



2013 HEALTHCARE Compliance Staff Salary Survey

Health Care Compliance Association

6500 Barrie Road, Suite 250, Minneapolis, MN 55435

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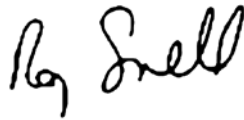
The demand for skilled compliance professionals is skyrocketing, and now is the time to set the value of compliance programs and the compliance professionals who lead them.

With others trying to define what compliance is, it is imperative that we have solid compensation data at hand. That way we ensure that the compliance community defines itself.

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

The results of this survey are based on data from compliance professionals in the healthcare industry. The survey was conducted in 2013 by the Health Care Compliance Association.

Sincerely,

A handwritten signature in black ink, reading "Roy Snell". The signature is fluid and cursive, with the first name "Roy" and last name "Snell" clearly distinguishable.

Roy Snell, CEO, HCCA

CONFIDENTIALITY ASSURANCE

The 2013 Healthcare Compliance Staff Salary Survey is based on a strictly confidential survey conducted of individuals working in the compliance profession. Upon receipt, all survey responses are assigned a confidential code number by Industry Insights, Inc., and any name or company identification is removed. Survey processing is then conducted on an absolutely anonymous basis. No HCCA staff member nor any industry company or individual, nor anyone else other than a select few Industry Insights, Inc. associates ever see any individual results.

Table of Contents

Introduction

About This Report	3
Survey Methodology	4
Definitions	4

Respondent Profile

Title/Level.....	6
Number of Employees in Organization as a Whole	6
Number of Employees in the Portion of the Organization that the Compliance Program Oversees	7
Annual Revenues of the Organization as a Whole	7
Annual Revenues of the Portion of the Organization that the Compliance Program Oversees	8
Number of Countries in Which Compliance is Managed	8
Number of Years in the Compliance Department	9
Type of Organization	9
Percentage indicating the elements of the compliance program that they are primarily involved in:.....	10
How many people report up through to the individual?	10
How much of your company's legal and regulatory risk areas would you estimate the compliance department is responsible for managing?.....	11
Percentage holding the following certifications:	11
Percentage with the following advanced degrees:	12
Do you have a contract?	12

Executive Summary

Average Total Compensation by Title/Level	14
Average Total Compensation ⁺ by Title/Level and Annual Compliance Budget.....	14
Average Total Compensation by Annual Revenues in the Portion of the Organization that the Individual Works in Compliance for.....	15
Average Total Compensation ⁺ by Number of Employees in the Portion of the Organization that the Individual Works in Compliance for.....	15
Average Total Compensation by Number of People that Report up through to Individual.....	16
Average Total Compensation ⁺ by Title/Level and Type of Organization	16
Average Total Compensation by Title/Level and Certifications Held	17
Average Total Compensation ⁺ by Title/Level and Number of Elements of a Compliance Program the Individual is Involved in.....	17
Average Total Compensation ⁺ by Title/Level and Whether the Individual has a Contract	17
Amount of bonus eligible:	18

Salary Data.....	19
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Introduction

About This Report

The **2013 Healthcare Staff Salary Survey** is another important service provided by the Health Care Compliance Association (HCCA) and the Society of Corporate Compliance and Ethics (SCCE). The information contained in this report represents complete and accurate compensation data on individuals working in the compliance profession. The report is designed to allow organizations and individuals to compare their salary to their peers.

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

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

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

A minimum of five responses was required to show data.

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

The HCCA/SCCE 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 April 2013, an email invitation was sent to approximately 27,000 individuals. In total, 1,492 completed online submissions were received by mid-May. Of the 1,492 responses, 813 worked for a healthcare provider organization. This report is based solely on this group.

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

Final results were tabulated by Industry Insights, Inc., and the report was completed in July 2013.

Definitions

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

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

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

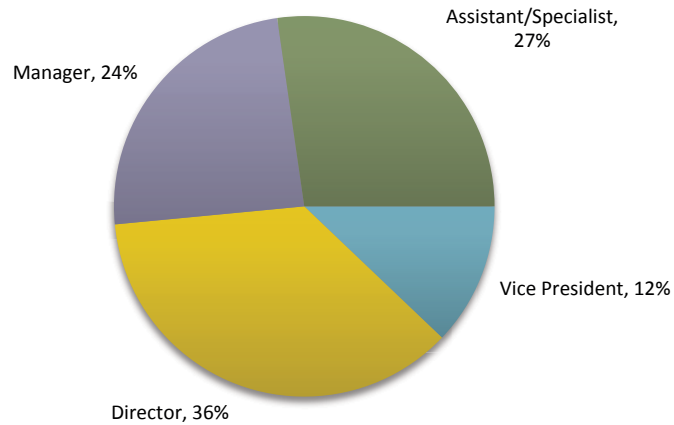
75th Percentile: when responses are ordered from the lowest to highest, the upper quartile is the response 25% from the top. In other words, 25% of the responses are higher than this measure.

Respondent Profile

Respondent Profile

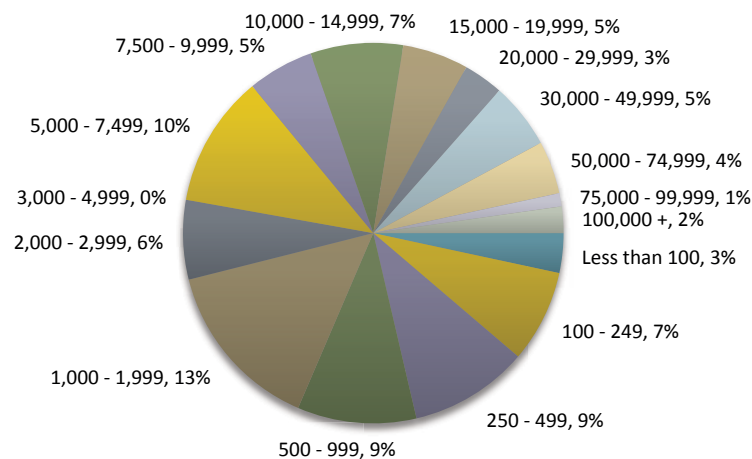
Title/Level

Of the 813 respondents included in this study, more than one-third were Directors (36%). Assistant/Specialists (27%) and Managers (24%) also made up a large percentage of the respondents. The remaining 12% were Vice Presidents.



Number of Employees in Organization as a Whole

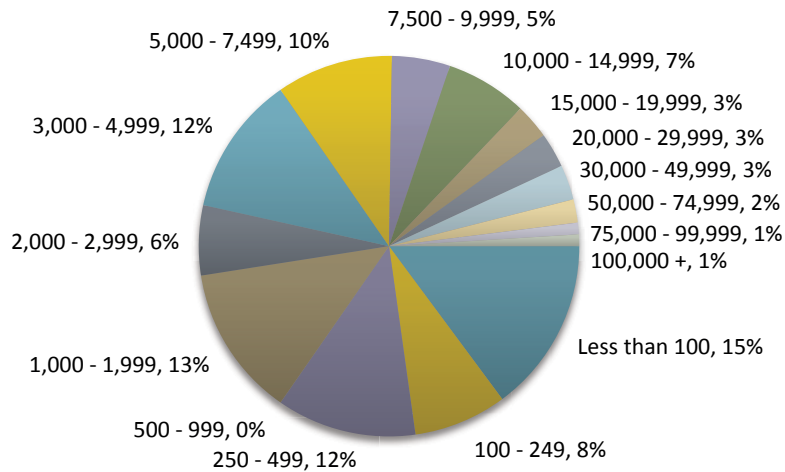
The size of organizations represented in this study varied greatly. Ten percent worked for organizations with less than 250 total employees while 12% worked for companies employing more than 30,000.



Respondent Profile

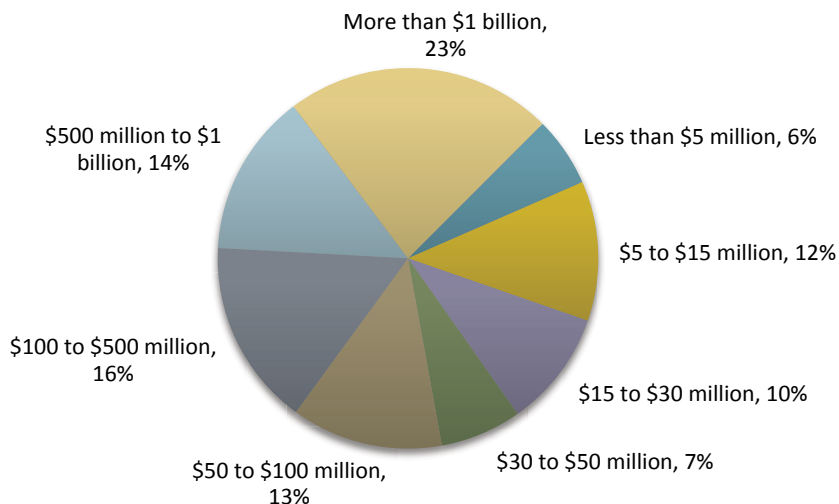
Number of Employees in the Portion of the Organization that the Compliance Program Oversees

The chart below looks at only the number of employees in the portion of the organization that the compliance program that they are a part of oversees. Nearly one quarter (23%) of the respondents reported that there were less than 250 employees in the portion of the organization that the compliance program oversees.



Annual Revenues of the Organization as a Whole

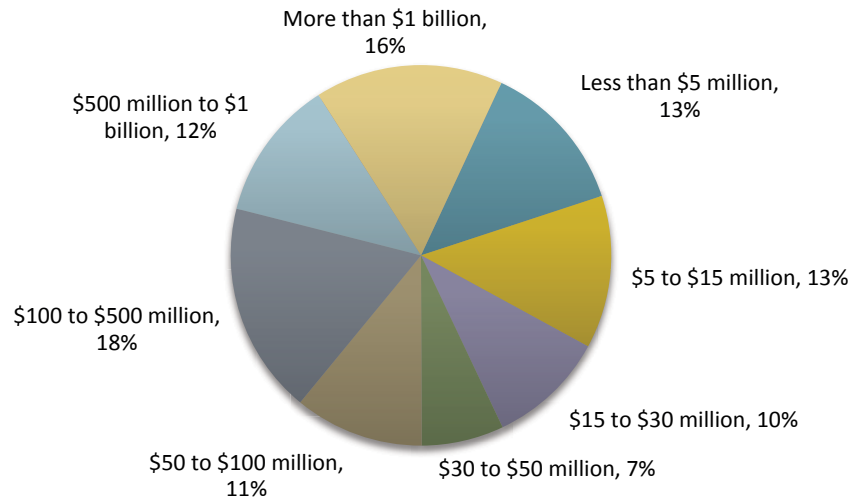
The size of organizations responding by annual revenue also varied greatly. Twenty-eight percent of the respondents reported annual revenue of entire organization of less than \$30 million, while more than one-third of the respondents (37%) reported annual revenue of over \$500 million.



Respondent Profile

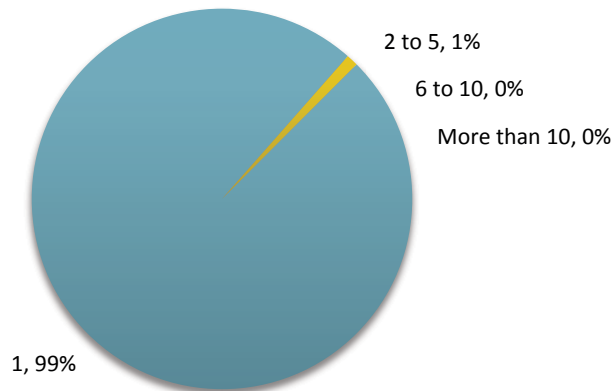
Annual Revenues of the Portion of the Organization that the Compliance Program Oversees

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



Number of Countries in Which Compliance is Managed

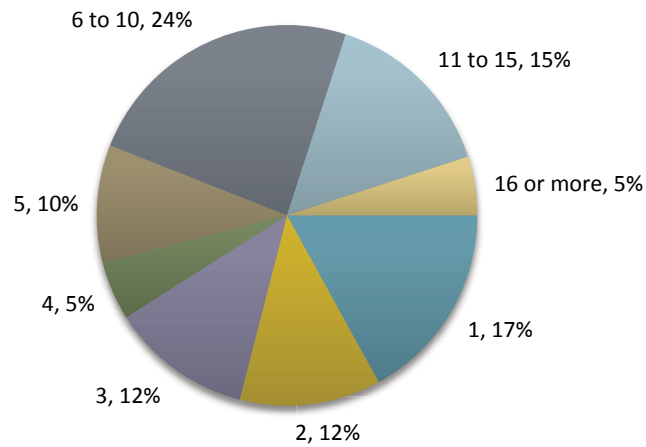
Nearly all (99%) of the respondents work in compliance in only one country.



Respondent Profile

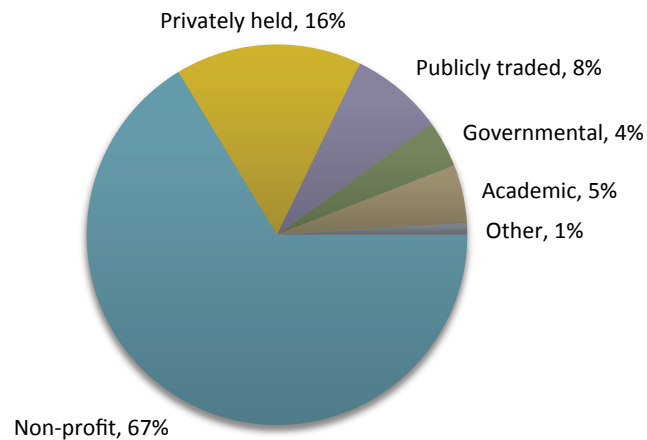
Number of Years in the Compliance Department

The typical respondent has worked in their compliance department for five years. Only 5% have worked in the department for 16 or more years.



Type of Organization

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



Respondent Profile

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

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

	Vice President	Director	Manager	Assistant/ Specialist
Compliance/auditing/monitoring	95%	91%	87%	86%
Compliance education	95%	95%	85%	77%
Compliance investigations	96%	94%	79%	72%
Hot line/anonymous reporting	90%	83%	62%	49%
Reporting to the board	91%	74%	43%	19%
Compliance risk assessments	98%	90%	67%	54%
Compliance discipline/incentives	81%	61%	43%	20%
Code of conduct	89%	74%	50%	39%
Policies and procedures	94%	94%	81%	70%
Measuring program effectiveness	84%	77%	51%	36%

How many people report up through to the individual?

The number of people reporting up through to the respondent varied widely by title/level. More than one-third (39%) of the Vice Presidents reported that six or more people reported to them, while only 11% of the responding Managers reported six or more people reporting to them.

	Vice President	Director	Manager	Assistant/ Specialist
0	9%	29%	56%	92%
1 to 2	22%	33%	25%	6%
3 to 5	30%	18%	8%	1%
6 to 10	15%	11%	5%	0%
11 or more	24%	9%	6%	0%

Respondent Profile

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

Approximately 40% of the respondents indicated that their compliance department is responsible for managing 76% to 100% of the company's legal and regulatory risk.

	Vice President	Director	Manager	Assistant/ Specialist
0-25%	9%	11%	13%	9%
26%-50%	21%	18%	20%	21%
51%-75%	34%	30%	25%	31%
76%-100%	36%	41%	41%	39%

Percentage holding the following certifications:

Certified in Healthcare Compliance (CHC) was the most popular certification attained by respondents to the survey.

	Vice President	Director	Manager	Assistant/ Specialist
Certified Compliance and Ethics Professional (CCEP)	8%	2%	4%	3%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	0%	0%	0%
Certified in Healthcare Compliance (CHC)	83%	73%	61%	57%
Certified in Healthcare Research Compliance (CHRC)	5%	5%	6%	2%
Certified in Healthcare Privacy Compliance (CHPC)	9%	12%	10%	6%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	3%	2%	1%	1%
Certified Internal Auditor (CIA)	9%	4%	7%	3%
Certified Information Privacy Professional (CIPP)	2%	1%	3%	0%
Professional in Human Resources (PHR)	0%	1%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	2%	1%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	1%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%
Other	31%	32%	38%	48%

Respondent Profile

Percentage with the following advanced degrees:

Over 50% of the responding Vice Presidents and Directors had a JD or MBA degree.

	Vice President	Director	Manager	Assistant/ Specialist
JD	26%	20%	22%	17%
MBA	30%	33%	27%	18%
CPA	16%	6%	8%	1%
Other	45%	52%	51%	64%

Do you have a contract?

About one out of five responding Vice Presidents and only 4% of Directors had a contract.

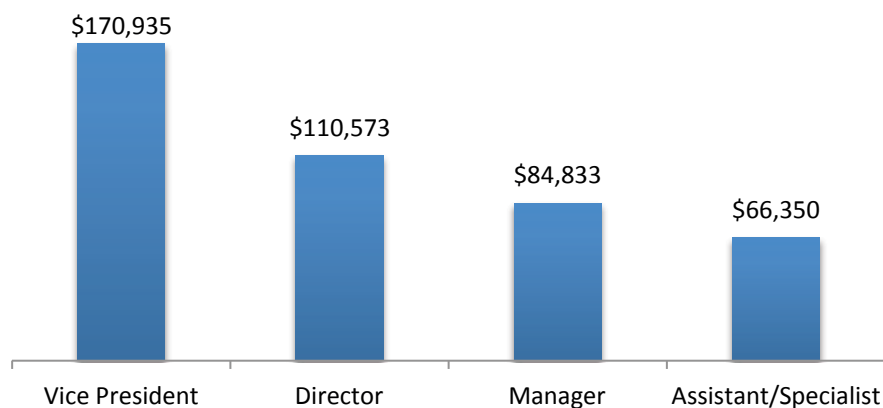
	Vice President	Director	Manager	Assistant/ Specialist
Yes	19%	4%	2%	5%
No	81%	96%	98%	95%

Executive Summary

Executive Summary

Average Total Compensation by Title/Level*

Average compensation ranged from \$170,935 for Vice Presidents to \$66,350 for Assistant/Specialists.



Average Total Compensation by Title/Level and Annual Compliance Budget*

In general, compensation showed a correlation to the size of the annual compliance budget. The larger the annual compliance budget, the larger the total compensation for all for job titles/levels.

	Vice President	Director	Manager	Assistant/Specialist
Less than \$100,000	\$156,400	\$83,759	\$77,605	\$48,236
\$100,000 to \$249,999	\$121,000	\$98,961	\$82,500	*
\$250,000 to \$499,999	\$159,071	\$120,114	*	*
\$500,000 to \$999,999	\$177,088	\$132,562	*	\$71,371
\$1 Million or More	\$232,314	\$152,500	*	\$98,554
*Insufficient Data				

NOTE: Only 30% of the respondents were able to provide the annual compliance budget of their organization.

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

Executive Summary

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

In general, compliance professionals working at larger organizations earned higher average total compensation. It should be noted that Vice Presidents at organizations with less than \$15 million in revenue may have a higher executive level position or more responsibilities, which led to a higher average salary, than those working at organizations with over \$15 million in revenue.

	Vice President	Director	Manager	Assistant/ Specialist
Less than \$5 Million	\$161,333	\$84,050	\$72,388	\$61,052
\$5 to \$15 Million	\$168,060	\$89,935	\$80,245	\$58,016
\$15 to \$30 Million	\$120,125	\$87,614	\$66,990	\$59,227
\$30 to \$100 Million	\$147,644	\$102,892	\$83,374	\$68,453
\$100 to \$500 Million	\$152,186	\$113,999	\$84,851	\$61,834
\$500 Million to \$1 Billion	\$179,169	\$143,250	\$93,321	\$69,795
More than \$1 Billion	\$241,722	\$149,969	\$97,684	\$76,543

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

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

	Vice President	Director	Manager	Assistant/ Specialist
Less than 100	\$155,150	\$92,806	\$73,470	\$65,370
100-249	*	\$94,544	\$76,991	\$50,670
250-999	\$132,750	\$92,970	\$75,844	\$51,665
1,000-1,999	\$142,654	\$115,634	\$96,253	\$62,026
2,000-2,999	\$150,938	\$115,224	\$76,526	\$71,509
3,000-4,999	\$176,931	\$113,608	\$87,727	\$69,210
5,000-7,499	\$179,591	\$123,238	\$96,423	\$66,429
7,500-14,999	\$185,347	\$135,326	\$90,715	\$66,756
15,000-29,999	*	\$145,985	\$85,783	\$73,712
30,000 or more	*	\$163,093	\$106,525	\$75,549
*Insufficient Data				

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

Executive Summary

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

There also appeared to be a correlation between compensation and the number of people that report up through to the individual. Vice Presidents that indicated that no one reports up through to them earned an average total compensation of \$109,556, while those reporting 11 or more people earned an average total compensation of \$234,137.

	Vice President	Director	Manager	Assistant/ Specialist
0	\$109,556	\$98,853	\$81,484	\$64,955
1 to 2	\$143,745	\$109,529	\$88,676	\$73,064
3 to 5	\$159,783	\$119,293	\$91,699	*
6 to 10	\$169,737	\$124,968	\$102,636	*
11 or more	\$234,137	\$119,060	\$74,490	*
*Insufficient Data				

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

When looking at type of organization, academic organizations and public traded companies paid the highest average compensation. Privately held organizations tended to pay the lowest compensation.

	Vice President	Director	Manager	Assistant/ Specialist
Non-Profit	\$173,313	\$108,567	\$87,234	\$66,446
Privately Held	\$155,983	\$102,931	\$70,030	\$52,714
Publicly Traded	\$176,300	\$138,298	\$79,150	\$81,971
Governmental	*	\$86,509	\$83,906	\$73,929
Academic	\$216,167	\$144,067	\$92,300	\$64,463
Other	*	*	*	\$60,460
*Insufficient Data				

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

Executive Summary

Average Total Compensation by Title/Level and Certifications Held*

With the exception of Vice Presidents, compliance professionals with a CHC certification tended to earn higher average compensation than those with other certifications or those without certifications. The lower compensation for VP level survey respondents with the CHC certifications was due to their concentration in privately held and smaller organizations, where compensation tends to be lower.

	Vice President	Director	Manager	Assistant/ Specialist
CHC	\$161,164	\$121,112	\$94,072	\$68,127
Other Certifications	\$180,000	\$98,811	\$84,676	\$68,619
No Certifications	\$184,003	\$101,211	\$76,526	\$63,662

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

The number of compliance elements that an individual was involved in did not appear to be a strong factor in compensation levels.

	Vice President	Director	Manager	Assistant/ Specialist
1 to 3	*	\$127,763	\$83,594	\$65,937
4 to 6	\$135,750	\$114,167	\$85,498	\$68,331
7 to 9	\$157,746	\$107,284	\$85,654	\$61,478
All 10	\$180,017	\$111,123	\$83,432	\$88,675
*Insufficient Data				

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

Vice Presidents, Directors and Assistant/Specialists with a contract earned higher compensation than those without one.

	Vice President	Director	Manager	Assistant/ Specialist
Has Contract	\$209,624	\$118,879	*	\$86,922
No Contract	\$163,387	\$110,263	\$85,150	\$65,447
*Insufficient Data				

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

Executive Summary

Amount of bonus eligible:

Less than half of Directors, Managers and Assistant/Specialists indicated that they were bonus eligible. Of those eligible, Vice Presidents and Directors reported higher percentage of their salaries as being bonus eligible. Those working at public traded companies were more likely to be bonus eligible.

	Vice President	Director	Manager	Assistant/ Specialist
None	42%	54%	63%	75%
0-10% of salary	26%	24%	28%	22%
11%-20% of salary	21%	16%	9%	2%
21%-30% of salary	5%	4%	0%	0%
31% or more of salary	5%	1%	0%	0%

Salary Data

Salary Data

Vice President

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	96	\$155,771	\$150,000	\$114,000	\$175,750	\$170,935	\$151,406	\$122,000	\$200,562
Compliance Responsibilities									
Broad (wide range of compliance-related risks)	94	\$156,106	\$150,000	\$114,000	\$177,250	\$171,083	\$150,000	\$120,000	\$201,686
Privacy	0								
IT	0								
Occupational Health and Safety	0								
Other	2								
Number of People that Report up Through to Individual									
0	9	\$108,444	\$105,000	\$90,000	\$130,000	\$109,556	\$105,000	\$90,000	\$130,000
1 to 2	21	\$133,340	\$140,000	\$102,000	\$150,000	\$143,745	\$147,639	\$102,000	\$170,000
3 to 5	28	\$151,283	\$153,500	\$114,000	\$176,250	\$159,783	\$153,500	\$118,500	\$182,500
6 to 10	15	\$153,550	\$158,000	\$142,500	\$174,000	\$169,737	\$164,000	\$156,406	\$186,124
11 or more	23	\$201,681	\$172,000	\$130,500	\$247,500	\$234,137	\$250,000	\$147,500	\$285,250
Annual Compliance Budget for the Organization									
Less than \$100,000	10	\$136,700	\$121,500	\$102,000	\$147,500	\$156,400	\$136,500	\$102,000	\$227,500
\$100,000 to \$249,999	7	\$114,571	\$125,000	\$99,500	\$130,500	\$121,000	\$125,000	\$103,500	\$130,500
\$250,000 to \$499,999	14	\$150,143	\$145,000	\$118,000	\$173,750	\$159,071	\$157,500	\$121,750	\$185,250
\$500,000 to \$999,999	13	\$167,472	\$160,000	\$150,000	\$175,000	\$177,088	\$160,000	\$150,000	\$180,000
\$1 Million or More	22	\$209,682	\$189,000	\$159,375	\$248,000	\$232,314	\$205,500	\$167,000	\$278,000
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less than 100	10	\$132,400	\$132,500	\$115,000	\$155,000	\$155,150	\$155,000	\$121,875	\$167,000
100-249	4								
250-999	8	\$123,500	\$122,500	\$101,500	\$155,000	\$132,750	\$127,500	\$103,500	\$171,250
1,000-1,999	14	\$134,726	\$127,500	\$113,250	\$156,000	\$142,654	\$127,500	\$120,000	\$169,000
2,000-2,999	8	\$143,625	\$138,000	\$120,750	\$150,000	\$150,938	\$140,000	\$127,000	\$150,000
3,000-4,999	14	\$169,010	\$160,000	\$147,750	\$177,250	\$176,931	\$160,000	\$148,229	\$187,500
5,000-7,499	11	\$165,227	\$165,000	\$153,500	\$187,500	\$179,591	\$172,000	\$153,500	\$203,000
7,500-14,999	16	\$170,484	\$170,000	\$137,500	\$186,500	\$185,347	\$170,000	\$137,500	\$230,000
15,000-29,999	1								
30,000 or more	4								

Vice President (cont.)

		Base Salary				Total Compensation			
# of Resp.				25th	75th			25th	75th
		Average	Median	Percentile	Percentile	Average	Median	Percentile	Percentile
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less than \$5 Million	6	\$130,833	\$130,000	\$118,000	\$137,500	\$161,333	\$155,000	\$129,750	\$164,500
\$5 to \$15 Million	7	\$129,489	\$145,000	\$87,710	\$150,000	\$168,060	\$145,000	\$92,710	\$150,000
\$15 to \$30 Million	8	\$110,000	\$99,500	\$91,750	\$140,000	\$120,125	\$104,000	\$100,750	\$165,750
\$30 to \$100 Million	18	\$140,722	\$130,500	\$104,250	\$167,500	\$147,644	\$130,500	\$104,250	\$185,000
\$100 to \$500 Million	17	\$146,274	\$135,000	\$125,000	\$164,000	\$152,186	\$147,000	\$125,000	\$180,000
\$500 Million to \$1 Billion	18	\$163,397	\$167,500	\$135,535	\$197,500	\$179,169	\$171,000	\$147,460	\$219,500
More than \$1 Billion	16	\$217,547	\$180,000	\$160,125	\$250,500	\$241,722	\$208,500	\$168,500	\$279,000
Number of Years Working in the Compliance Department									
1	10	\$155,750	\$155,000	\$141,250	\$171,250	\$165,650	\$160,000	\$146,250	\$171,250
2	4								
3	8	\$147,375	\$106,500	\$102,000	\$194,750	\$159,063	\$113,250	\$102,000	\$222,500
4	3								
5	5	\$166,384	\$125,000	\$114,000	\$150,000	\$171,584	\$125,000	\$117,000	\$150,000
6 to 10	24	\$164,646	\$148,500	\$122,250	\$181,250	\$185,746	\$150,000	\$123,500	\$250,500
11 to 15	27	\$168,019	\$160,000	\$137,500	\$180,000	\$179,037	\$168,000	\$149,250	\$188,500
16 or More	14	\$138,367	\$140,000	\$115,500	\$167,000	\$148,528	\$156,320	\$125,000	\$185,000
Type of Organization									
Non-Profit	58	\$162,603	\$150,000	\$125,000	\$181,750	\$173,313	\$151,406	\$126,250	\$199,186
Privately Held	23	\$139,304	\$140,000	\$112,500	\$165,000	\$155,983	\$150,000	\$114,000	\$190,000
Publicly Traded	5	\$138,700	\$140,000	\$110,000	\$163,500	\$176,300	\$170,000	\$115,000	\$225,000
Governmental	3								
Academic	6	\$172,833	\$171,000	\$170,000	\$178,000	\$216,167	\$171,000	\$170,000	\$178,000
Other	1								

Vice President (cont.)

		Base Salary				Total Compensation			
# of Resp.									
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Advanced Degrees									
JD	19	\$180,842	\$170,000	\$147,500	\$212,500	\$204,158	\$170,000	\$150,000	\$247,500
MBA	22	\$165,462	\$151,500	\$130,000	\$178,750	\$182,389	\$168,000	\$133,750	\$190,000
CPA	12	\$200,012	\$167,500	\$147,535	\$199,000	\$219,407	\$185,000	\$149,410	\$231,000
Certifications									
CHC	53	\$149,913	\$145,000	\$125,000	\$170,000	\$161,164	\$150,000	\$125,000	\$180,000
Other Certifications	11	\$162,091	\$150,000	\$122,000	\$174,000	\$180,000	\$150,000	\$134,500	\$196,500
No Certifications	32	\$163,299	\$160,000	\$107,250	\$206,000	\$184,003	\$165,500	\$114,125	\$250,000
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	2								
4 to 6	8	\$116,500	\$103,500	\$99,000	\$126,250	\$135,750	\$104,000	\$102,000	\$146,000
7 to 9	21	\$145,341	\$145,000	\$130,000	\$170,000	\$157,746	\$164,000	\$131,000	\$170,000
All 10	65	\$164,305	\$150,000	\$125,000	\$180,000	\$180,017	\$157,000	\$130,000	\$203,000
Do You Have a Contract?									
Yes	17	\$181,176	\$160,000	\$130,000	\$180,000	\$209,624	\$175,000	\$150,000	\$250,000
No	78	\$151,025	\$148,500	\$113,250	\$171,500	\$163,387	\$150,000	\$117,500	\$185,250

Salary Data

Director

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	284	\$103,478	\$98,500	\$76,000	\$125,500	\$110,573	\$102,000	\$80,000	\$133,000
Compliance Responsibilities									
Broad (wide range of compliance-related risks)	252	\$102,791	\$98,000	\$76,000	\$125,000	\$109,161	\$102,000	\$80,000	\$130,000
Privacy	10	\$88,338	\$91,100	\$61,636	\$101,500	\$103,488	\$96,650	\$61,636	\$157,000
IT	2								
Occupational Health and Safety	0								
Other	16	\$118,100	\$115,000	\$86,750	\$143,950	\$130,119	\$120,000	\$96,850	\$175,250
Number of People that Report up Through to Individual									
0	84	\$93,210	\$92,500	\$74,000	\$108,613	\$98,853	\$92,750	\$75,750	\$113,325
1 to 2	92	\$103,702	\$101,000	\$77,375	\$127,500	\$109,529	\$102,250	\$79,375	\$133,000
3 to 5	51	\$111,728	\$105,000	\$88,000	\$130,000	\$119,293	\$110,000	\$91,320	\$134,750
6 to 10	31	\$111,500	\$105,000	\$80,000	\$137,500	\$124,968	\$119,000	\$91,250	\$147,500
11 or more	25	\$111,120	\$96,000	\$75,000	\$145,000	\$119,060	\$106,000	\$80,000	\$156,000
Annual Compliance Budget for the Organization									
Less than \$100,000	35	\$81,359	\$80,000	\$67,054	\$94,500	\$83,759	\$80,000	\$68,000	\$96,000
\$100,000 to \$249,999	23	\$94,114	\$79,000	\$71,000	\$107,500	\$98,961	\$89,000	\$75,000	\$118,000
\$250,000 to \$499,999	21	\$114,876	\$112,000	\$98,000	\$130,000	\$120,114	\$118,000	\$100,000	\$143,000
\$500,000 to \$999,999	21	\$128,310	\$120,000	\$98,000	\$139,000	\$132,562	\$120,000	\$104,000	\$154,000
\$1 Million or More	18	\$132,333	\$142,500	\$111,250	\$168,000	\$152,500	\$167,750	\$112,250	\$192,500
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less than 100	33	\$86,609	\$80,000	\$70,000	\$103,000	\$92,806	\$81,000	\$72,000	\$106,000
100-249	27	\$89,615	\$77,000	\$61,000	\$104,000	\$94,544	\$77,500	\$61,000	\$114,000
250-999	45	\$88,374	\$85,000	\$72,000	\$98,000	\$92,970	\$90,612	\$74,000	\$102,000
1,000-1,999	42	\$106,084	\$98,850	\$85,000	\$130,000	\$115,634	\$109,075	\$90,625	\$145,000
2,000-2,999	17	\$112,206	\$107,000	\$95,000	\$125,000	\$115,224	\$113,000	\$96,300	\$130,000
3,000-4,999	24	\$108,120	\$109,000	\$89,300	\$129,750	\$113,608	\$116,500	\$91,500	\$133,000
5,000-7,499	9	\$118,960	\$106,000	\$100,000	\$125,000	\$123,238	\$114,500	\$100,000	\$134,000
7,500-14,999	23	\$125,848	\$120,000	\$110,000	\$141,500	\$135,326	\$120,000	\$110,500	\$154,500
15,000-29,999	13	\$136,769	\$125,000	\$99,000	\$162,000	\$145,985	\$133,000	\$110,300	\$173,000
30,000 or more	14	\$137,850	\$144,000	\$111,250	\$151,500	\$163,093	\$171,000	\$122,750	\$191,250

Director (cont.)

		Base Salary				Total Compensation			
	# of Resp.	Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less than \$5 Million	26	\$82,181	\$75,000	\$66,250	\$97,250	\$84,050	\$75,000	\$66,250	\$97,250
\$5 to \$15 Million	33	\$84,161	\$75,000	\$70,000	\$100,000	\$89,935	\$85,000	\$71,000	\$111,000
\$15 to \$30 Million	37	\$83,862	\$76,000	\$67,500	\$94,000	\$87,614	\$77,500	\$68,500	\$94,500
\$30 to \$100 Million	47	\$98,360	\$95,000	\$84,500	\$108,500	\$102,892	\$96,300	\$87,500	\$113,500
\$100 to \$500 Million	47	\$105,365	\$102,000	\$85,000	\$129,000	\$113,999	\$105,000	\$90,000	\$143,300
\$500 Million to \$1 Billion	16	\$134,500	\$125,000	\$111,500	\$137,500	\$143,250	\$125,000	\$118,000	\$161,250
More than \$1 Billion	38	\$133,590	\$138,250	\$110,000	\$155,000	\$149,969	\$153,000	\$115,625	\$174,850
Number of Years Working in the Compliance Department									
1	37	\$93,441	\$85,000	\$65,000	\$120,000	\$95,705	\$85,000	\$65,000	\$120,000
2	27	\$100,082	\$98,000	\$80,000	\$112,353	\$105,454	\$100,000	\$86,350	\$120,024
3	34	\$91,720	\$85,500	\$69,125	\$100,000	\$105,682	\$100,250	\$74,000	\$128,500
4	11	\$95,273	\$76,000	\$73,000	\$102,500	\$97,418	\$76,000	\$73,400	\$104,000
5	28	\$100,430	\$94,500	\$73,750	\$117,750	\$103,340	\$94,500	\$78,250	\$125,625
6 to 10	70	\$113,222	\$110,000	\$90,660	\$133,750	\$121,112	\$113,000	\$92,535	\$146,500
11 to 15	62	\$108,231	\$102,500	\$89,250	\$130,000	\$117,203	\$110,650	\$90,153	\$132,750
16 or More	15	\$107,601	\$105,000	\$80,500	\$120,000	\$114,115	\$110,000	\$84,500	\$125,360
Type of Organization									
Non-Profit	182	\$104,344	\$98,000	\$77,250	\$126,500	\$108,567	\$100,750	\$78,875	\$131,750
Privately Held	54	\$93,691	\$90,000	\$73,125	\$113,250	\$102,931	\$100,000	\$81,000	\$122,750
Publicly Traded	28	\$117,432	\$114,500	\$94,850	\$140,750	\$138,298	\$124,750	\$104,324	\$173,000
Governmental	11	\$81,781	\$64,000	\$59,798	\$105,250	\$86,509	\$64,000	\$59,798	\$105,250
Academic	6	\$128,367	\$107,000	\$89,150	\$168,500	\$144,067	\$146,700	\$102,500	\$182,350
Other	3								

Salary Data

Director (cont.)

		Base Salary				Total Compensation			
# of Resp.				25th	75th			25th	75th
		Average	Median	Percentile	Percentile	Average	Median	Percentile	Percentile
Advanced Degrees									
JD	37	\$126,078	\$120,000	\$100,000	\$145,000	\$132,594	\$130,000	\$102,295	\$162,000
MBA	61	\$110,763	\$110,000	\$90,000	\$130,000	\$117,094	\$112,000	\$90,000	\$147,000
CPA	11	\$126,556	\$138,000	\$114,010	\$144,300	\$136,602	\$138,000	\$119,860	\$146,800
Certifications									
CHC	140	\$110,879	\$104,500	\$85,750	\$135,250	\$121,112	\$113,000	\$91,500	\$150,000
Other Certifications	53	\$93,494	\$90,000	\$74,000	\$115,000	\$98,811	\$95,000	\$80,000	\$115,000
No Certifications	91	\$97,908	\$92,500	\$73,600	\$118,150	\$101,211	\$92,500	\$73,600	\$120,000
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	8	\$116,388	\$117,000	\$105,000	\$143,000	\$127,763	\$128,000	\$112,500	\$150,450
4 to 6	45	\$100,953	\$95,000	\$78,000	\$120,000	\$114,167	\$100,800	\$90,000	\$136,000
7 to 9	111	\$100,621	\$95,000	\$74,500	\$120,000	\$107,284	\$100,000	\$75,000	\$131,000
All 10	120	\$106,208	\$100,000	\$83,000	\$130,000	\$111,123	\$103,000	\$83,375	\$130,250
Do You Have a Contract?									
Yes	12	\$111,476	\$97,853	\$79,500	\$125,000	\$118,879	\$105,750	\$84,000	\$128,286
No	271	\$103,156	\$99,000	\$76,000	\$126,000	\$110,263	\$102,000	\$80,000	\$133,000

Salary Data

Manager

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	192	\$82,057	\$80,490	\$63,000	\$95,500	\$84,833	\$82,000	\$65,750	\$98,500
Compliance Responsibilities									
Broad (wide range of compliance-related risks)	146	\$80,764	\$80,150	\$61,301	\$92,000	\$83,145	\$82,000	\$63,250	\$95,000
Privacy	23	\$86,974	\$84,000	\$63,000	\$106,500	\$92,339	\$84,000	\$63,000	\$113,650
IT	0								
Occupational Health and Safety	0								
Other	22	\$86,519	\$81,500	\$72,000	\$98,875	\$89,343	\$82,500	\$73,250	\$99,250
Number of People that Report up Through to Individual									
0	109	\$78,708	\$76,000	\$61,500	\$90,000	\$81,484	\$79,000	\$63,000	\$92,500
1 to 2	47	\$87,136	\$88,000	\$73,500	\$97,500	\$88,676	\$88,000	\$75,000	\$101,500
3 to 5	16	\$88,344	\$80,000	\$70,750	\$110,000	\$91,699	\$80,000	\$73,625	\$116,925
6 to 10	10	\$94,506	\$92,500	\$80,805	\$105,250	\$102,636	\$101,250	\$89,459	\$121,522
11 or more	10	\$72,180	\$66,500	\$53,875	\$79,225	\$74,490	\$69,500	\$53,875	\$80,225
Annual Compliance Budget for the Organization									
Less than \$100,000	19	\$73,579	\$71,000	\$61,000	\$82,250	\$77,605	\$76,000	\$61,250	\$91,000
\$100,000 to \$249,999	6	\$82,500	\$84,000	\$76,000	\$97,250	\$82,500	\$84,000	\$76,000	\$97,250
\$250,000 to \$499,999	2								
\$500,000 to \$999,999	2								
\$1 Million or More	4								
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less than 100	25	\$68,987	\$63,000	\$56,000	\$76,000	\$73,470	\$69,920	\$60,000	\$80,000
100-249	13	\$71,104	\$61,000	\$55,000	\$87,500	\$76,991	\$61,500	\$55,057	\$92,500
250-999	17	\$74,903	\$73,000	\$55,000	\$92,000	\$75,844	\$74,000	\$55,000	\$92,000
1,000-1,999	12	\$84,103	\$87,500	\$66,309	\$100,750	\$96,253	\$91,000	\$72,350	\$107,500
2,000-2,999	9	\$75,915	\$68,000	\$61,000	\$82,000	\$76,526	\$69,500	\$61,000	\$82,000
3,000-4,999	21	\$86,162	\$80,680	\$73,000	\$85,000	\$87,727	\$80,680	\$75,000	\$93,835
5,000-7,499	22	\$95,023	\$92,000	\$80,000	\$115,000	\$96,423	\$92,000	\$80,000	\$120,375
7,500-14,999	24	\$89,521	\$86,750	\$72,250	\$102,250	\$90,715	\$88,500	\$74,500	\$103,250
15,000-29,999	12	\$84,250	\$84,500	\$82,750	\$93,250	\$85,783	\$88,200	\$83,500	\$94,375
30,000 or more	12	\$102,917	\$104,500	\$91,500	\$108,000	\$106,525	\$106,750	\$91,500	\$115,100

Manager (cont.)

		Base Salary				Total Compensation			
# of Resp.		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less than \$5 Million	27	\$70,583	\$60,000	\$55,000	\$81,500	\$72,388	\$65,000	\$55,029	\$82,500
\$5 to \$15 Million	20	\$71,215	\$76,000	\$61,375	\$80,725	\$80,245	\$78,000	\$62,625	\$82,750
\$15 to \$30 Million	9	\$66,868	\$55,310	\$50,000	\$70,000	\$66,990	\$55,310	\$50,100	\$70,000
\$30 to \$100 Million	23	\$81,591	\$75,000	\$69,938	\$88,750	\$83,374	\$77,000	\$69,938	\$92,918
\$100 to \$500 Million	27	\$83,080	\$84,000	\$63,000	\$92,500	\$84,851	\$85,000	\$66,000	\$95,000
\$500 Million to \$1 Billion	25	\$89,013	\$84,500	\$70,000	\$108,000	\$93,321	\$89,000	\$80,000	\$115,000
More than \$1 Billion	25	\$94,820	\$92,000	\$85,000	\$106,000	\$97,684	\$92,000	\$87,000	\$112,000
Number of Years Working in the Compliance Department									
1	33	\$75,314	\$75,000	\$60,008	\$85,000	\$75,526	\$75,000	\$60,008	\$85,500
2	28	\$74,820	\$69,000	\$55,375	\$88,250	\$76,520	\$74,400	\$55,375	\$88,250
3	21	\$78,768	\$80,300	\$66,000	\$92,000	\$82,766	\$84,000	\$67,000	\$95,000
4	9	\$86,778	\$82,000	\$61,500	\$120,000	\$86,889	\$82,000	\$61,500	\$120,000
5	24	\$80,492	\$83,500	\$59,875	\$96,000	\$88,930	\$90,000	\$62,250	\$103,125
6 to 10	52	\$86,125	\$83,000	\$70,750	\$97,875	\$88,917	\$85,751	\$71,500	\$102,250
11 to 15	20	\$93,159	\$88,500	\$73,750	\$110,000	\$94,524	\$88,500	\$78,635	\$111,725
16 or More	3								
Type of Organization									
Non-Profit	127	\$83,828	\$82,000	\$66,999	\$100,250	\$87,234	\$84,000	\$69,898	\$101,500
Privately Held	23	\$68,630	\$66,000	\$54,250	\$77,500	\$70,030	\$66,000	\$54,250	\$82,000
Publicly Traded	12	\$75,650	\$82,400	\$68,250	\$85,000	\$79,150	\$82,400	\$70,500	\$88,250
Governmental	11	\$83,588	\$82,000	\$61,234	\$100,500	\$83,906	\$82,000	\$61,234	\$101,750
Academic	15	\$91,467	\$89,000	\$78,500	\$109,000	\$92,300	\$89,000	\$78,500	\$110,250
Other	1								

Salary Data

Manager (cont.)

		Base Salary				Total Compensation			
# of Resp.									
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Advanced Degrees									
JD	24	\$100,579	\$104,500	\$83,000	\$117,000	\$102,625	\$109,250	\$83,000	\$123,475
MBA	28	\$74,102	\$70,000	\$60,926	\$85,750	\$78,141	\$76,900	\$61,234	\$89,750
CPA	9	\$94,653	\$80,000	\$75,000	\$110,000	\$96,401	\$80,000	\$75,000	\$110,000
Certifications									
CHC	70	\$90,758	\$89,000	\$71,250	\$106,500	\$94,072	\$92,000	\$72,875	\$113,625
Other Certifications	45	\$83,035	\$80,680	\$70,000	\$97,000	\$84,676	\$81,500	\$72,000	\$100,000
No Certifications	77	\$73,575	\$73,000	\$55,057	\$85,000	\$76,526	\$75,000	\$58,000	\$89,000
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	31	\$81,094	\$79,000	\$64,000	\$99,500	\$83,594	\$80,000	\$65,000	\$101,000
4 to 6	60	\$82,776	\$85,000	\$63,626	\$94,750	\$85,498	\$87,500	\$69,189	\$97,000
7 to 9	63	\$82,631	\$80,000	\$62,500	\$100,750	\$85,654	\$80,000	\$64,500	\$102,875
All 10	38	\$80,756	\$76,000	\$61,234	\$88,625	\$83,432	\$81,340	\$66,500	\$91,875
Do You Have a Contract?									
Yes	4								
No	188	\$82,340	\$80,490	\$63,000	\$95,500	\$85,150	\$82,000	\$66,748	\$98,500

Assistant/Specialist

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	214	\$65,476	\$65,000	\$52,000	\$75,750	\$66,350	\$65,000	\$52,000	\$77,461
Compliance Responsibilities									
Broad (wide range of compliance-related risks)	159	\$64,740	\$65,000	\$51,500	\$73,750	\$65,723	\$65,000	\$51,700	\$75,000
Privacy	16	\$67,936	\$64,000	\$51,750	\$82,250	\$68,326	\$64,720	\$52,125	\$82,300
IT	1								
Occupational Health and Safety	1								
Other	33	\$66,007	\$64,189	\$52,000	\$78,000	\$66,476	\$64,189	\$52,000	\$78,000
Number of People that Report up Through to Individual									
0	196	\$64,132	\$64,000	\$50,750	\$75,000	\$64,955	\$64,075	\$51,350	\$75,250
1 to 2	14	\$72,779	\$73,500	\$56,000	\$90,000	\$73,064	\$74,050	\$56,225	\$90,000
3 to 5	1								
6 to 10	1								
11 or more	1								
Annual Compliance Budget for the Organization									
Less than \$100,000	7	\$47,929	\$45,900	\$39,800	\$54,000	\$48,236	\$45,900	\$40,125	\$54,750
\$100,000 to \$249,999	3								
\$250,000 to \$499,999	3								
\$500,000 to \$999,999	7	\$71,371	\$76,500	\$63,500	\$79,000	\$71,371	\$76,500	\$63,500	\$79,000
\$1 Million or More	5	\$94,246	\$63,000	\$60,000	\$88,230	\$98,554	\$63,000	\$60,540	\$89,230
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less than 100	33	\$64,451	\$64,000	\$48,960	\$80,000	\$65,370	\$64,000	\$49,500	\$80,000
100-249	10	\$50,460	\$48,500	\$41,700	\$60,000	\$50,670	\$49,350	\$42,000	\$60,000
250-999	12	\$50,807	\$50,000	\$42,994	\$51,000	\$51,665	\$50,000	\$43,194	\$51,375
1,000-1,999	24	\$61,167	\$62,000	\$53,500	\$69,750	\$62,026	\$62,000	\$53,500	\$69,750
2,000-2,999	9	\$70,209	\$75,000	\$58,377	\$76,000	\$71,509	\$75,000	\$58,377	\$76,700
3,000-4,999	24	\$68,765	\$70,000	\$59,200	\$76,500	\$69,210	\$70,000	\$59,269	\$78,536
5,000-7,499	26	\$65,808	\$68,500	\$53,250	\$77,750	\$66,429	\$69,450	\$53,250	\$78,075
7,500-14,999	22	\$66,513	\$65,000	\$52,250	\$76,875	\$66,756	\$65,075	\$52,250	\$76,875
15,000-29,999	18	\$71,967	\$65,000	\$53,575	\$72,600	\$73,712	\$65,000	\$53,575	\$76,700
30,000 or more	19	\$73,553	\$70,000	\$60,000	\$79,000	\$75,549	\$70,000	\$61,000	\$79,000

Assistant/Specialist (cont.)

		Base Salary				Total Compensation			
# of Resp.		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less than \$5 Million	22	\$59,668	\$53,500	\$43,500	\$73,200	\$61,052	\$53,750	\$45,450	\$73,713
\$5 to \$15 Million	21	\$57,656	\$59,000	\$50,000	\$65,000	\$58,016	\$59,000	\$50,000	\$65,150
\$15 to \$30 Million	13	\$58,615	\$50,000	\$41,000	\$75,000	\$59,227	\$50,000	\$43,000	\$75,000
\$30 to \$100 Million	30	\$67,744	\$69,500	\$52,500	\$77,750	\$68,453	\$69,500	\$52,500	\$78,075
\$100 to \$500 Million	26	\$61,353	\$59,188	\$52,000	\$70,000	\$61,834	\$60,188	\$52,000	\$71,125
\$500 Million to \$1 Billion	18	\$69,473	\$69,000	\$64,250	\$76,875	\$69,795	\$69,000	\$64,250	\$76,875
More than \$1 Billion	23	\$74,500	\$66,000	\$56,750	\$80,000	\$76,543	\$66,000	\$56,750	\$80,000
Number of Years Working in the Compliance Department									
1	53	\$65,851	\$65,000	\$50,000	\$76,000	\$66,415	\$65,000	\$50,000	\$78,000
2	37	\$62,746	\$60,000	\$47,500	\$72,800	\$63,987	\$60,000	\$47,500	\$72,800
3	29	\$63,210	\$62,000	\$54,000	\$73,000	\$64,517	\$62,315	\$54,000	\$73,600
4	17	\$65,260	\$52,000	\$50,000	\$65,000	\$66,728	\$52,000	\$50,000	\$65,150
5	18	\$63,090	\$63,500	\$51,750	\$73,750	\$63,978	\$63,500	\$51,750	\$73,750
6 to 10	44	\$67,839	\$69,000	\$57,500	\$78,000	\$68,370	\$69,250	\$57,500	\$78,250
11 to 15	11	\$69,682	\$71,500	\$64,000	\$79,000	\$70,059	\$71,500	\$64,075	\$81,000
16 or More	5	\$74,100	\$79,000	\$72,000	\$80,000	\$75,100	\$79,000	\$72,000	\$83,000
Type of Organization									
Non-Profit	154	\$65,671	\$65,000	\$52,000	\$75,000	\$66,446	\$65,000	\$52,000	\$75,750
Privately Held	20	\$51,879	\$53,000	\$42,000	\$57,750	\$52,714	\$53,000	\$42,750	\$57,750
Publicly Traded	14	\$78,821	\$73,500	\$65,750	\$90,500	\$81,971	\$74,000	\$68,125	\$98,250
Governmental	7	\$73,929	\$78,000	\$65,000	\$88,000	\$73,929	\$78,000	\$65,000	\$88,000
Academic	12	\$64,338	\$57,500	\$50,075	\$80,250	\$64,463	\$57,500	\$50,075	\$80,250
Other	5	\$59,360	\$65,000	\$39,800	\$75,000	\$60,460	\$65,000	\$40,300	\$75,000

Salary Data

Assistant/Specialist (cont.)

		Base Salary				Total Compensation			
# of Resp.									
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Advanced Degrees									
JD	16	\$70,475	\$65,500	\$58,450	\$81,250	\$70,925	\$65,500	\$58,894	\$81,250
MBA	17	\$68,559	\$70,000	\$54,000	\$78,000	\$70,235	\$71,300	\$54,000	\$78,000
CPA	1								
Certifications									
CHC	70	\$67,271	\$67,500	\$54,000	\$78,000	\$68,127	\$68,250	\$54,125	\$78,000
Other Certifications	53	\$68,007	\$70,000	\$62,000	\$75,000	\$68,619	\$70,000	\$62,000	\$78,000
No Certifications	91	\$62,620	\$60,000	\$50,000	\$72,250	\$63,662	\$60,000	\$50,000	\$72,550
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	59	\$64,812	\$63,000	\$50,000	\$74,250	\$65,937	\$64,000	\$50,000	\$78,000
4 to 6	82	\$67,330	\$69,000	\$58,337	\$78,750	\$68,331	\$69,750	\$58,337	\$79,000
7 to 9	65	\$61,274	\$59,600	\$50,000	\$72,000	\$61,478	\$59,692	\$50,100	\$72,000
All 10	8	\$85,500	\$70,000	\$61,500	\$86,000	\$88,675	\$70,650	\$61,500	\$88,325
Do You Have a Contract?									
Yes	9	\$82,089	\$70,000	\$41,000	\$106,000	\$86,922	\$70,000	\$43,000	\$116,000
No	205	\$64,746	\$65,000	\$52,000	\$75,000	\$65,447	\$65,000	\$52,000	\$76,500



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.

Health Care Compliance Association

6500 Barrie Road, Suite 250, Minneapolis, MN 55435-2358

888-580-8373 | 952-405-7900

helpteam@hcca-info.org | www.hcca-info.org