



2016 DEALERSHIP WORKFORCE STUDY

Automotive Retail:

NATIONAL & REGIONAL TRENDS IN COMPENSATION, BENEFITS & RETENTION



HOURS OF
OPERATION



BENEFITS



COMPENSATION



RETENTION
& TURNOVER



WORK
SCHEDULES



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The National Automobile Dealers Association (NADA) has prepared the 2016 Dealership Workforce Study and *Automotive Retail: National & Regional Trends in Compensation, Benefits & Retention* to assist its dealer members in being as efficient as possible in the operation of their dealerships. The presentation of this information is not intended to encourage concerted action among competitors or any other action on the part of dealers that would in any manner fix or stabilize the price or any element of the price of any good or service.

Each participating dealership received information related to that dealership compared against data aggregated on geographic and other bases. Other than the information from the participating dealership (as provided in that dealership's custom report only), no individual dealership data are disclosed or available. Also, no personally identifiable employee or other individual data, such as names or SSNs, have been gathered and no such information is available.

Use of this Study by a participating dealership is subject to all terms and conditions of the NADA Workforce Study User Agreement that was accepted by the dealership as a condition of participating in the Study.

NADA assumes no liability for a participating dealership's, or manufacturer's, or other purchaser's use of the data contained in the Study.

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2016 DEALERSHIP WORKFORCE STUDY

NADA wishes to acknowledge ESI Trends, the automotive retailing industry's leading provider of workforce metrics, guides and trends, and HR practices. ESI Trends designed the Dealership Workforce Study, collected and analyzed the data, and prepared custom reports for participating dealerships as well as the overall analysis in this volume. With appreciation to the ESI Trends team:

Project Leader: Ted Kraybill, President, ESI Trends

Amanda Runkle, Project Manager, ESI Trends

Shawn Leclair, Web Developer and Database Administrator, ESI Trends

Luke Vargo, Senior Data Analyst, ESI Trends

With special thanks to Steven Szakaly, NADA Chief Economist, and Patrick Manzi, NADA Senior Economist.



2016 DEALERSHIP WORKFORCE STUDY

Foreword

Famed UCLA basketball coach John Wooden once said, “Things work out best for those who make the best of how things work out.” Last year, 2015, was the best year in U.S. retail automotive history. It was the result of vision, hard work, focus, data and decision-making. *Automotive Retail: National & Regional Trends in Compensation, Benefits & Retention* is a must-read for all new-vehicle dealers as well as automotive professionals across the industry. This 2016 Report, drawing on 2015 data, contains results and analysis of the 2016 NADA Dealership Workforce Study. Using payroll records and questionnaire responses provided by NADA and ATD members, the Report makes assumptions and draws comparisons for paying competitive market wages, offering competitive benefits and managing employee retention and turnover. The Study examines more than 60 dealership job positions, has expanded the detail on numerous resource metrics, and continues to provide critical economic factors for consideration and analysis. The combination of strong new- and used-vehicle sales, low interest rates, excellence in financing customers, declining oil and gasoline prices and growing business in service departments afforded NADA dealers their best overall year ever in 2015.

In 2015 the U.S. economy produced overall economic growth of 2.4 percent, up slightly over 2014 but continuing to lag behind the U.S. post-World War II average annual GDP growth rate of 3.2 percent. In 2015, U.S. new light-duty vehicle sales were again one of the bright spots in the U.S. economy, increasing 5.5 percent to just over 17.3 million. The average U.S. new light-duty vehicle dealer saw increases in new-vehicle sales, profits and net worth again in 2015 while experiencing tight gross margins and growing competition at home and abroad. This Report provides its readers with knowledge to analyze and fine-tune their wage and benefit packages, employee retention and turnover rates and average days and hours of operation. What truly sets the 2016 Report apart are the Executive Summary and the General Findings and Conclusions, which discuss trends and demographics and economic metrics at both the national and regional levels. The data and insights are thus fuel for thoughtful decision-making and comparisons regarding HR issues and profit at the regional and national levels, and according to industry norms.

Nobel Laureate in Economics Dr. Milton Friedman strongly believed that the foundation of any free and independent economy is the entrepreneur. He said, “So that the record of history is absolutely crystal clear, that there is no alternative way, so far discovered, of improving the lot of the ordinary people that can hold a candle to the productive activities that are unleashed by a free enterprise system.” Perhaps the most obvious and important entrepreneur in the U.S. today is the franchised new-car dealer. The U.S. new light-duty dealer’s sales volume exceeded U.S. GDP growth again in 2015 and is likely to do the same in 2016 and hopefully in 2017. It is also likely that gross margins will remain tight and warranty revenue will decline in 2016 and beyond. In the future, the smart dealer will seek not only to gain market share, but also to attain the most talented and dedicated workforce from within the industry, the aftermarket and business in general to optimize opportunities in a changing and dynamic dealership space. The successful dealer can do this only by growing a talented workforce from within. The best dealers do not and will not offer jobs to current and future employees; they offer careers.

It is an honor to work with NADA and ESI Trends on this vital project. These organizations have provided unique data and unprecedented management insights to the readers of this Report. Of course, though, it is imperative that dealers act on the data and insights, using them to improve employee and customer satisfaction while growing the dealership’s bottom line.

Perhaps the most powerful message of the Study is this: Dealers cannot profitably create and keep customers without a talented and dedicated workforce. New-car dealers across the United States employ



2016 DEALERSHIP WORKFORCE STUDY

just over 1.1 million employees generating just under \$900 billion in new-vehicle sales revenue and another \$100 billion from more than 200 million repair orders. Simply stated, NADA dealers provide a vital role in servicing a significant portion of the nearly 259 million new and used vehicles that are on America's roads each day. The future of the U.S. retail automobile industry is bright and challenging; this Report reveals the competitive marketplace with its boundless opportunities and helps dealers compete in an industry that we see, year after year, truly is the backbone of this great economy.

Dr. Keith A. Pretty
President and CEO
Northwood University

Dr. Timothy G. Nash
Senior Vice President for Strategic and Corporate Alliances
Director, McNair Center for the Advancement of Free Enterprise
and Entrepreneurship
Northwood University



2016 DEALERSHIP WORKFORCE STUDY

Table of Contents

I.	Introduction and Economic Overview	1
II.	General Methodology and Statistics	3
	Geographic Region Map	6
	Key to Symbols and Terminology	7
III.	2016 Executive Summary	8
	Key Workforce Trends in Car Dealerships	8
	The State-of-the-Workforce	11
	Compensation	11
	Turnover and Retention	12
	Hiring Trends	13
	Hours of Operation	14
	Work Schedules.....	14
	Truck Dealerships	14
IV.	General Findings and Conclusions.....	15
	Car and Light-Truck Dealerships.....	15
	Size of Participating Dealerships	15
	Compensation Trends	15
	Factors Driving Compensation	16
	Non-luxury Compared to Luxury Compensation	20
	Retention and Turnover Trends	23
	Demographic Statistical Comparisons.....	27
	The Gender Gap	27
	Turnover by Gender	27
	Generational Differences	27
	Hours of Operation	29
	Work Schedules and Hours Worked	29
	Employee Benefits	30
	Medium and Heavy Duty Truck Dealerships	30
	Size of Participating Dealerships	32
	Compensation Trends	32
	Retention and Turnover Trends	33
V.	Dealership Compensation in 2015: Cars	35
	National Key Positions Compensation	36
	Region 1: New England.....	38
	Region 2: Mid-Atlantic.....	44
	Region 3: East North Central	50
	Region 4: West North Central	56



2016 DEALERSHIP WORKFORCE STUDY

	Region 5: South Atlantic	62
	Region 6: East South Central	68
	Region 7: West South Central	73
	Region 8: Mountain	79
	Region 9: Pacific.....	85
	National Compensation Quartiles	91
VI.	Dealership Retention and Turnover in 2015: Cars	93
	National Key Positions Retention and Turnover	94
	Region 1: New England.....	95
	Region 2: Mid-Atlantic.....	97
	Region 3: East North Central	99
	Region 4: West North Central	101
	Region 5: South Atlantic	103
	Region 6: East South Central	105
	Region 7: West South Central	107
	Region 8: Mountain	109
	Region 9: Pacific.....	111
	National Retention and Turnover, All Positions.....	113
VII.	Hours of Operation & Work Schedules: Cars	115
	Sales Hours and Work Schedules	115
	Service Hours and Work Schedules	115
	Express Lube Hours and Work Schedules	117
	Parts Hours and Work Schedules	118
	Body Shop Hours and Work Schedules	119
VIII.	Dealership Employee Benefits: Cars.....	120
IX.	Medium and Heavy Duty Truck Data	129
	Region 2: Mid-Atlantic.....	130
	Region 3: East North Central	131
	Region 4: West North Central	132
	Region 5: South Atlantic	133
	Region 9: Pacific.....	134
	National Compensation, All Positions	135
	National Retention and Turnover, All Positions.....	137
X.	Dealership Employee Benefits: Trucks	139
XI.	Economic Data by State and Region.....	143



I. Introduction and Economic Overview

The Dealership Workforce Study, now in its fifth year, always highlights the latest trends for light- and heavy-duty vehicle dealerships' employment needs. Taking a look back at 2015 we can see the return to the trend of long-term growth. Light-vehicle sales were 17.34 million in 2015 and commercial vehicle sales increased to 0.45 million, nearly 17.8 million total. Employment continued to grow, topping 1.1 million people directly employed. Transaction prices also rose on light vehicles, averaging just over \$33,420, up 2.5 percent from \$32,600 in 2014.

Overall every department reported improved revenues and earnings, as well as increased employment. It is this growth that is also driving an increased need to focus on employees and the role of the workforce. A tight labor market, with strong competition for talent, was a hallmark of 2015 and will only intensify in 2016 as sales and service demands rise with an improving economy and an ever-increasing number of recall repairs strains the service bays of U.S. dealerships.

This of course brings us to the outlook with a view of the broader, macro-level conditions that inform our analysis of the future pace of sales, in 2016 and beyond.

Sales for both light- and heavy-duty vehicles have been exceptional. This year total vehicle sales are expected to reach 18.1 million units. Employment is also expected to total more than 1.1 million by the end of 2016. What is driving these sales levels?

It is our view that sales will peak in 2016 and plateau through 2017 and 2018. However, there remains pent-up demand for motor vehicles. Fleet age is effectively unchanged at more than 11 years and we know that sales were well below trend from 2009 through 2013. But this is not the whole picture. Improving employment trends and increased economic activity have also sparked demand.

We do not see this changing for the remainder of 2016 and into the first half of 2017 as well. There are numerous positive factors that will continue to drive motor vehicle sales, including low interest rates, hefty incentives from manufacturers and a strengthening U.S. consumer. Nearly all the factors are well-aligned to lead to rising sales.

This does not mean that there are no challenges ahead for the new-vehicle market. Both light-vehicle and commercial markets will face headwinds. Stagnant wages, a still weaker than optimal housing market, and uncertainty concerning the magnitude of rising interest rates will all pose challenges in the year ahead.

Indeed, overall the automotive industry, from manufacturing to sales, has led the U.S. recovery and in many cases far outstripped the general economic growth in GDP. We would like to see U.S. GDP growth accelerate and our view is that we should have growth at 2.6 percent for the second half of 2016 and closer to 2.7 percent in 2017.

Rate rises will also make purchasing a vehicle more expensive, but not soon; any rate increases will be slow. The strong U.S. dollar and the massive overcapacity in China will keep inflation low and allow the Fed to raise rates only incrementally. We expect no more than a 100 basis point increase by the end of 2016, although global weakness may keep rate increases to far less.



2016 DEALERSHIP WORKFORCE STUDY

Those global weaknesses are our greatest concern looking at 2016 and then into 2017. While we have consistently for three years called for a Chinese slowdown in late 2015 or early 2016 it appears we underestimated the timing. China's growth continued to slow in the first quarter of 2016 and is likely facing a long-term decline in growth rates. This weakness has also spread to other markets like Brazil, South Africa and Australia. The commodities boom that was led by Chinese urbanization has come to a grinding halt.

Our view for Chinese growth in 2016 is for 6.5 percent GDP growth and a contraction in automotive sales. New-vehicle dealerships spread like wildfire during the car selling boom years of the recent past, but with slowing vehicle sales we predict the closing of many of the country's vehicle retail outlets in the future. This will add further pressure to global markets and while this will keep prices and inflation low, it will also put a severe strain on U.S. exports and numerous U.S. industries.

We do not view this as being catastrophic for the global economy—those scenarios are few and of very low probability—but the Chinese slowdown and the massive excesses of Chinese industry will continue to pressure U.S. wages. As mentioned above, wages remain stagnant in the U.S. and a Chinese slowdown adds unwanted negative pressures to that income growth.

In spite of that global negativity, we remain confident in the U.S. economy and consumer. We expect light-vehicle sales to top 17.7 million in 2016 and medium- and heavy-duty vehicle sales to top 0.38 million. Small positive changes are possible and as the U.S. again becomes the engine for global growth we expect some significant tail-winds to develop.

Steven Szakaly
NADA Chief Economist

Patrick Manzi
NADA Senior Economist



II. General Methodology and Statistics

Participation in the 2016 NADA Dealership Workforce Study (DWS) was restricted to 2015 NADA and ATD members. The 1,956 dealerships — 12 percent of membership — that participated submitted more than 385,000 payroll records that were individually screened, classified and statistically analyzed. During the extensive data review process, many dealerships were successfully contacted to correct discrepancies or collect additional information needed for proper data classification. Questionable data that could not be resolved through dealership contact were excluded to maximize validity of the Study.

A portion of the submitted records (less than 5 percent) were excluded from the Study for one or more of the following reasons:

- W-2 (annual) compensation records were excluded if the hire date and/or termination date indicated a full-time employee did not work for a full year in 2015.
- W-2 (annual) compensation records were excluded if employee status was part-time.
- W-2 (annual) compensation and hourly pay records were excluded if they didn't meet state or federal minimum wage requirements.
- W-2 (annual) and hourly compensation records were excluded if there was no department or job title that could be used for job classification.
- All seasonal and/or temporary employee records that could be identified were excluded.
- Employee records with hire dates after December 31, 2015 were excluded.
- Employee records with termination dates before January 1, 2015 were excluded.

This Report presents key findings and conclusions supported by 2015 data in the following categories: automobile and medium- and heavy-duty truck dealership compensation, retention and turnover, hours of operation and work schedules, and employee benefits. We provide compensation information by region for approximately 60 dealership job titles, with special emphasis on nine key dealership positions:

1. General Manager/Operator
2. Sales Manager
3. Sales Consultant
4. F&I Manager
5. Service Manager
6. Service Advisor/Writer
7. Service Technician
8. Parts Manager
9. Parts Consultant

This Report provides a comparison of workforce metrics such as compensation, retention, and turnover. Compensation statistics are broken down for the nine key car positions plus the "all-positions" category by luxury and non-luxury brands and volume of new units sold. Our analysis discusses compensation by



2016 DEALERSHIP WORKFORCE STUDY

dealer group size, as well, and we also compare key position compensation data provided by car dealerships that participated in both the 2015 and 2016 Studies (same stores).

Non-luxury car franchises participating in the 2016 DWS were: Buick/GMC, Chevrolet, Chrysler/Dodge/Jeep/Ram, Fiat, Ford, Honda, Hyundai, Kia, Mazda, Mini, Mitsubishi, Nissan, Subaru, Toyota/Scion, Volkswagen.

Luxury car franchises participating in the 2016 DWS were: Acura, Aston Martin, Audi, Bentley, BMW, Cadillac, Ferrari, Infiniti, Jaguar, Lamborghini, Land Rover, Lexus, Lincoln, Maserati, Mercedes-Benz, Porsche, Rolls Royce, Volvo.

Dealer group size is defined as small (groups with fewer than 10 dealerships or single-point); mid-cap (groups with 10 to 40 dealerships); and large-cap (groups with more than 40 dealerships).

Truck brands participating in 2016 were: Autocar, Ford Truck, Freightliner, Hino, International, Isuzu Truck, Kenworth, Mack, Mitsubishi-Fuso, Nissan Truck, Peterbilt, UD, Volvo Truck, Western Star.

Key terms used in the compensation section include:

Average (simple arithmetic mean): This is the sum of all compensation records divided by the total number of records.

As % of National: The average for each peer group is compared to the national average by dividing the peer group average by the national average.

Quartiles: Quartiles are values that divide the set of data into four equal parts when the data are ranked from highest to lowest values on a distribution curve. Thus the upper 25 percent, or top quartile statistic, indicates the value that separates the bottom 75 percent from the upper 25 percent. Conversely, the lower 25 percent or bottom quartile statistic indicates the value that separates the bottom 25 percent from the upper 75 percent.

Median (50th percentile): The median or 50th percentile is the value that divides the set of data into two equal parts when the data are ranked from highest to lowest values on a distribution curve.

Key terms used in the retention and turnover section include:

Annualized Turnover: The annualized rate of turnover is calculated by dividing the total number of terminations reported for the 2015 calendar year by the total active head count reported as of December 31, 2015.¹

One-Year Retention is reported as the percentage of active employees (as of December 31, 2015) who completed at least one full year of employment at the dealership.

¹Although it would be more accurate to divide total terminations in 2015 by the average head count during the year, we weren't able to calculate the average head count for all of the participating rooftops.



Three-Year Retention is reported as the percentage of active employees who completed three full years or more of employment at the dealership.

Research shows that the three-year retention rate is highly correlated to employee productivity and dealership profitability². On average, employee productivity as measured by gross profit production reaches a peak after three years—i.e., an employee performs at his or her best after three years' experience on the job.

A higher three-year retention rate = higher monthly gross profit per employee.

Average Tenure: Employee hire dates are used to calculate the service tenure of each active employee. The average tenure of all actives is reported as years in decimal increments.

Median Tenure of Actives is the value that divides the tenure of your active workforce into two equal parts when tenure is ranked from highest to lowest values.

One of the main objectives of the NADA Dealership Workforce Study is to provide compensation and workforce management data on a more granular level than previous studies. To provide this level of detail while assuring data validity and anonymity, minimum data requirements were defined for all levels of reporting.

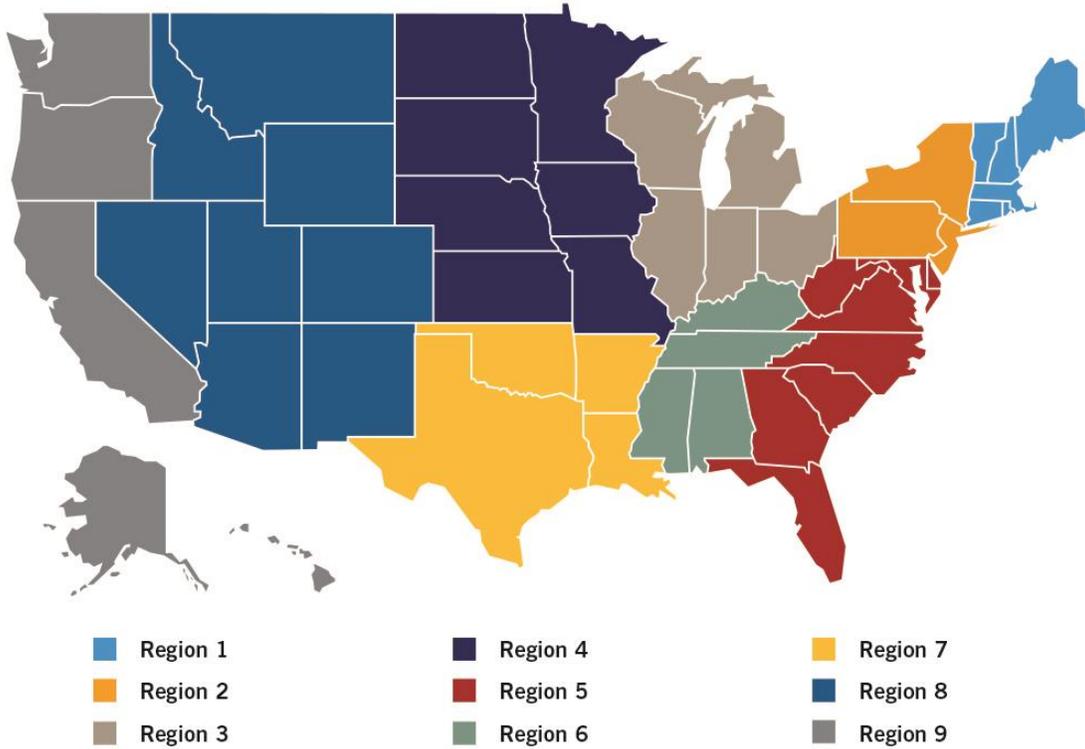
For calculating average values for each job title, valid records were required from a minimum of five rooftops and a minimum of 10 data points (payroll records) for each job title in the five rooftops. For calculating quartile values (compensation only) for each job title, five rooftops and a minimum of 30 data points for each job title in the five rooftops were required. A note at the end of a car table indicates those cases where insufficient information was provided for valid calculations; asterisks (*) indicate insufficient information elsewhere.

To allow comparisons to other industries, we provide information according to the geographic regions defined by the U.S. Department of Labor, Bureau of Labor Statistics (BLS). The nine regions are defined and illustrated on the next page.

The 2016 Report presents new information about the nine key dealership positions, including a “same-employees” study showing earnings growth for incumbents working in those positions. We have provided the same-stores compensation analysis introduced last year, plus metrics and comparisons by dealer group size – large-cap, mid-cap and small group or single-point.

² Based on case studies conducted by ESI Trends for various OEM clients.

Geographic Region Map



- **Region 1 – New England:** Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont
- **Region 2 – Mid-Atlantic:** New Jersey, New York and Pennsylvania
- **Region 3 – East North Central:** Illinois, Indiana, Michigan, Ohio and Wisconsin
- **Region 4 – West North Central:** Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and South Dakota
- **Region 5 – South Atlantic:** Delaware, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia
- **Region 6 – East South Central:** Alabama, Kentucky, Mississippi and Tennessee
- **Region 7 – West South Central:** Arkansas, Louisiana, Oklahoma and Texas
- **Region 8 – Mountain:** Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah and Wyoming
- **Region 9 – Pacific:** Alaska, California, Hawaii, Oregon and Washington



Key to Symbols and Terminology

Legend
Year-Over-Year Changes in Compensation
(↑) represents year-over-year increases or favorable changes in compensation (↓) represents year-over-year decreases or unfavorable changes in compensation
Year-Over-Year Changes in Turnover
(↓) represents year-over-year decreases or favorable changes in turnover (↑) represents year-over-year increases or unfavorable changes in turnover
Insufficient Data
(*) fewer than 5 rooftops and/or 10 records for averages <u>OR</u> fewer than 5 rooftops and/or 30 records for quartiles
Unit Sales Volume (New Units Only)
Non-Luxury Cars: Low volume: < 585 units; Medium: 585 to 1,270 units; High volume: > 1,270 units Luxury Cars: Low volume: < 655 units; High volume: > 655 units Medium- to Heavy-Duty Trucks: Low volume: < 155 units; High volume: > 155 units
Generations³
Generation Y or Millennials: Born 1981 to 1997; ages 18 to 34 as of December 31, 2015 Generation X: Born 1965 to 1980; ages 35 to 50 as of December 31, 2015 Baby Boomers: Born 1946 to 1964; ages 51 to 69 as of December 31, 2015 Matures: Born before 1946; ages 70 or older as of December 31, 2015

³ Since there are no precise beginning or end dates for Generation Y, we have adopted the Pew Research Center definition of generations. This will allow more accurate comparisons of the dealership workforce and the U.S non-farm private sector. Prior years' age group statistics have been adjusted to report year-over-year changes and multi-year trends. Moving forward, we will continue to use birth years 1981-1997 to define Millennials.



III. 2016 Executive Summary

Automotive Retail: National & Regional Trends in Compensation, Benefits & Retention is the annual talent management profile of new-car and -truck dealerships. In 2015, America’s new-car dealerships created new jobs and provided median weekly earnings that exceeded the U.S. non-farm private-sector median weekly earnings by 24 percent.

This year’s report highlights key industry trends related to compensation, benefits, retention, demographics and workforce management. We make both same-store and all-participant comparisons in our analysis of car dealership (only) compensation. The same-stores analysis uses data submitted by those stores that participated in this Study in both 2015 and 2016. The same-stores group represents 49 percent of all 2016 participants.

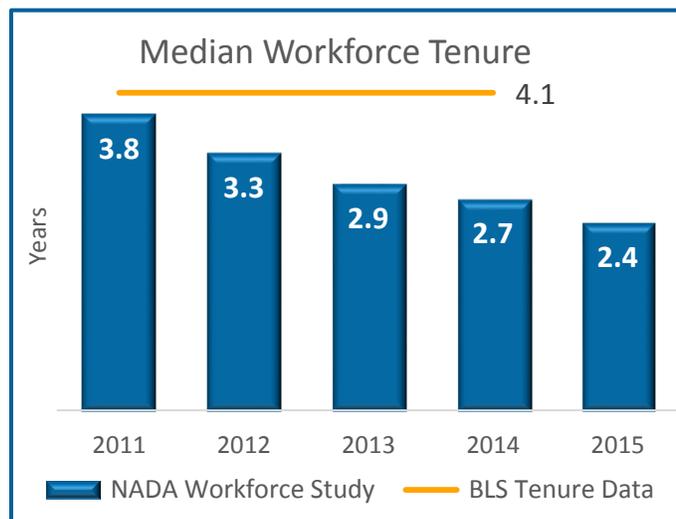
To expand on this year’s trends analysis, we identified employees for whom we had compensation data in both of the years ending December 31, 2014 and 2015. Nearly 40 percent of 2015 W-2 records came from employees who were also included in in the 2014 W-2 records. With this “same-employees” information, we are able to calculate earnings growth for incumbents working in key dealership positions.⁴

Key Workforce Trends in Car Dealerships

To understand trends in compensation and earnings growth, we need to start by looking at trends in employee retention and median tenure. Employee retention and median tenure declined significantly for the fifth straight year. The median tenure of the active dealership workforce has dropped from 3.8 years in December 2011 to 2.4 years in December 2015.

- Three-year employee retention reached a new low of 45 percent compared to 67 percent retention in the U.S. non-farm private sector.⁵
- As the median employee tenure in dealerships declined steadily, the median tenure of U.S. non-farm private-sector employees remained relatively constant at 4.1 years.

This alarming trend represents a major drain on talent and cumulative work experience in dealerships. The result: reduced productivity, reduced median and average earnings, and reduced dealership profitability.



⁴ We identified same employees by cross-referencing birthdates, hire dates and employee ID numbers, when available.

⁵ U.S. Bureau of Labor Statistics (BLS) – Distribution of employed wage and salary workers by tenure with current employer, January 2014.



2016 DEALERSHIP WORKFORCE STUDY

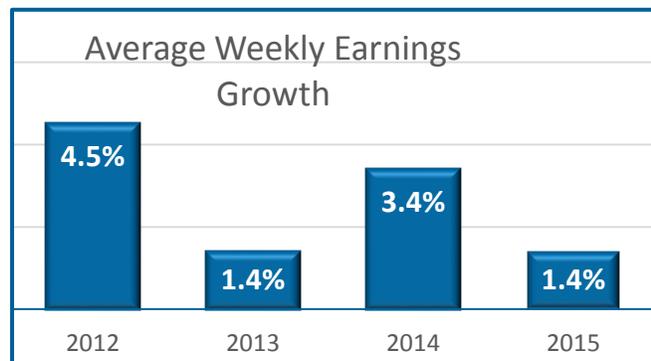
- The majority of dealership employees are paid for performance, so new employees can expect significant earnings growth of 8 to 10 percent as their experience and productivity increase in the first three years. As median tenure declines and moves down this steep portion of the productivity curve, median and average compensation will decline with tenure.

Despite slower industry growth in 2015, average weekly earnings for same-employees – incumbents – grew at an annual rate of 6.3 percent. Same-employee weekly earnings growth was nearly three times the U.S. non-farm private-sector growth rate of 2.2 percent.

- Incumbent F&I managers experienced the highest weekly earnings growth at 10.9 percent year-over-year.
- Out of nine key dealership positions, sales consultants had the lowest weekly earnings growth at 2.7 percent year-over-year.
- The five key positions in service and parts experienced similar average weekly growth rates ranging from 6.7 percent for service technicians to 8.2 percent for service managers.
- By definition, same-employees had at least two years' tenure in the dealership with a median tenure of 6.2 years compared to 2.4 years' median tenure for the total dealership workforce.

For the first time in five years, dealership all-employee earnings growth did not keep pace with earnings growth in the U.S. non-farm private sector. For all positions, all employees, average weekly earnings growth in car dealerships was relatively flat at 1.4 percent compared to 2.2 percent earnings growth in the U.S. non-farm private sector. Median weekly earnings in dealerships was unchanged compared to 2014, while median weekly earnings in the private sector increased 3.3 percent.

- Average weekly earnings across all job titles for all participating dealerships increased 1.4 percent to \$1,341, a \$19 increase compared to last year's Study. On a same-stores basis, average weekly earnings also increased 1.4 percent to \$1,347.
- 2015 median weekly earnings for all dealership employees was unchanged at \$1,026. On a same-stores basis, median weekly earnings decreased 1.1 percent to \$1,027.
- On average, employees in new-car dealerships earned nearly 24 percent more than the 2015 fourth-quarter median weekly earnings of \$825 for the U.S. private sector workforce⁶.
- Productivity—measured as monthly gross profit per employee—increased only 0.4 percent to \$8,446 per employee in 2015 compared to a 3 percent increase in 2014.⁷



⁶ BLS—based on seasonally adjusted, fourth quarter average of median weekly earnings for full-time wage and salary workers.

⁷ Calculated from 2015 NADA Data "Average Dealership Profile."



2016 DEALERSHIP WORKFORCE STUDY

Although luxury dealerships still pay more than non-luxury dealerships, *income growth* in 2015 was higher in non-luxury dealerships.

- Average weekly earnings growth in key positions was higher in non-luxury dealerships than luxury dealerships.
- Key sales positions had higher earnings growth than fixed operations positions.

Non-Luxury vs. Luxury Income Growth		
	Non-Luxury	Luxury
Key Sales Positions ⁸	↑ 4.2%	↓ -0.9%
Key Fixed Ops Positions ⁹	↑ 1.1%	↑ 1.5%

Total dealership annualized employee turnover increased only three-tenths of a point from 39.3 to 39.6 percent. Total sales consultant annualized turnover dropped five points from 72 percent to 67 percent.

- Non-luxury sales consultant turnover dropped seven points to 72 percent; luxury sales consultant turnover was unchanged at 48 percent.
- Total turnover in non-luxury dealerships was unchanged at 42 percent, while luxury dealership turnover increased one point to 32 percent.
- As employee turnover begins to stabilize, employee retention and tenure should also begin to stabilize.

Dealership workforce demographics continued to shift from a generational perspective, but not from a gender perspective.

- Millennials accounted for 60 percent of all new hires in 2015, an increase of three points.
- Using the Pew Research Center definition of Millennials, our dealership workforce composition is now 42 percent Millennials as compared to an estimated 34 percent in the U.S. non-farm private sector.¹⁰
- The ratio of women working in dealerships was relatively unchanged at 18.6 percent – only a tenth of a point increase from 2014 – and women accounted for 20 percent of all new hires, which is the same as last year.

⁸ Sales managers, F&I managers and sales consultants.

⁹ Service managers, parts managers, service advisors, technicians and parts consultants.

¹⁰ Pew Research Center, May 2016, based on employees born 1981 to 1997, ages 18 to 34.



The State-of-the-Workforce

Compensation

2015 average annual compensation in the industry for all positions, all employees increased 1 percent from 2014 to \$69,718 for all participating dealerships. Average annual compensation on a same-stores basis also increased 1 percent to \$70,068.

- Looking only at incumbent employee compensation on a year-over-year basis paints a different picture where earnings growth opportunities significantly exceed U.S. private-sector earnings growth.
 - The 2015 same-employees' average earnings growth rate was 6.3 percent compared to U.S. private-sector average earnings growth in 2015 of 2.2 percent.
 - The 2015 same-employees' median earnings growth rate was 5.7 percent compared to U.S. private-sector median earnings growth of 3.3 percent.
- The average compensation of all sales managers and all sales consultants were both relatively unchanged at \$127,693 and \$67,846. F&I manager compensation was nearly 4 percent higher than sales managers' at \$132,786.
 - 14 percent of all sales consultants earned more than \$100,000 in 2014 and 2015.
 - 8 percent of all sales managers earned more than \$200,000 in 2014 and 2015.
 - 13 percent of all F&I managers earned more than \$200,000 in 2015 compared to 12 percent the previous year.
- Average and median compensation for most key fixed operations positions went down, except for service technician and parts consultant compensation.
 - Service manager average compensation went down 1 percent to \$113,622.
 - Parts manager average compensation went down 4 percent to \$93,276.
 - Service advisor average compensation went down 2 percent to \$64,635.
 - Service technician average compensation went up 1 percent to \$58,726.
 - Parts consultant average compensation was relatively unchanged at \$50,442.
- Luxury dealerships paid 14 percent more, on average, than non-luxury dealerships at an all-positions level. In 2014, the gap was 19 percent.
 - The *luxury advantage* for key positions ranged from 32 percent higher compensation for service advisors to 5 percent higher compensation for F&I managers.
- Income growth varied significantly by region, ranging from an 8 percent gain in the Mid-Atlantic region to a 5 percent decline in the West North Central region.
- In 2015 the smaller dealer groups – those groups with 10 or fewer dealerships, including single-point dealerships – moved ahead of the large-cap and mid-cap dealer groups in median weekly earnings. Median income was higher in smaller dealer groups because median tenure was significantly higher.¹¹
 - Median weekly earnings in small retail groups increased 5 percent to \$1,029.

¹¹ This comparison by size of dealer group includes all dealerships that participated in this year's Study.



- Median weekly earnings in mid-size retail groups (defined as groups with 10 to 40 dealerships) decreased 4 percent to \$1,019.
- Median weekly earnings in large-cap retail groups (defined as groups with more than 40 dealerships) decreased 2 percent to \$1,028.

Turnover and Retention

For all participants, total dealership employee turnover was relatively unchanged in 2015, increasing by three-tenths of a point from 39.3 to 39.6 percent. By comparison, the 2015 U.S. Bureau of Labor Statistics estimate of employee turnover (total separations) in the private sector was 46 percent—a two-point increase compared to 2014.

- Total non-luxury dealership turnover was unchanged at 42 percent, while luxury dealership turnover increased one point to 32 percent.
- Turnover varied significantly by region from a high of 48 percent in the Mountain region to a low of 31 percent in the Mid-Atlantic region.
- Turnover increased in four out of nine key dealership positions. Turnover among parts managers was relatively unchanged.
- Sales consultant turnover decreased five points to 67 percent, still the highest turnover percentage among the nine key positions, and the only key position that exceeded the U.S. private-sector average.
 - All of the sales consultant turnover improvement came from non-luxury dealerships, in which turnover dropped eight points to 72 percent.
 - Luxury sales consultant turnover was relatively unchanged at 48 percent.
- Three-year retention rates across all dealership positions declined two points to 45 percent.
 - Three-year retention was 44 percent in non-luxury dealerships and 48 percent in luxury dealerships.
 - Only 33 percent of all sales consultants reached the three-year tenure milestone.
 - The parts manager position had the highest three-year retention at 81 percent.
- Turnover among Millennials increased one point in 2015 to 52 percent, but the increasing number of Millennials being hired each year has a negative impact on overall dealership turnover, retention and tenure.

Hiring Trends

Hiring managers across the industry still struggle with candidate screening processes and finding employees who are the right fit for the right job. In general, recruiting and hiring processes have shown little improvement year-over-year.

- Dealership recruiting and hiring efficiency and effectiveness on a macro level can be measured in two ways:
 - *Short-time hires*: 27 percent of all terminations (all job titles) in 2015 happened within the first 90 days of employment – a one-point improvement compared to last year. For sales consultants, 39 percent of terminations happened within the first 90 days – a two-point improvement compared to last year.
 - Average dealership *hiring efficiency* has been around 65 percent for the last four years.

Hiring efficiency is the number of open positions divided by the number of new employees hired to fill those open positions. If it takes three new hires to find one “right” employee, then *hiring efficiency* is 33 percent.



- Sales consultant hiring efficiency is 52 percent, meaning dealerships need two new hires to find the right person.
- At the end of 2015, only 18.6 percent of active employees on new-car dealership payrolls were women — just a tenth of a point increase from 2014.
 - The percentage of females hired by dealerships in 2015 showed no significant change at 20 percent of all new hires.
 - Service advisors had the highest female ratio at 17 percent. F&I managers had the second-highest female ratio at 16 percent.
 - The female sales consultant ratio dropped one point from 10 to 9 percent.
 - Female employee turnover in all positions in car dealerships in 2015 increased two points to 43 percent – four points above the male turnover rate of 39 percent.
- In 2015, the number of Gen Y employees or Millennials working in dealerships increased from 38 percent to 42 percent.¹²
 - The number of Millennials hired by dealerships increased three points from 57 percent to 60 percent.

¹² Based on Pew Research Center generation definitions - employees born 1981 to 1997, ages 18 to 34 as of December 31, 2015.



- The line position with the greatest increase in Millennial new hires – seven percentage points – was sales consultant.
- Turnover among Millennials increased one point to 52 percent. Turnover among Gen X employees stayed constant at 35 percent and Baby Boomer turnover dropped three points to 26 percent.

Hours of Operation

- Nearly all dealership showrooms – 99.5 percent – were open for business on Saturdays for an average of 10 hours.
- The number of new-car showrooms that were open on Sunday decreased from 41 percent in 2014 to 36 percent in 2015. The average number of Sunday sales hours has been relatively constant at seven hours.
- 90 percent of all service departments were open Saturdays for an average of eight hours.
- The number of service departments that were open on Sunday dropped three points to 7 percent in 2015. The average Sunday service hours were relatively constant at seven hours.

Work Schedules

- Following a one-hour increase in the average workweek last year, the scheduled hours in 2015 reverted to the 2012–2013 average of 44 hours. Service advisors were scheduled to work three hours more than technicians and parts employees.
- The percentage of car dealerships that scheduled their employees to work 50 or more hours a week was relatively unchanged. Service advisors were scheduled to work 50+ hours a week in 30 percent of all participating dealerships, the same as last year, while sales consultants were scheduled to work 50+ hours in 25 percent of the dealerships.

Truck Dealerships

The 2015 average weekly earnings across all truck dealership positions in the Study was \$1,298, an increase of 7 percent compared to last year's Study.

- The median weekly earnings for truck dealership employees increased 4 percent to \$1,038—25 percent more than the median weekly earnings of \$825 for the U.S. non-farm private-sector workforce¹³.
- Sales consultants had the highest gains in weekly earnings, while sales managers' weekly earnings declined 3 percent.
- Total employee turnover in truck dealerships increased one point to 22 percent.
- Truck sales consultant turnover improved three points year-over-year to 13 percent. As a result, three-year retention improved to 66 percent and median tenure was 5.5 years.
- Median tenure for all truck dealership employees has held steady at 4.0 years for three consecutive years. Four years is the estimated median tenure of all private-sector employees.

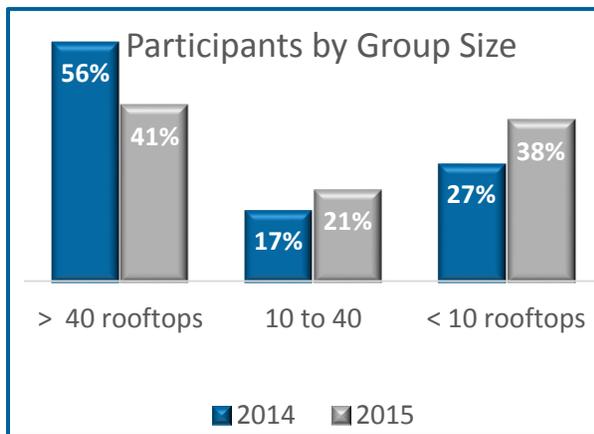
¹³ BLS—based on seasonally adjusted, fourth quarter average of median weekly earnings for full-time wage and salary workers.

IV. General Findings and Conclusions

Car and Light-Truck Dealerships

Size of Participating Dealerships

Although our Study continues to have a large-dealership bias, successful efforts to attract smaller dealerships and dealer groups have increased our smaller store count. Because of the lower head count per store and lower new-unit sales, the compensation statistics reported for 2015 show a 10 percent decrease from 2014 numbers.



As for head count, *NADA Data 2015* reported that total new-car dealership employment increased 4.3 percent to an average head count of 67 employees. The increase in the number of smaller stores participating in our Study led to a 5.1 percent decrease in average head count – from 78 employees in 2014 to 74 in 2015. Employee head count in dealerships that participated in both the 2015 and 2016 DWS (same stores) increased 2.4 percent to an average of 85 active employees.

To keep the data relevant for smaller dealers, we are reporting workforce statistics broken down by group size and annual new-car unit sales.

Compensation Trends

The analysis and compensation trends in this section discuss both all-participant data and same-stores data (identifying each data set), since 49 percent of 2016 Study participants also participated in 2015.

For the first time since the Study launched in 2012, earnings growth in new-car dealerships did not keep pace with earnings growth in the U.S. non-farm private sector. However, the median weekly income for new-car dealership employees in 2015 was still 24 percent higher than the median weekly earnings of \$825 for the U.S. non-farm private sector workforce¹⁴.

The average weekly earnings for all dealerships participating in this year’s Study was \$1,341, a \$19 increase – ↑ 1.4 percent – compared to last year’s Study. The median weekly earnings for all dealerships was \$1,026, a zero percent change compared to last year’s Study. On a same-stores basis, the average weekly earnings increased ↑ 1.4 percent and the median weekly earnings decreased by ↓ 1.1 percent, respectively.

By comparison, the U.S. Bureau of Labor Statistics (BLS) estimated the 2015 wage growth across all positions in the automotive dealers industry segment at ↑ 1.9 percent.¹⁵ The chart below compares all DWS participants, DWS same-store participants, and BLS statistics for automotive dealers and the entire U.S. private sector.

¹⁴ BLS—based on seasonally adjusted, fourth quarter average of median weekly earnings for full-time wage and salary workers.

¹⁵ BLS, May 2015 National Industry-Specific Occupational Employment and Wage Estimates, NAICS 441100 - Automobile Dealers



2016 DEALERSHIP WORKFORCE STUDY

2015 Earnings Growth Comparison

Data Resource	Average Weekly Earnings			Median Weekly Earnings		
	2014	2015	Growth	2014	2015	Growth
All DWS Dealerships	\$1,322	\$1,341	↑ 1.4%	\$1,026	\$1,026	0.0%
DWS Same Stores	\$1,329	\$1,347	↑ 1.4%	\$1,038	\$1,027	↓ 1.1%
BLS Auto Dealers	\$889	\$907	↑ 1.9%	\$690	\$694	↑ 0.6%
U.S. Private Sector	\$852	\$871	↑ 2.2%	\$799	\$825	↑ 3.3%

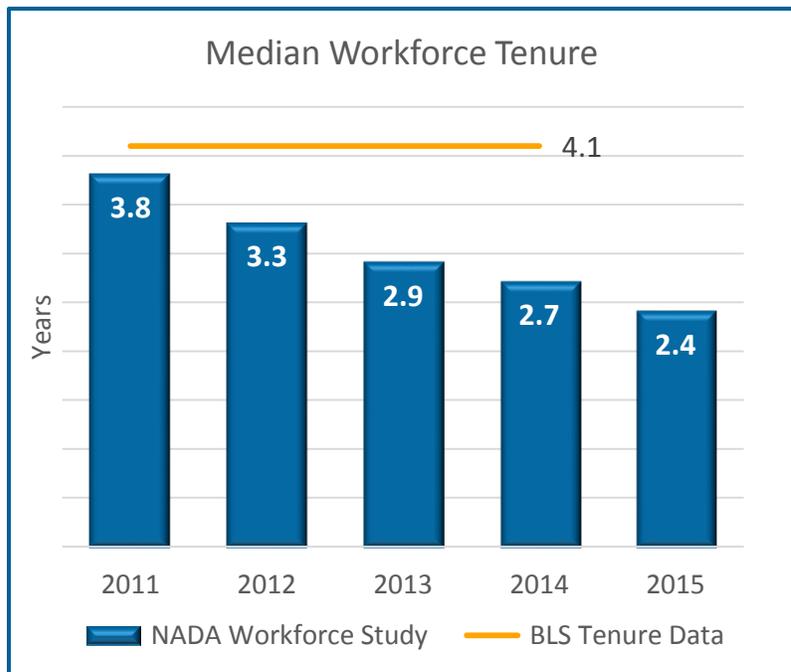
Factors Driving Compensation

Stagnant median earnings growth among Study participants in 2015 was the result of two primary factors. The first factor was size of dealership, which affected many positions, but had the greatest impact on management positions – general manager and department managers. The shift in this year’s Study toward smaller stores with lower unit sales pulled down average and median wages.

The second factor was the downward trend in median workforce tenure. In the five years that we have conducted this Study, median tenure of all dealership employees has dropped from 3.8 years in 2012 to 2.4 years in 2015.

By comparison, from 2010 to 2014 the median tenure of non-farm private sector workers has been relatively constant at 4.1 years.¹⁶

Due to the industry’s typical pay structure, experience and tenure in the job provide earnings growth in most key positions. Dealership employees in key positions reach full productivity after three or four years’ experience. During that time their earnings grow at an average annual rate of 8 to 10 percent. From year four to year 10 earnings growth slows down to an average annual rate of 2 to 3 percent.



¹⁶BLS Bi-annual 2014 Employee Tenure Report, Sept. 16, 2015.



2016 DEALERSHIP WORKFORCE STUDY

Average Annual Earnings Growth

Positions	Years 1 to 4	Years 4 to 10
Sales Consultants	8.4%	2.3%
Service Advisors	8.9%	2.4%
Service Technicians	8.7%	3.8%
All Non-Luxury Positions	10.3%	2.6%
All Luxury Positions	14.2%	2.9%

When median tenure drops from 3.8 to 2.4 years, many more employees have not reached their full productivity and earnings potential. As a result, average and median earnings can be as much as 8 to 10 percent lower than they would be at a median tenure of 3.8 years.

To validate the relationship between tenure and compensation, we identified 35,000 employees on a same-stores basis who had worked in the dealerships in 2014

and 2015.¹⁷ When we analyzed year-over-year W-2 compensation for these incumbents, or same-employees, we found average and median earnings growth rates that significantly exceeded U.S. non-farm private-sector growth rates.

Same-Employees Average Earnings Growth

Positions	2014	2015	Difference	% Change	Median Tenure
All Position Average	\$73,173	\$77,793	\$4,621	6.3%	6.2 years
General Manager ¹⁸	\$347,704	\$388,971	\$41,267	11.9%	10.4
Sales Manager	\$134,398	\$140,470	\$6,071	4.5%	6.4
Sales Consultant	\$73,793	\$75,789	\$1,996	2.7%	5.3
F&I Manager	\$142,855	\$158,441	\$15,586	10.9%	5.7
Service Manager	\$121,512	\$131,480	\$9,969	8.2%	10.8
Service Advisor	\$69,421	\$74,486	\$5,065	7.3%	6.0
Service Technician	\$60,596	\$64,644	\$4,049	6.7%	5.9
Parts Manager	\$102,747	\$110,960	\$8,213	8.0%	14.9
Parts Consultant	\$52,440	\$56,397	\$3,957	7.5%	9.6

Our same-employee analysis emphasizes the attractiveness of our industry based on annual earnings and earnings growth. At \$1,496 the average weekly earnings for these longer-tenured employees is 72 percent higher than average weekly earnings of \$871 for the U.S. private sector.

¹⁷ We identified same employees by cross-referencing birthdates, hire dates and employee ID numbers, when available.

¹⁸ Based on a limited number of records.

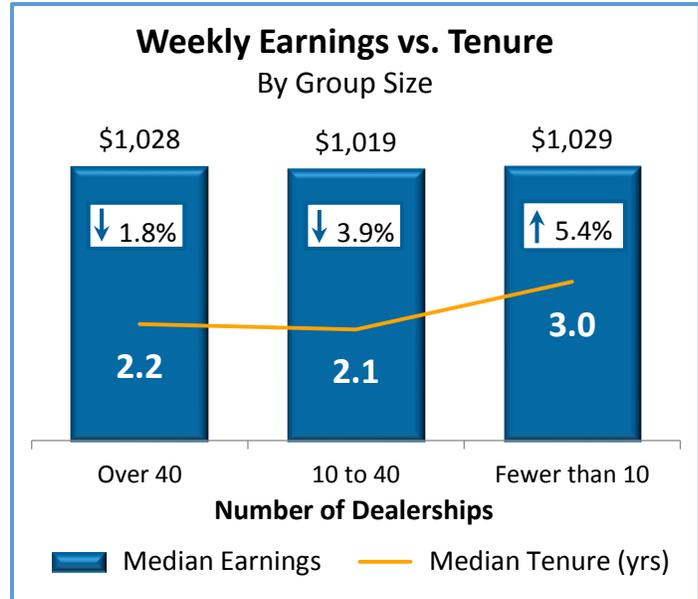


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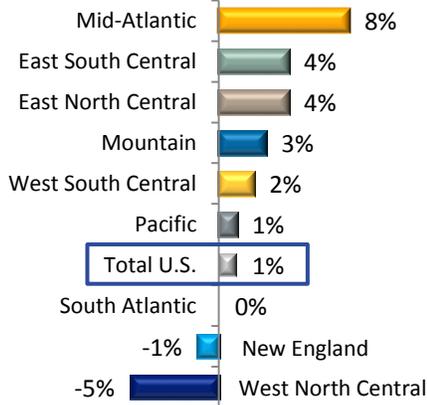
Compared to last year’s Study, weekly earnings at large groups (> 40 rooftops) and mid-size groups (10 to 40) decreased by 1.8 and 3.9 percent, respectively. These dealer groups had significant decreases in median tenure as well, with the mid-size group dropping from 2.8 to 2.1 years.¹⁹

This is the first year that weekly earnings in the small groups and single-points surpassed the larger dealer groups in our Study. In this case, higher earnings were a direct result of higher median tenure – not richer pay plans or higher rates of pay.

Annual earnings for all positions on a national basis showed little to no growth compared to last year’s Study. We’ve seen significant differences in earnings growth by size of dealer group. We also see significant differences across geographic regions and key dealership positions. The following charts show the differences by region and by key position for all stores participating this year and by same stores participating in the past two years.

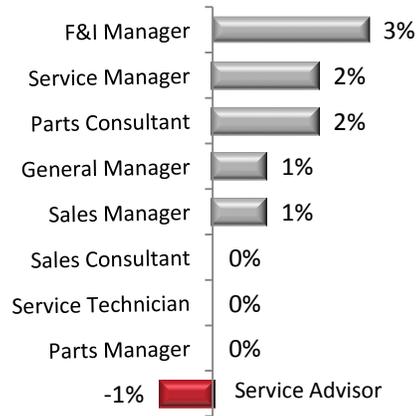


Earnings Growth By Region*



* Based on all-stores data.

Earnings Growth By Position**



** Based on same-stores data.

¹⁹ Acquisitions can have a negative impact on median tenure, but the estimated impact is nowhere near this magnitude.



2016 DEALERSHIP WORKFORCE STUDY

ALL-PARTICIPANTS: NATIONAL COMPENSATION – CARS – ALL DEALERSHIPS

Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	Medium Volume Average	High Volume Average
All Positions	\$69,718	↑ 1%	\$53,338	0%	\$62,626	\$68,896	\$72,575
General Manager/Operator	\$316,745	↓ -5%	\$255,796	↓ -5%	\$204,999	\$295,741	\$407,141
Sales Manager	\$127,693	0%	\$121,552	↑ 1%	\$105,814	\$121,019	\$140,071
F&I Manager	\$132,786	↑ 2%	\$122,976	↑ 1%	\$104,282	\$125,035	\$145,315
Service Manager	\$113,622	↓ -1%	\$107,700	↓ -1%	\$90,709	\$116,589	\$126,453
Parts Manager	\$93,276	↓ -4%	\$85,629	↓ -3%	\$71,405	\$92,531	\$110,260
Sales Consultant	\$67,846	0%	\$58,789	↑ 1%	\$63,208	\$66,399	\$70,186
Service Advisor/Writer	\$64,635	↓ -2%	\$60,939	↓ -1%	\$57,037	\$64,457	\$67,209
Service Technician	\$58,726	↑ 1%	\$54,420	0%	\$55,338	\$59,381	\$59,283
Parts Consultant	\$50,442	0%	\$48,336	↑ 1%	\$43,698	\$49,241	\$53,412

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

(↑) Represent year-over-year increases or *favorable* changes; (↓) represent unfavorable changes

On a same-stores basis, service advisor was the only key position to see a decline in earnings growth, while parts manager, sales consultant and service technicians saw flat earnings year-over-year.

SAME-STORE: NATIONAL COMPENSATION – CARS – ALL DEALERSHIPS

Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	Medium Volume Average	High Volume Average
All Positions	\$70,068	↑ 1%	\$53,428	↓ -1%	\$65,075	\$68,495	\$71,946
General Manager/Operator	\$348,222	↑ 1%	\$272,586	↓ -1%	\$215,673	\$320,600	\$422,237
Sales Manager	\$129,480	↑ 1%	\$124,674	↑ 3%	\$107,032	\$120,314	\$139,839
F&I Manager	\$135,710	↑ 3%	\$127,195	↑ 3%	\$104,643	\$124,602	\$146,034
Service Manager	\$120,881	↑ 2%	\$116,974	↑ 3%	\$100,296	\$121,651	\$128,697
Parts Manager	\$101,265	0%	\$93,192	↑ 1%	\$80,047	\$97,362	\$112,792
Sales Consultant	\$67,931	0%	\$58,105	↓ -1%	\$67,285	\$65,766	\$69,225
Service Advisor/Writer	\$66,304	↓ -1%	\$62,018	↓ -2%	\$61,018	\$65,461	\$67,826
Service Technician	\$59,484	0%	\$55,005	↓ -1%	\$59,440	\$59,780	\$59,330
Parts Consultant	\$52,031	↑ 2%	\$50,171	↑ 2%	\$46,362	\$50,635	\$54,079

Low volume: < 585 units (new)

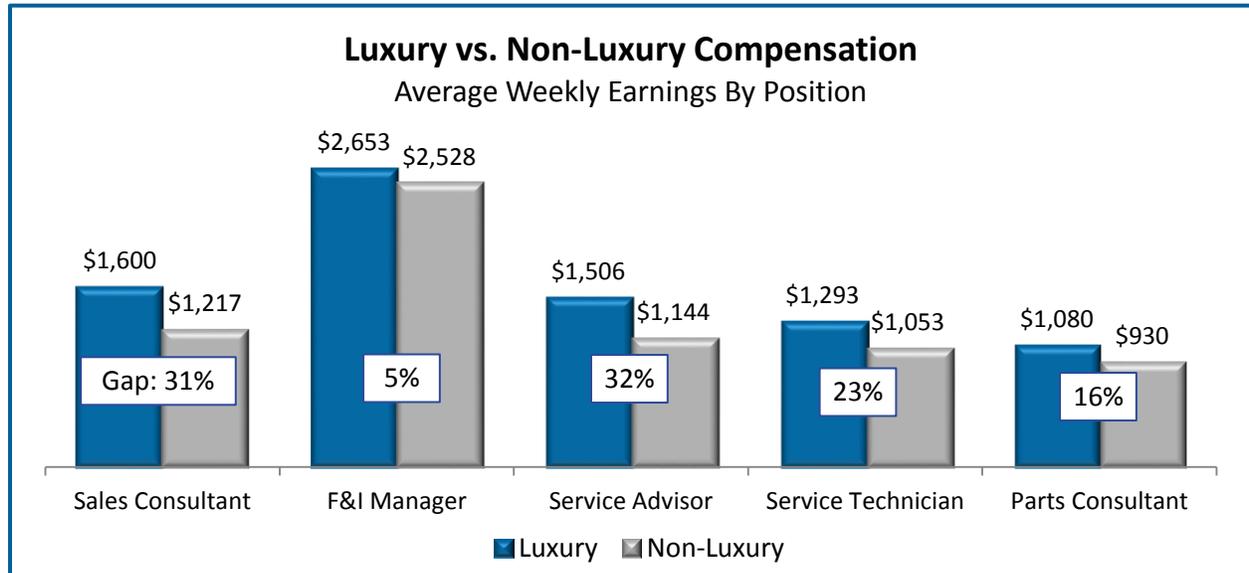
Medium: 585 to 1,270 units

High volume: > 1,270 units

(↑) Represent year-over-year increases or *favorable* changes; (↓) represent unfavorable changes

Non-luxury Compared to Luxury Compensation²⁰

Average weekly earnings in luxury dealerships were significantly higher than earnings in non-luxury dealerships, but the year-over-year combined difference for all dealership positions dropped from 18.8 percent to 13.7 percent. The luxury advantage ranged from 31 and 32 percent higher compensation for sales consultants and service advisors to 5 percent higher compensation for F&I managers.



The median weekly earnings in non-luxury new-car dealerships increased ↑ 1.1 percent to \$981, but weekly earnings on a same-store basis were relatively unchanged. Sales managers and sales consultants in non-luxury dealerships had the highest earnings growth.

²⁰ This luxury vs. non-luxury comparison includes all dealerships that participated in the 2016 Study.



2016 DEALERSHIP WORKFORCE STUDY

The all-position median annual earnings in luxury dealerships decreased ↓ 0.8 percent to \$61,730 or \$1,187 per week — 21 percent higher than the non-luxury median of \$51,025 or \$981 per week. F&I managers, service managers, parts managers and service technicians in luxury dealerships showed slight increases in median earnings year-over-year. Luxury dealership general managers had significant decreases in median earnings on an all-stores and same-stores basis at ↓ 13 and ↓ 10 percent respectively.

ALL-PARTICIPANTS: NATIONAL COMPENSATION – CARS – LUXURY DEALERSHIPS						
Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	High Volume Average
All Positions	\$76,684	0%	\$61,730	↓ -1%	\$70,126	\$79,094
General Manager/Operator	\$349,438	↓ -8%	\$290,430	↓ -13%	\$260,071	\$415,007
Sales Manager	\$139,677	↓ -5%	\$133,851	↓ -5%	\$120,822	\$147,470
F&I Manager	\$137,956	↑ 2%	\$129,623	↑ 2%	\$109,957	\$148,633
Service Manager	\$134,592	↑ 4%	\$128,882	↑ 5%	\$117,841	\$144,320
Parts Manager	\$109,609	0%	\$102,350	↑ 2%	\$89,497	\$122,922
Sales Consultant	\$83,201	↓ -3%	\$72,662	↓ -4%	\$71,963	\$87,523
Service Advisor/Writer	\$78,327	0%	\$75,238	0%	\$67,845	\$82,153
Service Technician	\$67,225	↑ 1%	\$63,304	↑ 1%	\$62,579	\$68,738
Parts Consultant	\$56,176	↑ 1%	\$53,934	0%	\$48,854	\$58,891

Low volume: < 655 units (new) High volume: > 655 units
 (↑) Represent year-over-year increases or *favorable* changes; (↓) represent unfavorable changes

SAME-STORE: NATIONAL COMPENSATION – CARS – LUXURY DEALERSHIPS						
Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	High Volume Average
All Positions	\$77,230	0%	\$61,906	↓ -2%	\$70,512	\$79,411
General Manager/Operator	\$361,921	↓ -6%	\$302,182	↓ -10%	\$262,749	\$423,548
Sales Manager	\$141,799	↓ -4%	\$135,879	↓ -3%	\$125,391	\$147,269
F&I Manager	\$140,481	↑ 3%	\$132,979	↑ 3%	\$108,385	\$150,381
Service Manager	\$137,055	↑ 3%	\$131,163	↑ 4%	\$122,253	\$143,791
Parts Manager	\$112,185	↓ -2%	\$104,237	↓ -1%	\$95,078	\$121,748
Sales Consultant	\$85,023	↓ -2%	\$73,853	↓ -2%	\$76,080	\$87,729
Service Advisor/Writer	\$79,889	0%	\$76,851	↑ 1%	\$69,310	\$83,127
Service Technician	\$68,242	↑ 1%	\$64,225	↑ 1%	\$64,270	\$69,381
Parts Consultant	\$56,474	0%	\$54,512	↓ -1%	\$50,608	\$58,435

Low volume: < 655 units (new) High volume: > 655 units
 (↑) Represent year-over-year increases or *favorable* changes; (↓) represent unfavorable changes

The all-position average annual compensation in luxury dealerships also varied by size of dealership. The difference in average compensation between low-volume and high-volume luxury dealerships was 12.8 percent.



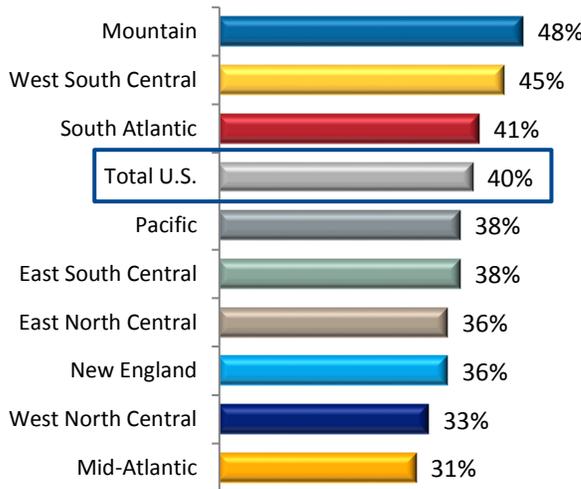
Retention and Turnover Trends

For the first time in five years, total dealership employee turnover in 2015 was relatively unchanged at 39.6 percent. The 2015 U.S. Bureau of Labor Statistics estimate of employee turnover (total separations) in the non-farm private sector was 46 percent – a two-point increase compared to 2014.

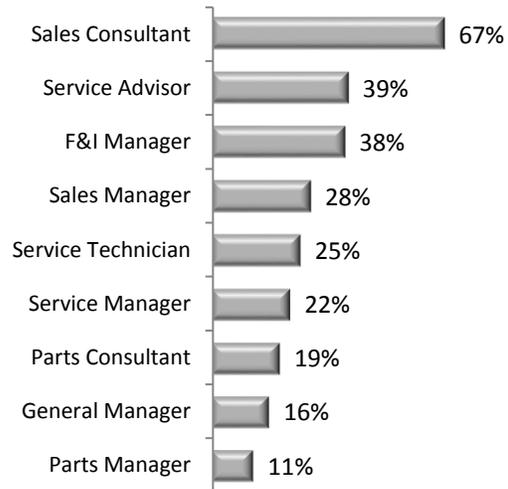
Turnover increased slightly in five of the nine key dealership positions, while turnover went down in three key positions. Sales consultant turnover dropped five points year-over-year to 67 percent and service advisor turnover dropped two points to 39 percent. Sales consultants and service advisors still had the highest turnover out of the nine key positions, but the gap is beginning to close. None of the remaining seven key positions had turnover increases of more than two points.

Turnover varied significantly by region from a high of 48 percent in the Mountain region to a low of 31 percent in the Mid-Atlantic region.

**Total Employee Turnover
By Region**



**Employee Turnover
By Key Position**





2016 DEALERSHIP WORKFORCE STUDY

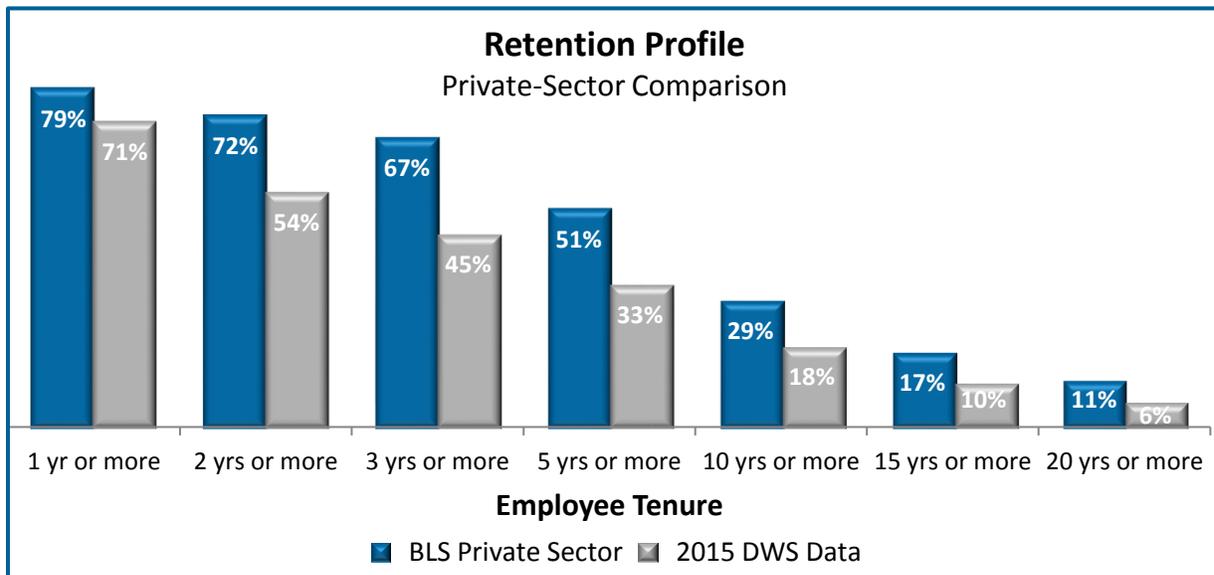
NATIONAL RETENTION AND TURNOVER – CARS – ALL DEALERSHIPS

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	40%	0%	71%	45%	2.4
General Manager/Operator	16%	↑ 1%	91%	76%	8.2
Sales Manager	28%	↑ 2%	83%	60%	4.3
F&I Manager	38%	↑ 1%	79%	51%	3.1
Service Manager	22%	↓ -1%	85%	66%	6.4
Parts Manager	11%	0%	93%	81%	11.0
Sales Consultant	67%	↓ -5%	61%	33%	1.5
Service Advisor/Writer	39%	↓ -2%	71%	42%	2.3
Service Technician	25%	↑ 1%	80%	54%	3.6
Parts Consultant	19%	↑ 2%	85%	62%	4.8

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

Although total turnover was unchanged, retention and median tenure continued a downward trend. The three-year retention rate for all dealership positions declined two points to 45 percent, and median tenure decreased from 2.7 years to 2.4 years, both significantly lower than the estimated non-farm private-sector median tenure of 4.1 years. Both of these trends are the direct result of higher turnover in previous years. Because total turnover was unchanged in 2015, the one-year retention rate was also unchanged at 71 percent.

Dealership retention and tenure were significantly lower than the non-farm private sector.²¹



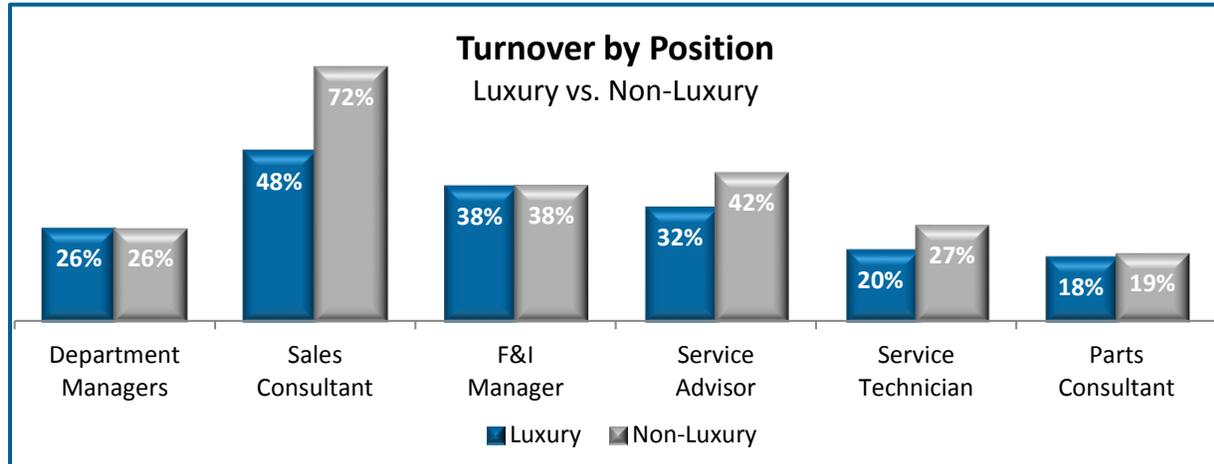
²¹ BLS – Distribution of employed wage and salary workers by tenure with current employer, January 2014.



2016 DEALERSHIP WORKFORCE STUDY

Employee turnover continued to be significantly higher in non-luxury dealerships compared to luxury dealerships.

Total employee turnover was unchanged at 42 percent in non-luxury dealerships, while total turnover in luxury dealerships increased one point to 32 percent. The largest differences by position can be seen in sales consultant and service advisor turnover.



Six out of nine key positions had increased turnover in luxury dealerships. Only three out of nine key positions had increased turnover in non-luxury dealerships. Although all-positions turnover was unchanged in non-luxury dealerships, three-year retention decreased nearly two points to 44 percent and median tenure dropped from 2.5 years to 2.3 years. Service manager, sales consultant and service advisors were the only key non-luxury dealership positions that had a year-over-year improvement in turnover.

NATIONAL RETENTION AND TURNOVER – CARS – NON-LUXURY DEALERSHIPS					
Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	42%	0%	70%	44%	2.3
General Manager/Operator	16%	↑ 2%	91%	75%	8.0
Sales Manager	28%	↑ 1%	82%	60%	4.4
F&I Manager	38%	0%	79%	52%	3.2
Service Manager	23%	↓ -1%	83%	64%	6.1
Parts Manager	10%	0%	93%	81%	10.6
Sales Consultant	72%	↓ -7%	59%	31%	1.4
Service Advisor/Writer	42%	↓ -4%	70%	40%	2.1
Service Technician	27%	0%	79%	53%	3.4
Parts Consultant	19%	↑ 1%	85%	60%	4.5

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



2016 DEALERSHIP WORKFORCE STUDY

In luxury dealerships, total turnover across all positions increased 1 percent on a year-over-year-basis. As a result, three-year retention decreased nearly three percentage points to 48 percent and median tenure declined from 3.1 years to 2.8 years. General manager and service manager were the only key luxury dealership positions that had a year-over-year improvement in turnover.

NATIONAL RETENTION AND TURNOVER – CARS – LUXURY DEALERSHIPS					
Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	32%	↑ 1%	74%	48%	2.8
General Manager/Operator	17%	↓ -3%	92%	79%	8.8
Sales Manager	27%	↑ 2%	84%	61%	4.1
F&I Manager	38%	↑ 6%	77%	46%	2.7
Service Manager	20%	↓ -1%	89%	72%	7.4
Parts Manager	13%	↑ 3%	94%	84%	12.5
Sales Consultant	48%	0%	68%	40%	2.0
Service Advisor/Writer	32%	↑ 3%	76%	50%	3.0
Service Technician	20%	↑ 2%	82%	56%	3.9
Parts Consultant	18%	↑ 4%	88%	68%	5.9

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

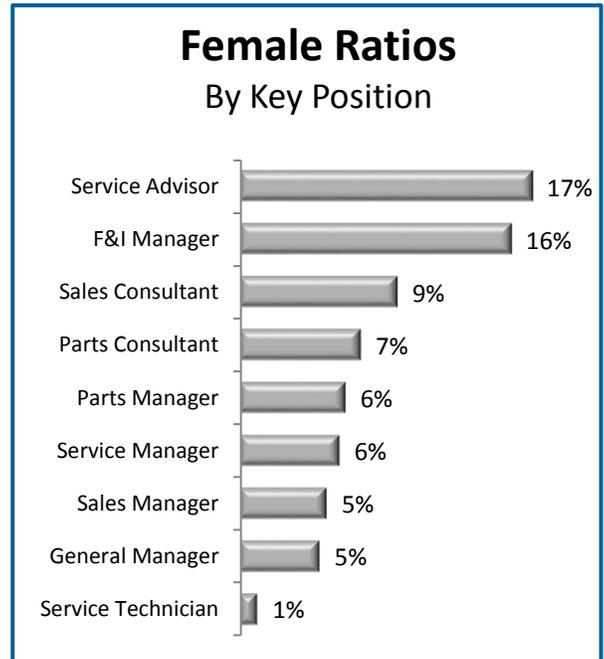
Demographic Statistical Comparisons

The Gender Gap

At the end of 2015, only 18.6 percent of active employees on new-car dealership payrolls were women—a tenth of a point increase from 2014. Despite increasing focus and action by OEMs and dealer groups to attract and recruit more women to work in dealerships, the percentage of females hired by dealerships in 2015 was unchanged at 20 percent of new hires.

At the end of 2015, women represented only 7.8 percent of all active employees in the nine key positions compared to 8.0 percent in 2014. In contrast, women represented 89.3 percent of active employees in office and administrative support positions.

Among the nine key positions, service advisors had the highest ratio of women at 17.5 percent, followed closely by F&I managers at 16.2 percent. The female ratio in sales consultant positions decreased from 10.1 percent to 9.3 percent, while women in sales manager positions increased from 4.7 to 5.1 percent.

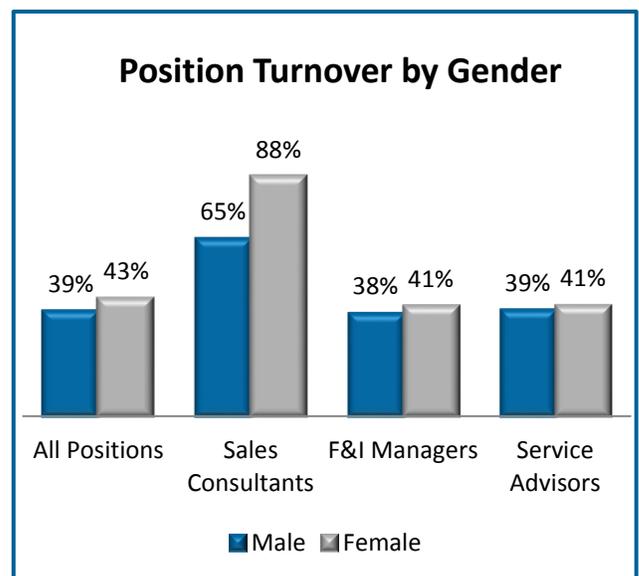


With a female ratio of 17.9 percent, luxury dealerships employed fewer women than non-luxury dealerships, whose staff was 18.8 percent female.

Turnover by Gender

Female employee turnover across all positions in new-car dealerships in 2015 increased two points to 43 percent—four points higher than the male turnover rate of 39 percent.

Female turnover was higher than turnover among males in most of the key positions, most significantly among sales consultants. Turnover among female sales consultants at 88 percent was 23 points higher than the male sales consultant turnover rate of 65 percent.



Generational Differences

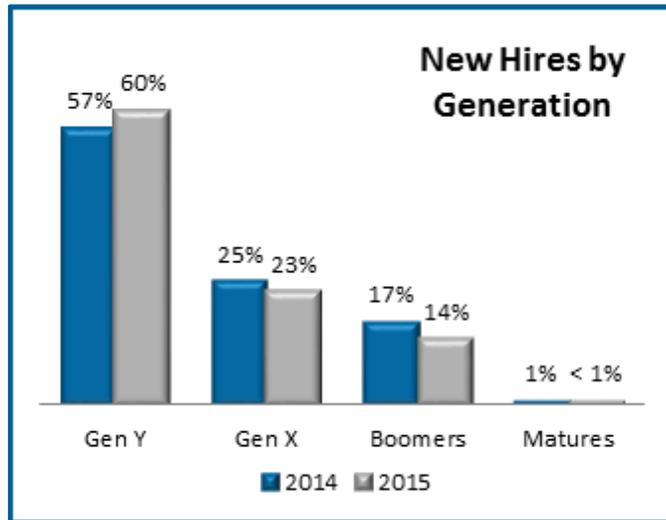
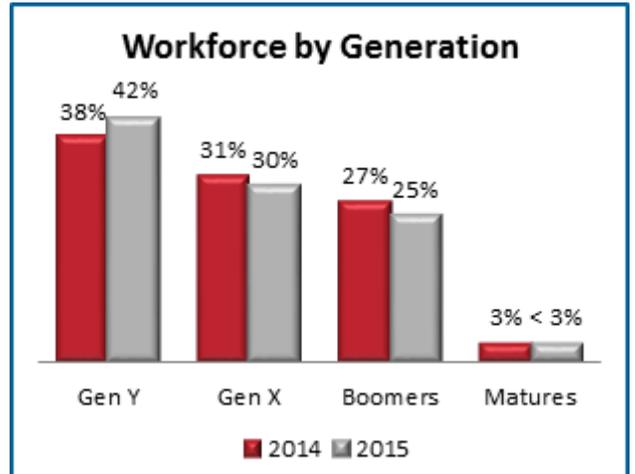
It is difficult to compare workforce composition against other data sources because there are many different definitions of Millennials. Using the Pew



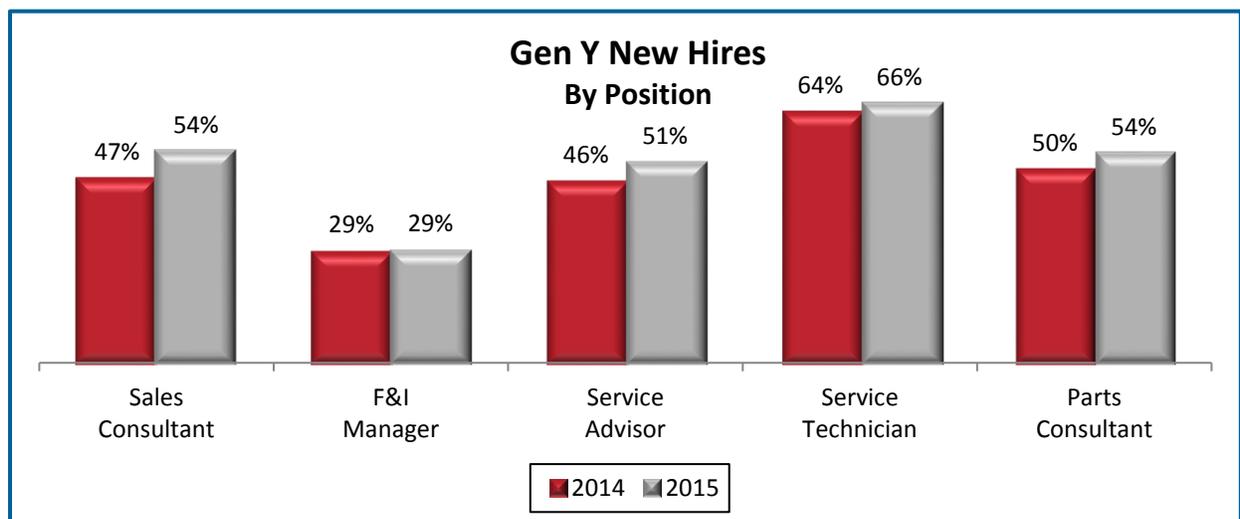
2016 DEALERSHIP WORKFORCE STUDY

Research Center definition²², the percentage of Millennials (Gen Y) working in participating dealerships by the end of 2015 increased from 38 to 42 percent – eight points higher than Pew’s estimate of 34 percent Millennials in the entire U.S. non-farm private-sector workforce.

The percentage of Millennials hired by new-car dealerships in 2015 increased three points to 60 percent. The line positions in dealerships that experienced the greatest increases in Millennial new hires were sales consultant, which increased seven percentage points, and service advisor, which increased five percentage points.

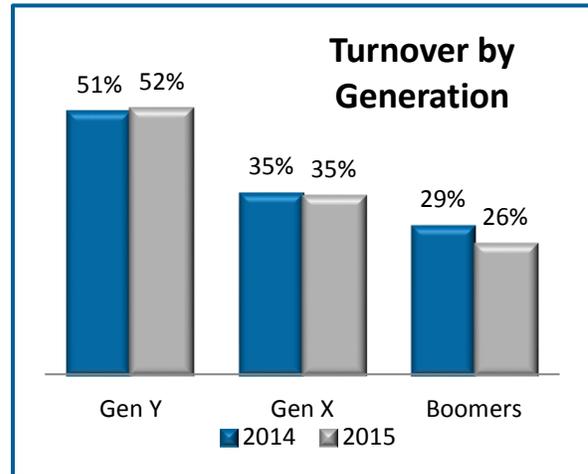


The median age of all dealership employees dropped one full year to 39.0 years. Luxury employees were younger than non-luxury employees by 1.4 years; the median age of luxury dealership employees was 37.6.



²² Pew Research Center, May 2016, based on employees born 1981 to 1997, ages 18 to 34. Moving forward, we will use this same definition to designate Millennials.

Turnover among Millennials in 2015 increased to 52 percent, compared to 35 percent and 26 percent turnover among Gen X and Baby Boomers, respectively. Higher turnover in Millennials was primarily driven by three factors common to car dealerships—poorly defined career paths, commission-based pay plans, and working long hours and weekends. (See NADA’s *Driven* guide ER16, *A Dealer Guide to Engaging Millennials in the Dealership Workforce* for further information and ideas about retaining Millennials.)



Hours of Operation

Sales Operations: In the last four years, there has been a gradual increase in the total hours per week that new-car dealership showrooms are open for business. Nearly all dealership showrooms – 99.9 percent – were open for business on Saturdays in 2015 for an average of 10 hours. The percentage of new-car showrooms that were open on Sunday has decreased from 41 percent in 2014 to 36 percent in 2015. The average number of Sunday sales hours has been relatively constant at seven hours.

Service Operations: In 2015, 90 percent of dealership service departments were open on Saturdays, compared to 92 percent in 2014. The average number of Saturday service hours did not change at eight hours. The percentage of service departments that were open on Sunday dropped from 10 percent in 2014 to 7 percent in 2015. The average number of Sunday service hours stayed the same at seven hours.

Work Schedules and Hours Worked

Following a one-hour increase in the average workweek last year, the weekly scheduled hours in 2015 reverted to the 2012-2013 averages.

Average Weekly Scheduled Hours				
Position	2012	2013	2014	2015
Sales Consultant	45.2	45.0	45.9	45.2
Service Advisor	46.0	45.4	46.6	45.6
Service Technician	42.6	42.3	43.2	42.2
Parts Consultant	43.4	42.9	43.5	42.9

In 2015, 28 percent of participating dealerships scheduled their sales consultants and service advisors to work 40 hours per week or less. In service and parts, almost 50 percent of dealerships scheduled their service technicians and parts consultants to work 40 hours per week or less.



2016 DEALERSHIP WORKFORCE STUDY

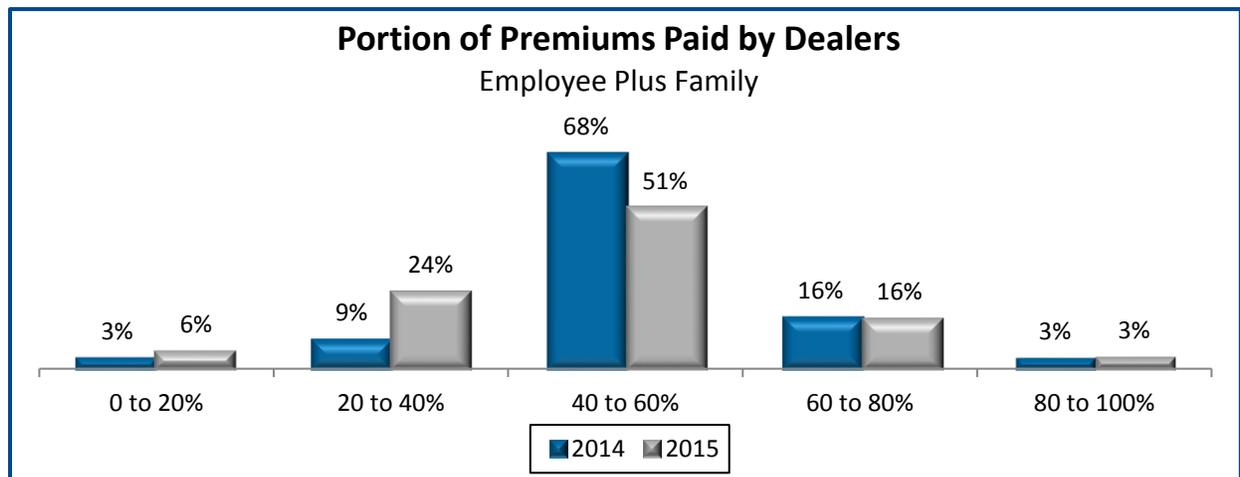
The number of employees scheduled to work 50 to 60 hours per week was relatively unchanged in 2015. The chart below shows the year-over-year percentage of car dealerships that scheduled employees in these positions to work 50 hours or more.

Percent of All Dealerships with 50+ Hour Workweeks				
Position	2012	2013	2014	2015
Sales Consultant	28%	28%	24%	25%
Service Advisor	36%	36%	30%	30%
Service Technician	13%	13%	11%	10%
Parts Consultant	17%	17%	13%	12%

Employee Benefits

Health Insurance: For the last three years, 99 percent of participating dealerships have offered health insurance plans. Six percent of all dealerships offered employee-only health plans, while 93 percent offered employee-plus-family plans. In 2015 the average waiting period to receive health insurance benefits was two months.

The portion of employee-plus-family health insurance premiums paid by dealers varied significantly, but dealers on average were covering a decreasing share of health insurance costs.

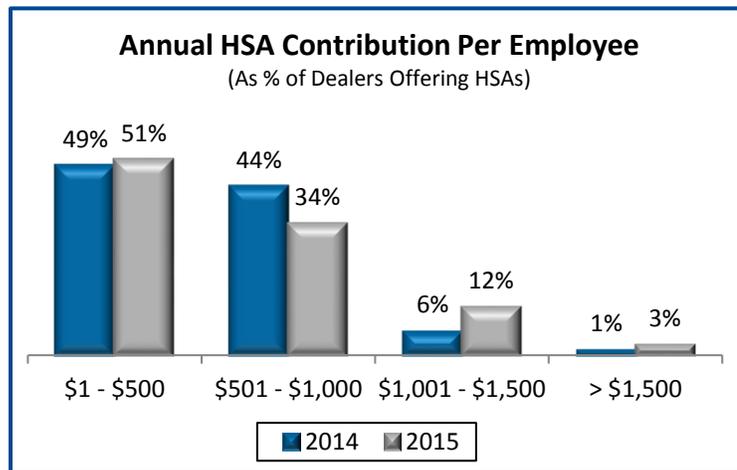
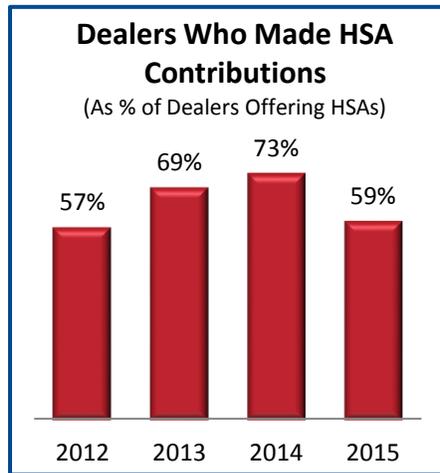


Dental Insurance: In 2015, 92 percent of all participating dealers offered family dental plans, a decrease of less than one point compared to 2014.



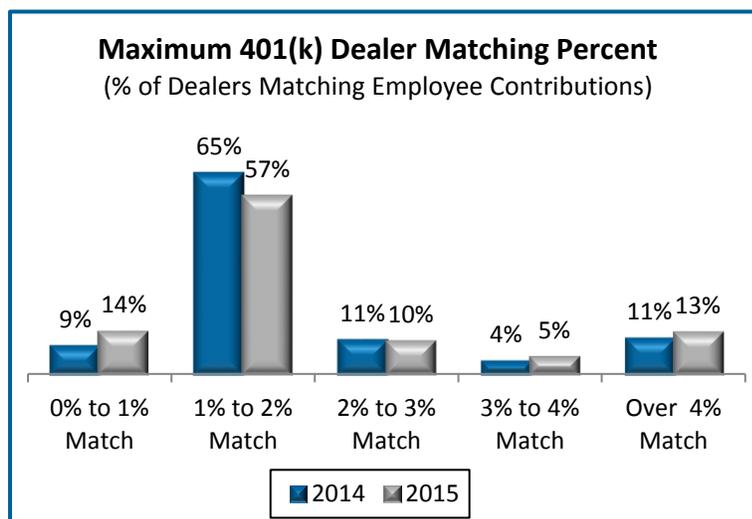
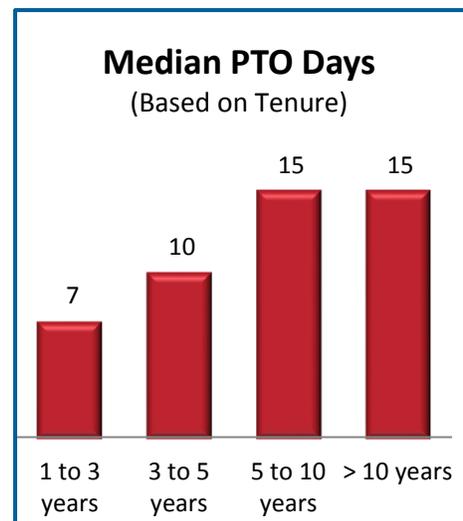
2016 DEALERSHIP WORKFORCE STUDY

Health Savings Accounts: The number of dealers offering Health Savings Accounts (HSAs) has increased steadily from 34 percent in 2012 to 39 percent in 2015. Although the number of dealers who made HSA contributions declined year-over-year, more than half of participating dealerships made some contribution.



Paid Time Off: In 2015, 100 percent of all participating dealers offered paid time off (PTO) to all full-time employees, an increase of four points since 2013. The average waiting period for PTO benefits was six months.

Retirement Plans: In 2015, 97 percent of all participating dealers offered 401(k) retirement savings plans to all full-time employees, compared to 98.2 percent in 2014. The average waiting period to participate in 401(k) plans was five months. The majority of dealers matched 1 or 2 percent of total



employee compensation. Nearly 50 percent of the dealers who matched employee contributions had no cap on total annual contribution. About 27 percent restricted the annual contribution to a maximum of \$2,000 to \$3,000.



Medium and Heavy Duty Truck Dealerships

Although the number of participating medium and heavy truck dealerships increased 27 percent to 130 dealerships, we still do not have enough data to conduct an in-depth analysis similar to that for car and light-truck dealerships. The statistics and trends reported here are based on somewhat limited payroll data. As a result, information for some of the key positions and regions is not available.

Size of Participating Dealerships

The average medium- and heavy-duty truck head count decreased from 56 employees in 2014 to 55 employees in 2015.

Compensation Trends

The 2015 average weekly earnings across all truck dealership positions in the Study was \$1,298 – an increase of ↑ 7 percent compared to last year’s Study.

The median weekly earnings for truck dealership employees also increased ↑ 4 percent to \$1,038 – 25 percent higher than the 2015 fourth-quarter median weekly earnings of \$825 for the U.S. non-farm private-sector workforce²³.

Among key dealership positions, most job titles posted year-over-year gains in average and median earnings. Sales consultants had the highest gains in weekly earnings, while sales managers’ weekly earnings declined ↓ 3 percent. Median earnings for general managers, sales managers and sales consultants also declined ranging from 8 to 23 percent.

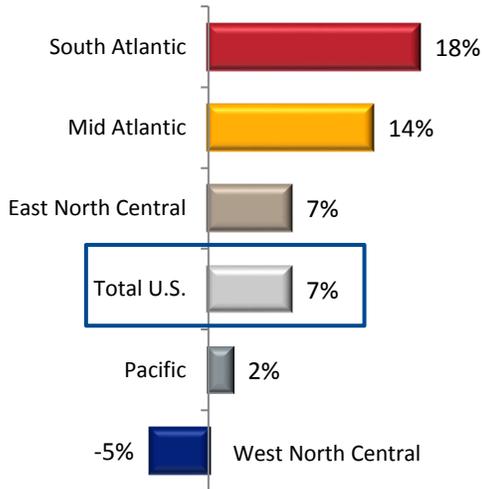
Limited sample size and a significant skew toward the high end of the earnings scale created large differences between average and median earnings, as well as significant changes in the 2015 median compared to last year’s earnings.

NATIONAL COMPENSATION – TRUCKS – ALL DEALERSHIPS						
Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	High Volume Average
All Positions	\$67,516	↑ 7%	\$53,997	↑ 4%	\$58,712	\$71,828
General Manager/ Operator	\$169,270	↑ 1%	\$135,478	↓ -10%	\$133,966	\$197,009
Sales Manager	\$147,367	↓ -3%	\$114,302	↓ -23%	\$113,414	\$156,704
Service Manager	\$97,234	↑ 9%	\$82,342	↑ 1%	\$84,151	\$105,908
Parts Manager	\$91,910	↑ 1%	\$82,657	↑ 1%	\$83,951	\$97,931
Sales Consultant	\$124,795	↑ 13%	\$88,943	↓ -8%	\$93,635	\$138,591
Service Advisor/Writer	\$54,098	↑ 2%	\$51,377	↑ 1%	\$46,868	\$57,795
Service Technician	\$54,454	↑ 7%	\$52,000	↑ 4%	\$50,603	\$56,521
Parts Consultant	\$54,596	↑ 7%	\$50,164	↑ 2%	\$51,013	\$56,998

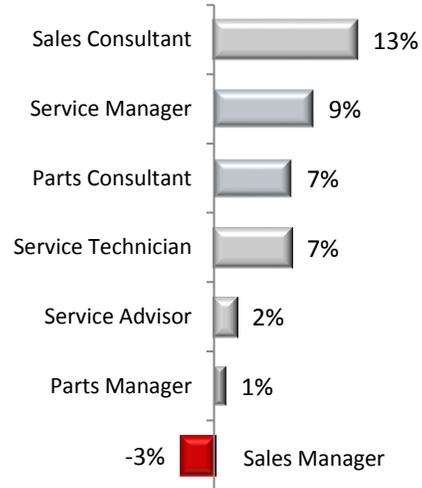
Low volume: < 155 units (new) High volume: > 155 units
 (↑) Represent year-over-year increases or favorable changes; (↓) represent unfavorable changes

²³BLS—based on seasonally adjusted, fourth quarter average of median weekly earnings for full-time wage and salary workers.

Earnings Growth By Region



Earnings Growth By Key Position



Retention and Turnover Trends

Total employee turnover in truck dealerships increased one point to 22 percent. The position with one of the highest annualized turnover rates was service technician. Experts on the commercial truck industry suggest a few reasons for this. For one, truck technician pay is typically hourly rather than flat-rate, so techs don't have the security of a known paycheck (although they are incentivized for production). Probably more significant are the intensive training and, often, new skill sets required to master new product emissions and performance standards. Apparently, many senior truck technicians have not embraced the technology, leaving it to new entry-level technicians. Also, consolidation in the industry, which reduces the number of smaller groups and single-point dealers, can affect longevity. Most employees want to feel they're part of something; the bigger an organization is, the harder it is to connect to all employees. For more information on the topic and suggestions for retaining truck technicians, please see NADA's *Driven* guide TDO10, *A Dealer Guide to Recruiting and Retaining Truck Technicians*.



2016 DEALERSHIP WORKFORCE STUDY

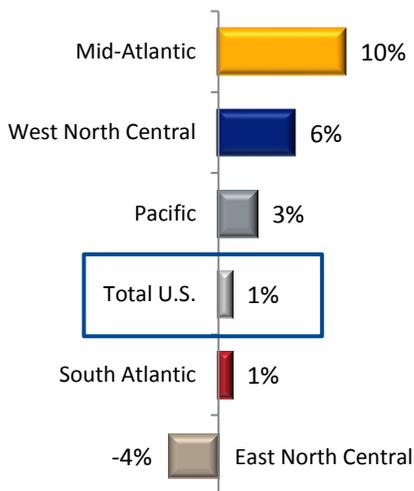
Median tenure for all truck positions was four years, though employees in most of the key positions stayed longer. Average three-year tenure for all positions was 56 percent.

NATIONAL RETENTION AND TURNOVER – TRUCKS – ALL DEALERSHIPS					
Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	22%	↑ 1%	79%	56%	4.0
General Manager/ Operator	6%	↑ 1%	96%	91%	12.8
Sales Manager	9%	0%	93%	84%	12.0
F&I Manager	8%	↑ 8%	100%	88%	9.4
Service Manager	13%	↑ 2%	90%	73%	8.5
Parts Manager	13%	↑ 3%	95%	79%	13.0
Sales Consultant	13%	↓ -3%	85%	66%	5.5
Service Advisor/Writer	31%	↓ -1%	72%	44%	2.3
Service Technician	29%	↓ -1%	77%	50%	3.0
Parts Consultant	15%	0%	85%	65%	5.0

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

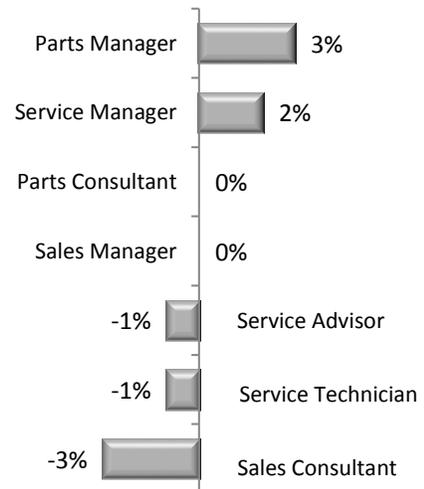
Employee Turnover YOY Change

By Region



Employee Turnover YOY Change

By Key Position





V. Dealership Compensation in 2015: Cars

This section contains tables and analyses for each of the **nine key positions** in car dealerships in each of the nine regions. There are three tables of statistics for the nation and for each region – all dealerships, all non-luxury franchise dealerships and all luxury franchise dealerships. The first column shows the average salary for the position in the region without regard to sales volume. The second column shows the year-over-year change in the regional average. Year-over-year increases or *favorable* changes in compensation are represented with green arrows (↑), while *unfavorable* changes are represented with red arrows (↓). The third column shows salary as a percentage of the U.S. average, the next three columns show the regional averages broken down by unit sales volume (new only), and the last column shows the average for that position for all dealers in the U.S.

For reporting purposes, we have defined volume levels as follows:

Annual New Units Retailed	Low Volume	Medium Volume	High Volume
Non-Luxury Cars	< 585	585 to 1,270	> 1,270
Luxury Cars	< 655		> 655

We have also included charts at the end of each region presenting data on *every position* studied. For each region, column one shows the average salary for the position in the region without regard to sales volume, column two shows the year-over-year change in the regional average, column three shows average salary as a percentage of the U.S. average, and column four shows the average for all dealers in the U.S.

Finally, we have included an analysis of data by quartiles and top 10 percent for each region and nationally. Quartiles are values that divide the set of data into four equal parts when the data are ranked from highest to lowest values on a distribution curve. The bottom quartile (lower 25 percent) value means that 25 percent of people in the job position earned that dollar value or less in 2015, in the region or nationally. The top 10 percent or 90th percentile statistic means that the top 10 percent of people in that job position earned that dollar value or more in 2015.

The charts on the next page present data for the nine key positions from a national perspective – both average and median compensation with the year-over-year change, plus this year’s (2015) low-, medium- and high-volume averages. The discussion and charts for each of the regions reflect all-participant data.



2016 DEALERSHIP WORKFORCE STUDY

ALL PARTICIPANTS: NATIONAL COMPENSATION – CARS – ALL DEALERSHIPS

Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	Medium Volume Average	High Volume Average
All Positions	\$69,718	↑ 1%	\$53,338	0%	\$62,626	\$68,896	\$72,575
General Manager/Operator	\$316,745	↓ -5%	\$255,796	↓ -5%	\$204,999	\$295,741	\$407,141
Sales Manager	\$127,693	0%	\$121,552	↑ 1%	\$105,814	\$121,019	\$140,071
F&I Manager	\$132,786	↑ 2%	\$122,976	↑ 1%	\$104,282	\$125,035	\$145,315
Service Manager	\$113,622	↓ -1%	\$107,700	↓ -1%	\$90,709	\$116,589	\$126,453
Parts Manager	\$93,276	↓ -4%	\$85,629	↓ -3%	\$71,405	\$92,531	\$110,260
Sales Consultant	\$67,846	0%	\$58,789	↑ 1%	\$63,208	\$66,399	\$70,186
Service Advisor/Writer	\$64,635	↓ -2%	\$60,939	↓ -1%	\$57,037	\$64,457	\$67,209
Service Technician	\$58,726	↑ 1%	\$54,420	0%	\$55,338	\$59,381	\$59,283
Parts Consultant	\$50,442	0%	\$48,336	↑ 1%	\$43,698	\$49,241	\$53,412

ALL PARTICIPANTS: NATIONAL COMPENSATION – CARS – NON-LUXURY DEALERSHIPS

Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	Medium Volume Average	High Volume Average
All Positions	\$67,471	↑ 3%	\$51,025	↑ 1%	\$59,643	\$66,211	\$70,350
General Manager/Operator	\$306,263	↓ -3%	\$242,642	↓ -6%	\$180,437	\$276,089	\$391,580
Sales Manager	\$124,446	↑ 2%	\$119,267	↑ 3%	\$101,688	\$116,508	\$136,112
F&I Manager	\$131,478	↑ 2%	\$121,097	↑ 1%	\$103,210	\$123,549	\$142,186
Service Manager	\$106,857	↓ -2%	\$99,119	↓ -2%	\$81,665	\$107,700	\$121,136
Parts Manager	\$88,632	↓ -4%	\$82,116	↓ -2%	\$66,910	\$84,573	\$105,979
Sales Consultant	\$63,273	↑ 4%	\$55,481	↑ 4%	\$59,214	\$61,138	\$65,442
Service Advisor/Writer	\$59,499	↓ -1%	\$56,927	0%	\$51,921	\$58,122	\$62,210
Service Technician	\$54,747	↑ 2%	\$50,560	0%	\$51,129	\$54,169	\$55,835
Parts Consultant	\$48,366	↑ 1%	\$46,945	↑ 1%	\$41,654	\$46,313	\$51,271

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

ALL PARTICIPANTS: NATIONAL COMPENSATION – CARS – LUXURY DEALERSHIPS

Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	High Volume Average
All Positions	\$76,684	0%	\$61,730	↓ -1%	\$70,126	\$79,094
General Manager/Operator	\$349,438	↓ -8%	\$290,430	↓ -13%	\$260,071	\$415,007
Sales Manager	\$139,677	↓ -5%	\$133,851	↓ -5%	\$120,822	\$147,470
F&I Manager	\$137,956	↑ 2%	\$129,623	↑ 2%	\$109,957	\$148,633
Service Manager	\$134,592	↑ 4%	\$128,882	↑ 5%	\$117,841	\$144,320
Parts Manager	\$109,609	0%	\$102,350	↑ 2%	\$89,497	\$122,922
Sales Consultant	\$83,201	↓ -3%	\$72,662	↓ -4%	\$71,963	\$87,523
Service Advisor/Writer	\$78,327	0%	\$75,238	0%	\$67,845	\$82,153
Service Technician	\$67,225	↑ 1%	\$63,304	↑ 1%	\$62,579	\$68,738
Parts Consultant	\$56,176	↑ 1%	\$53,934	0%	\$48,854	\$58,891

Low volume: < 655 units (new)

High volume: > 655 units



2016 DEALERSHIP WORKFORCE STUDY

SAME-STORE: NATIONAL COMPENSATION – CARS – ALL DEALERSHIPS

Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	Medium Volume Average	High Volume Average
All Positions	\$70,068	↑ 1%	\$53,428	↓ -1%	\$65,075	\$68,495	\$71,946
General Manager/Operator	\$348,222	↑ 1%	\$272,586	↓ -1%	\$215,673	\$320,600	\$422,237
Sales Manager	\$129,480	↑ 1%	\$124,674	↑ 3%	\$107,032	\$120,314	\$139,839
F&I Manager	\$135,710	↑ 3%	\$127,195	↑ 3%	\$104,643	\$124,602	\$146,034
Service Manager	\$120,881	↑ 2%	\$116,974	↑ 3%	\$100,296	\$121,651	\$128,697
Parts Manager	\$101,265	0%	\$93,192	↑ 1%	\$80,047	\$97,362	\$112,792
Sales Consultant	\$67,931	0%	\$58,105	↓ -1%	\$67,285	\$65,766	\$69,225
Service Advisor/Writer	\$66,304	↓ -1%	\$62,018	↓ -2%	\$61,018	\$65,461	\$67,826
Service Technician	\$59,484	0%	\$55,005	↓ -1%	\$59,440	\$59,780	\$59,330
Parts Consultant	\$52,031	↑ 2%	\$50,171	↑ 2%	\$46,362	\$50,635	\$54,079

SAME-STORE: NATIONAL COMPENSATION – CARS – NON-LUXURY DEALERSHIPS

Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	Medium Volume Average	High Volume Average
All Positions	\$67,086	↑ 2%	\$50,396	0%	\$60,728	\$64,204	\$69,186
General Manager/Operator	\$342,137	↑ 5%	\$263,847	0%	\$172,235	\$299,927	\$406,075
Sales Manager	\$125,208	↑ 3%	\$121,018	↑ 5%	\$98,842	\$113,750	\$134,779
F&I Manager	\$134,197	↑ 3%	\$124,724	↑ 3%	\$105,799	\$121,670	\$142,058
Service Manager	\$113,205	↑ 2%	\$108,403	↑ 2%	\$87,629	\$112,261	\$121,453
Parts Manager	\$96,837	↑ 1%	\$90,798	↑ 2%	\$73,349	\$87,613	\$108,764
Sales Consultant	\$60,963	↑ 2%	\$53,474	↑ 1%	\$59,265	\$57,193	\$62,748
Service Advisor/Writer	\$59,975	↓ -1%	\$57,179	0%	\$54,095	\$57,638	\$61,731
Service Technician	\$54,484	0%	\$50,086	↓ -2%	\$54,584	\$52,829	\$55,136
Parts Consultant	\$49,915	↑ 3%	\$48,502	↑ 3%	\$43,400	\$47,334	\$52,012

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

SAME-STORE: NATIONAL COMPENSATION – CARS – LUXURY DEALERSHIPS

Position	Overall National Average	Year Over Year Change	Overall National Median	Year Over Year Change	Low Volume Average	High Volume Average
All Positions	\$77,230	0%	\$61,906	↓ -2%	\$70,512	\$79,411
General Manager/Operator	\$361,921	↓ -6%	\$302,182	↓ -10%	\$262,749	\$423,548
Sales Manager	\$141,799	↓ -4%	\$135,879	↓ -3%	\$125,391	\$147,269
F&I Manager	\$140,481	↑ 3%	\$132,979	↑ 3%	\$108,385	\$150,381
Service Manager	\$137,055	↑ 3%	\$131,163	↑ 4%	\$122,253	\$143,791
Parts Manager	\$112,185	↓ -2%	\$104,237	↓ -1%	\$95,078	\$121,748
Sales Consultant	\$85,023	↓ -2%	\$73,853	↓ -2%	\$76,080	\$87,729
Service Advisor/Writer	\$79,889	0%	\$76,851	↑ 1%	\$69,310	\$83,127
Service Technician	\$68,242	↑ 1%	\$64,225	↑ 1%	\$64,270	\$69,381
Parts Consultant	\$56,474	0%	\$54,512	↓ -1%	\$50,608	\$58,435

Low volume: < 655 units (new)

High volume: > 655 units



REGION 1

NEW ENGLAND

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont



Compensation statistics of interest:

- The New England region’s all-dealerships, all-positions average compensation of \$69,284 was 1 percent lower than the national average of \$69,718. With 11.5 percent difference (\$7,626) between the lowest regional average and the highest, New England ranked fifth of the nine regions in overall compensation, which was only minimally different from Region 6 (East South Central) and Region 2 (Mid-Atlantic) averages (Figure 1).
- Three out of nine key dealership positions earned incomes equal to or higher than their respective national averages; six of the key positions did not exceed national all-dealer averages (Figure 1).
- Parts consultant was the only key position in non-luxury dealerships that had income growth; seven of the key positions saw income decline by 2 to 21 percent (Figure 2).
- Three out of nine key positions in luxury dealerships had income growth ranging from 2 to 3 percent; five of the key positions saw income decline by 7 to 22 percent (Figure 3).

REGION 1: NEW ENGLAND – CARS – ALL DEALERSHIPS (FIGURE 1)							
Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average
All Positions	\$69,284	↓ -1%	99%	\$59,852	\$71,230	\$71,770	\$69,718
General Manager/Operator	\$241,034	↓ -17%	76%	\$155,332	\$233,046	\$331,205	\$316,745
Sales Manager	\$107,292	↓ -10%	84%	\$91,129	\$111,476	\$111,438	\$127,693
F&I Manager	\$129,689	↓ -3%	98%	\$95,847	\$130,689	\$145,022	\$132,786
Service Manager	\$94,924	↓ -19%	84%	\$83,369	\$90,515	\$109,367	\$113,622
Parts Manager	\$85,344	↓ -8%	91%	\$69,805	\$90,610	\$97,672	\$93,276
Sales Consultant	\$69,042	↓ -6%	102%	\$61,263	\$68,723	\$72,968	\$67,846
Service Advisor/Writer	\$65,318	↓ -7%	101%	\$55,513	\$69,246	\$66,477	\$64,635
Service Technician	\$58,433	↓ -2%	100%	\$49,414	\$62,514	\$59,011	\$58,726
Parts Consultant	\$49,148	↓ -2%	97%	\$38,783	\$49,940	\$52,820	\$50,442



2016 DEALERSHIP WORKFORCE STUDY

REGION 1: NEW ENGLAND – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National Non-Luxury Average
All Positions	\$68,499	0%	102%	\$56,982	\$69,726	\$72,723	\$67,471
General Manager/Operator	\$253,682	↓ -18%	83%	*	\$249,366	*	\$306,263
Sales Manager	\$107,782	↓ -8%	87%	\$85,916	\$109,219	\$118,911	\$124,446
F& Manager	\$129,845	↓ -6%	99%	\$89,265	\$129,491	\$150,405	\$131,478
Service Manager	\$91,943	↓ -21%	86%	\$76,951	\$81,620	\$114,279	\$106,857
Parts Manager	\$82,237	↓ -2%	93%	\$67,557	\$87,446	\$94,728	\$88,632
Sales Consultant	\$63,540	0%	100%	\$53,588	\$60,739	\$69,512	\$63,273
Service Advisor/Writer	\$59,934	↓ -3%	101%	\$50,693	\$61,091	\$62,935	\$59,499
Service Technician	\$55,967	↓ -3%	102%	\$47,624	\$57,453	\$58,792	\$54,747
Parts Consultant	\$49,107	↑ 3%	102%	\$38,819	\$48,471	\$54,213	\$48,366

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

REGION 1: NEW ENGLAND – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	High Volume	National Luxury Average
All Positions	\$71,677	↓ -2%	93%	\$70,539	\$71,901	\$76,684
General Manager/Operator	\$214,835	↓ -22%	61%	*	\$215,528	\$349,438
Sales Manager	\$105,567	↓ -16%	76%	*	\$104,109	\$139,677
F&I Manager	\$129,189	↑ 3%	94%	*	\$130,263	\$137,956
Service Manager	\$106,600	↓ -12%	79%	*	*	\$134,592
Parts Manager	\$97,330	↓ -12%	89%	*	\$103,842	\$109,609
Sales Consultant	\$82,705	↓ -8%	99%	\$78,761	\$83,766	\$83,201
Service Advisor/Writer	\$81,371	↑ 2%	104%	\$66,636	\$86,160	\$78,327
Service Technician	\$63,127	↑ 2%	94%	\$54,010	\$64,858	\$67,225
Parts Consultant	\$49,228	↓ -7%	88%	*	\$50,894	\$56,176

Low volume: < 655 units (new)

High volume: > 655 units



2016 DEALERSHIP WORKFORCE STUDY

REGION 1: NEW ENGLAND – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
MANAGEMENT POSITIONS				
Dealer Principal/Owner	\$280,253	↓ -30%	93%	\$302,097
General Manager/Operator	\$241,034	↓ -17%	76%	\$316,745
Controller/Business Manager	\$107,526	↓ -11%	89%	\$121,147
General Sales Manager	\$159,838	↓ -6%	90%	\$178,235
Fixed Operations Director	\$187,486	*	115%	\$163,183
ADMINISTRATIVE POSITIONS				
Admin/Office Manager	\$55,646	↓ -10%	96%	\$58,239
Accountant/Accting Manager	\$41,435	↓ -30%	78%	\$53,024
Human Resources Manager	\$75,309	*	121%	\$62,263
Clerical Staff: AP/AR/Title	\$36,714	↓ -3%	104%	\$35,292
Receptionist/Switchboard	\$34,204	↑ 3%	120%	\$28,500
SALES POSITIONS				
Sales Manager	\$107,292	↓ -10%	84%	\$127,693
Used/CPO Sales Manager	\$108,664	↓ -10%	87%	\$124,978
F&I Manager	\$129,689	↓ -3%	98%	\$132,786
F&I Assistant	\$46,200	*	92%	\$50,100
Internet Sales/BDC Manager	\$64,600	*	75%	\$86,534
Sales Consultant	\$69,042	↓ -6%	102%	\$67,846
Internet Sales Consultant	\$71,788	↑ 18%	112%	\$63,885
Product Specialist	\$55,736	*	109%	\$50,923
BDC Rep/CSR/Scheduler	\$43,782	↓ -1%	112%	\$39,007
CSI/Client Relations Manager	\$71,377	↑ 33%	118%	\$60,362
U/C Reconditioning Tech	\$36,004	*	89%	\$40,249
Dealer Trade Driver	\$31,355	*	104%	\$30,251
SERVICE POSITIONS				
Service Manager	\$94,924	↓ -19%	84%	\$113,622
Shop Foreman/Asst. Manager	\$78,891	↓ -15%	93%	\$84,638
Service Advisor/Writer	\$65,318	↓ -7%	101%	\$64,635
A-Tech/Master/Team Leader	\$65,825	↓ -14%	93%	\$70,799
B-Technician	\$58,433	↓ -2%	100%	\$58,726
C-Tech/Apprentice/Trainee	\$36,471	*	97%	\$37,627
D-Tech/Hourly Lube Tech	\$36,819	↑ 18%	119%	\$30,903
Dispatcher	\$58,963	*	114%	\$51,831
Warranty Administrator	\$55,125	↑ 8%	121%	\$45,556
Appointment Coordinator	\$38,041	↑ 9%	117%	\$32,513
Porter/Lot Person/Detailer	\$31,860	↓ -8%	103%	\$30,992
Courtesy Shuttle Driver	\$26,576	↓ -5%	106%	\$25,042



2016 DEALERSHIP WORKFORCE STUDY

REGION 1: NEW ENGLAND – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
PARTS POSITIONS				
Parts Manager	\$85,344	↓ -8%	91%	\$93,276
Warehouse/Asst. Parts Manager	\$53,227	*	82%	\$65,253
Wholesale Parts Sales	\$55,650	*	87%	\$64,281
Parts Consultant	\$49,148	↓ -2%	97%	\$50,442
Parts Driver	\$31,469	↓ -4%	117%	\$26,847
Parts Stockperson	\$29,212	*	98%	\$29,891
BODY SHOP POSITIONS				
Body Shop Manager	\$85,968	*	90%	\$95,340
A-Tech/Master Metal-Paint	\$66,966	*	91%	\$73,870
B-Tech/Metal/Painter	\$58,970	↓ -16%	87%	\$67,780
MISCELLANEOUS POSITIONS				
Maintenance/Janitor	\$43,937	↓ -6%	126%	\$34,913

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

Executive Assistant
 Payroll Manager
 Cashier
 Sales Closer/Team Leader
 Fleet/Commercial Sales Manager
 Advertising/Marketing Manager
 Car Buyer

Express/Quick Lube Manager
 Rental Manager
 Rental Staff
 Parts Shipper/Receiver
 Inventory Control/Admin
 Body Shop Foreman

B/S Estimator/Advisor
 B/S Admin Support
 B/S C-Tech/Apprentice/Trainee
 B/S D-Tech/Helper/Detailer
 IT Systems/Network Manager
 Website Manager/Webmaster



2016 DEALERSHIP WORKFORCE STUDY

REGION 1: NEW ENGLAND – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$209,297	↓ -10%	\$121,900	\$325,072	\$475,769
General Manager/Operator	\$212,363	↑ 9%	\$135,339	\$277,448	\$362,731
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$55,091	↓ -1%	\$39,799	\$68,105	\$88,293
Accountant/Accting Manager	\$40,904	↓ -26%	\$29,320	\$52,247	\$62,125
Clerical Staff: AP/AR/Title	\$36,293	↓ -4%	\$31,029	\$40,945	\$45,342
Receptionist/Switchboard	\$30,464	↓ -2%	\$27,164	\$39,278	\$46,642
SALES POSITIONS					
Sales Manager	\$102,008	↓ -13%	\$78,529	\$129,562	\$150,588
F&I Manager	\$125,989	↑ 5%	\$88,138	\$162,208	\$190,589
Sales Consultant	\$60,610	↓ -6%	\$46,982	\$82,532	\$104,781
Product Specialist	\$53,147	*	\$44,260	\$62,421	\$83,380
SERVICE POSITIONS					
Service Manager	\$93,400	↓ -16%	\$72,773	\$117,752	\$132,338
Shop Foreman/Asst Manager	\$76,256	↓ -18%	\$55,693	\$95,463	\$119,521
Service Advisor/Writer	\$59,295	↓ -9%	\$48,881	\$79,011	\$93,992
A-Tech/Master/Team Leader	\$64,314	↓ -9%	\$52,305	\$75,670	\$90,309
B-Technician	\$55,859	0%	\$42,185	\$71,090	\$88,203
D-Tech/Hourly Lube Tech	\$34,004	↑ 10%	\$27,006	\$37,744	\$60,699
Warranty Administrator	\$53,690	↑ 22%	\$43,318	\$67,327	\$83,742
Porter/Lot Person/Detailer	\$30,476	↓ -2%	\$25,830	\$35,729	\$41,579
PARTS POSITIONS					
Parts Manager	\$79,513	↓ -8%	\$65,423	\$96,855	\$127,485
Parts Consultant	\$47,317	↓ -1%	\$37,052	\$58,304	\$72,925
Parts Driver	\$29,907	↓ -11%	\$27,297	\$36,790	\$41,709
BODY SHOP POSITIONS					
B-Tech/Metal/Painter	\$52,527	↓ -24%	\$42,396	\$74,574	\$97,889
MISCELLANEOUS POSITIONS					
Maintenance/Janitor	\$42,511	↑ 10%	\$31,067	\$49,564	\$75,858

NOTE: Due to insufficient data (minimum = 30 records), the following positions are not included:



2016 DEALERSHIP WORKFORCE STUDY

Controller/Business Manager
General Sales Manager
Fixed Operations Director
Executive Assistant
Human Resources Manager
Payroll Manager
Cashier
Sales Closer/Team Leader
F&I Assistant
Used/CPO Sales Consultant
Fleet/Commercial Sales Manager
Internet Sales/BDC Manager
CSI/Client Relations Manager
Internet Sales Consultant

BDC Rep/CSR/Scheduler
U/C Reconditioning Tech
Dealer Trade Driver
Advertising/Marketing Manager
Car Buyer
Express/Quick Lube Manager
C-Tech/Apprentice/Trainee
Dispatcher
Inventory Control/Admin
Detail/PDI/Prep Manager
Appointment Coordinator
Rental Staff
Courtesy Driver
Warehouse/Asst. Parts Manager

Wholesale Parts Sales
Parts Shipper/Receiver
Parts Stockperson
Body Shop Manager
Body Shop Foreman
B/S Estimator/Advisor
B/S Admin Support
B/S A-Tech/Master Metal-Paint
B/S C-Tech/Apprentice/Trainee
B/S D-Tech/Helper/Detailer
IT Systems/Network Manager
Website Manager/Webmaster

REGION 2 MID-ATLANTIC

New Jersey, New York and Pennsylvania



Compensation statistics of interest:

- The Mid-Atlantic region’s all-dealerships, all-positions average compensation, virtually the same as the national all-dealer average, ranked fourth of the nine regions. With 11.5 percent difference (\$7,626) between the lowest regional compensation average and the highest, this region’s average was less than one percentage point different from the averages of Region 1 (New England) and Region 6 (East South Central) (Figure 1).
- The Mid-Atlantic region’s all-dealerships, all-positions average income growth rate was 8 percent, the highest of all nine regions, though none of the key dealership positions earned incomes higher than their respective national averages (Figure 1).
- Eight out of nine key positions in non-luxury dealerships had income growth ranging from 7 to 28 percent; service technician income was relatively unchanged from 2014 (Figure 2).
- Four out of nine key positions in luxury dealerships had income growth ranging from 2 to 11 percent; five of the key positions saw income decline by 1 to 5 percent (Figure 3).

REGION 2: MID-ATLANTIC – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average
All Positions	\$69,731	↑ 8%	100%	\$63,842	\$70,485	\$71,048	\$69,718
General Manager/Operator	\$256,721	↑ 12%	81%	\$172,300	\$248,544	\$311,494	\$316,745
Sales Manager	\$125,414	↑ 5%	98%	\$106,810	\$122,438	\$133,965	\$127,693
F&I Manager	\$123,705	↑ 25%	93%	\$104,031	\$118,724	\$131,363	\$132,786
Service Manager	\$105,667	↑ 11%	93%	\$86,863	\$105,285	\$120,632	\$113,622
Parts Manager	\$83,087	↑ 8%	89%	\$65,495	\$83,734	\$94,996	\$93,276
Sales Consultant	\$66,930	↑ 5%	99%	\$64,726	\$66,630	\$67,711	\$67,846
Service Advisor/Writer	\$60,268	↑ 5%	93%	\$51,835	\$60,064	\$63,339	\$64,635
Service Technician	\$57,637	0%	98%	\$51,672	\$58,692	\$59,126	\$58,726
Parts Consultant	\$47,204	↑ 7%	94%	\$42,066	\$48,487	\$47,914	\$50,442



2016 DEALERSHIP WORKFORCE STUDY

REGION 2: MID-ATLANTIC – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National Non-Luxury Average
All Positions	\$69,095	↑ 11%	102%	\$60,486	\$69,457	\$70,669	\$67,471
General Manager/Operator	\$263,304	↑ 16%	86%	\$154,758	\$253,680	\$314,730	\$306,263
Sales Manager	\$124,881	↑ 8%	100%	\$95,920	\$119,705	\$134,564	\$124,446
F&I Manager	\$123,565	↑ 28%	94%	\$96,290	\$116,818	\$131,625	\$131,478
Service Manager	\$99,476	↑ 11%	93%	\$68,488	\$99,150	\$116,325	\$106,857
Parts Manager	\$80,653	↑ 10%	91%	\$60,796	\$78,520	\$92,714	\$88,632
Sales Consultant	\$64,192	↑ 9%	101%	\$59,595	\$60,063	\$67,048	\$63,273
Service Advisor/Writer	\$57,806	↑ 9%	97%	\$45,241	\$55,631	\$61,945	\$59,499
Service Technician	\$55,743	0%	102%	\$46,696	\$53,072	\$59,285	\$54,747
Parts Consultant	\$45,082	↑ 7%	93%	\$38,540	\$43,624	\$47,183	\$48,366

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

REGION 2: MID-ATLANTIC – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	High Volume	National Luxury Average
All Positions	\$72,293	↓ -2%	94%	\$69,403	\$73,530	\$76,684
General Manager/Operator	\$235,918	↓ -2%	68%	*	\$253,065	\$349,438
Sales Manager	\$127,482	↓ -5%	91%	\$126,549	\$127,921	\$139,677
F&I Manager	\$124,418	↑ 11%	90%	\$120,157	\$125,968	\$137,956
Service Manager	\$125,095	↑ 9%	93%	\$117,959	\$130,892	\$134,592
Parts Manager	\$93,452	↓ -1%	85%	\$76,067	\$107,359	\$109,609
Sales Consultant	\$78,875	↓ -5%	95%	\$73,404	\$81,076	\$83,201
Service Advisor/Writer	\$68,917	↓ -4%	88%	\$63,579	\$70,975	\$78,327
Service Technician	\$64,213	↑ 2%	96%	\$62,819	\$64,674	\$67,225
Parts Consultant	\$55,691	↑ 11%	99%	\$47,738	\$59,078	\$56,176

Low volume: < 655 units (new)

High volume: > 655 units



2016 DEALERSHIP WORKFORCE STUDY

REGION 2: MID-ATLANTIC – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
MANAGEMENT POSITIONS				
Dealer Principal/Owner	\$374,236	↓ -8%	124%	\$302,097
General Manager/Operator	\$256,721	↑ 12%	81%	\$316,745
Controller/Business Manager	\$119,741	↑ 2%	99%	\$121,147
General Sales Manager	\$173,976	↑ 19%	98%	\$178,235
Fixed Operations Director	\$173,529	↑ 15%	106%	\$163,183
Executive Assistant	\$57,113	↑ 7%	99%	\$57,762
ADMINISTRATIVE POSITIONS				
Admin/Office Manager	\$58,806	↑ 2%	101%	\$58,239
Accountant/Accting. Manager	\$45,350	↓ -33%	86%	\$53,024
Human Resources Manager	\$61,630	↓ -10%	99%	\$62,263
Payroll Manager	\$49,428	↑ 18%	104%	\$47,601
Clerical Staff: AP/AR/Title	\$35,589	↓ -1%	101%	\$35,292
Cashier	\$28,656	0%	102%	\$27,990
Receptionist/Switchboard	\$31,948	↑ 2%	112%	\$28,500
SALES POSITIONS				
Sales Manager	\$125,414	↑ 5%	98%	\$127,693
Used/CPO Sales Manager	\$121,850	↑ 15%	97%	\$124,978
Fleet/Commercial Sales Manager	\$100,970	↓ -5%	103%	\$97,774
F&I Manager	\$123,705	↑ 25%	93%	\$132,786
F&I Assistant	\$44,654	*	89%	\$50,100
Internet Sales/BDC Manager	\$85,434	↑ 18%	99%	\$86,534
Sales Closer/Team Leader	\$105,038	*	108%	\$97,623
Sales Consultant	\$66,930	↑ 5%	99%	\$67,846
Internet Sales Consultant	\$54,252	↓ -2%	85%	\$63,885
Product Specialist	\$36,756	*	72%	\$50,923
BDC Rep/CSR/Scheduler	\$37,347	↓ -5%	96%	\$39,007
Advertising/Marketing Manager	\$64,247	↑ 27%	103%	\$62,085
U/C Reconditioning Tech	\$32,238	↓ -6%	80%	\$40,249
Dealer Trade Driver	\$26,795	↓ -11%	69%	\$30,251
Car Buyer	\$59,442	*	69%	\$86,722
SERVICE POSITIONS				
Service Manager	\$105,667	↑ 11%	93%	\$113,622
Shop Foreman/Asst. Manager	\$88,026	↑ 3%	104%	\$84,638
Service Advisor/Writer	\$60,268	↑ 5%	93%	\$64,635
A-Tech/Master/Team Leader	\$74,106	↑ 12%	105%	\$70,799
B-Technician	\$57,637	0%	98%	\$58,726
C-Tech/Apprentice/Trainee	\$41,164	↑ 21%	109%	\$37,627



2016 DEALERSHIP WORKFORCE STUDY

REGION 2: MID-ATLANTIC – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
D-Tech/Hourly Lube Tech	\$31,197	↑ 3%	101%	\$30,903
Dispatcher	\$64,009	↑ 6%	123%	\$51,831
Warranty Administrator	\$46,814	↑ 12%	103%	\$45,556
Detail/PDI/Prep Manager	\$45,265	-12%	90%	\$50,296
Appointment Coordinator	\$35,775	↑ 10%	110%	\$32,513
Porter/Lot Person/Detailer	\$31,278	↑ 2%	101%	\$30,992
Courtesy Shuttle Driver	\$26,481	↑ 4%	106%	\$25,042
PARTS POSITIONS				
Parts Manager	\$83,087	↑ 8%	89%	\$93,276
Warehouse/Asst. Parts Manager	\$57,294	↓ -2%	88%	\$65,253
Parts Consultant	\$47,204	↑ 7%	94%	\$50,442
Parts Driver	\$26,214	↓ -2%	98%	\$26,847
Parts Shipper/Receiver	\$39,194	↑ 11%	124%	\$31,601
BODY SHOP POSITIONS				
Body Shop Manager	\$79,526	↓ -6%	83%	\$95,340
Estimator/Advisor	\$57,952	↑ 5%	91%	\$63,660
B/S Admin Support	\$35,742	↓ -10%	103%	\$34,579
A-Tech/Master Metal-Paint	\$78,754	↑ 4%	107%	\$73,870
B-Tech/Metal/Painter	\$64,931	↓ -2%	96%	\$67,780
D-Tech/Helper/Detailer	\$36,022	↑ 14%	92%	\$39,114
MISCELLANEOUS POSITIONS				
IT Systems/Network Manager	\$61,947	↓ -2%	96%	\$64,779
Maintenance/Janitor	\$35,249	↑ 19%	101%	\$34,913

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

Express/Quick Lube Manager
 Rental Staff
 Wholesale Parts Sales
 Parts Stockperson

Inventory Control/Admin
 Body Shop Foreman

B/S C-Tech/Apprentice/Trainee
 Website Manager/Webmaster



2016 DEALERSHIP WORKFORCE STUDY

REGION 2: MID-ATLANTIC – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$296,999	↑ 21%	\$141,725	\$426,923	\$782,681
General Manager/Operator	\$239,675	↑ 14%	\$164,650	\$307,548	\$395,167
Controller/Business Manager	\$100,525	↑ 1%	\$83,102	\$152,268	\$201,590
General Sales Manager	\$157,033	↑ 28%	\$132,541	\$194,969	\$267,472
Fixed Operations Director	\$160,718	↑ 38%	\$127,655	\$194,278	\$272,446
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$53,713	↓ -3%	\$44,152	\$69,076	\$84,500
Clerical Staff: AP/AR/Title	\$34,751	↓ -1%	\$29,160	\$41,356	\$47,987
Cashier	\$27,436	↑ 4%	\$24,840	\$31,533	\$39,301
Receptionist/Switchboard	\$28,738	↑ 1%	\$24,632	\$36,225	\$47,713
SALES POSITIONS					
Sales Manager	\$118,634	↑ 7%	\$99,352	\$142,396	\$178,682
Used/CPO Sales Manager	\$116,195	↑ 16%	\$94,664	\$130,697	\$178,163
F&I Manager	\$117,844	↑ 30%	\$87,534	\$154,941	\$190,586
Internet Sales/BDC Manager	\$81,300	↑ 40%	\$55,850	\$106,614	\$125,280
Sales Consultant	\$62,352	↑ 5%	\$47,085	\$81,420	\$101,857
Internet Sales Consultant	\$52,874	↑ 16%	\$38,468	\$68,275	\$83,375
BDC Rep/CSR/Scheduler	\$33,403	↓ -3%	\$28,658	\$43,823	\$53,533
U/C Reconditioning Tech	\$32,238	↓ -6%	\$27,168	\$38,969	\$49,925
Dealer Trade Driver	\$26,795	↓ -11%	\$22,760	\$29,832	\$35,092
SERVICE POSITIONS					
Service Manager	\$96,851	↑ 13%	\$77,961	\$128,887	\$151,860
Shop Foreman/Asst. Manager	\$82,300	↓ -5%	\$65,341	\$108,948	\$135,463
Service Advisor/Writer	\$57,982	↑ 3%	\$46,065	\$71,549	\$86,268
A-Tech/Master/Team Leader	\$71,283	↑ 13%	\$59,313	\$85,391	\$101,798
B-Technician	\$55,768	↑ 2%	\$42,741	\$69,468	\$83,771
C-Tech/Apprentice/Trainee	\$38,356	↑ 23%	\$32,023	\$47,956	\$58,506
D-Tech/Hourly Lube Tech	\$29,207	↑ 1%	\$25,267	\$34,868	\$43,309
Warranty Administrator	\$42,000	↑ 15%	\$35,580	\$53,926	\$71,647
Detail/PDI/Prep Manager	\$43,063	↓ -19%	\$32,634	\$55,696	\$64,449
Appointment Coordinator	\$34,754	↑ 15%	\$29,468	\$38,772	\$46,401
Porter/Lot Person/Detailer	\$29,014	↑ 10%	\$24,166	\$36,024	\$43,801
Courtesy Shuttle Driver	\$24,474	↓ -5%	\$21,020	\$32,065	\$36,758
PARTS POSITIONS					
Parts Manager	\$77,376	↑ 6%	\$62,362	\$100,350	\$124,834
Parts Consultant	\$45,011	↑ 8%	\$36,351	\$56,185	\$67,201
Parts Driver	\$24,533	↓ -1%	\$20,591	\$32,036	\$35,479



2016 DEALERSHIP WORKFORCE STUDY

REGION 2: MID-ATLANTIC – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
Parts Shipper/Receiver	\$35,271	↑ 6%	\$27,918	\$51,202	\$55,562
BODY SHOP POSITIONS					
Body Shop Manager	\$76,258	↓ -9%	\$58,369	\$96,323	\$114,310
Estimator/Advisor	\$60,048	↑ 8%	\$42,435	\$68,033	\$87,509
A-Tech/Master Metal-Paint	\$75,884	↑ 1%	\$61,217	\$93,086	\$112,697
B-Tech/Metal/Painter	\$63,367	↑ 4%	\$44,220	\$81,506	\$97,715
D-Tech/Helper/Detailer	\$32,268	↑ 14%	\$28,095	\$41,094	\$54,804
MISCELLANEOUS POSITIONS					
Maintenance/Janitor	\$29,814	↑ 13%	\$25,277	\$40,856	\$57,600

NOTE: Due to insufficient data (minimum = 30 records), the following positions are not included:

Executive Assistant	Product Specialist	Wholesale Parts Sales
Accountant/Accting. Manager	Advertising/Marketing Manager	Parts Stockperson
Human Resources Manager	Car Buyer	Body Shop Foreman
Payroll Manager	Express/Quick Lube Manager	B/S Admin Support
Sales Closer/Team Leader	Dispatcher	B/S C-Tech/Apprentice/Trainee
F&I Assistant	Rental Staff	IT Systems/Network Manager
Fleet/Commercial Sales Manager	Inventory Control/Admin	Website Manager/Webmaster
CSI/Client Relations Manager	Warehouse/Asst. Parts Manager	



REGION 3

EAST NORTH CENTRAL

Illinois, Indiana, Michigan, Ohio and Wisconsin



Compensation statistics of interest:

- The East North Central region’s all-dealerships, all-positions average income of \$67,843 was 3 percent lower than the national average of \$69,718. (Figure 1). This region’s overall average, though ranking seventh of the nine regions, was minimally statistically different from that of Region 5 (South Atlantic). It is perhaps useful to note that overall regional averages varied 11.5 percent (\$7,626) from highest to lowest.
- Sales consultant and service technician positions earned incomes higher than their respective national averages; the other key positions did not exceed national all-dealer averages (Figure 1).
- Seven out of nine key positions in non-luxury dealerships had income growth ranging from 1 to 17 percent (Figure 2).
- Seven of nine key positions in luxury dealerships saw income decline ranging from 2 to 13 percent; service manager income increased 5 percent and parts consultant income was relatively unchanged from 2014 (Figure 3).

REGION 3: EAST NORTH CENTRAL – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average
All Positions	\$67,843	↑ 4%	97%	\$61,368	\$67,063	\$71,892	\$69,718
General Manager/Operator	\$299,056	↑ 10%	94%	\$200,603	\$267,000	\$439,892	\$316,745
Sales Manager	\$124,247	↑ 2%	97%	\$105,664	\$121,041	\$137,333	\$127,693
F&I Manager	\$119,394	↓ -1%	90%	\$101,009	\$120,413	\$128,699	\$132,786
Service Manager	\$103,349	↑ 12%	91%	\$78,810	\$112,408	\$118,179	\$113,622
Parts Manager	\$79,340	↑ 5%	85%	\$60,987	\$80,789	\$100,708	\$93,276
Sales Consultant	\$68,322	↑ 2%	101%	\$62,687	\$65,688	\$72,654	\$67,846
Service Advisor/Writer	\$57,164	0%	88%	\$52,331	\$58,595	\$59,048	\$64,635
Service Technician	\$60,696	↑ 8%	103%	\$54,340	\$64,666	\$61,021	\$58,726
Parts Consultant	\$44,237	↑ 5%	88%	\$38,520	\$41,934	\$48,525	\$50,442



2016 DEALERSHIP WORKFORCE STUDY

REGION 3: EAST NORTH CENTRAL – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National Non-Luxury Average
All Positions	\$67,591	↑ 6%	100%	\$60,223	\$65,260	\$71,892	\$67,471
General Manager/Operator	\$299,464	↑ 17%	98%	\$183,537	\$246,893	\$439,892	\$306,263
Sales Manager	\$123,499	↑ 5%	99%	\$100,099	\$115,898	\$137,333	\$124,446
F&I Manager	\$118,909	0%	90%	\$97,011	\$118,860	\$128,699	\$131,478
Service Manager	\$102,198	↑ 14%	96%	\$74,491	\$107,226	\$118,179	\$106,857
Parts Manager	\$79,225	↑ 7%	89%	\$58,041	\$78,833	\$100,708	\$88,632
Sales Consultant	\$68,108	↑ 4%	108%	\$61,277	\$63,851	\$72,654	\$63,273
Service Advisor/Writer	\$55,409	↑ 1%	93%	\$49,273	\$53,601	\$59,048	\$59,499
Service Technician	\$58,954	↑ 11%	108%	\$50,696	\$60,360	\$61,021	\$54,747
Parts Consultant	\$44,197	↓ 6%	91%	\$36,897	\$40,548	\$48,525	\$48,366

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

REGION 3: EAST NORTH CENTRAL – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	High Volume	National Luxury Average
All Positions	\$69,611	↓ -6%	91%	\$67,666	\$73,236	\$76,684
General Manager/Operator	\$296,798	↓ -11%	85%	\$260,752	*	\$349,438
Sales Manager	\$128,430	↓ -13%	92%	\$124,103	\$137,846	\$139,677
F&I Manager	\$122,947	↓ -7%	89%	\$115,695	\$136,545	\$137,956
Service Manager	\$111,274	↑ 5%	83%	\$105,176	*	\$134,592
Parts Manager	\$80,017	↓ -3%	73%	\$77,973	*	\$109,609
Sales Consultant	\$69,948	↓ -7%	84%	\$66,495	\$77,369	\$83,201
Service Advisor/Writer	\$67,739	↓ -2%	86%	\$63,447	\$75,965	\$78,327
Service Technician	\$68,552	↓ -4%	102%	\$66,758	\$71,626	\$67,225
Parts Consultant	\$44,489	0%	79%	\$43,073	\$48,028	\$56,176

Low volume: < 655 units (new)

High volume: > 655 units



2016 DEALERSHIP WORKFORCE STUDY

REGION 3: EAST NORTH CENTRAL – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
MANAGEMENT POSITIONS				
Dealer Principal/Owner	\$247,206	↓ -16%	82%	\$302,097
General Manager/Operator	\$299,056	↑ 10%	94%	\$316,745
Controller/Business Manager	\$118,133	0%	98%	\$121,147
General Sales Manager	\$171,421	↑ 16%	96%	\$178,235
Fixed Operations Director	\$127,682	↓ -4%	78%	\$163,183
Executive Assistant	\$64,372	*	111%	\$57,762
ADMINISTRATIVE POSITIONS				
Admin/Office Manager	\$56,445	↑ 3%	97%	\$58,239
Accountant/Accting. Manager	\$55,542	↓ -3%	105%	\$53,024
Human Resources Manager	\$50,701	↓ -7%	81%	\$62,263
Payroll Manager	\$44,130	↑ 4%	93%	\$47,601
Clerical Staff: AP/AR/Title	\$34,209	↓ -2%	97%	\$35,292
Cashier	\$27,092	↑ 4%	97%	\$27,990
Receptionist/Switchboard	\$27,129	↑ 7%	95%	\$28,500
SALES POSITIONS				
Sales Manager	\$124,247	↑ 2%	97%	\$127,693
Used/CPO Sales Manager	\$115,229	↓ -2%	92%	\$124,978
Fleet/Commercial Sales Manager	\$78,820	↓ -6%	81%	\$97,774
F&I Manager	\$119,394	↓ -1%	90%	\$132,786
Internet Sales/BDC Manager	\$79,759	↑ 21%	92%	\$86,534
Sales Closer/Team Leader	\$92,063	↑ 7%	94%	\$97,623
Sales Consultant	\$68,322	↑ 2%	100%	\$67,846
Internet Sales Consultant	\$55,045	↓ -18%	86%	\$63,885
Product Specialist	\$44,712	*	88%	\$50,923
BDC Rep/CSR/Scheduler	\$38,544	↑ 7%	99%	\$39,007
Advertising/Marketing Manager	\$67,841	↓ -1%	109%	\$62,085
U/C Reconditioning Tech	\$37,693	↑ 9%	94%	\$40,249
Dealer Trade Driver	\$29,519	*	98%	\$30,251
Car Buyer	\$103,771	↑ 7%	120%	\$86,722
SERVICE POSITIONS				
Service Manager	\$103,349	↑ 12%	91%	\$113,622
Express/Quick Lube Manager	\$38,050	*	74%	\$51,139
Shop Foreman/Asst. Manager	\$71,286	↑ 7%	84%	\$84,638
Service Advisor/Writer	\$57,164	0%	88%	\$64,635
A-Tech/Master/Team Leader	\$63,124	↓ -6%	89%	\$70,799
B-Technician	\$60,696	↑ 8%	103%	\$58,726
C-Tech/Apprentice/Trainee	\$34,312	↑ 3%	91%	\$37,627



2016 DEALERSHIP WORKFORCE STUDY

REGION 3: EAST NORTH CENTRAL – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
D-Tech/Hourly Lube Tech	\$29,864	↑ 13%	97%	\$30,903
Dispatcher	\$49,932	↓ -7%	96%	\$51,831
Warranty Administrator	\$39,673	↓ -6%	87%	\$45,556
Detail/PDI/Prep Manager	\$46,012	↑ 6%	91%	\$50,296
Appointment Coordinator	\$33,528	↑ 9%	103%	\$32,513
Porter/Lot Person/Detailer	\$29,093	↑ 1%	94%	\$30,992
Courtesy Shuttle Driver	\$23,696	↓ -3%	95%	\$25,042
PARTS POSITIONS				
Parts Manager	\$79,340	↑ 5%	85%	\$93,276
Warehouse/Asst. Parts Manager	\$54,933	↑ 7%	84%	\$65,253
Wholesale Parts Sales	\$53,232	↓ -1 %	86%	\$64,281
Parts Consultant	\$44,237	↑ 5%	88%	\$50,442
Parts Driver	\$26,931	↑ 5%	100%	\$26,847
Parts Shipper/Receiver	\$31,302	↑ 7%	99%	\$31,601
Parts Stockperson	\$31,258	↑ 15%	105%	\$29,891
Inventory Control/Admin	\$35,296	*	95%	\$37,048
BODY SHOP POSITIONS				
Body Shop Manager	\$78,814	↑ 1%	83%	\$95,340
Body Shop Foreman	\$54,977	*	80%	\$68,393
Estimator/Advisor	\$51,794	↓ -10%	81%	\$63,660
B/S Admin Support	\$32,150	↓ -14%	93%	\$34,579
A-Tech/Master Metal-Paint	\$64,351	↓ -4%	87%	\$73,870
B-Tech/Metal/Painter	\$65,155	↑ 1%	96%	\$67,780
D-Tech/Helper/Detailer	\$38,717	↑ 8%	99%	\$39,114
MISCELLANEOUS POSITIONS				
IT Systems/Network Manager	\$63,592	↑ 12%	98%	\$64,779
Maintenance/Janitor	\$32,307	↑ 13%	93%	\$34,913

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

F&I Assistant
Rental Staff

B/S C-Tech/Apprentice/Trainee

Website Manager/Webmaster



2016 DEALERSHIP WORKFORCE STUDY

REGION 3: EAST NORTH CENTRAL – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$164,096	↓ -17%	\$104,200	\$290,000	\$482,659
General Manager/Operator	\$214,528	↓ -4%	\$159,808	\$305,744	\$460,595
Controller/Business Manager	\$104,880	↓ -7%	\$78,562	\$138,964	\$190,884
General Sales Manager	\$127,946	↓ -14%	\$104,959	\$205,584	\$321,050
Fixed Operations Director	\$112,941	↓ -8%	\$88,551	\$149,109	\$227,117
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$51,000	↓ -1%	\$39,224	\$63,704	\$87,922
Clerical Staff: AP/AR/Title	\$33,071	↓ -2%	\$28,041	\$38,824	\$44,664
Cashier	\$26,088	↑ 1%	\$22,995	\$30,517	\$36,857
Receptionist/Switchboard	\$26,533	↑ 9%	\$22,773	\$31,239	\$34,870
SALES POSITIONS					
Sales Manager	\$114,963	↓ -1%	\$88,465	\$145,367	\$190,770
Used/CPO Sales Manager	\$112,018	↑ 1%	\$82,552	\$138,153	\$171,827
Fleet/Commercial Sales Manager	\$64,281	0%	\$38,921	\$86,794	\$131,714
F&I Manager	\$113,600	↑ 2%	\$85,538	\$147,750	\$176,784
Internet Sales/BDC Manager	\$70,600	↑ 35%	\$60,380	\$89,665	\$133,434
Sales Consultant	\$59,474	↑ 2%	\$44,858	\$81,380	\$113,970
Internet Sales Consultant	\$47,353	↓ -20%	\$37,813	\$72,981	\$94,534
Product Specialist	\$40,409	*	\$34,096	\$53,544	\$66,275
BDC Rep/CSR/Scheduler	\$37,554	↑ 7%	\$28,089	\$46,315	\$52,750
U/C Reconditioning Tech	\$32,091	↑ 4%	\$25,141	\$45,508	\$59,168
Dealer Trade Driver	\$25,675	*	\$20,427	\$36,288	\$45,737
Car Buyer	\$101,849	↑ 12%	\$66,110	\$130,917	\$166,850
SERVICE POSITIONS					
Service Manager	\$93,955	↑ 10%	\$74,354	\$121,983	\$161,401
Shop Foreman/Asst. Manager	\$68,999	↑ 9%	\$58,899	\$84,107	\$95,346
Service Advisor/Writer	\$55,720	0%	\$42,895	\$68,367	\$82,856
A-Tech/Master/Team Leader	\$61,074	↓ -7%	\$49,196	\$73,921	\$88,487
B-Technician	\$56,322	↑ 5%	\$42,285	\$73,158	\$93,640
C-Tech/Apprentice/Trainee	\$30,172	↑ 1%	\$26,619	\$39,712	\$50,904
D-Tech/Hourly Lube Tech	\$26,933	↑ 7%	\$23,453	\$31,963	\$41,479
Dispatcher	\$49,073	↑ 4%	\$33,990	\$60,309	\$69,861
Warranty Administrator	\$39,186	0%	\$30,932	\$45,450	\$54,765
Detail/PDI/Prep Manager	\$42,727	↑ 7%	\$33,335	\$55,997	\$73,863
Appointment Coordinator	\$30,259	↑ 1%	\$26,478	\$39,212	\$52,000
Porter/Lot Person/Detailer	\$26,649	↑ 1%	\$22,148	\$32,995	\$41,993
Courtesy Shuttle Driver	\$22,469	↓ -1%	\$19,606	\$25,472	\$31,854



2016 DEALERSHIP WORKFORCE STUDY

REGION 3: EAST NORTH CENTRAL – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
PARTS POSITIONS					
Parts Manager	\$73,715	↑ 4%	\$57,445	\$93,141	\$114,290
Warehouse/Asst. Parts Manager	\$51,958	↑ 1%	\$41,076	\$64,050	\$79,467
Parts Consultant	\$43,336	↑ 6%	\$35,857	\$52,438	\$62,550
Parts Driver	\$26,552	↑ 9%	\$22,964	\$30,266	\$33,142
Parts Shipper/Receiver	\$29,792	↑ 13%	\$25,100	\$34,540	\$40,696
BODY SHOP POSITIONS					
Body Shop Manager	\$73,632	↑ 8%	\$56,967	\$94,917	\$119,330
Estimator/Advisor	\$52,956	↓ -3%	\$39,467	\$61,461	\$70,379
B/S Admin Support	\$28,578	↓ -21%	\$24,855	\$38,701	\$44,314
A-Tech/Master Metal-Paint	\$60,273	↓ -9%	\$50,104	\$72,364	\$90,523
B-Tech/Metal/Painter	\$62,831	↑ 2%	\$45,233	\$81,180	\$96,839
D-Tech/Helper/Detailer	\$28,900	↓ -10%	\$22,972	\$39,201	\$79,746
MISCELLANEOUS POSITIONS					
Maintenance/Janitor	\$31,520	↑ 17%	\$21,919	\$38,834	\$46,472

NOTE: Due to insufficient data (minimum = 30 records), the following positions are not included:

Executive Assistant
 Accountant/Accting. Manager
 Human Resources Manager
 Payroll Manager
 Sales Closer/Team Leader
 F&I Assistant

Fleet Commercial Sales Manager
 CSI/Client Relations Manager
 Advertising/Marketing Manager
 Express/Quick Lube Manager
 Rental Staff
 Wholesale Parts Sales

Inventory Control/Admin
 Parts Stockperson
 Body Shop Foreman
 B/S C-Tech/Apprentice/Trainee
 IT Systems/Network Manager
 Website Manager/Webmaster



REGION 4

WEST NORTH CENTRAL

Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and South Dakota



Compensation statistics of interest:

- The West North Central region’s all-dealerships, all-positions average income of \$65,938 was 5 percent lower than the national average of \$69,718. (Figure 1). There was an 11.5 percent difference (\$7,626) between this region’s overall average, the lowest of the regions, and that of Region 7 (West South Central), which had the highest regional average.
- Service technician was the only key position whose income was higher than the position’s national average; the other eight key positions did not exceed national all-dealer averages (Figure 1).
- Five out of nine key positions in non-luxury dealerships had income growth ranging from 1 to 5 percent; three of the key positions saw income decline by 6 to 10 percent (Figure 2).
- Five out of nine key positions in luxury dealerships had income growth ranging from 1 to 8 percent; four of the key positions saw income decline by 1 to 6 percent (Figure 3).

REGION 4: WEST NORTH CENTRAL – CARS – ALL DEALERSHIPS (FIGURE 1)							
Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average
All Positions	\$65,938	↓ -5%	95%	\$59,458	\$69,856	\$68,480	\$69,718
General Manager/Operator	\$232,342	↓ -14%	73%	\$169,407	\$255,915	\$313,443	\$316,745
Sales Manager	\$114,568	↓ -1%	90%	\$94,600	\$127,538	\$121,655	\$127,693
F&I Manager	\$123,711	↑ 6%	93%	\$97,682	\$138,916	\$139,890	\$132,786
Service Manager	\$88,962	↓ -9%	78%	\$76,926	\$100,783	\$101,706	\$113,622
Parts Manager	\$78,997	↓ -6%	85%	\$64,066	\$90,980	\$100,196	\$93,276
Sales Consultant	\$64,467	↓ -1%	95%	\$57,334	\$68,281	\$68,352	\$67,846
Service Advisor/Writer	\$60,420	↓ -4%	93%	\$52,677	\$66,140	\$61,157	\$64,635
Service Technician	\$59,901	0%	102%	\$54,257	\$66,606	\$57,538	\$58,726
Parts Consultant	\$47,788	↑ 1%	95%	\$41,522	\$50,224	\$50,053	\$50,442



2016 DEALERSHIP WORKFORCE STUDY

REGION 4: WEST NORTH CENTRAL – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National Non-Luxury Average
All Positions	\$64,860	↓ -5%	96%	\$57,432	\$70,382	\$67,597	\$67,471
General Manager/Operator	\$230,078	↓ -10%	75%	\$159,633	\$254,803	\$314,054	\$306,263
Sales Manager	\$113,522	↑ 1%	91%	\$92,670	\$131,849	\$118,418	\$124,446
F&I Manager	\$124,023	↑ 5%	94%	\$98,961	\$141,227	\$134,800	\$131,478
Service Manager	\$84,655	↓ -9%	79%	\$72,773	\$95,776	\$98,448	\$106,857
Parts Manager	\$73,708	↓ -6%	83%	\$59,621	\$79,434	\$101,087	\$88,632
Sales Consultant	\$60,922	↑ 2%	96%	\$54,921	\$62,401	\$65,782	\$63,273
Service Advisor/Writer	\$57,595	0%	97%	\$48,459	\$62,155	\$60,612	\$59,499
Service Technician	\$55,548	↑ 5%	101%	\$50,836	\$60,080	\$55,467	\$54,747
Parts Consultant	\$46,560	↑ 1%	96%	\$38,823	\$48,832	\$49,848	\$48,366

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

REGION 4: WEST NORTH CENTRAL – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	High Volume	National Luxury Average
All Positions	\$69,482	↓ -4%	91%	\$67,586	\$70,820	\$76,684
General Manager/Operator	\$119,691	↓ -6%	34%	\$110,550	\$125,176	\$349,438
Sales Manager	\$122,268	↑ 8%	88%	\$98,839	\$153,019	\$139,677
F&I Manager	\$111,111	↓ -2%	81%	\$99,765	\$121,425	\$137,956
Service Manager	\$102,686	↑ 6%	76%	\$94,633	\$111,471	\$134,592
Parts Manager	\$78,355	↓ -1%	71%	\$67,607	\$87,554	\$109,609
Sales Consultant	\$69,483	↓ -1%	84%	\$66,674	\$71,928	\$83,201
Service Advisor/Writer	\$23	↑ 3%	0%	\$23	\$24	\$78,327
Service Technician	\$69,978	↑ 1%	104%	\$66,092	\$72,396	\$67,225
Parts Consultant	\$51,204	↑ 2%	91%	\$50,673	\$51,602	\$56,176

Low volume: < 655 units (new)

High volume: > 655 units



2016 DEALERSHIP WORKFORCE STUDY

REGION 4: WEST NORTH CENTRAL – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
MANAGEMENT POSITIONS				
Dealer Principal/Owner	\$226,689	↓ -56%	75%	\$302,097
General Manager/Operator	\$232,342	↓ -14%	73%	\$316,745
Controller/Business Manager	\$93,302	↓ -5%	77%	\$121,147
General Sales Manager	\$152,651	↓ -9%	86%	\$178,235
Fixed Operations Director	\$132,955	↓ -9%	81%	\$163,183
ADMINISTRATIVE POSITIONS				
Admin/Office Manager	\$57,157	↓ -15%	98%	\$58,239
Accountant/Accting. Manager	\$45,713	↓ -9%	86%	\$53,024
Human Resources Manager	\$62,473	↑ 12%	100%	\$62,263
Clerical Staff: AP/AR/Title	\$34,485	↓ -4%	98%	\$35,292
Cashier	\$28,713	↑ 5%	103%	\$27,990
Receptionist/Switchboard	\$29,291	↑ 6%	103%	\$28,500
SALES POSITIONS				
Sales Manager	\$114,568	↓ -1%	90%	\$127,693
Used/CPO Sales Manager	\$110,262	↓ -14%	88%	\$124,978
F&I Manager	\$123,711	↑ 6%	93%	\$132,786
F&I Assistant	\$46,538	↓ -2%	93%	\$50,100
Internet Sales/BDC Manager	\$71,805	↓ -8%	83%	\$86,534
Sales Closer/Team Leader	\$72,033	↓ -26%	74%	\$97,623
Sales Consultant	\$64,467	↓ -1%	95%	\$67,846
Internet Sales Consultant	\$64,597	↓ -20%	101%	\$63,885
Product Specialist	\$44,573	↓ -28%	88%	\$50,923
BDC Rep/CSR/Scheduler	\$32,561	↓ -17%	83%	\$39,007
CSI/Client Relations Manager	\$52,736	↑ 12%	87%	\$60,362
Advertising/Marketing Manager	\$63,591	*	102%	\$62,085
U/C Reconditioning Tech	\$37,638	↑ 17%	94%	\$40,249
Dealer Trade Driver	\$29,554	*	98%	\$30,251
Car Buyer	\$68,048	*	78%	\$86,722
SERVICE POSITIONS				
Service Manager	\$88,962	↓ -9%	78%	\$113,622
Express/Quick Lube Manager	\$49,025	↓ -2%	96%	\$51,139
Shop Foreman/Asst. Manager	\$72,563	0%	86%	\$84,638
Service Advisor/Writer	\$60,420	↓ -4%	93%	\$64,635
A-Tech/Master/Team Leader	\$63,563	↑ 1%	90%	\$70,799
B-Technician	\$59,901	0%	102%	\$58,726
C-Tech/Apprentice/Trainee	\$35,745	↓ -1%	95%	\$37,627
D-Tech/Hourly Lube Tech	\$31,719	↑ 3%	103%	\$30,903
Dispatcher	\$54,419	*	105%	\$51,831



2016 DEALERSHIP WORKFORCE STUDY

REGION 4: WEST NORTH CENTRAL – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
Warranty Administrator	\$41,838	↓ -3%	92%	\$45,556
Detail/PDI/Prep Manager	\$51,181	↑ 32%	102%	\$50,296
Appointment Coordinator	\$34,235	↑ 6%	105%	\$32,513
Porter/Lot Person/Detailer	\$31,394	↑ 6%	101%	\$30,992
Courtesy Shuttle Driver	\$26,768	↑ 2%	107%	\$25,042
PARTS POSITIONS				
Parts Manager	\$78,997	↓ -6%	85%	\$93,276
Warehouse/Asst. Parts Manager	\$60,823	↓ -6%	93%	\$65,253
Wholesale Parts Sales	\$69,081	↑ 6%	107%	\$64,281
Parts Consultant	\$47,788	↑ 1%	95%	\$50,442
Parts Driver	\$28,200	↑ 6%	105%	\$26,847
Parts Shipper/Receiver	\$30,848	↓ -8%	98%	\$31,601
Parts Stockperson	\$30,228	↑ 1%	101%	\$29,891
Inventory Control/Admin.	\$36,815	*	99%	\$37,048
BODY SHOP POSITIONS				
Body Shop Manager	\$76,296	↓ -14%	80%	\$95,340
B/S Admin Support	\$63,347	↑ 5%	100%	\$63,660
Estimator/Advisor	\$34,637	↓ -4%	100%	\$34,579
A-Tech/Master Metal-Paint	\$67,481	↓ -12%	91%	\$73,870
B-Tech/Metal/Painter	\$66,942	↑ 2%	99%	\$67,780
D-Tech/Helper/Detailer	\$39,452	↓ -2%	101%	\$39,114
MISCELLANEOUS POSITIONS				
IT Systems/Network Manager	\$54,240	↓ -7%	84%	\$64,779
Maintenance/Janitor	\$41,501	↓ -3%	119%	\$34,913

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

Executive Assistant
Payroll Manager
Fleet/Commercial Sales Manager
Advertising/Marketing Manager

Express/Quick Lube Manager
Dispatcher
Appointment Coordinator
Courtesy Shuttle Driver

Rental Staff
Body Shop Foreman
B/S C-Tech/Apprentice/Trainee
Website Manager/Webmaster



2016 DEALERSHIP WORKFORCE STUDY

REGION 4: WEST NORTH CENTRAL – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$144,818	↓ -29%	\$104,000	\$240,458	\$467,600
General Manager/Operator	\$197,072	↑ 7%	\$142,520	\$299,921	\$376,893
Controller/Business Manager	\$81,848	↑ 1%	\$65,448	\$106,675	\$139,582
General Sales Manager	\$137,728	↓ -16%	\$116,009	\$159,410	\$245,488
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$48,224	↓ -21%	\$40,224	\$64,950	\$100,856
Clerical Staff: AP/AR/Title	\$33,523	↓ -1%	\$28,122	\$38,796	\$46,949
Cashier	\$29,201	↑ 11%	\$24,918	\$31,944	\$35,979
Receptionist/Switchboard	\$28,519	↑ 9%	\$24,616	\$32,281	\$38,743
SALES POSITIONS					
Sales Manager	\$112,927	0%	\$84,230	\$134,054	\$163,153
Used/CPO Sales Manager	\$106,351	↓ -13%	\$87,710	\$129,078	\$154,511
F&I Manager	\$111,304	↑ 4%	\$82,610	\$158,542	\$197,389
Internet Sales/BDC Manager	\$67,796	↓ -16%	\$54,173	\$84,360	\$95,840
Sales Closer/Team Leader	\$67,575	↓ -18%	\$58,974	\$82,124	\$97,311
Sales Consultant	\$56,346	↓ -2%	\$43,281	\$75,628	\$101,178
Internet Sales Consultant	\$67,423	↓ -24%	\$45,735	\$90,130	\$96,366
Product Specialist	\$42,269	↓ -20%	\$36,163	\$51,353	\$66,808
BDC Rep/CSR/Scheduler	\$31,478	↓ -12%	\$24,506	\$37,993	\$43,251
SERVICE POSITIONS					
Service Manager	\$83,786	↓ -8%	\$66,146	\$112,220	\$131,970
Shop Foreman/Asst. Manager	\$68,884	↓ -5%	\$55,943	\$87,030	\$115,401
Service Advisor/Writer	\$61,383	↓ -2%	\$44,790	\$74,905	\$84,846
A-Tech/Master/Team Leader	\$59,723	↓ -5%	\$49,688	\$73,591	\$92,334
B-Technician	\$57,104	↑ 1%	\$45,553	\$71,398	\$87,122
C-Tech/Apprentice/Trainee	\$35,299	↑ 7%	\$29,736	\$40,528	\$45,054
D-Tech/Hourly Lube Tech	\$29,735	↑ 2%	\$24,291	\$37,281	\$44,817
Warranty Administrator	\$41,525	↑ 4%	\$34,300	\$51,372	\$54,679
Detail/PDI/Prep Manager	\$43,717	↑ 24%	\$36,235	\$56,810	\$76,697
Porter/Lot Person/Detailer	\$28,696	↑ 4%	\$24,000	\$34,845	\$44,566
PARTS POSITIONS					
Parts Manager	\$69,968	↓ -7%	\$54,146	\$95,434	\$126,255
Parts Consultant	\$48,089	↑ 2%	\$37,840	\$55,973	\$62,510
Parts Driver	\$26,679	↑ 8%	\$23,302	\$31,766	\$33,929
BODY SHOP POSITIONS					
Body Shop Manager	\$72,000	↓ -18%	\$54,454	\$87,532	\$112,294
Estimator/Advisor	\$60,295	↑ 16%	\$43,870	\$89,193	\$97,265
A-Tech/Master Metal-Paint	\$59,752	↓ -20%	\$45,586	\$88,705	\$112,640



2016 DEALERSHIP WORKFORCE STUDY

REGION 4: WEST NORTH CENTRAL – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
B-Tech/Metal/Painter	\$65,643	↑ 8%	\$42,244	\$86,720	\$105,617

NOTE: Due to insufficient data (minimum = 30 records), the following positions are not included:

General Sales Manager	U/C Reconditioning Tech	Parts Shipper/Receiver
Fixed Operations Director	Dealer Trade Driver	Inventory Control/Admin
Executive Assistant	Car Buyer	Parts Stockperson
Accountant/Accting. Manager	Express/Quick Lube Manager	Body Shop Foreman
Human Resources Manager	Dispatcher	B/S Admin Support
Payroll Manager	Appointment Coordinator	B/S C-Tech/Apprentice/Trainee
F&I Assistant	Courtesy Shuttle Driver	B/S D-Tech/Helper/Detailer
Fleet/Commercial Sales Manager	Rental Staff	IT Systems/Network Manager
CSI/Client Relations Manager	Warehouse/Asst. Parts Manager	Website Manager/Webmaster
Advertising/Marketing Manager	Wholesale Parts Sales	Maintenance/Janitor



REGION 5

SOUTH ATLANTIC

Delaware, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia and West Virginia



Compensation statistics of interest:

- The South Atlantic region’s all-dealerships, all-positions average income of \$67,693 was 3 percent lower than the national average of \$69,718 (Figure 1). This region’s overall average, which ranked eighth of the nine regions, was minimally statistically different from that of Region 3 (East North Central). There was 11.5 percent difference (\$7,626) among the regions, from lowest overall average to highest.
- Five out of nine key dealership positions earned incomes equal to or higher than their respective national averages; four of the key positions did not exceed national all-dealer averages (Figure 1).
- Sales manager and consultant positions in non-luxury dealerships both had income growth of 2 percent; the other seven key positions saw income decline by 1 to 8 percent (Figure 2).
- Four out of nine key positions in luxury dealerships had income growth ranging from 1 to 8 percent; three of the key positions saw income decline by 1 to 5 percent (Figure 3).

REGION 5: SOUTH ATLANTIC – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average
All Positions	\$67,693	0%	97%	\$64,454	\$65,536	\$69,565	\$69,718
General Manager/Operator	\$363,54	↓ -5%	115%	\$269,285	\$345,446	\$416,744	\$316,745
Sales Manager	\$127,44	0%	100%	\$121,419	\$114,127	\$137,225	\$127,693
F&I Manager	\$125,96	↓ -2%	95%	\$97,031	\$114,673	\$135,823	\$132,786
Service Manager	\$115,49	↓ -3%	102%	\$100,575	\$113,682	\$121,958	\$113,622
Parts Manager	\$97,342	↓ -6%	104%	\$82,174	\$91,776	\$107,613	\$93,276
Sales Consultant	\$62,317	↓ -1%	92%	\$64,097	\$60,590	\$63,038	\$67,846
Service Advisor/Writer	\$61,552	↓ -3%	95%	\$58,724	\$59,649	\$63,227	\$64,635
Service Technician	\$53,976	↓ -3%	92%	\$54,998	\$52,680	\$54,534	\$58,726
Parts Consultant	\$50,677	↑ 1%	100%	\$46,029	\$48,652	\$52,832	\$50,442



2016 DEALERSHIP WORKFORCE STUDY

REGION 5: SOUTH ATLANTIC – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National Non-Luxury Average
All Positions	\$64,248	0%	95%	\$58,986	\$61,843	\$66,078	\$67,471
General Manager/Operator	\$354,86	↓ -5%	116%	\$222,935	\$329,540	\$397,403	\$306,263
Sales Manager	\$120,12	↑ 2%	97%	\$123,467	\$103,324	\$128,925	\$124,446
F&I Manager	\$122,83	↓ -3%	93%	\$93,722	\$111,662	\$129,756	\$131,478
Service Manager	\$106,96	↓ -8%	100%	\$82,354	\$104,159	\$114,187	\$106,857
Parts Manager	\$93,717	↓ -8%	106%	\$76,173	\$84,171	\$104,685	\$88,632
Sales Consultant	\$56,781	↑ 2%	90%	\$59,574	\$54,275	\$57,738	\$63,273
Service Advisor/Writer	\$56,567	↓ -5%	95%	\$52,726	\$53,798	\$58,266	\$59,499
Service Technician	\$49,760	↓ -3%	91%	\$50,584	\$48,125	\$50,446	\$54,747
Parts Consultant	\$47,940	↓ -1%	99%	\$41,892	\$44,998	\$50,094	\$48,366

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

REGION 5: SOUTH ATLANTIC – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	High Volume	National Luxury Average
All Positions	\$75,971	0%	99%	\$69,021	\$77,946	\$76,684
General Manager/Operator	\$148,745	↓ -2%	43%	\$118,445	\$154,731	\$349,438
Sales Manager	\$135,847	0%	97%	\$100,785	\$144,831	\$139,677
F&I Manager	\$136,059	↑ 8%	99%	\$122,872	\$141,600	\$137,956
Service Manager	\$107,721	↑ 1%	80%	\$93,818	\$114,455	\$134,592
Parts Manager	\$76,754	↓ -5%	70%	\$69,946	\$78,593	\$109,609
Sales Consultant	\$72,337	↑ 1%	87%	\$65,175	\$74,403	\$83,201
Service Advisor/Writer	\$62,161	↓ -1%	79%	\$58,025	\$63,324	\$78,327
Service Technician	\$56,814	↑ 5%	85%	\$50,965	\$58,682	\$67,225
Parts Consultant	\$75,971	0%	99%	\$69,021	\$77,946	\$56,176

Low volume: < 655 units (new)

High volume: > 655 units



2016 DEALERSHIP WORKFORCE STUDY

REGION 5: SOUTH ATLANTIC – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
MANAGEMENT POSITIONS				
Dealer Principal/Owner	\$354,589	↑ 2%	117%	\$302,097
General Manager/Operator	\$363,547	↓ -5%	115%	\$316,745
Controller/Business Manager	\$132,415	↓ -4%	109%	\$121,147
General Sales Manager	\$185,347	↓ -3%	104%	\$178,235
Fixed Operations Director	\$212,493	↑ 7%	130%	\$163,183
Executive Assistant	\$55,973	↑ 4%	97%	\$57,762
ADMINISTRATIVE POSITIONS				
Admin/Office Manager	\$55,950	↓ -12%	96%	\$58,239
Accountant/Accting. Manager	\$60,368	0%	114%	\$53,024
Human Resources Manager	\$64,990	↓ -13%	104%	\$62,263
Payroll Manager	\$52,423	↑ 7%	100%	\$52,423
Clerical Staff: AP/AR/Title	\$35,990	↓ -1%	102%	\$35,292
Cashier	\$26,956	↑ 5%	96%	\$27,990
Receptionist/Switchboard	\$28,244	↑ 7%	99%	\$28,500
SALES POSITIONS				
Sales Manager	\$127,449	0%	100%	\$127,693
Used/CPO Sales Manager	\$127,718	↓ -1%	102%	\$124,978
Fleet/Commercial Sales Manager	\$78,743	↓ -4%	81%	\$97,774
F&I Manager	\$125,964	↓ -2%	95%	\$132,786
F&I Assistant	\$40,432	↑ 7%	81%	\$50,100
Internet Sales/BDC Manager	\$90,157	↑ 7%	104%	\$86,534
Sales Closer/Team Leader	\$88,339	↓ -14%	90%	\$97,623
Sales Consultant	\$62,317	↓ -1%	92%	\$67,846
Internet Sales Consultant	\$60,423	↓ -4%	95%	\$63,885
Product Specialist	\$58,868	↑ 44%	116%	\$50,923
BDC Rep/CSR/Scheduler	\$38,864	↑ 2%	100%	\$39,007
CSI/Client Relations Manager	\$44,360	↑ 19%	73%	\$60,362
Advertising/Marketing Manager	\$52,514	↓ -8%	85%	\$62,085
U/C Reconditioning Tech	\$36,736	↓ -4%	89%	\$41,049
Dealer Trade Driver	\$31,745	↑ 9%	105%	\$30,251
Car Buyer	\$90,412	↑ 38%	104%	\$86,722
SERVICE POSITIONS				
Service Manager	\$115,499	↓ -3%	102%	\$113,622
Express/Quick Lube Manager	\$56,446	↓ -13%	110%	\$51,139
Shop Foreman/Asst. Manager	\$88,197	0%	104%	\$84,638
Service Advisor/Writer	\$61,552	↓ -3%	95%	\$64,635
A-Tech/Master/Team Leader	\$71,920	↑ 7%	102%	\$70,799
B-Technician	\$53,976	↓ -3%	92%	\$58,726



2016 DEALERSHIP WORKFORCE STUDY

REGION 5: SOUTH ATLANTIC – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
C-Tech/Apprentice/Trainee	\$35,264	↑ 3%	94%	\$37,627
D-Tech/Hourly Lube Tech	\$28,316	↓ -2%	92%	\$30,903
Dispatcher	\$55,557	↑ 3%	107%	\$51,831
Warranty Administrator	\$47,796	↑ 3%	105%	\$45,556
Detail/PDI/Prep Manager	\$54,761	↓ -3%	109%	\$50,296
Appointment Coordinator	\$31,501	↑ 6%	97%	\$32,513
Porter/Lot Person/Detailer	\$32,398	↑ 2%	105%	\$30,992
Courtesy Shuttle Driver	\$24,050	↓ -2%	96%	\$25,042
Rental Staff	\$30,098	↑ 1%	92%	\$33,107
PARTS POSITIONS				
Parts Manager	\$97,342	↓ -6%	104%	\$93,276
Warehouse/Asst. Parts Manager	\$67,359	↑ 12%	93%	\$64,281
Wholesale Parts Sales	\$59,806	↑ 6%	95%	\$66,673
Parts Consultant	\$50,677	↑ 1%	100%	\$50,442
Parts Driver	\$26,212	↓ -2%	98%	\$26,847
Parts Shipper/Receiver	\$30,731	↑ 1%	97%	\$31,601
Parts Stockperson	\$29,696	↓ -4%	99%	\$29,891
Inventory Control/Admin	\$37,057	↓ -21%	100%	\$37,048
BODY SHOP POSITIONS				
Body Shop Manager	\$118,227	↓ -5%	124%	\$95,340
Body Shop Foreman	\$74,302	*	109%	\$68,393
Estimator/Advisor	\$63,784	↓ -4%	100%	\$63,660
B/S Admin Support	\$34,398	↓ -8%	99%	\$34,579
A-Tech/Master Metal-Paint	\$80,335	↑ 15%	109%	\$73,870
B-Tech/Metal/Painter	\$68,113	↓ -5%	100%	\$67,780
C-Tech/Apprentice/Trainee	\$46,228	↑ 5%	113%	\$40,846
D-Tech/Helper/Detailer	\$44,472	↑ 12%	114%	\$39,114
MISCELLANEOUS POSITIONS				
IT Systems/Network Manager	\$70,521	↓ -1%	109%	\$64,779
Maintenance/Janitor	\$35,551	↓ -5%	102%	\$34,913

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

Website Manager/Webmaster



2016 DEALERSHIP WORKFORCE STUDY

REGION 5: SOUTH ATLANTIC – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$200,000	↑ 4%	\$144,000	\$372,064	\$1,031,481
General Manager/Operator	\$287,832	↓ -16%	\$203,386	\$455,161	\$706,016
Controller/Business Manager	\$129,681	↑ 2%	\$91,156	\$165,408	\$205,470
General Sales Manager	\$173,147	↓ -3%	\$141,528	\$228,305	\$269,790
Fixed Operations Director	\$171,834	↑ 6%	\$124,932	\$238,190	\$349,646
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$50,300	↓ -11%	\$38,059	\$65,718	\$91,797
Accountant/Accting Manager	\$54,571	↑ 2%	\$45,985	\$68,208	\$88,303
Payroll Manager	\$49,030	0%	\$39,769	\$58,067	\$71,543
Clerical Staff: AP/AR/Title	\$34,750	↓ -1%	\$28,374	\$41,450	\$50,369
Cashier	\$25,550	↑ 4%	\$22,516	\$30,393	\$34,084
Receptionist/Switchboard	\$26,350	↑ 4%	\$21,908	\$32,027	\$39,894
SALES POSITIONS					
Sales Manager	\$119,886	↑ 4%	\$84,894	\$159,138	\$200,666
Used/CPO Sales Manager	\$124,935	↑ 1%	\$92,330	\$160,099	\$190,784
Fleet/Commercial Sales Manager	\$78,743	↓ -4%	\$56,817	\$116,789	\$158,008
F&I Manager	\$119,346	0%	\$79,148	\$157,813	\$203,818
F&I Assistant	\$40,432	↑ 7%	\$30,907	\$64,431	\$116,565
Internet Sales/BDC Manager	\$84,369	↑ 13%	\$58,500	\$114,250	\$148,355
Sales Closer/Team Leader	\$75,235	↓ -26%	\$48,412	\$108,629	\$145,000
Sales Consultant	\$53,994	0%	\$38,887	\$76,691	\$105,026
Internet Sales Consultant	\$55,128	↓ -4%	\$37,290	\$74,887	\$107,280
Product Specialist	\$50,654	↑ 31%	\$37,681	\$73,780	\$100,198
BDC Rep/CSR/Scheduler	\$35,399	↓ -1%	\$26,662	\$47,086	\$60,069
CSI/Client Relations Manager	\$44,360	↑ 19%	\$35,400	\$57,025	\$75,075
Advertising/Marketing Manager	\$45,700	↑ 10%	\$31,702	\$66,772	\$87,000
Dealer Trade Driver	\$28,379	↑ 6%	\$23,220	\$35,454	\$49,026
Car Buyer	\$77,359	↑ 31%	\$51,202	\$103,495	\$144,955
SERVICE POSITIONS					
Service Manager	\$111,320	↓ -4%	\$77,557	\$145,917	\$180,786
Shop Foreman/Asst. Manager	\$83,694	↑ 1%	\$63,880	\$105,986	\$133,196
Service Advisor/Writer	\$57,549	↓ -5%	\$44,316	\$75,238	\$95,182
A-Tech/Master/Team Leader	\$68,241	↑ 6%	\$52,980	\$86,154	\$106,656
B-Technician	\$49,755	↓ -4%	\$35,893	\$67,045	\$86,637
C-Tech/Apprentice/Trainee	\$32,487	↑ 5%	\$25,767	\$41,561	\$52,157
D-Tech/Hourly Lube Tech	\$25,700	↓ -1%	\$22,287	\$30,320	\$39,908
Warranty Administrator	\$44,525	↑ 3%	\$36,412	\$56,537	\$73,366



2016 DEALERSHIP WORKFORCE STUDY

REGION 5: SOUTH ATLANTIC – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
Detail/PDI/Prep Manager	\$48,132	↓ -9%	\$37,760	\$63,153	\$81,782
Appointment Coordinator	\$28,452	↓ -2%	\$24,050	\$35,037	\$46,031
Porter/Lot Person/Detailer	\$28,891	↑ 1%	\$23,319	\$37,615	\$49,389
Courtesy Shuttle Driver	\$23,437	↓ -2%	\$19,908	\$26,366	\$30,133
Rental Staff	\$30,098	↑ 1%	\$25,949	\$37,345	\$43,747
PARTS POSITIONS					
Parts Manager	\$87,595	↓ -5%	\$66,044	\$120,809	\$155,821
Warehouse/Asst. Parts Manager	\$64,467	↑ 18%	\$49,688	\$79,023	\$91,793
Wholesale Parts Sales	\$59,806	↑ 12%	\$43,741	\$77,280	\$93,023
Parts Consultant	\$48,415	↓ -2%	\$37,520	\$60,994	\$74,487
Parts Driver	\$24,291	↓ -1%	\$21,243	\$29,660	\$35,219
Parts Shipper/Receiver	\$28,673	0%	\$23,273	\$36,043	\$42,521
Parts Stockperson	\$25,882	↓ -14%	\$22,688	\$35,512	\$43,372
Inventory Control/Admin.	\$35,553	↓ -10%	\$25,622	\$41,457	\$55,197
BODY SHOP POSITIONS					
Body Shop Manager	\$114,106	↑ 2%	\$82,486	\$142,903	\$174,010
Estimator/Advisor	\$61,165	↓ -8%	\$49,650	\$80,044	\$91,233
B/S Admin Support	\$32,630	0%	\$26,726	\$40,532	\$46,532
A-Tech/Master Metal-Paint	\$73,427	↑ 6%	\$57,036	\$99,082	\$125,023
B-Tech/Metal/Painter	\$67,374	↓ -1%	\$45,643	\$86,896	\$106,109
D-Tech/Helper/Detailer	\$33,163	↓ -4%	\$26,258	\$49,734	\$87,097
MISCELLANEOUS POSITIONS					
IT Systems/Network Manager	\$61,200	↓ -20%	\$44,900	\$90,417	\$101,607
Maintenance/Janitor	\$32,382	↓ -5%	\$23,673	\$42,104	\$53,454

NOTE: Due to insufficient data (minimum = 30 records), the following positions are not included:

Executive Assistant
Human Resources Manager
Express/Quick Lube Manager

Dispatcher
Body Shop Foreman
B/S C-Tech/Apprentice/Trainee

Website Manager/Webmaster



REGION 6

EAST SOUTH CENTRAL

Alabama, Kentucky, Mississippi and Tennessee



Compensation statistics of interest:

- The East South Central region’s all-dealerships, all-positions average income of \$69,087 was 1 percent lower than the national average of \$69,718. (Figure 1). There was minimal statistical difference in overall averages among this region (which ranked sixth of the nine regions), Region 1 (New England) and Region 2 (Mid-Atlantic), while the difference between the lowest and highest regional averages was 11.5 percent (\$7,626).
- Only one key dealership position earned income equal to the position’s national average; eight of the key positions did not exceed national all-dealer averages (Figure 1).
- Seven out of nine key positions in non-luxury dealerships had income growth ranging from 1 to 19 percent; general managers and service advisors saw income decline by 3 percent (Figure 2).
- Four out of nine key positions in luxury dealerships had income growth ranging from 1 to 8 percent; five of the key positions saw income decline by 3 to 19 percent (Figure 3). It is interesting to note that sales managers saw a 19 percent income decline in luxury dealerships, and a 19 percent increase in non-luxury dealerships.

REGION 6: EAST SOUTH CENTRAL – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average
All Positions	\$69,087	↑ 4%	99%	\$64,984	\$72,903	\$67,277	\$69,718
General Manager/Operator	\$297,272	↓ -8%	94%	\$229,575	\$321,564	\$324,444	\$316,745
Sales Manager	\$122,512	↑ 14%	96%	\$113,255	\$119,206	\$133,064	\$127,693
F&I Manager	\$133,361	↑ 6%	100%	\$109,695	\$145,859	\$135,423	\$132,786
Service Manager	\$108,722	↓ -3%	96%	\$92,623	\$127,749	\$99,881	\$113,622
Parts Manager	\$90,427	↑ 2%	97%	\$76,259	\$95,779	\$102,212	\$93,276
Sales Consultant	\$64,933	↓ -1%	96%	\$62,829	\$69,067	\$61,310	\$67,846
Service Advisor/Writer	\$61,221	↓ -2%	95%	\$56,640	\$66,067	\$57,656	\$64,635
Service Technician	\$56,934	↑ 4%	97%	\$56,044	\$60,245	\$52,930	\$58,726
Parts Consultant	\$49,277	↑ 7%	98%	\$43,793	\$49,282	\$53,465	\$50,442



2016 DEALERSHIP WORKFORCE STUDY

REGION 6: EAST SOUTH CENTRAL – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National Non-Luxury Average
All Positions	\$68,059	↑ 8%	101%	\$63,267	\$71,463	\$67,277	\$67,471
General Manager/Operator	\$291,816	↓ -3%	95%	*	\$305,379	\$324,444	\$306,263
Sales Manager	\$127,095	↑ 19%	102%	\$120,620	\$124,531	\$133,064	\$124,446
F&I Manager	\$135,728	↑ 7%	103%	\$117,718	\$146,354	\$135,423	\$131,478
Service Manager	\$102,947	↑ 2%	96%	\$84,699	\$117,547	\$99,881	\$106,857
Parts Manager	\$86,547	↑ 1%	98%	\$69,250	\$86,357	\$102,212	\$88,632
Sales Consultant	\$61,757	↑ 4%	98%	\$57,958	\$64,149	\$61,310	\$63,273
Service Advisor/Writer	\$56,422	↓ -3%	95%	\$49,529	\$56,909	\$57,656	\$59,499
Service Technician	\$52,870	↑ 5%	97%	\$49,001	\$54,218	\$52,930	\$54,747
Parts Consultant	\$48,356	↑ 10%	100%	\$42,056	\$45,734	\$53,465	\$48,366

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

REGION 6: EAST SOUTH CENTRAL – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	High Volume	National Luxury Average
All Positions	\$73,025	↓ -3%	95%	\$68,062	\$77,109	\$76,684
General Manager/Operator	\$315,005	↓ -17%	90%	*	*	\$349,438
Sales Manager	\$89,922	↓ -19%	64%	\$97,356	*	\$139,677
F&I Manager	\$119,404	↓ -3%	87%	*	\$148,943	\$137,956
Service Manager	\$133,153	↓ -7%	99%	*	*	\$134,592
Parts Manager	\$102,983	↑ 6%	94%	\$90,249	*	\$109,609
Sales Consultant	\$75,511	↓ -7%	91%	\$71,174	\$78,518	\$83,201
Service Advisor/Writer	\$77,217	↑ 8%	99%	\$65,115	\$85,537	\$78,327
Service Technician	\$65,039	↑ 2%	97%	\$60,696	\$68,233	\$67,225
Parts Consultant	\$51,955	↑ 1%	92%	\$46,037	\$56,346	\$56,176

Low volume: < 655 units (new)

High volume: > 655 units



2016 DEALERSHIP WORKFORCE STUDY

REGION 6: EAST SOUTH CENTRAL – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
MANAGEMENT POSITIONS				
Dealer Principal/Owner	\$380,471	↑ 107%	126%	\$302,097
General Manager/Operator	\$297,272	↓ -8%	94%	\$316,745
Controller/Business Manager	\$120,723	↑ 18%	100%	\$121,147
General Sales Manager	\$150,813	↓ -11%	85%	\$178,235
ADMINISTRATIVE POSITIONS				
Admin/Office Manager	\$63,572	↑ 6%	109%	\$58,239
Accountant/Accting Manager	\$47,295	*	89%	\$53,024
Clerical Staff: AP/AR/Title	\$34,488	↑ 5%	98%	\$35,292
Cashier	\$27,241	↑ 7%	97%	\$27,990
Receptionist/Switchboard	\$25,368	2%	89%	\$28,500
SALES POSITIONS				
Sales Manager	\$122,512	↑ 14%	96%	\$127,693
Used/CPO Sales Manager	\$113,389	↑ 3%	91%	\$124,978
Fleet/Commercial Sales Manager	\$92,136	↑ 1%	94%	\$97,774
F&I Manager	\$133,361	↑ 6%	100%	\$132,786
Internet Sales/BDC Manager	\$77,512	*	90%	\$86,534
Sales Consultant	\$64,933	↓ -1%	96%	\$67,846
Internet Sales Consultant	\$65,172	↓ -14%	102%	\$63,885
BDC Rep/CSR/Scheduler	\$35,160	0%	90%	\$39,007
Dealer Trade Driver	\$23,772	*	79%	\$30,251
SERVICE POSITIONS				
Service Manager	\$108,722	↓ -3%	96%	\$113,622
Shop Foreman/Asst. Manager	\$88,050	↓ -2%	104%	\$84,638
Service Advisor/Writer	\$61,221	↓ -2%	95%	\$64,635
A-Tech/Master/Team Leader	\$61,708	↓ -7%	87%	\$70,799
B-Technician	\$56,934	↑ 4%	97%	\$58,726
C-Tech/Apprentice/Trainee	\$33,880	↑ 1%	90%	\$37,627
D-Tech/Hourly Lube Tech	\$32,469	↑ 13%	105%	\$30,903
Warranty Administrator	\$43,739	0%	96%	\$45,556
Detail/PDI/Prep Manager	\$44,620	↑ 4%	89%	\$50,296
Appointment Coordinator	\$33,666	*	104%	\$32,513
Porter/Lot Person/Detailer	\$30,762	↑ 5%	99%	\$30,992
Courtesy Shuttle Driver	\$27,057	↑ 12%	108%	\$25,042
PARTS POSITIONS				
Parts Manager	\$90,427	↑ 2%	97%	\$93,276
Parts Consultant	\$49,277	↑ 7%	98%	\$50,442
Parts Driver	\$25,186	↑ 4%	94%	\$26,847
Parts Shipper/Receiver	\$28,163	↑ 7%	89%	\$31,601



2016 DEALERSHIP WORKFORCE STUDY

REGION 6: EAST SOUTH CENTRAL – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
Parts Stockperson	\$27,514	↑ 9%	92%	\$29,891
Inventory Control/Admin.	\$34,220	*	92%	\$37,048
BODY SHOP POSITIONS				
Body Shop Manager	\$88,213	↓ -17%	93%	\$95,340
Estimator/Advisor	\$62,014	↓ -12%	97%	\$63,660
A-Tech/Master Metal-Paint	\$71,662	↑ 13%	97%	\$73,870
B-Tech/Metal/Painter	\$67,937	↑ 1%	100%	\$67,780
C-Tech/Apprentice/Trainee	\$50,844	*	124%	\$40,846

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

Fixed Operations Director
 Executive Assistant
 Human Resources Manager
 Payroll Manager
 Sales Closer/Team Leader
 F&I Assistant
 Product Specialist
 CSI/Client Relations Manager

U/C Reconditioning Tech
 Advertising/Marketing Manager
 Car Buyer
 Express/Quick Lube Manager
 Dispatcher
 Rental Staff
 Warehouse/Asst. Parts Manager
 Wholesale Parts Sales

Body Shop Foreman
 B/S Admin Support
 B/S D-Tech/Helper/Detailer
 IT Systems/Network Manager
 Website Manager/Webmaster
 Maintenance/Janitor



2016 DEALERSHIP WORKFORCE STUDY

REGION 6: EAST SOUTH CENTRAL – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
MANAGEMENT POSITIONS					
General Manager/Operator	\$259,596	↓ -12%	\$195,719	\$400,765	\$482,087
ADMINISTRATIVE POSITIONS					
Clerical Staff: AP/AR/Title	\$33,125	↓ -3%	\$28,156	\$38,596	\$45,064
Cashier	\$26,567	↑ 4%	\$19,871	\$30,263	\$34,255
Receptionist/Switchboard	\$24,584	↑ 1%	\$20,736	\$29,323	\$34,293
SALES POSITIONS					
Sales Manager	\$116,163	↑ 17%	\$87,331	\$149,386	\$186,000
Used/CPO Sales Manager	\$107,443	↑ 2%	\$91,671	\$140,611	\$164,436
F&I Manager	\$120,362	↑ 4%	\$89,690	\$151,019	\$189,211
Sales Consultant	\$57,226	↑ 2%	\$42,985	\$82,702	\$106,408
SERVICE POSITIONS					
Service Manager	\$105,616	↑ 2%	\$87,790	\$132,163	\$151,823
Shop Foreman/Asst. Manager	\$88,857	↓ -4%	\$64,630	\$105,944	\$119,369
Service Advisor/Writer	\$57,875	↓ -2%	\$41,540	\$76,196	\$97,419
A-Tech/Master/Team Leader	\$59,477	↓ -5%	\$45,253	\$71,461	\$89,193
B-Technician	\$53,572	↑ 2%	\$40,724	\$71,294	\$87,806
D-Tech/Hourly Lube Tech	\$29,365	↑ 11%	\$25,469	\$37,056	\$41,472
Warranty Administrator	\$41,637	↑ 3%	\$34,387	\$52,171	\$57,434
Porter/Lot Person/Detailer	\$27,439	↑ 3%	\$23,258	\$34,168	\$44,613
PARTS POSITIONS					
Parts Manager	\$86,492	↑ 1%	\$56,891	\$106,005	\$143,709
Parts Consultant	\$47,072	↑ 5%	\$36,947	\$57,840	\$71,501
Parts Driver	\$23,820	↑ 5%	\$19,521	\$25,548	\$29,488
BODY SHOP POSITIONS					
B-Tech/Metal/Painter	\$63,033	↓ -5%	\$48,112	\$84,988	\$107,109

NOTE: Due to insufficient data (minimum = 30 records), the following positions are not included:

Dealer Principal/Owner
 Controller/Business Manager
 General Sales Manager
 Fixed Operations Director
 Executive Assistant
 Admin/Office Manager
 Accountant/Accounting Manager
 Human Resources Manager,
 Payroll Manager
 Sales Closer/Team Leader
 F&I Assistant
 Fleet/Commercial Sales Manager
 Internet Sales/BDC Manager
 BDC Reps/CSRs/Schedulers
 CSI/Client Relations Manager
 U/C Reconditioning Tech

Product Specialist
 Dealer Trade Driver
 Advertising/Marketing Manager
 Car Buyer
 Express/Quick Lube Manager
 Detail/PDI/Prep Manager
 Courtesy Shuttle Driver
 Rental Staff
 Warehouse/Asst. Parts Manager
 Wholesale Parts Sales
 Parts Shipper/Receiver
 Parts Stockperson
 Inventory Control/Admin
 Body Shop Manager
 Body Shop Foreman
 B/S Estimator/Advisor

B/S Admin Support
 B/S A-Tech/Master Metal-Paint
 B/S C-Tech/Apprentice/Trainee
 B/S D-Tech/Helper/Detailer
 IT Systems/Network Manager
 Website Manager/Webmaster
 Maintenance/Janitor

REGION 7 WEST SOUTH CENTRAL

Arkansas, Louisiana, Oklahoma and Texas



Compensation statistics of interest:

- The West South Central region’s all-dealerships, all-positions average income of \$73,564 was 6 percent higher than the national average of \$69,718 and was the highest average of the nine regions (Figure 1). There was an 11.5 percent difference (\$7,626) between this region’s overall average and that of Region 4 (West North Central).
- Eight out of nine key dealership positions earned incomes higher than their respective national averages; service technician was the only key position that did not exceed the position’s national all-dealer average (Figure 1).
- Four out of nine key dealership positions in non-luxury dealerships had income growth ranging from 3 to 7 percent, four other key positions saw income decline by 2 to 12 percent, and service technician showed virtually no change from 2014 (Figure 2).
- Seven out of nine key positions in luxury dealerships had income growth ranging from 1 to 8 percent; general managers and sales managers saw income decline by 9 and 6 percent, respectively (Figure 3).

REGION 7: WEST SOUTH CENTRAL – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average
All Positions	\$73,564	↑ 2%	106%	\$63,449	\$69,264	\$77,462	\$69,718
General Manager/Operator	\$330,077	↓ -11%	104%	\$181,133	\$276,262	\$431,142	\$316,745
Sales Manager	\$134,095	↓ -5%	105%	\$104,823	\$115,048	\$149,170	\$127,693
F&I Manager	\$154,071	↑ 2%	116%	\$114,371	\$126,668	\$173,335	\$132,786
Service Manager	\$127,755	0%	112%	\$93,359	\$127,688	\$139,426	\$113,622
Parts Manager	\$103,669	↓ -3%	111%	\$68,963	\$96,238	\$122,425	\$93,276
Sales Consultant	\$73,495	↑ 5%	108%	\$65,005	\$67,919	\$77,563	\$67,846
Service Advisor/Writer	\$68,437	↑ 4%	106%	\$56,070	\$66,699	\$71,270	\$64,635
Service Technician	\$57,793	↑ 3%	98%	\$52,162	\$57,317	\$58,858	\$58,726
Parts Consultant	\$56,539	↑ 3%	112%	\$48,809	\$51,768	\$60,383	\$50,442



2016 DEALERSHIP WORKFORCE STUDY

REGION 7: WEST SOUTH CENTRAL – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National Non-Luxury Average
All Positions	\$69,914	↑ 2%	104%	\$60,084	\$64,933	\$74,203	\$67,471
General Manager/Operator	\$287,427	↓ -12%	94%	\$172,259	\$228,298	\$374,671	\$306,263
Sales Manager	\$128,339	↓ -5%	103%	\$94,583	\$109,460	\$142,714	\$124,446
F&I Manager	\$152,755	↑ 4%	116%	\$105,166	\$126,405	\$171,508	\$131,478
Service Manager	\$122,880	↓ -2%	115%	\$81,527	\$118,726	\$141,970	\$106,857
Parts Manager	\$97,404	↓ -4%	110%	\$70,186	\$84,346	\$117,894	\$88,632
Sales Consultant	\$65,889	↑ 7%	104%	\$59,036	\$61,091	\$69,279	\$63,273
Service Advisor/Writer	\$63,034	↑ 5%	106%	\$54,316	\$62,664	\$64,563	\$59,499
Service Technician	\$52,812	0%	96%	\$49,176	\$52,050	\$53,752	\$54,747
Parts Consultant	\$52,953	↑ 3%	109%	\$50,291	\$48,474	\$56,035	\$48,366

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

REGION 7: WEST SOUTH CENTRAL – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	High Volume	National Luxury Average
All Positions	\$83,301	↑ 1%	109%	\$78,533	\$84,129	\$76,684
General Manager/Operator	\$153,530	↓ -9%	44%	\$122,376	\$165,213	\$349,438
Sales Manager	\$158,303	↓ -6%	113%	\$123,896	\$167,399	\$139,677
F&I Manager	\$137,771	↑ 3%	100%	\$130,306	\$139,855	\$137,956
Service Manager	\$124,757	↑ 2%	93%	\$86,346	\$137,147	\$134,592
Parts Manager	\$96,725	↑ 1%	88%	\$86,537	\$98,609	\$109,609
Sales Consultant	\$80,422	↑ 2%	97%	\$67,388	\$82,773	\$83,201
Service Advisor/Writer	\$67,731	↑ 8%	86%	\$61,595	\$68,734	\$78,327
Service Technician	\$65,871	↑ 2%	98%	\$49,565	\$68,031	\$67,225
Parts Consultant	\$83,301	↑ 1%	109%	\$78,533	\$84,129	\$56,176

Low volume: < 655 units (new)

High volume: > 655 units



2016 DEALERSHIP WORKFORCE STUDY

REGION 7: WEST SOUTH CENTRAL – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
MANAGEMENT POSITIONS				
Dealer Principal/Owner	\$360,045	↓ -32%	119%	\$302,097
General Manager/Operator	\$330,077	↓ -11%	104%	\$316,745
Controller/Business Manager	\$127,465	↓ -11%	105%	\$121,147
General Sales Manager	\$207,749	↑ 9%	117%	\$178,235
Fixed Operations Director	\$177,408	↑ 5%	109%	\$163,183
Executive Assistant	\$66,000	↑ 57%	114%	\$57,762
ADMINISTRATIVE POSITIONS				
Admin/Office Manager	\$54,428	↓ -6%	93%	\$58,239
Accountant/Accounting Manager	\$50,871	↓ -12%	96%	\$53,024
Human Resources Manager	\$65,265	*	105%	\$62,263
Payroll Manager	\$48,928	↓ -9%*	103%	\$47,601
Clerical Staff: AP/AR/Title	\$34,928		98%	\$35,292
Cashier	\$28,862	↑ 6%	103%	\$27,990
Receptionist/Switchboard	\$27,249	↑ 7%	96%	\$28,500
SALES POSITIONS				
Sales Manager	\$134,095	↓ -5%	105%	\$127,693
Used/CPO Sales Manager	\$132,736	↓ -6%	106%	\$124,978
Fleet/Commercial Sales Manager	\$92,422	↑ 2%	95%	\$97,774
F&I Manager	\$154,071	↑ 2%	116%	\$132,786
F&I Assistant	\$35,774	↓ -2%	71%	\$50,100
Internet Sales/BDC Manager	\$89,563	↓ -5%	104%	\$86,534
Sales Closer/Team Leader	\$101,527	↓ -7%	104%	\$97,623
Sales Consultant	\$73,495	↑ 5%	108%	\$67,846
Internet Sales Consultant	\$70,457	↓ -2%	110%	\$63,885
Product Specialist	\$43,034	*	85%	\$50,923
BDC Rep/CSR/Scheduler	\$38,191	↓ -8%	98%	\$39,007
CSI/Client Relations Manager	\$46,000	↓ -4%	76%	\$60,362
Advertising/Marketing Manager	\$65,399	*	105%	\$62,085
Dealer Trade Driver	\$31,252	*	103%	\$30,251
SERVICE POSITIONS				
Service Manager	\$127,755	0%	112%	\$113,622
Shop Foreman/Asst. Manager	\$87,871	↓ -5%	104%	\$84,638
Service Advisor/Writer	\$68,437	↑ 4%	106%	\$64,635
A-Tech/Master/Team Leader	\$74,864	↑ 4%	106%	\$70,799
B-Technician	\$57,793	↑ 3%	98%	\$58,726
C-Tech/Apprentice/Trainee	\$37,480	↑ 1%	100%	\$37,627
D-Tech/Hourly Lube Tech	\$31,036	↑ 8%	100%	\$30,903
Dispatcher	\$51,249	↓ -5%	99%	\$51,831



2016 DEALERSHIP WORKFORCE STUDY

REGION 7: WEST SOUTH CENTRAL – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
Warranty Administrator	\$43,866	↓ -2%	96%	\$45,556
Detail/PDI/Prep Manager	\$54,072	↑ 7%	108%	\$50,296
Appointment Coordinator	\$32,321	↓ -3%	99%	\$32,513
Porter/Lot Person/Detailer	\$30,835	↑ 6%	99%	\$30,992
Courtesy Shuttle Driver	\$26,493	↑ 10%	106%	\$25,042
Rental Staff	\$32,955	↑ 2%	100%	\$33,107
PARTS POSITIONS				
Parts Manager	\$103,669	↓ -3%	111%	\$93,276
Warehouse/Asst. Parts Manager	\$68,689	↑ 9%	105%	\$65,253
Wholesale Parts Sales	\$58,381	↑ 1%	91%	\$64,281
Parts Consultant	\$56,539	↑ 3%	112%	\$50,442
Parts Driver	\$26,241	↑ 5%	98%	\$26,847
Parts Shipper/Receiver	\$29,781	0%	94%	\$31,601
Parts Stockperson	\$33,046	↑ 17%	111%	\$29,891
Inventory Control/Admin	\$38,867	↓ -39%	105%	\$37,048
BODY SHOP POSITIONS				
Body Shop Manager	\$122,649	↓ -6%	129%	\$95,340
Estimator/Advisor	\$75,139	↑ 2%	118%	\$63,660
B/S Admin Support	\$33,996	↑ 1%	98%	\$34,579
A-Tech/Master Metal-Paint	\$77,243	*	105%	\$73,870
B-Tech/Metal/Painter	\$70,244	↑ 5%	104%	\$67,780
C-Tech/Apprentice/Trainee	\$38,882	↓ -16%	95%	\$40,846
D-Tech/Helper/Detailer	\$42,655	↑ 6%	109%	\$39,114
MISCELLANEOUS POSITIONS				
IT Systems/Network Manager	\$65,829	↓ -12%	102%	\$64,779
Maintenance/Janitor	\$32,690	↑ 5%	94%	\$34,913

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

F&I Assistant
U/C Reconditioning Tech

Express/Quick Lube Manager
Body Shop Foreman

Website Manager/Webmaster



2016 DEALERSHIP WORKFORCE STUDY

REGION 7: WEST SOUTH CENTRAL – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$194,400	↑ 1%	\$102,181	\$551,010	\$741,124
General Manager/Operator	\$268,265	↓ -11%	\$189,258	\$398,599	\$665,440
Controller/Business Manager	\$118,817	↓ -18%	\$88,700	\$172,878	\$200,298
General Sales Manager	\$196,013	↑ 6%	\$147,317	\$247,378	\$359,644
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$49,761	↓ -9%	\$33,573	\$69,225	\$83,377
Accountant/Accounting Manager	\$46,772	↓ -17%	\$36,223	\$59,800	\$74,403
Clerical Staff: AP/AR/Title	\$33,771	↑ 3%	\$27,831	\$40,062	\$46,087
Cashier	\$27,199	↑ 5%	\$23,610	\$31,662	\$40,211
Receptionist/Switchboard	\$25,193	↑ 4%	\$21,992	\$29,982	\$34,397
SALES POSITIONS					
Sales Manager	\$131,930	↑ 1%	\$95,070	\$171,714	\$209,089
Used/CPO Sales Manager	\$129,128	↑ 1%	\$90,950	\$172,285	\$214,136
F&I Manager	\$139,091	↑ 1%	\$100,990	\$196,233	\$255,287
Internet Sales/BDC Manager	\$78,706	↓ -11%	\$57,549	\$114,350	\$144,294
Sales Consultant	\$63,250	↑ 6%	\$43,732	\$89,855	\$122,811
Internet Sales Consultant	\$61,257	↓ -8%	\$41,326	\$89,493	\$115,746
BDC Rep/CSR/Scheduler	\$35,882	↓ -10%	\$29,596	\$43,800	\$53,726
CSI/Client Relations Manager	\$46,000	↓ -4%	\$35,861	\$54,547	\$72,879
Dealer Trade Driver	\$26,942	*	\$24,657	\$31,386	\$44,148
SERVICE POSITIONS					
Service Manager	\$123,579	↓ -1%	\$93,143	\$152,806	\$186,701
Shop Foreman/Asst. Manager	\$85,546	↓ -10%	\$65,837	\$107,927	\$130,975
Service Advisor/Writer	\$64,062	↑ 6%	\$48,784	\$82,738	\$106,057
A-Tech/Master/Team Leader	\$71,182	↑ 2%	\$53,469	\$92,663	\$113,352
B-Technician	\$52,051	↑ 1%	\$37,703	\$71,257	\$95,011
C-Tech/Apprentice/Trainee	\$34,679	↑ 7%	\$28,056	\$43,001	\$56,254
D-Tech/Hourly Lube Tech	\$27,953	↑ 5%	\$24,316	\$34,396	\$44,173
Warranty Administrator	\$40,009	↓ -2%	\$32,135	\$54,401	\$67,913
Appointment Coordinator	\$30,518	↓ -8%	\$23,250	\$37,829	\$49,066
Porter/Lot Person/Detailer	\$28,506	↑ 5%	\$23,214	\$35,372	\$44,494
Courtesy Shuttle Driver	\$25,860	↑ 7%	\$22,960	\$28,890	\$31,773
PARTS POSITIONS					
Parts Manager	\$95,457	↓ -2%	\$72,671	\$128,250	\$157,427
Wholesale Parts Sales	\$58,381	↑ 1%	\$45,449	\$74,082	\$89,688
Parts Consultant	\$53,445	↑ 3%	\$41,233	\$69,019	\$81,617
Parts Driver	\$25,319	↑ 5%	\$21,226	\$31,581	\$35,019
Parts Shipper/Receiver	\$28,513	↑ 2%	\$24,086	\$32,426	\$35,660



2016 DEALERSHIP WORKFORCE STUDY

REGION 7: WEST SOUTH CENTRAL – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
Parts Stockperson	\$29,992	↑ 12%	\$25,816	\$40,695	\$49,474
BODY SHOP POSITIONS					
Body Shop Manager	\$103,002	↓ -18%	\$82,566	\$160,157	\$184,035
Estimator/Advisor	\$76,176	↑ 8%	\$54,564	\$92,309	\$107,343
A-Tech/Master Metal-Paint	\$70,661	*	\$55,599	\$96,132	\$101,691
B-Tech/Metal/Painter	\$68,411	↑ 10%	\$49,046	\$87,310	\$105,888
D-Tech/Helper/Detailer	\$36,546	↑ 6%	\$28,801	\$52,756	\$63,656
MISCELLANEOUS POSITIONS					
Maintenance/Janitor	\$23,956	↓ -8%	\$20,862	\$40,538	\$50,015

NOTE: Due to insufficient data (minimum = 30 records), the following positions are not included:

Fixed Operations Director	Advertising/Marketing Manager	Inventory Control/Admin
Executive Assistant	U/C Reconditioning Tech	Body Shop Foreman
Human Resources Manager	Car Buyer	B/S Admin Support
Payroll Manager	Express/Quick Lube Manager	B/S C-Tech/Apprentice/Trainee
Fleet/Commercial Sales Manager	Dispatcher	IT Systems/Network Manager
Sales Closer/Team Leader	Detail/PDI/Prep Manager	Website Manager/Webmaster
F&I Assistant	Rental Staff	
Product Specialist	Warehouse/Asst. Parts Manager	



REGION 8

MOUNTAIN

Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah and Wyoming



Compensation statistics of interest:

- The Mountain region’s all-dealerships, all-positions average income of \$70,787 was 1.5 percent higher than the national average of \$69,718 and ranked third out of the nine regions (Figure 1). There was an 11.5 percent difference (\$7,626) between the lowest regional average and the highest.
- All nine key dealership positions earned incomes equal to or higher than their respective national averages (Figure 1).
- Eight out of nine key positions in non-luxury dealerships had income growth ranging from 1 to 11 percent; parts managers saw their income decline by 5 percent (Figure 2).
- Six out of nine key positions in luxury dealerships had income growth ranging from 1 to 14 percent; service manager and service advisor income was virtually unchanged from 2014, while sales consultant was the only key position whose income declined (Figure 3).

REGION 8: MOUNTAIN – CARS – ALL DEALERSHIPS (FIGURE 1)							
Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average
All Positions	\$70,787	↑ 3%	102%	\$63,612	\$71,369	\$72,745	\$69,718
General Manager/Operator	\$364,113	↑ 5%	115%	\$204,388	\$317,920	\$496,511	\$316,745
Sales Manager	\$133,995	↑ 7%	105%	\$104,985	\$125,890	\$151,133	\$127,693
F&I Manager	\$143,946	↑ 4%	108%	\$115,497	\$133,333	\$156,068	\$132,786
Service Manager	\$125,475	↑ 8%	110%	\$104,104	\$130,526	\$135,978	\$113,622
Parts Manager	\$97,298	↓ -3%	104%	\$79,087	\$97,631	\$109,624	\$93,276
Sales Consultant	\$67,850	↑ 2%	100%	\$66,565	\$71,546	\$66,316	\$67,846
Service Advisor/Writer	\$66,728	0%	103%	\$57,896	\$69,759	\$67,842	\$64,635
Service Technician	\$59,314	↑ 1%	101%	\$58,110	\$60,872	\$58,664	\$58,726
Parts Consultant	\$51,767	↑ 1%	103%	\$46,819	\$50,656	\$53,988	\$50,442



2016 DEALERSHIP WORKFORCE STUDY

REGION 8: MOUNTAIN – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National Non-Luxury Average
All Positions	\$69,799	↑ 4%	103%	\$61,429	\$68,273	\$72,699	\$67,471
General Manager/Operator	\$371,375	↑ 4%	121%	\$196,591	\$302,146	\$504,010	\$306,263
Sales Manager	\$133,652	↑ 7%	107%	\$103,237	\$119,630	\$151,485	\$124,446
F&I Manager	\$144,043	↑ 3%	110%	\$115,018	\$127,541	\$156,295	\$131,478
Service Manager	\$123,097	↑ 11%	115%	\$100,593	\$121,227	\$137,323	\$106,857
Parts Manager	\$94,011	↓ -5%	106%	\$77,877	\$86,856	\$108,390	\$88,632
Sales Consultant	\$64,825	↑ 4%	102%	\$61,447	\$66,586	\$64,930	\$63,273
Service Advisor/Writer	\$62,725	↑ 1%	105%	\$55,330	\$59,388	\$66,389	\$59,499
Service Technician	\$57,291	↑ 2%	105%	\$54,436	\$57,077	\$57,908	\$54,747
Parts Consultant	\$51,076	↑ 1%	106%	\$45,169	\$46,683	\$54,413	\$48,366

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

REGION 8: MOUNTAIN – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	High Volume	National Luxury Average
All Positions	\$76,499	0%	100%	\$72,970	\$78,576	\$76,684
General Manager/Operator	\$321,146	↑ 6%	92%	\$221,418	\$420,875	\$349,438
Sales Manager	\$136,287	↑ 9%	98%	\$124,269	\$146,524	\$139,677
F&I Manager	\$143,120	↑ 14%	104%	\$129,857	\$151,559	\$137,956
Service Manager	\$136,854	0%	102%	\$130,721	\$142,169	\$134,592
Parts Manager	\$115,703	↑ 4%	106%	\$102,230	\$131,102	\$109,609
Sales Consultant	\$84,336	↓ -2%	101%	\$76,182	\$89,465	\$83,201
Service Advisor/Writer	\$84,017	0%	107%	\$71,593	\$90,044	\$78,327
Service Technician	\$67,103	↑ 1%	100%	\$65,596	\$68,004	\$67,225
Parts Consultant	\$54,903	↑ 1%	98%	\$54,136	\$55,310	\$56,176

Low volume: < 655 units (new)

High volume: > 655 units



2016 DEALERSHIP WORKFORCE STUDY

REGION 8: MOUNTAIN – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
MANAGEMENT POSITIONS				
Dealer Principal/Owner	\$281,427	↑ 42%	93%	\$302,097
General Manager/Operator	\$364,113	↑ 5%	115%	\$316,745
Controller/Business Manager	\$117,879	0%	97%	\$121,147
General Sales Manager	\$186,774	↑ 12%	105%	\$178,235
Fixed Operations Director	\$156,558	↓ -8%	96%	\$163,183
ADMINISTRATIVE POSITIONS				
Admin/Office Manager	\$65,326	↓ -7%	112%	\$58,239
Accountant/Accting. Manager	\$50,184	↓ -2%	95%	\$53,024
Human Resources Manager	\$60,619	↑ 3%	97%	\$62,263
Payroll Manager	\$42,575	↓ -1%	89%	\$47,601
Clerical Staff: AP/AR/Title	\$33,403	↓ -7%	95%	\$35,292
Cashier	\$27,326	↑ 3%	98%	\$27,990
Receptionist/Switchboard	\$27,336	↑ 2%	96%	\$28,500
SALES POSITIONS				
Sales Manager	\$133,995	↑ 7%	105%	\$127,693
Used/CPO Sales Manager	\$128,703	↑ 7%	103%	\$124,978
Fleet/Commercial Sales Manager	\$81,082	↓ -4%	83%	\$97,774
F&I Manager	\$143,946	↑ 4%	108%	\$132,786
F&I Assistant	\$36,044	↓ -16%	72%	\$50,100
Internet Sales/BDC Manager	\$91,166	↓ -9%	105%	\$86,534
Sales Closer/Team Leader	\$124,623	↑ 44%	128%	\$97,623
Sales Consultant	\$67,850	↑ 2%	100%	\$67,846
Internet Sales Consultant	\$65,394	↑ 2%	102%	\$63,885
Product Specialist	\$47,587	↓ -9%	93%	\$50,923
BDC Rep/CSR/Scheduler	\$41,663	↑ 18%	107%	\$39,007
CSI/Client Relations Manager	\$60,170	↑ 24%	100%	\$60,362
Advertising/Marketing Manager	\$54,726	↑ 27%	88%	\$62,085
U/C Reconditioning Tech	\$67,902	↑ 25%	169%	\$40,249
Dealer Trade Driver	\$32,464	*	107%	\$30,251
Car Buyer	\$75,207	↓ -13%	87%	\$86,722
SERVICE POSITIONS				
Service Manager	\$125,475	↑ 8%	110%	\$113,622
Express/Quick Lube Manager	\$54,590	*	107%	\$51,139
Shop Foreman/Asst. Manager	\$76,999	↓ -4%	91%	\$84,638
Service Advisor/Writer	\$66,503	0%	103%	\$64,635
A-Tech/Master/Team Leader	\$72,208	↑ 4%	102%	\$70,799
B-Technician	\$59,314	↑ 1%	101%	\$58,726
C-Tech/Apprentice/Trainee	\$37,055	↓ -3%	98%	\$37,627



2016 DEALERSHIP WORKFORCE STUDY

REGION 8: MOUNTAIN – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
D-Tech/Hourly Lube Tech	\$28,675	↑ 4%	93%	\$30,903
Dispatcher	\$41,764	↓ -11%	81%	\$51,831
Warranty Administrator	\$43,193	↓ -3%	95%	\$45,556
Detail/PDI/Prep Manager	\$56,715	↑ 34%	113%	\$50,296
Appointment Coordinator	\$31,244	↑ 6%	96%	\$32,513
Porter/Lot Person/Detailer	\$28,715	↑ 1%	93%	\$30,992
Courtesy Shuttle Driver	\$22,916	↓ -1%	92%	\$25,042
Rental Staff	\$29,260	*	88%	\$33,107
PARTS POSITIONS				
Parts Manager	\$97,298	↓ -3%	104%	\$93,276
Warehouse/Asst. Parts Manager	\$71,007	↑ 37%	109%	\$65,253
Wholesale Parts Sales	\$77,354	↑ 33%	120%	\$64,281
Parts Consultant	\$51,767	↑ 1%	103%	\$50,442
Parts Driver	\$25,140	↑ 6%	94%	\$26,847
Parts Shipper/Receiver	\$29,983	0%	95%	\$31,601
Parts Stockperson	\$28,733	0%	96%	\$29,891
Inventory Control/Admin	\$35,396	↓ -36%	96%	\$37,048
BODY SHOP POSITIONS				
Body Shop Manager	\$92,597	↑ 5%	97%	\$95,340
Estimator/Advisor	\$61,204	↓ -1%	96%	\$63,660
B/S Admin Support	\$32,313	↑ 13%	93%	\$34,579
A-Tech/Master Metal-Paint	\$74,239	↓ -2%	100%	\$73,870
B-Tech/Metal/Painter	\$69,861	↓ -5%	103%	\$67,780
C-Tech/Apprentice/Trainee	\$33,636	*	82%	\$40,846
D-Tech/Helper/Detailer	\$26,842	↓ -15%	69%	\$39,114
MISCELLANEOUS POSITIONS				
IT Systems/Network Manager	\$59,859	↑ 1%	92%	\$64,779
Maintenance/Janitor	\$35,134	↑ 3%	101%	\$34,913

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

Executive Assistant

Body Shop Foreman

Website Manager/Webmaster



2016 DEALERSHIP WORKFORCE STUDY

REGION 8: MOUNTAIN – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$210,300	↑ 22%	\$134,283	\$313,165	\$439,413
General Manager/Operator	\$281,510	↑ 13%	\$187,079	\$467,742	\$739,828
Controller/Business Manager	\$109,000	↓ -5%	\$83,338	\$139,809	\$175,260
General Sales Manager	\$173,022	↑ 5%	\$146,017	\$216,246	\$273,917
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$58,711	↓ -9%	\$42,831	\$81,397	\$101,700
Payroll Manager	\$42,575	↓ -1%	\$36,054	\$52,106	\$57,191
Clerical Staff: AP/AR/Title	\$32,672	↓ -7%	\$26,547	\$38,401	\$46,545
Cashier	\$26,591	↑ 5%	\$22,440	\$31,074	\$35,281
Receptionist/Switchboard	\$26,190	↑ 3%	\$22,302	\$31,000	\$36,319
SALES POSITIONS					
Sales Manager	\$130,545	↑ 5%	\$101,312	\$163,663	\$191,735
Used/CPO Sales Manager	\$121,683	↑ 6%	\$90,042	\$153,357	\$195,910
Fleet/Commercial Sales Manager	\$81,082	↓ -4%	\$64,927	\$115,903	\$151,851
F&I Manager	\$133,991	↑ 1%	\$95,494	\$186,107	\$235,808
F&I Assistant	\$36,044	↓ -16%	\$27,476	\$48,093	\$64,113
Internet Sales/BDC Manager	\$89,637	↑ 1%	\$68,070	\$113,335	\$142,272
Sales Closer/Team Leader	\$110,878	↑ 24%	\$84,686	\$173,289	\$198,126
Sales Consultant	\$59,949	↑ 2%	\$43,379	\$80,253	\$108,304
Internet Sales Consultant	\$55,537	↓ -3%	\$39,215	\$77,564	\$111,396
Product Specialist	\$42,205	↓ -4%	\$30,239	\$53,719	\$87,727
BDC Rep/CSR/Scheduler	\$40,223	↑ 38%	\$29,519	\$49,112	\$64,211
SERVICE POSITIONS					
Service Manager	\$123,569	↑ 7%	\$94,325	\$153,381	\$180,099
Shop Foreman/Asst. Manager	\$75,542	↓ -9%	\$54,220	\$100,233	\$117,065
Service Advisor/Writer	\$63,272	↑ 2%	\$46,891	\$83,082	\$102,245
A-Tech/Master/Team Leader	\$67,966	0%	\$54,746	\$86,237	\$105,626
B-Technician	\$54,401	↓ -1%	\$39,907	\$74,494	\$95,090
C-Tech/Apprentice/Trainee	\$32,340	0%	\$26,647	\$41,723	\$58,434
D-Tech/Hourly Lube Tech	\$26,687	↑ 2%	\$23,232	\$31,826	\$37,662
Warranty Administrator	\$41,243	↓ -6%	\$31,521	\$52,117	\$62,110
Detail/PDI/Prep Manager	\$50,649	↑ 37%	\$39,790	\$66,640	\$89,481
Appointment Coordinator	\$27,962	↑ 2%	\$24,421	\$33,982	\$44,400
Porter/Lot Person/Detailer	\$25,101	↓ -2%	\$21,563	\$31,937	\$43,091
Courtesy Shuttle Driver	\$21,929	↓ -4%	\$19,321	\$25,509	\$29,586
PARTS POSITIONS					
Parts Manager	\$91,577	↓ -3%	\$67,475	\$120,959	\$148,035



2016 DEALERSHIP WORKFORCE STUDY

REGION 8: MOUNTAIN – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
Warehouse/Asst. Parts Manager	\$73,951	↑ 63%	\$60,905	\$86,173	\$90,976
Parts Consultant	\$51,003	↑ 1%	\$39,370	\$61,421	\$71,428
Parts Driver	\$24,194	↑ 3%	\$20,966	\$27,677	\$31,765
Parts Shipper/Receiver	\$27,357	↓ -1%	\$23,344	\$31,181	\$42,764
BODY SHOP POSITIONS					
Estimator/Advisor	\$61,204	↓ -1%	\$47,025	\$76,832	\$89,846
A-Tech/Master Metal-Paint	\$74,239	↓ -2%	\$55,547	\$91,870	\$116,304
B-Tech/Metal/Painter	\$69,861	↓ -5%	\$49,208	\$91,233	\$113,566
D-Tech/Helper/Detailer	\$26,842	↓ -15%	\$23,557	\$35,306	\$53,428
MISCELLANEOUS POSITIONS					
Maintenance/Janitor	\$33,535	0%	\$24,632	\$44,312	\$48,902

NOTE: Due to insufficient data (minimum = 30 records), the following positions are not included:

Fixed Operations Director
 Executive Assistant
 Accountant/Accting. Manager
 Human Resources Manager,
 Advertising/Marketing Manager
 U/C Reconditioning Tech
 Dealer Trade Driver

Car Buyer
 Express/Quick Lube Manager
 Dispatcher
 Inventory Control/Admin
 Rental Staff
 Wholesale Parts Sales
 Parts Stockperson

Body Shop Manager
 Body Shop Foreman
 B/S Admin Support
 B/S C-Tech/Apprentice/Trainee
 IT Systems/Network Manager
 Website Manager/Webmaster



REGION 9

PACIFIC



Alaska, California, Hawaii, Oregon and Washington

Compensation statistics of interest:

- The Pacific region’s all-dealerships, all-positions average income of \$72,082 was 3 percent higher than the national average of \$69,718 and ranked second of the nine regions (Figure 1). There was an 11.5 percent difference (\$7,626) between the lowest regional average and the highest.
- Eight out of nine key dealership positions earned incomes equal to or higher than their respective national averages (Figure 1).
- Sales consultant and service technician positions in non-luxury dealerships had income growth rates of 2 percent; six of the key positions saw income decline by 1 to 7 percent (Figure 2).
- Five out of nine key positions in luxury dealerships had income growth ranging from 1 to 8 percent; three of the key positions saw income decline by 4 to 10 percent (Figure 3).

REGION 9: PACIFIC – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average
All Positions	\$72,082	↑ 1%	103%	\$62,986	\$70,167	\$76,222	\$69,718
General Manager/Operator	\$306,720	↓ -7%	97%	\$206,798	\$289,912	\$385,153	\$316,745
Sales Manager	\$134,973	↓ -3%	106%	\$106,773	\$132,352	\$146,205	\$127,693
F&I Manager	\$132,499	0%	100%	\$106,052	\$124,701	\$143,362	\$132,786
Service Manager	\$125,913	↓ -2%	111%	\$103,136	\$121,562	\$146,609	\$113,622
Parts Manager	\$103,916	↓ -2%	111%	\$76,803	\$100,012	\$127,952	\$93,276
Sales Consultant	\$73,494	↓ -2%	108%	\$65,678	\$68,695	\$78,442	\$67,846
Service Advisor/Writer	\$74,216	↓ -2%	115%	\$65,863	\$70,372	\$78,809	\$64,635
Service Technician	\$65,590	↑ 1%	112%	\$60,236	\$64,132	\$67,559	\$58,726
Parts Consultant	\$51,705	↓ -3%	103%	\$44,538	\$51,324	\$54,442	\$50,442



2016 DEALERSHIP WORKFORCE STUDY

REGION 9: PACIFIC – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	Medium Volume	High Volume	National Non-Luxury Average
All Positions	\$67,930	↑ 2%	101%	\$58,858	\$66,848	\$71,594	\$67,471
General Manager/Operator	\$281,422	↓ -2%	92%	\$180,951	\$270,741	\$339,037	\$306,263
Sales Manager	\$129,774	↓ -2%	104%	\$101,469	\$128,673	\$139,467	\$124,446
F&I Manager	\$129,504	0%	98%	\$110,493	\$122,995	\$137,649	\$131,478
Service Manager	\$112,384	↓ -7%	105%	\$93,991	\$109,652	\$130,913	\$106,857
Parts Manager	\$94,699	↓ -2%	107%	\$70,265	\$91,787	\$116,544	\$88,632
Sales Consultant	\$65,198	↑ 2%	103%	\$61,665	\$64,229	\$66,771	\$63,273
Service Advisor/Writer	\$64,957	↓ -1%	109%	\$57,706	\$62,670	\$68,312	\$59,499
Service Technician	\$58,885	↑ 2%	108%	\$55,190	\$57,218	\$60,691	\$54,747
Parts Consultant	\$48,758	↓ -1%	101%	\$42,714	\$49,722	\$50,174	\$48,366

Low volume: < 585 units (new)

Medium: 585 to 1,270 units

High volume: > 1,270 units

REGION 9: PACIFIC – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Overall Region Average	Year Over Year Change	Average as % of National	Low Volume	High Volume	National Luxury Average
All Positions	\$80,099	↑ 3%	104%	\$70,682	\$82,569	\$76,684
General Manager/Operator	\$356,343	↓ -10%	102%	\$243,181	\$430,982	\$349,438
Sales Manager	\$147,522	↓ -4%	106%	\$127,110	\$153,279	\$139,677
F&I Manager	\$139,968	↑ 2%	101%	\$102,281	\$149,457	\$137,956
Service Manager	\$151,942	↑ 8%	113%	\$122,555	\$164,012	\$134,592
Parts Manager	\$123,887	↑ 1%	113%	\$91,966	\$138,944	\$109,609
Sales Consultant	\$90,819	0%	109%	\$71,693	\$95,634	\$83,201
Service Advisor/Writer	\$89,710	↑ 1%	115%	\$76,128	\$93,185	\$78,327
Service Technician	\$73,275	↑ 3%	109%	\$64,295	\$74,948	\$67,225
Parts Consultant	\$57,147	↓ -4%	102%	\$48,608	\$59,324	\$56,176

Low volume: < 655 units (new)

High volume: > 655 units



2016 DEALERSHIP WORKFORCE STUDY

REGION 9: PACIFIC – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
MANAGEMENT POSITIONS				
Dealer Principal/Owner	\$290,539	↓ -3%	96%	\$302,097
General Manager/Operator	\$306,720	↓ -7%	97%	\$316,745
Controller/Business Manager	\$125,690	↓ -1%	104%	\$121,147
General Sales Manager	\$170,278	↓ -8%	96%	\$178,235
Fixed Operations Director	\$152,918	↓ -17%	94%	\$163,183
Executive Assistant	\$65,504	↑ 4%	113%	\$57,762
ADMINISTRATIVE POSITIONS				
Admin/Office Manager	\$61,756	↓ -10%	106%	\$58,239
Accountant/Accting. Manager	\$56,628	↓ -14%	107%	\$53,024
Human Resources Manager	\$66,657	↓ -20%	107%	\$62,263
Payroll Manager	\$51,239	0%	108%	\$47,601
Clerical Staff: AP/AR/Title	\$37,548	↓ -5%	106%	\$35,292
Cashier	\$28,770	0%	103%	\$27,990
Receptionist/Switchboard	\$29,011	↑ 1%	102%	\$28,500
SALES POSITIONS				
Sales Manager	\$134,973	↓ -3%	106%	\$127,693
Used/CPO Sales Manager	\$129,657	0%	104%	\$124,978
Fleet/Commercial Sales Manager	\$112,240	↑ 26%	115%	\$97,774
F&I Manager	\$132,499	0%	100%	\$132,786
F&I Assistant	\$44,353	↑ 13%	89%	\$50,100
Internet Sales/BDC Manager	\$88,602	↓ -12%	102%	\$86,534
Sales Closer/Team Leader	\$104,757	↓ -4%	107%	\$97,623
Sales Consultant	\$73,494	↓ -2%	108%	\$67,846
Internet Sales Consultant	\$67,387	↓ -3%	105%	\$63,885
Product Specialist	\$41,501	↓ -10%	81%	\$50,923
BDC Rep/CSR/Scheduler	\$41,792	0%	107%	\$39,007
CSI/Client Relations Manager	\$54,785	↑ 7%	91%	\$60,362
Advertising/Marketing Manager	\$78,189	↑ 19%	126%	\$62,085
U/C Reconditioning Tech	\$51,273	↑ 6%	127%	\$40,249
Dealer Trade Driver	\$31,739	*	105%	\$30,251
Car Buyer	\$101,734	↑ 10%	117%	\$86,722
SERVICE POSITIONS				
Service Manager	\$125,913	↓ -2%	111%	\$113,622
Express/Quick Lube Manager	\$40,935	↑ 8%	80%	\$51,139
Shop Foreman/Asst. Manager	\$94,530	↓ -3%	112%	\$84,638
Service Advisor/Writer	\$74,216	↓ -2%	115%	\$64,635
A-Tech/Master/Team Leader	\$73,516	↑ 15%	104%	\$70,799
B-Technician	\$65,590	↑ 1%	112%	\$58,726



2016 DEALERSHIP WORKFORCE STUDY

REGION 9: PACIFIC – CARS – ALL POSITION AVERAGES

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
C-Tech/Apprentice/Trainee	\$39,443	↓ -5%	105%	\$37,627
D-Tech/Hourly Lube Tech	\$35,337	0%	114%	\$30,903
Dispatcher	\$39,530	↓ -11%	76%	\$51,831
Warranty Administrator	\$47,953	↓ -7%	105%	\$45,556
Detail/PDI/Prep Manager	\$44,535	↓ -9%	89%	\$50,296
Appointment Coordinator	\$32,293	↓ -2%	99%	\$32,513
Porter/Lot Person/Detailer	\$31,696	↑ 4%	102%	\$30,992
Courtesy Shuttle Driver	\$26,545	0%	106%	\$25,042
Rental Staff	\$32,439	↑ 9%	98%	\$33,107
PARTS POSITIONS				
Parts Manager	\$103,916	↓ -2%	111%	\$93,276
Warehouse/Asst. Parts Manager	\$70,122	↑ 6%	107%	\$65,253
Wholesale Parts Sales	\$54,310	↑ 6%	84%	\$64,281
Parts Consultant	\$51,705	↓ -3%	103%	\$50,442
Parts Driver	\$28,234	↑ 5%	105%	\$26,847
Parts Shipper/Receiver	\$31,512	0%	100%	\$31,601
Parts Stockperson	\$25,590	↑ 3%	86%	\$29,891
Inventory Control/Admin	\$38,975	↓ -31%	105%	\$37,048
BODY SHOP POSITIONS				
Body Shop Manager	\$86,556	↓ -7%	91%	\$95,340
Estimator/Advisor	\$64,542	↓ -14%	101%	\$63,660
A-Tech/Master Metal-Paint	\$72,859	↑ 18%	99%	\$73,870
B-Tech/Metal/Painter	\$67,356	↓ -7%	99%	\$67,780
D-Tech/Helper/Detailer	\$33,313	↑ 7%	85%	\$39,114
MISCELLANEOUS POSITIONS				
IT Systems/Network Manager	\$68,196	↓ -10%	105%	\$64,779
Maintenance/Janitor	\$30,547	↓ -16%	87%	\$34,913

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

Body Shop Foreman

B/S Admin Support

B/S C-Tech/Apprentice/Trainee



2016 DEALERSHIP WORKFORCE STUDY

REGION 9: PACIFIC – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$202,593	↓ -9%	\$103,800	\$305,601	\$724,717
General Manager/Operator	\$269,717	↑ 6%	\$193,600	\$364,632	\$536,210
Controller/Business Manager	\$120,000	↑ 1%	\$87,658	\$158,993	\$192,815
General Sales Manager	\$170,389	↓ -5%	\$134,140	\$203,475	\$240,000
Fixed Operations Director	\$135,030	↓ -14%	\$113,306	\$178,523	\$250,841
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$60,329	↓ -8%	\$44,805	\$75,146	\$90,894
Clerical Staff: AP/AR/Title	\$37,037	↓ -2%	\$30,064	\$43,488	\$50,507
Cashier	\$27,587	↓ -1%	\$23,786	\$32,683	\$38,577
Receptionist/Switchboard	\$28,054	↑ 4%	\$24,323	\$31,935	\$37,899
SALES POSITIONS					
Sales Manager	\$135,147	↑ 1%	\$100,547	\$165,370	\$196,478
Used/CPO Sales Manager	\$125,011	0%	\$88,668	\$169,370	\$200,847
Fleet/Commercial Sales Manager	\$91,195	↑ 13%	\$67,236	\$106,983	\$162,366
F&I Manager	\$124,996	↑ 2%	\$95,358	\$159,209	\$204,378
F&I Assistant	\$44,353	↑ 13%	\$33,193	\$50,990	\$109,770
Internet Sales/BDC Manager	\$79,473	↓ -15%	\$58,750	\$109,100	\$151,348
Sales Closer/Team Leader	\$99,217	↓ -5%	\$81,345	\$119,725	\$148,182
Sales Consultant	\$60,912	↓ -2%	\$44,776	\$87,015	\$123,256
Internet Sales Consultant	\$56,497	↓ -7%	\$41,987	\$86,125	\$120,267
Product Specialist	\$42,795	↓ -8%	\$33,658	\$49,308	\$61,211
BDC Rep/CSR/Scheduler	\$37,181	↓ -9%	\$29,651	\$45,591	\$59,463
CSI/Client Relations Manager	\$54,785	↑ 7%	\$40,741	\$60,155	\$76,500
Dealer Trade Driver	\$30,000	*	\$22,907	\$35,000	\$50,801
Car Buyer	\$75,071	↓ -15%	\$45,776	\$123,076	\$174,847
SERVICE POSITIONS					
Service Manager	\$121,281	0%	\$90,436	\$154,931	\$187,473
Shop Foreman/Asst. Manager	\$94,891	↓ -7%	\$72,025	\$111,058	\$134,698
Service Advisor/Writer	\$70,162	↓ -1%	\$53,446	\$90,628	\$112,523
A-Tech/Master/Team Leader	\$70,332	↑ 15%	\$56,132	\$88,578	\$108,278
B-Technician	\$59,956	↓ -1%	\$45,012	\$81,435	\$101,807
C-Tech/Apprentice/Trainee	\$37,776	↓ -1%	\$30,425	\$45,508	\$57,531
D-Tech/Hourly Lube Tech	\$29,233	↓ -5%	\$24,910	\$37,855	\$54,457
Warranty Administrator	\$43,255	↓ -3%	\$34,447	\$55,802	\$73,912
Detail/PDI/Prep Manager	\$41,066	↓ -10%	\$32,776	\$52,605	\$65,824
Appointment Coordinator	\$30,169	↓ -2%	\$24,228	\$36,628	\$47,973
Porter/Lot Person/Detailer	\$28,611	↑ 1%	\$23,989	\$36,020	\$45,547



2016 DEALERSHIP WORKFORCE STUDY

REGION 9: PACIFIC – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
Courtesy Shuttle Driver	\$26,421	↑ 1%	\$23,096	\$30,000	\$34,817
PARTS POSITIONS					
Parts Manager	\$95,716	↓ -6%	\$72,330	\$127,449	\$164,631
Warehouse/Asst. Parts Manager	\$61,904	↓ -5%	\$54,030	\$75,943	\$93,052
Wholesale Parts Sales	\$54,310	↓ -5%	\$47,031	\$66,560	\$84,263
Parts Consultant	\$49,697	↓ -4%	\$39,786	\$61,197	\$72,802
Parts Driver	\$27,825	↑ 7%	\$23,683	\$31,479	\$35,965
Parts Shipper/Receiver	\$29,453	↓ -3%	\$25,422	\$35,456	\$42,898
BODY SHOP POSITIONS					
B-Tech/Metal/Painter	\$60,258	↓ -10%	\$48,330	\$84,351	\$107,461
D-Tech/Helper/Detailer	\$28,257	↑ 1%	\$23,756	\$32,439	\$42,850
MISCELLANEOUS POSITIONS					
IT Systems/Network Manager	\$71,200	↑ 5%	\$49,165	\$80,393	\$92,600
Maintenance/Janitor	\$28,116	↓ -8%	\$24,444	\$35,804	\$42,766

NOTE: Due to insufficient data (minimum = 30 records), the following positions are not included:

Executive Assistant
 Accountant/Accting Manager
 Human Resources Manager
 Payroll Manager
 U/C Reconditioning Tech
 Advertising/Marketing Manager

Express/Quick Lube Manager
 Dispatcher
 Inventory Control/Admin
 Rental Staff
 Parts Stockperson
 Body Shop Manager

Body Shop Foreman
 B/S Estimator/Advisor
 B/S Admin Support
 B/S A-Tech/Master Metal-Paint
 B/S C-Tech/Apprentice/Trainee
 Website Manager/Webmaster



2016 DEALERSHIP WORKFORCE STUDY

ALL PARTICIPANTS: NATIONAL COMPENSATION – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$197,308	↓ -4%	\$118,500	\$336,517	\$620,526
General Manager/Operator	\$255,796	↓ -5%	\$179,963	\$373,427	\$574,970
Controller/Business Manager	\$109,630	↓ -5%	\$83,909	\$153,700	\$194,163
General Sales Manager	\$166,351	0%	\$130,277	\$214,838	\$270,783
Fixed Operations Director	\$141,479	↓ -5%	\$112,158	\$194,285	\$267,076
Executive Assistant	\$53,922	↑ 11%	\$39,932	\$67,220	\$87,350
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$52,958	↓ -9%	\$40,309	\$71,254	\$91,023
Accountant/Accting. Manager	\$49,530	↓ -11%	\$38,748	\$61,700	\$77,929
Human Resources Manager	\$57,538	↑ 1%	\$43,166	\$76,130	\$97,708
Payroll Manager	\$46,880	↑ 4%	\$37,515	\$55,000	\$62,654
Clerical Staff: AP/AR/Title	\$34,282	↓ -2%	\$28,329	\$40,549	\$47,347
Cashier	\$26,798	↑ 3%	\$23,218	\$31,368	\$37,160
Receptionist/Switchboard	\$26,933	↑ 5%	\$22,773	\$31,943	\$38,147
SALES POSITIONS					
Sales Manager	\$121,552	↑ 1%	\$92,274	\$154,746	\$193,206
Used/CPO Sales Manager	\$119,382	↓ -2%	\$90,208	\$156,185	\$191,875
Fleet/Commercial Sales Manager	\$81,052	0%	\$58,362	\$109,088	\$159,667
F&I Director/ Producer	\$122,976	↑ 1%	\$89,080	\$164,706	\$211,701
F&I Asst/Document Specialist	\$40,084	↑ 6%	\$31,243	\$54,433	\$86,643
Internet Sales/BDC Manager	\$79,710	↑ 1%	\$57,786	\$106,487	\$140,370
Sales Closer/ Team Leader	\$88,091	↓ -12%	\$65,145	\$119,725	\$158,028
Sales Consultant	\$58,789	↑ 1%	\$43,211	\$81,644	\$110,962
Internet Sales Consultant	\$55,902	↓ -6%	\$39,834	\$78,534	\$107,738
Product Specialist	\$44,912	↑ 8%	\$34,942	\$61,099	\$87,223
BDC Rep/CSR/Scheduler	\$35,551	↓ -3%	\$28,456	\$45,515	\$58,226
CSI/Client Relations Manager	\$50,200	↑ 10%	\$39,467	\$65,886	\$92,960
Advertising/Marketing Manager	\$54,000	↑ 7%	\$38,555	\$75,578	\$94,092
U/C Reconditioning Tech	\$35,283	↓ -5%	\$28,018	\$47,572	\$62,716
Dealer Trade Driver	\$26,864	↑ 10%	\$22,501	\$34,402	\$45,737
Car Buyer	\$73,420	↓ -2%	\$50,500	\$102,235	\$144,955
SERVICE POSITIONS					
Service Manager	\$107,700	↓ -1%	\$80,159	\$140,446	\$173,659
Express/Quick Lube Manager	\$46,050	↑ 1%	\$31,638	\$64,838	\$83,722
Shop Foreman/Asst Manager	\$81,351	↓ -8%	\$62,974	\$104,004	\$126,648
Service Advisor/Writer	\$60,939	↓ -1%	\$46,365	\$78,315	\$97,335



2016 DEALERSHIP WORKFORCE STUDY

ALL PARTICIPANTS: NATIONAL COMPENSATION – CARS – ALL POSITION QUARTILES

Position	Median	Year Over Year Change	Lower 25%	Upper 25%	Top 10%
A-Tech/Master/Team Leader	\$67,416	↑ 5%	\$53,639	\$84,176	\$103,405
B-Technician	\$54,420	0%	\$40,329	\$72,092	\$92,605
C-Tech/Apprentice/Trainee	\$35,048	↑ 8%	\$28,066	\$43,566	\$54,345
D-Tech/Hourly Lube Tech	\$27,554	↑ 2%	\$23,828	\$34,015	\$42,961
Dispatcher	\$48,746	↑ 1%	\$35,051	\$63,163	\$83,836
Warranty Administrator	\$42,131	0%	\$33,649	\$53,695	\$67,671
Detail/PDI/Prep Manager	\$45,093	↑ 1%	\$35,834	\$58,760	\$79,772
Appointment Coordinator	\$29,902	0%	\$24,631	\$37,161	\$48,113
Porter/Lot Person/Detailer	\$27,994	↑ 2%	\$23,121	\$35,386	\$45,510
Courtesy Shuttle Driver	\$24,076	↑ 1%	\$20,546	\$28,242	\$32,971
Rental Staff	\$31,013	↑ 3%	\$26,613	\$37,345	\$44,234
PARTS POSITIONS					
Parts Manager	\$85,629	↓ -3%	\$63,894	\$114,290	\$145,514
Warehouse/Asst. Parts Manager	\$61,521	↑ 13%	\$48,032	\$77,678	\$91,082
Wholesale Parts Sales	\$58,936	↑ 3%	\$45,931	\$77,354	\$92,653
Parts Consultant	\$48,336	↑ 1%	\$38,020	\$59,888	\$72,353
Parts Driver	\$25,618	↑ 3%	\$21,801	\$30,519	\$35,202
Parts Shipper/Receiver	\$28,992	0%	\$25,049	\$35,417	\$45,098
Parts Stockperson	\$27,930	↑ 5%	\$23,812	\$34,088	\$41,742
BODY SHOP POSITIONS					
Body Shop Manager	\$87,069	↓ -7%	\$66,830	\$117,735	\$147,460
Body Shop Foreman	\$67,305	↑ 9%	\$51,070	\$80,484	\$102,651
Estimator/Advisor	\$60,949	↓ -4%	\$46,667	\$77,853	\$94,520
B/S Admin Support	\$32,313	↓ -6%	\$26,527	\$40,696	\$49,008
A-Tech/Master Metal-Paint	\$68,531	↓ -3%	\$54,136	\$87,975	\$109,873
B-Tech/Metal/Painter	\$65,155	↓ -1%	\$46,530	\$84,877	\$104,907
C-Tech/Apprentice/Trainee	\$36,837	↑ 4%	\$29,949	\$45,617	\$60,059
D-Tech/Helper/Detailer	\$31,564	↓ -2%	\$25,450	\$43,978	\$66,916
MISCELLANEOUS POSITIONS					
IT Systems/Network Manager	\$59,000	↓ -11%	\$43,353	\$80,400	\$96,594
Website Manager/Webmaster	\$41,405	↓ -6%	\$32,274	\$60,950	\$83,868
Maintenance/Janitor	\$31,302	3%	\$24,185	\$42,020	\$52,333
Security Guard	\$29,196	↓ -12%	\$24,000	\$37,215	\$46,474



VI. Dealership Retention and Turnover in 2015: Cars

Retention is defined as the percentage of employees you retain or keep in a position over a period of time, whereas turnover is defined as the percentage of employees who leave a position over a defined period of time (all separations and/or terminations for any and all reasons).

This section contains retention and turnover statistics for each of the **nine key positions** in car dealerships in each of the nine regions. There are three tables for the nation and for each region – all dealerships, all non-luxury franchise dealerships and all luxury franchise dealerships. We report annualized turnover, year-over-year change (percentage), one-year retention, three-year retention, and median tenure. Finally, we include a retention and turnover analysis for all positions nationally.

To calculate the **annualized turnover** rate, we divide the total number of terminations reported for the 2015 calendar year by the total active head count reported as of December 31, 2015. Year-over-year decreases or *favorable* changes in turnover are represented with green arrows (↓), while increases or *unfavorable* changes are represented with red arrows (↑).

One-year retention is reported as the percentage of active employees (as of December 31, 2015) who completed at least one full year of employment at the dealership. A one-year retention rate of 78 percent, for example, means that 78 percent of the active employees were hired before January 1, 2015 and 22 percent were hired in 2015.

Three-year retention is reported as the percentage of active employees who completed three full years or more of employment at the dealership.

We use employee hire dates to calculate the tenure of each active employee. The **median tenure** of all active employees is reported as years in decimal increments.



2016 DEALERSHIP WORKFORCE STUDY

NATIONAL RETENTION AND TURNOVER – CARS – ALL DEALERSHIPS

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	40%	↑ 0%	71%	45%	2.4
General Manager/Operator	16%	↑ 1%	91%	76%	8.2
Sales Manager	28%	↑ 2%	83%	60%	4.3
F&I Manager	38%	↑ 1%	79%	51%	3.1
Service Manager	22%	↓ -1%	85%	66%	6.4
Parts Manager	11%	0%	93%	81%	11.0
Sales Consultant	67%	↓ -5%	61%	33%	1.5
Service Advisor/Writer	39%	↓ -2%	71%	42%	2.3
Service Technician	25%	↑ 1%	80%	54%	3.6
Parts Consultant	19%	↑ 2%	85%	62%	4.8

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

NATIONAL RETENTION AND TURNOVER – CARS – NON-LUXURY DEALERSHIPS

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	42%	0%	70%	44%	2.3
General Manager/Operator	16%	↑ 2%	91%	75%	8.0
Sales Manager	28%	↑ 1%	82%	60%	4.4
F&I Manager	38%	0%	79%	52%	3.2
Service Manager	23%	↓ -1%	83%	64%	6.1
Parts Manager	10%	0%	93%	81%	10.6
Sales Consultant	72%	↓ -7%	59%	31%	1.4
Service Advisor/Writer	42%	↓ -4%	70%	40%	2.1
Service Technician	27%	0%	79%	53%	3.4
Parts Consultant	19%	↑ 1%	85%	60%	4.5

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

NATIONAL RETENTION AND TURNOVER – CARS – LUXURY DEALERSHIPS

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	32%	↑ 1%	74%	48%	2.8
General Manager/Operator	17%	↓ -3%	92%	79%	8.8
Sales Manager	27%	↑ 2%	84%	61%	4.1
F&I Manager	38%	↑ 6%	77%	46%	2.7
Service Manager	20%	↓ -1%	89%	72%	7.4
Parts Manager	13%	↑ 3%	94%	84%	12.5
Sales Consultant	48%	0%	68%	40%	2.0
Service Advisor/Writer	32%	↑ 3%	76%	50%	3.0
Service Technician	20%	↑ 2%	82%	56%	3.9
Parts Consultant	18%	↑ 4%	88%	68%	5.9

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



REGION 1

NEW ENGLAND

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont



Retention and turnover statistics of interest:

- At 51 percent, three-year retention in the New England region was six points higher than the national all-dealerships average of 45 percent. New England, along with Mid-Atlantic, ranked first among the regions in this important metric. The two regions were also the only regions whose median tenure was above three years (Figure 1).*
- Though New England’s annualized turnover of 36 percent for all positions in all dealerships was higher than last year, it was still lower than the national all-dealerships rate of 40 percent, and lower still than the non-farm private-sector rate of 46 percent (Figure 1).
- Sales consultant turnover increased dramatically except in luxury dealerships, where it decreased slightly. Other key positions showing large year-over-year changes in turnover were sales managers, F&I managers, service managers, and general managers; in luxury dealerships, sales manager as well as GM turnover improved (Figures 1, 2 and 3).
- Non-luxury dealership turnover increased eight points to 38 percent, still better than the national non-luxury rate of 42 percent; three-year retention and median tenure were significantly higher than the national non-luxury averages. (Figure 2).
- Luxury dealership turnover increased two points to 30 percent, compared to the national luxury rate of 32 percent; three-year retention and median tenure were significantly higher than national luxury averages (Figure 3).

REGION 1: NEW ENGLAND – CARS – ALL DEALERSHIPS (FIGURE 1)					
Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	36%	↑ 7%	75%	51%	3.2
General Manager/Operator	19%	↓ -17%	90%	75%	7.8
Sales Manager	35%	↑ 9%	81%	61%	4.2
F&I Manager	40%	↑ 14%	81%	58%	3.3
Service Manager	34%	↑ 9%	79%	66%	7.9
Parts Manager	16%	↑ 1%	91%	77%	9.4
Sales Consultant	68%	↑ 21%	65%	35%	1.8
Service Advisor/Writer	35%	↑ 3%	73%	51%	3.2
Service Technician	27%	↑ 2%	77%	54%	3.6
Parts Consultant	19%	↑ 4%	85%	59%	4.4

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

*Though 51 percent is high among our participants for dealership retention, it compares unfavorably to 67 percent retention in the U.S. non-farm private sector. Similarly, though 3.2 years median tenure compares unfavorably to the U.S. non-farm private-sector rate of 4.1 years, five positions in all dealerships exceeded the U.S. rate.



2016 DEALERSHIP WORKFORCE STUDY

REGION 1: NEW ENGLAND – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	38%	↑ 8%	74%	50%	3.0
General Manager/Operator	21%	0%	88%	73%	6.8
Sales Manager	38%	↑ 17%	83%	61%	4.7
F&I Manager	39%	↑ 10%	81%	57%	3.2
Service Manager	34%	↑ 14%	76%	66%	6.7
Parts Manager	17%	↓ -4%	90%	73%	9.2
Sales Consultant	74%	↑ 28%	62%	32%	1.6
Service Advisor/Writer	37%	↑ 1%	71%	48%	2.6
Service Technician	32%	↑ 2%	76%	51%	3.2
Parts Consultant	18%	↑ 7%	81%	58%	4.2

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 1: NEW ENGLAND – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	30%	↑ 2%	77%	54%	3.7
General Manager/Operator	13%	↓ -37%	93%	80%	8.9
Sales Manager	27%	↓ -14%	73%	59%	3.9
F&I Manager	*	*	*	*	*
Service Manager	36%	0%	93%	64%	8.8
Parts Manager	13%	↑ 7%	93%	93%	9.9
Sales Consultant	48%	↓ -1%	73%	45%	2.4
Service Advisor/Writer	30%	↑ 3%	80%	62%	5.1
Service Technician	17%	↓ -2%	81%	60%	5.0
Parts Consultant	22%	↑ 2%	93%	62%	5.1

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 2 MID-ATLANTIC

New Jersey, New York and Pennsylvania



Retention and turnover statistics of interest:

- The Mid-Atlantic all-positions, all-dealerships turnover rate was lowest of the nine regions, nine points lower than the national all-dealerships rate of 40 percent, and 15 points lower than the non-farm private-sector rate of 46 percent (Figure 1).
- Moreover, three-year retention at 51 percent, in this region and New England, was six points higher than the national dealership average and highest of all the regions in this important metric. Mid-Atlantic and New England were also the only regions whose median tenure was more than three years (Figure 1).*
- In non-luxury dealerships, turnover worsened or was flat in all key positions, with F&I manager and service manager posting the highest turnover rates. In luxury dealerships turnover decreased, for the most part, with these same key positions showing positive change (Figures 2 and 3).
- Non-luxury dealership turnover increased five points to 32 percent, still 10 points better than the national non-luxury rate of 42 percent; three-year retention and median tenure were significantly higher than the national non-luxury averages. (Figure 2).
- Luxury dealership turnover improved six points to 24 percent as compared to the national luxury rate of 32 percent; three-year retention and median tenure were significantly higher than the national luxury averages (Figure 3).

REGION 2: MID-ATLANTIC – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	31%	↑ 3%	75%	51%	3.2
General Manager/Operator	9%	↓ -1%	93%	82%	11.5
Sales Manager	18%	0%	86%	66%	6.0
F&I Manager	29%	↑ 6%	81%	60%	4.0
Service Manager	27%	↑ 9%	80%	68%	7.0
Parts Manager	10%	↑ 5%	94%	85%	12.6
Sales Consultant	45%	0%	69%	43%	2.3
Service Advisor/Writer	35%	↑ 3%	74%	48%	2.8
Service Technician	22%	↓ -1%	79%	59%	4.7
Parts Consultant	18%	↑ 3%	84%	64%	5.0

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

*Though 51 percent is high among our participants for dealership retention, it compares unfavorably to 67 percent retention in the U.S. non-farm private sector. Similarly, though 3.2 years median tenure compares unfavorably to the U.S. non-farm private-sector rate of 4.1 years, six positions in all dealerships exceeded that rate.



2016 DEALERSHIP WORKFORCE STUDY

REGION 2: MID-ATLANTIC – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	32%	↑ 5%	75%	51%	3.2
General Manager/Operator	9%	↑ 4%	93%	82%	11.5
Sales Manager	18%	0%	85%	65%	6.2
F&I Manager	30%	↑ 11%	82%	61%	4.2
Service Manager	32%	↑ 17%	76%	63%	6.1
Parts Manager	9%	↑ 6%	94%	84%	12.5
Sales Consultant	48%	↑ 2%	68%	42%	2.3
Service Advisor/Writer	36%	↑ 5%	74%	46%	2.7
Service Technician	24%	0%	78%	59%	4.6
Parts Consultant	19%	↑ 3%	86%	64%	5.0

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 2: MID-ATLANTIC – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	24%	↓ -6%	75%	51%	3.2
General Manager/Operator	11%	↓ -16%	93%	82%	11.2
Sales Manager	18%	0%	89%	74%	4.8
F&I Manager	27%	↓ -15%	75%	56%	3.6
Service Manager	7%	↓ -22%	97%	87%	8.9
Parts Manager	13%	↓ -1%	93%	87%	12.6
Sales Consultant	29%	↓ -9%	75%	48%	2.8
Service Advisor/Writer	30%	↓ -4%	75%	55%	3.9
Service Technician	13%	↓ -3%	79%	58%	4.7
Parts Consultant	14%	↑ 2%	80%	65%	5.0

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 3

EAST NORTH CENTRAL

Illinois, Indiana, Michigan, Ohio and Wisconsin



Retention and turnover statistics of interest:

- At 47 percent, three-year retention in the East North Central region was two points higher than the national all-dealerships average of 45 percent. This region, along with West North Central, ranked second of the regions in this important metric (Figure 1).*
- Though East North Central’s annualized turnover for all positions in all dealerships increased to 36 percent, it was still lower than the national all-dealerships rate of 40 percent, and lower still than the non-farm private-sector rate of 46 percent (Figure 1).
- All key positions in in non-luxury dealerships saw increased turnover, except for service manager, where turnover decreased, and service technician, which stayed the same as last year. All luxury key positions saw increased turnover, with general manager, parts consultant, and service manager showing the largest increases (Figures 2 and 3).
- Non-luxury dealership turnover at 36 percent was lower than the national non-luxury average, while three-year retention and median tenure were higher than the national non-luxury averages. (Figure 2).
- Luxury dealership turnover was higher than the national luxury average, and both three-year retention and median tenure were lower than that average (Figure 3).

REGION 3: EAST NORTH CENTRAL – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	36%	↑ 5%	73%	47%	2.6
General Manager/Operator	20%	↑ 13%	93%	79%	11.1
Sales Manager	23%	↑ 1%	83%	62%	5.2
F&I Manager	31%	↑ 7%	83%	55%	3.5
Service Manager	15%	↓ -1%	89%	70%	8.1
Parts Manager	10%	↑ 2%	94%	81%	11.0
Sales Consultant	50%	↑ 7%	69%	41%	2.3
Service Advisor/Writer	36%	↑ 3%	74%	44%	2.4
Service Technician	20%	↑ 1%	83%	58%	4.3
Parts Consultant	22%	↑ 7%	84%	59%	4.3

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

*Though 47 percent is high among our participants for dealership retention, it compares unfavorably to 67 percent retention in the U.S. non-farm private sector.



2016 DEALERSHIP WORKFORCE STUDY

REGION 3: EAST NORTH CENTRAL – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	36%	↑ 5%	73%	47%	2.7
General Manager/Operator	18%	↑ 9%	94%	78%	11.6
Sales Manager	24%	↑ 1%	82%	61%	5.0
F&I Manager	32%	↑ 6%	82%	54%	3.5
Service Manager	14%	↓ -3%	89%	71%	8.4
Parts Manager	10%	↑ 2%	94%	82%	11.0
Sales Consultant	52%	↑ 7%	69%	41%	2.3
Service Advisor/Writer	37%	↑ 2%	74%	44%	2.4
Service Technician	20%	0%	82%	59%	4.3
Parts Consultant	22%	↑ 6%	84%	58%	4.3

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 3: EAST NORTH CENTRAL – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	35%	↑ 4%	73%	43%	2.2
General Manager/Operator	32%	↑ 32%	92%	84%	7.8
Sales Manager	14%	↑ 2%	89%	70%	5.8
F&I Manager	22%	↑ 7%	87%	59%	3.9
Service Manager	23%	↑ 12%	90%	67%	5.2
Parts Manager	7%	↑ 1%	96%	74%	8.3
Sales Consultant	39%	↑ 6%	69%	38%	2.0
Service Advisor/Writer	29%	↑ 5%	76%	46%	2.3
Service Technician	17%	↑ 2%	84%	55%	4.0
Parts Consultant	28%	↑ 14%	89%	64%	5.0

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 4

WEST NORTH CENTRAL

Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and South Dakota



Retention and turnover statistics of interest:

- At 47 percent, three-year retention in the West North Central region was two points higher than the national all-dealerships average of 45 percent. This region, along with East North Central, ranked second of the regions in this important metric (Figure 1).*
- West North Central annual turnover rate for all positions in all dealerships improved seven points to 33 percent, seven points lower than the national all-dealerships turnover rate of 40 percent and 13 points lower than the non-farm private-sector rate of 46 percent. This region ranked second of the nine regions for lowest turnover (Figure 1).
- The sales consultant position saw the highest turnover, but the greatest improvement in turnover, in both non-luxury and luxury dealerships (Figures 2 and 3).
- Non-luxury dealership turnover increased five points to 35 percent, but was still lower than the national non-luxury average; three-year retention and median tenure were higher than the national non-luxury averages (Figure 2).
- Luxury dealership turnover dropped 14 points to 26 percent, six points under the national luxury average, but three-year retention was the same as the national luxury average (Figure 3).

REGION 4: WEST NORTH CENTRAL – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	33%	↓ -7%	74%	47%	2.7
General Manager/Operator	15%	↓ -5%	87%	77%	8.4
Sales Manager	18%	↓ -2%	88%	68%	5.6
F&I Manager	36%	↑ 5%	81%	52%	3.4
Service Manager	17%	0%	90%	66%	6.0
Parts Manager	8%	0%	97%	86%	12.6
Sales Consultant	48%	↓ -14%	65%	39%	2.0
Service Advisor/Writer	32%	↑ 1%	73%	46%	2.5
Service Technician	18%	0%	84%	61%	4.6
Parts Consultant	13%	↓ -7%	90%	66%	5.7

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represents unfavorable changes

* Though 47 percent is high among our participants for dealership retention, it compares unfavorably to 67 percent retention in the U.S. non-farm private sector.



2016 DEALERSHIP WORKFORCE STUDY

REGION 4: WEST NORTH CENTRAL – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	35%	↓ -5%	73%	47%	2.7
General Manager/Operator	12%	↓ -5%	88%	80%	8.7
Sales Manager	17%	↓ -1%	88%	69%	6.2
F&I Manager	36%	↑ 10%	82%	56%	3.8
Service Manager	17%	↑ 1%	89%	67%	6.7
Parts Manager	9%	↓ -3%	97%	86%	12.6
Sales Consultant	51%	↓ -14%	65%	39%	2.0
Service Advisor/Writer	33%	↓ -3%	72%	44%	2.4
Service Technician	19%	↓ -1%	85%	61%	4.6
Parts Consultant	11%	↓ -9%	91%	66%	5.7

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 4: WEST NORTH CENTRAL – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	26%	↓ -14%	74%	48%	2.7
General Manager/Operator	29%	↑ 1%	81%	67%	6.0
Sales Manager	18%	↓ -8%	84%	62%	4.4
F&I Manager	33%	↓ -8%	75%	33%	2.1
Service Manager	17%	↓ -3%	100%	61%	3.6
Parts Manager	8%	↑ 8%	96%	88%	14.4
Sales Consultant	35%	↓ -18%	68%	39%	2.2
Service Advisor/Writer	30%	↑ 7%	75%	52%	3.4
Service Technician	17%	↑ 3%	83%	61%	4.5
Parts Consultant	17%	↓ -1%	88%	67%	6.0

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



REGION 5

SOUTH ATLANTIC

Delaware, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia and West Virginia



Retention and turnover statistics of interest:

- South Atlantic annualized turnover rate for all positions in all dealerships improved two points to 41 percent, one point higher than the national all-dealership turnover rate of 40 percent and five points lower than the non-farm private-sector rate of 46 percent (Figure 1).
- At 43 percent, three-year retention was two points lower than the national all-dealerships average. (Figure 1).
- Key positions showing the greatest change were sales consultant and F&I manager. Though high at 76 percent, annualized salesperson turnover saw a dramatic decrease in non-luxury dealerships, while F&I manager in luxury dealerships saw turnover increase significantly (Figures 2 and 3).
- Non-luxury dealership turnover improved four points to 44 percent; three-year retention and median tenure were lower than the national non-luxury averages (Figure 2).
- Luxury dealership turnover increased two points to 34 percent; three-year retention was the same as the national luxury average, while median tenure was just shy of that average (Figure 3).

REGION 5: SOUTH ATLANTIC – CARS – ALL DEALERSHIPS (FIGURE 1)

POSITION	ANNUALIZED TURNOVER	YEAR OVER YEAR CHANGE	One Year Retention	Three Year Retention	Median Tenure
All Positions	41%	↓ -2%	70%	43%	2.3
General Manager/Operator	15%	↓ -2%	91%	71%	7.3
Sales Manager	32%	↑ 4%	82%	56%	3.7
F&I Manager	47%	↑ 3%	76%	46%	2.7
Service Manager	27%	↑ 2%	85%	67%	5.8
Parts Manager	15%	↑ 2%	92%	80%	11.3
Sales Consultant	69%	↓ -13%	58%	29%	1.3
Service Advisor/Writer	43%	↓ -1%	70%	39%	1.9
Service Technician	29%	↑ 1%	76%	48%	2.8
Parts Consultant	22%	↑ 5%	85%	63%	4.9

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



2016 DEALERSHIP WORKFORCE STUDY

REGION 5: SOUTH ATLANTIC – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	44%	↓ -4%	69%	41%	2.1
General Manager/Operator	16%	↓ -1%	90%	70%	6.7
Sales Manager	34%	↑ 3%	80%	55%	3.4
F&I Manager	47%	0%	76%	46%	2.7
Service Manager	29%	↑ 2%	83%	62%	5.1
Parts Manager	15%	↑ 2%	91%	78%	9.8
Sales Consultant	76%	↓ -16%	56%	26%	1.2
Service Advisor/Writer	45%	↓ -2%	68%	35%	1.8
Service Technician	32%	↑ 1%	75%	47%	2.7
Parts Consultant	22%	↑ 5%	84%	60%	4.6

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 5: SOUTH ATLANTIC – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	34%	↑ 2%	74%	48%	2.7
General Manager/Operator	13%	↓ -5%	92%	74%	8.9
Sales Manager	26%	↑ 6%	87%	59%	4.2
F&I Manager	45%	↑ 14%	77%	43%	2.6
Service Manager	21%	↑ 1%	90%	78%	8.8
Parts Manager	18%	↑ 3%	95%	87%	13.5
Sales Consultant	50%	↓ -5%	67%	37%	1.8
Service Advisor/Writer	36%	↑ 3%	74%	46%	2.5
Service Technician	25%	↑ 1%	78%	51%	3.1
Parts Consultant	21%	↑ 6%	87%	70%	6.0

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 6 EAST SOUTH CENTRAL

Alabama, Kentucky, Mississippi and Tennessee



Retention and turnover statistics of interest:

- The East South Central region’s annual turnover rate for all positions in all dealerships improved five points to 38 percent, two points lower than the national all-dealerships turnover rate of 40 percent and eight points lower than the U.S. non-farm private-sector turnover rate of 46 percent (Figure 1).
- At 46 percent, three-year retention was one point higher than the national all-dealerships average (Figure 1).
- Key positions showing the greatest change were service advisors, parts managers, sales consultants, sales managers, and service managers, in which turnover declined significantly in non-luxury dealerships while increasing in luxury dealerships. Parts managers in all dealerships had the highest median tenure (Figures 1, 2, and 3).
- Non-luxury dealership turnover dropped seven points to 39 percent; three-year retention and median tenure were just about equal to the national non-luxury averages (Figure 2).
- Luxury dealership turnover increased four points to 33 percent; three-year retention and median tenure were both higher than the national luxury averages (Figure 3).

REGION 6: EAST SOUTH CENTRAL – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	38%	↓ -5%	71%	46%	2.5
General Manager/Operator	16%	↑ 1%	96%	86%	9.0
Sales Manager	19%	↓ -9%	90%	61%	4.4
F&I Manager	30%	0%	80%	56%	3.5
Service Manager	20%	↓ -6%	90%	68%	5.8
Parts Manager	7%	↓ -9%	99%	88%	12.2
Sales Consultant	64%	↓ -7%	60%	32%	1.5
Service Advisor/Writer	38%	↓ -10%	69%	41%	2.0
Service Technician	26%	↓ -2%	76%	52%	3.4
Parts Consultant	15%	↓ -1%	87%	66%	6.9

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



2016 DEALERSHIP WORKFORCE STUDY

REGION 6: EAST SOUTH CENTRAL – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	39%	↓ -7%	69%	44%	2.4
General Manager/Operator	14%	↓ -1%	98%	86%	8.0
Sales Manager	18%	↓ -11%	91%	63%	4.5
F&I Manager	29%	0%	80%	57%	3.5
Service Manager	19%	↓ -10%	89%	70%	7.5
Parts Manager	5%	↓ -15%	98%	87%	13.8
Sales Consultant	66%	↓ -13%	58%	30%	1.4
Service Advisor/Writer	41%	↓ -18%	67%	38%	1.8
Service Technician	31%	0%	72%	50%	3.1
Parts Consultant	15%	↓ -2%	88%	65%	6.9

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 6: EAST SOUTH CENTRAL – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	33%	↑ 4%	77%	51%	3.1
General Manager/Operator	20%	↑ 5%	93%	87%	9.1
Sales Manager	29%	↑ 4%	86%	48%	2.8
F&I Manager	34%	↑ 1%	76%	52%	3.2
Service Manager	25%	↑ 6%	94%	63%	3.7
Parts Manager	12%	↑ 6%	100%	88%	10.2
Sales Consultant	55%	↑ 20%	72%	40%	2.3
Service Advisor/Writer	28%	↑ 8%	75%	54%	3.6
Service Technician	14%	↓ -7%	83%	56%	4.3
Parts Consultant	17%	↑ 2%	85%	68%	7.2

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 7

WEST SOUTH CENTRAL

Arkansas, Louisiana, Oklahoma and Texas



Retention and turnover statistics of interest:

- The West South Central annual turnover rate for all positions in all dealerships increased 1 point to 45 percent, five points higher than the national all-dealerships turnover rate of 40 percent but still lower than the U.S. non-farm private-sector rate of 46 percent (Figure 1).
- At 44 percent, three-year retention was one point lower than the national all-dealerships average, and median tenure was the same as the national all-dealerships average. It is interesting to note that this region, with the highest all-positions overall regional average for compensation, ranked among the regions with the lowest retention and highest turnover. This supports other research that shows pay is not a strong motivator and driver of employee engagement and retention (Figure 1).
- In general, key positions did not see more than 9 percent change, either favorable or unfavorable. Sales consultant annualized turnover stands out at 90 percent at non-luxury dealerships (Figures 2 and 3).
- Non-luxury dealership all-positions turnover increased two points to 50 percent; three-year retention and median tenure were lower than the national non-luxury averages. (Figure 2).
- Luxury dealership turnover was unchanged at 31 percent; three-year retention and median tenure were a little higher than the national luxury averages (Figure 3).

REGION 7: WEST SOUTH CENTRAL – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	45%	↑ 1%	69%	44%	2.4
General Manager/Operator	24%	↑ 7%	89%	76%	7.5
Sales Manager	33%	↑ 5%	81%	61%	4.2
F&I Manager	39%	0%	76%	52%	3.2
Service Manager	24%	↓ -7%	83%	64%	7.6
Parts Manager	12%	↑ 2%	93%	80%	9.4
Sales Consultant	82%	↑ 3%	56%	31%	1.4
Service Advisor/Writer	48%	↓ -5%	66%	40%	1.9
Service Technician	27%	0%	79%	52%	3.4
Parts Consultant	18%	↓ -4%	85%	63%	5.3

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



2016 DEALERSHIP WORKFORCE STUDY

REGION 7: WEST SOUTH CENTRAL – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	50%	↑ 2%	67%	42%	2.2
General Manager/Operator	25%	↑ 8%	88%	73%	7.2
Sales Manager	35%	↑ 7%	80%	59%	4.0
F&I Manager	43%	↑ 3%	74%	49%	2.9
Service Manager	25%	↓ -9%	82%	63%	7.7
Parts Manager	10%	↓ -1%	93%	78%	8.3
Sales Consultant	90%	↑ 3%	54%	28%	1.2
Service Advisor/Writer	54%	↓ -5%	63%	37%	1.6
Service Technician	31%	0%	78%	50%	3.0
Parts Consultant	20%	↓ -3%	84%	62%	4.9

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 7: WEST SOUTH CENTRAL – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	31%	0%	73%	49%	2.9
General Manager/Operator	22%	↑ 4%	92%	86%	9.2
Sales Manager	23%	↑ 1%	86%	67%	4.8
F&I Manager	25%	↓ -6%	81%	60%	3.6
Service Manager	22%	↓ -1%	86%	66%	7.5
Parts Manager	16%	↑ 9%	93%	86%	13.5
Sales Consultant	50%	↑ 4%	67%	45%	2.5
Service Advisor/Writer	34%	↓ -3%	72%	45%	2.5
Service Technician	20%	0%	82%	57%	3.8
Parts Consultant	12%	↓ -5%	86%	67%	6.4

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 8 MOUNTAIN

Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah and Wyoming



Retention and turnover statistics of interest:

- Mountain region annual turnover rate for all positions in all dealerships increased two points to 48 percent, eight points higher than the national all-dealerships turnover rate of 40 percent, and two points higher than the U.S. non-farm private-sector rate. This region was the only region to have higher turnover than the private sector, and had the highest turnover of the nine regions (Figure 1).
- Three-year retention at 40 percent was five points lower than the national average and lowest of the regions, and median tenure was also lowest. It is interesting to note that, despite the unfavorable turnover and retention figures, this region was in the top third of the regions for compensation. This supports other research that shows pay is not a strong motivator and driver of employee engagement and retention (Figure 1).
- Among key positions, parts managers in luxury dealerships showed the greatest decrease in turnover, while F&I managers in luxury dealerships showed the greatest increase. At 98 percent, sales consultants in non-luxury dealerships had the highest annualized turnover (Figures 2 and 3).
- Non-luxury dealership turnover increased two points to 50 percent; three-year retention and median tenure were significantly lower than the national non-luxury averages. (Figure 2).
- Luxury dealership turnover improved one point to 35 percent; three-year retention and median tenure were slightly lower than the national luxury averages (Figure 3).

REGION 8: MOUNTAIN – CARS – ALL DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	48%	↑ 2%	68%	40%	2.1
General Manager/Operator	14%	0%	93%	79%	7.6
Sales Manager	27%	0%	80%	58%	4.2
F&I Manager	34%	↑ 1%	80%	50%	3.1
Service Manager	16%	↓ -7%	87%	65%	6.0
Parts Manager	7%	↓ -3%	95%	81%	11.4
Sales Consultant	92%	↓ -1%	54%	27%	1.2
Service Advisor/Writer	40%	↓ -4%	71%	40%	2.2
Service Technician	24%	↓ -3%	82%	53%	3.3
Parts Consultant	18%	↓ -2%	84%	58%	4.3

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



2016 DEALERSHIP WORKFORCE STUDY

REGION 8: MOUNTAIN – CARS – NON-LUXURY DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	50%	↑ 2%	66%	39%	2.0
General Manager/Operator	13%	↓ -1%	93%	78%	7.2
Sales Manager	27%	0%	80%	57%	4.2
F&I Manager	33%	↓ -1%	80%	52%	3.2
Service Manager	16%	↓ -9%	85%	63%	5.7
Parts Manager	8%	↓ -1%	94%	80%	10.9
Sales Consultant	98%	↓ -3%	52%	26%	1.1
Service Advisor/Writer	43%	↓ -5%	68%	38%	2.0
Service Technician	25%	↓ -3%	80%	51%	3.2
Parts Consultant	18%	↓ -2%	83%	55%	3.8

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 8: MOUNTAIN – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	35%	↓ -1%	75%	47%	2.7
General Manager/Operator	21%	↑ 8%	93%	86%	8.6
Sales Manager	23%	↑ 1%	84%	63%	4.0
F&I Manager	38%	↑ 12%	77%	38%	2.4
Service Manager	16%	↑ 3%	94%	75%	9.6
Parts Manager	3%	↓ -13%	100%	87%	13.5
Sales Consultant	52%	↑ 2%	70%	37%	1.9
Service Advisor/Writer	27%	↑ 3%	85%	55%	3.7
Service Technician	20%	↓ -2%	87%	58%	3.9
Parts Consultant	16%	0%	90%	71%	7.9

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 9 PACIFIC

Alaska, California, Hawaii, Oregon and Washington



Retention and turnover statistics of interest:

- The Pacific region annual turnover rate for all positions in all dealerships increased four points to 38 percent, two points lower than the national all-dealerships rate of 40 percent (Figure 1).
- At 44 percent, three-year retention was one point lower than the national all-dealerships average and median tenure, at 2.4 years, was equal to the national all-dealerships average. It is interesting to note that, despite low retention, this region was in the top third of the regions for compensation. This supports other research that shows pay is not a strong motivator and driver of employee engagement and retention (Figure 1).
- Year-over-year turnover changes among key positions were under 10 percent except for F&I manager, in which turnover decreased 13 percent in non-luxury dealerships, and increased 11 percent in luxury dealerships. Parts managers had the highest median tenure in both luxury and non-luxury dealerships, with 77-80 percent three-year retention as well (Figures 2 and 3).
- Non-luxury dealership turnover increased two points to 40 percent, two points under the national non-luxury rate; three-year retention and median tenure were also lower than the national non-luxury averages (Figure 2).
- Luxury dealership turnover increased five points to 32 percent, equal to the national luxury rate; three-year retention and median tenure, too, were just about equal to the national luxury averages (Figure 3).

REGION 9: PACIFIC – CARS – ALL DEALERSHIPS (FIGURE 1)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	38%	↑ 4%	71%	44%	2.4
General Manager/Operator	15%	↓ -2%	90%	74%	6.7
Sales Manager	32%	↑ 4%	82%	60%	4.0
F&I Manager	38%	↓ -5%	79%	49%	2.9
Service Manager	24%	↑ 3%	82%	62%	4.9
Parts Manager	10%	0%	91%	79%	10.2
Sales Consultant	63%	↓ -1%	60%	30%	1.5
Service Advisor/Writer	35%	↑ 2%	75%	46%	2.6
Service Technician	20%	↑ 5%	84%	60%	4.3
Parts Consultant	17%	↑ 4%	87%	63%	4.7

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



2016 DEALERSHIP WORKFORCE STUDY

REGION 9: PACIFIC – CARS – NON-LUXURY DEALERSHIPS (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	40%	↑ 2%	69%	42%	2.2
General Manager/Operator	16%	↑ 2%	88%	72%	6.4
Sales Manager	30%	↑ 2%	83%	61%	4.2
F&I Manager	35%	↓ -13%	81%	53%	3.3
Service Manager	26%	↑ 7%	81%	60%	4.5
Parts Manager	8%	↓ -3%	91%	80%	10.1
Sales Consultant	69%	↓ -7%	57%	27%	1.4
Service Advisor/Writer	38%	↓ -3%	72%	40%	2.2
Service Technician	21%	↑ 4%	84%	59%	4.2
Parts Consultant	17%	↑ 2%	85%	60%	4.2

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

REGION 9: PACIFIC – CARS – LUXURY DEALERSHIPS (FIGURE 3)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	32%	↑ 5%	74%	48%	2.7
General Manager/Operator	12%	↓ -8%	93%	78%	8.7
Sales Manager	37%	↑ 7%	77%	56%	3.7
F&I Manager	45%	↑ 11%	72%	41%	2.2
Service Manager	18%	↓ -3%	83%	68%	6.1
Parts Manager	14%	↑ 5%	91%	77%	10.3
Sales Consultant	51%	↑ 6%	64%	37%	1.7
Service Advisor/Writer	31%	↑ 6%	80%	55%	3.6
Service Technician	19%	↑ 5%	84%	61%	4.4
Parts Consultant	18%	↑ 7%	90%	68%	6.3

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



2016 DEALERSHIP WORKFORCE STUDY

NATIONAL RETENTION AND TURNOVER – CARS – ALL DEALERSHIPS

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	40%	0%	83%	71%	5.5
MANAGEMENT POSITIONS					
Dealer Principal/Owner	2%	↑ 1%	100%	100%	27.5
General Manager/Operator	16%	↑ 1%	96%	91%	10.8
Controller/Business Manager	11%	0%	97%	92%	13.1
General Sales Manager	22%	0%	91%	83%	7.7
Fixed Operations Director	17%	↑ 5%	96%	90%	13.1
Executive Assistant	11%	↑ 3%	92%	84%	10.0
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	16%	↑ 1%	94%	90%	9.7
Accountant/Accting. Manager	18%	↑ 4%	92%	84%	9.4
Human Resources Manager	15%	↑ 1%	95%	86%	9.5
Payroll Manager	18%	↓ -1%	93%	84%	10.7
Clerical Staff: AP/AR/Title	31%	↑ 2%	87%	76%	5.9
Cashier	53%	↑ 6%	75%	57%	3.3
Receptionist/Switchboard	50%	↓ -1%	73%	56%	3.2
SALES POSITIONS					
Sales Manager	28%	↑ 2%	90%	83%	6.4
Used/CPO Sales Manager	29%	↓ -2%	92%	83%	6.7
Fleet/Commercial Sales Manager	14%	↓ -9%	92%	87%	9.8
F&I Director/Producer	38%	↑ 1%	87%	79%	4.8
F&I Asst/Document Specialist	33%	↓ -1%	88%	77%	4.8
Internet Sales/BDC Manager	23%	↓ -4%	91%	79%	4.7
Sales Closer/Team Leader	30%	↑ 2%	90%	79%	5.0
Sales Consultant	67%	↓ -5%	76%	61%	3.7
Internet Sales Consultant	58%	↑ 16%	80%	65%	3.3
Product Specialist	46%	↓ -28%	79%	62%	3.1
BDC Rep/CSR/Scheduler	67%	↑ 4%	71%	53%	2.1
CSI/Client Relations Manager	25%	↓ -1%	92%	86%	7.1
Advertising/Marketing Manager	30%	↑ 4%	91%	76%	5.3
U/C Reconditioning Tech	37%	↑ 4%	85%	75%	6.2
Dealer Trade Driver	16%	↓ -4%	89%	77%	4.8
Car Buyer	19%	↑ 2%	93%	87%	8.5
SERVICE POSITIONS					
Service Manager	22%	↓ -1%	91%	85%	9.5
Express/Quick Lube Manager	27%	↓ -4%	85%	76%	5.8
Shop Foreman/Asst. Manager	18%	↑ 9%	93%	90%	10.9
Service Advisor/Writer	39%	↓ -2%	83%	71%	4.6
A-Tech/Master/Team Leader	13%	↓ -3%	95%	90%	10.2



2016 DEALERSHIP WORKFORCE STUDY

NATIONAL RETENTION AND TURNOVER – CARS – ALL DEALERSHIPS

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
B-Technician	25%	↑ 1%	89%	80%	6.5
C-Tech/Apprentice/Trainee	35%	0%	78%	61%	2.8
D-Tech/Hourly Lube Tech	60%	↑ 5%	68%	46%	1.8
Dispatcher	21%	↓ -4%	93%	86%	8.9
Warranty Administrator	19%	↑ 3%	93%	88%	8.9
Detail/PDI/Prep Manager	27%	↑ 2%	91%	81%	7.5
Appointment Coordinator	43%	↑ 3%	73%	56%	2.8
Porter/Lot Person/Detailer	55%	↑ 4%	73%	57%	3.5
Courtesy Shuttle Driver	26%	↓ -1%	87%	76%	5.4
Rental Staff	39%	0%	85%	70%	3.5
PARTS POSITIONS					
Parts Manager	11%	0%	96%	93%	13.3
Warehouse/Asst Parts Manager	10%	↑ 1%	97%	92%	12.3
Wholesale Parts Sales	15%	0%	94%	85%	9.0
Parts Consultant	19%	↑ 2%	92%	85%	7.9
Parts Driver	33%	↑ 4%	83%	72%	4.8
Parts Shipper/Receiver	30%	↓ -1%	85%	73%	5.5
Parts Stockperson	31%	↑ 5%	80%	68%	5.4
Inventory Control/Admin	15%	0%	90%	81%	7.7
BODY SHOP POSITIONS					
Body Shop Manager	20%	0%	94%	87%	9.7
Body Shop Foreman	24%	↑ 1%	92%	86%	10.8
Estimator/Advisor	44%	↑ 12%	81%	70%	4.8
B/S Admin Support	32%	↓ -1%	86%	75%	5.8
A-Tech/Master Metal-Paint	17%	↑ 5%	90%	84%	8.7
B-Tech/Metal/Painter	30%	↑ 4%	88%	79%	7.0
C-Tech/Apprentice/Trainee	37%	↑ 11%	80%	60%	3.6
D-Tech/Helper/Detailer	48%	↑ 6%	79%	64%	4.1
MISCELLANEOUS POSITIONS					
IT Systems/Network Manager	18%	↑ 4%	91%	85%	8.0
Website Manager/Webmaster	29%	↑ 4%	85%	75%	4.1
Maintenance/Janitor	26%	↑ 6%	90%	81%	7.7

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



VII. Hours of Operation & Work Schedules: Cars

The following charts break down key dealership operations and work schedule metrics by category and by region for 2015 using mean data.

Sales Hours and Work Schedules

Nearly all dealership sales departments – 99.9 percent – were open on Saturday, averaging 10 operating hours per Saturday. Only 36 percent of sales departments were open on Sunday, averaging seven hours of operation per Sunday. Sales consultants worked on average 45.2 hours per week.

AVERAGE HOURS OF OPERATION – SALES				
	% Open on Saturday	Saturday Hours (if open)	% Open on Sunday	Sunday Hours (if open)
Region 1: New England	100%	9.6	48%	5.8
Region 2: Mid-Atlantic	100%	8.2	5%	5.0
Region 3: East North Central	99%	7.8	10%	5.2
Region 4: West North Central	100%	8.9	2%	*
Region 5: South Atlantic	100%	9.8	56%	6.0
Region 6: East South Central	100%	9.7	28%	4.8
Region 7: West South Central	100%	10.3	1%	*
Region 8: Mountain	100%	11.2	27%	7.8
Region 9: Pacific	100%	10.8	92%	8.9

* Data minimums not met to produce valid statistic.

WORK SCHEDULE AVERAGES – SALES CONSULTANT			
	Days/Week	Hours/Week	Weekend Days/Month
Region 1: New England	5.4	45.5	5.0
Region 2: Mid-Atlantic	5.1	44.5	3.7
Region 3: East North Central	5.1	45.7	3.9
Region 4: West North Central	5.1	44.4	3.7
Region 5: South Atlantic	5.4	47.1	4.9
Region 6: East South Central	5.1	46.9	4.3
Region 7: West South Central	5.2	45.6	3.8
Region 8: Mountain	5.1	44.1	4.5
Region 9: Pacific	5.1	43.3	6.3

Service Hours and Work Schedules

Ninety percent of service departments in the Study were open on Saturday, averaging eight operating hours per Saturday. Only 7 percent of service departments were open on Sunday, averaging seven hours of operation per Sunday. Service advisors worked on average 45.6 hours per week, while service technicians averaged 42.2 hours per week.



2016 DEALERSHIP WORKFORCE STUDY

AVERAGE HOURS OF OPERATION – FULL SERVICE

	% Open on Saturday	Saturday Hours (if open)	% Open on Sunday	Sunday Hours (if open)
Region 1: New England	88%	8.8	2%	*
Region 2: Mid-Atlantic	89%	7.5	2%	*
Region 3: East North Central	83%	6.9	2%	6.8
Region 4: West North Central	86%	7.2	1%	*
Region 5: South Atlantic	95%	8.8	23%	7.0
Region 6: East South Central	91%	7.9	*	*
Region 7: West South Central	91%	8.4	*	*
Region 8: Mountain	96%	8.8	*	*
Region 9: Pacific	91%	9.3	9%	9.7

* Data minimums not met to produce valid statistic.

WORK SCHEDULE AVERAGES – SERVICE ADVISOR/WRITER

	Days/Week	Hours/Week	Weekend Days/Month
Region 1: New England	5.1	44.0	2.1
Region 2: Mid-Atlantic	5.1	43.7	1.8
Region 3: East North Central	5.1	46.1	1.9
Region 4: West North Central	5.1	44.3	1.8
Region 5: South Atlantic	5.2	47.2	2.6
Region 6: East South Central	5.1	45.9	2.2
Region 7: West South Central	5.2	46.1	2.4
Region 8: Mountain	5.1	45.9	2.4
Region 9: Pacific	5.0	44.4	2.4



2016 DEALERSHIP WORKFORCE STUDY

WORK SCHEDULE AVERAGES – SERVICE TECHNICIANS			
	Days/Week	Hours/Week	Weekend Days/Month
Region 1: New England	5.1	41.7	2.0
Region 2: Mid-Atlantic	5.0	42.0	1.8
Region 3: East North Central	5.0	42.4	1.7
Region 4: West North Central	5.1	40.6	1.8
Region 5: South Atlantic	5.1	43.7	2.4
Region 6: East South Central	5.1	43.2	1.9
Region 7: West South Central	5.1	43.4	2.2
Region 8: Mountain	5.0	42.6	2.2
Region 9: Pacific	5.0	39.9	2.3

Express Lube Hours and Work Schedules

As for Express Lube Departments, 84.5 percent were open on Saturday, averaging 8.4 operating hours per Saturday. Only 8 percent of Express Lube Departments were open on Sunday, averaging seven hours of operation per Sunday.

AVERAGE HOURS OF OPERATION – EXPRESS LUBE				
	% Open on Saturday	Saturday Hours (if open)	% Open on Sunday	Sunday Hours (if open)
Region 1: New England	70%	10.0	*	*
Region 2: Mid-Atlantic	76%	8.3	3%	*
Region 3: East North Central	78%	6.8	2%	*
Region 4: West North Central	81%	7.7	1%	*
Region 5: South Atlantic	89%	8.9	23%	7.4
Region 6: East South Central	90%	7.9	2%	*
Region 7: West South Central	88%	7.9	*	*
Region 8: Mountain	93%	8.9	1%	*
Region 9: Pacific	84%	9.3	12%	9.6

* Data minimums not met to produce valid statistics.



Parts Hours and Work Schedules

Ninety-one percent of parts departments in the Study were open on Saturday, averaging eight operating hours per Saturday. Only 7 percent of parts departments were open on Sunday, averaging eight hours of operation per Sunday. Parts consultants worked on average 42.9 hours per week.

AVERAGE HOURS OF OPERATION – PARTS				
	% Open on Saturday	Saturday Hours (if open)	% Open on Sunday	Sunday Hours (if open)
Region 1: New England	92%	8.8	2%	*
Region 2: Mid-Atlantic	90%	7.5	2%	*
Region 3: East North Central	85%	6.8	2%	6.0
Region 4: West North Central	86%	6.9	1%	*
Region 5: South Atlantic	95%	8.6	20%	6.9
Region 6: East South Central	93%	7.7	*	*
Region 7: West South Central	90%	7.8	*	*
Region 8: Mountain	97%	8.7	*	*
Region 9: Pacific	90%	9.1	10%	9.8

* Data minimums not met to produce valid statistics.

WORK SCHEDULE AVERAGES – PARTS CONSULTANT			
	Days/Week	Hours/Week	Weekend Days/Month
Region 1: New England	5.0	42.6	2.1
Region 2: Mid-Atlantic	5.0	42.2	1.8
Region 3: East North Central	5.1	43.7	1.7
Region 4: West North Central	5.1	41.7	1.8
Region 5: South Atlantic	5.1	44.4	2.3
Region 6: East South Central	5.1	43.7	1.8
Region 7: West South Central	5.1	44.4	2.3
Region 8: Mountain	5.0	42.8	2.4
Region 9: Pacific	5.0	40.2	2.2



Body Shop Hours and Work Schedules

Twenty-five percent of body shops in the Study were open on Saturday, averaging six operating hours per day. Almost no body shops were open on Sunday. Body shop technicians worked on average 41 hours per week.

AVERAGE HOURS OF OPERATION – BODY SHOP				
	% Open on Saturday	Saturday Hours (if open)	% Open on Sunday	Sunday Hours (if open)
Region 1: New England	12%	4.3	*	*
Region 2: Mid-Atlantic	18%	5.3	*	*
Region 3: East North Central	17%	5.8	1%	*
Region 4: West North Central	31%	5.6	*	*
Region 5: South Atlantic	31%	4.8	2%	*
Region 6: East South Central	9%	*	*	*
Region 7: West South Central	34%	5.9	*	*
Region 8: Mountain	22%	6.8	*	*
Region 9: Pacific	38%	8.4	3%	*

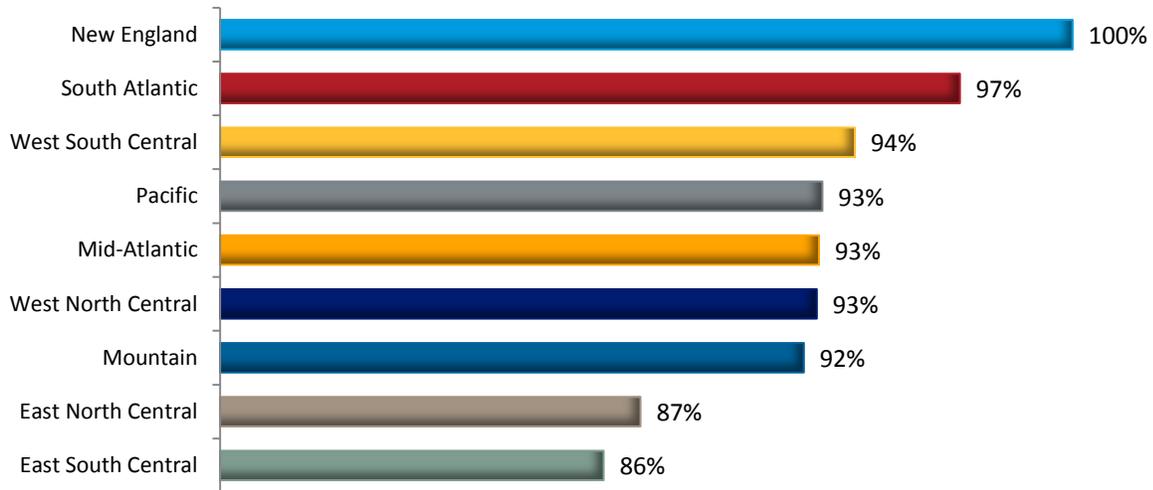
* Data minimums not met to produce valid statistics.

WORK SCHEDULE AVERAGES – BODY SHOP TECHNICIANS			
	Days/Week	Hours/Week	Weekend Days/Month
Region 1: New England	5.0	41.2	0.1
Region 2: Mid-Atlantic	5.0	40.8	0.2
Region 3: East North Central	5.1	41.1	0.2
Region 4: West North Central	5.1	40.3	0.5
Region 5: South Atlantic	5.1	41.9	0.9
Region 6: East South Central	5.0	35.3	0.1
Region 7: West South Central	5.0	42.7	1.3
Region 8: Mountain	5.0	40.6	1.2
Region 9: Pacific	5.0	40.3	0.6



VIII. Dealership Employee Benefits: Cars

Health Insurance Offered to Employee Plus Family (% of dealerships)



Average Health Insurance Waiting Period (months)

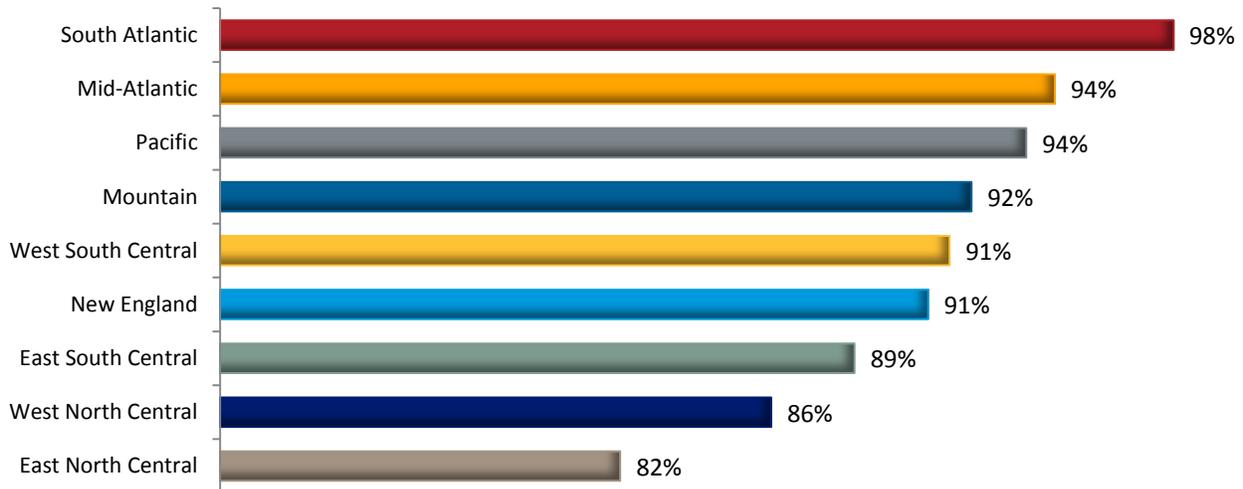




2016 DEALERSHIP WORKFORCE STUDY

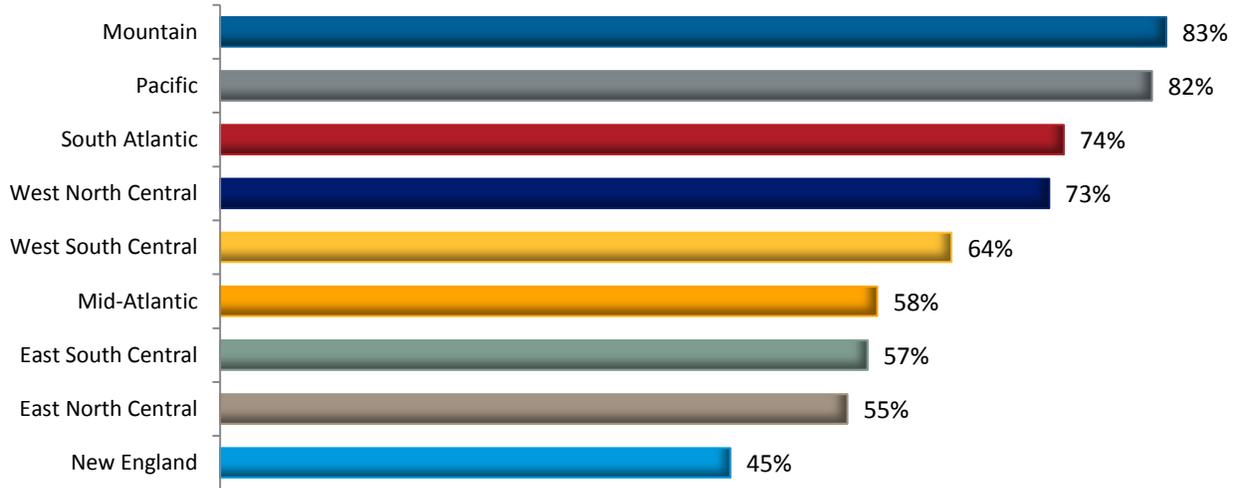
HEALTH INSURANCE PREMIUMS PAID (% OF DEALERSHIPS)									
Employee Plus Family	N.E.	Mid. Atl.	E.N.C.	W.N.C.	S. Atl.	E.S.C.	W.S.C.	Mtn.	Pac.
Percentage									
0%-20%	5%	5%	6%	2%	6%	11%	4%	10%	5%
20%-40%	20%	22%	13%	31%	15%	26%	32%	23%	42%
40%-60%	57%	29%	51%	44%	72%	60%	53%	54%	34%
60%-80%	17%	40%	29%	20%	3%	4%	4%	10%	14%
80%-100%	2%	4%	1%	3%	4%	0%	7%	3%	5%
Dollar Amount									
\$0 - \$2,000	11%	5%	16%	18%	55%	58%	30%	9%	18%
\$2,000 - \$4,000	14%	14%	18%	18%	20%	19%	17%	25%	20%
\$4,000 - \$6,000	23%	20%	7%	23%	9%	6%	34%	50%	45%
\$6,000 - \$8,000	14%	7%	13%	8%	5%	4%	3%	9%	5%
\$8,000 - \$10,000	14%	27%	5%	20%	5%	11%	13%	2%	9%
Over \$10,000	25%	27%	41%	12%	5%	2%	4%	6%	3%

Dental Plan Offered to Employee Plus Family (% of dealerships)



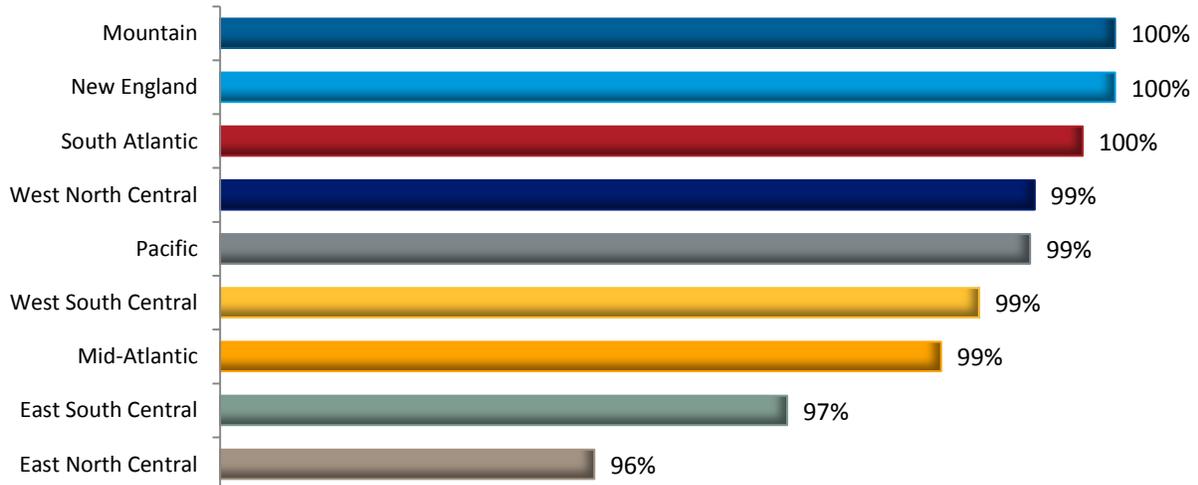
Flexible Spending Account Offered

(% of dealerships)



Paid Time Off Offered

(% of dealerships)





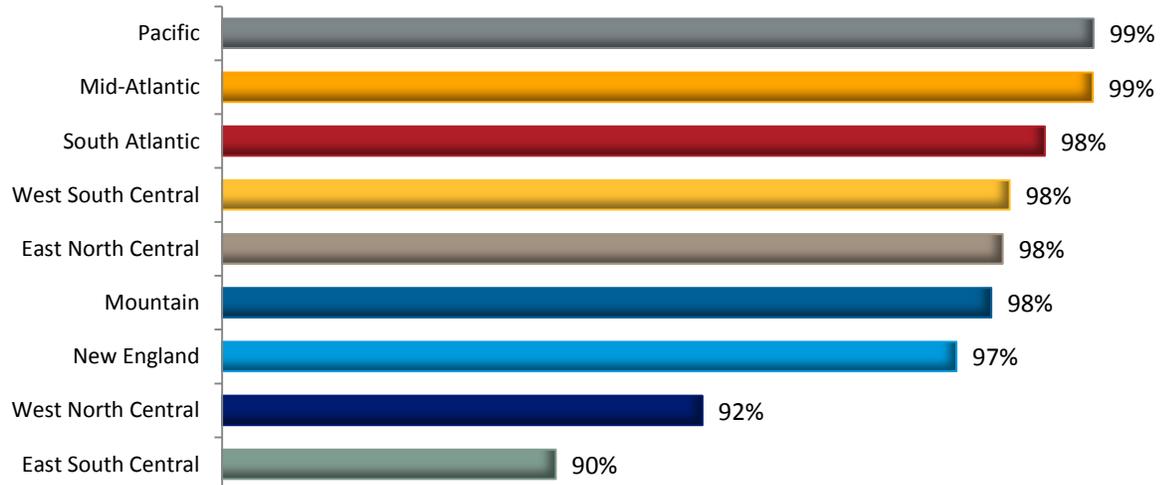
Paid Time Off Offered After One Year

(average days per year)



401k Plan Offered

(% of dealerships)

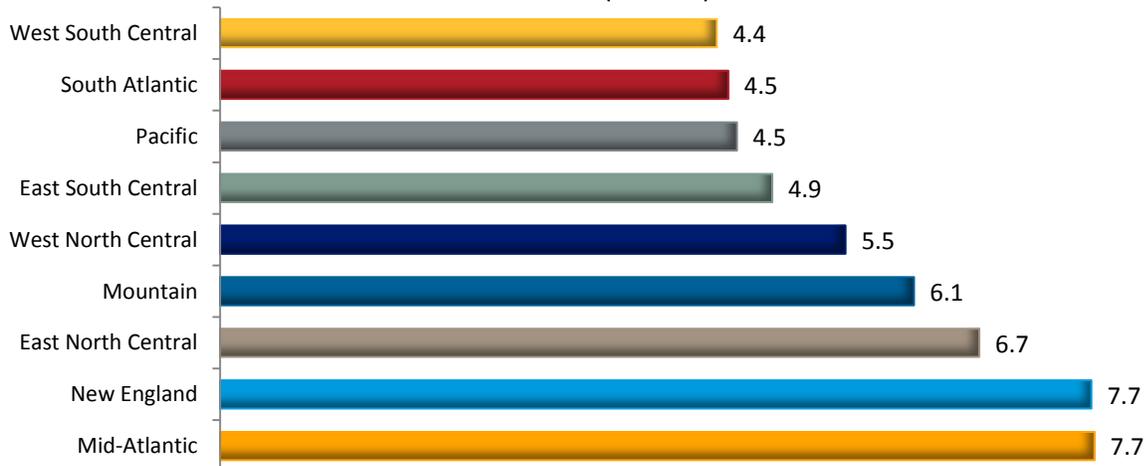




2016 DEALERSHIP WORKFORCE STUDY

DEALERSHIP 401K MATCH (% OF DEALERSHIPS)									
Match	N.E.	Mid. Atl.	E.N.C.	W.N.C.	S. Atl.	E.S.C.	W.S.C.	Mtn.	Pac.
Percentage Maximum									
0 – 1%	24%	15%	21%	19%	10%	10%	6%	14%	12%
1% -2.0%	52%	53%	47%	52%	58%	62%	65%	48%	69%
2.1% - 3.0%	3%	10%	12%	14%	6%	10%	13%	27%	4%
3.1% - 4.0%	13%	8%	5%	5%	6%	3%	3%	6%	4%
4.1% - 5.0%	0%	1%	7%	1%	0%	3%	2%	1%	1%
5.1% - 6.0%	5%	1%	1%	1%	2%	1%	3%	0%	1%
6.1% - 7.0%	0%	0%	0%	0%	1%	1%	0%	0%	1%
7% or higher	3%	11%	6%	7%	17%	10%	9%	4%	8%
Dollar Maximum									
\$1 - \$500	0%	3%	5%	1%	2%	2%	1%	2%	5%
\$500 - \$1,000	0%	3%	2%	1%	4%	2%	1%	0%	1%
\$1,000 - \$1,500	2%	12%	3%	9%	0%	2%	10%	12%	27%
\$1,500 - \$2,000	0%	0%	2%	0%	1%	2%	2%	3%	4%
\$2,000 - \$3,000	0%	8%	6%	9%	54%	29%	31%	34%	28%
\$3,000 - \$5,000	2%	1%	2%	0%	0%	2%	0%	2%	3%
No Restriction	97%	73%	82%	81%	40%	64%	55%	47%	32%

Average 401k Plan Waiting Period (months)

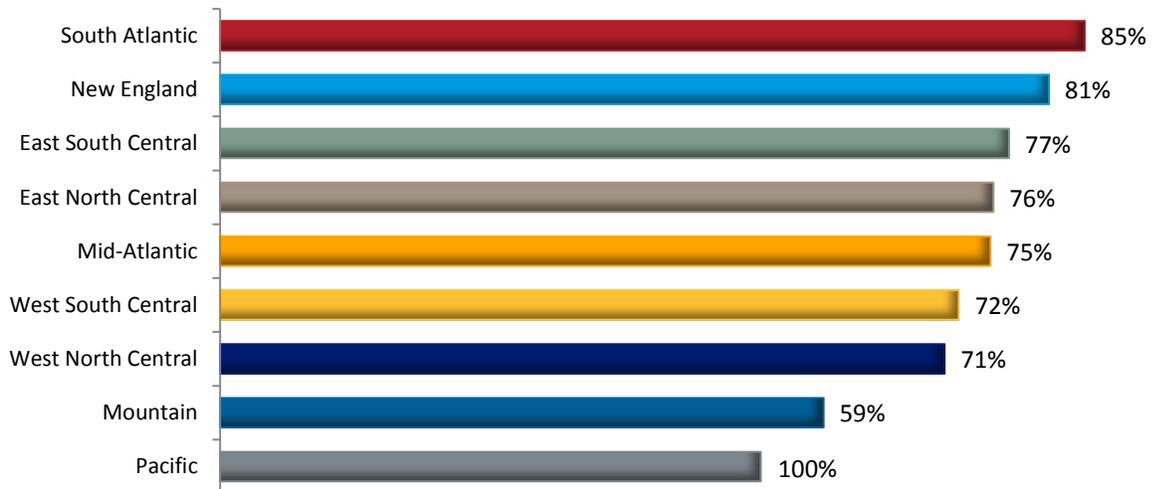




2016 DEALERSHIP WORKFORCE STUDY

OTHER BENEFITS PROVIDED BY REGION (% OF DEALERSHIPS)									
Benefit	N.E.	Mid. Atl.	E.N.C.	W.N.C.	S. Atl.	E.S.C.	W.S.C.	Mtn.	Pac.
Life Insurance	95%	86%	92%	90%	99%	94%	96%	97%	95%
Accidental Death	78%	78%	76%	85%	93%	85%	92%	94%	89%
Short Term Disability	91%	91%	82%	88%	97%	86%	94%	90%	89%
Long Term Disability	51%	74%	59%	81%	94%	84%	90%	85%	85%
Bereavement Time Off	80%	70%	68%	61%	81%	72%	57%	69%	51%
Tuition reimbursement	22%	39%	14%	22%	10%	3%	12%	43%	37%
Charitable Contribution Match	0%	4%	1%	10%	2%	5%	9%	26%	3%
Maternity/Paternity Leave	51%	18%	21%	17%	15%	29%	28%	8%	16%

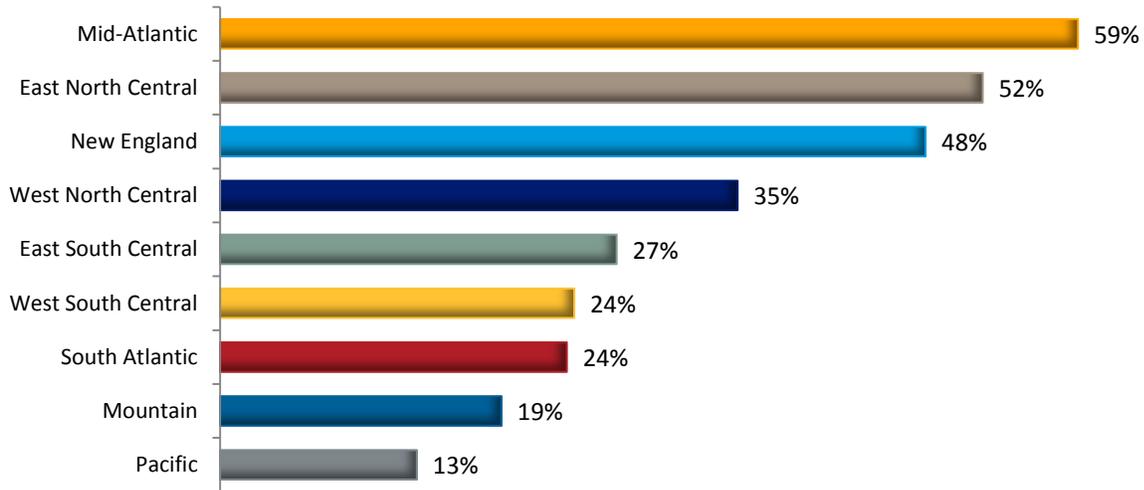
Provide Company Car for General Manager (% of dealerships)





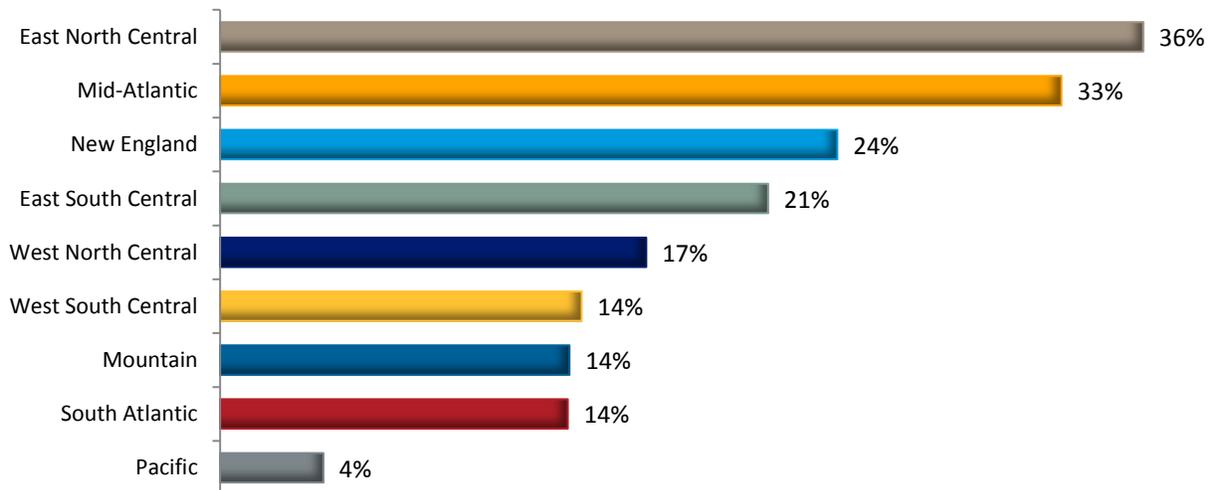
Provide Company Car for Sales Manager

(% of dealerships)



Provide Company Car for F&I Manager

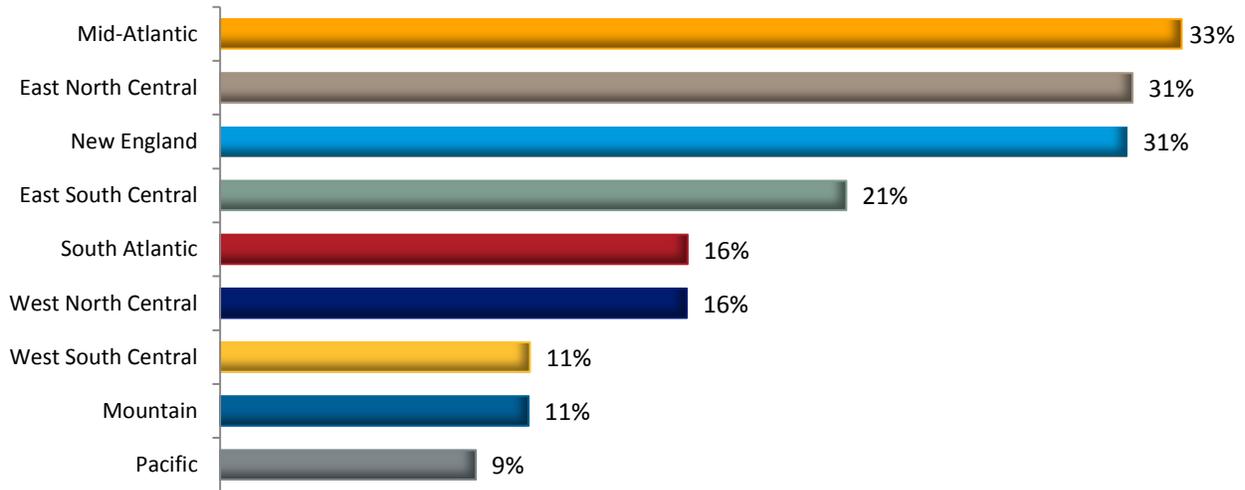
(% of dealerships)





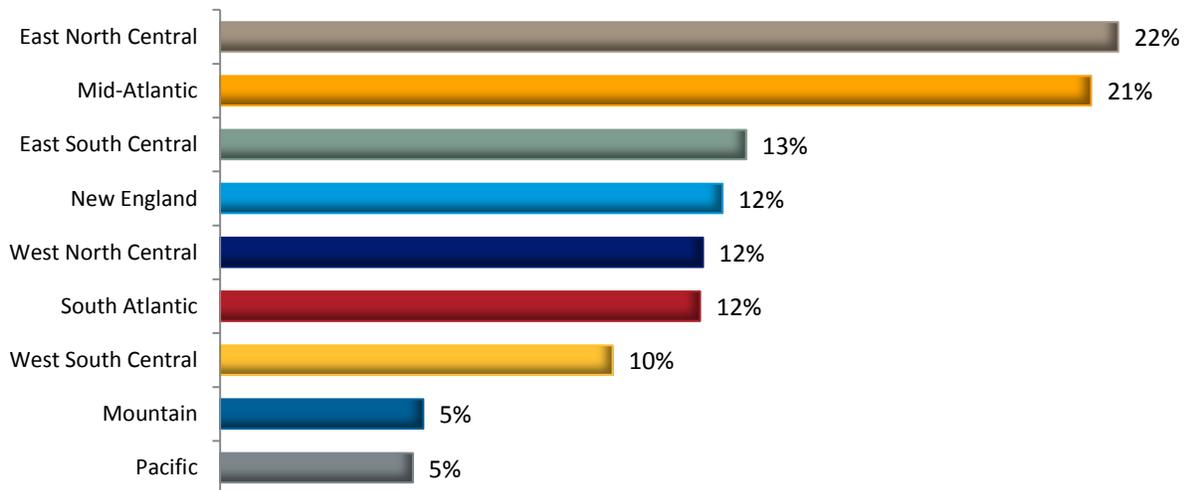
Provide Company Car for Service Manager

(% of dealerships)



Provide Company Car for Parts Manager

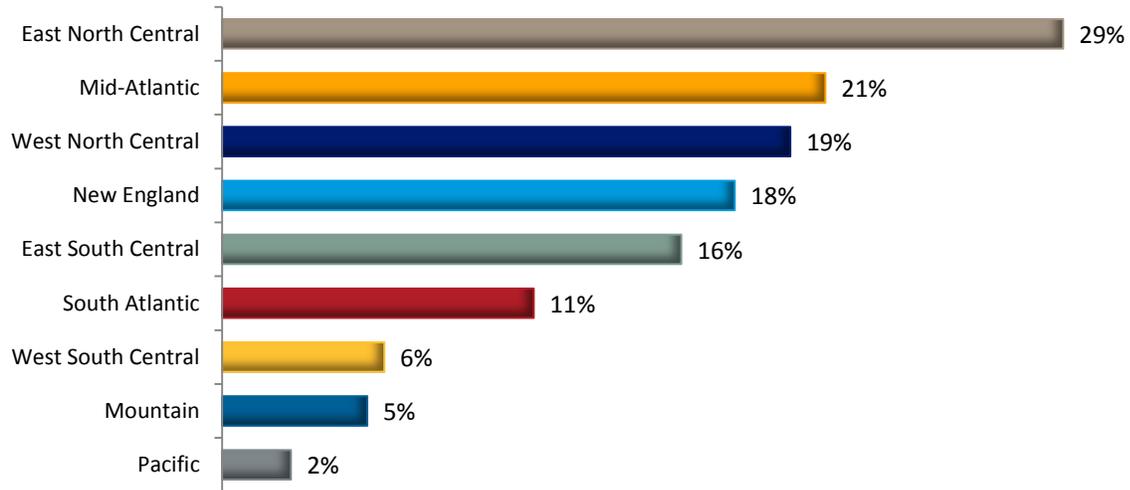
(% of dealerships)





Provide Company Car for Sales Consultant

(% of dealerships)





IX. Medium and Heavy Duty Truck Data

This section contains charts and analyses for eight key positions in truck dealerships in five* of the nine regions. The data show compensation according to the overall average for the region, average as a percent of the U.S., and the average for all U.S. dealers. At the end of the regional compensation section, we provide a table that includes national data for truck positions by all job categories.

For calculating average values for each job title, valid records were required from a minimum of five rooftops and a minimum of 10 data points (payroll records) for each job title in the five rooftops. Asterisks (*) indicate insufficient information in the body of truck tables. A NOTE following the national statistics indicates those job titles where insufficient information was provided for valid calculations.

In the compensation tables, year-over-year increases or *favorable* changes in compensation are represented with green arrows (↑), while decreases or *unfavorable* changes are represented with red arrows (↓).

In the retention and turnover tables, year-over-year decreases or *favorable* changes in turnover are represented with green arrows (↓), while increases or *unfavorable* changes are represented with red arrows (↑).

Due to the limited amount of data collected from truck dealerships, we weren't able to provide truck statistics for low-volume and high-volume dealerships at a regional level, or for most of the positions at a national level. You will find high- and low-volume statistics for the nine key dealership positions in **Section IV—General Findings and Conclusions.**

For demographic and economic information about each region, please refer to **Section XI—Economic Data by State and Region.**

Benefits information is provided where sufficient data were submitted. No information is provided on hours of operation and work schedules; we could not make statistically valid conclusions due to insufficient data.

*Region 1 (New England), Region 6 (East South Central), Region 7 (West South Central), and Region 8 (Mountain) did not meet minimum data requirements to produce regional truck dealership statistics.

REGION 2 MID-ATLANTIC

New Jersey, New York and Pennsylvania



Compensation statistics of interest:

- The Mid-Atlantic region’s all-position average compensation growth rate increased 14 percent, compared to the national truck dealership average of 7 percent (Figure 1).
- Annualized turnover for all positions in this region increased 10 percent to an overall rate of 20 percent, compared to the national truck dealership average of 22 percent (Figure 2).

REGION 2: MID-ATLANTIC – TRUCKS – COMPENSATION (FIGURE 1)

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
All Positions	\$66,167	↑ 14%	98%	\$67,516
General Manager/Operator	\$155,052	*	92%	\$169,270
Sales Manager	*	*	*	\$147,367
Service Manager	\$84,273	↑ 3%	87%	\$97,234
Parts Manager	\$95,899	*	104%	\$91,910
Sales Consultant	\$161,585	*	129%	\$124,795
Service Advisor/Writer	\$53,329	*	99%	\$54,098
Service Technician	\$54,197	↓ -5%	100%	\$54,454
Parts Consultant	\$52,856	↑ 7%	97%	\$54,596

(↑) Represent year-over-year increases or favorable changes; (↓) represent unfavorable changes

REGION 2: MID-ATLANTIC – TRUCKS – RETENTION AND TURNOVER (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	20%	↑ 10%	82%	59%	4.3
General Manager/Operator	0%	0%	100%	90%	10.7
Sales Manager	*	*	*	*	*
Service Manager	25%	*	96%	83%	5.7
Parts Manager	18%	↑ 18%	95%	73%	10.1
Sales Consultant	14%	↑ 14%	92%	80%	11.2
Service Advisor/Writer	37%	↑ 37%	70%	40%	2.1
Service Technician	26%	↑ 20%	80%	50%	3.2
Parts Consultant	10%	↑ 1%	87%	70%	5.2

(↓) Represent year-over-year decreases or favorable changes; (↑) represents unfavorable changes

REGION 3 EAST NORTH CENTRAL

Illinois, Indiana, Michigan, Ohio and Wisconsin



Compensation statistics of interest:

- The East North Central region’s all-position average compensation growth rate increased 7 percent, compared to the national truck dealership average of 7 percent (Figure 1).
- Annualized turnover for all positions in this region decreased 4 percent to an overall rate of 18 percent, which was the lowest rate of turnover among the five regions (Figure 2).

REGION 3: EAST NORTH CENTRAL – TRUCKS – COMPENSATION (FIGURE 1)

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
All Positions	\$66,656	↑ 7%	99%	\$67,516
General Manager/Operator	\$131,600	↓ -9%	78%	\$169,270
Sales Manager	\$111,544	*	76%	\$147,367
Service Manager	\$90,979	↑ 5%	94%	\$97,234
Parts Manager	\$92,791	↑ 3%	101%	\$91,910
Sales Consultant	\$111,672	↑ 7%	89%	\$124,795
Service Advisor/Writer	\$52,348	↑ 6%	97%	\$54,098
Service Technician	\$53,813	↑ 7%	99%	\$54,454
Parts Consultant	\$53,543	↑ 8%	98%	\$54,596

(↑) Represent year-over-year increases or *favorable* changes; (↓) represent unfavorable changes

REGION 3: EAST NORTH CENTRAL – TRUCKS – RETENTION AND TURNOVER (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	18%	↓ -4%	79%	56%	3.9
General Manager/Operator	13%	↑ 13%	97%	87%	13.0
Sales Manager	13%	↑ 4%	100%	80%	16.1
Service Manager	10%	↑ 3%	96%	81%	11.4
Parts Manager	8%	↓ -11%	98%	78%	14.6
Sales Consultant	15%	↓ -4%	80%	62%	4.9
Service Advisor/Writer	20%	↓ -20%	76%	46%	2.8
Service Technician	16%	↓ -12%	79%	52%	3.5
Parts Consultant	15%	↓ -3%	84%	62%	4.8

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



REGION 4

WEST NORTH CENTRAL

Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and South Dakota



Compensation statistics of interest:

- The West North Central region’s all-position average compensation growth rate went down 5 percent, which was the lowest growth rate among the five regions (Figure 1).
- Annualized turnover for all positions in this region increased 6 percent to an overall rate of 26 percent, which was the highest rate of turnover among the five regions (Figure 2).

REGION 4: WEST NORTH CENTRAL – TRUCKS – COMPENSATION (FIGURE 1)				
Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
All Positions	\$64,467	↓ -5%	95%	\$67,516
General Manager/Operator	\$182,985	↑ 1%	108%	\$169,270
Sales Manager	\$210,062	*	143%	\$147,367
Service Manager	\$91,710	↑ 13%	94%	\$97,234
Parts Manager	\$97,496	↑ 2%	106%	\$91,910
Sales Consultant	\$112,922	↓ -11%	90%	\$124,795
Service Advisor/Writer	\$49,129	↓ -16%	91%	\$54,098
Service Technician	\$51,125	↓ -2%	94%	\$54,454
Parts Consultant	\$52,772	↑ 16%	97%	\$54,596

(↑) Represent year-over-year increases or *favorable* changes; (↓) represent unfavorable changes

REGION 4: WEST NORTH CENTRAL – TRUCKS – RETENTION AND TURNOVER (FIGURE 2)					
Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	26%	↑ 6%	79%	57%	4.1
General Manager/Operator	0%	0%	100%	100%	11.6
Sales Manager	0%	*	100%	90%	8.0
Service Manager	29%	↑ 2%	82%	57%	3.9
Parts Manager	15%	↑ 9%	96%	85%	13.4
Sales Consultant	15%	↑ 6%	86%	67%	7.5
Service Advisor/Writer	44%	↑ 12%	56%	41%	1.7
Service Technician	31%	↑ 10%	75%	50%	3.1
Parts Consultant	22%	↑ 1%	83%	58%	3.9

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



REGION 5

SOUTH ATLANTIC

Delaware, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia and West Virginia



Compensation statistics of interest:

- The South Atlantic region’s all-position average compensation growth rate increased 18 percent, which was the highest growth rate among the five regions (Figure 1).
- Annualized turnover for all positions in this region increased 1 percent to an overall rate of 23 percent, compared to the national truck dealership average of 22 percent (Figure 2).

REGION 5: SOUTH ATLANTIC – TRUCKS – COMPENSATION (FIGURE 1)

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
All Positions	\$73,242	↑ 18%	108%	\$67,516
General Manager/Operator	*	*	*	\$169,270
Sales Manager	\$153,072	*	104%	\$147,367
Service Manager	\$127,580	↑ 34%	131%	\$97,234
Parts Manager	\$91,754	↑ 3%	100%	\$91,910
Sales Consultant	\$124,063	↑ 14%	99%	\$124,795
Service Advisor/Writer	\$60,078	↑ 13%	111%	\$54,098
Service Technician	\$60,447	↑ 25%	111%	\$54,454
Parts Consultant	\$58,718	↑ 17%	108%	\$54,596

(↑) Represent year-over-year increases or *favorable* changes; (↓) represent unfavorable changes

REGION 5: SOUTH ATLANTIC – TRUCKS – RETENTION AND TURNOVER (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	23%	↑ 1%	78%	54%	3.7
General Manager/Operator	*	*	*	*	*
Sales Manager	7%	*	80%	80%	15.4
Service Manager	7%	↓ -8%	86%	69%	9.5
Parts Manager	21%	↑ 4%	95%	84%	11.2
Sales Consultant	10%	↓ -5%	86%	57%	4.5
Service Advisor/Writer	24%	↑ 2%	80%	44%	2.4
Service Technician	41%	↑ 3%	74%	46%	2.4
Parts Consultant	18%	↑ 3%	84%	65%	5.2

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



2016 DEALERSHIP WORKFORCE STUDY

REGION 9

PACIFIC

Alaska, California, Hawaii, Oregon and Washington



Compensation statistics of interest:

- The Pacific region's all-position average compensation growth rate increased 2 percent, compared to the national truck dealership average of 7 percent (Figure 1).
- Annualized turnover for all positions in this region increased 3 percent to an overall rate of 21 percent, compared to the national truck dealership average of 22 percent (Figure 2).

REGION 9: PACIFIC – TRUCKS – COMPENSATION (FIGURE 1)

Position	Overall Region Average	Year Over Year Change	Average as % of National	National All-Dealer Average
All Positions	\$65,426	↑ 2%	97%	\$67,516
General Manager/Operator	*	*	*	\$169,270
Sales Manager	*	*	*	\$147,367
Service Manager	\$90,489	↓ -5%	93%	\$97,234
Parts Manager	\$90,862	↓ -4%	99%	\$91,910
Sales Consultant	\$131,782	↓ -14%	106%	\$124,795
Service Advisor/Writer	\$51,282	↓ -8%	95%	\$54,098
Service Technician	\$55,410	↑ 12%	102%	\$54,454
Parts Consultant	\$49,523	↓ -7%	91%	\$54,596

(↑) Represent year-over-year increases or *favorable* changes; (↓) represent unfavorable changes

REGION 9: PACIFIC – TRUCKS – RETENTION AND TURNOVER (FIGURE 2)

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	21%	↑ 3%	82%	63%	5.5
General Manager/Operator	*	*	*	*	*
Sales Manager	*	*	*	*	*
Service Manager	7%	↓ -7%	79%	57%	3.4
Parts Manager	18%	↑ 18%	100%	82%	20.8
Sales Consultant	19%	↑ 8%	85%	69%	8.8
Service Advisor/Writer	37%	↑ 9%	74%	44%	2.3
Service Technician	29%	↑ 11%	74%	50%	2.9
Parts Consultant	4%	↓ -5%	96%	77%	10.5

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes



2016 DEALERSHIP WORKFORCE STUDY

NATIONAL STATISTICS – TRUCKS – COMPENSATION					
Position	All Dealers U.S. Average	Year Over Year Change	Lower 25%	Median	Upper 25%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$262,188	↓ -22%	\$121,921	\$206,089	\$357,411
General Manager/Operator	\$169,270	↑ 1%	\$104,817	\$135,478	\$189,258
Controller/Business Manager	\$123,020	↑ 2%	\$86,069	\$101,202	\$130,275
Fixed Operations Director	\$152,954	↑ 7%	*	*	*
Executive Assistant	\$144,797	↑ 7%	*	*	*
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$67,393	↑ 14%	\$41,428	\$50,872	\$88,122
Accountant/Accting. Manager	\$56,939	↑ 23%	\$46,280	\$55,231	\$61,838
Human Resources Manager	\$66,469	↑ 2%	\$42,323	\$59,650	\$90,045
Clerical Staff: AP/AR/Title	\$41,513	↑ 5%	\$33,003	\$38,315	\$46,149
Cashier	\$35,998	*	*	*	*
Receptionist/Switchboard	\$31,373	↑ 4%	\$27,559	\$30,341	\$34,992
SALES POSITIONS					
Sales Manager	\$147,367	↓ -3%	\$84,490	\$114,302	\$160,397
Used/CPO Sales Manager	\$127,697	*	*	*	*
Fleet/Commercial Sales Manager	\$202,781	*	*	*	*
F&I Manager	\$93,559	↑ 4%	*	*	*
Sales Consultant	\$110,311	↓ -1%	\$61,649	\$87,772	\$139,617
Advertising/Marketing Manager	\$56,615	*	*	*	*
Dealer Trade Driver	\$44,020	↑ 31%	*	*	*
SERVICE POSITIONS					
Service Manager	\$92,009	↑ 3%	\$65,866	\$81,824	\$137,485
Shop Foreman/Asst. Manager	\$70,187	↑ 9%	\$60,711	\$67,757	\$81,386
Service Advisor/Writer	\$52,473	↓ -1%	\$43,627	\$50,694	\$58,937
A-Tech/Master/Team Leader	\$65,304	↑ 8%	\$53,315	\$63,187	\$72,768
B-Technician	\$53,459	↑ 5%	\$43,305	\$51,686	\$62,878
C-Tech/Apprentice/Trainee	\$45,685	↓ -3%	\$36,227	\$45,201	\$53,266
D-Tech/Hourly Lube Tech	\$41,769	0%	\$38,166	\$42,638	\$45,685
Warranty Administrator	\$52,217	↑ 8%	\$39,257	\$48,244	\$59,846
Porter/Lot Person/Detailer	\$32,516	0%	\$26,429	\$29,850	\$36,865
Courtesy Shuttle Driver	\$36,511	0%	*	*	*
PARTS POSITIONS					
Parts Manager	\$91,910	↑ 1%	\$64,268	\$82,657	\$110,504
Warehouse/Asst Parts Manager	\$53,083	↑ 2%	\$41,246	\$51,841	\$60,825
Wholesale Parts Sales	\$81,297	↑ 9%	\$55,956	\$71,832	\$98,878
Parts Consultant	\$52,766	↑ 3%	\$42,701	\$49,757	\$62,343



2016 DEALERSHIP WORKFORCE STUDY

NATIONAL STATISTICS – TRUCKS – COMPENSATION					
Parts Driver	\$34,976	↑ 10%	\$28,518	\$32,496	\$40,001
Parts Shipper/Receiver	\$37,731	↑ 7%	\$30,251	\$35,740	\$43,249
Parts Stockperson	\$38,823	↑ 8%	*	*	*
Inventory Control/Admin	\$46,906	*	\$39,784	\$44,192	\$53,689
BODY SHOP POSITIONS					
Body Shop Manager	\$85,546	↑ 12%	\$66,300	\$77,501	\$93,634
Body Shop Foreman	\$70,495	↑ 14%	*	*	*
A-Tech/Master Metal-Paint	\$56,455	↑ 5%	*	*	*
B-Tech/Metal/Painter	\$49,833	↑ 14%	\$38,403	\$48,048	\$56,907
D-Tech/Helper/Detailer	\$33,889	↓ -8%	*	*	*
MISCELLANEOUS POSITIONS					
IT Systems/Network Manager	\$59,562	↓ -9%	\$41,202	\$53,016	\$69,363
Maintenance/Janitor	\$34,883	↓ -18%	\$26,073	\$32,306	\$40,971

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

Payroll Manager
 Sales Closer/Team Leader
 Internet Sales/BDC Manager
 F&I Assistant
 BDC Reps/CSRs/Schedulers
 CSI/Client Relations Manager
 U/C Reconditioning Tech

Internet Sales Consultant
 Product Specialist
 CSI/Client Relations Manager
 Truck Buyer
 Express/Quick Lube Manager
 Dispatcher
 Detailer/PDI/Prep Manager

Appointment Coordinator
 Rental Staff
 B/S Estimator/Advisor
 B/S Admin Support
 B/S C-Tech/Apprentice/Trainee
 Website Manager/Webmaster



2016 DEALERSHIP WORKFORCE STUDY

NATIONAL STATISTICS – TRUCKS – RETENTION AND TURNOVER

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
All Positions	22%	↑ 1%	79%	56%	4.0
MANAGEMENT POSITIONS					
Dealer Principal/Owner	11%	↑ 11%	98%	98%	25.0
General Manager/Operator	6%	↑ 1%	96%	91%	12.8
Controller/Business Manager	8%	↑ 6%	90%	79%	10.5
Fixed Operations Director	11%	↑ 11%	83%	72%	9.0
Executive Assistant	5%	↑ 5%	95%	86%	12.6
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	6%	↓ -8%	92%	81%	10.9
Accountant/Accting. Manager	8%	↓ -5%	89%	69%	7.5
Human Resources Manager	7%	↓ -6%	93%	50%	2.8
Payroll Manager	0%	0%	83%	67%	9.8
Clerical Staff: AP/AR/Title	20%	↑ 1%	81%	61%	4.7
Cashier	29%	↓ -31%	88%	53%	3.5
Receptionist/Switchboard	38%	↑ 5%	65%	41%	1.6
SALES POSITIONS					
Sales Manager	9%	0%	93%	84%	12.0
Sales Consultant	13%	↓ -3%	85%	66%	5.5
F&I Manager	8%	↑ 8%	100%	88%	9.4
F&I Assistant	30%	↑ 30%	60%	40%	1.3
Used/CPO Sales Manager	5%	↓ -20%	79%	58%	4.2
Fleet/Commercial Sales Manager	0%	↓ -10%	100%	100%	17.0
Advertising/Marketing Manager	29%	↑ 9%	65%	53%	3.9
U/C Reconditioning Tech	31%	↑ 31%	54%	46%	1.1
Dealer Trade Driver	18%	↑ 3%	74%	40%	2.0
SERVICE POSITIONS					
Service Manager	13%	↑ 2%	90%	73%	8.5
Shop Foreman/Asst. Manager	10%	↓ -2%	92%	77%	9.0
Service Advisor/Writer	31%	↓ -1%	72%	44%	2.3
A-Tech/Master/Team Leader	10%	0%	89%	73%	7.3
B-Technician	29%	↓ -1%	77%	50%	3.0
C-Tech/Apprentice/Trainee	42%	↑ 7%	53%	19%	1.1
D-Tech/Hourly Lube Tech	43%	↓ -8%	46%	16%	0.9
Warranty Administrator	8%	↑ 2%	92%	75%	7.9
Appointment Coordinator	29%	↑ 10%	57%	50%	2.5
Porter/Lot Person/Detailer	50%	↑ 17%	69%	34%	1.4
Courtesy Shuttle Driver	9%	↑ 9%	78%	45%	2.6



2016 DEALERSHIP WORKFORCE STUDY

NATIONAL STATISTICS – TRUCKS – RETENTION AND TURNOVER

Position	Annualized Turnover	Year Over Year Change	One Year Retention	Three Year Retention	Median Tenure
PARTS POSITIONS					
Parts Manager	13%	↑ 3%	95%	79%	13.0
Warehouse/Asst. Parts Manager	15%	↑ 3%	79%	61%	4.8
Wholesale Parts Sales	16%	↑ 5%	86%	69%	5.9
Parts Consultant	15%	0%	85%	65%	5.0
Parts Driver	34%	↑ 5%	65%	37%	1.8
Parts Shipper/Receiver	28%	↑ 6%	70%	44%	2.2
Parts Stockperson	43%	↑ 11%	58%	40%	1.6
Inventory Control/Admin	17%	↑ 17%	85%	61%	7.1
BODY SHOP POSITIONS					
Body Shop Manager	6%	↓ -5%	91%	89%	11.3
Body Shop Foreman	0%	↓ -13%	88%	72%	11.0
Estimator/Advisor	0%	*	90%	40%	2.4
B/S Admin Support	36%	*	73%	64%	8.4
A-Tech/Master Metal-Paint	9%	↓ -13%	91%	74%	10.4
B-Tech/Metal/Painter	21%	↑ 2%	78%	58%	3.9
D-Tech/Helper/Detailer	76%	↑ 30%	38%	14%	0.6
MISCELLANEOUS POSITIONS					
IT Systems/Network Manager	13%	↓ -3%	85%	60%	3.7
Maintenance/Janitor	36%	↓ -14%	72%	51%	3.1

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes

NOTE: Due to insufficient data (minimum = 10 records), the following positions are not included:

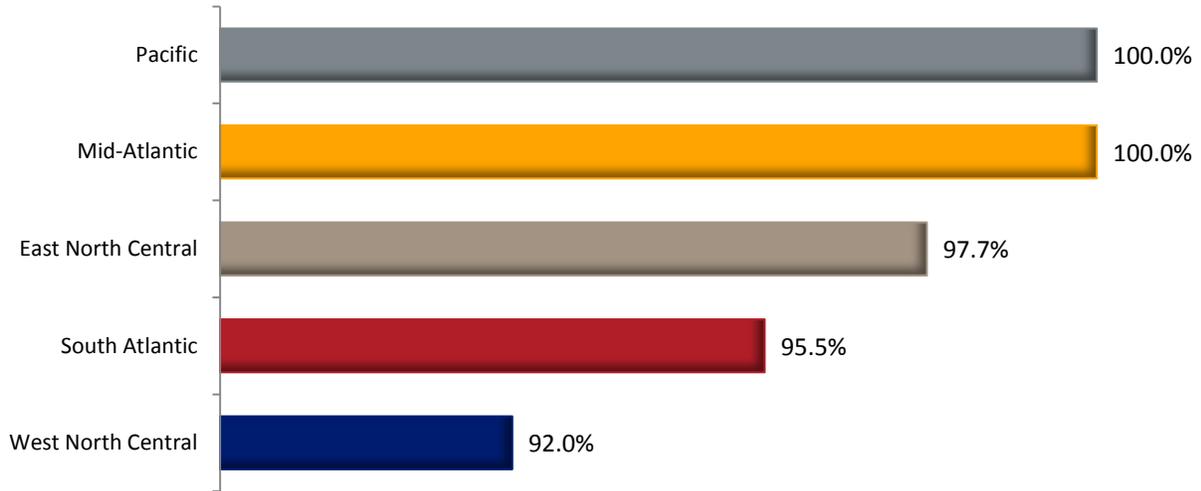
General Sales Manager
Sales Closer/Team Leader
Internet Sales/BDC Manager
Internet Sales Consultant

Product Specialist
BDC Reps/CSRs/Schedulers
CSI/Client Relations Manager
Truck Buyer
Express/Quick Lube Manager

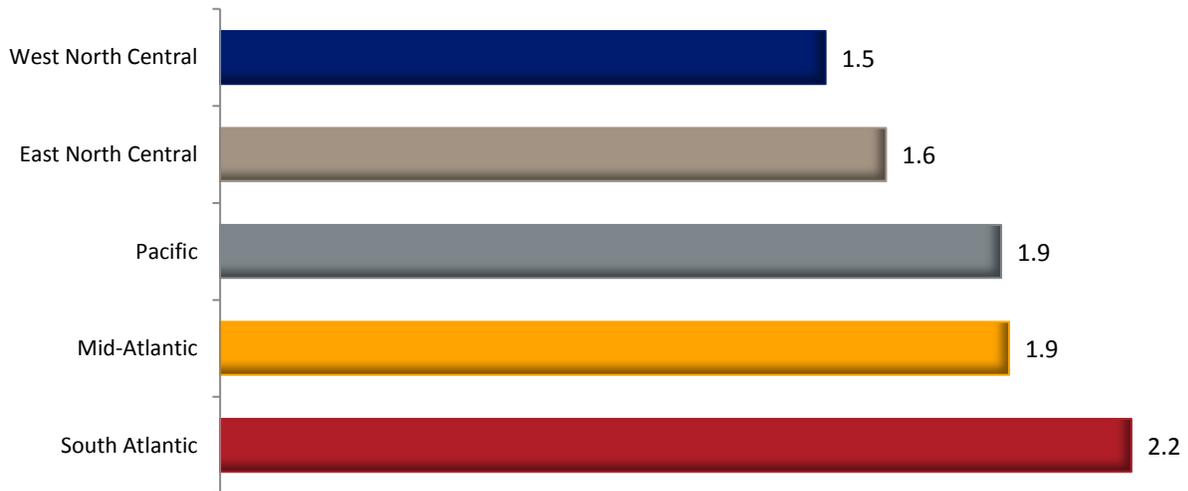
Detail/PDI/Prep Manager
Dispatcher
B/S C-Tech/Apprentice/Trainee
Website Manager/Webmaster

X. Dealership Employee Benefits: Trucks

Health Insurance Offered to Employee Plus Family
(% of dealerships)



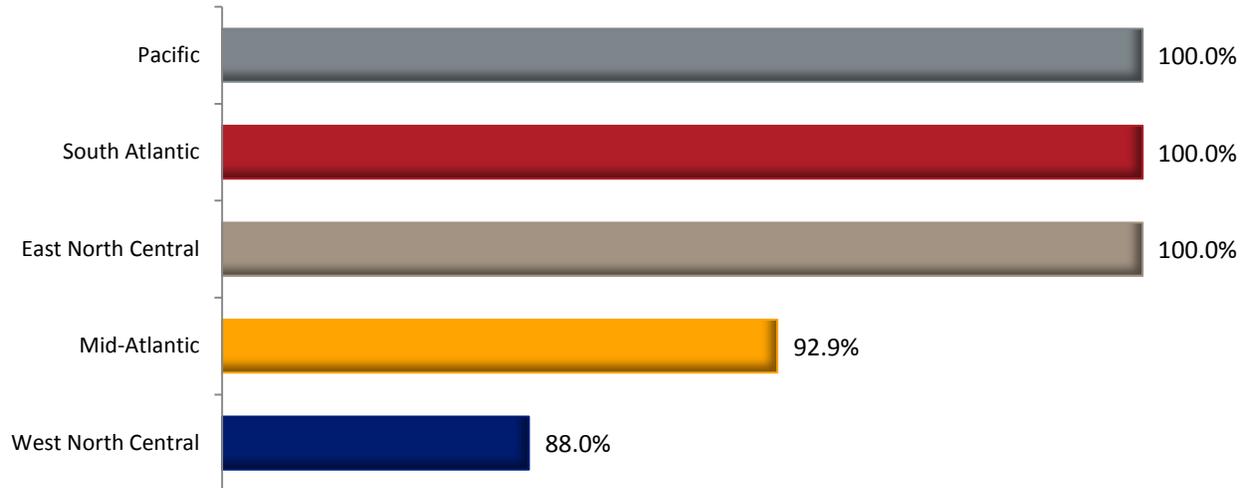
Average Health Insurance Waiting Period
(months)





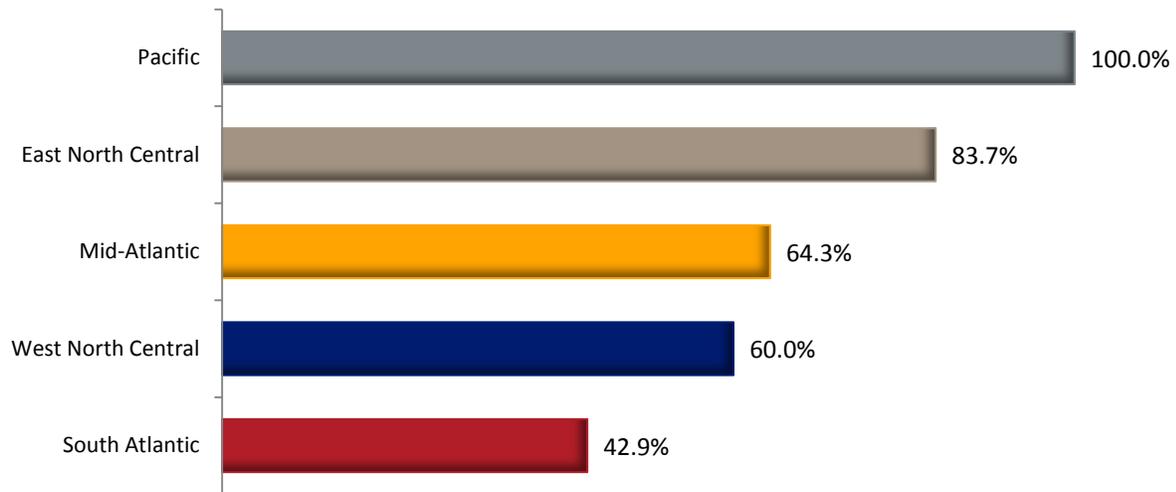
Dental Plan Offered to Employee Plus Family

(% of dealerships)



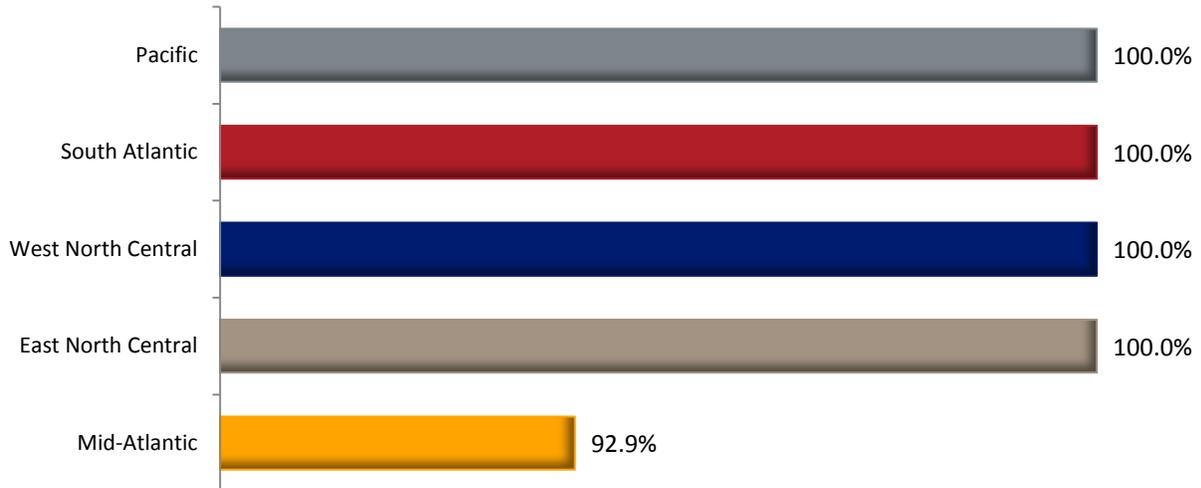
Flexible Spending Account Offered

(% of dealerships)

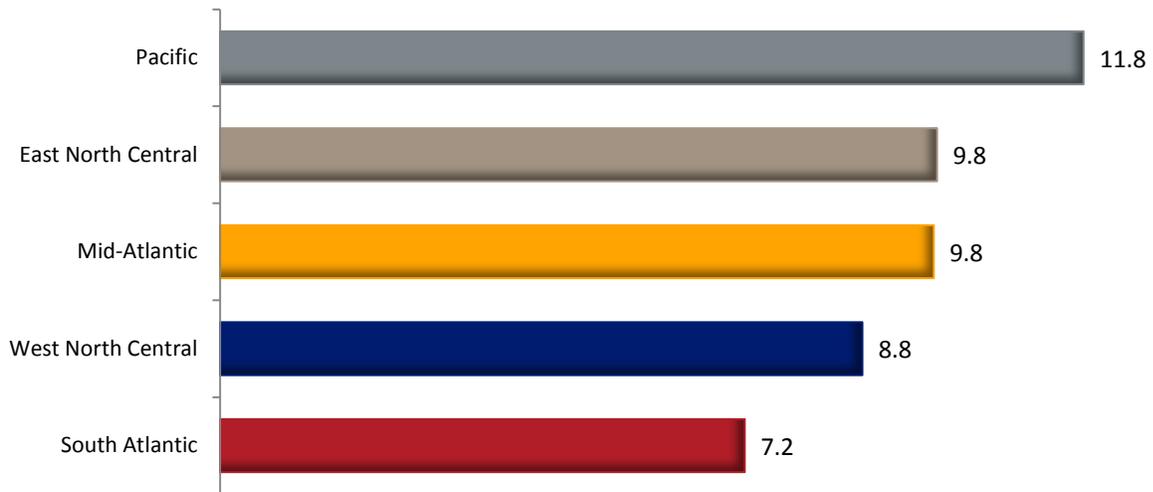




Paid Time Off Offered (% of dealerships)



Paid Time Off Offered After One Year (average days per year)





2016 DEALERSHIP WORKFORCE STUDY

OTHER BENEFITS PROVIDED BY REGION (% OF ALL DEALERSHIPS)					
Benefit	Mid. Atl.	E.N.C.	W.N.C.	S. Atl.	Pac.
Life Insurance	100%	100%	96%	100%	100%
Accidental Death	86%	95%	96%	91%	100%
Short Term Disability	86%	98%	96%	100%	27%
Long Term Disability	86%	100%	96%	77%	64%
Bereavement Time Off	93%	86%	56%	91%	100%
Tuition reimbursement	64%	49%	36%	18%	18%
Charitable Contribution Match	0%	14%	8%	0%	18%
Maternity/Paternity Leave	71%	65%	4%	18%	100%



XI. Economic Data by State and Region

2015 AVERAGE UNEMPLOYMENT RATE			
Alabama	6.1%	Montana	4.1%
Alaska	6.5%	Nebraska	3.0%
Arizona	6.1%	Nevada	6.7%
Arkansas	5.2%	New Hampshire	3.4%
California	6.2%	New Jersey	5.6%
Colorado	3.9%	New Mexico	6.6%
Connecticut	5.6%	New York	5.3%
Delaware	4.9%	North Carolina	5.7%
Florida	5.4%	North Dakota	2.7%
Georgia	5.9%	Ohio	4.9%
Hawaii	3.6%	Oklahoma	4.2%
Idaho	4.1%	Oregon	5.7%
Illinois	5.9%	Pennsylvania	5.1%
Indiana	4.8%	Rhode Island	6.0%
Iowa	3.7%	South Carolina	6.0%
Kansas	4.2%	South Dakota	3.1%
Kentucky	5.4%	Tennessee	5.8%
Louisiana	6.3%	Texas	4.5%
Maine	4.4%	Utah	3.5%
Maryland	5.2%	Vermont	3.7%
Massachusetts	5.0%	Virginia	4.4%
Michigan	5.4%	Washington	5.7%
Minnesota	3.7%	West Virginia	6.7%
Mississippi	6.5%	Wisconsin	4.6%
Missouri	5.0%	Wyoming	4.2%

Source: U.S. Bureau of Labor Statistics (2015)

2015 AVERAGE UNEMPLOYMENT RATE	
New England	5.0%
Middle Atlantic	5.3%
East North Central	5.2%
West North Central	4.0%
South Atlantic	5.5%
East South Central	5.9%
West South Central	4.7%
Mountain	5.1%
Pacific	6.0%
All USA (National)	5.3%

Source: U.S. Bureau of Labor Statistics (2015)

National Automobile Dealers Association

8400 Westpark Drive

Tysons, VA 22102

www.nada.org



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