
2008 SALES & DESIGN CENTER COMPENSATION SURVEY

Participation Form

We will send you an invoice for \$850 for the survey after we receive this fax. This year the Sales & Design Survey results will be provided on CD. The CD will also include the Excel files and the Excel files by state. There is no charge for copies of the CD.

If you want additional CDs or paper copies of the reports, indicate the number below:

_____ CDs

_____ Paper copies of the Homebuilders survey @\$125 each.

Participating Organization: _____

Contact:

Name

Title

Address

City, State Zip

Phone

Fax

Email

If you are participating, please fax this form by May 15, 2008.

Please return your completed forms by June 30, 2008 to:

Analytical / FMI
Suite 245
5080 North 40th Street
Phoenix, AZ 85018

Phone: 602.381.8108
Fax: 602.381.8228

Email: dot@analyticalfmi.com

2008 Homebuilders Sales & Design Center Compensation Survey

Data collection package



Conducted By:

Analytical / FMI

**5080 North 40th Street, Suite 245
Phoenix, AZ 85018**

**Phone: 602-381-8108
Fax: 602-381-8228**

Website: www.analyticalfmi.com/

2008 SALES & DESIGN CENTER COMPENSATION SURVEY

Instructions

GENERAL

- ◆ ONLY REPORT EMPLOYEES THAT HAVE WORKED AN ENTIRE YEAR.
- ◆ All jobs are to be reported at division level.
- ◆ Make additional copies of data collection forms as needed.
- ◆ For all incumbents enter data for each incumbent, do not use averages

DATA COLLECTION FORMS I & II

- ◆ Enter the actual fiscal year end division sales and residential units sold for 2007. For the scope information on the top of each form, units sold = units closed. Enter the 2 digit state abbreviation and the work location zip code.
- ◆ All compensation data should be reported in thousands (i.e. 84,377 = 84.4). Actual sales should be reported. Do not round. Compensation data should be for the payroll period closest to April 1, 2008. Sales data should be as of the end of your last fiscal year.
- ◆ Use 2007 W-2 Medicare earnings for total compensation, commissions, value of trips and other compensation.
- ◆ If the incumbents are paid a base salary enter it, otherwise leave the field blank. If the incumbent received repayable draws, leave the field blank. In this case, compensation will be reported in the other fields. If the incumbent received an annual bonus enter it, otherwise leave the field blank.
- ◆ Annualize compensation for hourly design center employees by multiplying the hourly rate by 2,080 hours.

DATA COLLECTION FORMS III-GENERAL SURVEY QUESTIONS

- ◆ Include any written policies if available

DATA COLLECTION FORMS IV-COMMISSIONS

- ◆ On the commissions page check any position that receives commissions. Then enter the normal percent or the range of percents. Indicate when the commission is paid and if you check "other" describe when commissions are paid.

DATA COLLECTION FORMS V-DRAWS

- ◆ Indicate by position and type when you pay draws. If you check "other", explain. Next, enter the amount and duration of the draw. Finally indicate if the employee is required to repay the draw. Explain if your response is "other".

DATA COLLECTION FORMS VI-MANAGEMENT OVERRIDES / HOST/HOSTESS

- ◆ Check the yes box for the positions that receive overrides, the average per home and any comments relating to override payments. Management Overrides are any amounts paid that are strictly a function of the number of homes sold or options purchased. For example, the sales staff sells 30 homes. If the override is \$100 per home then the manager will receive \$3,000 (\$100 X 30 homes).
- ◆ The Host-Hostess section on the bottom of the form consists of four questions with room for comments for each answer.

2008 SALES & DESIGN CENTER COMPENSATION SURVEY

Survey Positions

1. Sales Manager

Responsible for direct staffing and training. Has direct responsibility over sales activity and sales volume. Provides input in plans for marketing and advertising. Prepares periodic sales reports. Reports to Business Unit Sales Head or Business Head.

2. Assistant Sales Manager

Assists Sales manager with direct staffing and training. Assists with all aspects of sales activity and sales volume. Provides input in plans for marketing and advertising. Assists with the preparation of periodic sales reports. Reports to Sales Manager.

3. Senior Sales Representative/Associate

Licensed real estate representative who meets with customers and works to close the sale of a newly constructed home. Follows-up with prospective buyers. Reports to Sales Manager. Has 3 or more years of experience.

4. Sales Representative/Associate

Licensed real estate representative who meets with customers and works to close the sale of a newly constructed home. Follows-up with prospective buyers. Reports to Sales Manager. Has up to 3 years of experience.

5. Host/Hostess

Meets and greet the public. Collects customer interest cards. Can have a real estate license, but usually does not.

10. Design Center Manager

Responsible for the overall supervision of design center staff. Monitors selection of subcontractors and vendors. Has full profit and loss accountability. Establishes, approves, and monitors operating budgets, product displays and site installations. Reports to Business Unit Sales & Marketing Head or Sales Head.

11. Operations Manager

Responsible for all back office operations such as, shipping product, installation issues, manufacturer/supply problems, and scheduling.

12. Assistant Design Center Manager

Responsible for the day-to-day supervision of design center staff. Recommends products and vendors, monitors budgets, profits and product displays. Resolves unique problems. Reports to Design Manager

13. Design Associate (Exempt)

Meets with buyers and assists them with selecting standard and upgrade options for their homes. Provides guidance on decorating and offers unique alternatives and custom solutions to satisfy the buyer. Determines feasibility and costs associated with non-standard options. This is a licensed decorator and an exempt position.

14. Design Consultant (Non-exempt)

Meets with buyers and assists them with selecting standard and upgrade options for their home. Informs buyers of alternatives and costs and strives to sell upgrades. This is a non-exempt position as there is no decision making about the products available or the cost of those products.

2008 SALES & DESIGN CENTER COMPENSATION SURVEY

Definitions

1. **Base Salary/Draw**

The periodic payment of wages received not necessarily related to sales activity. Only include draws if the person is not required to repay the draw. If it is repayable, it should be included in commissions.

2. **Commissions**

The percentage of sales price or flat dollar amount paid as a result of the sale of a home and/or lot.

3. **Bonus**

A bonus amount that is part of a bonus/incentive plan that is achievement/goal related. It may be paid monthly, quarterly or annually.

4. **SPIFFS**

SPIFFS are any irregular incentive type payments. For example, there is one home remaining in a sub-division. The sales manager offers an extra \$400 to the salesperson who sells it during the next 5 days. SPIFFS can also be merchandise, trip, etc. In this case, we want the cash value.

5. **Tiered Commissions**

A commission percent or amount that varies by number of units sold during a specified period.

6. **Overrides**

Overrides are any amounts paid that are strictly a function of the number of homes sold or options purchased. For example, the sales staff sells 30 homes. If the override is \$100 per home then the manager will receive \$3,000 (\$100 X 30 homes).

7. **Other Compensation**

If you sum all of the above items they should total to W-2 or 1099 taxable wages. Any differences will be "other compensation". This should not include relocation expenses, profit sharing contributions or other non-taxable compensation.

8. **Total Compensation**

Total compensation is the amount shown as income on form 1099 or as Medicare Taxable Wages on W-2.

9. **Voluntary Termination**

Termination that is initiated by the employee such as resignation, retirement, etc.

10. **Involuntary Termination**

Termination that is initiated by the employer such as termination for cause, reduction in force, etc.

**2008 SALES & DESIGN CENTER COMPENSATION SURVEY
Contact Information**

Please return this page with your data:

Company Name _____

Street Address _____

City, State, Zip _____

Who should be contacted to answer questions about your Survey submission?

Name _____

Title _____

Phone # () _____ FAX # () _____

E-Mail _____

Address if different than above _____

To whom should the Survey results be sent?

Name _____

Title _____

Phone # () _____ FAX # () _____

E-Mail _____

Address if different than above _____

Please Return by June 30, 2008 to:

**Terry Hakala
Analytical /FMI
5080 North 40th Street, Suite 245
Phoenix, AZ 85018
(602) 381-8108**

2008 SALES & DESIGN CENTER COMPENSATION SURVEY
Data Collection Form I
Sales Positions

Division Level	2007 Sales (Actual)	2007 Residential Units Sold	State	Zip Code

SINGLE INCUMBENTS

No.	Function	2008 Base (000's)	*2007 Annual Bonus (000's)	2007 Sales Commissions (000's)	2007 Value of Trips & Prizes (000's)	2007 Other Compensation (000's)	Describe Other
1	Sales Manager						
2	Assistant Sales Manager						

MULTIPLE INCUMBENTS

Enter individual data, not averages**

No.	Function	2008 Base Salary (000's)	2007 Sales Commissions (000's)	2007 Value of Trips & Prizes (000's)	2007 Other (000's)	2007 W2 or 1099 Earnings	Describe Other
3	Senior Sales Representative**	Do not include repayable draws					
4	Sales Representative**	Do not include repayable draws					

No.	Function	Current Hourly Rate	2007 Sales Commissions (000's)	2007 Value of Trips & Prizes (000's)	2007 Other (000's)	Describe Other
5	Host/Hostess**					

*Bonus typically paid in 2008 for 2007 achievement

**You will probably need to attach a separate Excel file listing all incumbents

2008 SALES & DESIGN CENTER COMPENSATION SURVEY
Data Collection Form II
Design Center Positions

Division Level	2007 Sales (Actual)	2007 Residential Units Sold	State	Zip Code

SINGLE INCUMBENTS

No.	Function	2008 Base (000's)	*2007 Annual Bonus (000's)	2007 Design Center Commissions (000's)	2007 Other Commission or Compensation (000's)	Describe Other Commission or Compensation
10	Design Center Manager					
11	Operations Manager					
12	Assistant Design Center Manager					

MULTIPLE INCUMBENTS

Enter individual data, not averages**

No.	Function	2008 Base Salary (000's)	2007 Design Center Commissions (000's)	2007 Other Commission or Compensation (000's)	2007 W2 or1099 Earnings (000)	Describe Other Commission or Compensation
13	Design Associate (Exempt)**					
14	Design Consultant (Non-exempt)**					

*Bonus typically paid in 2008 for 2007 achievement

**You will probably need to attach a separate Excel file listing all incumbents

2008 SALES & DESIGN CENTER COMPENSATION SURVEY

Data Collection Form III
General Survey Question

Company _____

- 1. Are your sales people: Employees Independent Contractors
- 2. How are your sales people paid? (check all that apply) Base Salary Repayable Draw* Commission
- 3. Do they have to be licensed? Yes No
- 4. Do your model centers typically have: 1-2 people 3-6 people 7+ people
- 5. If 2 or more people, do they: share commissions work independently Other: _____
- 6. Do you have a tiered commission structure? Yes No

If yes, describe: _____

- 7. Do you provide in-house training? Yes No How often? _____

Who conducts the training? _____

8. Define your company's termination policy as it relates to commissions and other compensation earned prior to termination.

Voluntary termination:

Involuntary termination:

*Repayable draws are an allowance or commission. Do not include these amounts as base salary.

2008 SALES & DESIGN CENTER COMPENSATION SURVEY
Data Collection Form IV
Other Compensation

COMMISSIONS

Please include copies of your commission programs.

Function	Eligible	Commission %	When Paid	If Other Explain
Sales Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> At Sale <input type="checkbox"/> At Close <input type="checkbox"/> Other	
Assistant Sales Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> At Sale <input type="checkbox"/> At Close <input type="checkbox"/> Other	
Senior Sales Representative	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> At Sale <input type="checkbox"/> At Close <input type="checkbox"/> Other	
Sales Representative	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> At Sale <input type="checkbox"/> At Close <input type="checkbox"/> Other	
Host/Hostess	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> At Sale <input type="checkbox"/> At Close <input type="checkbox"/> Other	
Design Center Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> At Sale <input type="checkbox"/> At Close <input type="checkbox"/> Other	
Operations Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> At Sale <input type="checkbox"/> At Close <input type="checkbox"/> Other	
Assistant Design Center Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> At Sale <input type="checkbox"/> At Close <input type="checkbox"/> Other	
Design Associate	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> At Sale <input type="checkbox"/> At Close <input type="checkbox"/> Other	
Design Consultant	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> At Sale <input type="checkbox"/> At Close <input type="checkbox"/> Other	

2008 SALES & DESIGN CENTER COMPENSATION SURVEY

Data Collection Form V

Other Compensation

DRAWS

Function	Do you offer a draw to the following:			If Other Explain	If Eligible		Must employee pay it back?	If Other Explain
	New employees	Start-Up	Other		How much?	How long?		
Sales Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No				<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other	
Assistant Sales Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No				<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other	
Senior Sales Representative	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No				<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other	
Sales Representative	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No				<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other	
Host/Hostess	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No				<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other	
Design Center Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No				<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other	
Operations Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No				<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other	
Assistant Design Center Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No				<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other	
Design Associate	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No				<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other	
Design Consultant	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No				<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other	

MANAGEMENT OVERRIDES*

Function	Do you pay overrides?	Average Paid per home	Comments
Sales Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Assistant Sales Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Design Center Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Operations Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Assistant Design Center Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No		

HOST/HOSTESS

		Comments
Do you use the Host/Hostess position?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes, how are they paid? (check all that apply)	<input type="checkbox"/> Hourly <input type="checkbox"/> Salary <input type="checkbox"/> Commissions	
Are they eligible for bonuses?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Do they have or are they required to have a real estate license?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

* Management Overrides are any amounts paid that are strictly a function of the number of homes sold or options purchased. For example, the sales staff sells 30 homes. If the override is \$100 per home then the manager will receive \$3,000 (\$100 X 30 homes).