

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? *Monthly as of April.*
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area. *Compared our pricing set up to other Auto Ranch stores. Compared our retail pricing on parts tickets when purchasing from other dealers in the Boise area.*
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. *Answer to question 2 would be what I have done so far.*
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, Found room to improve on our internal pricing and retail established price of shop supply items.*
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? *Yes, Parts people can change pricing but not the Service Advisors. Parts pricing can be adjusted down to MSRP of a part when needed to be competitive.*

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, we have accounts set up in accounting for this. X68700 account numbers.*
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, difference on cost is applied to the X68700 accounts. Parts DMS cost is recorded on the PO with the balance going to the X68700 account.*
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? *Same way on the invoice with the credit going to the X68700 account.*
9. Do you have an internet presence for your parts department? *Not at this time... we discontinued program last year due to ZERO return on investment. Currently we have a accessory catalog on our website but only generates sales via new car time of sale.*
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? *Online accessory website that can be used to view and purchase accessories. Mostly used by sales department.*
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? *Not at this time.*
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 we do earn factory dollars. Unknow to me what each dollars are spent on. They can be used for various dealer expenses. We have purchased displays in the past but nothing this year.*
13. With the growing use of mobile smartphones by customers do you have a mobile ready website? *I believe our mobile site is smartphone friendly.*
14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated? *Updated through the OEM programs in place. Craig handles what is offered.*
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? [I look at counter persons sales and GP weekly.](#)
16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not? [Service and sales are our number 1 customers so they get most of our attention.](#)
 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, but current MSRP on factory accessories are only leaving 25-30%.](#)
 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. [Have done this in the past with the body shops but currently only serve 2-3 shops.](#)
 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? [Our situation being the only dealer in MH delivery can happen when ever needed, but only 1 run to Boise is all we can do per day. Competing with the “major player” in that city would not be cost effective.](#)
 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?) [I look into the wholesale customer and verify they have a place of business and they are doing resale business out of that location. They application is then turned into the main office to verify the tax-id and credit application.](#)
 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. ...[X](#)
 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? [Office Manager Heather, and Tawnya](#)

23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis? [Month to date numbers discussed weekly in the Manager meeting. Craig and myself look briefly look at page 5 of the financial statement when the month is closed.](#)
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? [Part of the employee training.](#)
25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO? [Pre-paying Counter. Wholesale we charge with the part arrives. Service customer does not pre-pay and is notified when the part arrives to contact/schedule the customer in.](#)
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? [Ford has a 60 day return policy up to 4% of purchases SOP parts. Chrysler return accrual can be used for SOP parts. Like to review any parts 30days old with the service advisor to find out what is the delay in the customer returning before returning.](#)
27. Who are the parties that are involved in the SOP process start to finish? [Service advisor, Parts advisor. If customer needs scheduled then the schedule person contacts the customer.](#)
28. Are special order forms completed in a legible manner so that the customer information can be read? [99% of SOP parts are done in the DMS under SOR. SOP cards are on the part and given to the advisor.](#)
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? [Saved on the SOP shelf area in parts.](#)
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? [Received into regular parts inventory. Bin location is SOP on the parts. Bin report can be run for parts under SOP and remove any part with no quantity on hand. Pre-paid parts will show zero on hand because they are pre-paid.](#)
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? Parts manager checks each Purchase Order before sending to accounting for posting. Tawnya handles posting to accounting, and brings the attention of any missing PO's to the Parts Managers attention to research and follow up with.
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) Tawnya double checks vendor invoices to our PO system. PO's are signed by the Parts advisor and Parts manager. On the PO the invoice or repair order is recorded on the reference line what the purchase was for. Spot checks on those references to verify the part was sold on the invoice or repair order.
 33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes? Internal pricing has been reviewed by the GM and Parts Manager. Previous percentage had been too low and not retaining enough GP.
 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) In the past... spot checks have been with parts over accounting.
 35. If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation Exercise) Price tape adjustments do not get made in accounting until physical inventory is done. Dirty cores, pending returns, pending core returns, as well as WIP are tracked and included in the parts inventory value during the recon exercise.
 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) Depending on the trend of the recon. It is always possible not ALL invoices have been posted to accounting on the last day of the month.
 37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve. LIFO value is only given to accounting at end of year.
 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 we have parts people that are assigned particular duties but are not limited to only handling them.

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? [Employee training status is tracked on the factory's websites. What is required depends on parts position. Other than completing training on company time as available it is not part of the pay plan.](#)
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? [Some DMS update training was done after the change over in March. Parts and OEM training is assigned via the factory's website. All available training is up to date.](#)
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? [Mike Nichols Parts manager training class about 15 years ago. Other than that just OEM training classes with BMW and Ferrari/Maserati. Some CDK university on system settings and setups.](#)
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? [I believe rear two parts terminals need to have Word/Excel added to them.](#)
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 sets the stocking levels with the exception of Ford filters that is manually ordered by Matt through a outside vender.](#)
44. Is the trend of those changes in question #42 a positive or negative trend? [Positive](#)
45. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)?
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? [Saved in CDK in the DSDA feature. The report and be pulled up and reviewed by anyone that has access to parts DSDA.](#)
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? The report is reviewed monthly for the recon report and to monitor trends in sales and inventory values.
48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time) *As needed when inventory counts are done. Sometimes as often as daily or weekly. Just depends on what we are able to count.*
 49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time) *About 4 times year on cycle counts, but also every time a part is pulled or stocked on the shelf quantity on hand is checked.*
 50. Are the transactions for each day reviewed by the parts manager to make certain that any adjustments made (plus or minus) are accurate? *Only results from bin counts are reviewed.*
 51. Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership? *Yes, was reviewed with each counter person and was explained in detail what qualifies as a lost sale with those that had wrong answers.*
 52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale? *Yes. All parts counter employee's can log a lost sale.*
 53. Who reviews the Lost Sales? When are they reviewed? *Stocking parts are reviewed via the OEM's stocking programs (RIM/ARO). Bi-weekly stocking policy reviewed and approved by the parts manager.*
 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)? *Only on the Ford side. Other inventory is monitored through the RIM and ARO programs.*
 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? *I use 2-3 sales in 12 method to stock I also consider sales under 9 months to consider early stocking of new parts. Unless it is a recall part or campaign. Normally using the reports provided by the factory to review inventory. If a recommended part is in question I may also use the dealer locator to see who is stocking that part and how many in my area.*
 56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? *Chrysler ARO 98.7% GM RIM 94.8%*
 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)? *Only Etch/ is in part inventory in accounting but not in our DMS inventory.*

58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures?
59. Who files damage claims on parts shipments received? [Counter person assigned to that car line.](#)
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 counter person assigned to the car line checks in the order. Items are received in under the order in the DMS. Any items that did not arrive are cross checked with the factory to be sure it was not a shortage. Any cross shipped items are noted and tracked for their arrival.](#)
61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis? [Yes](#)
62. Who applies and loads the monthly price updates? [Heather/CDK](#)
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)? [Tracked in our monthly inventory recon report. Reviewed and reported by the parts manager. Recorded from our physical inventory date.](#)
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? [No adjustments have been made other than the physical inventory adjustment.](#)
65. Are all obsolete parts that are on the inventory physically in the store? [Yes](#)
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? [Not currently but we are creating new sources and accounts to track and adjust the sales of the obsolete inventory this month. We do have some Ford part that are pulled and shelved separately from the hot movers.](#)
67. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status? [The WIP is recorded on the parts recon report. The service manager verifies the WIP completion.](#)
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? [Reviewed by the service manager and closed by end of month.](#)

69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? *Yes, done daily by the office manager and given to all managers.*
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? *Yes*
71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template? *2.19 as per CDK MGR 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. *With our current level of inventory and dead inventory the inventory dollar value is too high. Once we work the plan to remove idle stock we can evaluate our current stock and levels for our level of business.*
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? *X*
74. Is your Parts Department locked up each night? Who has keys? *Yes, Parts personnel, GM, Office manager, and Service manager.*
75. Do your Counter-people have a cash drawer? Who balances the drawer? *Parts has one drawer. Counts are alternated between counter people and random bi-monthly counted by the Manager. Occasionally random counted by the office manager.*
76. Is there a policy in place for overages for the cash drawer/balancing? *Shortages are paid by the employee that was found to be short. Small overages (under a dollar) are held until end of month.*
77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup? *No*
78. What one thing can your organization do to help you do your job better? *Need a better filing system.*