

## Parts Manager Questions **Parts Manager Answers** My answers

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? **Quarterly**
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area. **There is no comparison. We are able to discount parts prices cheaper than any dealer around because of our wholesale operation. Well below what GM recommends.**
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. **The wholesale operation allows to even be lower than independent shops. We can even price compete with Jegs, and Rock Auto.**
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 to all of them**
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? **No, on parts countermen. Yes, on service advisors.**
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, but cost is changed on collision conquest sales.**
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? **Discounts are put into 687**

9. Do you have an internet presence for your parts department? **Yes. We have the customer fill out a parts request.**
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 have an outside sales Rep and they will give out items. We pay our sales rep about \$43k a year.**
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, she is full time and yes sales pays for the employee and a full time sales rep is actually required in the master wholesale program.**
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? **2019 parts wholesale = \$38,182. Collision conquest = \$755,198. More is earned by increasing your parts purchases with the factory.**
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? **No**
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? **Last year and Yes sales do provide.**
16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not? **Yes, wholesale. Our wholesale parts exceeds service parts astronomically.**
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 use the GM Rewards for purchases of floor liners and the like as well as LPO’s.**
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, 6% can on returns.**
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, no one is more competitive than us. Yes, 2-3 times a day. About a 150 mile radius. We will always try to beat competition out so no other wholesale dealer can arise into our wholesale 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?) **Me the parts manager. And certificates are 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. **Parts counter salesmen are paid a salary and commission based on Sales.**
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? **Me the parts manager with a credit application, and the controller follows receivables.**
23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis? **Yes, 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? **Order when requested. It is not written. It is my job to approve**
25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO? **Yes on counter retail. No for wholesale and service RO’s.**
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? **30 days and a 35% re-stock fee.**
27. Who are the parties that are involved in the SOP process start to finish? **The parts employee that is selling.**
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? **Kept in back of the parts department. Whoever ordered the parts, calls the customer. I handle the returns.**
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? **Regular inventory**
  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? **The Office Manager to both. And we do not have a set dollar amount that I know of. I know when it comes to purchasing on our floor plan for cars its about \$100,000**
  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) **The assistant parts manager. General Manager oversees.**
  33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes? **The Dealer and 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) **Computer exceeds the 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) **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. No it does not. We share warehouse space with other dealer's inventory and it gets logged into system.**
  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) **Yes, all parts employees share in this.**
  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? **Me the Parts Manager. It is General Motors training. That is checked quarterly. Not a yearly review with employee, but is part of pay plan for some. It is for the counter men, but not other parts employees.**
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? **Yes on GM's website.**
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? **Yes, and in 2013 total dealership management.**
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? **Yes it meets needs, eventually will need more if wholesale grows.**
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? **Does not exceed 10%. GM RIM and truckload orders, the parts manager, and assistant managers. I adjust the Order if I disagree with RIM.**
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)? **90% stock**
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? **The parts department. We actually try to watch performance reports for wholesale daily. To ensure we meet our monthly GM requirement levels.**
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 RIM used to track trends. We have no plan to implement scorecard yet. Many of our numbers will never meet the guide percentages. We will always show having too much inventory, and excess obsolescence, and not meeting the turn guides due to our wholesale operation.**
48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time) **Yearly**

49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time) **Not yet. I am still very new being employed here recently**
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. And I also gave it to the parts manger**
52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale? **No. Capability is available to countermen to enter and assistant manager.**
53. Who reviews the Lost Sales? When are they reviewed? **The parts manager. Very rarely since we don't track them**
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 for GM RIM. Assistant manager monitors. It is 2 in 12 for phase in.**
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? **2 in 12 for GM RIM**
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)? **All items are in our inventory. No, on shop supplies...etc. We share warehouse space with another dealer's inventory.**
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures? **Verbal. Parts Manager**
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? **Warehouses receive orders, and stocks them with RFID to make sure order is accurate. Warehouses handle discrepancies.**

61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis? **Yes it is done at least once a year**
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)? **Yes, I keep track of them**
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? **Just started, and haven't done one.**
65. Are all obsolete parts that are on the inventory physically in the store? **Yes and our warehouses**
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 they are not separated.**
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 service manager**
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 we never have meetings on that**
69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? **Not yet but will be. I will be sure that he starts getting these once he is settled in.**
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? **3 months. No his was a little over 2 months. No our inventory will always be above the guide. This was possibly because I used the financial statement to calculate my number and he used the DMS Report. The level of inventory varies between the 2 sources.**
71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template? **3.93 true turns. No his was 6 turns. I used the level of inventory from the financial statement.**
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, but warehouse storage is getting very full.**

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 office. The GM reviews me. I did when I recently was hired.**
74. Is your Parts Department locked up each night? Who has keys?  
**Yes, most of the parts employees have keys.**
75. Do your Counter-people have a cash drawer? Who balances the drawer?  
**Yes we do and the office manager balances it.**
76. Is there a policy in place for overages for the cash drawer/balancing?  
**Yes, we would go back and try to track where it was from.**
77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup? **Yes. I do with the owners and assistant parts manager. We keep access to cameras very limited.**
78. What one thing can your organization do to help you do your job better? **I have not recommendations yet because I recently was hired. But I will let the owners know if I do need help with something in the future.**