



# Missouri NEWS

Auto & Truck Recyclers

Serving the Membership of the Missouri Auto & Truck Recycler Association

December 2017/January 2018

## From the President

By Eben Shantz

### It wasn't supposed to happen like this...

First off, we should all give a big thank you to Jason Tourville, who gave his time and unwavering support to lead MATR the last 2 years. An excellent president, a caring father, and a conscientious business owner, there is much to be learned from someone who can put all the pieces together while demonstrating the very characteristics of leadership we all strive to embody. Jason, we thank you for all your time and hard work!

A few words about me... I'm a 4th generation owner who bought Modern Auto Parts in 2013.

One of the biggest challenges of being in a family business is that you're always around the business because your family IS the business. What do you talk about at family functions? Work. What do you talk about at the dinner table? Work. I could not wait to escape to college and go on my young-lad wanderlust travels that many of us lucky ones got to have. I got a degree in Computer Science, worked for a couple white collar outfits, and generally enjoyed a very simple life, but I knew there was so much more I could offer and accomplish. Excellent work ethic has been gifted to my family for generations. Mostly because it was a necessity that those who could execute must execute continually in order to keep everyone fed. Back in cubicle-land, most of the white collar co-workers that surrounded me put in their 9 to 5, but that was it. Never did they engage in any thought patterns like "How can we do X better?" or "Ok, that's done now. Where do we go from here?". This was just one of several indicators that I recognized as meaning I would not be able to find long-term happiness being a "9 to 5'r".

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President... continued from cover

So I came back to the auto recycling business, brought some technical skills and outside perspective, and just plain started doing. After all, that's what I was taught it meant to be a Shantz: just keep on executing. We started honing our business plan and diversifying programs, paying employees more and mostly on commission. Change is hard, but the only people you will lose are the ones that should be doing something else anyways.

With the big getting bigger and the small getting smaller in this industry, each coming year things get a little more challenging. You either need to cinch that belt up another notch or find more ways to take the same car hull we are all buying and do more with it. Folks...it ain't easy, and it ain't gonna get any easier.

So keep your ears and mind open and continually adjust. Be happy that you can keep the doors open and the lights on, and thankful for everyone around you working towards the common goal of supplying financial stability for the families.

Just remember, January is coming...hang in there and KEEP ON EXECUTING!

-Eben Shantz

## How Bad Can this Get? What we do to manage recalled parts

By Pat Huesers, PAM's Auto  
St. Cloud, MN

*Certainly you are aware of the Takata Airbag recall that is happening.*

I know for a fact that not all yard owners and managers are up to speed as to what is really happening because of this recall and you NEED to be. This is not something you can ignore, all of us are in the same boat, and the lowest common denominator amongst us is the yard who will sink our ship.

ARA has been working with NHTSA on the recall for years. NHSTA's attitude about recyclers on this recall has not been favorable in the past. During one meeting with them they presented a list of bags they found on a common parts listing site that were recalled and asked how exactly are we self-policing ourselves to stop the resale of these bags when clearly these yards intend on selling them.

Through the efforts of ARA and others we now are supposed to have better access of the OE numbers and data for all recalls. This has not really gone anywhere yet and ARA will continue to push to get the data. The OE's are not giving up this info in a timely fashion.

In the last few months what those of us that are aware of our tenuous position with regulatory agencies on this topic were concerned that a recalled bag would get back in a vehicle via a recycler and someone would get injured from that bag. This story (<https://consumerist.com/2017/04/19/dangerous-recalled-airbag-shows-up-in-honda-accord-that-wasnt-on-recall-list/>) (there are many versions of it) is what we didn't need. The facts are not in as to the actual source of the bag, but that really doesn't matter anymore now days, fake news,

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loose facts, straight out lies, its all game in a media ring where hype sells clicks, fills newsfeeds, and creates profit. Recyclers will be the whipping post regardless in the end.

OK, so you are saying to yourself, just how bad can this get? Maybe somehow NHSTA decides that we can't sell bags anymore. If that was the decision it certainly would not be just bags, it would be safety related parts in the vehicle. Well then so we can't sell seatbelts either? Look at a this recent "Safety" recall for this year. 2013-2014 Hyundai Santa Fe 2.4L engines recalled due to millings being left in the oil passages in the crank that can lead to rod bearing failure, which will result in engine knocking and if ignored will eventually fail and the engine will stall leaving you stuck in traffic. Since when is an engine that is failing due to rod knock a safety related component? I don't argue that Hyundai does not have a quality issue with this engine, but most components we sell could very well fail at some point and leave a vehicle inoperable in traffic.

I am writing this today because once again a sales person at my facility brokered an airbag from another recycler to resell that was under the Takata recall. Our employee did not follow their training and check the VIN for an open recall before ordering the bag. Once the bag showed up and was checked in the employee responsible for receiving the bag also skipped the step where they check for an open recall. Our last line of defense is our part inspectors in our Quality Assurance Dept. When they received the bag to deliver, it did not have the report from safercar.gov showing we had checked for an open recall. This is where the issue was caught and the sale was stopped. That's a close call, way too close for me.

Back the main issue here. My sales staff should NEVER even had the chance to order this bag. It has been on the recall list from day one of the recall. It also was a Honda bag and the yard would have gotten notice from RAS that the bag was a recall bag. Back to the

analogy that we are all in the same boat and this is an example of a yard that is going to sink it for all of us.

## What can you do?

Here is what we do to manage recalled parts. I believe it is currently the best option for a full service yard, but it is not complete.

1. **Have a quarantine area for recalled parts.** Educate EVERYONE at your facility that nothing is ever to be sold for re-use from this area. Make sure the area is clearly marked and disciplinary policies are in place to address any misuse of the area or parts. Follow and enforce the policy.
2. **When a car arrives at our yard for the first time and we are inventorying it, we run the VIN on safercar.gov and remove and quarantine, or destroy any recalled parts.** We need to



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100% for sure stop the sale of the part and just not inventorying it will not do that. Sales staff are great at finding “extra” sales of un-inventoried parts.

3. **When we get recall notices**

**in the mail for a vehicle, we will remove and quarantine, or destroy the recalled part.** If we have sold the part we send a letter of notice to the buyer alerting them of the recall. We

save all the notices and attach a worksheet of the steps taken.

4. **When we sell a safety related part we run the VIN on safercar.gov to verify that no new recalls have happened since we inventoried the part.** We then attach a screen shot of this page to the invoice electronically as proof that the check has been made at the point of sale.
5. **When we see other yards listing recalled parts for sale on any platforms, we alert them of the specific part we have found that is recalled.**

We all need to be 100% effective in this area and I know that’s a lofty goal. There is a lot at stake to say the least. Choosing to continue to ignore or procrastinate is a recipe for disaster. Don’t be the person with their portrait on the wall of shame with the epitaph *“This guy wrecked it for everyone”*.

Thanks, Pat!

Pat Huesers  
PAM’s Auto, Inc.  
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## Turn the Tide on Your Poor Processes

By Ryan Falco

The worst words you can hear in any organization — especially those of us working in salvage yards — are “that’s just how we have always done things.” In a fast-changing industry like ours, those words should be poisonous to the ears. It means an organization has become blind to inefficiencies, justifying the status quo because we are too busy to care or because of a prevailing if-it-ain’t-broke mentality.

Poorly designed processes create vast amounts of waste. But if we take time to rework our processes and reduce wasted time and energy the outcome is simple: you can drive bottom line revenue.

Often times people fail to recognize the symptoms of bad processes, but if any of these sound familiar, you probably have some poor processes that need to be examined:

- **Customer’s complaining about poor product quality and/or bad service,**
- **Other Colleagues getting frustrated,**
- **Work is duplicated,**
- **Costs are increasing,**
- **Resources are wasted, and**
- **Bottlenecks develop such that you miss deadlines.**

Immediately evaluating your processes should resolve most of the headaches above. It seems like a big task, but the first step is simple: take some time out of your day to watch each department’s workflow. It will become obvious to you which department is in need of dire help: maybe it’s the department that tells you there is “not enough time in the day to get our work done” or the one where you can cut tension with a knife because the stress of the job has become unbearable.

For us, it became clear that our shipping department needed new processes. Employees were not happy with the stress on the dock. It turned out it was a 10-year-old process that was making work impossible.

Wasted steps led to missed deadlines which led to poor customer service. Having identified that our process and workflow was broken, we rolled up our sleeves, knowing that the hard work of fixing the process would pay dividends in the future. We implemented a 6-step process to improve our situation.

### Step 1

**We engaged the stakeholders to fix the process.** This is the most important step, if we do not have buy-in from the people that are working the process day in and day out our solutions will fail. This is very much a bottom-up approach instead of a top down management approach. Take time to have open and honest communication, emphasize what is in it for them (it may lower stress or enhance their ability to get more work done). Besides that, they are the ones working on the shop floor, so they will offer fresh perspectives to the issue in front of you.

### Step 2

**We mapped our current process.** Take the pen and paper out in order to document the current flow that

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you are working with. This will allow you to visualize what's happening. This is another opportunity to involve your employees. I was surprised how little I knew about daily tasks until I did this myself.

### Step 3

**We analyzed our current workflow.** Try to answer these simple questions:

- **Where do team members or customers get frustrated?**
- **Where do costs go up and/or quality go down?**
- **Which of these steps requires the most time, or causes the most delays?**
- **Which of these steps creates a bottleneck?**

Now that you have answered these questions, find five different reasons "why" you answered the way you did. Though simple, this is a remarkably simple process. By taking the time to ask "why" five times it forces you to get to the root of the problem. I try to be as relentless as my 3-year-old son Jack —no matter the answer, he always asks why! This forces you to dive deeper until you arrive at the root problem and pinpoint where a break down has occurred. The questions why are not a time to place blame on individuals, but to take incremental steps to become a better and more efficient team.

### Step 4

**We redesigned the process.** This is the step where you need to work with your team to eliminate the problems identified in step three. Again, involve everyone from your team: you may design the new process, but it's the staff that will have to care enough to execute the vision.

- **When redesigning the process it is important to ask these questions**
- **What impact does this new process have downstream?**
- **What risk do we have by doing it a new way?**

- **Where are potential failures that may arise after this process is put in place?**
- **What are the full consequences of each proposed ideas?**

It is essential to acquire the resources needed to make the new process happen as efficiently as possible. Don't bother with any new processes if you aren't willing to invest the resources to execute it. It may be something as cheap as a new tape guns or as expensive as a new forklift. If a cost analysis justifies the purchase, don't hesitate. Other salvage yards have taken it to the level of completely rebuilding and dismantling facilities to accommodate their new plan. Here's a general rule of thumb: if the new process lowers stress and streamlines production... invest in it!

### Step 5

**Implement the Change.** This is where all of your pre-planning and strategy meetings pay off. If you included stakeholders in the process, this should be pretty seamless. Consider starting small, a pilot or test of the program will help workout any kinks. This will give you ample time to make any tweaks minimizing pain for departments or, even worse, customers. Undoing decades of bad processes are rarely pain free, but it's vital to stand strong. It's not so different than my annual January diet. After the holidays, I catalogue the steps I am going to take in the new year: exercise, diet, counting calories. Within a week, after I have yet to see the full benefits of the changes, I throw in the towel, telling myself "it's too hard." If I had resisted the urge to go back to old habits, I imagine February would have rolled around and I would have been amazed by the results. Forge on and don't give up. Plus, if you cut corners, you will end up right where you started. Again, don't bother unless you invest resources to implement the change!

### Step 6

**Review the Process.** This is the last and final step in our journey. Any time you implement a new process you need to closely monitor to make sure that it has



not been derailed and is working how you planned. You should also expect issues to arise, this is part of the game. Be prepared to look at these issues with your staff and re-evaluate the process when needed.

Processes are evolving things – you should never be complacent. As Socrates said “the Secret of Change is to focus all of your energy, not on fighting the old, but on building the new.” I have only been in this industry for a short 8 years (though that is 28 in salvage yard years). In that time the changes have been mind-boggling. I learned quickly from the owners of my business that, in order to build a lasting business, we have to be open to change and committed to implementing processes that respond accordingly.

*Ryan Falco, is General Manager of Midway Auto Parts in Kansas City, Missouri, that includes a full-service yard processing over two hundred vehicles monthly, two self-service locations, an aftermarket parts store and a car lot selling new and used vehicles. He began in the industry 8 years ago as an outside sales rep/driver for Midway's Aftermarket division and quickly. Email Ryan at [rfalco@midwayauto.com](mailto:rfalco@midwayauto.com)*



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**Join MATR Today!**  
**Just see what we can accomplish together!**





## 43RD MATR Annual Meeting & Trade Show



*New MATR President Eben Shantz presenting award to outgoing President Jason Tourville.*



*MATR members touring MCI Cores.*

### MATR Associate Members

**Alter Metal Recycling**  
Council Bluffs, IA

712-328-2601

**Car-Part.com**

Fort Wright, KY

859-344-1925

**Connell Insurance, Inc.**

Branson, MO

417-334-2000

**Environmental works, Inc.**

Springfield MO

417-890-9500

**Grant Iron**

St. Louis, MO

314-421-5585

**Grossman Iron & Steel**

St. Louis, MO

314-231-9423

**Hollander, A Solera Company**

Plymouth, MN

763-519-3231

**Marty Satz, Midwest Insurance**

**Consultants**

St. Louis, MO

800-449-1151

**PDC Laboratories, Inc.**

Florissant, MO

314-432-0550

**Southern Metal Processing**

St. Louis, MO

314-481-2800

**Springfield Iron & Metal**

Springfield, MO

417-869-7372

**Be sure to consider  
our Associate Members  
FIRST for your  
business needs.**

**Visit our website for full contact  
information**

**[www.matronline.com](http://www.matronline.com)**

MATR1217

**Missouri Auto & Truck Recycler News**



RJ McClellan, Inc.  
2357 Ventura Drive Suite 110  
Woodbury, MN 55125  
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# Thank You!

**Held October 6 & 7, 2017**

## **43<sup>RD</sup> MATR Annual Meeting & Trade Show** *at Embassy Suites, St. Charles, Missouri*

MATR wishes to thank our yard tour hosts, sponsors & exhibitors  
at our 2017 Annual Meeting.

Your support, time and energy help make our program a success!

### ***Yard Tours***

**MCI Cores  
Modern Imports**

### ***Sponsors***

**ACE/MCI Commodities  
Car-Part.com  
Rebuilders Auto Supply  
Legend Smelting & Recycling**

### ***Exhibitors***

**ACE/MCI Commodities  
C&C Manufacturing LLC  
Car-Part.com  
Hollander Solutions  
Hotlines  
Legend Smelting and Recycling  
Midwest Insurance Consultants  
PGM of Texas  
Rebuilders Automotive Supply**