability and third party liability. If the damage is most likely not total, the CRPM brings the vehicle to the collision reception site (with lifting platform and body measuring device).

The CRPM starts a systematic damage assessment first by walking around the vehicle once, in order to assess the full extent of the damage as well as to also see if there is any existing damage from previous crashes. The CRPM then begins to inform him- or herself which maintenance and repair methods, materials, and devices or tools are stipulated in accordance with (fulfilling) repair standards. Then the CRPM localizes the damaged area on the vehicle and starts the detection process of the damaged areas on the body of the vehicle following the system of “working from outwards to inwards” and, while doing so, makes entries in the damage registration system.

When needed for a reliable diagnosis, the CRPM carries out a body and/or axle measurement as well as a fault memory reading. While doing damage assessment via computer the CRPM begins by identifying the vehicle via VIN query (entering the 17-digit chassis number with automatic vehicle type and car equipment identification). Then the CRPM makes the necessary decisions for the repair (replacement, partial replacement, repair, paint, partial paint, blend-in, etc.) and synchronizes these tasks with the body repair worker as well as with the painter. While doing so the CRPM uses the terminology and the specialized concepts of an automobile expert. After making all the decisions necessary for the repair, the CRPM can then see the results, in the form of a computerized damage estimate. Thus, she or he can conclusively see that the damage in this case is not “a total write-off”.

** It is necessary to include that once the process has started new hidden damages can be found and in Spain this entails to re-contact the insurer's evaluator to reassess or “add” this new cost.

Core competencies

The following competencies are necessary for the “diagnosis and estimation of damage”:

- Measuring as needed by the repair shop (body and/or axle measurement) in order to estimate and calculate the damage the vehicle;
- Precisely estimating the extent of the damage through a visual check of the entire vehicle, if necessary, vehicle parts have to be dismantled;
- Being able to calculate the damage by applying the European repair standards (e.g. by European Workshop Association on repair methods, materials, devices, tools) as a basis and detecting the damaged areas systematically by working “from outwards to inwards.” When needed, a fault memory reading should be carried out;
- Securing that the decisions necessary for the repair to be carried out are met and synchronized with the body repair worker;
- Interpreting of technical information on repair;
- Realizing the (electronic) calculation of the costs on the basis of the damage analysis and, as needed, consulting an automobile expert;
- Guaranteeing compliance with safety procedures and quality standards.

Detailed Description		
Subject Matter for Skilled Work	Tools, Methods, and Organization of Skilled Work	Requirements for Skilled Work & Technology
<p>Systematic damage analysis in order to determine the scope of the damage and determination of the limit for a total write-off</p> <p>Vehicle identification and type of damage</p> <ul style="list-style-type: none"> - Make and model of vehicle - VIN - Type of damage - Calculations - Information systems - VIN checklists <p>Calculating the extent of the damage and the limit for a total write-off</p> <ul style="list-style-type: none"> - Damage calculation software - Necessary measuring devices - Repair manuals - Types of paint 	<p>Organization</p> <ul style="list-style-type: none"> - Bringing the vehicle to the repair site - Guaranteeing a connection to the calculation hardware and software and to the internet - Checking the vehicle manufacturer's information system <p>Methods</p> <ul style="list-style-type: none"> - Preparing the vehicle (seat protectors, floor mats, protector for steering wheel) - Using VIN to identify the vehicle - Following car manufacturer's checklists (for example real-world feedback and technical improvements) <p>Tools</p> <ul style="list-style-type: none"> - Hydraulic lift - Diagnosis machines (electronic fault diagnosis by fault-memory scanner) - Vehicle body measuring devices - Chassis measuring devices - Digital camera - Computer calculation system with digital communication - Repair according to specifications of vehicle manufacturers - Paint layer thickness measuring device - Testing devices 	<p>From the client</p> <ul style="list-style-type: none"> - Correct determination of damage and costs - Recommendations for repair solutions <p>From the company</p> <ul style="list-style-type: none"> - Defining an economical course of action for repairs - Reliable calculations - No inclusion of additional work - Obtaining replacement parts according to valid guidelines - Optimized process planning - When necessary, involvement of a paint shop (including external companies) - High quality results - Adherence to security regulations - Reliable handling of expansions to repair <p>From skilled workers</p> <ul style="list-style-type: none"> - Insurance-regulation compliant settlement (no unauthorized legal advising) - Appropriately equipped workplace - Workplace that conforms to security regulations and is up to date and clean - Tools <p>From insurer</p> <ul style="list-style-type: none"> - Ensuring digital communication pathways - Adhering to the repair re-

<p>Decisions about the repair Process</p> <ul style="list-style-type: none"> - Results of analyses - Procedures for checking 	<ul style="list-style-type: none"> - Checklists - Tools such as marking pens, straightedge, magnetic arrows etc. 	<p>lease procedure</p> <ul style="list-style-type: none"> - Taking insurance regulations into consideration (for example flat rate cost reimbursement, covering external costs etc.) - Taking into consideration limits to expansion of repairs - Professional handling of expansions to repair
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**Core work process 4:
Documentation of the damage calculation with the help of
digital photographs and the like**

When the damage is frontal, the CRPM first takes digital photos diagonally from the front to the back, including the bumper and license plate. When the damage is at the rear of the vehicle, the CRPM works in the opposite direction. Then, he takes a close up photo of the point of impact and notes any particularities (for example a bent longitudinal beam). While doing so, s/he uses tools such as a ruler or objects for size comparison. In close-up pictures, the angle at which the area is being photographed should not be different from the angle used in the previous photographs, so that the observer consistently sees the vehicle from the same angle when viewing the photos on a screen.

Then, if necessary, damaged or bent rims are photographed in order to capture any possible damage. Finally the CRPM photographs the automobile type label as well as the odometer.

In the case of extensive damage, all examinations and tests necessary should be carried out in the inside cabin of the vehicle and captured photographically (release of air bag, triggering of the seat belt pretensioning system, damage to safety belt or seat rails, and so on).

The CRPM will critically examine the photographs at the computer station and will delete any unnecessary photos, so that the number of photographs is reduced to the minimum possible.

Core competencies
The following competencies are necessary for the “documentation of the damage calculation”:
– Providing digital photos that are taken from the exterior of the vehicle first, then in the interior, so that these are on hand;
– Identifying and documenting the extent of the damage in detail with the help of photos;
– Ensuring that the photos are taken in such a way that the damage calculation is understandable in all its details;
– Ensuring that the stipulations of the specifications of vehicle manufacturer and insurer are adhered to during the documentation process;
– Safeguarding that the damage calculation is easily comprehensible and documented in all its details;
– Guaranteeing compliance with safety procedures and quality standards.

Detailed Description		
Subject Matter for Skilled Work	Tools, Organization, Methods of Skilled Work	Requirements for Skilled Work & Technology
<p>Identifying vehicle damage (for example irregular gaps, paint damage, bent longitudinal beam, secondary damage etc.)</p> <p>Measuring and detailing damage from different perspectives</p> <ul style="list-style-type: none"> - no change in perspective while recording detail - Allowing for secondary damage (for example damage to hood or to surface of roof after rear-end damage) <p>Testing components and units</p> <ul style="list-style-type: none"> - Safety belts (scratches, tears) - Seat rail attachments (operation) - Airbag/belt tensioner (operation) - Crash box deformation - Damage to glass - Wheels, axles, steering - Drive train - etc. 	<p>Organisation</p> <ul style="list-style-type: none"> - Preparing test materials - Availability of camera - Availability of checklists - Availability of measuring devices and aids for visualization - Making sure of the documentation - Determining location of the damage, type of damage, and extent of the damage <p>Tools</p> <ul style="list-style-type: none"> - Digital camera - Lighting - Magnetic arrows - Felt-tipped pens - Measuring rods - Paint thickness measuring device - Photographic damage catalogue - Checklists <p>Methods</p> <ul style="list-style-type: none"> - Photographing from different diagonal perspectives - Understandable photographic documentation 	<p>From the company</p> <ul style="list-style-type: none"> - Transparent calculations - Direct ordering of replacement parts - Information from the vehicle repair manual - Presence of the necessary repair devices, tools, and materials <p>For skilled work</p> <ul style="list-style-type: none"> - Localizing the damage on the vehicle - Meeting the specific repair methods of the vehicle manufacturer - Determining the extent of the repair, the processes and methods needed - Understandable photographic documentation for the repair method - Good quality photographs <p>From the insurer</p> <ul style="list-style-type: none"> - Transparent calculations with convincing photographs - Showing the plan for the repair process - Justification for the repair process - Observance of the duty to mitigate costs of damages - Digital communication - High quality of photographs

**Core work process 5:
Sending the calculation and related digital data to the insurance company
and handling feedback from the insurance company**

After the damage calculation the CRPM has the client sign the declaration of acceptance of repair costs takeover and confirms for the insurer that this has been signed through the calculation form.

Then the CRPM sends all relevant data (calculation, photographs) to the insurer and waits for the acceptance of the calculation of costs and confirmation from the insurance company.

After the insurance company has made contact and confirmed the repair, the CRPM makes a concrete plan for the individual repair processes with the repair shop and gives the separate repair order to the client to sign.

Core competencies
The following skills are necessary for “sending the calculation and data to the insurance company”:
– Guaranteeing communication between the client and the insurance company;
– Securing the supply of all relevant calculation information (digital data, photographs etc.) to the insurance company;
– Organizing the relevant process steps that lead to a confirmed repair order (client’s signed acceptance of repair costs takeover, insurance company’s confirmation of accepting cost calculation, and if necessary clarifying remaining questions);
– Interpreting of technical information on repair;
– Launching the repair process;
– Guaranteeing compliance with safety procedures and quality standards.

Detailed Description		
Subject Matter for Skilled Work	Tools, Organization, and Methods for Skilled Work	Requirements for Skilled Work & Technology
<p>Bringing together all data relevant to the calculation in a digital file</p> <ul style="list-style-type: none"> - Calculation - Photographs - Statement of coverage of repair costs from the insurer - Further indications of proof of damage - Repair contract signed by client <p>Digitally sending all data collected to the insurer</p> <ul style="list-style-type: none"> - Identifying the insurer within the system - Paying attention to any special issues - Confirming the coverage of the repair costs excluding delivery the printed form <p>Answer from the insurer</p> <ul style="list-style-type: none"> - Waiting for repair authorization - Providing additional information when needed - Documentation of insurer's coverage of the repair costs 	<p>Organization</p> <ul style="list-style-type: none"> - Collect data in a digital file on the computer - Evaluate the photographs that have been made - Sending photos and attachments to the insurer - Alternatively: - If requested by the insurer, sending information via post or fax <p>Methods</p> <ul style="list-style-type: none"> - Completing „damage files“ following information from the insurer and according to the company's interests - Include attachments - Plan the course of action and processing for special damage cases (for example damage to glass) - Pay attention to the limit at which the damage is a total write-off <p>Tools</p> <ul style="list-style-type: none"> - Computer with the necessary software - Checklists - Insuring electronic communication - Fax or telephone as needed 	<p>From the company</p> <ul style="list-style-type: none"> - Timekeeping (clock-in / clock-off) - Exact calculation - Obtaining replacement parts on the basis of the calculation - Organizing a loan vehicle - Planning work of employees - Quality assurance <p>For skilled workers</p> <ul style="list-style-type: none"> - Quality assurance - Fully equipped work stations - Constant appointment check of the process - Ensuring removal of faults - Obtaining replacement parts and insuring their availability - Internal communication within the repair shop, for example with sales and with the accounting department - Coordinating a loan vehicle <p>From the insurer</p> <ul style="list-style-type: none"> - Correct invoicing - Quick invoicing - Informing in case of an interruption in the process or a delay - Informing when deviation from the repair process

**Core work process 6:
Detailed planning of the repair process in the repair shop**

Following the calculation of repair costs and the confirmation from the insurer, the CRPM orders the necessary replacement parts based on the cost calculation. In order to do so, s/he uses, if possible, the data transfer from the calculation software to the dealer management system.

In the next step, the CRPM determines, based on personnel-capacity planning, which persons can carry out the planned repairs. S/he assigns the relevant work to his or her colleagues based on existing process plans (start and finish of each step in the process). Then the CRPM places the written contract and all relevant accompanying papers in a work order folder which s/he then places in the planning board in such a way that the worker assigned to the task can start working.

The CRPM then asks this worker to check the replacement parts delivery prior to beginning work. The CRPM also informs all the workers involved that they have to replace the work order folder in the planning board in the next section as soon as they are finished with their part of the work.

Furthermore, the CRPM makes sure that all quality checks that need to take place during the complete repair process have been carried out.

Core competencies

The following competencies are necessary for the “detailed planning of the repair process in the repair shop”:

- Checking the availability of the workshop staff and planning the complete progression of the repair job;
- Setting up the beginning and the end of the process in such a way that all damage can be repaired;
- Ordering all replacement parts necessary for the repair;
- Checking that the replacement parts have arrived and are suitable and that they are not damaged or defective in any way;
- Interpreting of technical information on repair;
- Making sure that the appropriate technician carry out the tasks properly;
- Guaranteeing compliance with safety procedures and quality standards.

Detailed Description		
Subject Matter for Skilled Work	Tools, Organization, Methods for Skilled Work	Requirements for Skilled Work & Technology
<p>Specifying and creating the job order</p> <ul style="list-style-type: none"> - Data transfer from the calculation software into the company's internal accounting system <p>Planning the repair process sequence</p> <ul style="list-style-type: none"> - Planning assistance (electronic media) - Paperwork for orientation <p>Quality assurance</p> <ul style="list-style-type: none"> - Instruments internal to the company - International standards 	<ul style="list-style-type: none"> - Planning the order processing (in detail) - Using the company's system for process steering management (creating a job order) - Check the arrival of replacement parts and assign to job order - Physically carry the replacement parts to the parts trolley assigned to the job order - Repair shop employee looks up special vehicle manufacturer information (computer, internet) - Planning employees' work assignments - Ensure that all repair devices, tools, and materials are ready to use - Organise a check of the process <p>Methods</p> <ul style="list-style-type: none"> - Monitoring of process check lists - Use of efficient repair methods - Ensure high quality (through suitable tools and methods) <p>Tools</p> <ul style="list-style-type: none"> - Electronic and manual planning assistance - Planning software - Work assignment planning for the paint process - Computer and internet for repair information 	<p>From the client</p> <ul style="list-style-type: none"> - Sticking to the exact time frame - High quality results with acceptable costs - Competent professional advising <p>From the company</p> <ul style="list-style-type: none"> - Assignment of work to qualified workers - Precise planning of the work order process (no idle time, no unnecessary work) - Use of the replacement parts ordered - High quality work result (planning result) - Transparent record of time worked - Computer and internet access for repair shop workers - All repair devices and tools needed for the job are ready <p>From skilled workers</p> <ul style="list-style-type: none"> - High quality work results (avoiding customer complaints and rework) - Dealing with disruptions to the work process in a flexible manner - Transparent communication with all persons involved in the process - Continuous availability of information about the repair status of the accident vehicle

Core work process 7: Quality control during the repair process

The CRPM works according to the principle of quality control: the earlier an error can be detected, the easier it is to correct it. Thus each mechanic self-checks his or her work and also checks the work of the colleague who completed the previous task in the repair process.

The CRPM supervises all quality control aspects during the entire repair process and makes sure that all quality control standards (and quality control routines) are maintained. The quality controls of the individual processes take place both as self-control and of the following employee: the body worker checks the quality of his or her own work; the painter checks the quality of the body worker and his or her own work, the mechanics check the quality of the paint on the parts they have received and when they have completed their mechanical work they also check their own work. The quality of the electrical and electronic repairs is checked through the electrical experts' diagnosis after the repairs have been carried out.

After the vehicle has been cleaned the CRPM carries out a final quality control check on the test stand. A test drive will be carried out when needed.

Core competencies
The following skills are necessary for “quality control during the repair process”:
– Guaranteeing the body workers' self-check after the chassis repair;
– Making sure that starting and ending quality checks of the body work and repainting are carried out by the painter;
– Ensuring intermediate checks of the quality and that a final quality check is carried out by the mechanic;
– Guaranteeing that an intermediate check takes place before the electrical and electronic diagnosis starts;
– Making sure that the repair work is tested on the test stand or during a test drive. A final cleaning of the vehicle and a check of the cleaning is carried out;
– Finally, carrying out a thorough control of all work that has been done on the vehicle (process control);
– Guaranteeing compliance with safety procedures and quality standards.

Detailed Description		
Subject Matter for Skilled Work	Tools, Organization, Methods of Skilled Work	Requirements for Skilled Work & Technology
<p>Utilize the principles of quality assurance</p> <ul style="list-style-type: none"> - Naming mistakes - Recognizing mistakes - Self-checking - Checking others - Target/performance comparison - Troubleshooting (using Plan Do Check Act Method) <p>Ensuring controlling routines</p> <ul style="list-style-type: none"> - Repairers self-checking - Receiving check in all departments - Exit check in all departments - External check through the „following department“ <p>Adhering to the final check</p> <ul style="list-style-type: none"> - Using checklists 	<p>Organization</p> <ul style="list-style-type: none"> - Planning for a skillful and professional approach - Working through checklists - Visual check - Application of diagnostic devices - Measurement of coating thickness - Measurement of gap dimensions <p>Tools</p> <ul style="list-style-type: none"> - Utilizing checklists - Process control software - Timekeeping software - Diagnostic devices <p>Methods</p> <ul style="list-style-type: none"> - comparison of actual and set-point values Decision-making about the testing method (test stand, test drive, visual check, performance check...) - Reciprocal controls of the different departments 	<p>From clients</p> <ul style="list-style-type: none"> - High quality of work results - Punctual completion of the repairs to the vehicle - Return of a clean, functional and road-safe vehicle - No overlooking of administrative obligations <p>From the company</p> <ul style="list-style-type: none"> - High quality work results - No rework - No increased wear and tear on tools - Efficient flow of the vehicle through the repair process - Clean workplace - Tools ready to use - Conform to health and safety standards <p>From skilled workers</p> <ul style="list-style-type: none"> - Clean workplace - Tools ready to use - Careful use of workshop equipment - Replenishing consumable supplies (Pull Principle) - Conforming to security standards - Quality work - Written job submission to paint shop with quality assurance contract (especially for jobs carried out by external paint hops)

**Core work process 8:
Returning the vehicle to the client and invoicing the insurance company**

The CRPM brings the repaired vehicle to a specially-prepared return area – if existent – which is well-lighted and permits the client to view the vehicle from all sides (using a car lift if necessary). The CRPM explains the repair carried out to the client and answers any questions. S/he gives the client a repair certificate which can also be a certificate of guarantee. In cases where the client pays a part of the repair costs, the CRPM receives payment from the client. In addition there are the total deductions made (value enhancement/“new for old”) by the insurer to be paid for by the client. In case the client had a rental vehicle, the CRPM makes sure that those costs are invoiced as well.

The CRPM carries out the invoicing of the insurance company. S/he informs the client of “Pre-Crash-Marketing”, by explaining the process for (potential) repairs in the future. The CRPM explains the importance of regular and continuous contact to the client for the settlement of damages.

Core competencies

The following core competencies are necessary for “returning the vehicle to the client and invoicing the insurance company”:

- Making sure that the vehicle is returned to the client in a specially prepared area with good lighting;
- Handing over the repair certificate to the client and thoroughly explaining details of the certificate as well as the results of the repair to the client;
- Carrying out the invoicing of the insurance company and of the client, if there is a deductible amount, such as extra services or a rental car;
- Assuring a continuous communication with the client above and beyond damage repair e.g. through implementing a “Pre-Crash-Marketing” strategy;
- Guaranteeing compliance with safety procedures and quality standards.

Detailed Description		
Subject Matter for Skilled Work	Tools, Organization, Methods of Skilled Work	Requirements for Skilled Work & Technology
<p>Return of the vehicle at selected return area</p> <ul style="list-style-type: none"> - Lighting - Cleanliness - Lifting platforms <p>Marketing to clients and informing them about high quality work</p> <p>Customer as the receiver of a quality product</p> <ul style="list-style-type: none"> - Explaining the work carried out - Presentation of a repair certificate - Explaining the guarantee <p>Billing the client</p> <ul style="list-style-type: none"> - Deductible - Subtractions - Rental vehicle <p>Billing the insurer</p> <ul style="list-style-type: none"> - Invoicing - Ensuring payment 	<p>Organization</p> <ul style="list-style-type: none"> - Agreeing on dates with the clients - Ensuring the availability of the return area - Preparing the return area - Preparing the modalities for the invoicing - Reception of the rental vehicle - Preparing incentives for the client - Preparing the repair guarantee certificate <p>Methods</p> <ul style="list-style-type: none"> - Customer relation management during the return of the vehicle - Preventative means for quality assurance and customer satisfaction - Dealing with customer complaints - Employee involvement in customer relationship management <p>Tools</p> <ul style="list-style-type: none"> - Customer satisfaction question list - Results of customer survey - Vehicle papers - Invoices - Repair guarantee certificate - Marketing papers - Company information 	<p>From the customer</p> <ul style="list-style-type: none"> - Quality-assured vehicle return - Qualified explanation of the repairs - Transparent invoicing of the costs - Clean vehicle - Driveable, fully-functional vehicle <p>From the company</p> <ul style="list-style-type: none"> - Making customers satisfied - Sustainable customer retention - No complaints - Economically successful results <p>From skilled workers</p> <ul style="list-style-type: none"> - Maintaining safety standards - Reliable execution of work - Compliance with quality assurance guidelines - Reliable timekeeping - Correct integration of accounting data for invoicing - Professionally correct and client-oriented vehicle return - Carrying out marketing measures (Pre-Crash Marketing)

Integral Work Processes for Collision Repair Process Management (CRPM)

Integral Core Work Process 9: Workshop Employee Planning (lean workshop)

The CRPM records all the individual steps of the procedure for repairing accident damage that occur in the workshop and structures these according to the correct working sequence, from start (for example bringing the vehicle to the work area) to finish (for example, the final inspection by the workshop foreman).

Then the CRPM analyses the individual stages of the work and, when necessary, subdivides them into even smaller units.

Finally, the CRPM searches for possible causes of delay (“process waste”) in any stage of the work process and describes them:

- Wastage (idle time, unnecessary transport, extra work etc.)
- Incompatibility (non-harmonizing data interfaces for different computer programs being used, for example cost calculation, client/vehicle data, order planning systems etc.)
- Excessive demands (too-low capacity in the paint spray cabin, too few spots for the paint finishers, employee workload too high, etc.)

In order to avoid down time and delays in the process the CRPM sets standards for each step in the work process and defines them in writing in such a way that the entire repair process is “lean”.

Then the CRPM compares the existing process sequences with the standards and creates a list of the existing deviations from the standards.

Now, s/he creates a list of priorities for the correction of the deviations from the standards. While doing so, the CRPM keeps in mind the requirement that every person can only deal with a certain amount of change at any given time (just enough). Then he or she must confirm the sustainability of the corrective actions, since every employee has the tendency to fall back on old behaviour (“saw tooth tread behaviour”). Sustainability is reached through multiple repetitions of the measures being taken as well as through these actions being monitored for progress.

After the process optimization the CRPM sets up possibilities for planning of work orders for employees and for progress monitoring. In order to do so, he or she uses the company’s

current organizational plan, in order to determine employee capacity in accordance with employees' hard and soft skills. Then she or he distributes the work orders to the employees accordingly. The employees can thus see the planned start and finish times for each step in the process. Order planning is carried out by computer program and/or via planning boards. Regardless of which system is being used, it must be flexible enough so that unforeseeable as well as desired changes (employee illness, parts unable to be delivered, delays etc.) can be managed.

Core competencies
The following competencies are necessary for optimized workshop employee planning:
– Structuring the process of the repair of accident damage in such a way that a seamless repair procedure, with consideration of employee capacity and qualifications, the number of workers, and the shop's equipment, can be carried out;
– Planning the structured procedures in detail so that avoidable "process waste" can be recognized and avoided;
– Carrying out the process analysis of the current shop work flow in such a way that every instance of "process waste" can be recognized;
– Setting optimized standards for the work flow process based on the process analysis;
– Defining the planning tools needed such as computer based planning programs or planning boards and using them in the correct manner.

Detailed Description		
Subject Matter for Skilled Work	Tools, Organization, Methods of Skilled Work	Requirements for Skilled Work & Technology
<p>Recording and analysis of processes</p> <ul style="list-style-type: none"> - Waste - Incompatibility - Excessive use <p>Forming the processes</p> <ul style="list-style-type: none"> - Model process operations - Comparison of actual and set-point values - Without waste - Without incompatibility - Without excessive use - Creating priority lists <p>Optimizing one's own repair shop process</p> <ul style="list-style-type: none"> - Workshop-oriented processes in one's own company - Consideration of the data - Creation of a priority list for concrete changes - Ensure sustainability of changes 	<p>Organization</p> <ul style="list-style-type: none"> - Outline wasteful activities - Define incompatibilities - Outline excessive use - Sensitize employees to changes - Prepare changes - Planning for implementation - Ensure sustainability - Progress checks <p>Methods</p> <ul style="list-style-type: none"> - Involve employees (Plan Do Check Act Principle) - Reflect on actual performance - Incentives for change processes - Define change processes - Initiate team building - Plan, try out, test, and establish mandatory 'positive appraisal' for change processes (PDCA) - Check optimization and make sure changes are sustainable <p>Tools</p> <ul style="list-style-type: none"> - Planning tools - Visualization tools - Up-to—date tools - Employee incentives 	<p>From the Company</p> <ul style="list-style-type: none"> - Facilitate employee meetings - Further education of employees - Coaching for employees - Motivation events for employees - Make employees responsible for implementation <p>For Colleagues</p> <ul style="list-style-type: none"> - Create teams - Decide on a team leader - Understanding and analysing processes (PDCA) - Carry out pilot phases - Present the results of pilot phases - Implement new processes - Document the results of new processes - Make sure the new processes are sustainable

**Integral Core Work Process 10:
Workshop Profit and Business Plan**

The CRPM works closely with the company's bookkeeper so he or she can have access to cost and expense data. From this data, the CRPM can determine the running costs of the company and profits before taxes. Furthermore, using the Dealer Management System, she or he can gather data from the employees' time cards in order to be able to constantly have the necessary key information about the business at his or her fingertips. (employee efficiency, employee workload, and employee productivity). Thus, the CRPM is able to determine the ratio of hourly wages to marginal costs. In order to in a competitive way, the CRPM needs to use comparative data from competitors (from regionally-existing branded workshops, independent repair shops, and the usual medium hourly rate according to DEKRA).

With all this data at hand, the CRPM is now able to carry out negotiations with the insurance company regarding discounts for hourly rates and for workshop services which are exempt from charges. The CRPM is aware of the cost limits for his or her company and can calculate expected income changes in the costs based on high capacity.

Since financial data is subject to constant change, the CRPM creates an internal control system that shows him or her the monthly results.

With the data she or he has collected and evaluated, the CRPM is able to create a business plan with which he or she can plan and pursue the company's profitability.

Core competencies
The following skills are necessary to increase profit for the workshop and to create a business plan:
– Defining and correctly allocating business costs;
– Checking employees' time cards;
– Recording all relevant data for calculation of profit for the company, evaluating key figures for the business's finances in order to have the current figures for every month available;
– Correctly interpreting key figures for the business and taking necessary measures when relevant;
– Making all necessary preparations for and negotiating the necessary hourly costs with the insurer;
– Creating a business plan, as well as planning and checking the operating results.

Detailed Description		
Subject Matter for Skilled Work	Tools, Organization, and Methods of Skilled work	Requirements for Skilled Work & Technology
<p>Understanding the company's key figures</p> <ul style="list-style-type: none"> - Separate cost accounting for body work and paint - Separate analysis options for body work and paint departments: utilisation of capacity /productivity/efficiency - Marginal hourly costs rate - Determining income and profit <p>Determining comparative data for</p> <ul style="list-style-type: none"> - Costs for body repair and paint - Utilisation of capacity - Productivity - Efficiency - Marginal hourly costs rate <p>Determining financial requirements for large clients (rebates, extra services without charge)</p> <ul style="list-style-type: none"> - Insurers - Fleets of vehicles - Leasing companies <p>Comparison of all data</p> <ul style="list-style-type: none"> - Creating a business plan (3 year perspective) 	<p>Organization</p> <ul style="list-style-type: none"> - Separate and complete recording of key performance indicators for the business - Evaluating company data recording - Computer programs for determining performance parameters - Carrying out market analyses - Recording market data for large clients <p>Tools</p> <ul style="list-style-type: none"> - Questionnaires - Computer analysis - Internet queries - In-person conversations - Hourly rate calculation - Business plan guidelines <p>Methods</p> <ul style="list-style-type: none"> - Networking - Interviews - Market analysis - Company surveys 	<p>From the company</p> <ul style="list-style-type: none"> - Making data available (relevant to body work and paint) - Data evaluation - Employee interview - Setting up contact with market data providers <p>From skilled workers</p> <ul style="list-style-type: none"> - Generate fundamentals of business economics - generate key business figures - Marginal cost rate - Create a business plan (3 year perspective)

**Integral Core Work Process 11:
Planning Workshop Sizing / Financing**

The CRPM records the potential for accident damage repair jobs in the local area and then determines the necessary workshop capacity. At the same time, she or he keeps in mind eventual rises in the volume of the number of repair jobs on the basis of pending contracts with insurers. Then he or she categorically decides whether the business should take on a paint shop as an area of operation. Finally, with regards to whether the business has one or more work shifts, the number of work places (for bodywork and paint) should be determined. Next, the size of the work shop is to be determined. First the standard size for each working area as well as adjacent areas (machine area, tool storage) should be taken into account. In addition to this, workshop traffic areas and the appropriate adjacent areas (break room, training rooms, storage room including for night deliveries, heating, direct reception of vehicles, wash area etc). as well as floor space for administration and for the customer area should all be determined. Finally, the exterior areas will be set up according to the requirements for garage and parking spots, so that a complete property size can be laid out.

After the measurement of the space necessary, the work areas and floor space will be adjusted to one another in such a way that an optimal process flow can occur in the workshop area, outside the workshop, and in the administrative area.

Next comes the planning for the setup of the building. First the supplying of the building's energy needs should be planned. Then the equipment and setup of the workshop, according to the requirements of the vehicle manufacturers, should be carried out.

After all the parameters for the cost calculations for the company have been taken into account, an investment plan needs to be made. This will include cost and earnings revisions for at least three years in advance (business plan).

With the help of the plan for the building, a comparison between the existing company's plant and an optimized new plant can be carried out. After that, decisions can be made on process optimization, renovation or expansion, or even the construction of a completely new plant.

Core competencies

The following skills are necessary for the planning and financing of the workshop building:

- Being able to plan for potential incoming repairs from the local area;
- Calculating realistic possibilities for the expansion of potential repair jobs through contracts with insurers;
- Making the decision as to whether a paint shop should be included in the vehicle body repair workshop;
- Realizing all necessary building space (workshop, client area, and administration) with help of standard space allocations;
- Depicting all necessary outdoor areas as well as the overall property size needed;
- Working out optimal procedures for workshop and administration;
- Determining the necessary equipment for the building and the workshop;
- Creating an investment and business plan for three years in advance;
- Making a compromise between the optimally planned business and the real existing business and indicating possibilities for improvement for the existing business.

Detailed Description		
Subject Matter for Skilled Work	Tools, Organization, Methods of Skilled Work	Requirements for Skilled Work & Technology
<p>Capture the potential of accident damage repair</p> <ul style="list-style-type: none"> - Determine company's catchment area - Determine potential for existing accident damage figures <p>Estimation for the installation of a paint shop</p> <ul style="list-style-type: none"> - Compare potential for accident damage repair jobs to minimum economically viable size <p>Determine the size of the business</p> <ul style="list-style-type: none"> - Work space - Secondary areas - Outside areas - Size of building and property - Number of employees - Room arrangement <p>Defining room equipment</p> <ul style="list-style-type: none"> - Building installations - Equipment for workspace - Tools <p>Cost calculation for new construction and financing</p> <ul style="list-style-type: none"> - Building costs - Property costs - Lists of work place equipment and costs - Financing from bank with debt service <p>Comparing planning with existing company</p> <ul style="list-style-type: none"> - Decision on new construction, renovation, or expansion <p>Optimizing the existing company</p> <ul style="list-style-type: none"> - Priority lists 	<p>Organization</p> <ul style="list-style-type: none"> - Identify market data for market potential - Decision-making on a paint shop: YES/NO - Planning exercise on company size (create a room arrangement program with help of an architect or skilled planner) - Define the business model in the planning exercise - Ask a repair shop furnisher regarding business plan cost calculation - Create a business model - Calculate financing <p>Tools</p> <ul style="list-style-type: none"> - utilisation of capacity calculation program - Repair shop layout program - Financing program - Electronic business plan 	<p>From the repair shop</p> <ul style="list-style-type: none"> - Identify market data for market potential - Research job market with regards to skilled workers for body shop and paint shop - Check options for building an entirely new plant, or renovating or expanding - Identify customer potential Estimate real existing customer potential for the location - Optimization possibilities from planning exercise - Financing possibilities <p>From skilled workers</p> <ul style="list-style-type: none"> - Collecting all relevant market data - Evaluating market data - Information collection on repair shop furnishers and equipment manufacturers - Defining the optimal company - Estimating realistic repair shop potential - Renovation/new construction/expansion - Financing possibilities

Integral Core Work Process 12: Staff Development

The CRPM creates and implements an organizational chart with the existing levels of hierarchy. Within it, his or her position, with a direct connection to company management, is visible.

In a second step, job decisions for all positions shown in the organizational chart should be created. These should be coordinated with the employees involved and signed off on by them. In these job descriptions, the key skills of the person employed in each job as well as the formal qualifications necessary for employment in that particular position should be listed. Next, the CRPM should determine if there are jobs within accident damage processing and repair that can be filled by trained personnel. If so, the job descriptions for these should also be created.

A training plan should be made for all employees of the company. This plan should contain basic education as well as further educational and training activities. The training each employee requires should be defined and agreed upon with the employee: a yearly training plan should be created. This also applies to new employees who also need individual orientation plans. The CRPM is responsible for adherence to the training plan.

A job description and training plan should also be created for the CRPM. This should occur in cooperation with the management, taking into account the current conditions in the market for accident damage settlement (CRPM conferences and meetings, training events for associations, and vehicle and paint manufacturers).

The management should also be advised of further education opportunities, which the management should take advantage of.

Core competencies

The following skills are necessary for staff “development”:

- Creating a clear and comprehensible organizational chart;
- Determining the workshop functions based on process sequence and quality assurance;
- Defining of all necessary job descriptions, the relevant formal qualifications and core skills for all jobholders and agreeing upon these with the employees affected;
- Additionally, creating a job description for the CRPM position;
- Checking and determining which processes within accident damage settlement and repair can be carried out by employees in training;
- Carry through job descriptions for employees in training;
- Creating a training plan for all affected employees and checking to make sure it is kept to;
- Design an initial training plan for all new employees;
- Preparing a training plan for the CRPM position itself, based on the current conditions in the accident damage repair market;
- Informing the management about current developments in the accident damage repair market and making appropriate recommendations for attendance at suitable events.

Detailed Description		
Subject Matter for Skilled Work	Tools, Organization, Methods of Skilled Work	Requirements for Skilled Work & Technology
<p>Create an organizational chart (organigram) for the body and paint shop departments</p> <ul style="list-style-type: none"> - Add to general organigram <p>Create job descriptions for body work and paint employees</p> <ul style="list-style-type: none"> - Accident damage repair manager (USM) - Collision Repair cost calculator - Service assistants - Body worker - Painter - Vehicle cleaner - Warehouse worker <p>Set up training plan for further education activities</p> <ul style="list-style-type: none"> - Personnel management - Processing customer complaints - Optimizing work processes - Collision Repair cost - Accident damage calculation training - Body damage repair specific to vehicle model - Diagnosis vehicle electrics/electronics - Chassis diagnosis - Vehicle cleaning and preparation - Painting the vehicle 	<p>Organization</p> <ul style="list-style-type: none"> - Outline organizational structure of the company - Interfaces of body repair department and paint department with the overall company - Prepare job descriptions as standardized data sheets - Prepare training plans as standardized data sheets - Initial training plan for new employees <p>Tools</p> <ul style="list-style-type: none"> - Standardized data sheets for organizational structure, job descriptions, and training plans <p>Methods</p> <ul style="list-style-type: none"> - Management development - Training development - Personnel management - Internal communication - Process management 	<p>From the company</p> <ul style="list-style-type: none"> - Readiness of the top managers to create an organizational chart - Readiness of the company management to free up skilled workers to create job descriptions - Readiness of company managers to free up the CRPM/ USM to create a training plan <p>From skilled workers</p> <ul style="list-style-type: none"> - Obtaining sample organizational charts, job descriptions, and training plans - Creating sample organizational charts, job descriptions, and training plans specific to the company - Voting and evaluating with management and employees

**Integral Core Work Process 13:
Marketing of Accident Damage Repair Services**

The CRPM keeps him- or herself informed regarding the current situation in the market for accident damage settlement and repair. She or he takes into account, in particular, insurance law aspects (case law), vehicle-related data, behaviour of the competition, activity regarding market duties, and so on.

Based on existing influences, the CRPM adjusts the company's activities to the particular market situation. This can, for example, affect the following areas: calculation of hourly costs, additional services free of charge, warranty parameters, or salvage value processing.

The CRPM knows the important market players in the accident repair business and stays in constant contact with them. She or he knows their wishes with regards to accident settlement and repair and can submit the appropriate offers to them in order to receive orders.

An important market player is the client of the CRPM's workplace. The CRPM takes into account the particular "triangular" legal relationship (aggrieved party or party responsible for damage – insurer – workshop) and knows how to use these in order to generate more business.

Existing clients require a particularly attentive treatment through the CRPM, since the clients see themselves as clients of the workshop, even though payment of the work carried out usually is taken care of through the insurer. The particular situation of accident damage (which statistically occurs only once every 6-8 years) means that the client is especially sensitive to the CRPM's work. At the same time, the client transfers this experience to the rest of his or her dealings with the workshop. Thus, the CRPM has a high level of responsibility with regards to the rest of the business. When the vehicle to be repaired is returned to the client, the CRPM must, on the one hand, take into account a 'normal' relationship to the business. On the other hand, the CRPM is also preparing the way for the client to contact her or him the next time there is an accident with damage needing to be repaired – even if such an occurrence happens many years in the future. Thus, it makes good business sense to survey customer satisfaction for the accident settlement separate from customer satisfaction with the accident damage repair. The Customer Satisfaction Index (CSE) is thus compiled from routine service customer surveys and special accident damage (bodywork and paint work) customer surveys.

Based on all these facts, the CRPM creates a targeted bodywork and paint work marketing plan which records each target group separately. While doing so, the CRPM follows a general project plan that takes into account the following phases: planning, pilot implementation,

evaluation of the pilot project, creation and preparation of the final marketing plan, implementation of the marketing plans.

Core competencies
The following skills are necessary for “accident damage repair marketing”:
– Constantly observing market conditions for accident damage settlement and repair;
– Adapting the company’s market activities to the existing market conditions;
– Being aware of the market players and target groups in the market for accident damage repair and their particular wishes for processing of orders;
– Creating offers in such a way that they correspond to the interests of the target groups;
– Constantly being in contact with the most important target groups;
– Paying full attention to the importance of customers when dealing with accident damage;
– Carrying out separate bodywork and paint work customer satisfaction surveys and aggregation of the results with the general service customer satisfaction surveys;
– Creation and carrying out of a special bodywork and paint marketing plan.

Detailed Description		
Subject Matter for Skilled Work	Tools, Organization, Methods of Skilled Work	Requirements for Skilled Work & Technology
<p>Determine actual market situation</p> <ul style="list-style-type: none"> - Market potential for accident damage repair - Steering of accident process through market participants - Key market players /influential actors - Body work and paint marketing strategies - Competitive behaviour - Body work technology - Driving assistance systems - Jurisdiction <p>Estimating company's position in the market</p> <ul style="list-style-type: none"> - Competitiveness - Market players (Insurers, Steering of accident process companies, big clients, private clients) - Spectrum of bodywork and paint offers - Bodywork and paint advertising presence - Body work and paint shop acquisition <p>Define the client requirements</p> <ul style="list-style-type: none"> - Rebates - Free services - Replacement part purchase - Lump sum reimbursement of costs - Mobility 	<p>Organisation</p> <ul style="list-style-type: none"> - Procure body work and paint data - Identify market players - Define client groups - Define the wishes of client groups - Create offers for the difference client groups - Create and carry out marketing plan - Identify work groups within the company <p>Methods</p> <ul style="list-style-type: none"> - Capture market data via statistical evaluation - Interviews with client groups - Scaled offers following defined costing plans - Create company presentation - Internet presence - Create specially tailored offers <p>Tools</p> <ul style="list-style-type: none"> - Standardized outlines - Media plans - Dates for trade fairs - Press releases - Newsletter 	<p>From the company</p> <ul style="list-style-type: none"> - Build a body work and paint marketing team - Make regular team meetings possible - Management approval of the marketing measures - Make a budget available <p>From the USM</p> <ul style="list-style-type: none"> - Coordination of all marketing activities - Involvement of all required departments within the company - Marketing budget administration - Creating and maintaining contacts - Implementing marketing measures

<p>Carry out customer satisfaction analyses</p> <ul style="list-style-type: none"> - Customer questionnaire - Number of complaints - Degree of service <p>Create a marketing plan for body work and paint</p> <ul style="list-style-type: none"> - Defining client groups - Client group requirements - Creation of specially-tailored plans - Internal body work and paint capacity utilization (fixing up used vehicles) - Internet presence - Presentations of the company's body work and paint (electronic data, flyers etc.) - Advertising - Acquisition measures for body work and paint - Maintaining contacts with clients - Taking part in trade fairs 		
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