

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 GM: Monthly is great!**
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area. **In process GM: Need to do monthly.**
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 will do this. Setting up W/S plan now. GM: Agreed.**
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 various pricing levels GM: Agreed**
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 counter people are empowered to change prices as needed, not service advisors. GM: Parts Manager needs to watch this.**
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)) **All adjustments are controlled by parts manager and assistant manager only GM: Agreed**
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? **All parts are costed at factory price GM: Agreed**
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 costed at factory price, discount is taken as P&A Purchase Discount acct 494B GM: Agreed**
9. Do you have an internet presence for your parts department? **Yes GM:Agreed**
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? **Working with sales**

raised margin to 40%+ pay 5% sales bonus. GM Selling accessories like candy bars.

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? **Starting this month GM: Agreed**
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? **Not sure, need to contact factory rep GM: Agreed**
13. With the growing use of mobile smartphones by customers do you have a mobile ready website? **Not sure GM: We are 100% Mobile Friendly.**
14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated? **Monthly GM: Agreed**
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? **Will start reviewing monthly GM: No need parts pay plans based on gross profit.**
16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not? **We are in the process of launching an aggressive wholesale delivery program. GM: Agreed and aggressive accessory sales in drive and sales dept.**
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? **In the process of launching an online accessory pricing catalog to be used for sales, service, and parts. GM: Aggressive accessory plan now with accessory sales person and pay for floor sales people.**
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. **In process GM: Agreed just getting back into the W/S business**
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? **In process GM: Agreed just getting back into the W/S business**

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?) **In process GM: Our business office is on it.**
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. **GM: I will speak with parts manager on this.**
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?
Accounting office GM: Agreed and approve/deny modify limits based on pay history. I just turned many charge accounts to cash because of pay history.
23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis? **Yes GM: Agreed**
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? **We do not have a written policy for special order parts. GM: Agreed we are putting a policy in writing.**
25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO? **Pre-payment does differentiate between retail, wholesale, and repair orders. Most counter retail is pre-paid. GM: Agreed**
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? **All SOP are returned within 45 days as per Subaru’s guidelines. GM: Agreed**
27. Who are the parties that are involved in the SOP process start to finish? **GM: Parts counter sales person, Asst Parts Mgr (order) and Parts Mgr**
28. Are special order forms completed in a legible manner so that the customer information can be read? **All special orders are entered in the DMS GM: Agreed**

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 stored in the parts department. Working on a better follow up process GM: Agreed**
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? **Stored separately GM: Agreed**
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? **Automated PO's for parts, supplies, sublet for the service department are controlled by parts department. No established limit at this time. GM: Agreed our business office monitors all POs**
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) **Body shop controls purchase's for their outside vendors GM: Agreed**
33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes? **Internal pricing policy set by Corporate, not all purchases are controlled by parts. GM: Agreed**
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) **Parts inventory exceeds G/L, reconciliation is done monthly GM: Agreed**
35. If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation Exercise) **GM: we are ok**
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) **GM: we are ok**
37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve. **GM: LIFO not used**
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)
GM: Parts Manager Asst Manager

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? **Not currently GM: we need to work on this**
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? **Not currently GM: we need to work on this**
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 GM: we need to work on this**
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? **Many computes available at many work stations. GM: We are good on this.**
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?
Space was our biggest obstacle, we've been reworking bins to create more room and will be adding necessary part numbers, our goal is 90% factory compliance. GM: We are at 90% as of today!
44. Is the trend of those changes in question #42 a positive or negative trend? **GM: Positive**
45. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)? **E-purchases are virtually zero, we have same day availability from the factory GM: Agreed.**
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? **MGR report is printed several time throughout the month as needed and mainly used for month end reconciliation GM: Agreed.**
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? **GM: I will share the scorecard with Parts Manager.**

48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time) **Daily, perpetual inventory GM: Agreed**
49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time) **No GM: We will work on this.**
50. Are the transactions for each day reviewed by the parts manager to make certain that any adjustments made (plus or minus) are accurate? **Part management are the only ones with access to make adjustments GM: Agreed**
51. Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership? **Yes GM: Agreed**
52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale? **All parts counter people can post lost sales. GM: Agreed**
53. Who reviews the Lost Sales? When are they reviewed? **Parts manager, at least weekly. GM: Agreed**
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 GM: Agreed**
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? **Demand in 3 out of 12 months, total demand of 3 GM: Agreed**
56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? **70% GM: Agreed**
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)? **All saleable parts are system controlled, some shop supplies are stored in parts GM: Agreed**
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures? **Currently no written procedures GM: We are working on putting all policies and procedures in writing.**
59. Who files damage claims on parts shipments received? **Claims are filed by parts management. GM: Agreed**
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?

Orders are received and tagged by available counter people, management is notified of any discrepancies. GM: Agreed

61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis? **Perpetual inventories are being conducted GM: Agreed**
62. Who applies and loads the monthly price updates? **Automated GM: Agreed the office is notified on any change in inventory value.**
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)? **Constantly reviewed by parts manager GM: Agreed**
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? **GM: New dealer. Physical inventory scheduled.**
65. Are all obsolete parts that are on the inventory physically in the store? **Yes GM: Agreed**
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? **They are not physically placed in a special area, but can be easily located. GM: Agreed**
67. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status? **GM: All old open ROs are reviewed daily.**
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? **GM: All old open ROs are reviewed daily.**
69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? **Yes GM: Agreed.**
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? **34.3 days, 1.1 months GM: Agreed**
71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template? **2.8% GM: Yes**

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. **GM: yes.**
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? **GM: Need to work on this.**
74. Is your Parts Department locked up each night? Who has keys? **Parts department is locked each night, all counter people are issued the necessary keys to open. GM: Agreed.**
75. Do your Counter-people have a cash drawer? Who balances the drawer? **No GM: Agreed.**
76. Is there a policy in place for overages for the cash drawer/balancing? **N/A GM: Agreed.**
77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup? **No security cameras in in Parts Department GM: Agreed.**
78. What one thing can your organization do to help you do your job better? **GM: Better phone training.**