

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? **Once a year on maintenance**
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area. **We do not do this**
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. **We do not do surveys**
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. **There are various price codes by source**
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? **Parts Consultants are able to change pricing but Service Advisors cannot**
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)) **No, parts are added at the OE cost when added to our inventory**
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**
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? **Parts are sold at factory price and the discount is added on the backend.**
9. Do you have an internet presence for your parts department? **No**

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? **We do not**
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? **We have a full-time outside salesperson who prospects and maintains customers in all departments. With our current volume I do believe he is needed at a full-time rate**
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, dollars are earned by bulk purchasing and we do not do much of it due to parts not being rim protected and the majority being for older model vehicles**
13. With the growing use of mobile smartphones by customers do you have a mobile ready website? **Yes**
14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated? **Do not use coupons**
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 have not done this**
16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not? **Always looking for ways to increase revenue through spiffs and programs**
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**
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. It is monitored but could do a better job of it. **We try to keep the smaller shops within the area of larger accounts we are already delivering to on a daily basis**
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 are always looking for ways to unseat the competition. Service is our main focus and I do believe we are better than the competition. We deliver to some shops up to 5-6 times a day

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?) It has been awhile since they were last updated but I am working on that with A.J. to make sure we get them 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. Already reviewed monthly
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? Parts manager and accounting
23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis? It is given but not always discussed on a monthly basis
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 policy is when a SOP part comes in, it is checked in by the shipping and receiver and the customer info along with the part number and date of arrival is added to a shared spread sheet with the BDC. An SOR sheet is printed and given to the assistant manager and the assistant manager shop watches the BDC and advisor to let them know the part is in. The BDC then notifies the customer and sets the appointment in shop watch. I monitor the spreadsheet weekly and work with the BDC to get these customers in. There is no written policy.
25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO? Not always but that is something that is going to change
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? Depending on how good of a customer they are we do not always charge a restocking fee. If the part is over 90 days I will charge a restocking fee or refuse to take the part back

27. Who are the parties that are involved in the SOP process start to finish?
Parts department (shipping and receiver, Parts consultant, Asst. Manager, Parts Manager, Service (advisors), BDC
28. Are special order forms completed in a legible manner so that the customer information can be read? There is a Special Order Request sheet is printed for each customer with the customers info, part number and description, date ordered and date received.
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? Special order parts are located in the parts department back by the shipping and receiving area. The shipper and receiver and parts manger monitor the shelves and are in contact with the BDC weekly as to whether or not the part can be returned to the shelf or when customer is coming in
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? Separate area specifically for customer orders
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? This is not monitored correctly.
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) No, all parts vendors are that of the managers approval, fixed ops 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 owner with consideration of management staff, Yes
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)
It is usually less but I believe a lot of that has to do with open R.O.'s and Cores.

35. If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation Exercise) **N/A**
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**
37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve. **N/A**
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) **Each employee has specific job duties assigned to 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? **Parts manager controls the training program. It is reviewed with each new employee to see what recommendations they might have but is not a part of their 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? **Manufacturer training is done quarterly**
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? **No**
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 am not sure**
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? **It is only adjusted on maintenance parts if needed and not very often**
44. Is the trend of those changes in question #42 a positive or negative trend?

45. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)? **85/15**
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? **Printed and stored in the parts department. Was not shown how to utilize them correctly**
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? **Inventory trends are tracked by RIM**
48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time) **5-10 times a day**
49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time) **No**
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**
51. Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership? **Yes**
52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale? **Lost sales are not tracked**
53. Who reviews the Lost Sales? When are they reviewed? **Currently do not track 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)? **I am unaware of any Test/Nonstock/Watch feature however I have been looking at outside vendor invoices more closely to better track what we are picking up and why?**
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? **A few factors go into whether we stock a part. Sale history (multiple times in the past couple weeks, months, year), Do other dealers around stock it, and what newer vehicles it fits and type of part it is (service lane or not)**

56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? **88%**
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)? **Yes**
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures? **There are outlined written procedures but each shipping and receiver can tweak them based on what suits them better.**
59. Who files damage claims on parts shipments received? **Parts manager or Parts consultant (Mike Kasprzak)**
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 shipping and receiver checks in the orders and gives me any discrepancies with the order. We have to wait 5-7 days before filing any claim for missing parts but damaged parts submitted that day.**
61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis? **Not really**
62. Who applies and loads the monthly price updates? **It is automatically updated through our DMS**
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)? **No**
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory?
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? **No, obsolete parts remain on the shelves until returned, sold, or scrapped**
67. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status?

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? **No, all departments could do a better job with that**
69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? **Yes, a daily DOC is ran each day**
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? **2.2, yes ,yes.**
71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template? **We turn 70% of the inventory value each month**
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. **I believe so**
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? **They can be accessed on global connect. They were emailed to each parts consultant but are not posted anywhere.**
74. Is your Parts Department locked up each night? Who has keys? **Yes and all parts consultants and shipping and receiver along with the maintenance guy.**
75. Do your Counter-people have a cash drawer? Who balances the drawer? **Yes and the last person to leave**
76. Is there a policy in place for overages for the cash drawer/balancing? **I am not aware of one**
77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup? **There is one in the pro shop and one in the warehouse. All department managers have access. I would like to add another in the warehouse**
78. What one thing can your organization do to help you do your job better? **I am fairly new to the position and realize I have a lot to learn still so Parts school and any manager training would be helpful.**