

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? **2 times a year**
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area.
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.
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 menu prices are offered to customers
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 and same for the 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))
Yes
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? **Parts cost is changed when purchased above cost**
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? **discount is put in account 688**
9. Do you have an internet presence for your parts department?
yes
- ✓ 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?
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 outside sales rep that works for us and other non GM dealers. so we don't pay all the cost**

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?
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? *There both done monthly*
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? *Seeks additional revenue by aggressively selling accessories*
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 pay sales people off the accessories they sale*
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 wholesale accounts are reviewed monthly*
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 the only GM dealer that's big in Wholesale. We sell to every major body shop in town*
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 does both of them*
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.
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?

Wholesale manager and accounts receivable does both of these

23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis? **No**
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?
See attached page - written and posted in parts and approved yearly by manager and Dealer
25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO? **Most Service customer pay customers are required to pre pay for parts**
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? **3 months and sometimes customer charged a restocking fee if parts customer pay**
27. Who are the parties that are involved in the SOP process start to finish?
Counterperson, shipping receiving and parts manager
28. Are special order forms completed in a legible manner so that the customer information can be read? **There ordered on the computer**
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? **They are kept in separate bins. Service notifies customer when parts are in. Parts Manager prints reminder cards weekly**
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 section
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? **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) **Counterpersons are allowed to purchase parts from outside vendors**
33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes?
Parts Manager and used car purchases thing outside of parts
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)
Inventory is less than accounting
35. If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation Exercise)
Because of returns and claims not received credits yet

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) *Accounting is more*
37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve. *Yes*
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)
Parts manager and wholesale 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? *Dealer controls training and its reviewed quarterly. Its not part of the 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? *Yes*
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 and has attended the Nada school four years ago*
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? *See attachment*
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?
Yes than 10% is adjusted by the parts manager
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)? *80 percent stock 20% emergency purchase*
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? *Parts managers printer and given to certain employees*
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
No use him to help when parts are stocked

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) Weekly
49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time) Yes
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? Yes
52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale?
Yes lost sales are tracked by parts manager and are tracked by counterpersons
53. Who reviews the Lost Sales? When are they reviewed?
Parts Manager and reviewed monthly
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
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? Three sales within a three to eight months time period depending on the part
56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO? 85-86 percent
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 parts are stocked and then sold
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures?
Written theres are job description and updated by the
59. Who files damage claims on parts shipments received? parts manager
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?
Shipping receiving and manager. Parts manager fixes discrepancies
61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis? Yes
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)? *Parts manager and made a separate adjustment at inventory*
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory? *\$ 7598 and \$16202 in appreciation*
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? *They are tracked monthly and are put into a separate source*
67. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status?
Service manager and controller
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?
Service Manager and Controller
69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)? *Yes*
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?
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. *Yes right mixture of parts*
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?
Online and a printed copy on a shelf in parts
74. Is your Parts Department locked up each night? Who has keys?
Yes and each counterperson and manager has keys
75. Do your Counter-people have a cash drawer? Who balances the drawer?
No one is shared and whoever closes balances the drawer
76. Is there a policy in place for overages for the cash drawer/balancing?
Yes

77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup? ~~NO~~ and manager has access to the ~~CD~~ parts

78. What one thing can your organization do to help you do your job better?

CO
More communication between departments

Question 24

Master Buick GMC Special Order Parts Process

Parts are ordered by the parts counterperson on an invoice or a service repair order.

If its warranty it's ordered SB which is not billed out. If its customer pays its ordered SP which means the customer prepays for the part.

When the part comes in the next day its checked in by Shipping & Receiving.

After he receipts the part he prints postcards that are given to the parts counterperson if the car is still here and if the car has left the postcard is given to the service advisor.

Once a month reminder postcards are printed out and mailed to customers that have not had their parts put on.

Question 42

Parts Department Organizational Chart

Augusta Store

5 Employees

Derrick – Rear counter - Service parts counter and over flow phone calls. (15 plus years service)

Michael – Rear counter – Service parts counter and over flow phone calls. (10 plus years service)

Earle – Front Parts Counter- Handles walk in customers, Majority of the phone calls, and accessories to the new and used department. (Been in parts for 3 year was previously selling cars and has worked in Aiken when I was unable to)

Anthony – Shipping Receiving and Parts Driver (Brian – Parts Manager – Manages department and helps on the counters when needed (20+ years experience)

Parts Wholesale Warehouse

8 Full Time Employees

1 Part Time Employee

Scott – Front and Side counter - Manages wholesale department. Helps Christy with the online orders and phones. (20+ years experience)

Christy – Wholesale Parts Sales– Handles most of the wholesale accounts. (20+ years experience)

Harold – Shipping and Receiving and Parts Driver. (Works ½ days only)

Five delivery drivers - Mark, Petal, Rodney, Parker, and Marquette. – Deliver parts for the dealership and also deliver parts for non gm dealers on the out of town routes.

Brian – Works at the warehouse when Christy or Scott is on vacation or out sick.