



# 2016 Employee Compensation Report

Volume 1

**An analysis of 2015  
compensation practices**

**Confidentially Prepared by  
Profit Planning Group**





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# Introduction

This report presents the results of Profit Planning Group's 2016 Employee Compensation Study of the Distribution Industry. This study analyzes 2015 compensation data submitted by 958 contributing firms at over 6,000 locations. DHI co-sponsored this study along with 28 other distribution organizations. 20 firms were members of DHI.

The complete results are presented in two documents. Combined, they provide the most complete source of information available about compensation and benefit practices for distribution industries.

## Volume 1: DHI Detailed Report

The detailed report presents the analysis of participating DHI firms. Where appropriate, DHI results are compared with the results of all participants.

This report provides information about both executive and employee compensation including salaries, bonuses, commissions and perks. It also includes details about fringe benefits such as health insurance, retirement programs, and employee time off.

## Volume 2: Industry Report

The industry report presents the analysis of all participating firms. Firms were categorized into over 20 sales volumes and over 100 geographic areas.

## Understanding the Numbers

Both of these reports present median results. The median is the middle value in the sorted list of all values reported for an item. Compared to the average or mean, the median is not influenced by extreme values and therefore best represents a typical firm.

Sections presenting ranges for wages and compensation describe the middle range of results. The middle range spans the half of all responses that lie between the 25<sup>th</sup> to the 75<sup>th</sup> percentiles.

Note that bonus figures include overtime, commissions, bonuses, and incentives.

Throughout the report, n/a designates results that are not available due to insufficient data.

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>Typical Participant Profile</b>					
<b>Number of Firms Reporting</b>	927	20	6	8	6
<b>Sales</b>					
Typical Firm Sales	31,000,000	15,699,313	6,335,153	15,699,313	23,344,151
Typical Branch Sales	7,218,431	5,552,489	6,335,153	9,863,577	2,903,623
<b>Employees</b>					
Number of Employees (FTE)	66.3	42.5	18.3	46.5	73.5
Employee Turnover Rate (%)	15	14	16	22	11
<b>Operations</b> (% of firms)					
Local	24	35	50	38	17
Regional	55	40	33	50	33
National	14	20	17	13	33
International	7	5	0	0	17
<b>Ownership</b> (% of firms)					
Private Company	97	100	100	100	100
Public Company	3	0	0	0	0
<b>Organization</b> (% of firms)					
Sole Proprietorship	1	0	0	0	0
Partnership	1	5	0	0	17
S Corporation	54	60	50	75	50
C Corporation	31	20	33	13	17
Limited Liability Corp. (LLC)	11	10	17	0	17
Limited Liability Partnership (LLP)	1	5	0	13	0

# Summary of Executive Compensation

## The Typical DHI Firm

Typical Firm Sales .....	15,699,313
Number of Employees .....	42.5

## DHI CEO Profile

Base Salary .....	122,200
Total Compensation .....	200,000
Bonus (% of salary) .....	30
Age .....	59
Years with Company .....	28
% of Equity Owned .....	67
Company Founder (% of CEOs) .....	33

## DHI Executive Bonus

<b>Firms With Executive Bonus Plan</b> (% of firms) .....	68
<b>Executive Bonus Structure</b> (% of firms)	
Discretionary .....	77
Achievement of Sales Goals .....	38
Achievement of Profit Goals .....	69
Percentage of Sales .....	15
Percentage of Profit .....	38
Return on Equity/Assets/Sales .....	15

## DHI Executive Benefits & Perks (% of firms)

	<u>CEO</u>	<u>COO</u>	<u>CFO</u>	<u>CMO</u>
Company Car & Expenses	75	50	0	50
Supplemental Life Insurance*	70	56	38	50
Supplemental Medical Insurance*	20	17	13	0
Tax Return Preparation	60	39	0	50
Club Dues & Expenses	30	17	0	25
Personal Tax & Financial Planning	30	28	0	0
Annual Physical Examination	10	11	13	0
Low or No-interest Loans	30	28	0	25
Supplemental Retirement Benefits*	10	11	13	0
Deferred Compensation	25	33	13	25
First Class Air Travel	10	11	0	0
Use of Corporate Aircraft	0	0	0	0

\*Beyond customary company-wide benefits

# Summary of Executive Compensation

Compensation	Base Salary	Total Compensation	Middle Range of Total Comp.		Bonus
			25 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	% of Salary
Typical U.S. Distributor					
CEO/President	175,000	240,988	155,770	389,321	47
COO/VP/#2 Officer	134,851	180,000	123,001	256,561	35
CMO (Chief Marketing Officer)	126,000	160,945	117,000	215,982	29
CFO (Chief Financial Officer)	122,000	153,000	103,940	225,439	33
Typical DHI Distributor					
CEO/President	122,200	200,000	136,000	275,000	30
COO/VP/#2 Officer	121,100	147,865	115,920	222,005	18
CMO (Chief Marketing Officer)	111,100	137,304	81,875	149,902	36
CFO (Chief Financial Officer)	89,663	103,307	95,750	137,888	17

	<u>Typical U.S. Dist.</u>	<u>Typical DHI Dist.</u>
<b>Pay Relationships</b>		
Comp. as a % of CEO comp. excluding benefits and perks		
CEO/President	100	100
COO/VP/#2 Officer	79	89
CMO (Chief Marketing Officer)	54	75
CFO (Chief Financial Officer)	58	66

	<u>Typical U.S. Dist.</u>	<u>Typical DHI Dist.</u>
<b>Bonus</b>		
<b>Firms With Executive Bonus Plan</b> (% of firms)	72	68
<b>Executive Bonus Structure</b> (% of firms)		
Discretionary	69	77
Achievement of Sales or Operating Goals	42	38
Achievement of Profit Goals	53	69
Percentage of Sales	13	15
Percentage of Profit	39	38
Return on Equity/Assets/Sales	15	15

# Summary of Employee Compensation

	<u>Base Salary</u>	<u>Total Compensation</u>	<u>Middle Range of Total Comp.</u>		<u>Bonus % of Salary</u>
			<u>25<sup>th</sup> Percentile</u>	<u>75<sup>th</sup> Percentile</u>	
<b>Typical U.S. Distributor</b>					
<b>Branch Manager</b>	66,525	79,566	60,114	114,291	18
<b>Outside Sales</b>					
Senior Sales Consultant	46,195	96,152	70,000	138,544	78
Typical Outside Salesperson	47,143	77,620	60,879	100,276	52
Beginning Outside Salesperson	43,108	58,475	48,000	71,920	28
<b>Inside Sales</b>					
Typical Inside Salesperson	43,909	52,236	43,993	61,509	16
Beginning Inside Salesperson	38,003	42,355	35,000	49,836	11
<b>Sales &amp; Service</b>					
Sales Manager	84,000	110,000	85,000	145,094	26
Sales Assistant	42,557	47,843	38,341	60,000	11
Customer Service Rep	41,000	45,716	37,819	55,950	10
Counter Salesperson	37,386	42,000	35,661	48,000	11
<b>Warehouse &amp; Delivery</b>					
Operations Manager	72,751	81,063	65,000	102,403	12
Warehouse Supervisor	46,000	50,000	43,000	58,526	8
Warehouse Employee	31,000	33,589	29,000	38,384	9
Driver/Delivery Personnel	34,000	37,456	31,675	45,654	10
<b>Information Systems</b>					
Chief Information Officer (CIO)	106,727	120,000	86,000	160,000	15
MIS/Data Processing Manager	79,620	83,613	65,000	104,929	10
Systems Administrator	60,000	64,000	51,800	76,056	6
IT Clerk	39,550	41,600	35,528	50,000	7
<b>General &amp; Administrative</b>					
Purchasing Manager	68,800	75,000	61,667	95,029	10
Purchasing Agent/Buyer	47,000	50,000	42,000	59,502	7
Controller	83,200	91,500	74,924	123,373	12
Accountant/Bookkeeper	46,000	48,840	40,000	59,251	6
Credit Manager	58,709	62,995	51,380	77,000	8
Credit/Collections Clerk	36,000	38,937	34,000	45,000	7
Human Resources Manager	67,325	71,543	57,240	89,870	9
Office Manager	51,125	54,618	45,796	70,000	8
Office/Clerical Personnel	33,280	35,137	31,000	40,000	6

# Summary of Employee Compensation

	<u>Base Salary</u>	<u>Total Compensation</u>	<u>Middle Range of Total Comp.</u>		<u>Bonus % of Salary</u>
			<u>25<sup>th</sup> Percentile</u>	<u>75<sup>th</sup> Percentile</u>	
<b>Typical DHI Distributor</b>					
<b>Branch Manager</b>	73,523	85,588	75,750	111,766	18
<b>Outside Sales</b>					
Senior Sales Consultant	65,000	90,600	75,000	136,500	72
Typical Outside Salesperson	46,628	62,637	52,750	73,257	30
Beginning Outside Salesperson	43,950	47,250	38,131	51,205	6
<b>Inside Sales</b>					
Typical Inside Salesperson	53,500	64,000	50,000	70,000	15
Beginning Inside Salesperson	42,000	44,500	38,500	47,125	4
<b>Sales &amp; Service</b>					
Sales Manager	75,000	95,333	78,000	115,000	17
Sales Assistant	48,350	55,000	43,652	69,750	10
Customer Service Rep	43,000	43,000	34,900	54,114	5
Counter Salesperson	49,000	50,375	44,708	55,000	10
<b>Warehouse &amp; Delivery</b>					
Operations Manager	67,374	77,287	61,375	91,153	10
Warehouse Supervisor	40,882	42,552	39,239	50,500	5
Warehouse Employee	32,636	33,600	29,000	38,521	7
Driver/Delivery Personnel	32,000	33,862	30,709	35,425	6
<b>Information Systems</b>					
Chief Information Officer	n/a	n/a	n/a	n/a	n/a
MIS/Data Processing Manager	n/a	n/a	n/a	n/a	n/a
Systems Administrator	n/a	n/a	n/a	n/a	n/a
IT Clerk	n/a	n/a	n/a	n/a	n/a
<b>General &amp; Administrative</b>					
Purchasing Manager	61,500	64,000	48,141	70,980	4
Purchasing Agent/Buyer	39,103	44,000	33,555	61,724	3
Controller	65,550	66,300	51,822	89,767	5
Accountant/Bookkeeper	41,623	43,500	39,500	54,536	4
Credit Manager	48,500	50,000	34,278	84,650	n/a
Credit/Collections Clerk	n/a	41,262	34,771	45,506	n/a
Human Resources Manager	56,235	59,300	44,485	92,650	6
Office Manager	51,677	53,426	42,940	67,500	5
Office/Clerical Personnel	34,500	38,753	32,500	42,577	5
<b>DHI Positions</b>					
Inside Technical Personnel	54,750	56,400	51,914	76,000	7
Architectural Draftsman/Estimator	49,307	54,500	46,491	58,875	5
Shop Personnel	35,000	35,500	34,378	37,388	4
Locksmith	44,000	44,500	34,839	52,050	5

# Executives

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>CEO/President</b>					
Salary	175,000	122,200	115,420	135,000	140,010
Total Compensation	240,988	200,000	179,320	229,050	186,174
Change from Previous Year (%)	0	0	5	0	3
Bonus (% of salary)	47	30	46	n/a	30
Bonus Paid (% of firms)	79	76	83	67	80
Age	58	59	61	58	61
Years with Company	29	28	25	30	25
% of Equity Owned	50	67	73	68	n/a
Company Founder (% of firms)	24	33	50	38	0

## CEO Benefits & Perks (% of firms)

Company Car & Expenses	82	75	67	75	83
Supplemental Life Insurance*	55	70	67	88	50
Supplemental Medical Insurance*	26	20	33	13	17
Tax Return Preparation	51	60	100	50	33
Club Dues & Expenses	31	30	17	63	0
Personal Tax & Financial Planning	40	30	33	38	17
Annual Physical Examination	21	10	17	13	0
Low or No-interest Loans	12	30	50	25	17
Supplemental Retirement Benefits*	14	10	17	13	0
Deferred Compensation	16	25	17	13	50
First Class Air Travel	14	10	0	25	0
Use of Corporate Aircraft	4	0	0	0	0

\*Beyond customary company-wide benefits

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>COO/VP#2 Officer</b>					
Salary	134,851	121,100	122,200	145,500	104,000
Total Compensation	180,000	147,865	134,000	166,000	122,000
Change from Previous Year (%)	3	3	0	2	4
Bonus (% of salary)	35	18	23	17	18
Bonus Paid (% of firms)	85	94	100	83	100
Age	54	53	53	53	57
Years with Company	20	23	19	22	27
% of Equity Owned	1	5	5	23	n/a
Company Founder (% of firms)	9	6	20	0	0

## COO/VP Benefits & Perks (% of firms)

Company Car & Expenses	73	50	40	50	60
Supplemental Life Insurance*	45	56	60	63	40
Supplemental Medical Insurance*	22	17	20	13	20
Tax Return Preparation	33	39	60	38	20
Club Dues & Expenses	21	17	20	25	0
Personal Tax & Financial Planning	25	28	20	38	20
Annual Physical Examination	19	11	20	13	0
Low or No-interest Loans	8	28	60	13	20
Supplemental Retirement Benefits*	13	11	20	13	0
Deferred Compensation	15	33	20	13	80
First Class Air Travel	7	11	0	25	0
Use of Corporate Aircraft	3	0	0	0	0

\*Beyond customary company-wide benefits

# Executives

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>CFO</b> (Chief Financial Officer)					
Salary	122,000	89,663	n/a	n/a	n/a
Total Compensation	153,000	103,307	n/a	100,807	n/a
Change from Previous Year (%)	3	4	n/a	3	n/a
Bonus (% of salary)	33	17	n/a	n/a	n/a
Bonus Paid (% of firms)	84	100	n/a	n/a	n/a
Age	54	49	n/a	48	n/a
Years with Company	14	8	n/a	7	n/a
% of Equity Owned	0	0	n/a	0	n/a
Company Founder (% of firms)	4	0	n/a	0	n/a

## **CFO Benefits & Perks** (% of firms)

Company Car & Expenses	41	0	n/a	0	n/a
Supplemental Life Insurance*	32	38	n/a	50	n/a
Supplemental Medical Insurance*	15	13	n/a	0	n/a
Tax Return Preparation	17	0	n/a	0	n/a
Club Dues & Expenses	8	0	n/a	0	n/a
Personal Tax & Financial Planning	12	0	n/a	0	n/a
Annual Physical Examination	16	13	n/a	25	n/a
Low or No-interest Loans	6	0	n/a	0	n/a
Supplemental Retirement Benefits*	11	13	n/a	25	n/a
Deferred Compensation	16	13	n/a	0	n/a
First Class Air Travel	5	0	n/a	0	n/a
Use of Corporate Aircraft	3	0	n/a	0	n/a

\*Beyond customary company-wide benefits

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>CMO</b> (Chief Marketing Officer)					
Salary	126,000	111,100	n/a	n/a	n/a
Total Compensation	160,945	137,304	n/a	n/a	n/a
Change from Previous Year (%)	3	6	n/a	n/a	n/a
Bonus (% of salary)	29	36	n/a	n/a	n/a
Bonus Paid (% of firms)	88	100	n/a	n/a	n/a
Age	50	48	n/a	n/a	n/a
Years with Company	15	22	n/a	n/a	n/a
% of Equity Owned	0	n/a	n/a	n/a	n/a
Company Founder (% of firms)	4	n/a	n/a	n/a	n/a

## **CMO Benefits & Perks** (% of firms)

Company Car & Expenses	65	50	n/a	n/a	n/a
Supplemental Life Insurance*	35	50	n/a	n/a	n/a
Supplemental Medical Insurance*	13	0	n/a	n/a	n/a
Tax Return Preparation	17	50	n/a	n/a	n/a
Club Dues & Expenses	12	25	n/a	n/a	n/a
Personal Tax & Financial Planning	14	0	n/a	n/a	n/a
Annual Physical Examination	18	0	n/a	n/a	n/a
Low or No-interest Loans	6	25	n/a	n/a	n/a
Supplemental Retirement Benefits*	10	0	n/a	n/a	n/a
Deferred Compensation	18	25	n/a	n/a	n/a
First Class Air Travel	4	0	n/a	n/a	n/a
Use of Corporate Aircraft	3	0	n/a	n/a	n/a

\*Beyond customary company-wide benefits

# Employees

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>Employees</b>					
<b>Sales Manager</b>					
Salary	84,000	75,000	75,000	80,000	67,500
Total Compensation	110,000	95,333	90,000	113,692	74,000
Bonus (% of salary)	26	17	12	30	13
Bonus Paid (% of firms)	89	100	100	100	100
<b>Sales Assistant</b>					
Salary	42,557	48,350	n/a	50,000	n/a
Total Compensation	47,843	55,000	n/a	64,000	n/a
Bonus (% of salary)	11	10	n/a	11	n/a
Bonus Paid (% of firms)	74	92	n/a	100	n/a
<b>Customer Service Rep</b>					
Salary	41,000	43,000	n/a	n/a	41,000
Total Compensation	45,716	43,000	n/a	n/a	43,000
Bonus (% of salary)	10	5	n/a	n/a	3
Bonus Paid (% of firms)	78	88	n/a	n/a	80
<b>Counter Salesperson</b>					
Salary	37,386	49,000	n/a	45,862	43,833
Total Compensation	42,000	50,375	n/a	54,673	43,833
Bonus (% of salary)	11	10	n/a	18	n/a
Bonus Paid (% of firms)	78	69	n/a	100	40
<b>Operations Manager</b>					
Salary	72,751	67,374	n/a	65,687	n/a
Total Compensation	81,063	77,287	n/a	69,574	n/a
Bonus (% of salary)	12	10	n/a	8	n/a
Bonus Paid (% of firms)	80	89	n/a	100	n/a
<b>Warehouse Supervisor</b>					
Salary	46,000	40,882	n/a	50,316	39,000
Total Compensation	50,000	42,552	n/a	52,000	40,000
Bonus (% of salary)	8	5	n/a	5	n/a
Bonus Paid (% of firms)	75	62	n/a	80	60
<b>Warehouse Employee</b>					
Salary	31,000	32,636	33,750	33,670	28,000
Total Compensation	33,589	33,600	34,900	35,533	30,000
Bonus (% of salary)	9	7	n/a	7	n/a
Bonus Paid (% of firms)	71	50	50	71	20
<b>Driver/Delivery Personnel</b>					
Salary	34,000	32,000	n/a	30,326	35,000
Total Compensation	37,456	33,862	n/a	33,000	35,000
Bonus (% of salary)	10	6	n/a	7	n/a
Bonus Paid (% of firms)	70	46	n/a	83	25
<b>Chief Information Officer (CIO)</b>					
Salary	106,727	n/a	n/a	n/a	n/a
Total Compensation	120,000	n/a	n/a	n/a	n/a
Bonus (% of salary)	15	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	81	n/a	n/a	n/a	n/a
<b>MIS/Data Processing Manager</b>					
Salary	79,620	n/a	n/a	n/a	n/a
Total Compensation	83,613	n/a	n/a	n/a	n/a
Bonus (% of salary)	10	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	78	n/a	n/a	n/a	n/a
<b>Systems Administrator</b>					
Salary	60,000	n/a	n/a	n/a	n/a
Total Compensation	64,000	n/a	n/a	n/a	n/a
Bonus (% of salary)	6	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	73	n/a	n/a	n/a	n/a

# Employees

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>Employees</b>					
<b>IT Clerk</b>					
Salary	39,550	n/a	n/a	n/a	n/a
Total Compensation	41,600	n/a	n/a	n/a	n/a
Bonus (% of salary)	7	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	65	n/a	n/a	n/a	n/a
<b>Purchasing Manager</b>					
Salary	68,800	61,500	n/a	n/a	n/a
Total Compensation	75,000	64,000	n/a	n/a	n/a
Bonus (% of salary)	10	4	n/a	n/a	n/a
Bonus Paid (% of firms)	75	83	n/a	n/a	n/a
<b>Purchasing Agent/Buyer</b>					
Salary	47,000	39,103	n/a	39,103	48,400
Total Compensation	50,000	44,000	n/a	44,000	48,400
Bonus (% of salary)	7	3	n/a	3	n/a
Bonus Paid (% of firms)	73	75	n/a	100	40
<b>Controller</b>					
Salary	83,200	65,550	n/a	n/a	83,285
Total Compensation	91,500	66,300	n/a	n/a	89,535
Bonus (% of salary)	12	5	n/a	n/a	n/a
Bonus Paid (% of firms)	79	75	n/a	n/a	75
<b>Accountant/Bookkeeper</b>					
Salary	46,000	41,623	n/a	42,613	n/a
Total Compensation	48,840	43,500	n/a	47,434	n/a
Bonus (% of salary)	6	4	n/a	3	n/a
Bonus Paid (% of firms)	68	82	n/a	86	n/a
<b>Credit Manager</b>					
Salary	58,709	48,500	n/a	n/a	n/a
Total Compensation	62,995	50,000	n/a	n/a	n/a
Bonus (% of salary)	8	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	100	100	n/a	n/a	n/a
<b>Credit/Collections Clerk</b>					
Salary	36,000	n/a	n/a	n/a	n/a
Total Compensation	38,937	41,262	n/a	n/a	n/a
Bonus (% of salary)	7	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	100	n/a	n/a	n/a	n/a
<b>Human Resources Manager</b>					
Salary	67,325	56,235	n/a	n/a	n/a
Total Compensation	71,543	59,300	n/a	n/a	n/a
Bonus (% of salary)	9	6	n/a	n/a	n/a
Bonus Paid (% of firms)	100	100	n/a	n/a	n/a
<b>Office Manager</b>					
Salary	51,125	51,677	n/a	n/a	n/a
Total Compensation	54,618	53,426	n/a	n/a	n/a
Bonus (% of salary)	8	5	n/a	n/a	n/a
Bonus Paid (% of firms)	72	83	n/a	n/a	n/a
<b>Office/Clerical Personnel</b>					
Salary	33,280	34,500	n/a	36,250	32,000
Total Compensation	35,137	38,753	n/a	39,000	33,000
Bonus (% of salary)	6	5	n/a	8	n/a
Bonus Paid (% of firms)	67	73	n/a	67	75

# Employees & Practices

	Typical U.S. <u>Dist.</u>	Typical DHI <u>Dist.</u>	Sales Under \$10 <u>Million</u>	Sales \$10 - \$20 <u>Million</u>	Sales Over \$20 <u>Million</u>
<b>DHI Positions</b>					
<b>Inside Technical Personnel</b>					
Salary	n/a	54,750	n/a	54,750	n/a
Total Compensation	n/a	56,400	n/a	56,400	n/a
Bonus (% of salary)	n/a	7	n/a	n/a	n/a
Bonus Paid (% of firms)	n/a	88	n/a	75	n/a
<b>Architectural Draftsman/Estimator</b>					
Salary	n/a	49,307	n/a	53,000	44,000
Total Compensation	n/a	54,500	n/a	55,500	46,000
Bonus (% of salary)	n/a	5	n/a	6	5
Bonus Paid (% of firms)	n/a	91	n/a	100	80
<b>Shop Personnel</b>					
Salary	n/a	35,000	n/a	34,000	36,000
Total Compensation	n/a	35,500	n/a	35,000	36,000
Bonus (% of salary)	n/a	4	n/a	4	n/a
Bonus Paid (% of firms)	n/a	69	n/a	71	60
<b>Locksmith</b>					
Salary	n/a	44,000	n/a	n/a	40,000
Total Compensation	n/a	44,500	n/a	n/a	43,000
Bonus (% of salary)	n/a	5	n/a	n/a	n/a
Bonus Paid (% of firms)	n/a	56	n/a	n/a	60

	Typical U.S. <u>Dist.</u>	Typical DHI <u>Dist.</u>	Sales Under \$10 <u>Million</u>	Sales \$10 - \$20 <u>Million</u>	Sales Over \$20 <u>Million</u>
<b>Practices</b>					
<b>Employee Raises</b> (% of firms)					
Cost of Living Adjustment (COLA)	34	21	17	13	40
Annual Merit Raise	61	42	50	25	60
Lump Sum	15	16	0	13	40
Variable Pay Plan	50	26	33	25	20
No Raises	8	11	17	0	20
No Set Policy for Raises	63	89	83	100	80
<b>Employee Bonus Plan</b> (% of firms)					
Special Recognition Bonus	47	42	17	50	60
Achievement of Individual Goals	55	42	33	38	60
Achievement of Firm/Dept. Goals	63	63	67	50	80
Cash Profit Sharing	29	21	0	25	40
CEO/Owner Discretion	73	95	83	100	100
<b>Retention Bonuses</b> (% of firms)	9	0	0	0	0
<b>Christmas &amp; Year-End</b> (% of firms)					
Cash	28	35	17	38	50
Gift	47	15	17	13	17
Party	75	85	83	100	67
Year-End Bonus	36	55	83	75	0
<b>Severance Program</b> (% of firms)					
Service Requirement (years)	1	n/a	n/a	n/a	n/a
Maximum Pay Offered (weeks)	12	n/a	n/a	n/a	n/a
<b>Union Representation</b> (% of firms)	5	n/a	n/a	n/a	n/a

# Branch Manager & Inside Sales Staff

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>Branch Manager</b>					
Salary	66,525	73,523	91,058	n/a	68,000
Total Compensation	79,566	85,588	106,539	n/a	78,350
Bonus (% of salary)	18	18	18	n/a	18
Bonus Paid (% of firms)	87	88	100	n/a	80
<b>Branch Mgr. Bonus Plan</b> (% of firms)	92	100	100	n/a	100
Discretionary	43	80	n/a	n/a	80
Achievement of Sales Goals	37	67	n/a	n/a	90
Achievement of Gross Margin Goals	34	67	n/a	n/a	100
Achievement of Profit Goals	49	73	n/a	n/a	100
Percentage of Sales	13	0	n/a	n/a	0
Percentage of Gross Margin	13	33	n/a	n/a	20
Percentage of Profits	34	20	n/a	n/a	0
Return on Equity/Assets/Sales	13	0	n/a	n/a	0

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>Inside Sales</b>					
Firms With Inside Sales Staff (% of firms)	80	87	100	64	95
Number of Inside Salespeople (per branch)	2	2	3	3	2
Average Length of Employment (years)	8	10	13	14	10
<b>Typical Inside Salesperson</b>					
Salary	43,909	53,500	66,000	56,635	50,000
Total Compensation	52,236	64,000	69,500	81,630	50,000
Bonus (% of salary)	16	15	6	18	n/a
Bonus Paid (% of firms)	88	60	83	100	22
<b>Beginning Inside Salesperson</b>					
Salary	38,003	42,000	n/a	n/a	n/a
Total Compensation	42,355	44,500	n/a	n/a	n/a
Bonus (% of salary)	11	4	n/a	n/a	n/a
Bonus Paid (% of firms)	78	50	n/a	n/a	n/a
<b>Inside Sales Comp. Plans</b> (% of firms)					
Straight Salary	6	39	33	17	50
Hourly	44	4	17	0	0
Salary & Commission	25	14	0	33	13
Salary & Bonus	17	36	17	50	38
Salary & Commission & Bonus	8	7	33	0	0
Other	1	0	0	0	0

# Outside Sales Staff

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>Outside Sales</b>					
<b>Outside Sales Staff</b>					
Firms With Outside Sales Staff (% of firms)	97	79	17	82	95
Number of Outside Salespeople (per branch)	2	2	n/a	3	2
Average Length of Employment (years)	8	7	n/a	8	5
<b>Senior Sales Consultant</b>					
Salary	46,195	65,000	n/a	65,000	40,000
Total Compensation	96,152	90,600	n/a	136,500	75,000
Bonus (% of salary)	78	72	n/a	23	158
Bonus Paid (% of firms)	91	100	n/a	100	100
<b>Typical Outside Salesperson</b>					
Salary	47,143	46,628	n/a	50,092	42,625
Total Compensation	77,620	62,637	n/a	69,506	53,500
Bonus (% of salary)	52	30	n/a	29	41
Bonus Paid (% of firms)	91	75	n/a	100	50
<b>Beginning Outside Salesperson</b>					
Salary	43,108	43,950	n/a	43,900	n/a
Total Compensation	58,475	47,250	n/a	48,000	n/a
Bonus (% of salary)	28	6	n/a	10	n/a
Bonus Paid (% of firms)	78	88	n/a	80	n/a
<b>Outside Sales Comp. Plans</b> (% of firms)					
Straight Salary	2	0	n/a	0	0
Salary & Bonus	8	7	n/a	11	0
Salary & Commission	48	80	n/a	44	100
Salary & Commission & Bonus	14	13	n/a	44	0
Straight Commission	5	0	n/a	0	0
Commission & Bonus (no salary)	1	0	n/a	0	0
Commission & Draw (against commission)	21	0	n/a	0	0
Other	0	0	n/a	0	0
<b>Commission Payment Plans</b> (% of firms)					
Flat % of Sales	9	31	n/a	0	40
Escalating % of Sales	4	0	n/a	0	0
Flat Percentage of Gross Margin	48	58	n/a	83	50
Escalating % of Gross Margin	31	12	n/a	17	10
Other Payment Plan	8	0	n/a	0	0
<b>Eligible for Comm. Payments</b> (% of firms)					
Prompt Payment/Billing Discounts	23	0	n/a	0	0
Service	30	33	n/a	50	30
Repair Parts	40	30	n/a	50	25
Accessories/Tooling	50	30	n/a	50	25
Finance Plans	10	0	n/a	0	0
Cancellation Charges Collected	5	0	n/a	0	0
<b>Commission Credited</b> (% of firms)					
Order Booked	12	0	n/a	0	0
Order Shipped	16	0	n/a	0	0
Upon Billing	46	100	n/a	100	100
Payment Received	26	0	n/a	0	0

# Outside Sales Staff

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>Outside Sales</b>					
<b>Lowest Volume Salesperson</b>					
Total Sales	984,345	592,500	n/a	585,000	771,209
Gross Profit Contribution	226,699	178,342	0	216,157	190,797
Gross Margin	23.0	30.1	n/a	36.9	24.7
<b>Highest Volume Salesperson</b>					
Total Sales	5,850,682	1,303,782	n/a	1,303,782	2,685,092
Gross Profit Contribution	1,223,309	376,532	0	511,213	745,650
Gross Margin	20.9	28.9	n/a	39.2	27.8
<b>Employment &amp; Comm. Policies</b> (% of firms)					
Written Employment Contract	39	50	n/a	71	45
Ceiling to Prevent Commission Windfalls	19	0	n/a	0	0
Surpass Quota Before Commission Earned	37	37	n/a	17	45
New Salespeople Paid On Backlog	27	33	n/a	17	40
Charge Back for Bad Debt	42	26	n/a	67	15
Backlog Paid Upon Termination	35	7	n/a	33	0
<b>Sales Contests Used</b> (% of firms)					
Never	28	89	n/a	86	90
Rarely	40	11	n/a	14	10
Regularly	32	0	n/a	0	0
<b>Sales Contest Prizes</b> (% of firms)					
Cash	77	n/a	n/a	n/a	n/a
Travel	42	n/a	n/a	n/a	n/a
Merchandise	49	n/a	n/a	n/a	n/a
Other	29	n/a	n/a	n/a	n/a
<b>Expense Reimbursement</b> (% of firms)					
All Expenses Reimbursed	80	95	83	100	95
Per Diem Payment	1	0	0	0	0
Compensation Covers Expenses	5	3	0	0	5
Travel Expenses Only Reimbursed	9	3	17	0	0
Fixed Monthly Expense Allowance	5	0	0	0	0
<b>Automobile Provisions</b> (% of firms)					
None	14	5	33	0	0
Company Leased	22	0	0	0	0
Company Owned	18	35	0	40	43
Employee Owned (reimbursed)	46	59	67	60	57
<b>Automobile Reimbursement</b> (% of firms)					
Monthly Allowance	62	50	0	50	67
Gas & Oil	2	5	25	0	0
Mileage	35	45	75	50	33
Mileage Reimbursement Rate (¢ per mile)	52	48	n/a	n/a	n/a
<b>Cell Phone Arrangements</b> (% of firms)					
None	10	8	50	0	0
Company Provided	71	81	33	90	90
Employee Owned (reimbursed)	2	0	0	0	0
Monthly Allowance	15	8	0	10	10
Other	1	3	17	0	0

# Medical Benefits

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>Medical Benefits</b> (% of firms)					
Firms Offering Medical Benefits	98	95	83	100	100
Firms Offering a Cafeteria Plan	37	50	33	63	50
Firms Self-Insured (at least partially)	24	21	20	25	17
<b>Affordable Care Act</b>					
Premium Change Due To ACA (%)	4	6	9	0	5
<b>ACA Actions Taken</b> (% of firms)					
Eliminate health insurance entirely	2	0	0	0	0
Convert to fixed pmts. to emps. to buy ins.	1	0	0	0	0
Restructure plans to avoid Cadillac tax	8	0	0	0	0
Limit hiring	6	0	0	0	0
Convert full-timers to part-time	2	0	0	0	0
<b>ACA Actions Planned</b> (next 12 months, % of firms)					
Eliminate health insurance entirely	0	0	0	0	0
Convert to fixed pmts. to emps. to buy ins.	1	0	0	0	0
Restructure plans to avoid Cadillac tax	3	0	0	0	0
Limit hiring	1	0	0	0	0
Convert full-timers to part-time	0	0	0	0	0
<b>Wellness Program Offered</b> (% of firms)					
Have Participation Incentives	40	21	20	25	17
Incentives Include Premium Reductions	77	75	n/a	n/a	n/a
Incentives Provide HRA/HSA Funding	66	n/a	n/a	n/a	n/a
	11	n/a	n/a	n/a	n/a
<b>Health Plans Offered</b> (% of firms)					
Traditional (indemnity)	11	16	0	25	17
HMO/EPO	23	32	40	50	0
POS (Point of Service)	10	16	20	25	0
PPO (Preferred Provider Organization)	67	63	80	50	67
HDHP (High Deductible Health Plan)	45	32	0	50	33
HMO & PPO	14	16	20	25	0
Traditional & PPO	3	5	0	13	0
POS & PPO	4	5	0	13	0
HMO & POS	3	11	20	13	0
Coverage Opt-Out Offered	48	68	60	75	67
<b>Traditional Indemnity Details</b>					
Firms Offering (%)	11	16	0	25	17
Employees Covered (%)	57	n/a	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	454	n/a	n/a	n/a	n/a
Premium; Emp. + Family (monthly \$)	1,257	n/a	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	75	n/a	n/a	n/a	n/a
Employer Paid %; Emp. + Family	60	n/a	n/a	n/a	n/a
Deductible; Single, Emp. Only (annual \$)	1,000	n/a	n/a	n/a	n/a
Deductible; Emp. + Family (annual \$)	1,600	n/a	n/a	n/a	n/a
Needed To Meet Family Deductible (members)	2	n/a	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	30	n/a	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	n/a	n/a	n/a	n/a
Preferred Drug Co-pay (\$)	30	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-pay (\$)	50	n/a	n/a	n/a	n/a
Office Visit Co-Ins (%)	23	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	20	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	25	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	48	n/a	n/a	n/a	n/a

# Medical Plans

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>HMO/EPO Details</b>					
Firms Offering (%)	23	32	40	50	0
Employees Covered (%)	50	79	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	451	363	n/a	370	n/a
Premium; Emp. + Family (monthly \$)	1,315	1,082	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	74	65	n/a	65	n/a
Employer Paid %; Emp. + Family	60	50	n/a	54	n/a
Deductible; Single, Emp. Only (annual \$)	1,750	2,000	n/a	2,500	n/a
Deductible; Emp. + Family (annual \$)	2,450	4,500	n/a	5,250	n/a
Needed To Meet Family Deductible (members)	2	2	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	28	30	n/a	30	n/a
Generic Drug Co-pay (\$)	10	15	n/a	15	n/a
Preferred Drug Co-pay (\$)	35	35	n/a	40	n/a
Non-Perf. Drug Co-pay (\$)	50	50	n/a	58	n/a
Office Visit Co-Ins (%)	80	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
<b>POS Details</b>					
Firms Offering (%)	10	16	20	25	0
Employees Covered (%)	49	n/a	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	456	n/a	n/a	n/a	n/a
Premium; Emp. + Family (monthly \$)	1,462	n/a	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	73	n/a	n/a	n/a	n/a
Employer Paid %; Emp. + Family	60	n/a	n/a	n/a	n/a
Deductible; Single, Emp. Only (annual \$)	2,000	n/a	n/a	n/a	n/a
Deductible; Emp. + Family (annual \$)	2,500	n/a	n/a	n/a	n/a
Needed To Meet Family Deductible (members)	2	n/a	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	30	n/a	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	n/a	n/a	n/a	n/a
Preferred Drug Co-pay (\$)	38	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-pay (\$)	60	n/a	n/a	n/a	n/a
Office Visit Co-Ins (%)	30	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	50	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	50	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	40	n/a	n/a	n/a	n/a
<b>PPO Details</b>					
Firms Offering (%)	67	63	80	50	67
Employees Covered (%)	66	50	45	n/a	65
Premium; Single, Emp. Only (monthly \$)	493	449	662	n/a	351
Premium; Emp. + Family (monthly \$)	1,440	1,500	1,630	n/a	1,104
Employer Paid %; Single, Emp. Only	75	75	75	n/a	77
Employer Paid %; Emp. + Family	63	50	56	n/a	46
Deductible; Single, Emp. Only (annual \$)	1,500	1,750	n/a	n/a	2,125
Deductible; Emp. + Family (annual \$)	2,000	4,000	n/a	n/a	4,000
Needed To Meet Family Deductible (members)	2	2	2	n/a	n/a
Office Visit Co-pay (\$ per visit)	25	30	n/a	n/a	25
Generic Drug Co-pay (\$)	10	10	n/a	n/a	10
Preferred Drug Co-pay (\$)	35	35	n/a	n/a	35
Non-Perf. Drug Co-pay (\$)	60	63	n/a	n/a	63
Office Visit Co-Ins (%)	50	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	40	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	50	n/a	n/a	n/a	n/a

# HDHP & Other Benefits

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>HDHP Details</b>					
Firms Offering (%)	45	32	0	50	33
Employees Covered (%)	45	n/a	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	413	n/a	n/a	n/a	n/a
Premium; Emp. + Family (monthly \$)	1,185	n/a	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	75	n/a	n/a	n/a	n/a
Employer Paid %; Emp. + Family	67	n/a	n/a	n/a	n/a
Deductible; Single, Emp. Only (annual \$)	2,600	n/a	n/a	n/a	n/a
Deductible; Emp. + Family (annual \$)	5,000	n/a	n/a	n/a	n/a
Needed To Meet Family Deductible (members)	2	n/a	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	28	n/a	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	n/a	n/a	n/a	n/a
Preferred Drug Co-pay (\$)	35	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-pay (\$)	60	n/a	n/a	n/a	n/a
Office Visit Co-Ins (%)	70	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	30	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	30	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	50	n/a	n/a	n/a	n/a
<b>HDHP HRA &amp; HSA Plans</b> (% of HDHP firms)					
Offer HRA	26	50	n/a	50	n/a
Offer HSA	79	33	n/a	25	n/a
Fund HRA/HSA Plans	64	100	n/a	n/a	n/a
Family Funding Differs (% of funding firms)	71	80	n/a	n/a	n/a
Annual Funding If Not Different (annual \$)					
HRA Funding	2,200	n/a	n/a	n/a	n/a
HSA Funding	1,000	n/a	n/a	n/a	n/a
Annual Funding If Different (annual \$)					
HRA Funding For Singles	2,000	n/a	n/a	n/a	n/a
HRA Funding For Families	3,800	n/a	n/a	n/a	n/a
HSA Funding For Singles	520	n/a	n/a	n/a	n/a
HSA Funding For Families	1,300	n/a	n/a	n/a	n/a
<b>Other Health Benefits</b> (% of firms)					
Dental Plan	88	94	100	88	100
Vision/Optical Plan	68	50	40	75	20
Retiree Medical Insurance	6	0	0	0	0
Prescription Drug Plan	75	72	80	75	60
Mail Order Drug Plan	70	67	80	63	60
Group Term Life Insurance	84	83	80	75	100
Long-term Disability Insurance	73	78	60	75	100
Short-term Disability Insurance	71	50	20	38	100
Long-term Care Insurance	15	17	0	13	40
Employee Assistance Program	48	33	0	38	60
<b>Flexible Spending Accounts</b> (% of firms)					
Health Care	53	55	33	63	67
Dependent Care	48	55	33	63	67
Adoption Assistance	6	5	0	13	0

# Time Off, Retirement & Other Programs

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$10 Million	Sales \$10 - \$20 Million	Sales Over \$20 Million
<b>Paid Time Off Program</b> (% of firms)	46	40	50	38	33
PTO Includes Paid/Float Holidays (% of firms)	26	13	n/a	n/a	n/a
PTO Includes Vacation (% of firms)	91	88	n/a	n/a	n/a
Days Accrued (per yr. by a 5 year full-time emp.)	15	15	n/a	n/a	n/a
Accrual Top-Out Year (years of service)	13	10	n/a	n/a	n/a
Accrued Carryover Allowed (% of firms)	50	63	n/a	n/a	n/a
Maximum Accrual (days)	20	18	n/a	n/a	n/a
New Hire Wait Period (days)	90	90	n/a	n/a	n/a
<b>Sick Leave</b> (firms without PTO program)					
Salaried Paid Sick Days (% of firms)	100	100	n/a	100	n/a
Salaried Sick Days (days per year)	5	5	n/a	5	n/a
Hourly Paid Sick Days (% of firms)	100	100	n/a	n/a	n/a
Hourly Sick Days (days per year)	5	3	n/a	n/a	n/a
New Hire Wait Period (days)	90	90	n/a	60	90
<b>Holidays</b> (if not included in a PTO)					
Paid Fixed Holidays Allowed (annually)	7	7	8	8	7
Paid Floating Holidays Allowed (annually)	0	0	0	0	0
<b>Vacation</b> (if not included in a PTO)					
Days Accrued (per yr. by a 5 year full-time emp.)	10	10	n/a	10	13
Accrual Top-Out Year (years of service)	14	10	n/a	10	18
Accrued Carryover Allowed (% of firms)	39	27	n/a	25	50
Maximum Accrual (days)	20	15	n/a	15	n/a
New Hire Wait Period (days)	120	90	n/a	183	90
<b>Other Paid Time Off</b> (% of firms)					
Paid Parental Leave	17	17	40	14	0
Paid Jury Duty	79	78	100	57	83
Paid Military Duty	25	22	40	14	17
<b>Retirement Plans Offered</b> (% of firms)	95	90	83	100	83
401(k)	91	94	100	88	100
Profit Sharing Plan	48	44	40	50	40
Payroll Deduction/SEP/SIMPLE IRA	14	11	0	25	0
Defined Benefit Plan	5	6	0	0	20
Money Purchase Plan	1	0	0	0	0
<b>401(k) Plans</b>					
Eligible Employees Enrolled (%)	77	71	68	75	71
Emps. Auto Enrolled (% of firms with 401k)	43	38	0	50	60
Traditional (% of firms with 401k)	77	69	80	83	40
Safe Harbor (% of firms with 401k)	32	63	80	50	60
SIMPLE (% of firms with 401k)	4	13	40	0	0
Provides For Roth Contribution	53	69	60	67	80
Catch-up Contributions Allowed	95	100	100	100	100
Firm Contributes (% of firms with 401k)	85	81	60	100	80
Firm Matching \$ Per Emp. \$	0.50	0.50	n/a	0.40	n/a
Matching Limit (% of pay)	5	5	n/a	5	4
Matching Limit \$ (annual)	10,600	n/a	n/a	n/a	n/a
<b>Other Benefit Programs</b> (% of firms)					
Child Care (allowance or facilities)	4	0	0	0	0
Flexible Work Scheduling	35	60	67	50	67
Educational Assistance	48	45	17	63	50
Pre-Retirement Counseling	21	25	17	25	33
Annual Computerized Benefits Statement	31	30	0	38	50
Smoking Restrictions In Workplace	89	95	100	88	100
Employee Policy Manual	90	100	100	100	100