

Parts Manager/Parts Specialist Competency Profile

Duties		Competencies*				
A	Merchandise The Store	A-1 Develop store layout	A-2 Develop merchandising layout	A-3 Maintain store appearance		
B	Market Parts & Accessories	B-1 Provide marketing materials	B-2 Conduct special marketing events	B-3 Develop promotional materials	B-4 Develop competitive product offerings	B-5 Develop supplier alliances
C	Manage Parts Inventory	C-1 Maintain inventory system	C-2 Manage parts ordering process	C-3 Control parts inventory and theft	C-4 Update parts inventory	
D	Sell Parts & Accessories	D-1 Prepare for daily and end-of-day operations	D-2 Provide customer service	D-3 Enhance product sales	D-4 Manage special orders & lost parts sales	
E	Manage Customer Relations	E-1 Maintain customer profile	E-2 Keep customers informed	E-3 Process customer feedback		
F	Manage Human Resources	F-1 Recruit new employees	F-2 Assign & train qualified staff	F-3 Comply with legal requirements	F-4 Manage employee performance	
G	Manage Financial Resources	G-1 Prepare sales projections and inventory forecasts	G-2 Create parts department budget	G-3 Analyze financial reports	G-4 Control inventory expenses	G-5 Reconcile ledger to parts value
H	Perform Administrative Functions	H-1 Develop standard operating procedures	H-2 Troubleshoot daily issues	H-3 Create quote book	H-4 Maintain equipment, files, & library	H-5 Perform administrative tasks
I	Pursue Professional Development	I-1 Participate in professional development				

*These competencies represent actual Learning Guide titles. The Parts Manager position requires achievement of all the 34 competencies listed. The Parts Specialist is expected to achieve the 22 competencies that are shaded.

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DACUM RESEARCH CHART FOR PARTS MANAGER & PARTS SPECIALIST

This chart further expands on the knowledge, skills, behaviors, and materials needed to perform the duties and tasks of a parts manager or parts specialist.

General Knowledge and Skills

Computer literate	Math skills
Communication skills (written, listening, verbal)	Interpretation skills
Telephone skills	Negotiating skills
Organizational skills	Product knowledge
Retail/merchandising knowledge	Sales skills
Prioritizing skills	Physical skills
Research skills	Mechanical ability
RV lifestyle knowledge	Motivational skills
Time management	Accounting skills
Human relations skills	Inventory knowledge
Stress management skills	Coaching skills

Worker Behaviors

Honest	Organized
Listener	Intelligent
Attention to detail	Personable
Clean cut	Industrious
Courteous	Sincere
Persistent	Eager to please
Assertive	Presentable
Passionate	Friendly
Inquisitive	Tinkerer
Punctual	Responsive
Reliable	Confident
Able to handle stress	Caring
Multi-tasker	

Tools, Equipment, Supplies and Materials

Computers	Back tags
Key cutting machine	RV products
Copiers	Phone
Printer	Credit card machine
Dolly	Scale
TV	Stool
Digital camera	Price gun
Postage machine	Reference materials
Shelving, gondolas	Business cards
Peg boards/hooks	Time clock
Calculator	Catalogs
Baskets	Special order cards
Light bulb bins	Uniforms
Cordless drill	Employment forms
Filing cabinets	Label printer
Propane tank	Fax
Cash register/drawer	Office supplies
Forklift	Ladder
Banding machine	Hand truck
Internet access	Satellite dish
VCR/DVD/CD-Rom	Desk & chair
Product videos	Tape gun
Signs	Software
Paper sales invoices	Floor displays
Scanner	Adding machine
Battery charging station	Shopping cart
Bags	Tool kit

Future Trends and Concerns

- More electronic transactions
- Dealer consolidation of industry
- Availability & pricing of fuel
- Lack of qualified personnel
- Limitations of single source for parts & supplies
- Difficulty in recruiting qualified employees
- Inadequate RV tech training available
- Funding for public lands
- Vendor management inventory
- Standardization of industry
- Lack of dealership capacity
- Availability of OEM parts (timely)
- Pay scales not competitive
- Decline in campgrounds
- Government regulations

Acronyms

SOPs	Standard Operating Procedures
ADA	American Disabilities Act
OSHA	Occupational Safety & Health Act
RGA	Returned Good Authorization

DACUM RESEARCH CHART FOR WARRANTY ADMINISTRATORS

This chart breaks down key components of the duties and tasks that RV warranty administrators need to do their jobs.

DUTIES		TASKS					
A	Process Open/Closed Repair Orders	A-1 Verify customer vehicle information	A-2 Check vehicle for open recalls/TSBs	A-3 Review repairs and parts for authorization	A-4 Verify corrective actions and component information	A-5 Verify technician time and parts billing	A-6 Facilitate extended service contracts
B	Process Warranty Claims, Parts, and Payments	B-1 Verify technician time and parts billing	B-2 Process warranty claim documents	B-3 Process defective warranty parts	B-4 Process warranty payments		
C	Maintain Customer and Manufacturer Relations	C-1 Negotiate payment responsibility	C-2 Explain repair and warranty status	C-3 Follow-up on open recalls and TSBs	C-4 Mediate resolutions between customer and manufacturer	C-5 Report quality concerns to manufacturers	
D	Perform Administrative Tasks	D-1 Monitor department budget, profit, and loss	D-2 Maintain warranty files and correspondence	D-3 Review repair rates and times	D-4 Request manufacturer labor rate increase	D-5 Maintain work flow and communications	D-6 Notify manufacturer of potential lemon law repairs
E	Pursue Training and Professional Development	E-1 Update dealership personnel	E-2 Conduct OJT for support staff	E-3 Obtain manufacturer and industry certification			

DACUM RESEARCH CHART FOR WARRANTY ADMINISTRATORS

This chart further expands on the knowledge, skills, behaviors, and materials needed to perform the duties and tasks of a warranty administrator.

General Knowledge and Skills

Product knowledge
Organizational skills
Computer skills
Customer service
People skills
Time management skills
Communication skills
Problem solving skills
Basic accounting
Basic math skills
Writing skills
Presentation skills
Negotiation skills

Worker Behaviors

Self starter	Informative
Passionate	Patient
Energetic	Knowledgeable
Proactive	Good listener
Approachable	Creative
Motivator	Confident
Outgoing	Competent
Ethical	Good speaker
Good-natured	Good leader
Persistent	Punctual
Respectful	Resourceful
Team player	Neat
Positive attitude	Well groomed
Detail-oriented	Multi-tasker
Sense of humor	

Tools, Equipment, Supplies and Materials

Computers
Software scanner
Office supplies
Office furniture
Fax machine
Copier
Printer
Telephone
Reference materials
Internet access
Digital camera
Tape measure
Storage facilities
Shipping supplies
Quiet work place

Future Trends and Concerns

Software upgrades
Electronic filing
Standardized claims
Economy
Manufacturing procedures
Quality control
Electronic transfer of funds
Fuel prices
Interest rates
Provide OEM warranty manufacturing
Standardized procedures
Manufacturer training
Lack of qualified technicians
Get correct parts quicker

Acronyms

DAF	Dealer Acceptance Form	TSB	Technical Service Bulletin
DOP	Date of Purchase	CCC	Complaint/Cause/Correction
MFR	Manufacturer	CCR	Complaint/Cause/Repair
OEM	Original Equipment Manufacturer		
OJT	On-the-Job Training		
PO	Purchase Order		
RGA	Return Goods Authorization		
RMA	Returned Merchandise Authorization		
RO	Repair Order		
RV	Recreational Vehicle		

Service Manager Competency Profile

Duties		Competencies				
A	Manage Service Department Work Flow	A-1 Review work status	A-2 Review customer appointment schedule	A-3 Assign repair orders	A-4 Monitor repair orders and work in progress	A-5 Review repair orders and parts needed
B	Provide Customer Service	B-1 Provide customer hospitality/follow-up	B-2 Survey customer satisfaction	B-3 Provide customer courtesy assistance	B-4 Participate in community events & charities	
C	Generate Service Department Revenue	C-1 Market service specials	C-2 Determine service options/referrals	C-3 Create an incentive upsell program	C-4 Manage technician time and pay	C-5 Initiate trade agreements
		C-6 Maintain stock units				
D	Review Administrative Reports	D-1 Review profit and loss report	D-2 Review open repair order report	D-3 Review productivity and efficiency reports		
E	Manage Human Resources	E-1 Hire qualified employees	E-2 Manage employee work schedule and files	E-3 Evaluate employee performance		
F	Supervise Support Staff	F-1 Set service productivity goals	F-2 Manage support staff work			
G	Train Service Department Staff	G-1 Plan service department training	G-2 Provide service department training			
H	Promote Public Relations	H-1 Maintain facility & staff professional appearance	H-2 Maintain relationships with the community and industry organizations			
I	Perform Administrative Activities	I-1 Perform shop and fleet maintenance	I-2 Maintain shop safety & security	I-3 Perform shop administrative tasks	I-4 Inventory shop equipment	I-5 Develop service department budget

These competencies represent actual Learning Guide titles for the Service Manager position. RVDA certification requires achievement of all the 32 competencies listed.

DACUM RESEARCH CHART FOR SERVICE MANAGER

This chart further expands on the knowledge, skills, behaviors, and materials needed to perform the duties and tasks of a service manager.

General Knowledge and Skills

- Organizational skills
- Communication skills
- Time management skills
- Anger management
- Problem solving skills
- Training skills
- Personnel management skills
- Team building skills
- Leadership skills government Regulations (e.g., OSHA, MSDS)
- Administrative skills
- Dispute resolution
- Product knowledge
- Ethical practices
- Computer literacy
- Interview skills
- Sales skills
- Analytical skills
- Financial skills
- Math skills

Tools, Equipment, Supplies and Materials

- Computer
- Test equipment
- Telephone
- Fax
- Software
- Printer
- Photo copier
- Calculator
- PDA/day time/calendar
- Service related forms
- Flat rate guidebook
- Policy/procedure manual
- Training materials
- A/V equipment
- Desk
- Chair
- Bookcase
- File cabinet
- Basic office supplies

Acronyms

PDI	Pre-delivery Inspection
MSDS	Material Safety Data Sheet
CSI	Customer Satisfaction Index
SA	Service Advisors
WIP	Work in Process
P&L	Profit & Loss
RO	Repair Order
SOP	Special Order Part
DOC	Daily Operating Control
DLN	Distance Learning Network
RVIA	Recreation Vehicle Industry Association
RVDA	Recreation Vehicle Dealer Association
OSHA	Occupational Safety & Health Administration
QC	Quality Control

Worker Behaviors

- Patient
- Diplomatic
- Common sense
- Empathetic
- Ethical
- Courteous
- Detail-oriented
- Sense of humor
- Trustworthy
- Professional
- Polite
- Reliable
- Productive
- Results-oriented
- Team player
- Self-confident
- Organized
- Punctual
- Sociable
- Flexible
- Positive
- Passionate
- Good hygiene
- Assertive
- Knowledgeable
- Friendly

Future Trends and Concerns

- Increased customer expectations
- Declining manufacturing quality
- Full service maintenance facilities
- Shortage of technicians
- Increased customer base
- Increased dependency on technology
- Increased product complexity
- Higher fuel costs
- Higher interest rates
- Higher health care costs
- Shortage/delay in getting parts
- Dealer/Manufacturer conflicts
- Increased educational requirements for job
- Inadequate parts mark-up
- Competition for discretionary dollars
- Reluctance of some dealers and manufacturers to adequately support parts and service

Service Writer/Advisor Competency Profile

Duties		Competencies				
A	Satisfy Customer Requirements	A-1 Determine customer's service needs	A-2 Generate repair order with customer	A-3 Recommend additional unit services	A-4 Perform quality check and repair order review	A-5 Process customer requests and difficult issues
B	Coordinate Customer Appointments	B-1 Pre-write customer's repair order	B-2 Order parts and request pre-authorizations	B-3 Confirm customer appointment and drop off information		
C	Maintain Daily Operations	C-1 Open/close service department	C-2 Review open repair orders and customer records	C-3 Update daily the service schedule	C-4 Review productivity, authorizations, and satisfaction reports	
		C-5 Maintain work area, filing, and process payments				
D	Coordinate Technician Workload	D-1 Dispatch carryover work to technicians	D-2 Reassign work to technicians			
E	Coordinate With Other Departments	E-1 Coordinate with sales department and the orientation process		E-2 Coordinate with parts, warranty, and detail departments	E-3 Arrange for sublet repairs and payments	
F	Participate in Professional Development	F-1 Participate in professional development				

These competencies represent actual Learning Guide titles for the Service Writer/Advisor position. RVDA certification requires achievement of all the 19 competencies listed.

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DACUM RESEARCH CHART FOR SERVICE ADVISOR/SERVICE WRITER

This chart further expands on the knowledge, skills, behaviors, and materials needed to perform the duties and tasks of a service advisor/service writer.

General Knowledge and Skills

- Organization skills
- Interpersonal skills
- Communication skills (listening, verbal, written)
- Time management skills
- Problem solving skills
- Basic reading/math skills
- Leadership skills
- Stress management skills
- Customer relations skills
- Keyboarding skills
- Prioritizing skills
- Negotiating skills
- Sales skills
- Computer programs/software
- General business
- Federal/state/local laws and regulations
- OEM policies and procedures
- Extended service contracts
- Parts and accessories
- Chassis (engines, transmissions, drive lines, brakes, tires & wheels, cooling systems, towing devices)
- System operations (propane systems, AC/DC electrical systems, fresh water plumbing systems, waste water plumbing systems, electric/hydraulic surge brake systems & brake controllers, suspension systems, tongue, 5th wheel, truck camper & stabilizer jacks, generators, slide room assemblies, hydraulic leveling jacks, energy management systems, GPS, home theatre systems, satellite TV/radio systems)

- Appliances (air conditioning/heat pumps, water heaters, furnaces, absorption refrigerators & ice makers, ranges/ovens, central vacuum systems, washers/dryers, dishwashers, aqua hot/hydraulic hot heat)
- Exterior and interior coach components (roofs, sidewalls, and underbelly, exterior openings, trims and seals, cabinetry, soft goods [upholstery and curtains], interior floors and coverings, interior surfaces, safety equipment, paint, protective shields)

Worker Behaviors

- Self-motivated
- Honest
- Team player
- Dependable
- Friendly
- Sense of humor
- Positive attitude
- Creative
- Willingness to learn
- Assertive
- Patient
- Multi-tasker
- Proactive
- Flexible
- Resourceful
- Detail oriented
- Empathetic
- Visionary
- Customer oriented
- Diplomatic
- Respectful
- Observant
- Trustworthy
- Tactful
- Safety conscious
- Sociable
- Professional
- Accountable
- Confident
- Competent
- Courteous

Tools, Equipment, Supplies and Materials

- Phone
- Computer
- Computer peripherals
- Copier
- Fax
- E-mail
- Communication devices
- Calculator
- Credit card machine
- OEM manuals
- Internet
- General office supplies
- Shredder
- Software: IDS, ADP, Peoplesoft, Reynolds, Spader, MS Office
- Desk/chair
- Appointment/schedule board
- Basic hand tools
- Company policy/procedure manual
- RVDA service manual
- Employee handbook
- Ink stamps
- Flat rate guide
- Disposable floor mats/seat covers
- Key tags

Future Trends and Concerns

- More complex systems in today's RVs require higher level of technical knowledge.
- Increasing use of time/labor saving devices (electronic notebooks, PDA's) require service advisors to be technology savvy.
- Customers are more educated/savvy with higher demands and expectations.

- Increased need for bilingual workers in some areas.
- More information being provided and accessed on line.
- Industry shortage of qualified technicians.
- Technicians are not re-certifying.
- Increased fuel prices and higher interest rates have the potential to affect RV sales.
- Lack of standardization of parts and systems.
- Customer satisfaction is flat and not improving industry-wide.
- Increasing health care costs make it harder to offer benefits to employees.
- Convergence of 3 generations (baby boomers, Gen X, Gen Y) in the workforce is causing clashes.
- More industry-wide mergers make it difficult for the mom & pops to compete.
- Industry-sponsored clubs having difficulty attracting younger members.

Acronyms

CSI	Customer Satisfaction Index
ETA	Estimated Time of Arrival
F&I	Finance and Insurance
HR	Human Resources
OEM	Original Equipment Manufacturer
PDI	Pre-delivery Inspection
PO	Purchase Order
RVDA	Recreation Vehicle Dealers Association