

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? **Every 6 months**
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area. **We have found to be very competitive on most items. We are still trying to find a solution on our batteries. Not competitive. Cost is higher than what Wal-Mart is selling them for. Their warranty is longer.**
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. **As we have found to be competitive with most parts, we have found that our area of most improvement will be with the batteries.**
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. **We have pricing structure in place. We need to review on a more consistent basis. One thing we did do was increased pricing to retail for internal work.**
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 Manager is only one allowed to make discount. Service Advisors cannot change parts pricing.**
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 process in place at the moment. Manager adds all parts into 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? **On all oem parts, they are added to inventory at factory cost. If we get them at a discount, we take the difference to the discount 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? **Our discount account.**
 9. Do you have an internet presence for your parts department? **We did about a year ago. Decided it wasn't profitable enough for the time spent. We had a lot of return parts that eventually went on the shelf.**
 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 currently 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 currently do not. We currently have a manager and an advisor.**
 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? **We currently do not have any merchandising dollars available. What we had year to date was spent to offset some factory expenses in the prior months. We hired a new service/parts director that has started new processes to start accumulating factory money for future marketing.**
 13. With the growing use of mobile smartphones by customers do you have a mobile ready website? **Yes, but we do not have parts purchasing available.**
 14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated? **We currently do not have parts 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? **Yes**
16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not? **Yes we seek additional opportunities, but with our current staffing issues, we feel that it’s been a challenge to service the service department as efficiently as possible.**
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 do not. We are currently working a pay “spiff” plan with the sales department. But overall we sell a lot of accessories. But we can always do more.**
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 only a one “wholesale” customer and they are a mile from our store. We evaluate every month but they also use our service department. As a total store, they are good for the dealership.**
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 have studied, as of this time we don’t feel that it the best decision for the dealership to become a big player. We feel we have other opportunities to focus on at this moment in time. Not saying we don’t want to re-look in the future.**
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 the business office**
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 and current pay plan is based on expenses the manager can control.**
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? **Owners of credit approvals. Business office does the background checks. We are a small store, owners and parts manager go over the receivable schedule every month.**

23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis? **Not currently but will start this month.**
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? **No special order parts are to be order for retail counter without 100% prepaid. No returns are available. We require 100% of cost prepaid on ROs. Manager and owners approved. It is on the wall behind parts counter.**
25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO? **For retail counter without 100% prepaid. We require 100% of cost prepaid on ROs.**
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? **No returns on electrical and special order parts. 5 days to return for refund on stock order parts. 25% re-stocking fee.**
27. Who are the parties that are involved in the SOP process start to finish? **Manager and the one advisor.**
28. Are special order forms completed in a legible manner so that the customer information can be read? **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? **The sops are located in a separate bin. The customers are called and if the customer ops in to our text they will receive a text as soon as the part is scanned into inventory. The manager follows up with customer. We try to return the part after 60 days.**
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 location**
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? **Owners and Business office**
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) **Parts Manager and new director will always get prior approval from owners for purchasing from new outside vendors.**

33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes? **Owners just changed the internal pricing policies.**
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)**Exceeds the financial statement.**
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)**The owners of the store know that we have a discrepancy. We know that a physical inventory needs to be taken immediately. Obsolescence has not been written off in 20 years. Our goal is to have one before year end.**
37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve. **It is not being 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) **Currently the Manager is responsible for all of the above with month end review with the new director.**
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 manager and owners are aware and review. Their factory training is tied to 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? **We have not done a good job of training outside of our manufacturer specific training. We feel that is a necessary step to take for the dept in the future.**
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? **They have not but plan on sending them to Cedar Hills, Tx in October to your training.**
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?
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?
Manager makes changes to replenishment levels. Hasn't been changed in at least 6 months. We had to increase our level on air filters do to a new lube tech properly filling out the mpi and our sales increased dramatically.
 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)? **47.5 vs 5.1**
 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?
 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?
 48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time) **They are adjusted for errors at the end of the month.**
 49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time) **No, but they will be after this questionnaire.**
 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**
 51. Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership? **Just given to manager and counter people. Not anyone else in the store.**
 52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale? **They are being tracked as of the Tuesday from my parts week. Manager and counter person can log lost sale.**
 53. Who reviews the Lost Sales? When are they reviewed? **Manager and new Director**
 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)? **They are being monitored, but we are not currently using the watch feature. I will need to call Reynolds and see if we have that option.**
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 in 9 months**
56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? **96.4%**
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 minus what you have in parentheses**
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures? **They are written and posted on wall in warehouse. Manager and**
59. Who files damage claims on parts shipments received? **Parts Manager**
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? **Currently it is the manager or the counter person**
61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis? **We have instituted a process for perpetual inventory but currently are waiting for a physical inventory to be performed.**
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)? **Manager monitors on a monthly basis.**
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? **Last physical inventory was done 5 years ago.**
65. Are all obsolete parts that are on the inventory physically in the store? **We would like to think so.**
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, but that is a great idea. We will put that in place immediately.**
67. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status? **Manager and new Director**
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? **Parts Manager and new Director**
69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? **He has the ability to look at doc every morning.**
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? **5.25 yes**
71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template? **.8 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. **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? **The manager has a copy and the original is with the business office. The new director will review the manager and their employees.**
74. Is your Parts Department locked up each night? Who has keys? **Yes the manager has a key and the business office has a spare.**
75. Do your Counter-people have a cash drawer? Who balances the drawer? **NO**
76. Is there a policy in place for overages for the cash drawer/balancing? **N/A**
77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup? **Yes, owners**
78. What one thing can your organization do to help you do your job better? **Add personnel and a physical inventory.**

