

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 after class ends and will remain open until the Sunday before your service week begins. The topic is: What is the biggest challenge or obstacle that you think you will face in trying to implement actionable items that you learned in your parts class? This is a two-part exercise: Your first part is to post a substantial posting of 25 words or more outlining your challenge or obstacle. The second part is, you will need to respond to at least three (3) other students' topics with suggestions, observations, and ideas to help resolve their**

obstacles and challenges. To obtain full credit (worth 300 Points) you will need both parts, your obstacle and/or challenge post and at least three separate responses to your peers' challenges and/or obstacles.

- 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? *As Needed for service. We increased for warranty parts and labor increases. Most recently summer of 18 to present. Recently implemented parts matrix to be aggressive.*
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area. *We are unable to compare to local chevy dealers but use parts matrix to be more profitable on 10-30 dollar range*
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 are looking into doing so.*
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. We have pricing levels and matrixes to be competitive*
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 we do. I am in charge of security maintenance and do not allow any discounting unless managers authorization. We also run a report daily of margins on each invoice and RO*

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, factory master is unable to be changed by anyone. No one besides the parts manager can change inventory cost.**
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, if emergency purchase our cost is what we paid for it. They we add the percentage for margins**
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? **They are not. We had let go of our previous manager for various reasons and this was one of them. He should have kept it in a separate area instead of taking it straight to GP.**
9. Do you have an internet presence for your parts department? **Yes, on our website we have a separate parts section with fields available to leave your info for a counterman to contact you.**
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? **Not currently.**
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 an outside wholesale sales rep. We also cycle all front counterman to go see existing and potential customers. They all get paid on their personal sales thru the DMS.**
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? **Unable to answer question at this time.**
13. With the growing use of mobile smartphones by customers do you have a mobile ready website? **Yes we have a mobile accessible website.**
14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated? **Not at this time.**
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 looked at pay**

plans at this time. We will be addressing them once our warranty increase has a specific date.

16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not? **No. our wholesale is another source of income.**
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 the salesman walk the customer to the parts department and meet a counter man once the sale is made. Our sales process now does not currently allow parts accessories to be added until after they go thru finance.**
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 do not deliver to anyone outside the el paso area. It would not be cost or time effective.**
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? **Yes, we competete with Skogg and Dickey Classic and Brown & Brown. We try to compete, but some body shops are not worth our time due to returns and powertrain parts.**
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?) **Parts manager and comptroller. We have recently gone thru a state tax audit and were in compliance with Tax ID forms.**
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 have adjusted the new parts mangers pay plan to be on net profit and not on GP due to our last parts manager.**
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? **Our comptroller. It is based on the response of their refences and the previous credit lines they have received.**

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? **In our DMS and handwritten. Once part is received handwritten copy goes to counterman and then to advisor, if necessary. They then call the customer back.**
25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO? **No. Only on counter retail and if the customer does not leave the vehicle.**
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 are currently working on that situation to put a better process in place.**
27. Who are the parties that are involved in the SOP process start to finish? **Counterman/service advisor, shipping and receiving, counterman/service advisor**
28. Are special order forms completed in a legible manner so that the customer information can be read? **As best as they can, Yes**
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? **In sop bins separated by alphabet and by prepaid or not. The counterman or service advisor. Yes but not currently enforced to its best potential.**
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? **They are separated by bin location, either SPORD SOA,B,C etc.**
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? **All counterman, no limit but monitored when posting the invoice by parts manager.**
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) **yes, counterman. The comptroller is the one who makes it balance but other than her, no one.**
33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes? **GM and Dealer, Yes. We are at list price**

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 varies, It is usually within a few thousand dollars. We are currently trying to reconcile and fix that issue.**
35. If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation 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)
37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve.
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, our parts clerk deals with cores, returns and bin counts. Our ordering posting and adjustments are done by our parts manager. Counterman request SOPs and make EP.**
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. We review their duties and performance daily and weekly.**
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? **No, we do not currently have any process in place.**
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, he has not. We are currently working with ACG consultants training our new parts manager.**
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 currently phasing in new computers to keep up with the demand on the individuals performance to optimize their productivity. Ex. Lag time on refreshing programs needed etc.**

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? **We are currently in the process of adjusting all orders and RIM orders.**
44. Is the trend of those changes in question #42 a positive or negative trend? **Positive trend!**
45. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)? **It is varying with the inventory adjustments we are making. It is presently too high.**
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? **Yes they are. Monthly 2213 etc. are stored**
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 we are. When we have to time to incorporate a new process. Our personel change has been a struggle.**
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) **No not currently**
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, to the best of our ability.**
51. Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership? **Yes. No one got it right. On the positive. We went from 187 dollars of lost sales a month to 48000 dollars last month**
52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale? **Yes, by our definition it is. All counterman.**
53. Who reviews the Lost Sales? When are they reviewed? **Weekly and monthly and with every stock order made.**
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 it is. We have come up with our own phase in criteria with the help of our consultants to get the right parts in our inventory.**
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? **3 hits in 7 months**
56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? **It was in the 90s but not we are not sure moving forward but it should stay the same.**
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 we do stock those items.**
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures? **All verbal. It's the counterman and advisors letting the parts manager know if something is or is not working by feedback.**
59. Who files damage claims on parts shipments received? **The parts clerk**
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? **We scanned them in part by part from the bins they were delivered in. If we are short or over our parts clerk submits to GM.**
61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis? **Yes monthly.**
62. Who applies and loads the monthly price updates? **Currently I upload the factory master.**
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)? **Yearly physical inventory by an outside entity**
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? **A tax write off of the difference and adjust to balance**
65. Are all obsolete parts that are on the inventory physically in the store? **Yes, we are currently getting a handle on that issue.**
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 we do. SPORD and SOA A= first letter of last name**
67. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status? **Warranty administrator and service manager looks at our 90 day and 60 day RO list**
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? **Currently both parts and service managers work together to close these tickets**
69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? **Yes it is**
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? **90 day supply when we started this program. We are now down to 74 days supply**
71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template?
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. **Too much inventory**
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? **In the employee handbook. Currently those procedures are not in the handbook,**
74. Is your Parts Department locked up each night? Who has keys? **Yes, All fixed ops managers GM and dealer has a key.**
75. Do your Counter-people have a cash drawer? Who balances the drawer? **No cash drawer. All payments go thru the cashiers office.**
76. Is there a policy in place for overages for the cash drawer/balancing? **Yes, The drawer must balance at the end of the night. If not our comptroller must be notified immediately.**
77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup? **We do. All over the dealership. All managers, myself, GM**

78. What one thing can your organization do to help you do your job better? Utilize time for proper training with our fixed ops employees. We spend so many hours training our sales staff we don't utilize that same training for counterman, techs and advisors on our process for efficiency.