

## 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. Please email all of the assignments to me at [cbavis@nada.org](mailto:cbavis@nada.org) and include your name and class #. Remember that this is due the Monday before your service class starts. This allows the instructor to grade it prior to your arrival. Good Luck. Reach out if needed.
4. There is a Post Parts Class Threaded Discussion that will be activated exactly two (2) weeks after your classroom session ends. It will be open for two weeks only. You will be required to post the one topic that you came away with from the parts class that you have already activated or plan to act upon with the parts department. Once your peers start posting theirs you will be required to respond to at least three with points of clarification and reinforcement. This has a point value of **300** points.
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.

Chris Bavis  
[cbavis@nada.org](mailto:cbavis@nada.org)  
301-401-3301

## 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?  
*Twice Yearly*
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area.  
*We are very competitive and if anything, a little over.*
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.  
*I believe after talking to our parts department that we are holding too little gross. Our customer service should justify a price increase.*
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 had a meeting about this on 3/22/18, and are working to reevaluate our pricing policies.*
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 there is a policy, however I believe we are messing with the cost of the parts to ensure a pickup at the end of the year. This is something that I like to change.*
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))

I thought there was one at first, however the deviation report is the only way to track it.

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?

We are changing cost....

9. Do you have an internet presence for your parts department?

He answered yes, but the real answer is no

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?

None

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?

None

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?

None

13. With the growing use of mobile smartphones by customers do you have a mobile ready website?

No

14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated?

None

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 placed additional emphasis on our main parts manager controlling our other departments (I.E. Kia) and maximizing his pay in that area

16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not?

Yes

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?

He answered possibly, however I don't believe we have a market or the resources to do so

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 however we have under 5 real wholesale customers and thus the matrix does not come much into affect.

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 and our delivery is excellent, however we have a major wholesale competitor in the market and don't want to dive into the wholesale business. We have been successful in picking off random body shops and a Carmax out of a competitors backyard.

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?)

Yes

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 had an expense meeting and most of the expenses outside of freight are not under the parts managers 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?

Our parts manager, Terry

23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis?

No but for the first time we went through it, I am placing an emphasis on involving our parts manager in the financial statement.

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 have pre-pay on the vast majority of our SOP's even if it takes a while to get picked up. I don't see any problem with our SOP process.
25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO?  
Yes and Yes
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?  
If there is a pre-pay then there is no reason to rush a return
27. Who are the parties that are involved in the SOP process start to finish?  
Our parts manager and the counterperson
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?  
It is on an SOP shelf and they are prepaid, So it is up to the advisors to notify customer however if it is prepaid, there is no rush.
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 on the back shelf
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?  
We have never had this issue before
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)

We have a senior counterperson who can purchase from vendors and a senior Service manager who has authority over our parts manager.

33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes?  
Our GM established internal pricing
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 exceeds year over year, when we do our year end inventory. Which to me, is a problem if we are trying to stop obsolescence.
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)  
Not yet, as that is what has been expected out of that department for years.
37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve.  
No
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)  
No our department is pretty small
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?  
We have a yearly review by Nissan however that is not an issue that we have faced with the lack of turnover.
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?  
Nissan has the only records
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?

Never, however that is something I am striving to accomplish, if even informal.

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?

I believe we have more tools at our disposal than we even use.

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?

It is less than 10%, and our parts manager Terry oversees the stock replenishment

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)?

75%/25% which I believe is very high and may be an indicator of having an incorrect inventory. That there are little complaints about not having parts is a credit to our delivery system

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?

None

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?

Starting in January we started using the DMS scorecard to track obso and I find this is the best tool to track how healthy our inventory is.

48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time)

Daily if found

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, they all are on the same page as far as what Lost Sales are but didn't track it until after class
52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale?  
Starting this year they have been tracked and there are 3 people in the dealership that can log them.
53. Who reviews the Lost Sales? When are they reviewed?  
Myself, and our Service manager
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?  
It was 3/3 however upon leaving the class I changed it to a 3/6 demand to see how that goes.
56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO?  
We don't use Nissan's however our Kia's is surprisingly around 75%. I expected it to be higher.... That is due to a variance in how often it is used and our parts manager being inexperienced in ordering his own parts.
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, Yes
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures?  
Verbal and all our 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?  
Parts manager

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?  
Our delivery driver
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)?  
Our parts manager, the frequency is unknown however.
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory?  
Around 6k
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?  
Yes we don't call it a J bin but it is the same principal.
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
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
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?  
I believe our inventory \$ is correct however, we may not be stocking the optimal inventory.
71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template?

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, but the FTFR proves out about 65%, which I believe should be closer to 80%. So again that goes back to an inventory question.

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?

There isn't one

74. Is your Parts Department locked up each night? Who has keys?

Yes

75. Do your Counter-people have a cash drawer? Who balances the drawer?

Parts Manager

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?

Yes

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