

## 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.**

BLUE = Bill Stevens, Parts Manager

RED = Thomas Curran, Assistant Service Manager

1. How often is your dealerships source pricing levels reviewed for competitive maintenance and heavy repair?
  - Quarterly
  - Pricing changes every month, ideally pricing levels should be reviewed monthly, currently we review pricing once quarter.
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area.
  - We review competitive prices each quarter to assure they're in line with the market.
  - A monthly review of pricing would be ideal goal if feasible.
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 use market surveys to competitively price our parts. Our maintenance items are based off of a competitive pricing structure as well as a weighted average to determine our prices.
  - Our pricing structure for competitive parts is actually quite good. It ensures we are competitive with the market area as well as simplifies the selling process by using a weighted average price for most maintenance items.
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 separate pricing structures for retail customers, wholesale customers, employee pricing.
  - Two areas we are slightly below NADA guide on in parts are our retail counter sales gross profit, and our wholesale gross profit. We have discussed the possibility of adjusting the whole sale discount we give our accounts to increase our gross profit percentage on wholesale.

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?
  - Counter people have the ability to change parts prices, service advisors do not. We control this by auditing every part billed out on a RO or invoice daily by the parts manager.
  - Both our parts and service managers could use additional training on running and reviewing exception/deviation reports for their departments to see who is changing pricing for both parts and labor sales.
  
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, costs are determined by the manufacturer. These are monitored daily by the parts manager.
  - We don't have an issue with costs being entered incorrectly. These are also reviewed daily by our parts manager.
  
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?
  - When a part is billed out with additional costs above the manufacturer cost, the additional cost is added to the cost of the part and billed on the RO or invoice.
  - We should probably be accounting for these parts with proper inventory adjustments in the correct accounts. We will have to talk to our accounting office about the best way to handle these types of purchases.
  
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 adjust the cost when we bill the part out.
  - It's extremely rare for us to acquire factory parts from sources other than the factory distributor. I don't know that we need a hard set policy for these types of transactions other than what we currently do.
  
9. Do you have an internet presence for your parts department?
  - On our dealer website.
  - As we discussed in class, our dealer website presence is not ideal. We may need to look into additional options for internet parts advertising, as well as if we have any options to revamp the parts dept section of our dealer website.
  
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?
  - Our only merchandising program is our accessories store next to the parts dept and the limited parts display we do behind the parts counter.

- We could possibly due with greater parts merchandising efforts in the store, spacial constraints limit how much we can actually put out. I think we would benefit from increased accessory merchandising by equipping more show room units with accessories we could sell.
- 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 do not currently have an outside sales person for the parts dept. We previously had a n employee who would visit our accounts weekly. Accounts are now maintained part time by the parts manager.
  - While we do do wholesale, it's not to a significant enough degree at present to necessitate it's own dedicated sales person. It would be nice however if we could more regularly send an employee out to contact our current accounts and possibly visit new potential accounts.
- 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 do not receive any factory merchandising dollars for parts specifically. We get incentives based off sales volume, but they are not specifically tied to the parts dept.
  - We usually meet or exceed our monthly quota for parts sales and gain our incentives.
- 13.** With the growing use of mobile smartphones by customers do you have a mobile ready website?
- Yes
  - Again, our Parts section of our dealer website is not ideal, it is mobile ready, but again not very visually appealing or user friendly. We may want to contact our website provider to see what our options are.
- 14.** Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated?
- Coupons updated quarterly. We don't check them as much as we should. Customers come in with coupons very rarely.
  - We should be reviewing parts and service coupons with our staff at least monthly to ensure all personnel are aware of the coupons that are being offered by both departments.
- 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 review pay plans yearly. We check the financial statement to ensure our pay plans are providing sufficient profit for both the company and the employees
  - Monthly pay plan reviews may be a bit excessive, but perhaps increasing to bi-annual pay plan reviews will help ensure employee pay plans are in line with how we are performing as a whole.
- 16.** Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not?
- We do wholesale, we find it to be profitable. Volume wise its our second best customer next to the service dept.
  - Wholesale is our second best customer in terms of volume, as far as gross profit, we are slightly below guide in wholesale. Our competitors do not seem to be very interested in wholesale, we are actually consistently top in parts sales in our area. There may be some opportunity for expanding our wholesale efforts.
- 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 have no program. We could potentially be capturing additional accessory sales.
  - We as a dealership do not actively push accessories as much as we should. There is definitely potential sales we are not capturing. We would love to be able to up fit some showroom cars with accessories to help motivate sales, but our sales dept. always seems to be rather hesitant to outfit vehicles with accessories.
- 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.
- No, we do not review our whole sale customers.
  - One of the items we both liked and brought back from class was the idea of grading our wholesale customers. We plan on looking into grading our wholesale customers in the immediate future.
- 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 do. We track clients as well as potential clients and competitors. The next largest competitor to us is in Danbury CT.
  - The Danbury dealership is fairly far away form us and serves a completely different area. We would have to significantly increase the radius of our wholesale market to start directly competing with them.

- 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. Tax ID's are current.
  - Our parts Dept is very good about collecting Federal Tax ID's. I know our Service Department is not nearly as good. We've already begun implementing policies to address this issue in service.
- 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.
- The only real un-fixed expenses incurred in parts dept is un-billed parts / policy.
  - Our parts dept does not incur that much expense as a whole except for occasional un-billed parts. Our Service department on the other hand definitely needs its expenses looked at as they are significantly high on a monthly basis.
- 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?
- Only credit accounts are for wholesale customers. Receivables are monitored by accounting dept. Issues are address/followed up by parts manager.
  - The system we use for receivables is acceptable for the size of dealership we are. Our departments have a pretty good handle on who has delinquent receivables and attempt to collect as necessary. Accounting lets us know if there are any aged receivables/accounts we may have missed that we need to collect on a monthly basis.
- 23.** Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis?
- No.
  - I think the FS should be given and discussed with all department managers on a monthly basis. Everyone should know how we are doing and where we stand as a company monthly. While our owner also agrees with transparency of the departments, I don't know that he would offer up the complete FS to all of his managers each 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?
- We have no written policies.
  - We are working as I type this on developing and implementing a SOP process for the dealership. This is the subject of my action plan for my homework assignment for the class.

- 25.** Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO?
- Retail Counter sales only are now 100% pre-payemnts.
  - As much as I would love to require 100% pre-payment of ALL special order parts, I'm not sure how realistically feasible that is for our dealership. I think we're moving in the right direction with retail counter sale pre-payment. I would also like to start enforcing re-stocking fees for any returned parts for all customers, including Service for SOPs.
- 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 set time limit, no return charges.
  - We are going to implement a hard return time of 30 days on non picked up SOPs. We are also going to discuss possible return charges being issued.
- 27.** Who are the parties that are involved in the SOP process start to finish?
- parts counter, service advisors, customer, managers.
  - Parts and service managers are going to be much more involved in the overseeing of SOPs with our new SOP Policy we plan to enact.
- 28.** Are special order forms completed in a legible manner so that the customer information can be read?
- Yes
  - Part of our action plan/policy is going to be the addition of appointment forms for SOPs so all parties know when the parts are scheduled to arrive and when the pickup/installation date is scheduled for that customer/part.
- 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?
- SOP shelf. Service advisor or Parts Counter-people. Parts manager, Service manager.
  - Our new Policy will place SOP follow up solely in the hands of the responsible ordering party, ie: Advisors for parts ordered for ROs, and Parts-counter people for retail counter ordered parts. Managers will be in charge of assuring employees are properly adhering to our new SOP policies.
- 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?
- SOP shelf. No separate bin location though.
  - We've discussed adding a special notation to SOPs to mark them as such in the DMS.

- 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 don't have any limits or control for Purchase Orders. Accounting office monitors Purchase Orders.
  - We may wish to implement a system that can limit the amount purchase orders can be made for with out a managers approval.
- 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, parts counter people. The Fixed Ops Manager over sees the parts manager. We have no signature requirements.
  - We may want to implement a signature policy on outside purchases form the Parts manager or even the Fixed Operations Manager.
- 33.** Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes?
- The Fixed Ops director. Yes, they are run through parts dept.
  - I feel our internal parts pricing is correct, we charge retail rates for all internal 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 on DMS than on the Financial Statement.
  - We are currently discussing with our Fixed operations manager and owner enacting a policy on monthly reconciliations for the parts department. This was one of our big takeaways from class, and something even our part manager with several years of experience was never told needed to be done.
- 35.** If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation Exercise)
- Our financial statement inventory is higher than our DMS inventory
  - We do not do monthly reconciliations as we should, this is the reason our inventories are not in sync. We will more than likely begin performing monthly reconciliations to avoid this.
- 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, we don't reconcile our inventory.

- We're currently working on establishing a policy to reconcile our parts inventory monthly with accounting.
- 37.** If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve.
- We don't use LIFO
  - LIFO is not a part of parts inventory day's supply. We don't use LIFO
- 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 chart. We have one counter employee who helps parts manager with these duties as needed.
  - We are actively working on delegating some of these duties to parts employees. BIN Counts are going to be divided up among the parts employees to be completed daily in the immediate future.
- 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?
- Parts manager monitors Manufacturer required training.
  - Our training process for parts employees could use review. We rely mainly on the manufacturer training programs, but I believe all parts as well as service employees would benefit greatly from additional sales focused training.
- 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, by the parts manager
  - Again, additional training is probably overdue for our parts Dept. We have one newer counter person in particular who could benefit from additional DMS training. We will need to look into training opportunities provided from our DMS supplier.
- 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. NADA Academy FIXED OPS I class was the last formal training class I have attended.
  - I think the NADA FIXED OPS I class has been an enormous benefit to myself as well as my parts manager. I would love to explore the opportunity for some of the advanced parts management classes offered by NADA for both my parts manager as well as myself.

- 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?
- Our equipment levels and positions are satisfactory.
  - For our dealership size and sales volume, our current equipment situation is adequate for our level of sales.
- 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?
- About 5% of the stock order is manually adjusted. The parts manager makes the adjustments. The adjustments are usually due to one time purchases of parts. Generally this occurs about once a week.
  - This seems like a positive trend, our adjustments do not appear to be significant.
- 44.** Is the trend of those changes in question #42 a positive or negative trend?
- The trend is positive.
  - I agree this is a positive trend, the the amount and frequency of adjustments is not excessive. It also allows our parts manager to monitor any trends.
- 45.** What is the percentage of stock order from the factory versus outside purchase (emergency purchases)?
- 90% stock order 10% outside purchases.
  - This figure sounds about correct from my knowledge of what we order in parts.
- 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 manager's office. Used monthly. Mainly used to monitor obsolescence.
  - After having taken the class, we are both more comfortable with the DMS reports, we plan to start using them more for day to day activities, especially monitoring lost sales.
- 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?
- We use it to monitor obsolescence. We are going to begin monitoring lost sales.
  - We plan to begin using our DMS score card very soon. I especially like how the OBSO percentage calculation includes the percentage of parts that will likely become obsolescence.

- 48.** How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time)
- Not enough. We are going to begin bin counts daily / Perpetual inventory.
  - I think incorporating daily bin counts and perpetual inventory counts are an important addition we need to make to our parts inventory processes. I liked the idea one student brought up in class of every parts person is responsible for counting one bin each day for accuracy before they clock out. Maybe we can institute a policy similar to this.
- 49.** Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time)
- No
  - This is something we need to do. For our bin count exercise we did before class I went through the bin with most of our most active parts, many of the counts were off.
- 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
  - Our parts manger does a good job of reviewing all transactions manually every day for accuracy.
- 51.** Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership?
- Yes
  - We gave it to all our parts personnel, as well as our fixed ops manager. I think this will be an important tool we can use to help train our employees on lost sales.
- 52.** Are true lost sales being tracked in your DMS? Who can log a Lost Sale?
- No, we are not currently accurately tracking Lost Sales.
  - One of our action plans that we are working on is training our staff to start accurately track lost sales. This will be an important addition to our parts processes.
- 53.** Who reviews the Lost Sales? When are they reviewed?
- We are not currently accurately tracking Lost Sales.
  - Parts manager will be responsible for reviewing lost sales when we implement our processes.
- 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, we monitor sop and emergency orders for trends to see if we need to stock them.

- We could probably use additional training on our DMS on how to properly run these reports to monitor parts that need to be phased in or out.
- 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?
- We have a 3/12 phase in.
  - We've discussed adjusting our phase in/out schedule. Currently we use the criteria our DMS applied when they setup our system. We will be contacting them soon to learn how to adjust our phase in/out. We may go to a 3/9 rather than 3/12.
- 56.** What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO?
- We have no mandatory compliance level for our parts inventory.
  - We have no mandatory compliance level for our parts inventory, but our incentives for the parts department are tied directly to our sales volume and objectives we must meet set by the manufacturer. We try to stock appropriately to meet these demands.
- 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, Shop supplies are handled by parts dept as well, most are kept in parts Dept.
  - We've been moving more towards parts stocking and holding most supplies for the service departments. We recently gave them control over most shop supplies. I'd love to see special tools handled the same way, but I don't know that we have to space requirements for that at this time.
- 58.** Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures?
- Verbal, we have no written policy.
  - We do very little shipping into the parts dept. We don't have a need for a complex written policy.
- 59.** Who files damage claims on parts shipments received?
- Parts manager if shipping damage
  - I think this is the appropriate system. Some of our counter people should possibly be trained in this as well though.
- 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?
- Part manager. We go through packing slip part by part to look for discrepancies.
  - I think our system for this is adequate at this time given our volume.

- 61.** At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis?
- No.
  - We are currently working on implementing perpetual inventory counts, as well as discussing the need for a physical inventory check.
- 62.** Who applies and loads the monthly price updates?
- Part Manager
  - This is how it should be.
- 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)?
- Every few months we make inventory adjustments.
  - I think performing reconciliations monthly would help this.
- 64.** What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory?
- Our last physical inventory was several years ago, before my time.
  - We may be overdue for a physical inventory, our last one was probably about 4-5 years ago.
- 65.** Are all obsolete parts that are on the inventory physically in the store?
- Yes.
  - This is how it should be.
- 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.
  - We plan to start using a j-bin # to identify old/obsolete parts that need to be moved ASAP.
- 67.** Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status?
- I don't know.
  - We don't currently do monthly reconciliations, so we don't track this. In the future once instituted, I believe the parts manager will.
- 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?

- Yes.
  - The service department is responsible for all open repair orders. We track them and ensure they are all closed out as soon as possible.
- 69.** Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)?
- No.
  - We've been having technical difficulties with getting managers their DOCs the last few months. We are working with our DMS on a solution currently.
- 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?
- Our DMS report does not show Months Supply.
  - Our inventory is at a 2 months supply. We are slightly over NADA guide for months supply of parts. We are actively working on reducing our OBSO inventory as well as excess non OBSO inventory as well.
- 71.** What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template?
- Our DMS report does not show True turns
  - Our true turns according to the FS is about 4, which sounds correct but is well below guide.
- 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.
- Our first time fill rate is only 64%. We can improve on this.
  - We need to start tracking lost sales. By doing so we can increase our parts mix and increase our first time fill rate.
- 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?
- I've never seen a policy and procedure manual
  - While I don't feel our dealership necessitates a lengthy policy manual. We're probably overdue for updating/creating a policy manual for all departments. I'm not sure I've ever seen a policy manual myself for any department.
- 74.** Is your Parts Department locked up each night? Who has keys?
- Yes, the parts manager, Senior counter people, Service manager, General Manager.
  - We vet our personnel pretty well before anyone is given a key to the building or department. Only senior trust worth personnel are given keys.

- 75.** Do your Counter-people have a cash drawer? Who balances the drawer?
- Yes, Parts manager.
  - I feel this policy is correct. One of our parts counter people also balances the cash drawer as needed.
- 76.** Is there a policy in place for overages for the cash drawer/balancing?
- No, we've never had an issue with overage or being under in the parts cash drawer.
  - Generally when dealing with cash, in both the parts and service dept. There are always slight overages/underages. As long as they are not excessive, we general just let it be, we always have around the same amount of money in the drawers. If someone is taking money it becomes apartment quickly. We recently let go a newer employee we found taking money out of the cash drawer as the balance was continually below where it should have been day to day.
- 77.** Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup?
- No.
  - We have security cameras around the building and the property, but none currently in the parts dept. We may wish to consider adding cameras to the parts Dept.
- 78.** What one thing can your organization do to help you do your job better?
- Access to the DOC.
  - We don't have any issue giving our managers access to the DOCs, we've been having technical difficulties with the DOC reports in our DMS the last few months, we are currently working on resolving the issue with our provider.