

The background of the entire page is a green-tinted image. On the left side, there is a close-up of a clock face with numbers 7 through 12 visible. The clock hands are dark. In the lower half of the image, there is a US dollar bill, showing the number '100' and the word 'ONE' partially. The overall image has a textured, slightly grainy appearance.

2012 Employee Compensation Report

Volume 1

Aggregate results from only

door and hardware industry distributors.



2012 Employee Compensation Report

Volume 1

**An analysis of 2011
compensation practices**

**Confidentially Prepared by
Profit Planning Group**



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Introduction

This report presents the results of Profit Planning Group's 2012 Employee Compensation Study of the Distribution Industry. This study analyzes 2011 compensation data submitted by 1,125 U.S. firms for over 8,000 locations. DHI co-sponsored this study along with 26 other distribution organizations. 48 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 25th to the 75th 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 \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
Typical Participant Profile					
Number of Firms Reporting	1,125	48	13	21	14
Sales					
Typical Firm Sales	18,652,200	9,867,278	4,492,788	9,864,555	18,199,034
Typical Branch Sales	5,844,238	5,200,000	5,050,000	6,209,033	4,095,000
Employees					
Number of Employees (FTE)	47.4	28.2	18.5	26.9	52.0
Employee Turnover Rate (%)	12	11	16	9	13
Operations (% of firms)					
Local	25	25	23	33	14
Regional	54	60	69	57	57
National	13	15	8	10	29
International	8	0	0	0	0
Ownership (% of firms)					
Private Company	94	98	100	100	93
Public Company	6	2	0	0	7
Organization (% of firms)					
Sole Proprietorship	1	2	0	0	7
Partnership	1	0	0	0	0
S Corporation	54	38	38	24	57
C Corporation	36	46	46	57	29
Limited Liability Corp. (LLC)	7	13	15	14	7
Limited Liability Partnership (LLP)	1	2	0	5	0

Summary of Executive Compensation

The Typical DHI Firm

Typical Firm Sales	9,867,278
Number of Employees	28.2

DHI CEO Profile

Base Salary	110,000
Total Compensation.....	142,200
Bonus (% of salary)	43
Age	54
Years with Company.....	23
% of Equity Owned	51
Company Founder (% of CEOs)	43

DHI Executive Bonus

Firms With Executive Bonus Plan (% of firms)	70
Executive Bonus Structure (% of firms)	
Discretionary.....	88
Achievement of Sales Goals.....	30
Achievement of Profit Goals	36
Percentage of Sales	6
Percentage of Profit	33
Return on Equity/Assets/Sales	18

DHI Executive Benefits & Perks (% of firms)

	<u>CEO</u>	<u>COO</u>	<u>CFO</u>	<u>CMO</u>
Company Car & Expenses	85	76	40	86
Supplemental Life Insurance*	62	57	28	43
Supplemental Medical Insurance*	32	27	16	14
Tax Return Preparation	45	30	8	21
Club Dues & Expenses	30	22	4	14
Personal Tax & Financial Planning	38	30	12	14
Annual Physical Examination	17	14	12	7
Low or No-interest Loans	13	5	4	7
Supplemental Retirement Benefits*	9	5	4	0
Deferred Compensation	13	11	8	7
First Class Air Travel	9	8	0	0
Use of Corporate Aircraft	0	0	0	0

*Beyond customary company-wide benefits

Summary of Executive Compensation

Compensation	<u>Base Salary</u>	<u>Total Compensation</u>	<u>Middle Range of Total Comp.</u>		<u>Bonus % of Salary</u>
			<u>25th Percentile</u>	<u>75th Percentile</u>	
Typical U.S. Distributor					
CEO/President	148,200	195,000	118,014	322,778	55
COO/VP/#2 Officer	117,175	150,000	100,000	228,742	39
CMO (Chief Marketing Officer)	107,211	135,615	93,551	193,489	30
CFO (Chief Financial Officer)	103,613	125,831	87,875	199,301	29
Typical DHI Distributor					
CEO/President	110,000	142,200	101,000	220,502	43
COO/VP/#2 Officer	95,000	101,000	84,110	208,696	32
CMO (Chief Marketing Officer)	87,500	102,217	81,000	137,288	21
CFO (Chief Financial Officer)	79,104	87,386	79,000	116,110	16

	<u>Typical U.S. Dist.</u>	<u>Typical DHI Dist.</u>
Pay Relationships		
Comp. as a % of CEO comp. excluding benefits and perks		
CEO/President	100	100
COO/VP/#2 Officer	80	90
CMO (Chief Marketing Officer)	59	77
CFO (Chief Financial Officer)	56	66

	<u>Typical U.S. Dist.</u>	<u>Typical DHI Dist.</u>
Bonus		
Firms With Executive Bonus Plan (% of firms)	66	70
Executive Bonus Structure (% of firms)		
Discretionary	67	88
Achievement of Sales or Operating Goals	41	30
Achievement of Profit Goals	52	36
Percentage of Sales	10	6
Percentage of Profit	36	33
Return on Equity/Assets/Sales	14	18

Summary of Employee Compensation

	<u>Base Salary</u>	<u>Total Compensation</u>	<u>Middle Range of Total Comp. 25th Percentile</u>	<u>75th Percentile</u>	<u>Bonus % of Salary</u>
Typical U.S. Distributor					
Branch Manager	58,664	74,902	58,250	101,638	21
Outside Sales					
Senior Sales Consultant	40,111	85,227	65,670	113,132	88
Typical Outside Salesperson	41,236	67,421	54,900	83,800	57
Beginning Outside Salesperson	37,456	50,984	42,000	64,000	40
Inside Sales					
Typical Inside Salesperson	43,373	49,521	42,395	56,969	11
Beginning Inside Salesperson	34,796	39,058	32,000	47,773	8
Sales & Service					
Sales Manager	75,000	95,000	71,155	123,293	25
Sales Assistant	38,443	42,000	35,000	50,000	9
Customer Service Rep	36,000	40,445	33,469	51,741	12
Counter Salesperson	33,800	37,552	32,000	44,000	12
Warehouse & Delivery					
Operations Manager	65,000	74,410	57,000	93,100	13
Warehouse Supervisor	42,129	45,190	38,390	55,000	9
Warehouse Employee	28,000	30,000	25,812	34,545	8
Driver/Delivery Personnel	31,200	33,000	27,718	39,620	9
Information Systems					
Chief Information Officer (CIO)	94,500	104,300	75,000	144,500	16
MIS/Data Processing Manager	68,870	74,652	57,464	93,482	8
Systems Administrator	53,069	56,228	45,492	70,287	6
IT Clerk	36,318	38,051	32,471	46,640	5
General & Administrative					
Purchasing Manager	62,400	68,000	53,922	86,776	10
Purchasing Agent/Buyer	44,000	46,749	39,481	54,454	7
Controller	77,000	83,000	65,000	103,181	11
Accountant/Bookkeeper	42,224	43,977	36,113	52,269	7
Credit Manager	54,275	57,200	45,000	73,636	8
Credit/Collections Clerk	33,755	35,000	30,675	40,390	5
Human Resources Manager	58,940	63,000	50,147	80,000	9
Office Manager	45,000	48,500	40,000	63,200	8
Office/Clerical Personnel	30,000	31,276	27,040	36,225	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>25th Percentile</u>	<u>75th Percentile</u>	
Typical DHI Distributor					
Branch Manager	72,141	85,650	67,025	115,802	17
Outside Sales					
Senior Sales Consultant	59,600	73,240	64,700	88,000	33
Typical Outside Salesperson	54,400	63,000	55,000	66,200	13
Beginning Outside Salesperson	53,500	54,750	40,125	66,850	5
Inside Sales					
Typical Inside Salesperson	46,045	54,080	42,500	65,000	8
Beginning Inside Salesperson	41,430	42,000	33,900	45,640	5
Sales & Service					
Sales Manager	69,916	79,500	65,970	96,150	16
Sales Assistant	41,000	43,640	36,275	49,431	7
Customer Service Rep	49,619	50,414	37,421	68,336	14
Counter Salesperson	39,000	43,000	40,000	48,131	13
Warehouse & Delivery					
Operations Manager	63,000	72,350	55,000	88,750	9
Warehouse Supervisor	37,353	40,500	33,800	49,000	6
Warehouse Employee	29,998	31,100	25,350	36,750	6
Driver/Delivery Personnel	29,000	30,000	27,975	35,175	5
Information Systems					
Chief Information Officer	104,211	105,000	66,250	156,250	n/a
MIS/Data Processing Manager	n/a	n/a	n/a	n/a	n/a
Systems Administrator	48,300	49,370	37,575	56,725	n/a
IT Clerk	n/a	n/a	n/a	n/a	n/a
General & Administrative					
Purchasing Manager	50,000	58,520	47,000	70,000	7
Purchasing Agent/Buyer	40,500	43,173	36,313	55,279	7
Controller	72,000	73,500	47,950	88,500	6
Accountant/Bookkeeper	40,000	40,000	35,465	49,090	5
Credit Manager	44,100	45,890	37,250	58,601	n/a
Credit/Collections Clerk	31,940	32,050	29,260	36,000	3
Human Resources Manager	49,000	52,000	36,000	58,000	n/a
Office Manager	48,000	54,000	42,035	62,000	8
Office/Clerical Personnel	30,950	32,000	25,600	37,835	3
DHI Positions					
Inside Technical Personnel	55,000	55,000	46,150	66,250	6
Architectural Draftsman/Estimator	43,000	55,000	40,663	63,364	10
Shop Personnel	34,000	35,000	30,891	40,625	4
Locksmith	36,625	39,500	32,375	47,750	7

Executives

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
CEO/President					
Salary	148,200	110,000	70,000	104,000	200,000
Total Compensation	195,000	142,200	95,408	144,696	230,000
Change from Previous Year (%)	0	0	0	0	0
Bonus (% of salary)	55	43	58	32	76
Bonus Paid (% of firms)	72	59	57	64	54
Age	56	54	51	54	53
Years with Company	27	23	16	28	20
% of Equity Owned	50	51	38	51	64
Company Founder (% of firms)	29	43	55	47	29

CEO Benefits & Perks (% of firms)

Company Car & Expenses	82	85	77	85	93
Supplemental Life Insurance*	56	62	54	70	57
Supplemental Medical Insurance*	28	32	38	35	21
Tax Return Preparation	52	45	46	45	43
Club Dues & Expenses	34	30	38	20	36
Personal Tax & Financial Planning	38	38	31	30	57
Annual Physical Examination	19	17	23	15	14
Low or No-interest Loans	10	13	23	10	7
Supplemental Retirement Benefits*	13	9	8	10	7
Deferred Compensation	14	13	8	20	7
First Class Air Travel	8	9	0	15	7
Use of Corporate Aircraft	2	0	0	0	0

*Beyond customary company-wide benefits

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
COO/VP/#2 Officer					
Salary	117,175	95,000	50,600	95,000	118,232
Total Compensation	150,000	101,000	82,173	96,300	159,032
Change from Previous Year (%)	3	1	0	0	6
Bonus (% of salary)	39	32	n/a	53	30
Bonus Paid (% of firms)	79	78	n/a	75	75
Age	52	52	48	52	53
Years with Company	21	22	17	25	23
% of Equity Owned	5	9	28	18	2
Company Founder (% of firms)	10	20	50	24	0

COO/VP Benefits & Perks (% of firms)

Company Car & Expenses	72	76	57	83	75
Supplemental Life Insurance*	45	57	71	56	50
Supplemental Medical Insurance*	24	27	43	28	17
Tax Return Preparation	34	30	29	33	25
Club Dues & Expenses	23	22	43	11	25
Personal Tax & Financial Planning	24	30	14	28	42
Annual Physical Examination	16	14	29	11	8
Low or No-interest Loans	6	5	29	0	0
Supplemental Retirement Benefits*	11	5	14	6	0
Deferred Compensation	14	11	14	17	0
First Class Air Travel	5	8	0	17	0
Use of Corporate Aircraft	2	0	0	0	0

*Beyond customary company-wide benefits

Executives

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
CFO (Chief Financial Officer)					
Salary	103,613	79,104	n/a	74,900	97,508
Total Compensation	125,831	87,386	80,000	90,500	103,371
Change from Previous Year (%)	2	0	3	0	3
Bonus (% of salary)	29	16	n/a	28	10
Bonus Paid (% of firms)	80	68	n/a	60	71
Age	53	52	62	50	52
Years with Company	13	15	20	15	4
% of Equity Owned	0	0	0	0	0
Company Founder (% of firms)	5	8	25	8	0

CFO Benefits & Perks (% of firms)

Company Car & Expenses	46	40	40	38	43
Supplemental Life Insurance*	31	28	20	38	14
Supplemental Medical Insurance*	17	16	40	15	0
Tax Return Preparation	15	8	20	8	0
Club Dues & Expenses	11	4	20	0	0
Personal Tax & Financial Planning	12	12	20	8	14
Annual Physical Examination	14	12	20	8	14
Low or No-interest Loans	4	4	20	0	0
Supplemental Retirement Benefits*	8	4	20	0	0
Deferred Compensation	15	8	0	8	14
First Class Air Travel	3	0	0	0	0
Use of Corporate Aircraft	1	0	0	0	0

*Beyond customary company-wide benefits

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
CMO (Chief Marketing Officer)					
Salary	107,211	87,500	n/a	81,000	105,000
Total Compensation	135,615	102,217	n/a	88,000	120,000
Change from Previous Year (%)	4	0	n/a	0	5
Bonus (% of salary)	30	21	n/a	n/a	15
Bonus Paid (% of firms)	81	67	n/a	40	86
Age	50	48	n/a	48	48
Years with Company	16	16	n/a	19	12
% of Equity Owned	0	1	n/a	1	2
Company Founder (% of firms)	3	8	n/a	0	14

CMO Benefits & Perks (% of firms)

Company Car & Expenses	68	86	n/a	83	86
Supplemental Life Insurance*	37	43	n/a	33	43
Supplemental Medical Insurance*	20	14	n/a	17	14
Tax Return Preparation	17	21	n/a	17	29
Club Dues & Expenses	15	14	n/a	0	14
Personal Tax & Financial Planning	13	14	n/a	17	14
Annual Physical Examination	14	7	n/a	0	0
Low or No-interest Loans	4	7	n/a	0	0
Supplemental Retirement Benefits*	9	0	n/a	0	0
Deferred Compensation	15	7	n/a	0	14
First Class Air Travel	4	0	n/a	0	0
Use of Corporate Aircraft	1	0	n/a	0	0

*Beyond customary company-wide benefits

Employees

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
Employees					
Sales Manager					
Salary	75,000	69,916	64,598	72,170	75,000
Total Compensation	95,000	79,500	71,972	85,000	92,000
Bonus (% of salary)	25	16	10	18	16
Bonus Paid (% of firms)	85	75	71	70	82
Sales Assistant					
Salary	38,443	41,000	43,354	43,500	38,750
Total Compensation	42,000	43,640	44,305	45,000	41,250
Bonus (% of salary)	9	7	8	6	6
Bonus Paid (% of firms)	65	57	63	40	70
Customer Service Rep					
Salary	36,000	49,619	n/a	49,809	50,207
Total Compensation	40,445	50,414	n/a	60,000	50,207
Bonus (% of salary)	12	14	n/a	23	n/a
Bonus Paid (% of firms)	73	56	n/a	63	50
Counter Salesperson					
Salary	33,800	39,000	34,880	38,951	40,000
Total Compensation	37,552	43,000	40,811	46,500	43,000
Bonus (% of salary)	12	13	n/a	16	8
Bonus Paid (% of firms)	70	67	50	82	56
Operations Manager					
Salary	65,000	63,000	n/a	55,000	76,605
Total Compensation	74,410	72,350	41,792	64,824	82,605
Bonus (% of salary)	13	9	n/a	n/a	7
Bonus Paid (% of firms)	76	52	n/a	33	70
Warehouse Supervisor					
Salary	42,129	37,353	34,125	37,176	41,500
Total Compensation	45,190	40,500	37,020	42,000	42,090
Bonus (% of salary)	9	6	n/a	8	6
Bonus Paid (% of firms)	68	53	50	63	40
Warehouse Employee					
Salary	28,000	29,998	23,492	31,050	29,998
Total Compensation	30,000	31,100	24,084	33,000	30,500
Bonus (% of salary)	8	6	n/a	8	7
Bonus Paid (% of firms)	63	35	20	33	43
Driver/Delivery Personnel					
Salary	31,200	29,000	31,200	27,950	29,500
Total Compensation	33,000	30,000	31,200	28,259	32,000
Bonus (% of salary)	9	5	n/a	4	29
Bonus Paid (% of firms)	62	40	33	43	40
Chief Information Officer (CIO)					
Salary	94,500	104,211	n/a	n/a	n/a
Total Compensation	104,300	105,000	n/a	n/a	n/a
Bonus (% of salary)	16	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	73	60	n/a	n/a	n/a
MIS/Data Processing Manager					
Salary	68,870	n/a	n/a	n/a	n/a
Total Compensation	74,652	n/a	n/a	n/a	n/a
Bonus (% of salary)	8	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	72	n/a	n/a	n/a	n/a
Systems Administrator					
Salary	53,069	48,300	n/a	n/a	48,300
Total Compensation	56,228	49,370	n/a	n/a	48,300
Bonus (% of salary)	6	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	63	43	n/a	n/a	43

Employees

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
Employees					
IT Clerk					
Salary	36,318	n/a	n/a	n/a	n/a
Total Compensation	38,051	n/a	n/a	n/a	n/a
Bonus (% of salary)	5	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	64	n/a	n/a	n/a	n/a
Purchasing Manager					
Salary	62,400	50,000	n/a	50,000	59,250
Total Compensation	68,000	58,520	n/a	56,114	67,700
Bonus (% of salary)	10	7	n/a	8	6
Bonus Paid (% of firms)	72	56	n/a	44	75
Purchasing Agent/Buyer					
Salary	44,000	40,500	n/a	36,806	46,394
Total Compensation	46,749	43,173	n/a	40,900	47,144
Bonus (% of salary)	7	7	n/a	7	5
Bonus Paid (% of firms)	66	60	n/a	70	50
Controller					
Salary	77,000	72,000	n/a	n/a	72,000
Total Compensation	83,000	73,500	n/a	n/a	75,000
Bonus (% of salary)	11	6	n/a	n/a	4
Bonus Paid (% of firms)	71	60	n/a	n/a	63
Accountant/Bookkeeper					
Salary	42,224	40,000	34,000	40,000	45,250
Total Compensation	43,977	40,000	37,950	40,400	46,000
Bonus (% of salary)	7	5	n/a	5	3
Bonus Paid (% of firms)	59	56	25	62	63
Credit Manager					
Salary	54,275	44,100	n/a	n/a	n/a
Total Compensation	57,200	45,890	n/a	n/a	n/a
Bonus (% of salary)	8	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	100	0	n/a	n/a	n/a
Credit/Collections Clerk					
Salary	33,755	31,940	n/a	32,000	33,500
Total Compensation	35,000	32,050	n/a	32,100	35,750
Bonus (% of salary)	5	3	n/a	n/a	5
Bonus Paid (% of firms)	100	0	n/a	0	50
Human Resources Manager					
Salary	58,940	49,000	n/a	n/a	36,000
Total Compensation	63,000	52,000	n/a	n/a	36,000
Bonus (% of salary)	9	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	100	0	n/a	n/a	0
Office Manager					
Salary	45,000	48,000	n/a	n/a	45,196
Total Compensation	48,500	54,000	n/a	n/a	51,500
Bonus (% of salary)	8	8	n/a	n/a	6
Bonus Paid (% of firms)	66	54	n/a	n/a	50
Office/Clerical Personnel					
Salary	30,000	30,950	27,560	32,000	28,175
Total Compensation	31,276	32,000	30,060	34,001	32,426
Bonus (% of salary)	6	3	n/a	6	2
Bonus Paid (% of firms)	56	52	50	46	58

Employees & Practices

	Typical U.S. <u>Dist.</u>	Typical DHI <u>Dist.</u>	Sales Under \$6 <u>Million</u>	Sales \$6 - \$15 <u>Million</u>	Sales Over \$15 <u>Million</u>
DHI Positions					
Inside Technical Personnel					
Salary	n/a	55,000	n/a	55,000	54,500
Total Compensation	n/a	55,000	n/a	55,000	56,120
Bonus (% of salary)	n/a	6	n/a	n/a	5
Bonus Paid (% of firms)	n/a	63	n/a	43	88
Architectural Draftsman/Estimator					
Salary	n/a	43,000	n/a	42,700	47,000
Total Compensation	n/a	55,000	n/a	44,500	57,500
Bonus (% of salary)	n/a	10	n/a	21	7
Bonus Paid (% of firms)	n/a	55	n/a	44	67
Shop Personnel					
Salary	n/a	34,000	26,256	35,350	35,000
Total Compensation	n/a	35,000	29,002	35,700	35,700
Bonus (% of salary)	n/a	4	n/a	4	13
Bonus Paid (% of firms)	n/a	39	n/a	43	36
Locksmith					
Salary	n/a	36,625	n/a	40,000	n/a
Total Compensation	n/a	39,500	n/a	41,000	n/a
Bonus (% of salary)	n/a	7	n/a	7	n/a
Bonus Paid (% of firms)	n/a	55	n/a	50	n/a
Practices					
Employee Raises (% of firms)					
Cost of Living Adjustment (COLA)	27	28	25	29	29
Annual Merit Raise	49	40	42	29	57
Lump Sum	12	2	0	0	7
Variable Pay Plan	43	36	33	38	36
No Raises	21	30	42	33	14
No Set Policy for Raises	64	77	83	71	79
Employee Bonus Plan (% of firms)					
Special Recognition Bonus	40	36	50	26	38
Achievement of Individual Goals	49	40	30	47	38
Achievement of Firm/Dept. Goals	56	36	10	32	62
Cash Profit Sharing	26	19	10	11	38
CEO/Owner Discretion	70	83	90	84	77
Retention Bonuses (% of firms)					
	5	2	8	0	0
Severance Program (% of firms)					
	16	9	8	0	23
Service Requirement (years)	1	2	n/a	n/a	n/a
Maximum Pay Offered (weeks)	10	10	n/a	n/a	n/a
Union Representation (% of firms)					
	10	13	0	14	21

Branch Manager & Inside Sales Staff

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
Branch Manager					
Salary	58,664	72,141	67,500	62,731	79,350
Total Compensation	74,902	85,650	81,346	93,598	84,850
Bonus (% of salary)	21	17	29	21	12
Bonus Paid (% of firms)	90	76	83	87	67
Branch Mgr. Bonus Plan (% of firms)	89	89	71	81	100
Discretionary	57	64	80	76	55
Achievement of Sales Goals	35	12	40	19	3
Achievement of Gross Margin Goals	31	22	40	19	21
Achievement of Profit Goals	48	39	40	24	48
Percentage of Sales	9	10	0	29	0
Percentage of Gross Margin	14	19	0	29	15
Percentage of Profits	26	10	40	5	9
Return on Equity/Assets/Sales	11	7	0	0	12

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
Inside Sales					
Firms With Inside Sales Staff (% of firms)	77	47	67	44	43
Number of Inside Salespeople (per branch)	2	2	4	2	2
Average Length of Employment (years)	8	8	9	9	6
Typical Inside Salesperson					
Salary	43,373	46,045	36,066	47,672	45,950
Total Compensation	49,521	54,080	51,000	55,793	50,500
Bonus (% of salary)	11	8	7	13	6
Bonus Paid (% of firms)	93	75	80	71	77
Beginning Inside Salesperson					
Salary	34,796	41,430	37,000	42,880	42,100
Total Compensation	39,058	42,000	40,000	42,880	45,000
Bonus (% of salary)	8	5	5	n/a	4
Bonus Paid (% of firms)	74	63	83	38	69
Inside Sales Comp. Plans (% of firms)					
Straight Salary	7	41	29	7	72
Hourly	65	15	0	43	0
Salary & Commission	15	8	43	0	0
Salary & Bonus	8	13	14	14	11
Salary & Commission & Bonus	4	23	14	36	17
Other	1	0	0	0	0

Outside Sales Staff

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
Outside Sales					
Outside Sales Staff					
Firms With Outside Sales Staff (% of firms)	97	67	58	61	74
Number of Outside Salespeople (per branch)	2	2	3	1	2
Average Length of Employment (years)	8	5	8	7	5
Senior Sales Consultant					
Salary	40,111	59,600	n/a	55,000	61,200
Total Compensation	85,227	73,240	n/a	88,000	71,200
Bonus (% of salary)	88	33	n/a	45	20
Bonus Paid (% of firms)	94	100	n/a	100	100
Typical Outside Salesperson					
Salary	41,236	54,400	49,500	49,200	55,000
Total Compensation	67,421	63,000	57,000	65,775	57,525
Bonus (% of salary)	57	13	n/a	34	8
Bonus Paid (% of firms)	92	90	75	100	89
Beginning Outside Salesperson					
Salary	37,456	53,500	n/a	n/a	57,000
Total Compensation	50,984	54,750	n/a	n/a	59,800
Bonus (% of salary)	40	5	n/a	n/a	5
Bonus Paid (% of firms)	77	67	n/a	n/a	80
Outside Sales Comp. Plans (% of firms)					
Straight Salary	3	13	14	8	16
Salary & Bonus	7	32	29	17	45
Salary & Commission	35	21	43	21	16
Salary & Commission & Bonus	39	19	0	46	3
Straight Commission	4	0	0	0	0
Commission & Bonus (no salary)	1	2	14	0	0
Commission & Draw (against commission)	12	13	0	8	19
Other	0	0	0	0	0
Commission Payment Plans (% of firms)					
Flat % of Sales	6	6	25	6	0
Escalating % of Sales	2	0	0	0	0
Flat Percentage of Gross Margin	34	78	50	67	100
Escalating % of Gross Margin	18	17	25	28	0
Other Payment Plan	40	0	0	0	0
Eligible for Comm. Payments (% of firms)					
Prompt Payment/Billing Discounts	15	11	25	17	0
Service	28	64	50	83	43
Repair Parts	64	58	25	78	43
Accessories/Tooling	69	58	25	78	43
Finance Plans	5	0	0	0	0
Cancellation Charges Collected	2	3	0	6	0
Commission Credited (% of firms)					
Order Booked	8	0	0	0	0
Order Shipped	13	14	0	0	36
Upon Billing	35	72	75	78	64
Payment Received	44	14	25	22	0

Outside Sales Staff

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
Outside Sales					
Lowest Volume Salesperson					
Total Sales	1,297,614	849,921	500,000	409,776	1,120,000
Gross Profit Contribution	234,939	274,270	138,800	135,841	346,640
Gross Margin	18.2	32.3	27.8	33.2	31.0
Highest Volume Salesperson					
Total Sales	12,498,357	2,500,000	1,057,214	1,030,000	4,565,467
Gross Profit Contribution	1,759,703	700,250	281,959	279,851	1,468,254
Gross Margin	14.5	28.0	26.7	27.2	32.2
Employment & Comm. Policies (% of firms)					
Written Employment Contract	24	26	14	8	42
Ceiling to Prevent Commission Windfalls	48	8	0	0	21
Surpass Quota Before Commission Earned	28	47	25	72	21
New Salespeople Paid on Backlog	18	0	0	0	0
Charge Back for Bad Debt	29	42	50	33	50
Backlog Paid Upon Termination	62	17	0	0	43
Sales Contests Used (% of firms)					
Never	14	82	86	63	97
Rarely	65	18	14	38	3
Regularly	21	0	0	0	0
Sales Contest Prizes (% of firms)					
Cash	63	64	n/a	56	n/a
Travel	61	73	n/a	89	n/a
Merchandise	35	36	n/a	44	n/a
Other	17	27	n/a	33	n/a
Expense Reimbursement (% of firms)					
All Expenses Reimbursed	83	85	86	78	90
Per Diem Payment	1	0	0	0	0
Compensation Covers Expenses	6	0	0	0	0
Travel Expenses Only Reimbursed	6	11	14	13	10
Fixed Monthly Expense Allowance	4	3	0	9	0
Automobile Provisions (% of firms)					
None	10	0	0	0	0
Company Leased	23	31	0	17	48
Company Owned	12	30	71	57	0
Employee Owned (reimbursed)	55	39	29	26	52
Automobile Reimbursement (% of firms)					
Monthly Allowance	84	67	n/a	83	63
Gas & Oil	2	0	n/a	0	0
Mileage	14	33	n/a	17	38
Mileage Reimbursement Rate (¢ per mile)	41	44	n/a	n/a	n/a
Cell Phone Arrangements (% of firms)					
None	5	3	14	0	3
Company Provided	81	75	71	74	77
Employee Owned (reimbursed)	2	10	0	0	19
Monthly Allowance	11	11	14	26	0
Other	1	0	0	0	0

Medical Benefits

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
Medical Benefits (% of firms)					
Firms Offering a Cafeteria Plan	38	38	50	43	21
Firms Offering Health Benefits	98	100	100	100	100
Health Plans Offered (% of firms)					
Traditional (indemnity)	30	47	23	50	64
HMO/EPO	37	38	23	50	33
POS (Point of Service)	24	29	15	30	42
PPO (Preferred Provider Organization)	73	59	62	48	75
HDHP (High Deductible Health Plan)	43	40	23	45	50
HMO & PPO	27	24	15	25	33
Traditional & PPO	19	24	8	25	42
POS & PPO	20	22	8	20	42
HMO & POS	18	22	8	25	33
Coverage Opt-Out Offered	43	46	31	60	38
Plan Details					
Traditional Indemnity Details					
Firms Offering (%)	30	47	23	50	64
Employees Covered (%)	4	31	n/a	30	12
Premium; Single, Emp. Only (Monthly \$)	394	375	n/a	467	314
Premium; Emp. + Family (Monthly \$)	1,110	900	n/a	n/a	849
Employer Paid %; Single, Emp. Only	67	58	n/a	82	58
Employer Paid %; Emp. + Family	50	58	n/a	n/a	50
Deductible; Single, Emp. Only (Annual \$)	1,000	800	n/a	n/a	n/a
Deductible; Emp. + Family (Annual \$)	1,500	800	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	25	20	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	13	n/a	n/a	n/a
Preferred Drug Co-pay (\$)	35	33	n/a	n/a	n/a
Non-Perf. Drug Co-pay (\$)	50	40	n/a	n/a	n/a
HMO/EPO Details					
Firms Offering (%)	37	38	23	50	33
Employees Covered (%)	32	42	n/a	63	0
Premium; Single, Emp. Only (Monthly \$)	413	333	n/a	314	n/a
Premium; Emp. + Family (Monthly \$)	1,176	1,060	n/a	1,060	n/a
Employer Paid %; Single, Emp. Only	75	50	n/a	65	n/a
Employer Paid %; Emp. + Family	52	30	n/a	46	n/a
Deductible; Single, Emp. Only (Annual \$)	1,500	2,500	n/a	2,250	n/a
Deductible; Emp. + Family (Annual \$)	2,000	2,000	n/a	2,000	n/a
Office Visit Co-pay (\$ per visit)	25	30	n/a	30	n/a
Generic Drug Co-pay (\$)	12	15	n/a	15	n/a
Preferred Drug Co-pay (\$)	30	35	n/a	30	n/a
Non-Perf. Drug Co-pay (\$)	50	50	n/a	50	n/a
POS Details					
Firms Offering (%)	24	29	15	30	42
Employees Covered (%)	0	0	n/a	0	0
Premium; Single, Emp. Only (Monthly \$)	400	n/a	n/a	n/a	n/a
Premium; Emp. + Family (Monthly \$)	1,193	n/a	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	65	54	n/a	n/a	n/a
Employer Paid %; Emp. + Family	50	56	n/a	n/a	n/a
Deductible; Single, Emp. Only (Annual \$)	1,125	n/a	n/a	n/a	n/a
Deductible; Emp. + Family (Annual \$)	2,000	n/a	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	25	n/a	n/a	n/a	n/a
Generic Drug Co-pay (\$)	11	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 (\$)	50	n/a	n/a	n/a	n/a

Other Health & Retirement Benefits

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
Plan Details (cont.)					
PPO Details					
Firms Offering (%)	73	59	62	48	75
Employees Covered (%)	69	80	80	72	80
Premium; Single, Emp. Only (Monthly \$)	414	385	347	418	351
Premium; Emp. + Family (Monthly \$)	1,180	1,000	957	1,050	969
Employer Paid %; Single, Emp. Only	75	75	78	75	76
Employer Paid %; Emp. + Family	60	50	56	56	32
Deductible; Single, Emp. Only (Annual \$)	1,000	1,500	1,250	1,500	1,375
Deductible; Emp. + Family (Annual \$)	1,500	2,000	1,200	2,000	2,500
Office Visit Co-pay (\$ per visit)	25	25	23	25	28
Generic Drug Co-pay (\$)	10	10	10	12	13
Preferred Drug Co-pay (\$)	30	35	35	35	30
Non-Perf. Drug Co-pay (\$)	50	55	58	50	60
HDHP Details					
Firms Offering (%)	43	40	23	45	50
Employees Covered (%)	30	12	n/a	12	6
Premium; Single, Emp. Only (Monthly \$)	341	322	n/a	409	n/a
Premium; Emp. + Family (Monthly \$)	967	1,003	n/a	1,177	n/a
Employer Paid %; Single, Emp. Only	75	71	n/a	75	49
Employer Paid %; Emp. + Family	58	54	n/a	57	29
Deductible; Single, Emp. Only (Annual \$)	2,500	2,925	n/a	3,000	n/a
Deductible; Emp. + Family (Annual \$)	3,000	3,000	n/a	3,000	n/a
Office Visit Co-pay (\$ per visit)	25	n/a	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	10	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
Other Health Benefits (% of firms)					
Dental Plan	83	79	85	62	100
Vision/Optical Plan	55	49	62	43	46
Retiree Medical Insurance	4	0	0	0	0
Prescription Drug Plan	76	62	62	57	69
Mail Order Drug Plan	70	57	62	43	77
Group Term Life Insurance	81	77	62	81	85
Long-term Disability Insurance	67	66	46	67	85
Short-term Disability Insurance	64	64	46	62	85
Long-term Care Insurance	14	11	15	10	8
Employee Assistance Program	37	38	15	38	62
Retirement Benefits					
Firms Offering Retirement Plan (% of firms)					
	93	94	85	100	93
Retirement Plans (% of firms)					
401(k)	89	84	91	71	100
Profit Sharing Plan	44	33	18	33	46
Payroll Deduction/SEP/SIMPLE IRA	13	31	27	38	23
Defined Benefit Plan	5	0	0	0	0
Money Purchase Plan	1	0	0	0	0

Time Off & Other Benefits

	Typical U.S. Dist.	Typical DHI Dist.	Sales Under \$6 Million	Sales \$6 - \$15 Million	Sales Over \$15 Million
Retirement Benefits (cont.)					
401(k) Plans					
Eligible Employees Enrolled (%)	74	69	56	70	70
Emps. Auto Enrolled (% of firms with 401k)	35	45	40	47	46
Traditional (% of firms with 401k)	79	68	60	67	77
Safe Harbor (% of firms with 401k)	24	29	20	47	15
SIMPLE (% of firms with 401k)	6	11	20	7	8
Provides For Roth Contribution	39	40	10	62	42
Catch-up Contributions Allowed	92	89	90	86	92
Firm Contributes (% of firms with 401k)	74	72	70	62	85
Firm Matching \$ Per Emp. \$	0.50	0.90	1.00	1.00	0.45
Matching Limit % (% of pay)	5	4	3	3	4
Matching Limit \$ (annual)	10,000	n/a	n/a	n/a	n/a
Time Off					
Paid Time Off Program (% of firms)	58	60	69	62	50
Days Off Accrued (per year)	15	15	14	15	15
Carry Over Accrued PTO (% of firms)	39	64	50	69	71
PTO Includes Paid Holidays (% of firms)	22	21	25	23	14
Paid Holidays Allowed (days, if not incl. in PTO)	7	8	8	8	8
Separate Sick/Vacation Programs					
Salaried Paid Sick Days (% of firms)	100	100	100	100	100
Salaried Sick Days (days per year)	5	5	5	5	6
Hourly Paid Sick Days (% of firms)	100	100	n/a	100	100
Hourly Sick Days (days per year)	5	5	n/a	5	5
Paid Holidays Allowed (days per year)	8	8	8	8	8
Other Time Off Policies (% of firms)					
Paid Parental Leave	21	25	46	10	29
Paid Jury Duty	78	65	77	57	64
Paid Military Duty	22	17	38	10	7
Holidays Observed (#)	7	8	8	8	8
Other Benefits					
Flexible Spending Accounts (% of firms)					
Health Care	50	50	38	57	50
Dependent Care	43	35	15	43	43
Adoption Assistance	5	4	0	10	0
Christmas & Year-end (% of firms)					
Cash	32	40	54	33	36
Gift	40	29	15	38	29
Party	65	71	54	86	64
Year-end Bonus	27	25	38	29	7
Other Benefit Programs (% of firms)					
Child Care (allowance or facilities)	4	4	0	5	7
Flexible Work Scheduling	36	33	38	29	36
Educational Assistance	42	35	15	33	57
Pre-Retirement Counseling	16	4	8	5	0
Annual Computerized Benefits Statement	26	19	8	24	21
Smoking Restrictions in Workplace	87	90	77	90	100
Employee Policy Manual	85	90	85	90	93