



2004 Compensation and Benefits Survey



NORTH AMERICAN EQUIPMENT DEALERS ASSOCIATION

"Committed to building the best business environment for North American Equipment Dealers"

Dear Far West Members,

The Far West Equipment Dealers Association along with the North American Equipment Dealers Association (NAEDA) presents you with the results of the *2004 Compensation and Benefits Survey*.

This survey was emailed and faxed to Far West Equipment Dealers Association dealers in August 2004. The survey response rate from Far West was 43 percent and 27 percent for participating associations that are affiliated with NAEDA.

First Generation Consulting, Overland Park, Kansas, tabulated the results. The company is an independent firm that was contracted by Far West Equipment Dealers Association and NAEDA for this project.

We hope this survey will provide you with beneficial information to help you manage your dealership.

If you have any questions, please feel free to call me.

Sincerely,

A handwritten signature in cursive script that reads "Steven G. Kost".

Steven G. Kost
Executive VP

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Summary of Results

NAEDA and participating affiliated associations distributed the 2004 Compensation and Benefits Survey to dealers in August. Dealers who participated in the survey returned their responses by fax or via an electronic survey. By the end of August, 1,280 dealers returned surveys for a response rate of 27 percent. The North Dakota Implement Dealers Association (NDIDA) is not widely represented in this survey. NDIDA conducted a similar survey of its members prior to distribution of this survey.

From this data, a number of reports were prepared. This includes a composite report that summarizes information from demographic responses for all participating dealers – and salary and benefit information for U.S. dealers only. Eight other reports were created that provide regional segmentations of the information, including separate reports for eastern and western Canada.

Key findings from the data include the following:

- North American dealerships are much more optimistic about expanding staff than they were when the last compensation survey was conducted in 2002. At that time, slightly more than 20 percent indicated they would be hiring. Results from this survey indicate more than 35 percent of dealerships anticipate increasing staff in 2005.
- For most positions, salary and total cash compensation increased between 2 and 7 percent from 2002 levels. The positions of “salesperson #1” and “salesperson #2” were the exceptions. For example, in dealerships with sales of \$3 million or more, salaries and total cash compensation increased more than 20 percent in some instances.
- Among U.S. dealerships with sales volume less than \$1 million, the percentage of employers offering specific health care benefits showed a steep decline. In 2002, 83 percent of dealerships of this size offered individual group health insurance. That percentage decreased to 67 percent this year. Only 12 percent of dealerships with less than \$1 million in sales offered dental coverage, compared to 25 percent in 2002. In dealerships with higher sales volume, the percentage of health care benefits offered more closely resembled 2002 levels.
- Sales volume of dealerships is more important than geography, number of employees, or type of dealership in determining levels of compensation and provision of benefits. With few exceptions, compensation rises as annual sales increase. Larger dealerships also provide more benefits to both employees and family members of employees.

Suggestions for Reviewing the Information

As these reports are reviewed, the following information should be helpful to interpret the data.

1. Separate U.S. and Canadian Reports

Because of differences in U.S. and Canadian compensation levels, currency and benefits structures, all information related to salary, service rates and benefits are separated in this summary. All U.S. salary and benefits data are included in a single report; Canadian results are compiled by region in two single reports.

The U.S. reports also includes total responses and segmentations by U.S. and Canada for the following questions:

- number of dealership employees
- anticipated sales volume for 2004
- type of dealership
- projected staffing levels for 2005

2. Segmentation of Data by Dealership Size

Sales volume is the primary factor in determining salary differences of dealerships. In the U.S. report, salary results are segmented by the six sales volume ranges provided in the survey. For the regional reports, there may be less segmentation for some regions because there were not enough respondents within the dealership size range for the data to be meaningful. In these cases, sales volume ranges are consolidated.

3. Format of the Data

The compensation information is arranged in two ways. The first set of tables provides measurements of salary and total cash compensation grouped individually by each of the six sales volume ranges. Dealers can review in detail salary and compensation results for their respective dealership size. The second set of data shows sales volume ranges in a single table. Dealers can see how compensation differs as dealership sales volume changes.

4. Salary and Total Cash Compensation

Dealers were asked to provide both annualized salary as well as total cash compensation for employees. Total annual cash compensation is defined as salary plus all cash incentives paid. The cash equivalent of employee benefits (use of a car or insurance) is not included in total annual cash compensation. Dealers also were asked to exclude overtime pay from total annual cash compensation since the desired comparison is for compensation based on a 40-hour workweek.

5. Number of Respondents for Each Position

In the survey summary, the number of responses is identified for the salary and total compensation of each position in the survey. No compensation figures are provided if six or fewer responses were received for salary or compensation in any position. Since respondents were not required to provide both salary and compensation, there are a few instances when salary exceeds total compensation. This generally occurred where the response level was low.

3. Means and Medians to Measure Compensation “Averages”

Both the mean and median were used to report salary and total compensation figures. The mean is a simple arithmetic average, while the median is the midpoint of all salaries arranged in order of magnitude. In instances where response levels are relatively low and a few salaries may be in the “extreme” range, the median tends to be a better indicator of the “typical” salary than the mean.

4. Conversion of Hourly Rates to Annual Salary

Respondents were able to provide either an hourly wage or salary for most positions in the survey. All hourly rates were multiplied by 2,080 hours to convert hourly wages to annual salaries.

5. Deleting Selected Salary Information

In some instances, the compensation provided was inconsistent with the typical pay for a position and these figures were deleted. For example, six-figure salaries for secretary/administrative assistant were deleted. Since the survey requested salaries based on a 40-hour workweek, any salary equivalent to less than \$5 per hour was deleted.

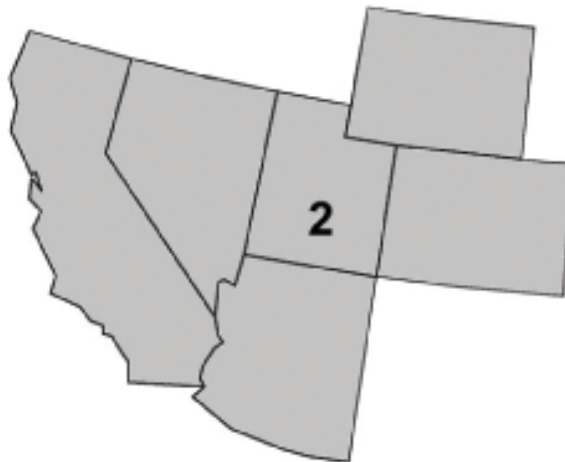


NORTH AMERICAN EQUIPMENT DEALERS ASSOCIATION

"Committed to building the best business environment for North American Equipment Dealers"

2004

Compensation and Benefits Survey



REGION 2
OCTOBER 2004

2004 NAEDA Compensation and Benefits Survey

REGION 2

Includes the following regional affiliates:

Far West Equipment Dealers Association

Includes the following states:

Arizona, California, Colorado, Nevada, Utah, Wyoming

I. Profile

A. Size of Dealership by Employees

# Employees	Responses	% of Total
5 or fewer	6	5.10%
6-10	18	15.4
11-15	22	18.8
16-20	19	16.3
21-40	30	25.6
41-80	16	13.7
Greater than 81	6	5.1
Total	117	100.00%
No responses	1	

B. Estimated Sales Volume in 2004

Sales volume	Responses	% of Total
\$1 million or less	3	2.60%
\$1 mil. - \$3 mil	19	16.5
\$3 mil. - \$5 mil.	23	20
\$5 mil. - \$7 mil.	17	14.8
\$7 mil. - \$10 mil.	18	15.7
More than \$10 mil.	35	30.4
Total	115	100.00%
No responses	3	

C. Type of Operation

Type	Responses	% of Total
Farm equipment only	39	34.80%
Industrial only	2	1.8
Outdoor power only	---	---
Industrial + Outdoor Power	1	0.9
Farm Equipment + Outdoor Power	33	29.5
Farm Equipment + Industrial	37	33
Total	112	100.00%
No responses	6	

II. Staffing Plans for 2005

	\$7 mil. or less	Greater than \$7 mil.
Maintain same level	59.60%	47.10%
Increase staff	33.3	47.1
Reduce staff	1.8	---
Unsure	5.3	5.8
TOTAL	100.00%	100.00%

III. Salary and Compensation by Dealership Size

A. \$7 million or Less in Sales Volume

	#	Mean Salary	Median	#	Mean Comp	Median
Service Manager	54	42,583	42,550	33	46,680	48,000
Parts Manager	53	38,726	40,000	32	41,545	44,000
Top Technician	53	38,878	37,440	28	41,228	40,000
Regular Technician	55	31,504	31,200	29	33,516	32,500
Truck Driver	32	29,008	29,120	15	32,330	29,120
Setup Person	34	22,794	21,840	14	24,645	25,748
Parts Person	54	26,630	26,000	28	27,552	27,020
Office Manager	37	35,424	35,000	21	39,176	36,000
Accounting Person	28	27,948	27,020	14	25,988	26,520
Secretary/Adm.	29	23,548	22,880	15	21,018	20,274
Salesperson #1	44	44,243	45,000	32	51,132	48,900
Salesperson #2	27	36,698	36,000	15	42,539	42,000
General Manager (not owner)*				12	70,254	77,223
Sales Manager (not owner)*				4	**	**

* Only total compensation figures were requested

** Six or fewer responses

B. Greater than \$7 million in Sales Volume

	#	Mean Salary	Median Salary	#	Mean Comp.	Median Comp.
Service Manager	49	51,518	50,000	32	57,582	56,000
Parts Manager	47	47,880	45,000	34	52,121	48,681
Top Technician	50	44,133	43,680	28	51,525	47,957
Regular Technician	50	34,674	35,360	27	38,742	37,440
Truck Driver	45	30,844	30,000	23	36,748	34,800
Setup Person	43	27,713	27,040	20	31,195	28,481
Parts Person	51	31,603	31,200	29	33,804	33,000
Office Manager	38	47,063	44,500	25	51,611	50,000
Accounting Person	40	34,179	33,106	21	35,023	35,000
Secretary/Adm.	41	26,961	27,040	24	27,882	28,280
Salesperson #1	45	54,822	50,000	33	71,429	65,000
Salesperson #2	42	46,972	41,000	31	56,351	50,000
General Manager (not owner)*				30	86,469	85,000
Sales Manager (not owner)*				22	83,267	77,952

* Only total compensation figures were requested

C. Salary and Compensation Summary by Dealership Size

1. Mean Salary

	\$7 mil. or less	Greater than \$7 mil.
Service Manager	42,583	51,518
Parts Manager	38,726	47,880
Top Technician	38,878	44,133
Regular Technician	31,504	34,674
Truck Driver	29,008	30,844
Setup Person	22,794	27,713
Parts Person	26,630	31,603
Office Manager	35,424	47,063
Accounting Person	27,948	34,179
Secretary/Adm.	23,548	26,961
Salesperson #1	44,243	54,822
Salesperson #2	36,698	46,972
General Manager (not owner)*		
Sales Manager (not owner)*		

* Only total compensation figures were requested for these two positions

2. Median Salary

	\$7 mil. or less	Greater than \$7 mil.
Service Manager	42,550	50,000
Parts Manager	40,000	45,000
Top Technician	37,440	43,680
Regular Technician	31,200	35,360
Truck Driver	29,120	30,000
Setup Person	21,840	27,040
Parts Person	26,000	31,200
Office Manager	35,000	44,500
Accounting Person	27,020	33,106
Secretary/Adm.	22,880	27,040
Salesperson #1	45,000	50,000
Salesperson #2	36,000	41,000
General Manager (not		
Sales Manager (not owner)*		

* Only total compensation figures were requested

3. Mean Total Compensation

	\$7 mil. or less	Greater than \$7 mil.
Service Manager	46,680	57,582
Parts Manager	41,545	52,121
Top Technician	41,228	51,525
Regular Technician	33,516	38,742
Truck Driver	32,330	36,748
Setup Person	24,645	31,195
Parts Person	27,552	33,804
Office Manager	39,176	51,611
Accounting Person	25,988	35,023
Secretary/Adm.	21,018	27,882
Salesperson #1	51,132	71,429
Salesperson #2	42,539	56,351
General Manager (not owner)	70,254	86,469
Sales Manager (not owner)	**	83,267

** Six or fewer responses

4. Median Total Compensation

	\$7 mil. or less	Greater than \$7 mil.
Service Manager	48,000	56,000
Parts Manager	44,000	48,681
Top Technician	40,000	47,957
Regular	32,500	37,440
Truck Driver	29,120	34,800
Setup Person	25,748	28,481
Parts Person	27,020	33,000
Office Manager	36,000	50,000
Accounting	26,520	35,000
Secretary/Adm.	20,274	28,280
Salesperson #1	48,900	65,000
Salesperson #2	42,000	50,000
General Manager	77,223	85,000
Sales Manager	**	77,952

** Six or fewer responses

IV. Benefits Offered by Dealership Size

A. Individual Benefits

	\$7 mil. or less	Greater than \$7 mil.
A. Group Health Insurance	98%	100%
B. Dental Insurance	43	71
C. Life Insurance	62	87
D. Educational	30	58
E. Additional Voluntary	28	63
F. Vision Insurance	17	37
G. Profit Sharing	22	54
H. Short-term Disability	28	35
I. Long-term Disability	33	33
J. Severance Pay	28	29
K. Flexible Spending	20	35
L. 401 (k)	57	92

B. Family Benefits

	\$7 mil. or less	Greater than \$7 mil.
A. Group Health Insurance	71%	90%
B. Dental Insurance	37	63
C. Life Insurance	20	27
D. Educational	8	15
E. Additional Voluntary Life	2	25
F. Vision Insurance	10	33

C. Benefits Offered and Percent Individual Premium Paid by Company

	\$7 mil. or less	Greater than \$7 mil.
Group Health offered	98%	100%
% premium paid	86	79
Dental offered	43%	71%
% premium paid	71	78
Life offered	62%	87%
% premium paid	96	91
Dependent Life	20%	27%
% premium paid	**	84
Edu. Reimbursement	30%	58%
% paid	82	86
Vision offered	17%	37%
% premium paid	79	88

** Six or fewer responses

V. Service Rates

	\$7 mil. or less	Greater than \$7 mil.
Top mechanic	\$62.57	\$67.93
Top mechanic	\$53.48	\$57.74
Top mechanic	42	46
Reg. mechanic	\$61.97	\$67.66
Reg. mechanic	\$52.34	\$57.77
Reg. mechanic	41	44

** Six or fewer responses

2004 NAEDA COMPENSATION AND BENEFITS SURVEY

1. I am a member of the following dealer association (please check only one):

1. <input type="checkbox"/> Canada West	6. <input type="checkbox"/> Midwest	11. <input type="checkbox"/> Northeast	16. <input type="checkbox"/> Southern
2. <input type="checkbox"/> Deep South	7. <input type="checkbox"/> Minn.-South Dakota	12. <input type="checkbox"/> Ohio-Michigan	17. <input type="checkbox"/> SouthEastern
3. <input type="checkbox"/> Far West	8. <input type="checkbox"/> Mississippi Valley	13. <input type="checkbox"/> Ontario	18. <input type="checkbox"/> SouthWestern
4. <input type="checkbox"/> Iowa-Nebraska	9. <input type="checkbox"/> Montana	14. <input type="checkbox"/> Pacific Northwest	
5. <input type="checkbox"/> Mid-America	10. <input type="checkbox"/> North Dakota	15. <input type="checkbox"/> Quebec	

2. Please indicate the one state/province where MOST of your dealerships are located. _____

3. Please indicate the number of full-time employees (working more than 35 hours per week) including the owner/manager of the dealership.

- | | | | |
|---------------------------------------|----------------------------------|----------------------------------|--|
| 1 <input type="checkbox"/> 5 or fewer | 3 <input type="checkbox"/> 11-15 | 5 <input type="checkbox"/> 21-40 | 7 <input type="checkbox"/> greater than 81 |
| 2 <input type="checkbox"/> 6-10 | 4 <input type="checkbox"/> 16-20 | 6 <input type="checkbox"/> 41-80 | |

4. Please estimate your sales volume for 2004.

- | | | |
|--|--|--|
| 1 <input type="checkbox"/> \$1 million or less | 3 <input type="checkbox"/> \$3 million - \$5 million | 5 <input type="checkbox"/> \$7 million- \$10 million |
| 2 <input type="checkbox"/> \$1 million - \$3 million | 4 <input type="checkbox"/> \$5 million - \$7 million | 6 <input type="checkbox"/> greater than \$10 million |

5. Please indicate which of the following best describes your dealership (chose one).

- | | | |
|---|---|--|
| 1 <input type="checkbox"/> Farm Equipment only | 2 <input type="checkbox"/> Industrial only | 3 <input type="checkbox"/> Outdoor Power only |
| 4 <input type="checkbox"/> Industrial + Outdoor Power | 5 <input type="checkbox"/> Farm Equipment + Outdoor Power | 6 <input type="checkbox"/> Farm Equipment + Industrial |

6. Please provide the **HOURLY WAGE** or **ANNUAL SALARY**, in addition to **TOTAL ANNUAL CASH COMPENSATION** (salary + all cash incentive pay), for the following positions (based on a 40-hour week). If you have multiple employees filling one position, please provide the average hourly wage or annual salary and total annual cash compensation.

Do NOT provide weekly, biweekly, monthly pay or overtime pay.

	Hourly Wage or Annual Salary		Total CASH Compensation
6A. Service Manager		7A. Service Manager	
6B. Parts Manager		7B. Parts Manager	
6C. Top Technician		7C. Top Technician	
6D. Regular Technician		7D. Regular Technician	
6E. Truck Driver		7E. Truck Driver	
6F. Set-up Person		7F. Set-up Person	
6G. Parts Person		7G. Parts Person	
6H. Office Manager		7H. Office Manager	
6I. Accounting person		7I. Accounting person	
6J. Secretary/Admin.		7J. Secretary/Admin.	
6K. Salesman #1		7K. Salesman #1	
6L. Salesman #2		7L. Salesman #2	
		7M. General Mgr (NOT Owner)	
		7N. Sales Mgr (NOT Owner)	

8. Please check which of the following benefits are made available to your full-time employees.

	Individual		Family	
A. Group Health Insurance	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9A <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
B. Dental	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9B <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
C. Life Insurance	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9C <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
D. Educational Reimbursement	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9D <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
E. Additional Voluntary Life Insurance	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9E <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
F. Vision Insurance	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9F <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
G. Profit Sharing	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
H. Short-term Disability	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
I. Long-term Disability	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
J. Severance Pay	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
K. Flexible Spending	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
L. 401(k) (U.S. members only)	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
M. RRSP (Canadian members only)	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		

10. For INDIVIDUAL benefits that you offer to employees, please indicate the percentage of premium paid by the dealership. If you do not provide individual benefits, please leave blank.

A. Group Health Insurance	_____ % premium paid by firm
B. Dental	_____ % premium paid by firm
C. Life Insurance	_____ % premium paid by firm
D. Dependent Life	_____ % premium paid by firm
E. Educational Reimbursement	_____ % premium paid by firm
F. Vision Insurance	_____ % premium paid by firm

11. Please indicate technician billing rates and average weekly hours worked.

11. Service Rates	(1) Customer Rate	(2) Internal Rate	(3) Avg. Hrs. Worked
A. Top Technician			
B. Regular Technician			

12. Please indicate your dealership staffing plans for 2005.

¹ Maintain same level ² Increase staff ³ Reduce staff ⁴ Unsure



NORTH AMERICAN EQUIPMENT DEALERS ASSOCIATION

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2004

Compensation and Benefits Survey



OCTOBER 2004

Compensation and Benefits Survey 2004 15

2004 NAEDA Compensation and Benefits Survey

I. Profile

A. NAEDA Affiliates Responding

	Responses	% of Total
Canada West Equipment Dealers Association	101	8.00%
Deep South Equipment Dealers Association	16	1.3
Far West Equipment Dealers Association	118	9.3
Iowa-Nebraska Equipment Dealers Association	124	9.7
Mid-America Equipment Retailers Association	39	3.1
Midwest Equipment Dealers Association	99	7.8
Farm Equipment Association of Minnesota-South Dakota	76	6
Mississippi Valley Equipment Association	29	2.3
Montana Equipment Dealers Association	8	0.6
North Dakota Implement Dealers Association	4	0.3
Northeast Equipment Dealers Association	106	8.3
Ohio-Michigan Equipment Dealers Association	136	10.7
Ontario Retail Farm Equipment Dealers Association	46	3.6
Pacific Northwest Hardware and Implement Association	62	4.9
Association des Marchands de Machines Aratoires de la Province de Quebec	19	1.5
Southern Equipment Dealers Association	38	3
SouthEastern Equipment Dealers Association	89	7
SouthWestern Association	160	12.6
Total	1,270	100.00%

B. Size of Dealership by Employees

# Employees	Total #	Total %	U.S. #	U.S. %	Can. #	Can. %
5 or fewer	133	10.5	124	11.3	9	5.4
6-10	259	20.5	235	21.4	24	14.5
11-15	257	20.3	225	20.5	32	19.3
16-20	186	14.8	150	13.7	36	21.7
21-40	276	21.9	232	21.1	44	26.5
41-80	95	7.5	83	7.6	12	7.2
Greater than 81	57	4.5	48	4.4	9	5.4
Total	1,263	100.00%	1,097	100.00%	166	100.00%
No responses	7		7		---	

C. Estimated Sales Volume in 2004 (all North America)

Sales volume	Total #	Total %	U.S. #	U.S. %	Can. #	Can. %
\$1 million or less	119	9.5	115	10.6	4	2.4
\$1 mil. - \$3 mil.	245	19.6	224	20.6	21	12.7
\$3 mil. - \$5 mil.	243	19.4	218	20	25	15.2
\$5 mil. - \$7 mil.	181	14.4	148	13.6	33	20
\$7 mil. - \$10 mil.	147	11.7	126	11.6	21	12.7
More than \$10 mil.	318	25.4	257	23.6	61	37
Total	1,253	100.00%	1,088	100.00%	165	100.00%
No responses	17		16		1	

D. Type of Operation

1. Total Responses

Type	Responses	Percent of Total
Farm equipment only	243	20
Industrial equipment only	13	1.1
Outdoor power equipment only	96	7.9
Industrial + Outdoor Power	31	2.6
Farm + Outdoor Power	666	54.8
Farm + Industrial	165	13.6
Total	1,214	100.00%
No responses	56	

2. Type of Operation — U.S. and Canada

Type	U.S. #	U.S. %	Can. #	Can. %
Farm equipment only	194	18.4	49	30.8
Industrial equipment only	13	1.2	---	---
Outdoor power equipment only	93	8.9	3	1.9
Industrial + Outdoor Power	31	2.9	---	---
Farm + Outdoor Power	586	55.5	80	50.3
Farm + Industrial	138	13.1	27	17
Total	1,055	100.00%	159	100.00%
No responses	49		7	

II. Staffing Plans for 2005

A. Total Responses

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	>\$10 mil.
Maintain same level	63.10%	58.40%	61.00%	54.80%	53.30%	50.20%
Increase staff	21.6	34.3	30.4	39.8	37.1	45.3
Reduce staff	1.8	2.3	1.7	2.4	1.5	1.4
Unsure	13.5	5	6.9	3	8.1	3.1
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

B. U.S. Only

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	>\$10 mil.
Maintain same level	63.60%	56.40%	60.20%	54.40%	52.20%	49.6
Increase staff	20.6	35.6	31.1	41.2	37.4	47
Reduce staff	1.8	2.1	1.9	1.5	1.7	0.4
Unsure	14	5.9	6.8	2.9	8.7	3
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

C. Canada Only

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	>\$10 mil.
Maintain same level	**	75.00%	68.00%	56.30%	60.00%	52.60%
Increase staff	**	20	24	34.3	35	38.6
Reduce staff	**	5	---	6.3	--	5.3
Unsure	**	---	8	3.1	5	3.5
TOTAL		100.00%	100.00%	100.00%	100.00%	100.00%

** Six or fewer responses

III. Salary and Compensation by Dealership Size

A. Less than \$1 million in Sales Volume (U.S. Only)

	#	Mean Salary	Median Salary	#	Mean Comp.	Median Comp.
Service Manager	58	30,360	31,200	21	34,889	35,360
Parts Manager	45	24,580	24,960	16	28,218	27,296
Top Technician	68	27,301	27,020	23	29,413	27,000
Regular Technician	59	21,777	20,800	16	24,117	21,427
Truck Driver	20	21,544	20,800	4	**	**
Setup Person	26	18,686	17,160	3	**	**
Parts Person	23	22,452	20,800	6	**	**
Office Manager	40	23,147	22,360	12	22,872	23,400
Accounting Person	18	22,432	20,800	7	19,359	18,720
Secretary/Adm.	22	18,571	18,360	8	19,335	18,460
Salesperson #1	18	30,672	27,000	7	29,864	25,638
Salesperson #2	7	28,332	27,000	2	**	**
General Manager (not owner)*				3	**	**
Sales Manager (not owner)*				1	**	**

* Only total compensation figures were requested

** Six or fewer responses

B. \$1-3 million in Sales Volume (U.S. Only)

	#	Mean Salary	Median Salary	#	Mean Comp.	Median Comp.
Service Manager	157	34,658	35,000	60	39,058	38,827
Parts Manager	158	30,840	30,080	60	34,843	34,930
Top Technician	185	32,002	31,200	72	35,494	34,160
Regular Technician	189	25,762	24,960	70	28,209	27,060
Truck Driver	101	22,641	20,800	33	24,925	25,000
Setup Person	115	20,820	20,592	32	23,233	23,000
Parts Person	132	22,873	22,620	47	25,461	24,800
Office Manager	113	26,245	25,000	37	29,972	26,495
Accounting Person	74	26,379	24,480	27	26,526	24,960
Secretary/Adm.	64	22,620	20,800	21	20,238	19,532
Salesperson #1	138	35,595	35,000	58	38,025	37,750
Salesperson #2	46	31,223	30,000	22	34,641	36,107
General Manager (not owner)*				17	48,821	50,000
Sales Manager (not owner)*				7	34,314	30,000

* Only total compensation figures were requested

** Six or fewer responses

C. Between \$3-5 million in Sales Volume (U.S. Only)

	#	Mean Salary	Median Salary	#	Mean Comp.	Median Comp.
Service Manager	187	36,417	36,000	92	39,600	39,638
Parts Manager	196	34,719	34,000	93	37,699	37,500
Top Technician	200	33,572	33,280	93	36,918	36,000
Regular Technician	203	27,585	27,040	92	30,473	30,000
Truck Driver	149	24,947	24,440	61	26,789	25,480
Setup Person	137	21,748	20,800	59	22,737	22,880
Parts Person	172	25,308	24,960	79	27,829	28,000
Office Manager	131	29,701	28,580	64	31,538	30,000
Accounting Person	87	26,826	25,000	34	27,671	26,000
Secretary/Adm.	81	22,633	20,800	37	23,131	22,880
Salesperson #1	170	38,228	37,554	91	45,206	44,571
Salesperson #2	99	31,880	32,000	50	38,128	37,500
General Manager (not owner)*				29	56,292	51,716
Sales Manager (not owner)*				15	43,728	42,000

* Only total compensation figures were requested

D. Between \$5-7 million in Sales Volume (U.S. Only)

	#	Mean Salary	Median Salary	#	Mean Comp.	Median Comp.
Service Manager	131	41,002	39,194	69	45,920	43,500
Parts Manager	134	38,945	37,928	70	43,397	42,450
Top Technician	137	36,046	35,000	66	39,978	38,168
Regular Technician	135	29,215	29,120	67	33,022	31,500
Truck Driver	113	26,350	26,520	52	27,975	28,000
Setup Person	113	23,062	22,880	52	25,430	24,980
Parts Person	133	26,787	27,000	61	28,923	28,000
Office Manager	100	33,783	32,250	51	37,144	35,000
Accounting Person	76	28,738	27,040	37	30,330	30,213
Secretary/Adm.	70	22,844	22,000	33	23,865	24,000
Salesperson #1	126	45,685	42,800	68	52,233	50,000
Salesperson #2	98	36,860	35,000	52	41,628	40,000
General Manager (not owner)*				39	66,769	65,000
Sales Manager (not owner)*				19	55,925	52,522

* Only total compensation figures were requested

E. Between \$7-\$10 million in Sales Volume (U.S. Only)

	#	Mean Salary	Median Salary	#	Mean Comp.	Median Comp.
Service Manager	114	43,667	42,000	67	47,339	47,000
Parts Manager	113	39,915	40,000	70	43,982	44,855
Top Technician	118	37,884	37,440	66	42,656	42,000
Regular Technician	116	30,198	29,976	64	34,484	34,108
Truck Driver	105	27,672	27,040	57	31,602	31,800
Setup Person	93	25,304	24,960	49	28,748	28,599
Parts Person	117	29,129	29,120	64	32,544	32,138
Office Manager	95	37,495	35,000	53	39,833	38,000
Accounting Person	86	29,810	28,000	45	32,791	30,000
Secretary/Adm.	78	26,029	24,077	37	27,565	28,000
Salesperson #1	113	48,887	45,000	71	53,160	50,000
Salesperson #2	103	40,199	39,000	66	45,491	45,000
General Manager (not owner)*				39	68,537	70,000
Sales Manager (not owner)*				21	64,160	60,000

* Only total compensation figures were requested

F. Greater than \$10 million in Sales Volume (U.S. Only)

	#	Mean Salary	Median Salary	#	Mean Comp.	Median Comp.
Service Manager	234	46,457	45,000	142	50,960	50,000
Parts Manager	234	43,907	43,250	141	49,655	48,000
Top Technician	238	40,077	39,000	134	46,776	45,760
Regular Technician	240	31,631	31,200	133	35,206	35,000
Truck Driver	224	29,151	28,600	122	33,644	33,280
Setup Person	209	25,921	25,000	112	29,144	28,040
Parts Person	240	28,646	27,780	132	33,332	32,000
Office Manager	194	40,851	39,400	111	45,266	42,275
Accounting Person	204	31,562	29,120	113	33,505	31,000
Secretary/Adm.	195	24,838	24,000	107	25,647	24,960
Salesperson #1	229	55,978	52,000	144	65,524	62,750
Salesperson #2	214	45,195	43,000	136	51,855	49,900
General Manager (not owner)*				101	82,724	75,000
Sales Manager (not owner)*				89	75,688	65,710

* Only total compensation figures were requested

G. Salary and Compensation Summary by Dealership Size (U.S. Only)

1. Mean Salary

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	> \$10 mil.
Service Manager	30,360	34,658	36,417	41,002	43,667	46,457
Parts Manager	24,580	30,840	34,719	38,945	39,915	43,907
Top Technician	27,301	32,002	33,572	36,046	37,884	40,077
Regular Technician	21,777	25,762	27,585	29,215	30,198	31,631
Truck Driver	21,544	22,641	24,947	26,350	27,672	29,151
Setup Person	18,686	20,820	21,748	23,062	25,304	25,921
Parts Person	22,452	22,873	25,308	26,787	29,129	28,646
Office Manager	23,147	26,245	29,701	33,783	37,495	40,851
Accounting Person	22,432	26,379	26,826	28,738	29,810	31,562
Secretary/Adm.	18,571	22,620	22,633	22,844	26,029	24,838
Salesperson #1	30,672	35,595	38,228	45,685	48,887	55,978
Salesperson #2	28,332	31,223	31,880	36,860	40,199	45,195
General Manager (not owner)*						
Sales Manager (not owner)*						

* Only total compensation figures were requested

2. Median Salary (U.S. Only)

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	> \$10 mil.
Service Manager	31,200	35,000	36,000	39,194	42,000	45,000
Parts Manager	24,960	30,080	34,000	37,928	40,000	43,250
Top Technician	27,020	31,200	33,280	35,000	37,440	39,000
Regular Technician	20,800	24,960	27,040	29,120	29,976	31,200
Truck Driver	20,800	20,800	24,440	26,520	27,040	28,600
Setup Person	17,160	20,592	20,800	22,880	24,960	25,000
Parts Person	20,800	22,620	24,960	27,000	29,120	27,780
Office Manager	22,360	25,000	28,580	32,250	35,000	39,400
Accounting Person	20,800	24,480	25,000	27,040	28,000	29,120
Secretary/Adm.	18,360	20,800	20,800	22,000	24,077	24,000
Salesperson #1	27,000	35,000	37,554	42,800	45,000	52,000
Salesperson #2	27,000	30,000	32,000	35,000	39,000	43,000
General Manager (not owner)*						
Sales Manager (not owner)*						

* Only total compensation figures were requested

3. Mean Total Compensation (U.S. Only)

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	>\$10 mil.
Service Manager	34,889	39,058	39,600	45,920	47,339	50,960
Parts Manager	28,218	34,843	37,699	43,397	43,982	49,655
Top Technician	29,413	35,494	36,918	39,978	42,656	46,776
Regular Technician	24,117	28,209	30,473	33,022	34,484	35,206
Truck Driver	**	24,925	26,789	27,975	31,602	33,644
Setup Person	**	23,233	22,737	25,430	28,748	29,144
Parts Person	**	25,461	27,829	28,923	32,544	33,332
Office Manager	22,872	29,972	31,538	37,144	39,833	45,266
Accounting Person	19,359	26,526	27,671	30,330	32,791	33,505
Secretary/Adm.	19,335	20,238	23,131	23,865	27,565	25,647
Salesperson #1	29,864	38,025	45,206	52,233	53,160	65,524
Salesperson #2	**	34,641	38,128	41,628	45,491	51,855
General Manager (not owner)	**	48,821	56,292	66,769	68,537	82,724
Sales Manager (not owner)	**	34,314	43,728	55,925	64,160	75,688

** Six or fewer responses

4. Median Total Compensation (U.S. Only)

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	>\$10 mil.
Service Manager	35,360	38,827	39,638	43,500	47,000	50,000
Parts Manager	27,296	34,930	37,500	42,450	44,855	48,000
Top Technician	27,000	34,160	36,000	38,168	42,000	45,760
Regular Technician	21,427	27,060	30,000	31,500	34,108	35,000
Truck Driver	**	25,000	25,480	28,000	31,800	33,280
Setup Person	**	23,000	22,880	24,980	28,599	28,040
Parts Person	**	24,800	28,000	28,000	32,138	32,000
Office Manager	23,400	26,495	30,000	35,000	38,000	42,275
Accounting Person	18,720	24,960	26,000	30,213	30,000	31,000
Secretary/Adm.	18,460	19,532	22,880	24,000	28,000	24,960
Salesperson #1	25,638	37,750	44,571	50,000	50,000	62,750
Salesperson #2	**	36,107	37,500	40,000	45,000	49,900
General Manager (not owner)	**	50,000	51,716	65,000	70,000	75,000
Sales Manager (not owner)	**	30,000	42,000	52,522	60,000	65,710

** Six or fewer responses

IV. Benefits Offered by Dealership Size

A. Individual Benefits (U.S. Only)

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	>\$10 mil.
A. Group Health Insurance	67%	88%	94%	99%	98%	100%
B. Dental Insurance	12	22	27	46	46	61
C. Life Insurance	33	62	75	74	89	87
D. Educational Reimbursement	23	25	34	45	43	49
E. Additional Voluntary Life	7	18	25	40	53	54
F. Vision Insurance	6	11	16	23	21	27
G. Profit Sharing	13	22	40	33	47	52
H. Short-term Disability	20	36	46	45	54	67
I. Long-term Disability	9	23	23	29	36	40
J. Severance Pay	9	10	15	21	21	27
K. Flexible Spending	4	6	17	18	23	32
L. 401 (k)	21	40	62	76	86	94

B. Family Benefits (U.S. Only)

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	>\$10 mil.
A. Group Health Insurance	47%	67%	83%	84%	92%	91%
B. Dental Insurance	10	17	27	38	42	57
C. Life Insurance	13	21	31	27	39	32
D. Educational Reimbursement	8	4	5	8	7	6
E. Additional Voluntary Life	6	9	13	18	23	26
F. Vision Insurance	4	8	11	17	17	24

C. Benefits Offered and Percent Individual Premium Paid by Company (U.S. Only)

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	>\$10 mil.
Group Health offered	67%	88%	94%	99%	98%	100%
% of premium paid	85	84	86	82	81	80
Dental offered	12	22	27	46	46	61
% of premium paid	84	82	79	78	81	76
Life offered	33	62	75	74	89	87
% of premium paid	86	90	90	92	91	93
Dependent Life offered	13	21	31	27	39	32
% of premium paid	**	87	84	85	86	83
Edu. Reimbursement offered	23	25	34	45	43	49
% of paid	91	88	90	86	85	88
Vision offered	6	11	16	23	21	27
% of premium paid	**	79	84	77	86	80

** Six or fewer responses

V. Service Rates (U.S. Only)

	< \$1 mil.	\$1-3 mil.	\$3-5 mil.	\$5-7 mil.	\$7-10 mil.	>\$ 10 mil.
Top mechanic customer	\$49.57	\$52.30	\$54.53	\$58.73	\$58.68	\$61.07
Top mechanic internal	\$36.70	\$41.73	\$45.25	\$50.45	\$52.02	\$53.85
Top mechanic hours	42	44	44	44	45	46
Reg. mechanic customer	\$48.13	\$51.18	\$53.73	\$58.00	\$57.94	\$60.04
Reg. mechanic internal	\$36.47	\$40.93	\$44.72	\$49.95	\$51.23	\$53.32
Reg. mechanic hours	41	43	43	43	45	45

2004 NAEDA COMPENSATION AND BENEFITS SURVEY

1. I am a member of the following dealer association (please check only one):

1. <input type="checkbox"/> Canada West	6. <input type="checkbox"/> Midwest	11. <input type="checkbox"/> Northeast	16. <input type="checkbox"/> Southern
2. <input type="checkbox"/> Deep South	7. <input type="checkbox"/> Minn.-South Dakota	12. <input type="checkbox"/> Ohio-Michigan	17. <input type="checkbox"/> SouthEastern
3. <input type="checkbox"/> Far West	8. <input type="checkbox"/> Mississippi Valley	13. <input type="checkbox"/> Ontario	18. <input type="checkbox"/> SouthWestern
4. <input type="checkbox"/> Iowa-Nebraska	9. <input type="checkbox"/> Montana	14. <input type="checkbox"/> Pacific Northwest	
5. <input type="checkbox"/> Mid-America	10. <input type="checkbox"/> North Dakota	15. <input type="checkbox"/> Quebec	

2. Please indicate the one state/province where MOST of your dealerships are located. _____

3. Please indicate the number of full-time employees (working more than 35 hours per week) including the owner/manager of the dealership.

- | | | | |
|---------------------------------------|----------------------------------|----------------------------------|--|
| 1 <input type="checkbox"/> 5 or fewer | 3 <input type="checkbox"/> 11-15 | 5 <input type="checkbox"/> 21-40 | 7 <input type="checkbox"/> greater than 81 |
| 2 <input type="checkbox"/> 6-10 | 4 <input type="checkbox"/> 16-20 | 6 <input type="checkbox"/> 41-80 | |

4. Please estimate your sales volume for 2004.

- | | | |
|--|--|--|
| 1 <input type="checkbox"/> \$1 million or less | 3 <input type="checkbox"/> \$3 million - \$5 million | 5 <input type="checkbox"/> \$7 million- \$10 million |
| 2 <input type="checkbox"/> \$1 million - \$3 million | 4 <input type="checkbox"/> \$5 million - \$7 million | 6 <input type="checkbox"/> greater than \$10 million |

5. Please indicate which of the following best describes your dealership (chosed one).

- | | | |
|---|---|--|
| 1 <input type="checkbox"/> Farm Equipment only | 2 <input type="checkbox"/> Industrial only | 3 <input type="checkbox"/> Outdoor Power only |
| 4 <input type="checkbox"/> Industrial + Outdoor Power | 5 <input type="checkbox"/> Farm Equipment + Outdoor Power | 6 <input type="checkbox"/> Farm Equipment + Industrial |

6. Please provide the **HOURLY WAGE** or **ANNUAL SALARY**, in addition to **TOTAL ANNUAL CASH COMPENSATION** (salary + all cash incentive pay), for the following positions (based on a 40-hour week). If you have multiple employees filling one position, please provide the average hourly wage or annual salary and total annual cash compensation.

Do NOT provide weekly, biweekly, monthly pay or overtime pay.

	Hourly Wage or Annual Salary		Total CASH Compensation
6A. Service Manager		7A. Service Manager	
6B. Parts Manager		7B. Parts Manager	
6C. Top Technician		7C. Top Technician	
6D. Regular Technician		7D. Regular Technician	
6E. Truck Driver		7E. Truck Driver	
6F. Set-up Person		7F. Set-up Person	
6G. Parts Person		7G. Parts Person	
6H. Office Manager		7H. Office Manager	
6I. Accounting person		7I. Accounting person	
6J. Secretary/Admin.		7J. Secretary/Admin.	
6K. Salesman #1		7K. Salesman #1	
6L. Salesman #2		7L. Salesman #2	
		7M. General Mgr (NOT Owner)	
		7N. Sales Mgr (NOT Owner)	

8. Please check which of the following benefits are made available to your full-time employees.

	Individual		Family	
A. Group Health Insurance	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9A <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
B. Dental	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9B <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
C. Life Insurance	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9C <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
D. Educational Reimbursement	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9D <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
E. Additional Voluntary Life Insurance	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9E <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
F. Vision Insurance	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No	9F <input type="checkbox"/> Yes	2 <input type="checkbox"/> No
G. Profit Sharing	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
H. Short-term Disability	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
I. Long-term Disability	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
J. Severance Pay	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
K. Flexible Spending	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
L. 401(k) (U.S. members only)	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		
M. RRSP (Canadian members only)	1 <input type="checkbox"/> Yes	2 <input type="checkbox"/> No		

10. For **INDIVIDUAL** benefits that you offer to employees, please indicate the percentage of premium paid by the dealership. If you do not provide individual benefits, please leave blank.

A. Group Health Insurance	_____ % premium paid by firm
B. Dental	_____ % premium paid by firm
C. Life Insurance	_____ % premium paid by firm
D. Dependent Life	_____ % premium paid by firm
E. Educational Reimbursement	_____ % premium paid by firm
F. Vision Insurance	_____ % premium paid by firm

11. Please indicate technician billing rates and average weekly hours worked.

11. Service Rates	(1) Customer Rate	(2) Internal Rate	(3) Avg. Hrs. Worked
A. Top Technician			
B. Regular Technician			

12. Please indicate your dealership staffing plans for 2005.

¹ Maintain same level ² Increase staff ³ Reduce staff ⁴ Unsure

