

2023

DEALERSHIP
WORKFORCE
STUDY

2022 CALENDAR YEAR DATA

HOW YOUR DEALERSHIP COMPARES

Compensation, Benefits & Retention

Prepared exclusively for:

Sample Report

CONFIDENTIAL



NATIONAL AUTOMOBILE DEALERS ASSOCIATION
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Sample Report Pages

Sample Motors Scorecard

Your Peer Group: **53 Non-Luxury High-Volume Wisconsin Dealers**

| Key Employment Metrics | Position | Your Dealership | Your Peer Group | Your Percentile Rank | | |
|------------------------|--------------------|-----------------|-----------------|----------------------|----|----|
| | | | | 25 | 50 | 75 |
| Average Compensation | All Positions | \$96,886 | \$110,219 | | | |
| Average Tenure | All Positions | 7.1 yrs | 5.6 yrs | | | |
| Median Tenure | All Positions | 2.5 yrs | 2.5 yrs | | | |
| One-year Retention | All Positions | 71.8 % | 74.0 % | | | |
| Three-year Retention | All Positions | 44.7 % | 47.4 % | | | |
| Annualized Turnover | All Positions | 39.4 % | 32.9 % | | | |
| Average Compensation | All Dept. Managers | \$138,373 | \$216,919 | | | |
| Average Tenure | All Dept. Managers | 9.3 yrs | 8.0 yrs | | | |
| Median Tenure | All Dept. Managers | 5.4 yrs | 5.5 yrs | | | |
| Three-year Retention | All Dept. Managers | 56.0 % | 68.5 % | | | |
| Annualized Turnover | All Dept. Managers | 20.0 % | 14.1 % | | | |
| Average Compensation | Sales Consultants | \$129,899 | \$115,551 | | | |
| Average Tenure | Sales Consultants | 4.5 yrs | 4.4 yrs | | | |
| Median Tenure | Sales Consultants | 2.0 yrs | 2.2 yrs | | | |
| Three-year Retention | Sales Consultants | 37.5 % | 42.2 % | | | |
| Annualized Turnover | Sales Consultants | 46.9 % | 40.6 % | | | |
| Average Compensation | Service Advisors | \$82,193 | \$81,658 | | | |
| Average Tenure | Service Advisors | 6.7 yrs | 4.1 yrs | | | |
| Median Tenure | Service Advisors | 1.6 yrs | 2.0 yrs | | | |
| Three-year Retention | Service Advisors | 43.8 % | 40.8 % | | | |
| Annualized Turnover | Service Advisors | 56.3 % | 41.5 % | | | |
| Average Compensation | Service B-Tech | \$66,294 | \$71,075 | | | |
| Average Tenure | Service B-Tech | 9.4 yrs | 6.1 yrs | | | |
| Median Tenure | Service B-Tech | 4.6 yrs | 3.5 yrs | | | |
| Three-year Retention | Service B-Tech | 63.6 % | 54.4 % | | | |
| Annualized Turnover | Service B-Tech | 24.2 % | 28.9 % | | | |
| Average Compensation | F&I Manager | \$137,330 | \$217,649 | | | |
| Average Compensation | Parts Counter | \$41,073 | \$62,407 | | | |
| Average Compensation | Office/Admin | \$35,096 | \$41,493 | | | |

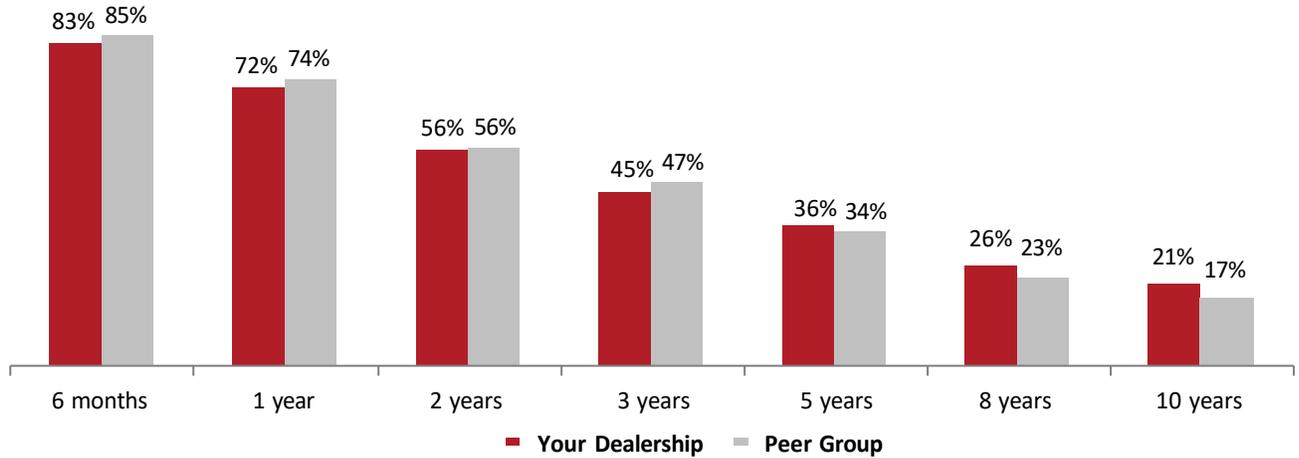
■ Bottom Quartile
 ■ 2nd Quartile
 ■ 3rd Quartile
 ■ Top Quartile

Sample Report Pages

Retention and Turnover Comparison

Your Peer Group: **53 Non-Luxury High-Volume Wisconsin Dealers**

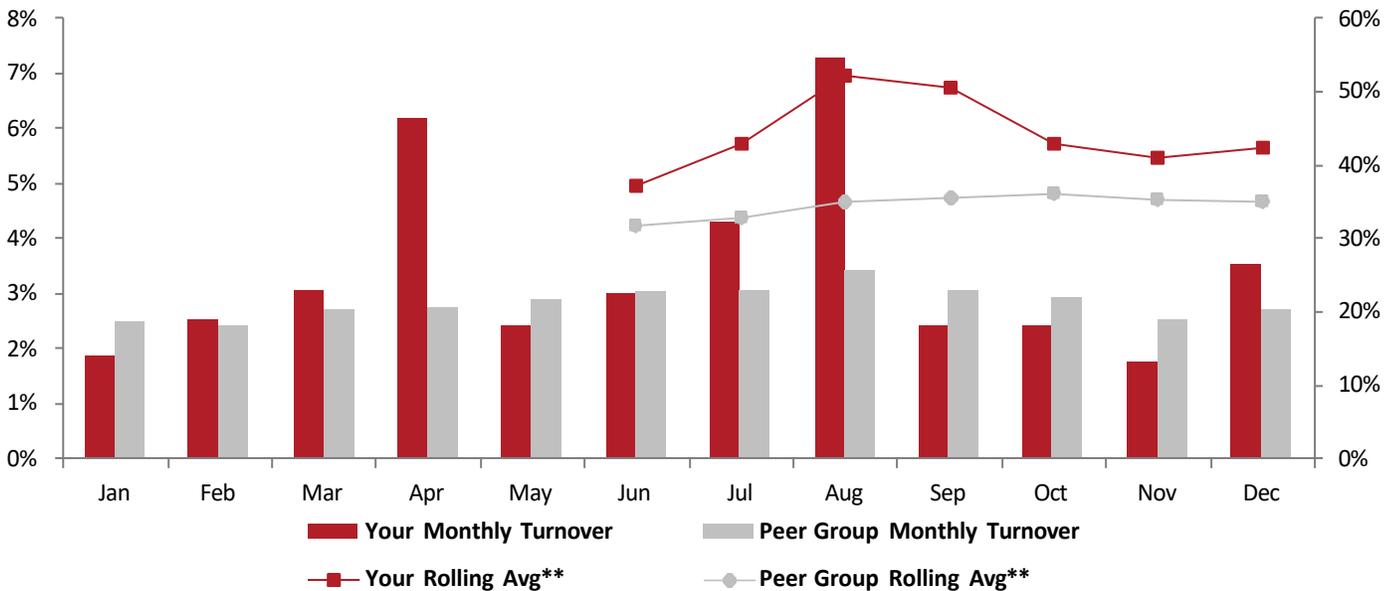
Retention Profile - All Positions



2022 Turnover - All Positions

Your Dealership = 39.4%

Peer Group = 32.9%



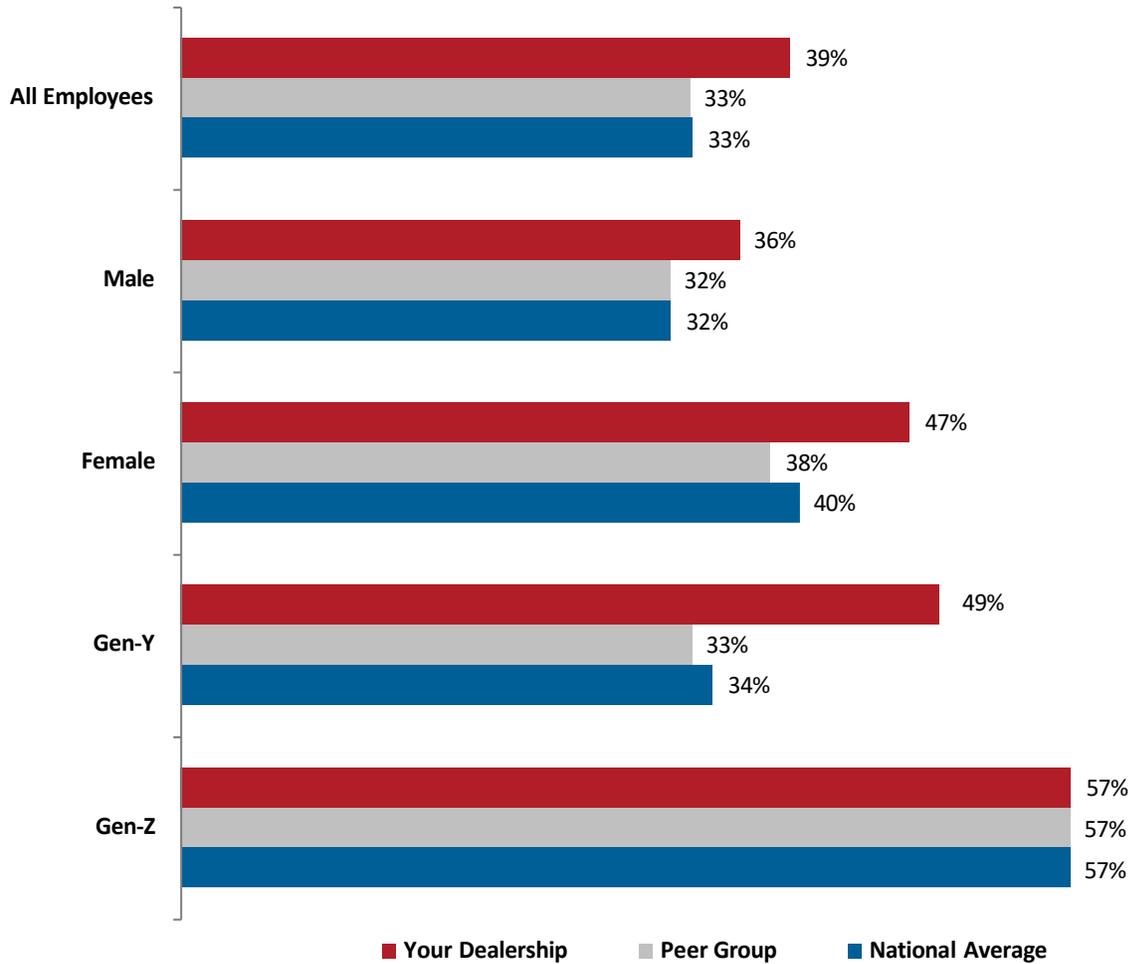
** Annualized six-month rolling average employee turnover

Sample Report Pages

Demographic Comparison

Your Peer Group: **53 Non-Luxury High-Volume Wisconsin Dealers**

Turnover by Demographics



Sample Report Pages

Comparative Compensation Data **Sales Positions**

| Sales Manager | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|---------------------------|-----------|---------------|-----------|-----------|-----------|-----------|
| Your Dealership | \$156,264 | 71% | --- | --- | --- | --- |
| All Car Dealers | \$218,788 | 100% | \$147,498 | \$200,872 | \$269,821 | \$350,058 |
| Non-Luxury Hi-Vol. | \$251,591 | 115% | \$175,520 | \$238,023 | \$308,797 | \$392,298 |
| W.N.C. Non-Luxury Hi-Vol. | \$211,194 | 97% | \$132,659 | \$189,349 | \$245,266 | \$354,837 |

| Used/CPO Sales Mgr | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|---------------------------|-----------|---------------|-----------|-----------|-----------|-----------|
| Your Dealership | --- | --- | --- | --- | --- | --- |
| All Car Dealers | \$193,591 | 100% | \$122,402 | \$178,913 | \$247,747 | \$314,592 |
| Non-Luxury Hi-Vol. | \$207,058 | 107% | \$129,571 | \$190,312 | \$269,265 | \$334,609 |
| W.N.C. Non-Luxury Hi-Vol. | --- | --- | --- | --- | --- | --- |

| F&I Director/ Producer | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|-----------------------------------|-----------|---------------|-----------|-----------|-----------|-----------|
| Your Dealership | \$137,330 | 67% | --- | --- | --- | --- |
| All Car Dealers | \$206,425 | 100% | \$140,582 | \$191,496 | \$255,474 | \$328,096 |
| Non-Luxury Hi-Vol. | \$217,649 | 105% | \$151,920 | \$203,103 | \$265,408 | \$334,161 |
| W.N.C. Non-Luxury Hi-Vol. | \$173,389 | 84% | \$130,722 | \$172,627 | \$217,614 | \$248,575 |

| Sales Consultant Total Compensation | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|--|-----------|---------------|-----------|-----------|-----------|-----------|
| Your Dealership | \$129,899 | 112% | --- | \$100,728 | --- | --- |
| All Car Dealers | \$116,307 | 100% | \$73,512 | \$100,483 | \$140,350 | \$194,056 |
| Non-Luxury Hi-Vol. | \$115,551 | 99% | \$75,499 | \$100,388 | \$138,944 | \$189,474 |
| W.N.C. Non-Luxury Hi-Vol. | \$113,495 | 98% | \$71,624 | \$99,624 | \$126,863 | \$184,260 |

| Sales Consultant Rate per Hour | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|---|---------|---------------|-----------|---------|-----------|---------|
| Your Dealership | --- | --- | --- | --- | --- | --- |
| All Car Dealers | \$13.67 | 100% | \$10.00 | \$14.25 | \$15.50 | \$17.00 |
| Non-Luxury Hi-Vol. | \$13.85 | 101% | \$10.00 | \$14.00 | \$15.65 | \$19.17 |
| W.N.C. Non-Luxury Hi-Vol. | --- | --- | --- | --- | --- | --- |

Sample Report Pages

Comparative Compensation Data **Service Positions**

| Service Manager | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|---------------------------|-----------|---------------|-----------|-----------|-----------|-----------|
| Your Dealership | \$148,308 | 97% | --- | --- | --- | --- |
| All Car Dealers | \$152,507 | 100% | \$104,344 | \$141,566 | \$185,010 | \$239,760 |
| Non-Luxury Hi-Vol. | \$162,775 | 107% | \$111,792 | \$153,096 | \$200,007 | \$258,329 |
| W.N.C. Non-Luxury Hi-Vol. | \$146,406 | 96% | --- | \$143,039 | --- | --- |

| Express/Quick Lube Mgr | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|---------------------------|----------|---------------|-----------|----------|-----------|-----------|
| Your Dealership | --- | --- | --- | --- | --- | --- |
| All Car Dealers | \$77,445 | 100% | \$52,666 | \$70,658 | \$89,656 | \$126,691 |
| Non-Luxury Hi-Vol. | \$82,815 | 107% | \$54,908 | \$72,167 | \$100,741 | \$136,299 |
| W.N.C. Non-Luxury Hi-Vol. | --- | --- | --- | --- | --- | --- |

| Service Advisor/Writer Total Compensation | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|--|----------|---------------|-----------|----------|-----------|-----------|
| Your Dealership | \$82,193 | 95% | --- | \$78,366 | --- | --- |
| All Car Dealers | \$86,732 | 100% | \$61,135 | \$80,687 | \$104,740 | \$135,859 |
| Non-Luxury Hi-Vol. | \$81,658 | 94% | \$59,946 | \$77,690 | \$98,259 | \$121,516 |
| W.N.C. Non-Luxury Hi-Vol. | \$77,543 | 89% | \$60,452 | \$72,653 | \$88,849 | \$115,195 |

| Service Advisor/Writer Rate per Hour | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|---|---------|---------------|-----------|---------|-----------|---------|
| Your Dealership | \$16.00 | 100% | --- | --- | --- | --- |
| All Car Dealers | \$15.99 | 100% | \$12.75 | \$15.50 | \$18.00 | \$22.92 |
| Non-Luxury Hi-Vol. | \$16.00 | 100% | \$11.54 | \$15.50 | \$18.91 | \$23.00 |
| W.N.C. Non-Luxury Hi-Vol. | \$22.71 | 142% | \$18.00 | \$24.20 | \$24.20 | \$29.80 |

| B-Technician Total Compensation | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|------------------------------------|----------|---------------|-----------|----------|-----------|-----------|
| Your Dealership | \$66,294 | 89% | --- | \$62,585 | --- | --- |
| All Car Dealers | \$74,472 | 100% | \$50,106 | \$67,190 | \$90,021 | \$118,804 |
| Non-Luxury Hi-Vol. | \$71,075 | 95% | \$48,871 | \$64,479 | \$85,541 | \$109,840 |
| W.N.C. Non-Luxury Hi-Vol. | \$65,925 | 89% | \$49,813 | \$62,585 | \$78,802 | \$94,022 |

| B-Technician Flat Rate | Average | % of National | Lower 25% | Median | Upper 25% | Top 10% |
|---------------------------|---------|---------------|-----------|---------|-----------|---------|
| Your Dealership | \$27.21 | 100% | --- | \$28.00 | --- | --- |
| All Car Dealers | \$27.24 | 100% | \$21.50 | \$27.00 | \$32.00 | \$38.00 |
| Non-Luxury Hi-Vol. | \$26.10 | 96% | \$20.00 | \$25.00 | \$31.00 | \$37.00 |
| W.N.C. Non-Luxury Hi-Vol. | \$27.68 | 102% | \$22.66 | \$27.00 | \$33.60 | \$37.12 |

Sample Report Pages

Retention and Turnover Comparative Data: Sales Positions

| Sales Manager | Annualized Turnover | One-year Retention | Three-year Retention | Average Tenure | Median Tenure Actives | Median Tenure at Termination |
|---------------------------|---------------------|--------------------|----------------------|----------------|-----------------------|------------------------------|
| Your Dealership | 40% | 100% | 40% | 3.8 yrs | --- | --- |
| All Car Dealers | 17% | 90% | 71% | 7.3 yrs | 5.3 yrs | 1.9 yrs |
| Non-Luxury Hi-Vol. | 14% | 92% | 73% | 7.5 yrs | 5.6 yrs | 1.8 yrs |
| W.N.C. Non-Luxury Hi-Vol. | 14% | 97% | 70% | 8.4 yrs | 5.8 yrs | --- |

| Used/CPO Sales Mgr | Annualized Turnover | One-year Retention | Three-year Retention | Average Tenure | Median Tenure Actives | Median Tenure at Termination |
|---------------------------|---------------------|--------------------|----------------------|----------------|-----------------------|------------------------------|
| Your Dealership | --- | --- | --- | --- | --- | --- |
| All Car Dealers | 16% | 91% | 68% | 7.8 yrs | 5.6 yrs | 2.3 yrs |
| Non-Luxury Hi-Vol. | 12% | 95% | 69% | 8.2 yrs | 5.6 yrs | 2.1 yrs |
| W.N.C. Non-Luxury Hi-Vol. | --- | --- | --- | --- | --- | --- |

| F&I Director/ Producer | Annualized Turnover | One-year Retention | Three-year Retention | Average Tenure | Median Tenure Actives | Median Tenure at Termination |
|---------------------------|---------------------|--------------------|----------------------|----------------|-----------------------|------------------------------|
| Your Dealership | 29% | 100% | 29% | 5.7 yrs | --- | --- |
| All Car Dealers | 19% | 87% | 61% | 5.7 yrs | 4.0 yrs | 1.6 yrs |
| Non-Luxury Hi-Vol. | 17% | 88% | 60% | 5.9 yrs | 4.1 yrs | 1.6 yrs |
| W.N.C. Non-Luxury Hi-Vol. | 29% | 86% | 62% | 6.5 yrs | 3.9 yrs | 3.6 yrs |

| Sales Consultant | Annualized Turnover | One-year Retention | Three-year Retention | Average Tenure | Median Tenure Actives | Median Tenure at Termination |
|---------------------------|---------------------|--------------------|----------------------|----------------|-----------------------|------------------------------|
| Your Dealership | 47% | 63% | 38% | 4.5 yrs | 2.0 yrs | 0.3 yrs |
| All Car Dealers | 42% | 74% | 44% | 4.6 yrs | 2.4 yrs | 0.4 yrs |
| Non-Luxury Hi-Vol. | 41% | 73% | 42% | 4.4 yrs | 2.2 yrs | 0.4 yrs |
| W.N.C. Non-Luxury Hi-Vol. | 45% | 73% | 49% | 4.7 yrs | 2.9 yrs | 0.4 yrs |

| BDC Rep/CSR/Scheduler | Annualized Turnover | One-year Retention | Three-year Retention | Average Tenure | Median Tenure Actives | Median Tenure at Termination |
|---------------------------|---------------------|--------------------|----------------------|----------------|-----------------------|------------------------------|
| Your Dealership | 107% | 43% | 0% | 0.9 yrs | 0.7 yrs | 0.2 yrs |
| All Car Dealers | 53% | 64% | 35% | 3.5 yrs | 1.7 yrs | 0.4 yrs |
| Non-Luxury Hi-Vol. | 52% | 64% | 36% | 3.5 yrs | 1.7 yrs | 0.4 yrs |
| W.N.C. Non-Luxury Hi-Vol. | 60% | 53% | 23% | 2.5 yrs | 1.1 yrs | 0.4 yrs |

Sample Report Pages

Retention and Turnover Comparative Data: **Service Positions**

| Service Manager | Annualized Turnover | One-year Retention | Three-year Retention | Average Tenure | Median Tenure Actives | Median Tenure at Termination |
|---------------------------|---------------------|--------------------|----------------------|----------------|-----------------------|------------------------------|
| Your Dealership | 0% | 100% | 75% | 10.0 yrs | --- | --- |
| All Car Dealers | 20% | 87% | 68% | 8.6 yrs | 5.8 yrs | 1.9 yrs |
| Non-Luxury Hi-Vol. | 15% | 86% | 65% | 8.1 yrs | 5.3 yrs | 1.5 yrs |
| W.N.C. Non-Luxury Hi-Vol. | 5% | 85% | 75% | 8.8 yrs | 6.2 yrs | --- |

| Express/Quick Lube Mgr | Annualized Turnover | One-year Retention | Three-year Retention | Average Tenure | Median Tenure Actives | Median Tenure at Termination |
|-------------------------------|---------------------|--------------------|----------------------|----------------|-----------------------|------------------------------|
| Your Dealership | --- | --- | --- | --- | --- | --- |
| All Car Dealers | 26% | 77% | 54% | 6.4 yrs | 3.4 yrs | 2.0 yrs |
| Non-Luxury Hi-Vol. | 14% | 80% | 58% | 6.5 yrs | 3.6 yrs | 4.6 yrs |
| W.N.C. Non-Luxury Hi-Vol. | --- | --- | --- | --- | --- | --- |

| Service Advisor/Writer | Annualized Turnover | One-year Retention | Three-year Retention | Average Tenure | Median Tenure Actives | Median Tenure at Termination |
|-------------------------------|---------------------|--------------------|----------------------|----------------|-----------------------|------------------------------|
| Your Dealership | 56% | 69% | 44% | 6.7 yrs | 1.6 yrs | --- |
| All Car Dealers | 40% | 70% | 43% | 4.5 yrs | 2.2 yrs | 0.6 yrs |
| Non-Luxury Hi-Vol. | 41% | 70% | 41% | 4.1 yrs | 2.0 yrs | 0.5 yrs |
| W.N.C. Non-Luxury Hi-Vol. | 53% | 67% | 39% | 4.1 yrs | 2.0 yrs | 0.6 yrs |

| B-Technician | Annualized Turnover | One-year Retention | Three-year Retention | Average Tenure | Median Tenure Actives | Median Tenure at Termination |
|---------------------------|---------------------|--------------------|----------------------|----------------|-----------------------|------------------------------|
| Your Dealership | 24% | 88% | 64% | 9.4 yrs | 4.6 yrs | --- |
| All Car Dealers | 28% | 78% | 53% | 5.9 yrs | 3.3 yrs | 1.1 yrs |
| Non-Luxury Hi-Vol. | 29% | 79% | 54% | 6.1 yrs | 3.5 yrs | 1.0 yrs |
| W.N.C. Non-Luxury Hi-Vol. | 27% | 85% | 56% | 6.7 yrs | 4.1 yrs | 1.7 yrs |

Sample Report Pages

Employee Benefit Programs

| Health & Dental Plans | Your Dealership | All Car Dealers | Non-Luxury Hi-Vol. | W.N.C. Non-Luxury Hi-Vol. |
|---|------------------------|------------------------|---------------------------|----------------------------------|
| Offering Health Insurance Plans | | | | |
| All Dealerships (% Yes) | ✓ | 99.8 % | 100.0 % | 100.0 % |
| Percent of Benefits-Eligible Employees Enrolled | | | | |
| Average Percentage Enrolled | 55.0 % | 61.6 % | 62.9 % | 63.9 % |
| Waiting Period for Health Insurance Benefits | | | | |
| Average number of months | 2.0 | 1.6 | 1.7 | 1.9 |
| How many different medical plans do you offer? | | | | |
| One | | 9.3 % | 8.3 % | 0.0 % |
| Two | | 22.7 % | 18.5 % | 33.3 % |
| Three | ✓ | 19.2 % | 18.0 % | 41.7 % |
| Four | | 11.1 % | 16.2 % | 8.3 % |
| Five | | 24.6 % | 20.9 % | 8.3 % |
| 6 or more | | 13.1 % | 18.0 % | 8.3 % |
| Average Monthly Health Insurance Premium, Paid by Dealership - Employee Only | | | | |
| \$0 to \$150 | | 5.3 % | 4.5 % | 8.3 % |
| \$151 to \$250 | | 21.8 % | 17.8 % | 16.7 % |
| \$251 to \$350 | | 21.8 % | 21.6 % | 25.0 % |
| \$351 to \$450 | | 19.1 % | 18.5 % | 16.7 % |
| \$451 to \$550 | ✓ | 20.8 % | 25.6 % | 33.3 % |
| \$551 to \$650 | | 4.2 % | 4.0 % | 0.0 % |
| \$651 to \$750 | | 0.7 % | 0.7 % | 0.0 % |
| \$751 or higher | | 6.3 % | 7.3 % | 0.0 % |
| Average Monthly Health Insurance Premium, Paid by Dealership - Employee + Family | | | | |
| \$0 to \$230 | | 5.0 % | 3.3 % | 16.7 % |
| \$231 to \$430 | | 14.2 % | 15.7 % | 16.7 % |
| \$431 to \$631 | | 24.2 % | 20.4 % | 0.0 % |
| \$631 to \$830 | | 5.5 % | 5.7 % | 8.3 % |
| \$831 to \$1030 | | 20.5 % | 25.2 % | 8.3 % |
| \$1031 to \$1230 | ✓ | 17.6 % | 14.5 % | 41.7 % |
| \$1231 to \$1430 | | 3.7 % | 5.7 % | 0.0 % |
| \$1431 or higher | | 9.2 % | 9.5 % | 8.3 % |

Sample Report Pages

Employee Benefit Programs

| Paid Time Off | Your Dealership | All Car Dealers | Non-Luxury Hi-Vol. | W.N.C. Non-Luxury Hi-Vol. |
|---------------|-----------------|-----------------|--------------------|---------------------------|
|---------------|-----------------|-----------------|--------------------|---------------------------|

Which of the following are "paid holidays" for your employees?

| | | | | |
|------------------------|---|--------|--------|---------|
| Martin Luther King Day | | 4.5 % | 5.6 % | 0.0 % |
| President's Day | | 1.4 % | 0.9 % | 0.0 % |
| Memorial Day | ✓ | 87.2 % | 84.0 % | 91.7 % |
| Juneteenth | | 1.4 % | 0.9 % | 16.7 % |
| 4th of July | ✓ | 98.4 % | 97.3 % | 100.0 % |
| Labor Day | ✓ | 93.8 % | 91.3 % | 91.7 % |
| Thanksgiving Day | ✓ | 99.6 % | 98.9 % | 100.0 % |
| Christmas | ✓ | 99.9 % | 99.8 % | 100.0 % |
| New Year's Day | ✓ | 93.3 % | 91.5 % | 100.0 % |
| None of the Above | | 0.1 % | 0.2 % | 0.0 % |

Sample Report Pages