

Departmental Action Plan

Dealership **Bergstrom Automotive - Neenah GM**

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Academy Week **Week 2 - Fixed Operation - Parts**

Class & Student Number **NADA339A**

Current Situation

Parts Manager Succession Planning Needed Our Parts Manager, Jim, has been with our dealership for over 36 years. Jim currently runs a productive and profitable department. The majority of our parts are RIM inventory, and are strictly managed to ensure compliance with the program and maximum benefit to the dealership. Obsolescence over 15 months (RIM return time) is around \$1,000, with total inventory just under \$300,000. Discounting is rare, and any discounts are reviewed by the Parts Manager. Fill rate is above 80% if we include same-day fills for parts we do not stock (tires, non-GM parts, engines, etc.), and we are using retail mark-up for internal sales. The biggest opportunity is preparing a succession plan for our Parts Manager. Jim has recently mentioned retiring "in a few years" and there is no formal succession planning in place. The Parts Manager job description has not been updated since 2009, and there is no job description for the Assistant Parts Manager. There is no structured career path or ladder in place for the department.

Overall Objective:

Objective 1: Obtain buy-in from the Parts Manager and sponsor regarding the need for structured succession planning.
Objective 2: Update relevant job descriptions and develop a clear succession planning process.
Objective 3: Set measures for reviewing and updating related development plans and succession plans regularly.

Proposed Timeline

Objective 1: Ensure alignment with Parts Manager and sponsor on succession planning process. **Deadline: 10/29/18**
Objective 2: Update job descriptions, identify successors and development needs, and prepare plan. **Deadline: 11/30/18**
Objective 3: Review and update development plans and succession plan regularly
Deadline: ongoing

Action Plan

- Actions for Parts Manager Succession Planning Process:**
1. Meet with sponsor and Parts Manager to confirm value of and buy-in to succession planning. COMPLETED
 2. Meet with Director of Human Resources to discuss job descriptions and department ladders. COMPLETED
 3. Review Parts Manager and APM job descriptions provided by NADA. COMPLETED
 4. Share job descriptions with Parts Manager for input to ensure accuracy and adequacy of scope.
 5. Gather input from HR department on updates to Parts Manager job description.
 6. Update job description for Parts Manager as necessary.
 7. Work with HR Director and Parts Manager to develop job description for APM.
 8. Create succession planning template that includes specific criteria for the role, including spreadsheet to track potential successors and identify readiness for role and development needs.
 9. Meet with Parts Manager to discuss potential candidates. Expanding discussion of potential candidates to include team members outside the Parts Department, as well as other stores.
 10. Parts Manager to review potential successor list with General Manager for feedback/input.
 11. Parts manager to hold meetings with each potential candidate to assess interest in future growth opportunities. Discussion will be around career goals and aspirations.
 12. Revise list of potential successors as necessary.
 13. Identify key development opportunities for each potential successor.
 14. Parts Manager to create SMART development action plans for each potential successor.
 15. Development action plans to be reviewed not less than quarterly and updated to provide ongoing development.
 16. Succession planning template reviewed and updated no less than annually, as well as if potential successors terminate from the company, or other new or existing team members are identified as potential successors.