



## 2017 DEALERSHIP WORKFORCE STUDY

# Compensation, Benefits, Retention: **HOW YOUR DEALERSHIP COMPARES**



HOURS OF  
OPERATION



BENEFITS



COMPENSATION



RETENTION  
& TURNOVER



WORK  
SCHEDULES

Prepared exclusively for:

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**CONFIDENTIAL**



## 2017 DEALERSHIP WORKFORCE STUDY

The National Automobile Dealers Association (NADA) has prepared this Dealership Workforce Study 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 receives information related to that dealership compared against data aggregated on geographic and other bases. Other than the information from the participating dealership, 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 Dealership 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 use of the data in this Study. Each participating dealership assumes full liability for its use of the Study data.



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### I. Introduction

The 2017 NADA Dealership Workforce Study, the sixth in an annual series, represents research and analysis of 2016 data, including data points identified by key stakeholders as essential for like-to-like comparisons. NADA partnered with ESI Trends to design the Study and collect and analyze the data for comparative reports. ESI Trends is the automotive retailing industry's leading provider of workforce metrics, guides and trends, and HR best practices.

This custom report, prepared exclusively for your dealership, captures, tabulates and analyzes data on:

- compensation
- benefits
- retention, tenure and turnover
- hours of operation and work schedules

With this information, you can compare your own dealership's data against aggregated data from other dealerships on multiple levels—nationally, regionally, and even for your state and your brand. NADA and ATD member new-car and –truck dealerships submitted 451,000 payroll records for this year's Study, as well as exhaustive information on benefits and other key factors. With this report you have solid data to make competitive compensation and benefits decisions and enhance your dealership's recruitment efforts.

But first, let's put the enclosed data into perspective with a look at the overall performance of our industry and the importance of recruiting and retaining key staff. NADA Chief Economist Steven Szakaly and NADA Senior Economist Patrick Manzi provided the information that follows.

This year we can look back on a year of growth. We can see that wages and salaries are up, employment continues to rise, and the contributions by our industry have never been higher.

With just over 16,700 light-vehicle retail outlets—3,200 fewer than 10 years ago—1.1 million new-car dealership employees will sell more than 31.0 million new and used vehicles, and complete more than 300 million other service and parts repair orders. Dealerships continue to do more with less. With an increasingly productive workforce and having weathered a severe economic downturn, the average dealership's profitability is not only significantly higher than a decade ago, but continues to increase each year. Key leaders, managers and frontline personnel are ever more critical to maintaining day-to-day operations. Fewer people capable of doing more tasks means a greater focus on finding, hiring and keeping that critical staff.

This need will not end in the future. While we see sales plateauing throughout 2017, challenges do exist. Mounting pressures from online competitors, increased regulatory scrutiny and age-old retail competition continue.

That competition is also intensifying in the space for finding and retaining talent. Those dealerships that have figured out a way to maintain highly-motivated long-term employees consistently do better. They generate more revenue and build stronger, more profitable businesses. Learning how to compete with



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not just other dealerships but other service outlets and retail companies will be critical over the coming year.

Know your marketplace. Watch for important economic indicators such as monthly new-car registrations, the state of the local real estate market and indications of adequate credit availability for your customers. Look at local employment by major employers of your customers. Look for measures of the business climate produced by local Chambers of Commerce and professional organizations. And talk to merchants and bankers about the market conditions for other durable and non-durable goods and services in your area. All of these economic measures should be showing signs of improvement in nearly all regions, but at different rates, as we move forward in 2017.



## II. How to Use Your Report

The NADA Dealership Workforce Study was designed to help dealers manage employee retention. Workforce studies show that on average it takes three years for a new employee to reach peak performance—i.e., to become his or her most productive and effective. In turn, dealership productivity (as measured by gross profit production) increases with the number of employees who make it to that three-year mark.

In an average dealership, barely 50 percent of all employees reach that three-year milestone. When we compare gross profit as percent of sales, dealerships with high three-year retention (greater than 70 percent) outperform dealerships with low three-year retention (less than 30 percent) by three or four percentage points.

This report gives you information and guidelines to help you maximize employee retention by making informed decisions about operating policies related to compensation, benefits and work schedules. Employee pay and benefits account for the major portion of your dealership expenses, so you can't afford bad decisions and you can't afford to pay below-market rates.

Market-based pay rates vary significantly based on several key factors, including total units sold, luxury vs. non-luxury brands and geographical region. This report has been customized for your dealership so that you can compare your compensation information to other dealerships that are most like you (your "peer group") based on franchise brands, location and sales volume.

**Reporting by Franchise Type:** For peer group comparisons in this Study, we have designated car dealerships as *non-luxury* or *luxury* based on primary dealership franchises.

*Non-luxury franchises:* Buick/GMC, Chevrolet, Chrysler/Dodge/Jeep/Ram, Fiat, Ford, Honda, Hyundai, KIA, Mazda, Mini, Mitsubishi, Nissan, Subaru, Toyota/Scion, Volkswagen

*Luxury franchises:* Acura, Aston Martin, Audi, Bentley, BMW, Cadillac, Ferrari, Infiniti, Jaguar, Land Rover, Lexus, Lincoln, Maserati, Mercedes-Benz, Porsche, Rolls Royce, Volvo

Luxury and non-luxury designations do not apply to truck dealership franchises

On average, compensation in luxury-brand dealerships is nearly 15 percent higher than compensation in mass market (non-luxury) brand dealerships. Differences in pay vary significantly by position and the biggest difference can be seen in sales consultant pay. Luxury-brand sales consultants earn nearly 30 percent more than sales consultants in non-luxury dealerships.

**Reporting by Volume:** One of the key peer group comparisons in this Study is based on dealership size as measured by new units retailed. Your report has been customized to compare your workforce metrics to the aggregated statistics for all dealerships in your region with reported unit sales volume similar to yours.

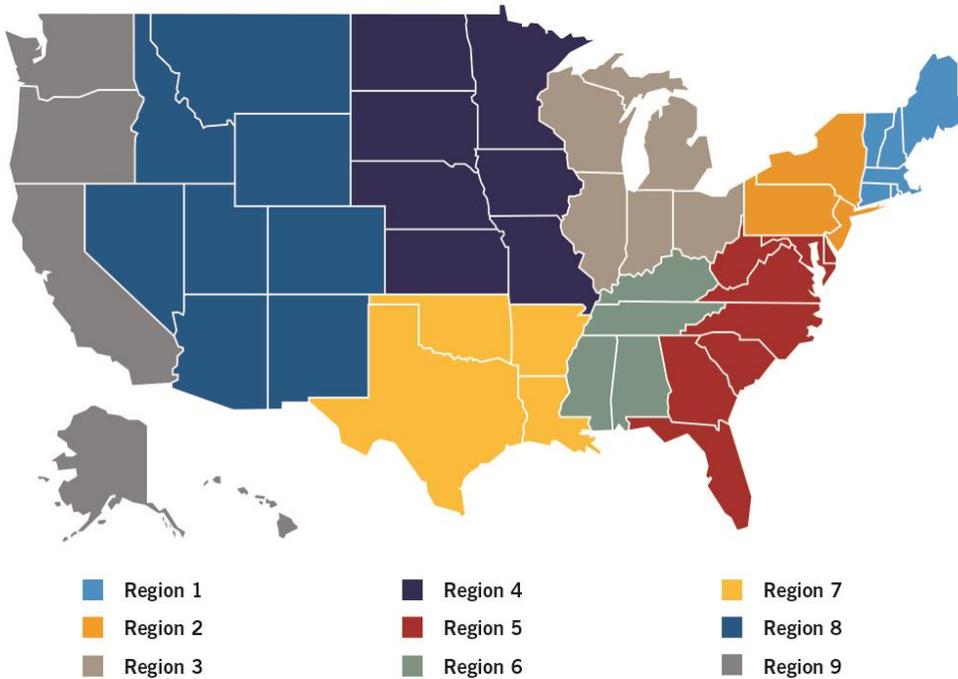


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For reporting purposes, we have defined volume levels as follows:

Annual New Units Retailed	Non-Luxury Cars	Luxury Cars	Medium/HD Trucks
Low Volume	< 636	< 661	< 137
Medium Volume	636 to 1,276		
High Volume	> 1,276	> 661	> 137

**Reporting by Region:** To allow comparisons to other industries, the information in this Study has been broken down into nine regions as defined by the U.S. Bureau of Labor Statistics. Your report has been customized to compare your workforce metrics to the aggregated statistics for all other dealerships in your region. The U.S. regions are named and defined as indicated here:





### Helpful Tips and Guidelines

To understand the **Compensation** section of your report, start by looking at the column labeled “% of National” to the right of “Average.”

1. To stay competitive, your dealership average should fall within a  $\pm 10$  percentage point range compared to your peer group.
  - Luxury peer group averages tend to be more than 100 percent of the all car dealerships average. Non-luxury peer group averages tend to be less than 100 percent of the all car dealerships average.
  - The “golden handcuffs” don’t work as they used to. Paying more than 10 percent over market rates is an expensive strategy for increasing employee retention.  
*For example, if the regional average for your high-volume luxury peer group is 120 percent, then your average should fall somewhere between 110 and 130 percent of the national all car dealerships average.*
2. If your dealership average is more than 10 percentage points below your peer group, do not assume that you should sweeten your pay plan. You need to consider other factors.
  - Productivity and pay increase significantly with tenure and experience. Go to the **Retention and Turnover** section of your report to determine if high turnover and poor retention are pulling down your average compensation.
3. Pay plans are rarely the primary cause of high turnover and low retention. Other factors that you should consider are hiring practices, onboarding, training, mentoring and work schedules.
  - The type of pay plans you have in place can impact retention, particularly in sales. Plans based on 100 percent commission are losing favor because they do not appeal to many new recruits.
  - To determine if work schedules and hours worked may be causing poor retention, go to the **Paid Time Off and Benefits** section of your report to compare yourself to your peers.
4. If your dealership average is more than 10 percentage points higher than your peer group, do not assume that you are overpaying your employees for the same reasons cited above.
  - High retention/low turnover will increase the average tenure of your employees. Longer-tenured employees tend to be more effective and productive, which will increase your average compensation compared to your peer group.
5. Another very important statistic is the median. Your median will only be displayed for job titles with at least nine payroll records, typically sales consultants and service technicians.
  - If you rank compensation from lowest to highest, the middle of the list is your median. Your peer group median represents the middle of the bell curve or 50<sup>th</sup> percentile.
  - To be competitive, your target compensation level should probably be on the higher side of your peer group median—how far on the high side is based on your compensation philosophy.
6. If you operate in a competitive labor market, use all available sources, including your own employees, to stay on top of pay rates in your local market.



### III. Your Workforce Management Scorecard

One of the key features of your custom report is the **Workforce Management Scorecard** that compares and ranks your dealership against at least 15 peer-level dealerships on key metrics related to compensation, retention, tenure and turnover.

The Scorecard does not cover all job titles, but is focused on primary producers—department managers, sales consultants, F&I consultants, service advisors, service technicians, parts counterpersons, etc.

You must have a *minimum* of three employees in each job title to have your performance ranked against your peers.

#### Understanding Your Scorecard Results

Your Scorecard gives you a snapshot comparison of key metrics for your entire dealership (“All Positions”) compared to aggregated statistics for your peer group. There are also scores for specific key positions.

*Department managers are broken out as a group for comparison purposes. This group of managers includes only the primary departments found in a typical dealership—sales (new and used), F&I, service, parts, body shop, and office/admin.*

As indicated in this sample scorecard, you can compare the averages for your dealership to the averages for your peer group. You can also see how your average compares to your peers’ when the averages are ranked from highest to lowest on a percentile scale.

Key Employment Metrics	Position	Your Dealership	Your Peer Group	Your Percentile Rank		
				25	50	75
Average Compensation	All Positions	\$72,912	\$72,989			
Average Tenure	All Positions	4.0 yrs	4.7 yrs			
One-year Retention	All Positions	61.4 %	68.5 %			
Three-year Retention	All Positions	43.2 %	39.0 %			
Annualized Turnover	All Positions	36.4 %	30.6 %			
Average Compensation	All Dept. Managers	\$114,680	\$135,041			
Average Tenure	All Dept. Managers	5.4 yrs	7.9 yrs			
Three-year Retention	All Dept. Managers	70.0 %	59.2 %			
Annualized Turnover	All Dept. Managers	20.0 %	18.3 %			



### Comparing Employee Turnover

Your Scorecard also includes retention profile charts comparing the tenure of your active workforce to your peer group.



Your Scorecard includes employee turnover charts comparing monthly terminations in your dealership to terminations and turnover in your peer group. You will find turnover charts for the total dealership—all positions—as well as for sales consultants and service technicians (B-techs).

The blue bars on the chart represent your monthly turnover as a percent of your active employee head count. The grey bars represent the monthly rate of turnover in your peer group.

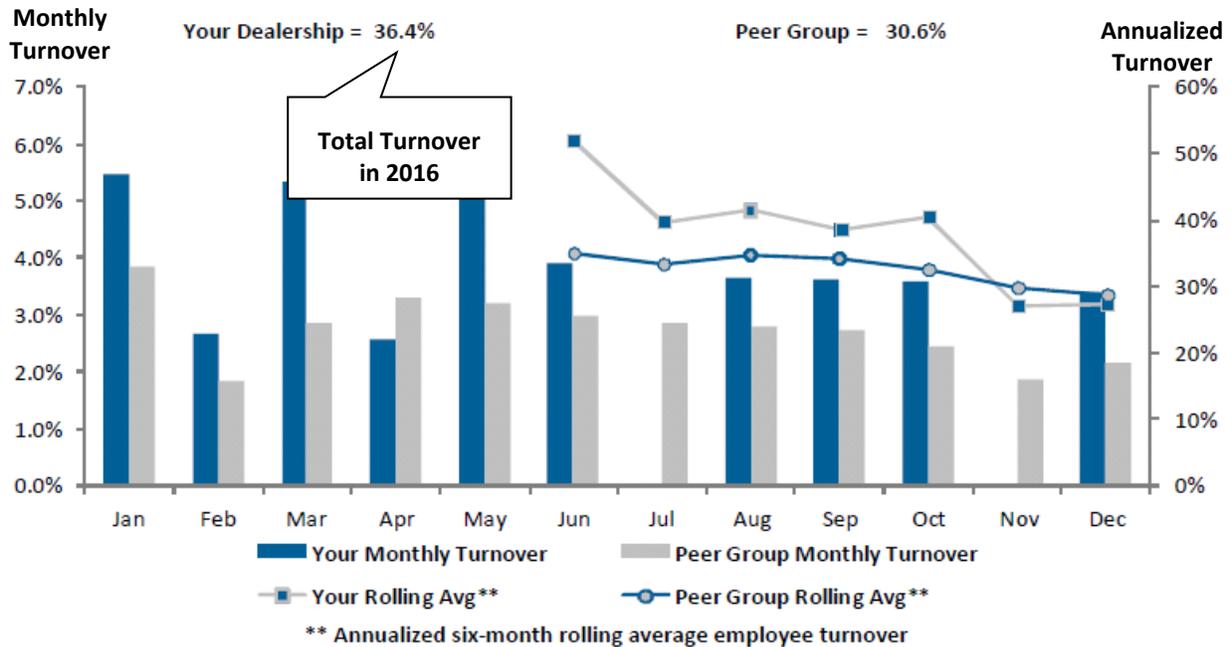
The sum of the monthly turnover percentages should be equivalent to the total turnover in 2016 as indicated at the top of the chart. On the next page, an example chart shows that number to be 36 percent for the example dealership.



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The turnover charts also include a six-month rolling average for your dealership compared to your peer group. The rolling averages indicate whether employee turnover was increasing or decreasing in the last half of 2016.

### 2016 Turnover—All Positions



**Note:** If your payroll data did not include termination dates, we cannot chart your monthly turnover.

### Peer Group Comparisons

This report provides you with seven different levels of aggregated statistical information for peer group comparisons:

1. Your dealership (average, median and percentiles, where appropriate)
2. National—all car (or truck) dealers
3. Regional—all car (or truck) dealers
4. Region—franchise type—volume
5. Region—primary franchise
6. State—franchise type—volume
7. State—primary franchise

Your peer group has been selected automatically based on the data available at the region, state and franchise levels. For comparison purposes your peer group includes a minimum of 15 dealerships.

**Note:** If you would like to change your peer group, or if you would like us to run a specific query that is not part of this report, please call us at 800.557.6232.



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## Bill Penney Motor Co Scorecard

Your Peer Group: **E.S.C. Non-Luxury Hi-Vol.**

Key Employment Metrics	Position	Your Dealership	Your Peer Group	Your Percentile Rank		
				25	50	75
Average Compensation	All Positions	\$75,348	\$68,933			
Average Tenure	All Positions	4.2 yrs	6.0 yrs			
Median Tenure	All Positions	1.9 yrs	2.8 yrs			
One-year Retention	All Positions	66.3 %	73.9 %			
Three-year Retention	All Positions	39.8 %	47.8 %			
Annualized Turnover	All Positions	52.5 %	42.3 %			
Average Compensation	All Dept. Managers	\$168,179	\$132,705			
Average Tenure	All Dept. Managers	6.9 yrs	9.3 yrs			
Median Tenure	All Dept. Managers	2.5 yrs	5.5 yrs			
Three-year Retention	All Dept. Managers	40.0 %	66.8 %			
Annualized Turnover	All Dept. Managers	46.7 %	16.0 %			
Average Compensation	Sales Consultants	\$62,914	\$68,289			
Average Tenure	Sales Consultants	1.8 yrs	3.9 yrs			
Median Tenure	Sales Consultants	1.2 yrs	1.8 yrs			
Three-year Retention	Sales Consultants	18.8 %	33.5 %			
Annualized Turnover	Sales Consultants	106.3 %	73.8 %			
Average Compensation	Service Advisors	\$65,464	\$59,735			
Average Tenure	Service Advisors	5.8 yrs	4.7 yrs			
Median Tenure	Service Advisors	5.9 yrs	2.3 yrs			
Three-year Retention	Service Advisors	69.2 %	43.2 %			
Annualized Turnover	Service Advisors	38.5 %	37.4 %			
Average Compensation	Service B-Tech	\$42,299	\$51,695			
Average Tenure	Service B-Tech	4.8 yrs	6.7 yrs			
Median Tenure	Service B-Tech	4.4 yrs	4.3 yrs			
Three-year Retention	Service B-Tech	58.8 %	59.4 %			
Annualized Turnover	Service B-Tech	23.5 %	28.5 %			
Average Compensation	F&I Manager	---	\$142,845			
Average Compensation	Parts Counter	\$55,643	\$50,899			
Average Compensation	Office/Admin	\$29,979	\$30,064			

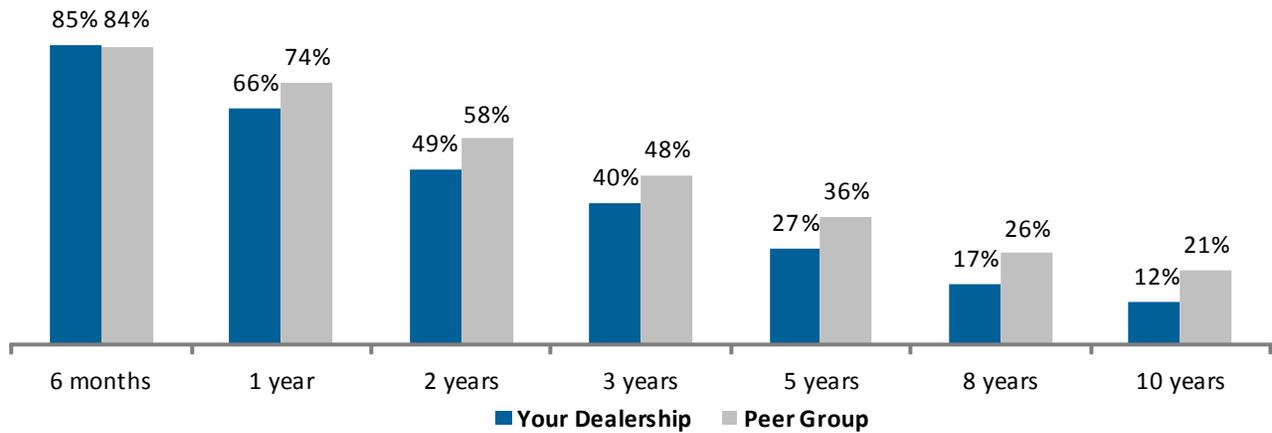


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## Retention and Turnover Comparison

Your Peer Group: **E.S.C. Non-Luxury Hi-Vol.**

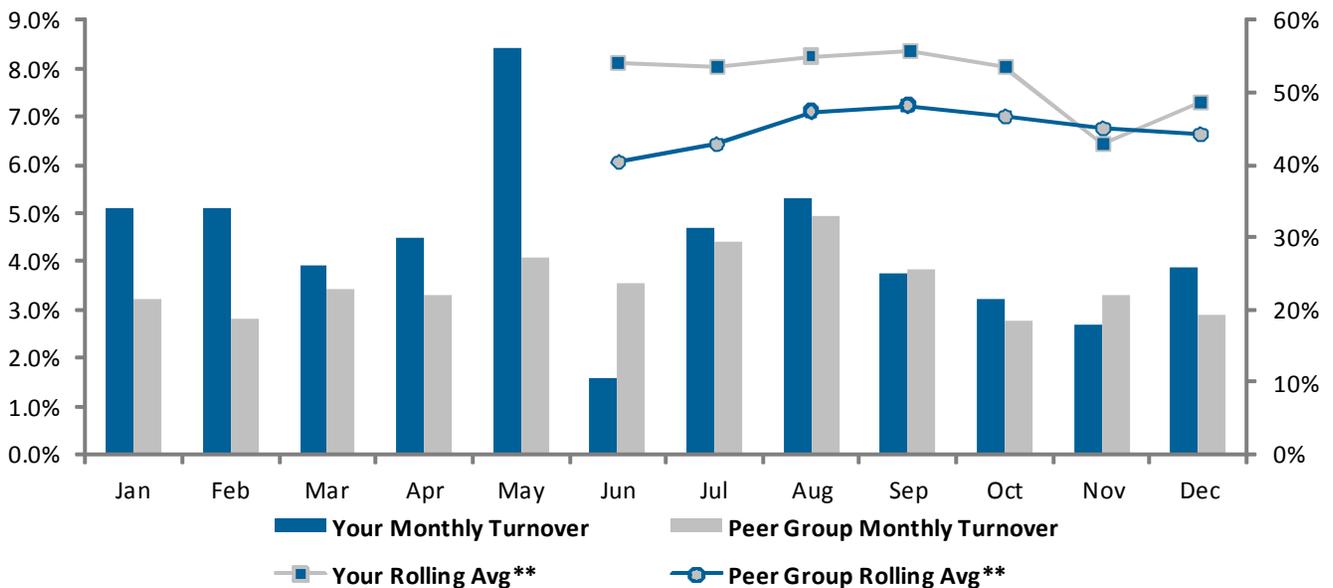
### Retention Profile - All Positions



### 2016 Turnover - All Positions

Your Dealership = 52.5%

Peer Group = 42.3%



\*\* Annualized six-month rolling average employee turnover

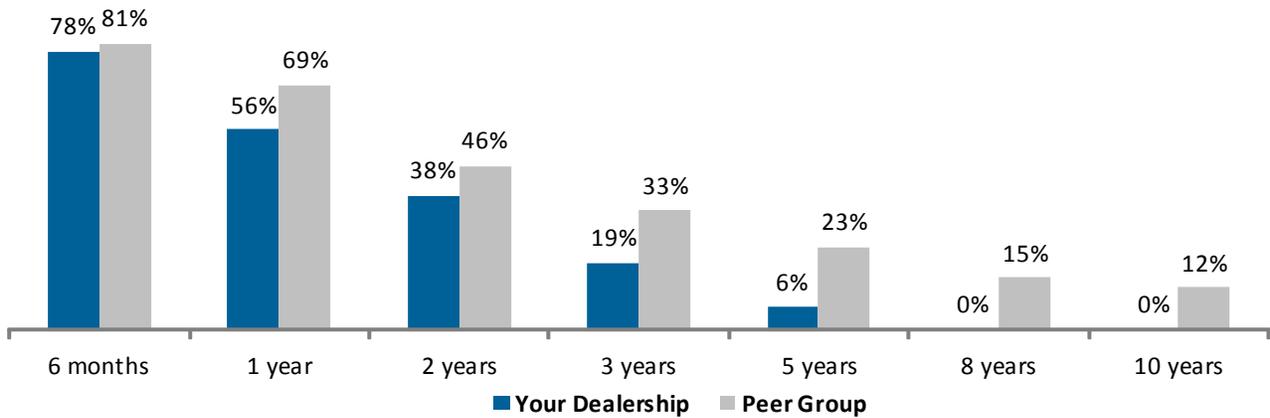


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## Retention and Turnover Comparison

Your Peer Group: **E.S.C. Non-Luxury Hi-Vol.**

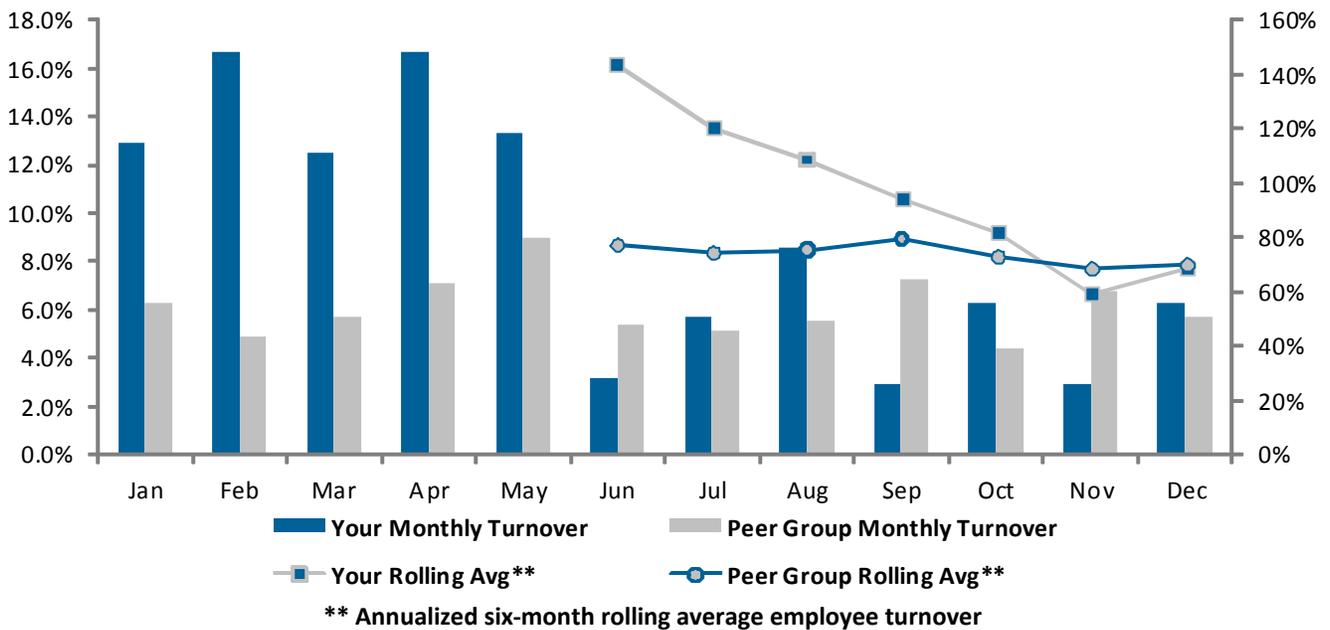
### Retention Profile - Sales Consultants



### 2016 Turnover - Sales Consultants

Your Dealership = 106.3%

Peer Group = 73.8%



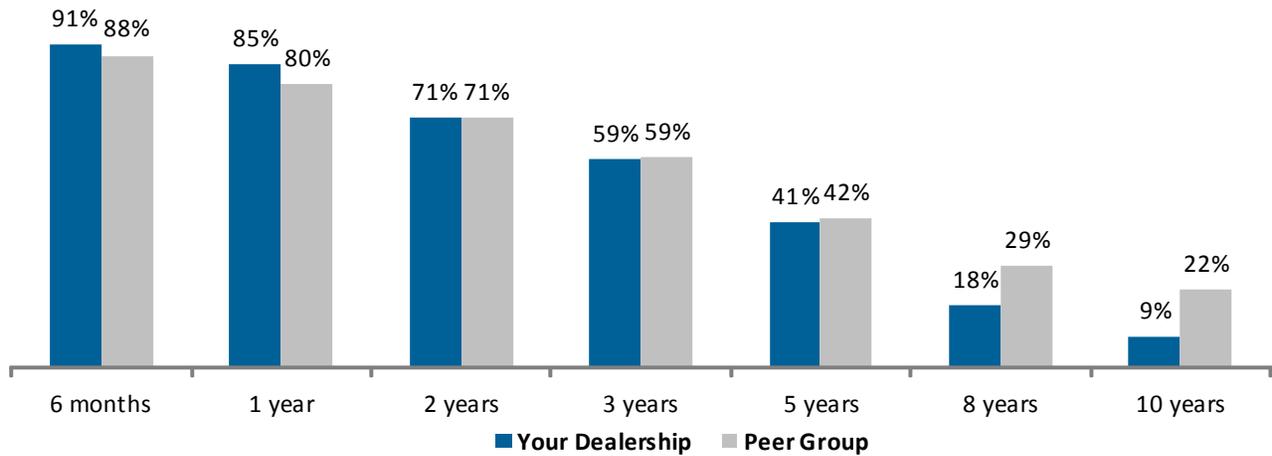


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## Retention and Turnover Comparison

Your Peer Group: **E.S.C. Non-Luxury Hi-Vol.**

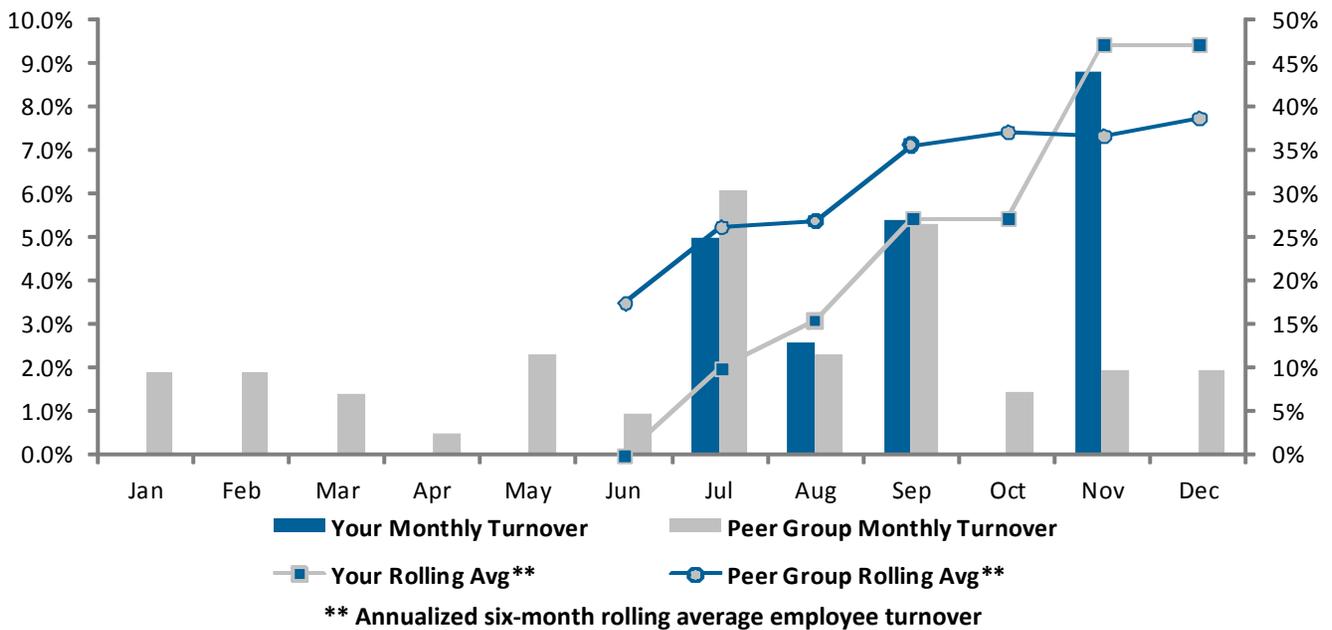
### Retention Profile - Service B-Tech



### 2016 Turnover - Service B-Tech

Your Dealership = 23.5%

Peer Group = 28.5%



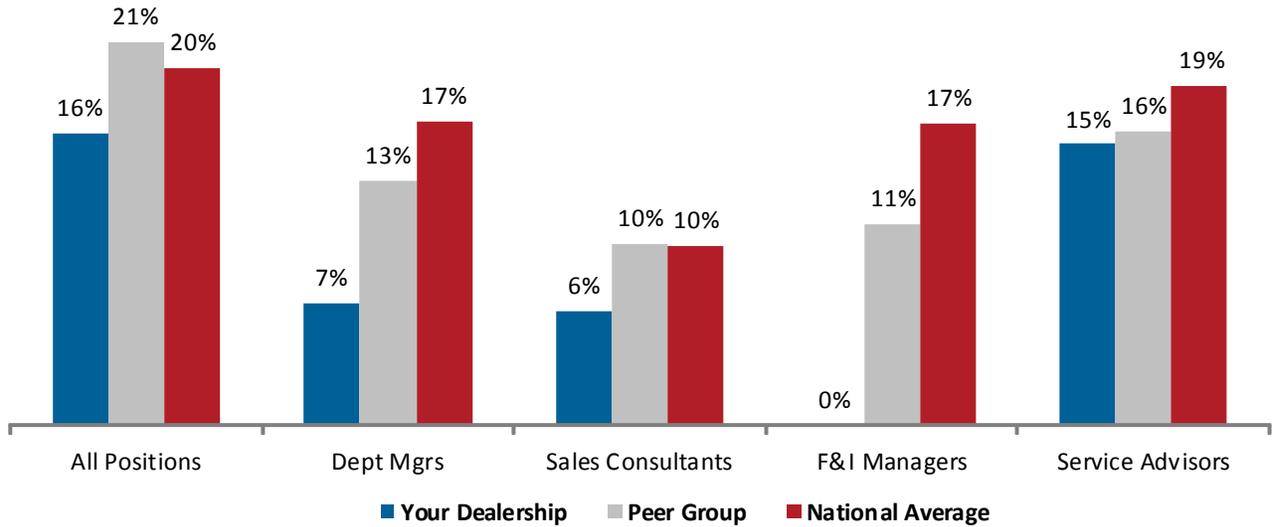


# 2017 DEALERSHIP WORKFORCE STUDY

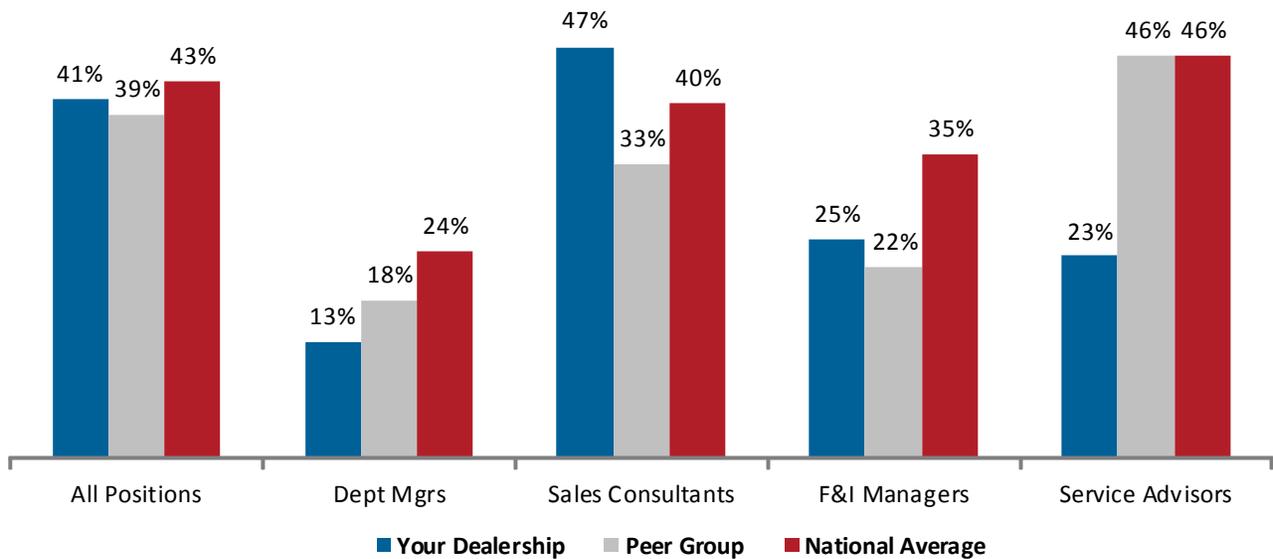
## Demographic Comparison

Your Peer Group: **E.S.C. Non-Luxury Hi-Vol.**

### Female Employees



### Gen-Y Employees



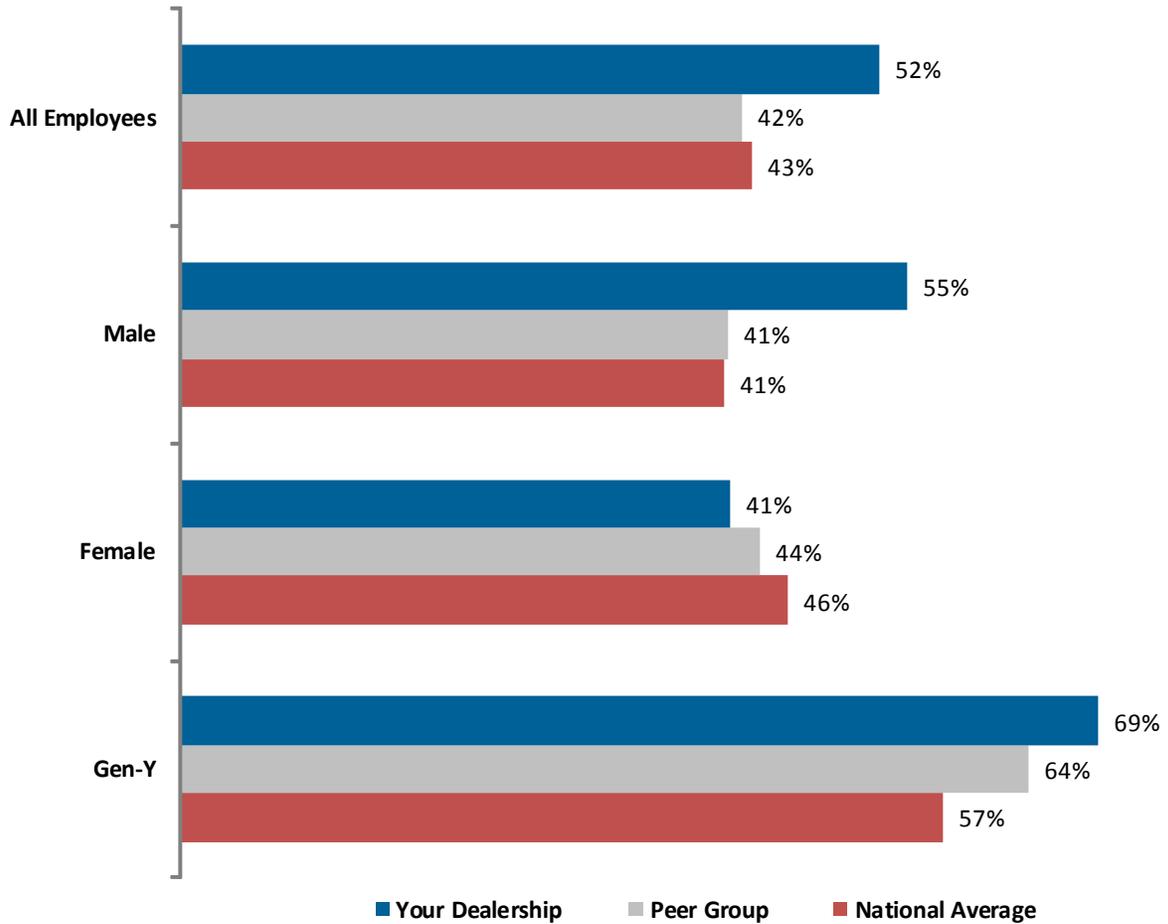


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### Demographic Comparison

Your Peer Group: **E.S.C. Non-Luxury Hi-Vol.**

#### Turnover by Demographics





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### Comparative Compensation Data: Management Positions

<b>Dealer Principal/ Owner</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$314,271	100%	\$118,500	\$203,932	\$368,020	\$671,320
Non-Luxury Hi-Vol.	\$456,210	145%	\$189,080	\$323,249	\$538,305	\$1,047,803
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Dealer Operator/Gen Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$1,241,198	390%	---	---	---	---
All Car Dealerships	\$318,172	100%	\$181,114	\$259,237	\$384,285	\$567,078
Non-Luxury Hi-Vol.	\$411,953	129%	\$246,520	\$340,672	\$524,417	\$743,162
E.S.C. Non-Luxury Hi-Vol.	\$381,309	120%	---	\$347,075	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Controller/Business Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$99,364	82%	---	---	---	---
All Car Dealerships	\$120,558	100%	\$78,076	\$107,312	\$151,231	\$197,684
Non-Luxury Hi-Vol.	\$136,257	113%	\$88,517	\$130,310	\$164,860	\$204,725
E.S.C. Non-Luxury Hi-Vol.	\$128,602	107%	---	\$140,400	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>General Sales Manager</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$312,679	173%	---	---	---	---
All Car Dealerships	\$180,868	100%	\$132,970	\$169,124	\$207,811	\$266,106
Non-Luxury Hi-Vol.	\$213,330	118%	\$159,005	\$195,164	\$245,197	\$312,679
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Management Positions

<b>Fixed Operations Director</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$174,491	100%	\$118,081	\$155,582	\$202,148	\$268,481
Non-Luxury Hi-Vol.	\$208,401	119%	\$144,801	\$177,752	\$227,322	\$330,879
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Executive Assistant Total Compensation</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$99,201	170%	---	---	---	---
All Car Dealerships	\$58,509	100%	\$39,040	\$52,096	\$67,236	\$95,676
Non-Luxury Hi-Vol.	\$65,775	112%	\$39,435	\$55,510	\$72,388	\$118,580
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Executive Assistant Rate per Hour</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$18.32	100%	\$14.00	\$17.60	\$20.05	\$24.75
Non-Luxury Hi-Vol.	\$18.23	100%	\$14.50	\$17.50	\$20.00	\$24.75
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



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### Comparative Compensation Data: **Administrative Positions**

<b>Admin/ Office Manager</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$58,610	100%	\$41,600	\$54,552	\$71,096	\$88,606
Non-Luxury Hi-Vol.	\$61,421	105%	\$40,854	\$56,493	\$75,675	\$97,174
E.S.C. Non-Luxury Hi-Vol.	\$72,518	124%	---	\$55,125	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---
<b>Accountant/ Accting Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$268,006	486%	---	---	---	---
All Car Dealerships	\$55,110	100%	\$38,567	\$49,900	\$65,020	\$85,534
Non-Luxury Hi-Vol.	\$61,808	112%	\$42,899	\$56,934	\$70,000	\$100,397
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---
<b>Human Resources Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$67,490	110%	---	---	---	---
All Car Dealerships	\$61,340	100%	\$41,569	\$55,654	\$72,720	\$89,613
Non-Luxury Hi-Vol.	\$64,312	105%	\$46,931	\$60,115	\$75,000	\$94,639
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---
<b>Payroll Manager</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$39,971	84%	---	---	---	---
All Car Dealerships	\$47,382	100%	\$38,374	\$46,617	\$54,554	\$62,250
Non-Luxury Hi-Vol.	\$47,569	100%	\$38,374	\$44,969	\$54,976	\$62,144
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Administrative Positions

<b>Clerical Staff: AP/AR/Title</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$29,979	82%	---	---	---	---
All Car Dealerships	\$36,766	100%	\$29,225	\$34,951	\$42,230	\$50,553
Non-Luxury Hi-Vol.	\$37,474	102%	\$29,422	\$35,861	\$43,385	\$51,758
E.S.C. Non-Luxury Hi-Vol.	\$32,659	89%	\$25,388	\$30,526	\$36,919	\$42,826
AL Non-Luxury Hi-Vol.	\$31,177	85%	\$22,707	\$28,436	\$33,152	\$42,066
E.S.C. Toyota/Scion	\$36,581	99%	\$27,611	\$30,961	\$36,901	\$46,672

<b>Clerical Staff: AP/AR/Title</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$13.13	87%	---	\$13.00	---	---
All Car Dealerships	\$15.17	100%	\$12.50	\$15.00	\$17.48	\$20.00
Non-Luxury Hi-Vol.	\$15.29	101%	\$12.50	\$15.00	\$17.50	\$20.00
E.S.C. Non-Luxury Hi-Vol.	\$13.13	87%	\$10.30	\$13.50	\$15.00	\$17.00
AL Non-Luxury Hi-Vol.	\$12.34	81%	\$9.50	\$12.50	\$14.00	\$17.00
E.S.C. Toyota/Scion	\$13.47	89%	\$12.00	\$13.50	\$15.00	\$17.00

<b>Cashier</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$28,712	100%	\$23,884	\$27,560	\$31,921	\$37,564
Non-Luxury Hi-Vol.	\$28,047	98%	\$23,104	\$26,863	\$30,797	\$37,272
E.S.C. Non-Luxury Hi-Vol.	\$27,865	97%	---	\$26,695	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Cashier</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$11.71	100%	\$10.00	\$11.50	\$13.00	\$14.00
Non-Luxury Hi-Vol.	\$11.68	100%	\$10.00	\$11.50	\$12.50	\$14.00
E.S.C. Non-Luxury Hi-Vol.	\$10.72	92%	\$9.50	\$10.50	\$12.00	\$12.75
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	\$9.92	85%	---	\$9.50	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: **Administrative Positions**

<b>Receptionist/Switchboard Total Compensation</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$28,138	100%	\$23,082	\$27,132	\$31,578	\$37,124
Non-Luxury Hi-Vol.	\$27,894	99%	\$23,034	\$26,697	\$31,108	\$36,525
E.S.C. Non-Luxury Hi-Vol.	\$24,545	87%	\$19,798	\$22,442	\$29,722	\$31,927
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	\$21,974	78%	---	\$21,829	---	---

<b>Receptionist/Switchboard Rate per Hour</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$10.75	95%	---	---	---	---
All Car Dealerships	\$11.32	100%	\$10.00	\$11.00	\$12.00	\$14.00
Non-Luxury Hi-Vol.	\$11.24	99%	\$10.00	\$11.00	\$12.00	\$13.53
E.S.C. Non-Luxury Hi-Vol.	\$10.37	92%	\$9.50	\$10.00	\$11.00	\$12.35
AL Non-Luxury Hi-Vol.	\$9.95	88%	\$9.00	\$9.50	\$10.50	\$12.00
E.S.C. Toyota/Scion	\$10.23	90%	\$9.00	\$10.00	\$11.00	\$11.25



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Sales Positions

Sales Manager	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	\$164,463	126%	---	---	---	---
All Car Dealerships	\$130,342	100%	\$95,423	\$123,020	\$157,189	\$195,460
Non-Luxury Hi-Vol.	\$141,337	108%	\$105,282	\$133,970	\$169,879	\$206,517
E.S.C. Non-Luxury Hi-Vol.	\$142,980	110%	\$110,126	\$140,488	\$170,800	\$207,962
AL Non-Luxury Hi-Vol.	\$135,048	104%	\$96,540	\$153,980	\$170,800	\$191,637
E.S.C. Toyota/Scion	\$142,776	110%	\$96,000	\$140,488	\$177,610	\$209,889

Used/CPO Sales Mgr	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	\$145,954	118%	---	---	---	---
All Car Dealerships	\$123,692	100%	\$89,231	\$117,002	\$153,821	\$188,032
Non-Luxury Hi-Vol.	\$133,765	108%	\$100,144	\$131,556	\$163,272	\$196,871
E.S.C. Non-Luxury Hi-Vol.	\$120,277	97%	---	\$110,403	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Fleet/Commercial Sales Mgr	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	---	---	---	---	---	---
All Car Dealerships	\$106,672	100%	\$60,479	\$89,614	\$129,126	\$187,298
Non-Luxury Hi-Vol.	\$114,022	107%	\$67,435	\$100,502	\$143,728	\$197,262
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

F&I Director/ Producer	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	\$185,225	134%	---	---	---	---
All Car Dealerships	\$138,209	100%	\$94,107	\$127,982	\$170,358	\$216,787
Non-Luxury Hi-Vol.	\$150,294	109%	\$103,493	\$139,426	\$182,643	\$236,213
E.S.C. Non-Luxury Hi-Vol.	\$142,845	103%	\$94,092	\$123,745	\$167,565	\$288,986
AL Non-Luxury Hi-Vol.	\$112,700	82%	\$86,009	\$110,927	\$133,833	\$151,689
E.S.C. Toyota/Scion	\$141,408	102%	---	\$135,726	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Sales Positions

<b>F&amp;I Asst/Doc Specialist</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$87,784	100%	\$38,939	\$72,417	\$127,114	\$170,422
Non-Luxury Hi-Vol.	\$83,973	96%	\$37,608	\$66,127	\$124,472	\$159,576
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>F&amp;I Asst/Doc Specialist</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$14.40	100%	\$12.00	\$14.00	\$16.50	\$19.50
Non-Luxury Hi-Vol.	\$14.09	98%	\$11.50	\$13.50	\$16.00	\$19.50
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Internet Sales/BDC Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$80,151	100%	\$52,500	\$72,281	\$100,244	\$131,257
Non-Luxury Hi-Vol.	\$88,936	111%	\$54,500	\$83,811	\$109,588	\$150,749
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Sales Closer/ Team Leader</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$96,712	103%	---	---	---	---
All Car Dealerships	\$94,208	100%	\$68,096	\$94,152	\$117,700	\$144,619
Non-Luxury Hi-Vol.	\$103,792	110%	\$80,090	\$100,096	\$123,326	\$156,044
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Sales Positions

Sales Consultant	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$62,914	91%	---	\$59,750	---	---
All Car Dealerships	\$68,902	100%	\$44,961	\$60,130	\$82,117	\$110,092
Non-Luxury Hi-Vol.	\$67,594	98%	\$44,357	\$59,163	\$80,077	\$107,192
E.S.C. Non-Luxury Hi-Vol.	\$68,289	99%	\$46,527	\$58,354	\$80,136	\$110,498
AL Non-Luxury Hi-Vol.	\$66,450	96%	\$46,955	\$56,190	\$77,634	\$119,085
E.S.C. Toyota/Scion	\$60,771	88%	\$39,597	\$54,245	\$72,687	\$89,905

Internet Sales Consultant	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$62,646	100%	---	---	---	---
All Car Dealerships	\$62,921	100%	\$41,272	\$55,918	\$75,465	\$103,400
Non-Luxury Hi-Vol.	\$64,266	102%	\$44,091	\$57,734	\$76,492	\$103,796
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Product Specialist Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$51,543	100%	\$33,767	\$44,485	\$61,256	\$81,945
Non-Luxury Hi-Vol.	\$56,397	109%	\$32,210	\$46,430	\$66,116	\$96,759
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Product Specialist Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$12.97	100%	\$11.00	\$12.50	\$15.00	\$16.50
Non-Luxury Hi-Vol.	\$12.04	93%	\$10.00	\$12.00	\$13.00	\$15.00
E.S.C. Non-Luxury Hi-Vol.	\$11.27	87%	---	\$11.55	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Sales Positions

<b>BDC Rep/CSR/Scheduler</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$41,455	100%	\$29,736	\$37,310	\$48,550	\$64,006
Non-Luxury Hi-Vol.	\$42,654	103%	\$30,192	\$38,567	\$50,434	\$65,751
E.S.C. Non-Luxury Hi-Vol.	\$34,679	84%	\$22,756	\$31,279	\$41,305	\$56,913
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	\$36,807	89%	---	\$30,095	---	---

<b>BDC Rep/CSR/Scheduler</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$11.50	100%	\$10.00	\$11.00	\$12.00	\$14.50
Non-Luxury Hi-Vol.	\$11.21	98%	\$10.00	\$10.00	\$12.00	\$14.00
E.S.C. Non-Luxury Hi-Vol.	\$10.71	93%	\$9.50	\$10.00	\$12.00	\$13.00
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	\$11.74	102%	\$9.50	\$11.50	\$13.25	\$13.50

<b>CSI/Client Relations Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$65,770	127%	---	---	---	---
All Car Dealerships	\$51,654	100%	\$37,718	\$48,100	\$59,448	\$76,683
Non-Luxury Hi-Vol.	\$53,848	104%	\$40,470	\$49,573	\$63,500	\$78,207
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Sales Training Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$76,879	100%	\$57,817	\$71,626	\$89,017	\$114,941
Non-Luxury Hi-Vol.	\$83,292	108%	\$58,320	\$77,685	\$97,500	\$128,842
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Sales Positions

<b>Advertising/Marketing Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$92,928	141%	---	---	---	---
All Car Dealerships	\$65,932	100%	\$40,834	\$54,570	\$78,753	\$102,125
Non-Luxury Hi-Vol.	\$77,936	118%	\$45,591	\$58,618	\$86,000	\$130,000
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>U/C Reconditioning Tech Total Compensation</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$38,883	100%	\$27,177	\$35,886	\$46,968	\$59,635
Non-Luxury Hi-Vol.	\$43,950	113%	\$30,126	\$39,336	\$53,391	\$66,465
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>U/C Reconditioning Tech Rate per Hour</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$13.57	100%	\$10.00	\$12.00	\$15.50	\$20.00
Non-Luxury Hi-Vol.	\$15.25	112%	\$11.00	\$14.00	\$18.00	\$22.00
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Dealer Trade Driver Total Compensation</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$28,935	100%	\$21,332	\$26,216	\$33,550	\$44,765
Non-Luxury Hi-Vol.	\$28,852	100%	\$21,483	\$26,206	\$33,208	\$46,303
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Sales Positions

<b>Dealer Trade Driver</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$9.85	100%	\$8.75	\$9.75	\$10.00	\$12.00
Non-Luxury Hi-Vol.	\$10.44	106%	\$9.00	\$10.00	\$11.00	\$13.00
E.S.C. Non-Luxury Hi-Vol.	\$9.60	97%	\$8.00	\$8.75	\$11.00	\$12.00
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Car Buyer</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$83,046	100%	\$50,750	\$73,504	\$104,409	\$144,500
Non-Luxury Hi-Vol.	\$87,249	105%	\$57,700	\$75,000	\$110,459	\$152,665
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Service Positions

<b>Service Manager</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	\$229,837	200%	---	---	---	---
All Car Dealerships	\$115,082	100%	\$82,881	\$107,366	\$141,762	\$174,733
Non-Luxury Hi-Vol.	\$128,471	112%	\$91,946	\$123,271	\$159,114	\$188,789
E.S.C. Non-Luxury Hi-Vol.	\$123,552	107%	\$90,124	\$106,346	\$132,919	\$186,259
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	\$149,400	130%	---	\$159,515	---	---

<b>Express/Quick Lube Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	---	---	---	---	---	---
All Car Dealerships	\$58,534	100%	\$40,211	\$54,137	\$75,204	\$93,593
Non-Luxury Hi-Vol.	\$59,838	102%	\$40,211	\$60,000	\$76,705	\$94,449
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Shop Foreman/Asst Mgr Total Compensation</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	---	---	---	---	---	---
All Car Dealerships	\$86,938	100%	\$67,479	\$85,025	\$102,737	\$124,385
Non-Luxury Hi-Vol.	\$82,786	95%	\$63,872	\$82,524	\$98,472	\$115,645
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Shop Foreman/Asst Mgr Rate per Hour</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	---	---	---	---	---	---
All Car Dealerships	\$25.97	100%	\$19.00	\$26.00	\$30.00	\$36.00
Non-Luxury Hi-Vol.	\$24.17	93%	\$18.50	\$25.00	\$29.00	\$35.00
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Service Positions

Service Advisor/Writer	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$65,464	100%	---	\$66,704	---	---
All Car Dealerships	\$65,744	100%	\$48,057	\$62,333	\$79,293	\$97,341
Non-Luxury Hi-Vol.	\$64,234	98%	\$47,817	\$61,659	\$77,710	\$94,163
E.S.C. Non-Luxury Hi-Vol.	\$59,735	91%	\$43,175	\$61,613	\$71,179	\$83,903
AL Non-Luxury Hi-Vol.	\$67,686	103%	\$61,359	\$66,704	\$80,497	\$91,788
E.S.C. Toyota/Scion	\$57,738	88%	\$41,113	\$55,532	\$68,633	\$80,726

A-Tech/Master/Team Ldr Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$73,719	100%	\$55,441	\$69,703	\$88,423	\$109,148
Non-Luxury Hi-Vol.	\$71,743	97%	\$52,608	\$68,601	\$86,108	\$108,563
E.S.C. Non-Luxury Hi-Vol.	\$65,787	89%	\$50,438	\$66,674	\$80,209	\$92,738
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

A-Tech/Master/Team Ldr Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$25.55	100%	\$22.00	\$25.96	\$30.00	\$33.00
Non-Luxury Hi-Vol.	\$24.62	96%	\$21.00	\$25.00	\$29.00	\$32.00
E.S.C. Non-Luxury Hi-Vol.	\$25.77	101%	\$20.75	\$27.00	\$32.05	\$35.00
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

B-Technician Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$42,299	71%	---	\$38,843	---	---
All Car Dealerships	\$59,409	100%	\$42,001	\$55,059	\$72,327	\$91,013
Non-Luxury Hi-Vol.	\$58,089	98%	\$41,047	\$53,822	\$70,792	\$89,447
E.S.C. Non-Luxury Hi-Vol.	\$51,695	87%	\$37,657	\$50,190	\$61,191	\$77,753
AL Non-Luxury Hi-Vol.	\$45,473	77%	\$34,936	\$42,411	\$52,936	\$65,295
E.S.C. Toyota/Scion	\$46,769	79%	\$36,383	\$41,775	\$57,068	\$65,777



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Service Positions

<b>B-Technician</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$18.51	86%	---	\$17.50	---	---
All Car Dealerships	\$21.52	100%	\$17.00	\$21.00	\$25.00	\$29.00
Non-Luxury Hi-Vol.	\$20.81	97%	\$16.00	\$20.00	\$25.00	\$28.50
E.S.C. Non-Luxury Hi-Vol.	\$19.66	91%	\$16.00	\$20.00	\$23.50	\$26.00
AL Non-Luxury Hi-Vol.	\$18.71	87%	\$15.50	\$17.50	\$22.00	\$25.20
E.S.C. Toyota/Scion	\$19.59	91%	\$16.00	\$19.00	\$23.00	\$26.00

<b>C-Tech/Apprentice/Trainee</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$39,245	100%	\$28,963	\$36,095	\$45,187	\$56,933
Non-Luxury Hi-Vol.	\$40,244	103%	\$29,411	\$36,609	\$47,087	\$60,240
E.S.C. Non-Luxury Hi-Vol.	\$37,303	95%	\$27,114	\$37,000	\$45,283	\$52,199
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>C-Tech/Apprentice/Trainee</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$16.28	100%	\$13.50	\$16.00	\$18.75	\$22.00
Non-Luxury Hi-Vol.	\$15.98	98%	\$14.00	\$15.80	\$18.00	\$21.00
E.S.C. Non-Luxury Hi-Vol.	\$14.74	91%	\$13.00	\$14.00	\$16.50	\$18.00
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>D-Tech/Hourly Lube Tech</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$17,016	53%	---	---	---	---
All Car Dealerships	\$32,257	100%	\$24,730	\$29,024	\$36,296	\$46,268
Non-Luxury Hi-Vol.	\$32,701	101%	\$24,695	\$29,045	\$36,771	\$47,111
E.S.C. Non-Luxury Hi-Vol.	\$34,029	105%	\$25,039	\$30,449	\$38,800	\$56,964
AL Non-Luxury Hi-Vol.	\$34,627	107%	\$22,298	\$28,836	\$41,178	\$61,722
E.S.C. Toyota/Scion	\$33,745	105%	\$23,400	\$26,279	\$40,986	\$65,556



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Service Positions

<b>D-Tech/Hourly Lube Tech</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$11.86	97%	---	\$12.00	---	---
All Car Dealerships	\$12.25	100%	\$10.00	\$12.00	\$13.50	\$15.75
Non-Luxury Hi-Vol.	\$12.34	101%	\$10.00	\$12.00	\$14.00	\$15.50
E.S.C. Non-Luxury Hi-Vol.	\$12.42	101%	\$9.50	\$11.00	\$14.00	\$16.00
AL Non-Luxury Hi-Vol.	\$12.85	105%	\$9.50	\$11.00	\$14.80	\$17.00
E.S.C. Toyota/Scion	\$12.75	104%	\$9.50	\$10.50	\$12.50	\$17.00

<b>Dispatcher</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$83,480	153%	---	---	---	---
All Car Dealerships	\$54,629	100%	\$39,477	\$51,940	\$66,703	\$82,170
Non-Luxury Hi-Vol.	\$54,090	99%	\$35,543	\$46,852	\$70,412	\$83,480
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Dispatcher</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$25.00	166%	---	---	---	---
All Car Dealerships	\$15.05	100%	\$12.00	\$14.25	\$16.83	\$20.00
Non-Luxury Hi-Vol.	\$14.31	95%	\$12.00	\$13.50	\$15.00	\$18.75
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Warranty Administrator</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$101,570	216%	---	---	---	---
All Car Dealerships	\$46,972	100%	\$35,118	\$43,400	\$55,410	\$68,445
Non-Luxury Hi-Vol.	\$47,205	100%	\$36,414	\$44,556	\$56,284	\$67,966
E.S.C. Non-Luxury Hi-Vol.	\$46,695	99%	---	\$41,449	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Service Positions

<b>Warranty Administrator</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$16.77	100%	\$14.00	\$16.00	\$19.00	\$22.85
Non-Luxury Hi-Vol.	\$16.69	99%	\$14.00	\$16.00	\$19.25	\$21.62
E.S.C. Non-Luxury Hi-Vol.	\$14.35	86%	---	\$15.00	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Detail/PDI/Prep Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$47,450	100%	\$33,378	\$43,779	\$56,531	\$74,943
Non-Luxury Hi-Vol.	\$52,612	111%	\$37,322	\$47,726	\$60,572	\$80,677
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Appointment Coordinator</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$25,833	77%	---	---	---	---
All Car Dealerships	\$33,337	100%	\$25,907	\$30,601	\$37,241	\$46,839
Non-Luxury Hi-Vol.	\$32,618	98%	\$25,813	\$29,919	\$35,370	\$45,830
E.S.C. Non-Luxury Hi-Vol.	\$39,058	117%	---	\$24,966	---	---
AL Non-Luxury Hi-Vol.	\$41,194	124%	---	\$24,966	---	---
E.S.C. Toyota/Scion	\$28,163	84%	---	\$28,497	---	---

<b>Appointment Coordinator</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$12.00	99%	---	---	---	---
All Car Dealerships	\$12.15	100%	\$10.00	\$12.00	\$13.00	\$15.00
Non-Luxury Hi-Vol.	\$11.82	97%	\$10.00	\$11.90	\$13.00	\$14.50
E.S.C. Non-Luxury Hi-Vol.	\$11.36	93%	\$10.00	\$12.00	\$12.00	\$13.00
AL Non-Luxury Hi-Vol.	\$11.28	93%	---	\$12.00	---	---
E.S.C. Toyota/Scion	\$11.87	98%	\$12.00	\$12.00	\$13.00	\$13.00



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Service Positions

<b>Porter/Lot Person/Detailer</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$25,182	79%	---	---	---	---
All Car Dealerships	\$31,734	100%	\$23,304	\$28,168	\$35,442	\$45,963
Non-Luxury Hi-Vol.	\$31,994	101%	\$23,303	\$28,063	\$35,555	\$46,756
E.S.C. Non-Luxury Hi-Vol.	\$34,044	107%	\$23,370	\$30,441	\$38,398	\$53,138
AL Non-Luxury Hi-Vol.	\$30,767	97%	\$20,391	\$27,266	\$34,719	\$41,934
E.S.C. Toyota/Scion	\$30,457	96%	\$22,967	\$27,482	\$35,049	\$41,601

<b>Porter/Lot Person/Detailer</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$9.80	87%	---	\$9.50	---	---
All Car Dealerships	\$11.26	100%	\$10.00	\$10.50	\$12.00	\$14.00
Non-Luxury Hi-Vol.	\$11.19	99%	\$10.00	\$10.50	\$12.00	\$14.00
E.S.C. Non-Luxury Hi-Vol.	\$10.28	91%	\$9.00	\$10.00	\$11.50	\$13.00
AL Non-Luxury Hi-Vol.	\$9.19	82%	\$8.50	\$9.00	\$10.00	\$11.00
E.S.C. Toyota/Scion	\$9.86	88%	\$9.00	\$10.00	\$10.00	\$11.25

<b>Courtesy Shuttle Driver</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$25,451	100%	\$20,813	\$24,576	\$28,467	\$34,005
Non-Luxury Hi-Vol.	\$24,885	98%	\$20,449	\$23,919	\$26,871	\$33,442
E.S.C. Non-Luxury Hi-Vol.	\$21,336	84%	---	\$21,812	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Courtesy Shuttle Driver</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$10.72	100%	\$9.75	\$10.00	\$12.00	\$13.00
Non-Luxury Hi-Vol.	\$10.66	99%	\$10.00	\$10.00	\$11.50	\$12.75
E.S.C. Non-Luxury Hi-Vol.	\$10.36	97%	\$10.00	\$10.50	\$11.25	\$12.00
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Service Positions

<b>Rental Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$44,453	100%	\$33,762	\$41,184	\$50,646	\$66,195
Non-Luxury Hi-Vol.	\$47,591	107%	\$34,910	\$42,549	\$54,600	\$77,819
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Rental Staff Total Compensation</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$32,252	100%	\$25,462	\$30,605	\$36,150	\$45,546
Non-Luxury Hi-Vol.	\$31,745	98%	\$24,399	\$29,835	\$36,150	\$45,626
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Rental Staff Rate per Hour</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$12.64	100%	\$11.00	\$12.00	\$14.00	\$15.66
Non-Luxury Hi-Vol.	\$12.08	96%	\$10.00	\$11.50	\$13.00	\$15.00
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Parts Positions

Parts Manager	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	\$114,545	117%	---	---	---	---
All Car Dealerships	\$97,637	100%	\$67,111	\$88,230	\$117,828	\$153,472
Non-Luxury Hi-Vol.	\$120,511	123%	\$86,116	\$109,331	\$141,096	\$186,090
E.S.C. Non-Luxury Hi-Vol.	\$108,601	111%	\$70,249	\$106,891	\$142,279	\$170,266
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---
Warehouse/Asst Parts Mgr	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	---	---	---	---	---	---
All Car Dealerships	\$61,198	100%	\$40,800	\$57,001	\$77,391	\$95,625
Non-Luxury Hi-Vol.	\$63,661	104%	\$44,704	\$63,727	\$81,188	\$97,457
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---
Wholesale Parts Salesperson	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	---	---	---	---	---	---
All Car Dealerships	\$64,665	100%	\$46,553	\$60,350	\$77,766	\$98,657
Non-Luxury Hi-Vol.	\$67,906	105%	\$51,115	\$63,065	\$82,430	\$102,089
E.S.C. Non-Luxury Hi-Vol.	\$71,485	111%	---	\$59,209	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---
Parts Counterperson	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	\$55,643	108%	---	---	---	---
All Car Dealerships	\$51,434	100%	\$39,215	\$49,366	\$61,458	\$73,232
Non-Luxury Hi-Vol.	\$53,737	104%	\$41,548	\$52,600	\$64,003	\$75,298
E.S.C. Non-Luxury Hi-Vol.	\$50,899	99%	\$38,198	\$48,326	\$62,747	\$73,429
AL Non-Luxury Hi-Vol.	\$48,509	94%	\$38,062	\$40,503	\$59,401	\$72,878
E.S.C. Toyota/Scion	\$52,348	102%	\$38,594	\$48,326	\$62,708	\$83,465



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Parts Positions

<b>Parts Driver Total Compensation</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	\$22,381	83%	---	---	---	---
All Car Dealerships	\$27,089	100%	\$22,321	\$26,015	\$30,502	\$35,580
Non-Luxury Hi-Vol.	\$26,479	98%	\$22,026	\$25,525	\$29,339	\$35,250
E.S.C. Non-Luxury Hi-Vol.	\$23,664	87%	---	\$23,250	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Parts Driver Rate per Hour</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	\$10.50	95%	---	---	---	---
All Car Dealerships	\$11.08	100%	\$10.00	\$11.00	\$12.00	\$13.50
Non-Luxury Hi-Vol.	\$10.95	99%	\$10.00	\$10.85	\$12.00	\$13.00
E.S.C. Non-Luxury Hi-Vol.	\$10.21	92%	\$9.50	\$10.51	\$11.00	\$12.00
AL Non-Luxury Hi-Vol.	\$9.47	85%	---	\$9.50	---	---
E.S.C. Toyota/Scion	\$9.71	88%	---	\$10.00	---	---

<b>Parts Shipper/Receiver Total Compensation</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	\$32,928	89%	---	---	---	---
All Car Dealerships	\$36,846	100%	\$25,925	\$30,992	\$41,643	\$60,137
Non-Luxury Hi-Vol.	\$32,751	89%	\$24,715	\$28,996	\$37,688	\$49,563
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Parts Shipper/Receiver Rate per Hour</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
<b>Your Dealership</b>	\$11.50	88%	---	---	---	---
All Car Dealerships	\$13.13	100%	\$11.00	\$12.00	\$14.00	\$17.27
Non-Luxury Hi-Vol.	\$12.21	93%	\$10.50	\$12.00	\$13.00	\$15.00
E.S.C. Non-Luxury Hi-Vol.	\$10.63	81%	---	\$11.00	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: **Parts Positions**

<b>Parts Stockperson</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$30,669	100%	\$24,821	\$28,067	\$34,142	\$42,126
Non-Luxury Hi-Vol.	\$31,289	102%	\$25,515	\$27,971	\$35,032	\$44,340
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Parts Stockperson</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$11.00	95%	---	---	---	---
All Car Dealerships	\$11.62	100%	\$10.00	\$11.28	\$12.50	\$14.00
Non-Luxury Hi-Vol.	\$11.63	100%	\$10.00	\$11.28	\$12.50	\$14.00
E.S.C. Non-Luxury Hi-Vol.	\$11.36	98%	---	\$11.00	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Inventory Control/Admin</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$37,855	100%	\$28,176	\$34,366	\$44,318	\$54,815
Non-Luxury Hi-Vol.	\$38,934	103%	\$27,512	\$36,388	\$46,215	\$55,992
E.S.C. Non-Luxury Hi-Vol.	\$39,858	105%	---	\$29,485	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Inventory Control/Admin</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$13.52	100%	\$11.00	\$13.00	\$15.00	\$17.31
Non-Luxury Hi-Vol.	\$13.69	101%	\$11.00	\$13.00	\$15.25	\$18.00
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: **Body Shop Positions**

<b>Body Shop Manager</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$129,953	129%	---	---	---	---
All Car Dealerships	\$100,771	100%	\$70,947	\$91,681	\$120,000	\$164,495
Non-Luxury Hi-Vol.	\$120,713	120%	\$86,128	\$108,619	\$142,650	\$195,556
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Body Shop Foreman Total Compensation</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$76,517	100%	\$57,961	\$74,646	\$94,204	\$108,001
Non-Luxury Hi-Vol.	\$80,876	106%	\$62,901	\$75,298	\$100,865	\$115,177
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Body Shop Foreman Rate per Hour</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$22.12	100%	\$16.25	\$21.00	\$26.00	\$33.75
Non-Luxury Hi-Vol.	\$20.80	94%	---	\$20.00	---	---
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Estimator/Advisor</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$70,373	108%	---	---	---	---
All Car Dealerships	\$65,152	100%	\$48,592	\$61,932	\$78,317	\$94,977
Non-Luxury Hi-Vol.	\$67,649	104%	\$52,118	\$67,243	\$80,223	\$94,920
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: **Body Shop Positions**

<b>B/S Admin Support</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$40,337	117%	---	---	---	---
All Car Dealerships	\$34,348	100%	\$27,123	\$32,769	\$39,202	\$46,891
Non-Luxury Hi-Vol.	\$35,387	103%	\$26,198	\$32,807	\$42,347	\$49,453
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>B/S Admin Support</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$16.88	126%	---	---	---	---
All Car Dealerships	\$13.44	100%	\$11.00	\$13.00	\$15.00	\$17.00
Non-Luxury Hi-Vol.	\$13.25	99%	\$11.00	\$12.50	\$15.00	\$17.50
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>A-Tech/Master Metal-Paint</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$156,146	221%	---	---	---	---
All Car Dealerships	\$70,561	100%	\$54,000	\$67,231	\$85,479	\$100,274
Non-Luxury Hi-Vol.	\$76,584	109%	\$60,468	\$70,152	\$89,291	\$111,748
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>A-Tech/Master Metal-Paint</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$18.00	94%	---	---	---	---
All Car Dealerships	\$19.13	100%	\$17.25	\$18.20	\$20.00	\$23.18
Non-Luxury Hi-Vol.	\$18.76	98%	\$17.00	\$18.00	\$20.00	\$22.00
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: **Body Shop Positions**

<b>B-Tech/Metal/Painter</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$57,344	82%	---	---	---	---
All Car Dealerships	\$70,249	100%	\$49,428	\$66,586	\$86,160	\$106,462
Non-Luxury Hi-Vol.	\$72,235	103%	\$51,558	\$69,259	\$87,874	\$108,548
E.S.C. Non-Luxury Hi-Vol.	\$59,768	85%	\$44,766	\$58,348	\$77,068	\$95,098
AL Non-Luxury Hi-Vol.	\$59,768	85%	\$44,766	\$58,348	\$77,068	\$95,098
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>B-Tech/Metal/Painter</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$18.79	104%	---	\$18.25	---	---
All Car Dealerships	\$18.15	100%	\$16.50	\$18.00	\$19.50	\$22.00
Non-Luxury Hi-Vol.	\$18.17	100%	\$16.22	\$18.00	\$19.50	\$22.00
E.S.C. Non-Luxury Hi-Vol.	\$19.17	106%	\$17.60	\$19.00	\$24.87	\$26.76
AL Non-Luxury Hi-Vol.	\$19.17	106%	\$17.60	\$19.00	\$24.87	\$26.76
E.S.C. Toyota/Scion	\$18.31	101%	\$18.00	\$18.25	\$19.00	\$20.00

<b>C-Tech/Apprentice/Trainee</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$39,736	100%	\$27,755	\$34,739	\$49,334	\$61,260
Non-Luxury Hi-Vol.	\$42,049	106%	\$28,946	\$37,492	\$51,459	\$66,308
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>C-Tech/Apprentice/Trainee</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$14.50	100%	\$12.00	\$14.75	\$17.00	\$19.00
Non-Luxury Hi-Vol.	\$14.07	97%	\$12.00	\$14.00	\$16.00	\$18.00
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: **Body Shop Positions**

<b>D-Tech/Helper/Detailer</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$24,516	67%	---	---	---	---
All Car Dealerships	\$36,653	100%	\$25,623	\$31,310	\$41,384	\$56,570
Non-Luxury Hi-Vol.	\$36,434	99%	\$25,871	\$32,057	\$41,400	\$55,494
E.S.C. Non-Luxury Hi-Vol.	\$40,818	111%	---	\$37,151	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	\$31,507	86%	---	\$32,806	---	---

<b>D-Tech/Helper/Detailer</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$11.25	90%	---	---	---	---
All Car Dealerships	\$12.46	100%	\$10.00	\$12.00	\$13.50	\$15.25
Non-Luxury Hi-Vol.	\$12.18	98%	\$10.00	\$12.00	\$13.50	\$15.50
E.S.C. Non-Luxury Hi-Vol.	\$16.72	134%	\$13.75	\$15.00	\$20.70	\$20.70
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	\$11.83	95%	---	\$10.75	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Misc. Positions

<b>IT Systems/Network Mgr</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$65,089	100%	\$44,420	\$60,000	\$78,441	\$99,513
Non-Luxury Hi-Vol.	\$68,010	104%	\$48,401	\$64,720	\$86,225	\$105,423
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Website Mgr/Webmaster</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$55,644	100%	\$36,558	\$48,881	\$60,751	\$90,170
Non-Luxury Hi-Vol.	\$66,963	120%	\$36,103	\$60,060	\$75,200	\$121,500
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Maintenance/Janitor Total Compensation</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$35,292	97%	---	---	---	---
All Car Dealerships	\$36,432	100%	\$25,060	\$31,940	\$42,015	\$54,000
Non-Luxury Hi-Vol.	\$38,346	105%	\$26,002	\$32,568	\$42,800	\$55,387
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Maintenance/Janitor Rate per Hour</b>	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	\$16.13	125%	---	---	---	---
All Car Dealerships	\$12.92	100%	\$10.00	\$12.00	\$14.75	\$18.95
Non-Luxury Hi-Vol.	\$13.26	103%	\$10.00	\$12.00	\$15.00	\$19.00
E.S.C. Non-Luxury Hi-Vol.	\$11.75	91%	---	\$10.00	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Comparative Compensation Data: Misc. Positions

<b>Security Guard</b> Total Compensation	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$30,373	100%	\$23,022	\$30,479	\$34,707	\$43,326
Non-Luxury Hi-Vol.	\$28,981	95%	\$21,020	\$26,731	\$32,703	\$41,207
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Security Guard</b> Rate per Hour	Average	% of National	Lower 25%	Median	Upper 25%	Top 10%
Your Dealership	---	---	---	---	---	---
All Car Dealerships	\$12.67	100%	\$10.50	\$11.00	\$14.00	\$20.00
Non-Luxury Hi-Vol.	\$12.84	101%	\$10.66	\$11.00	\$13.00	\$20.00
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Management Positions

All Dept. Managers	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	47%	67%	40%	6.9 yrs	2.5 yrs	---
All Car Dealerships	28%	84%	63%	7.9 yrs	4.9 yrs	1.5 yrs
Non-Luxury Hi-Vol.	27%	84%	62%	7.6 yrs	4.7 yrs	1.3 yrs
E.S.C. Non-Luxury Hi-Vol.	16%	84%	67%	9.3 yrs	5.5 yrs	1.0 yrs
AL Non-Luxury Hi-Vol.	10%	90%	77%	12.7 yrs	9.3 yrs	0.9 yrs
E.S.C. Toyota/Scion	12%	88%	74%	9.7 yrs	5.7 yrs	1.4 yrs

Dealer Principal/ Owner	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	3%	100%	97%	27.7 yrs	27.5 yrs	27.8 yrs
Non-Luxury Hi-Vol.	2%	100%	99%	26.5 yrs	25.6 yrs	---
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Dealer Operator/Gen Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	18%	91%	77%	10.9 yrs	8.4 yrs	3.0 yrs
Non-Luxury Hi-Vol.	13%	94%	81%	11.5 yrs	9.5 yrs	3.0 yrs
E.S.C. Non-Luxury Hi-Vol.	5%	95%	95%	18.2 yrs	18.8 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Controller/Business Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	12%	92%	78%	13.5 yrs	11.0 yrs	4.5 yrs
Non-Luxury Hi-Vol.	10%	92%	76%	13.2 yrs	10.8 yrs	1.7 yrs
E.S.C. Non-Luxury Hi-Vol.	6%	83%	78%	18.7 yrs	17.5 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Management Positions

<b>General Sales Manager</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	26%	83%	66%	8.2 yrs	5.9 yrs	1.9 yrs
Non-Luxury Hi-Vol.	23%	84%	67%	7.7 yrs	5.9 yrs	1.9 yrs
E.S.C. Non-Luxury Hi-Vol.	0%	90%	70%	9.3 yrs	3.7 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Fixed Operations Director</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	19%	89%	73%	12.4 yrs	8.5 yrs	2.8 yrs
Non-Luxury Hi-Vol.	17%	87%	74%	14.3 yrs	13.3 yrs	3.4 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Executive Assistant</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	16%	87%	68%	10.8 yrs	7.3 yrs	2.5 yrs
Non-Luxury Hi-Vol.	13%	91%	76%	12.5 yrs	8.1 yrs	---
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: **Administrative Positions**

<b>Admin/ Office Manager</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	18%	88%	70%	9.6 yrs	6.4 yrs	2.1 yrs
Non-Luxury Hi-Vol.	18%	90%	75%	10.1 yrs	7.3 yrs	2.1 yrs
E.S.C. Non-Luxury Hi-Vol.	17%	100%	75%	12.9 yrs	13.4 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Accountant/ Accting Mgr</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	17%	86%	68%	9.7 yrs	6.9 yrs	1.5 yrs
Non-Luxury Hi-Vol.	14%	89%	71%	10.6 yrs	8.6 yrs	1.5 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Human Resources Mgr</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	21%	87%	66%	9.0 yrs	5.1 yrs	1.7 yrs
Non-Luxury Hi-Vol.	22%	86%	61%	8.4 yrs	4.3 yrs	2.2 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Payroll Manager</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	21%	89%	70%	10.3 yrs	8.3 yrs	1.5 yrs
Non-Luxury Hi-Vol.	19%	94%	71%	9.8 yrs	7.6 yrs	2.2 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: **Administrative Positions**

<b>Clerical Staff: AP/AR/Title</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
<b>Your Dealership</b>	67%	44%	22%	3.0 yrs	---	---
All Car Dealerships	30%	79%	52%	6.3 yrs	3.3 yrs	1.2 yrs
Non-Luxury Hi-Vol.	29%	79%	52%	6.2 yrs	3.3 yrs	1.3 yrs
E.S.C. Non-Luxury Hi-Vol.	27%	81%	56%	7.4 yrs	3.9 yrs	1.2 yrs
AL Non-Luxury Hi-Vol.	32%	81%	54%	6.6 yrs	3.3 yrs	1.2 yrs
E.S.C. Toyota/Scion	31%	83%	64%	7.5 yrs	4.7 yrs	1.8 yrs

<b>Cashier</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
<b>Your Dealership</b>	---	---	---	---	---	---
All Car Dealerships	53%	60%	30%	3.6 yrs	1.4 yrs	0.7 yrs
Non-Luxury Hi-Vol.	59%	58%	28%	3.4 yrs	1.3 yrs	0.6 yrs
E.S.C. Non-Luxury Hi-Vol.	50%	61%	43%	4.7 yrs	2.0 yrs	0.3 yrs
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	58%	67%	42%	5.3 yrs	1.2 yrs	---

<b>Receptionist/Switchboard</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
<b>Your Dealership</b>	---	---	---	---	---	---
All Car Dealerships	61%	55%	26%	3.2 yrs	1.2 yrs	0.6 yrs
Non-Luxury Hi-Vol.	65%	55%	26%	3.3 yrs	1.2 yrs	0.5 yrs
E.S.C. Non-Luxury Hi-Vol.	77%	62%	24%	3.3 yrs	1.2 yrs	0.3 yrs
AL Non-Luxury Hi-Vol.	67%	63%	21%	3.7 yrs	1.2 yrs	0.5 yrs
E.S.C. Toyota/Scion	42%	71%	33%	5.1 yrs	1.5 yrs	0.2 yrs



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Sales Positions

Sales Manager	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	30%	82%	62%	6.5 yrs	4.4 yrs	1.5 yrs
Non-Luxury Hi-Vol.	27%	82%	61%	6.4 yrs	4.3 yrs	1.4 yrs
E.S.C. Non-Luxury Hi-Vol.	13%	85%	76%	7.7 yrs	5.6 yrs	---
AL Non-Luxury Hi-Vol.	3%	87%	81%	10.0 yrs	6.6 yrs	---
E.S.C. Toyota/Scion	7%	86%	75%	7.7 yrs	5.4 yrs	---

Used/CPO Sales Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	33%	---	---	---	---	---
All Car Dealerships	31%	81%	62%	6.7 yrs	4.6 yrs	1.5 yrs
Non-Luxury Hi-Vol.	28%	82%	63%	6.7 yrs	4.8 yrs	1.5 yrs
E.S.C. Non-Luxury Hi-Vol.	14%	71%	52%	5.4 yrs	3.9 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	25%	75%	50%	5.9 yrs	2.9 yrs	---

Fleet/Commercial Sales Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	21%	87%	67%	9.4 yrs	6.1 yrs	1.0 yrs
Non-Luxury Hi-Vol.	23%	85%	61%	8.8 yrs	5.2 yrs	0.7 yrs
E.S.C. Non-Luxury Hi-Vol.	0%	91%	73%	7.8 yrs	4.9 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

F&I Director/ Producer	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	125%	50%	0%	1.6 yrs	---	---
All Car Dealerships	39%	79%	51%	4.8 yrs	3.1 yrs	1.1 yrs
Non-Luxury Hi-Vol.	39%	79%	51%	4.7 yrs	3.1 yrs	0.9 yrs
E.S.C. Non-Luxury Hi-Vol.	30%	79%	48%	5.1 yrs	3.0 yrs	1.5 yrs
AL Non-Luxury Hi-Vol.	22%	93%	67%	7.6 yrs	5.5 yrs	---
E.S.C. Toyota/Scion	26%	83%	70%	5.1 yrs	4.7 yrs	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Sales Positions

<b>F&amp;I Asst/Doc Specialist</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	34%	79%	48%	4.8 yrs	2.8 yrs	1.6 yrs
Non-Luxury Hi-Vol.	34%	79%	45%	4.8 yrs	2.7 yrs	1.5 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Internet Sales/BDC Mgr</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	34%	79%	52%	4.6 yrs	3.2 yrs	1.2 yrs
Non-Luxury Hi-Vol.	30%	81%	53%	4.6 yrs	3.3 yrs	1.3 yrs
E.S.C. Non-Luxury Hi-Vol.	43%	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Sales Closer/ Team Leader</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	25%	50%	25%	1.6 yrs	---	---
All Car Dealerships	25%	80%	55%	5.1 yrs	3.5 yrs	1.2 yrs
Non-Luxury Hi-Vol.	24%	80%	54%	4.6 yrs	3.5 yrs	1.3 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Sales Consultant</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	106%	56%	19%	1.8 yrs	1.2 yrs	0.2 yrs
All Car Dealerships	74%	62%	35%	3.8 yrs	1.6 yrs	0.4 yrs
Non-Luxury Hi-Vol.	76%	62%	34%	3.6 yrs	1.6 yrs	0.3 yrs
E.S.C. Non-Luxury Hi-Vol.	74%	69%	33%	3.9 yrs	1.8 yrs	0.3 yrs
AL Non-Luxury Hi-Vol.	58%	76%	39%	4.6 yrs	2.3 yrs	0.2 yrs
E.S.C. Toyota/Scion	57%	71%	30%	3.8 yrs	1.7 yrs	0.2 yrs



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Sales Positions

Internet Sales Consultant	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	35%	67%	32%	3.1 yrs	1.7 yrs	0.7 yrs
Non-Luxury Hi-Vol.	38%	69%	36%	3.2 yrs	1.9 yrs	0.7 yrs
E.S.C. Non-Luxury Hi-Vol.	40%	80%	30%	2.3 yrs	1.8 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Product Specialist	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	55%	59%	27%	3.1 yrs	1.4 yrs	0.6 yrs
Non-Luxury Hi-Vol.	54%	61%	29%	3.5 yrs	1.7 yrs	0.6 yrs
E.S.C. Non-Luxury Hi-Vol.	30%	80%	20%	3.8 yrs	1.9 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

BDC Rep/CSR/Scheduler	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	79%	55%	22%	2.4 yrs	1.2 yrs	0.4 yrs
Non-Luxury Hi-Vol.	80%	57%	21%	2.3 yrs	1.3 yrs	0.4 yrs
E.S.C. Non-Luxury Hi-Vol.	50%	71%	37%	3.9 yrs	1.9 yrs	0.2 yrs
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	25%	70%	25%	4.5 yrs	1.5 yrs	---

CSI/Client Relations Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	28%	84%	59%	6.4 yrs	4.2 yrs	2.4 yrs
Non-Luxury Hi-Vol.	32%	88%	60%	6.8 yrs	4.1 yrs	2.6 yrs
E.S.C. Non-Luxury Hi-Vol.	30%	90%	30%	5.1 yrs	2.7 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Sales Positions

Sales Training Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	13%	89%	63%	6.9 yrs	4.1 yrs	---
Non-Luxury Hi-Vol.	15%	85%	62%	7.4 yrs	4.3 yrs	---
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Advertising/Marketing Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	31%	75%	48%	5.1 yrs	2.9 yrs	1.4 yrs
Non-Luxury Hi-Vol.	32%	77%	50%	5.0 yrs	2.9 yrs	1.9 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

U/C Reconditioning Tech	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	35%	81%	50%	5.9 yrs	3.1 yrs	0.8 yrs
Non-Luxury Hi-Vol.	33%	87%	55%	6.2 yrs	3.6 yrs	0.7 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Dealer Trade Driver	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	18%	78%	48%	4.8 yrs	2.9 yrs	1.8 yrs
Non-Luxury Hi-Vol.	20%	80%	51%	5.2 yrs	3.2 yrs	1.7 yrs
E.S.C. Non-Luxury Hi-Vol.	28%	85%	52%	4.2 yrs	3.5 yrs	2.0 yrs
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Sales Positions

Car Buyer	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	20%	89%	69%	9.3 yrs	6.0 yrs	2.1 yrs
Non-Luxury Hi-Vol.	15%	88%	68%	10.3 yrs	6.1 yrs	1.4 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Service Positions

Service Manager	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	25%	85%	66%	9.3 yrs	6.4 yrs	2.0 yrs
Non-Luxury Hi-Vol.	24%	85%	67%	9.3 yrs	6.2 yrs	1.9 yrs
E.S.C. Non-Luxury Hi-Vol.	12%	81%	69%	10.1 yrs	7.6 yrs	---
AL Non-Luxury Hi-Vol.	11%	---	---	---	---	---
E.S.C. Toyota/Scion	0%	100%	90%	14.0 yrs	12.0 yrs	---

Express/Quick Lube Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	39%	77%	50%	5.8 yrs	3.0 yrs	1.2 yrs
Non-Luxury Hi-Vol.	42%	81%	46%	5.6 yrs	2.9 yrs	1.8 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Shop Foreman/Asst Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	15%	91%	76%	10.5 yrs	8.4 yrs	2.0 yrs
Non-Luxury Hi-Vol.	19%	88%	71%	9.5 yrs	6.3 yrs	1.2 yrs
E.S.C. Non-Luxury Hi-Vol.	11%	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Service Advisor/Writer	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	38%	77%	69%	5.8 yrs	5.9 yrs	---
All Car Dealerships	43%	72%	42%	4.6 yrs	2.3 yrs	0.8 yrs
Non-Luxury Hi-Vol.	46%	70%	40%	4.2 yrs	2.2 yrs	0.8 yrs
E.S.C. Non-Luxury Hi-Vol.	37%	71%	43%	4.7 yrs	2.3 yrs	0.9 yrs
AL Non-Luxury Hi-Vol.	21%	81%	66%	6.7 yrs	5.0 yrs	2.1 yrs
E.S.C. Toyota/Scion	25%	76%	46%	5.2 yrs	2.8 yrs	1.6 yrs



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Service Positions

<b>A-Tech/Master/Team Ldr</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	15%	87%	70%	9.6 yrs	6.9 yrs	2.0 yrs
Non-Luxury Hi-Vol.	17%	86%	66%	9.0 yrs	6.4 yrs	1.7 yrs
E.S.C. Non-Luxury Hi-Vol.	25%	91%	69%	10.5 yrs	9.3 yrs	0.6 yrs
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>B-Technician</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	24%	85%	59%	4.8 yrs	4.4 yrs	---
All Car Dealerships	28%	82%	55%	6.5 yrs	3.6 yrs	1.3 yrs
Non-Luxury Hi-Vol.	31%	82%	56%	6.5 yrs	3.7 yrs	1.2 yrs
E.S.C. Non-Luxury Hi-Vol.	29%	80%	59%	6.7 yrs	4.3 yrs	1.2 yrs
AL Non-Luxury Hi-Vol.	22%	83%	60%	5.9 yrs	4.2 yrs	1.2 yrs
E.S.C. Toyota/Scion	23%	84%	61%	6.7 yrs	4.4 yrs	1.7 yrs

<b>C-Tech/Apprentice/Trainee</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	37%	67%	27%	3.1 yrs	1.7 yrs	0.9 yrs
Non-Luxury Hi-Vol.	31%	71%	34%	3.7 yrs	2.0 yrs	0.9 yrs
E.S.C. Non-Luxury Hi-Vol.	73%	53%	28%	3.2 yrs	1.4 yrs	0.6 yrs
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>D-Tech/Hourly Lube Tech</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	92%	8%	0%	0.5 yrs	0.5 yrs	0.6 yrs
All Car Dealerships	61%	48%	14%	1.9 yrs	1.0 yrs	0.5 yrs
Non-Luxury Hi-Vol.	61%	48%	15%	1.9 yrs	1.0 yrs	0.5 yrs
E.S.C. Non-Luxury Hi-Vol.	78%	52%	18%	2.1 yrs	1.1 yrs	0.4 yrs
AL Non-Luxury Hi-Vol.	77%	57%	23%	2.5 yrs	1.3 yrs	0.3 yrs
E.S.C. Toyota/Scion	79%	49%	13%	1.9 yrs	1.0 yrs	0.3 yrs



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Service Positions

Dispatcher	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	23%	85%	59%	8.2 yrs	4.3 yrs	1.4 yrs
Non-Luxury Hi-Vol.	30%	86%	58%	7.8 yrs	3.8 yrs	1.4 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Warranty Administrator	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	17%	91%	69%	9.2 yrs	6.3 yrs	3.1 yrs
Non-Luxury Hi-Vol.	19%	88%	68%	9.0 yrs	5.8 yrs	3.1 yrs
E.S.C. Non-Luxury Hi-Vol.	13%	93%	87%	12.9 yrs	13.1 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Detail/PDI/Prep Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	44%	79%	55%	6.7 yrs	3.7 yrs	0.8 yrs
Non-Luxury Hi-Vol.	39%	80%	59%	7.1 yrs	4.1 yrs	0.8 yrs
E.S.C. Non-Luxury Hi-Vol.	60%	90%	70%	11.5 yrs	3.9 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Appointment Coordinator	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	60%	40%	0%	0.9 yrs	---	---
All Car Dealerships	50%	59%	27%	3.1 yrs	1.3 yrs	0.7 yrs
Non-Luxury Hi-Vol.	54%	58%	25%	2.9 yrs	1.3 yrs	0.7 yrs
E.S.C. Non-Luxury Hi-Vol.	35%	54%	23%	4.2 yrs	1.1 yrs	---
AL Non-Luxury Hi-Vol.	33%	80%	40%	6.7 yrs	2.6 yrs	---
E.S.C. Toyota/Scion	73%	80%	0%	1.3 yrs	1.2 yrs	0.5 yrs



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Service Positions

Porter/Lot Person/Detailer	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	93%	64%	29%	2.1 yrs	1.3 yrs	0.6 yrs
All Car Dealerships	62%	59%	31%	3.7 yrs	1.4 yrs	0.5 yrs
Non-Luxury Hi-Vol.	62%	58%	31%	3.6 yrs	1.4 yrs	0.5 yrs
E.S.C. Non-Luxury Hi-Vol.	60%	61%	31%	3.8 yrs	1.4 yrs	0.7 yrs
AL Non-Luxury Hi-Vol.	49%	65%	32%	3.5 yrs	1.4 yrs	0.7 yrs
E.S.C. Toyota/Scion	52%	67%	33%	3.5 yrs	1.5 yrs	0.8 yrs

Courtesy Shuttle Driver	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	27%	79%	50%	5.5 yrs	3.0 yrs	1.2 yrs
Non-Luxury Hi-Vol.	28%	79%	51%	5.3 yrs	3.1 yrs	0.9 yrs
E.S.C. Non-Luxury Hi-Vol.	13%	78%	63%	6.0 yrs	4.3 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Rental Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	16%	89%	46%	5.8 yrs	2.9 yrs	1.8 yrs
Non-Luxury Hi-Vol.	28%	78%	47%	5.0 yrs	2.7 yrs	1.8 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Rental Staff	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	43%	64%	27%	3.0 yrs	1.4 yrs	1.0 yrs
Non-Luxury Hi-Vol.	46%	65%	30%	3.1 yrs	1.5 yrs	1.0 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: **Parts Positions**

Parts Manager	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	11%	93%	80%	13.2 yrs	10.9 yrs	4.8 yrs
Non-Luxury Hi-Vol.	8%	95%	83%	14.2 yrs	12.1 yrs	11.2 yrs
E.S.C. Non-Luxury Hi-Vol.	4%	100%	88%	16.6 yrs	12.8 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	10%	90%	80%	12.4 yrs	10.0 yrs	---

Warehouse/Asst Parts Mgr	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	15%	92%	74%	11.2 yrs	8.8 yrs	1.9 yrs
Non-Luxury Hi-Vol.	17%	91%	76%	12.2 yrs	9.1 yrs	4.1 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Wholesale Parts Salesperson	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	15%	87%	69%	9.2 yrs	6.6 yrs	2.1 yrs
Non-Luxury Hi-Vol.	12%	88%	73%	9.2 yrs	6.8 yrs	2.3 yrs
E.S.C. Non-Luxury Hi-Vol.	15%	85%	69%	14.9 yrs	14.2 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Parts Counterperson	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	0%	100%	75%	7.7 yrs	---	---
All Car Dealerships	19%	85%	62%	7.8 yrs	4.7 yrs	1.8 yrs
Non-Luxury Hi-Vol.	19%	85%	63%	7.8 yrs	5.1 yrs	1.7 yrs
E.S.C. Non-Luxury Hi-Vol.	16%	91%	75%	9.9 yrs	7.4 yrs	1.2 yrs
AL Non-Luxury Hi-Vol.	17%	92%	81%	10.1 yrs	9.6 yrs	---
E.S.C. Toyota/Scion	7%	90%	73%	9.9 yrs	11.0 yrs	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: **Parts Positions**

Parts Driver	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	35%	73%	44%	4.8 yrs	2.5 yrs	1.0 yrs
Non-Luxury Hi-Vol.	35%	72%	41%	4.4 yrs	2.4 yrs	0.9 yrs
E.S.C. Non-Luxury Hi-Vol.	35%	74%	52%	4.6 yrs	3.5 yrs	---
AL Non-Luxury Hi-Vol.	7%	64%	36%	4.3 yrs	2.2 yrs	---
E.S.C. Toyota/Scion	29%	71%	36%	4.0 yrs	1.3 yrs	---

Parts Shipper/Receiver	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	29%	76%	50%	6.2 yrs	3.0 yrs	1.0 yrs
Non-Luxury Hi-Vol.	33%	73%	44%	5.5 yrs	2.5 yrs	0.9 yrs
E.S.C. Non-Luxury Hi-Vol.	54%	62%	54%	4.8 yrs	3.9 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Parts Stockperson	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	40%	65%	34%	4.7 yrs	1.8 yrs	0.8 yrs
Non-Luxury Hi-Vol.	38%	66%	36%	4.8 yrs	1.8 yrs	0.6 yrs
E.S.C. Non-Luxury Hi-Vol.	30%	60%	40%	3.5 yrs	1.3 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

Inventory Control/Admin	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	27%	81%	56%	7.6 yrs	3.9 yrs	2.1 yrs
Non-Luxury Hi-Vol.	23%	85%	63%	7.7 yrs	4.3 yrs	2.8 yrs
E.S.C. Non-Luxury Hi-Vol.	33%	83%	67%	7.8 yrs	3.7 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: **Body Shop Positions**

<b>Body Shop Manager</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	20%	88%	68%	10.1 yrs	6.3 yrs	1.8 yrs
Non-Luxury Hi-Vol.	25%	86%	63%	9.8 yrs	5.7 yrs	2.4 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Body Shop Foreman</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	24%	89%	78%	13.1 yrs	10.8 yrs	1.7 yrs
Non-Luxury Hi-Vol.	17%	93%	83%	12.4 yrs	11.2 yrs	---
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Estimator/Advisor</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	37%	76%	48%	5.2 yrs	2.8 yrs	1.1 yrs
Non-Luxury Hi-Vol.	39%	79%	51%	5.8 yrs	3.1 yrs	1.2 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>B/S Admin Support</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	41%	63%	32%	3.6 yrs	1.7 yrs	0.8 yrs
Non-Luxury Hi-Vol.	38%	62%	33%	3.8 yrs	1.8 yrs	1.1 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: **Body Shop Positions**

<b>A-Tech/Master Metal-Paint</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	22%	84%	64%	8.9 yrs	5.2 yrs	1.5 yrs
Non-Luxury Hi-Vol.	23%	85%	64%	8.7 yrs	5.4 yrs	2.1 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>B-Tech/Metal/Painter</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	50%	63%	50%	3.8 yrs	---	---
All Car Dealerships	28%	78%	55%	6.8 yrs	3.6 yrs	1.1 yrs
Non-Luxury Hi-Vol.	26%	79%	54%	6.6 yrs	3.5 yrs	1.1 yrs
E.S.C. Non-Luxury Hi-Vol.	26%	77%	54%	8.3 yrs	3.7 yrs	---
AL Non-Luxury Hi-Vol.	26%	77%	54%	8.3 yrs	3.7 yrs	---
E.S.C. Toyota/Scion	29%	79%	54%	7.0 yrs	3.3 yrs	---

<b>C-Tech/Apprentice/Trainee</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	45%	73%	41%	4.5 yrs	2.3 yrs	0.7 yrs
Non-Luxury Hi-Vol.	40%	72%	48%	5.6 yrs	2.7 yrs	0.5 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>D-Tech/Helper/Detailer</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	56%	62%	30%	3.3 yrs	1.5 yrs	0.5 yrs
Non-Luxury Hi-Vol.	47%	64%	33%	3.5 yrs	1.7 yrs	0.6 yrs
E.S.C. Non-Luxury Hi-Vol.	13%	65%	17%	2.3 yrs	1.6 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	24%	71%	29%	3.5 yrs	1.8 yrs	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Retention and Turnover Comparative Data: Misc. Positions

<b>IT Systems/Network Mgr</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	17%	85%	66%	8.7 yrs	5.5 yrs	2.2 yrs
Non-Luxury Hi-Vol.	22%	79%	58%	7.3 yrs	4.2 yrs	2.2 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Website Mgr/Webmaster</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	24%	79%	50%	4.4 yrs	2.8 yrs	0.9 yrs
Non-Luxury Hi-Vol.	7%	89%	50%	6.0 yrs	2.8 yrs	---
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Maintenance/Janitor</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	28%	80%	56%	7.3 yrs	3.8 yrs	0.9 yrs
Non-Luxury Hi-Vol.	21%	81%	57%	6.9 yrs	3.7 yrs	0.8 yrs
E.S.C. Non-Luxury Hi-Vol.	8%	83%	58%	7.9 yrs	4.5 yrs	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---

<b>Security Guard</b>	Annualized Turnover	One-year Retention	Three-year Retention	Average Tenure	Median Tenure Actives	Median Tenure at Termination
Your Dealership	---	---	---	---	---	---
All Car Dealerships	34%	81%	55%	5.8 yrs	3.5 yrs	1.0 yrs
Non-Luxury Hi-Vol.	37%	80%	46%	5.3 yrs	2.6 yrs	1.0 yrs
E.S.C. Non-Luxury Hi-Vol.	---	---	---	---	---	---
AL Non-Luxury Hi-Vol.	---	---	---	---	---	---
E.S.C. Toyota/Scion	---	---	---	---	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Hours of Operation and Work Schedules

Hours of Operation	Your Dealership	All Car Dealerships	Non-Luxury Hi-Vol.	E.S.C. Non-Luxury Hi-Vol.
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#### Sales - Average Number of Operating Hours/Day

Open on Saturday		99.3 %	99.6 %	100.0 %
Saturday (if open)	10.0 hrs	9.7 hrs	10.6 hrs	10.4 hrs
Open on Sunday		37.8 %	49.5 %	47.1 %
Sunday (if open)		7.3 hrs	7.5 hrs	4.3 hrs

#### Full Service - Average Number of Operating Hours/Day

Open on Saturday		91.3 %	97.3 %	89.5 %
Saturday (if open)	9.5 hrs	8.2 hrs	9.1 hrs	8.6 hrs
Open on Sunday		8.1 %	15.1 %	---
Sunday (if open)		7.7 hrs	7.4 hrs	---

#### Express Lube - Average Number of Operating Hours/Day

Open on Saturday		88.4 %	97.3 %	100.0 %
Saturday (if open)	9.5 hrs	8.3 hrs	9.0 hrs	8.3 hrs
Open on Sunday		9.1 %	15.9 %	---
Sunday (if open)		7.9 hrs	7.8 hrs	---

#### Parts - Average Number of Operating Hours/Day

Open on Saturday		87.4 %	91.0 %	78.9 %
Saturday (if open)	9.5 hrs	8.0 hrs	8.9 hrs	8.5 hrs
Open on Sunday		6.9 %	13.7 %	---
Sunday (if open)		7.6 hrs	7.4 hrs	---

#### Body Shop - Average Number of Operating Hours/Day

Open on Saturday		34.8 %	50.3 %	---
Saturday (if open)		5.7 hrs	5.9 hrs	---
Open on Sunday		1.3 %	2.4 %	---
Sunday (if open)		7.8 hrs	---	---



## 2017 DEALERSHIP WORKFORCE STUDY

### Hours of Operation and Work Schedules

<b>Work Schedules</b>	<b>Your Dealership</b>	<b>All Car Dealerships</b>	<b>Non-Luxury Hi-Vol.</b>	<b>E.S.C. Non-Luxury Hi-Vol.</b>
<b>Sales Consultant</b>				
Scheduled days per week	5.0	5.0	5.1	4.9
Scheduled hours per week	55.0	44.2	45.1	42.8
Scheduled weekend days per month	8.0	4.6	5.0	5.1
<b>Service Advisor/Writer</b>				
Scheduled days per week	5.0	5.1	5.1	5.1
Scheduled hours per week	50.0	45.9	46.8	43.7
Scheduled weekend days per month	2.0	2.3	2.8	2.5
<b>Service Technician</b>				
Scheduled days per week	5.0	5.1	5.1	5.1
Scheduled hours per week	50.0	42.5	43.0	41.1
Scheduled weekend days per month	2.0	2.1	2.6	2.2
<b>Parts Advisor / Counterperson</b>				
Scheduled days per week	5.0	5.1	5.1	5.1
Scheduled hours per week	50.0	43.2	43.6	41.1
Scheduled weekend days per month	1.0	2.1	2.5	2.0
<b>Body Shop Tech / Painter</b>				
Scheduled days per week	5.0	4.9	4.9	5.0
Scheduled hours per week	50.0	39.8	40.8	24.1
Scheduled weekend days per month		0.7	1.1	0.0



## 2017 DEALERSHIP WORKFORCE STUDY

### Employee Benefit Programs

Health & Dental Plans	Your Dealership	All Car Dealerships	Non-Luxury Hi-Vol.	E.S.C. Non-Luxury Hi-Vol.
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#### Offering Health Insurance Plans

Employee Only		3.7 %	2.3 %	15.8 %
Employee Plus Family	Yes	95.8 %	97.7 %	84.2 %
No Health Plan		0.5 %	0.0 %	0.0 %

#### Waiting Period for Health Insurance Benefits

Average number of months	2.0	2.2	2.3	2.5
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#### Portion of Health Insurance Premium Paid by Dealership - Employee Only

0%-20%		1.5 %	1.8 %	7.1 %
21%-40%		4.2 %	2.8 %	0.0 %
41%-60%		30.6 %	28.9 %	42.9 %
61%-80%	Yes	35.3 %	39.8 %	35.7 %
81%-100%		28.4 %	26.6 %	14.3 %

#### Portion of Health Insurance Premium Paid by Dealership - Employee Plus Family

0%-20%		5.8 %	5.9 %	0.0 %
21%-40%		17.6 %	15.1 %	9.1 %
41%-60%	Yes	61.9 %	61.3 %	90.9 %
61%-80%		14.2 %	17.6 %	0.0 %
81%-100%		0.5 %	0.0 %	0.0 %

#### Offering Employees Flexible Spending Accounts (FSA)?

All Dealerships	No	67.1 %	71.1 %	52.6 %
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#### Offering Employees Health Saving Accounts (HSA)?

All Dealerships	No	38.9 %	40.6 %	26.3 %
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#### Contributing to Employee Health Saving Accounts (HSA)?

All Dealerships Offering		52.6 %	54.5 %	80.0 %
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## 2017 DEALERSHIP WORKFORCE STUDY

### Employee Benefit Programs

Health & Dental Plans	Your Dealership	All Car Dealerships	Non-Luxury Hi-Vol.	E.S.C. Non-Luxury Hi-Vol.
<b>Annual HSA Contribution Amount</b>				
\$1 - \$500		47.6 %	43.0 %	---
\$501 - \$1,000		39.3 %	40.4 %	---
\$1,001 - \$1,500		9.1 %	10.5 %	---
\$1501 - \$2,000		2.3 %	1.8 %	---
\$2,000 or higher		1.8 %	4.4 %	---
<b>Offering Dental Insurance Plans</b>				
Employee Only		1.9 %	2.5 %	15.8 %
Employee Plus Family	Yes	93.3 %	95.5 %	84.2 %
No Dental Plan		4.7 %	2.0 %	0.0 %



## 2017 DEALERSHIP WORKFORCE STUDY

### Employee Benefit Programs

<b>Company Cars</b>	<b>Your Dealership</b>	<b>All Car Dealerships</b>	<b>Non-Luxury Hi-Vol.</b>	<b>E.S.C. Non-Luxury Hi-Vol.</b>
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#### Positions - % of Dealerships Providing Company Cars, Demonstrators or Car Allowances

General Manager	Yes	87.2 %	88.6 %	73.3 %
General Sales Manager	Yes	42.3 %	43.2 %	53.3 %
Sales Manager	No	45.9 %	40.8 %	33.3 %
F&I Manager/Producer	No	30.3 %	31.4 %	33.3 %
Controller/Office Manager	Yes	31.3 %	38.1 %	26.7 %
Service Manager	Yes	31.1 %	33.9 %	13.3 %
Parts Manager	Yes	21.4 %	26.1 %	13.3 %
Sales Consultant	No	15.2 %	14.9 %	6.7 %



## 2017 DEALERSHIP WORKFORCE STUDY

### Employee Benefit Programs

<b>Paid Time Off</b>	<b>Your Dealership</b>	<b>All Car Dealerships</b>	<b>Non-Luxury Hi-Vol.</b>	<b>E.S.C. Non-Luxury Hi-Vol.</b>
<b>Waiting Period for Paid Time Off</b>				
Average Number of Months	12.0	6.8	6.7	7.6
<b>Paid Time Off Earned After One-Three Years of Employment</b>				
Average Paid Time Off Days	5.0	7.9	7.9	8.2
Median Paid Time Off Days		7.0	7.0	7.0
Top Quartile Days		10.0	10.0	10.0
Bottom Quartile Days		5.0	5.0	5.0
<b>Paid Time Off Earned After Four-Five Years of Employment</b>				
Average Paid Time Off Days	10.0	10.6	10.5	10.8
Median Paid Time Off Days		10.0	10.0	10.0
Top Quartile Days		10.0	10.0	10.0
Bottom Quartile Days		10.0	10.0	10.0
<b>Paid Time Off Earned After Six-Nine Years of Employment</b>				
Average Paid Time Off Days	10.0	13.2	13.2	13.3
Median Paid Time Off Days		15.0	15.0	15.0
Top Quartile Days		15.0	15.0	15.0
Bottom Quartile Days		10.0	10.0	10.0
<b>Paid Time Off Earned After 10 or more Years of Employment</b>				
Average Paid Time Off Days	10.0	15.6	15.7	15.9
Median Paid Time Off Days		15.0	15.0	15.0
Top Quartile Days		18.0	20.0	20.0
Bottom Quartile Days		15.0	15.0	15.0



## 2017 DEALERSHIP WORKFORCE STUDY

### Employee Benefit Programs

Retirement Plans	Your Dealership	All Car Dealerships	Non-Luxury Hi-Vol.	E.S.C. Non-Luxury Hi-Vol.
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#### Waiting Period for 401(k) or Other Retirement Plan Participation

Average number of months	12.0	5.5	5.1	6.1
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#### Maximum Dealership Match of Employee Compensation

0 - 1%	Yes	19.9 %	18.6 %	14.3 %
1% - 2.0%		51.2 %	50.2 %	64.3 %
2.1% - 3.0%		14.9 %	16.7 %	0.0 %
3.1% - 4.0%		6.3 %	6.1 %	0.0 %
4.1% - 5.0%		1.9 %	2.2 %	7.1 %
5.1% - 6.0%		2.5 %	1.7 %	7.1 %
6.1% - 7.0%		0.3 %	0.5 %	0.0 %
7% or higher		2.9 %	3.9 %	7.1 %

#### Total Dealership Contribution Maximum

No Company Restriction	0.5 %	0.0 %	0.0 %
\$1 - \$500	2.0 %	2.4 %	28.6 %
\$500 - \$1,000	2.4 %	1.2 %	0.0 %
\$1,000 - \$1,500	26.3 %	25.7 %	0.0 %
\$1,500 - \$2,000	2.9 %	1.2 %	0.0 %
\$2,000 - \$3,000	64.1 %	67.7 %	71.4 %
\$3,000 - \$5,000	1.2 %	1.2 %	0.0 %
Over \$5,000	0.7 %	0.6 %	0.0 %



## 2017 DEALERSHIP WORKFORCE STUDY

### Employee Benefit Programs

Other Benefits	Your Dealership	All Car Dealerships	Non-Luxury Hi-Vol.	E.S.C. Non-Luxury Hi-Vol.
<b>Offering Other Types of Insurance or Benefit Plans</b>				
Life Insurance	Yes	95.1 %	97.7 %	100.0 %
Accidental Death (AD&D)	Yes	87.5 %	90.5 %	89.5 %
Short-term disability	Yes	91.0 %	93.0 %	89.5 %
Long-term disability	Yes	83.1 %	88.0 %	94.7 %
Bereavement paid time off	Yes	69.2 %	71.5 %	73.7 %
Tuition reimbursement	No	25.2 %	23.7 %	0.0 %
Charitable contribution match	No	10.4 %	11.8 %	5.3 %
Maternity/Paternity leave	No	22.1 %	20.6 %	21.1 %



### V. Methodology and Statistics

The 2,350 dealerships that participated in the 2017 NADA Dealership Workforce Study submitted more than 451,000 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 2016.
- 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.
- Employee records with hire dates after December 31, 2016 were excluded.
- Employee records with termination dates before January 1, 2016 were excluded.

### Description of Compensation Statistics

Compensation statistics in this report are broken down or filtered by geographic regions, by franchise type (non-luxury vs. luxury) and by dealership size, based on new retail-unit sales volume. The following statistics are reported for each unique combination of filters to allow dealerships to compare their average compensation levels to a similar peer group:

**Average:** This is the sum of all compensation records divided by the total number of records. It is also referred to as the simple arithmetic mean.

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

*For example, if the Pacific regional average for sales consultant annual compensation is \$71,066 and the national average for sales consultant compensation is \$68,926, then the regional average is 103 percent of the national average. In other words, sales consultants in the Pacific region on average earn 3 percent more than the national average.*



## 2017 DEALERSHIP WORKFORCE STUDY

**Lower 25% (bottom quartile):** 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 lower 25 percent or bottom quartile statistic indicates the value that separates the bottom 25 percent from the upper 75 percent.

*For example, a bottom quartile value of \$43,852 for sales consultant compensation means that 25 percent of the sales consultants in our Study earned \$43,852 or less.*

**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.

*For example, a median value of \$59,717 for sales consultant compensation means that 50 percent of the sales consultants in our Study earned less than \$59,717 and 50 percent earned more than \$59,717.*

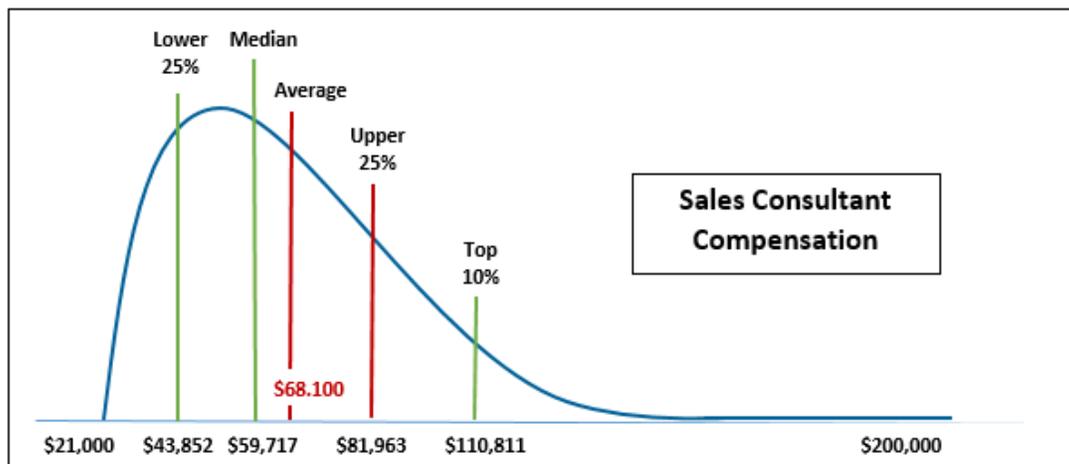
**Upper 25% (top quartile):** The upper 25 percent or top quartile statistic indicates the value that separates the bottom 75 percent from the upper 25 percent.

*For example, a top quartile value of \$81,963 for sales consultant compensation means that 25 percent of the sales consultants in our Study earned more than \$81,963.*

**Top 10% (90th percentile):** The top 10 percent or 90th percentile statistic indicates the value that separates the bottom 90 percent from the top 10 percent.

*For example, a 90<sup>th</sup> percentile value of \$110,811 for sales consultant compensation means that the top 10 percent of the sales consultants in our Study earned \$110,811 or more.*

The following chart depicts the frequency distribution (bell curve) for sales consultant compensation data and how these statistics relate to one another.



Please note: Compensation bell curves tend to be skewed toward the lower end of the scale. As a result, the average compensation is higher than the median compensation.



### Description of Retention and Turnover Statistics

**Annualized Turnover:** The annualized rate of turnover is calculated by dividing the total number of terminations reported for the 2016 calendar year by the total active head count reported as of December 31, 2016.<sup>1</sup>

**One-year Retention** is reported as the percentage of active employees (as of December 31, 2016) who completed at least one full year of employment at the dealership.

*For example, a one-year retention rate of 71 percent means that 71 percent of the active employees were hired before January 1, 2016 and 29 percent were hired in 2016.*

**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 profitability.<sup>2</sup> 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.

*For example, a median tenure of 2.4 years means that half of your employees have worked for you less than 2.4 years and half of your employees have worked for you more than 2.4 years.*

**Median Tenure at Termination** is measured by comparing the hire dates and termination dates of all employees you reported as terminated in 2016. This is an important metric for workforce management, because it can help identify potential root causes of employee turnover.

*If your median tenure at termination is significantly lower than national or regional averages, it usually means that your recruiting, screening and hiring processes are less effective than other dealerships'. If your median tenure at termination is significantly higher than national or regional averages, it usually indicates employee engagement and retention issues.*

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<sup>1</sup>Although it would be more accurate to divide total terminations in 2016 by the average head count during the year, we were not able to calculate the average head count for all of the participating rooftops.

<sup>2</sup>Based on case studies conducted by ESI Trends for various OEM clients.



### Minimum Data Requirements

One of the primary 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 granularity while assuring data validity and anonymity, we defined minimum data requirements for all levels of reporting.

In calculating the average and median values for each job title, we require valid records from a minimum of five rooftops and a minimum of 10 data points (payroll records) for each job title in those five rooftops.

*In the case of primary job titles like sales consultant, service advisor, service technician and parts counterperson, five rooftops will normally provide more than 10 payroll records (valid data points) for each primary job title. Job titles with one position per dealership (general manager, office manager, service manager, parts manager, warranty administrator, etc.) will normally include payroll records from at least 10 rooftops to meet the requirement of 10 data points.*

To calculate the lower quartile, upper quartile and top 10 percent values for each job title, we require a minimum of five rooftops and a minimum of 30 data points (payroll records) for each job title in those five rooftops.

**Note: If the available records for any job title do not meet our minimum data requirements, we will display three dashes (---) indicating insufficient data.**

### Your Dealership Statistics

For each job title in this report, we calculated your average and median statistics if you submitted payroll information for that title. The accuracy of these dealership averages and medians depends totally on the accuracy of the payroll data as submitted. For example, if a service porter is incorrectly classified as a service writer in the payroll system, then the average service writer compensation we report for “Your Dealership” may be significantly lower than it would be otherwise.

Average and median statistics are displayed on the line labeled “Your Dealership.”

- We only need one record for a job title to display an average for your dealership.
- We need at least nine records for a job title to display the median for your dealership.
- We do not calculate lower quartile, upper quartile and top 10 percent values for job titles at the dealership level.
- If you did not submit at least one record for a particular job title, your dealership statistics will display three dashes (---) indicating insufficient data.



## VI. About ESI Trends

ESI Trends is a leading provider of employee engagement surveys, workforce studies, retention strategies and guidelines in automotive retail.

Our mission is "Making automotive retail a better place to work."

Our vision is dedicated to becoming the automotive industry's preferred provider of employee engagement and retention services and predictive research for automotive retail businesses.

Our goal is to move employees from merely satisfied to energized.

- We believe quality of work life drives performance in dealerships.
- We want to make automotive sales and service careers a more respected choice for top-performing talent.
- We are dedicated to helping our dealer partners become employers-of-choice.

ESI Trends has conducted more than 9,000 dealership employee engagement studies since 1996 and trained thousands of dealers, general managers and department leaders. We work with the largest dealer groups in the country and many auto manufacturers to improve customer loyalty and retention through higher employee engagement, retention and productivity.

For more information, go to [www.esitrends.com](http://www.esitrends.com) or email [info@esitrends.com](mailto:info@esitrends.com).



### VII. About NADA

The NADA story began in 1917 when 30 auto dealers traveled to the nation’s capital to persuade Congress not to impose a luxury tax on the automobile. They successfully argued that the automobile is a necessity of American life, not a luxury. From that experience, the National Automobile Dealers Association was born. Today, NADA represents more than 16,000 new-car and -truck dealers, with 32,500 franchises, both domestic and international.

The purpose of NADA is to serve and represent the franchised new-car and -truck dealers of America, their management and employees. NADA aims to promote and enhance the franchise system and effectively communicate dealer views and concerns to all branches of the federal government, to manufacturers, and the public; and to strengthen the financial position of members as retailers through professional programs and services that improve the business skills of management personnel and the technical capabilities of non-management employees.

With membership open to any new-car and -truck dealership with a sales and service franchise, NADA:

- Represents all franchised new-car dealers—domestic and import—before Congress, federal agencies, the media and the general public
- Provides education and guidance on regulatory matters
- Represents dealers’ interests with automobile and truck manufacturers
- Develops research data on the retail automobile industry
- Offers extensive training programs to improve dealership business operations and practices
- Operates a charitable foundation that distributes donations to emergency/medical and educational organizations and private-sector colleges and universities

**The Dealership Workforce Study** is conducted and offered through NADA’s Dealership Operations Division, which provides educational solutions and consultative services to improve members’ operations and profitability. Dealership Operations encompasses Membership, Member Resources, NADA University Online, Academy and 20 Group. Member Resources oversees and develops the Dealership Workforce Study, along with *Driven* Management Guides and various job aids and tools.



## 2017 DEALERSHIP WORKFORCE STUDY

**NADA University Online** is the retail automotive and truck industry's most comprehensive source for online training and educational solutions. Developed exclusively for car and truck dealership personnel and available 24/7, NADA University Online is designed to help dealerships improve their operations and profitability, and maintain legal and regulatory compliance. A comprehensive curriculum offers a variety of courses that cover nearly all aspects of the dealership. Ideal for new-hire training, cross-training and career advancement, NADA University Online offers interactive courses, NADA and American Truck Dealers (ATD) convention workshops, webinars, HR Essential tools, publications and other resources, all of which are regularly updated to meet dealers' needs and changing industry conditions. Testing and reporting functions allow employees and managers to track training progress.

**Academy** programs are for current and future operators of automobile and truck dealerships. These programs feature the latest in industry trends and developments, while being deeply rooted in the fundamentals needed to operate a successful and profitable automotive business. Academy instructors are recognized for their subject-matter expertise. Programs offered by Academy include NADA Academy, ATD Academy and Academy+, which are year-long programs that include six intensive week-long classroom sessions (financial management, parts, service, pre-owned vehicles, new vehicles, and business leadership) at NADA headquarters in Tysons, Va., combined with hands-on practical application back in the store. ATD Academy is customized to serve the needs of commercial truck dealerships, while Academy+ educates six dealership leaders from a single dealership to maximize knowledge and accelerate results. Academy also offers Certificate and Seminar Programs, in which dealership managers may attend any of the first five weeks of the Academy program; Dealer Group Training, which is tailored to the needs of dealer groups; and OEM & Allied Industry Training, which is designed to prepare OEM and allied industry field staff to better understand and interact with dealership personnel.



## 2017 DEALERSHIP WORKFORCE STUDY

**20 Group** programs equip dealers and managers with best practices, new ideas and financial comparisons to improve business performance and profitability. Programs encompass virtually all franchises and offer a variety of meeting formats with noncompeting dealers grouped by franchise, volume, geographic location, travel preferences and budget. Programs include Internet groups, all-make truck groups, fixed operations groups, custom and composite-only groups, and the traditional franchise-specific car and truck groups. Additionally, in-dealership consulting services are available to improve performance of employees, departments and the operation as a whole. NADA/ATD 20 Group consultants average more than 25 years of automotive retailing experience and include former dealers, general managers and fixed operations directors. NADA/ATD 20 Group benefits include:

- **Three meetings** per year ranging from one-and-a-half to three days each
- Access to the industry-leading OEM-specific **online composite**
- **Ongoing support** from your 20 Group peers and consultant between meetings
- **Financial comparisons** of your dealership against average and best-of-class dealers
- Expense and performance **guidelines**, by franchise
- Access to collection of 20 Group **ideas** and **best practices**
- Real-time comparisons of your performance against the competitive marketplace through **NADA/ATD 20 Group Live**.

For more information about any or all of these programs, visit [www.nada.org](http://www.nada.org) or call NADA Customer Service at 800.557.6232.