



NATIONAL  
AUTOMOBILE  
DEALERS  
ASSOCIATION

## 2021 NADA HUMAN CAPITAL MANAGEMENT SURVEY

powered by **ESiTrends** 

# 2021 NADA Human Capital Management Survey

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Welcome!

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## Dealership Information

1) Enter your dealership NADA Member ID number:

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2) What is your email address?

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3) What is the DBA ("Doing Business As") Name of your dealership?

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4) What type of business?

Single dealership

Dealer group with multiple dealerships (rooftops)

5) What is the dealership's zip code?

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6) How many dealerships (rooftops) in your dealer group?

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7) How many payroll employees (full- and part-time,) currently work in your dealership or dealer group?

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8) What does your dealership sell?

Car/light truck

Trucks (medium and heavy duty commercial)

Both

9) How many new car/light truck units were sold in 2020?

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10) How many new medium and heavy duty commercial truck units were sold in 2020?

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11) Based on new retail unit volume, what is your *primary (highest volume) car/light truck franchise?*

Acura

Aston Martin

Audi

Bentley

BMW

Buick/GMC

Cadillac

Chevrolet

Chrysler/Jeep/Dodge/Ram

Ferrari

Fiat

Ford

Honda

Hyundai

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- Infiniti
- Jaguar
- Kia
- Land Rover
- Lexus
- Lincoln
- Maserati
- Mazda
- Mercedes-Benz
- Mini
- Mitsubishi
- Nissan
- Porsche
- Rolls Royce
- Subaru
- Toyota
- Volkswagen
- Volvo

12) Based on business volume, what is your *primary (highest volume) truck(franchise) franchise?*

- Autocar
- Dodge Truck
- Ford Truck
- Freightliner
- Hino
- International
- Isuzu Truck
- Kenworth
- Mack
- Mitsubishi-Fuso

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- Nissan Truck
  - Oshkosh
  - Peterbilt
  - UD
  - Volvo Truck
  - Western Star
  - GM
  - GMC
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## Benefits

13) How many full-time, benefits-eligible employees currently work in your dealership or dealer group?

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14) How many full-time, benefits-eligible employees are currently enrolled in your health insurance plan(s)?

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15) After an employee is hired, what is the eligibility waiting period for health insurance benefits?

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16) Which types of medical plans do you offer your employees?

Check all that apply:

HMO/EPO

PPO/POS

HDHP (High-Deductible)

CDHP (Consumer-Driven)

Other - Write In (Required): \_\_\_\_\_

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17) Do you offer one or more health insurance plans to your full-time, benefits-eligible employees?

Check all that apply:

- Yes, employee plus one
- Yes, employee plus family
- No, we do not offer health insurance
- Yes, employee only

18) How many different medical plans do you offer your employees?

- One
  - Two
  - Three
  - Four
  - Five
  - More than five
- 

## Benefits

19) What percentage of health insurance premiums are subsidized by the company?

Employee Only Coverage %: \_\_\_\_\_

Family Coverage %: \_\_\_\_\_

20) Does the percentage of company contribution vary by employee group? (i.e. Dealership vs. Corporate/Group HQ employees)

- Yes
- No

21) What is the average monthly amount paid by employees for medical coverage?

Employee Only Coverage \$: \_\_\_\_\_

Family Coverage \$: \_\_\_\_\_

22) What is the average monthly amount paid by the company for medical coverage?

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Employee Only Coverage \$: \_\_\_\_\_

Family Coverage \$: \_\_\_\_\_

23) What is your average medical and prescription drug cost per employee per year?

\_\_\_\_\_

## Benefits

24) Which of these pre-tax savings accounts do you offer your employees?

HSA (health savings account)

HRA (health reimbursement arrangement)

FSA (flexible spending account)

None of these

25) Does the company make contributions to the employee's FSA?

Yes

No

26) How much is the company's annual HSA funding contribution per employee?

Employee Only Coverage \$: \_\_\_\_\_

Family Coverage \$: \_\_\_\_\_

27) How much is the company's annual FSA funding contribution per employee?

Employee Only Coverage \$: \_\_\_\_\_

Family Coverage \$: \_\_\_\_\_

28) How much is the company's annual HRA funding contribution per employee?

Employee Only Coverage \$: \_\_\_\_\_

Family Coverage \$: \_\_\_\_\_

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## Benefits

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29) Do you offer dental insurance to all of your full-time, benefits-eligible employees?

Check all that apply:

- Yes, employee plus one
- Yes, employee plus family
- No, we do not offer dental insurance
- Yes, employee only

30) Who pays for dental insurance coverage?

- Company pays 100%
- Employee pays 100%
- Company and employee share the cost

31) What is the average monthly amount paid by the company for dental coverage?

Employee Only Coverage \$: \_\_\_\_\_

Family Coverage \$: \_\_\_\_\_

32) What is the average monthly amount paid by the employee for dental coverage?

Employee Only Coverage \$: \_\_\_\_\_

Family Coverage \$: \_\_\_\_\_

33) Do you offer vision insurance to all of your full-time, benefits-eligible employees?

Check all that apply:

- Yes, employee plus one
- Yes, employee plus family
- No, we do not offer vision insurance

34) Who pays for vision insurance coverage?

- Company pays 100%
- Employee pays 100%
- Company and employee share the cost

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35) What is the average monthly amount paid by the company for vision coverage?

Employee Only Coverage \$: \_\_\_\_\_

Family Coverage \$: \_\_\_\_\_

36) What is the average monthly amount paid by the employee for vision coverage?

Employee Only Coverage \$: \_\_\_\_\_

Family Coverage \$: \_\_\_\_\_

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## Benefits

37) What *other types* of insurance or benefit plans do you offer your employees?

Check all that apply:

Life Insurance

Accidental Death and Dismemberment (AD&D)

Short-term Disability

Long-term Disability

Wellness Programs

Employee Assistance Program

Tuition/Education Assistance

Charitable Contribution Matching

Maternity/Paternity Leave

Demo Cars/Car Allowance

Employee Vehicle Purchase Program

Employee Referral/New Hire Program

None of the above

Other - Write In (Required): \_\_\_\_\_



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## Benefits

38) How many paid time off (PTO) days does an average employee receive based on years of service?

(Just enter "Total Days" if time off is not specifically designated for vacation, sick, personal, etc.)

	Vacation	Sick/Personal	Bereavement	Total Days
1 Year Service				
3 Years Service				
5 Years Service				
7 Years Service				
10 or more Years				

39) After an employee is hired, what is the eligibility waiting period to receive PTO days?

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40) How do you accrue PTO days?

- Annually on the 1st of each year
- Annually on the employee's service anniversary
- Monthly after an employee becomes eligible
- Other - Write In (Required): \_\_\_\_\_

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41) Do you have a "Use it or Lose it" policy for PTO days?

Yes

No

42) Which of the following holidays are employees given paid time off?

Check all that apply:

Martin Luther King Day

Presidents' Day

Memorial Day

4th of July

Labor Day

Thanksgiving Day

Christmas

New Year's Day

None of the above

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## Benefits

43) Do you offer your employees a 401(k) or other defined contribution plan?

Yes

No

44) After an employee is hired, what is the waiting period to receive 401(k)/retirement plan benefits?

Immediate

1 month

2 months

3 months

6 months

1 year

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45) Is there a minimum hour requirement to participate in the 401(k) or defined contribution plan?

Yes

No

46) What maximum percentage of an employee's plan-covered compensation will your company match per year?

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47) What is your matching contribution formula? For example:

50% of the first 6% or, 50¢ on the dollar up to 6%

100% of the first 3%, 50% up to 6%

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48) Do you have an annual cap on the maximum matching contribution dollar amount that is less than the IRS-allowed maximum?

Yes

No

49) What is your maximum annual matching contribution per employee?

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50) How long before plan participants are 100% vested in company matching contributions?

Immediately

1 year

2 years

3 years

4 years

5 years

6 years

Other - Write In (Required): \_\_\_\_\_

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51) What percentage of your eligible employees currently participate in the plan?

\_\_\_\_\_

## Pay Plans & Scheduling

52) For each position listed, what is the average number of hours per week employees are scheduled (required) to work? Base your answers on what is normal or average for each position.

Sales consultants: \_\_\_\_\_

Service adviser: \_\_\_\_\_

Service tech: \_\_\_\_\_

Parts counter: \_\_\_\_\_

Body shop tech (IF APPLICABLE): \_\_\_\_\_

BDC representative (IF APPLICABLE):  
\_\_\_\_\_

53) How many weekend days per month are the following positions required to work. (Weekend Days = Saturday & Sunday)

Sales consultants: \_\_\_\_\_

Service adviser: \_\_\_\_\_

Service tech: \_\_\_\_\_

Parts counter: \_\_\_\_\_

Body shop tech (IF APPLICABLE): \_\_\_\_\_

BDC representative (IF APPLICABLE):  
\_\_\_\_\_

54) Do you use any type of non-traditional shift schedules (such as, morning and afternoon shifts, 4 ten-hour shifts, split shifts, etc.) for any of the following positions?

Check all that apply:

Sales consultants

Service adviser

Service tech

Parts counter

# 2021 NADA Human Capital Management Survey

- Body shop tech (IF APPLICABLE)
- BDC representative (IF APPLICABLE)
- No, we do not offer non-traditional shifts

55) (If checked) Please describe the non-traditional shift schedules for each position

Sales consultants: \_\_\_\_\_

Service advisor: \_\_\_\_\_

Service tech: \_\_\_\_\_

Parts counter: \_\_\_\_\_

Body shop tech: \_\_\_\_\_

BDC representative: \_\_\_\_\_

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## Pay Plans & Scheduling

56) Which of the following retention strategies does your company use to improve employee retention?

Check all that apply:

- Raises and pay increases
- Performance bonuses
- Longevity bonuses
- Job rotations
- Tenure-related benefits
- Schedule flexibility
- Job sharing
- Deferred compensation
- Other (Write in Required): \_\_\_\_\_

57) During training, how do you pay your sales consultants?

- 100% commission
- Base, plus commission
- Base, plus unit bonuses

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Hourly pay, plus performance incentives

Other - Write In (Required): \_\_\_\_\_

58) Post training, what types of pay plans do you offer your sales consultants?

Check all that apply:

100% commission

Base, plus commission

Base, plus unit bonuses

Hourly pay, plus performance incentives

Other - Write In (Required): \_\_\_\_\_

59) For sales consultants, what is the ratio of base salary/hourly pay (fixed) to performance-based pay (variable commission and bonuses)? i.e. 30% Fixed base salary/hourly pay and 70% variable performance based pay.

Percentages need to total 100%

Fixed base salary/hourly pay: \_\_\_\_\_

Variable performance-based pay: \_\_\_\_\_

Other compensation: \_\_\_\_\_

60) What type of basic pay plans do you offer your full service (A&B) technicians?

Hourly

Flat Rate

Other - Write In: \_\_\_\_\_

61) What types of bonuses do you offer service technicians?

CSI Bonus

Longevity Bonus

Productivity Bonus

Other - Write In (Required): \_\_\_\_\_

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## Pay Plans & Scheduling

62) How often does your company conduct formal performance reviews?

- Annually
- Every six months
- Quarterly
- Monthly
- Rarely

63) Which of the following training providers do you use?

- OEM training programs
- NADA training programs (NADA online education, The academy at NADA, etc.)
- In-house trainer(s)
- Independent training companies
- Other - Write In (Required): \_\_\_\_\_

64) How much training (in days) do you give new service advisers before they are left on their own with customers?

\_\_\_\_\_

65) How much training (in days) do you give your new sales consultants before they are left on their own with customers?

\_\_\_\_\_

66) Do your senior leaders (Dealer Principal, General Manager, Owner) meet with new hires during orientation to express the company's history, fundamental beliefs and core values?

- Yes
- No

67) Do you have a mentor/mentee program in place?

- Yes
- No

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68) Do you have a formal new hire orientation training program?

Yes

No

69) (If yes,) How long is the new hire orientation training? (In days)

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70) Does your company have defined career paths for your employees?

Yes

No

71) (If yes,) What is the typical career path for someone interested in a leadership position:

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## COVID-19 Impact to Staffing

72) Were you required to shut down all or part of dealership operations during the initial COVID-19 lockdowns?

Yes

No

73) Did you voluntarily shut down all or part of dealership operations during the initial COVID-19 lockdowns?

Yes

No

74) Which dealership operations were shutdown?

Sales only

Service only

Both Sales and Service



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75) How many weeks in total were SALES operations shut down?

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76) How many weeks in total were SERVICE operations shut down?

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## COVID-19 Impact to Staffing

77) Were you able to keep paying all your employees normal wages during the shutdown period?

Yes

No

78) Did you layoff or furlough any of your employees?

Yes

No

79) What percentage of your total headcount were furloughed or laid off?

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80) Check all positions where all or some employees were laid off or furloughed.

Sales Manager

F&I Manager

Sales Consultant

Service Manager

Service Advisor

Service Technicians

Parts Manager

Parts Consultants

Hourly Service & Parts

Hourly Sales & Admin

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81) For payroll accounting purposes, how did you handle the status of laid off or furloughed employees?

They were TERMINATED and REHIRED if or when they came back to work

Their status was changed to INACTIVE

Other - Write In (Required): \_\_\_\_\_

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## COVID-19 Impact to Staffing

82) Have you rehired all eligible employees who were laid off or furloughed? (Eligible employees include those who are available and meet performance expectations.)

Yes

No

N/A

83) Approximately what month did you bring most of those laid off/ furloughed, eligible employees back to work?

April

May

June

July

August

September

October

November

84) Have you reduced your total headcount compared to the start of the Pandemic?

Yes

No

85) How much lower (%) is your current headcount compared to the start of the Pandemic?

0 \_\_\_\_\_ [ ] \_\_\_\_\_ 100

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86) Did you offer your employees additional paid leave related to COVID-19?

Yes

No

87) Was the additional paid leave required by law?

Yes

No

88) How many hours of additional paid leave do you offer? Please include FFCRA hours plus any additional paid leave provided by your dealership.

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89) Were any employees who did not have customer-facing roles allowed to work remotely during the shutdown?

Yes

No

90) What types of positions were allowed to work remotely?

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91) Have you allowed any of those employees to continue working remotely?

Yes

No

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Thank You!

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