



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. FPDA co-sponsored this study along with 28 other distribution organizations. 33 firms were members of FPDA.

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: FPDA Detailed Report

The detailed report presents the analysis of participating FPDA firms. Where appropriate, FPDA 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 FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Typical Participant Profile					
Number of Firms Reporting	927	33	7	16	10
Sales					
Typical Firm Sales	31,000,000	30,865,382	4,812,650	20,599,972	91,742,266
Typical Branch Sales	7,218,431	5,517,876	4,653,000	2,820,463	7,599,620
Employees					
Number of Employees (FTE)	66.3	56.0	11.5	49.5	193.0
Employee Turnover Rate (%)	15	9	5	10	16
Operations (% of firms)					
Local	24	9	29	6	0
Regional	55	76	43	88	80
National	14	6	14	0	10
International	7	9	14	6	10
Ownership (% of firms)					
Private Company	97	94	100	100	80
Public Company	3	6	0	0	20
Organization (% of firms)					
Sole Proprietorship	1	0	0	0	0
Partnership	1	0	0	0	0
S Corporation	54	61	57	75	40
C Corporation	31	27	43	13	40
Limited Liability Corp. (LLC)	11	12	0	13	20
Limited Liability Partnership (LLP)	1	0	0	0	0

Summary of Executive Compensation

The Typical FPDA Firm

Typical Firm Sales	30,865,382
Number of Employees	56.0

FPDA CEO Profile

Base Salary	190,484
Total Compensation	246,777
Bonus (% of salary)	55
Age	56
Years with Company	27
% of Equity Owned	47
Company Founder (% of CEOs)	19

FPDA Executive Bonus

Firms With Executive Bonus Plan (% of firms)	73
Executive Bonus Structure (% of firms)	
Discretionary	63
Achievement of Sales Goals	25
Achievement of Profit Goals	50
Percentage of Sales	8
Percentage of Profit	38
Return on Equity/Assets/Sales	13

FPDA Executive Benefits & Perks (% of firms)

	<u>CEO</u>	<u>COO</u>	<u>CFO</u>	<u>CMO</u>
Company Car & Expenses	63	65	56	83
Supplemental Life Insurance*	44	43	19	33
Supplemental Medical Insurance*	25	30	6	17
Tax Return Preparation	53	39	13	0
Club Dues & Expenses	38	26	6	33
Personal Tax & Financial Planning	47	35	13	0
Annual Physical Examination	19	22	19	33
Low or No-interest Loans	9	4	6	0
Supplemental Retirement Benefits*	16	4	0	0
Deferred Compensation	13	9	13	0
First Class Air Travel	6	4	0	17
Use of Corporate Aircraft	3	4	0	0

*Beyond customary company-wide benefits

Summary of Executive 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>	
Compensation					
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 FPDA Distributor					
CEO/President	190,484	246,777	194,742	351,331	55
COO/VP/#2 Officer	131,889	185,000	141,549	225,950	38
CMO (Chief Marketing Officer)	112,003	183,609	95,250	194,500	17
CFO (Chief Financial Officer)	120,253	154,424	111,150	192,132	46

	<u>Typical U.S. Dist.</u>	<u>Typical FPDA Dist.</u>
Pay Relationships		
Comp. as a % of CEO comp. excluding benefits and perks		
CEO/President	100	100
COO/VP/#2 Officer	79	72
CMO (Chief Marketing Officer)	54	68
CFO (Chief Financial Officer)	58	59

	<u>Typical U.S. Dist.</u>	<u>Typical FPDA Dist.</u>
Bonus		
Firms With Executive Bonus Plan (% of firms)	72	73
Executive Bonus Structure (% of firms)		
Discretionary	69	63
Achievement of Sales or Operating Goals	42	25
Achievement of Profit Goals	53	50
Percentage of Sales	13	8
Percentage of Profit	39	38
Return on Equity/Assets/Sales	15	13

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 U.S. Distributor					
Branch Manager	66,525	79,566	60,114	114,291	18
Outside Sales					
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
Inside Sales					
Typical Inside Salesperson	43,909	52,236	43,993	61,509	16
Beginning Inside Salesperson	38,003	42,355	35,000	49,836	11
Sales & Service					
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
Warehouse & Delivery					
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
Information Systems					
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
General & Administrative					
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>25th Percentile</u>	<u>75th Percentile</u>	
Typical FPDA Distributor					
Branch Manager	68,995	85,000	64,900	128,000	16
Outside Sales					
Senior Sales Consultant	45,000	145,486	118,374	170,500	130
Typical Outside Salesperson	49,000	90,000	70,028	127,340	93
Beginning Outside Salesperson	51,000	69,514	54,983	78,875	65
Inside Sales					
Typical Inside Salesperson	43,000	51,000	45,517	58,840	14
Beginning Inside Salesperson	39,000	45,634	41,167	48,000	14
Sales & Service					
Sales Manager	99,500	135,038	120,000	176,751	38
Sales Assistant	40,056	43,750	37,691	54,000	9
Customer Service Rep	44,350	49,237	42,000	55,000	6
Counter Salesperson	36,430	38,000	31,500	46,000	11
Warehouse & Delivery					
Operations Manager	67,950	83,850	73,027	109,474	12
Warehouse Supervisor	49,494	54,500	46,498	71,000	4
Warehouse Employee	32,800	34,625	31,573	38,980	8
Driver/Delivery Personnel	36,614	36,614	32,843	40,659	n/a
Information Systems					
Chief Information Officer	122,750	172,182	132,125	197,485	17
MIS/Data Processing Manager	90,113	96,000	81,902	101,964	6
Systems Administrator	62,500	64,791	58,202	92,690	7
IT Clerk	43,340	43,985	42,625	64,144	5
General & Administrative					
Purchasing Manager	68,000	69,500	60,622	101,180	13
Purchasing Agent/Buyer	41,912	45,050	39,441	52,886	5
Controller	87,000	91,281	76,750	128,000	9
Accountant/Bookkeeper	43,593	45,806	36,075	53,627	4
Credit Manager	67,000	67,264	51,785	95,020	9
Credit/Collections Clerk	38,200	43,254	34,135	46,681	12
Human Resources Manager	73,005	80,000	67,005	116,691	13
Office Manager	60,000	67,000	55,073	111,020	7
Office/Clerical Personnel	35,104	37,167	33,340	41,100	6
FPDA Positions					
Inside Sales Manager	65,204	75,000	65,897	95,000	32
Applications Engineer	72,360	76,400	67,562	100,110	7
Power Unit Designer	67,534	72,266	67,134	96,000	5
Power Unit Technician	52,667	55,900	48,091	68,066	7
Power Unit Assembler	42,026	43,984	40,347	50,550	4

Executives

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
CEO/President					
Salary	175,000	190,484	104,280	190,484	251,344
Total Compensation	240,988	246,777	223,000	246,777	400,000
Change from Previous Year (%)	0	0	4	1	0
Bonus (% of salary)	47	55	112	36	78
Bonus Paid (% of firms)	79	75	100	75	63
Age	58	56	56	58	51
Years with Company	29	27	27	28	21
% of Equity Owned	50	47	100	50	18
Company Founder (% of firms)	24	19	29	19	11

CEO Benefits & Perks (% of firms)

Company Car & Expenses	82	63	71	63	56
Supplemental Life Insurance*	55	44	29	56	33
Supplemental Medical Insurance*	26	25	29	25	22
Tax Return Preparation	51	53	71	50	44
Club Dues & Expenses	31	38	14	56	22
Personal Tax & Financial Planning	40	47	43	56	33
Annual Physical Examination	21	19	29	19	11
Low or No-interest Loans	12	9	0	13	11
Supplemental Retirement Benefits*	14	16	14	13	22
Deferred Compensation	16	13	43	0	11
First Class Air Travel	14	6	0	6	11
Use of Corporate Aircraft	4	3	0	0	11

*Beyond customary company-wide benefits

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
COO/VP#2 Officer					
Salary	134,851	131,889	n/a	136,700	162,000
Total Compensation	180,000	185,000	112,909	185,511	220,000
Change from Previous Year (%)	3	3	10	0	4
Bonus (% of salary)	35	38	n/a	38	50
Bonus Paid (% of firms)	85	90	n/a	90	86
Age	54	52	53	48	53
Years with Company	20	15	13	15	31
% of Equity Owned	1	0	0	0	0
Company Founder (% of firms)	9	17	20	27	0

COO/VP Benefits & Perks (% of firms)

Company Car & Expenses	73	65	80	45	86
Supplemental Life Insurance*	45	43	40	55	29
Supplemental Medical Insurance*	22	30	60	36	0
Tax Return Preparation	33	39	80	27	29
Club Dues & Expenses	21	26	40	18	29
Personal Tax & Financial Planning	25	35	60	27	29
Annual Physical Examination	19	22	40	9	29
Low or No-interest Loans	8	4	20	0	0
Supplemental Retirement Benefits*	13	4	0	9	0
Deferred Compensation	15	9	20	0	14
First Class Air Travel	7	4	0	0	14
Use of Corporate Aircraft	3	4	0	0	14

*Beyond customary company-wide benefits

Executives

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
CFO (Chief Financial Officer)					
Salary	122,000	120,253	n/a	113,406	162,500
Total Compensation	153,000	154,424	n/a	115,500	196,754
Change from Previous Year (%)	3	0	0	3	2
Bonus (% of salary)	33	46	n/a	n/a	51
Bonus Paid (% of firms)	84	57	n/a	40	67
Age	54	59	53	63	49
Years with Company	14	13	11	23	20
% of Equity Owned	0	0	0	5	0
Company Founder (% of firms)	4	7	n/a	20	0

CFO Benefits & Perks (% of firms)

Company Car & Expenses	41	56	75	33	67
Supplemental Life Insurance*	32	19	25	17	17
Supplemental Medical Insurance*	15	6	25	0	0
Tax Return Preparation	17	13	0	17	17
Club Dues & Expenses	8	6	25	0	0
Personal Tax & Financial Planning	12	13	0	33	0
Annual Physical Examination	16	19	50	0	17
Low or No-interest Loans	6	6	0	0	17
Supplemental Retirement Benefits*	11	0	0	0	0
Deferred Compensation	16	13	25	0	17
First Class Air Travel	5	0	0	0	0
Use of Corporate Aircraft	3	0	0	0	0

*Beyond customary company-wide benefits

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
CMO (Chief Marketing Officer)					
Salary	126,000	112,003	n/a	n/a	n/a
Total Compensation	160,945	183,609	n/a	n/a	n/a
Change from Previous Year (%)	3	3	n/a	n/a	n/a
Bonus (% of salary)	29	17	n/a	n/a	n/a
Bonus Paid (% of firms)	88	83	n/a	n/a	n/a
Age	50	40	n/a	n/a	n/a
Years with Company	15	20	n/a	n/a	n/a
% of Equity Owned	0	0	n/a	n/a	n/a
Company Founder (% of firms)	4	0	n/a	n/a	n/a

CMO Benefits & Perks (% of firms)

Company Car & Expenses	65	83	n/a	n/a	n/a
Supplemental Life Insurance*	35	33	n/a	n/a	n/a
Supplemental Medical Insurance*	13	17	n/a	n/a	n/a
Tax Return Preparation	17	0	n/a	n/a	n/a
Club Dues & Expenses	12	33	n/a	n/a	n/a
Personal Tax & Financial Planning	14	0	n/a	n/a	n/a
Annual Physical Examination	18	33	n/a	n/a	n/a
Low or No-interest Loans	6	0	n/a	n/a	n/a
Supplemental Retirement Benefits*	10	0	n/a	n/a	n/a
Deferred Compensation	18	0	n/a	n/a	n/a
First Class Air Travel	4	17	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 FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Employees					
Sales Manager					
Salary	84,000	99,500	n/a	115,000	92,500
Total Compensation	110,000	135,038	n/a	135,519	138,500
Bonus (% of salary)	26	38	n/a	39	34
Bonus Paid (% of firms)	89	89	n/a	80	100
Sales Assistant					
Salary	42,557	40,056	n/a	40,000	n/a
Total Compensation	47,843	43,750	n/a	42,500	n/a
Bonus (% of salary)	11	9	n/a	7	n/a
Bonus Paid (% of firms)	74	64	n/a	57	n/a
Customer Service Rep					
Salary	41,000	44,350	40,686	45,000	52,022
Total Compensation	45,716	49,237	43,500	47,924	55,000
Bonus (% of salary)	10	6	n/a	4	9
Bonus Paid (% of firms)	78	78	75	83	71
Counter Salesperson					
Salary	37,386	36,430	n/a	44,452	35,000
Total Compensation	42,000	38,000	n/a	45,226	36,200
Bonus (% of salary)	11	11	n/a	18	6
Bonus Paid (% of firms)	78	73	n/a	67	80
Operations Manager					
Salary	72,751	67,950	n/a	71,351	62,747
Total Compensation	81,063	83,850	n/a	75,351	94,200
Bonus (% of salary)	12	12	n/a	9	29
Bonus Paid (% of firms)	80	92	n/a	83	100
Warehouse Supervisor					
Salary	46,000	49,494	n/a	50,960	50,082
Total Compensation	50,000	54,500	n/a	55,913	53,935
Bonus (% of salary)	8	4	n/a	4	5
Bonus Paid (% of firms)	75	83	n/a	82	89
Warehouse Employee					
Salary	31,000	32,800	30,625	33,698	30,271
Total Compensation	33,589	34,625	30,625	34,750	35,000
Bonus (% of salary)	9	8	n/a	8	5
Bonus Paid (% of firms)	71	67	33	73	78
Driver/Delivery Personnel					
Salary	34,000	36,614	n/a	38,949	32,580
Total Compensation	37,456	36,614	n/a	n/a	33,271
Bonus (% of salary)	10	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	70	43	n/a	n/a	50
Chief Information Officer (CIO)					
Salary	106,727	122,750	n/a	n/a	138,000
Total Compensation	120,000	172,182	n/a	n/a	183,990
Bonus (% of salary)	15	17	n/a	n/a	17
Bonus Paid (% of firms)	81	100	n/a	n/a	100
MIS/Data Processing Manager					
Salary	79,620	90,113	n/a	86,151	93,562
Total Compensation	83,613	96,000	n/a	86,852	97,700
Bonus (% of salary)	10	6	n/a	n/a	8
Bonus Paid (% of firms)	78	70	n/a	50	83
Systems Administrator					
Salary	60,000	62,500	n/a	58,828	75,002
Total Compensation	64,000	64,791	n/a	n/a	88,000
Bonus (% of salary)	6	7	n/a	n/a	8
Bonus Paid (% of firms)	73	75	n/a	n/a	78

Employees

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Employees					
IT Clerk					
Salary	39,550	43,340	n/a	n/a	41,600
Total Compensation	41,600	43,985	n/a	n/a	44,290
Bonus (% of salary)	7	5	n/a	n/a	4
Bonus Paid (% of firms)	65	63	n/a	n/a	80
Purchasing Manager					
Salary	68,800	68,000	n/a	68,000	73,607
Total Compensation	75,000	69,500	n/a	69,261	86,825
Bonus (% of salary)	10	13	n/a	7	13
Bonus Paid (% of firms)	75	73	n/a	70	80
Purchasing Agent/Buyer					
Salary	47,000	41,912	n/a	42,410	42,550
Total Compensation	50,000	45,050	n/a	44,000	47,550
Bonus (% of salary)	7	5	n/a	3	6
Bonus Paid (% of firms)	73	63	n/a	62	70
Controller					
Salary	83,200	87,000	n/a	86,062	87,000
Total Compensation	91,500	91,281	n/a	87,203	91,586
Bonus (% of salary)	12	9	n/a	9	14
Bonus Paid (% of firms)	79	76	n/a	83	67
Accountant/Bookkeeper					
Salary	46,000	43,593	45,600	40,718	50,335
Total Compensation	48,840	45,806	48,356	41,453	51,750
Bonus (% of salary)	6	4	n/a	2	5
Bonus Paid (% of firms)	68	65	50	88	50
Credit Manager					
Salary	58,709	67,000	n/a	55,750	77,000
Total Compensation	62,995	67,264	n/a	n/a	92,000
Bonus (% of salary)	8	9	n/a	n/a	14
Bonus Paid (% of firms)	100	100	n/a	n/a	100
Credit/Collections Clerk					
Salary	36,000	38,200	n/a	39,000	38,200
Total Compensation	38,937	43,254	n/a	41,474	44,200
Bonus (% of salary)	7	12	n/a	8	14
Bonus Paid (% of firms)	100	100	n/a	100	100
Human Resources Manager					
Salary	67,325	73,005	n/a	62,010	75,000
Total Compensation	71,543	80,000	n/a	71,005	80,000
Bonus (% of salary)	9	13	n/a	n/a	13
Bonus Paid (% of firms)	100	100	n/a	50	100
Office Manager					
Salary	51,125	60,000	n/a	59,000	n/a
Total Compensation	54,618	67,000	n/a	62,000	n/a
Bonus (% of salary)	8	7	n/a	7	n/a
Bonus Paid (% of firms)	72	100	n/a	100	n/a
Office/Clerical Personnel					
Salary	33,280	35,104	n/a	35,306	36,500
Total Compensation	35,137	37,167	n/a	37,625	40,825
Bonus (% of salary)	6	6	n/a	5	11
Bonus Paid (% of firms)	67	57	n/a	60	50

Employees & Practices

	Typical U.S. <u>Dist.</u>	Typical FPDA <u>Dist.</u>	Sales Under \$10 <u>Million</u>	Sales \$10-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
FPDA Positions					
Inside Sales Manager					
Salary	n/a	65,204	48,048	75,000	65,204
Total Compensation	n/a	75,000	65,726	86,887	75,500
Bonus (% of salary)	n/a	32	36	28	31
Bonus Paid (% of firms)	n/a	70	80	70	63
Applications Engineer					
Salary	n/a	72,360	55,000	75,000	71,900
Total Compensation	n/a	76,400	60,335	78,640	76,500
Bonus (% of salary)	n/a	7	7	8	10
Bonus Paid (% of firms)	n/a	77	80	75	78
Power Unit Designer					
Salary	n/a	67,534	n/a	65,000	81,598
Total Compensation	n/a	72,266	n/a	67,134	89,348
Bonus (% of salary)	n/a	5	n/a	n/a	2
Bonus Paid (% of firms)	n/a	69	n/a	50	100
Power Unit Technician					
Salary	n/a	52,667	n/a	53,679	52,334
Total Compensation	n/a	55,900	n/a	56,089	55,900
Bonus (% of salary)	n/a	7	n/a	5	9
Bonus Paid (% of firms)	n/a	75	n/a	80	75
Power Unit Assembler					
Salary	n/a	42,026	n/a	42,484	41,500
Total Compensation	n/a	43,984	n/a	44,392	46,000
Bonus (% of salary)	n/a	4	n/a	4	4
Bonus Paid (% of firms)	n/a	53	n/a	63	57
	Typical U.S. <u>Dist.</u>	Typical FPDA <u>Dist.</u>	Sales Under \$10 <u>Million</u>	Sales \$10-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
Practices					
Employee Raises (% of firms)					
Cost of Living Adjustment (COLA)	34	29	43	20	33
Annual Merit Raise	61	68	71	53	89
Lump Sum	15	13	14	7	22
Variable Pay Plan	50	52	29	47	78
No Raises	8	16	14	13	22
No Set Policy for Raises	63	71	71	60	89
Employee Bonus Plan (% of firms)					
Special Recognition Bonus	47	41	33	29	67
Achievement of Individual Goals	55	48	17	43	78
Achievement of Firm/Dept. Goals	63	55	33	50	78
Cash Profit Sharing	29	24	33	21	22
CEO/Owner Discretion	73	59	50	57	67
Retention Bonuses (% of firms)	9	3	0	0	11
Christmas & Year-End (% of firms)					
Cash	28	24	14	25	30
Gift	47	30	29	31	30
Party	75	79	86	88	60
Year-End Bonus	36	27	29	44	0
Severance Program (% of firms)					
Service Requirement (years)	1	1	n/a	n/a	0
Maximum Pay Offered (weeks)	12	14	n/a	n/a	n/a
Union Representation (% of firms)	5	n/a	n/a	n/a	n/a

Branch Manager & Inside Sales Staff

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Branch Manager					
Salary	66,525	68,995	n/a	63,200	84,658
Total Compensation	79,566	85,000	n/a	65,000	119,419
Bonus (% of salary)	18	16	n/a	9	25
Bonus Paid (% of firms)	87	76	n/a	70	80
Branch Mgr. Bonus Plan (% of firms)	92	79	n/a	68	86
Discretionary	43	49	n/a	42	55
Achievement of Sales Goals	37	30	n/a	27	30
Achievement of Gross Margin Goals	34	62	n/a	27	82
Achievement of Profit Goals	49	41	n/a	50	34
Percentage of Sales	13	7	n/a	0	11
Percentage of Gross Margin	13	23	n/a	38	14
Percentage of Profits	34	8	n/a	4	9
Return on Equity/Assets/Sales	13	15	n/a	0	25

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Inside Sales					
Firms With Inside Sales Staff (% of firms)	80	93	86	86	98
Number of Inside Salespeople (per branch)	2	3	3	3	3
Average Length of Employment (years)	8	9	14	6	10
Typical Inside Salesperson					
Salary	43,909	43,000	45,000	46,500	43,000
Total Compensation	52,236	51,000	45,400	53,800	51,360
Bonus (% of salary)	16	14	n/a	6	14
Bonus Paid (% of firms)	88	82	40	59	95
Beginning Inside Salesperson					
Salary	38,003	39,000	n/a	39,065	38,992
Total Compensation	42,355	45,634	n/a	43,411	45,634
Bonus (% of salary)	11	14	n/a	7	14
Bonus Paid (% of firms)	78	79	n/a	56	92
Inside Sales Comp. Plans (% of firms)					
Straight Salary	6	5	60	8	0
Hourly	44	52	40	60	48
Salary & Commission	25	4	0	0	6
Salary & Bonus	17	39	0	29	47
Salary & Commission & Bonus	8	1	0	2	0
Other	1	0	0	0	0

Outside Sales Staff

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Outside Sales					
Outside Sales Staff					
Firms With Outside Sales Staff (% of firms)	97	100	100	100	100
Number of Outside Salespeople (per branch)	2	3	5	3	3
Average Length of Employment (years)	8	10	10	10	11
Senior Sales Consultant					
Salary	46,195	45,000	34,000	70,000	40,000
Total Compensation	96,152	145,486	86,295	126,986	157,743
Bonus (% of salary)	78	130	154	80	160
Bonus Paid (% of firms)	91	95	100	86	100
Typical Outside Salesperson					
Salary	47,143	49,000	38,000	54,750	46,750
Total Compensation	77,620	90,000	63,388	75,444	95,000
Bonus (% of salary)	52	93	98	50	93
Bonus Paid (% of firms)	91	87	100	67	95
Beginning Outside Salesperson					
Salary	43,108	51,000	n/a	50,000	54,500
Total Compensation	58,475	69,514	44,000	60,000	75,750
Bonus (% of salary)	28	65	n/a	21	65
Bonus Paid (% of firms)	78	68	n/a	59	74
Outside Sales Comp. Plans (% of firms)					
Straight Salary	2	0	0	0	0
Salary & Bonus	8	4	0	11	0
Salary & Commission	48	50	71	74	35
Salary & Commission & Bonus	14	7	14	2	9
Straight Commission	5	4	0	2	5
Commission & Bonus (no salary)	1	1	0	2	0
Commission & Draw (against commission)	21	35	14	11	51
Other	0	0	0	0	0
Commission Payment Plans (% of firms)					
Flat % of Sales	9	1	14	0	0
Escalating % of Sales	4	0	0	0	0
Flat Percentage of Gross Margin	48	66	57	54	74
Escalating % of Gross Margin	31	30	29	38	26
Other Payment Plan	8	3	0	9	0
Eligible for Comm. Payments (% of firms)					
Prompt Payment/Billing Discounts	23	5	57	5	1
Service	30	78	71	89	71
Repair Parts	40	79	86	93	71
Accessories/Tooling	50	76	71	86	70
Finance Plans	10	14	0	0	24
Cancellation Charges Collected	5	21	0	13	27
Commission Credited (% of firms)					
Order Booked	12	0	0	0	0
Order Shipped	16	8	0	23	0
Upon Billing	46	68	71	59	72
Payment Received	26	24	29	18	28

Outside Sales Staff

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Outside Sales					
Lowest Volume Salesperson					
Total Sales	984,345	599,566	367,000	553,405	707,528
Gross Profit Contribution	226,699	194,919	121,037	180,078	212,612
Gross Margin	23.0	32.5	33.0	32.5	30.0
Highest Volume Salesperson					
Total Sales	5,850,682	5,500,000	1,090,000	3,717,645	7,600,000
Gross Profit Contribution	1,223,309	1,530,650	314,356	1,065,849	1,900,000
Gross Margin	20.9	27.8	28.8	28.7	25.0
Employment & Comm. Policies (% of firms)					
Written Employment Contract	39	59	43	47	67
Ceiling to Prevent Commission Windfalls	19	14	0	9	19
Surpass Quota Before Commission Earned	37	32	43	61	14
New Salespeople Paid On Backlog	27	49	43	46	51
Charge Back for Bad Debt	42	71	86	50	82
Backlog Paid Upon Termination	35	6	29	9	2
Sales Contests Used (% of firms)					
Never	28	42	57	44	40
Rarely	40	54	43	46	60
Regularly	32	4	0	11	0
Sales Contest Prizes (% of firms)					
Cash	77	65	n/a	34	83
Travel	42	33	n/a	66	17
Merchandise	49	8	n/a	19	0
Other	29	20	n/a	28	16
Expense Reimbursement (% of firms)					
All Expenses Reimbursed	80	91	100	98	86
Per Diem Payment	1	0	0	0	0
Compensation Covers Expenses	5	1	0	2	0
Travel Expenses Only Reimbursed	9	9	0	0	14
Fixed Monthly Expense Allowance	5	0	0	0	0
Automobile Provisions (% of firms)					
None	14	11	0	4	15
Company Leased	22	30	0	25	35
Company Owned	18	12	14	0	19
Employee Owned (reimbursed)	46	48	86	72	31
Automobile Reimbursement (% of firms)					
Monthly Allowance	62	26	50	12	40
Gas & Oil	2	0	0	0	0
Mileage	35	74	50	88	60
Mileage Reimbursement Rate (¢ per mile)	52	58	n/a	n/a	n/a
Cell Phone Arrangements (% of firms)					
None	10	0	0	0	0
Company Provided	71	83	71	82	84
Employee Owned (reimbursed)	2	1	0	2	0
Monthly Allowance	15	17	29	16	16
Other	1	0	0	0	0

Medical Benefits

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Medical Benefits (% of firms)					
Firms Offering Medical Benefits	98	100	100	100	100
Firms Offering a Cafeteria Plan	37	47	43	53	40
Firms Self-Insured (at least partially)	24	30	43	6	60
Affordable Care Act					
Premium Change Due To ACA (%)	4	0	8	0	0
ACA Actions Taken (% 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	6	0	0	20
Limit hiring	6	3	14	0	0
Convert full-timers to part-time	2	0	0	0	0
ACA Actions Planned (next 12 months, % of firms)					
Eliminate health insurance entirely	0	3	14	0	0
Convert to fixed pmts. to emps. to buy ins.	1	0	0	0	0
Restructure plans to avoid Cadillac tax	3	3	0	0	10
Limit hiring	1	3	0	7	0
Convert full-timers to part-time	0	0	0	0	0
Wellness Program Offered (% of firms)					
Have Participation Incentives	40	41	0	31	80
Incentives Include Premium Reductions	77	92	n/a	80	100
Incentives Provide HRA/HSA Funding	66	67	n/a	75	63
	11	0	n/a	0	0
Health Plans Offered (% of firms)					
Traditional (indemnity)	11	9	0	13	10
HMO/EPO	23	12	14	13	10
POS (Point of Service)	10	3	0	6	0
PPO (Preferred Provider Organization)	67	73	71	63	90
HDHP (High Deductible Health Plan)	45	67	57	63	80
HMO & PPO	14	12	14	13	10
Traditional & PPO	3	3	0	0	10
POS & PPO	4	3	0	6	0
HMO & POS	3	0	0	0	0
Coverage Opt-Out Offered	48	52	100	31	50
Traditional Indemnity Details					
Firms Offering (%)	11	9	0	13	10
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 FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
HMO/EPO Details					
Firms Offering (%)	23	12	14	13	10
Employees Covered (%)	50	n/a	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	451	n/a	n/a	n/a	n/a
Premium; Emp. + Family (monthly \$)	1,315	n/a	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	74	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 \$)	1,750	n/a	n/a	n/a	n/a
Deductible; Emp. + Family (annual \$)	2,450	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 (\$)	50	n/a	n/a	n/a	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
POS Details					
Firms Offering (%)	10	3	0	6	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
PPO Details					
Firms Offering (%)	67	73	71	63	90
Employees Covered (%)	66	40	33	75	35
Premium; Single, Emp. Only (monthly \$)	493	595	645	593	559
Premium; Emp. + Family (monthly \$)	1,440	1,597	n/a	1,527	1,694
Employer Paid %; Single, Emp. Only	75	72	60	75	72
Employer Paid %; Emp. + Family	63	60	n/a	60	63
Deductible; Single, Emp. Only (annual \$)	1,500	2,000	2,000	1,500	1,250
Deductible; Emp. + Family (annual \$)	2,000	3,750	n/a	3,000	3,750
Needed To Meet Family Deductible (members)	2	2	n/a	2	2
Office Visit Co-pay (\$ per visit)	25	30	n/a	30	25
Generic Drug Co-pay (\$)	10	10	n/a	10	10
Preferred Drug Co-pay (\$)	35	35	n/a	35	30
Non-Perf. Drug Co-pay (\$)	60	60	n/a	65	50
Office Visit Co-Ins (%)	50	50	n/a	60	48
Generic Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	40	28	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	50	45	n/a	n/a	n/a

HDHP & Other Benefits

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
HDHP Details					
Firms Offering (%)	45	67	57	63	80
Employees Covered (%)	45	49	n/a	35	52
Premium; Single, Emp. Only (monthly \$)	413	475	n/a	447	493
Premium; Emp. + Family (monthly \$)	1,185	1,387	n/a	1,439	1,430
Employer Paid %; Single, Emp. Only	75	85	n/a	86	83
Employer Paid %; Emp. + Family	67	69	n/a	67	69
Deductible; Single, Emp. Only (annual \$)	2,600	3,000	n/a	3,090	2,500
Deductible; Emp. + Family (annual \$)	5,000	6,000	n/a	6,175	5,000
Needed To Meet Family Deductible (members)	2	2	n/a	2	2
Office Visit Co-pay (\$ per visit)	28	33	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	10	n/a	10	n/a
Preferred Drug Co-pay (\$)	35	35	n/a	35	n/a
Non-Perf. Drug Co-pay (\$)	60	60	n/a	65	n/a
Office Visit Co-Ins (%)	70	65	n/a	n/a	55
Generic Drug Co-Ins (%)	30	65	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	30	38	n/a	n/a	25
Non-Perf. Drug Co-Ins (%)	50	40	n/a	n/a	40
HDHP HRA & HSA Plans (% of HDHP firms)					
Offer HRA	26	19	n/a	30	13
Offer HSA	79	90	n/a	90	88
Fund HRA/HSA Plans	64	67	n/a	80	63
Family Funding Differs (% of funding firms)	71	93	n/a	88	100
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	555	n/a	500	555
HSA Funding For Families	1,300	1,110	n/a	1,000	1,110
Other Health Benefits (% of firms)					
Dental Plan	88	82	29	94	100
Vision/Optical Plan	68	61	0	63	100
Retiree Medical Insurance	6	3	0	6	0
Prescription Drug Plan	75	73	14	88	90
Mail Order Drug Plan	70	73	43	81	80
Group Term Life Insurance	84	88	57	94	100
Long-term Disability Insurance	73	79	29	88	100
Short-term Disability Insurance	71	70	14	75	100
Long-term Care Insurance	15	15	14	0	40
Employee Assistance Program	48	42	0	31	90
Flexible Spending Accounts (% of firms)					
Health Care	53	58	14	56	90
Dependent Care	48	55	14	50	90
Adoption Assistance	6	9	14	6	10

Time Off, Retirement & Other Programs

	Typical U.S. Dist.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Paid Time Off Program (% of firms)	46	39	43	50	20
PTO Includes Paid/Float Holidays (% of firms)	26	15	n/a	13	n/a
PTO Includes Vacation (% of firms)	91	100	n/a	100	n/a
Days Accrued (per yr. by a 5 year full-time emp.)	15	15	n/a	15	n/a
Accrual Top-Out Year (years of service)	13	11	n/a	13	n/a
Accrued Carryover Allowed (% of firms)	50	38	n/a	38	n/a
Maximum Accrual (days)	20	20	n/a	23	n/a
New Hire Wait Period (days)	90	90	n/a	45	n/a
Sick Leave (firms without PTO program)					
Salaried Paid Sick Days (% of firms)	100	100	n/a	100	100
Salaried Sick Days (days per year)	5	6	n/a	6	5
Hourly Paid Sick Days (% of firms)	100	100	n/a	100	100
Hourly Sick Days (days per year)	5	5	n/a	6	5
New Hire Wait Period (days)	90	90	n/a	90	30
Holidays (if not included in a PTO)					
Paid Fixed Holidays Allowed (annually)	7	8	7	8	9
Paid Floating Holidays Allowed (annually)	0	0	1	0	0
Vacation (if not included in a PTO)					
Days Accrued (per yr. by a 5 year full-time emp.)	10	15	10	15	15
Accrual Top-Out Year (years of service)	14	15	15	18	15
Accrued Carryover Allowed (% of firms)	39	35	25	25	50
Maximum Accrual (days)	20	20	18	18	20
New Hire Wait Period (days)	120	90	365	135	45
Other Paid Time Off (% of firms)					
Paid Parental Leave	17	18	14	6	40
Paid Jury Duty	79	97	86	100	100
Paid Military Duty	25	33	43	25	40
Retirement Plans Offered (% of firms)	95	91	71	94	100
401(k)	91	90	80	87	100
Profit Sharing Plan	48	53	60	67	30
Payroll Deduction/SEP/SIMPLE IRA	14	10	20	13	0
Defined Benefit Plan	5	0	0	0	0
Money Purchase Plan	1	0	0	0	0
401(k) Plans					
Eligible Employees Enrolled (%)	77	85	69	84	88
Emps. Auto Enrolled (% of firms with 401k)	43	56	25	38	90
Traditional (% of firms with 401k)	77	85	75	85	89
Safe Harbor (% of firms with 401k)	32	15	0	23	11
SIMPLE (% of firms with 401k)	4	4	25	0	0
Provides For Roth Contribution	53	69	50	92	44
Catch-up Contributions Allowed	95	100	100	100	100
Firm Contributes (% of firms with 401k)	85	81	50	77	100
Firm Matching \$ Per Emp. \$	0.50	0.50	n/a	0.50	0.38
Matching Limit (% of pay)	5	4	n/a	4	6
Matching Limit \$ (annual)	10,600	9,975	n/a	n/a	n/a
Other Benefit Programs (% of firms)					
Child Care (allowance or facilities)	4	3	0	6	0
Flexible Work Scheduling	35	61	71	56	60
Educational Assistance	48	76	57	75	90
Pre-Retirement Counseling	21	27	14	13	60
Annual Computerized Benefits Statement	31	39	29	38	50
Smoking Restrictions In Workplace	89	79	57	88	80
Employee Policy Manual	90	88	71	94	90