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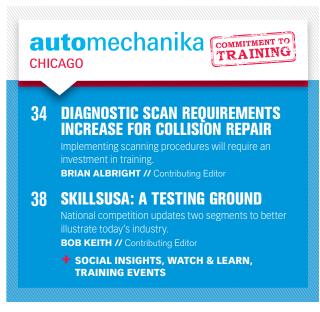
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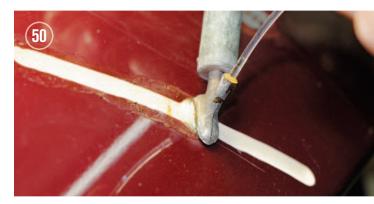
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ABRN (USPS 437970) (Print ISSN: 2166-0751, Digital ISSN: 2166-2533) is published monthly, 12 times per year by UBM 131 West 1st St., Duluth. MN 55002-2005, Periodicals Pestage paid at Diulth, MN 55005 and at additional mailing offices. Subscription prices: U.S. one year. Sde: SU: Nor vest. 339, one year Canada. St. Yit. voy ear Canada. S149; one year international. S2006. For information, call (68) 527-7005 or (218) 723-9477. POSTMASTER: Send address changes to ABRN. P0. Box OD18, Diulth. MN 55006-6018. Please address subscription mail to ABRN. P0. Box 6018, Duluth, MN 5506-6018. Canadian G.S.T. number: R-124213133RT001. PUBLICATIONS MAIL AGREEMENT NO. 40612600. Return Undelv-erable Canadian Addresses to: INEX Global Solutions, P. 0. Box 2542, London, ON MRC 6682, CANADA. PRINTED IN U.S. Addresses to: INEX Global Solutions, P. 0. Box 2542, London, ON MRC 6682, CANADA. PRINTED IN U.S. Addresses to: INEX Global Solutions, P. 0. Box 2542, London, ON MRC 6682, CANADA. PRINTED IN U.S. Addresses to: INEX Global Solutions, P. 0. Box 2542, London, DN MRC 6682, CANADA. PRINTED IN U.S. A

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TRIPLE BOTTOM LINE OFFERS A New Focus for Collision Shops

TSCHANEN BRANDYBERRY // Special Projects Editor

ANAHEIM, Calif. — The collision repair industry for years now has put a focus on training, environmental impact, sustainability and the bottom line overall. A new movement is afoot now, taking an approach seen in other industries and applying it to collision repair: the triple bottom line.

The idea was brought to a broader base of collision repair professionals at NACE 2016 at the panel, "New Opportunities in the 21st Century: Improving Profitability, Organizations and Environments."

The triple bottom line revolves around people, planning and profit. This approach allows businesses, including collision repair shops, to better perform within the system of the environment and society. This, in turn, makes the business — and the triple bottom line — more sustainable when it comes to both your people and your effect on the environment.

"The collision repair industry is wellpositioned to apply triple bottom line thinking," moderator and coalition member Mike Shesterkin said. "It's (engrained) in the industry to make contributions to society and lower environmental impact."

From a repairer's perspective, there are a couple of things affecting total economic losses, an aspect the triple bottom line approach aims to reduce.

"It goes to the process of managing the total loss and dealing with our customer, and the most important part is the customer and what they desire. There are a number of inefficiencies when a car totals for a host of reasons," said panelist Erick Bickett, CEO of Fix Auto. "But it seems silly to me. We total these cars and we buy recycled parts. But where are those high-quality parts on the cars we're totaling going? Only 25 to 30 percent of those cars we total are recycled. If we can make some changes on the macro, we could do some really great things for the consumer, for the insurers, for the shops. And it goes beyond money."

Additionally, when you implement the triple bottom line and focus on repairing, not totaling, you are employing more people in the industry.

So now it's time to move forward. There is a growing demand from a con->> CONTINUES ON PAGE 8



BREAKING NEWS

VEHICLE SECURITY: KEEPING TECHS IN & The BAD GUYS OUT

TSCHANEN BRANDYBERRY // Special Projects Editor

ANAHEIM, Calif. — With increased connectivity on vehicles for safety, comfort, repair notifications and more, keeping the information secure and the vehicle safe is a top focus of those interested in telematics.

Fitting, then, that the Technology & Telematics Forum at NACE | CARS 2016 kicked off with a panel conversation around vehicle security and hacking. The growing concern is: How do you keep (or get) the repair shops in and the bad guys out?

It definitely is an issue, as Mahbubul Alam, a panelist with Movimento Group, describes the vehicle as a hamburger: There are parts on top of each other similar to a patty of meat, toppings and sauces. But when the parts were put together to create the vehicle, they were not done so with security in mind.

"Security is just an afterthought that came along," he states, adding that it now is important to design everything from the ground up to be secure. It is covered as the five Cs: the chipset that goes into the electronics, client (software security), connectivity, cloud and content.

It is important to make sure the architecture of the vehicle >> CONTINUES ON PAGE 8 INDUSTRY NEWS

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sumer perspective for products and services born of a triple bottom line approach. As an example, Shesterkin noted the non-GMO and locally sourced food found more and more in local grocery stores. Called the LOHAS (Lifestyle of Health and Sustainability), this \$300 billion market is becoming more applicable to more industries.

To take advantage of this growing demand and the triple bottom line benefits for a collision repair business, it begins with engaging stakeholders and working with them in implementing processes. Following that, a business needs to show a model of the triple bottom line, and that starts with dialogue, such as the NACE panel.

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info@car-o-liner.com 844-833-9419 In addition to Bickett, panelists were Kevin Gardiner, Regional Manager of AAA Southern California, and John Southerland, professor of mechanical engineering at Purdue University.

The Coalition for a Triple Bottom Line in Collision Repair began focusing on this process in earnest this year. The group is comprised of Joe Hayes, GM-GEnviroSafe; Chuck Sulkala, National Auto Body Association; Ron Guilliams, Service Dynamics; Jeff Wildman, BASF; Bill Orr, AkzoNobel; Farzam Afshar, Verifacts; and Shesterkin. ■

>> CONTINUED FROM PAGE 7

is compartmentalized so that when someone tries to hack the vehicle in the ways outlined by fellow panelist Craig Smith with Theia Labs — for example going after the TPMS — they cannot get through the whole system. Alam related it to going from one key for your house to having a separate key to enter each individual room in the house.

"We have to make sure each door has a separate key. If you enter through your garage, you should not be able to get into the house. If you enter through your living room, you should not be able to get into the bedroom," Alam says. "It means you don't allow it to spread." Moving to these compartments allows over-theair updates to fix these attacks.

But as these technologies come along, Smith says it will be a process to be aware of and vocal about OEs allowing access to firmware. While they want to protect the firmware from the "bad guys," technicians will need to be able to work with these systems and repair future vehicles.

"The OE gets to pick and choose who gets these keys, and they can set the pricing," Smith says of technology like scan tools that would need updated for these services. "Only the people who are currently playing the game are going to be able to continue and they will block out others. That's my concern." **M**



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NACE COVERAGE

ALLDATA: LOOKING AT COLLISION REPAIR TRENDS

TSCHANEN BRANDYBERRY // Special Projects Editor

ANAHEIM, Calif. — As fast as vehicle technology and compositions are changing, it is becoming more important for collision shops to stay current, informed and prepared to do repairs according to OE processes.

This is just one of several trends of which ALLDATA has taken notice, as it continues to position itself to help collision repair shops best serve customers. Its largest set of OE repair procedures for both mechanical and collision repairs help place the company as a go-to source for information for repairs. And this is becoming increasingly important with trends the company is seeing play out.

Starting with the crux of the ALLDATA system — information — it is becoming

increasingly necessary to follow OE repair processes because of the changing complexity of vehicles and increased liabilities shops today face, says Chris Hollingsworth, vice president, sales and business development – North America.

By following the OE repair procedures, technicians will be able to navigate the multiple steps in the proper order, increasing the ability to work within cycle times and avoid sending an unsafe vehicle back on the road. Whether it is advanced materials or snap-assemble sections, it is imperative to properly repair vehicles according to OE procedures.

"If you don't follow the OE repair process, it's a liability," Hollingsworth says. Additionally, he adds that another trend is insurers and DRPs requiring the use of OE data to limit liability. Beyond that, the regulatory environment is becoming more active, especially because it is an election year. It boils down to did you do everything you needed to do to make that vehicle safe, Hollingsworth says. Repairers must complete thorough coverage of the vehicle, ensuring every repair is completed.

The OE recall crisis ties into that. Hollingsworth says that the collision industry is likely one step away from being held accountable in the same way the OE dealers are held accountable to repair these recalls. Today collision repair shops need to have customers sign documents acknowledging that the shop informed them of the recalls, and they chose not to have them closed at that time, limiting the liability the shop faces. **■**

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SCHOLARSHIPS

CREF ANNOUNCES SUPPORT FROM DRIVEN BRANDS

The Collision Repair Education Foundation announced a commitment of \$40,000 from Driven Brands to support the Education Foundation's upcoming collision career fairs around the country that connect high school and college collision students with potential employment opportunities. Driven Brands will participate in the second annual Cars, Careers & Celebrities Expo on Sept. 16 at the Chicagoland Speedway, which attracts collision and automotive



students from the Midwest and beyond. In addition to the Chicago event, Driven Brands will be participating in the Education Foundation's fall career fairs taking place in Minneapolis, Boston, Atlanta and Columbus, and have access to the hundreds of collision students' resumes that will be collected by the Education Foundation.

"We're excited to partner with the Collision Repair Education Foundation to bring high school and college students closer to a satisfying, lifelong career," said Jose Costa, Group President of Driven Brands' Paint and Collision division. "By partnering with CREF, we're able to connect with aspiring technicians, relay the benefits of work in the paint and collision industry and share the many success stories of our franchisees."

FALL 2016 HIGH SCHOOL & College Collision / Automotive career fairs

Chicago – Sept. 16 St. Louis – Sept. 23 Boston – Oct. 5 Atlanta – Oct. 20 Columbus, OH – Nov. 16

Collision Repair Education Foundation Director of Development Brandon Eckenrode noted, "I would like to thank Driven Brands for joining the Collision Repair Education Foundation in our efforts to not only support high school and college collision school programs but also connect their students with employment and career opportunities. Through their support we will be able to continue and enhance our efforts in ensuring that graduate students are ready for entry-level employment within the industry. Through their participation in our events, Driven Brands can showcase their opportunities around the country. We thank them for their support!"

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ASSOCIATION NEWS

I-CAR AND ASE ANNOUNCE COLLABORATIONS

I-CAR^{*}, the Inter-Industry Conference on Auto Collision Repair and ASE, the National Institute for Automotive Service Excellence, announced a collaboration that aligns and builds upon I-CAR's training and curriculum and ASE's testing and certification program.

I-CAR and ASE have been working for more than a year and a half in close collaboration on a set of joint initiatives for the benefit of technicians, students, schools and the industry.

I-CAR CEO & President John Van Alstyne and ASE President & CEO Tim Zilke made a series of major announcements at NACE | CARS 2016 in Anaheim. Calif.

The organizations worked to collaborate to better recognize investments made in I-CAR training, related industry work experience and ASE certification testing accomplishments.

To that end, ASE will now recognize I-CAR ProLevel[®]2 or 3 Platinum[™] status to satisfy the requirements for ASE collision repair and refinish work experience.

I-CAR will now grant two credit hours toward Platinum annual training requirements for technicians who hold an ASE Collision Repair certification.

This collaboration will eliminate redundancy for technicians who seek to earn both designations, reduce the total training time and reduce the time required to earn those designations.

A second important need for the organizations was to better collaborate in relation to curriculum

and accreditation for career technical school collision repair programs. The collision repair industry defines training standards for these programs through NATEF, the National Automotive Technicians Education Foundation. which accredits those programs that meet the standards. In 2012, I-CAR launched the Professional Education Program Education Edition[™] (PDP-EE) to align the collision repair training delivered by schools with the training I-CAR delivers every day to the rest of the industry.

Zilke notes, "The combination of I-CAR training, NATEF program accreditation and ASE certification brings our industry full circle for finding and creating world-class collision repair and refinishing technicians." ₹



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ANOTHER DOCUMENTATION OF AN OF

nywhere people gather there are expectations. However, many are unwritten or even unspoken. For example, we would not dress the same to attend a football game as we would if we were attending a formal business dinner. If you did, those in attendance would likely send signals to you that you are dressed odd or inappropriately. Those recognized as new to a group are expected to learn quickly what is expected of them in the way one acts or in the way they dress in order to adapt to the "norm."

Business culture defined

Each automotive repair business has its own unique personality, just as we do as individuals. This personality is its business culture. This culture is often invisible or not recognized by those working in it, but it is a powerful force that dictates the success of the business, including employee engagement and retention, customer service, internal and external relationships and quality of work being produced. It truly dictates whether a business will fail, survive or be wildly successful. When business culture is ideal, it become a sustainable strength, often centered on its willingness to learn and share knowledge.

In their book *Creating a Learning Culture*, Marcia Conner and James Clawson describe culture as follows:

"Culture can be defined as a pattern of learned assumptions that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to the problems of survival and integration."

Within an automotive repair facility, you can quickly begin to think of possible "learned assumptions" that might be dictating the way its employees dress and how they treat each other and customers. There are a number of elements that play deeply into these assumptions and will determine a business's level of success or ultimate failure.

Elements of a business culture The keystone of all elements: Learn-

ing — In an automotive repair business, this single element of its culture truly determines its success. Learning is the only source of a sustainable competitive advantage. In our industry, everything is changing rapidly, including vehicle technology, repair technology and approaches, tools and equipment, shop layout, management approaches and more. Businesses that can learn the most and the fastest will out-pace and ultimately out-compete its competitors.

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I-CAR offers a great online course on "Implementing a Learning Culture" that is highly recommended and can be found at www.i-car.com.

There are several additional sub-elements to the element of learning, including the need to share what is learned. An automotive repair facility that expects its employees to learn all they can and then share what they have learned with one another maximizes its return on investment (ROI) of training.

Precision and detail — This element determines the business' quality of work. A business that puts a high emphasis on precision of a repair has better CSI scores and typically understands the need to learn how a repair should be made to me considered safe and proper.

Outcome and results — A repair business that excludes precision and detail and focuses only on moving cars through the shop, often make quality less important. They will do whatever it takes to get a repair job and get it out the door — even if they are not properly trained or equipped to do so.

People — This element, when placed in proper perspective, relates to a business understanding and appreciating its employees and customers, not just for what they can get out of them, but also for who they are and what they contribute to the business, team and community outside of production. Repair businesses that see employees and customers only from a production perspective struggle with employee engagement and retention as well as customer retention and low CSI scores.

Collaboration and teamwork — Historically, repair facilities often create internal competition between technicians. On the surface, this seems to increase production, but from a cultural perspective, it undermines the business's overall ability to grow, meet overwhelming demands and create a working environment that exceeds historical beliefs around production, quality and employment satisfaction.

Repair businesses that structure and reward teamwork and collaboration (i.e. rewarding employees who learn and share what they have learned with one another, rather than competing with one another) has proven to be the successful businesses of today and tomorrow.

These elements influence decisions and attitudes, and determine the business' future. Being aware of these elements in your culture and finding the balance and proper perspective between them can change your organization forever. **■**



JEFF PEEVY is the president of the Automotive Management Institute. Jeff has been involved in industry training and education for more than 20 years. jpeevy@amionline.org



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"A WOMAN'S PLACE..."

Make your shop more appealing to female employees and customers

BY JOHN YOSWICK // Contributing Editor

he "population" inside body shops has been nudging its way to looking a lot more like the population as a whole than it did decades ago. Shops generally report that the number of female customers equals or even slightly outpaces men, for example, and though male workers still greatly outnumber women, that continues to change. With the challenge of finding production workers, and the desire to make sure the front office is a comfortable place for female customers, shops are increasingly hiring women to fill the need.

We asked shop owners — male and female — around the country about what they are doing to make their business an appealing place for women to work or to have their vehicle repaired.

Focus your marketing on families

Wherever there are kids, there are generally moms who make decisions about the family's vehicles. That's why April



April White

That's why April White of White's Collision Service, a four-shop MSO based in Dallas, Ore., said she puts a lot of her company's marketing efforts toward "kids' stuff." "We primarily support local children's functions," White said. "Lots of youth sports but other extracurricular activities: church camps, Future Farmers of America and 4-H as well."

Joe Wheeler of Wheeler's Collision & Paint in Kelso, Wash., said one of the most cost-effective marketing methods he's

found is advertising on shopping carts in the local grocery stores.

"Those are excellent for advertising," he said. "It's like a billboard every



Joe Wheeler



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time they shop."

of Professional

Auto Body in

Bend, Ore., said

her shop sup-

ports school ath-

letic programs

and allows

Patty Rauch



Patty Rauch

churches and youth groups to hold car washes at the shop on weekends.

Cultivate online reviews

Several studies have found that in terms of service providers like plumbers, roofers and automotive repair, women tend to seek out and rely on online reviews.

Rauch said an employee recently told her that she'd met a woman at her daughter's school who told her she'd just posted on Facebook asking where to take her wrecked vehicle, and almost everyone had recommended Professional Auto Body.

"That made me feel good," Rauch said. "We do have an excellent reputation."

Organic positive reviews, such as when someone uses social media to ask for referrals, are powerful. But so too can be the types of reviews posted to services like Yelp, for example. Cultivating such reviews can be a low-cost and effective tool to reach more female customers. As customers pick up their vehicle at your shop, give them a hand-out with basic instructions on how to go use one or two of the online review sites to share their opinion of the quality of the work and level of customer service they received.

Certify your shop as 'female-friendly'

The website AskPatty.com focuses on helping automotive businesses learn how to better attract and retain female customers - and can even certify trained businesses as "female friendly," helping promote such businesses to women.

"The program is going to change the culture of your (shop) by providing ongoing training, helping with your marketing and helping you reach women online through social media and other online initiatives," company founder Jody De-Vere said.

The program begins with a 3.5-hour online course with testing for employees who interact with customers. A library of webinars then offers ongoing training.

AskPatty.com also offers training and other support for women working in the industry to help them succeed. Check it out at www.certifedfemalefriendly.com.

Don't overlook your restrooms

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your shop to fix her car, but it may influence her decision whether to recommend your shop to her friends. If you're unsure what elements (other than cleanliness) women like to have in a restroom, ask some female friends or family members to check your restroom and offer suggestions.

Get active on social media

Women tend to outpace men on many of the social media options out there, both in terms of sheer numbers and their level of activity. So as you use social media to market your shop, think about the types of content most likely to be of interest to women.

A few ideas: Use the automaker information websites, like www.crash repairinfo.com, to post information about their vehicle in relation to collision repair. Share articles about great road trips for families or improving the time in the car that parents spend with their kids. Do you know when your customers' birthdays are? Get your crew together for a quick video singing "Happy Birthday" to post to that customer's Facebook page.

Consider a change in pay-plan, required work hours

In terms of attracting more female employees, shop owners say there are a number of things that can help. The shift away from flat-rate pay for individuals to team-based production and pay also can help open the doors to more women working in production. It gives them a chance to contribute and earn a fair paycheck long before they might be able to do so in a competitive one-techper-car shop. Segmenting out the work and working as teams allows all employees — male and female — to focus on the aspects of the job at which they can most excel.

Younger men and women place more value than ever on work-life balance, so a team structure also makes it easier to allow employees more flexibility with work schedules. This can help them, for instance, get their kids to appointments and activities or to attend day-time sporting or other activities in which their kids are involved.

Give them a chance to work their way into the industry

Joey McCollum said one of the things that sets McCollum Auto Body apart from other collision repair businesses is a willingness to hire younger employees — men and women — who may not have much if any experience in the industry.

"I think we do a really good job of presenting opportunities to young people and helping them," said McCollum, who along with his brother and father operate four shops based in Portland, Ore. "There's a woman here who is 25 and has been here about three years, but came here with no industry experience. She's been promoted four times. She's now the lead repair planner for one of our direct repair programs here. And she'll probably manage one of our stores one day."

McCollum said with the lack of people coming into the industry, too few shops seem to take the time to offer an opportunity to young men and women.

"Spending the time and effort on these younger people pays off," he said. "I see a lot of loyalty from those people here, where a lot of people don't see a lot of loyalty among that generation."

Team up with a local trade school or community college

Many cities have organizations designed to attract and mentor women in construction and other traditionally maledominated trades. They may be looking for help in adding collision repair as among the trades to which they introduce women.

A community college or trade school also can be a good partner in helping attract women to jobs in the industry. The Okanagan College Women in Trades program in British Columbia, Canada, for example, provides encouragement to women looking to train in several trades, including collision repair. Over its sevenyear history, the program has trained 850 women in different skilled trades.

Nancy Darling, a coordinator of the program at the school, said research showed that the barriers to getting women into trades-related training are often minimum; she said often just a few hundred dollars for basic tools can make the difference in allowing a woman to start the program. And she said the women in the program are often among the most motivated students, because of their determination to prove themselves and earn a better living than they often will in other fields.

Even without this type of formal program, just mentoring a student can help ensure they enter the industry. Gigi Walker has often had female painters and apprentice techs on the staff of her business, Walker's Autobody, in Concord, Calif. She said one way shops can encourage more young women to continue their training and enter the industry is to offer them an opportunity to work at your shop while in school.

Build a culture

One woman who eventually left the industry said her two years in community college collision repair training was a positive experience; she'd even earned scholarships — including one from an industry organization — which encouraged her about the opportunity for her and other women in the industry.

But she found a very different reception when she went to seek work after completing the college program. It took her more than six months to find a shop willing to give her a try as a painter's helper; more than one shop owner she talked to, she said, told her shops don't want to hire a female technician.

Neither of her brief experiences at two different shops over the next 18 months

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were positive, she said. She said her treatment by employees and management did not rise to the level of sexual harassment, but was certainly "hostile" and "unwelcoming, at best."

She asked that her name not be used because although she has no involvement with the industry herself, her current employer is an industry vendor.

"I had really worked hard and looked forward to eventually working as a painter in a shop," she said. "I hope the shop environment is different now than it was then, or else shops are really missing out on a source of talent."

Her advice is for shops to build an



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"inclusive culture" whether or not any women work there. Have and enforce good policies about sexual harassment and discrimination. Don't tolerate inappropriate posters or calendars. Bring in outside training, if needed, to help employees understand what types of pranks, jokes and conduct aren't professional or acceptable and will result in discipline.

"Neither shop owner I worked with said they had any complaints about my work," she said. "But they weren't willing to address the workplace environment. Like most women, the last thing I wanted was for anyone to try to make any of the work easier for me because I was a woman. Either you have the skills and physical ability to do the work or you don't. But I do want my employer to expect everyone to treat all the people they work with respectfully. That's a culture that has to start at the top."

That culture can be important whether or not your shop ever has female employees. One industry consultant said a client shop actually lost a direct repair agreement because a male shop manager made inappropriate comments to a female insurance company representative.

"That hasn't happened again, once the shop instituted a zero-tolerance sexual harassment policy and made sure all employees understood it," the consultant said.

A lot of those who offered input for this article noted that most of their suggestions for making your business attractive to women are also just good business practices that can help improve your company — whether or not you've set your sights on appealing to more female employees or customers.



JOHN YOSWICK is a freelance writer based in Portland, Ore., who has been writing about the automotive industry since 1988. jyoswick@spiritone.com



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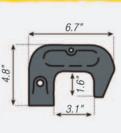
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DF-SPRHR3 Large Arm



Hiring for growth

The right culture allows you to develop the talent you need

hen I talk about building our company's culture — and I do that a lot because it's a key area of focus for me — I often say a lot of it comes

down to our hiring.

The bottom line on hiring for me is that we hire almost exclusively based on personality rather than just skill level. I believe if we hire the people with the right personalities, we can give them the skills they need to succeed here.

So many shops hire because, for example, they need a painter right now. So they find someone who knows how to paint. They don't try to figure out what that person's personality is like; they don't care if that painter is a positive person or a negative person. They just need someone right now who knows how to paint. So they are fast to hire someone who they think must be able to do it because, after all, he has painted at 14 different shops.

Personally, I'd wonder: If it didn't work out for him at 14 different shops, how is it going to work out differently for him here?

Since our business is growing and we place a real emphasis on training and promoting from within, we'd rather hire entrylevel people with the right personality, attitude and willingness to learn. We want those who are team-oriented, who want to be part of something bigger than themselves. Skills are on the list of things we look for, but it isn't at the top of that list.

For one thing, lower-skilled positions tend to be easier to fill than highly-skilled positions. If we can get the right people into those positions and train them within our company, we will always have someone ready to move up into a higher-skilled position. Our team system helps all employees recognize that the faster they can help train others and get them up-to-speed, the more money the team as a whole makes.

So we don't hire because we need to fill a particular position with a person; we generally already have someone within the company who can step into an open position. Instead, we hire



THE BOTTOM LINE ON HIRING FOR ME IS THAT WE HIRE ALMOST EXCLUSIVELY BASED ON PERSONALITY RATHER THAN JUST SKILL LEVEL. people with the right attitude and train them into whatever position best matches their strengths and interests.

That said, I won't intentionally not hire someone that held a skilled position at another shop. But too often we're all just stealing employees from our competitors, which causes a lot of resentment. If someone has heard about us and thinks, "That's the culture I want," that's one thing. But I'd rather not lure employees away from other shops in place of developing our own talent.

If you want to see an example of the concept that I'm trying to implement within my business, look no further than Enterprise Rent-a-Car. Other than a few very specific roles within Enterprise (like accountants or lawyers), virtually everyone at that company started out at the bottom. I've personally talked to people as high up as an assistant vice president at that multi-billion company, and they all started out washing rental cars. They were offered a path and knew that if they worked hard and hit their numbers, they would move up within the company.

That's what I'm striving for (though we're certainly not there 100 percent yet). Training your own and promoting within gives your employees a sense of opportunity to grow their own skills and move up into new positions. They have a career, not just a job.

It also gives me the opportunity to add new locations knowing I have people ready to move into the key positions at that new location. That, too, changes the culture within your business. I remember when I opened my second shop there was some concern and even animosity among employees about how the work would be divvied up. Now my team knows that such growth just means more opportunity for them. They ask me when we will be adding another shop, because they want to manage it or be the head body tech. etc.

RYAN CROPPER owns Able Body Shops, with two locations in Anchorage, Alaska, as well as Total Truck Accessory Center. Email Ryan at *RCropper@ablebodyshop.com*

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Always looking ahead

Texas duo's three shops are on ambitious path to full-service business growth

BY JAMES E. GUYETTE // Contributing Editor

For Mike Matejek and Ronnie Johnston, the future's so bright they have to...build awnings.

Currently in the process of opening a third shop, the ownership duo had a bit of a quandary at their original location. "Like most shops in Texas, we have a problem with the summer heat, as our building faces north — and you know what that means for the east and west sides," says Johnston. "Technicians were complaining, so we added 18-foot awnings to both sides of the building that cooled the bays down and gave us more working space."

Matejek and Johnston again applied this made-in-the-shade architectural element to their second shop, being sure to include a similar structure as they drew up plans for their third location.

Set on five acres with easy access just a half-mile north of Interstate 290 in Cypress, Texas, First Choice Collision-Cypress "is our first shop to design and build ourselves, which enables us to maximize the use of the property and to customize the dimensions of the building to fit our needs," Johnston points out, citing the newly constructed 14,000-sq. foot metallic structure equipped with 24 body work bays, "and we have plans to build another building for our mechanic shop after we catch our breath."

"We opened our first shop 25 years ago with more desire to succeed than we had money," Johnston recounts. Called Westside Collision, this Houston location was originally comprised of 14 bays in an aging 7,500-sq. foot metallic building, while office functions were conducted in a separate freestanding wooden building. It was not the most luxurious nor efficient setup, but the two friends persevered in pursuing their ownership aspirations.

Working under a one-year lease with an option to buy for a set price within that timeframe, the pair made the purchase as the anniversary arrived. "Initially Mike and I wore every hat — from estimator to body and paint — until we grew enough in sales to justify hiring technicians and office help," he says.

"After eight years, we had outgrown the office and the shop and made the decision to expand. We added on an additional 4,250 square feet to the front of the existing building, 1,500 square feet. of office space and 12 more bays. We wanted to make a statement to everyone that drove by that a collision repair center did not have to look like the typical run-down, dirty shop. The front of the office is constructed of Austin chalk stone with green-tinted large



FIRST CHOICE COLLISION / WESTSIDE COLLISION Houston, Texas // www.firstchoicecollisionIlc.com

Ronnie Johnston and Mike Matejek	56 No. of employees 39,750 Total square footage	\$2,000 Average repair order
Owners	of shops	80
3 No. of shops	33, 14, 24 No. of bays per shop	No. of customer vehicles per week
25 Years in business	3.2 days Average cycle time	\$9.4 Million annual gross revenue

windows. On both sides of the office we attached porte cocheres (drive-through porches) for our customers. Our growth continued with added technicians and additional estimators, which allowed Mike and I to devote more time to manage our business," Johnston explains.

"So here we are, a beautiful showcase, and Mike and I were strutting around like two peacocks." Yet more changes were soon to come. "One of our biggest challenges at that time was having to take customers' vehicles to a local mechanic shop to perform alignments and mechanical issues our technicians were not trained to do. With this problem, we decided it was time to add on again."

Another building was constructed to install four mechanical bays, four detail bays, three paint bays with an additional booth, alignment equipment and an office. "We hired a certified

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mechanic and kept all the mechanical revenue in-house."

In 2011 came First Choice Collision in Conroe, Texas. Also housed in a metallic structure with an attractive stone front, Matejek and Johnston plan to add more footage by the end of the year as the brand-new First Choice Collision-Cypress gets up and running and becomes an established enterprise.

They attribute their success to "honesty, quality and the fact that we coach all of our employees to exceed every customer's expectations," emphasizing the attention to detail they extend toward hiring and retaining the best staffers.

"Mike and I both have worked for other shops as body and frame technicians before opening our first shop. This has been helpful in knowing what our technicians' daily challengers are," Johnston says. "Mike and I are committed to giving our employees the opportunity to improve their lifestyle and to make a difference not only in our community but also in the collision repair industry. We want them to know that we can and will run our business with integrity and honesty."

Much emphasis is directed toward "following standard operating procedures and working as a team to deliver quality repairs in a timely matter." Johnston is quick to observe that "we could not be as successful without all of our dedicated employees."

Realistic expectations

A blended family of sorts among the two longtime friends plays a key role in ensuring operational excellence and continuity. Matejek's daughter Stacy oversees the administrative duties while Johnston's son Travis serves as a shop manager. "Ronnie is like an uncle to me; we grew up like family," says Stacy. "We work here together, and with Travis, I consider him like a little brother."

Johnston's stepson Cody Grappe is also on board in keeping with the goal of "grooming them to be able to step into our shoes one day." "Ronnie and I are both hands-on," says Matejek. "It's hard to hand it off, but we're bringing the younger folks up, and we all get along together."

Stacy marvels at the work ethic displayed by her dad and Johnston. "They're busy bees," she observes.

Mike Matejek has been personally overseeing construction at the new site and actively participating in the building process. He also runs a 15-head Black Angus cattle ranch and flies his own airplane.

"In my younger life I had wanted to fly for 30 years," says Matejek, explaining that he finally took off in pursuit of a pilot's license "when we moved to a neighborhood that was in the flight path of an airport."

Only 22 percent of the people who seek a pilot's license actually attain the document, according to Matejek, referring to the inherent difficulty of learning all the required details.

Some of that knowledge has been applied to the shop in the form of formulating checklists to ensure that every task is performed to perfection on every repair. "I use a lot of checklists," Matejek reports. "There are 117 items to check off before you can take off, so I share that concept with the fellows" on the shop floor.

A marketing campaign encompassing all three locations is being rolled out, and in the meantime bold signage, a clean and attractive look from the street, enthusiastic outside sales personnel for soliciting fleet and car dealer accounts, word-of-mouth referrals from satisfied customers and gentle recommendations from pleased insurance agents are all combining to deliver growth and prosperity for the business.

"Maintaining positive relationships with insurance providers is an easy task," Johnston asserts. "They have guidelines for us to follow like any business. If we provide quality repairs in the appropriate time and give great customer service while following their guidelines, our customers are happy and the provider is happy."

In working with vendors it is impor-

tant to "set realistic expectations of our needs and pay early," according to Johnston. "Life is all about relationships; having great relationships with automotive affiliates strengthens their willingness to refer customers to us and also steers our customers to them."

As for dealing with the customers, "accidents, whether big or small, are traumatic," he notes, "but getting your vehicle repaired doesn't have to be. We understand that auto repair is inconvenient — that's why we make it one of our top priorities to get your car in top condition and back on the road as soon as possible."

Being able to provide on-site mechanical repairs has proven to be a significant plus for customers and company alike. "There are many mechanical components that can be damaged in a collision," says Johnston, expressing confidence that any issues regarding a vehicle's suspension, electrical system, radiator, door locks, window motors, air conditioning, steering, exhaust, upholstery and other components can be efficiently addressed without leaving the premises. Paintless dent repair and towing are additional sources of revenue.

Prior to founding Westside and First Choice, Johnston had been a body and frame technician for 18 years. Matejek had an equally strong industry background, especially as it relates to mechanical repairs, as part-owner of a body/ mechanical parts house in Katy, Texas.

As Matejek parted company with his then-partners in search of a different career goal, "we worked together at three different shops for several years and became hunting and fishing buds. On one of our annual pheasant hunting trips I told Mike that we should open our own shop," Johnston recalls. "Then the following year on the same hunting trip I mentioned it again, and he said he was 'tired of hearing about it — so let's stop talking and do it." **■**



JAMES E. GUYETTE is a long-time contributing editor to ABRN, Aftermarket Business World and MotorAge magazines. JimGuyette2004@yahoo.com

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Diagnostic scan requirements increase for collision repair

IMPLEMENTING SCANNING PROCEDURES WILL REQUIRE AN INVESTMENT IN TRAINING

BY BRIAN ALBRIGHT // Contributing Editor

he more complex vehicles become, the more important trouble code scanning is in completing a repair. Even relatively minor collisions can damage sensitive vehicle systems that include sensors, cameras and other technology. Nissan, Honda and Fiat Chrysler Automobiles (FCA) recently issued statements indicating that pre- and post-repair diagnostic scans should be standard operating procedures during collision repairs in order to ensure that these new vehicle systems are operating safely.

"There is a lot of talk in the industry about whether or not it is necessary to scan every vehicle, pre- and post-repair. Do we really need to perform a calibration on vehicles such as Toyota or Honda? And what if it is not even occupied? Are there parameters to these items?" says Mike Anderson, president and owner of Collision Advice. "Quite often the OEMs tell us in their repair information that we need to do these things; however, insurers do not always pay for this work, and shops sometimes wonder if it is really necessary."

In July, Honda released a statement indicating that all Honda and Acura vehicles must have a pre- and post-repair diagnostic scans using the i-HDS tool because "The mechanical forces encountered in a collision can damage electrical circuits and components in ways that are not easily diagnosed with visual inspection methods."

Earlier this year, Nissan North America issued a position statement noting that it is their stance that "all of our vehicles be scanned following a collision repair to help ensure the vehicles' systems are communicating properly with no trouble codes outstanding. It is also recommended that, where appropriate, a pre-repair scan also be completed for reasons mentioned above. The safety of our customers is our number one priority, and we believe these pre- and post-repair scans are more and more integral to a safe, quality repair. We ask the general repair industry to adhere to these strict guidelines going forward."

FCA also issued a statement in early June to I-CAR, major insurers and collision repair associations that indicated scans would be needed even for minor procedures like disconnecting a battery. The announcement emphasized the need for using Mopar scan tools rather than aftermarket tools.

According to the statement: "Safetyand security-related systems, such as antilock brakes, supplemental restraint systems (SRS – air bags), occupant restraint controller (ORC), seat belts, active head restraints, forward-facing camera and radar, blind-spot monitoring and other automated electronic driver assistance systems MUST be tested for fault codes (DTCs) that could be active (current) or stored following a collision. Use of the Mopar wiTECH vehicle diagnostic tester is necessary before and after collision repair."

Implementing regular scanning procedures will require an investment in training and equipment for collision shops. Because of the wide variety of makes and models being serviced, most shops would need to partner with a thirdparty service provider or possibly work with local dealerships to ensure they can identify and interpret the trouble codes.

Continue reading at ABRN.com/scan.



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SOCIAL INSIGHTS

REPAIRING THE SRS

As a collision repair professional, you probably know that when a seatbelt is damaged, it must be replaced - it cannot be repaired. But, did you know that Toyota also recommends replacing any wire harnesses or connectors of the Supplemental Restraint Systems (SRS) that are damaged during a collision? During a collision repair, it is important to focus on safety when handling these components. Continue reading more from ABRN experts at: ABRN.com/SRS

DISPELLING MYTHS ABOUT VEHICLE-BASED ELECTRONIC DATA RECORDERS

Big brother is watching! Our privacy is at risk. Who owns the rights to the information stored in the vehicle? These are all good questions, but we are not politicians, lawmakers or judges who can answer those questions. But what we can dispel the myths about is "black boxes." Read more here: ABRN.com/BlackBoxes

WHICH WAY TO GO?

Diagnostic technicians as a group are truly creative when it comes to inventing testing methods. By this I mean we think of ways to apply theories we've learned to applications not originally intended. For instance,

🛅 🖻 🔊 in 🔽 🕇 🖇 🞯

I may apply the training I received about a Ford Drive-By-Wire Throttle Body to some other manufacturer as the testing procedures may be the same. Or I could tell you about some of the tools I made just to test a component another way that wasn't in the manual (haven't you?).

Learn the steps, tools and tests here: ABRN.com/DiagnosticIdeas

CONSOLIDATION OF THE CONSOLIDATORS

In case you haven't been paying attention, for some years now there has been a slew of reorganization, buyouts, consolidation and a push for market share in the collision repair industry. Names like Blackstone, Hellman & Friedman, Palladium, Omers, Boyd - who are they? Never heard of them? You might know them by the names they operate under like Service King, Caliber, Gerber and ABRA. In case you haven't been paying attention, companies like Driven Brands (who operates under better-known brand names like MAACO and CARSTAR) are also vying for opportunity and market share in regional markets that make up the nation. Learn more about the industry consolidation players in the market today here: ABRN.com/ConsolodatingShops

TRAINING EVENTS

OCTOBER 4-5

EcoLean Level 1 Workshop; Sherwin-Williams Automotive Finishes San Antonio, Texas

OCTORER 12

Body Shop Session; AASP-Minnesota Roseville, Minnesota

OCTOBER 15

Automechanicka Chicago - LIVE Training Event; **Fox Valley Technical College** Appleton, Wisconsin

OCTOBER 20

Through-Put Production Management; Sherwin-Williams Automotive Finishes Dallas, Texas

OCTOBER 21-22

Service-EDU: **Universal Technical Institute** Mooresville, North Carolina

NOVEMBER 1-4

SEMA 2016:

Las Vegas Convention Center Las Vegas, Nevada

NOVEMBER 1-2

Collision Industry Council meeting; Westgate Las Vegas Resort & Casino Las Vegas, Nevada

NOVEMBER 19

Automechanicka Chicago - LIVE Training Event; **Joliet Junior College** Joliet. Illinois

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STUDENTS PERFORMED the welding test and written test on other attachment types during the Attachment Methods segment of SkillsUSA.

automechanika COMMITMENT TO

CHICAGO

NATIONAL COMPETITION UPDATES TWO SEGMENTS TO BETTER ILLUSTRATE TODAY'S INDUSTRY

BOB KEITH // Contributing Editor

ll segments of the collision industry gathered in Louisville, Ky., for the SkillsUSA national competition. More than 150 students participated in the two industry competitions: CRT (Collision Repair Technology) and ART (Automotive Refinish Technology). I am personally involved in CRT, so the focus of this article will be on that competition. As

HHOUN

in the past, the competition was tough, and I was impressed by the final work product that the students created. Year after year, we continue to see the students improving their skill sets. These improvements are a major component of our goal as committee members. Those improvements come from better instruction from the schools, which affects all students, not just the competitors.

The industry is evolving rapidly due to changes in vehicle design, construction, repair methods and the use of technology. As a result, the competition needs to follow industry changes. The committees continuously review their respective segments to look for ways to keep up with the industry changes, keeping in mind that these are students who will be entry level techs once they reach the

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STUDENTS REPAIRED three identical types of damage in fenders donated by Toyota while the judges observed.

workplace. It's a delicate balance. In some areas, we need to focus on an "awareness of" and the "ability to comprehend" than actually test a hands-on skill set.

Two segments, Welding and Struc-

tural Analysis, held demonstrations of new tests to be rolled out for the 2017 competition.

Welding will be changing the name of its segment to "Attachment Methods"

at the 2017 competition. In the past, the test in this segment has been the basic I-CAR welding test. Segment leader Jason Bartanen and his committee determined the students need to have an



STUDENTS WAITED for their turn to present their resume and be interviewed.



STUDENTS MADE repairs to bumper covers donated by General Motors while the judges observed.

understanding of all methods of attachment that are currently in use today. The committee has made changes to the welding test to allow time for testing on rivet types, adhesive applications and welding alternatives such as squeeze type resistance spot welding, MIG braze and aluminum wire welding. Students must be able to identify correct products and processes using supplied OEM information to answer the questions. An added outcome of these additional tests is getting the schools and instructors to prepare the students for the need to research all repairs prior to proceeding with those repairs.

Ken Soupene and his committee also have been working diligently to upgrade the Structural Analysis segment.

We now will test the student's ability to review, read and correctly decipher OEM information. Mark Woirol and his team at Tech Cor donated several front structural rails and the accompanying information for our test next year. We will mark a non-repairable damage point on one of the rails and the students will need to determine if the part can be sectioned or not by using provided information. If the rail can be sectioned, they will need to identify the correct point of sectioning and the method(s) of attachment.

Mark Algie, chairman of the Plastic Repairs segment, and his committee also are reviewing their competition for future changes that may include plastic welding. With any addition of plastic welding to the competition equipment, donations will be needed to move forward.

The Metal Repair segment committee led by Jerry Goodson also is reviewing the need to add aluminum repair to its competition in the next two to three years. This addition also will need support from the industry for tool and part donations.

Making a change to the competition is about a two-year process. Standards have

to be written to distribute to the schools. The test is then demonstrated at the national event before being added the following year. This gives the schools time to introduce the test into their curriculum and coaching. This process also allows time for the state and local competitions to add the new tests to their contests.

The schools that want to engage in the National SkillsUSA competitions will be the "best in class" as they adjust their instruction to meet the changing demands of the industry. These schools are our best resource for entry level technicians. We need to make sure that we also support their efforts to compete. All of the states need help from volunteers and material donations to make sure that the state Skills competitions prepare the students.

Obviously, SkillsUSA is about much more than the collision industry. More than 6,000 students participated in 100 trade, technical and leadership competi-



STUDENTS TOOK the written tests, which consisted of an ASE type test, an estimating test and a structural analysis test for CRT students.

tions. CRT and ART are just two of those competitions. With family, coaches and various industry volunteers, there were more than 15,000 people in attendance. The week includes show-stopping opening and closing ceremonies and TECH-SPO. TECHSPO is a trade show where companies show their products and talk with students, parents and instructors - many of whom are prospective employees. On the last day of the event, the students can present their resumes to various businesses during a casual recruiting session. The SkillsUSA program serves more than 300,000 students and instructors nationwide, and more than 1,200 companies and organizations actively support the program.

Check out the SkillsUSA website — www.skillsusa.org — for information on

how you can participate at a state and local level. There are links to all of the state directors and even a program to introduce middle school students and their parents to the great careers in the trades. The "get involved" tab has resources for those that want to work with SkillsUSA in their communities.

There is a huge shortage of people in all of the trades today. Our industry is not the only one suffering greatly. We need to support those programs that will help us bring the best entry level technicians to our doors, and we need to onboard them in a thoughtful way. If they become bored, they not only will leave our stores, but will leave the industry. In a highly competitive market, we can't afford to lose these people to other trades. Let's make sure that as an industry we continue to support programs like SkillsUSA so that we get the best candidates to grow in our stores.

Don't sit back and wring your hands and cry that you can't find good staff. Be a part of the solution and get involved in your local schools and programs like SkillsUSA. Help to influence the students and their parents that the trades are a great way to earn a living. There is the potential for a huge return on your investment of time and/or money. Be a proud proponent of our industry and the fine men and women that work in it every day.



BOB KEITH is the Senior Director of Compliance and Education for Assured Performance Network. bob.keith@ assuredperformance.net

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TECHNICAL // ELECTRONIC SYSTEMS

KEYS TO THE ELECTRONIC REVOLUTION

FIVE FACTS DRIVING THE REPAIR OF THE LATEST ELECTRONIC SYSTEMS

TIM SRAMCIK // Contributing Editor

THE THIRTEENTH GENERATION of the Ford F-150 arrived with a new high tech structure and, just as notable, a host

of advanced electronic safety systems.

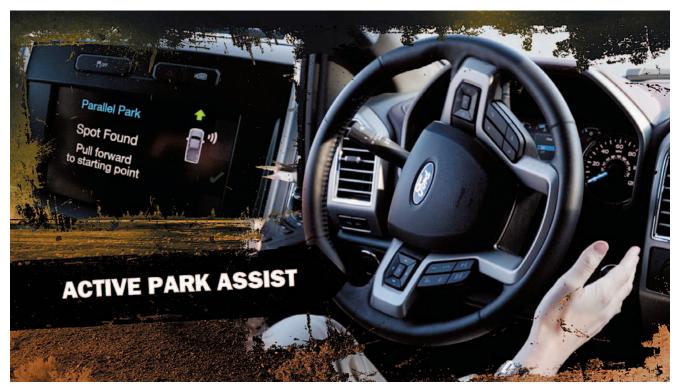
hen Ford rolled out its latest F-150 pickup truck, most industry eyes were focused on the aluminum-intensive body and the impressive 700-pound weight reduction. Considering this development and the fact that Ford had firmly staked a notable part of its business on building high-production aluminum vehicles, the attention was well deserved. Notable too were the thousands of shops preparing for this revolution by investing in the tools and training to repair aluminum.

While much of the collision industry was focusing on one revolution, the F-150 also was bringing another — arguably equally significant — development to the forefront. The top selling vehicle in the country for 34 years running carried with it a laundry list of the latest active safety and convenience technologies, including:

- adaptive cruise control and collision warning
- lane keep assist
- cross traffic alert
- active parking assist

- active grill shutters
- 360-degree cameras
- blind spot detection

While these high-tech systems have been available on a number of Ford vehicles for several years, Ford made sure all of them would be showcased on a redesigned model certain to grab headlines and one that sells more than 700,000 units annually. The repair challenges these systems provide can be just as difficult as those offered by aluminum parts, and in some cases are even more trying. If recent history is any indication,



SIMPLY RECALIBRATING SYSTEMS such as park assist can involve numerous steps and require special scanning tools and equipment.

shops probably are going to need extra help diagnosing and repairing problems on systems that can be damaged or require recalibration/alignment after a relatively light collision or as part of another repair.

Here are five collision repair facts, provided by I-CAR and some of the most cutting-edge repairers in the country, to keep in mind the next time a late model vehicle rolls into your shop.

Many shops will need help from dealers, repair specialists

Currently, many shops outsource airbag repairs to specialists who are better able to keep up with changes to SRS technology, which can vary greatly from one vehicle brand and model to another. Indeed, asking specialists to handle work with significant liability issues is probably the safest route for a shop to take.

Airbag specialists offer convenient services, since they typically come to shops and perform work on-site. This isn't going to be the case with many systems that provide services such as pedestrian and vehicle collision warnings, says Ron Reichen, SCRS immediate past chairman and owner of Precision Body and Paint headquartered in Beaverton, Ore. Reichen's shop holds 20 OEM repair certifications, including ones from Audi, Porsche, Mercedes-Benz and Acura, so his business services many of the latest electronic systems entering the new vehicle market.

Reichen says that his shop recently repaired a Mercedes-Benz with light rear bumper damage that required recalibration of the lift gate sensor, lane change warning system and park assist. The lane change sensor had to be cleared by a Mercedes-Benz dealer using an OEM scan tool.

Reichen doesn't expect this scenario to change any time soon for most repairers. "Right now we're able to diagnose and clear about 50 to 60 percent of the codes we find using an aftermarket tool," he says. "That's pretty good, but you're still looking at going to a dealer." Rick Zirbes, president and CEO at Data Crossover Inc. and Dick and Rick's Auto Upholstery in Minneapolis, offers another solution. His businesses also can perform dealer services. That's because he purchases all the available OEM scan tools and accompanying equipment a financial proposition that many shops can't explore.

"It's very costly," explains Zirbes. "For most shops, it would only make sense to buy the OEM scan tools for models they see a lot of." Aftermarket tools remain a viable option for many repairs, but Zirbes says they are typically two to four years behind the most current manufacturer equipment. That makes a trip off-site for some of the latest vehicle models a growing necessity.

Electronic repairs will become increasingly complex

Ford's parking assist is something of a wonder to behold since it can effectively glide an F-150 into a parking space without so much as grazing any nearby ob-

ELECTRONIC SYSTEMS

jects. Repairing or recalibrating it is far from a simple task when it involves clearing a code. I-CAR notes that if any of the sensors needs replaced, then they must be recalibrated both with a scan tool and a set of fabricated pylons.

Recalibrating the F-150's 360-degree camera system similarly involves a special mat and a level repair area with no more than one inch of height variation from the front of the truck to the rear. Adequate calibration space must also be allocated - six feet of clear space on each side of the vehicle with seven feet needed in front of the vehicle and 11 feet in the back.

Fortunately, Ford has supplied repair procedures that outline all these steps. Reichen says that elsewhere in the industry, there are gaps in formation. For example, a sensor for the MercedesBenz lane change warning system sits behind the bumper cover. The sensor will only work with no more than one additional base and clear coat. Reichen says that information isn't yet widely available; insurers adjusters, in particular, haven't come up to speed on it. Reichen further notes that similar information gaps exist for related systems though information providers are, he says, working hard to include them.

In other cases, shops must be mindful of work that might appear unrelated to sophisticated electronic systems but still can affect how these systems work. For example, the F-150 lane keep assistance system requires specially aligned cameras that must be realigned if the truck undergoes a number of repairs or alterations, including:

- front airbag deployment
- replacement of the interior mirror
- changing tire size
- windshield replacement
- suspension repair or realignment

Cycle times will be affected

Increasingly complicated and timeconsuming repairs also will create difficulties in reducing or even maintaining cycle times. Reichen notes that one part of the problem lies in simply diagnosing damage to advanced systems. Unless shops make time to download from the VIN information of each repair, they easily can overlook what systems a vehicle has and in the process any damage they may have received.

Reichen has been training his staff to communicate better with customers be-



ADVANCED HIGH-TECH SYSTEMS have made their way to a number of popular and affordable vehicles, which means shops will need to consider their repair impact on cycle time



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fore a repair to determine what systems a vehicle possesses and if customers have noticed any malfunctions. During damage analysis and blueprinting, estimators will need to determine how the work will be performed and whether it could require outsourcing.

"Sometimes you need to add in two or three extra days to schedule work by a dealer and the time spent transporting the vehicle to and from another location," Reichen says.

All this translates into a need for even more precise estimates, along with a strategy to reduce or better anticipate stresses on vehicle repair times. Handling those should involve extra communication with insurers to keep them educated on the changing repair environment.

Associated costs will continue to increase

Part of this conversion will involve explaining, and documenting if necessary, rising repair costs. Reichen notes that a light hit on a Porsche bumper easily can result in a \$2,200 repair bill — with \$600 of that going just for system recalibration and alignment.

Shops also will need to invest more in training and subscriptions to OEM repair procedures. Zirbes says electronic systems demand precise ordered repair steps, which must be followed to the letter for a proper repair to be completed. Considering the lack of experience many technicians have with these systems and the demanding nature of the work, training becomes more important than ever, along with access to updated, accurate work procedures.

Further, Zirbes notes that shops shouldn't expect high-tech repairs to get any easier. He explains that OEMs are moving away from "plug and play" replacement components and focusing on procedures that will have shops performing more demanding work, such as reprogramming vehicle computers in order to make automobiles more "hack proof."



ACQUIRING OEM SCANNING TOOLS to perform work on the latest advanced systems, such as pedestrian detection, can be financially prohibitive for many shops. This makes outsourcing these repairs to dealers and specialists a necessity — one that could reshape how much of the industry conducts its business.

These factors can make some electronic system repairs more than a bit imposing. Here, too, Zirbes says education will play a significant role since it can help repairers settle on their best repair option, even if that means recognizing tht the best repair is beyond their capabilities and should be outsourced.

Most vehicles will have today's advanced electronic systems sooner than expected

Making this kind of decision could get more difficult and important as growing numbers of vehicle brands and models adopt advanced technologies. A little more than five years ago, backup cameras were popular options found almost exclusively on luxury models or as aftermarket additions. Today, the vast majority of trucks, SUVs, intermediate and compact vehicles offer them. Systems like those on the F-150 similarly are making their way into a number of other high production cars and trucks.

These developments are part of a larger trend the automotive industry has experienced during the last decade as electronic advancements — largely due to their greater affordability and the public's affinity for technology — become available ever more quickly to a larger base of customers.

Faced with this prospect, repairers very soon will have some serious decisions to make on how this work will get done and by whom. Zirbes says the collision industry could be headed down the same road as the medical field — where specialists have taken over a vocation once mainly populated by general practitioners. Repairers too might eventually need to concentrate on specialties and share work, which would mean another remaking of the industry landscape.

Regardless of just how this revolution reshapes the collision market, Reichen says repairers could help themselves prepare by adjusting their views of their work. Gone are the days when shops could focus almost solely on bending metal, fitting parts and applying finishes. "We're no longer a trade and really haven't been for some time," says Reichen. "Collision repair today is a skilled profession." That profession is facing some big changes. **M**



TIM SRAMCIK has written for ABRN and sister publications Motor Age and Aftermarket Business World for more than a decade. tsramcik@yahoo.com



DON'T BE AFRAID OF THE 'YELLOW PLASTIC'

POLYURETHANE IS MORE COMMON NOW, AND IS NOT AS DIFFICULT TO REPAIR AS YOU MIGHT THINK

KURT LAMMON // Contributing Editor

olyurethane was introduced in the mid-1970s as the first flexible material for bumper fascia applications. When federal safety regulations mandated energy absorbing bumper systems for the first time in 1973, manufacturers initially resorted to energy absorbing mounts for steel bumpers. These bumpers, sticking out from the car bodies by a foot, weren't very aesthetically appealing, so efforts were made to hide the energy absorbing components behind a flexible plastic cover that was more integrated with the car's bodywork.

The 1973 Chevrolet Corvette is the first example of this new type of construction. The Corvette was designed in the era of the metal bumper and models were retrofitted with urethane covers when the federal mandates came into effect.

Thermoset polyurethane has a couple of drawbacks that caused the OEMs to explore other options for bumper fascia material. First of all, polyurethane resin is somewhat expensive and is more messy and difficult to process than thermoplastic resins. More importantly, however, is the fact that thermoset urethanes cannot be directly recycled. That's why more than 95 percent of bumper fascia today are molded of polypropylene blends. Polypropylene (PP) is less expensive and easily recyclable.

Although it has largely been supplanted by PP blends as the material of choice for bumper fascia, polyurethane is still being used. Polyurethane (PUR) tends to be used more often on luxury cars or other cars with lower production volumes for a couple of reasons. First, urethane provides a better painted surface finish, despite major improvements by TPO in recent years. Second and most importantly, due to their lower injection pressures, the tooling cost for creating urethane parts is less than that for creating thermoplastic parts, making it easier to break even on the cost of the tool.

These PUR bumpers usually are expensive and thus present a great repair opportunity. Urethane's natural color is clear or yellow, but may be molded in virtually any color. Some late model bumper covers are gray, which may cause some con-



THERMOSET POLYURETHANE can't be fusion welded because it is not a meltable plastic.

fusion with TPO during the identification process. The best way to tell a gray urethane apart from TPO is to try to melt the bumper on the backside with a hot welder tip. If thermoset urethane is touched with a hot iron, the material with smoke and bubble immediately, whereas TPO will melt cleanly.

Due to their relatively high surface energy, urethane is easy to repair with a variety of adhesives. Its flexibility, however, presents a challenge for repair and refinish materials alike. Fortunately, there are a wide variety of adhesives available for the repair of urethane on the market. Twoparts are the most popular type of adhesive for the repair of urethane. Hot-melts also are very common and have their own advantages over two-parts. Fusion welding with a nitrogen plastic welder is out of the question as urethanes are thermoset, or non-meltable plastics.

Polyurethane is the only type of thermoset plastic that can be repaired with an airless plastic welder. It may seem strange to consider repairing thermosets with heat when thermosets are not meltable. However, when repairing thermoset urethanes with a plastic welder, you are not using the heat to melt the base material. You simply are using the heat of the welder to melt and apply a thermoplastic urethane filler rod.

BY SPRAYING COOL WATER DIRECTLY ONTO THE WELD OR APPLYING IT WITH A WET SPONGE, YOU CAN BEGIN WORKING ON THE FRONTSIDE IMMEDIATELY. THIS IS ONE OF THE ADVANTAGES THAT HOT-MELT ADHESIVES HAVE OVER TWO-PARTS.

Let's say you have a crack in a thermoset urethane bumper cover that you want to repair. After you clean the plastic, you'll want to realign it and hold it in place while you do the hot-melt or "weld" repair. If the plastic panel is distorted, you can take advantage of urethane's "memory" by heating the part with a heat gun or some other source of heat as described in Section 4B.

Grind a V-groove halfway through the backside of the plastic using either a Dremel tool or a coarse sandpaper disc. Once again, because thermoset urethane is not meltable, you cannot melt the Vgroove in with a hot tool; the V-groove must be machined in with a grinder or with sandpaper. V-grooves in urethane do not need to be very wide; 1/4 inch to 3/8 inch (5mm to 10mm) is sufficient.

After removing the plastic with the grinder, sand inside the V-groove and round off the sharp edges with 80 grit

sandpaper. It's a good idea to sandscratch an area at least 1/4 inch on either side of the V-groove to allow for better adhesion at the edges of the hot melt adhesive. If there is any paint in the area, remove it with sandpaper also. Once you've finished sanding the area, remove the sand-



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HERE THE repair is sanded flush. Aply a flexible filler over the repair to finish.

ing dust with clean, dry compressed air or with a clean cloth.

Now that you've finished preparing the V-groove on the backside, apply aluminum tape or use clamps to line up the damage on the frontside. Cyanoacrylate adhesive also can be



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useful for tacking parts together for welding if the crack fits tightly together. Once the damage is aligned and the backside is v-grooved and sanded, you're ready to begin the welding process.

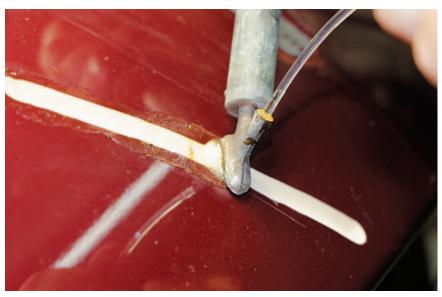
Preheat the airless plastic welder to the proper temperature for the urethane welding rod as indicated on the temperature control dial. The temperature of the welder can vary during the welding process. Run a few inches of welding rod through the welder tip before applying the filler rod to the repair area. This will help stabilize the welder's temperature as it is usually slightly too hot to start with. If the welder's temperature is too hot, the urethane rod will bubble and smoke. Ideally, the rod should come out of the bottom of the welder tip melted,

but clear and smooth with no bubbling. If the rod doesn't cool down slightly after running a couple inches of rod through it, reduce the temperature slightly, let the welder cool for a few minutes, then try again.

Do not attempt to fill the entire length of the v-groove in one pass. It's easier to apply the urethane hot melt in short segments, each about 1 to 1-1/2 inches long. The reason for this is that it's easier to smooth out the rod while it's still hot and somewhat liquid. If you do an entire 6-inch crack in one pass and go back to the beginning to smooth it out, it will already be cool and hardened.

After doing a 1- to 1-1/2-inch segment, remove the welding rod from the welder tip and go back over the welding rod you just deposited and smooth it out with the flat part of the welding tip. You can touch the base material with the hot welding tip briefly, but don't let the heat linger. If you overheat the thermoset urethane base material, it will break the plastic down chemically, resulting in a slippery plasticizer coming to the surface. If this happens, the only way to recover is to grind the urethane down past the heat-damaged layer into some virgin material and reapply the hot-melt.

After smoothing out the first segment of rod, repeat the process for another segment. Continue this process until you have the entire length of the V-groove on the backside filled and smoothed out. Allow the welding rod to cool completely before working on the frontside. This usually takes about 10 minutes, but the process can be accelerated by force cooling the weld with water. By spraying cool water directly onto the weld or applying it with a wet sponge, you can begin working on the frontside immediately. This is one of the advantages that hot-melt adhesives have over two-parts.



THE REPAIR is done by melting thermoplastic urethane welding rod onto the surface, like a hot melt glue.

Remove the tape on the frontside that you used to align the damage. Using a die grinder or a coarse sandpaper disc, grind a V-groove halfway through the plastic on the frontside, identical to the one you did on the back. Since you've already welded the backside, it will be hard to tell exactly when your v-groove is halfway through the plastic, so keep digging the groove in until you start get-

PREPARING PLASTICS PROPERLY

BY TIM SRAMCIK

Virtually all collision repair tasks begin with cleaning the vehicle or part surface. Nowhere is this more important than plastic work, where the strength of the repair relies on a clean start.

Step 1: Begin by cleaning both sides of the repair area with hot water and soap designed for cleaning plastic.

Step 2: Dry with compressed air or a clean shop cloth

Step 3: Hard-to-remove contaminants such as wax or tar may still remain on the plastic. Thoroughly clean the area again with dedicated plastic cleaner.

Step 4: Using a clean, lint-free cloth, wipe the cleaner off while it is still wet. Be certain to wipe in one direction to avoid spreading any contaminants back over the clean area.

Any cuts or tears in the plastic also must be prepped. Use aluminum body tape on the back of the repair area to align the cosmetic surface. Aligning the outer surface helps minimize the amount of filler required to restore the exact profile of the part.

Repairers need to be cautious when working on plastic parts, particularly bumper covers, constructed of automotive urethane (also called PUR). Automotive urethanes are "thermoset" materials, which means they're created by combining two liquid chemicals come to form a solid. If these urethanes are ever heated, they break down and will not adhere to any repair materials. ting into some of the hot-melt adhesive you applied from the other side. Again, V-grooves in urethane do not need to be very wide; 1/4 inch to 3/8 inch (5mm to 10mm) will be plenty.

After removing the plastic in the Vgroove with the die grinder, sand inside the V-groove and round off the sharp edges with 80 grit sandpaper. With the 80 grit sandpaper, feather back the paint around the v-groove for at least 1/2 inch all around. A dual-action (DA) sander is good for feathering back the paint. Once you've finished sanding the area, remove the sanding dust with clean, dry compressed air or with a clean cloth.

Apply urethane hot-melt welding rod into the V-groove using the same process that you used on the backside — weld in short segments and smooth out the rod onto the surface while the welding rod is still hot and liquid. On the frontside, it is not necessary to crown the welding rod excessively as you will need to grind off any excess material anyway. It is better to smooth the molten rod out as flush as possible.

Because thermoplastic urethane welding rod does not feather out smoothly on the surface when sanded, you will need to cover the repaired area with a two-part filler. To do this, you'll need to grind the urethane welding rod slightly flush with a coarse sandpaper, then skim coat with the two-part filler of your choice. Epoxy two-parts are easier to sand than urethane two-parts, so they are the product of choice for this type of application.

The bottom line is to not be afraid of "the yellow plastic." It can be repaired profitably, but because it is not meltable, it does require a different technique than is used on the more common polypropylene bumpers. **M**

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MIG/MAG WELDER

The new Chief[®] MultiMig 621 MIG/MAG welder welds and brazes aluminum, galvanized sheet metal, stainless steel and highstrength steel. It offers the three-phase, 275-amp output some OEMs require for welding structural aluminum and is ideal for inverter pulse brazing because it operates at a lower temperature and with better temperature control to protect the material



characteristics of high-strength steel and coatings. WWW.CHIEFAUTOMOTIVE.COM

TOPCOAT TOUCH-UP SYSTEM

The Tolecut Touch-Up System is the most advanced and smart system for taking care of nibs and runs on topcoat finishing. It utilizes state-of-the-art Dry Lube technology to prevent loading. Speedy and extremely uniform sanding scratches can be removed easily by Buflex Black or Micro Finishing com-



pounds. Instant scratch monitoring is possible due to a completely dry application. Ideal for waterborne and high-solid paint systems. WWW.EAGLEABRASIVES.COM

PRESSURE WASHERS

Mi-T-M Corporation announces the newly released HAE Series Pressure Washers. These all-electric belt drive pressure washers come standard with heat exchanger cartridges to provide consistent and efficient hot water on-demand. A revolutionary cartridge design and heat exchanger supplies a 120°F to 130°F tempera-



ture rise within 3 to 5 minutes. Features include an adjustable thermostat, stainless-steel coils in aluminum casings and powder coated steel frame.

WWW.MITM.COM

COMPOSITE ANGLE GRINDERS

Rodcraft launches three new pneumatic angle grinders for auto body shop applications. The new RC717X series is a



powerful composite angle grinder range, ideal for body panel cutting, surface preparation, weld seam removal and frame grinding. The compact and lightweight body of the RC717x series, 245 mm long and 1.5 kg only, gives easy maneuverability and handling to operators working in narrow spaces. WWW.RODCRAFT.COM

COMPRESSED AIR FILTER

Walmec North America's 5 Micron Compressed Air Filter provides point-of-use filtration of liquids, oils and other contaminants. This two-stage filter has a 5-micron rating, and is available in sizes with flow ranges of 15 SCFM to 250 SCFM, and pressure ratings of up to 250 PSI. The 5 Micron Compressed Air Filter is ideal for a large variety of applications including surface preparation, paint spraying, powder coating and more.



WWW.WALMECNA.COM

ULTRA GLOSS CLEARCOAT

The Automotive Refinish business unit of PPG has launched EC550 En-V® Ultra Gloss Clearcoat, a new production-friendly clearcoat formulated specifically for use with ENVIROBASE[®] High Performance waterborne basecoat. The new clearcoat is designed for outstanding gloss and ease of use. It is intended for overalls and multipanel applications and is the latest addition



to the popular ENVIROBASE High Performance clearcoat lineup. WWW.PPG.COM

ALUMINUM SPOT REPAIR TOOL

Motor Guard's new Magna-Stripper AL[™] System (Model E-6100S) is a soft, abrasive wheel specially formulated to strip aluminum without heat, distortion or damage. The E-6100S quickly strips clear coats, base coats, primer coats or all three, leaving the



base metal clean, bright and ready for repair and refinishing. The Magna-Stripper AL ships with universal harware to fit all popular air and electric tools and is made in the USA. WWW.MOTORGUARD.COM

VARIABLE SPEED POLISHER

Milwaukee's new M18 FUEL[™] 7" Variable Speed Polisher frees users from the need to deal with cords. With



nearly 2,200 RPMs to tackle even the most demanding jobs, this is the world's first cordless solution with the power to polish a fullsize car on one charge. Through a variable speed and dial trigger users have maximum control during operation, and nearly 2,200 RPM to tackle the most demanding applications.

WWW.MILWAUKEETOOL.COM

COLLISION PRODUCT GUIDE

BODY FILLER

ITW Evercoat announces the launch of Evercoat Commercial Ultra Body Filler, which has been developed to meet the needs of large industrial and commercial vehicle manufacturers including ambulance, fire truck, bus and train manufacturers. Evercoat Commercial Ultra Body Filler



has been formulated to have a 10-minute work time and can be sanded in 30 minutes, allowing technicians to mix, spread and work large quantities of body filler at one time. WWW.EVERCOAT.COM

RIVET GUN

Pro Spot has taken all of your current and future riveting needs and put them in an allin-one easy-to-use unit. The Pro Spot Riveter uses pressure and specialized dies to apply and

remove a variety of rivets without heat. For heat-sensitive materials like aluminum, this cold joining process is necessary for rivet application. Pro Spot has designed and enhanced many features that make the PR-5 the most innovative and versatile rivet gun around. WWW.PROSPOT.COM

REFINISH TECHNOLOGY

The DeBeer 900+ WaterBase Series features a compact, easy-to-use true waterbase system that meets low-VOC regulations globally and is OEM approved. It offers high-opacity mixing colors for quick creation of all solid, metallic, xirallic



and pearl colors for that perfect color match. The new OEM approvals for DeBeer 900+ WaterBase Series showcases Valspar's continued focus on bringing customers the best technology. WWW.DE-BEER.COM

AIR COMPRESSORS

BendPak introduces its Elite Series air compressors. V-Max Elite models have 7.5 or 10 horsepower motors with 4-cylinder, 100 percent cast iron pumps on 80-gallon or 120-gallon tanks. The smaller TS-5 Elite has a 5 hp motor with twin cylinder pump. All Elite model pumps deliver air in almost total silence, and forced-air after-coolers chill the air for reduced heat and condensation. WWW.BENDPAK.COM



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A better way to attract the future workforce

Process-centered environments make it easier to train new talent

ere's a classic tale I often hear: A master tech at XYZ Shop has a strong disagreement with his manager and decides to pack up his toolbox and jump ship. He signs on with ABC Repair for a little more money. After a couple of weeks, his former manager calls to apologize and persuades the tech to come back, whereby the tech promptly quits ABC and heads back to XYZ.

Are there any winners in this scenario? Sure, XYZ Shop regains its master tech, leaving ABC Repair in the lurch. It's a vicious cycle, and it happens quite frequently in our industry. New shops lure techs from existing shops with tempting signing bonuses, and that tech is happy until the next shop comes along and cherry-picks them with a little more money.

That's certainly one way to stymie an industry, especially one that is burdened with such a critical shortage of skilled techs to begin with.

It's time to re-think the recruiting process so that we're aggressively looking for the next generation of technicians.

How do we do that? I believe that it all starts with the production process to which you're trying to train. Is your process conducive to training? Is it encouraging? Does it promote growth opportunities?

What I've learned from the process-centered environment utilized at our accident repair centers is that we can take a recruit who is relatively new to the industry and gradually (and methodically) teach them each step in the process until they become experts at that singular step. Then we can advance them to the next step in the process and continue this approach until they are masters at the entire repair sequence.

How does this differ from a traditional approach to recruiting? Well, for one, that approach usually involves a shop-based apprenticeship program that relies on an experienced master or senior technician who has to guide the student along a specific vehicle repair job. Unfortunately, most technicians (who are regularly working on a commission basis) generally regard this training as a burden that slows them down, forces them to share their tools and oftentimes makes them suddenly realize that



IN A PROCESS-CENTERED ENVIRONMENT, THE FOCUS IS BUILDING THE TEAM FROM WITHIN. they could be training their future replacement.

In a process-oriented environment, the focus is building the team from within and providing the skills needed for each step in the process in order to produce the end product.

Shops also need to understand that in the recruiting game, compensation is important, but certainly not as vital as an established career development plan that provides growth opportunities for the candidate and an environment that offers safe and clean work conditions. (We've found that providing a completely tooled environment also has quite an impact on retention and product consistency.) The candidates who strive for advancement and yearn for a great work environment will be the ones who will stay with your shop for the long haul.

So where should we turn to locate the best possible candidates for these positions? I truly wish I

had the crystal ball to answer that question. What I do know is that you have to lose sight of the individual's age and gender and evaluate them on their ability to acquire the skills needed to become productive and contributing team members. The concept of compensating employees based on their age is a thing of the past. Compensation must be commensurate with the individual's skill sets.

Involvement with the Collision Repair Education Foundation (CREF) is an effective way to connect with local vocational schools, providing your organization with an opportunity to be more visible by participating in local programs while keeping your name fresh in the minds of graduating classes.

Because the process is broken down into trainable steps that simplifies learning, a process-centered environment features a career development program that naturally attracts candidates who are looking for enhanced career opportunities.

The trick is to look beyond the status quo and grow your candidate pool one technician at a time. \mathbf{M}

MICHAEL GIARRIZZO, JR. is founder and president of DCR Systems (www.DCRsystems.net) and a pioneer in the utilization of lean production principles on the shop floor. Questions or comments can be sent to Michael at *mgiarrizzo@dcrsystems.net*





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