

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? *Annually at minimum*
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area. *We have a policy in place that checks with local vendors in our area and tweaks the GP to accommodate*
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. *Some of the items are higher and some lower. We seem to be lower on body parts because we purchase truckloads.*
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. *Yes*
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? *We have recently been monitoring this and have found 'discounting' to be a concern.*

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**
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? **No- we have priced some items at 'Conquest' pricing and are changing that policy**
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? **The part number has an asterisk.**
9. Do you have an internet presence for your parts department? **YES**
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? **OE Connect/ Ebay/ Direct mail.**
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 2 outside sales reps. We did see an increase in sales at the program but this has not increased consistently.**
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? **Yes, truckload Purchases/ CPVP thru GM.**
13. With the growing use of mobile smartphones by customers do you have a mobile ready website? **No- but we are in process.**
14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated? **Updated Monthly by service manager and parts manager.**
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 have not reviewed in a while but are in process at this time**
16. Does the parts department actually seek additional revenue or "live off" the sales of the service department only? If not why not? **We currently don't have the personnel for this.**

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? [We have accessories displayed on the showroom floor and some are displayed on a vehicle. We created a spiff program for the sales people to help them sell the accessories.](#)
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. [We recently starting reviewing this and ended up cutting our delivery routes and one driver.](#)
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 currently have a fleet of 12 parts trucks that deliver parts and accessories 10 hours daily. [We can deliver 2 or 3 times per day. We are number one in our market in wholesale](#)
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 parts manager verifies the wholesale customer and the business office recently updated all of the seller's permits.](#)
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. [We monitor expenses monthly and no parts employee is paid on net profit.](#)
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? [Credit approval is maintained in the business office. The receivables are monitored by the A/R clerk in the office, the Office Manager, GM and parts manager on a monthly basis.](#)
23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis? [Yes, Monthly](#)
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? [There is no written policy posted for SOR's we are in the habit of collection up front on the orders.](#)

25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO? **We normally collect 100% of the SOP. Management is required for SOP with no prepayment.**
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? **We normally return these parts after 90 days. If within 90 days and returnable we do not collect the restocking charge.**
27. Who are the parties that are involved in the SOP process start to finish? **Parts counter salesperson, parts manager, service advisor and shipping/receiving dept.**
28. Are special order forms completed in a legible manner so that the customer information can be read? **Yes, they are added to the DMS and a copy of the invoice is attached,**
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? **They inform the service advisor daily.**
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? **Yes they are in a special area and have special bin locations.**
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? **We are not at liberty to purchase fixed assets without approval.**
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 counter people are allowed to order parts for customer's cars in the shop. All others are purchased by the parts manager.**
33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes? **All internals are run thru parts. Internal pricing is set by GM, parts manager and MAVP.**
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). **Inventory amount value was less than accounting on a recent physical 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 did not find missing pieces. The errors came from cores and returns not properly executed.*
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, this would be abnormal and a serious concern,*
37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve. *It doesn't. we only calculate LIFO once a year in December so that number would not be available to us on a monthly basis.*
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) *We do not have this practice in place but are working on a job duties performance plan.*
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? *It is not part of the pay plan. GM training keeps track of each employee and is controlled by GM and the parts Manager.*
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? *Gm training and Hendrick training as well as HAZ mat are documented.*
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, the class was presented by NADA*
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? *We are monitored by GM EBE requirements as well as Hendrick Auto*
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 stock order is not manually adjusted more than 10%. The majority of adjustments are caused by overstocking of quick turn items*

44. Is the trend of those changes in question #42 a positive or negative trend?
No changes noted
45. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)? 94%
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? In the parts Managers office as well as the OM office.
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? We have recently started using the scorecard to track trends. This is very new and we have not been able to work out all the kinks yet.
48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time) Daily
49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time) yes- Physical on 6-30-18
50. Are the transactions for each day reviewed by the parts manager to make certain that any adjustments made (plus or minus) are accurate? Yes, daily
51. Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership? Yes, the parts manager and 2 counterpeople
52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale? Lost sales are not completely accurate in the DMS as the rules set in DMS include items that we do not consider a lost sale.
53. Who reviews the Lost Sales? When are they reviewed? Parts manager reviews the 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, we are controlled by the RIM program and find it to be a very good program for phasing in parts. Our quantities remain low but out part numbers are high.
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? Sold part number 3 times in 12 months
56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? 1%

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 items are in inventory**
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures? **We do not have a written policy for shipping and receiving.**
59. Who files damage claims on parts shipments received? **The Shipping receiving dept completes the paperwork and then files the claim.**
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? **Parts orders are received and inputted daily by shipping and receiving. The parts manager cross checks the orders.**
61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis? **Yes, annually**
62. Who applies and loads the monthly price updates? **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 and adjusts inventory monthly**
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? **The adjustment of 53653.00 was taken in June 18**
65. Are all obsolete parts that are on the inventory physically in the store? **Yes or the offsite storage warehouse**
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? **Yes, special area of the warehouse**
67. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status? **Office manager and service manager thru WIP monthly**
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? **Yes, Monthly**

69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? **Yes, run daily and reviewed in daily huddle.**
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? **17 days – we believe this is a good mix**
71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template? **2.7 and this was lower than the report**
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., area is sufficient**
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? **One in the controller's office and one in the parts managers office.**
74. Is your Parts Department locked up each night? Who has keys? **Yes, keys are provided to OM, GM, Parts Manager and shipping and receiving.,**
75. Do your Counter-people have a cash drawer? Who balances the drawer? **Yes, front counter has a cash drawer that is balanced daily but the accounting office.**
76. Is there a policy in place for overages for the cash drawer/balancing? **Yes they are deposited in an other income acct.**
77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup? **We do not have security cameras.**
78. What one thing can your organization do to help you do your job better? **I believe the resources are in place. I would like more time daily to analyze.**