

SECTION 1

Workplace structure and job roles

USE THIS SPACE FOR LEARNER NOTES

Learning objectives

After studying this section you should be able to:

- Identify organizational structures, their purpose and the roles of people within the structures.
- Understand the importance of obtaining, interpreting and using information in order to support job roles within the work environment.
- Understand different types of communication and their requirements when carrying out vehicle repairs.
- Explain how to develop good working relationships with colleagues and customers in the automotive workplace.

Key terms

After sales The section of a business which deals with the repair, maintenance and fitment of auxiliary components once a new vehicle has been sold to the customer.

Approved repairer A company/business which has been approved to undertake repairs on behalf of specific manufacturers.

Franchised dealer A firm selling and servicing a particular make of vehicle, appointed by the manufacturer.

Job description States the duties and responsibilities of a particular job role.

Mission statement An explanation of the main objectives of the company, its aims and why it is trading.

Organizational chart A chart with vertical lines of authority and horizontal lines linking people with equal status.

Organizational structure Who does what in a company.

Working relationships The interaction between colleagues when working together towards a common goal.

ORGANIZATIONAL STRUCTURES AND FUNCTIONS

www

www.ukmot.com/mot_check.asp

www.direct.gov.uk/en/TravelAndTransport/Highwaycode/index.htm

The automotive industry is very diverse. Companies vary in size and in what they actually do. Many specialize in certain types of vehicle and their sales or repair. Within the industry there are recognized subsections. The main subsections that could be incorporated into a dealership are listed below:

Reception	Vehicle repair workshop	Vehicle parts	Main office
Vehicle sales	Body shop	Paint shop	Valeting

Describe the function of the following sections:

Reception – where customers are greeted, their details taken and work is discussed and booked in.
It is normally where customers will return to, when collecting their vehicle and bill

Vehicle repair workshop – where the mechanical work is actually completed after customers
have given permission for it to go ahead

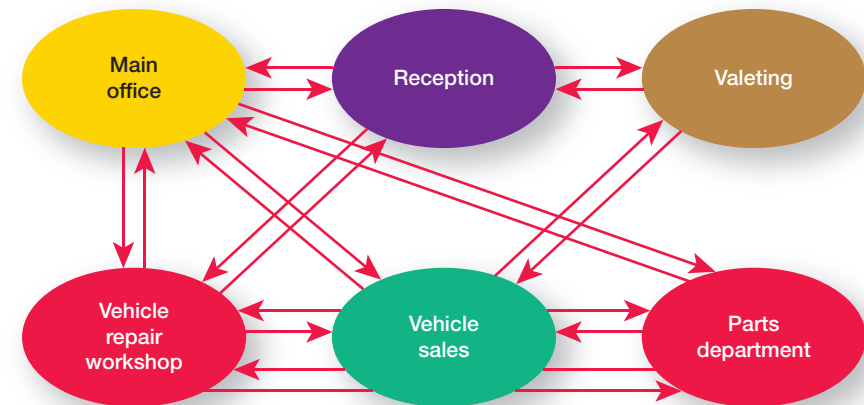
Vehicle parts department – where fast moving parts are stocked for the vehicles being
maintained. Special parts may be ordered in and items for vehicle enhancement may also be
available

Main office – any administrative work is normally carried out here such as invoice completion,
dealing with suppliers, completion of job cards, warranty claims, employee payrolls, etc.

Vehicle sales – new and/or second-hand vehicle sales are undertaken. Vehicles are displayed or
may be sourced for customers by special request

Body and paint shops – some dealerships may have their own body work areas. Others may go
to specialists to have the work done. Accident repair work, minor superficial damage from vehicle
transportation or vehicle enhancement may be carried out

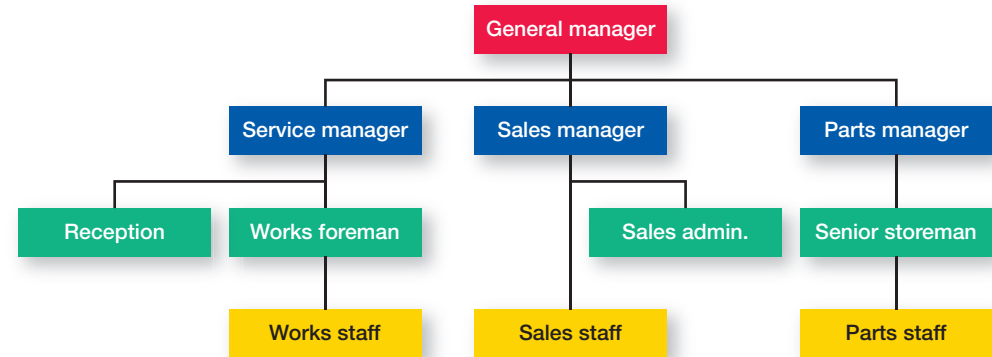
Valeting – many companies have a vehicle valeting area. Vehicles may be booked in by
customers especially for valeting, or it may be part of a standard service, before any vehicle goes
back from maintenance or repair



Some of the sections above may need to communicate directly with each other during the course of their work. Draw coloured lines between the sections which would communicate with each other directly. Show the direction of communication on the diagram.

Discuss the reasons for your choices with a colleague or within your class group.

The diagram below a typical organizational structure for a medium-sized business.



Each employee in a company should be aware of their own role and the role of others. Disputes may arise if anyone is uncertain about who does what.

Identify from the diagram above who the following people would be in direct communication with:

Workshop team leader – workshop staff, reception, service manager

Parts manager – senior parts person, sales manager, service manager, general manager

Workshop staff – team leader

General manager – sales manager, service manager, parts manager

Complete the following statement.

The Service manager is responsible to the General manager for all of the workshop staff and reception.

Note: Another term for 'team leader' which may be used could be 'foreman' or 'forewoman'.

OBTAINING, INTERPRETING AND USING INFORMATION AS PART OF A JOB ROLE

In the modern automotive repair workshop, information and specifications on vehicles, components, oils and fluids need to be used constantly. This can be obtained from a number of sources.

Give an example of what type of information you would expect to get from the sources listed:

Garage staff – general information on repair procedures and company policy

Manuals – specific dismantling and repair procedures

Data books – technical data for servicing and maintenance

Parts lists – part numbers and inter-changeability of components

Computer software and the Internet – technical data, repair procedures, fault codes

Manufacturer's data – fluid specifications, service intervals

Diagnostic equipment – measurements, tolerances and setting up procedures

Wall charts – tyre sizes and pressures. Vehicle weight/brake performance

It is important that the information from these sources is correct and that it is properly used.

Why is this? if the information is not up-to-date or has been incorrectly interpreted, it could have serious consequences when carrying out servicing or repairs to a vehicle

It is also important that any replacement parts used on vehicles are of good quality and meet the manufacturer's original equipment specification.

Why is this? the use of sub-standard parts could have a serious effect on vehicle safety and could also result in warranty claims for faulty components being refused

When sourcing parts from suppliers, many will work from the vehicle registration number. However, every modern vehicle has an individual 'Vehicle Identification Number' (VIN). It is important to locate this and record it correctly, as it can be very useful when trying to find information about a vehicle.

Give examples of what the VIN can tell a technician about a vehicle.

country and year of manufacture; make, model and serial number; assembly plant; body style;

engine type; and braking system to model, restraint system, etc.

The VIN can be found in different places on various vehicles. Name three popular locations.

1 inside the vehicle close to the door post

2 on the dash panel near the windscreen

3 on the bulkhead.



For an interactive website which will decode a VIN number, go to
<http://www.analogx.com/contents/vinview.htm>

Select data from the Autodata chart and answer the following:

1 What make and model of vehicle do the data refer to? Ford Focus (04/08) 1.6D

2 What is the capacity of the cooling system? 7.3 litres

3 What is the recommended torque for the sump drain bolt? 25 Nm

Not all information is related to the actual repair of a vehicle. In some cases vehicles are inspected and not repaired. Give two examples of when this may happen.

1 a pre-owned vehicle, prior to resale or delivery to a customer

2 when a vehicle over 3-years old is undergoing an annual test (MOT).

General inspection and testing sheets provided by various motoring organizations may be used, others are produced by specific manufacturer's for their own models.

List five systems or components which are checked when carrying out an inspection on a vehicle:

1 brakes

2 steering

3 exhaust

4 suspension

5 tyres



Go to www.motester.co.uk for information on the MOT test, to see what is checked and if your answers above are correct.

Remember to respect the customer's vehicle – no unnecessary high speed cornering or wheel spinning!

Autodata	
Make/Model : Ford Focus (04/08) 1.6D ECOnetic 2007-10 Engine code : G8DD	
Complete Data List	
Cooling system - total capacity	litres: 7.3
Brake fluid	Type: Super DOT 4
Power steering fluid	Type: WSA-M2C 204-A
Tightening torques	
Cylinder head instructions	: ⚠
Cylinder head	
	Renew bolts: Yes
	Tighten: 20 Nm
	Tighten: 40 Nm
	Tighten: 130°
	Tighten: 130°
Other engine tightening torques	
Main bearings	Renew bolts/nuts: Yes
Main bearings	Stage 1: ⚠
Big end bearings	Renew bolts/nuts: Yes
Big end bearings	Stage 1: ⚠
Important note	
91	
1. 10 Nm	
2. Slacken off 180°	
3. 10 Nm	
4. 130°	
Oil pump to cylinder block	: 10 Nm
Sump bolts	: 10 Nm
Sump drain bolt	: 25 Nm
Flywheel/driveplate	: 30 Nm + 90° ⚠
Clutch pressure plate	: 29 Nm

What are the MOT requirements for VIN numbers?

the VIN number must be permanently displayed, consistent and legible

When carrying out vehicle tests and inspections, it is important to work to the correct logical procedures. Why is this important?

so that nothing is missed and by working around the vehicle in the right order, that the inspection time is kept to a minimum

Vehicles that are diagnosed for faults may also need to be road tested. When else may a vehicle be driven by a tester?

after repairs, to ensure that they have been completed correctly and that the vehicle is safe for the customer to use

When road testing a vehicle, what code must the driver adhere to at all times?

the Motorway Code

COMMUNICATION WITHIN THE AUTOMOTIVE WORK ENVIRONMENT

When problems and misunderstandings do arise, it is often because of poor communication. Good communication is an essential part of every working day, for employees at all levels.

In a typical garage, there will be daily communication between colleagues within a department, between departments, between management, supervisors and shop-floor staff, and between customers and reception staff. The company will also communicate with suppliers, subcontractors, vehicle manufacturers, advertising agencies, banks, accountants, lawyers, the council, and so on.

What might happen if a customer is not dealt with using good, clear communication and there are misunderstandings?

The trust and goodwill of the customer may be lost. As a result the customers may go elsewhere and you may never find out why

Non-verbal communication

It is not only your words that communicate – so too does your facial expression and the way you stand and move. Customers will notice your body language: for example whether you smile and look directly at them or slouch and avoid their eyes.

Problems in communication

Some things can cause problems in communication.

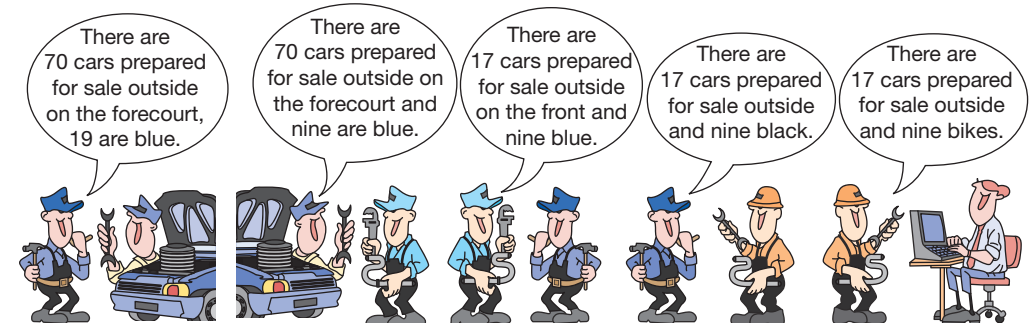
Lack of communication

Problems can arise if people are not told things they need to know. Changes to systems, safety issues, shop-floor problems and the like must be passed on to the right people without delay.

Delays in getting information to staff may be caused by pressure of work or different hours of work (such as part-time, full-time, or shift work).

Incorrect communication

Problems can also arise if the information given is wrong. An example of this is shown below.



If a message is passed orally via several people, it may become totally changed!

How can the problem shown be avoided?

always write down messages for people, while the information is clear in your mind, making sure all important details are included

Methods of communication

This section is particularly concerned with the effects of communication on working relationships. The method of communication chosen will depend on the situation. List where different types of communication would best be used.

Direct discussion – face-to-face conversation

- 1 with a customer, to find out their requirements and to advise them
- 2 between colleagues, about a particular job
- 3 with management and supervisory staff, to talk over procedures and problems.

Writing

- 1 recording customer and vehicle details
- 2 preparation of job sheets, inter-department memos
- 3 letters, reports, manuals, notices.

Telephone, text or email

- 1 quick communication with customers, suppliers and others
- 2 between departments and colleagues
- 3 quick contact with emergency services.

Where written reports are required they should be factual and contain sufficient detail to avoid confusion.

Records of work carried out are an important part of the communication requirements of the automotive industry. These may take the form of inspection sheets as well as manufacturer's fleet and company records. They may also be customer records and job cards.

Give **five** items of information that would be expected to be completed on a finished job card:

- 1 customer's details
- 2 vehicle details
- 3 job details
- 4 parts used
- 5 time taken.

Explain why records are important.

they are a check on the work that has been done and the time taken, parts used etc., which are required for invoicing. They can be kept to be referred back to if further queries should arise. They may be needed for warranty claims and can also be linked to computer systems which will automatically flag up annual reminders for servicing and testing

GOOD WORKING RELATIONSHIPS WITH COLLEAGUES AND CUSTOMERS

Working relationships develop with the people who work alongside you. As you interact in the workshop with the manager, other mechanics and fitters, or your supervisor, you build working relationships with them. Good working relationships are very important to the success of every business. You may not be friends with all your colleagues; occasionally you may even dislike some of them. But to help the business run smoothly, you must get on with all of them professionally.



Remember that communication of information can change with the target audience, depending on how much they know about the subject concerned.

Working as a team

To make the company successful, all of its employees must work together. They must cooperate, like members of a football team: this is teamwork.

If the firm does well, and employees get on with each other and trust each other, there will be a good feeling in the workplace, and people will be enthusiastic about their jobs. This feeling is called good morale.

When everyone works hard, and no one wastes time or resources, the firm will be efficient. By being efficient, employees will get a lot done – they will be productive.

If a team with good morale works efficiently and productively, customers will be satisfied and pleased to come again. They are also likely to recommend the firm to others, so it will gain a good reputation. And this in turn will bring more business, and the firm will become even more successful, and will grow. It will gain a good company image.

What are the key points of teamwork?

- good morale and quality of work
- high productivity
- customer satisfaction
- good reputation
- success.

Building good relationships

Here are a few examples of the kind of things that can upset good working relationships:

- In everyday conversation you may discuss your social life, sports, films, and so on. You may find that a workmate has opinions on some topics which are different from yours. Never allow these differences to spoil your working relationship.

- Sometimes you may find colleagues who lack interest or enthusiasm, who are lazy or incompetent, who keep being absent, and so on. If people do not 'pull their weight' in the workplace, this can cause anger and frustration among other members of the team.
- Beware of anyone who ignores company rules and regulations, or safe working practices. This behaviour can create problems or even dangers for everyone else in the company.
- Personal appearance and hygiene are important. Employees who do not bother with these may upset colleagues, and this may affect the performance of a workforce.
- Managers and supervisors should not show favouritism and should pay everyone fairly.

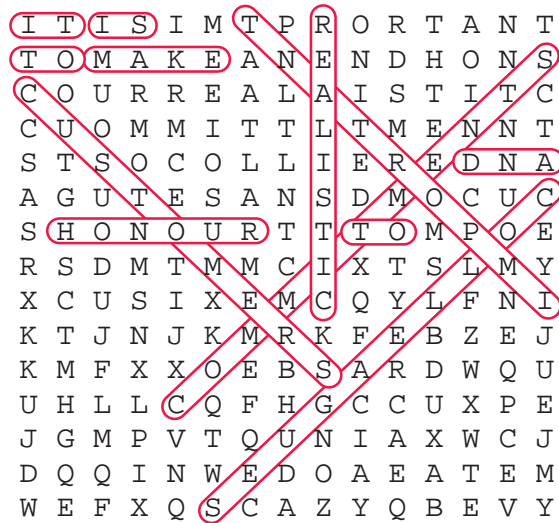
List ways in which you can build good working relationships with your colleagues:

- recognize that there are differences in personality and temperament
- treat colleagues politely and with respect
- cooperate, and assist willingly with requests
- talk with colleagues about problems, changes or proposals
- if something you are doing goes wrong, or if you break something, tell your supervisor straight away
- when a working relationship breaks down, be honest and fair, and try to put things right.

WORKING RELATIONSHIPS

Find the words which make up the following statement hidden in the word search below:

'It is important to make and honour realistic commitments to colleagues and customers'.



AND
COLLEAGUES
COMMITMENTS
CUSTOMERS
HONOUR
IMPORTANT
IS
IT
MAKE
REALISTIC
TO
TO

Multiple choice questions

Choose the correct answer from a), b) or c) and place a tick [✓] after your answer.

- 1 The valeting section in a large dealership would support the:
 - a) repair workshops and car sales section [✓]
 - b) body shop and parts department []
 - c) reception and office administration. []
- 2 The receptionist in a large organization will have direct links with the:
 - a) parts department []
 - b) customer [✓]
 - c) cleaners. []
- 3 In an automotive environment, a trainee should expect to:
 - a) be supervised by a technician [✓]
 - b) deal directly with customers []
 - c) work on vehicles unsupervised. []
- 4 In an automotive environment, a general manager would be responsible for:
 - a) supervising the workshop cleaning rota []
 - b) selling cars to customers at weekends []
 - c) all aspects of the business. [✓]
- 5 When changing the camshaft drive on an engine, the correct procedures would be found in:
 - a) an unleaded petrol information manual []
 - b) timing belts and chains manual [✓]
 - c) service data book. []
- 6 If recognized procedures and processes are not carried out when working on a vehicle:
 - a) the job can be completed much quicker and more cheaply []
 - b) the job may take longer or not be completed properly [✓]
 - c) the foreman will be pleased that you have taken a short cut. []
- 7 A 'VIN' number allocated to a vehicle is important when:
 - a) renewing road tax []
 - b) completing an invoice []
 - c) ordering spare parts. [✓]
- 8 Important messages for colleagues, taken over the telephone, should be:
 - a) passed on to colleagues immediately, in writing [✓]
 - b) passed on to colleagues verbally, when next seen []
 - c) recorded and played back at lunch-time. []