

# 2024 Healthcare Chief Compliance Officer and Staff Salary Survey



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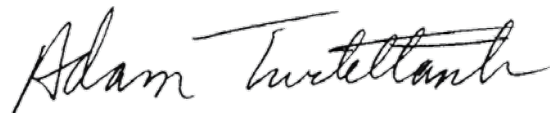


**Health Care Compliance Association® (HCCA®) is pleased to provide you with the 2024 Healthcare Chief Compliance Officer and Staff Salary Survey report.**

The survey was designed to provide HCCA members and their employers with the data needed to be able to assess how their compensation measures against the profession as a whole. The results of this survey are based on data from compliance professionals across the U.S.

We hope you find the data from this survey to be useful to you as you assess where your compensation stands.

***Sincerely,***

A handwritten signature in black ink that reads "Adam Turteltaub". The signature is fluid and cursive, with a long horizontal stroke at the top.

*Adam Turteltaub, CCEP, CHC  
Chief Engagement & Strategy Officer  
Society of Corporate Compliance  
and Ethics & Health Care Compliance Association*

## **CONFIDENTIALITY ASSURANCE**

The *2024 Healthcare Chief Compliance Officer and Staff Salary Survey* is based on a strictly confidential survey conducted of individuals working in the healthcare compliance profession. Upon receipt, all survey responses are assigned a confidential code number by PeriscopelQ and any name or company identification is removed. Survey processing is then conducted on an absolutely anonymous basis. No SCCE & HCCA staff member nor any industry company or individual, nor anyone else other than a select few PeriscopelQ associates ever see any individual's results.

# Healthcare Chief Compliance Officer Salary Survey

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# Introduction

## About This Report

The **2024 Healthcare Chief Compliance Officers Salary Survey** is another important service provided by Society of Corporate Compliance and Ethics (SCCE) & Health Care Compliance Association (HCCA). The information contained in this report offers salary and compensation data for individuals working in the healthcare compliance profession. The report is designed to allow organizations and individuals to compare their data with those of their peers.

The results throughout this report are presented for both the total sample of survey respondents, and for specific segments within the sample, to allow organizations to more easily compare their own data to the results of individuals with similar characteristics.

In addition to the total sample, the individual segments reported throughout include the following:

- Percentage of Company's Legal and Regulatory Risk Areas the Chief Compliance Officer (CCO) Is Involved in
- Number of Employees in the Compliance Group Managed
- Number of Employees in Organization as a Whole
- Annual Revenues of the Organization as a Whole
- Number of Direct Reports to the CCO
- 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
- Highest Level of Education
- Contract Status
- Amount of Bonus Eligible
- Basis of Bonus
- Presence of Severance Clause in One's Contract

The goal of this survey is to report the salaries of Chief Compliance Officers for an organization or division, versus leaders of specialized areas of compliance. To capture that broader audience, CCOs responsible for less than 26% of an organization's legal and regulatory risk are not included in the results reported here.

Please note that the salary and other data published in this report should be considered guidelines rather than absolute standards. Even organizations that are similar in some characteristics, such as location, size, industry, etc., will differ in other ways, making it difficult to draw exact comparisons. In the end, results in this report that are different from one's own experience are most likely an indication that other factors are at play.

Note that a minimum of five responses was required to show data for any question, from any individual segments. Also note that results based on relatively small responses (e.g., fewer than 25) are subject to higher levels of statistical error and should be interpreted with caution.

This study was conducted for SCCE & HCCA by PeriscopeIQ, an independent professional survey research firm located in Bethlehem, PA. The company specializes in surveys for trade and professional associations, including



salary surveys, member/employee experience surveys, and general research services.

SCCE & HCCA is proud to present the enclosed insights into the salary levels in the healthcare 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 2024, an email invitation was sent to approximately 45,000 individuals that make up the SCCE and HCCA database. In total, 2,209 completed online submissions were received by the middle of July. Of the 2,209 responses, 500 were selected on the basis of the following criteria:

- Worked for a healthcare provider as a Chief Compliance Officer
- Were responsible for at least 26% of an organization's legal and regulatory risk

PeriscopeIQ maintains strict confidentiality standards in the research it conducts. For example, all data that could potentially identify individual respondents (name, organization, etc.) are stripped from the survey data and replaced with an identifying number. In addition, all results were checked, using both automated and manual processes, for internal consistency and accuracy.

Final results were tabulated by PeriscopeIQ, and the report was completed in August 2024.

## ***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 extremely 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.

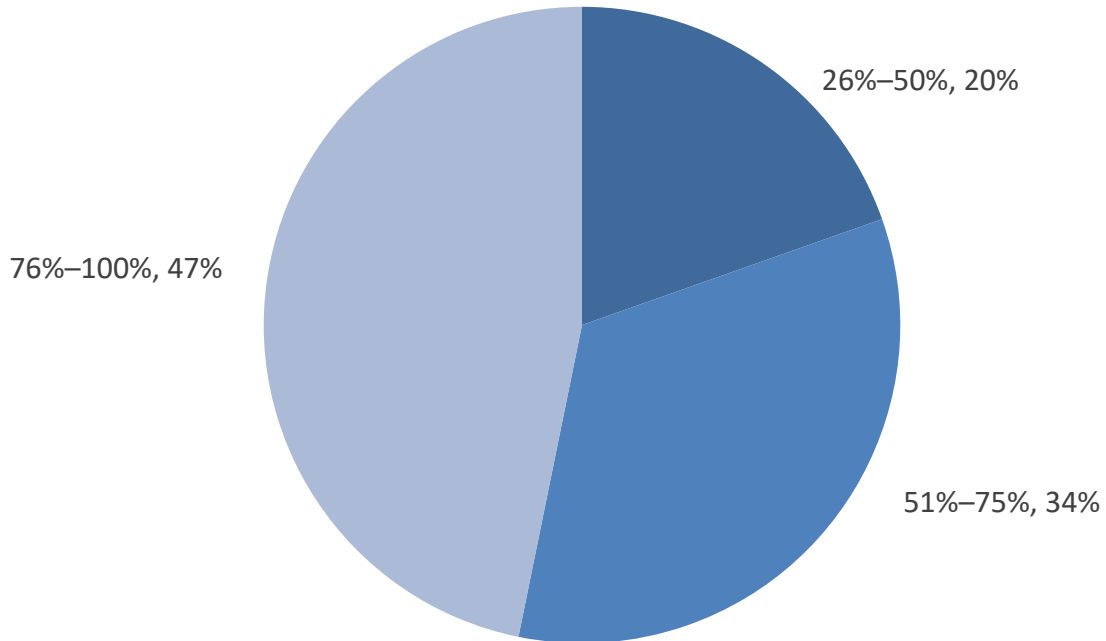
**25<sup>th</sup> Percentile:** when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

**75<sup>th</sup> 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**

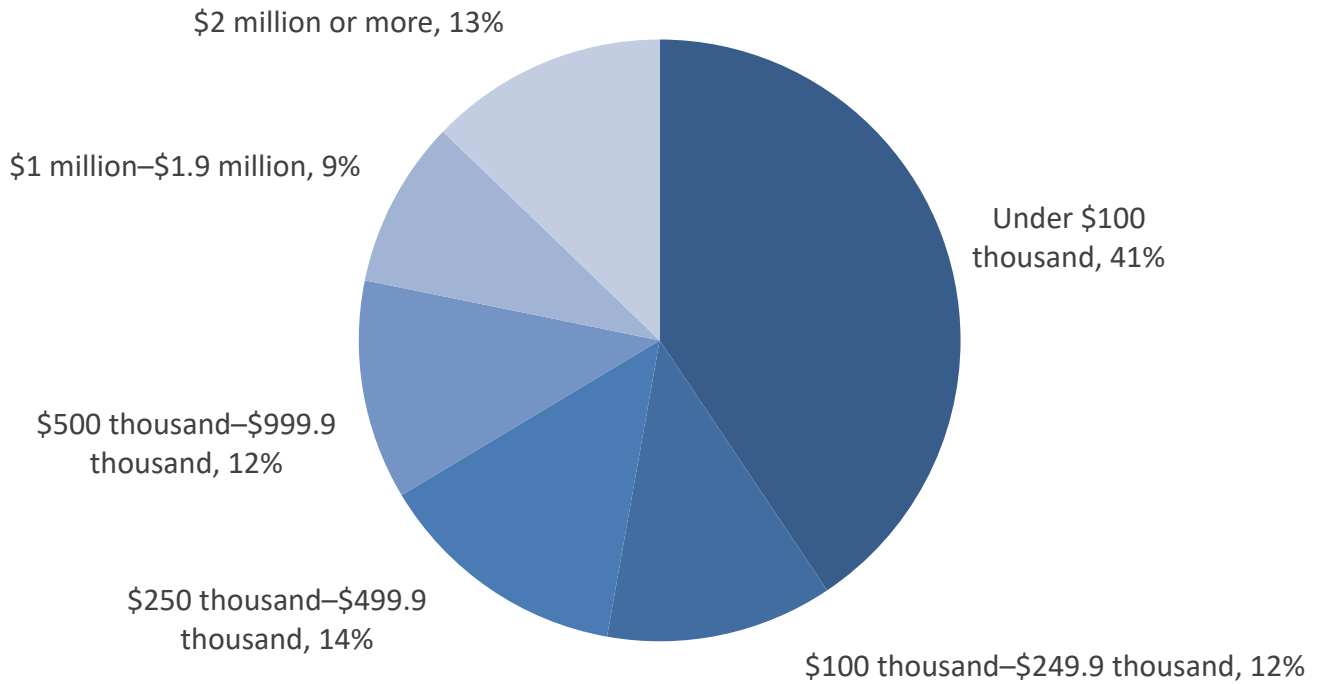
## ***Percentage of Company's Legal and Regulatory Risk That You Are Involved in***

Close to half (47%) of the healthcare Chief Compliance Officer respondents are involved in more than 75% of their organization's legal and regulatory risk. Another 1 in 3 (34%) are involved in 51%-75%, while 1 in 5 (20%) manage 26%-50%. Those responsible for 25% or less of the risk are not included in this survey.



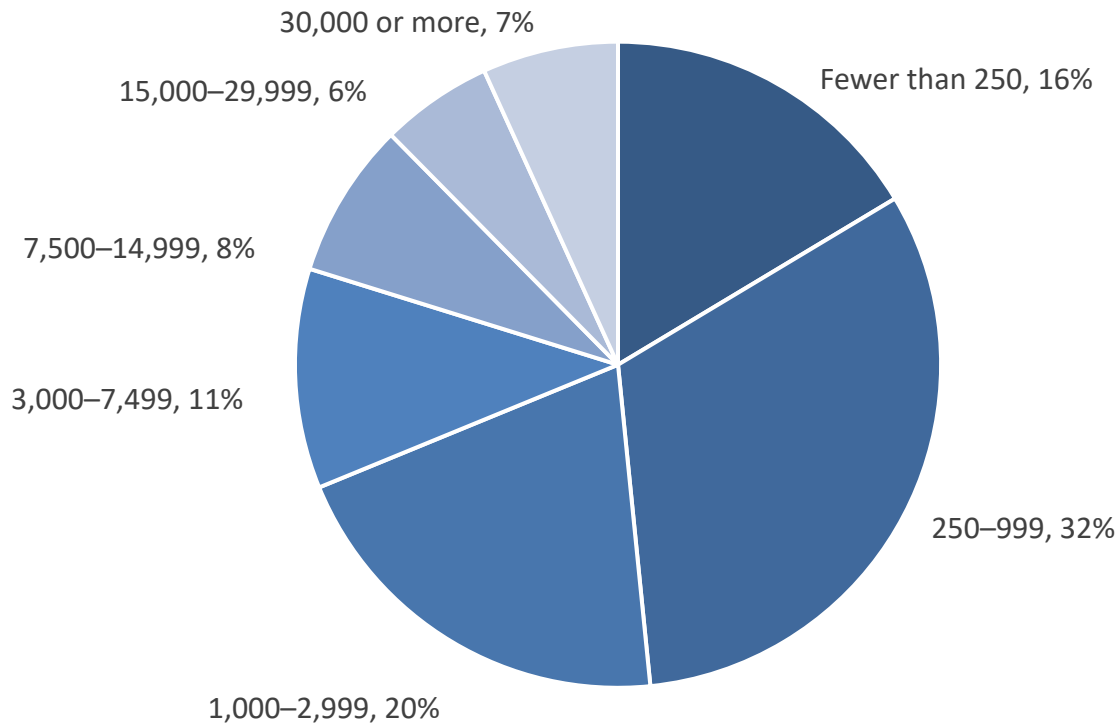
## Annual Compliance Budget Managed

The largest proportion of healthcare CCOs surveyed manage a compliance budget of less than \$100K (41%). At the other extreme, 22% manage a budget of \$1 million or more.



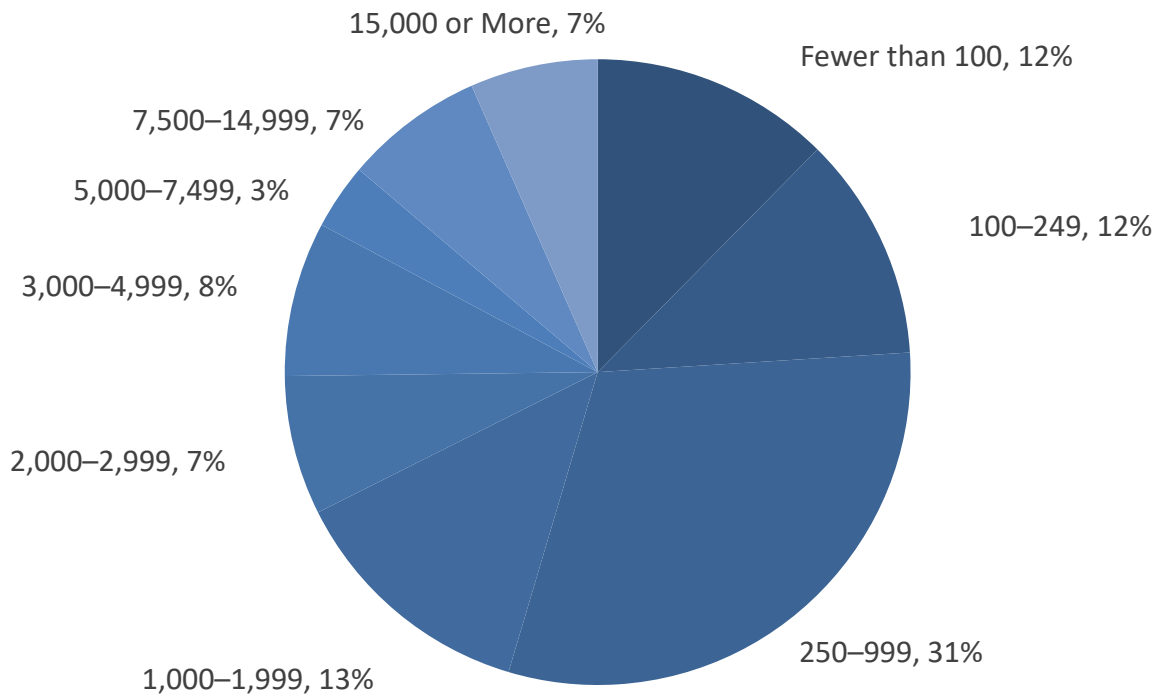
## Number of Employees in Organization as a Whole

One in three (32%) CCOs responding to the survey work in firms with 250-999 employees, the segment with the largest representation among survey respondents. Another 20% work in firms with 1,000-2,999 employees, and 32% work in firms with 3,000+ employees.



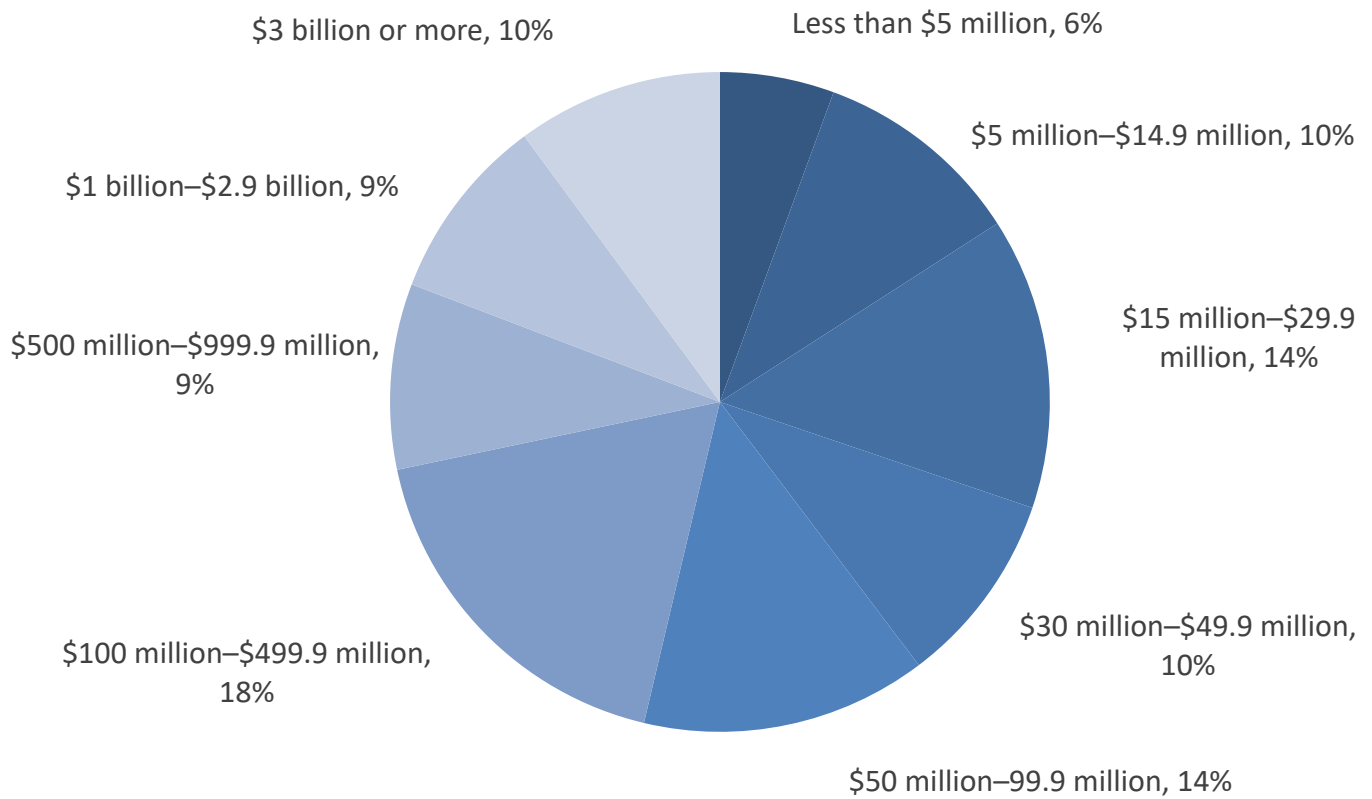
## Number of Employees in Organization That CCO Runs Compliance for

The 250-999 employee segment is also most common (31%) when we asked about the number of employees in those parts of the firm the CCO runs compliance for.



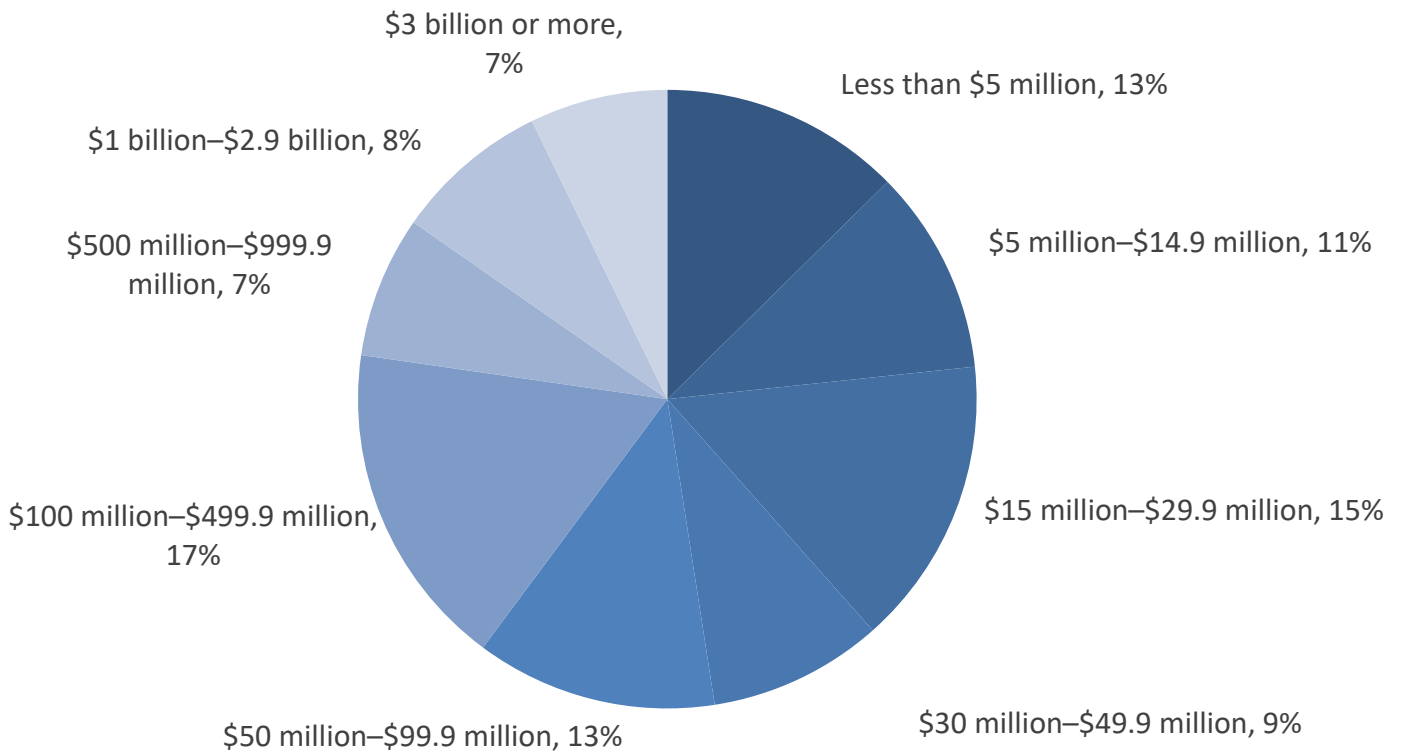
## Annual Revenues of the Organization as a Whole

Company revenues vary widely across the healthcare CCO survey sample, with no revenue band standing out as appreciably higher than the others.



## Annual Revenues of the Organization That CCO Runs Compliance for

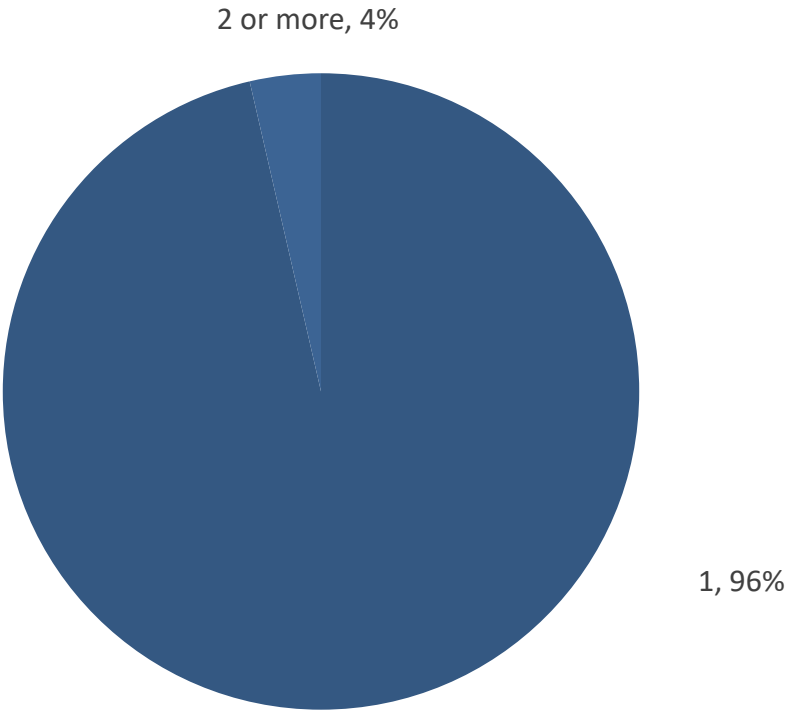
Focusing on revenues for just the compliance-related portions of the business the CCO is responsible for, we see a similar distribution across revenue bands.





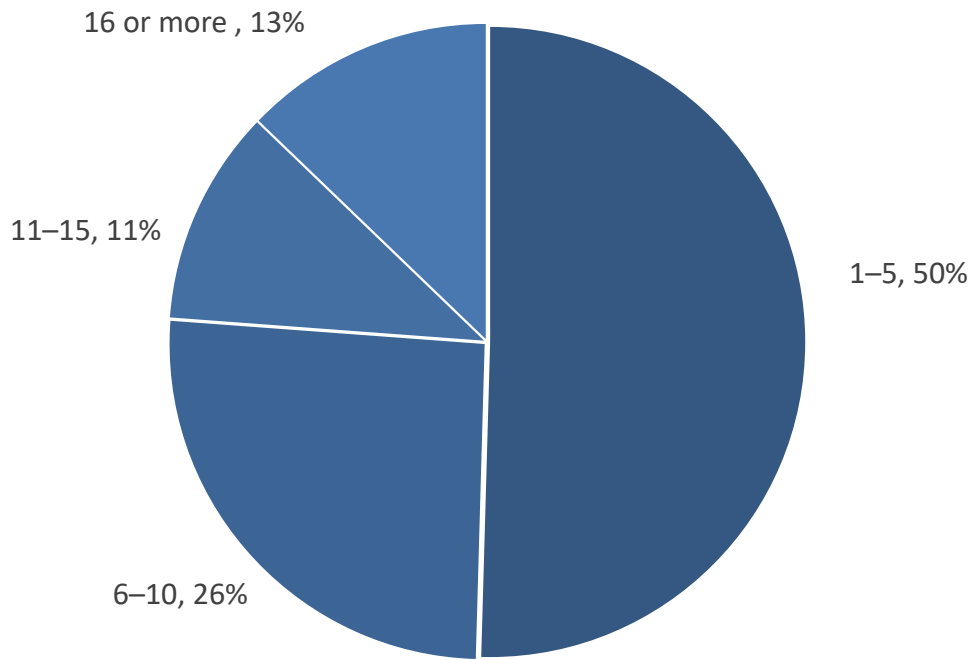
**Number of Countries in Which Compliance Is Managed**

Virtually all healthcare CCOs surveyed manage compliance in only one country.



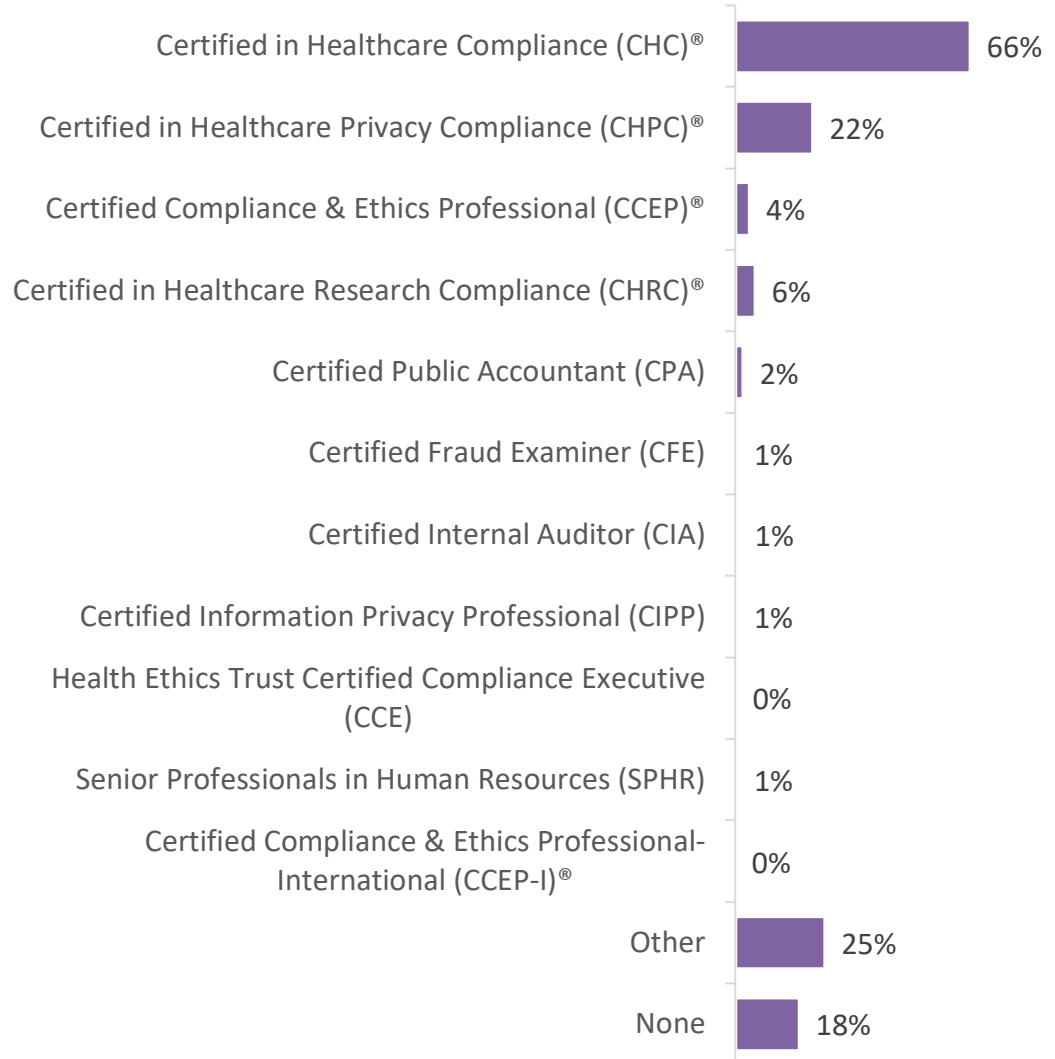
## ***Number of Years Managing the Compliance Department***

Half (50%) of healthcare CCOs surveyed are relatively new in their role, with a tenure of 5 years or less. Another quarter have been in the role for 6-10 years; just 13% have been in place for 16 or more years.



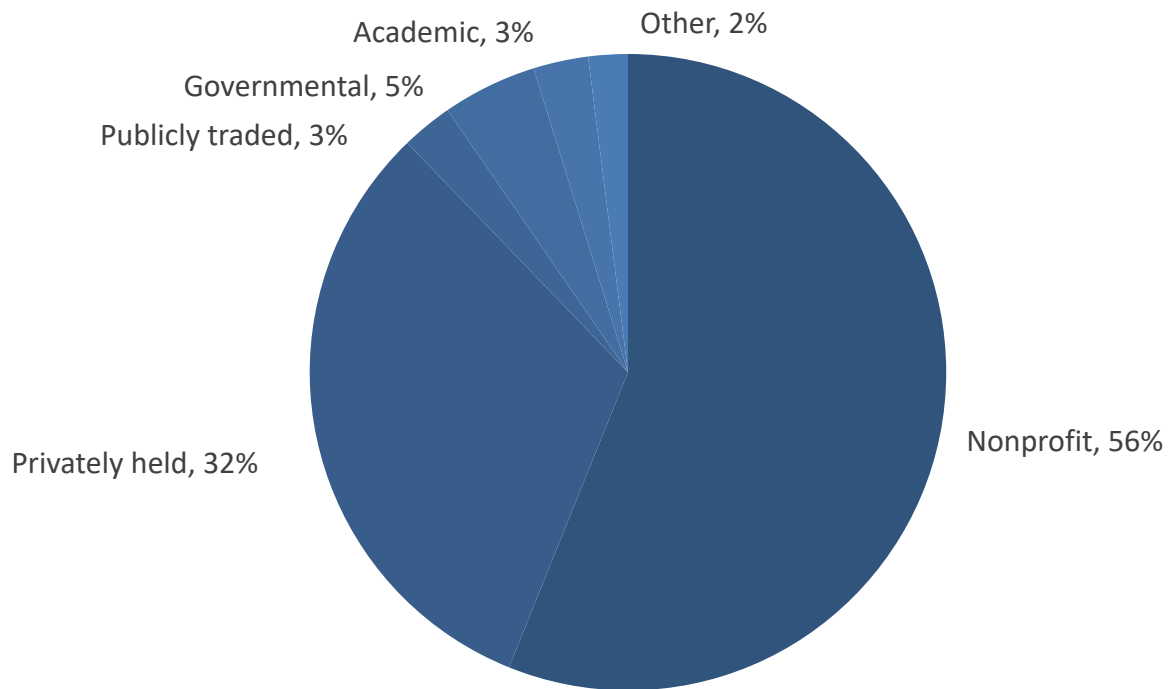
## Certifications

The most common certification held by healthcare CCOs, by far, is the CHC®; 66% of healthcare CCOs hold that credential, and 22% have a CHPC® certification.



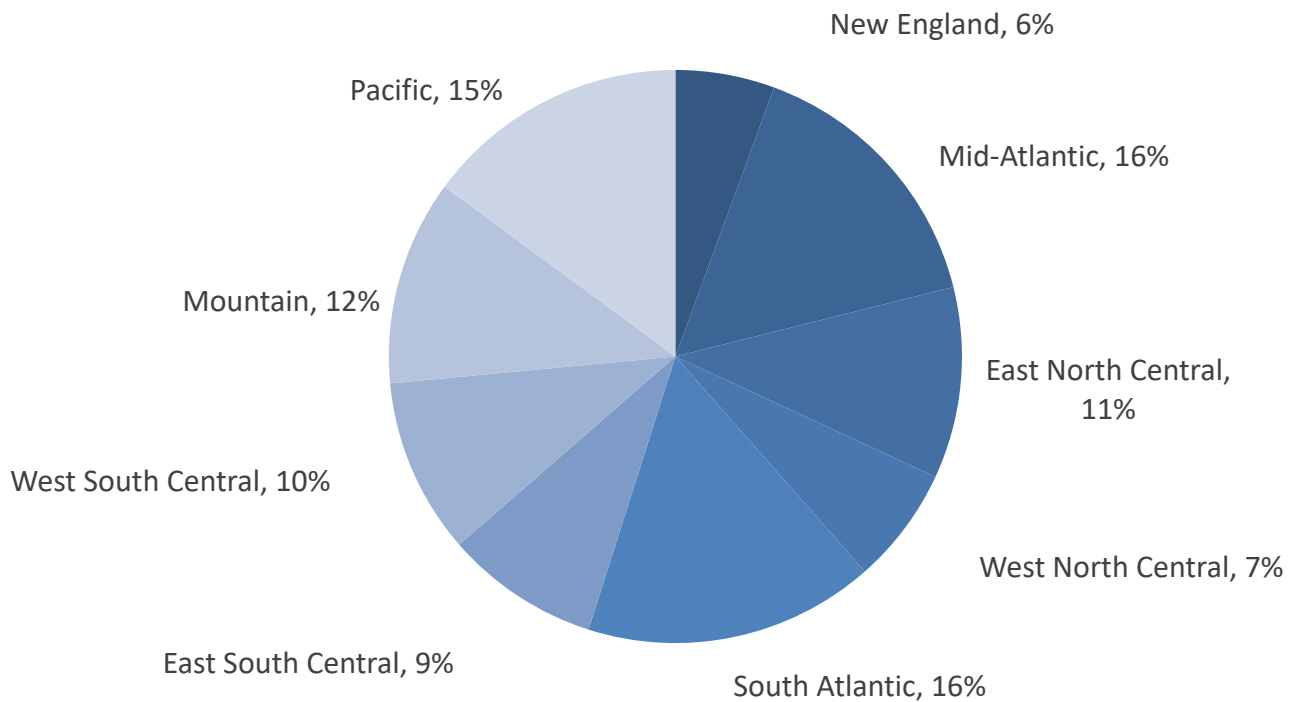
## Type of Organization

Nearly 6 in 10 (56%) healthcare CCOs surveyed work in a nonprofit organization. About one-third (32%) work for privately held firms.



## Geographic Region

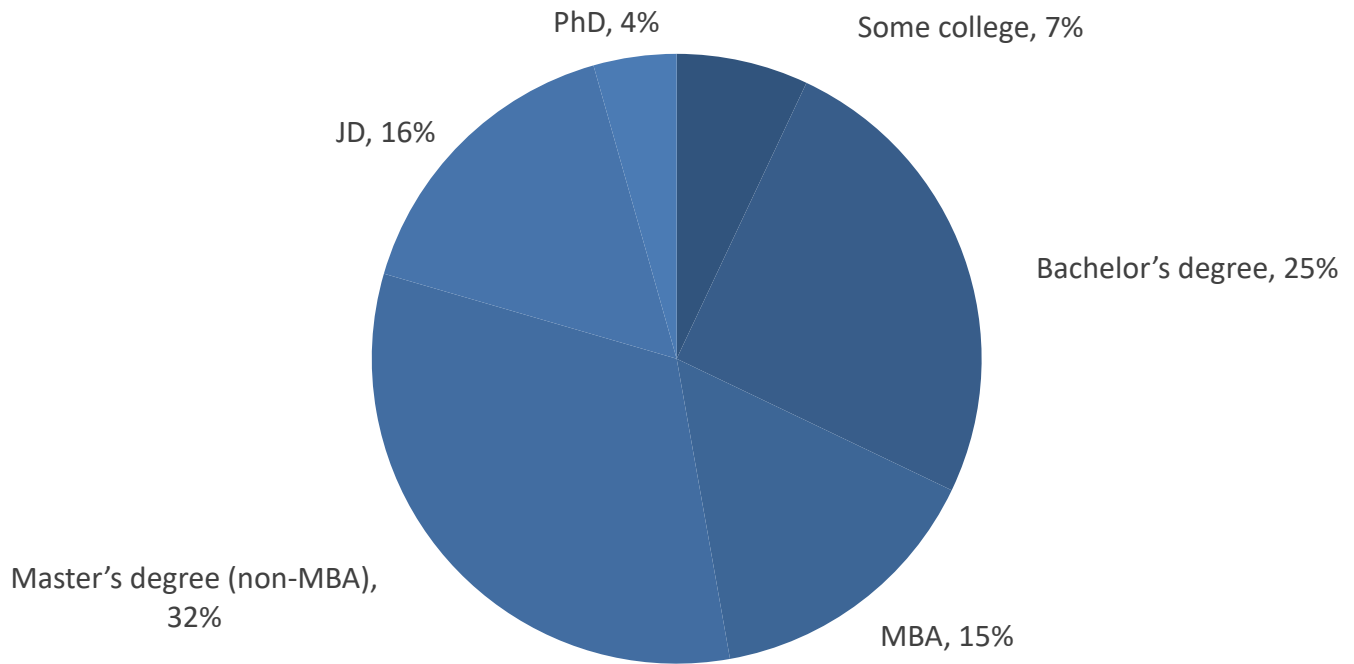
Healthcare CCOs are well represented across the country, although the highest proportions were found in the South Atlantic, Mid-Atlantic, and Pacific regions.



East North Central	East South Central	Mid-Atlantic	Mountain	New England	Pacific	South Atlantic	West North Central	West South Central
Illinois	Alabama	New Jersey	Arizona	Connecticut	Alaska	Delaware	Iowa	Arkansas
Indiana	Kentucky	New York	Colorado	Maine	California	Florida	Kansas	Louisiana
Michigan	Mississippi	Pennsylvania	Idaho	Massachusetts	Hawaii	Georgia	Minnesota	Oklahoma
Ohio	Tennessee		Montana	New Hampshire	Oregon	Maryland	Missouri	Texas
Wisconsin			Nevada	Rhode Island	Washington	North Carolina	Nebraska	
			New Mexico	Vermont		South Carolina	North Dakota	
			Utah			Virginia	South Dakota	
			Wyoming			Washington DC		
						West Virginia		

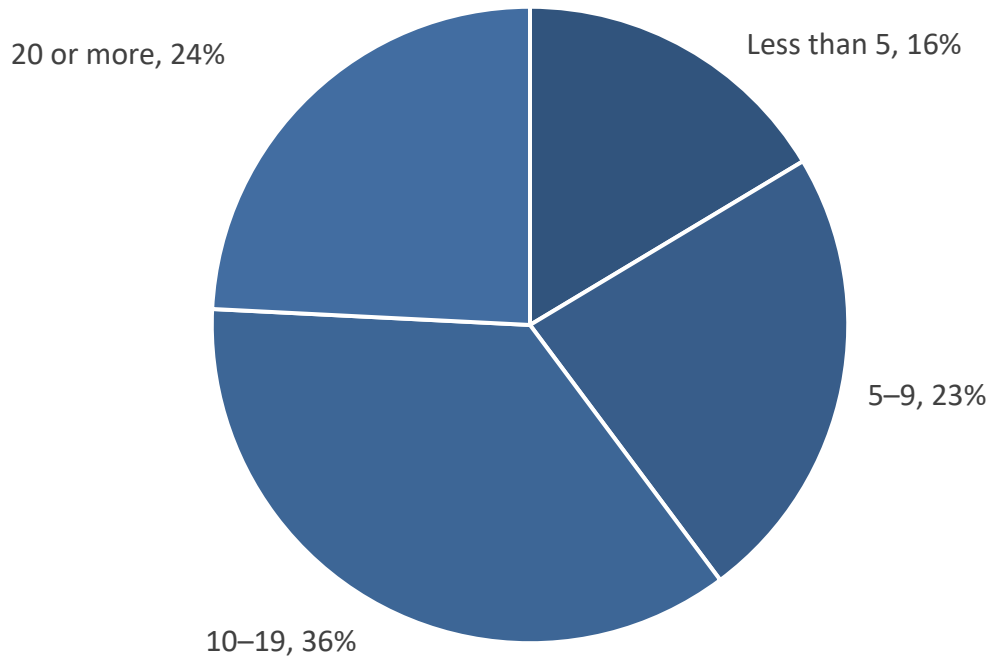
## Highest Level of Education

Nearly 7 in 10 (67%) healthcare CCOs who responded to the survey have an advanced degree, including 16% with a JD and 4% with a PhD.



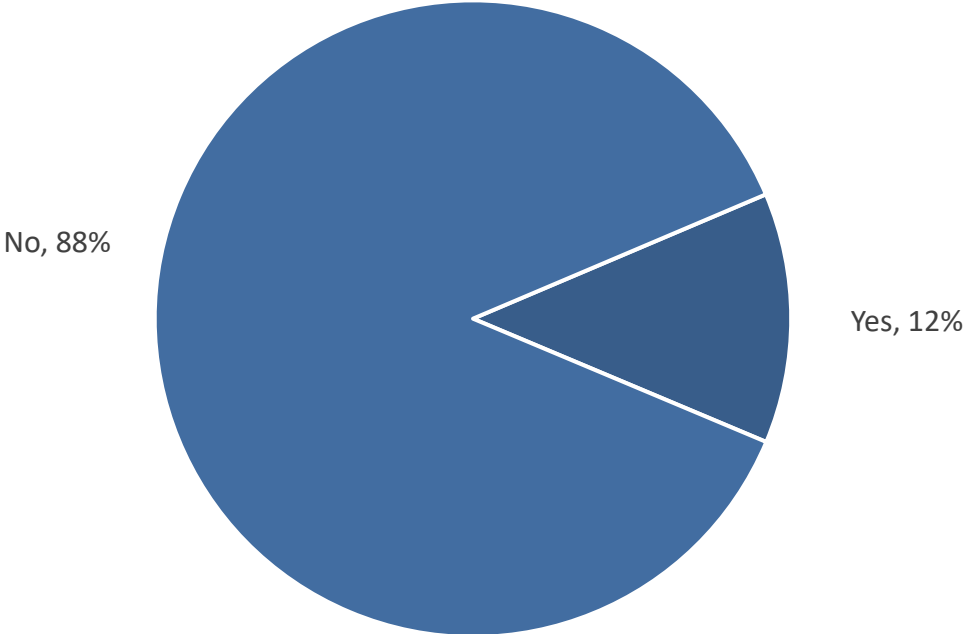
## *Years in Compliance Profession*

Median tenure in the compliance profession is 11 years among healthcare CCOs surveyed, although nearly a quarter (24%) have been in the profession for 20 years or more.



***Do You Have a Contract?***

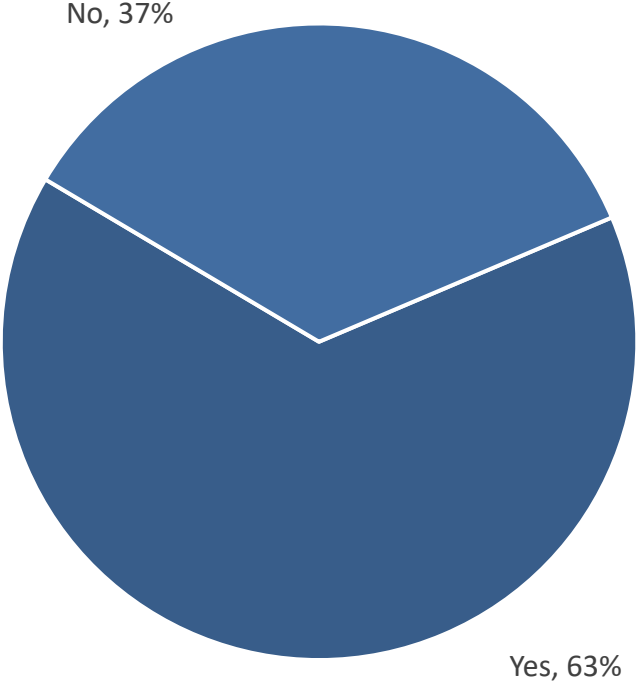
Only 12% of healthcare CCOs currently have a contract.





***Do You Have a Severance Clause in Your Contract (Among Those with a Contract)?***

Among CCOs with a contract, about two-thirds (63%) say their contract includes a severance clause.



## **Executive Summary**

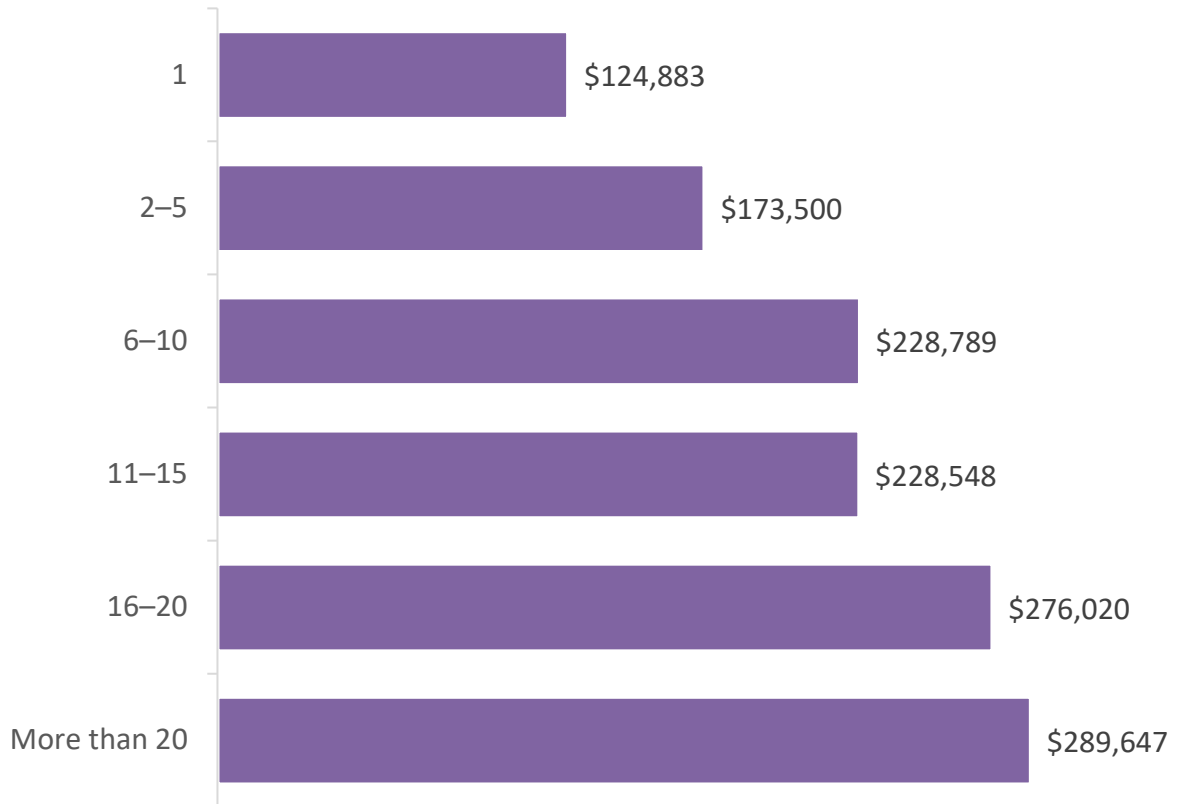
## ***Average Total Compensation by Percentage of Company's Legal and Regulatory Risk Areas CCO Involved in***

Average total compensation for healthcare CCOs ranges between approximately \$179,000 and \$188,000 per year, depending on the level of risk areas the CCO is involved in.



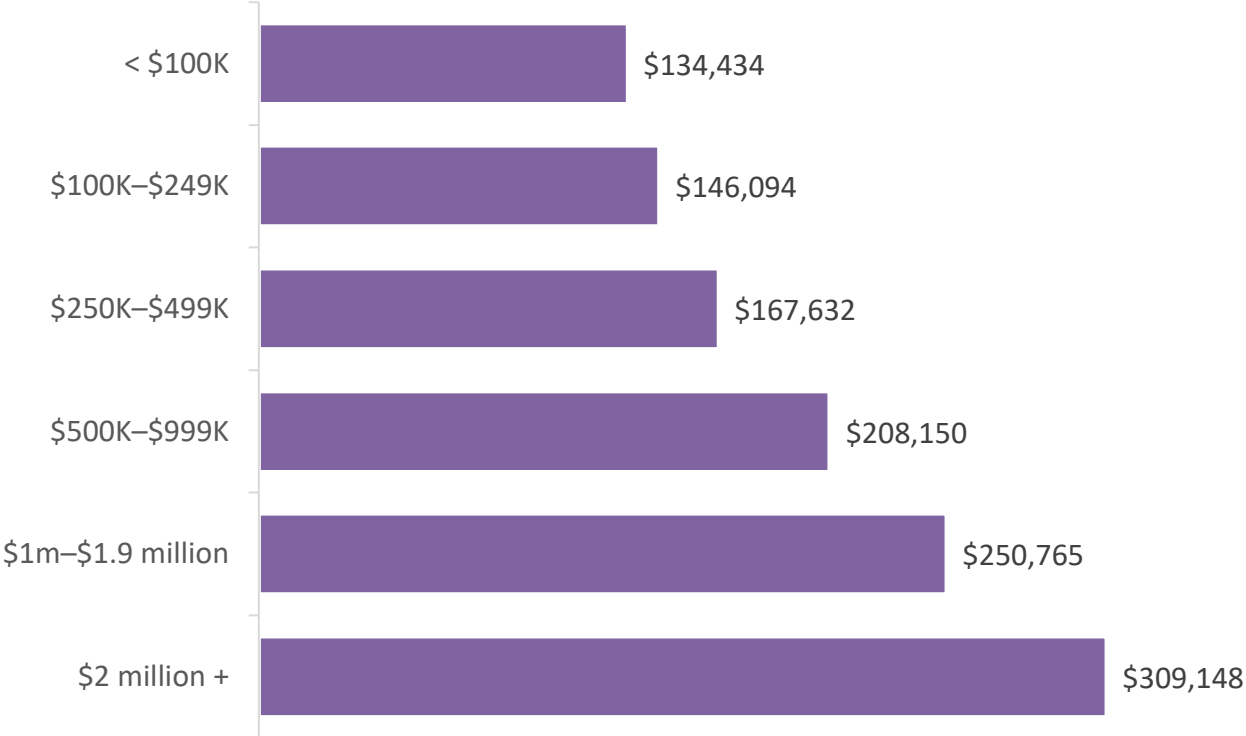
## ***Average Total Compensation by Number of Employees in the Compliance Group Managed***

Total compensation for healthcare CCOs increases steadily by number of compliance employees, reaching a peak of \$290,000 for those managing 20 or more.



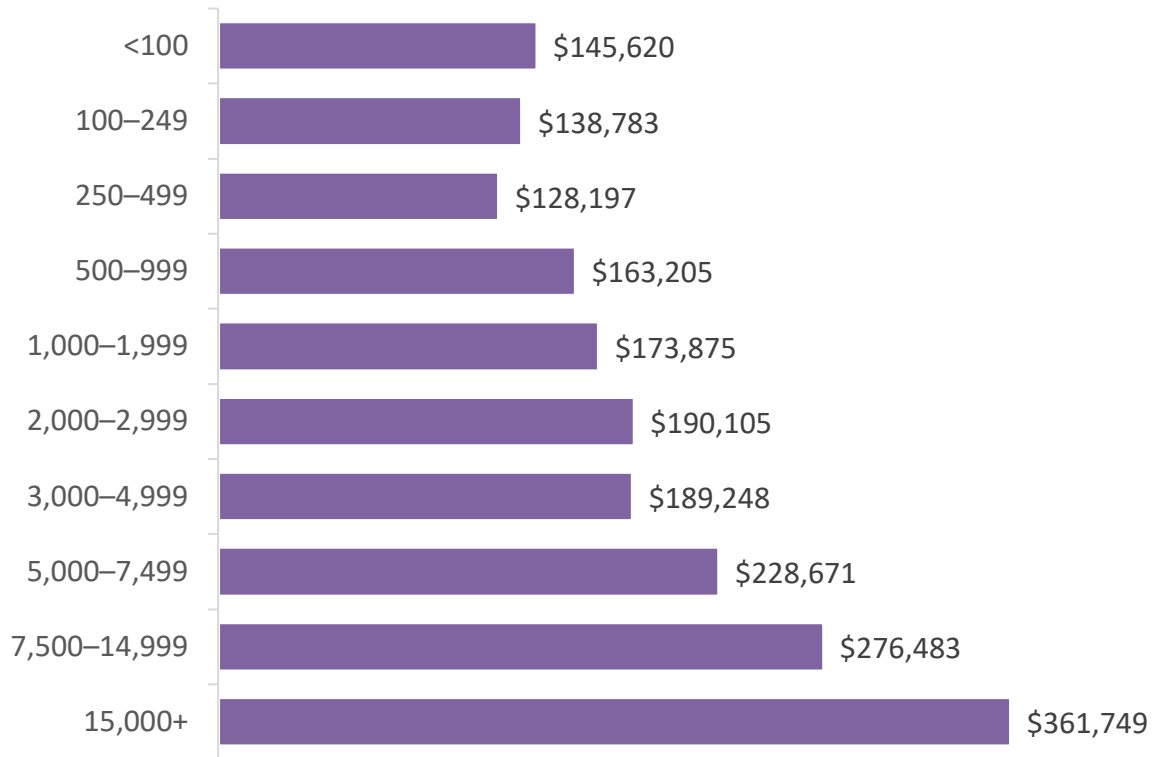
# Average Total Compensation by Annual Compliance Budget Managed

Healthcare CCO compensation increases steadily based on the size of compliance budget managed.



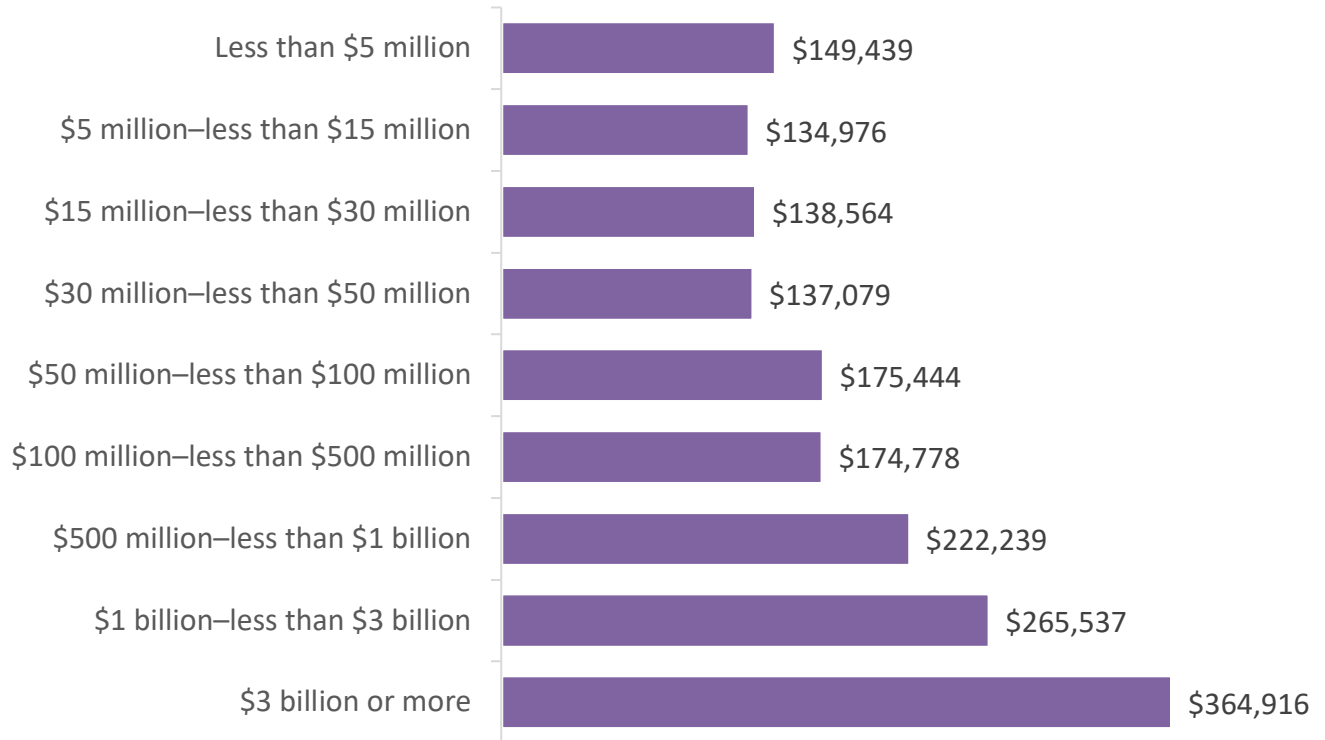
## Average Total Compensation by Number of Employees That CCO Runs Compliance for

Compensation also increases steadily by the number of employees the CCO manages compliance for, peaking at \$361,749 for those responsible for 15,000 or more employees.



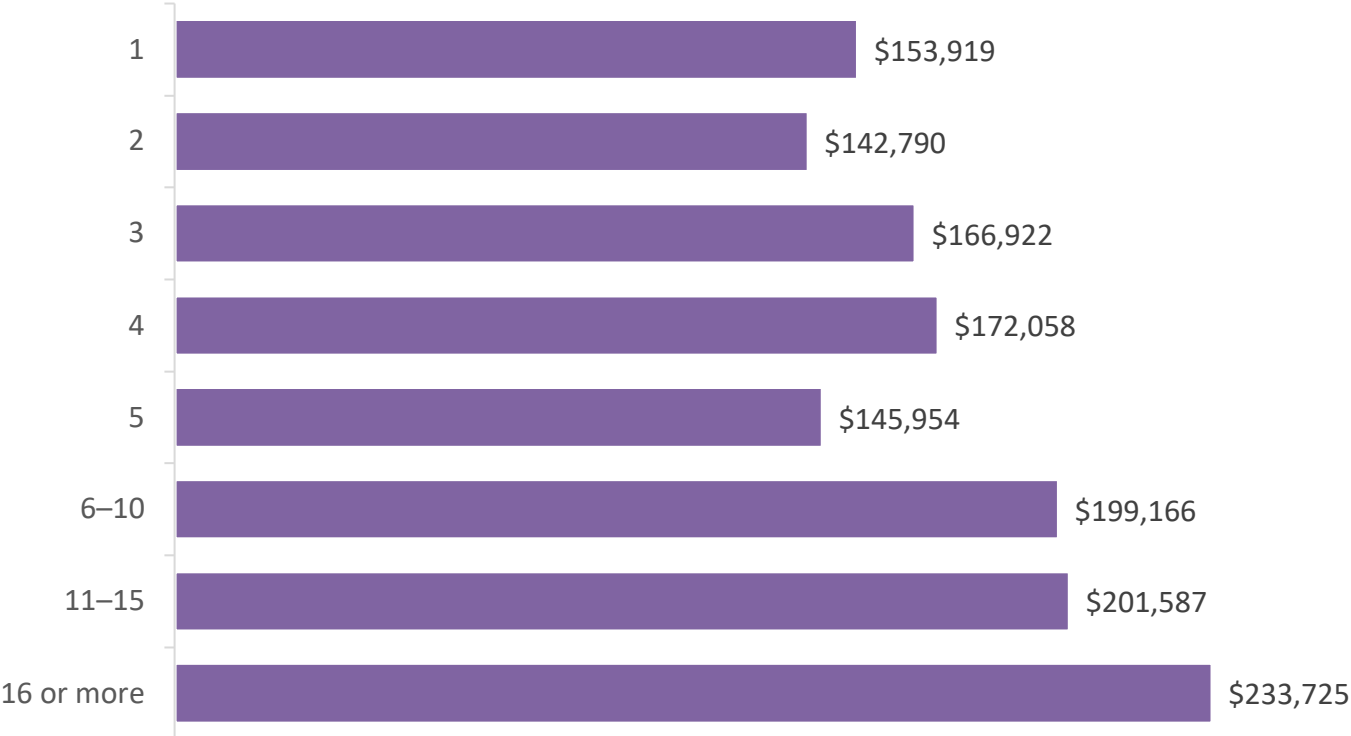
## Average Total Compensation by Revenue That CCO Runs Compliance for

Healthcare CCO compensation also increases steadily by the level of revenue the CCO runs compliance for, this time peaking at close to \$365,000 for those who lead compliance for organizations with revenues of \$3 billion or higher.



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

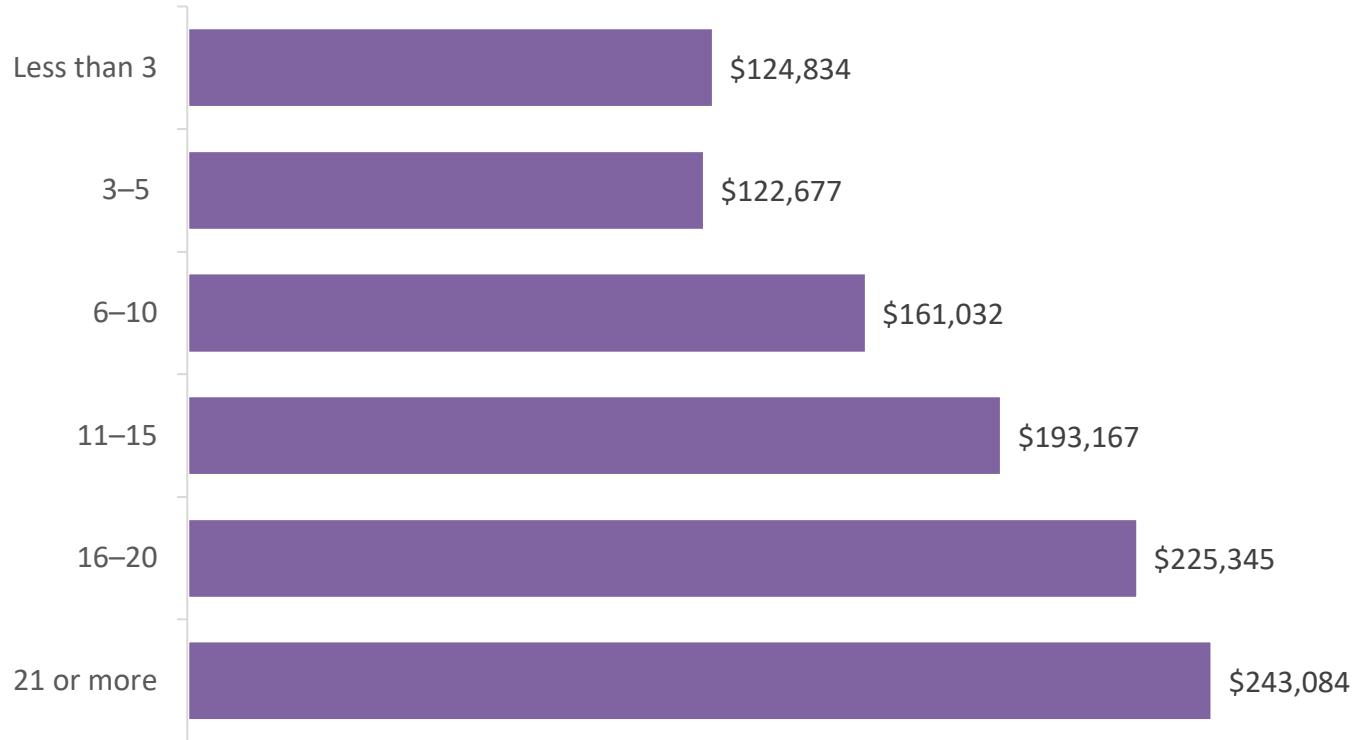
When it comes to tenure, total compensation ramps up significantly for those managing their department for 6 years or longer.





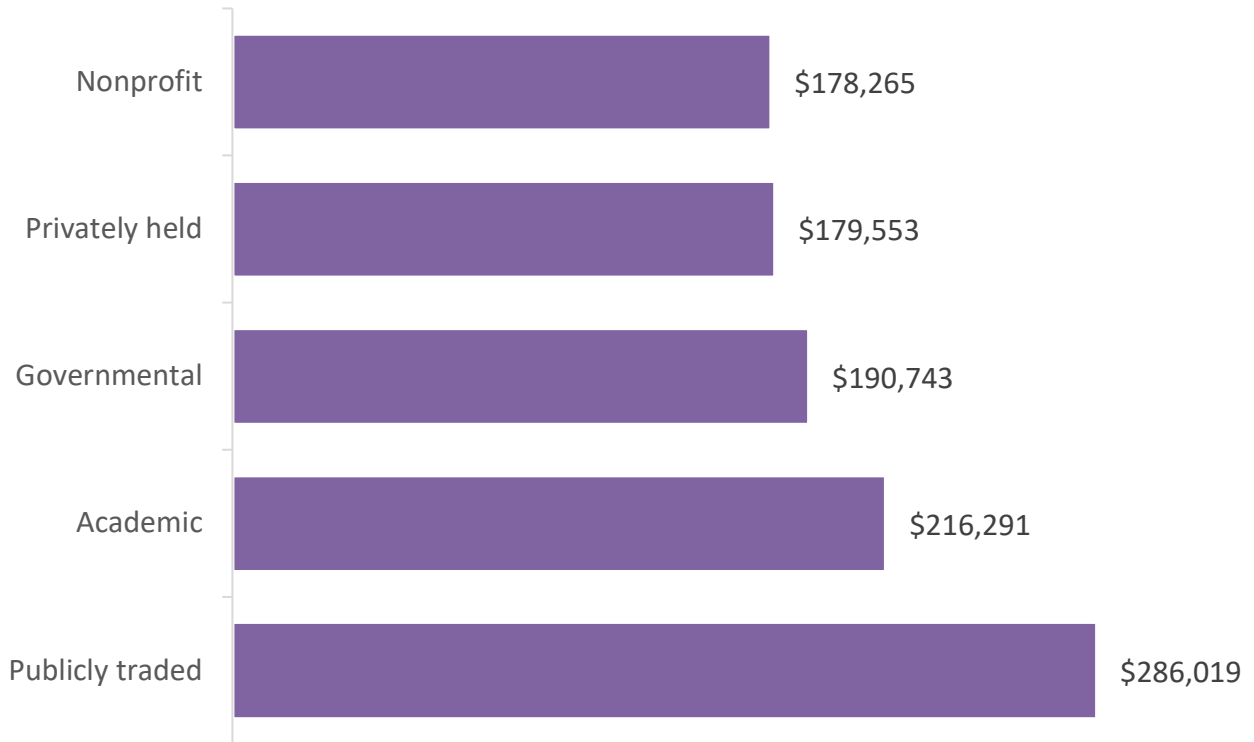
## Average Total Compensation by Years in Compliance Profession

We see a more linear relationship between total compensation and years in the compliance profession, with compensation topping \$243,000 for those in compliance for more than 20 years.



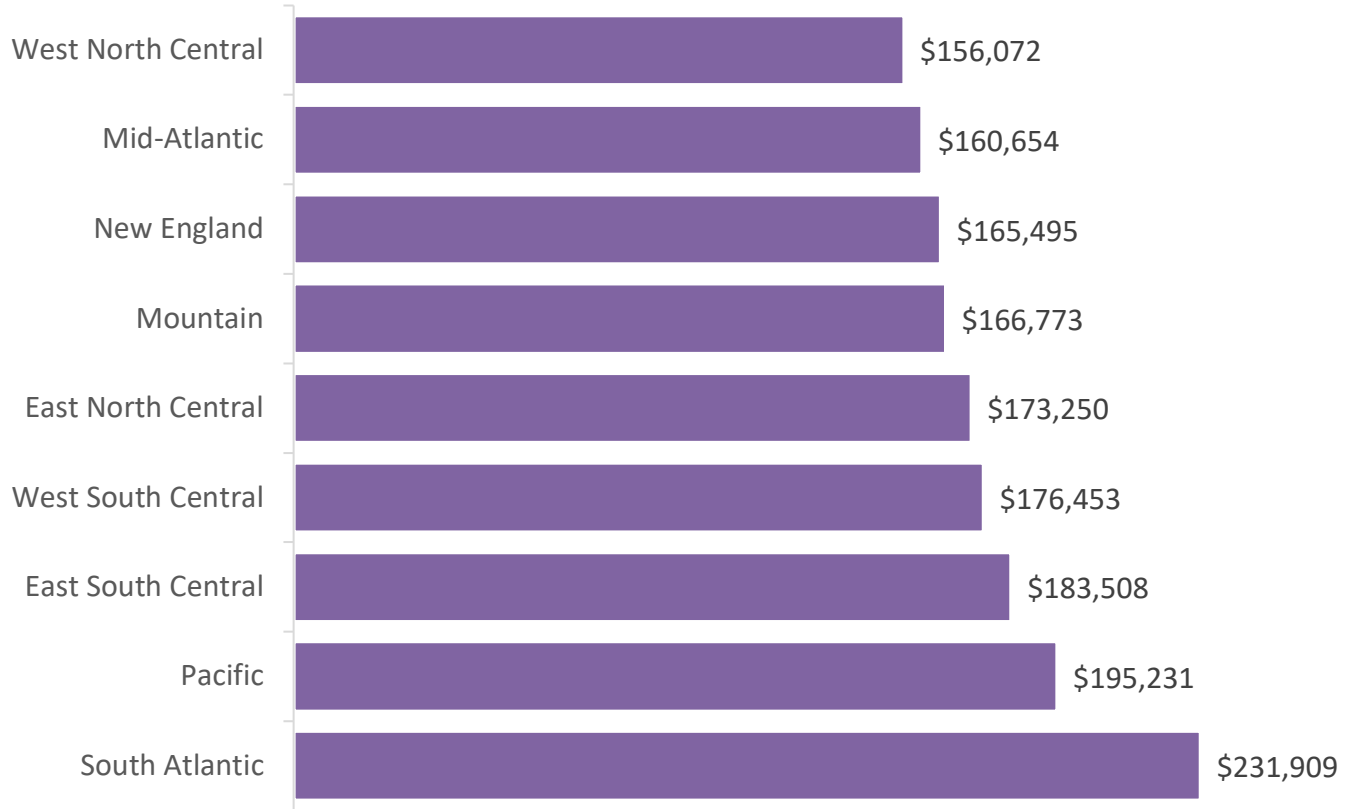
## Average Total Compensation by Type of Organization

Healthcare CCOs in publicly traded firms have the highest levels of total compensation; those in nonprofit organizations the lowest levels.



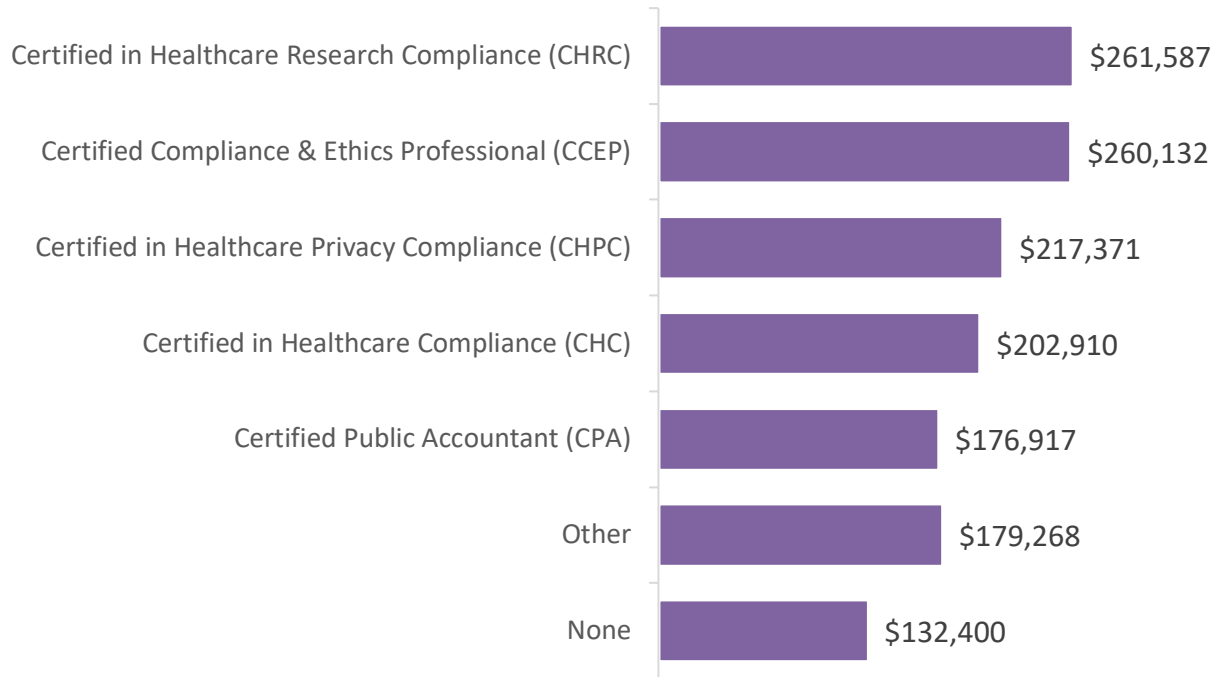
## ***Average Total Compensation and Average Base Salary by Geographic Region***

Compensation for healthcare CCOs tends to be highest in the South Atlantic, Pacific, and East South Central regions.



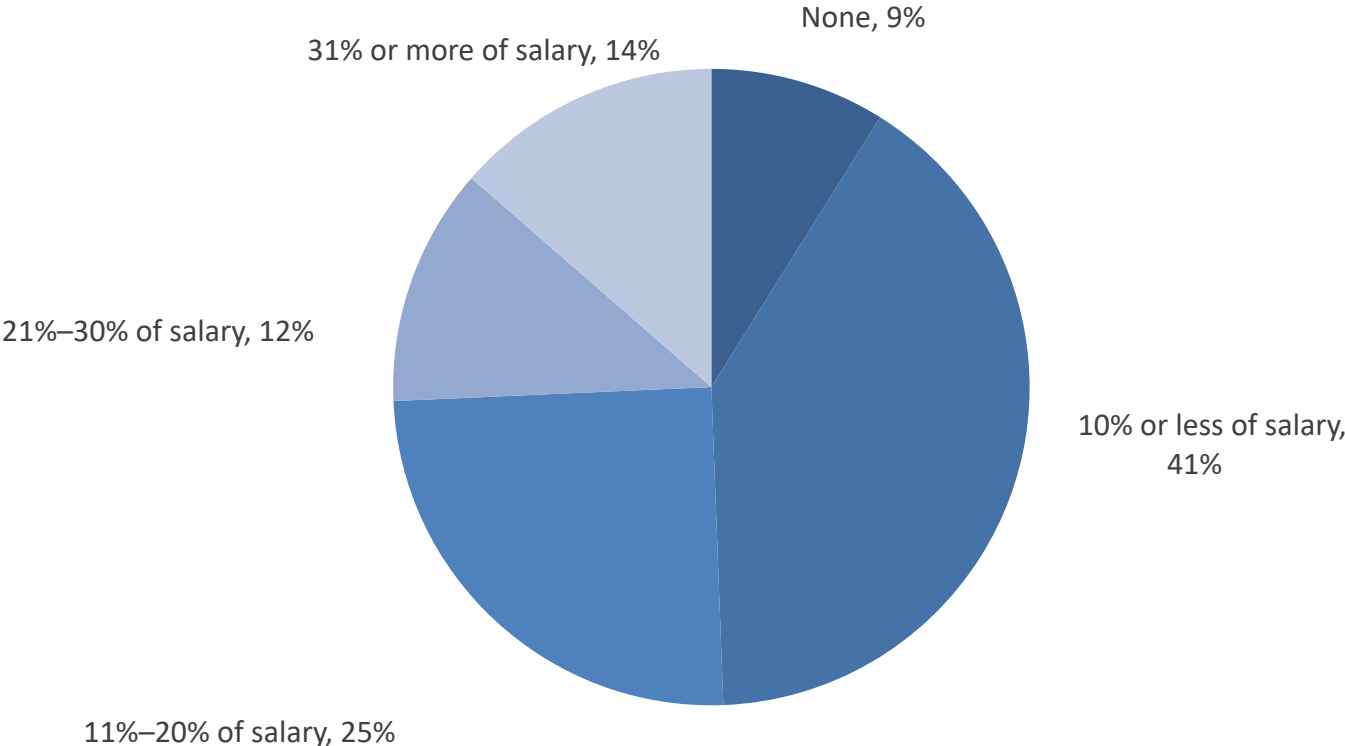
## Average Total Compensation by Certification

CCOs with a CHRC credential have the highest levels of compensation; those with no certification earn considerably less than those who have a certification.



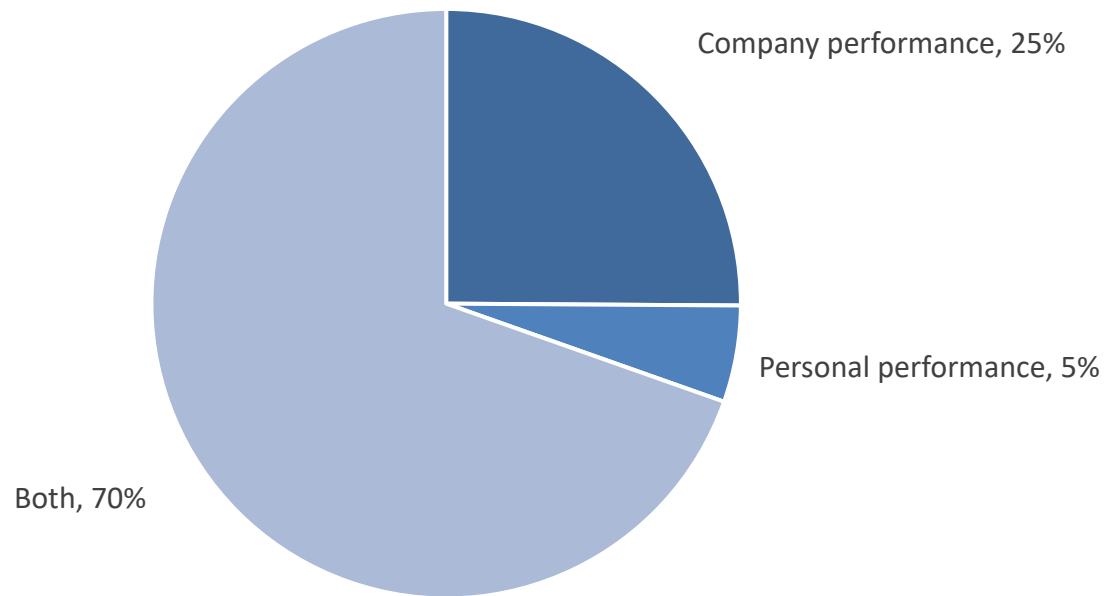
### Amount of Bonus Eligible

Over 90% of healthcare CCOs receive a bonus on top of salary, most commonly between 1% and 20% of salary.



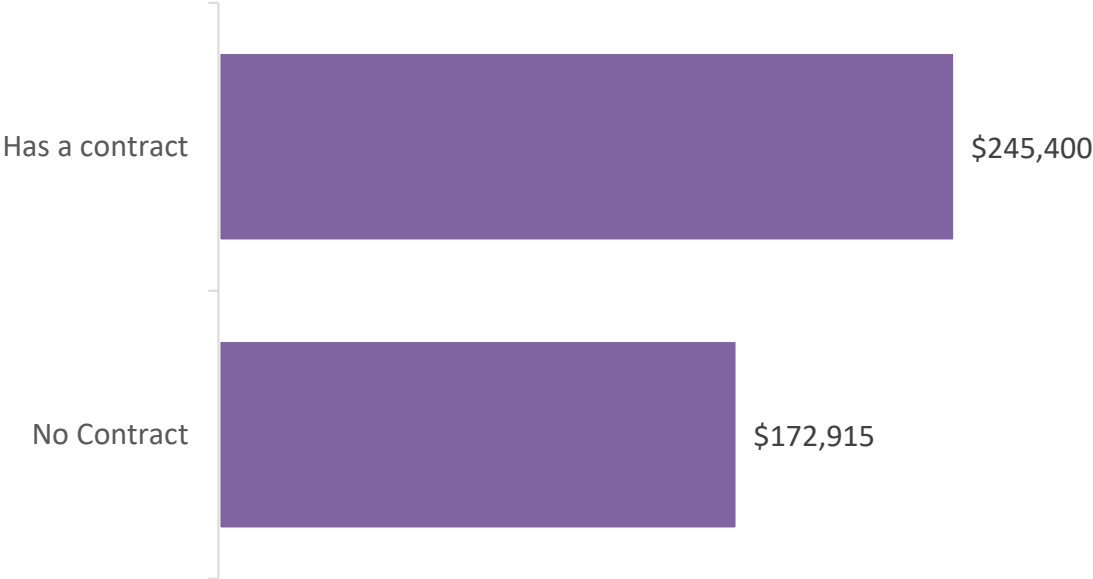
## ***Basis of Bonus***

7 in 10 (70%) healthcare CCOs who receive a bonus say the amount is based on both company performance and personal performance. For the rest, company performance is much more likely to be the basis for the bonus amount.



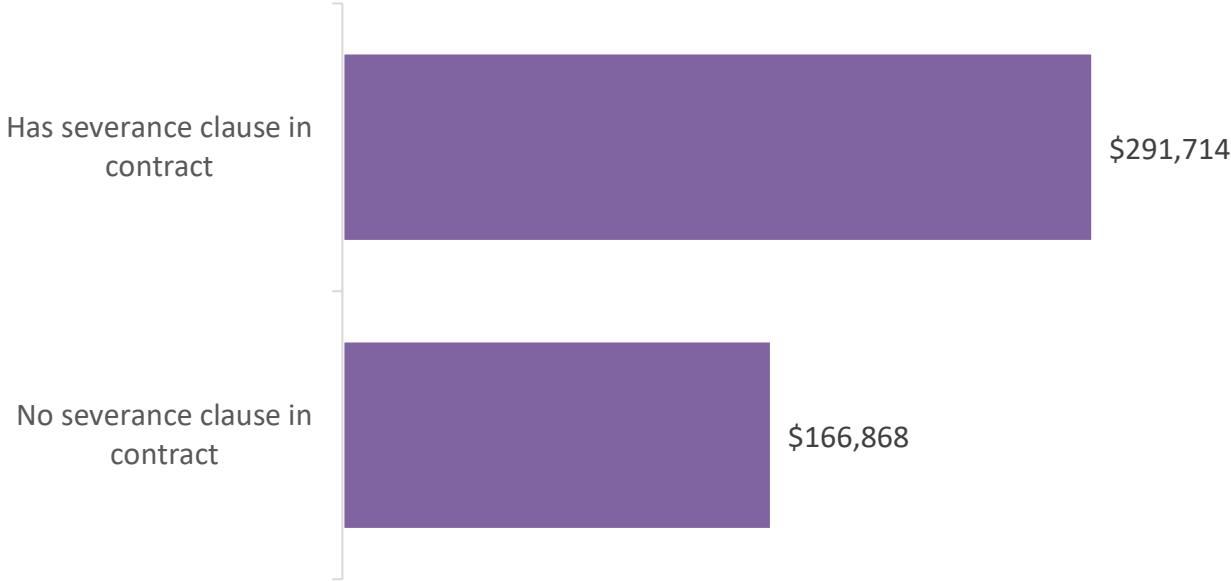
## Average Total Compensation by Contract Status

CCOs with a contract earn about \$72K more per year than those without a contract.



**Average Total Compensation by Severance Clause Status**

Among those with a contract, compensation is also considerably higher among those who have a severance clause built into their agreement.





## Salary Data

## Chief Compliance Officer Salary Results Healthcare

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>All Respondents</b>	500	\$165,435	\$110,750	\$150,000	\$205,000	\$181,903	\$114,300	\$155,000	\$220,000
<b>Percentage of Company's Legal and Regulatory Risk Areas CCO Involved In</b>									
26%–50%	98	\$166,988	\$120,250	\$150,000	\$204,500	\$187,636	\$123,119	\$155,000	\$219,008
51%–75%	168	\$162,640	\$109,750	\$140,000	\$200,000	\$178,509	\$112,625	\$149,500	\$213,150
76%–100%	234	\$166,791	\$110,500	\$150,000	\$206,500	\$181,939	\$113,725	\$160,000	\$224,500
<b>Number of Employees in the Compliance Group Managed</b>									
1	144	\$121,427	\$86,000	\$113,000	\$150,000	\$124,883	\$88,750	\$118,000	\$152,480
2 to 5	210	\$158,313	\$120,000	\$145,000	\$189,300	\$173,500	\$124,000	\$154,500	\$207,950
6 to 10	62	\$204,152	\$150,000	\$190,000	\$247,250	\$228,789	\$161,750	\$199,000	\$291,500
11 to 15	27	\$208,489	\$156,000	\$230,000	\$261,250	\$228,548	\$157,500	\$242,000	\$273,100
16 to 20	12	\$255,553	\$251,250	\$273,500	\$280,000	\$276,020	\$265,250	\$280,000	\$292,500
More than 20	44	\$238,908	\$123,500	\$220,000	\$311,000	\$289,647	\$135,000	\$245,000	\$406,050
<b>Annual Compliance Budget Managed</b>									
< \$100k	203	\$128,442	\$90,000	\$118,000	\$150,000	\$134,434	\$94,000	\$124,500	\$156,000
\$100k–\$249k	61	\$140,755	\$109,000	\$133,000	\$170,000	\$146,094	\$110,000	\$135,000	\$175,000
\$250k–\$499k	68	\$154,628	\$124,500	\$156,542	\$180,500	\$167,632	\$129,020	\$158,742	\$196,250
\$500k–\$999k	59	\$189,213	\$147,000	\$180,000	\$217,500	\$208,150	\$147,000	\$188,000	\$245,000
\$1m–\$1.9m	45	\$215,721	\$160,000	\$225,000	\$254,176	\$250,765	\$160,000	\$239,000	\$314,000
\$2m+	64	\$260,500	\$200,000	\$272,000	\$304,500	\$309,148	\$219,000	\$280,000	\$384,000
<b>Number of Employees That CCO Runs Compliance for</b>									
Less than 100	62	\$136,735	\$85,000	\$123,670	\$180,000	\$145,620	\$87,000	\$127,670	\$186,000
100–249	58	\$131,113	\$92,000	\$115,500	\$167,000	\$138,783	\$92,000	\$125,250	\$170,000
250–499	74	\$125,024	\$94,500	\$110,500	\$150,000	\$128,197	\$94,500	\$114,750	\$160,000
500–999	79	\$154,563	\$108,000	\$150,000	\$200,000	\$163,205	\$108,000	\$156,000	\$200,000
1,000–1,999	65	\$157,742	\$121,000	\$140,000	\$182,000	\$173,875	\$126,000	\$149,406	\$200,000
2,000–2,999	36	\$166,272	\$129,500	\$160,000	\$195,000	\$190,105	\$132,000	\$165,700	\$209,505
3,000–4,999	40	\$175,239	\$122,000	\$157,500	\$213,000	\$189,248	\$131,719	\$163,000	\$225,000
5,000–7,499	17	\$203,906	\$145,000	\$170,000	\$257,500	\$228,671	\$151,403	\$217,000	\$270,000
7,500–14,999	36	\$238,414	\$193,000	\$246,500	\$281,000	\$276,483	\$193,000	\$273,500	\$340,000
15,000+	33	\$299,249	\$248,000	\$282,000	\$334,200	\$361,749	\$250,000	\$338,425	\$405,000

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>Annual Revenues of Part of Organization That the CCO Runs Compliance For</b>									
Less than \$5 million	61	\$141,679	\$93,000	\$120,000	\$170,000	\$149,439	\$99,000	\$130,000	\$190,000
\$5 million to less than \$15 million	52	\$130,266	\$83,600	\$114,000	\$165,520	\$134,976	\$85,500	\$119,994	\$169,020
\$15 million to less than \$30 million	73	\$134,557	\$96,000	\$125,000	\$165,000	\$138,564	\$97,500	\$128,000	\$167,000
\$30 million to less than \$50 million	44	\$128,373	\$96,750	\$123,250	\$139,525	\$137,079	\$100,000	\$127,350	\$158,440
\$50 million to less than \$100 million	61	\$163,563	\$130,000	\$152,000	\$190,000	\$175,444	\$134,500	\$156,000	\$206,000
\$100 million to less than \$500 million	83	\$158,801	\$123,000	\$150,000	\$185,000	\$174,778	\$124,000	\$163,000	\$212,000
\$500 million to less than \$1 billion	36	\$191,489	\$133,000	\$178,000	\$222,500	\$222,239	\$136,500	\$201,000	\$252,500
\$1 billion to less than \$3 billion	39	\$231,578	\$180,000	\$245,000	\$280,000	\$265,537	\$200,000	\$260,000	\$340,000
\$3 billion or more	35	\$301,499	\$248,000	\$282,000	\$340,000	\$364,917	\$275,000	\$341,600	\$440,000
<b>Number of Countries in Which Compliance Is Managed</b>									
1	482	\$162,965	\$110,000	\$145,300	\$200,000	\$177,711	\$113,500	\$152,500	\$217,000
2 or more	18	\$231,570	\$167,000	\$230,000	\$263,000	\$294,159	\$199,000	\$252,750	\$315,000
<b>Number of Years Managing the Compliance Department</b>									
1 or less	58	\$144,932	\$100,000	\$131,500	\$187,000	\$153,919	\$101,000	\$138,250	\$190,000
2	54	\$134,663	\$100,000	\$118,913	\$162,000	\$142,790	\$100,000	\$126,763	\$162,000
3	59	\$151,541	\$110,000	\$145,000	\$187,000	\$166,922	\$115,500	\$156,000	\$190,500
4	34	\$157,243	\$88,000	\$125,000	\$185,000	\$172,058	\$89,500	\$128,000	\$200,000
5	47	\$137,799	\$98,000	\$135,000	\$163,000	\$145,954	\$98,000	\$136,500	\$175,000
6–10	128	\$176,578	\$119,994	\$151,000	\$225,000	\$199,166	\$122,448	\$156,440	\$250,000
11–15	55	\$183,298	\$126,000	\$167,000	\$245,000	\$201,587	\$126,000	\$175,000	\$254,000
16 or more	64	\$209,216	\$145,320	\$200,000	\$258,500	\$233,725	\$147,000	\$209,300	\$296,790
<b>Years in Compliance Profession</b>									
<3 years	36	\$122,084	\$83,100	\$115,000	\$150,702	\$124,834	\$86,640	\$115,000	\$150,702
3–5 years	82	\$118,225	\$85,000	\$108,000	\$145,600	\$122,677	\$85,000	\$110,000	\$150,000
6–10 years	120	\$149,870	\$106,000	\$132,500	\$180,000	\$161,032	\$107,500	\$140,000	\$187,875
11–15 years	103	\$171,576	\$120,000	\$161,400	\$210,000	\$193,167	\$127,000	\$165,000	\$245,000
16–20 years	83	\$202,681	\$137,000	\$182,000	\$250,000	\$225,345	\$151,452	\$200,000	\$259,120
21+ years	76	\$212,485	\$150,000	\$201,500	\$248,500	\$243,084	\$161,750	\$219,000	\$283,500

	Responses	Average	Base Salary			Total Compensation			75 <sup>th</sup> Percentile
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	
<b>Certifications</b>									
Certified Public Accountant (CPA)	12	\$173,167	\$126,000	\$165,000	\$222,500	\$176,917	\$126,000	\$165,000	\$237,500
Certified Compliance & Ethics Professional (CCEP)	21	\$219,415	\$162,000	\$208,600	\$275,000	\$260,132	\$192,000	\$227,000	\$341,600
Certified Compliance & Ethics Professional-International (CCEP-I)	1								
Certified in Healthcare Compliance (CHC)	332	\$181,600	\$126,750	\$165,000	\$220,000	\$202,910	\$133,000	\$172,821	\$245,500
Certified in Healthcare Research Compliance (CHRC)	29	\$229,787	\$170,000	\$230,000	\$294,580	\$261,587	\$190,000	\$248,000	\$314,000
Certified in Healthcare Privacy Compliance (CHPC)	110	\$192,439	\$131,500	\$175,000	\$248,550	\$217,371	\$133,405	\$189,850	\$271,500
Certified Fraud Examiner (CFE)	4								
Certified Internal Auditor (CIA)	5	\$202,400	\$162,000	\$220,000	\$220,000	\$232,000	\$192,000	\$254,000	\$254,000
Certified Information Privacy Professional (CIPP)	4								
Professionals in Human Resources (PHR)	4								
Senior Professionals in Human Resources (SPHR)	4								
Health Ethics Trust Certified Compliance Executive (CCE)	2								
Other	127	\$161,059	\$108,000	\$145,000	\$200,000	\$179,268	\$110,500	\$155,000	\$207,800
None	90	\$126,753	\$84,250	\$108,750	\$150,000	\$132,400	\$86,250	\$109,500	\$160,730
<b>Type of Organization</b>									
Nonprofit	280	\$165,103	\$113,000	\$143,000	\$200,000	\$178,265	\$114,750	\$147,994	\$212,600
Privately held	158	\$160,222	\$110,000	\$151,960	\$206,000	\$179,553	\$115,000	\$170,000	\$228,000
Publicly traded	13	\$207,835	\$120,000	\$205,000	\$300,000	\$286,019	\$128,000	\$255,000	\$420,000
Governmental	24	\$174,543	\$101,500	\$128,500	\$233,000	\$190,743	\$101,500	\$134,900	\$233,000
Academic	14	\$213,327	\$165,000	\$198,000	\$275,000	\$216,291	\$176,000	\$198,000	\$275,000
<b>Number of Compliance Elements Involved in</b>									
1-3	2								
4-6	21	\$138,160	\$115,000	\$125,000	\$143,000	\$140,898	\$115,000	\$125,000	\$148,488
7-9	145	\$146,066	\$102,000	\$131,000	\$174,000	\$156,967	\$105,000	\$135,000	\$186,000
All 10	332	\$175,968	\$117,079	\$161,000	\$218,750	\$195,800	\$122,913	\$169,602	\$243,500

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>Geographic Region</b>									
New England	27	\$156,868	\$112,000	\$147,000	\$202,600	\$165,495	\$116,500	\$154,500	\$216,600
Mid-Atlantic	75	\$150,924	\$100,000	\$128,000	\$181,000	\$160,654	\$100,700	\$130,000	\$200,000
East North Central	52	\$159,675	\$105,500	\$133,000	\$182,000	\$173,250	\$105,500	\$141,000	\$191,000
West North Central	32	\$150,044	\$106,000	\$145,000	\$171,000	\$156,072	\$106,500	\$145,000	\$187,000
South Atlantic	79	\$201,234	\$149,406	\$175,000	\$240,000	\$231,909	\$152,000	\$190,000	\$300,000
East South Central	42	\$165,041	\$112,840	\$154,602	\$205,000	\$183,508	\$113,500	\$164,177	\$228,000
West South Central	48	\$156,114	\$113,219	\$135,000	\$195,000	\$176,453	\$115,000	\$140,000	\$201,500
Mountain	56	\$150,296	\$100,000	\$140,320	\$195,000	\$166,773	\$101,500	\$149,000	\$217,500
Pacific	72	\$179,911	\$112,000	\$152,960	\$245,000	\$195,231	\$123,000	\$157,225	\$250,000
<b>Contract Status</b>									
Yes	62	\$208,637	\$150,000	\$207,500	\$250,000	\$245,400	\$164,375	\$226,000	\$300,000
No	438	\$159,320	\$109,000	\$143,000	\$191,270	\$172,915	\$111,625	\$150,000	\$203,000
<b>If Yes: Do You Have a Severance Clause in Contract?</b>									
Yes	39	\$240,545	\$180,000	\$230,000	\$275,000	\$291,714	\$210,000	\$260,000	\$375,000
No	23	\$154,533	\$100,000	\$150,000	\$200,000	\$166,868	\$100,700	\$150,000	\$216,000

## ***Detailed Results***

## Chief Compliance Officer Detailed Results Healthcare

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
<b>Are you the Compliance Officer for:</b>						
<b>Responses</b>	500	203	61	68	59	109
Your organization as a whole	70%	66%	77%	78%	69%	71%
A division or operating unit of the organization	30%	34%	23%	22%	31%	29%
<b>Percentage indicating involvement in the following compliance elements:</b>						
Compliance Auditing/Monitoring	97%	95%	98%	97%	97%	100%
Compliance Education	98%	98%	98%	96%	98%	98%
Compliance Investigations	98%	98%	98%	97%	100%	96%
Hot Line/Anonymous Reporting	92%	89%	98%	91%	98%	94%
Reporting to the Board	92%	87%	87%	96%	97%	96%
Compliance Risk Assessments	95%	95%	95%	94%	97%	97%
Compliance Discipline/Incentives	82%	78%	77%	84%	83%	87%
Code of Conduct	90%	87%	95%	91%	92%	93%
Policies and Procedures	99%	100%	98%	99%	100%	99%
Measuring Program Effectiveness	88%	86%	87%	90%	92%	90%
<b>How much of your company's legal and regulatory risk areas are you responsible for managing?</b>						
<b>Responses</b>	500	203	61	68	59	109
26%–50%	20%	18%	23%	24%	15%	20%
51%–75%	34%	37%	38%	19%	39%	31%
76%–100%	47%	45%	39%	57%	46%	49%
<b>How many employees, including you, are in the compliance group you manage?</b>						
<b>Responses</b>	499	203	60	68	59	109
1	29%	47%	50%	24%	0%	3%
2 to 5	42%	38%	38%	72%	64%	21%
6 to 10	12%	5%	5%	2%	29%	28%
11 to 15	5%	3%	2%	0%	3%	17%
16 to 20	2%	2%	0%	2%	0%	7%
More than 20	9%	6%	5%	2%	3%	24%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
<b>Annual compliance budget managed:</b>						
Responses	500	203	61	68	59	109
<\$100k	41%	100%	0%	0%	0%	0%
\$100k–\$249k	12%	0%	100%	0%	0%	0%
\$250k–\$499k	14%	0%	0%	100%	0%	0%
\$500k–\$999k	12%	0%	0%	0%	100%	0%
\$1m–\$1.9m	9%	0%	0%	0%	0%	41%
\$2m+	13%	0%	0%	0%	0%	59%
<b>Approximately how many employees work in your organization as a whole?</b>						
Responses	500	203	61	68	59	109
Less than 100	5%	8%	5%	4%	2%	1%
100–249	11%	18%	8%	13%	0%	6%
250–499	17%	24%	26%	16%	7%	3%
500–999	15%	17%	18%	16%	10%	13%
1,000–1,999	14%	10%	20%	19%	20%	12%
2,000–2,999	6%	4%	10%	7%	15%	4%
3,000–4,999	7%	5%	3%	7%	19%	8%
5,000–7,499	4%	2%	3%	3%	12%	4%
7,500–9,999	3%	3%	2%	3%	5%	6%
10,000–14,999	4%	2%	0%	3%	2%	14%
15,000–19,999	3%	2%	2%	2%	7%	6%
20,000–29,999	3%	2%	2%	3%	0%	6%
30,000–49,999	3%	1%	0%	0%	0%	10%
50,000–74,999	1%	0%	2%	0%	0%	6%
75,000–99,999	1%	1%	0%	2%	2%	2%
100,000 +	2%	3%	0%	2%	0%	2%



	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
<b>Approximately how many employees work in the portion of the organization that you run compliance for?</b>						
Responses	500	203	61	68	59	109
Less than 100	12%	17%	10%	10%	7%	9%
100–249	12%	19%	10%	13%	0%	5%
250–499	15%	21%	25%	13%	7%	3%
500–999	16%	17%	16%	19%	12%	13%
1,000–1,999	13%	8%	21%	19%	19%	11%
2,000–2,999	7%	4%	8%	10%	17%	6%
3,000–4,999	8%	6%	3%	7%	22%	6%
5,000–7,499	3%	3%	3%	2%	9%	3%
7,500–9,999	3%	2%	2%	2%	7%	7%
10,000–14,999	4%	1%	2%	3%	0%	14%
15,000–19,999	2%	2%	0%	0%	2%	4%
20,000–29,999	1%	1%	0%	2%	0%	5%
30,000–49,999	2%	1%	0%	0%	0%	10%
50,000–74,999	1%	0%	0%	0%	0%	4%
75,000–99,999	0%	0%	0%	0%	0%	0%
100,000 +	0%	0%	0%	0%	0%	2%
<b>What are the annual revenues of the organization you work for?</b>						
Responses	484	194	58	67	58	107
Less than \$5 million	6%	10%	3%	6%	3%	0%
\$5 million to less than \$15 million	10%	19%	7%	9%	0%	4%
\$15 million to less than \$30 million	14%	22%	9%	12%	12%	6%
\$30 million to less than \$50 million	10%	9%	16%	10%	10%	6%
\$50 million to less than \$100 million	14%	13%	24%	21%	9%	8%
\$100 million to less than \$500 million	18%	14%	28%	18%	21%	18%
\$500 million to less than \$1 billion	9%	4%	10%	12%	24%	8%
\$1 billion to less than \$3 billion	9%	4%	2%	9%	17%	19%
\$3 billion or more	10%	5%	2%	3%	3%	32%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
<b>What are the annual revenues for the portion of the organization that your part of the compliance program oversees?</b>						
Responses	484	193	58	67	58	108
Less than \$5 million	13%	18%	9%	13%	10%	7%
\$5 million to less than \$15 million	11%	17%	9%	9%	2%	7%
\$15 million to less than \$30 million	15%	23%	10%	13%	10%	7%
\$30 million to less than \$50 million	9%	10%	16%	9%	10%	3%
\$50 million to less than \$100 million	13%	11%	21%	19%	9%	9%
\$100 million to less than \$500 million	17%	15%	26%	19%	24%	11%
\$500 million to less than \$1 billion	7%	3%	7%	9%	21%	7%
\$1 billion to less than \$3 billion	8%	2%	2%	6%	12%	21%
\$3 billion or more	7%	1%	2%	1%	2%	29%
<b>For how many countries do you manage compliance?</b>						
Responses	500	203	61	68	59	109
1	96%	98%	95%	97%	93%	96%
2 or more	4%	2%	5%	3%	7%	4%
<b>Where do you work?</b>						
Responses	500	203	61	68	59	109
United States	100%	100%	100%	100%	100%	100%
North America, other than the US	0%	0%	0%	0%	0%	0%
South America	0%	0%	0%	0%	0%	0%
Europe	0%	0%	0%	0%	0%	0%
Asia	0%	0%	0%	0%	0%	0%
Africa	0%	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%	0%
Middle East	0%	0%	0%	0%	0%	0%
<b>Years in compliance profession</b>						
Responses	500	203	61	68	59	109
75 <sup>th</sup> Percentile	18	15	17	17	18	22
Median	11	8	11	11	13	18
25 <sup>th</sup> Percentile	6	5	7	7	10	10
Average	13	10	12	13	14	17
<b>Years with current employer</b>						
Responses	500	203	61	68	59	109
75 <sup>th</sup> Percentile	15	12	17	14	19	15
Median	6	6	6	7	8	6

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
25 <sup>th</sup> Percentile	3	3	3	4	4	2
Average	10	9	11	11	12	11
<b>Years holding current job title</b>						
Responses	500	203	61	68	59	109
75 <sup>th</sup> Percentile	8	6	8	8	7	10
Median	4	3	3	4	5	5
25 <sup>th</sup> Percentile	2	2	2	2	2	3
Average	6	5	6	6	6	7
<b>Industry</b>						
Responses	500	203	61	68	59	109
Health Care Provider	100%	100%	100%	100%	100%	100%
<b>How many years have you run the compliance department?</b>						
Responses	499	202	61	68	59	109
Average	8	3	7	8	9	11
1	12%	18%	11%	1%	7%	8%
2	11%	11%	21%	13%	5%	6%
3	12%	14%	8%	13%	10%	9%
4	7%	9%	3%	7%	2%	6%
5	9%	9%	8%	19%	14%	3%
6 to 10	26%	23%	26%	18%	31%	32%
11 to 15	11%	10%	10%	12%	19%	9%
16 or more	13%	5%	12%	16%	14%	27%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
<b>Type of organization</b>						
<b>Responses</b>	499	202	61	68	59	109
Nonprofit	56%	53%	51%	60%	61%	60%
Privately held	32%	38%	36%	35%	25%	19%
Publicly traded	3%	2%	0%	0%	3%	6%
Governmental	5%	5%	3%	3%	3%	8%
Academic	3%	1%	2%	1%	7%	6%
Other	2%	3%	8%	0%	0%	0%
<b>Percentage holding the following certifications:</b>						
Certified Public Accountant (CPA)	2%	1%	7%	2%	2%	4%
Certified Compliance & Ethics Professional (CCEP)	4%	2%	2%	4%	10%	6%
Certified in Healthcare Compliance (CHC)	66%	54%	64%	72%	83%	79%
Certified in Healthcare Research Compliance (CHRC)	6%	3%	3%	2%	10%	12%
Certified in Healthcare Privacy Compliance (CHPC)	22%	14%	26%	22%	31%	29%
Certified Fraud Examiner (CFE)	1%	0%	2%	2%	3%	0%
Certified Internal Auditor (CIA)	1%	1%	0%	0%	3%	1%
Certified Information Privacy Professional (CIPP)	1%	1%	0%	0%	0%	2%
Professionals in Human Resources (PHR)	1%	2%	0%	0%	0%	1%
Senior Professionals in Human Resources (SPHR)	1%	2%	2%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%	2%
Other	25%	23%	25%	22%	31%	30%
None	18%	28%	18%	15%	7%	8%
<b>Highest level of education attained</b>						
<b>Responses</b>	498	203	61	68	59	107
Some college	7%	12%	5%	4%	0%	5%
Bachelor's degree	25%	27%	33%	24%	22%	21%
MBA	15%	17%	16%	12%	14%	14%
Master's degree (non-MBA)	32%	32%	30%	40%	37%	28%
JD	16%	9%	15%	13%	24%	27%
PhD	4%	4%	2%	7%	3%	6%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
<b>Amount of bonus eligible</b>						
Responses	256	76	23	41	39	77
None	9%	15%	17%	0%	8%	7%
1%–10% of salary	41%	58%	39%	59%	36%	17%
11%–20% of your salary	25%	21%	35%	20%	33%	23%
21%–30% of your salary	12%	5%	4%	17%	13%	18%
31%–40% of your salary	8%	1%	4%	5%	5%	20%
41% or more of your salary	5%	0%	0%	0%	5%	16%
<b>If you receive a bonus, what is it based on?</b>						
Responses	262	81	24	41	39	77
Company performance	25%	30%	42%	20%	10%	25%
Personal performance	5%	7%	4%	2%	8%	4%
Both	70%	63%	54%	78%	82%	71%
<b>Do you have a contract?</b>						
Responses	500	203	61	68	59	109
Yes	12%	7%	15%	15%	17%	17%
No	88%	93%	85%	85%	83%	83%
<b>If yes, do you have a severance clause in your contract?</b>						
Responses	62	14	9	10	10	19
Yes	63%	14%	33%	80%	80%	95%
No	37%	86%	67%	20%	20%	2%
<b>If yes, what percent of your annual salary is it equivalent to?</b>						
Responses	39	2	3	8	8	18
<20%	0%			0%	0%	0%
20%–29%	0%			0%	0%	0%
30%–49%	8%			25%	0%	0%
50%+	54%			13%	50%	78%
My severance does not translate into this measure	38%			63%	50%	22%
<b>Number of Compliance Elements Involved in</b>						
Responses	500	203	61	68	59	109
1–3	0%	0%	2%	2%	0%	0%
4–6	4%	4%	2%	4%	2%	6%
7–9	29%	37%	38%	24%	22%	17%
All 10	66%	59%	59%	71%	76%	77%

Geographic Region	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Responses	483	195	57	67	58	106
New England	6%	6%	9%	6%	7%	2%
Mid-Atlantic	16%	16%	11%	21%	10%	17%
East North Central	11%	12%	14%	13%	3%	9%
West North Central	7%	7%	11%	9%	2%	6%
South Atlantic	16%	11%	12%	24%	28%	18%
East South Central	9%	8%	11%	8%	12%	8%
West South Central	10%	11%	12%	5%	12%	9%
Mountain	12%	13%	12%	9%	9%	11%
Pacific	15%	16%	9%	6%	17%	20%

	Number of Employees in Organization as a Whole							
	All Respondents	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
<b>Are you the Compliance Officer for:</b>								
Responses	500	82	160	102	55	39	28	34
Your organization as a whole	70%	63%	76%	67%	69%	64%	79%	76%
A division or operating unit of the organization	30%	37%	24%	33%	31%	36%	21%	24%
<b>Percentage indicating involvement in the following compliance elements:</b>								
Compliance Auditing/Monitoring	97%	97%	97%	97%	97%	98%	96%	100%
Compliance Education	98%	95%	97%	98%	100%	98%	100%	100%
Compliance Investigations	98%	93%	98%	97%	100%	100%	100%	100%
Hot Line/Anonymous Reporting	92%	82%	94%	95%	95%	100%	89%	94%
Reporting to the Board	92%	90%	94%	90%	93%	90%	86%	91%
Compliance Risk Assessments	95%	97%	92%	98%	95%	98%	96%	97%
Compliance Discipline/Incentives	82%	76%	83%	80%	83%	83%	89%	82%
Code of Conduct	90%	91%	88%	94%	93%	88%	89%	85%
Policies and Procedures	99%	99%	100%	99%	98%	98%	100%	100%
Measuring Program Effectiveness	88%	85%	87%	90%	91%	88%	89%	91%
<b>How much of your company’s legal and regulatory risk areas are you responsible for managing?</b>								
Responses	500	82	160	102	55	39	28	34
26%–50%	20%	16%	11%	24%	24%	31%	29%	29%
51%–75%	34%	35%	33%	30%	36%	33%	36%	35%
76%–100%	47%	49%	56%	46%	40%	36%	36%	35%
<b>How many employees, including you, are in the compliance group you manage?</b>								
Responses	499	82	160	101	55	39	28	34
1	29%	49%	40%	27%	13%	3%	4%	12%
2 to 5	42%	38%	44%	47%	62%	31%	32%	18%
6 to 10	12%	6%	6%	17%	13%	31%	18%	18%
11 to 15	5%	1%	3%	5%	5%	18%	21%	0%
16 to 20	2%	0%	0%	1%	0%	13%	7%	12%
More than 20	9%	6%	6%	4%	7%	5%	18%	41%

	Number of Employees in Organization as a Whole							
	All Respondents	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
<b>Annual compliance budget managed:</b>								
Responses	500	82	160	102	55	39	28	34
<\$100k	41%	66%	53%	27%	24%	23%	21%	27%
\$100k–\$249k	12%	10%	17%	18%	7%	3%	7%	3%
\$250k–\$499k	14%	15%	14%	18%	13%	10%	11%	6%
\$500k–\$999k	12%	1%	6%	21%	33%	10%	14%	3%
\$1m–\$1.9m	9%	1%	5%	12%	15%	23%	18%	6%
\$2m+	13%	7%	6%	5%	9%	31%	29%	56%
<b>Approximately how many employees work in your organization as a whole?</b>								
Responses	500	82	160	102	55	39	28	34
Less than 100	5%	30%	0%	0%	0%	0%	0%	0%
100–249	11%	70%	0%	0%	0%	0%	0%	0%
250–499	17%	0%	52%	0%	0%	0%	0%	0%
500–999	15%	0%	48%	0%	0%	0%	0%	0%
1,000–1,999	14%	0%	0%	69%	0%	0%	0%	0%
2,000–2,999	6%	0%	0%	31%	0%	0%	0%	0%
3,000–4,999	7%	0%	0%	0%	67%	0%	0%	0%
5,000–7,499	4%	0%	0%	0%	33%	0%	0%	0%
7,500–9,999	3%	0%	0%	0%	0%	44%	0%	0%
10,000–14,999	4%	0%	0%	0%	0%	56%	0%	0%
15,000–19,999	3%	0%	0%	0%	0%	0%	54%	0%
20,000–29,999	3%	0%	0%	0%	0%	0%	46%	0%
30,000–49,999	3%	0%	0%	0%	0%	0%	0%	38%
50,000–74,999	1%	0%	0%	0%	0%	0%	0%	21%
75,000–99,999	1%	0%	0%	0%	0%	0%	0%	18%
100,000 +	2%	0%	0%	0%	0%	0%	0%	24%



	Number of Employees in Organization as a Whole							
	All Respondents	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
<b>Approximately how many employees work in the portion of the organization that you run compliance for?</b>								
Responses	500	82	160	102	55	39	28	34
Less than 100	12%	40%	8%	4%	11%	5%	4%	9%
100–249	12%	60%	3%	0%	2%	5%	4%	0%
250–499	15%	0%	46%	0%	0%	0%	4%	0%
500–999	16%	0%	43%	6%	4%	5%	0%	0%
1,000–1,999	13%	0%	0%	61%	0%	5%	0%	3%
2,000–2,999	7%	0%	0%	29%	2%	3%	11%	3%
3,000–4,999	8%	0%	0%	0%	56%	3%	11%	15%
5,000–7,499	3%	0%	0%	0%	25%	8%	0%	0%
7,500–9,999	3%	0%	0%	0%	0%	31%	14%	3%
10,000–14,999	4%	0%	0%	0%	0%	36%	14%	3%
15,000–19,999	2%	0%	0%	0%	0%	0%	18%	9%
20,000–29,999	1%	0%	0%	0%	0%	0%	21%	3%
30,000–49,999	2%	0%	0%	0%	0%	0%	0%	35%
50,000–74,999	1%	0%	0%	0%	0%	0%	0%	12%
75,000–99,999	0%	0%	0%	0%	0%	0%	0%	0%
100,000 +	0%	0%	0%	0%	0%	0%	0%	6%
<b>What are the annual revenues of the organization you work for?</b>								
Responses	484	81	155	98	53	39	26	32
Less than \$5 million	6%	17%	5%	3%	4%	0%	0%	0%
\$5 million to less than \$15 million	10%	31%	11%	4%	4%	3%	0%	3%
\$15 million to less than \$30 million	14%	32%	21%	3%	11%	3%	0%	0%
\$30 million to less than \$50 million	10%	7%	17%	9%	4%	3%	4%	0%
\$50 million to less than \$100 million	14%	4%	27%	14%	13%	5%	0%	0%
\$100 million to less than \$500 million	18%	9%	14%	42%	19%	13%	0%	9%
\$500 million to less than \$1 billion	9%	0%	1%	15%	28%	15%	15%	6%
\$1 billion to less than \$3 billion	9%	0%	3%	8%	17%	38%	15%	13%
\$3 billion or more	10%	0%	1%	1%	0%	21%	65%	69%

	Number of Employees in Organization as a Whole							
	All Respondents	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
<b>What are the annual revenues for the portion of the organization that your part of the compliance program oversees?</b>								
Responses	484	80	156	97	53	39	26	33
Less than \$5 million	13%	24%	14%	9%	9%	5%	8%	6%
\$5 million to less than \$15 million	11%	30%	10%	3%	8%	5%	4%	9%
\$15 million to less than \$30 million	15%	30%	22%	6%	8%	0%	4%	9%
\$30 million to less than \$50 million	9%	4%	16%	9%	4%	8%	4%	3%
\$50 million to less than \$100 million	13%	4%	21%	12%	13%	10%	0%	6%
\$100 million to less than \$500 million	17%	9%	14%	37%	21%	8%	8%	6%
\$500 million to less than \$1 billion	7%	0%	0%	14%	26%	13%	12%	0%
\$1 billion to less than \$3 billion	8%	0%	2%	8%	11%	33%	19%	12%
\$3 billion or more	7%	0%	1%	0%	0%	18%	42%	49%
<b>For how many countries do you manage compliance?</b>								
Responses	500	82	160	102	55	39	28	34
1	96%	98%	96%	98%	96%	97%	89%	94%
2 or more	4%	2%	4%	2%	4%	3%	11%	6%
<b>Where do you work?</b>								
Responses	500	82	160	102	55	39	28	34
United States	100%	100%	100%	100%	100%	100%	100%	100%
North America, other than the US	0%	0%	0%	0%	0%	0%	0%	0%
South America	0%	0%	0%	0%	0%	0%	0%	0%
Europe	0%	0%	0%	0%	0%	0%	0%	0%
Asia	0%	0%	0%	0%	0%	0%	0%	0%
Africa	0%	0%	0%	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%	0%	0%	0%
Middle East								
<b>Years in compliance profession</b>								
Responses	500	82	160	102	55	39	28	34
75 <sup>th</sup> Percentile	18	15	15	16	20	21	27	20
Median	11	8	8	12	18	13	20	16
25 <sup>th</sup> Percentile	6	5	5	8	10	10	13	12
Average	13	10	10	13	15	15	19	16

	Number of Employees in Organization as a Whole							
	All Respondents	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
<b>Years with current employer</b>								
Responses	500	82	160	102	55	39	28	34
75 <sup>th</sup> Percentile	15	9	15	18	16	11	26	10
Median	6	5	6	7	8	8	10	6
25 <sup>th</sup> Percentile	3	2	3	3	3	5	3	2
Average	10	7	10	12	11	10	15	8
<b>Years holding current job title</b>								
Responses	500	82	160	102	55	39	28	34
75 <sup>th</sup> Percentile	8	5	7	9	9	10	12	10
Median	4	3	4	4	3	5	6	5
25 <sup>th</sup> Percentile	2	2	2	2	1	1	4	2
Average	6	4	6	6	6	7	8	6
<b>Industry</b>								
Responses	500	82	160	102	55	39	28	34
Healthcare Provider	100%	100%	100%	100%	100%	100%	100%	100%

	Number of Employees in Organization as a Whole							
	All Respondents	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
<b>How many years have you run the compliance department?</b>								
Responses	500	82	160	102	55	39	28	34
Average	8	5	7	8	9	9	13	10
1	12%	20%	12%	8%	13%	10%	7%	6%
2	11%	12%	13%	11%	7%	18%	0%	6%
3	12%	16%	14%	12%	13%	3%	11%	3%
4	7%	9%	6%	10%	4%	5%	7%	9%
5	9%	16%	11%	8%	4%	10%	7%	3%
6 to 10	26%	16%	28%	24%	27%	33%	18%	39%
11 to 15	11%	9%	7%	20%	11%	5%	18%	12%
16 or more	13%	4%	11%	9%	22%	18%	32%	21%
<b>Type of organization</b>								
Responses	499	82	160	102	54	39	28	34
Nonprofit	56%	46%	56%	56%	52%	54%	68%	79%
Privately held	32%	46%	33%	34%	33%	23%	11%	6%
Publicly traded	3%	0%	1%	3%	4%	8%	4%	6%
Governmental	5%	6%	4%	5%	6%	8%	0%	6%
Academic	3%	0%	1%	0%	6%	8%	18%	3%
Other	2%	1%	4%	2%	0%	0%	0%	0%
<b>Percentage holding the following certifications</b>								
Certified Public Accountant (CPA)	2%	2%	1%	4%	2%	3%	4%	3%
Certified Compliance & Ethics Professional (CCEP)	4%	4%	1%	6%	4%	5%	7%	12%
Certified in Healthcare Compliance (CHC)	66%	49%	54%	75%	82%	77%	82%	94%
Certified in Healthcare Research Compliance (CHRC)	6%	0%	3%	6%	9%	8%	25%	12%
Certified in Healthcare Privacy Compliance (CHPC)	22%	21%	13%	29%	20%	36%	25%	32%
Certified Fraud Examiner (CFE)	1%	0%	1%	0%	4%	0%	0%	0%
Certified Internal Auditor (CIA)	1%	0%	0%	2%	5%	0%	0%	0%
Certified Information Privacy Professional (CIPP)	1%	0%	0%	2%	0%	3%	0%	3%
Professionals in Human Resources (PHR)	1%	1%	1%	1%	0%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	1%	2%	0%	0%	0%	0%	0%
Other	25%	24%	25%	22%	25%	41%	32%	18%
None	18%	29%	28%	12%	9%	5%	7%	3%

	Number of Employees in Organization as a Whole							
	All Respondents	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
<b>Highest level of education attained</b>								
Responses	498	82	160	101	54	39	28	34
Some college	7%	16%	6%	7%	7%	3%	0%	3%
Bachelor’s degree	25%	28%	31%	24%	17%	21%	18%	18%
MBA	15%	13%	16%	11%	20%	13%	7%	27%
Master’s degree (non-MBA)	32%	34%	29%	36%	31%	28%	54%	24%
JD	16%	7%	13%	16%	20%	33%	14%	27%
PhD	4%	1%	5%	7%	4%	3%	7%	3%
<b>Amount of bonus eligible</b>								
Responses	256	33	67	52	32	24	22	26
None	9%	18%	12%	6%	6%	0%	5%	12%
1%–10% of salary	41%	61%	54%	39%	28%	17%	36%	27%
11%–20% of your salary	25%	15%	27%	27%	31%	25%	32%	12%
21%–30% of your salary	12%	3%	3%	14%	22%	33%	9%	15%
31%–40% of your salary	8%	3%	5%	8%	6%	8%	9%	27%
41% or more of your salary	5%	0%	0%	8%	6%	17%	9%	8%
<b>If you receive a bonus, what is it based on?</b>								
Responses	262	33	67	55	33	24	22	28
Company performance	25%	30%	31%	24%	15%	25%	23%	18%
Personal performance	5%	9%	8%	6%	0%	4%	9%	0%
Both	70%	61%	61%	71%	85%	71%	68%	82%
<b>Do you have a contract?</b>								
Responses	500	82	160	102	55	39	28	34
Yes	12%	10%	9%	14%	20%	10%	21%	15%
No	88%	90%	91%	86%	80%	90%	79%	85%
<b>If yes, do you have a severance clause in your contract?</b>								
Responses	62	8	14	14	11	4	6	5
Yes	63%	38%	43%	71%	73%		83%	80%
No	37%	63%	57%	29%	27%		17%	20%

	Number of Employees in Organization as a Whole							
	All Respondents	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
<b>If yes, what percent of your annual salary is it equivalent to?</b>								
Responses	39	3	6	10	8	3	5	4
<20%	0%		0%	0%	0%		0%	
20%–29%	0%		0%	0%	0%		0%	
30%–49%	8%		17%	10%	13%		0%	
50%+	54%		66%	40%	62%		80%	
My severance does not translate into this measure	38%		17%	50%	25%		20%	
<b>Number of Compliance Elements Involved in</b>								
Responses	500	82	160	102	55	39	28	34
1–3	0%	1%	1%	0%	0%	0%	0%	0%
4–6	4%	7%	3%	3%	4%	5%	4%	6%
7–9	29%	34%	33%	27%	22%	21%	36%	21%
All 10	66%	57%	64%	70%	75%	74%	61%	74%
<b>Geographic Region</b>								
Responses	483	82	151	98	55	37	26	34
New England	6%	5%	6%	3%	5%	3%	8%	15%
Mid-Atlantic	16%	22%	13%	17%	9%	19%	8%	18%
East North Central	11%	7%	11%	13%	15%	5%	15%	9%
West North Central	7%	5%	7%	7%	4%	8%	15%	3%
South Atlantic	16%	7%	16%	17%	15%	30%	23%	21%
East South Central	9%	7%	11%	13%	15%	5%	15%	9%
West South Central	10%	12%	7%	12%	16%	11%	4%	3%
Mountain	12%	13%	15%	12%	11%	3%	4%	9%
Pacific	15%	21%	16%	7%	20%	8%	12%	21%

## **2024 Healthcare Staff Salary Survey**

## Introduction



## About This Report

The **2024 Healthcare Staff Salary Survey** is another important service provided by Society of Corporate Compliance and Ethics (SCCE) & Health Care Compliance Association (HCCA). The information contained in this report offers salary and compensation data for individuals working in the healthcare compliance profession. The report is designed to allow organizations and individuals to compare their data with those of their peers.

The results throughout this report are presented for both the total sample of survey respondents, and for specific segments within the sample, to allow organizations to more easily compare their own data to the results of individuals with similar characteristics.

In addition to the total sample, the individual segments reported throughout include the following:

- Title/level
- Number of Employees in Organization as a Whole
- Number of Employees in the Portion of the Organization That the Compliance Program Oversees
- Annual Revenues of the Organization as a Whole
- Annual Revenues of the Portion of the Organization That the Compliance Program Oversees
- Number of Employees in the Compliance Group
- Annual Compliance Budget
- Number of Employees in the Compliance Portion of the Organization
- Number of Direct Reports to the Individual
- Annual Revenues in Compliance Portion of the Organization
- Number of Countries in Which Compliance Is Managed
- Number of Years in the Compliance Department
- Years in Compliance Profession
- Certifications Held
- Type of Organization
- Amount of Company's Legal and Regulatory Risk Areas Compliance Department is Responsible for Managing
- Number of Compliance Program Elements the Individual Is Involved in
- Geographic Region
- Highest Level of Education
- Contract Status
- Presence of Severance Clause in One's Contract

Please note that the salary and other data published in this report should be considered guidelines rather than absolute standards. Even organizations that are similar in some characteristics, such as location, size, industry, etc., will differ in other ways, making it difficult to draw exact comparisons. In the end, results in this report that are different from one's own experience are most likely an indication that other factors are at play.

Note that a minimum of five responses was required to show data for any question, from any individual segments. Also note that results based on relatively small responses (e.g., fewer than 25) are subject to higher levels of statistical error and should be interpreted with caution.

This study was conducted for SCCE & HCCA by PeriscopeIQ, an independent professional survey research firm located in Bethlehem, PA. The company specializes in surveys for trade and professional associations, including salary surveys, member/employee experience surveys, and general research services.

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 2024, an email invitation was sent to approximately 45,000 individuals that make up the SCCE & HCCA database. In total, 2,259 completed online submissions were received by the middle of July. Of the 2,259 responses, 636 worked for a healthcare provider organization and were not a Chief Compliance Officer. This report is based solely on this group.

PeriscopeIQ maintains strict confidentiality standards in the research it conducts. For example, all data that could potentially identify individual respondents (name, organization, etc.) are stripped from the survey data and replaced with an identifying number. In addition, all results were checked, using both automated and manual processes, for internal consistency and accuracy.

Final results were tabulated by PeriscopeIQ, and the report was completed in August 2024.

## ***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 extremely 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.

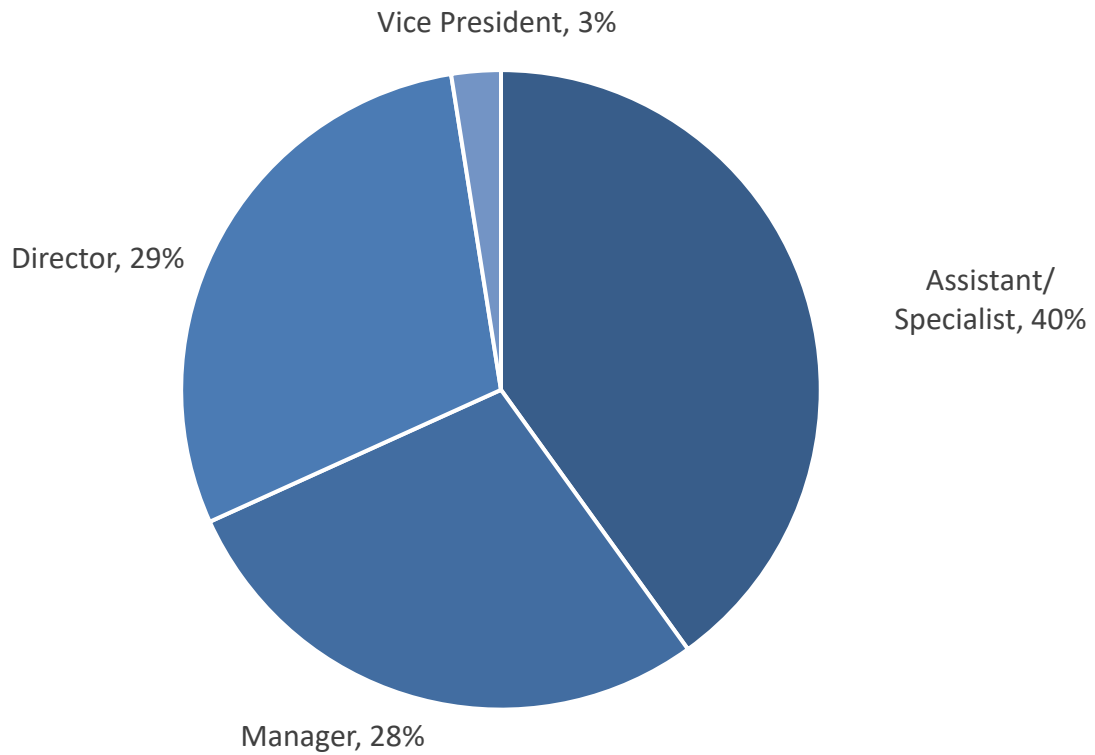
**25<sup>th</sup> Percentile:** when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

**75<sup>th</sup> 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

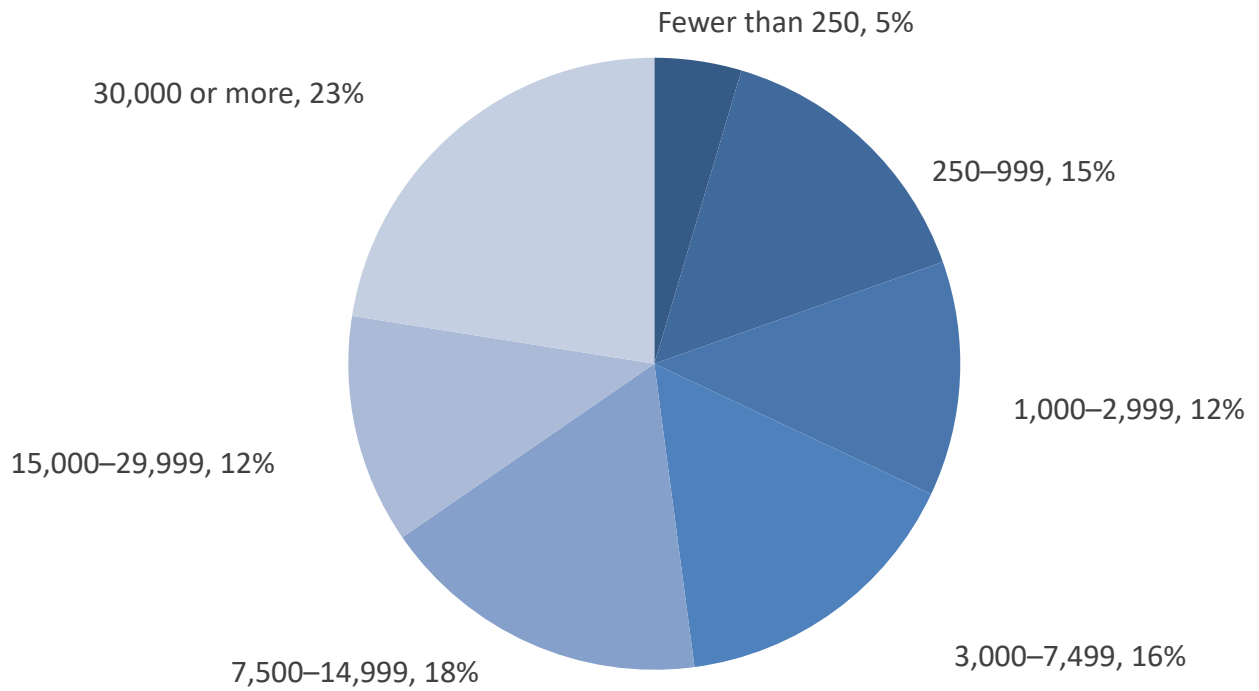
## *Title/Level*

Assistant/Specialist (40%) is the most common level for healthcare staff members responding to the survey; about 3 in 10 are either Managers (28%) or Directors (29%).



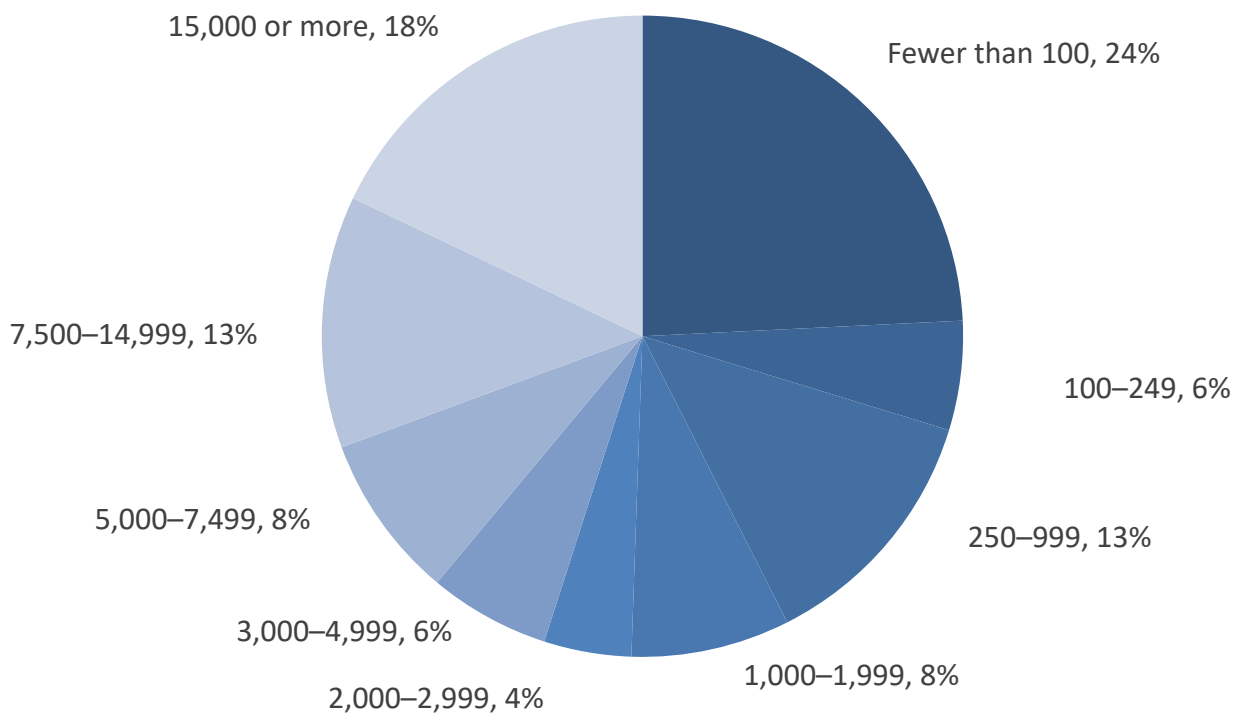
## Number of Employees in Organization as a Whole

Employer size levels are fairly evenly distributed across the healthcare staff professionals responding to the survey.



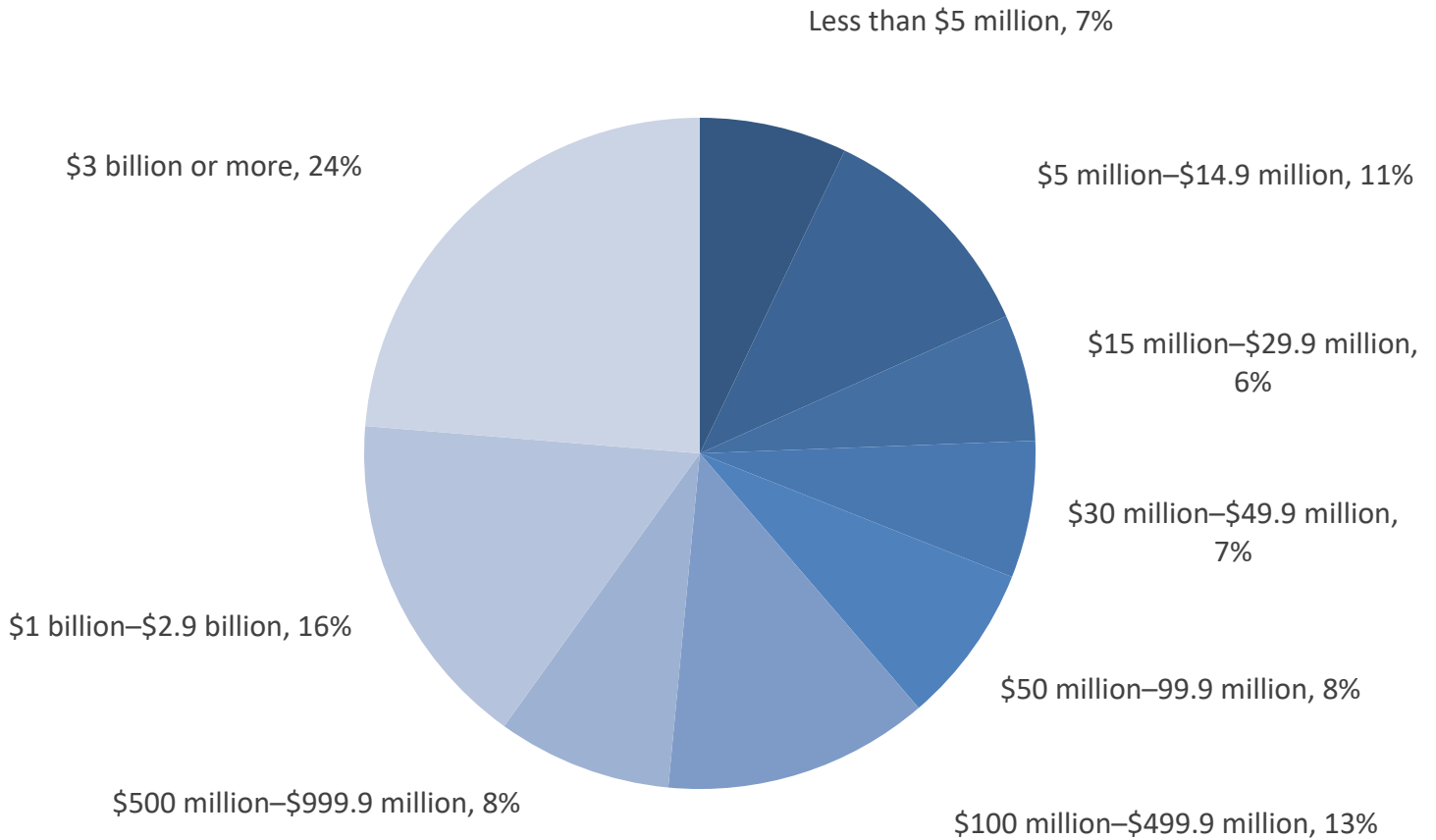
## ***Number of Employees in the Portion of the Organization That the Compliance Program Oversees***

When it comes to employees in just that part of the organization overseen by the compliance group, we see more concentration toward the extremes: 24% in organizations with fewer than 100 employees, 18% in organizations with 15,000 employees or more.



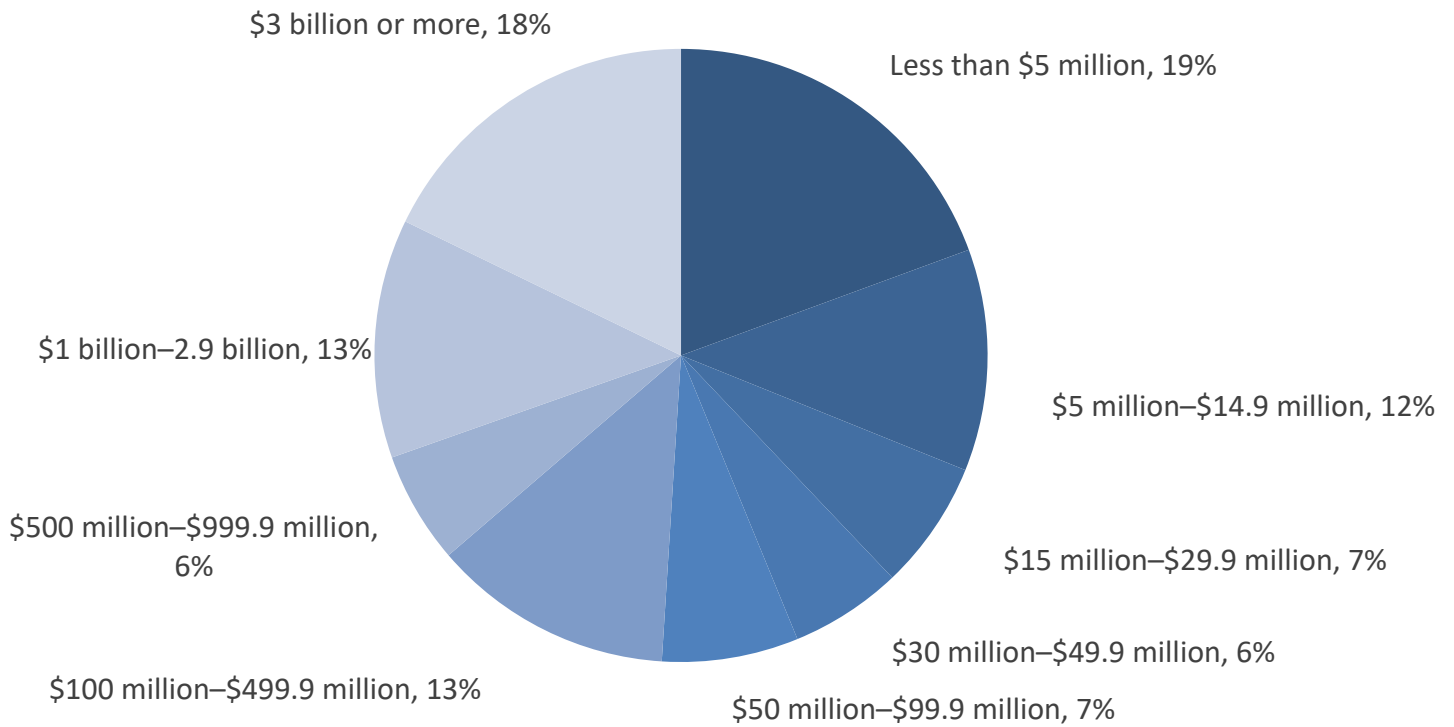
## Annual Revenues of the Organization as a Whole

Revenue levels are also fairly evenly distributed across the healthcare staff sample, although 40% work in firms with revenues of \$1 billion or more.



## Annual Revenues of the Portion of the Organization That the Compliance Program Oversees

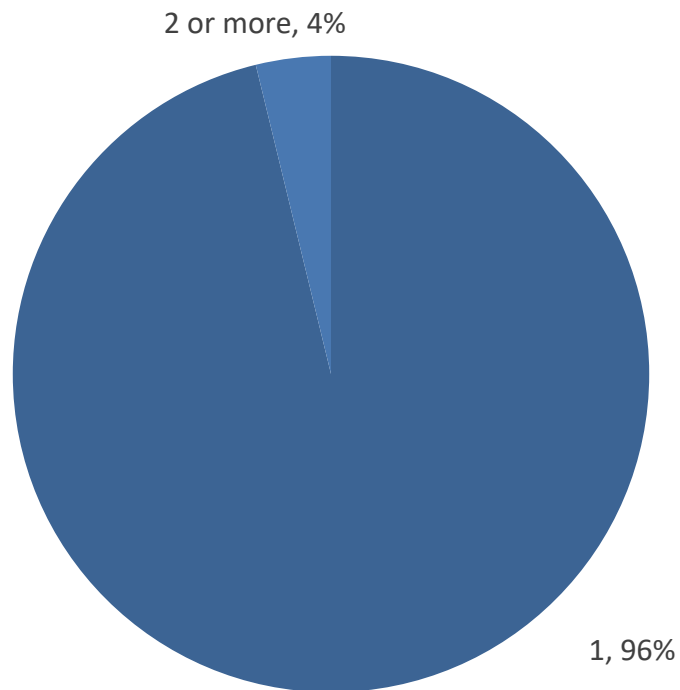
Similarly, while revenue levels for the parts of the organization managed by the compliance group are also widely distributed, 31% work for a group that oversees \$1 billion or more in revenue.





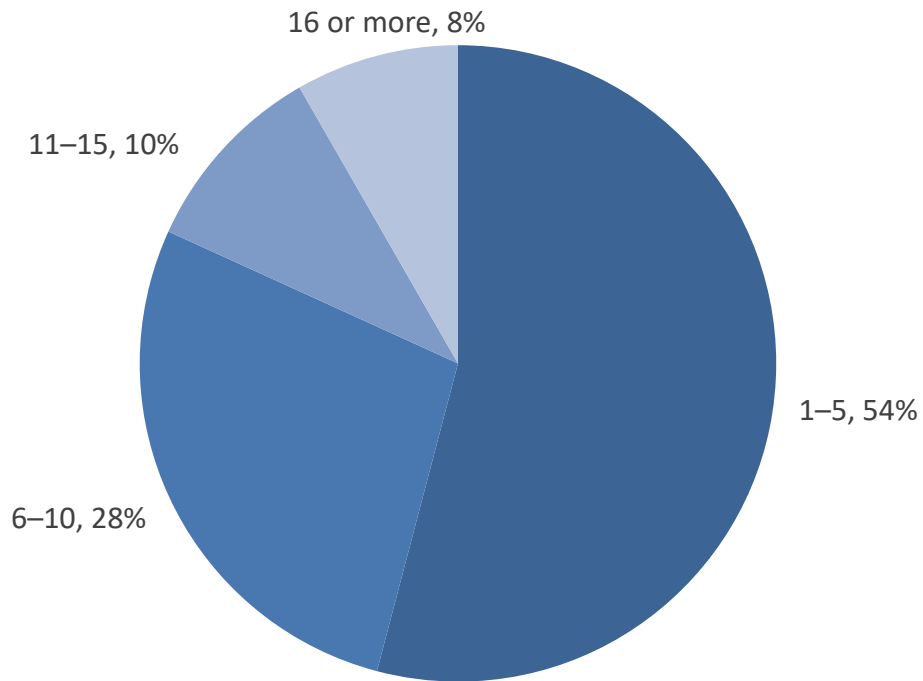
## ***Number of Countries in Which Compliance Is Managed***

As with CCOs, virtually all healthcare compliance staff professionals work in compliance groups responsible for one country only.



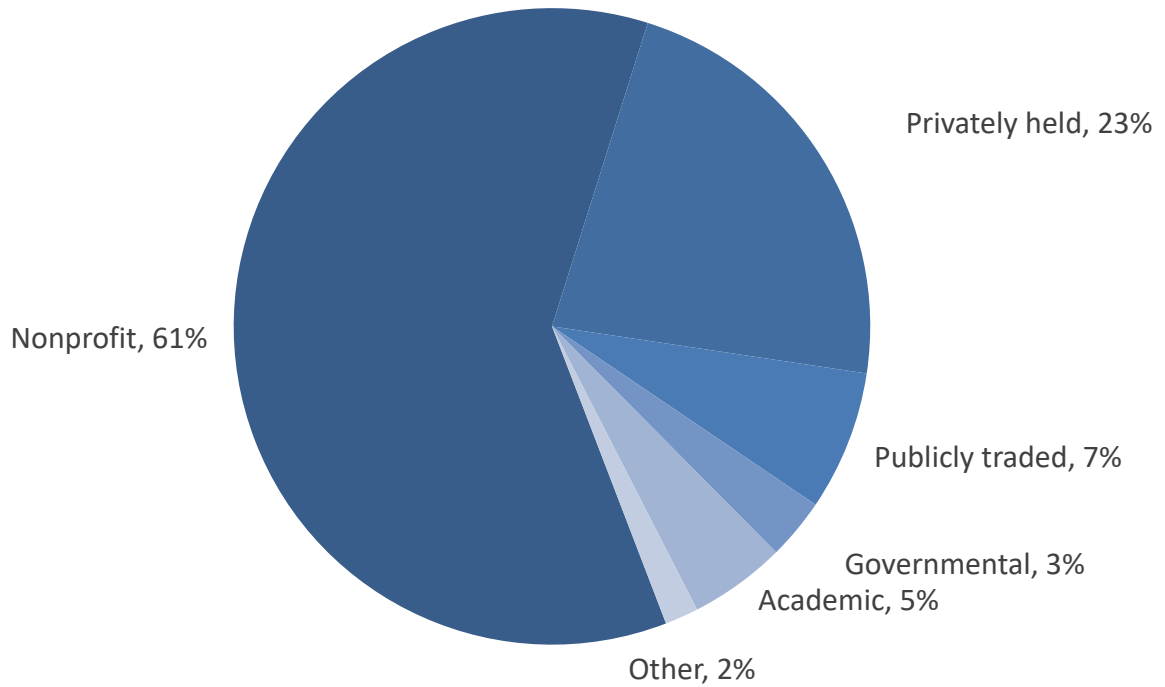
## ***Number of Years in the Compliance Department***

Half (54%) of healthcare staff members have worked in their department for less than five years. Just 8% have been in their department for more than 16 years.



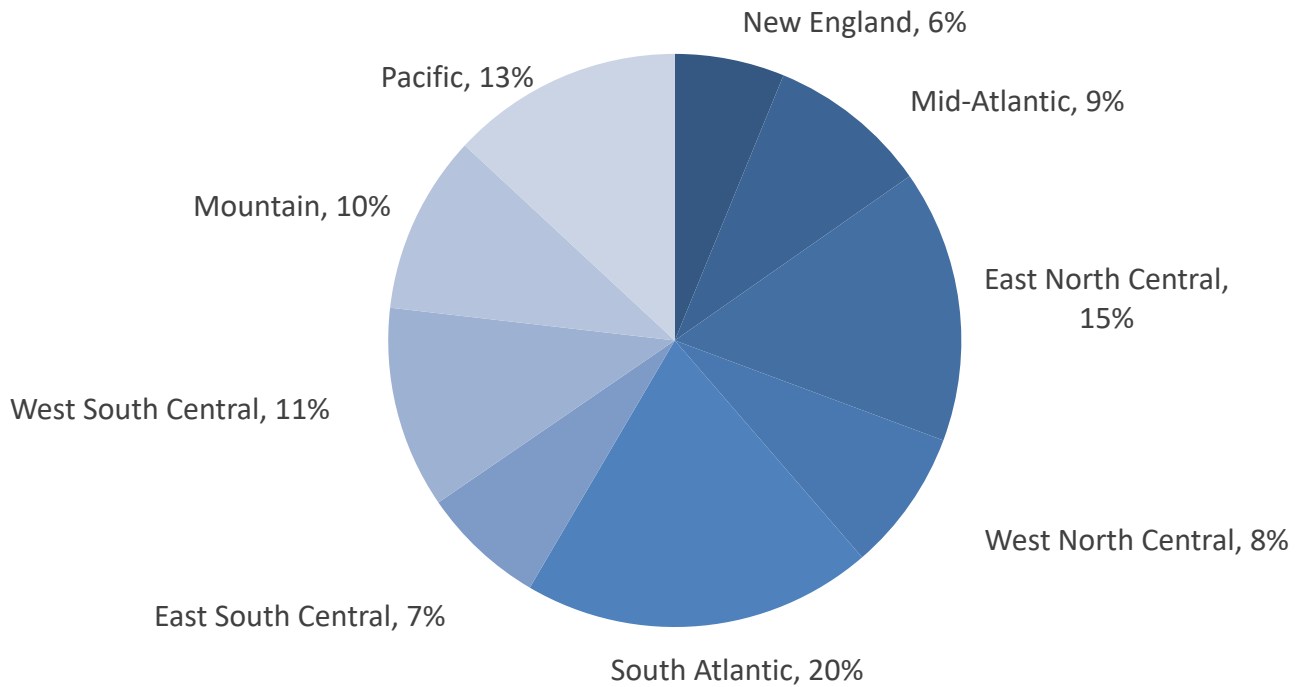
## Type of Organization

A 61% majority of healthcare staff members work in nonprofit organizations; the next-highest category is privately held firms, at 23%.



## Geographic Region

The three regions with the highest representation of healthcare staff members are South Atlantic (20%), East North Central (15%), and Pacific (13%).



East North Central	East South Central	Mid-Atlantic	Mountain	New England	Pacific	South Atlantic	West North Central	West South Central
Illinois	Alabama	New Jersey	Arizona	Connecticut	Alaska	Delaware	Iowa	Arkansas
Indiana	Kentucky	New York	Colorado	Maine	California	Florida	Kansas	Louisiana
Michigan	Mississippi	Pennsylvania	Idaho	Massachusetts	Hawaii	Georgia	Minnesota	Oklahoma
Ohio	Tennessee		Montana	New Hampshire	Oregon	Maryland	Missouri	Texas
Wisconsin			Nevada	Rhode Island	Washington	North Carolina	Nebraska	
			New Mexico	Vermont		South Carolina	North Dakota	
			Utah			Virginia	South Dakota	
			Wyoming			Washington DC		
						West Virginia		

***Percentage of Company's Legal and Regulatory Risk the Compliance Department is Responsible for Managing***

VPs manage the highest proportions of risk in their firms, followed by Directors.

	Vice President*	Director	Manager	Assistant/Specialist
0-25%	0%	9%	15%	14%
26%-50%	13%	28%	26%	22%
51%-75%	44%	35%	35%	37%
76%-100%	44%	28%	24%	27%

\*Note: due to small sample size, results for Vice Presidents are not included in the remaining Respondent Profile charts.

## *Elements of the Compliance Program That Staff Are Primarily Involved in*

Policies and procedures, education, and investigations are the compliance elements that staff professionals focus primarily on in their work; not surprisingly, Directors and Managers are more involved in each area than Assistants/Specialists.

	Director	Manager	Assistant/ Specialist
Policies and Procedures	89%	82%	70%
Compliance Education	89%	82%	68%
Compliance Auditing/Monitoring	89%	82%	83%
Compliance Investigations	87%	80%	70%
Compliance Risk Assessments	82%	70%	54%
Hot Line/Anonymous Reporting	79%	59%	50%
Measuring Program Effectiveness	72%	53%	36%
Code of Conduct	62%	49%	36%
Compliance Discipline/Incentives	53%	36%	28%
Reporting to the Board	53%	35%	19%

### *How Many People Report Up Through to The Individual?*

Three quarters of healthcare Directors have direct reports, compared with a little less than half of Managers.

	Director	Manager	Assistant/ Specialist
0	25%	54%	93%
1-2	31%	25%	3%
3-5	19%	17%	3%
6-10	17%	2%	0%
11 or more	9%	2%	1%

## Certifications

The CHC is by far the most common certification among staff members, followed by CHPC.

	Director	Manager	Assistant/ Specialist
Certified in Healthcare Compliance (CHC)	65%	55%	42%
Certified in Healthcare Privacy Compliance (CHPC)	15%	20%	11%
Certified in Healthcare Research Compliance (CHRC)	2%	5%	2%
Certified Compliance & Ethics Professional (CCEP)	3%	3%	2%
Certified Internal Auditor (CIA)	1%	2%	1%
Certified Information Privacy Professional (CIPP)	1%	2%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	1%	2%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	1%	0%	0%
Other	27%	31%	28%
None	17%	20%	31%



## ***Do You Have a Contract?***

Very few healthcare staff members have a contract, regardless of level.

	<b>Director</b>	<b>Manager</b>	<b>Assistant/ Specialist</b>
<b>Yes</b>	4%	3%	6%
<b>No</b>	96%	97%	95%

## ***Do You Have a Severance Clause in Your Contract?***

Among the few Directors and Managers with a contract, most have no severance clause.

<b>% Among Those with Contract</b>	<b>Director</b>	<b>Manager</b>	<b>Assistant/ Specialist</b>
Yes	37%	17%	7%
No	63%	83%	93%

## Highest Level of Education

About two-thirds of Directors (62%) have an advanced degree, compared with 47% of Managers and 39% of Assistants/Specialists.

	Director	Manager	Assistant/ Specialist
Some college	14%	13%	17%
Bachelor's degree	24%	41%	45%
MBA	13%	10%	8%
Master's degree (non-MBA)	34%	25%	23%
JD	12%	10%	6%
PhD	3%	2%	2%

## **Executive Summary**

## *Average Total Compensation by Title/Level*

Not surprisingly, we see a steady progression in total compensation from Director to Assistant/Specialist level, with compensation highest (close to \$150,000) for Directors.



## ***Average Total Compensation by Annual Revenues in the Portion of the Organization That the Individual Works in Compliance for***

Generally speaking, salary levels for healthcare staff tend to be highest in organizations with the most revenue—although the relationship between revenues and compensation is not strictly linear.

<b>Annual Revenue in Compliance Portion of Organization</b>	<b>Director</b>	<b>Manager</b>	<b>Assistant/ Specialist</b>
Less than \$5 million	\$141,027	\$120,394	\$75,245
\$5–less than \$15 million	\$133,664	\$100,777	\$80,437
\$15–less than \$30 million	\$125,944	\$109,270	\$71,457
\$30–less than \$50 million	\$129,154	\$114,200	\$79,138
\$50–less than \$100 million	\$143,453	\$109,291	\$84,537
\$100–less than \$500 million	\$148,769	\$107,330	\$82,518
\$500 million–less than \$1 billion	\$139,465	\$120,444	\$82,724
\$1 billion–less than \$3 billion	\$164,071	\$119,190	\$88,912
\$3 billion or more	\$170,282	\$125,712	\$91,510

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

There is no strong pattern when it comes to compensation by the number of employees in the various portions of healthcare organizations.

<b>Employees in Compliance Portion of Organization</b>	<b>Director</b>	<b>Manager</b>	<b>Assistant/ Specialist</b>
Less than 100	\$152,911	\$113,046	\$76,275
100–249	\$170,692	\$104,837	\$84,201
250–499	\$125,167	\$117,255	\$72,602
500–999	\$125,531	\$90,455	\$76,634
1,000–1,999	\$121,876	\$107,313	\$73,959
2,000–2,999	\$132,989	\$121,210	\$76,827
3,000–4,999	\$148,136	\$117,475	\$80,293
5,000–7,499	\$166,292	\$119,219	\$80,416
7,500–14,999	\$156,711	\$112,252	\$90,558
15,000 or more	\$170,968	\$124,573	\$93,180

## ***Average Total Compensation by Number of Employees Reporting Up Through to Individual***

For Directors, compensation tends to increase with the number of direct reports; the relationship is not as clear among Managers.

<b>Employees Reporting to Individual</b>	<b>Director</b>	<b>Manager</b>	<b>Assistant/ Specialist</b>
0	\$135,088	\$111,758	\$82,752
1–2	\$146,188	\$114,851	\$65,714
3–5	\$157,165	\$121,380	\$87,888
6–10	\$157,759	\$115,575	*
11 or more	\$169,098	\$88,800	*
*Insufficient data			



## ***Average Total Compensation by Type of Organization***

Among all three levels, compensation is highest for those working in publicly traded firms: it's lower in government institutions.

<b>Type of Organization</b>	<b>Director</b>	<b>Manager</b>	<b>Assistant/ Specialist</b>
Nonprofit	\$149,137	\$113,814	\$80,968
Privately held	\$140,490	\$108,363	\$84,588
Publicly traded	\$184,233	\$133,373	\$96,496
Governmental	\$135,677	\$108,000	\$82,778
Academic	\$152,850	\$116,928	\$83,429

## ***Average Total Compensation by Certifications Held***

Those who are certified reported making more than those who are not.

<b>Certifications Held</b>	<b>Director</b>	<b>Manager</b>	<b>Assistant/ Specialist</b>
Certified Compliance & Ethics Professional (CCEP)	\$150,000	\$116,800	\$98,267
Certified in Healthcare Research Compliance (CHRC)	\$144,870	\$123,510	\$100,191
Certified in Healthcare Privacy Compliance (CHPC)	\$155,004	\$119,778	\$88,024
Certified in Healthcare Compliance (CHC)	\$155,135	\$119,408	\$89,200
Other	\$153,259	\$114,972	\$82,978
None	\$132,110	\$103,460	\$72,817

## ***Average Total Compensation by Elements of a Compliance Program the Individual Is Involved in***

Working in more elements of a compliance program did not translate into higher compensation.

<b>Number of Compliance Elements Involved In</b>	<b>Director</b>	<b>Manager</b>	<b>Assistant/ Specialist</b>
1–3	\$152,018	\$117,577	\$87,080
4–6	\$159,902	\$114,081	\$81,133
7–9	\$145,818	\$112,308	\$81,174
All 10	\$145,100	\$112,329	\$71,404

## ***Average Total Compensation by Contract Status***

The few healthcare Managers and Assistants/Specialists with a contract earn less than those without a contract.

<b>Contract Status</b>	<b>Director</b>	<b>Manager</b>	<b>Assistant/ Specialist</b>
Have contract	\$207,813	\$98,667	\$79,794
No contract	\$146,779	\$114,413	\$82,342

## Average Total Compensation Severance Clause Status

When it comes to compensation by whether or not staff members have a severance clause, sample sizes are insufficient to draw any firm conclusions.

Severance Clause In Contract	Director	Manager	Assistant/ Specialist
Yes	*	*	*
No	\$152,000	\$94,000	\$79,778
*Insufficient data			

## Amount of Bonus Eligible

Directors are most likely to be bonus eligible, with most reporting a bonus of 11%-20% of salary. Half of Managers and a little less than a quarter of Assistants/Specialists are eligible for a bonus, and most reported receiving 1%-10% of salary.

Bonus As % of Salary	Director	Manager	Assistant/ Specialist
None	3%	11%	21%
1%–10% of salary	33%	67%	68%
11%–20% of salary	50%	20%	9%
21%–30% of salary	11%	1%	0%
31%–40% of salary	1%	0%	0%
41% or more of salary	1%	0%	2%

## Salary Data

## Vice President Salary Results Healthcare

	Base Salary					Total Compensation			
	Responses	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>All Respondents</b>	16	\$179,447	\$153,750	\$179,250	\$200,000	\$240,731	\$189,138	\$203,552	\$255,000



## Director Salary Results Healthcare

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>All Respondents</b>	187	\$138,199	\$110,562	\$135,000	\$165,000	\$149,390	\$117,633	\$145,000	\$178,750
<b>Percentage of Company's Legal and Regulatory Risk Areas Involved in</b>									
0%–25%	16	\$142,669	\$117,500	\$142,350	\$168,500	\$150,513	\$127,750	\$144,750	\$173,250
26%–50%	51	\$138,788	\$109,783	\$135,000	\$165,300	\$153,717	\$117,850	\$140,000	\$186,989
51%–75%	65	\$135,505	\$112,000	\$130,000	\$165,000	\$145,850	\$115,000	\$139,000	\$172,000
76%–100%	52	\$138,913	\$110,000	\$140,000	\$162,500	\$148,479	\$112,875	\$148,500	\$176,250
<b>Number of Employees in the Compliance Group</b>									
1	12	\$98,683	\$89,500	\$92,500	\$106,500	\$101,142	\$90,000	\$101,500	\$106,250
2 to 5	48	\$135,900	\$110,000	\$130,000	\$157,000	\$143,601	\$114,375	\$138,500	\$172,989
6 to 10	28	\$122,076	\$104,500	\$117,500	\$142,981	\$129,179	\$109,250	\$122,500	\$152,750
11 to 15	26	\$136,636	\$114,000	\$137,558	\$163,750	\$150,963	\$128,750	\$146,500	\$179,579
16 to 20	14	\$140,230	\$111,925	\$137,450	\$159,300	\$150,337	\$123,000	\$141,950	\$172,050
More than 20	59	\$155,965	\$130,000	\$157,000	\$176,000	\$172,586	\$139,000	\$170,000	\$197,000
<b>Annual Compliance Budget</b>									
< \$100k	4								
\$100k–\$249k	2								
\$250k–\$499k	2								
\$500k–\$999k	3								
\$1m–\$1.9m	3								
\$2m+	6	\$145,817	\$128,000	\$138,450	\$165,000	\$164,983	\$137,900	\$155,500	\$196,000
<b>Number of Employees That Department Runs Compliance for</b>									
Less than 100	42	\$140,492	\$120,000	\$140,000	\$170,000	\$152,911	\$126,000	\$142,500	\$190,000
100–249	13	\$159,462	\$130,000	\$165,000	\$175,000	\$170,692	\$134,800	\$175,000	\$196,000
250–499	15	\$120,567	\$100,000	\$110,000	\$140,000	\$125,167	\$100,000	\$110,000	\$145,000
500–999	17	\$122,502	\$100,000	\$120,000	\$139,000	\$125,531	\$102,000	\$120,000	\$139,500
1,000–1,999	17	\$117,565	\$102,000	\$115,000	\$135,000	\$121,876	\$106,100	\$115,000	\$146,000
2,000–2,999	9	\$128,244	\$109,000	\$115,000	\$157,000	\$132,989	\$117,700	\$119,000	\$157,200
3,000–4,999	14	\$132,298	\$106,000	\$133,750	\$160,000	\$148,136	\$121,000	\$148,750	\$187,500
5,000–7,499	10	\$148,892	\$128,000	\$153,962	\$175,000	\$166,292	\$130,000	\$170,500	\$182,000
7,500–14,999	19	\$140,256	\$110,566	\$137,900	\$168,000	\$156,711	\$118,058	\$150,000	\$189,000
15,000+	31	\$155,475	\$135,000	\$152,000	\$172,000	\$170,968	\$143,000	\$166,000	\$194,000

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>Annual Revenues of Part of Organization That the Department Runs Compliance For</b>									
Less than \$5 million	30	\$132,973	\$112,000	\$127,500	\$168,000	\$141,027	\$115,000	\$134,900	\$170,000
\$5 million to less than \$15 million	16	\$125,445	\$103,000	\$110,562	\$160,000	\$133,664	\$107,000	\$118,529	\$165,000
\$15 million to less than \$30 million	9	\$118,778	\$100,000	\$113,000	\$137,000	\$125,944	\$100,000	\$113,000	\$137,000
\$30 million to less than \$50 million	13	\$124,000	\$100,000	\$114,000	\$125,000	\$129,154	\$102,000	\$115,000	\$135,000
\$50 million to less than \$100 million	14	\$127,060	\$97,335	\$122,500	\$153,000	\$143,453	\$110,000	\$139,500	\$187,500
\$100 million to less than \$500 million	23	\$137,589	\$106,000	\$137,900	\$170,849	\$148,769	\$110,000	\$139,000	\$196,000
\$500 million to less than \$1 billion	14	\$133,376	\$119,568	\$138,750	\$150,000	\$139,465	\$130,000	\$145,000	\$154,000
\$1 billion to less than \$3 billion	20	\$150,911	\$129,000	\$156,500	\$168,158	\$164,071	\$142,500	\$164,500	\$188,500
\$3 billion or more	30	\$154,723	\$135,116	\$152,350	\$170,000	\$170,282	\$143,000	\$171,159	\$187,932
<b>Number of Countries in Which Compliance Is Involved</b>									
1	179	\$137,415	\$110,000	\$135,000	\$165,000	\$148,036	\$115,000	\$143,000	\$177,000
2 or more	7	\$161,714	\$140,000	\$150,000	\$188,000	\$188,071	\$160,000	\$187,500	\$218,000
<b>Number of Years in the Compliance Department</b>									
1 or less	14	\$152,643	\$115,000	\$161,500	\$185,000	\$171,107	\$115,000	\$171,500	\$213,000
2	16	\$139,783	\$120,000	\$144,697	\$153,962	\$148,644	\$125,500	\$152,500	\$170,659
3	13	\$119,357	\$93,000	\$110,558	\$130,000	\$134,588	\$100,000	\$118,058	\$175,316
4	16	\$121,438	\$106,000	\$111,000	\$141,000	\$126,250	\$108,000	\$120,000	\$141,000
5	19	\$132,474	\$109,000	\$131,000	\$162,000	\$145,474	\$109,000	\$140,000	\$181,000
6–10	60	\$136,045	\$112,500	\$135,000	\$163,000	\$146,153	\$116,500	\$145,000	\$176,000
11–15	23	\$146,537	\$130,000	\$149,700	\$164,500	\$155,307	\$135,000	\$157,200	\$170,000
16 or more	26	\$150,962	\$120,000	\$151,000	\$175,000	\$164,892	\$123,000	\$163,500	\$190,000
<b>Years in Compliance Profession</b>									
<3 years	12	\$125,494	\$105,500	\$120,000	\$147,500	\$131,669	\$106,050	\$133,500	\$152,500
3–5 years	31	\$122,204	\$94,000	\$112,000	\$155,000	\$132,656	\$100,000	\$121,000	\$169,000
6–10 years	65	\$135,568	\$110,000	\$135,000	\$166,000	\$145,049	\$115,000	\$143,000	\$175,000
11–15 years	40	\$144,542	\$122,500	\$148,850	\$165,958	\$156,022	\$130,500	\$155,500	\$181,000
16–20 years	25	\$147,494	\$120,000	\$145,362	\$170,000	\$163,273	\$123,000	\$160,000	\$197,000
21+ years	14	\$162,000	\$132,000	\$163,500	\$175,000	\$178,050	\$137,000	\$174,350	\$213,000

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>Certifications</b>									
Certified Public Accountant (CPA)	2								
Certified Compliance & Ethics Professional (CCEP)	6	\$137,667	\$117,500	\$132,500	\$149,750	\$150,000	\$119,750	\$139,001	\$153,750
Certified in Healthcare Compliance (CHC)	121	\$143,088	\$120,000	\$140,000	\$166,316	\$155,135	\$123,000	\$149,500	\$182,000
Certified in Healthcare Research Compliance (CHRC)	4								
Certified in Healthcare Privacy Compliance (CHPC)	28	\$140,754	\$113,250	\$133,000	\$168,487	\$155,004	\$119,500	\$145,500	\$186,000
Certified Fraud Examiner (CFE)	1								
Certified Internal Auditor (CIA)	2								
Certified Information Privacy Professional (CIPP)	1								
Other	50	\$141,610	\$119,676	\$137,700	\$167,400	\$153,259	\$122,250	\$145,000	\$173,775
None	32	\$124,439	\$93,250	\$112,500	\$152,500	\$132,110	\$99,625	\$115,000	\$176,000
<b>Type of organization</b>									
Nonprofit	103	\$138,305	\$110,000	\$135,000	\$166,316	\$149,137	\$112,500	\$144,933	\$180,000
Privately held	56	\$130,245	\$107,000	\$129,000	\$147,681	\$140,490	\$113,668	\$136,000	\$162,500
Publicly traded	15	\$159,500	\$137,000	\$164,500	\$176,000	\$184,233	\$148,000	\$187,500	\$200,000
Governmental	3								
Academic	8	\$149,950	\$134,500	\$147,500	\$165,800	\$152,850	\$142,000	\$147,500	\$169,900
<b>Number of Compliance Elements Involved in</b>									
1–3	12	\$141,012	\$130,000	\$137,500	\$155,000	\$152,018	\$135,000	\$149,500	\$164,700
4–6	32	\$145,736	\$113,000	\$135,000	\$175,000	\$159,902	\$121,000	\$146,000	\$187,977
7–9	53	\$134,546	\$110,000	\$130,000	\$160,000	\$145,818	\$117,566	\$143,000	\$177,000
All 10	33	\$136,080	\$106,500	\$137,450	\$169,000	\$145,100	\$109,668	\$139,000	\$177,658
<b>Geographic Region</b>									
New England	9	\$134,980	\$100,000	\$139,000	\$166,316	\$135,980	\$100,000	\$139,000	\$175,316
Mid-Atlantic	18	\$120,972	\$98,500	\$112,500	\$135,000	\$123,889	\$99,000	\$113,000	\$140,000
East North Central	27	\$134,394	\$115,000	\$140,000	\$160,000	\$145,691	\$117,700	\$148,000	\$173,000
West North Central	15	\$130,800	\$110,000	\$120,000	\$160,000	\$137,667	\$110,000	\$140,000	\$170,000
South Atlantic	21	\$145,402	\$130,000	\$149,700	\$168,000	\$162,456	\$137,900	\$155,000	\$187,977
East South Central	25	\$134,358	\$110,566	\$130,000	\$160,000	\$148,650	\$118,058	\$134,800	\$187,500
West South Central	28	\$138,790	\$120,000	\$137,500	\$164,000	\$150,933	\$130,000	\$149,500	\$175,462
Mountain	18	\$132,011	\$110,000	\$127,500	\$137,000	\$144,150	\$115,000	\$130,500	\$147,000
Pacific	18	\$173,417	\$144,393	\$170,000	\$197,579	\$186,765	\$155,978	\$180,000	\$218,000
<b>Contract Status</b>									
Yes	8	\$177,625	\$136,000	\$171,000	\$218,750	\$207,813	\$147,250	\$188,000	\$269,375
No	179	\$136,437	\$110,279	\$135,000	\$165,000	\$146,779	\$117,285	\$143,000	\$176,158

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>If Have Contract: Do you Have a Severance Clause in Contract</b>									
Yes	3								
No	5	\$140,800	\$124,000	\$140,000	\$155,000	\$152,000	\$124,000	\$155,000	\$175,000
<b>Number of People that Report Up Through to You</b>									
0	47	\$128,255	\$105,000	\$125,000	\$149,700	\$135,088	\$106,000	\$135,000	\$157,200
1 to 2	57	\$135,240	\$112,000	\$130,000	\$162,000	\$146,188	\$118,058	\$139,500	\$173,800
3 to 5	36	\$143,526	\$111,500	\$149,000	\$170,000	\$157,165	\$115,500	\$156,000	\$191,466
6 to 10	31	\$145,097	\$120,000	\$137,900	\$172,000	\$157,759	\$123,000	\$145,000	\$186,000
11 or more	16	\$152,599	\$136,000	\$142,500	\$167,500	\$169,098	\$141,000	\$157,500	\$191,500

## Manager Salary Results Healthcare

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>All Respondents</b>	179	\$107,047	\$90,000	\$106,000	\$122,000	\$113,885	\$92,000	\$111,200	\$129,500
<b>Percentage of Company's Legal and Regulatory Risk Involved In</b>									
0%–25%	27	\$107,327	\$85,000	\$103,956	\$125,000	\$112,993	\$85,850	\$110,000	\$132,500
26%–50%	46	\$107,016	\$91,000	\$106,500	\$120,750	\$112,332	\$97,450	\$109,500	\$125,000
51%–75%	61	\$112,240	\$95,000	\$111,000	\$125,000	\$122,201	\$99,410	\$118,000	\$137,500
76%–100%	43	\$98,960	\$86,750	\$95,000	\$112,000	\$104,020	\$87,948	\$102,000	\$116,500
<b>Number of Employees in the Compliance Group</b>									
1	10	\$96,546	\$80,000	\$87,000	\$121,500	\$97,046	\$80,000	\$87,000	\$119,875
2 to 5	58	\$100,998	\$85,000	\$99,000	\$116,500	\$110,109	\$85,000	\$104,000	\$122,750
6 to 10	35	\$109,291	\$92,000	\$108,000	\$121,500	\$112,657	\$92,000	\$113,000	\$127,000
11 to 15	19	\$106,435	\$92,000	\$105,000	\$121,500	\$119,838	\$97,400	\$116,000	\$128,183
16 to 20	17	\$113,447	\$107,000	\$110,000	\$120,000	\$122,053	\$110,000	\$118,500	\$130,000
More than 20	40	\$114,051	\$90,500	\$113,000	\$129,500	\$118,347	\$96,017	\$114,500	\$135,000
<b>Annual Compliance Budget</b>									
< \$100k	4								
\$100k–\$249k	2								
\$250k–\$499k	1								
\$500k–\$999k	2								
\$1m–\$1.9m	0								
\$2m+	2								
<b>Number of Employees That Department Runs Compliance for</b>									
Less than 100	34	\$104,921	\$85,000	\$104,478	\$117,000	\$113,046	\$87,895	\$111,100	\$126,250
100–249	10	\$103,587	\$92,000	\$97,750	\$122,000	\$104,837	\$92,000	\$101,000	\$122,000
250–499	14	\$111,105	\$95,000	\$116,000	\$125,000	\$117,255	\$95,000	\$121,000	\$137,500
500–999	13	\$88,070	\$75,000	\$90,000	\$95,000	\$90,455	\$75,000	\$90,000	\$100,000
1,000–1,999	21	\$102,698	\$90,000	\$103,000	\$123,000	\$107,313	\$90,000	\$104,000	\$131,000
2,000–2,999	8	\$98,250	\$75,500	\$94,000	\$119,500	\$121,210	\$75,500	\$97,000	\$125,000
3,000–4,999	8	\$113,375	\$95,000	\$112,500	\$120,000	\$117,475	\$97,900	\$112,500	\$124,500
5,000–7,499	12	\$106,601	\$92,000	\$100,000	\$123,500	\$119,219	\$94,500	\$111,300	\$138,500
7,500–14,999	21	\$107,929	\$94,000	\$106,000	\$115,000	\$112,252	\$98,700	\$113,000	\$120,000
15,000+	36	\$117,750	\$104,000	\$115,000	\$127,500	\$124,573	\$107,000	\$119,500	\$134,000

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>Annual Revenues of Part of Organization That Department Runs Compliance For</b>									
Less than \$5 million	26	\$111,371	\$87,895	\$116,500	\$130,000	\$120,394	\$93,000	\$122,683	\$137,500
\$5 million to less than \$15 million	23	\$95,511	\$80,000	\$92,000	\$103,000	\$100,777	\$80,000	\$92,355	\$115,000
\$15 million to less than \$30 million	10	\$104,230	\$93,000	\$108,000	\$113,300	\$109,270	\$97,000	\$115,000	\$119,900
\$30 million to less than \$50 million	9	\$98,889	\$95,000	\$100,000	\$108,000	\$114,200	\$95,000	\$118,000	\$120,000
\$50 million to less than \$100 million	12	\$103,207	\$75,000	\$99,600	\$119,500	\$109,291	\$75,500	\$106,600	\$128,500
\$100 million to less than \$500 million	21	\$103,375	\$90,000	\$103,000	\$120,000	\$107,330	\$90,000	\$109,250	\$122,000
\$500 million to less than \$1 billion	9	\$115,944	\$98,000	\$118,000	\$130,000	\$120,444	\$103,000	\$118,000	\$130,000
\$1 billion to less than \$3 billion	20	\$106,667	\$89,106	\$110,500	\$119,000	\$119,190	\$93,000	\$110,500	\$133,000
\$3 billion or more	29	\$119,707	\$105,000	\$115,000	\$128,000	\$125,712	\$107,000	\$120,000	\$139,000
<b>Number of Countries in Which Compliance Works</b>									
1	165	\$106,744	\$90,000	\$105,000	\$122,000	\$113,519	\$92,000	\$111,000	\$129,000
2 or more	11	\$104,209	\$95,600	\$106,000	\$113,300	\$109,227	\$100,000	\$109,000	\$119,900
<b>Number of Years in the Compliance Department</b>									
1 or less	19	\$102,205	\$87,895	\$107,000	\$120,000	\$105,047	\$87,895	\$107,000	\$124,000
2	28	\$95,156	\$82,000	\$93,250	\$114,150	\$103,819	\$83,500	\$97,000	\$119,450
3	15	\$104,731	\$91,000	\$97,200	\$123,365	\$109,061	\$91,000	\$109,250	\$123,365
4	11	\$106,747	\$76,000	\$100,000	\$129,000	\$111,264	\$76,000	\$104,000	\$138,000
5	17	\$105,504	\$88,000	\$107,000	\$120,000	\$114,563	\$90,000	\$111,000	\$138,000
6–10	60	\$110,652	\$93,500	\$108,000	\$124,500	\$117,223	\$99,705	\$115,000	\$130,782
11–15	18	\$119,045	\$108,000	\$119,500	\$130,000	\$123,216	\$115,000	\$121,500	\$130,000
16 or more	11	\$112,227	\$87,500	\$114,000	\$131,000	\$129,455	\$90,000	\$118,000	\$177,000
<b>Years in Compliance Profession</b>									
<3 years	19	\$90,950	\$69,900	\$88,000	\$110,000	\$92,756	\$76,900	\$88,500	\$112,000
3–5 years	37	\$98,532	\$85,000	\$97,200	\$111,000	\$105,030	\$88,000	\$105,000	\$115,000
6–10 years	72	\$109,935	\$93,000	\$109,000	\$122,500	\$114,542	\$97,867	\$115,750	\$129,500
11–15 years	28	\$114,657	\$104,000	\$115,000	\$129,000	\$122,043	\$107,500	\$119,400	\$130,000
16–20 years	13	\$124,563	\$100,000	\$125,000	\$152,000	\$141,261	\$103,000	\$135,000	\$177,000
21+ years	10	\$104,270	\$86,700	\$103,500	\$118,000	\$123,638	\$86,700	\$105,500	\$118,000

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>Certifications</b>									
Certified Public Accountant (CPA)	2								
Certified Compliance & Ethics Professional (CCEP)	5	\$111,000	\$90,000	\$103,000	\$120,000	\$116,800	\$90,000	\$109,000	\$135,000
Certified in Healthcare Compliance (CHC)	99	\$113,070	\$95,300	\$112,000	\$125,000	\$119,408	\$100,000	\$116,000	\$130,000
Certified in Healthcare Research Compliance (CHRC)	9	\$118,884	\$103,956	\$112,000	\$125,000	\$123,510	\$106,640	\$112,000	\$138,000
Certified in Healthcare Privacy Compliance (CHPC)	36	\$115,727	\$95,000	\$108,000	\$130,750	\$119,778	\$98,222	\$115,500	\$131,500
Certified Fraud Examiner (CFE)	1								
Certified Internal Auditor (CIA)	3								
Certified Information Privacy Professional (CIPP)	3								
Other	56	\$107,523	\$92,000	\$107,500	\$124,250	\$114,972	\$92,678	\$112,000	\$130,000
None	36	\$96,500	\$83,750	\$92,000	\$115,500	\$103,460	\$86,250	\$99,500	\$120,500
<b>Type of Organization</b>									
Nonprofit	90	\$109,824	\$92,000	\$109,500	\$122,000	\$113,814	\$92,355	\$114,000	\$124,000
Privately held	50	\$101,070	\$87,500	\$96,455	\$120,000	\$108,363	\$87,500	\$104,596	\$126,312
Publicly traded	18	\$111,839	\$88,500	\$112,000	\$129,000	\$133,373	\$95,000	\$125,500	\$147,125
Governmental	3								
Academic	11	\$114,502	\$103,956	\$110,000	\$131,564	\$116,928	\$106,000	\$110,000	\$131,564
<b>Number of Compliance Elements Involved in</b>									
1–3	36	\$107,153	\$88,000	\$103,000	\$118,500	\$117,577	\$96,000	\$111,000	\$139,500
4–6	52	\$110,611	\$92,000	\$110,500	\$123,183	\$114,081	\$92,500	\$116,250	\$130,000
7–9	69	\$103,986	\$87,948	\$103,500	\$121,750	\$112,308	\$89,000	\$107,000	\$126,281
All 10	23	\$107,872	\$92,500	\$104,600	\$121,000	\$112,329	\$97,000	\$111,200	\$122,000
<b>Geographic Region</b>									
New England	8	\$116,500	\$97,000	\$127,500	\$130,000	\$116,781	\$97,500	\$128,125	\$130,000
Mid–Atlantic	16	\$116,844	\$106,500	\$116,500	\$121,500	\$119,888	\$106,500	\$121,000	\$124,000
East North Central	31	\$103,455	\$87,500	\$98,000	\$118,000	\$110,123	\$90,000	\$103,000	\$129,000
West North Central	7	\$106,714	\$82,000	\$115,000	\$125,000	\$108,616	\$82,000	\$115,000	\$126,312
South Atlantic	36	\$101,900	\$87,350	\$95,000	\$120,500	\$114,394	\$89,500	\$101,400	\$129,183
East South Central	8	\$99,625	\$87,500	\$104,000	\$108,000	\$118,881	\$94,000	\$113,625	\$128,400
West South Central	20	\$109,141	\$96,455	\$114,150	\$120,000	\$116,226	\$100,005	\$117,000	\$123,000
Mountain	23	\$104,804	\$88,212	\$105,000	\$121,500	\$109,389	\$92,000	\$107,000	\$122,000
Pacific	23	\$118,182	\$100,000	\$115,000	\$142,376	\$122,121	\$104,000	\$119,000	\$147,000

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>Contract Status</b>									
Yes	6	\$95,833	\$80,750	\$95,000	\$113,000	\$98,667	\$80,750	\$97,500	\$117,250
No	173	\$107,436	\$90,000	\$107,000	\$122,000	\$114,413	\$92,355	\$112,000	\$130,000
<b>If Have Contract: Do you Have a Severance Clause in Contract</b>									
Yes	1								
No	5	\$91,400	\$77,000	\$92,000	\$98,000	\$94,000	\$77,000	\$92,000	\$103,000
<b>Number of People that Report Up Through to You</b>									
0	97	\$107,261	\$90,000	\$106,000	\$121,000	\$111,758	\$95,000	\$110,000	\$122,000
1 to 2	44	\$104,545	\$90,000	\$103,500	\$120,500	\$114,851	\$90,500	\$110,225	\$130,000
3 to 5	31	\$113,816	\$92,000	\$114,000	\$133,000	\$121,380	\$92,000	\$120,000	\$140,000
6 to 10	4								
11 or more	3								



## Assistant/Specialist Salary Results Healthcare

	Responses	Base Salary				Total Compensation			
		Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>All Respondents</b>	254	\$81,441	\$66,996	\$79,000	\$92,522	\$82,201	\$67,000	\$79,150	\$92,522
<b>Percentage of Company's Legal and Regulatory Risk Areas Involved In</b>									
0%–25%	34	\$81,225	\$72,689	\$78,500	\$89,163	\$81,590	\$72,689	\$79,380	\$89,174
26%–50%	54	\$81,805	\$63,375	\$77,906	\$90,163	\$82,571	\$63,375	\$77,906	\$90,725
51%–75%	91	\$82,265	\$66,850	\$81,000	\$92,723	\$83,514	\$67,157	\$81,000	\$92,723
76%–100%	66	\$78,729	\$63,500	\$77,000	\$89,750	\$79,096	\$63,500	\$77,000	\$89,750
<b>Number of Employees in the Compliance Group</b>									
1	5	\$70,000	\$60,000	\$63,000	\$79,000	\$70,000	\$60,000	\$63,000	\$79,000
2 to 5	79	\$74,544	\$62,750	\$72,500	\$84,000	\$75,354	\$62,750	\$72,500	\$85,730
6 to 10	48	\$81,382	\$69,603	\$81,000	\$90,000	\$81,523	\$69,603	\$81,000	\$90,375
11 to 15	28	\$79,927	\$68,636	\$77,030	\$91,525	\$80,191	\$69,386	\$77,680	\$91,250
16 to 20	29	\$80,347	\$70,000	\$79,000	\$87,500	\$80,906	\$70,000	\$79,300	\$88,500
More than 20	65	\$91,889	\$75,000	\$85,000	\$104,000	\$93,407	\$75,000	\$87,000	\$108,000
<b>Annual Compliance Budget</b>									
< \$100k	1								
\$100k–\$249k	0								
\$250k–\$499k	1								
\$500k–\$999k	0								
\$1m–\$1.9m	0								
\$2m+	0								
<b>Number of Employees That Department Runs Compliance for</b>									
Less than 100	75	\$75,622	\$64,500	\$75,000	\$83,000	\$76,275	\$64,500	\$75,000	\$84,000
100–249	12	\$82,659	\$65,000	\$68,500	\$100,500	\$84,201	\$65,000	\$68,750	\$100,500
250–499	8	\$70,102	\$52,000	\$61,500	\$78,409	\$72,602	\$53,000	\$61,500	\$78,409
500–999	8	\$75,335	\$72,500	\$75,000	\$78,000	\$76,634	\$72,500	\$76,960	\$85,000
1,000–1,999	12	\$73,768	\$62,500	\$71,000	\$81,500	\$73,959	\$62,650	\$71,000	\$82,000
2,000–2,999	11	\$76,455	\$55,000	\$75,000	\$91,000	\$76,827	\$55,000	\$75,000	\$92,500
3,000–4,999	17	\$79,893	\$66,995	\$79,331	\$87,500	\$80,293	\$66,995	\$79,331	\$87,500
5,000–7,499	29	\$80,126	\$66,000	\$79,000	\$90,000	\$80,416	\$66,000	\$79,000	\$90,000
7,500–14,999	38	\$88,958	\$75,000	\$83,500	\$100,000	\$90,558	\$75,600	\$84,000	\$100,000
15,000+	43	\$92,914	\$77,000	\$92,916	\$109,500	\$93,180	\$77,000	\$92,916	\$109,500

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>Annual Revenues of Part of Organization That Department Runs Compliance For</b>									
Less than \$5 million	49	\$74,796	\$63,000	\$72,500	\$81,000	\$75,245	\$63,000	\$72,500	\$81,000
\$5 million to less than \$15 million	24	\$80,141	\$65,000	\$78,000	\$86,500	\$80,437	\$65,000	\$78,000	\$86,500
\$15 million to less than \$30 million	19	\$70,742	\$56,000	\$62,500	\$87,000	\$71,457	\$56,000	\$62,500	\$87,000
\$30 million to less than \$50 million	8	\$78,000	\$70,000	\$80,000	\$82,500	\$79,138	\$70,000	\$80,000	\$85,050
\$50 million to less than \$100 million	13	\$82,668	\$72,000	\$76,960	\$85,000	\$84,537	\$72,000	\$76,960	\$86,460
\$100 million to less than \$500 million	26	\$81,872	\$68,848	\$79,000	\$92,500	\$82,518	\$69,848	\$79,250	\$92,500
\$500 million to less than \$1 billion	9	\$82,040	\$66,414	\$76,000	\$91,050	\$82,724	\$67,314	\$76,000	\$91,800
\$1 billion to less than \$3 billion	26	\$86,650	\$67,600	\$83,327	\$100,000	\$88,912	\$67,600	\$85,327	\$100,000
\$3 billion or more	39	\$90,992	\$81,000	\$89,722	\$100,000	\$91,510	\$81,000	\$89,722	\$100,000
<b>Number of Countries in Which Compliance Works</b>									
1	247	\$81,133	\$66,700	\$79,000	\$92,500	\$81,868	\$66,995	\$79,000	\$92,500
2 or more	6	\$89,393	\$78,000	\$82,430	\$102,000	\$91,060	\$78,000	\$84,430	\$108,000
<b>Number of Years in the Compliance Department</b>									
1 or less	53	\$74,811	\$62,000	\$71,000	\$83,000	\$75,752	\$62,000	\$71,500	\$83,000
2	43	\$77,321	\$66,000	\$74,000	\$89,000	\$77,591	\$66,000	\$74,000	\$89,000
3	24	\$76,780	\$62,700	\$76,909	\$91,250	\$77,480	\$62,700	\$76,909	\$91,250
4	20	\$78,130	\$70,000	\$78,000	\$86,361	\$78,165	\$70,000	\$78,000	\$86,411
5	31	\$91,897	\$67,600	\$87,000	\$110,000	\$93,413	\$67,600	\$88,500	\$110,000
6–10	52	\$82,282	\$72,000	\$79,196	\$88,598	\$83,063	\$72,250	\$79,630	\$88,648
11–15	18	\$90,992	\$60,000	\$94,924	\$110,000	\$91,597	\$60,300	\$94,924	\$110,000
16 or more	13	\$94,285	\$81,000	\$86,653	\$104,000	\$95,481	\$82,000	\$86,653	\$108,000
<b>Years in Compliance Profession</b>									
<3 years	71	\$73,979	\$62,000	\$70,000	\$82,400	\$74,796	\$62,000	\$71,000	\$82,400
3–5 years	73	\$80,123	\$67,600	\$77,000	\$92,916	\$80,595	\$67,600	\$77,000	\$92,916
6–10 years	61	\$81,656	\$72,500	\$79,500	\$90,000	\$82,090	\$72,500	\$79,760	\$90,000
11–15 years	26	\$91,063	\$72,000	\$87,500	\$110,000	\$92,694	\$72,000	\$87,848	\$110,000
16–20 years	13	\$99,595	\$81,000	\$87,500	\$104,000	\$101,914	\$82,000	\$87,500	\$108,000
21+ years	10	\$94,120	\$80,500	\$91,098	\$110,000	\$94,280	\$80,500	\$91,148	\$111,500

	Responses	Average	Base Salary			Total Compensation			
			25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>Certifications</b>									
Certified Public Accountant (CPA)	3								
Certified Compliance & Ethics Professional (CCEP)	6	\$97,833	\$91,500	\$100,500	\$119,250	\$98,267	\$91,500	\$100,500	\$119,250
Certified in Healthcare Compliance (CHC)	106	\$88,277	\$74,250	\$86,327	\$101,500	\$89,200	\$74,850	\$87,000	\$101,500
Certified in Healthcare Research Compliance (CHRC)	6	\$97,725	\$75,875	\$90,000	\$94,261	\$100,191	\$77,975	\$90,000	\$94,261
Certified in Healthcare Privacy Compliance (CHPC)	27	\$87,809	\$73,550	\$90,000	\$102,500	\$88,024	\$73,550	\$90,000	\$102,500
Certified Fraud Examiner (CFE)	3								
Certified Internal Auditor (CIA)	2								
Certified Information Privacy Professional (CIPP)	1								
Other	72	\$82,548	\$70,039	\$80,000	\$90,729	\$82,978	\$70,088	\$80,000	\$91,854
None	79	\$72,107	\$60,000	\$70,000	\$80,000	\$72,817	\$60,000	\$70,000	\$80,000
<b>Type of organization</b>									
Nonprofit	187	\$80,527	\$66,000	\$78,000	\$90,000	\$80,968	\$66,000	\$78,000	\$91,500
Privately held	30	\$82,445	\$65,000	\$78,000	\$96,300	\$84,588	\$65,300	\$79,000	\$97,300
Publicly traded	9	\$91,496	\$80,000	\$82,460	\$104,000	\$96,496	\$84,000	\$87,000	\$108,000
Governmental	14	\$82,693	\$70,000	\$78,530	\$100,000	\$82,778	\$70,000	\$79,130	\$100,000
Academic	12	\$83,429	\$74,000	\$78,750	\$94,424	\$83,429	\$74,000	\$78,750	\$94,424
<b>Number of Compliance Elements Involved in</b>									
1–3	73	\$86,239	\$72,000	\$79,000	\$94,000	\$87,080	\$72,500	\$79,300	\$95,000
4–6	100	\$80,787	\$67,000	\$80,000	\$94,000	\$81,133	\$67,250	\$80,000	\$94,000
7–9	64	\$79,727	\$65,000	\$76,000	\$89,500	\$81,174	\$65,000	\$76,000	\$89,500
All 10	17	\$71,145	\$63,000	\$71,000	\$82,460	\$71,404	\$63,000	\$71,000	\$83,100
<b>Geographic Region</b>									
New England	19	\$85,691	\$69,000	\$82,400	\$102,000	\$86,276	\$69,000	\$82,400	\$103,000
Mid-Atlantic	20	\$82,058	\$62,750	\$71,000	\$91,230	\$82,458	\$62,750	\$71,000	\$93,230
East North Central	36	\$74,084	\$66,350	\$76,000	\$83,500	\$74,346	\$66,350	\$76,000	\$83,500
West North Central	26	\$83,568	\$74,000	\$83,000	\$99,000	\$83,779	\$74,000	\$83,000	\$99,000
South Atlantic	61	\$78,113	\$66,000	\$77,000	\$92,500	\$78,342	\$66,000	\$77,000	\$92,500
East South Central	9	\$64,444	\$55,000	\$56,000	\$65,000	\$64,811	\$56,000	\$58,000	\$65,300
West South Central	20	\$73,250	\$67,000	\$78,000	\$79,500	\$73,960	\$67,000	\$78,000	\$82,250
Mountain	19	\$80,959	\$65,000	\$75,500	\$96,300	\$82,696	\$65,000	\$76,000	\$97,300
Pacific	39	\$97,614	\$76,817	\$90,000	\$110,000	\$100,040	\$76,817	\$90,000	\$110,800
<b>Contract Status</b>									
Yes	14	\$79,244	\$67,496	\$77,030	\$82,345	\$79,794	\$67,496	\$78,380	\$84,250
No	240	\$81,570	\$66,925	\$79,000	\$92,937	\$82,342	\$67,000	\$79,150	\$93,037

	Responses	Base Salary				Total Compensation			
		Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile
<b>If Have Contract: Do you Have a Severance Clause in Contract</b>									
Yes	1								
No	13	\$79,186	\$66,995	\$75,000	\$82,460	\$79,778	\$66,995	\$77,000	\$85,000
<b>Number of People that Report Up Through to You</b>									
0	236	\$81,981	\$67,000	\$79,000	\$92,958	\$82,752	\$67,407	\$79,300	\$93,158
1 to 2	7	\$65,286	\$46,000	\$70,000	\$80,000	\$65,714	\$46,000	\$70,000	\$80,000
3 to 5	8	\$87,250	\$69,000	\$85,000	\$101,000	\$87,888	\$69,050	\$85,000	\$102,500
6 to 10	1								
11 or more	2								

## Detailed Results

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
<b>Are your compliance responsibilities:</b>					
Responses	636	16	187	179	254
Broad, covering a range of compliance-related risks	72%	88%	80%	69%	68%
Focused on a particular risk area (i.e. privacy, safety)	28%	13%	20%	31%	32%
<b>If focused, which legal and regulatory risk areas are you primarily focused on?</b>					
Responses	171	2	37	54	78
Privacy	49%		41%	43%	58%
IT	1%		3%	0%	0%
Occupational health and safety	1%		3%	0%	1%
Other	50%		54%	57%	41%
<b>Percentage indicating involvement in the following compliance elements:</b>					
Policies and Procedures	80%	88%	89%	82%	70%
Compliance Education	79%	94%	89%	82%	68%
Compliance Auditing/Monitoring	84%	81%	89%	82%	83%
Compliance Investigations	79%	100%	87%	81%	70%
Compliance Risk Assessments	67%	81%	82%	70%	54%
Hot Line/Anonymous Reporting	61%	69%	79%	59%	50%
Measuring Program Effectiveness	52%	69%	72%	53%	36%
Code of Conduct	48%	69%	62%	49%	36%
Compliance Discipline/Incentives	38%	50%	53%	36%	28%
Reporting to the Board	35%	63%	53%	36%	20%
<b>How much of your company's legal and regulatory risk areas is the compliance department responsible for managing?</b>					
Responses	622	16	184	177	245
0%–25%	12%	0%	9%	15%	14%
26%–50%	25%	13%	28%	26%	22%
51%–75%	36%	44%	35%	35%	37%
76%–100%	27%	44%	28%	24%	27%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
<b>How many employees, including you, are in the compliance group?</b>					
Responses	636	16	187	179	254
1	4%	0%	6%	6%	2%
2 to 5	30%	25%	26%	32%	31%
6 to 10	18%	6%	15%	20%	19%
11 to 15	12%	19%	14%	11%	11%
16 to 20	10%	6%	8%	10%	11%
More than 20	27%	44%	32%	22%	26%
<b>Annual compliance budget:</b>					
Responses	35	2	20	11	2
<\$100k	26%		20%	36%	
\$100k–\$249k	11%		10%	18%	
\$250k–\$499k	11%		10%	9%	
\$500k–\$999k	14%		15%	18%	
\$1m–\$1.9m	9%		15%	0%	
\$2m+	29%		30%	18%	
<b>Approximately how many employees work in your organization as a whole?</b>					
Responses	635	16	187	178	254
Less than 100	1%	0%	1%	3%	1%
100–249	3%	0%	3%	4%	3%
250–499	8%	19%	10%	9%	6%
500–999	7%	13%	9%	8%	4%
1,000–1,999	8%	6%	11%	11%	5%
2,000–2,999	4%	0%	5%	3%	4%
3,000–4,999	7%	0%	7%	3%	11%
5,000–7,499	9%	19%	5%	8%	11%
7,500–9,999	6%	6%	5%	5%	6%
10,000–14,999	12%	19%	6%	9%	18%
15,000–19,999	5%	0%	5%	6%	5%
20,000–29,999	7%	6%	5%	9%	7%
30,000–49,999	9%	6%	7%	10%	9%
50,000–74,999	5%	0%	7%	6%	3%
75,000–99,999	2%	0%	2%	1%	2%
100,000 +	7%	6%	12%	4%	6%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
<b>Approximately how many employees work in the portion of the organization that you work in compliance for?</b>					
Responses	634	16	187	177	254
Less than 100	24%	13%	23%	19%	30%
100–249	6%	0%	7%	6%	5%
250–499	6%	19%	8%	8%	3%
500–999	6%	13%	9%	7%	4%
1,000–1,999	8%	6%	9%	12%	5%
2,000–2,999	4%	0%	5%	5%	4%
3,000–4,999	6%	0%	8%	5%	7%
5,000–7,499	8%	13%	5%	7%	11%
7,500–9,999	5%	6%	4%	5%	5%
10,000–14,999	8%	13%	6%	7%	10%
15,000–19,999	4%	0%	3%	5%	3%
20,000–29,999	4%	6%	3%	6%	4%
30,000–49,999	5%	6%	4%	7%	5%
50,000–74,999	2%	0%	4%	1%	2%
75,000–99,999	0%	0%	0%	1%	1%
100,000 +	2%	6%	3%	2%	2%
<b>What are the annual revenues of the organization you work for?</b>					
Responses	561	16	172	159	214
Less than \$5 million	7%	6%	8%	8%	7%
\$5 million to less than \$15 million	11%	13%	10%	13%	11%
\$15 million to less than \$30 million	6%	6%	5%	5%	8%
\$30 million to less than \$50 million	7%	19%	9%	5%	5%
\$50 million to less than \$100 million	8%	6%	8%	8%	8%
\$100 million to less than \$500 million	13%	6%	11%	13%	15%
\$500 million to less than \$1 billion	8%	13%	8%	8%	8%
\$1 billion to less than \$3 billion	16%	25%	16%	16%	16%
\$3 billion or more	24%	6%	25%	24%	24%
<b>What are the annual revenues for the portion of the organization that your part of the compliance program oversees?</b>					
Responses	557	16	169	159	213
Less than \$5 million	19%	19%	18%	16%	23%
\$5 million to less than \$15 million	12%	13%	10%	15%	11%
\$15 million to less than \$30 million	7%	0%	5%	6%	9%
\$30 million to less than \$50 million	6%	19%	8%	6%	4%
\$50 million to less than \$100 million	7%	6%	8%	8%	6%
\$100 million to less than \$500 million	13%	6%	14%	13%	12%
\$500 million to less than \$1 billion	6%	6%	8%	6%	4%
\$1 billion to less than \$3 billion	13%	25%	12%	13%	12%
\$3 billion or more	18%	6%	18%	18%	18%



	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
<b>For how many countries do you work in compliance?</b>					
Responses	631	16	186	176	253
1	96%	100%	96%	94%	98%
2 or more	4%	0%	4%	6%	2%
<b>Where do you work?</b>					
Responses	636	16	187	179	254
United States	100%	100%	100%	99%	100%
North America, other than the US	0%	0%	0%	0%	0%
South America	0%	0%	0%	0%	0%
Europe	0%	0%	0%	1%	0%
Asia	0%	0%	0%	0%	0%
Africa	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%
Middle East	0%	0%	0%	0%	0%
<b>Years in compliance profession</b>					
Responses	636	16	187	179	254
75 <sup>th</sup> Percentile	12	15	15	12	9
Median	7	11	10	8	5
25 <sup>th</sup> Percentile	4	9	6	5	2
Average	9	12	11	9	7
<b>Years with current employer</b>					
Responses	636	16	187	179	254
75 <sup>th</sup> Percentile	11	15	12	11	10
Median	6	5	7	6	5
25 <sup>th</sup> Percentile	2	2	3	2	2
Average	8	8	8	8	8
<b>Years holding current job title</b>					
Responses	636	16	187	179	254
75 <sup>th</sup> Percentile	5	6	6	5	5
Median	3	2	3	3	2
25 <sup>th</sup> Percentile	1	1	2	1	1
Average	4	3	4	4	4
<b>Industry</b>					
Responses	636	16	187	179	254
Healthcare Provider	100%	100%	100%	100%	100%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
<b>How many years have you worked in the compliance department?</b>					
Responses	636	16	187	179	254
Average	7	10	8	7	5
1	14%	0%	8%	11%	21%
2	14%	19%	9%	16%	17%
3	8%	0%	7%	8%	9%
4	8%	6%	9%	6%	8%
5	11%	6%	10%	10%	12%
6 to 10	28%	25%	32%	34%	21%
11 to 15	10%	25%	12%	10%	7%
16 or more	8%	19%	14%	6%	5%
<b>Type of organization</b>					
Responses	636	16	187	179	254
Nonprofit	61%	38%	55%	50%	74%
Privately held	22%	44%	30%	28%	12%
Publicly traded	7%	19%	8%	10%	4%
Governmental	3%	0%	2%	2%	6%
Academic	5%	0%	4%	6%	5%
Other	2%	0%	1%	4%	1%
<b>Percentage holding the following certifications:</b>					
Certified Public Accountant (CPA)	1%	0%	1%	1%	1%
Certified Compliance & Ethics Professional (CCEP)	3%	13%	3%	3%	2%
Certified in Healthcare Compliance (CHC)	53%	81%	65%	56%	42%
Certified in Healthcare Research Compliance (CHRC)	3%	6%	2%	5%	2%
Certified in Healthcare Privacy Compliance (CHPC)	15%	25%	15%	20%	11%
Certified Fraud Examiner (CFE)	1%	6%	1%	1%	1%
Certified Internal Auditor (CIA)	1%	0%	1%	2%	1%
Certified Information Privacy Professional (CIPP)	1%	0%	1%	2%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	1%	0%	1%	2%	0%
Other	29%	25%	27%	31%	28%
None	24%	19%	17%	20%	31%
<b>Highest level of education attained</b>					
Responses	633	16	187	179	251
Some college	15%	6%	14%	13%	17%
Bachelor's degree	38%	44%	24%	41%	45%
MBA	10%	13%	13%	10%	8%
Master's degree (non-MBA)	27%	13%	34%	25%	23%
JD	9%	19%	12%	10%	6%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
PhD	2%	6%	3%	2%	2%
<b>Amount of bonus eligible</b>					
Responses	276	13	117	89	57
None	9%	0%	3%	11%	21%
1%–10% of salary	50%	0%	33%	67%	68%
11%–20% of your salary	31%	31%	50%	20%	9%
21%–30% of your salary	8%	54%	11%	1%	0%
31%–40% of your salary	0%	0%	1%	0%	0%
41% or more of your salary	1%	15%	1%	0%	2%
<b>If you receive a bonus, what is it based on?</b>					
Responses	279	13	119	89	58
Company performance	33%	8%	28%	32%	52%
Personal performance	5%	0%	6%	5%	5%
Both	62%	92%	66%	64%	43%
<b>Do you have a contract?</b>					
Responses	636	16	187	179	254
Yes	5%	19%	4%	3%	6%
No	95%	81%	96%	97%	95%
<b>If yes, do you have a severance clause in your contract?</b>					
Responses	31	3	8	6	14
Yes	19%		38%	17%	7%
No	81%		63%	83%	93%
<b>Number of Compliance Elements Involved in</b>					
Responses	636	16	187	179	254
1–3	20%	6%	9%	20%	29%
4–6	31%	31%	23%	29%	39%
7–9	32%	38%	36%	38%	25%
All 10	16%	25%	32%	13%	7%
<b>How many people report up through you?</b>					
Responses	636	16	187	179	254
0	60%	25%	25%	54%	93%
1-2	17%	19%	31%	25%	3%
3-5	12%	6%	19%	17%	3%
6-10	6%	19%	17%	2%	0%
11 or more	4%	31%	9%	2%	1%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
<b>Geographic Region</b>					
Responses	616	16	179	172	249
New England	6%	13%	5%	5%	8%
Mid-Atlantic	9%	13%	10%	9%	8%
East North Central	15%	6%	15%	18%	15%
West North Central	8%	6%	8%	4%	10%
South Atlantic	20%	25%	12%	21%	25%
East South Central	7%	6%	14%	5%	4%
West South Central	11%	13%	16%	12%	8%
Mountain	10%	13%	10%	13%	8%
Pacific	13%	6%	10%	13%	16%
<b>Job Title</b>					
Responses	636	16	187	179	254
Vice President	3%	100%	0%	0%	0%
Director	29%	0%	100%	0%	0%
Manager	28%	0%	0%	100%	0%
Assistant/Specialist	40%	0%	0%	0%	100%
<b>Do you know your department's compliance budget?</b>					
Responses	635	16	187	178	254
Yes	6%	13%	11%	6%	1%
No	94%	88%	89%	94%	99%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21 to 50	More than 50
<b>Are your compliance responsibilities:</b>								
Responses	636	27	189	112	76	61	86	85
Broad, covering a range of compliance-related risks	72%	93%	87%	64%	61%	69%	65%	64%
Focused on a particular risk area (i.e. privacy, safety)	28%	7%	13%	36%	40%	31%	35%	36%
<b>If focused, which legal and regulatory risk areas are you primarily focused on?</b>								
Responses	171	2	23	39	30	19	29	29
Privacy	49%		58%	62%	40%	58%	45%	31%
IT	1%		0%	0%	0%	0%	0%	3%
Occupational health and safety	1%		4%	0%	0%	0%	3%	0%
Other	50%		38%	39%	60%	42%	52%	66%
<b>Percentage indicating involvement in the following compliance elements:</b>								
Compliance Auditing/Monitoring	84%	93%	88%	84%	80%	82%	83%	80%
Compliance Education	79%	96%	88%	74%	76%	62%	76%	76%
Compliance Investigations	79%	89%	83%	76%	79%	72%	77%	76%
Hot Line/Anonymous Reporting	61%	64%	73%	57%	57%	53%	58%	55%
Reporting to the Board	35%	57%	41%	30%	40%	23%	31%	31%
Compliance Risk Assessments	68%	75%	75%	65%	65%	62%	64%	62%
Compliance Discipline/Incentives	38%	36%	45%	34%	40%	33%	37%	31%
Code of Conduct	48%	54%	61%	43%	43%	44%	38%	42%
Policies and Procedures	80%	93%	87%	80%	74%	67%	76%	74%
Measuring Program Effectiveness	52%	79%	64%	46%	53%	48%	42%	40%
<b>How much of your company's legal and regulatory risk areas is the compliance department you responsible for managing?</b>								
Responses	622	27	183	108	76	59	85	84
0%–25%	12%	21%	15%	14%	17%	9%	4%	11%
26%–50%	25%	18%	20%	27%	24%	32%	32%	22%
51%–75%	36%	36%	30%	37%	38%	36%	41%	40%
76%–100%	27%	25%	35%	22%	21%	24%	24%	27%
<b>How many employees, including you, are in the compliance group you work in?</b>								
Responses	636	27	189	112	76	61	86	85
1	4%	100%	0%	0%	0%	0%	0%	0%
2 to 5	30%	0%	100%	0%	0%	0%	0%	0%
6 to 10	18%	0%	0%	100%	0%	0%	0%	0%
11 to 15	12%	0%	0%	0%	100%	0%	0%	0%
16 to 20	10%	0%	0%	0%	0%	100%	0%	0%
More than 20	27%	0%	0%	0%	0%	0%	100%	100%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21 to 50	More than 50
<b>Annual compliance budget</b>								
Responses	35	3	12	4	1	4	3	8
<\$100k	26%		25%					38%
\$100k–\$249k	11%		25%					0%
\$250k–\$499k	11%		25%					0%
\$500k–\$999k	14%		17%					13%
\$1m–\$1.9m	9%		0%					13%
\$2m+	29%		8%					38%
<b>Approximately how many employees work in your organization as a whole?</b>								
Responses	635	27	189	112	75	61	86	85
Less than 100	1%	21%	2%	0%	0%	0%	0%	0%
100–249	3%	18%	7%	2%	0%	0%	0%	1%
250–499	8%	25%	15%	9%	1%	3%	0%	5%
500–999	7%	7%	13%	6%	12%	0%	0%	2%
1,000–1,999	8%	18%	15%	7%	4%	7%	2%	2%
2,000–2,999	4%	11%	8%	3%	3%	3%	0%	1%
3,000–4,999	7%	0%	11%	14%	3%	7%	2%	1%
5,000–7,499	9%	0%	13%	13%	5%	7%	8%	4%
7,500–9,999	6%	0%	4%	10%	7%	7%	8%	0%
10,000–14,999	12%	0%	5%	13%	24%	21%	14%	9%
15,000–19,999	5%	0%	1%	4%	12%	10%	12%	2%
20,000–29,999	7%	0%	3%	9%	13%	12%	11%	4%
30,000–49,999	9%	0%	2%	6%	12%	21%	21%	7%
50,000–74,999	5%	0%	2%	2%	1%	3%	7%	22%
75,000–99,999	2%	0%	0%	0%	3%	0%	5%	6%
100,000 +	7%	0%	2%	3%	0%	0%	11%	34%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21 to 50	More than 50
<b>Approximately how many employees work in the portion of the organization that you work in compliance for</b>								
Responses	634	27	189	112	75	61	85	85
Less than 100	24%	32%	23%	16%	31%	28%	22%	29%
100–249	6%	18%	6%	2%	3%	0%	1%	15%
250–499	6%	18%	11%	5%	3%	3%	1%	5%
500–999	6%	7%	11%	7%	5%	2%	1%	5%
1,000–1,999	8%	14%	14%	8%	7%	5%	2%	2%
2,000–2,999	4%	11%	6%	3%	3%	7%	1%	4%
3,000–4,999	6%	0%	7%	11%	4%	8%	4%	2%
5,000–7,499	8%	0%	11%	11%	4%	8%	9%	6%
7,500–9,999	5%	0%	3%	9%	5%	3%	8%	1%
10,000–14,999	8%	0%	4%	10%	13%	12%	12%	7%
15,000–19,999	4%	0%	1%	3%	8%	5%	10%	1%
20,000–29,999	4%	0%	1%	7%	8%	7%	7%	1%
30,000–49,999	5%	0%	1%	6%	5%	12%	13%	2%
50,000–74,999	2%	0%	1%	2%	1%	2%	5%	7%
75,000–99,999	0%	0%	0%	0%	0%	0%	2%	1%
100,000 +	2%	0%	1%	1%	0%	0%	1%	12%
<b>What are the annual revenues of the organization you work for?</b>								
Responses	561	26	165	93	70	53	80	74
Less than \$5 million	7%	30%	10%	7%	10%	2%	0%	4%
\$5 million to less than \$15 million	11%	30%	11%	13%	7%	21%	1%	11%
\$15 million to less than \$30 million	6%	11%	9%	9%	6%	0%	3%	3%
\$30 million to less than \$50 million	7%	19%	11%	2%	4%	2%	4%	5%
\$50 million to less than \$100 million	8%	0%	15%	4%	7%	8%	3%	5%
\$100 million to less than \$500 million	13%	7%	17%	18%	6%	13%	14%	4%
\$500 million to less than \$1 billion	8%	4%	5%	10%	11%	11%	11%	7%
\$1 billion to less than \$3 billion	16%	0%	13%	17%	26%	19%	24%	11%
\$3 billion or more	24%	0%	9%	20%	23%	25%	41%	50%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21 to 50	More than 50
<b>What are the annual revenues for the portion of the organization that your part of the compliance program oversees?</b>								
Responses	557	26	165	94	69	52	79	72
Less than \$5 million	19%	30%	20%	19%	29%	21%	8%	19%
\$5 million to less than \$15 million	12%	30%	11%	12%	7%	15%	9%	10%
\$15 million to less than \$30 million	7%	15%	9%	9%	6%	4%	1%	6%
\$30 million to less than \$50 million	6%	15%	10%	1%	0%	8%	3%	7%
\$50 million to less than \$100 million	7%	0%	12%	5%	6%	6%	5%	6%
\$100 million to less than \$500 million	13%	7%	16%	17%	10%	6%	13%	8%
\$500 million to less than \$1 billion	6%	4%	4%	5%	6%	12%	10%	3%
\$1 billion to less than \$3 billion	13%	0%	11%	16%	19%	10%	19%	6%
\$3 billion or more	18%	0%	6%	16%	17%	19%	33%	36%
<b>For how many countries do you work in compliance?</b>								
Responses	631	27	188	110	76	60	86	84
1	96%	96%	96%	98%	99%	100%	94%	92%
2 or more	4%	4%	4%	2%	1%	0%	6%	8%
<b>Where do you work?</b>								
Responses	636	27	189	112	76	61	86	85
United States	100%	100%	100%	100%	100%	100%	100%	100%
North America, other than the US	0%	0%	0%	0%	0%	0%	0%	0%
South America	0%	0%	0%	0%	0%	0%	0%	0%
Europe	0%	0%	1%	0%	0%	0%	0%	0%
Asia	0%	0%	0%	0%	0%	0%	0%	0%
Africa	0%	0%	0%	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%	0%	0%	0%
Middle East	0%	0%	0%	0%	0%	0%	0%	0%
<b>Years in compliance profession</b>								
Responses	636	27	189	112	76	61	86	85
75 <sup>th</sup> Percentile	12	10	10	11	12	11	14	15
Median	7	6	7	7	8	8	10	8
25 <sup>th</sup> Percentile	4	3	3	4	4	4	5	5
Average	9	7	8	8	9	9	10	10
<b>Years with current employer</b>								
Responses	636	27	189	112	76	61	86	85
75 <sup>th</sup> Percentile	11	10	8	12	12	12	14	16
Median	6	6	3	6	8	8	7	8
25 <sup>th</sup> Percentile	2	2	2	2	4	3	3	3
Average	8	6	6	9	9	9	9	10



	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21 to 50	More than 50
<b>Years holding current job title</b>								
Responses	636	27	189	112	76	61	86	85
75 <sup>th</sup> Percentile	5	6	5	5	6	5	5	5
Median	3	3	2	3	3	2	3	3
25 <sup>th</sup> Percentile	1	1	1	1	2	1	2	2
Average	4	4	3	4	4	3	4	4
<b>Industry</b>								
Responses	636	27	189	112	76	61	86	85
Healthcare Provider	100%	100%	100%	100%	100%	100%	100%	100%
<b>How many years have you worked in the compliance department?</b>								
Responses	636	27	189	112	76	61	86	85
Average	7	6	6	6	7	6	8	8
1	14%	21%	19%	14%	8%	13%	7%	11%
2	14%	14%	19%	11%	20%	13%	8%	9%
3	8%	11%	8%	8%	7%	5%	11%	8%
4	8%	7%	6%	8%	9%	12%	6%	7%
5	11%	4%	10%	11%	9%	16%	14%	9%
6 to 10	28%	29%	24%	35%	32%	26%	26%	27%
11 to 15	10%	11%	7%	8%	11%	12%	14%	13%
16 or more	8%	4%	7%	5%	5%	3%	15%	16%
<b>Type of organization</b>								
Responses	636	27	189	112	76	61	86	85
Nonprofit	61%	36%	53%	63%	65%	71%	63%	72%
Privately held	22%	50%	34%	23%	21%	12%	8%	9%
Publicly traded	7%	4%	6%	3%	4%	7%	13%	13%
Governmental	3%	7%	3%	4%	4%	2%	2%	4%
Academic	5%	4%	2%	5%	4%	8%	13%	2%
Other	2%	0%	2%	3%	3%	2%	1%	0%
<b>Percentage holding the following certifications:</b>								
Certified Public Accountant (CPA)	1%	0%	1%	2%	0%	3%	1%	1%
Certified Compliance & Ethics Professional (CCEP)	3%	4%	4%	1%	0%	2%	4%	6%
Certified in Healthcare Compliance (CHC)	53%	54%	50%	46%	58%	49%	63%	61%
Certified in Healthcare Research Compliance (CHRC)	3%	0%	3%	1%	4%	3%	7%	4%
Certified in Healthcare Privacy Compliance (CHPC)	15%	11%	15%	15%	16%	15%	14%	15%
Certified Fraud Examiner (CFE)	1%	0%	1%	0%	0%	7%	1%	0%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21 to 50	More than 50
Certified Internal Auditor (CIA)	1%	0%	1%	0%	0%	7%	1%	0%
Certified Information Privacy Professional (CIPP)	1%	0%	0%	4%	1%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	1%	0%	1%	0%	3%	0%	1%	1%
Other	29%	21%	26%	27%	33%	33%	26%	35%
None	24%	39%	29%	29%	13%	21%	17%	17%
<b>Highest level of education attained</b>								
Responses	633	27	188	111	75	61	86	85
Some college	15%	11%	19%	21%	12%	10%	7%	13%
Bachelor's degree	38%	46%	37%	37%	47%	39%	33%	36%
MBA	10%	7%	7%	8%	8%	16%	14%	12%
Master's degree (non-MBA)	27%	32%	24%	27%	25%	31%	27%	26%
JD	9%	0%	10%	6%	8%	2%	15%	12%
PhD	2%	4%	3%	1%	0%	2%	5%	2%
<b>Amount of bonus eligible</b>								
Responses	276	5	85	32	39	25	40	50
None	9%	0%	12%	19%	10%	12%	0%	6%
1%–10% of your salary	50%	60%	49%	56%	62%	52%	45%	40%
11%–20% of your salary	31%	40%	31%	22%	18%	32%	35%	44%
21%–30% of your salary	8%	0%	7%	3%	8%	4%	15%	8%
31%–40% of your salary	0%	0%	0%	0%	3%	0%	0%	0%
41% or more of your salary	1%	0%	1%	0%	0%	0%	5%	2%
<b>If you receive a bonus, what is it based on?</b>								
Responses	279	5	86	34	39	25	41	49
Company performance	33%	40%	23%	35%	46%	40%	37%	31%
Personal performance	5%	0%	6%	9%	10%	0%	0%	4%
Both	62%	60%	71%	56%	44%	60%	63%	65%
<b>Do you have a contract?</b>								
Responses	636	27	189	112	76	61	86	85
Yes	5%	7%	6%	8%	1%	2%	2%	5%
No	95%	93%	94%	92%	99%	98%	98%	95%
<b>If yes, do you have a severance clause in your contract?</b>								
Responses	31	2	12	9	1	1	2	4
Yes	19%		8%	11%				100%
No	81%		92%	89%				0%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21 to 50	More than 50
<b>Number of Compliance Elements Involved in</b>								
Responses	636	27	189	112	76	61	86	85
1-3	20%	14%	13%	22%	22%	28%	23%	23%
4-6	31%	18%	25%	35%	33%	36%	37%	35%
7-9	32%	43%	40%	30%	26%	26%	28%	30%
All 10	16%	25%	23%	13%	18%	10%	12%	12%
<b>How many people report up through you?</b>								
Responses	636	27	189	112	76	61	86	85
0	60%	71%	66%	54%	65%	66%	52%	54%
1-2	17%	14%	25%	17%	16%	7%	14%	15%
3-5	12%	4%	7%	21%	15%	10%	15%	11%
6-10	6%	0%	2%	9%	3%	15%	12%	6%
11 or more	4%	11%	1%	0%	3%	3%	7%	14%
<b>Geographic Region</b>								
Responses	616	27	179	109	75	59	85	82
New England	6%	7%	4%	6%	8%	7%	8%	6%
Mid-Atlantic	9%	11%	12%	11%	11%	5%	6%	5%
East North Central	15%	18%	13%	21%	15%	15%	11%	18%
West North Central	8%	11%	7%	13%	7%	7%	9%	4%
South Atlantic	20%	0%	18%	22%	20%	29%	21%	18%
East South Central	7%	11%	7%	3%	9%	9%	11%	5%
West South Central	11%	14%	10%	14%	8%	12%	15%	8%
Mountain	10%	14%	13%	5%	9%	5%	9%	16%
Pacific	13%	14%	16%	6%	13%	12%	9%	21%
<b>Job Title</b>								
Responses	636	27	189	112	76	61	86	85
Vice President	3%	0%	2%	1%	4%	2%	7%	1%
Director	29%	43%	25%	25%	34%	23%	33%	36%
Manager	28%	36%	31%	31%	25%	28%	22%	26%
Assistant/Specialist	40%	21%	42%	43%	37%	48%	38%	37%
<b>Do you know your department's compliance budget?</b>								
Responses	635	27	188	112	76	61	86	85
Yes	6%	11%	7%	4%	1%	7%	4%	9%
No	94%	89%	93%	96%	99%	93%	97%	91%

## HCCA'S MISSION

HCCA exists to champion ethical practice and compliance standards in all organizations and to provide the necessary resources for compliance professionals and others who share these principles.



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