

2017

Health Care Chief Compliance Officers and Staff Salary Survey

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HCCA
Health Care Compliance
Association

HEALTH CARE COMPLIANCE ASSOCIATION

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- *Compliance Today* magazine, 12 issues exclusively for HCCA members
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- Network and learn at 50+ conferences a year
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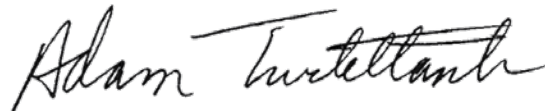
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The Health Care Compliance Association (HCCA)[®] is pleased to be able to provide you with the 2017 Health Care Chief Compliance Officers and Staff Salary Survey report. As you will see, we have included data on compensation for both the chief compliance officer as well as for the compliance staff, giving a fuller picture of the compliance profession in one document.

The survey results will equip HCCA members and their employers with the data they need to understand and evaluate elements of compliance professionals' compensation packages.

The results of this survey are based on data from compliance professionals across the U.S., and even a few internationally. Ours is a fast-growing profession, and this data reflects its increasing importance and HCCA's commitment to meet our members' needs. We hope you find the data from this survey to be useful.

Sincerely,

A handwritten signature in black ink that reads "Adam Turteltaub". The signature is written in a cursive style with a large initial "A" and a long, sweeping underline.

*Adam Turteltaub, CCEP, CHC
Vice President of Strategic Initiatives
& International Programs
Health Care Compliance Association*

CONFIDENTIALITY ASSURANCE

The *2017 Health Care Chief Compliance Officers and Staff Salary Survey* is based on a strictly confidential survey conducted of individuals working in the compliance health care profession. Upon receipt, all survey responses are assigned a confidential code number by Industry Insights, Inc., and any name or company identification is removed. Survey processing is then conducted on an absolutely anonymous basis. No HCCA staff member nor any industry company or individual, nor anyone else other than a select few Industry Insights, Inc. associates ever see any firm's results.

Health Care Chief Compliance Officer Salary Survey

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Introduction

About This Report

The **2017 Health Care Chief Compliance Officers Salary Survey** is another important service provided by the Society of Corporate Compliance and Ethics & Health Care Compliance Association. The information contained in this report represents complete and accurate compensation data on individuals working in the health care compliance profession. The report is designed to allow organizations and individuals to compare their salary to their peers.

The salary data have been aggregated in the following groupings so organizations and individuals can compare their own data to the results of similar operations. These aggregations include:

- All Respondents
- Percentage of Company's Legal and Regulatory Risk Areas the Chief Compliance Officer (CCO) is Involved in
- Number of Employees in the Compliance and Ethics Group Managed
- Annual Compliance Budget Managed
- Number of Employees in Portion of the Organization that CCO runs Compliance for
- Annual Revenues in Portion of the Organization that CCO Runs Compliance for
- Number of Countries in Which Compliance is Managed
- Number of Years Managing the Compliance Department
- Years in Compliance Profession
- Certifications Held
- Type of Organization
- Number of Compliance Program Elements the CCO is Involved in
- Geographic Region
- Age

Because the goal of this survey was to determine salaries for Chief Compliance Officers for an organization or division within it, and not for leaders of specialized areas of compliance, individuals who indicated they were responsible for less than 26% of an organization's legal and regulatory risk were eliminated. These individuals accounted for 16.1% of all respondents.

As an organization or individual compares their salary information to that of the profession, it is important to remember that the statistics published in this report should be regarded as "guidelines" rather than "absolute standards." Since organizations will differ, depending upon their location, size, and other factors, any two organizations may offer their employees a reasonably attractive compensation package and yet be very different. For example, duration of employment and nature of prior experience will obviously influence the compensation offering for a particular individual. Thus, a deviation between any one organization's figures and a number appearing on a table in this report is not necessarily good or bad; it is merely an indication that additional scrutiny may be warranted.

A minimum of five responses was required to show data.

This study was conducted for SCCE/HCCA by Industry Insights, Inc., an independent professional survey research firm located in Dublin, Ohio. The company specializes in conducting industry operating surveys, compensation and benefits studies, and member attitude surveys for trade and professional associations.

The SCCE/HCCA is proud to present the enclosed insights into the salary levels in the compliance industry. We wish to thank the professionals who submitted data for the study. Your support was essential in making this study a success.

Survey Methodology

In June 2017, an email invitation was sent to approximately 45,000 individuals. In total, 1,376 completed online submissions were received by late July. Of the 1,376 responses, 665 were selected based on the following criteria:

- They worked for a health care provider as a Chief Compliance Officer
- They were responsible for at least 26% of an organization's legal and regulatory risk

This report is based solely on this group.

Upon receipt, all submissions were assigned a confidential identification number. All data were checked both manually and by a specially designed computer editing procedure. Strict confidence of survey responses was maintained throughout the course of the project.

Final results were tabulated by Industry Insights, Inc., and the report was completed in September 2017.

Definitions

Average (mean): the arithmetic average obtained by adding the individual values for all responses to a particular question and dividing by the total number answering; a measure of central value that can be distorted by extreme high or low values.

Median: a measure of central value that is not affected by extreme values; calculated by arranging all responses in numerical order and selecting the value that falls exactly in the middle, with half higher and half lower.

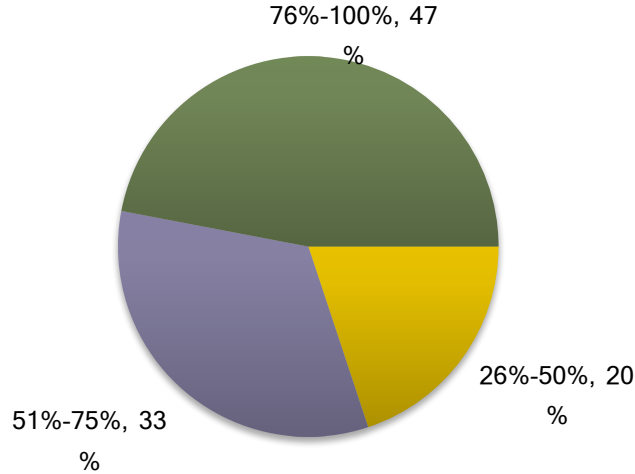
25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

75th Percentile: when responses are ordered from the lowest to highest, the upper quartile is the response 25% from the top. In other words, 25% of the responses are higher than this measure.

Respondent Profile

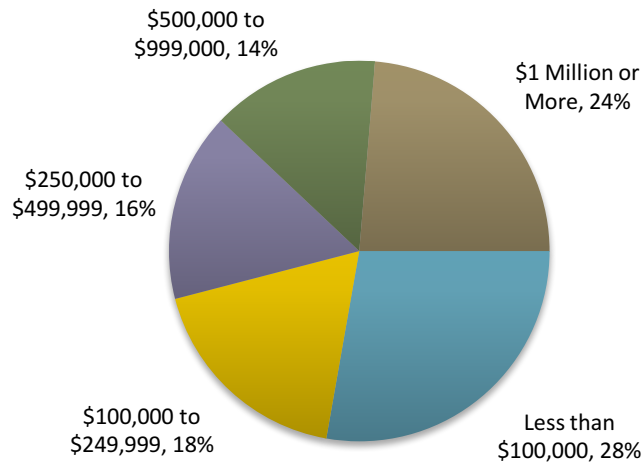
Percentage of Company's Legal and Regulatory Risk That You are Involved in

Nearly half of the respondents indicated they were involved in at least 76% of the company's legal and regulatory risk.



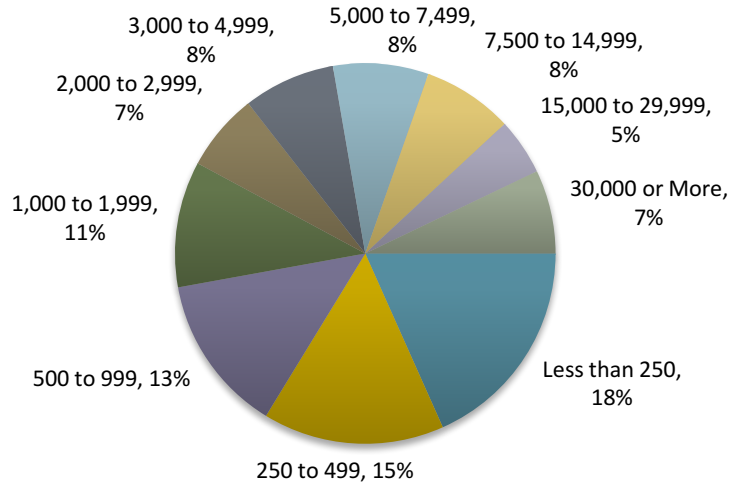
Annual Compliance Budget Managed

The typical compliance officer managed an annual compliance budget of approximately \$250,000. Twenty-four percent of the Chief Compliance Officers reported managing an annual compliance budget of over \$1 million.



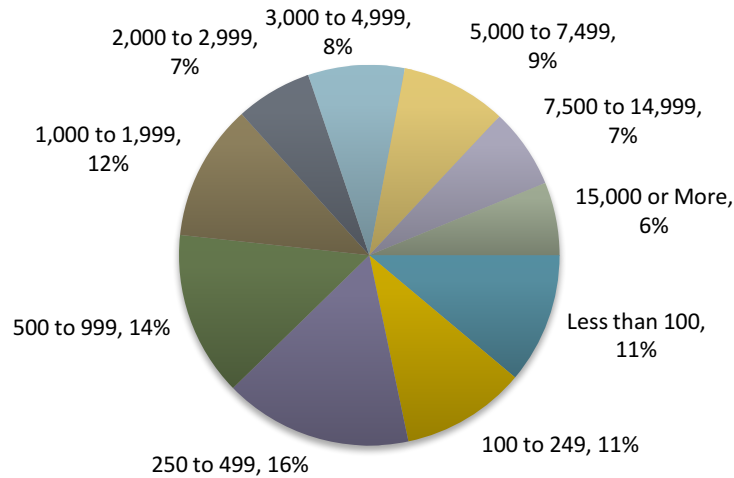
Number of Employees in Organization as a Whole

The size of organizations represented in this study varied greatly. Eighteen percent worked for organizations with less than 250 total employees while twelve percent worked for companies employing more than 15,000.



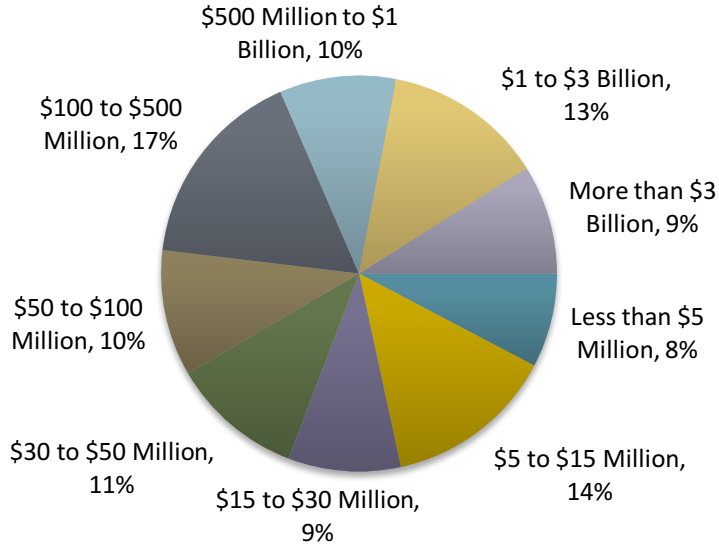
Number of Employees in Organization that CCO Runs Compliance for

The chart below looks at only the number of employees in the portion of the organization that the Chief Compliance Officer runs compliance for.



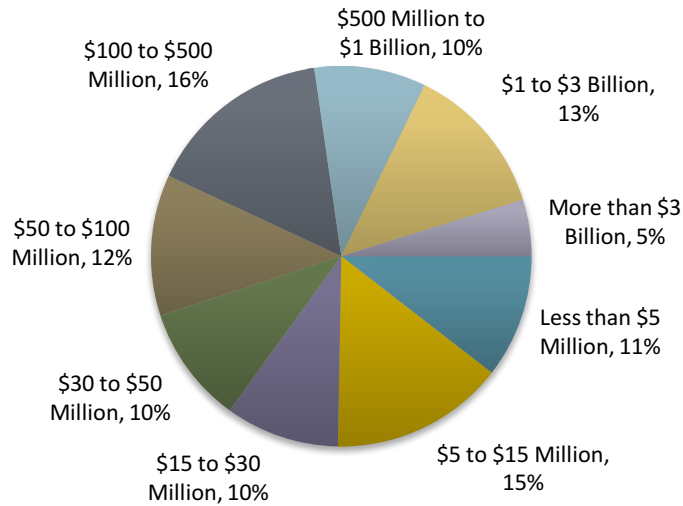
Annual Revenues of the Organization as a Whole

The size of organizations responding by annual revenue also varied greatly. Nearly a one-quarter of the respondents reported annual revenue of entire organization of less than \$15 million, while one-third of the respondents reported annual revenue of over \$500 million.



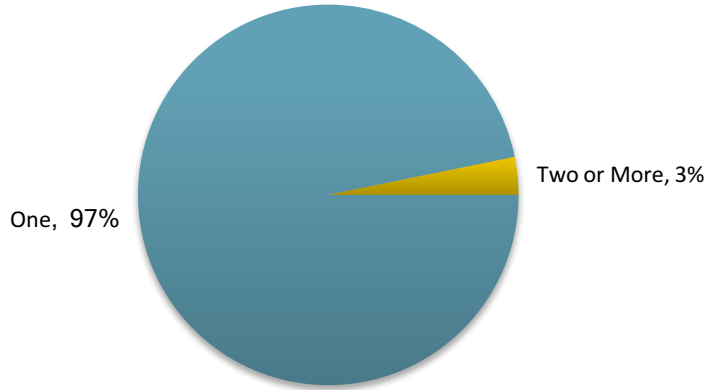
Annual Revenues of the Organization that CCO Runs compliance for

The chart below looks at only the annual revenues of the portion of the organization that the Chief Compliance Officer runs compliance for.



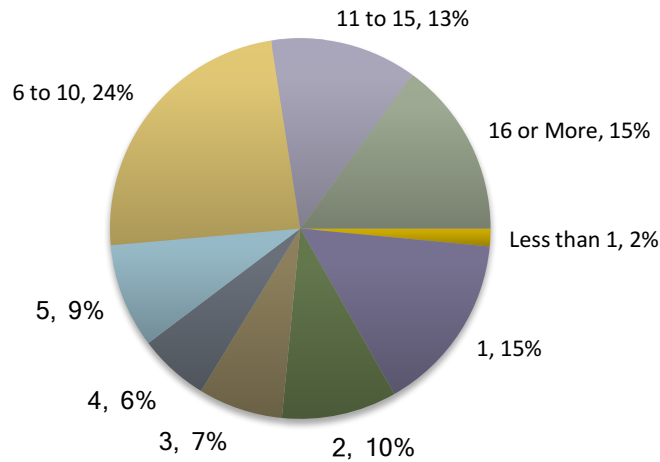
Number of Countries in Which Compliance is Managed

Only 3% of the responding Chief Compliance Officers manage compliance in more than one country.



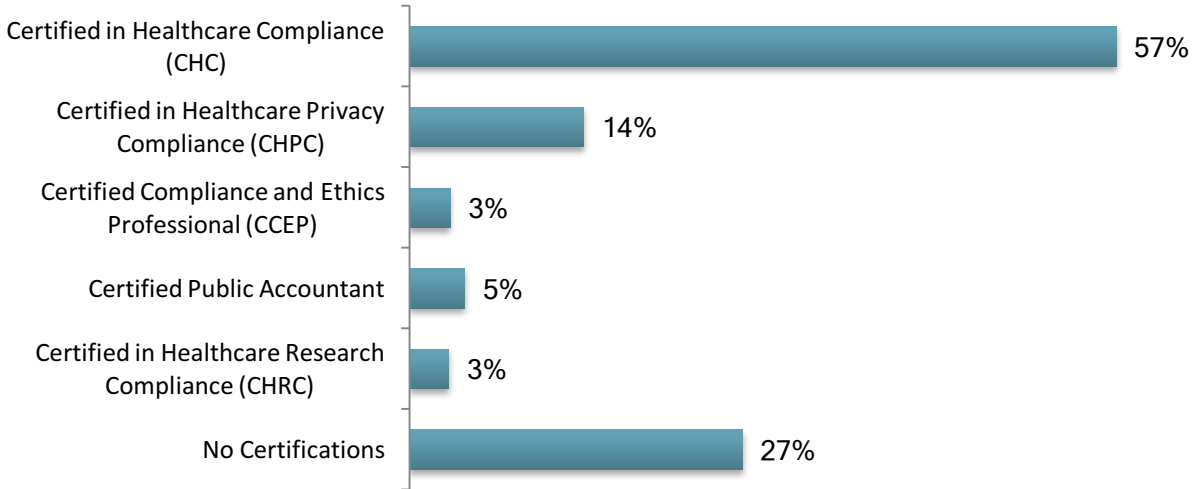
Number of Years Managing the Compliance Department

The typical Chief Compliance Officer has managed their compliance department between six and ten years. Fifteen percent have managed the department for 16 or more years.



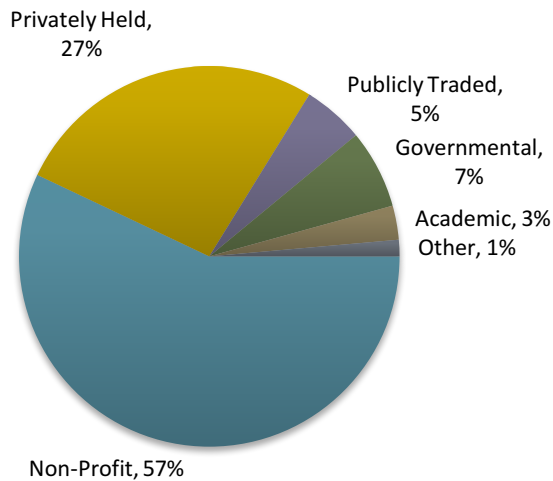
Certifications

More than half of the survey respondents held a Certified in Healthcare Compliance (CHC) certification. Certified in Healthcare Privacy Compliance (CHPC) certification was held by fourteen percent of the respondents, while less than ten percent had any of the other listed certifications. Over one-quarter of the respondents reported having no certification.



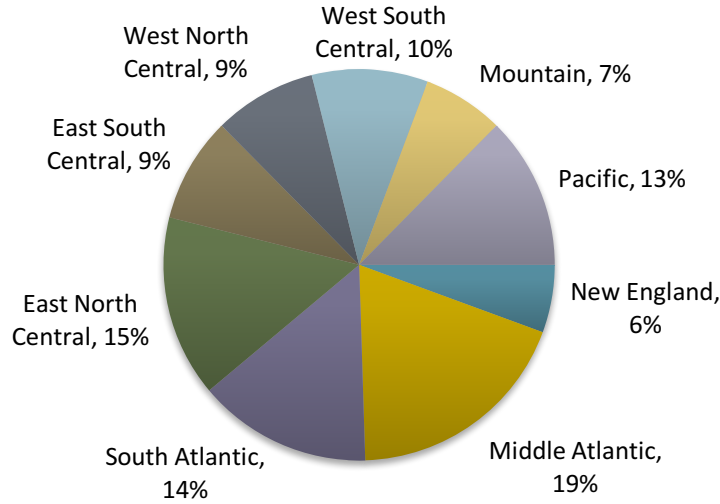
Type of Organization

The majority of Chief Compliance Officers working at health care providers responding to the survey worked at non-profit organizations. Twenty-seven percent indicated that they were at privately held organizations.



Geographic Region

The highest concentration of respondents was from the Middle Atlantic, East North Central, South Atlantic and Pacific regions. The lowest concentration of respondents was from the New England and Mountain regions.



New England: NH, VT, ME, MA, RI, CT

Mid-Atlantic: NJ, NY, PA

South Atlantic: DE, MD, DC, WV, VA, NC, SC, GA, FL

East North Central: WI, IL, IN, MI, OH

East South Central: KY, TN, MS, AL

West North Central: ND, SD, NE, KS, MN, IA, MO

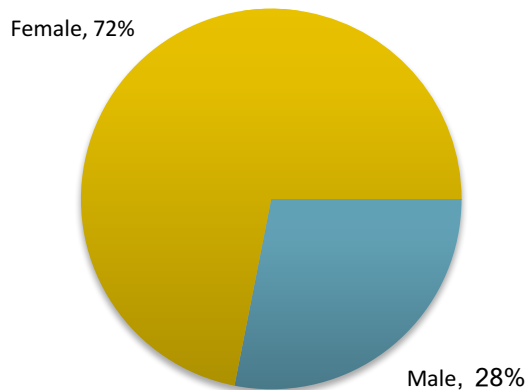
West South Central: TX, OK, AR, LA

Mountain: MT, ID, WY, NV, UT, CO, AZ, NM

Pacific: WA, OR, CA, AK, HI

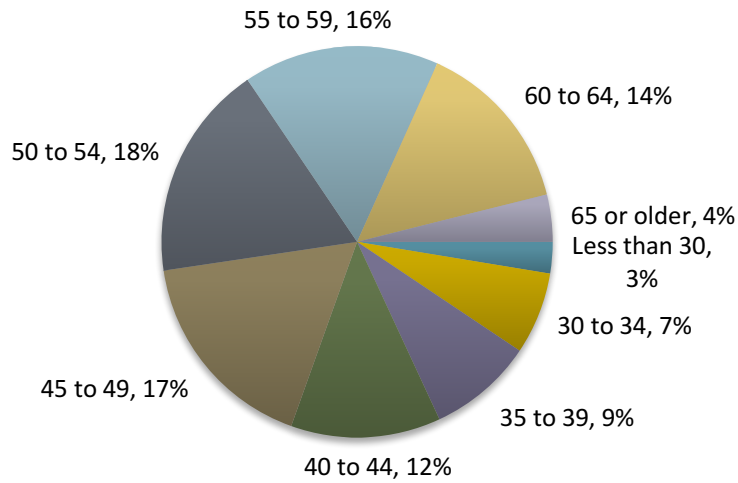
Gender

Nearly 3 out of every 4 respondents to the survey were female.



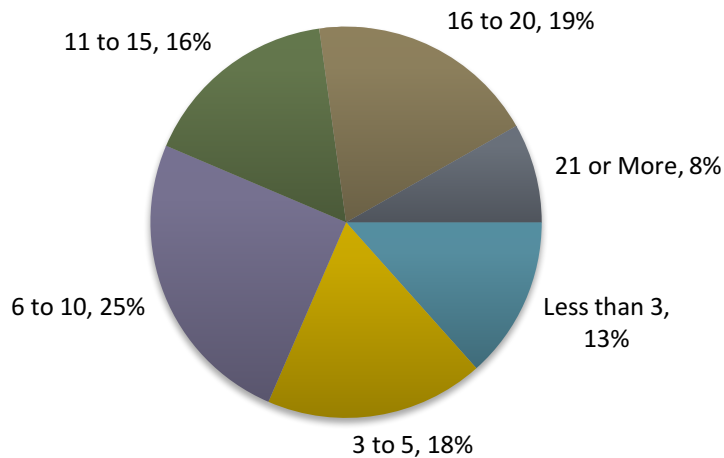
Age

The typical respondent was 50 years old. Only 10% of the respondents were under 35 years of age. Nearly 20% of the respondents were 60 years of age or older.



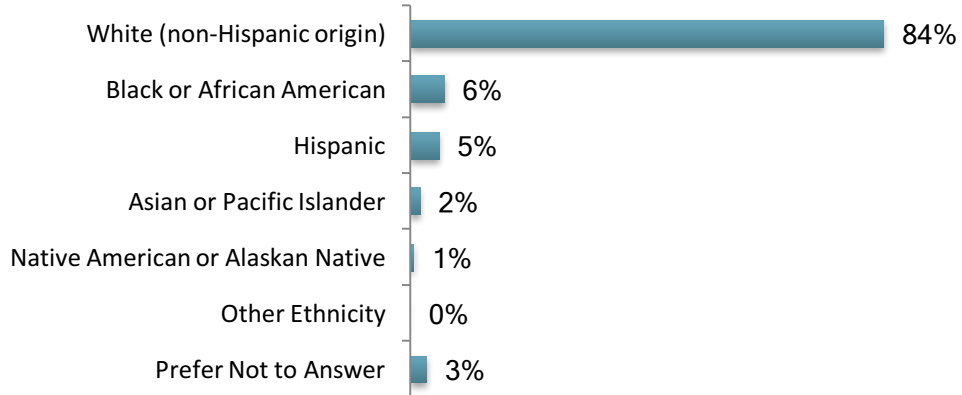
Years in Compliance Profession

Respondents averaged eleven years in the compliance profession. Nearly one-third reported being in the compliance profession for 5 or fewer years.



Ethnicity

The vast majority of survey respondents were White. Black or African American and Hispanic respondents made up 6% and 5% of the sample, respectively.



Executive Summary

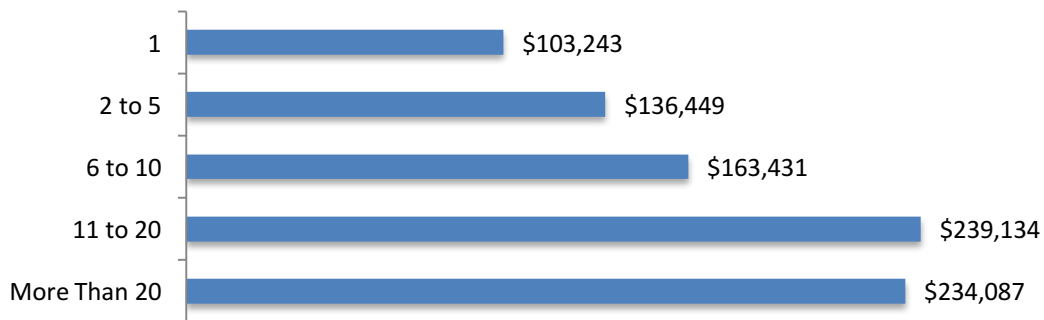
Average Total Compensation⁺ by Percentage of Company’s Legal and Regulatory Risk Areas CCO Involved in

Chief Compliance Officers reporting that they were involved in 51%-75% of their company’s legal and regulatory risk earned more than those with lower or higher levels of involvement. Those reporting to be involved in 76%-100% of the company’s legal and regulatory risk earned the lowest compensation at \$137,509. It should be noted that respondents involved in 76%-100% of their company’s legal and regulatory risk tended to work at smaller companies than those with less involvement.



Average Total Compensation⁺ by Number of Employees in the Compliance and Ethics Group Managed

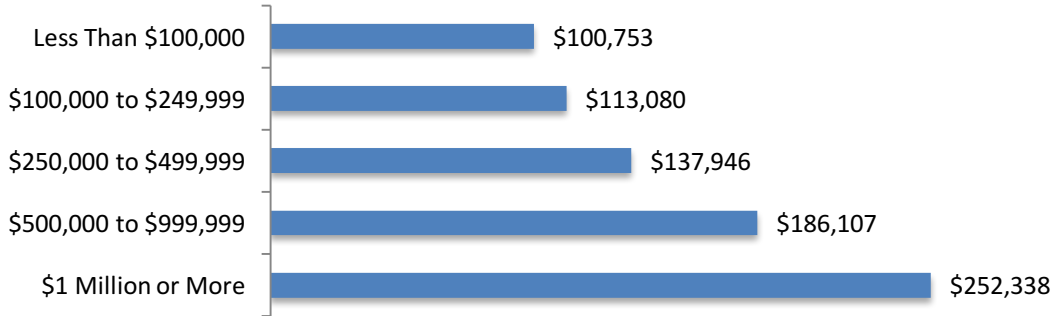
Salaries of Chief Compliance Officers showed a direct correlation to the number of employees in the compliance and ethics group managed. Chief Compliance Officers managing one employee earned average total cash compensation of \$103,243 while those managing more than 20 employees earned \$234,087.



⁺ Total compensation is the sum of base salary and cash bonus.

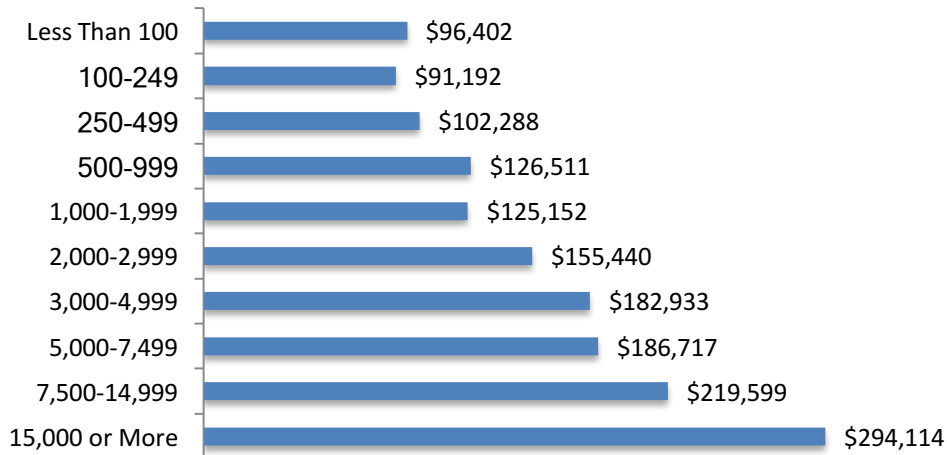
Average Total Compensation+ by Annual Compliance Budget Managed

A direct correlation also existed between CCO total cash compensation and the annual compliance budget managed. Chief Compliance Officers managing an annual compliance budget of less than \$100,000 earned \$100,753 while those managing budgets of \$1 million or more earned \$252,338.



Average Total Compensation+ by Number of Employees that CCO Runs Compliance for

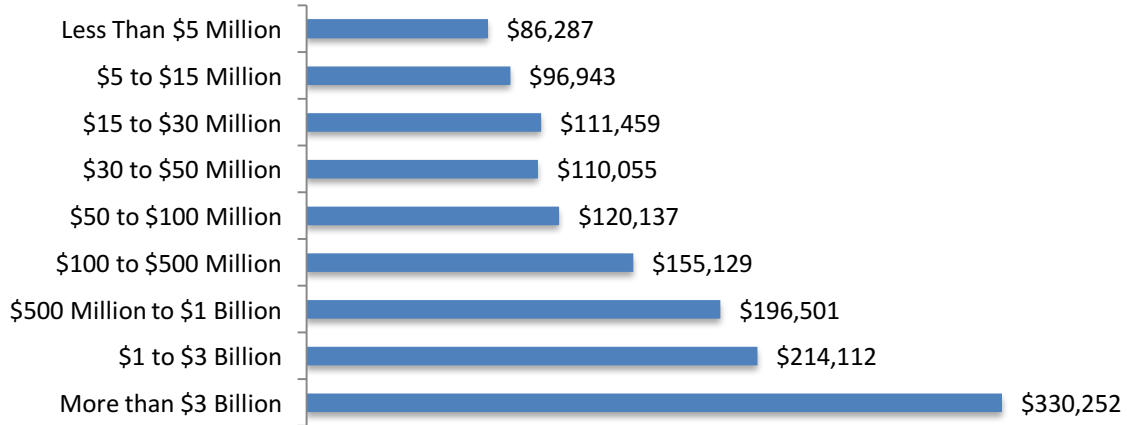
CCOs managing compliance for company units with 15,000 or more employees reported compensation three times higher than those in organizations with less than 250 employees. It should be noted that CCOs at organizations with less than 100 employees may have had a higher executive level position or more than one position, which led to a higher average salary, than those working at organization with 100 to 249 employees.



+ Total compensation is the sum of base salary and cash bonus.

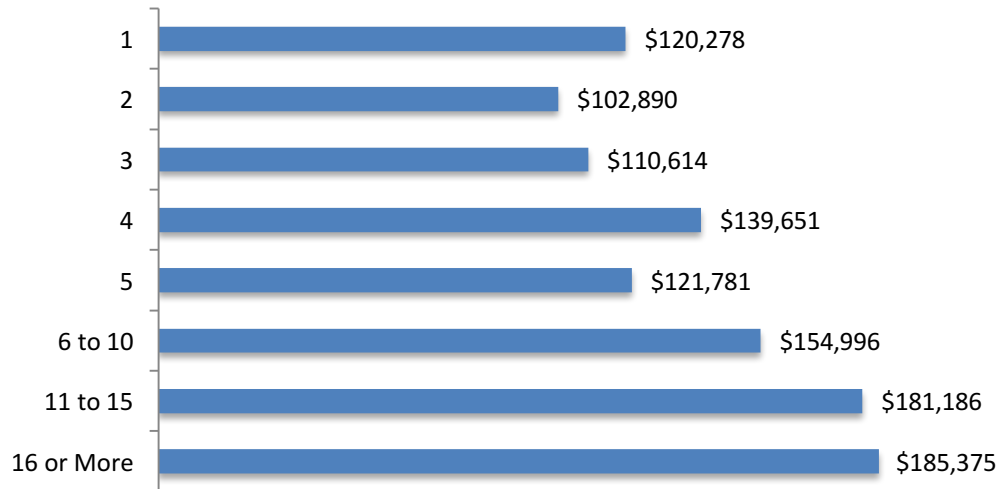
Average Total Compensation⁺ by Revenue that CCO Runs Compliance for

A correlation existed between CCO salaries and annual revenue of the organizational unit that the CCO was responsible for, especially when those revenues surpassed \$50 million.



Average Total Compensation⁺ by Number of Years Managing the Compliance Department

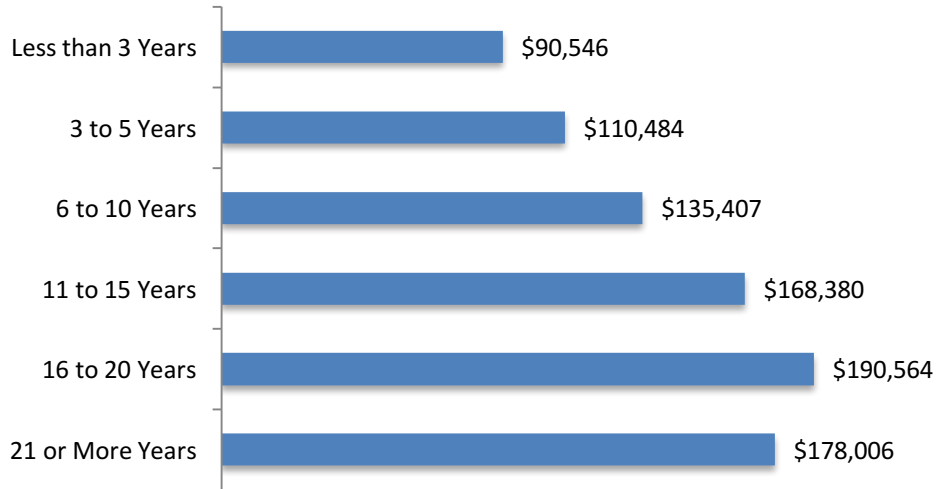
The number of years managing the compliance department made a difference once the Chief Compliance Officer surpassed 5 years on the job. Those managing the compliance department for 16 or more years earned an average compensation of \$185,375.



⁺ Total compensation is the sum of base salary and cash bonus.

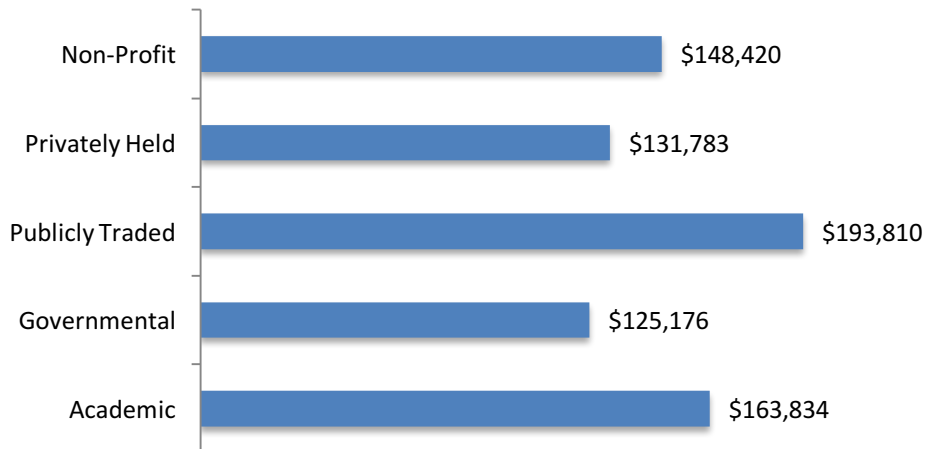
Average Total Compensation by Years in Compliance Profession

Compensation also increased as years in the compliance profession increased. Those with 16 to 20 years in the profession earned more than twice as much as those with less than 3 years. It should be noted that average total compensation did drop slightly for those with 21 plus years in the compliance profession.



Average Total Compensation by Type of Organization*

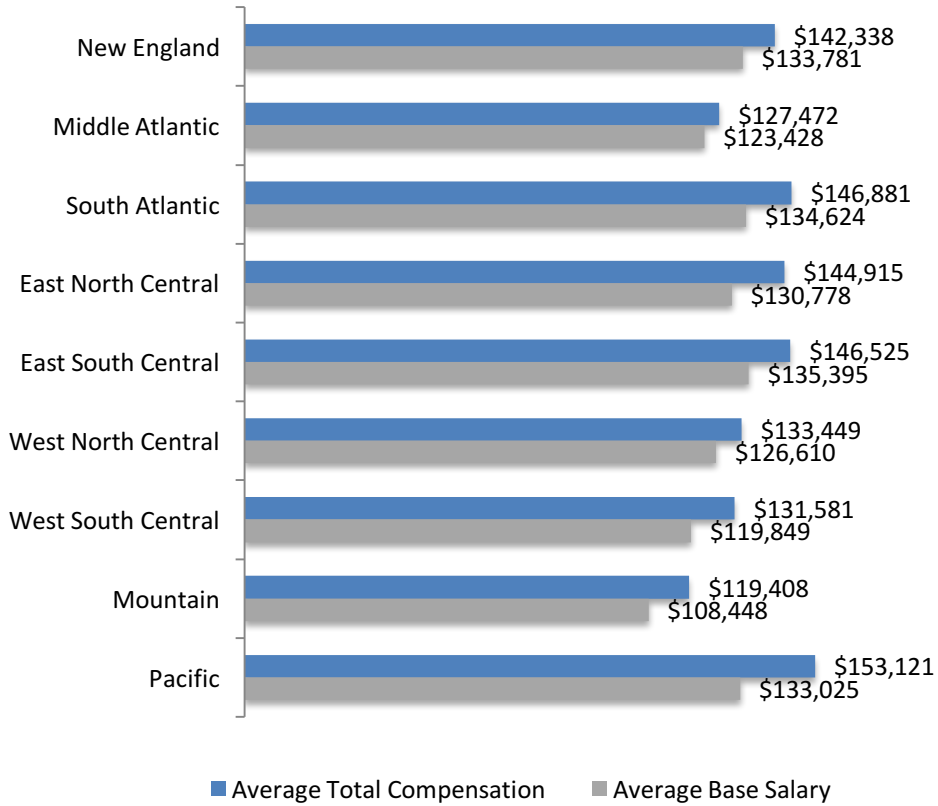
Chief Compliance Officers working for publicly traded companies earned the highest average total cash compensation at \$193,810, followed by CCOs working at academic organizations at \$163,834. Those working at governmental health care providers earned the lowest average compensation at \$125,176.



* Total compensation is the sum of base salary and cash bonus.

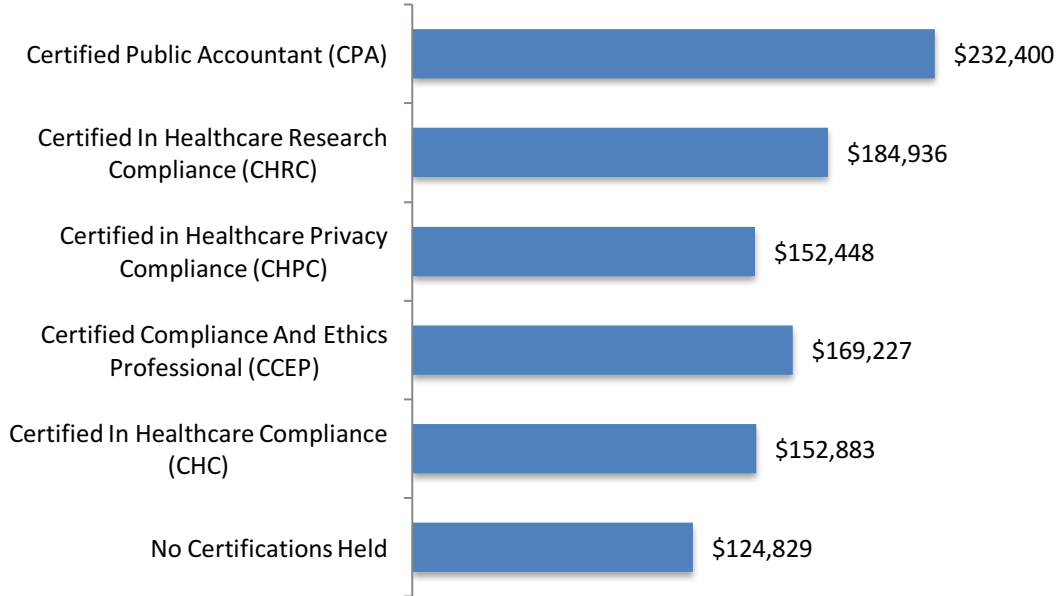
Average Total Compensation and Average Base Salary by Geographic Region*

Respondents located in the Pacific, South Atlantic and East South Central regions averaged the highest average total compensation. Those located in the Pacific, East North Central and South Atlantic regions were more dependent on bonuses, while those in the Middle Atlantic region received a higher portion of their compensation as base salary.



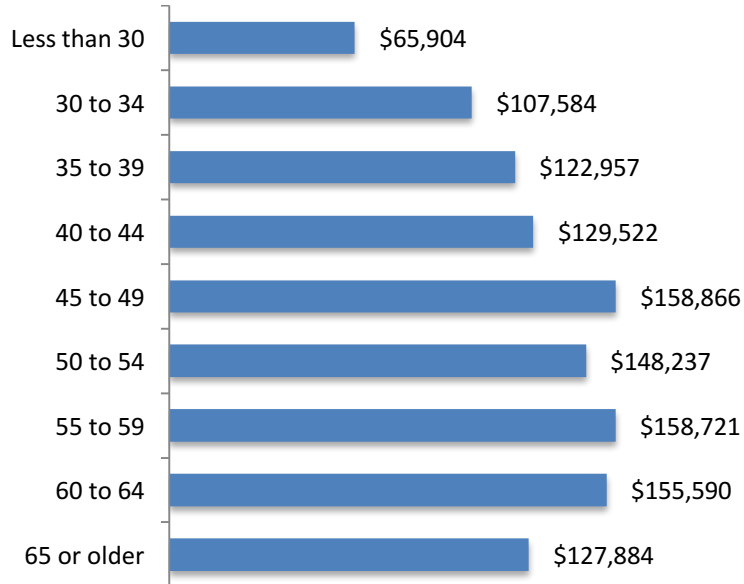
Average Total Compensation⁺ by Certification

Respondents with a certification made significantly more than those without one. Certified Public Accountants (CPA) and individuals Certified in Healthcare Research Compliance (CHRC) reported the highest average total compensation. Those with no certifications made significantly less than those with certifications.



Average Total Compensation⁺ by Age

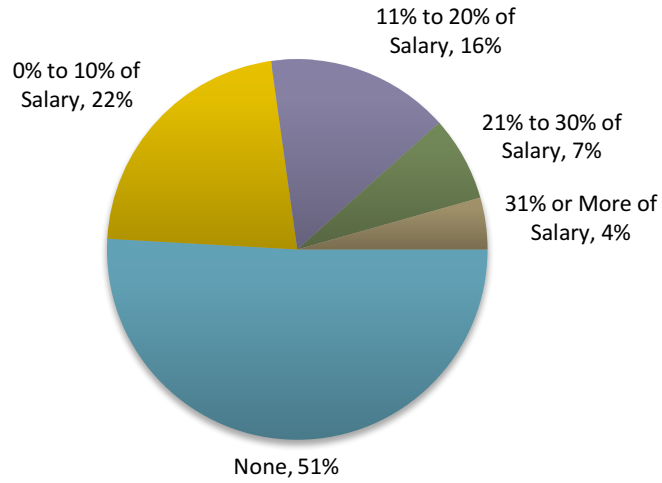
Compensation rises quickly for those less than 35 years and tends to peak for many in their late 40s.



⁺ Total compensation is the sum of base salary and cash bonus.

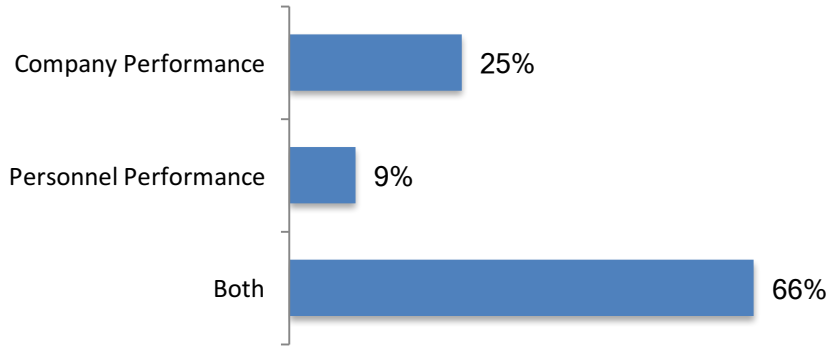
Amount of Bonus Eligible

More than half (51%) of the responding Chief Compliance Officers are not eligible for a bonus. More than one-third reported being bonus-eligible up to 20% of their salary while 11% reported being bonus eligible for 21% or more of their salary.



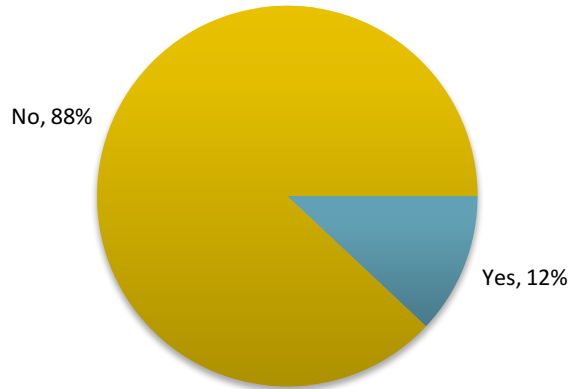
If you receive a bonus, what is it based on?

Of those eligible for a bonus, two-thirds reported it being based on both company and personal performance.



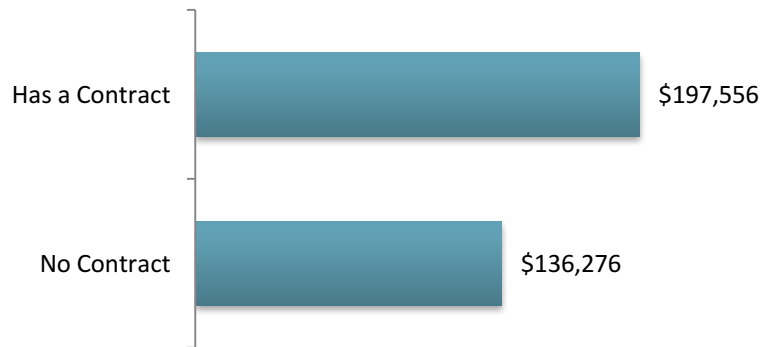
Does the CCO have a Contract?

Only 12% of the responding CCO's reported having a contract.



Average Total Compensation by Contract Status

Chief Compliance Officers with contracts earned significantly higher average total compensation than those without a contract.



Salary Data

Chief Compliance Officer

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	659	\$132,265	\$119,000	\$83,600	\$164,500	\$144,359	\$124,000	\$86,200	\$175,000
Percentage of Company's Legal and Regulatory Risk Areas CCO Involved in									
26%-50%	131	\$131,225	\$120,000	\$80,000	\$167,220	\$141,539	\$125,000	\$80,000	\$181,720
51%-75%	219	\$140,105	\$120,000	\$89,500	\$167,750	\$155,712	\$124,600	\$91,830	\$180,000
76%-100%	309	\$127,149	\$115,000	\$82,000	\$159,000	\$137,509	\$120,000	\$85,000	\$169,000
Number of Employees in the Compliance and Ethics Group Managed									
1	215	\$99,089	\$94,000	\$72,000	\$121,500	\$103,243	\$95,000	\$73,000	\$125,000
2 to 5	245	\$125,526	\$120,000	\$92,000	\$148,000	\$136,449	\$124,000	\$95,000	\$156,000
6 to 10	98	\$150,657	\$150,000	\$114,000	\$180,000	\$163,431	\$152,000	\$114,250	\$204,750
11 to 20	56	\$211,883	\$186,500	\$166,375	\$250,500	\$239,134	\$208,000	\$175,750	\$300,500
More Than 20	39	\$192,829	\$197,500	\$122,750	\$246,000	\$234,087	\$212,000	\$131,000	\$300,000
Annual Compliance Budget Managed									
Less Than \$100,000	121	\$97,828	\$95,000	\$70,000	\$117,000	\$100,753	\$96,000	\$70,000	\$123,000
\$100,000 to \$249,999	78	\$106,471	\$103,740	\$82,000	\$125,000	\$113,080	\$105,050	\$86,700	\$135,000
\$250,000 to \$499,999	70	\$130,586	\$126,500	\$105,000	\$150,000	\$137,946	\$133,500	\$106,250	\$154,250
\$500,000 to \$999,999	61	\$166,094	\$170,000	\$135,000	\$190,000	\$186,107	\$175,500	\$141,200	\$208,000
\$1 Million or More	102	\$215,715	\$200,000	\$172,250	\$259,000	\$252,338	\$235,000	\$181,872	\$304,250
Number of Employees that CCO Runs Compliance for									
Less Than 100	72	\$92,226	\$82,000	\$63,000	\$115,000	\$96,402	\$85,000	\$64,277	\$115,625
100-249	68	\$88,339	\$76,040	\$66,890	\$100,500	\$91,192	\$79,800	\$67,565	\$104,000
250-499	104	\$95,652	\$87,000	\$71,375	\$115,500	\$102,288	\$90,125	\$71,875	\$122,875
500-999	92	\$120,052	\$115,250	\$94,650	\$136,250	\$126,511	\$120,000	\$97,250	\$146,500
1,000-1,999	75	\$118,991	\$107,000	\$93,750	\$136,000	\$125,152	\$115,000	\$96,500	\$144,500
2,000-2,999	42	\$144,905	\$139,500	\$117,250	\$174,250	\$155,440	\$149,000	\$119,500	\$175,375
3,000-4,999	54	\$160,839	\$155,000	\$122,250	\$175,000	\$182,933	\$158,550	\$133,000	\$207,250
5,000-7,499	59	\$166,232	\$155,000	\$130,000	\$194,583	\$186,717	\$170,000	\$136,750	\$241,250
7,500-14,999	45	\$200,412	\$200,000	\$150,000	\$235,000	\$219,599	\$219,425	\$150,000	\$260,000
15,000 or More	41	\$246,368	\$210,000	\$172,000	\$300,000	\$294,114	\$240,000	\$183,000	\$400,000
Annual Revenues that CCO Runs Compliance for									
Less Than \$5 Million	64	\$84,834	\$79,800	\$65,000	\$100,000	\$86,287	\$80,000	\$66,170	\$100,000
\$5 to \$15 Million	90	\$91,888	\$84,100	\$67,750	\$113,250	\$96,943	\$86,500	\$70,000	\$119,250
\$15 to \$30 Million	58	\$103,864	\$98,305	\$78,500	\$115,685	\$111,459	\$103,900	\$78,500	\$124,060
\$30 to \$50 Million	60	\$107,395	\$109,500	\$72,750	\$130,000	\$110,055	\$109,500	\$75,625	\$131,250
\$50 to \$100 Million	73	\$110,796	\$111,000	\$92,000	\$130,000	\$120,137	\$112,000	\$92,000	\$148,000
\$100 to \$500 Million	94	\$145,696	\$138,000	\$110,500	\$168,375	\$155,129	\$140,005	\$113,500	\$180,000
\$500 Million to \$1 Billion	58	\$171,454	\$168,220	\$137,000	\$198,250	\$196,501	\$177,500	\$142,578	\$232,750
\$1 to \$3 Billion	79	\$189,947	\$188,000	\$148,000	\$234,000	\$214,112	\$200,000	\$158,650	\$255,500
More than \$3 Billion	29	\$273,942	\$261,000	\$200,000	\$340,000	\$330,252	\$300,000	\$235,000	\$420,000
Number of Countries in Which Compliance is Managed									
1	626	\$129,213	\$117,750	\$83,000	\$160,000	\$140,827	\$122,500	\$86,000	\$172,750
2 or More	21	\$222,238	\$187,000	\$111,000	\$288,000	\$252,110	\$205,000	\$111,000	\$375,000

Salary Data

Responses	Base Salary				Total Compensation				
	Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile	
Number of Years Managing the Compliance Department									
1	99	\$111,066	\$89,000	\$65,000	\$135,000	\$120,278	\$90,000	\$66,100	\$136,500
2	63	\$96,697	\$90,000	\$72,500	\$122,000	\$102,890	\$91,000	\$73,550	\$124,948
3	47	\$102,828	\$98,000	\$70,500	\$120,000	\$110,614	\$98,000	\$70,500	\$128,750
4	39	\$124,928	\$120,000	\$83,500	\$145,000	\$139,651	\$125,000	\$85,500	\$166,000
5	57	\$109,866	\$100,000	\$87,000	\$130,000	\$121,781	\$107,000	\$90,500	\$135,000
6 to 10	157	\$141,610	\$130,000	\$102,900	\$170,000	\$154,996	\$140,000	\$110,000	\$180,000
11 to 15	81	\$163,842	\$145,000	\$108,000	\$180,000	\$181,186	\$150,000	\$111,000	\$212,000
16 or More	96	\$169,875	\$169,500	\$109,500	\$200,000	\$185,375	\$171,000	\$110,750	\$223,500
Years in Compliance Profession									
Less than 3 Years	88	\$86,661	\$75,250	\$65,000	\$100,000	\$90,546	\$77,180	\$65,000	\$100,875
3 to 5 Years	120	\$104,169	\$96,500	\$75,788	\$122,000	\$110,484	\$100,000	\$77,625	\$130,000
6 to 10 Years	163	\$125,021	\$120,000	\$93,250	\$150,000	\$135,407	\$124,200	\$94,750	\$155,500
11 to 15 Years	108	\$152,907	\$136,500	\$104,250	\$175,500	\$168,380	\$141,886	\$109,000	\$198,125
16 to 20 Years	124	\$171,179	\$169,500	\$114,750	\$204,802	\$190,564	\$172,000	\$118,000	\$226,250
21 or More Years	54	\$157,604	\$160,000	\$110,000	\$191,750	\$178,006	\$171,000	\$110,000	\$210,375
Certifications Held									
Certified Public Accountant (CPA)	30	\$210,253	\$170,000	\$141,000	\$218,750	\$232,400	\$170,000	\$144,000	\$247,500
Certified Compliance And Ethics Professional (CCEP)	22	\$144,854	\$133,500	\$114,000	\$178,500	\$169,227	\$147,500	\$114,000	\$193,125
Certified In Healthcare Compliance (CHC)	376	\$140,258	\$129,761	\$97,653	\$170,000	\$152,883	\$134,500	\$100,123	\$176,500
Certified In Healthcare Research Compliance (CHRC)	21	\$174,134	\$180,000	\$148,000	\$200,000	\$184,936	\$197,500	\$148,000	\$220,000
Certified in Healthcare Privacy Compliance (CHPC)	93	\$138,797	\$138,000	\$101,000	\$172,000	\$152,448	\$142,000	\$101,000	\$180,000
No Certifications Held	177	\$114,199	\$97,000	\$68,000	\$135,000	\$124,829	\$102,000	\$70,000	\$152,000
Type of Organization									
Non-Profit	373	\$136,492	\$121,000	\$86,400	\$169,700	\$148,420	\$125,000	\$90,000	\$178,000
Privately Held	176	\$120,640	\$114,500	\$80,000	\$140,000	\$131,783	\$118,000	\$81,875	\$155,000
Publicly Traded	34	\$166,279	\$135,000	\$112,750	\$200,000	\$193,810	\$145,500	\$117,375	\$255,000
Governmental	42	\$115,250	\$99,000	\$75,125	\$140,000	\$125,176	\$99,000	\$75,125	\$145,000
Academic	19	\$154,672	\$140,000	\$97,030	\$181,500	\$163,834	\$140,000	\$102,072	\$219,000
Other	9	\$102,951	\$98,000	\$69,000	\$120,000	\$104,062	\$99,000	\$70,000	\$120,000
Number of Compliance Program Elements the CCO is Involved in:									
7 or More Elements	612	\$134,673	\$120,000	\$85,798	\$168,000	\$147,389	\$125,000	\$90,000	\$176,500
8 or More Elements	581	\$136,277	\$121,000	\$87,000	\$169,700	\$149,455	\$127,000	\$90,000	\$180,000
9 or More Elements	525	\$137,547	\$121,000	\$90,000	\$170,000	\$151,391	\$126,500	\$92,000	\$180,000
All Elements	401	\$141,490	\$125,000	\$92,000	\$172,000	\$155,823	\$130,000	\$95,000	\$185,000
Geographic Region									
New England	30	\$133,781	\$121,000	\$95,500	\$174,750	\$142,338	\$121,000	\$95,500	\$181,000
Middle Atlantic	102	\$123,428	\$115,000	\$80,000	\$168,000	\$127,472	\$115,000	\$80,000	\$168,000
South Atlantic	76	\$134,624	\$129,459	\$83,750	\$170,000	\$146,881	\$132,425	\$89,525	\$177,750
East North Central	81	\$130,778	\$113,000	\$90,000	\$150,000	\$144,915	\$122,000	\$98,000	\$168,000
East South Central	47	\$135,395	\$125,000	\$98,000	\$152,500	\$146,525	\$130,000	\$104,250	\$161,000
West North Central	46	\$126,610	\$125,000	\$100,000	\$154,450	\$133,449	\$130,000	\$100,250	\$160,225
West South Central	52	\$119,849	\$100,000	\$68,750	\$141,000	\$131,581	\$100,800	\$69,500	\$150,000
Mountain	35	\$108,448	\$95,000	\$75,500	\$140,000	\$119,408	\$101,000	\$81,000	\$151,000
Pacific	68	\$133,025	\$125,000	\$86,050	\$167,000	\$153,121	\$130,000	\$86,050	\$185,500

Salary Data

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Age									
Less than 30	17	\$64,374	\$70,000	\$50,000	\$75,000	\$65,904	\$70,000	\$55,000	\$75,000
30 to 34	44	\$101,522	\$90,041	\$66,900	\$121,250	\$107,584	\$94,350	\$69,500	\$131,000
35 to 39	56	\$112,664	\$108,000	\$80,000	\$135,000	\$122,957	\$114,000	\$80,000	\$148,000
40 to 44	80	\$121,399	\$118,500	\$80,000	\$142,750	\$129,522	\$121,000	\$82,625	\$150,000
45 to 49	111	\$143,308	\$136,000	\$95,000	\$179,721	\$158,866	\$138,000	\$95,000	\$205,000
50 to 54	115	\$130,674	\$124,896	\$87,095	\$160,000	\$148,237	\$128,646	\$90,625	\$174,000
55 to 59	104	\$147,523	\$131,000	\$100,000	\$175,000	\$158,721	\$137,500	\$100,000	\$190,000
60 to 64	89	\$143,329	\$126,000	\$100,000	\$174,000	\$155,590	\$130,000	\$101,000	\$176,000
65 or Older	25	\$122,166	\$105,600	\$90,000	\$135,000	\$127,884	\$105,600	\$90,000	\$141,000
Contract Status									
Has a contract	75	\$176,334	\$155,000	\$103,000	\$237,500	\$197,556	\$155,000	\$105,100	\$271,000
No contract	575	\$125,574	\$115,000	\$82,000	\$154,000	\$136,276	\$120,000	\$85,000	\$168,500

Detailed Results

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
Are you the Chief Compliance Officer for:						
Responses	665	121	79	70	62	103
Your organization as a whole	80%	84%	80%	86%	76%	83%
A division or operating unit of the organization	20%	16%	20%	14%	24%	17%
Percentage indicating involvement in the following compliance program elements:						
Responses	665	121	79	70	62	103
Compliance/auditing/monitoring	95%	93%	95%	97%	98%	100%
Compliance education	97%	95%	96%	100%	97%	98%
Compliance investigations	98%	99%	100%	99%	97%	100%
Hot line/anonymous reporting	92%	90%	92%	99%	90%	94%
Reporting to the board	86%	89%	82%	97%	85%	91%
Compliance risk assessments	93%	93%	91%	96%	95%	99%
Compliance discipline/incentives	77%	66%	72%	79%	81%	87%
Code of conduct	90%	90%	89%	96%	92%	93%
Policies and procedures	98%	98%	100%	97%	95%	100%
Measuring program effectiveness	89%	84%	86%	94%	92%	95%
How much of your company's legal and regulatory risk areas are you responsible for managing?						
Responses	665	121	79	70	62	103
26%-50%	20%	17%	16%	14%	27%	23%
51%-75%	33%	33%	39%	31%	27%	35%
76%-100%	47%	50%	44%	54%	45%	42%
How many employees, including yourself, are there in the compliance and ethics group you manage?						
Responses	659	121	79	70	61	102
1	33%	66%	43%	19%	3%	4%
2 to 5	37%	26%	46%	69%	48%	16%
6 to 10	15%	7%	8%	11%	38%	25%
11 to 15	5%	0%	0%	0%	3%	21%
16 to 20	3%	0%	0%	0%	3%	13%
21 to 30	2%	0%	1%	0%	2%	10%
31 to 40	1%	0%	0%	0%	0%	4%
41 to 50	1%	0%	1%	0%	0%	2%
More than 50	3%	1%	1%	1%	3%	6%
Annual compliance budget managed:						
Responses	435	121	79	70	62	103
Average	\$838,087	\$15,587	\$145,754	\$327,500	\$667,679	\$2,784,915
Median	\$250,000	\$0	\$150,000	\$300,000	\$628,049	\$2,000,000
25th percentile	\$60,000	\$0	\$100,000	\$252,500	\$500,000	\$1,200,000
75th percentile	\$900,000	\$25,000	\$195,500	\$400,000	\$822,500	\$3,000,000

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
Approximately how many employees work in your organization as a whole?						
Responses	663	121	79	70	62	102
Less than 100	7%	11%	4%	3%	0%	3%
100 - 249	11%	21%	19%	3%	2%	0%
250 - 499	15%	21%	16%	16%	6%	2%
500 - 999	13%	18%	18%	19%	10%	3%
1,000 - 1,999	11%	14%	13%	19%	10%	6%
2,000 - 2,999	7%	3%	11%	9%	6%	6%
3,000 - 4,999	8%	2%	5%	14%	27%	8%
5,000 - 7,499	8%	3%	6%	7%	11%	20%
7,500 - 9,999	3%	1%	1%	1%	3%	9%
10,000 - 14,999	5%	2%	1%	3%	10%	13%
15,000 - 19,999	2%	0%	0%	3%	3%	5%
20,000 - 29,999	3%	0%	1%	1%	6%	9%
30,000 - 49,999	3%	0%	0%	1%	2%	8%
50,000 - 74,999	2%	0%	0%	0%	2%	6%
75,000 - 99,999	0%	0%	0%	0%	0%	2%
100,000 +	2%	3%	4%	1%	2%	2%

Approximately how many employees work in the portion of your organization that you run compliance for?						
Responses	658	121	77	68	62	102
Less than 100	11%	16%	12%	4%	3%	5%
100 - 249	11%	21%	12%	4%	3%	0%
250 - 499	16%	21%	16%	18%	6%	2%
500 - 999	14%	18%	21%	18%	11%	4%
1,000 - 1,999	12%	12%	18%	19%	10%	6%
2,000 - 2,999	7%	3%	9%	9%	6%	8%
3,000 - 4,999	8%	2%	4%	15%	27%	9%
5,000 - 7,499	9%	4%	6%	9%	13%	20%
7,500 - 9,999	3%	1%	3%	1%	5%	9%
10,000 - 14,999	4%	2%	0%	1%	8%	13%
15,000 - 19,999	2%	0%	0%	1%	5%	6%
20,000 - 29,999	1%	0%	0%	0%	2%	6%
30,000 - 49,999	2%	0%	0%	0%	0%	7%
50,000 - 74,999	1%	0%	0%	0%	0%	5%
75,000 - 99,999	0%	0%	0%	0%	0%	1%
100,000 +	0%	0%	0%	0%	0%	1%

What are the annual revenues of the organization you work for?						
Responses	610	116	75	63	60	99
Less than \$5 million	8%	16%	5%	0%	0%	3%
\$5 to \$15 million	14%	18%	17%	13%	3%	2%
\$15 to \$30 million	9%	12%	15%	11%	3%	3%
\$30 to \$50 million	11%	18%	8%	13%	5%	1%
\$50 to \$100 million	10%	12%	17%	13%	7%	2%
\$100 to \$500 million	17%	16%	20%	25%	22%	9%
\$500 million to \$1 billion	10%	2%	8%	13%	15%	18%
\$1 to \$3 billion	13%	3%	4%	6%	33%	36%
More than \$3 billion	9%	3%	5%	6%	12%	25%

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?						
Responses	609	115	74	68	60	100
Less than \$5 million	11%	22%	8%	1%	0%	3%
\$5 to \$15 million	15%	18%	20%	13%	3%	3%
\$15 to \$30 million	10%	12%	15%	10%	5%	2%
\$30 to \$50 million	10%	17%	9%	12%	7%	1%
\$50 to \$100 million	12%	12%	18%	18%	10%	3%
\$100 to \$500 million	16%	13%	22%	25%	18%	9%
\$500 million to \$1 billion	10%	2%	4%	16%	18%	18%
\$1 to \$3 billion	13%	4%	4%	4%	33%	39%
More than \$3 billion	5%	0%	0%	0%	5%	22%
For how many countries do you manage compliance?						
Responses	653	117	77	70	62	101
1	97%	97%	99%	99%	98%	92%
2 to 5	3%	2%	1%	1%	2%	7%
6 to 10	0%	1%	0%	0%	0%	1%
11 or more	0%	0%	0%	0%	0%	0%
Highest level of education attained:						
Responses	664	120	79	70	62	103
Some college	9%	16%	9%	4%	2%	1%
Bachelor's degree	28%	27%	29%	29%	31%	23%
MBA	15%	15%	20%	13%	26%	16%
Master's degree (non-MBA)	24%	19%	23%	29%	21%	25%
JD	22%	18%	16%	21%	19%	33%
PhD	2%	5%	3%	4%	2%	2%
Where do you work?						
Responses	623	111	76	66	58	100
United States	99%	99%	99%	100%	98%	100%
North America (outside US)	0%	0%	1%	0%	2%	0%
South America	0%	0%	0%	0%	0%	0%
Europe	0%	0%	0%	0%	0%	0%
Asia	0%	0%	0%	0%	0%	0%
Middle East	0%	0%	0%	0%	0%	0%
Africa	0%	1%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%	0%
Gender:						
Responses	658	120	78	70	61	103
Male	28%	25%	32%	23%	41%	35%
Female	72%	75%	68%	77%	59%	65%
Transgender	0%	0%	0%	0%	0%	0%

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
Ethnicity (multiple responses allowed)						
Responses	665	121	79	70	62	103
White (non-Hispanic origin)	84%	79%	92%	84%	82%	89%
Black or African American	6%	7%	1%	7%	6%	4%
Hispanic	5%	6%	4%	3%	5%	2%
Asian or Pacific Islander	2%	2%	0%	1%	3%	0%
Native American or Alaskan Native	1%	2%	1%	1%	0%	0%
Other ethnicity	0%	0%	0%	0%	2%	0%
Prefer not to answer	3%	2%	1%	3%	5%	5%
Current Age:						
Responses	647	117	77	68	61	98
Average	49	48	47	53	51	51
Median	50	50	47	53	52	51
25th percentile	42	41	38	47	44	47
75th percentile	57	57	55	58	58	58
Years in Compliance Profession:						
Responses	664	121	79	70	62	103
Average	11	8	8	12	14	16
Median	10	6	6	13	13	17
25th percentile	5	3	4	8	10	12
75th percentile	16	11	10	18	19	20
Years with Current Employer:						
Responses	659	121	79	70	60	103
Average	9	8	8	13	10	10
Median	5	4	5	11	5	7
25th percentile	2	2	3	6	2	3
75th percentile	14	10	10	19	14	17
Years Holding Current Job Title:						
Responses	658	121	79	70	60	103
Average	5	4	4	7	5	6
Median	3	3	3	5	4	5
25th percentile	1	1	1	2	1	2
75th percentile	7	6	5	9	7	9

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
Percentage holding the following certifications:						
Responses	665	121	79	70	62	103
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	5%	1%	8%	6%	13%	10%
Certified Compliance and Ethics Professional (CCEP)	3%	2%	1%	4%	10%	6%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	1%	0%	0%	0%	0%
Certified in Healthcare Compliance (CHC)	57%	54%	62%	64%	63%	64%
Certified in Healthcare Research Compliance (CHRC)	3%	0%	4%	0%	11%	8%
Certified in Healthcare Privacy Compliance (CHPC)	14%	6%	16%	14%	21%	18%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	2%	0%	3%	0%	5%	6%
Certified Internal Auditor (CIA)	2%	1%	1%	1%	5%	4%
Certified Information Privacy Professional (CIPP)	1%	2%	1%	4%	0%	0%
Professional in Human Resources (PHR)	0%	1%	0%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	1%	3%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	3%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	1%	0%	0%	1%	0%	2%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	0%	0%
Other	21%	20%	16%	30%	21%	22%

How many years have you managed a compliance department?

Responses	655	119	78	69	62	102
Less than 1	2%	4%	0%	0%	0%	0%
1	15%	17%	17%	7%	13%	7%
2	10%	13%	14%	9%	3%	2%
3	7%	10%	10%	3%	3%	4%
4	6%	3%	10%	6%	3%	6%
5	9%	11%	13%	10%	8%	6%
6 to 10	24%	27%	18%	33%	27%	26%
11 to 15	13%	8%	12%	12%	19%	19%
16 or more	15%	8%	6%	20%	23%	30%

Type of organization:

Responses	658	119	79	69	62	102
Non-profit	57%	58%	57%	61%	61%	64%
Privately held	27%	27%	27%	29%	10%	20%
Publicly traded	5%	3%	5%	1%	13%	3%
Governmental	7%	7%	10%	6%	8%	6%
Academic	3%	0%	1%	1%	8%	7%
Other	1%	5%	0%	1%	0%	1%

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
Amount of bonus eligible:						
Responses	654	119	79	69	60	101
None	51%	63%	61%	55%	37%	28%
0-10% of salary	22%	24%	20%	22%	22%	16%
11%-20% of salary	16%	10%	14%	13%	28%	18%
21%-30% of salary	7%	3%	4%	9%	8%	19%
31%-40% of salary	3%	0%	1%	0%	3%	11%
41% or more of salary	2%	0%	0%	1%	2%	9%
If you receive a bonus, what is it based on?						
Responses	372	53	41	35	43	79
Company performance	24%	23%	29%	29%	28%	20%
Personal performance	9%	9%	10%	11%	2%	4%
Both	66%	68%	61%	60%	70%	76%
Do you have a contract?						
Responses	656	121	79	70	61	101
Yes	12%	11%	5%	14%	16%	24%
No	88%	89%	95%	86%	84%	76%
If "yes", do you have a severance clause in your contract?						
Responses	73	12	4	10	10	22
Yes	49%	17%	75%	30%	50%	73%
No	38%	75%	0%	40%	40%	23%
Does not apply	12%	8%	25%	30%	10%	5%
If "yes," what percent of your salary is it equivalent to?						
Responses	22	2	3	2	5	8
Average	63.8%	*	*	*	90.0%	71.9%
Median	50.0%	*	*	*	100.0%	50.0%
25th percentile	30.8%	*	*	*	100.0%	50.0%
75th percentile	100.0%	*	*	*	100.0%	100.0%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250-999	1,000-2,999	3,000-7,499	7,500-14,999	15,000-29,999	30,000 or More
Are you the Chief Compliance Officer for:							
Responses	121	191	115	106	51	32	47
Your organization as a whole	93%	92%	83%	76%	63%	47%	32%
A division or operating unit of the organization	7%	8%	17%	24%	37%	53%	68%
Percentage indicating involvement in the following compliance program elements:							
Responses	121	191	115	106	51	32	47
Compliance/auditing/monitoring	94%	92%	96%	98%	100%	97%	100%
Compliance education	97%	96%	97%	98%	92%	97%	100%
Compliance investigations	98%	97%	100%	98%	96%	100%	100%
Hot line/anonymous reporting	85%	94%	97%	95%	92%	94%	85%
Reporting to the board	80%	90%	91%	87%	86%	75%	74%
Compliance risk assessments	92%	90%	92%	95%	96%	97%	100%
Compliance discipline/incentives	73%	76%	75%	78%	78%	84%	81%
Code of conduct	89%	88%	93%	97%	88%	91%	79%
Policies and procedures	98%	97%	97%	97%	98%	100%	100%
Measuring program effectiveness	84%	88%	87%	92%	88%	91%	94%
How much of your company's legal and regulatory risk areas are you responsible for managing?							
Responses	121	191	115	106	51	32	47
26%-50%	15%	17%	20%	21%	33%	19%	30%
51%-75%	26%	32%	31%	36%	37%	50%	38%
76%-100%	60%	51%	49%	43%	29%	31%	32%
How many employees, including yourself, are there in the compliance and ethics group you manage?							
Responses	121	189	114	106	51	32	45
1	60%	41%	34%	12%	12%	9%	18%
2 to 5	28%	45%	44%	44%	29%	25%	16%
6 to 10	5%	11%	15%	31%	25%	16%	11%
11 to 15	0%	3%	4%	8%	14%	16%	11%
16 to 20	1%	0%	2%	2%	10%	19%	16%
21 to 30	1%	1%	1%	1%	4%	13%	4%
31 to 40	0%	0%	0%	0%	6%	0%	7%
41 to 50	2%	0%	0%	0%	0%	0%	4%
More than 50	4%	1%	1%	2%	0%	3%	13%
Annual compliance budget managed:							
Responses	65	113	81	82	39	24	30
Average	\$283,569	\$548,753	\$433,421	\$803,354	\$1,542,854	\$1,725,344	\$2,678,833
Median	\$25,000	\$105,000	\$250,000	\$628,049	\$1,200,000	\$1,400,000	\$1,375,000
25th percentile	\$0	\$0	\$85,000	\$300,000	\$500,000	\$662,500	\$291,250
75th percentile	\$125,000	\$300,000	\$500,000	\$1,000,000	\$2,000,000	\$2,725,000	\$3,000,000

Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250-999	1,000-2,999	3,000-7,499	7,500-14,999	15,000-29,999	30,000 or More
Approximately how many employees work in your organization as a whole?							
Responses	121	191	115	106	51	32	47
Less than 100	38%	0%	0%	0%	0%	0%	0%
100 - 249	62%	0%	0%	0%	0%	0%	0%
250 - 499	0%	53%	0%	0%	0%	0%	0%
500 - 999	0%	47%	0%	0%	0%	0%	0%
1,000 - 1,999	0%	0%	62%	0%	0%	0%	0%
2,000 - 2,999	0%	0%	38%	0%	0%	0%	0%
3,000 - 4,999	0%	0%	0%	49%	0%	0%	0%
5,000 - 7,499	0%	0%	0%	51%	0%	0%	0%
7,500 - 9,999	0%	0%	0%	0%	33%	0%	0%
10,000 - 14,999	0%	0%	0%	0%	67%	0%	0%
15,000 - 19,999	0%	0%	0%	0%	0%	44%	0%
20,000 - 29,999	0%	0%	0%	0%	0%	56%	0%
30,000 - 49,999	0%	0%	0%	0%	0%	0%	36%
50,000 - 74,999	0%	0%	0%	0%	0%	0%	23%
75,000 - 99,999	0%	0%	0%	0%	0%	0%	6%
100,000 +	0%	0%	0%	0%	0%	0%	34%

Approximately how many employees work in the portion of your organization that you run compliance for?

Responses	119	191	114	104	50	32	46
Less than 100	45%	2%	7%	6%	4%	0%	0%
100 - 249	55%	1%	1%	0%	0%	0%	4%
250 - 499	0%	53%	1%	1%	2%	0%	2%
500 - 999	0%	44%	4%	1%	0%	0%	2%
1,000 - 1,999	0%	0%	56%	5%	4%	0%	11%
2,000 - 2,999	0%	0%	32%	1%	4%	9%	2%
3,000 - 4,999	0%	0%	0%	44%	0%	13%	9%
5,000 - 7,499	0%	0%	0%	42%	4%	19%	15%
7,500 - 9,999	0%	0%	0%	0%	34%	0%	2%
10,000 - 14,999	0%	0%	0%	0%	48%	3%	4%
15,000 - 19,999	0%	0%	0%	0%	0%	31%	4%
20,000 - 29,999	0%	0%	0%	0%	0%	25%	2%
30,000 - 49,999	0%	0%	0%	0%	0%	0%	22%
50,000 - 74,999	1%	0%	0%	0%	0%	0%	11%
75,000 - 99,999	0%	0%	0%	0%	0%	0%	4%
100,000 +	0%	0%	0%	0%	0%	0%	4%

What are the annual revenues of the organization you work for?

Responses	111	176	105	97	44	32	43
Less than \$5 million	26%	6%	6%	1%	2%	0%	0%
\$5 to \$15 million	36%	18%	8%	6%	0%	0%	0%
\$15 to \$30 million	14%	19%	3%	2%	0%	3%	2%
\$30 to \$50 million	10%	23%	10%	4%	2%	0%	0%
\$50 to \$100 million	6%	22%	11%	4%	2%	3%	0%
\$100 to \$500 million	5%	10%	49%	19%	9%	13%	2%
\$500 million to \$1 billion	1%	3%	7%	36%	11%	9%	2%
\$1 to \$3 billion	1%	1%	7%	25%	66%	38%	12%
More than \$3 billion	0%	0%	1%	3%	7%	34%	81%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250-999	1,000-2,999	3,000-7,499	7,500-14,999	15,000-29,999	30,000 or More

What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?

Responses	111	177	104	99	44	30	42
Less than \$5 million	35%	7%	6%	3%	7%	0%	2%
\$5 to \$15 million	33%	18%	8%	7%	0%	0%	17%
\$15 to \$30 million	14%	19%	5%	3%	0%	3%	5%
\$30 to \$50 million	7%	22%	9%	4%	2%	0%	0%
\$50 to \$100 million	6%	22%	16%	4%	5%	3%	7%
\$100 to \$500 million	5%	9%	45%	17%	9%	17%	5%
\$500 million to \$1 billion	0%	3%	7%	35%	11%	13%	2%
\$1 to \$3 billion	0%	1%	4%	26%	59%	40%	21%
More than \$3 billion	0%	0%	1%	0%	7%	23%	40%

For how many countries do you manage compliance?

Responses	119	187	114	105	50	31	45
1	97%	97%	98%	99%	96%	100%	82%
2 to 5	3%	2%	2%	1%	2%	0%	16%
6 to 10	0%	1%	0%	0%	2%	0%	2%
11 or more	0%	0%	0%	0%	0%	0%	0%

Highest level of education attained:

Responses	121	191	114	106	51	32	47
Some college	22%	8%	9%	5%	2%	0%	0%
Bachelor's degree	30%	26%	38%	24%	22%	19%	32%
MBA	17%	14%	11%	18%	16%	9%	23%
Master's degree (non-MBA)	21%	30%	16%	19%	22%	34%	30%
JD	10%	17%	25%	33%	35%	38%	15%
PhD	0%	5%	2%	2%	4%	0%	0%

Where do you work?

Responses	117	181	101	96	49	30	47
United States	100%	99%	100%	99%	100%	97%	100%
North America (outside US)	0%	1%	0%	0%	0%	3%	0%
South America	0%	0%	0%	1%	0%	0%	0%
Europe	0%	0%	0%	0%	0%	0%	0%
Asia	0%	0%	0%	0%	0%	0%	0%
Middle East	0%	0%	0%	0%	0%	0%	0%
Africa	0%	1%	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%	0%	0%

Gender:

Responses	119	190	115	104	50	31	47
Male	24%	25%	24%	30%	32%	45%	40%
Female	76%	75%	76%	70%	68%	55%	60%
Transgender	0%	0%	0%	0%	0%	0%	0%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250-999	1,000-2,999	3,000-7,499	7,500-14,999	15,000-29,999	30,000 or More
Ethnicity (multiple responses allowed)							
Responses	121	191	115	106	51	32	47
White (non-Hispanic origin)	79%	84%	83%	88%	90%	91%	74%
Black or African American	6%	5%	10%	5%	2%	3%	11%
Hispanic	7%	7%	2%	2%	4%	6%	6%
Asian or Pacific Islander	1%	2%	1%	2%	0%	0%	6%
Native American or Alaskan Native	2%	1%	0%	0%	0%	0%	0%
Other ethnicity	1%	0%	0%	0%	0%	0%	2%
Prefer not to answer	4%	1%	3%	3%	4%	3%	6%
Current Age:							
Responses	119	185	113	103	50	32	43
Average	49	48	50	50	52	53	49
Median	50	49	50	50	53	54	49
25th percentile	41	41	42	44	47	47	46
75th percentile	58	57	59	57	58	58	53
Years in Compliance Profession:							
Responses	121	191	115	106	51	32	46
Average	7	9	11	14	15	14	12
Median	5	7	9	15	16	16	11
25th percentile	2	3	5	9	10	10	8
75th percentile	10	15	15	20	20	17	16
Years with Current Employer:							
Responses	121	189	113	106	51	32	45
Average	8	9	9	11	9	9	10
Median	4	5	6	7	5	6	8
25th percentile	2	2	2	3	3	2	2
75th percentile	10	14	14	19	13	11	16
Years Holding Current Job Title:							
Responses	120	191	113	106	50	31	45
Average	4	5	5	7	5	4	5
Median	3	3	4	5	4	3	3
25th percentile	1	1	2	2	2	1	1
75th percentile	6	5	6	10	7	5	8

Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250-999	1,000-2,999	3,000-7,499	7,500-14,999	15,000-29,999	30,000 or More
Percentage holding the following certifications:							
Responses	121	191	115	106	51	32	47
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	0%	0%	8%	7%	8%	6%	17%
Certified Compliance and Ethics Professional (CCEP)	3%	2%	3%	9%	0%	3%	2%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	1%	0%	1%	0%	0%	0%
Certified in Healthcare Compliance (CHC)	44%	50%	58%	70%	71%	66%	68%
Certified in Healthcare Research Compliance (CHRC)	2%	0%	3%	8%	4%	3%	6%
Certified in Healthcare Privacy Compliance (CHPC)	7%	10%	16%	22%	10%	22%	26%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	0%	1%	5%	1%	8%	3%	0%
Certified Internal Auditor (CIA)	0%	1%	3%	1%	4%	9%	4%
Certified Information Privacy Professional (CIPP)	1%	2%	1%	2%	2%	0%	0%
Professional in Human Resources (PHR)	0%	1%	1%	0%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	2%	2%	2%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	1%	0%	1%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	1%	0%	2%	2%	0%	2%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	1%	0%	0%	0%	0%
Other	28%	22%	17%	21%	14%	34%	13%

How many years have you managed a compliance department?

Responses	120	190	111	105	50	32	45
Less than 1	5%	1%	1%	0%	0%	3%	0%
1	20%	21%	9%	10%	4%	16%	20%
2	14%	13%	8%	6%	2%	6%	9%
3	10%	8%	8%	5%	6%	3%	4%
4	6%	5%	8%	5%	4%	9%	4%
5	8%	7%	18%	7%	8%	9%	0%
6 to 10	19%	23%	25%	25%	34%	22%	27%
11 to 15	8%	13%	9%	20%	12%	19%	11%
16 or more	10%	8%	14%	24%	30%	13%	24%

Type of organization:

Responses	121	188	113	105	50	32	47
Non-profit	46%	53%	60%	63%	74%	66%	60%
Privately held	41%	37%	21%	17%	12%	13%	4%
Publicly traded	1%	2%	6%	7%	0%	6%	28%
Governmental	8%	6%	9%	6%	6%	6%	4%
Academic	0%	1%	2%	7%	8%	9%	4%
Other	3%	1%	2%	1%	0%	0%	0%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250-999	1,000-2,999	3,000-7,499	7,500-14,999	15,000-29,999	30,000 or More
Amount of bonus eligible:							
Responses	121	187	112	103	51	32	46
None	67%	59%	55%	40%	33%	38%	20%
0-10% of salary	24%	25%	19%	23%	20%	16%	15%
11%-20% of salary	6%	10%	17%	24%	25%	16%	33%
21%-30% of salary	2%	5%	7%	6%	18%	16%	13%
31%-40% of salary	0%	2%	2%	3%	2%	9%	11%
41% or more of salary	1%	0%	0%	4%	2%	6%	9%
If you receive a bonus, what is it based on?							
Responses	50	95	60	71	35	21	39
Company performance	38%	18%	23%	30%	23%	14%	23%
Personal performance	12%	15%	13%	6%	0%	0%	8%
Both	50%	67%	63%	65%	77%	86%	69%
Do you have a contract?							
Responses	119	188	115	105	50	30	47
Yes	18%	6%	12%	12%	10%	7%	21%
No	82%	94%	88%	88%	90%	93%	79%
If "yes", do you have a severance clause in your contract?							
Responses	21	10	13	12	5	0	10
Yes	33%	30%	69%	50%	80%	*	60%
No	52%	70%	8%	33%	0%	*	40%
Does not apply	14%	0%	23%	17%	20%	*	0%
If "yes," what percent of your salary is it equivalent to?							
Responses	5	2	6	4	3	0	4
Average	19.0%	*	83.3%	*	*	*	*
Median	25.0%	*	100.0%	*	*	*	*
25th percentile	15.0%	*	62.5%	*	*	*	*
75th percentile	25.0%	*	100.0%	*	*	*	*

2017 Health Care Staff Salary Survey

Introduction

About This Report

The **2017 Health Care Staff Salary Survey** is another important service provided by the Society of Corporate Compliance and Ethics & Health Care Compliance Association. The information contained in this report represents complete and accurate compensation data on individuals working in the health care compliance profession. The report is designed to allow organizations and individuals to compare their salary to their peers.

The salary data have been aggregated in the following groupings so organizations and individuals can compare their own data to the results of similar operations. These aggregations include:

- Title/Level
- Compliance Responsibilities
- Number of People that Report up through to Individual
- Annual Compliance Budget for the Organization
- Number of Employees in Portion of the Organization that Person Works in Compliance for
- Annual Revenues in Portion of the Organization that Person Works in Compliance for
- Number of Countries the Individual Works in
- Number of Years Working in the Compliance Department
- Type of Organization
- Certifications Held
- Advanced Degrees

As an organization or individual compares their salary information to that of the profession, it is important to remember that the statistics published in this report should be regarded as “guidelines” rather than “absolute standards.” Since organizations will differ, depending upon their location, size, and other factors, any two organizations may offer their employees a reasonably attractive compensation package and yet be very different. For example, duration of employment and nature of prior experience will obviously influence the compensation offering for a particular individual. Thus, a deviation between any one individual’s figures and a number appearing on a table in this report is not necessarily good or bad; it is merely an indication that additional scrutiny may be warranted.

A minimum of five responses was required to show data.

This study was conducted for SCCE/HCCA by Industry Insights, Inc., an independent professional survey research firm located in Dublin, Ohio. The company specializes in conducting industry operating surveys, compensation and benefits studies, and member attitude surveys for trade and professional associations.

The SCCE/HCCA is proud to present the enclosed insights into the salary levels in the compliance industry. We wish to thank the professionals who submitted data for the study. Your support was essential in making this study a success.

Survey Methodology

In June 2017, an email invitation was sent to approximately 45,000 individuals. In total, 1,512 completed online submissions were received by mid-August. Of the 1,512 responses, 681 worked for a healthcare provider organization and were not a Chief Compliance Officer. This report is based solely on this group.

Upon receipt, all submissions were assigned a confidential identification number. All data were checked both manually and by a specially designed computer editing procedure. Strict confidence of survey responses was maintained throughout the course of the project.

Final results were tabulated by Industry Insights, Inc., and the report was completed in October 2017.

Definitions

Average (mean): the arithmetic average obtained by adding the individual values for all responses to a particular question and dividing by the total number answering; a measure of central value that can be distorted by extreme high or low values.

Median: a measure of central value that is not affected by extreme values; calculated by arranging all responses in numerical order and selecting the value that falls exactly in the middle, with half higher and half lower.

25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

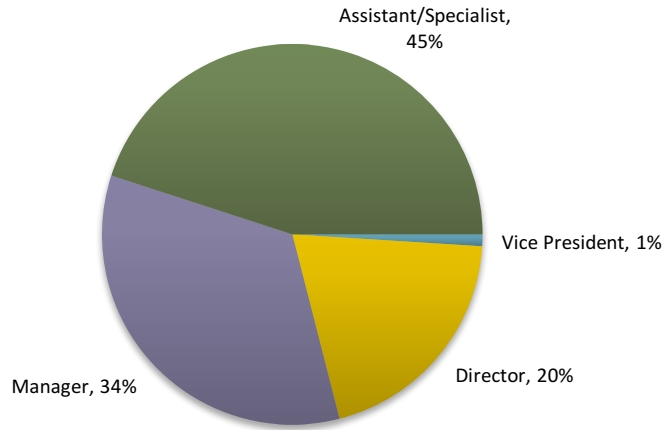
75th Percentile: when responses are ordered from the lowest to highest, the upper quartile is the response 25% from the top. In other words, 25% of the responses are higher than this measure.

Respondent Profile

Respondent Profile

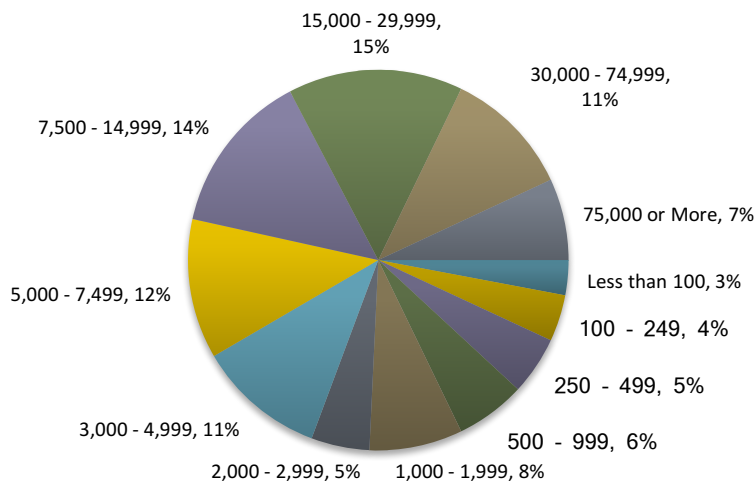
Title/Level

Of the 681 respondents included in this study, more than three-quarters identified themselves as an Assistant/Specialist (45%) or Manager (34%). Directors (20%) also made up a significant percentage of the respondents. The remaining 1% were Vice Presidents. Insufficient data was received to compile results throughout this report for the Vice President position.



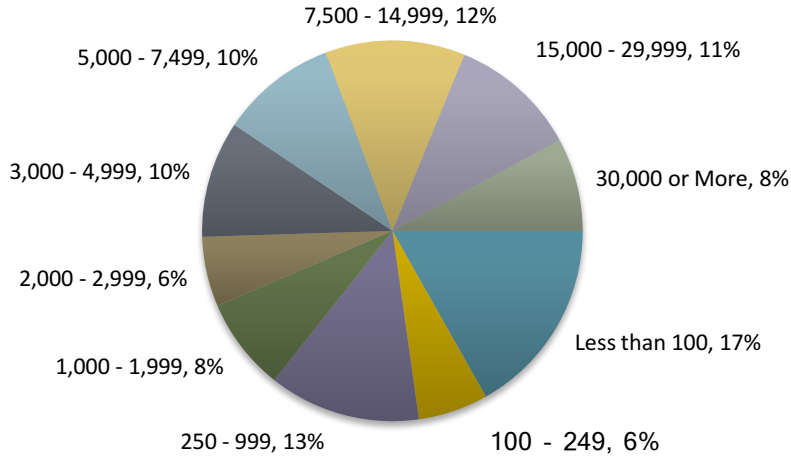
Number of Employees in Organization as a Whole

The size of organizations represented in this study varied greatly. Twelve percent worked for organizations with less than 500 total employees, while 18% worked for companies employing more than 30,000.



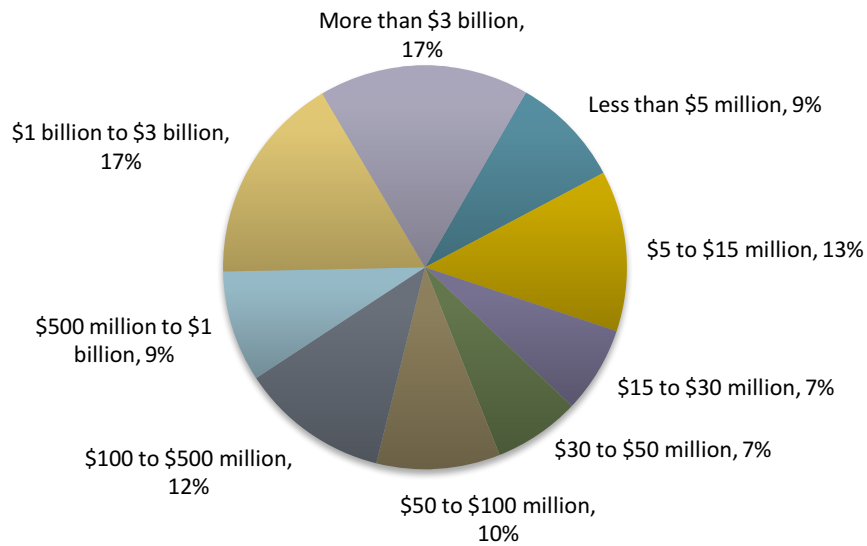
Number of Employees in the Portion of the Organization that the Compliance Program Oversees

The chart below looks at only the number of employees in the portion of the organization that the compliance program oversees. Less than one-fifth (17%) of the respondents reported that there were less than 100 employees in the portion of the organization that the compliance program oversees, while nearly another one fifth (19%) reported over 15,000 employees.



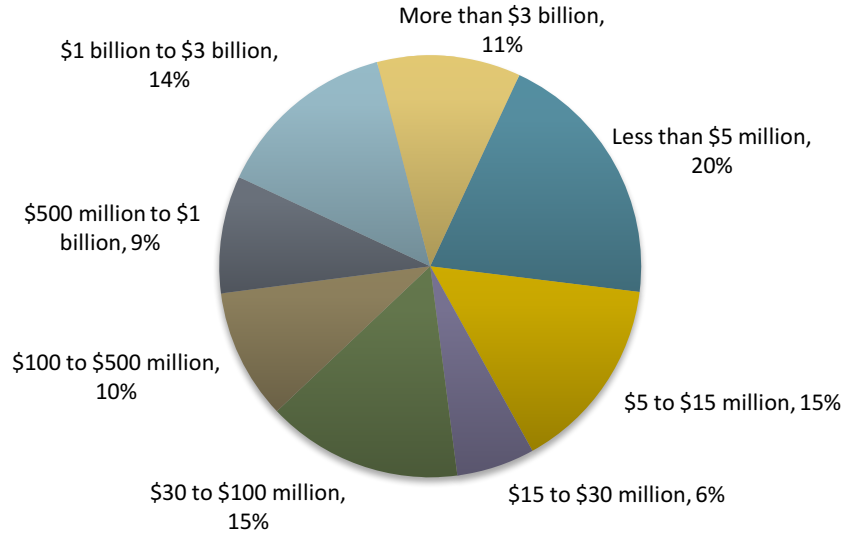
Annual Revenues of the Organization as a Whole

The size of organizations responding by annual revenue also varied greatly. Nearly one-third (29%) of the respondents reported annual revenue of entire organization of less than \$30 million, while seventeen percent of respondents reported working for an organization with annual revenue of over \$3 billion.



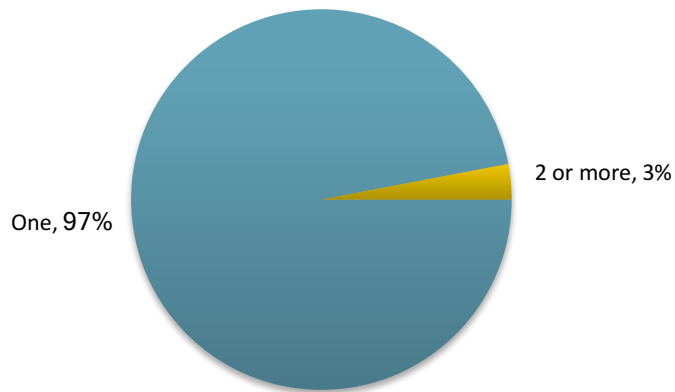
Annual Revenues of the Portion of the Organization that the Compliance Program Oversees

The chart below looks at only the annual revenues of the portion of the organization that the compliance program oversees.



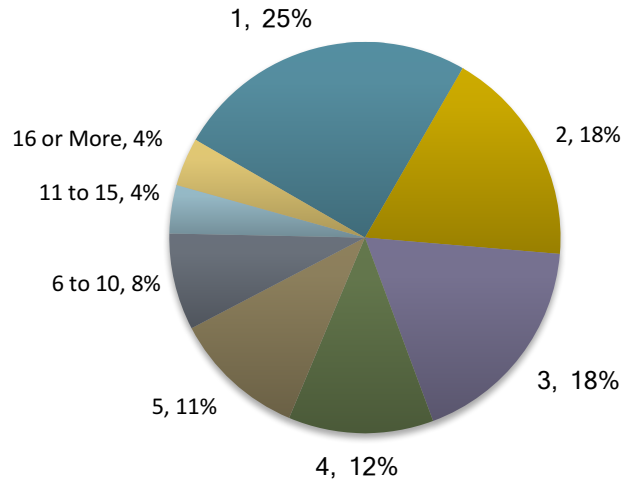
Number of Countries in Which Compliance is Managed

The vast majority respondents work in compliance in only one country.



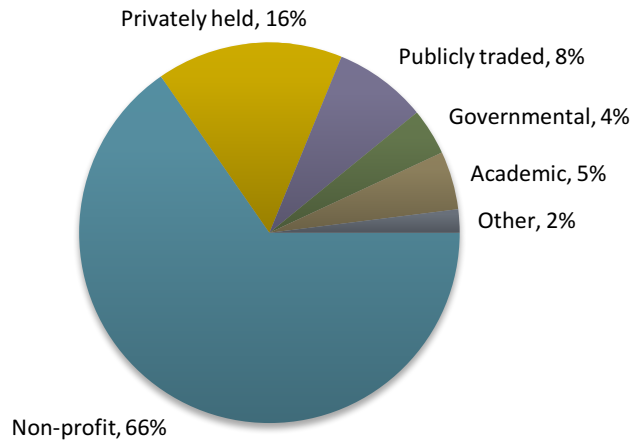
Number of Years in the Compliance Department

The typical respondent has worked in their compliance department for three years. Only 4% have worked in the department for 16 or more years.



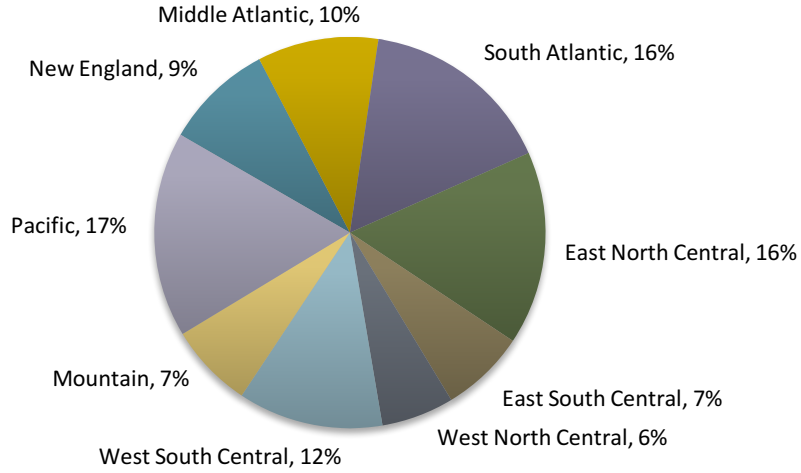
Type of Organization

Two-thirds (66%) of the respondents worked at non-profit organizations. Privately held and publicly traded companies made up 16% and 8% of the respondents, respectively.



Geographic Region

The largest percentage of respondents are located in the Pacific (17%), South Atlantic and East North Central (16% each) regions.



New England: NH, VT, ME, MA, RI, CT

Mid-Atlantic: NJ, NY, PA

South Atlantic: DE, MD, DC, WV, VA, NC, SC, GA, FL

East North Central: WI, IL, IN, MI, OH

East South Central: KY, TN, MS, AL

West North Central: ND, SD, NE, KS, MN, IA, MO

West South Central: TX, OK, AR, LA

Mountain: MT, ID, WY, NV, UT, CO, AZ, NM

Pacific: WA, OR, CA, AK, HI

Respondent Profile

Percentage indicating the elements of the compliance program that they are primarily involved in:

A large percentage of respondents indicated that they were primarily involved in policies and procedures, compliance education, compliance investigations and compliance/auditing/monitoring.

	Director	Manager	Assistant/ Specialist
Compliance/auditing/monitoring	87%	85%	86%
Compliance education	88%	85%	74%
Compliance investigations	90%	77%	70%
Hot line/anonymous reporting	69%	55%	48%
Reporting to the board	55%	31%	21%
Compliance risk assessments	84%	74%	56%
Compliance discipline/incentives	55%	39%	24%
Code of conduct	62%	51%	41%
Policies and procedures	93%	89%	76%
Measuring program effectiveness	69%	59%	40%

How many people report up through to the individual?

The number of people reporting up through to the respondent varied by title/level. More than one-third (49%) of the Directors reported that three or more people reported to them, while only 3% of the responding Assistant/Specialists reported three or more people reporting to them.

	Director	Manager	Assistant/ Specialist
0	25%	49%	93%
1 to 2	25%	23%	4%
3 to 5	25%	15%	2%
6 to 10	15%	8%	1%
11 or more	9%	4%	0%

Respondent Profile

How much of your company's legal and regulatory risk areas would you estimate the compliance department is responsible for managing?

Two-thirds of the respondents indicated that their compliance department is responsible for managing over 50% of the company's legal and regulatory risk.

	Director	Manager	Assistant/ Specialist
0-25%	6%	14%	14%
26%-50%	22%	19%	21%
51%-75%	44%	36%	37%
76%-100%	28%	30%	28%

Percentage holding the following certifications:

Across all levels, the Certified Healthcare Compliance (CHC) designation was held by one-third or more of all survey respondents.

	Director	Manager	Assistant/ Specialist
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%
Certified Public Accountant (CPA)	1%	1%	0%
Certified Compliance and Ethics Professional (CCEP)	5%	1%	2%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	1%	0%
Certified in Healthcare Compliance (CHC)	57%	47%	31%
Certified in Healthcare Research Compliance (CHRC)	7%	3%	4%
Certified in Healthcare Privacy Compliance (CHPC)	16%	19%	10%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%
Certified Fraud Examiner (CFE)	1%	1%	0%
Certified Internal Auditor (CIA)	3%	1%	0%
Certified Information Privacy Professional (CIPP)	0%	0%	1%
Professional in Human Resources (PHR)	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%

Respondent Profile

Highest education level attained

The vast majority of all respondents have at least a bachelor's degree. More than half of responding Directors have an advanced degree.

	Director	Manager	Assistant/ Specialist
Some college	6%	13%	21%
Bachelor's degree	22%	37%	39%
MBA	19%	8%	7%
Master's degree (non-MBA)	29%	23%	21%
JD	22%	18%	11%
PhD	2%	1%	0%

Do you have a contract?

The vast majority of respondents do not have an employment contract.

	Director	Manager	Assistant/ Specialist
Yes	7%	6%	2%
No	93%	94%	98%

Gender

Females made up 80% of the overall response to the survey.

	Director	Manager	Assistant/ Specialist
Male	27%	21%	17%
Female	73%	79%	83%

Respondent Profile

Ethnicity

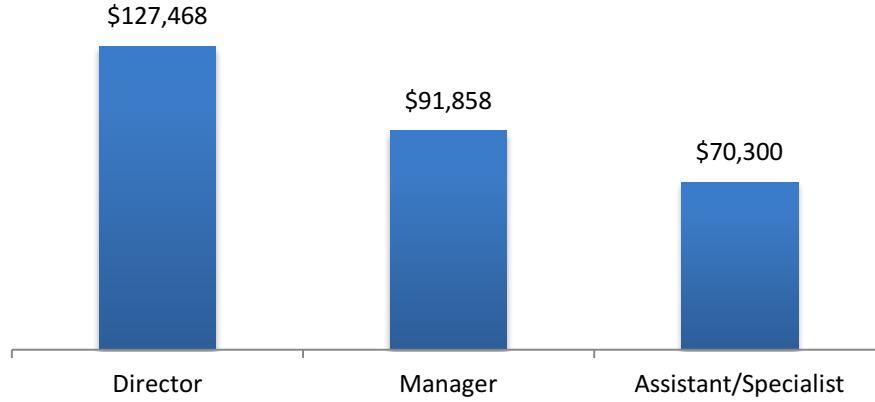
The vast majority of respondents were White. Minorities did make up more than 20% of the responding Managers and Assistant/Specialists, however.

	Director	Manager	Assistant/ Specialist
White (non-Hispanic origin)	87%	71%	78%
Black or African American	7%	10%	10%
Hispanic	2%	6%	4%
Asian or Pacific Islander	2%	7%	3%
Native American or Alaskan Native	1%	0%	0%
Other Ethnicity	0%	1%	1%
Prefer Not to Answer	2%	6%	5%

Executive Summary

Average Total Compensation+ by Title/Level

Average compensation ranged from \$127,468 for Directors to \$70,300 for Assistant/Specialists.



Average Total Compensation+ by Annual Revenues in the Portion of the Organization that the Individual Works in Compliance for

Compliance professionals working at larger organizations tend to earn higher average total compensation than those working at smaller organizations.

	Director	Manager	Assistant/ Specialist
Less than \$5 Million	\$96,240	\$89,893	\$70,675
\$5 to \$15 Million	\$92,470	\$87,980	\$68,785
\$15 to \$30 Million	\$94,463	\$89,441	\$62,264
\$30 to \$100 Million	\$117,176	\$84,872	\$69,917
\$100 to \$500 Million	\$127,633	\$96,625	\$71,162
\$500 Million to \$1 Billion	\$127,409	\$87,293	\$67,905
\$1 Billion to \$3 Billion	\$141,570	\$102,986	\$76,385
More than \$3 Billion	\$169,820	\$113,866	\$80,777

+ Total compensation is the sum of base salary and cash bonus.

Average Total Compensation* by Number of Employees in the Portion of the Organization that the Individual Works in Compliance for

Similarly, the compensation results by number of employees in the portion of the organization that the individual works in compliance for showed that large organizations tended to pay higher compensation.

	Director	Manager	Assistant/ Specialist
Less than 100	\$117,423	\$88,624	\$66,397
100-249	\$99,644	\$100,568	\$71,677
250-999	\$107,804	\$80,372	\$67,878
1,000-1,999	\$108,625	\$79,849	\$66,099
2,000-2,999	\$118,931	\$94,389	\$69,005
3,000-4,999	\$127,778	\$88,370	\$65,403
5,000-7,499	\$111,429	\$92,868	\$73,618
7,500-14,999	\$143,807	\$105,789	\$71,530
15,000-29,999	\$157,825	\$101,953	\$75,527
30,000 or more	\$141,981	\$96,673	\$81,981

Average Total Compensation* by Number of People that Report up through to Individual

There appears to be a positive correlation between compensation and the number of people that report up through to the individual at the Director level, however the results were mixed for the Manager and Assistant/Specialist positions.

	Director	Manager	Assistant/ Specialist
0	\$115,148	\$90,057	\$70,241
1 to 2	\$127,389	\$93,751	\$67,397
3 to 5	\$131,847	\$100,986	\$86,631
6 to 10	\$138,085	\$86,132	*
11 or more	\$132,500	\$80,915	*

*Insufficient Data

⁺ Total compensation is the sum of base salary and cash bonus.

Average Total Compensation* by Title/Level and Type of Organization

When looking at type of organization, publicly traded companies tended to pay the highest. Non-profit organizations tended to pay more than privately held companies.

	Director	Manager	Assistant/ Specialist
Non-Profit	\$128,083	\$92,431	\$70,103
Privately Held	\$99,985	\$84,514	\$65,048
Publicly Traded	\$169,390	\$107,994	\$81,308
Governmental	*	\$94,673	\$70,778
Academic	\$116,962	\$76,340	\$82,149
Other	*	\$105,630	\$65,769
*Insufficient Data			

Average Total Compensation* by Title/Level and Certifications Held

Respondents with a certification typically earned more than those without one. Nearly half of the respondents to the survey held a Certified in Healthcare Compliance (CHC) designation.

	Director	Manager	Assistant/ Specialist
Certified Compliance and Ethics Professional (CCEP)	\$113,282	*	\$59,634
Certified In Healthcare Compliance (CHC)	\$131,845	\$97,023	\$76,549
Certified In Healthcare Privacy Compliance (CHPC)	\$117,641	\$95,096	\$84,102
No Certifications	\$122,326	\$86,787	\$63,729
*Insufficient Data			

* Total compensation is the sum of base salary and cash bonus.

Average Total Compensation* by Title/Level and Number of Elements of a Compliance Program the Individual is Involved in

No clear correlation existed between compensation and the number of elements of the compliance program the individual is involved in.

	Director	Manager	Assistant/ Specialist
1 to 3	\$147,277	\$100,693	\$72,683
4 to 6	\$126,881	\$88,582	\$67,742
7 to 9	\$125,307	\$94,431	\$71,472
All 10	\$127,265	\$83,255	\$70,627

Average Total Compensation* by Title/Level and Whether the Individual has a Contract

Respondents with a contract earned higher compensation at the Director and Manager level than those without one.

	Director	Manager	Assistant/ Specialist
Has Contract	\$141,181	\$98,715	\$66,117
No Contract	\$126,481	\$91,135	\$70,625

Amount of Bonus Eligible

More than half of the responding Directors indicated that they were bonus eligible. One-third of responding Managers and one-quarter Assistant/Specialists indicated they were bonus eligible. Directors also reported higher percentage of their salaries as being bonus eligible.

	Director	Manager	Assistant/ Specialist
None	43%	64%	75%
0-10% of salary	25%	26%	24%
11%-20% of salary	22%	9%	1%
21%-30% of salary	6%	0%	0%
31%-40% of salary	2%	0%	0%
41% or more of salary	2%	0%	0%

* Total compensation is the sum of base salary and cash bonus.

Salary Data

Salary Data

Director

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	134	\$117,564	\$112,000	\$95,250	\$135,675	\$127,468	\$118,250	\$96,000	\$150,537
Compliance Responsibilities									
Broad (Wide Range of Compliance-Related Risks)	99	\$112,105	\$108,100	\$92,000	\$130,000	\$121,951	\$110,000	\$92,461	\$146,500
Focused on a Particular Risk Area	35	\$133,004	\$130,000	\$108,500	\$150,358	\$143,075	\$133,000	\$114,750	\$164,500
Risk Areas Focused On									
Privacy	13	\$126,787	\$120,000	\$102,000	\$150,716	\$132,672	\$125,000	\$112,320	\$165,000
IT	*	*	*	*	*	*	*	*	*
Occupational Health and Safety	*	*	*	*	*	*	*	*	*
Other	19	\$139,941	\$132,000	\$114,500	\$152,500	\$154,362	\$149,387	\$120,500	\$169,500
Number of People that Report up Through to Individual									
0	34	\$105,594	\$107,500	\$92,750	\$120,000	\$115,148	\$108,500	\$93,316	\$121,000
1 to 2	34	\$115,582	\$112,160	\$98,625	\$133,000	\$127,389	\$117,500	\$98,625	\$146,250
3 to 5	34	\$124,878	\$118,750	\$100,250	\$149,847	\$131,847	\$125,050	\$102,750	\$155,750
6 to 10	20	\$126,910	\$122,500	\$91,000	\$160,000	\$138,085	\$127,500	\$92,875	\$173,750
11 or More	12	\$120,792	\$128,000	\$101,500	\$132,750	\$132,500	\$136,000	\$101,500	\$148,750
Annual Compliance Budget for the Organization									
Less Than \$100,000	*	*	*	*	*	*	*	*	*
\$100,000 to \$249,999	*	*	*	*	*	*	*	*	*
\$250,000 to \$499,999	*	*	*	*	*	*	*	*	*
\$500,000 to \$999,999	*	*	*	*	*	*	*	*	*
\$1 Million or More	12	\$129,100	\$126,439	\$112,240	\$155,250	\$152,225	\$148,500	\$116,205	\$168,783
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less Than 100	13	\$109,869	\$105,000	\$101,000	\$115,000	\$117,423	\$105,000	\$101,000	\$135,000
100-249	8	\$95,588	\$86,250	\$80,300	\$102,500	\$99,644	\$87,750	\$81,575	\$108,188
250-999	18	\$98,882	\$96,000	\$85,000	\$118,658	\$107,804	\$97,500	\$85,000	\$138,750
1,000-1,999	8	\$105,813	\$107,500	\$84,375	\$121,250	\$108,625	\$107,500	\$90,000	\$121,250
2,000-2,999	13	\$113,200	\$110,000	\$95,000	\$120,000	\$118,931	\$117,500	\$96,000	\$125,100
3,000-4,999	9	\$120,556	\$115,000	\$96,000	\$150,000	\$127,778	\$115,000	\$96,000	\$153,000
5,000-7,499	7	\$111,429	\$108,000	\$101,500	\$120,500	\$111,429	\$108,000	\$101,500	\$120,500
7,500-14,999	21	\$124,833	\$120,000	\$101,000	\$150,000	\$143,807	\$132,600	\$102,000	\$165,000
15,000-29,999	16	\$145,575	\$145,000	\$118,080	\$156,000	\$157,825	\$148,694	\$124,000	\$170,250
30,000 or More	18	\$126,897	\$126,500	\$108,250	\$135,675	\$141,981	\$132,000	\$110,375	\$158,475
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less Than \$5 Million	10	\$94,230	\$102,500	\$90,000	\$113,750	\$96,240	\$102,500	\$90,000	\$113,750
\$5 to \$15 Million	15	\$88,740	\$92,000	\$70,000	\$105,050	\$92,470	\$93,000	\$70,000	\$106,375
\$15 to \$30 Million	8	\$93,525	\$85,000	\$73,900	\$94,500	\$94,463	\$85,000	\$73,900	\$97,125
\$30 to \$100 Million	17	\$111,529	\$101,000	\$96,000	\$130,000	\$117,176	\$107,500	\$96,000	\$135,000
\$100 to \$500 Million	15	\$121,300	\$120,000	\$101,000	\$139,500	\$127,633	\$120,000	\$101,000	\$150,500
\$500 Million to \$1 Billion	11	\$122,591	\$115,000	\$108,000	\$141,500	\$127,409	\$119,000	\$108,000	\$149,000
\$1 to \$3 Billion	27	\$129,427	\$115,000	\$103,000	\$155,500	\$141,570	\$125,000	\$108,500	\$161,000
More Than \$3 Billion	22	\$142,297	\$140,450	\$119,250	\$159,500	\$169,820	\$157,500	\$131,250	\$197,250

Salary Data

Director (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Countries the Individual Works in									
1	132	\$117,141	\$111,000	\$95,000	\$135,225	\$126,816	\$117,250	\$95,750	\$150,179
2 to 5	*	*	*	*	*	*	*	*	*
6 to 10	*	*	*	*	*	*	*	*	*
11 or More	*	*	*	*	*	*	*	*	*
Number of Employees in Compliance and Ethics Group									
1 to 5	41	\$102,244	\$99,000	\$85,000	\$115,000	\$110,620	\$100,000	\$85,000	\$115,000
6 to 10	33	\$107,503	\$108,000	\$92,000	\$120,000	\$111,898	\$108,000	\$92,000	\$121,000
11 to 20	28	\$130,890	\$131,500	\$111,000	\$150,000	\$141,712	\$139,500	\$117,750	\$153,750
21 to 50	22	\$137,382	\$135,450	\$118,125	\$155,000	\$148,700	\$149,450	\$118,125	\$172,500
More than 50	10	\$132,663	\$128,000	\$119,469	\$134,750	\$161,338	\$148,000	\$128,125	\$166,533
Number of Years Working in the Compliance Department									
1	17	\$116,342	\$108,000	\$90,000	\$150,000	\$132,636	\$114,000	\$90,000	\$164,000
2	17	\$112,452	\$110,000	\$92,000	\$120,877	\$130,852	\$121,000	\$92,000	\$155,000
3	12	\$94,125	\$95,500	\$79,000	\$103,750	\$95,458	\$96,000	\$79,000	\$109,375
4	10	\$119,000	\$112,500	\$108,250	\$132,250	\$120,025	\$112,625	\$108,250	\$132,250
5	8	\$120,438	\$115,000	\$96,375	\$140,250	\$125,938	\$115,000	\$101,250	\$145,500
6 to 10	7	\$118,857	\$109,000	\$97,000	\$147,000	\$124,000	\$121,000	\$98,250	\$147,000
11 to 15	9	\$105,744	\$96,000	\$75,200	\$134,000	\$111,100	\$96,000	\$75,200	\$150,000
16 or More	*	*	*	*	*	*	*	*	*
Age									
Less than 30	5	\$79,000	\$92,000	\$70,000	\$92,000	\$80,788	\$92,421	\$70,000	\$92,421
30 to 34	11	\$96,209	\$99,000	\$86,000	\$108,500	\$100,936	\$99,000	\$86,000	\$108,500
35 to 39	21	\$114,325	\$105,000	\$100,000	\$125,000	\$118,372	\$107,500	\$100,000	\$125,000
40 to 44	23	\$115,651	\$108,100	\$96,750	\$127,439	\$124,956	\$117,500	\$96,750	\$152,500
45 to 49	22	\$116,292	\$112,500	\$85,750	\$149,537	\$123,869	\$112,500	\$88,500	\$161,429
50 to 54	21	\$127,333	\$130,000	\$109,000	\$155,000	\$147,564	\$132,600	\$109,000	\$170,000
55 to 59	16	\$130,243	\$120,000	\$107,750	\$150,000	\$139,224	\$128,000	\$118,625	\$150,000
60 to 64	6	\$130,858	\$130,000	\$121,250	\$135,675	\$153,025	\$141,500	\$127,500	\$150,175
65 or older	5	\$137,200	\$130,000	\$130,000	\$156,000	\$147,000	\$140,000	\$140,000	\$156,000
Years in Compliance Profession									
Less than 3 years	18	\$113,612	\$114,000	\$92,500	\$150,000	\$130,562	\$133,000	\$92,500	\$154,500
3 to 5 years	23	\$103,374	\$108,000	\$91,000	\$110,000	\$105,863	\$108,000	\$91,500	\$118,500
6 to 10 years	42	\$106,590	\$102,000	\$90,000	\$115,750	\$116,084	\$103,000	\$91,730	\$129,750
11 to 15 years	25	\$129,500	\$128,000	\$102,000	\$155,000	\$139,480	\$140,000	\$114,500	\$165,000
16 to 20 years	23	\$140,116	\$135,000	\$119,500	\$157,500	\$152,507	\$150,000	\$123,000	\$171,689
21 or more years	*	*	*	*	*	*	*	*	*
Type of Organization									
Non-Profit	82	\$120,578	\$118,250	\$96,750	\$148,250	\$128,083	\$120,000	\$99,250	\$150,975
Privately Held	20	\$95,455	\$98,000	\$89,875	\$108,000	\$99,985	\$100,000	\$90,000	\$109,250
Publicly Traded	17	\$134,978	\$130,000	\$116,000	\$156,000	\$169,390	\$168,377	\$134,000	\$201,000
Governmental	*	*	*	*	*	*	*	*	*
Academic	11	\$113,672	\$100,000	\$94,000	\$132,500	\$116,962	\$100,000	\$94,000	\$148,694
Other	*	*	*	*	*	*	*	*	*

Salary Data

Director (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	7	\$101,325	\$110,000	\$85,250	\$125,439	\$113,282	\$110,000	\$85,250	\$150,450
Certified Compliance and Ethics Professional-International (CCEP-I)	*	*	*	*	*	*	*	*	*
Certified In Healthcare Compliance (CHC)	76	\$119,765	\$115,000	\$98,250	\$135,225	\$131,845	\$120,500	\$99,750	\$153,500
Certified In Healthcare Privacy Compliance (CHPC)	22	\$114,868	\$111,500	\$92,750	\$132,250	\$117,641	\$111,500	\$93,500	\$132,250
Certified Fraud Examiner (CFE)	*	*	*	*	*	*	*	*	*
Certified Internal Auditor (CIA)	*	*	*	*	*	*	*	*	*
Certified Public Accountant (CPA)	*	*	*	*	*	*	*	*	*
No Certifications	35	\$113,557	\$110,000	\$92,000	\$140,000	\$122,326	\$114,000	\$92,421	\$147,194
Highest Level of Education									
Some College	8	\$105,125	\$107,500	\$90,250	\$121,750	\$116,500	\$131,250	\$92,375	\$136,250
Bachelor's Degree	30	\$107,341	\$102,500	\$90,500	\$123,750	\$112,519	\$107,000	\$90,605	\$127,500
MBA	25	\$122,740	\$120,000	\$102,000	\$133,000	\$135,000	\$125,000	\$108,000	\$155,000
Master's Degree (non-MBA)	39	\$120,591	\$109,000	\$90,000	\$147,694	\$131,315	\$117,000	\$90,750	\$158,000
JD	29	\$123,338	\$116,000	\$105,000	\$145,000	\$134,841	\$125,100	\$107,500	\$153,000
PhD	*	*	*	*	*	*	*	*	*
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	8	\$132,402	\$132,500	\$106,250	\$155,162	\$147,277	\$137,500	\$107,750	\$163,787
4 to 6	35	\$117,353	\$115,000	\$102,500	\$132,500	\$126,881	\$120,000	\$104,500	\$146,500
7 to 9	61	\$115,254	\$110,000	\$95,000	\$133,000	\$125,307	\$115,000	\$96,000	\$151,000
All 10	30	\$118,549	\$113,750	\$92,750	\$145,500	\$127,265	\$113,750	\$93,500	\$159,750
Do You Have A Contract?									
Yes	9	\$123,236	\$104,000	\$90,000	\$150,000	\$141,181	\$104,000	\$91,500	\$168,377
No	125	\$117,155	\$112,000	\$96,000	\$135,000	\$126,481	\$119,000	\$96,000	\$150,000
Geographic Region									
New England	8	\$134,125	\$150,000	\$116,750	\$151,500	\$139,500	\$150,000	\$116,750	\$153,750
Middle Atlantic	9	\$114,500	\$99,000	\$82,500	\$120,000	\$120,189	\$99,000	\$83,700	\$120,000
South Atlantic	19	\$126,847	\$130,000	\$109,050	\$148,000	\$137,163	\$140,000	\$110,000	\$165,000
East North Central	15	\$118,317	\$110,000	\$96,750	\$127,500	\$127,690	\$117,000	\$100,500	\$130,050
East South Central	11	\$111,727	\$108,000	\$90,000	\$124,000	\$131,909	\$120,000	\$90,000	\$154,500
West North Central	10	\$107,280	\$116,250	\$102,000	\$129,750	\$110,640	\$116,250	\$105,125	\$129,750
West South Central	16	\$112,837	\$109,000	\$95,750	\$131,000	\$118,587	\$114,500	\$95,750	\$145,000
Mountain	10	\$109,932	\$110,160	\$100,500	\$118,750	\$115,582	\$113,160	\$103,375	\$122,500
Pacific	6	\$128,200	\$127,000	\$101,750	\$161,250	\$133,200	\$127,000	\$102,500	\$161,250

Salary Data

Manager

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	230	\$87,890	\$85,000	\$70,000	\$102,000	\$91,858	\$87,000	\$70,625	\$104,750
Compliance Responsibilities									
Broad (Wide Range of Compliance-Related Risks)	165	\$85,344	\$84,000	\$70,000	\$96,000	\$88,239	\$85,000	\$70,000	\$100,000
Focused on a Particular Risk Area	65	\$94,351	\$95,000	\$76,500	\$110,000	\$101,044	\$95,000	\$77,070	\$110,000
Risk Areas Focused On									
Privacy	22	\$89,200	\$86,500	\$73,250	\$109,250	\$90,432	\$86,500	\$73,250	\$109,250
IT	*	*	*	*	*	*	*	*	*
Occupational Health and Safety	*	*	*	*	*	*	*	*	*
Other	38	\$96,037	\$95,000	\$83,500	\$107,375	\$106,352	\$95,290	\$85,000	\$109,500
Number of People that Report up Through to Individual									
0	114	\$86,334	\$85,000	\$70,000	\$97,500	\$90,057	\$85,100	\$70,250	\$100,000
1 to 2	54	\$91,120	\$86,775	\$75,375	\$104,250	\$93,751	\$92,000	\$76,643	\$107,375
3 to 5	34	\$92,218	\$92,500	\$75,000	\$106,500	\$100,986	\$94,500	\$75,250	\$109,500
6 to 10	19	\$84,263	\$82,000	\$65,950	\$92,500	\$86,132	\$83,000	\$67,200	\$92,500
11 or More	9	\$79,515	\$70,000	\$60,000	\$108,000	\$80,915	\$75,000	\$60,233	\$108,000
Annual Compliance Budget for the Organization									
Less Than \$100,000	*	*	*	*	*	*	*	*	*
\$100,000 to \$249,999	*	*	*	*	*	*	*	*	*
\$250,000 to \$499,999	*	*	*	*	*	*	*	*	*
\$500,000 to \$999,999	6	\$96,017	\$93,500	\$74,825	\$119,750	\$96,433	\$93,500	\$74,825	\$119,750
\$1 Million or More	5	\$81,400	\$62,000	\$59,000	\$89,000	\$111,400	\$62,000	\$59,000	\$89,000
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less Than 100	41	\$84,080	\$84,900	\$65,000	\$98,000	\$88,624	\$84,900	\$65,000	\$106,200
100-249	17	\$89,015	\$82,000	\$63,000	\$108,000	\$100,568	\$95,000	\$63,000	\$120,000
250-999	26	\$79,037	\$77,500	\$66,345	\$88,000	\$80,372	\$78,700	\$66,595	\$88,225
1,000-1,999	23	\$78,803	\$75,000	\$65,000	\$91,550	\$79,849	\$85,000	\$65,000	\$91,550
2,000-2,999	9	\$92,111	\$95,000	\$89,000	\$102,000	\$94,389	\$95,000	\$89,000	\$106,000
3,000-4,999	24	\$85,892	\$86,750	\$77,176	\$99,250	\$88,370	\$91,000	\$77,176	\$101,500
5,000-7,499	26	\$91,196	\$87,500	\$71,648	\$106,500	\$92,868	\$87,500	\$72,000	\$106,875
7,500-14,999	23	\$95,011	\$85,200	\$81,000	\$110,000	\$105,789	\$89,000	\$82,550	\$117,500
15,000-29,999	20	\$99,053	\$91,250	\$81,400	\$108,000	\$101,953	\$91,250	\$81,400	\$114,750
30,000 or More	16	\$94,054	\$88,500	\$79,750	\$109,250	\$96,673	\$90,000	\$79,750	\$111,250
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less Than \$5 Million	30	\$87,167	\$86,750	\$70,000	\$103,750	\$89,893	\$90,500	\$70,750	\$106,800
\$5 to \$15 Million	35	\$83,857	\$86,000	\$66,530	\$97,500	\$87,980	\$87,000	\$68,950	\$99,000
\$15 to \$30 Million	13	\$84,692	\$82,000	\$70,000	\$88,500	\$89,441	\$85,000	\$71,000	\$97,000
\$30 to \$100 Million	28	\$82,243	\$81,850	\$69,375	\$91,625	\$84,872	\$84,350	\$69,375	\$99,250
\$100 to \$500 Million	22	\$95,384	\$89,500	\$82,250	\$109,250	\$96,625	\$91,500	\$82,500	\$109,250
\$500 Million to \$1 Billion	15	\$85,793	\$80,000	\$73,250	\$94,500	\$87,293	\$80,000	\$73,250	\$94,500
\$1 to \$3 Billion	23	\$96,443	\$87,550	\$74,295	\$110,000	\$102,986	\$87,950	\$76,035	\$112,500
More Than \$3 Billion	19	\$103,056	\$100,000	\$82,000	\$123,500	\$113,866	\$100,000	\$82,000	\$133,450

Salary Data

Manager (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Countries the Individual Works in									
1	219	\$86,892	\$85,000	\$70,000	\$100,000	\$90,160	\$86,000	\$70,000	\$103,500
2 to 5	5	\$95,460	\$100,000	\$88,300	\$105,000	\$101,840	\$100,000	\$88,300	\$120,000
6 to 10	*	*	*	*	*	*	*	*	*
11 or More	*	*	*	*	*	*	*	*	*
Number of Employees in Compliance and Ethics Group									
1 to 5	95	\$80,987	\$80,000	\$65,000	\$92,000	\$82,331	\$82,000	\$66,230	\$96,500
6 to 10	47	\$89,271	\$88,500	\$74,500	\$102,500	\$93,207	\$90,000	\$75,000	\$104,500
11 to 20	44	\$89,488	\$87,500	\$74,500	\$100,500	\$96,817	\$89,050	\$74,875	\$105,500
21 to 50	31	\$95,495	\$89,000	\$79,500	\$113,250	\$97,356	\$89,000	\$79,500	\$120,000
More than 50	12	\$110,029	\$117,500	\$82,750	\$129,000	\$128,346	\$125,250	\$93,500	\$136,299
Number of Years Working in the Compliance Department									
1	33	\$79,333	\$82,000	\$70,000	\$90,000	\$86,585	\$83,000	\$70,000	\$93,000
2	30	\$88,068	\$86,275	\$77,275	\$104,500	\$90,378	\$86,475	\$77,275	\$105,900
3	34	\$82,282	\$83,500	\$66,300	\$94,750	\$84,460	\$83,500	\$66,525	\$94,750
4	25	\$83,115	\$79,000	\$65,000	\$102,000	\$84,395	\$81,000	\$65,000	\$103,000
5	17	\$90,535	\$85,000	\$80,000	\$100,000	\$93,006	\$90,000	\$80,000	\$100,000
6 to 10	9	\$91,674	\$88,300	\$71,864	\$111,000	\$93,007	\$88,300	\$71,864	\$111,000
11 to 15	6	\$93,667	\$88,500	\$85,000	\$101,000	\$100,833	\$94,500	\$88,250	\$115,000
16 or More	9	\$102,500	\$88,500	\$83,000	\$122,000	\$104,564	\$95,580	\$83,000	\$122,000
Age									
Less than 30	13	\$74,219	\$70,000	\$60,000	\$79,000	\$75,088	\$70,000	\$60,000	\$79,000
30 to 34	37	\$86,009	\$88,300	\$69,000	\$97,000	\$87,417	\$89,000	\$69,000	\$98,000
35 to 39	35	\$84,209	\$80,000	\$71,500	\$90,750	\$86,198	\$83,700	\$71,500	\$94,000
40 to 44	35	\$91,234	\$89,100	\$73,432	\$103,500	\$96,677	\$89,100	\$73,432	\$106,500
45 to 49	34	\$82,874	\$83,500	\$64,750	\$99,500	\$84,691	\$85,000	\$65,000	\$99,750
50 to 54	36	\$87,275	\$83,000	\$73,000	\$100,750	\$97,027	\$85,000	\$73,125	\$104,750
55 to 59	18	\$102,259	\$98,500	\$83,250	\$125,867	\$105,414	\$102,500	\$83,250	\$128,500
60 to 64	15	\$97,113	\$96,000	\$90,000	\$104,500	\$105,060	\$96,000	\$91,000	\$115,000
65 or older	*	*	*	*	*	*	*	*	*
Years in Compliance Profession									
Less than 3 years	45	\$80,414	\$82,000	\$65,000	\$90,000	\$84,435	\$83,000	\$65,000	\$91,000
3 to 5 years	76	\$82,456	\$83,850	\$65,000	\$95,250	\$83,663	\$84,450	\$66,650	\$96,250
6 to 10 years	52	\$94,587	\$89,500	\$78,750	\$106,150	\$97,376	\$92,000	\$79,350	\$112,625
11 to 15 years	32	\$96,425	\$91,000	\$74,875	\$110,750	\$103,315	\$97,000	\$75,081	\$114,750
16 to 20 years	18	\$89,622	\$87,000	\$73,900	\$105,750	\$96,539	\$89,050	\$73,900	\$112,750
21 or more years	7	\$101,714	\$110,000	\$77,500	\$126,000	\$123,143	\$110,000	\$77,500	\$126,000
Type of Organization									
Non-Profit	140	\$89,967	\$88,500	\$73,000	\$105,000	\$92,431	\$89,000	\$73,000	\$107,000
Privately Held	45	\$77,232	\$79,000	\$66,160	\$90,000	\$84,514	\$83,000	\$67,900	\$95,000
Publicly Traded	16	\$95,406	\$86,500	\$80,000	\$112,250	\$107,994	\$91,000	\$80,000	\$121,000
Governmental	11	\$94,473	\$83,000	\$74,000	\$103,500	\$94,673	\$83,000	\$74,000	\$103,500
Academic	10	\$76,190	\$79,700	\$62,000	\$85,000	\$76,340	\$79,700	\$62,375	\$85,000
Other	5	\$100,450	\$92,000	\$87,550	\$110,000	\$105,630	\$95,000	\$87,950	\$115,000

Salary Data

Manager (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	*	*	*	*	*	*	*	*	*
Certified Compliance and Ethics Professional-International (CCEP-I)	*	*	*	*	*	*	*	*	*
Certified In Healthcare Compliance (CHC)	107	\$92,679	\$88,500	\$73,500	\$107,000	\$97,023	\$90,000	\$73,500	\$110,250
Certified In Healthcare Privacy Compliance (CHPC)	44	\$92,968	\$89,500	\$75,081	\$104,000	\$95,096	\$91,250	\$75,081	\$107,750
Certified Fraud Examiner (CFE)	*	*	*	*	*	*	*	*	*
Certified Internal Auditor (CIA)	*	*	*	*	*	*	*	*	*
Certified Public Accountant (CPA)	*	*	*	*	*	*	*	*	*
No Certifications	67	\$81,062	\$83,000	\$65,000	\$95,000	\$86,787	\$85,000	\$65,000	\$95,000
Highest Level of Education									
Some College	31	\$80,640	\$83,000	\$65,000	\$91,000	\$86,169	\$83,000	\$65,750	\$92,100
Bachelor's Degree	85	\$82,368	\$80,000	\$65,000	\$95,000	\$85,480	\$80,000	\$65,000	\$97,000
MBA	18	\$92,205	\$87,750	\$75,250	\$104,750	\$96,103	\$91,000	\$76,268	\$110,000
Master's Degree (non-MBA)	52	\$93,778	\$88,750	\$79,125	\$106,500	\$97,786	\$91,250	\$81,500	\$108,750
JD	40	\$95,355	\$89,150	\$82,750	\$108,107	\$100,186	\$90,000	\$82,750	\$120,000
PhD	*	*	*	*	*	*	*	*	*
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	33	\$89,800	\$88,500	\$75,000	\$105,000	\$100,693	\$89,000	\$75,000	\$107,000
4 to 6	83	\$85,247	\$85,000	\$70,000	\$95,000	\$88,582	\$87,000	\$71,000	\$97,000
7 to 9	86	\$92,571	\$85,500	\$73,148	\$107,750	\$94,431	\$88,150	\$75,000	\$110,000
All 10	28	\$79,094	\$77,500	\$63,750	\$95,250	\$83,255	\$77,500	\$63,750	\$95,500
Do You Have A Contract?									
Yes	13	\$95,254	\$88,300	\$82,000	\$100,000	\$98,715	\$90,000	\$84,000	\$115,000
No	214	\$87,571	\$85,000	\$70,000	\$102,750	\$91,135	\$86,750	\$70,000	\$104,000
Geographic Region									
New England	18	\$91,533	\$89,000	\$70,500	\$106,500	\$93,639	\$89,000	\$70,500	\$106,500
Middle Atlantic	20	\$83,840	\$81,000	\$65,000	\$96,750	\$91,300	\$85,000	\$65,000	\$99,500
South Atlantic	25	\$85,475	\$83,000	\$70,000	\$100,000	\$86,274	\$83,000	\$71,000	\$100,000
East North Central	22	\$88,159	\$88,500	\$74,000	\$100,000	\$94,034	\$88,500	\$74,000	\$101,500
East South Central	11	\$83,664	\$80,000	\$74,750	\$89,150	\$85,255	\$80,000	\$74,750	\$93,500
West North Central	7	\$75,643	\$70,000	\$64,000	\$87,250	\$76,000	\$71,500	\$64,000	\$87,750
West South Central	31	\$83,310	\$85,000	\$71,351	\$89,000	\$85,384	\$85,000	\$71,351	\$92,000
Mountain	13	\$82,684	\$84,000	\$63,000	\$105,000	\$87,569	\$84,000	\$63,000	\$117,500
Pacific	44	\$93,100	\$89,500	\$72,775	\$113,320	\$95,950	\$89,500	\$72,775	\$120,981

Assistant/Specialist

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	298	\$68,469	\$66,000	\$56,329	\$78,000	\$70,300	\$67,740	\$57,850	\$80,000
Compliance Responsibilities									
Broad (Wide Range of Compliance-Related Risks)	208	\$67,197	\$65,000	\$55,000	\$77,850	\$69,072	\$66,000	\$56,167	\$78,892
Focused on a Particular Risk Area	89	\$71,560	\$70,000	\$60,000	\$82,000	\$73,311	\$70,000	\$60,000	\$83,500
Risk Areas Focused On									
Privacy	45	\$69,851	\$70,000	\$57,803	\$75,456	\$70,831	\$70,000	\$58,303	\$82,000
IT	*	*	*	*	*	*	*	*	*
Occupational Health and Safety	*	*	*	*	*	*	*	*	*
Other	38	\$72,225	\$70,360	\$60,000	\$82,000	\$73,337	\$70,920	\$60,000	\$82,450
Number of People that Report up Through to Individual									
0	274	\$68,386	\$66,000	\$56,738	\$77,950	\$70,241	\$67,940	\$57,850	\$79,875
1 to 2	13	\$67,205	\$62,000	\$57,000	\$81,411	\$67,397	\$62,000	\$58,000	\$81,411
3 to 5	6	\$81,431	\$74,800	\$51,400	\$87,991	\$86,631	\$78,500	\$69,450	\$87,991
6 to 10	*	*	*	*	*	*	*	*	*
11 or More	*	*	*	*	*	*	*	*	*
Annual Compliance Budget for the Organization									
Less Than \$100,000	*	*	*	*	*	*	*	*	*
\$100,000 to \$249,999	*	*	*	*	*	*	*	*	*
\$250,000 to \$499,999	*	*	*	*	*	*	*	*	*
\$500,000 to \$999,999	*	*	*	*	*	*	*	*	*
\$1 Million or More	*	*	*	*	*	*	*	*	*
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less Than 100	58	\$64,815	\$63,250	\$55,250	\$74,813	\$66,397	\$64,250	\$56,000	\$75,450
100-249	13	\$70,192	\$65,000	\$57,000	\$75,000	\$71,677	\$66,000	\$57,300	\$75,000
250-999	44	\$65,609	\$60,000	\$52,000	\$74,185	\$67,878	\$61,000	\$54,300	\$75,063
1,000-1,999	21	\$65,409	\$65,000	\$53,000	\$74,880	\$66,099	\$65,000	\$53,000	\$79,500
2,000-2,999	15	\$68,365	\$67,879	\$58,500	\$81,000	\$69,005	\$67,879	\$58,500	\$81,800
3,000-4,999	30	\$64,118	\$60,201	\$57,200	\$72,075	\$65,403	\$63,800	\$58,000	\$72,850
5,000-7,499	27	\$71,451	\$72,000	\$63,065	\$81,841	\$73,618	\$72,000	\$64,740	\$86,191
7,500-14,999	29	\$71,513	\$70,720	\$61,000	\$78,000	\$71,530	\$70,720	\$61,000	\$78,000
15,000-29,999	33	\$70,148	\$70,000	\$58,635	\$81,000	\$75,527	\$72,000	\$58,635	\$85,000
30,000 or More	18	\$80,009	\$69,500	\$60,500	\$94,500	\$81,981	\$69,750	\$60,500	\$101,125
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less Than \$5 Million	67	\$68,076	\$64,480	\$56,325	\$75,750	\$70,675	\$65,400	\$57,725	\$79,804
\$5 to \$15 Million	30	\$66,926	\$65,000	\$51,548	\$75,000	\$68,785	\$70,000	\$55,300	\$76,113
\$15 to \$30 Million	14	\$61,779	\$58,701	\$52,000	\$70,250	\$62,264	\$59,601	\$52,000	\$70,250
\$30 to \$100 Million	35	\$69,399	\$69,000	\$60,000	\$80,706	\$69,917	\$70,000	\$60,000	\$80,706
\$100 to \$500 Million	18	\$66,695	\$66,200	\$51,250	\$80,250	\$71,162	\$66,200	\$51,287	\$82,125
\$500 Million to \$1 Billion	20	\$66,595	\$61,000	\$57,602	\$75,375	\$67,905	\$61,000	\$57,750	\$75,375
\$1 to \$3 Billion	30	\$72,015	\$70,360	\$63,125	\$75,188	\$76,385	\$72,310	\$64,625	\$83,364
More Than \$3 Billion	19	\$79,120	\$78,000	\$59,068	\$89,700	\$80,777	\$78,856	\$59,068	\$91,200

Assistant/Specialist (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Countries the Individual Works in									
1	287	\$68,329	\$65,280	\$56,111	\$78,000	\$70,223	\$67,500	\$57,625	\$80,000
2 to 5	7	\$72,022	\$77,800	\$61,000	\$82,928	\$72,308	\$77,800	\$61,000	\$82,928
6 to 10	*	*	*	*	*	*	*	*	*
11 or More	*	*	*	*	*	*	*	*	*
Number of Employees in Compliance and Ethics Group									
1 to 5	128	\$65,583	\$64,200	\$54,443	\$74,438	\$67,274	\$65,140	\$55,000	\$75,000
6 to 10	74	\$71,648	\$68,000	\$58,000	\$82,000	\$73,168	\$68,000	\$58,000	\$82,575
11 to 20	52	\$69,017	\$70,000	\$60,000	\$75,063	\$71,917	\$70,500	\$60,000	\$79,250
21 to 50	37	\$68,734	\$65,000	\$55,000	\$82,000	\$70,157	\$67,059	\$55,000	\$82,000
More than 50	5	\$92,600	\$93,000	\$85,000	\$106,000	\$95,200	\$101,500	\$86,000	\$109,000
Number of Years Working in the Compliance Department									
1	69	\$63,403	\$61,000	\$53,000	\$70,720	\$65,211	\$62,000	\$54,600	\$71,120
2	40	\$64,991	\$61,000	\$54,750	\$75,000	\$67,690	\$62,351	\$55,750	\$77,125
3	42	\$65,386	\$64,250	\$54,556	\$78,000	\$66,979	\$65,000	\$54,631	\$80,875
4	20	\$72,164	\$66,000	\$59,875	\$80,000	\$75,549	\$69,250	\$63,300	\$84,050
5	22	\$75,495	\$77,900	\$65,000	\$87,400	\$79,286	\$79,400	\$65,000	\$90,125
6 to 10	23	\$75,067	\$74,000	\$67,000	\$82,706	\$75,428	\$74,000	\$67,000	\$82,706
11 to 15	6	\$73,583	\$65,750	\$60,625	\$69,750	\$75,333	\$66,000	\$60,750	\$69,750
16 or More	6	\$72,917	\$66,250	\$60,625	\$79,000	\$73,167	\$66,250	\$60,625	\$80,125
Age									
Less than 30	30	\$59,777	\$59,000	\$50,500	\$66,575	\$64,477	\$60,300	\$52,250	\$74,750
30 to 34	54	\$65,831	\$61,500	\$55,250	\$74,970	\$68,468	\$63,750	\$56,450	\$79,750
35 to 39	48	\$65,116	\$65,000	\$54,600	\$72,563	\$67,930	\$65,000	\$55,353	\$74,438
40 to 44	28	\$65,321	\$61,800	\$52,750	\$73,875	\$65,605	\$62,048	\$54,050	\$75,000
45 to 49	31	\$67,283	\$67,059	\$53,000	\$81,500	\$69,049	\$67,059	\$54,650	\$82,500
50 to 54	50	\$73,085	\$72,000	\$61,988	\$81,500	\$73,999	\$72,754	\$61,988	\$82,250
55 to 59	28	\$71,535	\$68,000	\$61,500	\$76,000	\$71,908	\$68,000	\$61,500	\$76,000
60 to 64	19	\$81,248	\$80,000	\$69,500	\$86,560	\$81,527	\$80,000	\$69,750	\$86,560
65 or older	*	*	*	*	*	*	*	*	*
Years in Compliance Profession									
Less than 3 years	98	\$60,061	\$59,598	\$50,000	\$66,544	\$62,223	\$60,000	\$52,000	\$69,200
3 to 5 years	85	\$68,484	\$65,000	\$57,000	\$80,000	\$70,221	\$66,000	\$58,000	\$81,000
6 to 10 years	61	\$72,779	\$70,720	\$62,500	\$82,000	\$75,070	\$71,000	\$63,000	\$83,500
11 to 15 years	21	\$72,357	\$73,500	\$66,500	\$82,000	\$72,909	\$73,500	\$67,000	\$82,620
16 to 20 years	21	\$87,059	\$83,000	\$72,000	\$100,000	\$88,464	\$83,000	\$73,108	\$100,900
21 or more years	11	\$74,931	\$75,250	\$68,000	\$80,269	\$75,431	\$75,250	\$68,000	\$81,269
Type of Organization									
Non-Profit	213	\$68,261	\$65,000	\$56,222	\$79,000	\$70,103	\$67,000	\$57,300	\$80,108
Privately Held	40	\$64,190	\$64,250	\$51,875	\$71,275	\$65,048	\$64,300	\$51,875	\$73,331
Publicly Traded	15	\$74,186	\$70,000	\$59,318	\$78,000	\$81,308	\$74,300	\$67,250	\$94,500
Governmental	9	\$70,556	\$75,000	\$65,000	\$78,000	\$70,778	\$75,000	\$65,000	\$78,000
Academic	11	\$81,967	\$75,000	\$66,250	\$88,194	\$82,149	\$75,000	\$66,250	\$89,194
Other	7	\$64,583	\$60,000	\$54,902	\$67,640	\$65,769	\$60,000	\$56,802	\$67,890

Salary Data

Assistant/Specialist (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	5	\$59,034	\$60,000	\$45,000	\$73,500	\$59,634	\$60,000	\$48,000	\$73,500
Certified Compliance and Ethics Professional-International (CCEP-I)	*	*	*	*	*	*	*	*	*
Certified In Healthcare Compliance (CHC)	93	\$75,812	\$75,250	\$65,000	\$84,000	\$76,549	\$75,456	\$65,000	\$85,000
Certified In Healthcare Privacy Compliance (CHPC)	29	\$77,781	\$70,000	\$61,000	\$82,000	\$84,102	\$73,500	\$63,500	\$100,900
Certified Fraud Examiner (CFE)	*	*	*	*	*	*	*	*	*
Certified Internal Auditor (CIA)	*	*	*	*	*	*	*	*	*
Certified Public Accountant (CPA)	*	*	*	*	*	*	*	*	*
No Certifications	129	\$62,271	\$60,000	\$52,000	\$72,000	\$63,729	\$61,000	\$52,000	\$74,000
Highest Level of Education									
Some College	62	\$64,586	\$62,750	\$54,148	\$74,250	\$65,071	\$62,750	\$55,000	\$74,538
Bachelor's Degree	114	\$68,339	\$65,000	\$57,000	\$75,405	\$69,520	\$66,000	\$57,538	\$78,000
MBA	22	\$74,047	\$70,000	\$59,149	\$84,405	\$75,265	\$73,750	\$59,274	\$85,155
Master's Degree (non-MBA)	63	\$70,930	\$70,000	\$59,000	\$79,750	\$75,429	\$72,000	\$62,750	\$87,000
JD	33	\$69,214	\$66,000	\$60,000	\$80,000	\$71,232	\$68,900	\$60,000	\$82,500
PhD	*	*	*	*	*	*	*	*	*
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	77	\$71,468	\$69,000	\$58,000	\$82,000	\$72,683	\$69,500	\$58,700	\$82,620
4 to 6	115	\$66,728	\$65,000	\$56,000	\$73,000	\$67,742	\$65,000	\$56,611	\$74,150
7 to 9	90	\$68,160	\$67,700	\$55,500	\$78,000	\$71,472	\$70,000	\$58,000	\$80,000
All 10	16	\$68,283	\$69,000	\$46,500	\$81,250	\$70,627	\$71,750	\$55,976	\$82,000
Do You Have A Contract?									
Yes	7	\$66,031	\$63,500	\$61,500	\$68,360	\$66,117	\$63,500	\$61,800	\$68,360
No	286	\$68,729	\$66,250	\$56,738	\$78,642	\$70,625	\$68,000	\$58,000	\$80,000
Geographic Region									
New England	21	\$71,867	\$75,000	\$60,000	\$80,000	\$72,102	\$75,000	\$60,000	\$81,000
Middle Atlantic	27	\$66,530	\$59,000	\$54,000	\$80,054	\$69,158	\$62,202	\$54,000	\$87,000
South Atlantic	45	\$63,390	\$62,500	\$55,000	\$70,000	\$64,356	\$62,500	\$56,000	\$70,000
East North Central	49	\$65,149	\$65,000	\$54,600	\$73,913	\$65,413	\$65,000	\$54,600	\$74,413
East South Central	17	\$61,686	\$60,000	\$47,000	\$70,000	\$64,251	\$63,600	\$52,000	\$71,000
West North Central	15	\$65,384	\$65,000	\$60,825	\$75,125	\$65,911	\$65,000	\$60,825	\$75,353
West South Central	21	\$72,400	\$70,000	\$61,000	\$82,000	\$76,134	\$74,000	\$66,000	\$88,400
Mountain	16	\$69,906	\$70,500	\$54,750	\$77,625	\$73,844	\$72,000	\$58,749	\$84,500
Pacific	44	\$75,133	\$73,500	\$58,750	\$86,247	\$79,551	\$77,250	\$59,750	\$97,750

Detailed Results

Detailed Results

	All Respondents	Title/Level		
		Director	Manager	Assistant/ Specialist
Are your compliance responsibilities:				
Responses	681	134	231	300
Broad, covering a range of compliance-related risks	71%	74%	72%	70%
Focused on a particular risk area	28%	26%	28%	30%
If focused, which legal and regulatory risk areas are you primarily focused on?				
Responses	186	34	62	85
Privacy	44%	38%	35%	53%
IT	3%	6%	3%	1%
Occupational health and safety	1%	0%	0%	1%
Other	53%	56%	61%	45%
Percentage indicating the elements of the compliance program that they are primarily involved in:				
Responses	681	134	231	300
Compliance/auditing/monitoring	86%	87%	85%	86%
Compliance education	81%	88%	85%	74%
Compliance investigations	76%	90%	77%	70%
Hot line/anonymous reporting	54%	69%	55%	48%
Reporting to the board	31%	55%	31%	21%
Compliance risk assessments	68%	84%	74%	56%
Compliance discipline/incentives	36%	55%	39%	24%
Code of conduct	48%	62%	51%	41%
Policies and procedures	84%	93%	89%	76%
Measuring program effectiveness	53%	69%	59%	40%
Which of the following best describes your title or level?				
Responses	673	134	231	300
Vice President	1%	0%	0%	0%
Director	20%	100%	0%	0%
Manager	34%	0%	100%	0%
Assistant/Specialist	45%	0%	0%	100%
How many people report up through to you?				
Responses	679	134	231	298
0	63%	25%	49%	93%
1-2	15%	25%	23%	4%
3-5	12%	25%	15%	2%
6-10	6%	15%	8%	1%
11 or more	4%	9%	4%	0%
How much of your company's legal and regulatory risk areas would you estimate the compliance department is responsible for managing?				
Responses	665	130	230	290
0-25%	12%	6%	14%	14%
26%-50%	20%	22%	19%	21%
51%-75%	38%	44%	36%	37%
76%-100%	29%	28%	30%	28%

Detailed Results

	All Respondents	Title/Level		
		Director	Manager	Assistant/ Specialist
How many employees, including yourself, are there in the compliance and ethics group you manage?				
Responses	678	134	230	298
1	5%	1%	7%	4%
2 to 5	36%	29%	34%	39%
6 to 10	23%	25%	21%	25%
11 to 15	9%	11%	11%	7%
16 to 20	9%	10%	8%	11%
21 to 30	6%	5%	6%	5%
31 to 40	5%	8%	4%	5%
41 to 50	3%	3%	3%	2%
More than 50	4%	7%	5%	2%
Do you know the budget for your compliance department?				
Responses	675	134	228	298
Yes	8%	19%	8%	4%
No	92%	81%	92%	96%
Annual compliance budget for the organization as a whole:				
Responses	43	20	15	8
Average	\$4,463,591	\$2,178,441	\$7,130,374	\$5,176,250
Median	\$740,805	\$1,200,000	\$650,000	\$750,000
25th percentile	\$287,000	\$300,000	\$375,000	\$182,500
75th percentile	\$1,550,000	\$1,650,000	\$1,450,000	\$4,625,000
Approximately how many employees work in your organization as a whole?				
Responses	668	134	228	290
Less than 100	3%	2%	1%	3%
100 - 249	4%	5%	6%	1%
250 - 499	5%	4%	7%	4%
500 - 999	6%	4%	6%	7%
1,000 - 1,999	8%	4%	8%	8%
2,000 - 2,999	5%	8%	4%	5%
3,000 - 4,999	11%	5%	14%	11%
5,000 - 7,499	12%	10%	12%	12%
7,500 - 9,999	4%	5%	2%	5%
10,000 - 14,999	10%	16%	9%	9%
15,000 - 19,999	6%	8%	5%	7%
20,000 - 29,999	9%	6%	8%	11%
30,000 - 49,999	7%	10%	5%	8%
50,000 - 74,999	4%	2%	7%	3%
75,000 - 99,999	2%	3%	2%	1%
100,000 +	5%	7%	4%	6%

Detailed Results

	All Respondents	Title/Level		
		Director	Manager	Assistant/ Specialist
Approximately how many employees work in the portion of your organization that work in compliance for?				
Responses	661	131	226	290
Less than 100	17%	10%	18%	21%
100 - 249	6%	6%	8%	4%
250 - 499	6%	8%	7%	6%
500 - 999	7%	6%	5%	10%
1,000 - 1,999	8%	6%	10%	7%
2,000 - 2,999	6%	10%	4%	5%
3,000 - 4,999	10%	7%	11%	10%
5,000 - 7,499	10%	5%	12%	9%
7,500 - 9,999	5%	8%	4%	4%
10,000 - 14,999	7%	8%	6%	6%
15,000 - 19,999	5%	8%	4%	4%
20,000 - 29,999	6%	5%	5%	7%
30,000 - 49,999	3%	8%	2%	2%
50,000 - 74,999	2%	0%	4%	2%
75,000 - 99,999	1%	2%	1%	0%
100,000 +	2%	4%	0%	2%
What are the annual revenues of the organization you work for?				
Responses	561	124	189	237
Less than \$5 million	9%	3%	6%	14%
\$5 to \$15 million	13%	8%	15%	14%
\$15 to \$30 million	7%	6%	7%	6%
\$30 to \$50 million	7%	8%	7%	6%
\$50 to \$100 million	10%	6%	11%	11%
\$100 to \$500 million	12%	11%	15%	11%
\$500 million to \$1 billion	9%	10%	8%	9%
\$1 to \$3 billion	17%	25%	14%	15%
More than \$3 billion	17%	22%	16%	15%
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?				
Responses	556	125	186	235
Less than \$5 million	20%	8%	16%	29%
\$5 to \$15 million	15%	12%	19%	13%
\$15 to \$30 million	6%	6%	7%	6%
\$30 to \$50 million	6%	3%	8%	6%
\$50 to \$100 million	9%	10%	7%	9%
\$100 to \$500 million	10%	12%	12%	8%
\$500 million to \$1 billion	9%	9%	9%	9%
\$1 to \$3 billion	14%	22%	12%	13%
More than \$3 billion	11%	18%	10%	8%

Detailed Results

	All Respondents	Title/Level		
		Director	Manager	Assistant/ Specialist
For how many countries do you work in compliance?				
Responses	677	133	229	299
1	97%	99%	96%	97%
2 to 5	2%	1%	2%	2%
6 to 10	1%	0%	1%	1%
11 or more	0%	0%	1%	0%
Where do you work?				
Responses	659	132	224	290
United States	99%	99%	98%	100%
North America (outside US)	0%	1%	0%	0%
South America	0%	0%	1%	0%
Europe	0%	0%	0%	0%
Asia	0%	0%	0%	0%
Africa	0%	0%	0%	0%
Australia	0%	0%	0%	0%
Gender:				
Responses	669	132	230	294
Male	20%	27%	21%	17%
Female	80%	73%	79%	83%
Transgender	0%	0%	0%	0%
Ethnicity (multiple responses allowed)				
Responses	661	132	225	296
White (non-Hispanic origin)	78%	87%	71%	78%
Black or African American	9%	7%	10%	10%
Hispanic	4%	2%	6%	4%
Asian or Pacific Islander	4%	2%	7%	3%
Native American or Alaskan Native	0%	1%	0%	0%
Other ethnicity	1%	0%	1%	1%
Prefer not to answer	5%	2%	6%	5%
Current Age:				
Responses	659	130	224	292
Average	44	46	44	43
Median	43	45	42	42
25th percentile	35	38	35	34
75th percentile	52	53	51	52
Years in Compliance Profession:				
Responses	672	134	231	299
Average	7	10	8	6
Median	5	9	5	4
25th percentile	3	5	3	2
75th percentile	10	14	10	9
Years with Current Employer:				
Responses	672	134	230	300
Average	7	9	7	6
Median	4	7	4	4
25th percentile	2	2	2	2
75th percentile	10	13	10	8

Detailed Results

	All Respondents	Title/Level		
		Director	Manager	Assistant/ Specialist
Years Holding Current Job Title:				
Responses	672	134	231	299
Average	3	4	3	3
Median	2	3	2	2
25th percentile	1	1	1	1
75th percentile	4	5	4	4
Years in the Compliance Department				
Responses	676	134	228	298
Average	5	7	5	4
Median	3	5	4	3
25th percentile	2	2	2	1
75th percentile	6	10	8	5
Type of organization:				
Responses	674	133	228	297
Non-profit	66%	62%	62%	72%
Privately held	16%	15%	20%	13%
Publicly traded	8%	13%	7%	5%
Governmental	4%	2%	5%	3%
Academic	5%	8%	4%	4%
Other	2%	0%	2%	2%
Percentage holding the following certifications:				
Responses	681	134	231	300
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%
Certified Public Accountant (CPA)	1%	1%	1%	0%
Certified Compliance and Ethics Professional (CCEP)	3%	5%	1%	2%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	0%	1%	0%
Certified in Healthcare Compliance (CHC)	42%	57%	47%	31%
Certified in Healthcare Research Compliance (CHRC)	4%	7%	3%	4%
Certified in Healthcare Privacy Compliance (CHPC)	14%	16%	19%	10%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	1%	1%	1%	0%
Certified Internal Auditor (CIA)	1%	3%	1%	0%
Certified Information Privacy Professional (CIPP)	1%	0%	0%	1%
Professional in Human Resources (PHR)	0%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%
Other	23%	22%	24%	22%

Detailed Results

	All Respondents	Title/Level		
		Director	Manager	Assistant/ Specialist
Highest level of education attained:				
Responses	676	134	230	297
Some college	15%	6%	13%	21%
Bachelor's degree	35%	22%	37%	39%
MBA	10%	19%	8%	7%
Master's degree (non-MBA)	24%	29%	23%	21%
JD	15%	22%	18%	11%
PhD	1%	2%	1%	0%
Amount of bonus eligible:				
Responses	665	133	225	292
None	65%	43%	64%	75%
0-10% of salary	25%	25%	26%	24%
11%-20% of salary	8%	22%	9%	1%
21%-30% of salary	1%	6%	0%	0%
31%-40% of salary	1%	2%	0%	0%
41% or more of salary	1%	2%	0%	0%
Do you have a contract?				
Responses	673	134	228	295
Yes	4%	7%	6%	2%
No	96%	93%	94%	98%
If "yes", Do you have a severance clause in your contract?				
Responses	610	125	208	262
Yes	2%	3%	2%	1%
No	98%	97%	98%	99%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More than 50

Are your compliance responsibilities:

Responses	275	157	127	91	28
Broad, covering a range of compliance-related risks	84%	69%	65%	53%	54%
Focused on a particular risk area	16%	31%	35%	47%	46%

If focused, which legal and regulatory risk areas are you primarily focused on?

Responses	42	45	43	42	13
Privacy	57%	44%	44%	38%	23%
IT	2%	2%	5%	2%	0%
Occupational health and safety	0%	0%	0%	0%	8%
Other	40%	53%	51%	60%	69%

Percentage indicating the elements of the compliance program that they are primarily involved in:

Responses	275	157	127	91	28
Compliance/auditing/monitoring	89%	85%	82%	82%	86%
Compliance education	85%	81%	81%	68%	79%
Compliance investigations	82%	72%	73%	70%	75%
Hot line/anonymous reporting	58%	50%	54%	49%	61%
Reporting to the board	37%	27%	32%	24%	21%
Compliance risk assessments	73%	66%	62%	64%	64%
Compliance discipline/incentives	37%	36%	37%	34%	32%
Code of conduct	57%	46%	46%	34%	36%
Policies and procedures	91%	83%	80%	74%	75%
Measuring program effectiveness	60%	48%	47%	51%	43%

Which of the following best describes your title or level?

Responses	270	156	126	90	28
Vice President	1%	1%	2%	0%	4%
Director	15%	21%	22%	24%	36%
Manager	35%	31%	35%	34%	43%
Assistant/Specialist	48%	47%	41%	41%	18%

How many people report up through to you?

Responses	274	157	126	91	28
0	70%	65%	56%	55%	50%
1-2	18%	13%	16%	10%	21%
3-5	7%	17%	11%	16%	11%
6-10	3%	2%	13%	13%	7%
11 or more	3%	3%	4%	5%	11%

How much of your company's legal and regulatory risk areas would you estimate the compliance department is responsible for managing?

Responses	270	154	122	89	28
0-25%	12%	12%	12%	13%	11%
26%-50%	19%	19%	21%	24%	29%
51%-75%	36%	43%	40%	35%	32%
76%-100%	33%	25%	26%	28%	29%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More than 50
How many employees, including yourself, are there in the compliance and ethics group you manage?					
Responses	275	157	127	91	28
1	12%	0%	0%	0%	0%
2 to 5	88%	0%	0%	0%	0%
6 to 10	0%	100%	0%	0%	0%
11 to 15	0%	0%	50%	0%	0%
16 to 20	0%	0%	50%	0%	0%
21 to 30	0%	0%	0%	42%	0%
31 to 40	0%	0%	0%	40%	0%
41 to 50	0%	0%	0%	19%	0%
More than 50	0%	0%	0%	0%	100%

Do you know the budget for your compliance department?

Responses	274	155	125	91	28
Yes	11%	5%	6%	9%	18%
No	89%	95%	94%	91%	82%

Annual compliance budget for the organization as a whole:

Responses	22	5	6	6	4
Average	\$4,143,474	\$660,600	\$3,233,333	\$3,954,167	\$13,587,500
Median	\$287,000	\$600,000	\$1,500,000	\$1,962,500	*
25th percentile	\$202,500	\$600,000	\$1,275,000	\$1,200,000	*
75th percentile	\$740,805	\$603,000	\$1,875,000	\$3,906,250	*

Approximately how many employees work in your organization as a whole?

Responses	269	155	124	89	28
Less than 100	5%	1%	1%	0%	0%
100 - 249	7%	3%	0%	1%	7%
250 - 499	8%	5%	4%	0%	0%
500 - 999	10%	6%	1%	1%	0%
1,000 - 1,999	12%	8%	4%	1%	0%
2,000 - 2,999	7%	5%	5%	3%	0%
3,000 - 4,999	17%	10%	7%	2%	0%
5,000 - 7,499	13%	17%	9%	8%	0%
7,500 - 9,999	3%	5%	5%	3%	0%
10,000 - 14,999	7%	9%	15%	17%	7%
15,000 - 19,999	2%	6%	15%	12%	0%
20,000 - 29,999	3%	8%	14%	19%	7%
30,000 - 49,999	4%	8%	9%	9%	18%
50,000 - 74,999	1%	2%	6%	9%	21%
75,000 - 99,999	0%	1%	1%	6%	11%
100,000 +	1%	6%	6%	8%	29%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More than 50
Approximately how many employees work in the portion of your organization that work in compliance for?					
Responses	270	152	122	86	28
Less than 100	16%	20%	13%	24%	7%
100 - 249	7%	5%	0%	5%	25%
250 - 499	9%	5%	6%	2%	0%
500 - 999	13%	5%	2%	6%	4%
1,000 - 1,999	11%	8%	8%	1%	0%
2,000 - 2,999	7%	7%	4%	2%	4%
3,000 - 4,999	13%	9%	10%	1%	4%
5,000 - 7,499	11%	12%	7%	8%	0%
7,500 - 9,999	4%	7%	7%	1%	4%
10,000 - 14,999	4%	6%	8%	14%	0%
15,000 - 19,999	0%	3%	15%	9%	0%
20,000 - 29,999	2%	7%	10%	10%	4%
30,000 - 49,999	1%	5%	2%	5%	14%
50,000 - 74,999	0%	0%	6%	5%	11%
75,000 - 99,999	0%	0%	1%	3%	7%
100,000 +	0%	2%	1%	2%	18%

What are the annual revenues of the organization you work for?					
Responses	231	129	108	66	25
Less than \$5 million	13%	5%	7%	5%	0%
\$5 to \$15 million	19%	11%	9%	5%	12%
\$15 to \$30 million	10%	7%	1%	6%	0%
\$30 to \$50 million	8%	9%	7%	0%	0%
\$50 to \$100 million	15%	7%	8%	3%	0%
\$100 to \$500 million	13%	13%	11%	11%	0%
\$500 million to \$1 billion	9%	12%	8%	11%	0%
\$1 to \$3 billion	8%	19%	22%	32%	16%
More than \$3 billion	5%	16%	25%	29%	72%

What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?					
Responses	233	125	105	67	25
Less than \$5 million	22%	18%	18%	22%	4%
\$5 to \$15 million	20%	16%	9%	6%	8%
\$15 to \$30 million	9%	6%	3%	1%	12%
\$30 to \$50 million	9%	5%	4%	1%	4%
\$50 to \$100 million	12%	8%	7%	3%	0%
\$100 to \$500 million	10%	10%	11%	9%	8%
\$500 million to \$1 billion	9%	11%	6%	13%	4%
\$1 to \$3 billion	6%	18%	25%	21%	12%
More than \$3 billion	3%	9%	18%	22%	48%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More than 50
For how many countries do you work in compliance?					
Responses	273	156	127	90	28
1	98%	97%	98%	93%	89%
2 to 5	1%	2%	2%	4%	4%
6 to 10	1%	0%	0%	2%	4%
11 or more	0%	1%	0%	0%	4%

Where do you work?					
Responses	265	153	121	89	28
United States	100%	99%	100%	99%	96%
North America (outside US)	0%	1%	0%	0%	0%
South America	0%	0%	0%	1%	4%
Europe	0%	1%	0%	0%	0%
Asia	0%	0%	0%	0%	0%
Africa	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%

Gender:					
Responses	270	152	127	89	28
Male	17%	20%	24%	18%	46%
Female	83%	80%	76%	82%	54%
Transgender	0%	1%	0%	0%	0%

Ethnicity (multiple responses allowed)					
Responses	268	150	123	90	27
White (non-Hispanic origin)	75%	78%	80%	81%	74%
Black or African American	10%	13%	6%	7%	4%
Hispanic	4%	3%	4%	8%	7%
Asian or Pacific Islander	4%	4%	2%	3%	11%
Native American or Alaskan Native	0%	0%	0%	0%	4%
Other ethnicity	1%	1%	0%	1%	0%
Prefer not to answer	6%	3%	8%	1%	4%

Current Age:					
Responses	266	153	121	89	27
Average	44	44	43	43	45
Median	45	41	42	44	44
25th percentile	35	36	35	35	36
75th percentile	52	52	51	51	52

Years in Compliance Profession:					
Responses	270	156	126	89	28
Average	7	7	8	8	9
Median	5	5	7	5	7
25th percentile	3	3	3	3	4
75th percentile	10	10	12	13	13

Years with Current Employer:					
Responses	270	155	126	90	28
Average	7	7	7	7	9
Median	4	4	4	4	7
25th percentile	2	1	2	2	4
75th percentile	10	10	10	12	14

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More than 50
Years Holding Current Job Title:					
Responses	270	155	126	90	28
Average	3	3	3	3	3
Median	2	2	2	2	2
25th percentile	1	1	1	1	2
75th percentile	4	4	3	3	3

Years in the Compliance Department					
Responses	273	155	127	90	28
Average	5	5	5	5	6
Median	3	4	3	3	4
25th percentile	2	2	2	2	2
75th percentile	6	5	8	7	7

Type of organization:					
Responses	273	154	126	90	28
Non-profit	68%	64%	67%	66%	64%
Privately held	20%	20%	14%	3%	4%
Publicly traded	4%	5%	10%	11%	32%
Governmental	4%	3%	2%	8%	0%
Academic	3%	5%	5%	11%	0%
Other	1%	3%	2%	1%	0%

Percentage holding the following certifications:					
Responses	275	157	127	91	28
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	0%	1%	1%	1%	0%
Certified Compliance and Ethics Professional (CCEP)	3%	1%	1%	4%	11%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	1%	0%	1%	0%
Certified in Healthcare Compliance (CHC)	41%	47%	41%	37%	57%
Certified in Healthcare Research Compliance (CHRC)	3%	8%	2%	5%	4%
Certified in Healthcare Privacy Compliance (CHPC)	13%	17%	15%	14%	11%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	1%	1%	0%	0%	0%
Certified Internal Auditor (CIA)	1%	1%	2%	0%	4%
Certified Information Privacy Professional (CIPP)	1%	0%	0%	2%	7%
Professional in Human Resources (PHR)	0%	0%	0%	1%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	1%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	1%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	0%
Other	24%	22%	24%	25%	21%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More than 50
Highest level of education attained:					
Responses	273	155	126	91	28
Some college	16%	14%	18%	12%	7%
Bachelor's degree	39%	33%	36%	31%	18%
MBA	8%	12%	10%	12%	7%
Master's degree (non-MBA)	23%	22%	20%	26%	43%
JD	12%	18%	15%	19%	21%
PhD	1%	1%	1%	0%	4%
Amount of bonus eligible:					
Responses	269	151	125	89	28
None	74%	64%	61%	54%	29%
0-10% of salary	22%	27%	25%	28%	25%
11%-20% of salary	3%	9%	10%	12%	29%
21%-30% of salary	1%	0%	2%	3%	4%
31%-40% of salary	0%	1%	2%	1%	7%
41% or more of salary	0%	0%	1%	1%	7%
Do you have a contract?					
Responses	273	154	126	89	28
Yes	4%	6%	1%	7%	11%
No	96%	94%	99%	93%	89%
If "yes", Do you have a severance clause in your contract?					
Responses	245	138	111	86	27
Yes	1%	4%	1%	1%	7%
No	99%	96%	99%	99%	93%



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