

Fixed Operations One Homework Assignment

The following are Excel exercises found in the Post Class Excel Template:

- 1. Perform the First Time Fill Rate exercise on 50 repair orders. Do not include "One item oil changes", Special Ordered Parts repair orders, or factory recalls. Consider standing where the techs collect the parts from the counter. If they ask for 5 parts and they get all 5 then on that repair order the parts inventory would get a 100%. If they did not get all 5 to finish the repairs then the Parts inventory would get a "0" % (25 points).**
- 2. Complete the DMS Scorecard for one month. Be sure to color code the inventory conditions. (25 points)**
- 3. Complete the Post Class Action Plan. The Academy would recommend that you attempt a small problem rather than one that takes many months to complete. It needs to be very detailed and clear as to the necessary steps to correct the deficiency. (100 points)**

The following are found in the Post Class Word Document:

- 1. Have your Parts Manager answer the 78 questions provided in the Post Class word Document. This is a learning/understanding exercise. It is recommended that you answer the questions with the manager. Confer and provide suggestive actions. Change the color of the font to distinguish the answers. (50 points)**
- 2. The sponsor action plan verification form is on the word document. Copy and paste that form to be signed by your sponsor. Scan it to a PDF and place it with the Excel and Word documents prior to placing them into its drop box on your class site.**
- 3. These three files must be submitted to your class Dropbox site together. Reach out if you have questions.**
- 4. There is a Post Parts Class Threaded Discussion that will be activated exactly two (2) weeks after your classroom session ends. It is due the Monday before your Service Class starts. You will be required to post the one topic that you came away with from the parts class that you have already activated or plan to act upon with the parts department. Once your peers start posting theirs you will be required to respond to at least three with points of clarification and reinforcement. This has a point value of (300 points).**

5. **Finally: Best Parts idea needs to be posted to your class site Parts Best Idea Threaded Discussion. This should be an idea that helps control expenses or increases sales or gross profit. Please have all of them read just prior to your parts debrief the Monday of your Service Week. The class will ballot on the best idea at the 9:00AM break.**

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Parts Manager Questions

Have your parts manager answer the **78** questions found in this zip file. Confer and provide suggestive actions. **(50 points) Provide your answers in a different color font.**

1. How often is your dealerships source pricing levels reviewed for competitive maintenance and heavy repair? **No previous procedure has been in place. In April 2018, we initiated a process to compare source pricing levels every 3 months.**
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area. **Our comparison found that most of our pricing policies are aligned within our area. We also found an opportunity to reduce pricing on certain parts to be more competitive.**
3. Verify with the use of market surveys on selected parts prices in your area as to whether you are competitive with others. You don't have to be the lowest to sell more, but too little or too much profit can keep you from being competitive. **The Parts Manager compared our pricing with 3 stores in our market. Each of the 4 parts were competitively priced within a few dollars plus or minus.**
4. Does the computer system you have follow one or more of the pricing guides for various types of customers? Review the pricing structure with the manager and determine areas of profit potential. Policies in wholesale, retail counter, service department, employees, etc., need to be established. **We have customer pay and customer retail counters. Our review revealed some parts have been wrongly sourced at the retail counter. The Parts Manager has policies and pricing in place for both counters.**

5. Do you have in place policies and DMS controls (via Exception or Deviation Reports) to prevent counter people from changing the pricing structure during daily transactions? What about Service Advisors? **Each day the Parts Manager reviews the Parts Override Report to track any pricing changes made by the counter person. Service Advisors do not have access to change the pricing.**
6. Is there a process followed to prevent the costing of parts at other than the established factory (OE) cost within the dealership when parts are placed into the inventory? (done through the use of +/- inventory adjustment account(s)) **Yes, the Parts Manager controls the costing of parts and one other are the only ones to bring parts in to inventory at this time.**
7. Regardless of parts cost (due to various sourcing opportunities (Jobber/Wholesale Distributor), are they all costed at the same factory price to maintain accurate inventory value? **Yes, all parts are costed at the same factory price.**
8. How are discount purchases tracked in the system to show additional profit based on the cost of the part from a particular source other than factory price? **All discount purchases are flagged to a special account before transferring to gross.**
9. Do you have an internet presence for your parts department? **No, we are in the process of building and implementing this site.**
10. What type of merchandising programs do you have in effect? What is the relative cost versus sales generated as a result of the programs? **No programs.**
11. Is an outside salesperson active in your parts department? Are the sales at a level that “pays” for the employee or could the accounts be maintained on a part-time basis by the manager? **Yes, we have two outside salespersons. The Wholesale Department is located in a close, but separate facility. The Wholesale Department pays for itself.**
12. Do you have factory merchandising dollars available, and if so, how much of those dollars have been spent year-to-date by the dealership? What must be done to qualify for more expense sharing in merchandising by the factory and the dealership? **No program.**
13. With the growing use of mobile smartphones by customers do you have a mobile ready website? **Yes, our website is mobile ready.**
14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated? **Yes. Each month, we monitor and change these coupons. We tailor some coupons to seasonal services.**
15. Pay plan reviews should be made at least on a monthly basis. When has a comparison been made between departmental gross profit and the personnel

- expenses for the department? Is the current sales level providing a sufficient profit for the pay levels established for the parts employees? **We do not review pay plans on a monthly basis. We perform a yearly review.**
16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not? **The Parts Manager does seek additional revenue. The largest revenue is from wholesale parts.**
 17. Is a program set up to sell accessories to the customer in the sales department as well as the parts area of the dealership? If not, are you leaving potential sales and gross profit on the table? **Yes. We have a complete website, including a mobile app, for customers to search and add accessories to their car.**
 18. Do you review wholesale customers weekly to see if parts sales dollars per customer and returns justify the expense of conducting business with them? For example, delivery 30 miles out of town to a customer ordering \$300 a month of parts at Cost+20% may not justify the delivery service. **Yes, we look at sales vs returns each week to justify all accounts.**
 19. Do you study your wholesale market opportunity with the dealership’s area of influence? Who’s the major player and can you unseat them? Can you make a difference against your competition? Can you deliver 2-3 times a day? Within what mileage radius? **We performed expansive research before we launched our wholesale division. We have two major players in our area and, yes, we are going to make a difference. Our level of service has already improved dramatically.**
 20. Who verifies the “wholesale” customer applications to make certain they are really true wholesale customers? Are your state Tax-ID/Wholesale Certificates current (within the last two years?) **The Wholesale Parts Manager verifies all new applications. Yes, all Tax-ID/Wholesale Certificates are current.**
 21. Discuss monthly expense control with the parts manager and identify specific areas under the manager’s control. If expenses are allocated and not charged on a controlled basis, consider basing pay programs on sales or gross rather than net profit as part of the plan. **The Parts Manager reviews each monthly expense control. The largest area is overtime pay.**
 22. Who determines credit approval for parts customers and what screening system is applied? Who follows the receivables list in a timely manner to make certain payment is made by the customer without exceeding the account limits? **The Parts Manager and the Accounting Office work together to stay within account limits for each receivables customer.**
 23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis? **The Parts Manager receives a financial statement each month and performs a complete monthly review.**

24. What are the special parts ordering policies for SORs? Where is it written and posted? When was it reviewed and what level of management approved it? **The Parts Manager did not have a specific policy. But we just finished one in April.**
25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO? **We do require 100% payment before the part is ordered. Pre-payment only applies to customer pay and counter retail.**
26. What time is set to retain these parts and then initiate a return? Is a return charge made on customer pay parts that are returned because the customer did not return for them within a time limit? **The Parts Manager holds the parts for 45 days. A restocking fee is charged on returned parts.**
27. Who are the parties that are involved in the SOP process start to finish? **The Parts Manager, Service Manager, and the Service Adviser.**
28. Are special order forms completed in a legible manner so that the customer information can be read? **The SOP forms are computer generated and legible.**
29. Where are special order parts for the service department located? Who notifies the customer the part is in, and who determines when to send the parts back if no response is made by the customer? Is anyone designated to follow up on SOP's, the lack of return? **SOP are located in a special bin in the parts department. The Service Adviser notifies the customer when the parts arrive. The Parts Manager follows up on when to send parts back if no response from customer. We send an email out to follow up with customer. Also, the consultant sends a text message to the customer.**
30. See if special order parts are carried in a separate section of the parts inventory to maintain control. Or they inserted into the regular inventory? **All SOP are in a designated bin and kept separate from all other parts.**
31. Who administers and controls the Purchase Order system (DMS/book)? What dollar amount of fixed asset purchase can be made without approval above parts management level? Who sets and monitors these \$\$ levels and total open PO's and open PO \$'s? **The Service Consultant can give a P.O. to a tow company and rental car company. All other P.O.'s are issued by the Parts Department. The Parts Manager sets and monitors all \$\$ levels.**
32. Does anyone other than the parts manager have direct purchasing authority from outside vendors? Who oversees the Parts Manager? (Double signatures, Perusing the Parts Dept. purchase invoices) **The Parts Manager has sole direct purchasing authority. The Fixed Operation Director oversees the Parts Manager.**

33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes? **The General Manager sets all internal parts pricing. Yes, all internal purchases are run through the parts department.**
34. Does the value of the parts inventory on the parts computer exceed, or is it less than, the financial statement dollar amount? (Monthly Reconciliation Exercise) **The most recent results show an overage in parts inventory vs dollars inventory.**
35. If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation Exercise) **We perform a monthly reconciliation.**
36. If the accounting inventory value is less than that of the parts inventory value does this indicate an abnormal condition? (If not, why?) (Monthly Reconciliation Exercise) **Yes. An abnormal condition can result if parts are received in to inventory before the offsetting invoice is received by Accounting. Another abnormal condition can result when parts are returned by the body shop without an offsetting credit to their wholesale account.**
37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve. **LIFO is not used to calculate days' supply.**
38. Is there an employee responsibility to function chart as was discussed in class? Are there specific inventory transactions (Grading, Ordering, Receipting, Posting, Adjustments, Bin Count Inventory, Returns, Cores/Dirty Cores) assigned to each of the employees in the parts department? (Functions vs Employee Exercise) **Yes, each employee has assigned responsibilities, and is cross-trained between each assignment to assist each other, as needed.**
39. Who controls the training programs for the parts employees? When was it last reviewed? Is it part of a yearly review with the employee and is it part of the employee's pay plan? **The Parts Manager oversees the employee training. Training is not part of the individual pay plan. Each employee has two training modules to complete each month.**
40. Are records kept of the training for each person and when did someone last take online DMS refresher training? Parts Catalog training? OE/Manufacturer specific training? **The Parts manager maintains all training records. Each employee must complete two DMS module each month, plus one Honda training module.**
41. Has your Parts Manager ever taken a departmental Financial Management class like the ATD Academy? When was the last time they attended any formal Parts Management training? **Yes, he recently completed a Honda training class.**

42. A computer system diagram with specific terminal equipment positions should be made and a flowchart of work routine should be made. Determine if the equipment meets daily needs and if the equipment is in the right locations. Is the volume of business at a level that requires more system hardware, or does it require less? **Each year, the Parts Manager reviews equipment. This year, we moved one printer, and replaced all Parts printers.**
43. How much of the replenishment/daily order is manually adjusted? Does it exceed 10%? Who makes the stock replenishment changes, and what are the reasons for the majority of those adjustments? When was it changed last and by whom? **The Parts Manager was making changes more than 10%. As of June 1, 2018, he has made some changes in the system, and only minor changes remain.**
44. Is the trend of those changes in question #42 a positive or negative trend? **Yes, we have noticed a positive effect, both in efficiency and productivity.**
45. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)? **Stock order 71.3% EP 24%**
46. Where are the computer-generated management reports printed and stored are they used on a daily? (CDK MGR Report) How are the management reports utilized? **The Parts Manager maintains these reports, but are used on a routine daily basis.**
47. Is the DMS Summary used to track inventory trends? When will you incorporate the DMS Scorecard that you learned about in class? Are there areas on the DMS scorecard that you couldn't find and if so who at the DMS is helping you to find those answers? **Yes, the Parts Manager uses the DMS summary to track trends. We began using the scorecard in June for month end May.**
48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time) **The Parts Manager adjusts the inventory when bin counts are completed. Part value changes when price changes.**
49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time) **The Parts Manager checked the 50 most active parts numbers. All bins counts are accurate.**
50. Are the transactions for each day reviewed by the parts manager to make certain that any adjustments made (plus or minus) are accurate? **No. This process was implemented this month.**
51. Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership? **Yes, the Parts Manager and each counter assistant have all completed the Lost Sale Quiz.**

52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale? **Yes, the Parts Manager and each counter assistant are tracking lost sales.**
53. Who reviews the Lost Sales? When are they reviewed? **The Parts Manager has begun a daily review of lost sales.**
54. Are emergency ordered part numbers reviewed to see if they qualify to be phased in? Is the Test/Non Stock/Watch feature of the computer system utilized to test which parts to stock (Phase In)? **Yes, all emergency ordered parts are reviewed. Yes, the computer system is utilized to test which parts to stock.**
55. What demand history does it take to place a part on the inventory stock order or in inventory? Time limit and quantity are generally managed by Vendor Managed Inventory systems? **The system is set up on 3 demand in 12 months.**
56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? **none**
57. Are all parts sold by the department placed in the Parts inventory and then sold from the inventory? Do you stock any items that aren't in your inventory (Shop supplies, get ready, bulk fluids like washer solvent)? **No, all parts are sold out.**
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures? **Some procedures are verbal, but most are written to comply with OSHA.**
59. Who files damage claims on parts shipments received? **The Parts manager is also warehouse manager.**
60. Who receives parts orders, and how are they received? Is the original stock order transmitted to the factory cross-checked? What do you do about discrepancies? **The Parts Manager is also warehouse manager. He cross-checks the order. We file for an ORA.**
61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis? **The Parts Manager verifies inventory each month and at year-end.**
62. Who applies and loads the monthly price updates? **The Parts Manager.**
63. Are parts cost adjustments (monthly price updates, bin count irregularities and emergency purchases at more or less than OE cost) tracked by someone in the dealership or is a periodic inventory adjustment method utilized (like once a year)? **The Parts Manager tracks adjustments on a monthly basis.**

64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? **The Parts manager is unsure, but thinks only a few adjustments were required.**
65. Are all obsolete parts that are on the inventory physically in the store? **Yes, all parts are controlled on-site.**
66. Are they separated into a special area to be controlled and tracked for sales history? Separate source? Change bin location by adding a J for easy identification by counter persons? **No, not at this time, but we are on-track with an action plan to improve this situation.**
67. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status? **Service & Parts manager.**
68. Do the Parts, Service and Body Shop Managers along with the Office Manager/Controller together follow up on all Work in Process (WIP) tickets and verify that they are closed out in a timely manner? **All WIP is completed within 30 days. We closely monitor WIP on a weekly basis.**
69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? **Yes.**
70. What is the months' supply of the inventory? Does this match the students calculations found in their FS Parts Excel template? Are too many parts stocked in the inventory based on this calculation? **Month's supply is 1.19 – FS was at 1.14.**
71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template? **True turn of the inventory was 6.8. FS parts was 10.5.**
72. Is the inventory area large enough for the current level of business? Answers to this question can be obtained when the student does the FTFR (First Time Fill Rate) exercise. **Yes, at this time it is satisfactory. However, after completing the FTFR, we recognize a need for organizing & consolidating as we plan toward the future.**
73. Where are the Dealership's policy and procedures manuals located and who handles the review with the manager and his employees? Who has verified that the manual is located in an area that allows for easy access? **All policy & procedures are online. Manuals are located with the Human Resource Manager and the Parts Manager.**
74. Is your Parts Department locked up each night? Who has keys? **The Parts Department is a designated Restricted Area. It is always locked at night and outside of business hours. Only Parts employees have access to a key.**

75. Do your Counter-people have a cash drawer? Who balances the drawer? **Yes, the parts counter assistant has a cash drawer and completes a daily balance sheet.**
76. Is there a policy in place for overages for the cash drawer/balancing? **Yes, an Accounting assistant verifies the cash count each week and adjusts any discrepancies.**
77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup? **No cameras.**
78. What one thing can your organization do to help you do your job better? **We have a great Parts Team. Within the past year, we have adjusted some of our old procedures, as well as implemented a variety new policies and procedures. I appreciate each team member willingness to accept and implement change.**