



2019

Healthcare Chief Compliance Officer and Staff Salary Surveys

Find out what **HCCA** can do for you

Join a community of 12,700+ healthcare compliance professionals. Gain access to a wealth of knowledge, resources, and industry connections. Become a member of the Health Care Compliance Association (HCCA).



Educational Conferences

Enjoy registration discounts for a robust calendar of events, ranging from weekly webinars, one-day regional conferences, to three-and-a-half day national conferences, and classroom-style academies covering the basics of healthcare, privacy, and research.



Publications and Resources

Solve your compliance problems with our valuable publications at a discounted rate. In addition you will receive our monthly members-only magazine, *Compliance Today*. Stay up-to-date on the latest compliance practices and news.



CEUs & Certification

Receive discounts on Compliance Certification Board (CCB)[®] certification exams. Flex your knowledge of compliance and be a resource in your field.



Networking Opportunities

Don't feel stranded on a compliance island. Meet and connect at HCCA events and share ideas on *HCCAnet*, our thriving online healthcare compliance community.

Join today
hcca-info.org/membership

The Health Care Compliance Association (HCCA)[®] is pleased to provide you with the 2019 Healthcare Chief Compliance Officer and Staff Salary Surveys report.

This survey, last conducted in 2017, contains the latest information about compensation for the healthcare compliance community.

We have included compensation data for both the chief compliance officer and compliance staff. This data can help healthcare compliance professionals and their employers to better understand and evaluate compensation packages.

Ours is a fast-growing profession, and this data reflects its increasing expansiveness and HCCA's commitment to meet our members' needs. We hope you find the data from this survey to be useful.

Sincerely,

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

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

CONFIDENTIALITY ASSURANCE

The 2019 Healthcare Chief Compliance Officer and Staff Salary Surveys report is based on a strictly confidential survey conducted of individuals working in the compliance healthcare profession. Upon receipt, all survey responses are assigned a confidential code number by Fondulas Strategic Research 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 Fondulas Research associates ever see any individual's results.

Healthcare Chief Compliance Officer Salary Survey

Table of Contents

INTRODUCTION.....	7
ABOUT THIS REPORT	8
SURVEY METHODOLOGY.....	9
DEFINITIONS.....	9
RESPONDENT PROFILE	12
PERCENTAGE OF COMPANY’S LEGAL AND REGULATORY RISK THAT YOU ARE INVOLVED IN.....	13
ANNUAL COMPLIANCE BUDGET MANAGED	14
NUMBER OF EMPLOYEES IN ORGANIZATION AS A WHOLE	14
NUMBER OF EMPLOYEES IN ORGANIZATION THAT CCO RUNS COMPLIANCE FOR	15
ANNUAL REVENUES OF THE ORGANIZATION AS A WHOLE.....	17
ANNUAL REVENUES OF THE ORGANIZATION THAT CCO RUNS COMPLIANCE FOR	18
NUMBER OF COUNTRIES IN WHICH COMPLIANCE IS MANAGED	19
NUMBER OF YEARS MANAGING THE COMPLIANCE DEPARTMENT	20
CERTIFICATIONS.....	21
TYPE OF ORGANIZATION	22
GEOGRAPHIC REGION (AMONG THOSE BASED IN US).....	23
GENDER	24
AGE.....	25
HIGHEST LEVEL OF EDUCATION.....	26
YEARS IN COMPLIANCE PROFESSION	27
DO YOU HAVE A CONTRACT?	28
DO YOU HAVE A SEVERANCE CLAUSE IN YOUR CONTRACT (AMONG THOSE WITH A CONTRACT)?.....	29
EXECUTIVE SUMMARY	30
AVERAGE TOTAL COMPENSATION BY PERCENTAGE OF COMPANY’S LEGAL AND REGULATORY RISK AREAS CCO INVOLVED IN	31
AVERAGE TOTAL COMPENSATION BY NUMBER OF EMPLOYEES IN THE COMPLIANCE AND ETHICS GROUP MANAGED.....	32
AVERAGE TOTAL COMPENSATION BY ANNUAL COMPLIANCE BUDGET MANAGED	33
AVERAGE TOTAL COMPENSATION BY NUMBER OF EMPLOYEES THAT CCO RUNS COMPLIANCE FOR.....	34
AVERAGE TOTAL COMPENSATION BY REVENUE THAT CCO RUNS COMPLIANCE FOR	35
AVERAGE TOTAL COMPENSATION BY NUMBER OF YEARS MANAGING THE COMPLIANCE DEPARTMENT	36
AVERAGE TOTAL COMPENSATION BY YEARS IN COMPLIANCE PROFESSION	37
AVERAGE TOTAL COMPENSATION BY TYPE OF ORGANIZATION.....	38
AVERAGE TOTAL COMPENSATION AND AVERAGE BASE SALARY BY GEOGRAPHIC REGION	39
AVERAGE TOTAL COMPENSATION BY CERTIFICATION.....	40
AVERAGE TOTAL COMPENSATION BY AGE	41
AMOUNT OF BONUS ELIGIBLE	44
BASIS OF BONUS.....	45
AVERAGE TOTAL COMPENSATION BY CONTRACT STATUS	46
AVERAGE TOTAL COMPENSATION BY SEVERANCE CLAUSE STATUS.....	47
SALARY DATA.....	48
<i>Chief Compliance Officer Salary Results.....</i>	<i>49</i>
DETAILED RESULTS.....	53
<i>Chief Compliance Officer Detailed Results</i>	<i>54</i>

2019 HEALTHCARE STAFF SALARY SURVEY 70

INTRODUCTION..... 71

 ABOUT THIS REPORT 72

 SURVEY METHODOLOGY 73

 DEFINITIONS 73

RESPONDENT PROFILE 74

 TITLE/LEVEL 75

 NUMBER OF EMPLOYEES IN ORGANIZATION AS A WHOLE 76

 NUMBER OF EMPLOYEES IN THE PORTION OF THE ORGANIZATION THAT THE COMPLIANCE PROGRAM OVERSEES 77

 ANNUAL REVENUES OF THE ORGANIZATION AS A WHOLE 78

 ANNUAL REVENUES OF THE PORTION OF THE ORGANIZATION THAT THE COMPLIANCE PROGRAM OVERSEES 79

 NUMBER OF COUNTRIES IN WHICH COMPLIANCE IS MANAGED 80

 NUMBER OF YEARS IN THE COMPLIANCE DEPARTMENT 81

 TYPE OF ORGANIZATION 82

 GEOGRAPHIC REGION (AMONG THOSE BASED IN THE US) 83

 HOW MUCH OF YOUR COMPANY'S LEGAL AND REGULATORY RISK AREAS WOULD YOU ESTIMATE THE COMPLIANCE DEPARTMENT IS RESPONSIBLE FOR MANAGING? 84

 ELEMENTS OF THE COMPLIANCE PROGRAM THAT STAFF ARE PRIMARILY INVOLVED IN 85

 HOW MANY PEOPLE REPORT UP THROUGH TO THE INDIVIDUAL? 86

 CERTIFICATIONS 87

 DO YOU HAVE A CONTRACT? 88

 DO YOU HAVE A SEVERANCE CLAUSE IN YOUR CONTRACT? 89

 HIGHEST LEVEL OF EDUCATION 90

 GENDER 91

EXECUTIVE SUMMARY 92

 AVERAGE TOTAL COMPENSATION BY TITLE/LEVEL 93

 AVERAGE TOTAL COMPENSATION BY ANNUAL REVENUES IN THE PORTION OF THE ORGANIZATION THAT THE INDIVIDUAL WORKS IN COMPLIANCE FOR 94

 AVERAGE TOTAL COMPENSATION BY NUMBER OF EMPLOYEES IN THE PORTION OF THE ORGANIZATION THAT THE INDIVIDUAL WORKS IN COMPLIANCE FOR 95

 AVERAGE TOTAL COMPENSATION BY NUMBER OF EMPLOYEES REPORTING UP THROUGH TO INDIVIDUAL 96

 AVERAGE TOTAL COMPENSATION BY TYPE OF ORGANIZATION 97

 AVERAGE TOTAL COMPENSATION BY CERTIFICATIONS HELD 98

 AVERAGE TOTAL COMPENSATION BY ELEMENTS OF A COMPLIANCE PROGRAM THE INDIVIDUAL IS INVOLVED IN 99

 AVERAGE TOTAL COMPENSATION BY CONTRACT STATUS 100

 AVERAGE TOTAL COMPENSATION SEVERANCE CLAUSE STATUS 101

 AMOUNT OF BONUS ELIGIBLE 102

SALARY DATA..... 103

Director Salary Results 104

Manager Salary Results 109

Assistant/Specialist Salary Results 114

DETAILED RESULTS 119

Introduction

About This Report

The **2019 Healthcare Chief Compliance Officers Salary Survey** is another important service provided by the Society of Corporate Compliance and Ethics & Health Care Compliance Association (SCCE & 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 its 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 and Ethics 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
- Gender
- Age
- 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 on 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 Fondulas Strategic Research LLC, an independent professional survey research firm located in East Sandwich, MA. The company specializes in surveys for trade and professional associations, including surveys measuring trends in salary levels over time and employee attitudes.

SCCE & HCCA are 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 2019, an email invitation was sent to approximately 50,000 individuals that make up SCCE & HCCA's database. In total, 2,898 completed online submissions were received by mid-September. Of the 2,898 responses, 647 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

Fondulas Strategic Research 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 Fondulas Strategic Research, and the report was completed in October 2019.

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.

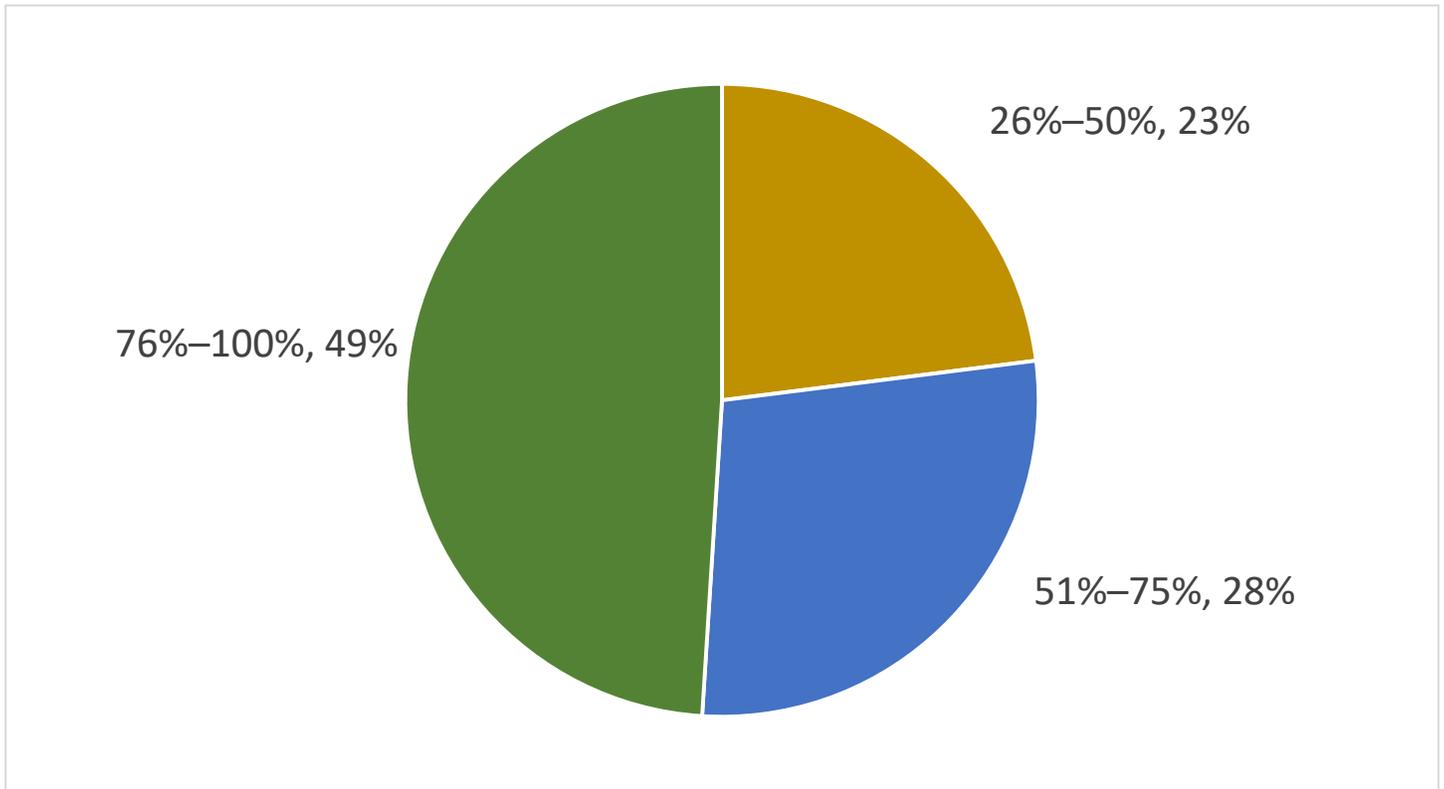
25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

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

Respondent Profile

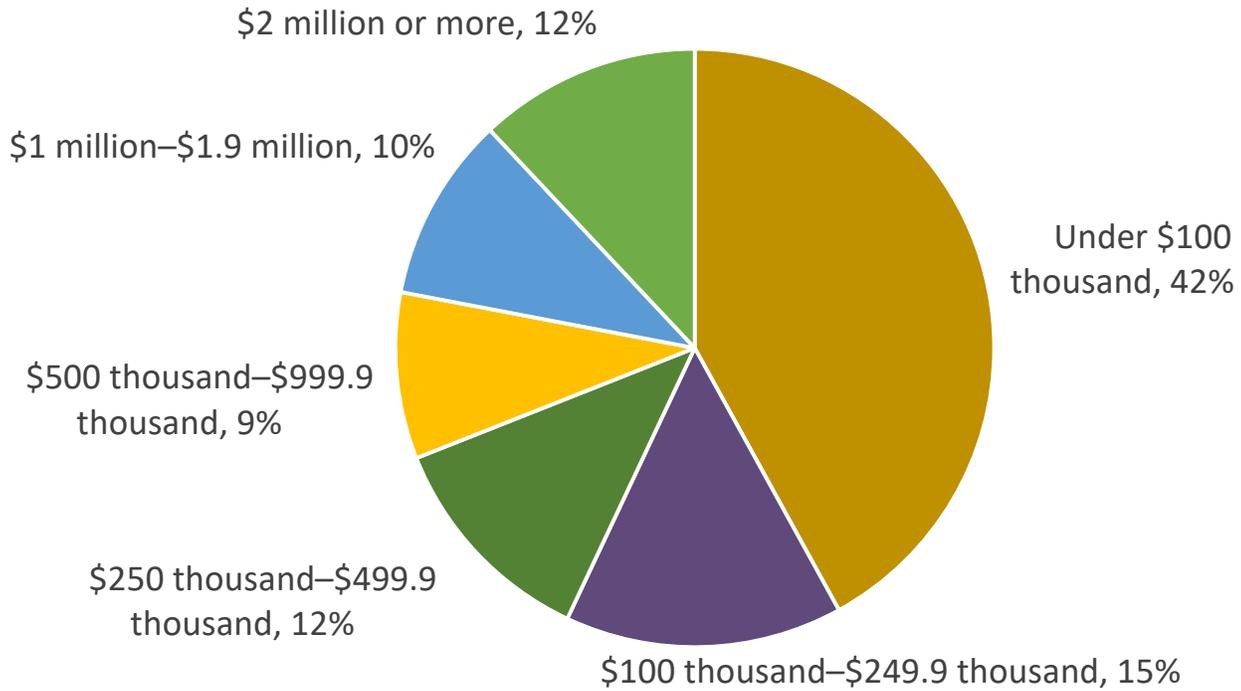
Percentage of Company's Legal and Regulatory Risk That You Are Involved in

Half of qualifying chief compliance officer respondents report that they're involved in more than 75% of their organization's legal and regulatory risk. The smallest proportion (23%) are involved in 26%–50% of their organization's risk.



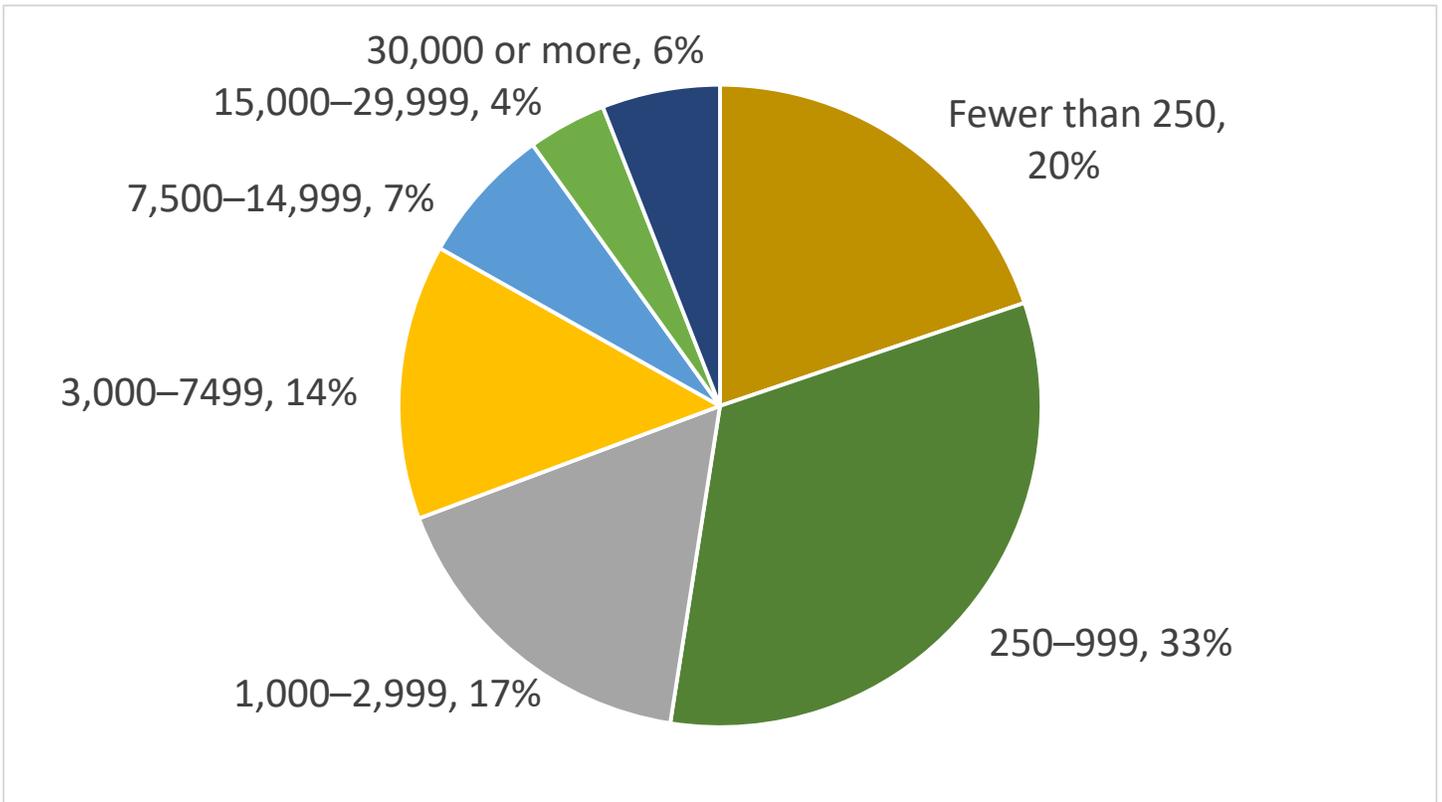
Annual Compliance Budget Managed

The largest proportion (42%) manage a budget of less than \$100,000, while 1 in 5 manage budgets of \$1 million or more.



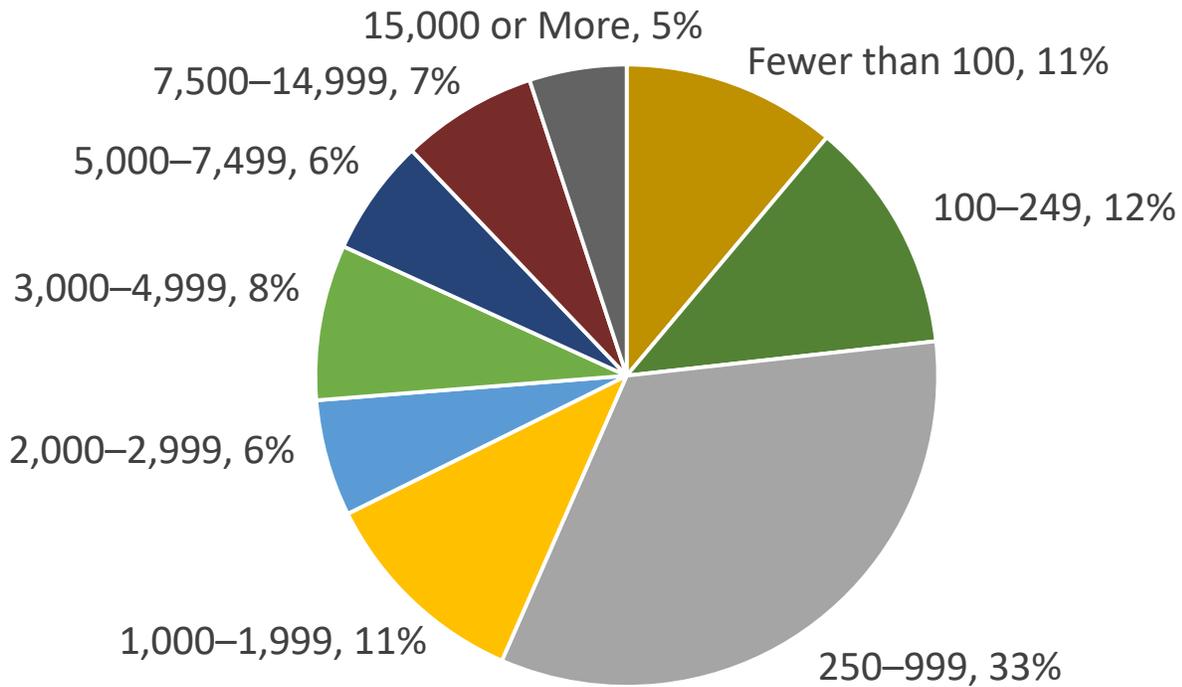
Number of Employees in Organization as a Whole

Chief compliance officers work in organizations ranging from fewer than 250 employees in total (20%) to 7,500 employees or more (17%). The largest single segment: 33% work in organizations with 250–999 employees.



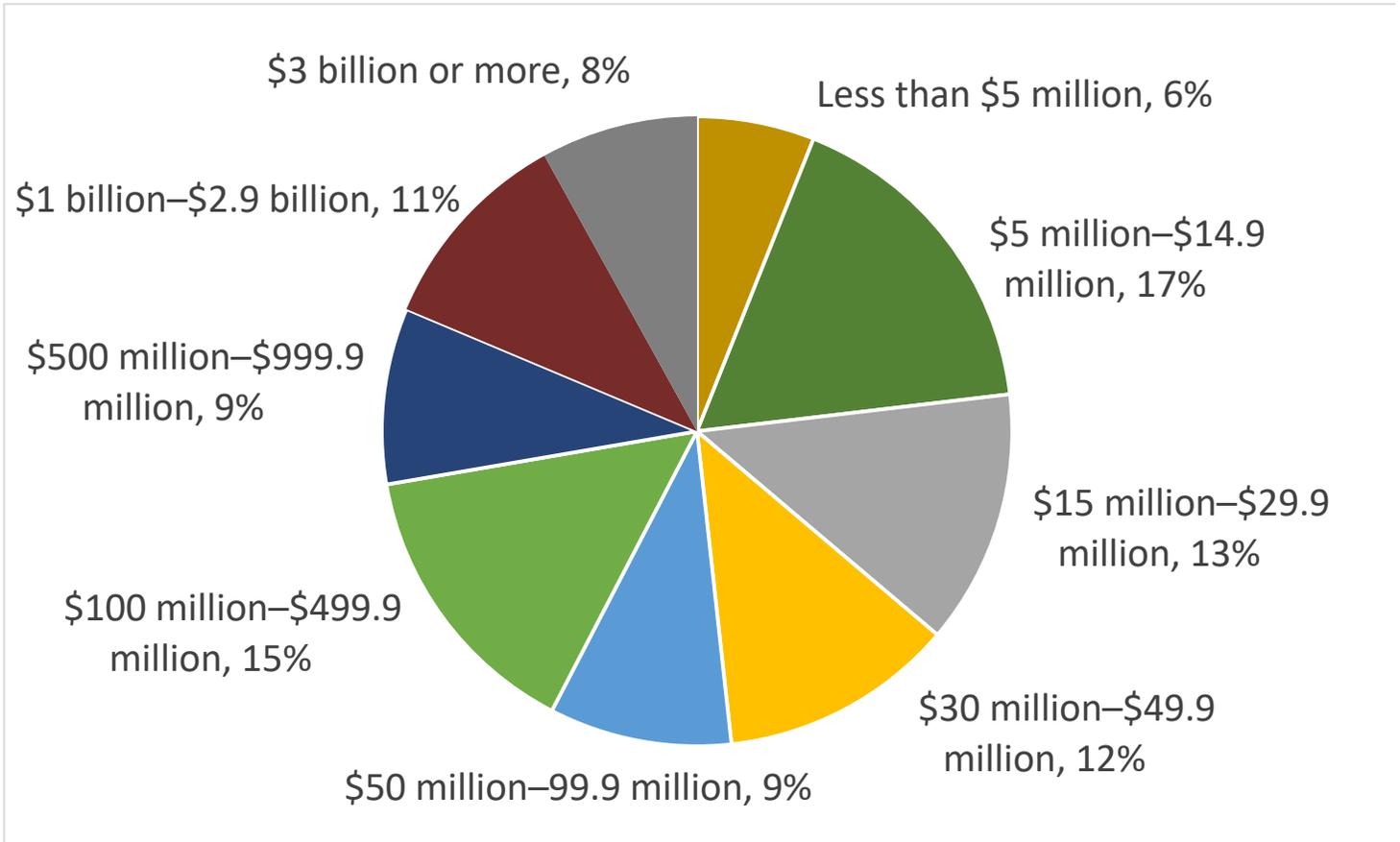
Number of Employees in Organization That CCO Runs Compliance for

Results are similarly varied when looking at the number of employees in the portion of the organization the CCO runs compliance for, with about 1 in 4 reporting the smallest number of employees (fewer than 250; 23%) and about 1 in 5 reporting the largest (5,000 or more: 18%).



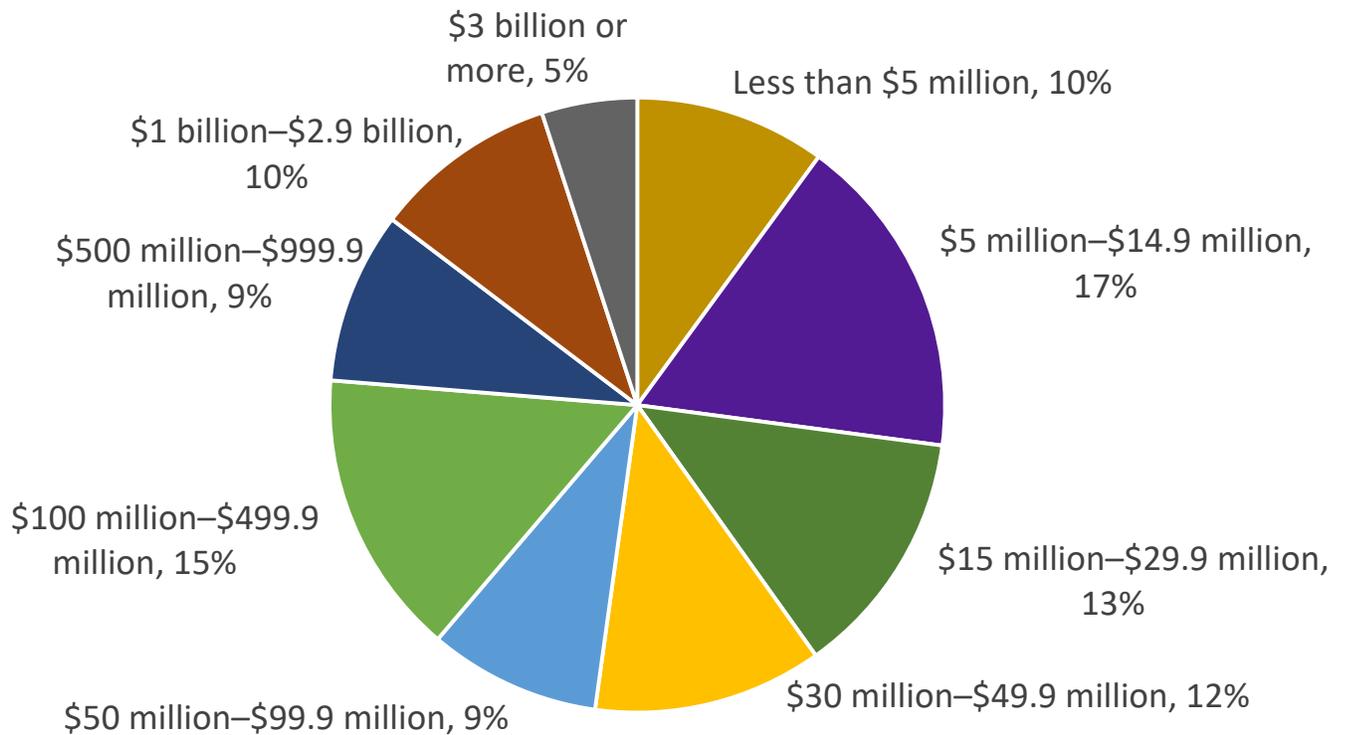
Annual Revenues of the Organization as a Whole

Company revenues also vary widely among these healthcare CCOs, but about 1 in 4 work in organizations with less than \$15 million in revenue, and another 1 in 4 work in organizations with revenues of \$500 million or more.



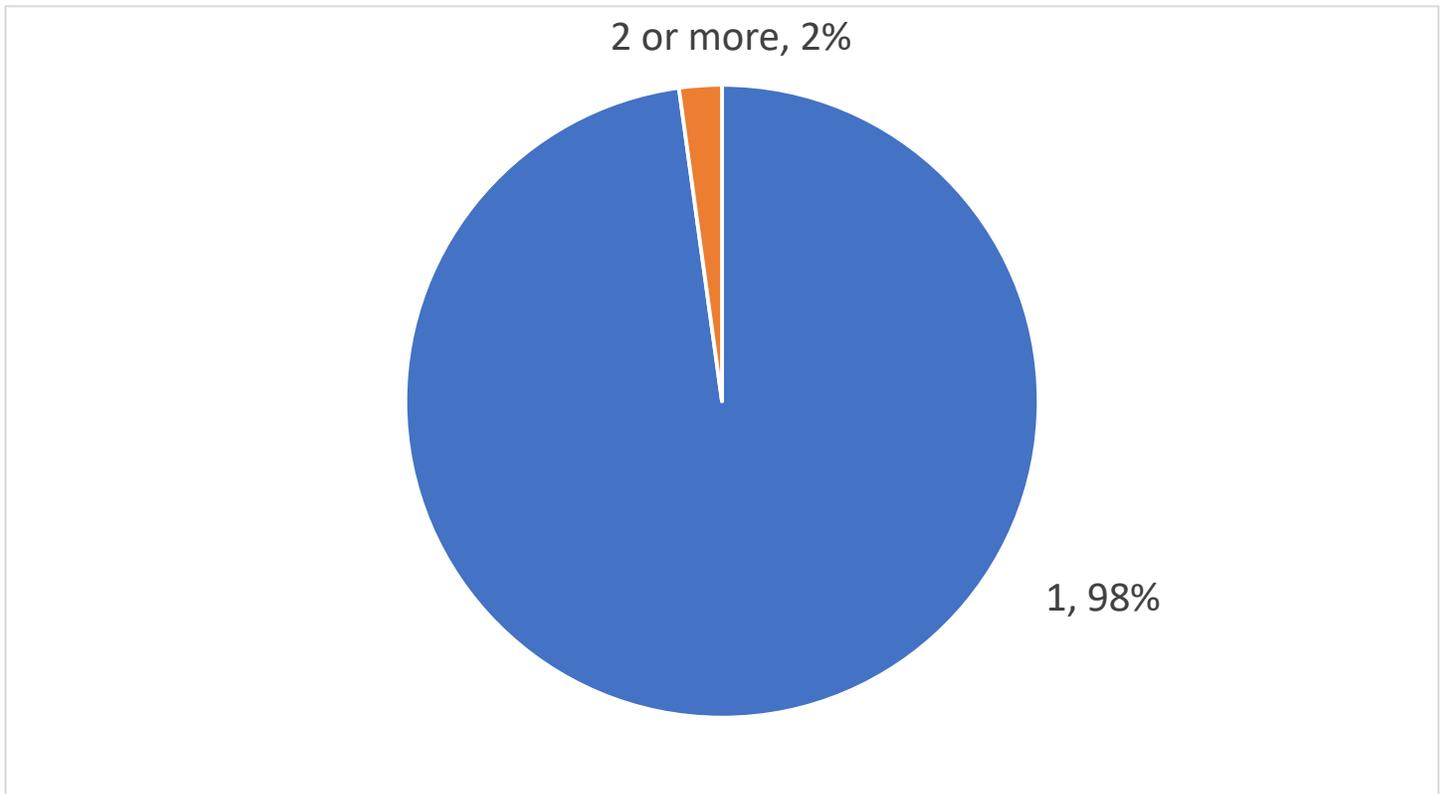
Annual Revenues of the Organization That CCO Runs Compliance for

Revenues for the compliance-related portions of the business divide fairly evenly across different revenue bands. At the extremes, 27% of CCOs work in organizations with revenues of less than \$15 million, while 24% see \$500 million or more.



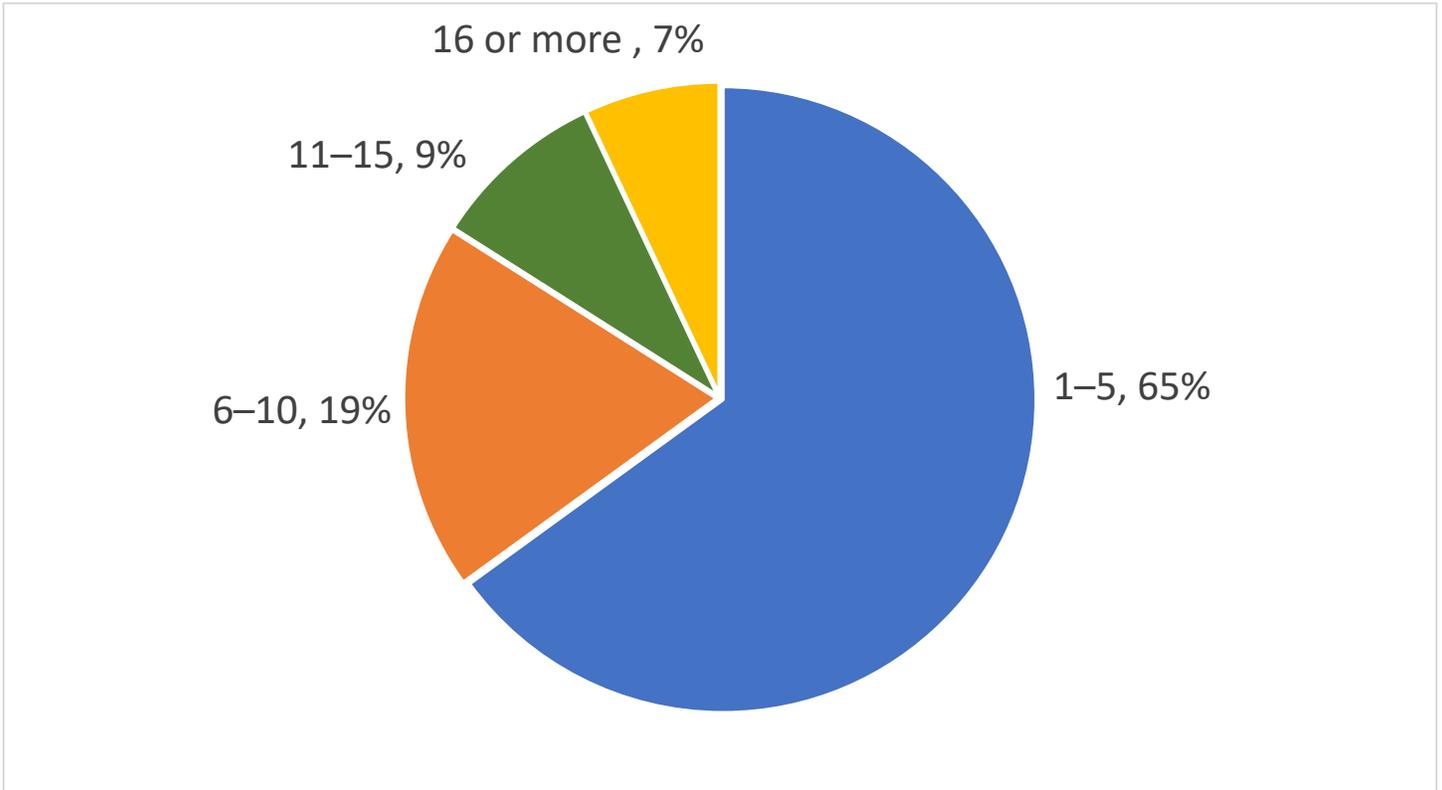
Number of Countries in Which Compliance Is Managed

Virtually all healthcare CCOs manage compliance in only one country.



Number of Years Managing the Compliance Department

Most healthcare CCOs are relatively new in their current position, with two-thirds having managed their department for less than five years. Fewer than 1 in 5 have managed their group for more than 10 years.



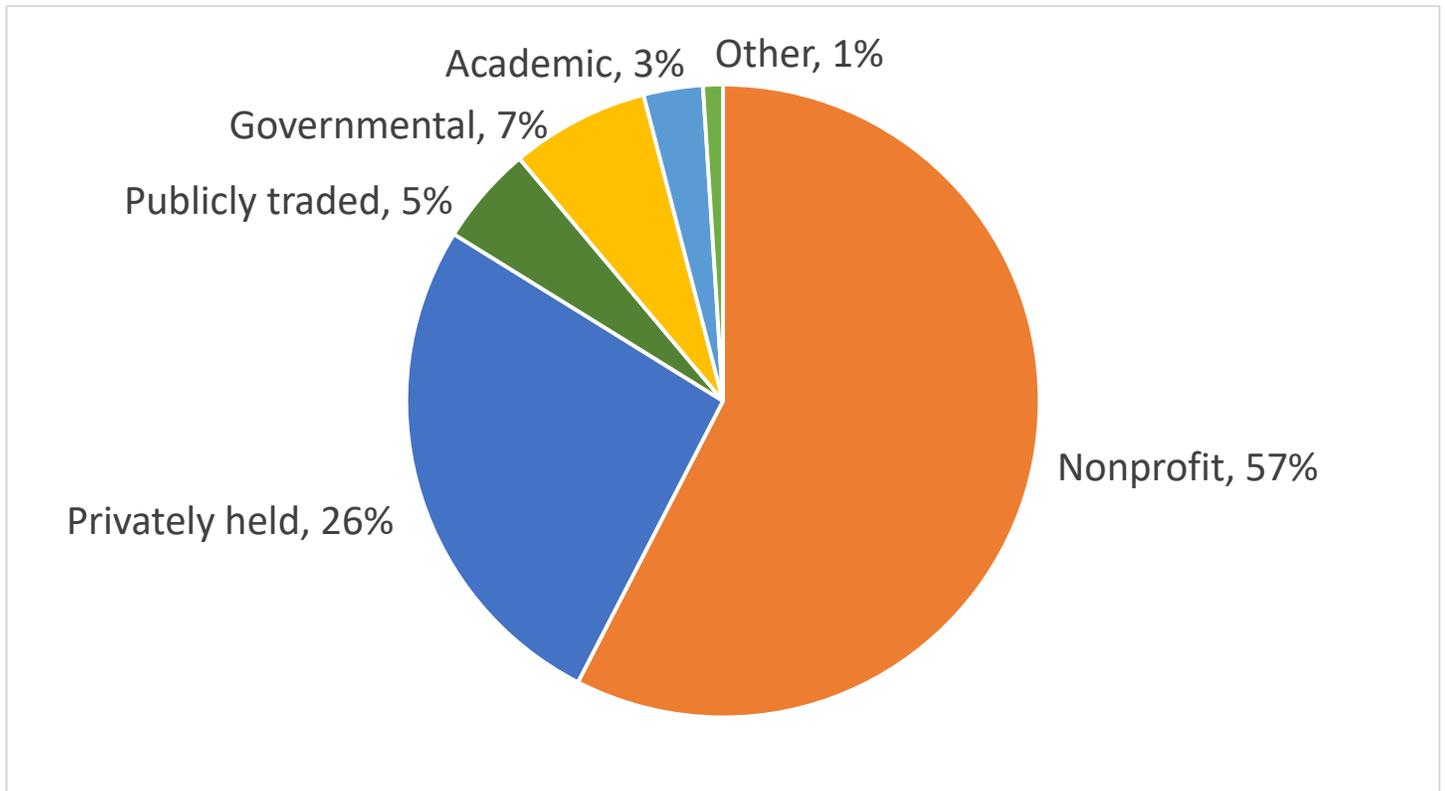
Certifications

The most common certification held by healthcare CCOs, by far, is the CHC. CHPC ranks a distant second. About one-third have a variety of other certifications.



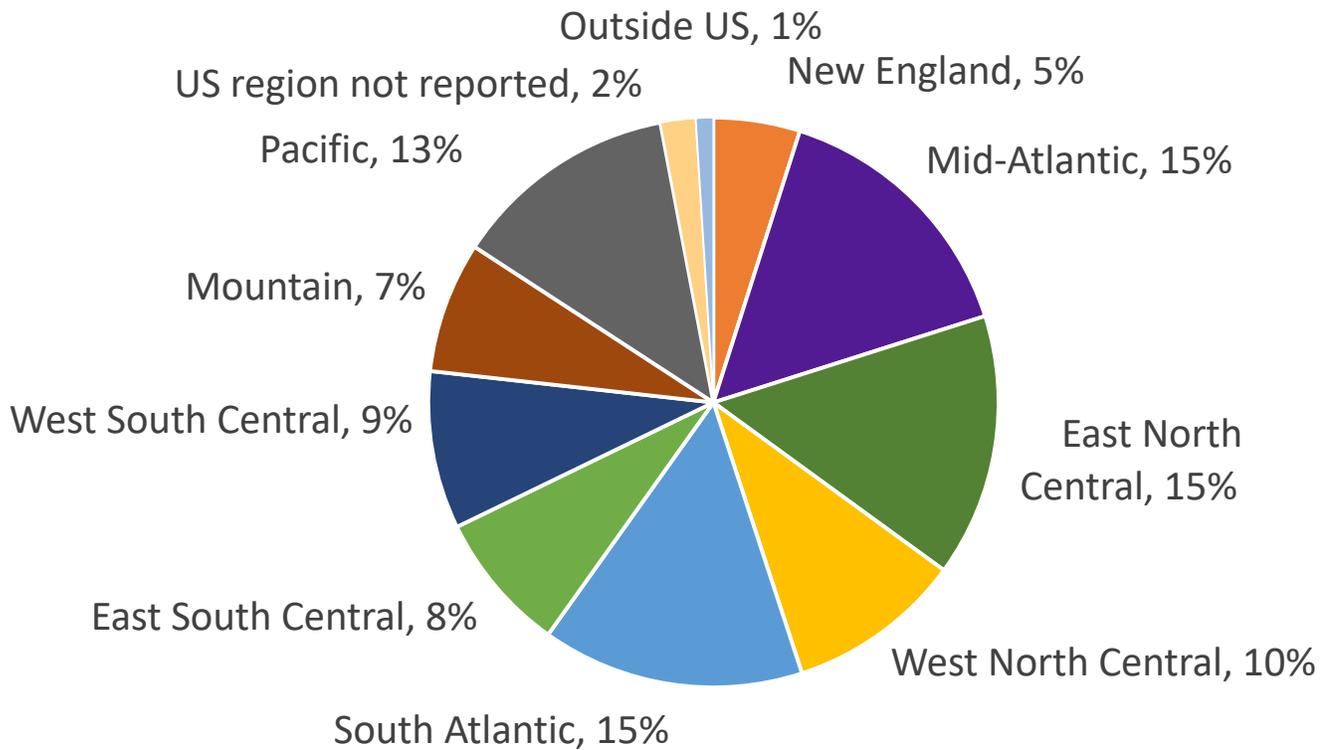
Type of Organization

The majority of healthcare CCOs work in a nonprofit organization (57%) and another 7% work in a government agency. Just about 1 in 4 work in a privately held firm (26%).



Geographic Region

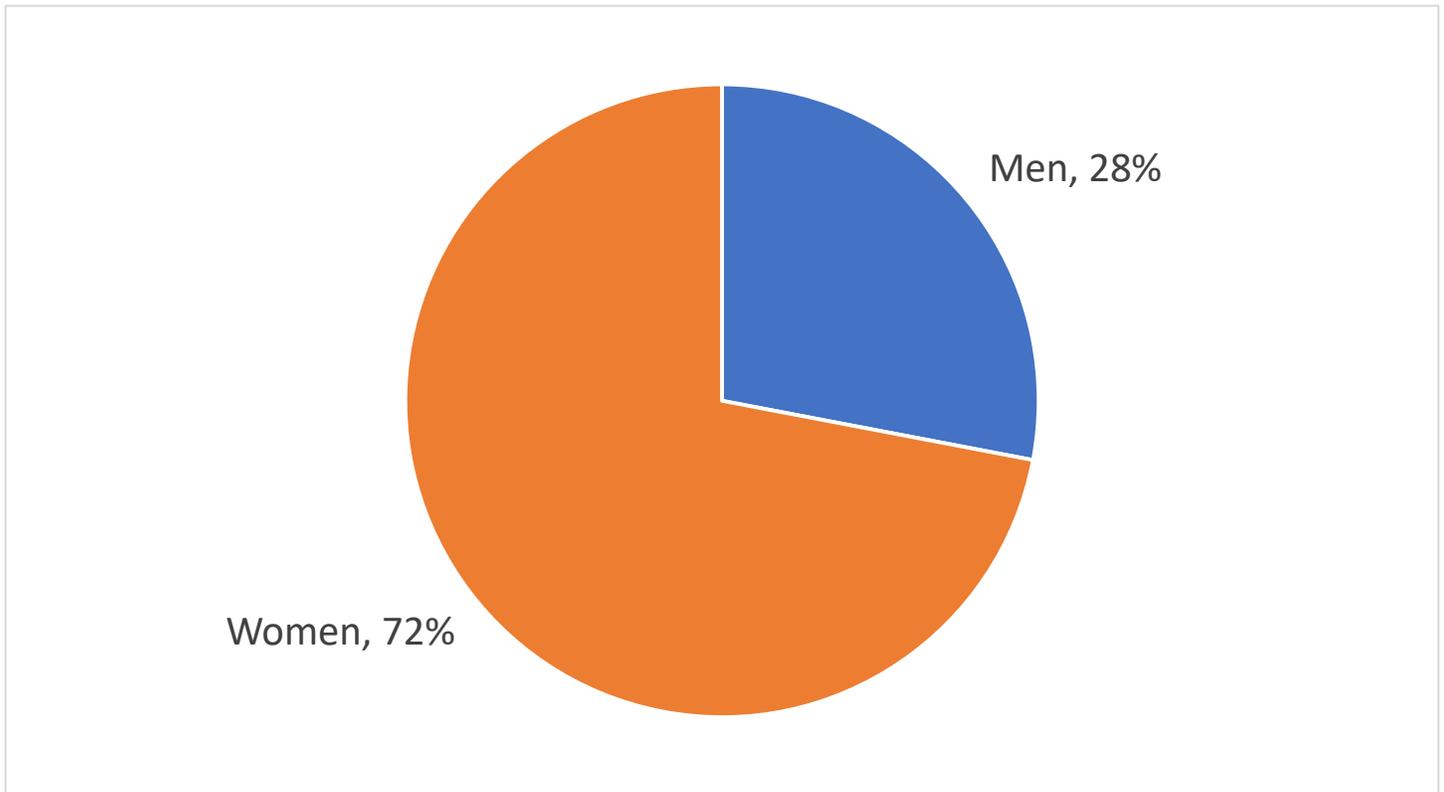
Healthcare CCOs are well represented across the country, with the highest proportions found in the East North Central, Mid-Atlantic, South Atlantic, and Pacific regions.



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		

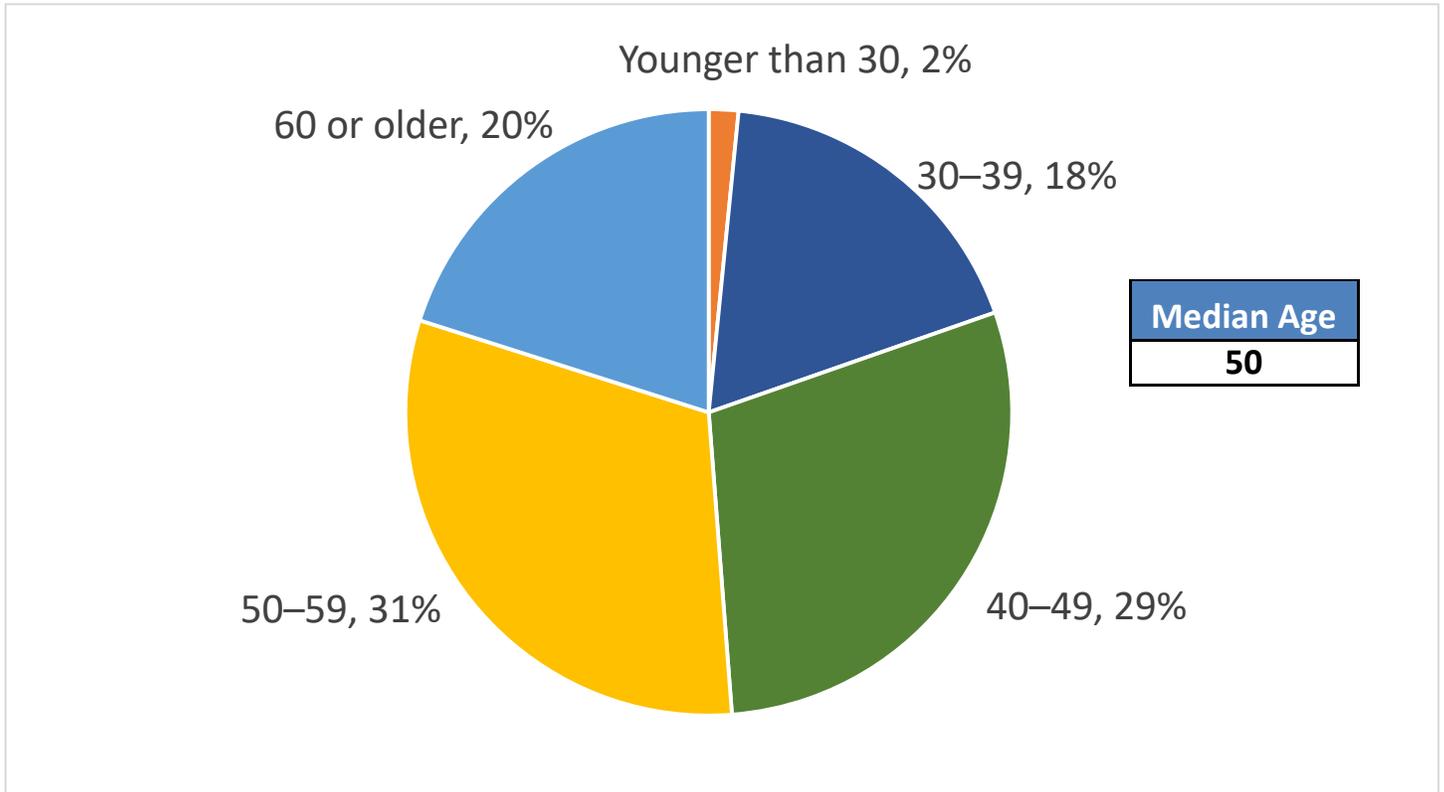
Gender

Nearly three-fourths of the healthcare CCOs responding to the survey are women.



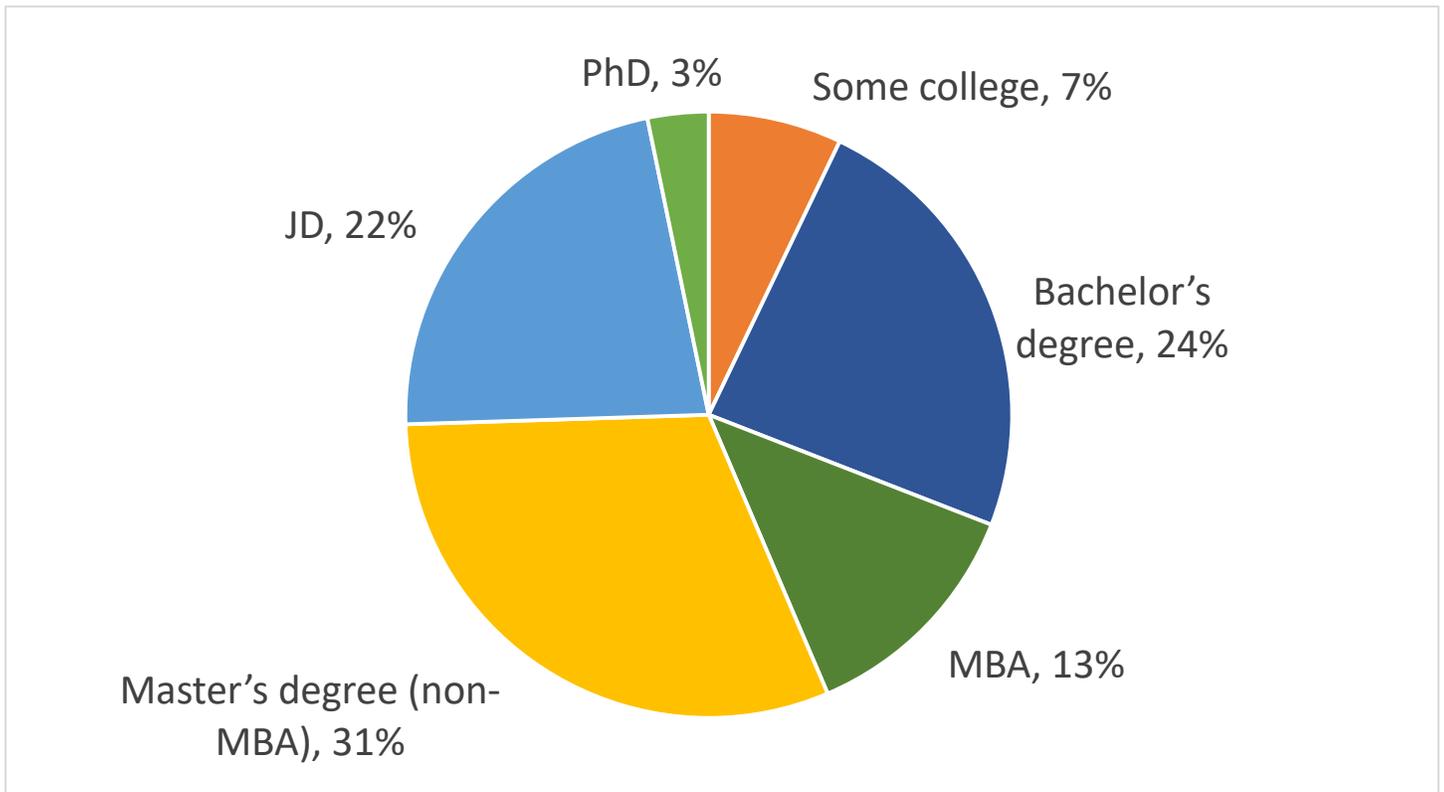
Age

The two highest age buckets for CCOs are 40-49 (29%) and 50-59 (31%). A full 1 in 5 are 60 or older, and the median age across the sample is 50.



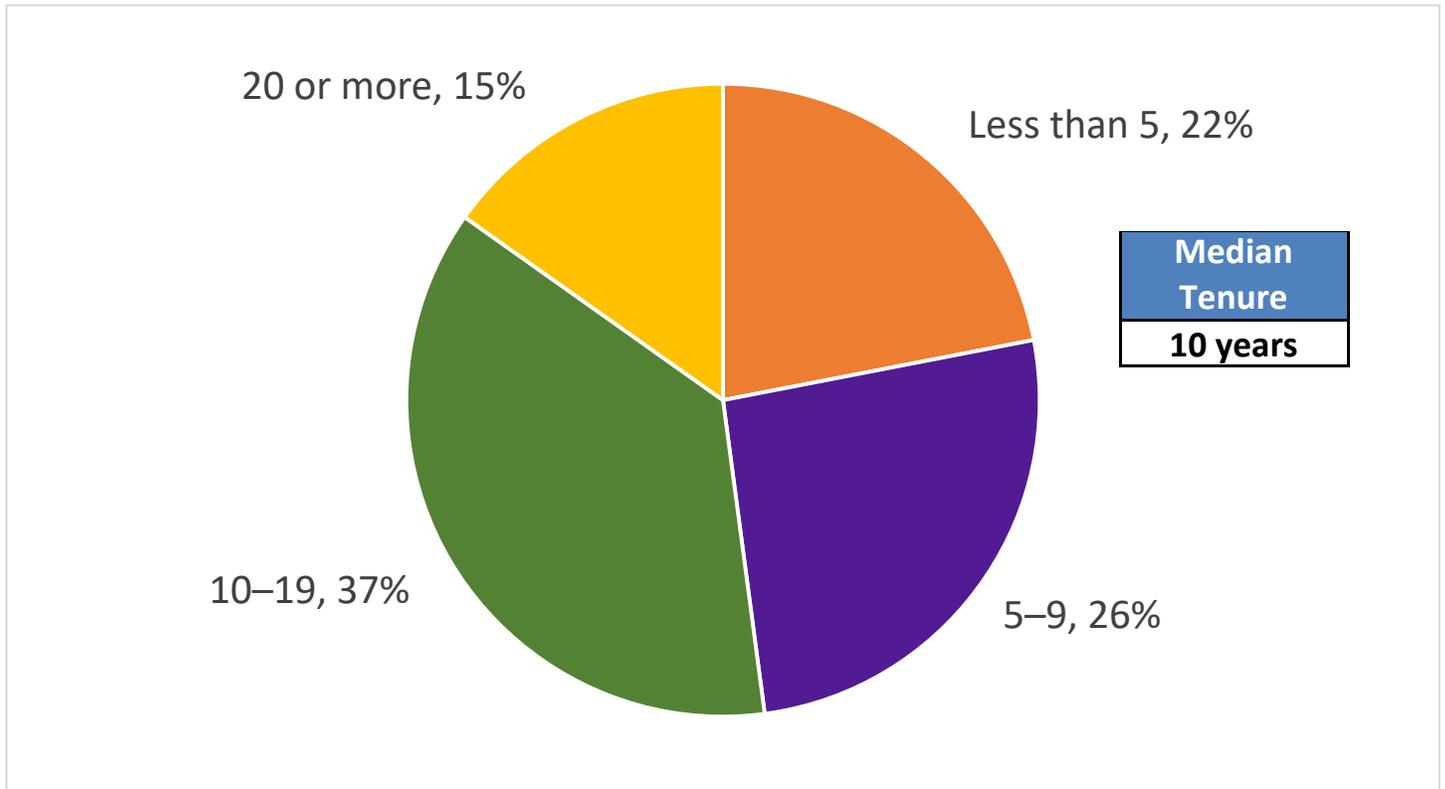
Highest Level of Education

Nearly 7 in 10 CCOs have an advanced degree, beyond a bachelor's degree.



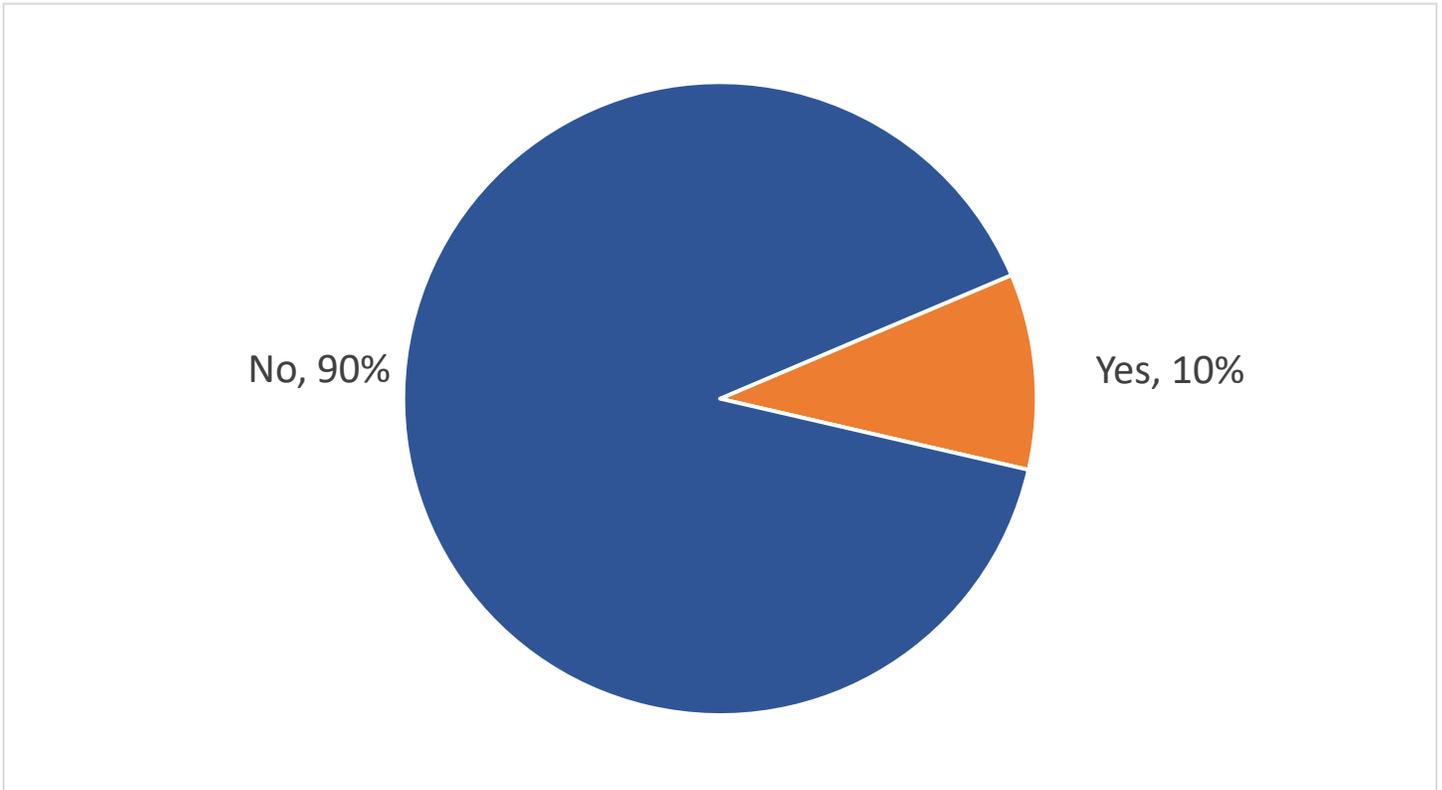
Years in Compliance Profession

Although 52% of healthcare CCOs have been in the compliance field for 10 years or more, another 22% are new to the profession, having worked in the field for less than five years. In fact, the median length of time in the field is 10 years.



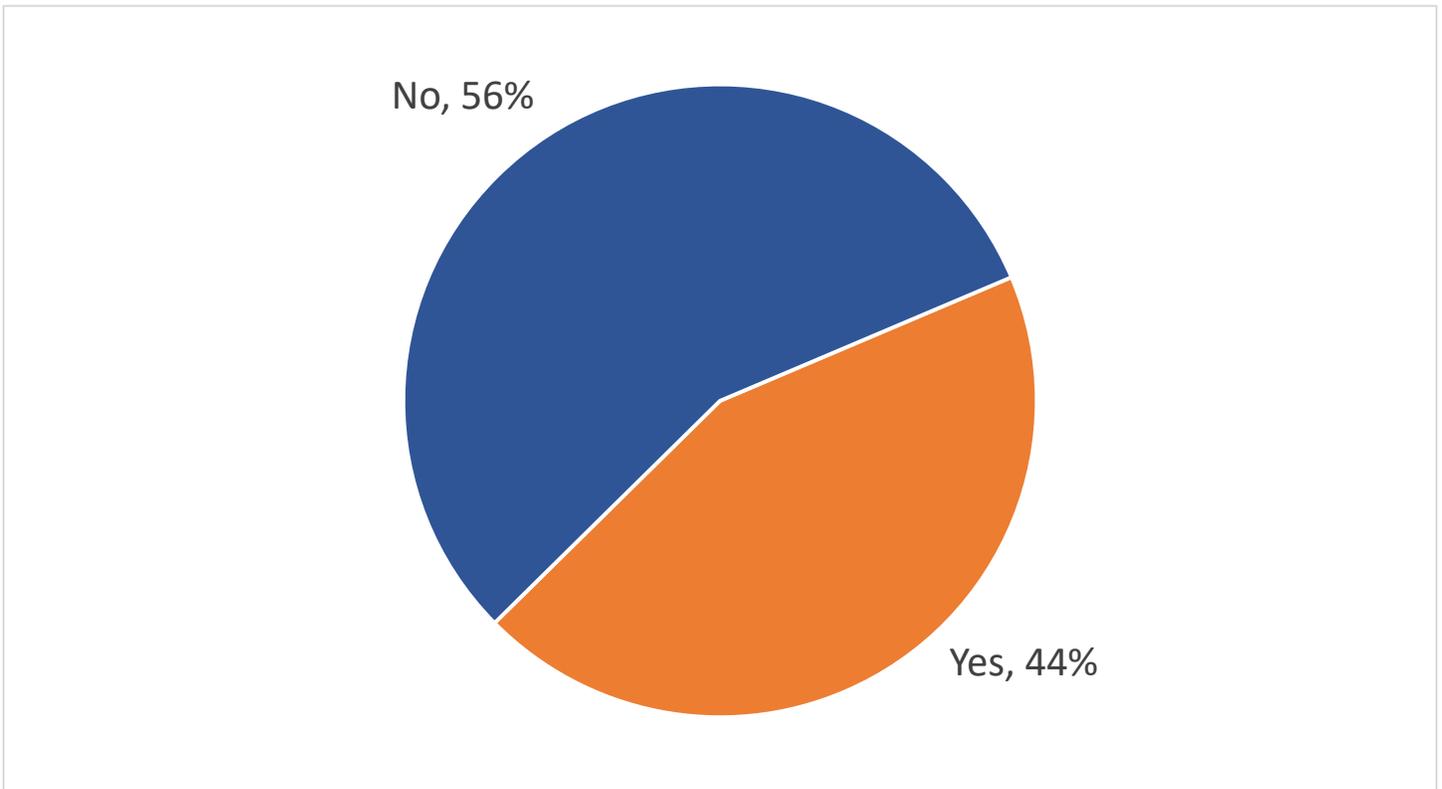
Do You Have a Contract?

Only 10% of healthcare CCOs have a contract currently.



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

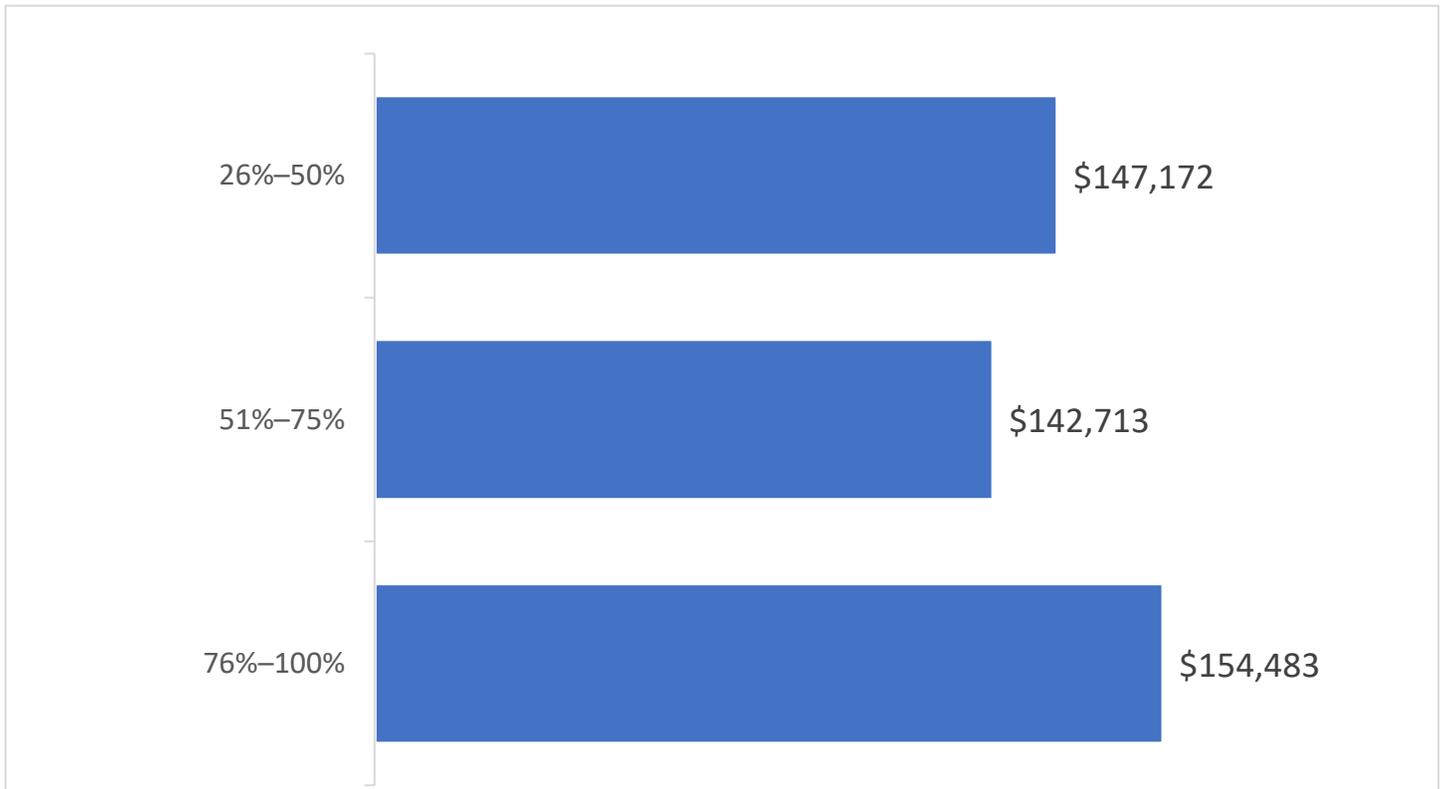
Among CCOs with a contract, results are fairly evenly split between those whose contract includes a severance clause, and those without a severance clause.



Executive Summary

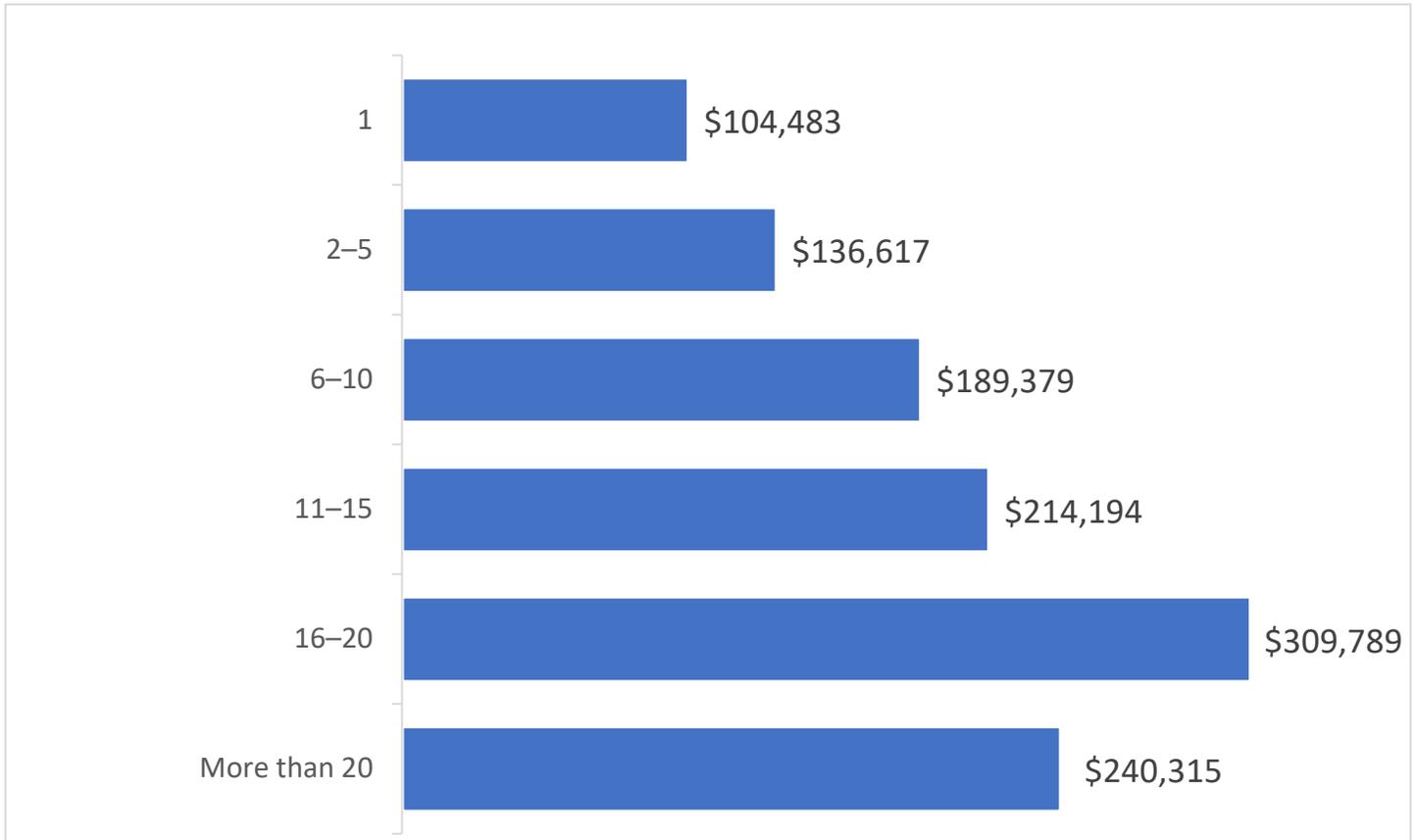
Average Total Compensation by Percentage of Company's Legal and Regulatory Risk Areas CCO Involved in

Average total compensation for healthcare CCOs varies with percentage of managed risk, although it peaks at over \$154,000 among those who manage more than three-quarters of their organization's risk.



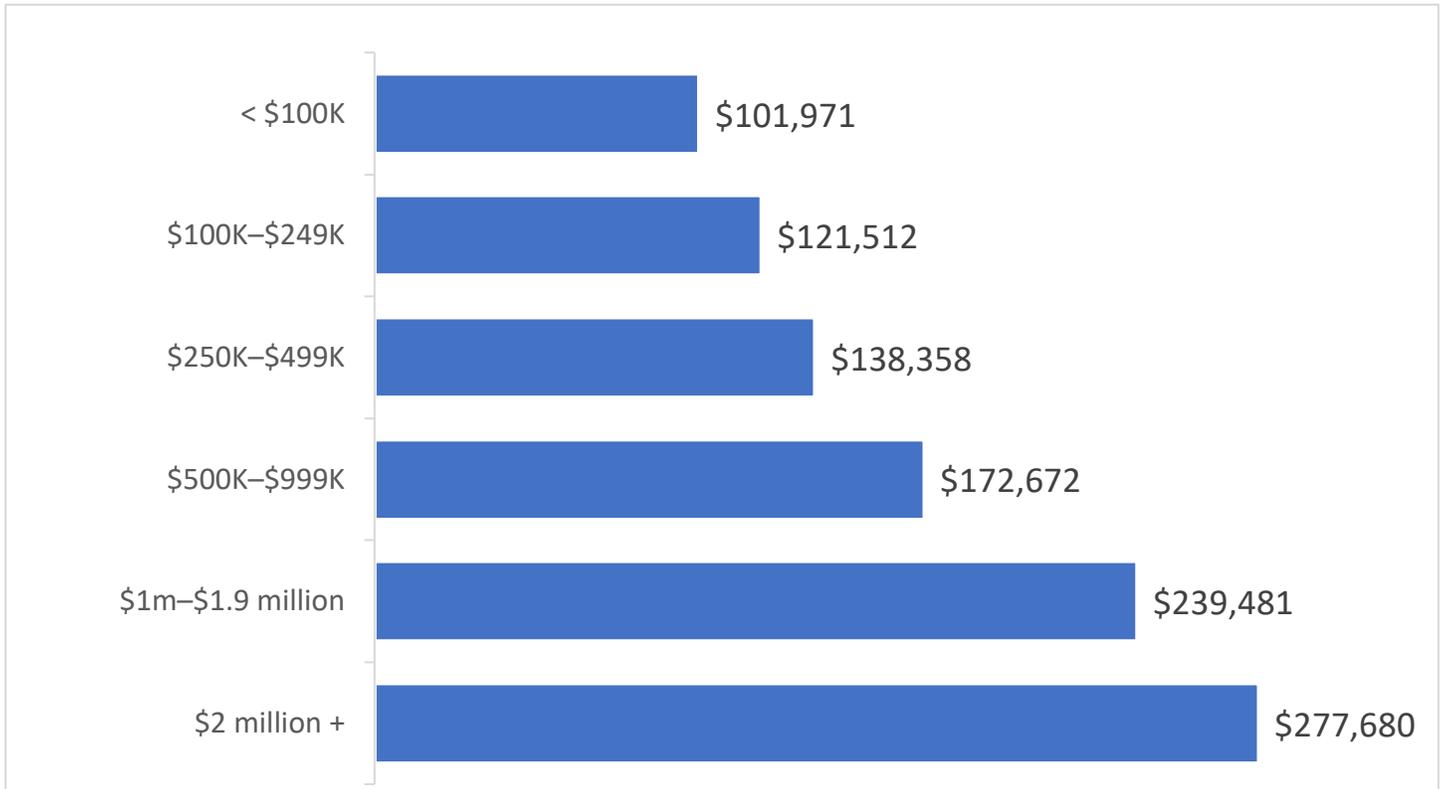
Average Total Compensation by Number of Employees in the Compliance and Ethics Group Managed

Total compensation tends to increase with the number of employees in the compliance and ethics group—although we see a bit of a drop-off in average compensation once the number of employees goes beyond 20.



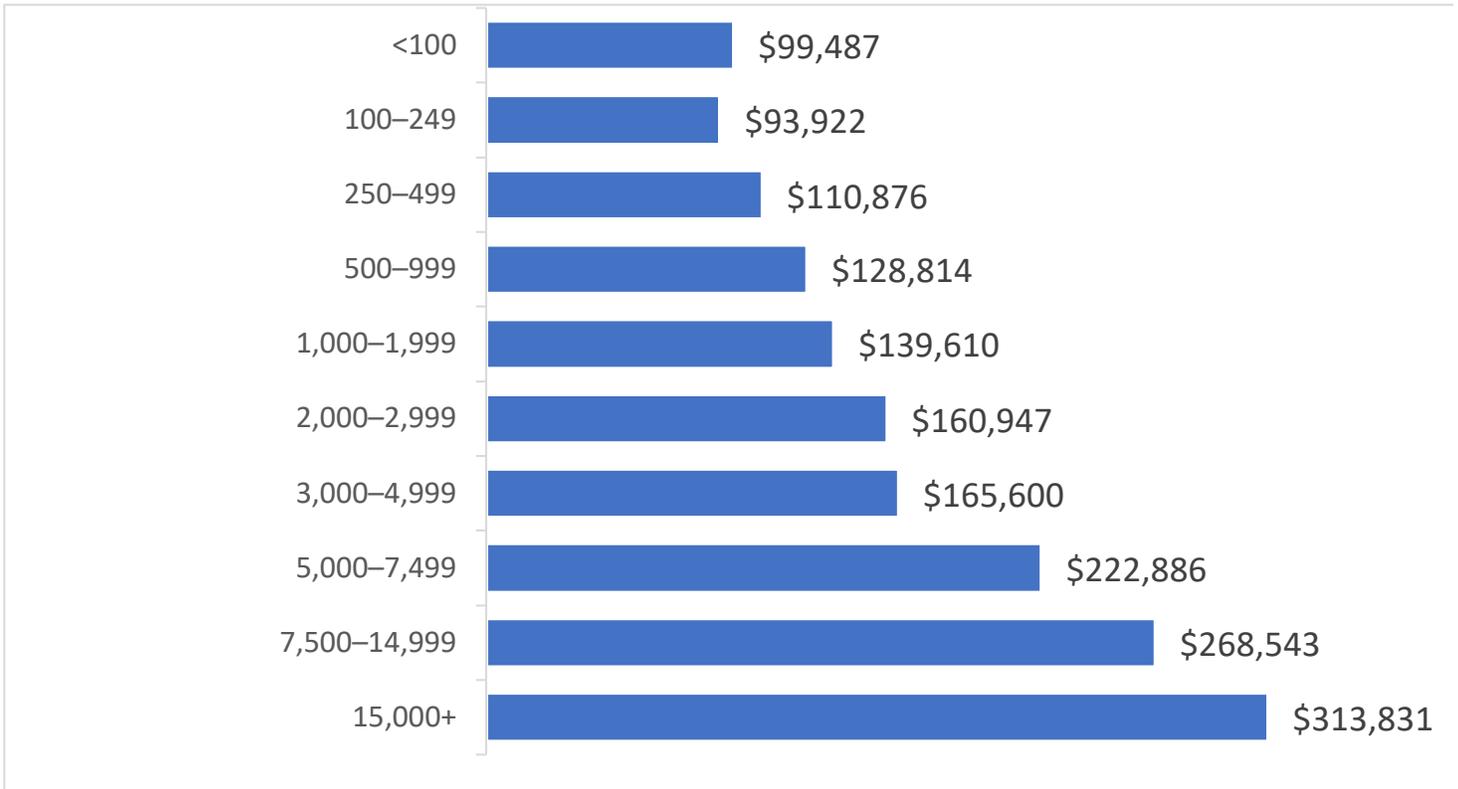
Average Total Compensation by Annual Compliance Budget Managed

We see a more steadily linear relationship between total compensation and the amount of the organization's compliance budget managed by the CCO, with yearly compensation of over \$275,000 among those managing a budget of \$2 million or more.



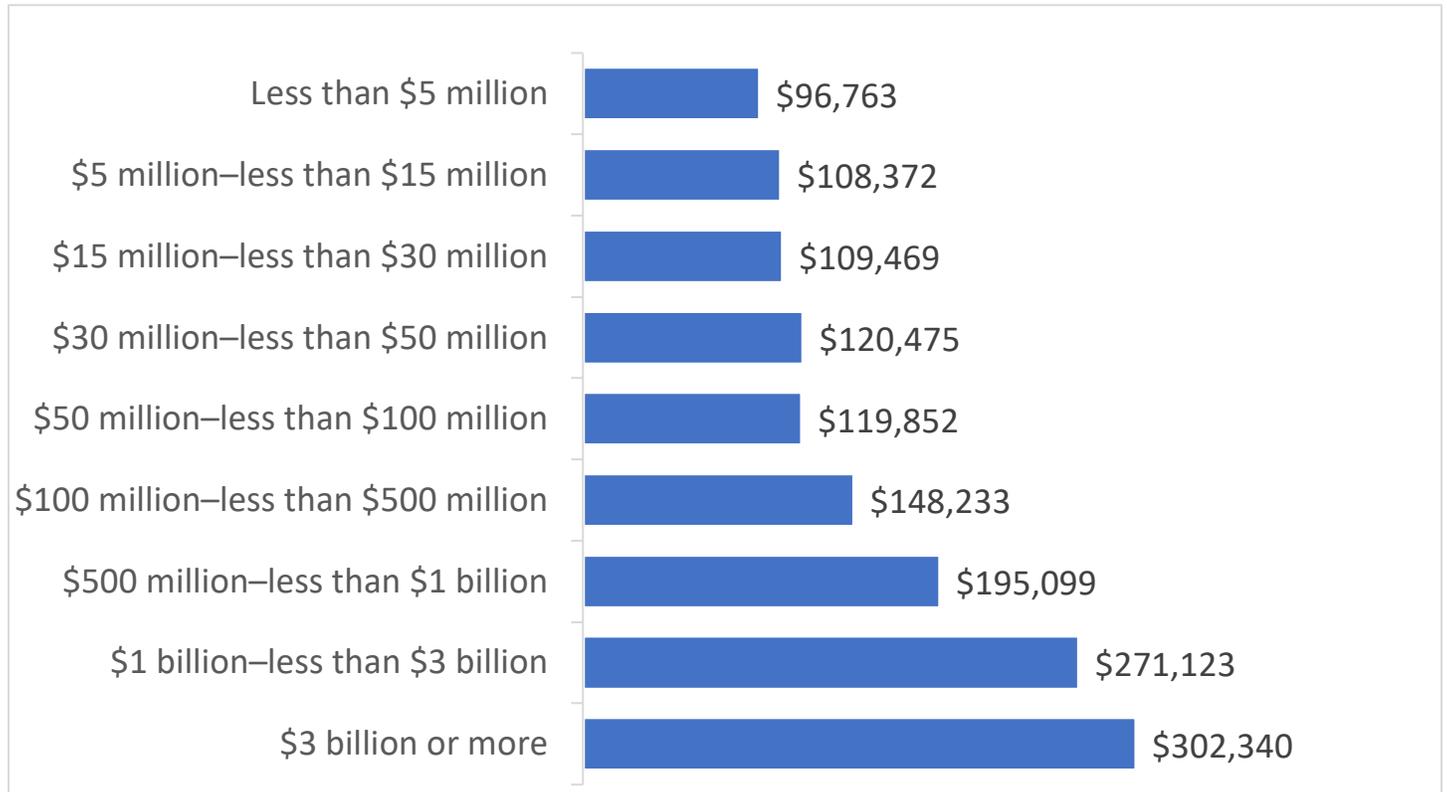
Average Total Compensation by Number of Employees That CCO Runs Compliance for

Similarly, compensation increases with the number of employees in the part of the organization that the respondent runs compliance for.



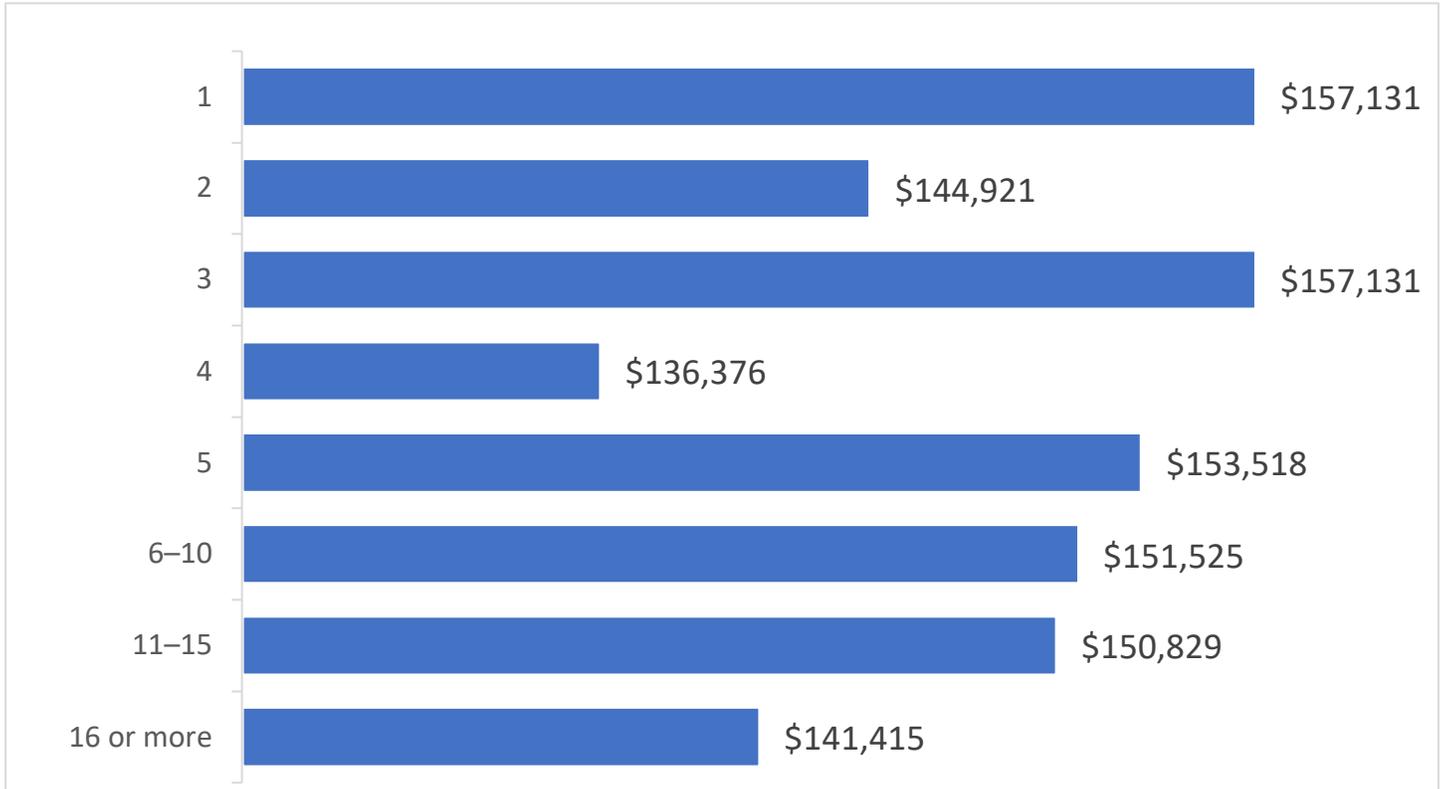
Average Total Compensation by Revenue That CCO Runs Compliance for

Although total compensation doesn't vary much in firms with revenue up to \$100 million, compensation begins to increase dramatically after that level.



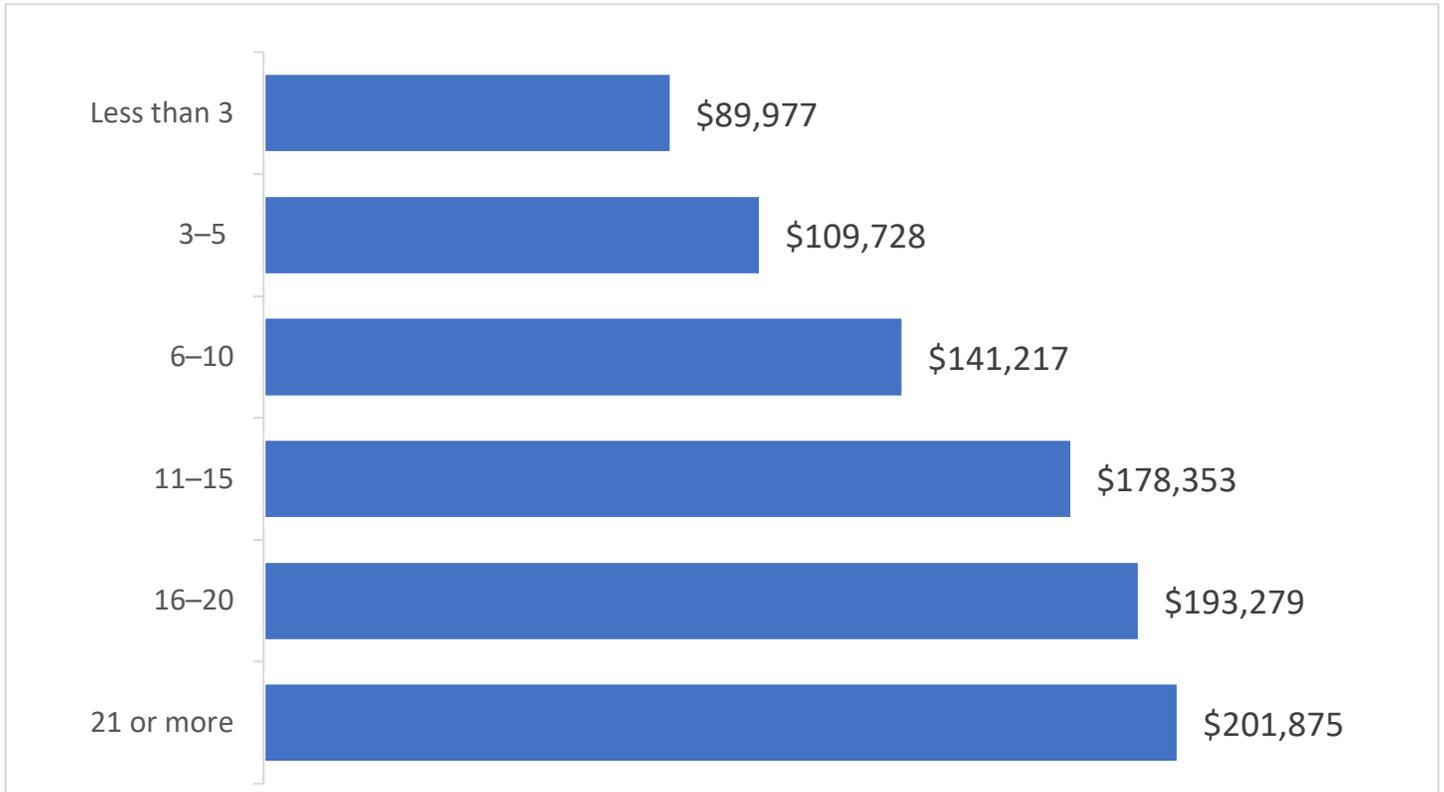
Average Total Compensation by Number of Years Managing the Compliance Department

We see no strong pattern when looking at the relationship between total CCO compensation and years managing the compliance department—the results vary widely and inconsistently.



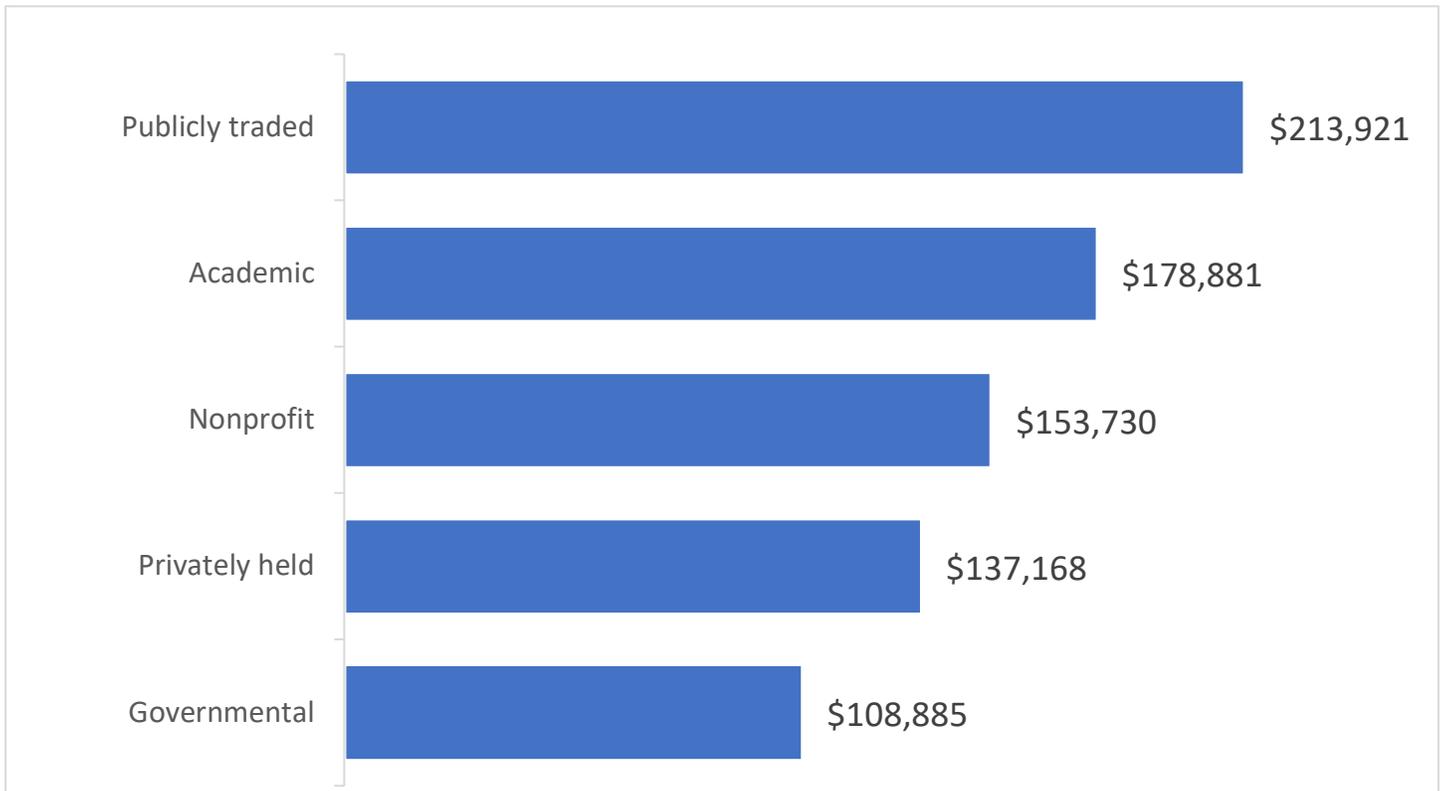
Average Total Compensation by Years in Compliance Profession

However, what is more consistent is the relationship between compensation and total years of experience in the compliance profession, with income increasing steadily with each level of experience.



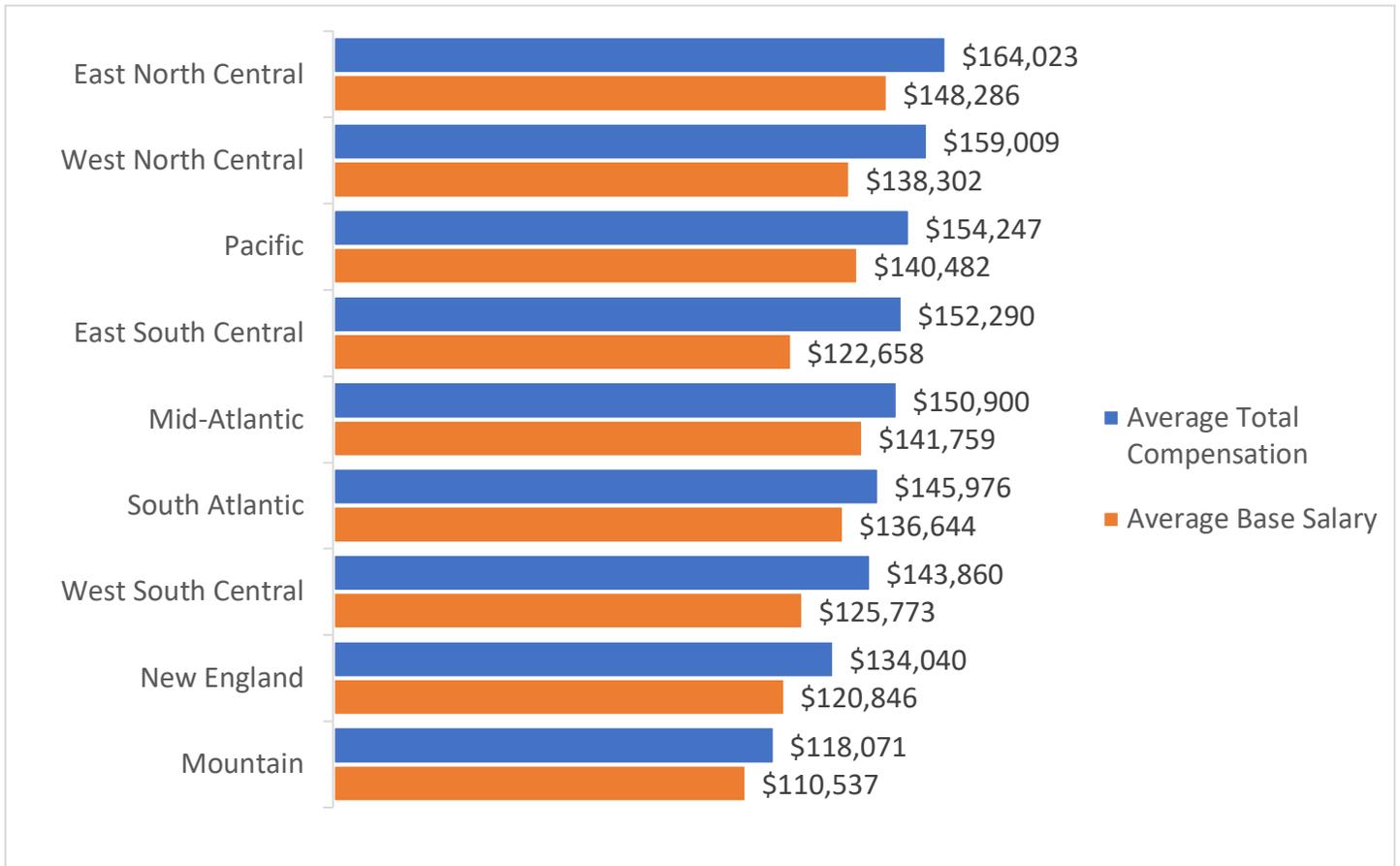
Average Total Compensation by Type of Organization

Although only 5% of healthcare CCOs work in publicly traded firms, they tend to have much higher levels of compensation than CCOs in nonprofit organizations or government agencies.



Average Total Compensation and Average Base Salary by Geographic Region

Four geographic regions stand out as areas where total compensation tends to be the highest: East North Central, West North Central, Pacific, and East South Central.



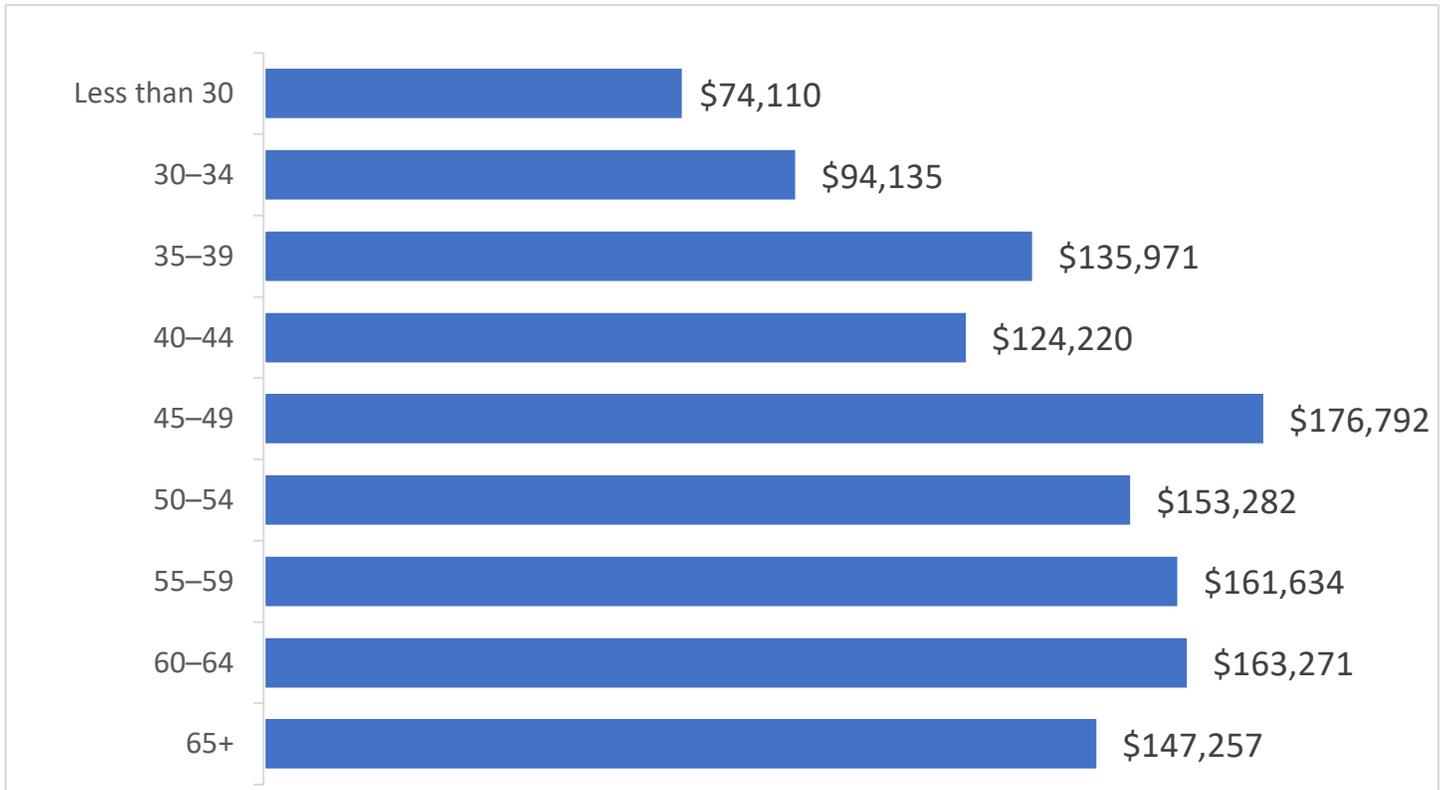
Average Total Compensation by Certification

Healthcare CCOs with CCEP certification have the highest compensation, followed by those with CHRCs and those with CPAs.



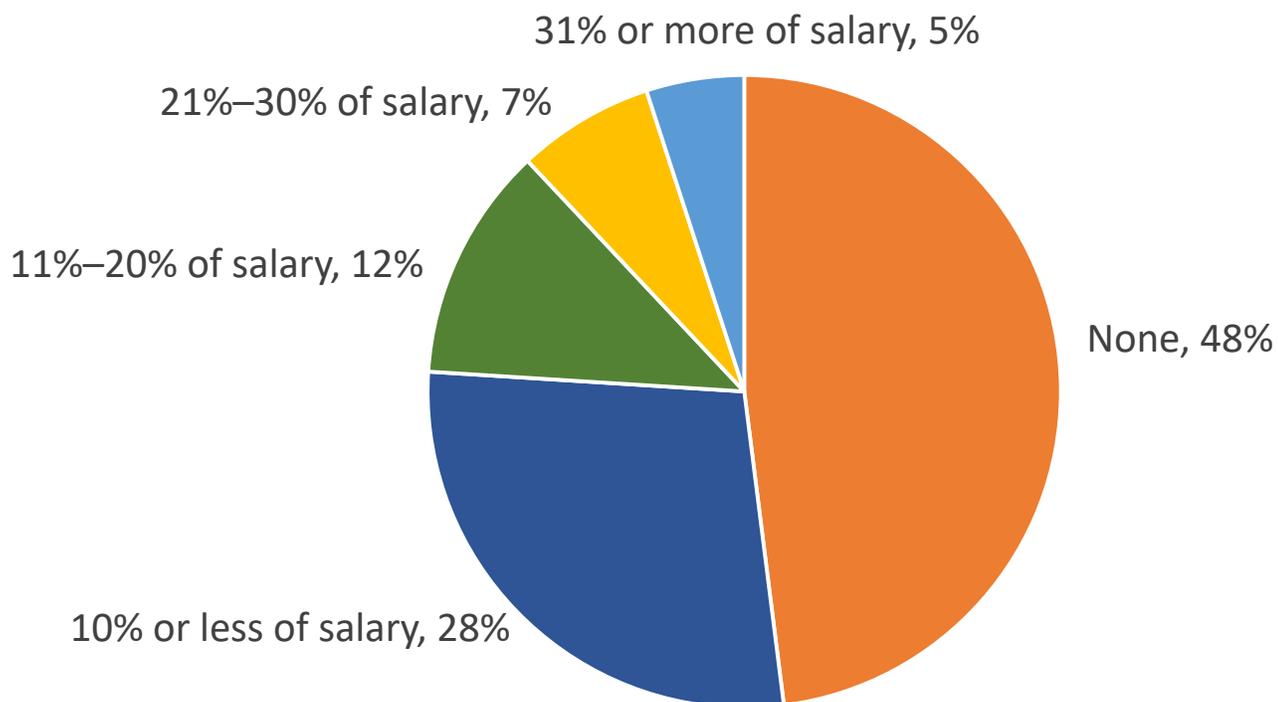
Average Total Compensation by Age

Although the very youngest CCOs earn the least in terms of total compensation, amounts tend to vary once one hits 35 years of age.



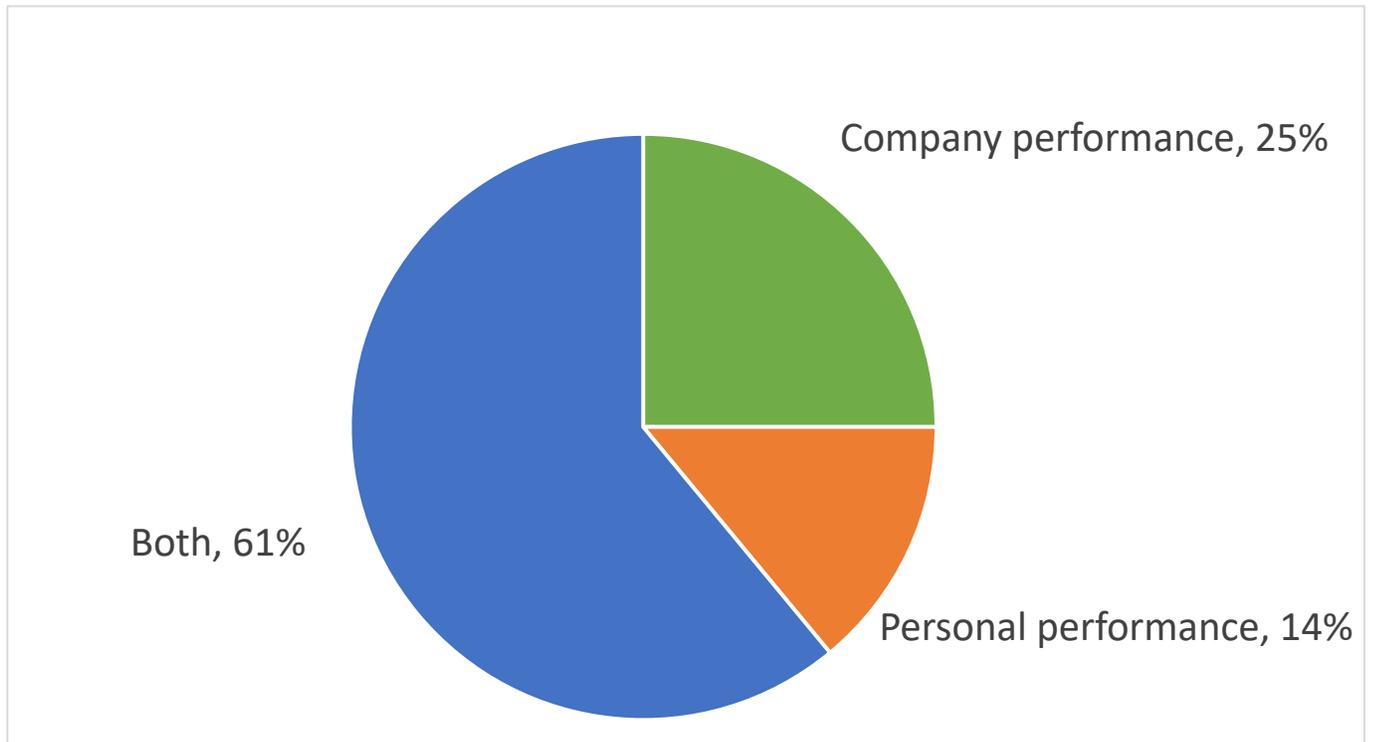
Amount of Bonus Eligible

Among those whose bonus is calculated on the basis of salary, most say their bonus is 10% or less of their salary.



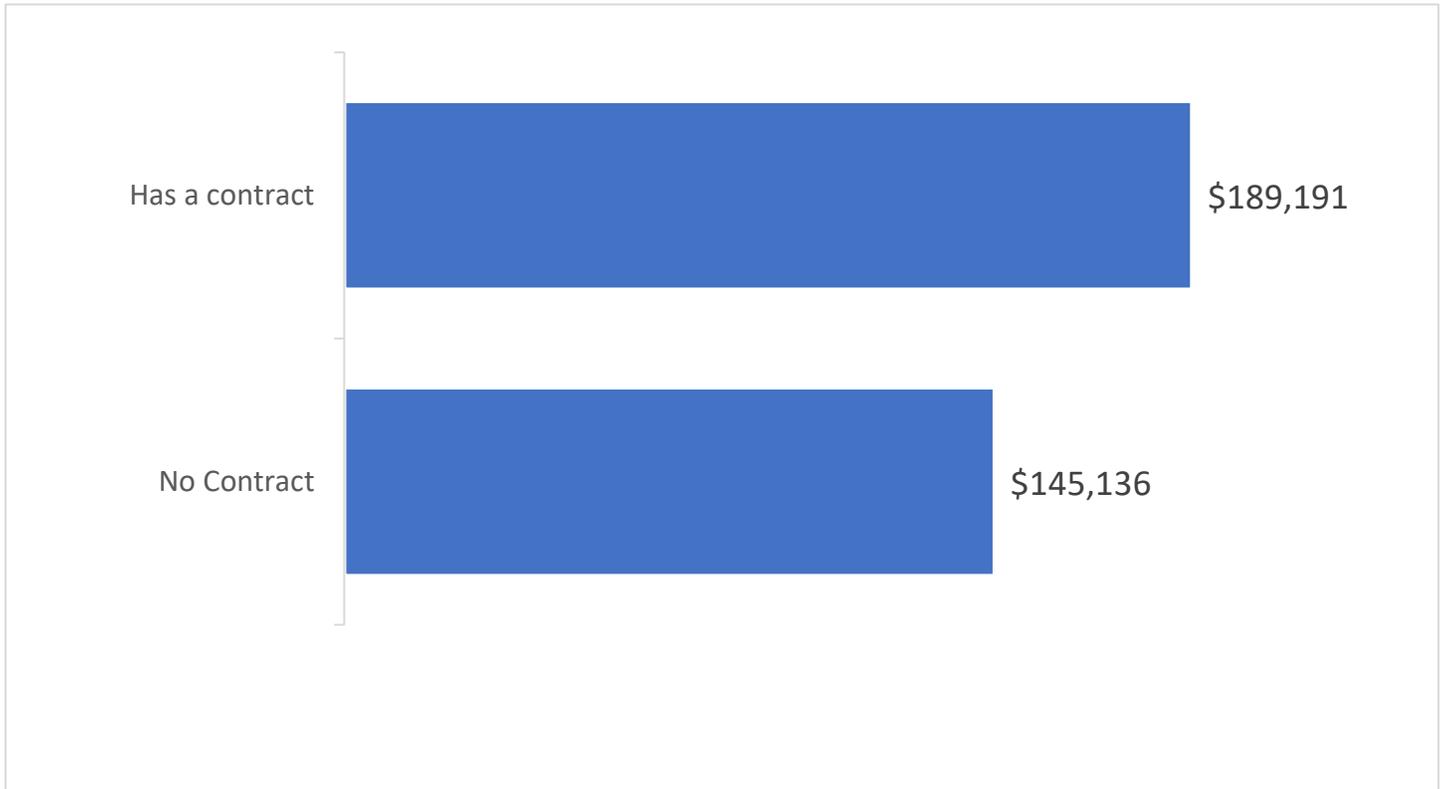
Basis of Bonus

A majority of healthcare CCOs receiving a bonus say the amount is based on a combination of personal and company performance. Among those singling out one or the other, more say it's based on company vs. personal performance.



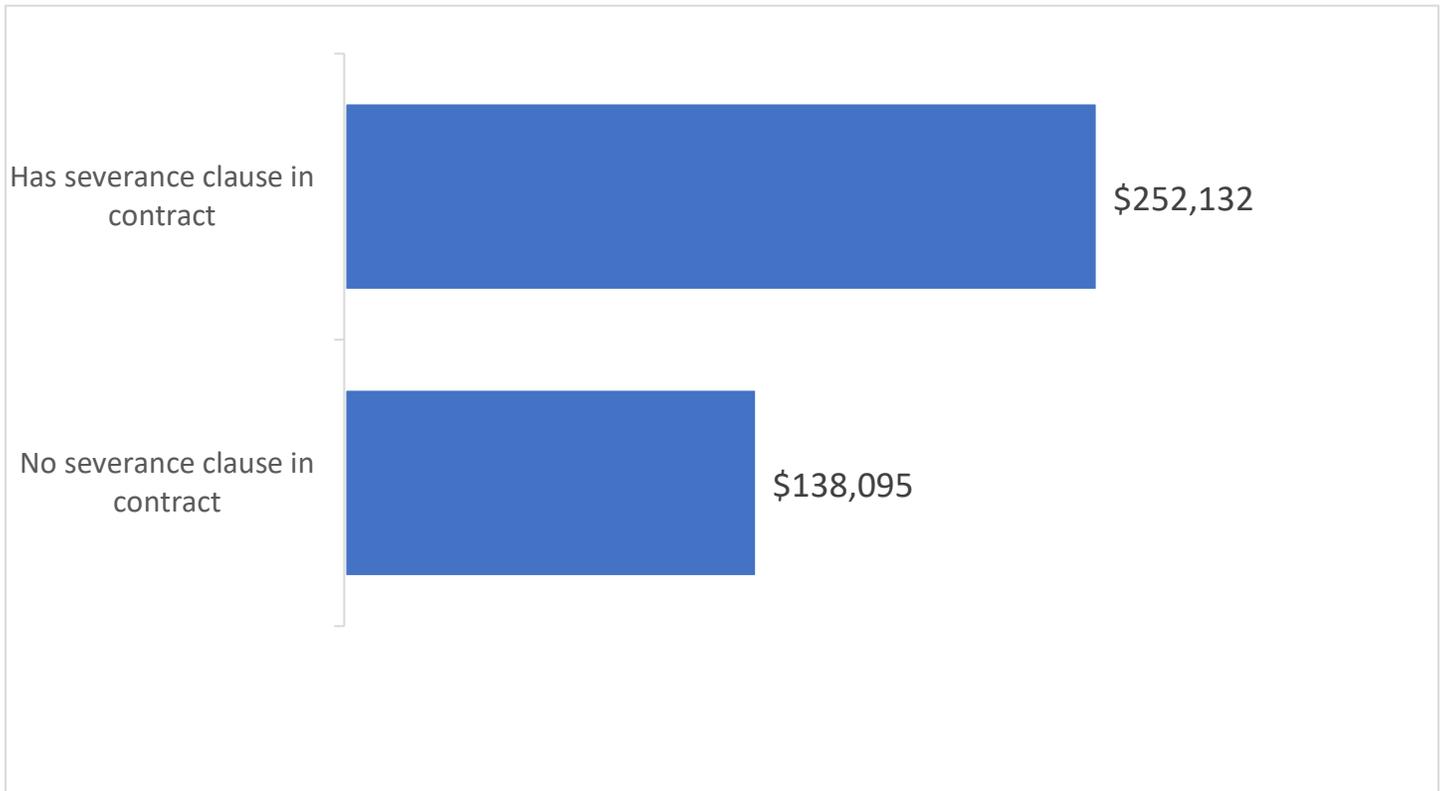
Average Total Compensation by Contract Status

CCOs with a contract earn considerably more than those without a contract.



Average Total Compensation by Severance Clause Status

Those with a severance clause in their contract also earn much more than those who have a contract, but without a severance clause.



Salary Data

Chief Compliance Officer Salary Results Healthcare

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
All Respondents	645	\$134,624	\$86,000	\$120,000	\$167,000	\$149,507	\$88,850	\$125,000	\$185,000
Percentage of company's legal and regulatory risk areas CCO involved in:									
26%–50%	146	\$134,081	\$84,000	\$125,000	\$165,000	\$147,172	\$87,000	\$130,250	\$186,000
51%–75%	182	\$128,568	\$85,000	\$115,000	\$156,000	\$142,713	\$87,500	\$120,000	\$170,500
76%–100%	317	\$138,351	\$90,000	\$122,000	\$175,000	\$154,483	\$90,000	\$130,000	\$190,000
Number of employees in the compliance and ethics group managed:									
1	221	\$100,035	\$75,000	\$92,000	\$130,000	\$104,483	\$75,000	\$95,000	\$135,000
2 to 5	249	\$126,378	\$95,000	\$120,000	\$150,000	\$136,617	\$100,000	\$124,000	\$160,000
6 to 10	72	\$172,497	\$110,500	\$165,000	\$211,500	\$189,379	\$120,500	\$184,500	\$235,750
11 to 15	28	\$176,501	\$113,000	\$182,300	\$223,750	\$214,194	\$139,792	\$225,000	\$288,750
16 to 20	24	\$238,122	\$185,500	\$257,500	\$300,000	\$309,789	\$193,000	\$319,000	\$375,000
More than 20	51	\$199,603	\$92,000	\$220,000	\$276,000	\$240,315	\$92,000	\$247,000	\$345,000
Annual compliance budget managed:									
< \$100k	272	\$96,679	\$70,000	\$89,500	\$120,000	\$101,971	\$70,100	\$90,760	\$130,000
\$100k–\$249k	98	\$114,772	\$90,000	\$111,000	\$134,000	\$121,512	\$92,000	\$115,500	\$143,000
\$250k–\$499k	78	\$128,896	\$100,000	\$125,000	\$150,000	\$138,358	\$105,000	\$135,000	\$170,000
\$500k–\$999k	60	\$154,679	\$112,000	\$151,000	\$168,000	\$172,672	\$116,750	\$157,000	\$194,150
\$1m–\$1.9m	63	\$216,181	\$174,000	\$198,000	\$265,000	\$239,481	\$180,000	\$226,000	\$308,545
\$2m+	74	\$220,735	\$181,000	\$230,000	\$276,000	\$277,680	\$206,000	\$278,000	\$340,000
Number of employees that CCO runs compliance for:									
Less than 100	71	\$92,017	\$68,000	\$90,000	\$120,000	\$99,487	\$68,000	\$92,000	\$125,000
100–249	77	\$89,459	\$65,000	\$80,132	\$115,000	\$93,922	\$68,000	\$83,000	\$125,000
250–499	119	\$103,195	\$77,500	\$90,000	\$125,000	\$110,876	\$79,000	\$95,000	\$134,000
500–999	97	\$117,790	\$93,000	\$115,000	\$140,000	\$128,814	\$95,000	\$115,000	\$149,000
1,000–1,999	70	\$132,369	\$93,000	\$117,500	\$155,000	\$139,610	\$103,000	\$119,500	\$170,000
2,000–2,999	42	\$148,742	\$102,000	\$150,000	\$175,000	\$160,947	\$108,932	\$156,500	\$191,000
3,000–4,999	53	\$150,232	\$122,000	\$145,000	\$170,000	\$165,600	\$130,500	\$155,000	\$192,000
5,000–7,499	35	\$196,914	\$132,000	\$200,000	\$250,000	\$222,886	\$134,000	\$215,000	\$300,000
7,500–14,999	46	\$230,522	\$185,000	\$227,500	\$260,000	\$268,543	\$206,000	\$256,775	\$323,000
15,000+	35	\$249,536	\$200,000	\$250,000	\$289,000	\$313,831	\$221,000	\$314,000	\$375,366

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Annual revenues of part of organization that the CCO runs compliance for:									
Less than \$5 million	66	\$90,353	\$60,000	\$85,000	\$120,000	\$96,763	\$60,000	\$86,500	\$124,000
\$5 million to less than \$15 million	106	\$101,556	\$69,000	\$91,500	\$128,000	\$108,372	\$70,000	\$94,500	\$135,000
\$15 million to less than \$30 million	83	\$102,702	\$75,000	\$95,000	\$120,000	\$109,469	\$78,000	\$100,000	\$135,000
\$30 million to less than \$50 million	78	\$112,000	\$80,000	\$112,000	\$135,000	\$120,475	\$80,000	\$115,000	\$143,500
\$50 million to less than \$100 million	59	\$115,209	\$90,000	\$105,000	\$130,000	\$119,852	\$92,000	\$111,300	\$138,000
\$100 million to less than \$500 million	99	\$136,682	\$106,000	\$130,000	\$165,000	\$148,233	\$108,932	\$136,000	\$185,000
\$500 million to less than \$1 billion	59	\$174,976	\$125,000	\$168,000	\$203,000	\$195,099	\$137,000	\$185,000	\$230,000
\$1 billion to less than \$3 billion	61	\$232,113	\$185,000	\$230,000	\$265,000	\$271,123	\$195,000	\$256,550	\$330,000
\$3 billion or more	34	\$236,258	\$196,000	\$237,000	\$282,000	\$302,340	\$225,000	\$292,500	\$375,000
Number of countries in which compliance is managed:									
1	629	\$132,623	\$85,000	\$119,000	\$165,000	\$146,657	\$88,000	\$123,000	\$180,000
2 or more	16	\$213,313	\$150,000	\$215,000	\$282,000	\$261,563	\$161,750	\$247,000	\$343,750
Number of years managing the compliance department:									
1 or less	107	\$138,915	\$87,500	\$130,000	\$175,000	\$157,131	\$87,500	\$134,500	\$190,000
2	77	\$135,142	\$95,000	\$120,000	\$160,000	\$144,921	\$100,000	\$125,000	\$170,000
3	66	\$138,242	\$78,000	\$122,500	\$176,000	\$157,131	\$78,000	\$132,500	\$191,227
4	48	\$124,757	\$80,500	\$112,500	\$161,500	\$136,376	\$85,500	\$117,000	\$174,500
5	51	\$138,736	\$99,234	\$116,000	\$170,000	\$153,518	\$99,234	\$125,000	\$185,000
6–10	109	\$137,027	\$83,000	\$125,000	\$165,000	\$151,525	\$84,400	\$135,000	\$190,000
11–15	80	\$131,639	\$78,078	\$111,500	\$167,375	\$150,829	\$80,000	\$111,500	\$190,250
16 or more	107	\$129,980	\$88,050	\$115,000	\$150,000	\$141,415	\$91,000	\$116,000	\$158,776
Years in compliance profession:									
<3 years	68	\$84,858	\$69,000	\$83,500	\$94,975	\$89,977	\$70,000	\$86,000	\$104,750
3–5 years	143	\$102,494	\$70,000	\$95,000	\$125,000	\$109,728	\$71,000	\$99,000	\$138,000
6–10 years	148	\$126,839	\$88,013	\$115,000	\$150,000	\$141,217	\$90,000	\$126,000	\$165,000
11–15 years	135	\$156,659	\$100,000	\$140,000	\$200,000	\$178,353	\$106,000	\$150,000	\$219,000
16–20 years	95	\$174,270	\$110,000	\$165,000	\$230,000	\$193,279	\$115,000	\$175,040	\$255,000
21+ years	55	\$177,252	\$115,250	\$155,000	\$231,550	\$201,875	\$125,000	\$170,000	\$250,000

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Certifications:									
Leading Professional in Ethics & Compliance (LPEC)	2	\$33,000	\$6,000	\$33,000	\$60,000	\$33,250	\$6,500	\$33,250	\$60,000
Certified Public Accountant (CPA)	21	\$189,172	\$147,500	\$155,000	\$230,000	\$220,686	\$147,500	\$184,000	\$276,000
Certified Compliance and Ethics Professional (CCEP)	28	\$191,345	\$130,500	\$182,500	\$266,750	\$233,166	\$134,250	\$203,000	\$329,000
Certified Compliance and Ethics Professional-International (CCEP-I)	1	\$128,000	\$128,000	\$128,000	\$128,000	\$143,000	\$143,000	\$143,000	\$143,000
Certified in Healthcare Compliance (CHC)	372	\$145,192	\$99,000	\$132,000	\$180,000	\$162,614	\$103,250	\$140,000	\$191,900
Certified in Healthcare Research Compliance (CHRC)	32	\$197,221	\$143,250	\$196,500	\$230,000	\$222,560	\$147,750	\$221,000	\$263,125
Certified in Healthcare Privacy Compliance (CHPC)	91	\$165,290	\$120,000	\$160,000	\$220,000	\$191,133	\$120,000	\$170,500	\$247,000
Certified Fraud Examiner (CFE)	10	\$201,191	\$125,000	\$186,000	\$250,000	\$224,671	\$139,800	\$196,000	\$300,000
Certified Internal Auditor (CIA)	13	\$174,231	\$95,000	\$150,000	\$188,000	\$199,846	\$95,000	\$163,000	\$208,000
Certified Information Privacy Professional (CIPP)	4	\$216,500	\$189,500	\$230,000	\$230,000	\$235,000	\$207,250	\$247,000	\$250,750
Professionals in Human Resources (PHR)	5	\$96,800	\$65,000	\$104,000	\$125,000	\$102,000	\$65,000	\$104,000	\$136,000
Senior Professionals in Human Resources (SPHR)	6	\$135,549	\$127,000	\$127,534	\$130,000	\$138,049	\$127,000	\$128,534	\$143,000
Health Ethics Trust Certified Compliance Professional (CCP)	4	\$186,000	\$111,250	\$132,500	\$314,250	\$221,000	\$128,750	\$145,000	\$389,250
Health Ethics Trust Certified Compliance Executive (CCE)	7	\$252,571	\$220,000	\$230,000	\$289,000	\$292,767	\$247,000	\$252,000	\$375,366
Other	232	\$142,961	\$88,000	\$126,940	\$173,500	\$158,180	\$90,000	\$132,000	\$189,750
None	100	\$104,599	\$65,000	\$89,025	\$125,000	\$112,689	\$68,250	\$91,260	\$137,750
Type of organization:									
Nonprofit	369	\$139,850	\$85,000	\$115,000	\$175,000	\$153,730	\$85,000	\$120,000	\$192,000
Privately held	171	\$122,938	\$87,500	\$122,000	\$150,000	\$137,168	\$90,000	\$130,000	\$160,000
Publicly traded	32	\$161,640	\$118,750	\$152,500	\$182,950	\$213,921	\$135,000	\$170,000	\$323,188
Governmental	47	\$104,502	\$76,357	\$99,500	\$120,000	\$108,885	\$76,357	\$100,000	\$122,000
Academic	22	\$171,835	\$142,926	\$182,000	\$203,000	\$178,881	\$142,926	\$182,000	\$206,000
Number of compliance elements involved in:									
1-3	7	\$110,357	\$62,500	\$85,000	\$102,000	\$120,214	\$62,500	\$88,000	\$102,000
4-6	33	\$93,155	\$60,000	\$80,000	\$115,000	\$103,914	\$60,000	\$85,000	\$146,500
7-9	172	\$115,882	\$77,328	\$102,750	\$150,000	\$126,925	\$78,734	\$106,501	\$151,970
All 10	433	\$145,622	\$94,000	\$130,000	\$181,000	\$162,425	\$98,000	\$135,000	\$195,000

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Geographic region:									
New England	31	\$120,846	\$90,000	\$110,000	\$135,000	\$134,040	\$93,000	\$111,000	\$165,000
Mid-Atlantic	95	\$141,759	\$95,000	\$135,000	\$185,000	\$150,900	\$95,000	\$140,000	\$185,000
East North Central	100	\$148,286	\$95,000	\$124,500	\$174,250	\$164,023	\$100,400	\$130,000	\$189,375
West North Central	65	\$138,302	\$75,000	\$120,000	\$170,000	\$159,009	\$82,000	\$130,000	\$191,600
South Atlantic	94	\$136,644	\$83,000	\$123,461	\$165,000	\$145,976	\$83,000	\$133,500	\$170,000
East South Central	54	\$122,658	\$78,000	\$110,000	\$175,000	\$152,290	\$82,700	\$116,000	\$184,000
West South Central	61	\$125,773	\$82,000	\$105,000	\$154,000	\$143,860	\$84,000	\$116,000	\$164,000
Mountain	47	\$110,537	\$79,500	\$100,000	\$130,000	\$118,071	\$79,500	\$100,000	\$146,000
Pacific	80	\$140,482	\$87,750	\$127,500	\$175,000	\$154,247	\$96,000	\$136,140	\$191,500
Age:									
Less than 30	10	\$63,940	\$60,000	\$65,200	\$70,000	\$74,110	\$61,000	\$66,950	\$78,500
30–34	32	\$87,357	\$72,750	\$90,000	\$104,501	\$94,135	\$72,750	\$91,000	\$110,000
35–39	81	\$119,438	\$77,000	\$115,909	\$145,000	\$135,971	\$78,000	\$120,000	\$160,000
40–44	89	\$113,501	\$80,000	\$105,000	\$134,000	\$124,220	\$81,500	\$108,000	\$145,000
45–49	100	\$155,815	\$109,250	\$140,000	\$200,000	\$176,792	\$110,000	\$152,250	\$222,000
50–54	95	\$139,035	\$95,000	\$130,000	\$165,000	\$153,282	\$100,200	\$141,000	\$189,000
55–59	106	\$145,878	\$90,000	\$111,500	\$174,000	\$161,634	\$90,000	\$116,500	\$191,000
60–64	95	\$150,031	\$100,000	\$130,000	\$187,000	\$163,271	\$100,000	\$140,000	\$206,000
65+	33	\$130,780	\$82,000	\$134,000	\$170,000	\$147,257	\$84,000	\$140,000	\$190,000
Contract status:									
Yes	64	\$168,206	\$92,000	\$151,500	\$228,750	\$189,191	\$98,800	\$167,500	\$247,250
No	581	\$130,925	\$85,000	\$115,909	\$162,000	\$145,136	\$87,500	\$122,000	\$176,000
If yes: Do you have a severance clause in contract?									
Yes	64	\$168,206	\$92,000	\$151,500	\$228,750	\$189,191	\$98,800	\$167,500	\$247,250
No	581	\$130,925	\$85,000	\$115,909	\$162,000	\$145,136	\$87,500	\$122,000	\$176,000

Detailed Results

Chief Compliance Officer Detailed Results Healthcare

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Are you the compliance officer for:						
Responses	647	272	98	78	60	139
Your organization as a whole	84%	85%	93%	88%	78%	78%
A division or operating unit of the organization	16%	15%	7%	12%	22%	22%
Percentage indicating involvement in the following compliance elements:						
Responses	647	272	98	78	60	139
Compliance Auditing/Monitoring	97%	94%	99%	99%	100%	97%
Compliance Education	98%	99%	99%	99%	98%	96%
Compliance Investigations	98%	97%	99%	100%	100%	97%
Hot Line/Anonymous Reporting	92%	89%	94%	99%	95%	94%
Reporting to the Board	90%	86%	96%	96%	88%	93%
Compliance Risk Assessments	95%	90%	100%	100%	97%	98%
Compliance Discipline/Incentives	79%	71%	83%	85%	77%	91%
Code of Conduct	91%	88%	97%	95%	93%	91%
Policies and Procedures	98%	97%	99%	100%	97%	98%
Measuring Program Effectiveness	88%	82%	94%	95%	90%	92%
How much of your company's legal and regulatory risk areas are you responsible for managing?						
Responses	647	272	98	78	60	139
26%–50%	23%	21%	23%	19%	35%	21%
51%–75%	28%	29%	26%	31%	30%	28%
76%–100%	49%	50%	51%	50%	35%	51%
How many employees, including you, are in the compliance and ethics group you manage?						
Responses	647	272	98	78	60	139
1	34%	54%	50%	27%	3%	1%
2 to 5	39%	35%	44%	67%	62%	16%
6 to 10	11%	5%	1%	5%	30%	26%
11 to 15	4%	2%	2%	0%	3%	14%
16 to 20	4%	1%	0%	1%	0%	15%
More than 20	8%	3%	3%	0%	2%	28%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Annual compliance budget managed:						
Responses	647	272	98	78	60	139
75th Percentile	\$650,000	\$11,500	\$200,000	\$350,000	\$718,750	\$3,787,532
Median	\$150,000	\$500	\$150,000	\$300,000	\$600,000	\$2,000,000
25th Percentile	\$5,000	\$0	\$100,000	\$250,000	\$500,000	\$1,200,000
Average	\$4,706,512	\$13,346	\$153,614	\$315,051	\$617,130	\$21,329,694
<\$100k	42%	100%	0%	0%	0%	0%
\$100k–\$249k	15%	0%	100%	0%	0%	0%
\$250k–\$499k	12%	0%	0%	100%	0%	0%
\$500k–\$999k	9%	0%	0%	0%	100%	0%
\$1m–\$1.9m	10%	0%	0%	0%	0%	45%
\$2m+	12%	0%	0%	0%	0%	55%
Approximately how many employees work in your organization as a whole?						
Responses	647	272	98	78	60	139
Less than 100	8%	13%	8%	5%	3%	3%
100–249	12%	20%	14%	8%	0%	0%
250–499	18%	25%	21%	15%	10%	5%
500–999	16%	17%	26%	22%	10%	4%
1,000–1,999	10%	7%	14%	21%	12%	7%
2,000–2,999	6%	4%	8%	12%	10%	6%
3,000–4,999	7%	4%	6%	9%	27%	6%
5,000–7,499	6%	4%	1%	5%	8%	15%
7,500–9,999	3%	0%	0%	1%	3%	9%
10,000–14,999	4%	1%	0%	0%	5%	15%
15,000–19,999	2%	1%	0%	0%	2%	9%
20,000–29,999	1%	1%	0%	0%	2%	4%
30,000–49,999	2%	1%	0%	0%	2%	8%
50,000–74,999	1%	0%	1%	1%	2%	3%
75,000–99,999	0%	1%	0%	1%	0%	0%
100,000 +	2%	1%	0%	0%	5%	6%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Approximately how many employees work in the portion of the organization that you run compliance for?						
Responses	647	272	98	78	60	139
Less than 100	11%	15%	14%	8%	8%	4%
100–249	12%	21%	12%	10%	0%	1%
250–499	18%	25%	23%	17%	12%	6%
500–999	15%	17%	23%	22%	8%	4%
1,000–1,999	11%	8%	14%	19%	15%	8%
2,000–2,999	6%	4%	6%	9%	12%	8%
3,000–4,999	8%	6%	5%	8%	30%	6%
5,000–7,499	6%	3%	1%	6%	3%	15%
7,500–9,999	3%	0%	0%	1%	3%	10%
10,000–14,999	4%	1%	0%	0%	3%	17%
15,000–19,999	2%	0%	0%	0%	2%	8%
20,000–29,999	1%	0%	0%	0%	2%	5%
30,000–49,999	1%	0%	0%	0%	0%	5%
50,000–74,999	0%	0%	0%	0%	0%	2%
75,000–99,999	0%	0%	0%	0%	0%	1%
100,000 +	0%	0%	0%	0%	2%	1%
What are the annual revenues of the organization you work for?						
Responses	647	272	98	78	60	139
Less than \$5 million	6%	12%	4%	4%	2%	1%
\$5 million to less than \$15 million	17%	25%	18%	14%	8%	4%
\$15 million to less than \$30 million	13%	21%	16%	8%	7%	1%
\$30 million to less than \$50 million	12%	15%	14%	15%	8%	4%
\$50 million to less than \$100 million	9%	7%	19%	13%	7%	4%
\$100 million to less than \$500 million	15%	11%	16%	28%	25%	10%
\$500 million to less than \$1 billion	9%	4%	9%	12%	18%	15%
\$1 billion to less than \$3 billion	11%	3%	1%	5%	12%	35%
\$3 billion or more	8%	3%	1%	1%	13%	25%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?						
Responses	647	272	98	78	60	139
Less than \$5 million	10%	18%	6%	6%	3%	4%
\$5 million to less than \$15 million	17%	24%	18%	17%	13%	3%
\$15 million to less than \$30 million	13%	20%	17%	8%	8%	1%
\$30 million to less than \$50 million	12%	15%	12%	18%	7%	4%
\$50 million to less than \$100 million	9%	7%	20%	13%	8%	4%
\$100 million to less than \$500 million	15%	11%	16%	26%	25%	13%
\$500 million to less than \$1 billion	9%	3%	9%	10%	18%	16%
\$1 billion to less than \$3 billion	10%	2%	0%	3%	12%	35%
\$3 billion or more	5%	0%	0%	0%	5%	22%
For how many countries do you manage compliance?						
Responses	647	272	98	78	60	139
1	98%	99%	100%	97%	98%	93%
2 or more	2%	1%	0%	3%	2%	7%
Where do you work?						
Responses	647	272	98	78	60	139
United States	99%	99%	100%	100%	98%	99%
North America, other than the US	0%	0%	0%	0%	2%	0%
South America	0%	1%	0%	0%	0%	1%
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%
Current age:						
Responses	647	272	98	78	60	139
75th Percentile	58	56	59	59	58	59
Median	50	48	52	52	50	50
25th Percentile	41	40	40	44	45	45
Average	49.3	47.6	49.5	51.6	50.3	51.0
Gender:						
Responses	643	271	97	77	60	138
Male	28%	21%	20%	30%	27%	46%
Female	72%	79%	80%	70%	73%	54%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Years in compliance profession:						
Responses	647	272	98	78	60	139
75th Percentile	15	12	15	15	19	20
Median	10	6	9	8	14	15
25th Percentile	5	3	5	5	8	10
Average	10.8	8.6	10.3	9.9	13.3	14.7
Years with current employer:						
Responses	647	272	98	78	60	139
75th Percentile	12	12	12	15	12	11
Median	5	5	4	5	5	5
25th Percentile	2	2	2	2	2	3
Average	8.3	8.5	7.7	8.6	9.0	7.9
Years holding current job title:						
Responses	647	272	98	78	60	139
75th Percentile	6	5	6	7	8	9
Median	3	3	3	3	4	4
25th Percentile	2	2	1	1	2	2
Average	5.1	4.7	4.7	5.0	5.8	5.7
Industry:						
Responses	647	272	98	78	60	139
Healthcare Provider	100%	100%	100%	100%	100%	100%
How many years have you run the compliance department?						
Responses	647	272	98	78	60	139
Average	5.7	4.8	5.4	5.2	7.0	7.5
1	17%	20%	22%	18%	12%	11%
2	15%	18%	15%	21%	13%	7%
3	15%	17%	11%	12%	15%	16%
4	8%	9%	10%	8%	0%	9%
5	9%	9%	5%	10%	7%	11%
6 to 10	19%	15%	22%	21%	33%	16%
11 to 15	9%	7%	7%	6%	10%	17%
16 or more	7%	4%	6%	5%	10%	14%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Type of organization:						
Responses	647	272	98	78	60	139
Nonprofit	57%	54%	59%	46%	65%	65%
Privately held	26%	32%	30%	35%	18%	12%
Publicly traded	5%	4%	2%	4%	7%	9%
Governmental	7%	7%	8%	15%	5%	3%
Academic	3%	1%	1%	0%	3%	11%
Other	1%	1%	0%	0%	2%	0%
Percentage holding the following certifications:						
Responses	647	272	98	78	60	139
Leading Professional in Ethics & Compliance (LPEC)	0%	1%	0%	0%	0%	0%
Certified Public Accountant (CPA)	3%	0%	7%	4%	3%	6%
Certified Compliance and Ethics Professional (CCEP)	4%	3%	2%	3%	2%	11%
Certified Compliance and Ethics Professional–International (CCEP–I)	0%	0%	0%	0%	0%	0%
Certified in Healthcare Compliance (CHC)	58%	46%	68%	65%	68%	64%
Certified in Healthcare Research Compliance (CHRC)	5%	0%	4%	6%	8%	12%
Certified in Healthcare Privacy Compliance (CHPC)	14%	7%	14%	10%	28%	24%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	2%	0%	2%	3%	0%	4%
Certified Internal Auditor (CIA)	2%	1%	2%	3%	3%	4%
Certified Information Privacy Professional (CIPP)	1%	0%	0%	0%	0%	3%
Professionals in Human Resources (PHR)	1%	1%	1%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	1%	3%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	1%	0%	1%	1%	0%	1%
Health Ethics Trust Certified Compliance Executive (CCE)	1%	0%	0%	0%	0%	5%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	0%	0%
Other	36%	36%	28%	40%	38%	40%
None	15%	21%	14%	14%	3%	11%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Highest level of education attained:						
Responses	647	272	98	78	60	139
Some college	7%	10%	10%	6%	3%	1%
Bachelor’s degree	24%	27%	33%	27%	20%	11%
MBA	13%	14%	10%	10%	18%	11%
Master’s degree (non-MBA)	31%	32%	27%	35%	27%	32%
JD	22%	13%	18%	18%	30%	42%
PhD	3%	4%	2%	4%	2%	2%
Amount of bonus eligible:						
Responses	647	272	98	78	60	139
None	48%	57%	59%	46%	42%	24%
0%–10% of your salary	28%	32%	31%	31%	28%	16%
11%–20% of your salary	12%	7%	5%	15%	10%	26%
21%–30% of your salary	7%	3%	4%	4%	13%	18%
31%–40% of your salary	2%	0%	1%	1%	2%	7%
41% or more of your salary	3%	1%	0%	3%	5%	9%
If you receive a bonus, what is it based on?						
Responses	394	152	45	45	39	113
Company performance	25%	24%	29%	13%	28%	27%
Personal performance	14%	24%	13%	24%	3%	2%
Both	61%	53%	58%	62%	69%	71%
Do you have a contract?						
Responses	647	272	98	78	60	139
Yes	10%	7%	5%	14%	7%	18%
No	90%	93%	95%	86%	93%	82%
If yes, do you have a severance clause in your contract?						
Responses	66	21	5	11	4	25
Yes	44%	29%	40%	9%		68%
No	56%	71%	60%	91%		32%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
If yes, what percent of your annual salary is it equivalent to?						
Responses	28	5	2	1	3	17
<20%	4%	0%				0%
20%–29%	7%	0%				6%
30%–49%	4%	0%				6%
50%+	32%	20%				35%
My severance does not translate into this measure	54%	80%				53%
Number of compliance elements involved in:						
Responses	647	272	98	78	60	139
1–3	1%	1%	0%	0%	0%	2%
4–6	5%	8%	1%	1%	7%	3%
7–9	27%	33%	26%	23%	27%	16%
All 10	67%	57%	73%	76%	67%	79%
Geographic region:						
Responses	647	272	98	78	60	139
New England	5%	7%	3%	5%	5%	1%
Mid-Atlantic	15%	12%	21%	21%	15%	12%
East North Central	15%	16%	10%	13%	10%	22%
West North Central	10%	11%	10%	6%	17%	8%
South Atlantic	15%	15%	11%	14%	10%	17%
East South Central	8%	7%	11%	5%	12%	9%
West South Central	9%	9%	9%	12%	10%	9%
Mountain	7%	9%	6%	9%	7%	4%
Pacific	13%	10%	15%	15%	12%	14%
Unknown US Region	2%	3%	2%	0%	2%	2%
Outside US	1%	1%	0%	0%	2%	1%

	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
Are you the compliance officer for:								
Responses	647	127	215	108	89	44	24	40
Your organization as a whole	84%	95%	93%	91%	79%	84%	46%	25%
A division or operating unit of the organization	16%	5%	7%	9%	21%	16%	54%	75%
Percentage indicating involvement in the following compliance elements:								
Responses	647	127	215	108	89	44	24	40
Compliance Auditing/Monitoring	97%	98%	97%	93%	98%	95%	96%	100%
Compliance Education	98%	97%	99%	97%	99%	100%	100%	98%
Compliance Investigations	98%	96%	99%	97%	99%	98%	100%	100%
Hot Line/Anonymous Reporting	92%	78%	94%	96%	97%	98%	100%	98%
Reporting to the Board	90%	84%	94%	95%	93%	89%	83%	78%
Compliance Risk Assessments	95%	91%	95%	96%	94%	100%	100%	98%
Compliance Discipline/Incentives	79%	69%	77%	79%	85%	93%	88%	85%
Code of Conduct	91%	90%	93%	93%	91%	95%	83%	90%
Policies and Procedures	98%	98%	98%	99%	99%	98%	96%	95%
Measuring Program Effectiveness	88%	81%	88%	87%	92%	98%	100%	90%
How much of your company's legal and regulatory risk areas are you responsible for managing?								
Responses	647	127	215	108	89	44	24	40
26%–50%	23%	14%	22%	26%	27%	18%	25%	38%
51%–75%	28%	29%	27%	30%	29%	27%	33%	28%
76%–100%	49%	57%	51%	44%	44%	55%	42%	35%
How many employees, including you, are in the compliance and ethics group you manage?								
Responses	647	127	215	108	89	44	24	40
1	34%	60%	42%	34%	9%	7%	8%	10%
2 to 5	39%	28%	47%	47%	52%	11%	8%	23%
6 to 10	11%	5%	4%	15%	21%	20%	25%	23%
11 to 15	4%	1%	3%	1%	9%	14%	17%	5%
16 to 20	4%	1%	1%	2%	2%	30%	13%	3%
More than 20	8%	6%	3%	1%	7%	18%	29%	38%

	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
Annual compliance budget managed:								
Responses	647	127	215	108	89	44	24	40
75th Percentile	\$650,000	\$100,000	\$250,000	\$500,000	\$1,200,000	\$2,500,000	\$2,400,000	\$5,000,000
Median	\$150,000	\$10,000	\$62,000	\$288,500	\$500,000	\$1,850,000	\$1,200,000	\$1,250,000
25th Percentile	\$5,000	\$0	\$0	\$81,250	\$100,000	\$1,000,000	\$591,750	\$165,000
Average	\$4,706,512	\$302,588	\$10,997,469	\$1,027,152	\$1,871,843	\$2,258,182	\$1,714,265	\$5,605,000
<\$100k	42%	70%	53%	27%	24%	9%	21%	23%
\$100k–\$249k	15%	17%	21%	20%	8%	0%	0%	3%
\$250k–\$499k	12%	8%	13%	23%	12%	2%	0%	5%
\$500k–\$999k	9%	2%	6%	12%	24%	11%	8%	13%
\$1m–\$1.9m	10%	0%	2%	13%	19%	30%	42%	10%
\$2m+	12%	3%	4%	5%	13%	48%	29%	48%
Approximately how many employees work in your organization as a whole?								
Responses	647	127	215	108	89	44	24	40
Less than 100	8%	41%	0%	0%	0%	0%	0%	0%
100–249	12%	59%	0%	0%	0%	0%	0%	0%
250–499	18%	0%	53%	0%	0%	0%	0%	0%
500–999	16%	0%	47%	0%	0%	0%	0%	0%
1,000–1,999	10%	0%	0%	61%	0%	0%	0%	0%
2,000–2,999	6%	0%	0%	39%	0%	0%	0%	0%
3,000–4,999	7%	0%	0%	0%	54%	0%	0%	0%
5,000–7,499	6%	0%	0%	0%	46%	0%	0%	0%
7,500–9,999	3%	0%	0%	0%	0%	39%	0%	0%
10,000–14,999	4%	0%	0%	0%	0%	61%	0%	0%
15,000–19,999	2%	0%	0%	0%	0%	0%	67%	0%
20,000–29,999	1%	0%	0%	0%	0%	0%	33%	0%
30,000–49,999	2%	0%	0%	0%	0%	0%	0%	38%
50,000–74,999	1%	0%	0%	0%	0%	0%	0%	20%
75,000–99,999	0%	0%	0%	0%	0%	0%	0%	8%
100,000 +	2%	0%	0%	0%	0%	0%	0%	35%

	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
Approximately how many employees work in the portion of the organization that you run compliance for?								
Responses	647	127	215	108	89	44	24	40
Less than 100	11%	43%	4%	3%	2%	2%	0%	3%
100–249	12%	56%	1%	2%	2%	0%	0%	0%
250–499	18%	1%	52%	2%	3%	2%	4%	0%
500–999	15%	0%	43%	2%	2%	2%	0%	0%
1,000–1,999	11%	0%	0%	58%	3%	2%	4%	8%
2,000–2,999	6%	0%	0%	33%	2%	0%	0%	8%
3,000–4,999	8%	0%	0%	0%	48%	2%	13%	15%
5,000–7,499	6%	0%	0%	0%	35%	2%	4%	8%
7,500–9,999	3%	0%	0%	0%	1%	39%	0%	0%
10,000–14,999	4%	0%	0%	0%	0%	48%	8%	13%
15,000–19,999	2%	0%	0%	0%	0%	0%	50%	3%
20,000–29,999	1%	0%	0%	0%	0%	0%	17%	10%
30,000–49,999	1%	0%	0%	0%	0%	0%	0%	18%
50,000–74,999	0%	0%	0%	0%	0%	0%	0%	8%
75,000–99,999	0%	0%	0%	0%	0%	0%	0%	3%
100,000 +	0%	0%	0%	0%	0%	0%	0%	8%
What are the annual revenues of the organization you work for?								
Responses	647	127	215	108	89	44	24	40
Less than \$5 million	6%	20%	7%	2%	0%	0%	0%	0%
\$5 million to less than \$15 million	17%	42%	19%	9%	4%	0%	4%	0%
\$15 million to less than \$30 million	13%	19%	20%	9%	6%	0%	0%	3%
\$30 million to less than \$50 million	12%	9%	24%	8%	2%	2%	4%	3%
\$50 million to less than \$100 million	9%	6%	15%	12%	3%	0%	8%	0%
\$100 million to less than \$500 million	15%	4%	13%	40%	19%	5%	0%	5%
\$500 million to less than \$1 billion	9%	1%	1%	17%	37%	2%	4%	8%
\$1 billion to less than \$3 billion	11%	0%	1%	2%	21%	77%	29%	13%
\$3 billion or more	8%	0%	0%	1%	7%	14%	50%	70%

	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
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?								
Responses	647	127	215	108	89	44	24	40
Less than \$5 million	10%	26%	11%	4%	2%	2%	0%	8%
\$5 million to less than \$15 million	17%	38%	18%	10%	8%	0%	4%	3%
\$15 million to less than \$30 million	13%	19%	18%	9%	6%	2%	4%	8%
\$30 million to less than \$50 million	12%	8%	26%	6%	3%	2%	8%	0%
\$50 million to less than \$100 million	9%	5%	14%	15%	2%	2%	8%	5%
\$100 million to less than \$500 million	15%	4%	11%	38%	21%	5%	13%	13%
\$500 million to less than \$1 billion	9%	1%	1%	16%	37%	5%	4%	5%
\$1 billion to less than \$3 billion	10%	0%	1%	1%	19%	70%	25%	13%
\$3 billion or more	5%	0%	0%	1%	1%	11%	33%	48%
For how many countries do you manage compliance?								
Responses	647	127	215	108	89	44	24	40
1	98%	99%	99%	99%	94%	98%	100%	85%
2 or more	2%	1%	1%	1%	6%	2%	0%	15%
Where do you work?								
Responses	647	127	215	108	89	44	24	40
United States	99%	100%	100%	100%	98%	98%	100%	100%
North America, other than the US	0%	0%	0%	0%	0%	2%	0%	0%
South America	0%	0%	0%	0%	2%	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%
Current age:								
Responses	647	127	215	108	89	44	24	40
75th Percentile	58	59	57	59	57	60	59	54
Median	50	50	50	49	48	53	50	50
25th Percentile	41	40	40	40	42	45	45	42
Average	49.3	49.0	49.1	49.3	49.2	52.3	49.2	49.3

	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
Gender:								
Responses	643	126	213	108	88	44	24	40
Male	28%	18%	20%	31%	39%	43%	33%	45%
Female	72%	82%	80%	69%	61%	57%	67%	55%
Years in compliance profession:								
Responses	647	127	215	108	89	44	24	40
75th Percentile	15	11	15	15	18	20	19	19
Median	10	6	7	9	12	15	15	15
25th Percentile	5	3	4	5	8	13	7	8
Average	10.8	8.1	10.0	10.1	12.8	15.8	13.1	14.0
Years with current employer:								
Responses	647	127	215	108	89	44	24	40
75th Percentile	12	11	12	10	12	13	15	15
Median	5	5	5	5	5	6	8	7
25th Percentile	2	2	2	2	3	2	4	3
Average	8.3	7.9	8.2	7.2	9.0	8.9	11.2	9.6
Years holding current job title:								
Responses	647	127	215	108	89	44	24	40
75th Percentile	6	5	6	8	6	10	10	5
Median	3	3	3	4	4	3	4	3
25th Percentile	2	2	2	2	2	2	3	2
Average	5.1	4.9	4.8	5.3	5.1	5.6	6.0	4.8
Industry:								
Responses	647	127	215	108	89	44	24	40
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
How many years have you run the compliance department?								
Responses	647	127	215	108	89	44	24	40
Average	5.7	5.1	4.9	5.5	6.9	7.6	6.6	6.8
1	17%	20%	19%	18%	13%	11%	17%	15%
2	15%	14%	19%	19%	9%	16%	8%	10%
3	15%	17%	15%	12%	16%	11%	17%	18%
4	8%	9%	9%	6%	9%	5%	8%	8%
5	9%	10%	10%	9%	6%	9%	0%	8%
6 to 10	19%	15%	17%	22%	25%	11%	29%	18%
11 to 15	9%	11%	5%	8%	9%	25%	17%	8%
16 or more	7%	3%	6%	6%	13%	11%	4%	18%
Type of organization:								
Responses	647	127	215	108	89	44	24	40
Nonprofit	57%	50%	59%	51%	62%	61%	75%	65%
Privately held	26%	34%	30%	38%	20%	2%	4%	8%
Publicly traded	5%	3%	2%	4%	6%	14%	0%	23%
Governmental	7%	13%	7%	7%	4%	7%	4%	0%
Academic	3%	0%	1%	0%	7%	16%	17%	5%
Other	1%	0%	1%	0%	1%	0%	0%	0%
Percentage holding the following certifications:								
Responses	647	127	215	108	89	44	24	40
Leading Professional in Ethics & Compliance (LPEC)	0%	1%	0%	0%	1%	0%	0%	0%
Certified Public Accountant (CPA)	3%	2%	2%	5%	0%	5%	4%	13%
Certified Compliance and Ethics Professional (CCEP)	4%	2%	2%	4%	10%	11%	0%	8%
Certified Compliance and Ethics Professional–International (CCEP–I)	0%	0%	0%	0%	0%	0%	0%	0%
Certified in Healthcare Compliance (CHC)	58%	42%	47%	69%	74%	68%	75%	75%
Certified in Healthcare Research Compliance (CHRC)	5%	0%	2%	3%	16%	9%	13%	10%
Certified in Healthcare Privacy Compliance (CHPC)	14%	6%	9%	19%	21%	20%	25%	28%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	2%	2%	0%	2%	0%	7%	4%	3%
Certified Internal Auditor (CIA)	2%	0%	1%	4%	0%	5%	8%	5%
Certified Information Privacy Professional (CIPP)	1%	0%	0%	0%	3%	0%	4%	0%

	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
Professionals in Human Resources (PHR)	1%	0%	1%	1%	1%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	0%	1%	4%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	1%	1%	0%	1%	1%	2%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	1%	0%	0%	0%	4%	5%	0%	3%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	0%	0%	0%	0%
Other	36%	38%	36%	30%	37%	41%	38%	38%
None	15%	23%	21%	11%	4%	9%	8%	8%
Highest level of education attained:								
Responses	647	127	215	108	89	44	24	40
Some college	7%	12%	10%	4%	7%	0%	0%	0%
Bachelor's degree	24%	33%	24%	24%	21%	11%	21%	15%
MBA	13%	14%	11%	16%	12%	16%	4%	13%
Master's degree (non-MBA)	31%	30%	28%	35%	28%	23%	38%	48%
JD	22%	10%	21%	18%	28%	50%	38%	25%
PhD	3%	1%	6%	4%	3%	0%	0%	0%
Amount of bonus eligible:								
Responses	647	127	215	108	89	44	24	40
None	48%	65%	56%	48%	30%	32%	29%	13%
0%–10% of your salary	28%	27%	33%	31%	22%	5%	29%	33%
11%–20% of your salary	12%	6%	6%	11%	26%	27%	17%	15%
21%–30% of your salary	7%	1%	3%	8%	13%	23%	8%	20%
31%–40% of your salary	2%	1%	0%	1%	2%	9%	17%	3%
41% or more of your salary	3%	2%	1%	0%	6%	5%	0%	18%
If you receive a bonus, what is it based on?								
Responses	394	61	112	66	69	32	19	35
Company performance	25%	21%	19%	29%	20%	28%	42%	37%
Personal performance	14%	26%	20%	17%	9%	0%	5%	0%
Both	61%	52%	62%	55%	71%	72%	53%	63%
Do you have a contract?								
Responses	647	127	215	108	89	44	24	40
Yes	10%	6%	9%	9%	18%	11%	13%	10%
No	90%	94%	91%	91%	82%	89%	88%	90%

	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
If yes, do you have a severance clause in your contract?								
Responses	66	8	20	10	16	5	3	4
Yes	44%	25%	35%	20%	56%	100%		
No	56%	75%	65%	80%	44%	0%		
If yes, what percent of your annual salary is it equivalent to?								
Responses	28	2	6	2	9	5	1	3
<20%	4%		17%		0%	0%		
20%–29%	7%		17%		0%	0%		
30%–49%	4%		17%		0%	0%		
50%+	32%		0%		44%	40%		
My severance does not translate into this measure	54%		50%		56%	60%		
Number of compliance elements involved in:								
Responses	647	127	215	108	89	44	24	40
1–3	1%	2%	0%	1%	1%	2%	0%	0%
4–6	5%	8%	5%	6%	4%	0%	0%	5%
7–9	27%	36%	27%	24%	18%	16%	29%	30%
All 10	67%	54%	67%	69%	76%	82%	71%	65%
Geographic region:								
Responses	647	127	215	108	89	44	24	40
New England	5%	5%	5%	6%	4%	2%	4%	5%
Mid-Atlantic	15%	12%	13%	21%	21%	9%	17%	5%
East North Central	15%	8%	13%	18%	21%	9%	21%	38%
West North Central	10%	13%	10%	7%	7%	9%	17%	10%
South Atlantic	15%	13%	16%	14%	15%	25%	4%	5%
East South Central	8%	6%	9%	6%	7%	23%	8%	5%
West South Central	9%	12%	7%	14%	4%	14%	4%	10%
Mountain	7%	13%	7%	3%	4%	2%	13%	8%
Pacific	13%	15%	15%	12%	11%	2%	8%	10%
US region not reported	2%	5%	5%	6%	4%	2%	4%	5%
Outside US	1%	0%	0%	0%	2%	2%	0%	0%

2019 Healthcare Staff Salary Survey

Introduction

About This Report

The **2019 Healthcare Staff Salary Survey** is another important service provided by the Society of Corporate Compliance and Ethics & Health Care Compliance Association (SCCE & 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 its 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 and Ethics 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
- Gender
- Age
- 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 on 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 Fondulas Strategic Research LLC, an independent professional survey research firm located in East Sandwich, MA. The company specializes in surveys for trade and professional

associations, including surveys measuring trends in salary levels over time and employee attitudes.

SCCE & HCCA are 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 2019, an email invitation was sent to approximately 50,000 individuals that make up SCCE & HCCA's database. In total, 2,898 completed online submissions were received by mid-September. Of the 2,898 responses, 593 worked for a healthcare provider organization and were not a chief compliance officer. This report is based solely on this group.

Fondulas Strategic Research 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 Fondulas Strategic Research, and the report was completed in October 2019.

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.

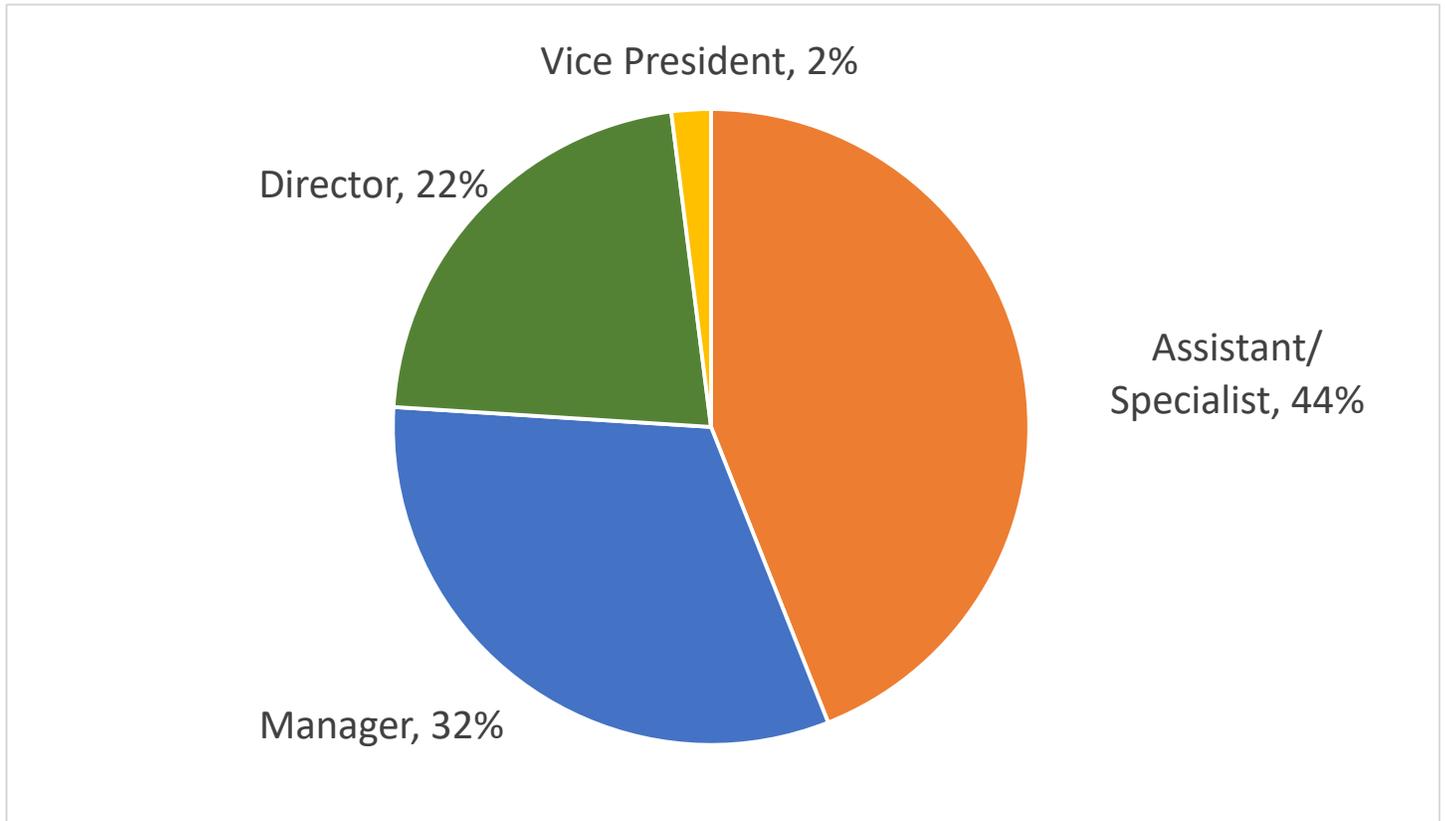
25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

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

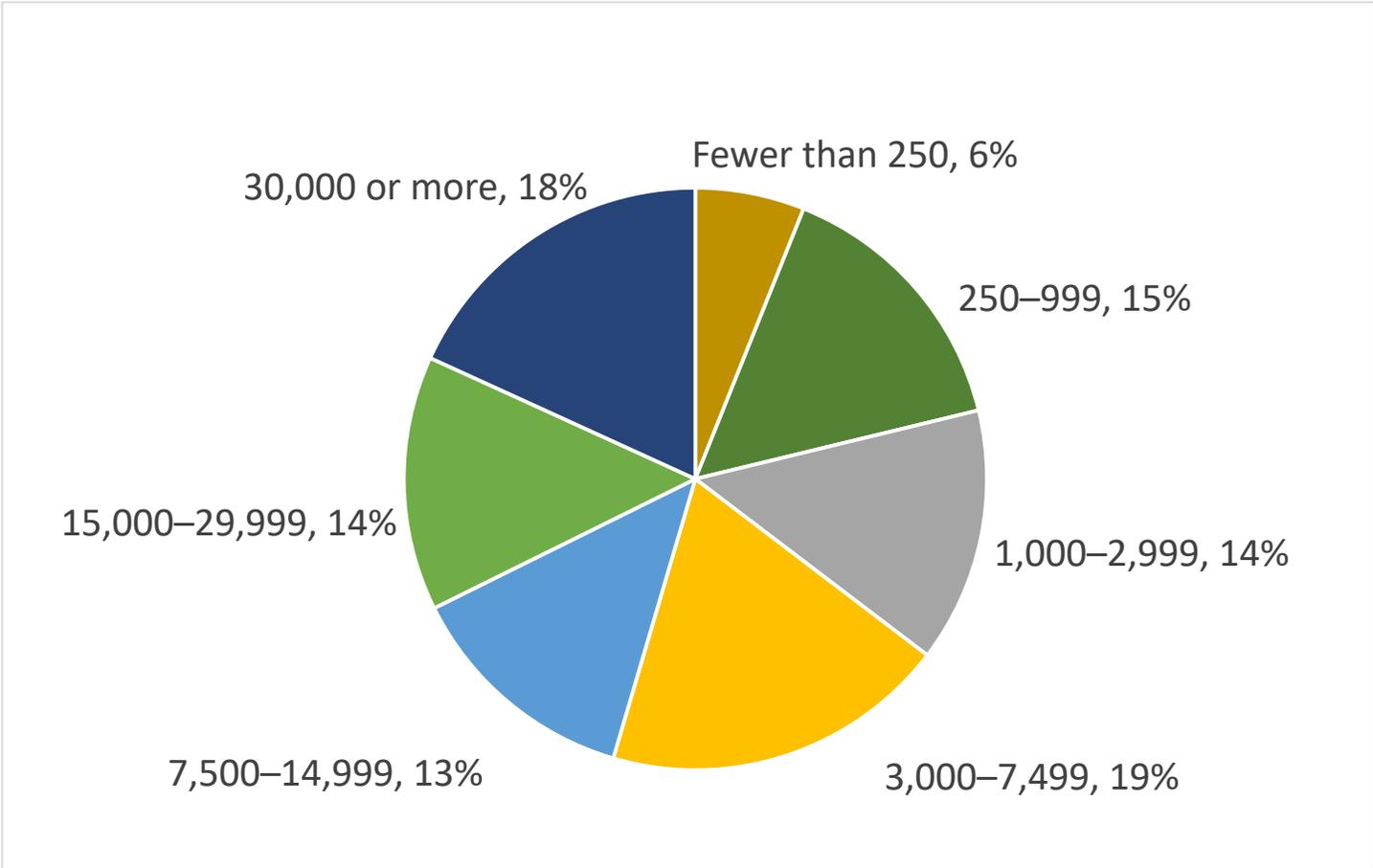
Title/Level

Assistant/specialist is the most common title among healthcare compliance staff professionals, followed by manager, then director. Two percent of respondents in the survey have the title of vice president.



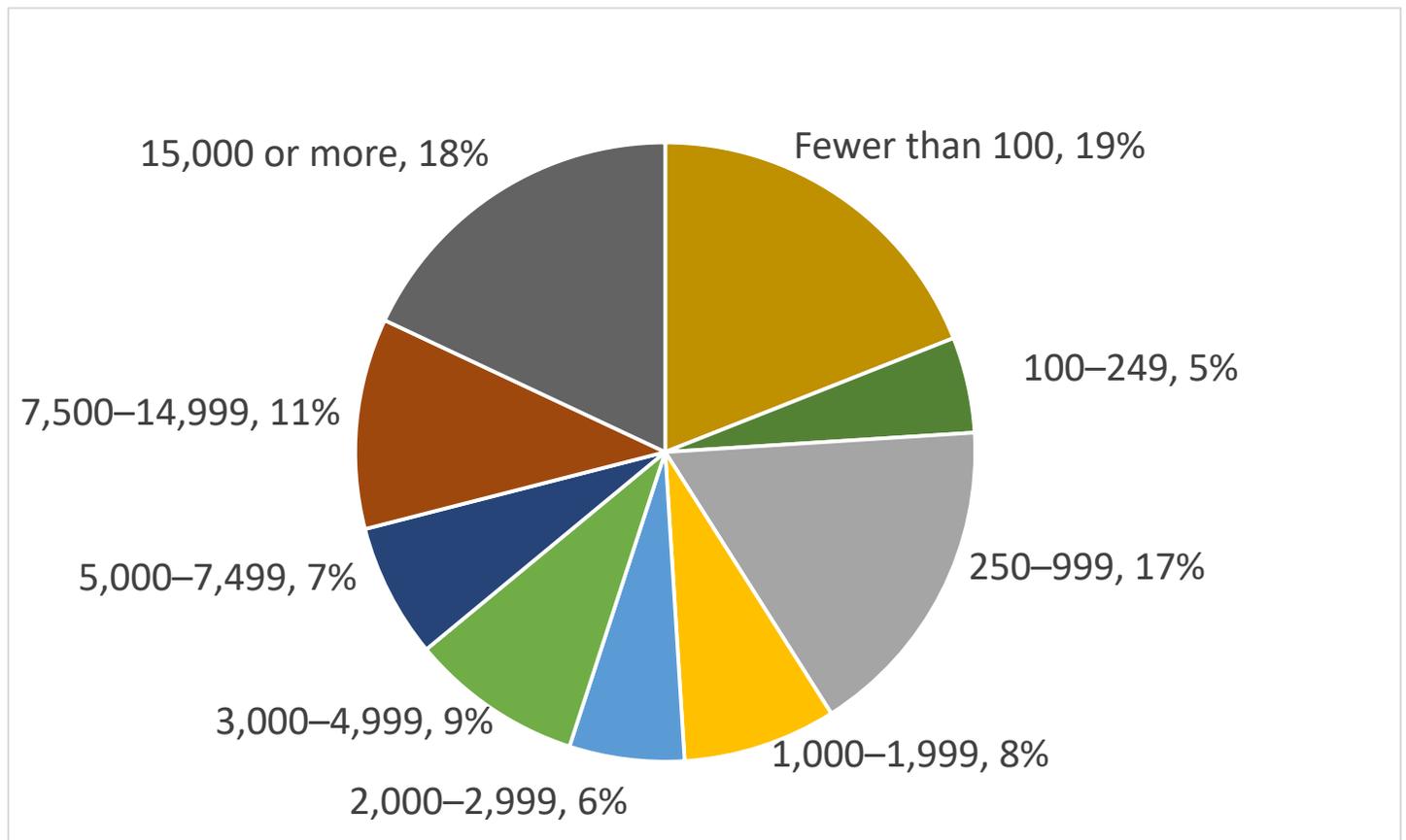
Number of Employees in Organization as a Whole

As is the case with CCOs, the organizations that staff professionals work in are highly varied when it comes to employee size.



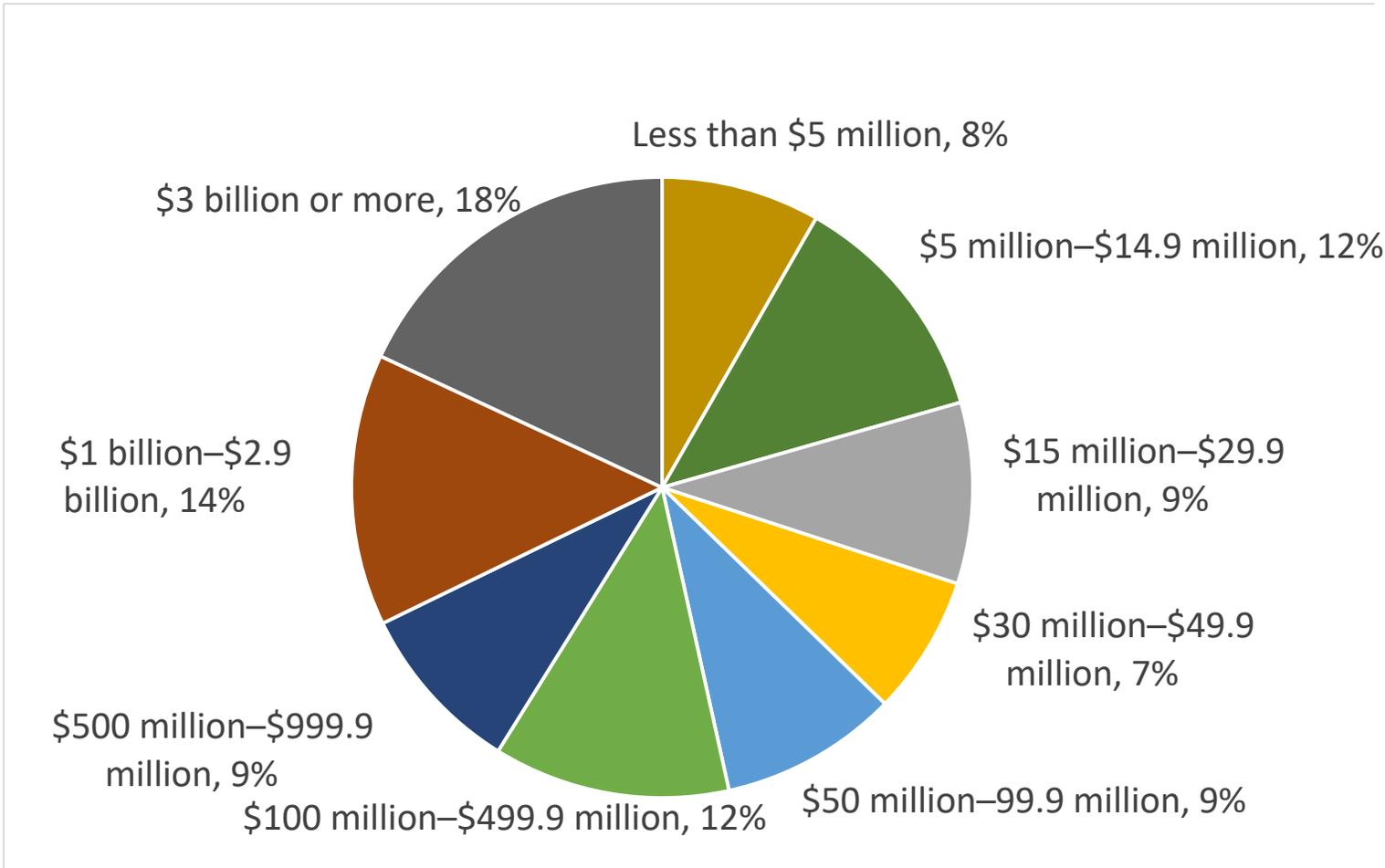
Number of Employees in the Portion of the Organization That the Compliance Program Oversees

The same holds true for the number of employees in the organization overseen by the compliance program—wide variation across employee-size bands, although 1 in 5 work in organizations covering fewer than 100 employees, and another 1 in 5 in organizations covering 15,000 or more.



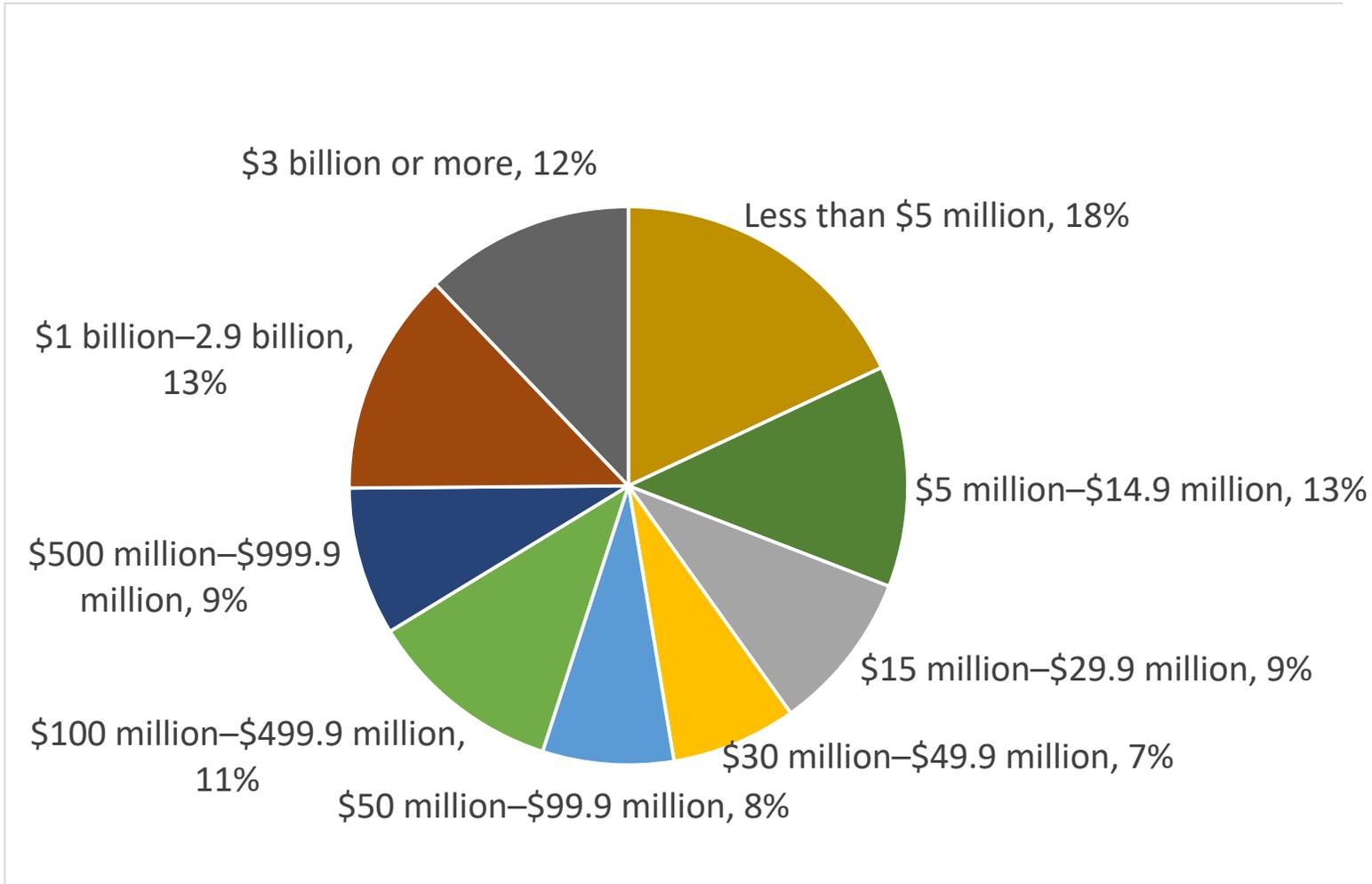
Annual Revenues of the Organization as a Whole

While one in five compliance staff professionals work in organizations with less than \$15 million dollars in annual revenue, 32% work in organizations at the other extreme: \$1 billion in revenue or more



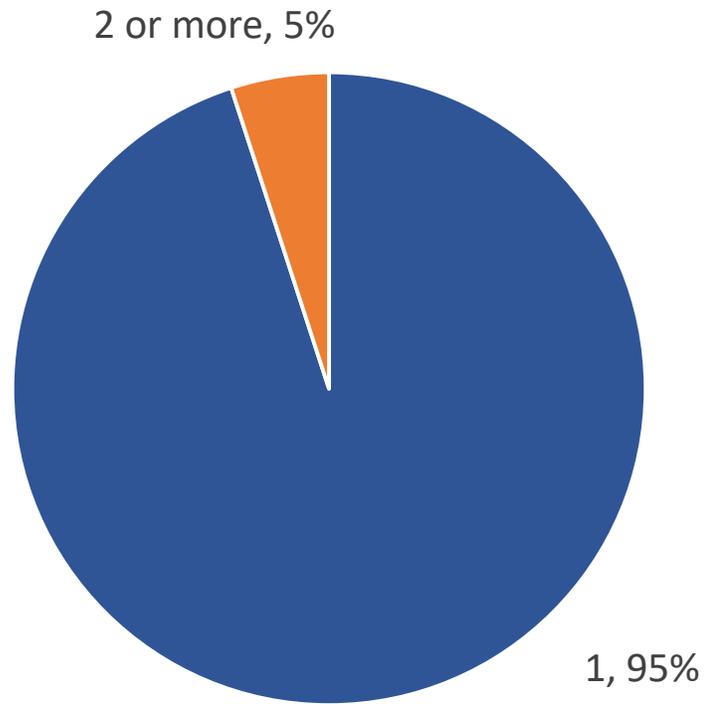
Annual Revenues of the Portion of the Organization That the Compliance Program Oversees

We find a similar distribution when staff professionals report the revenues for that part of the organization overseen by the compliance program, including 25% who work in organizations with a compliance program responsible for \$1 billion or more in revenue.



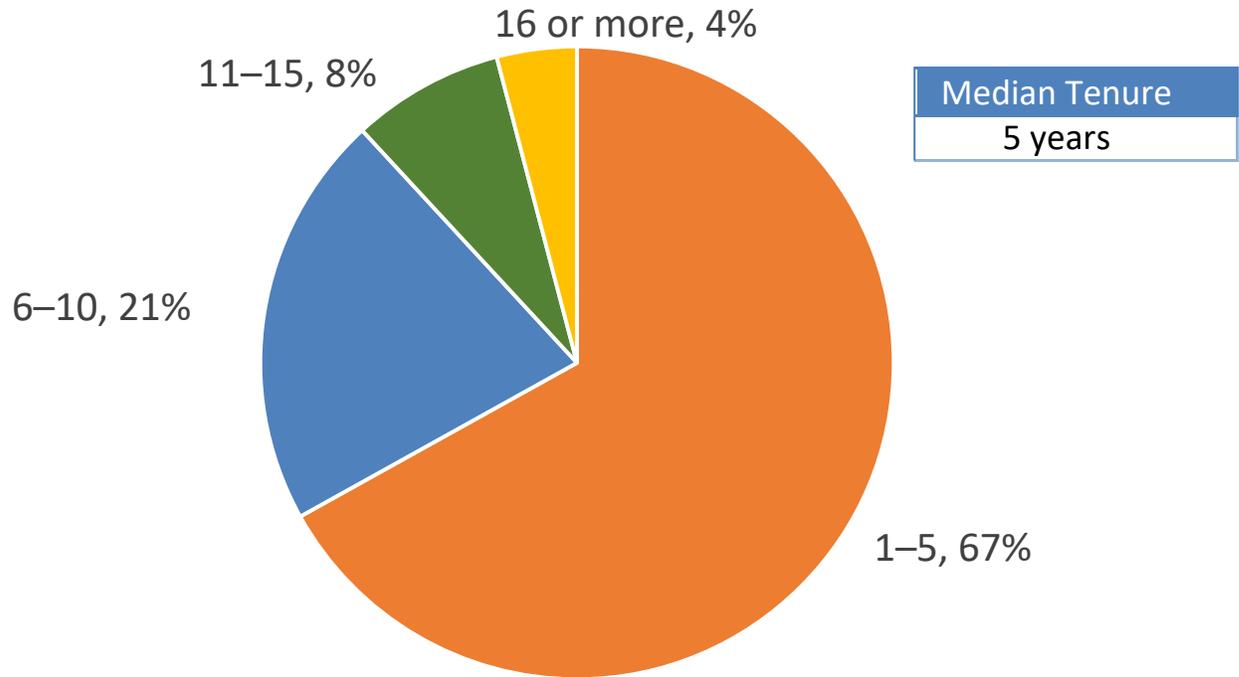
Number of Countries in Which Compliance Is Managed

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



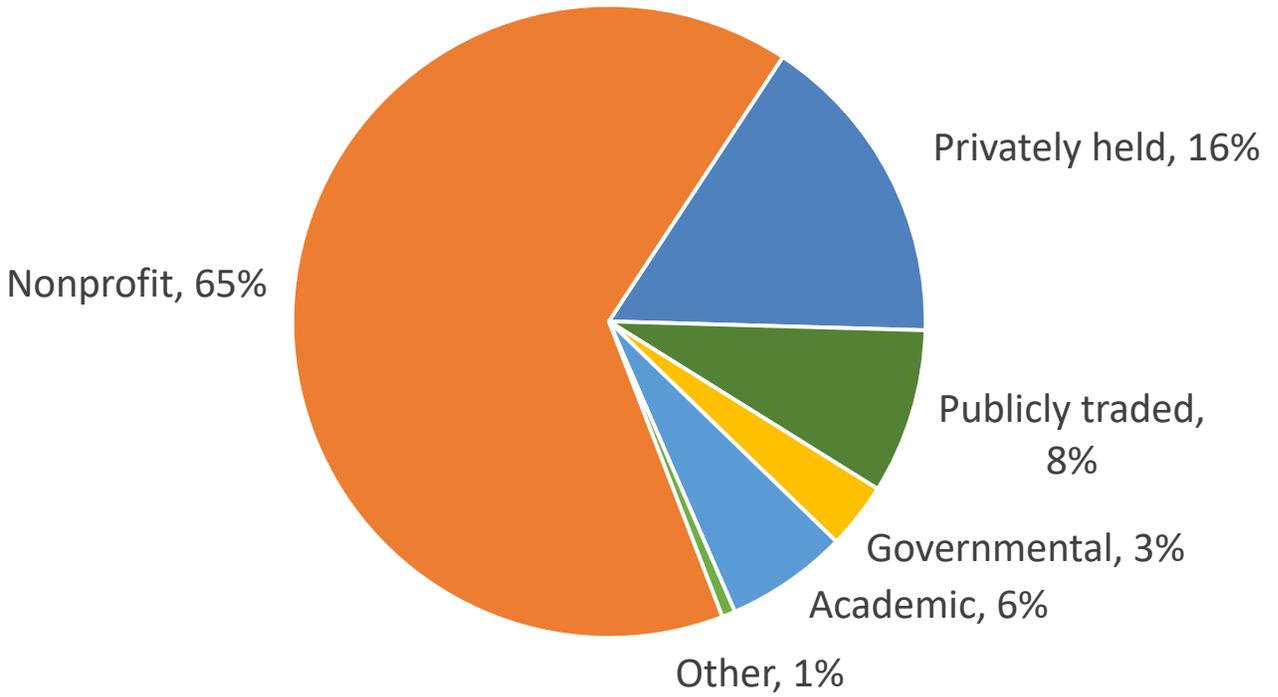
Number of Years in the Compliance Department

Two-thirds of compliance staff professionals have worked in their department for five years or less; one-third have been with the group for more than 5 years. The median length of time across the sample is 5 years.



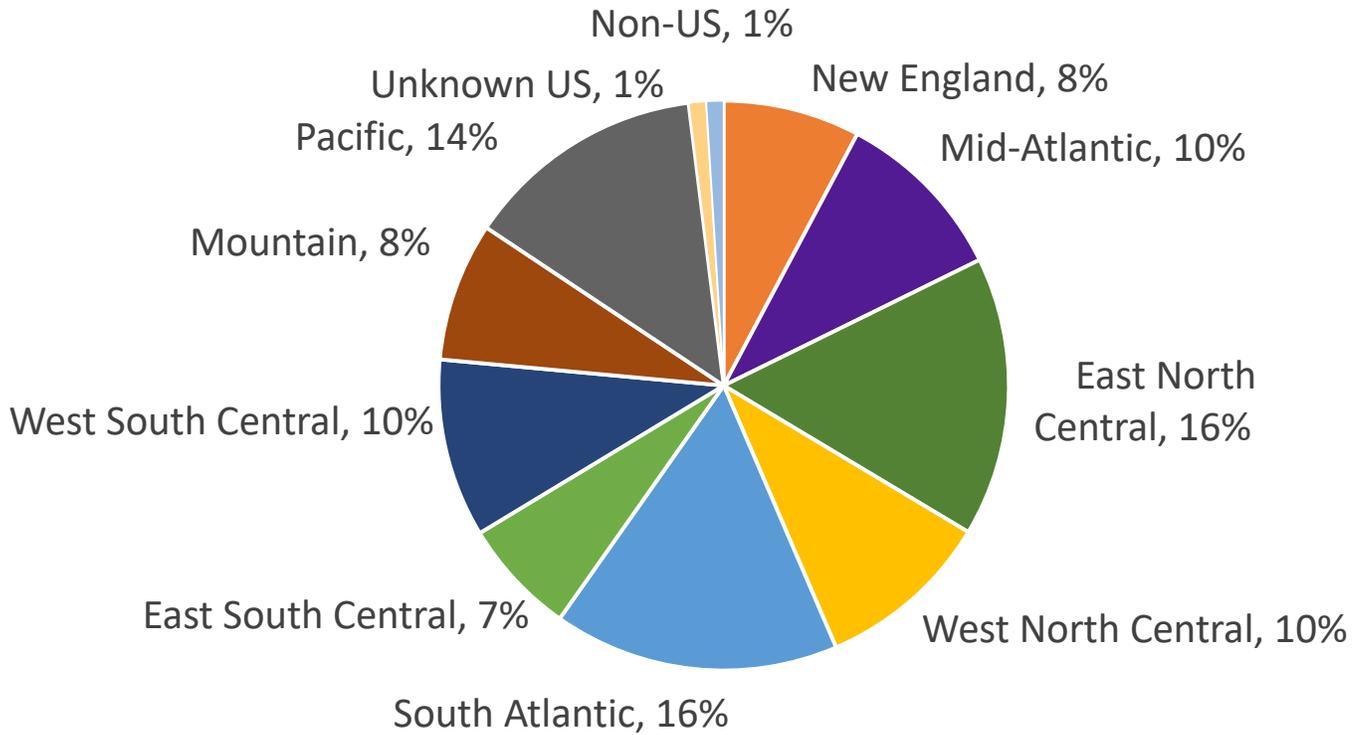
Type of Organization

The types of organizations that staff professionals work for mirror what we saw for CCOs: the majority work in nonprofit organizations.



Geographic Region

Health care compliance staff professionals are widely, and nearly evenly, distributed by geographic region.



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		

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

Directors and assistants/specialists work for departments with the greatest proportion of risk involvement managed; vice presidents and managers fall in between.

	Vice President*	Director	Manager	Assistant/Specialist
0-25%	23%	16%	11%	13%
26%-50%	23%	22%	32%	23%
51%-75%	31%	35%	39%	35%
76%-100%	23%	27%	19%	29%

*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

Auditing, policies and procedures, education, investigations, and risk assessment are the compliance elements that staff professionals focus on in their work.

	Director	Manager	Assistant/ Specialist
Compliance Auditing/Monitoring	90%	83%	87%
Policies and Procedures	90%	82%	79%
Compliance Education	89%	84%	78%
Compliance Investigations	88%	82%	73%
Compliance Risk Assessments	87%	69%	58%
Hot Line/Anonymous Reporting	71%	55%	54%
Measuring Program Effectiveness	68%	53%	41%
Code of Conduct	64%	47%	42%
Compliance Discipline/Incentives	55%	36%	27%
Reporting to the Board	45%	32%	22%

How Many People Report Up Through To The Individual?

Three in four directors have people who report to them. Half of managers have direct reports; almost all managers with direct reports have staffs of between 1 and 5.

	Director	Manager	Assistant/ Specialist
0	26%	49%	91%
1-2	28%	26%	6%
3-5	19%	20%	1%
6-10	15%	1%	1%
11 or more	12%	3%	1%

Certifications

The CHC is by far the most common certification among healthcare staff members, including 58% of directors who have the credential. Ranked second is the CHPC.

	Director	Manager	Assistant/ Specialist
Certified in Healthcare Compliance (CHC)	58%	43%	42%
Certified in Healthcare Privacy Compliance (CHPC)	21%	18%	12%
Certified in Healthcare Research Compliance (CHRC)	5%	5%	2%
Certified Compliance and Ethics Professional (CCEP)	4%	5%	1%
Certified Internal Auditor (CIA)	2%	1%	1%
Certified Information Privacy Professional (CIPP)	2%	1%	0%
Professionals in Human Resources (PHR)	2%	1%	0%
Senior Professionals in Human Resources (SPHR)	0%	1%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	1%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	1%	0%
Other	32%	32%	38%
None	12%	19%	18%

Do You Have A Contract?

No more than 6% of staff members, at each level, have a contract.

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

Do You Have A Severance Clause in Your Contract?

Among the few managers with a contract, 54% say it includes a severance clause. The comparable percentage for assistants/specialists is 25%.

% Among Those With Contract	Director	Manager	Assistant/ Specialist
Yes	*	54%	25%
No	*	46%	75%
*Insufficient data			

Highest Level of Education

The highest level of education for approximately one-third of staff members is a bachelor's degree. Directors are the most likely to have an advanced degree.

	Director	Manager	Assistant/ Specialist
Some college	8%	11%	19%
Bachelor's degree	28%	34%	37%
MBA	15%	10%	6%
Master's degree (non-MBA)	30%	28%	23%
JD	17%	17%	13%
PhD	2%	2%	1%

Gender

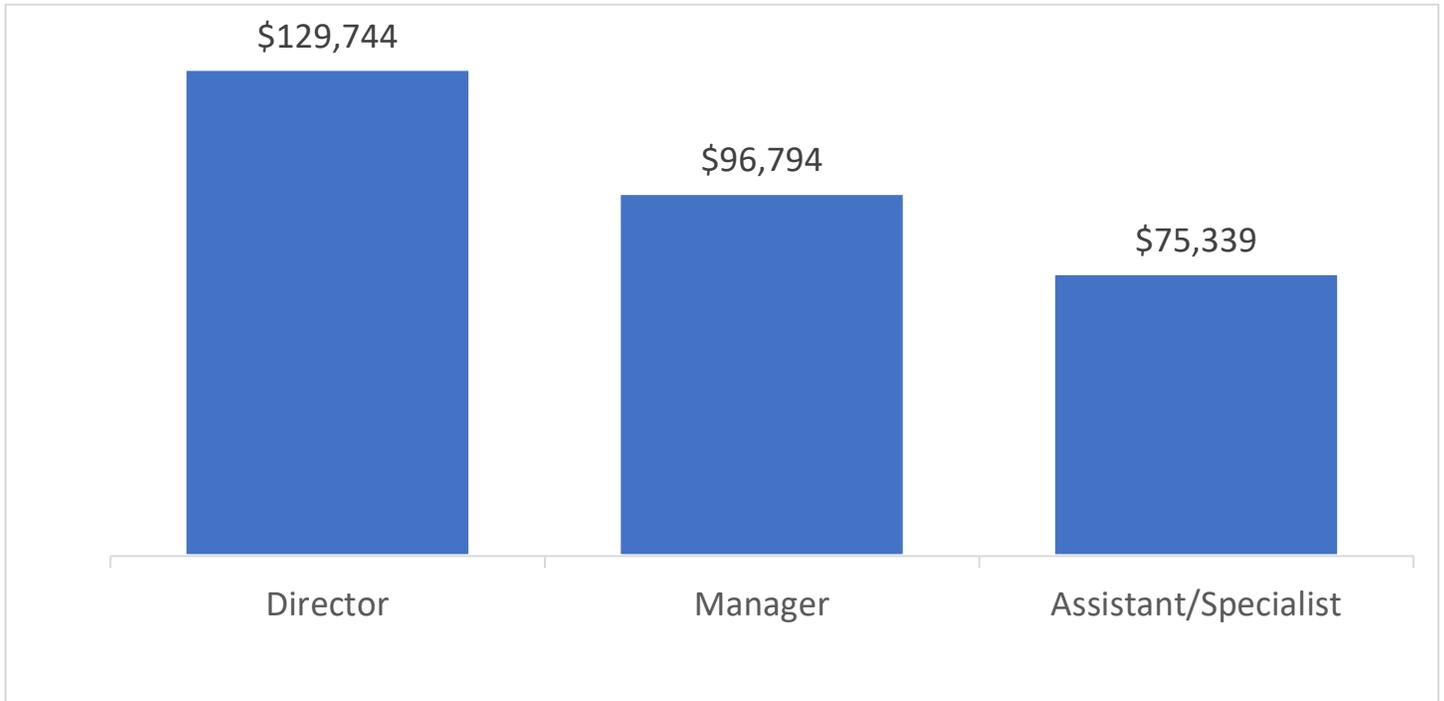
The majority of staff members, across titles, are women.

	Director	Manager	Assistant/ Specialist
Men	25%	19%	23%
Women	75%	81%	77%

Executive Summary

Average Total Compensation by Title/Level

Not surprisingly, we see a steady progression in total compensation from director to assistant/specialist level.



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

Director and manager compensation tends to increase linearly with the amount of compliance-managed organization revenue. For assistant/specialists, compensation hardly varies by organization revenue (with one outlying exception).

Annual Revenue in Compliance Portion of Organization	Director	Manager	Assistant/ Specialist
Less than \$5 million	\$97,187	\$96,339	\$72,618
\$5–less than \$15 million	\$126,283	\$80,950	\$70,552
\$15–less than \$30 million	\$104,013	\$85,418	\$73,970
\$30–less than \$50 million	\$123,273	\$102,099	\$66,744
\$50–less than \$100 million	\$107,098	\$83,196	\$69,217
\$100–less than \$500 million	\$126,100	\$92,315	\$72,188
\$500 million–less than \$1 billion	\$150,317	\$101,651	\$115,447
\$1 billion–less than \$3 billion	\$141,705	\$104,576	\$75,703
\$3 billion or more	\$183,918	\$115,143	\$76,874

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

We see a similar pattern when it comes to compensation by number of compliance employees: for directors, a generally linear relationship; for assistants/specialists, no strong pattern.

Employees in Compliance Portion of Organization	Director	Manager	Assistant/Specialist
Less than 100	\$120,272	\$82,024	\$77,205
100–249	\$86,357	\$112,946	\$69,110
250–499	\$112,800	\$88,005	\$59,157
500–999	\$112,314	\$84,416	\$65,446
1,000–1,999	\$107,607	\$99,443	\$63,630
2,000–2,999	\$129,579	\$98,040	\$69,494
3,000–4,999	\$126,559	\$98,089	\$77,296
5,000–7,499	\$149,033	\$103,468	\$69,196
7,500–14,999	\$158,894	\$97,839	\$102,784
15,000 or more	\$156,755	\$108,388	\$77,498

Average Total Compensation by Number of Employees Reporting Up Through To Individual

Directors with more direct reports tend to have higher levels of compensation than those with fewer reports; the relationship among other titles is not as clear.

Employees Reporting To Individual	Director	Manager	Assistant/ Specialist
0	\$121,052	\$92,073	\$74,791
1–2	\$127,189	\$102,813	\$88,143
3–5	\$130,387	\$102,120	*
6–10	\$143,155	*	*
11 or more	\$137,038	\$91,333	*
*Insufficient data			

Average Total Compensation by Type of Organization

With the exception of directors, where those in publicly traded firms have the highest compensation, we see very few patterns when we look at compensation by type of organization for managers and assistants/specialists.

Type of Organization	Director	Manager	Assistant/ Specialist
Publicly Traded	\$159,889	\$107,576	\$80,050
Privately Held	\$133,088	\$100,655	\$65,132
Academic	\$127,047	\$120,833	\$81,708
Non-Profit	\$126,246	\$92,398	\$74,088
Governmental	*	\$96,775	\$131,992
*Insufficient data			

Average Total Compensation by Certifications Held

No type of certification stands out when it comes to total compensation, although those with any certification have higher compensation levels than those with none.

Certifications Held	Director	Manager	Assistant/ Specialist
Certified Compliance and Ethics Professional (CCEP)	\$146,534	\$106,932	*
Certified in Healthcare Research Compliance (CHRC)	\$140,533	\$104,652	\$80,884
Certified in Healthcare Privacy Compliance (CHPC)	\$135,751	\$94,757	\$76,200
Certified in Healthcare Compliance (CHC)	\$135,282	\$100,464	\$73,491
Other	\$127,530	\$99,432	\$82,728
None	\$114,390	\$83,919	\$64,979
*Insufficient data			

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

Total compensation tends to be higher among staff members who specialize in a smaller number of compliance program elements.

Number of Compliance Elements Involved In	Director	Manager	Assistant/ Specialist
1–3	\$149,589	\$104,779	\$94,124
4–6	\$136,666	\$97,272	\$69,732
7–9	\$128,008	\$95,503	\$71,837
All 10	\$120,567	\$86,114	\$67,230

Average Total Compensation by Contract Status

We see no consistent correlation between total compensation and whether the staff member has a contract.

Contract Status	Director	Manager	Assistant/ Specialist
Have contract	*	\$109,458	\$60,296
No contract	\$129,578	\$95,930	\$76,317
*Insufficient data			

Average Total Compensation Severance Clause Status

Managers, the only segment with large enough sample to draw comparisons, have higher compensation levels with a severance clause vs. without.

Severance Clause In Contract	Director	Manager	Assistant/ Specialist
Yes	*	\$122,000	*
No	*	\$87,417	\$60,162
*Insufficient data			

Amount of Bonus Eligible

As one might expect, directors are more likely than managers or assistant/specialists to receive a bonus—and to have bonuses tied to higher proportions of salary.

Bonus As % of Salary	Director	Manager	Assistant/ Specialist
None	38%	54%	75%
0–10% of salary	26%	35%	24%
11%–20% of salary	26%	9%	2%
21%–30% of salary	8%	3%	0%
31%–40% of salary	1%	0%	0%
41% or more of salary	0%	0%	0%

Salary Data

Director Salary Results Health Care

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
All Respondents	130	\$119,880	\$95,000	\$113,500	\$136,700	\$129,744	\$100,000	\$122,500	\$152,500
Percentage of company's legal and regulatory risk areas involved in:									
0%–25%	21	\$119,327	\$93,000	\$110,000	\$139,000	\$133,560	\$93,400	\$113,000	\$165,000
26%–50%	29	\$122,722	\$100,000	\$120,000	\$138,000	\$136,685	\$100,000	\$135,000	\$160,000
51%–75%	45	\$122,148	\$105,000	\$114,000	\$140,000	\$129,689	\$108,000	\$123,000	\$150,000
76%–100%	35	\$114,943	\$91,000	\$110,000	\$128,000	\$121,775	\$97,000	\$113,500	\$141,119
Number of employees in the compliance and ethics group:									
1	8	\$95,700	\$68,600	\$101,500	\$114,000	\$96,950	\$69,600	\$103,000	\$114,000
2 to 5	36	\$102,513	\$88,000	\$100,000	\$112,250	\$113,483	\$91,000	\$105,000	\$122,750
6 to 10	25	\$112,980	\$90,000	\$109,000	\$120,000	\$121,024	\$100,000	\$109,000	\$137,000
11 to 15	17	\$123,627	\$120,000	\$128,500	\$135,000	\$128,744	\$120,000	\$130,000	\$146,201
16 to 20	15	\$145,738	\$110,000	\$135,500	\$173,000	\$155,344	\$121,000	\$152,500	\$177,000
More than 20	29	\$138,488	\$112,611	\$138,000	\$145,000	\$153,841	\$126,651	\$146,000	\$169,000
Annual compliance budget:									
< \$100k	4								
\$100k–\$249k	8	\$94,025	\$73,000	\$88,600	\$125,500	\$97,150	\$75,000	\$95,600	\$127,750
\$250k–\$499k	6	\$116,500	\$90,000	\$101,500	\$116,000	\$140,000	\$90,000	\$104,500	\$228,000
\$500k–\$999k	4								
\$1m–\$1.9m	8	\$146,963	\$122,500	\$134,851	\$173,750	\$156,213	\$125,000	\$145,601	\$176,875
\$2m+	8	\$130,713	\$107,000	\$133,350	\$145,000	\$137,088	\$112,750	\$137,500	\$156,675
Number of employees that department runs compliance for:									
Less than 100	18	\$107,044	\$90,000	\$108,500	\$117,000	\$120,272	\$90,400	\$109,500	\$146,000
100–249	7	\$85,286	\$80,000	\$88,000	\$90,000	\$86,357	\$80,000	\$91,000	\$91,500
250–499	10	\$108,900	\$90,000	\$104,000	\$114,000	\$112,800	\$91,000	\$107,000	\$114,000
500–999	12	\$103,647	\$74,750	\$101,000	\$130,651	\$112,314	\$83,250	\$106,500	\$145,901
1,000–1,999	14	\$103,821	\$76,000	\$103,000	\$125,000	\$107,607	\$84,000	\$107,000	\$125,000
2,000–2,999	7	\$112,139	\$95,000	\$114,000	\$128,500	\$129,579	\$116,000	\$123,000	\$155,555
3,000–4,999	14	\$119,102	\$105,000	\$116,306	\$135,000	\$126,559	\$105,000	\$126,500	\$141,119
5,000–7,499	15	\$137,800	\$108,000	\$128,000	\$173,000	\$149,033	\$108,000	\$135,000	\$195,500
7,500–14,999	13	\$144,250	\$111,000	\$125,000	\$167,000	\$158,894	\$125,000	\$139,350	\$177,000
15,000+	20	\$143,987	\$121,275	\$139,500	\$153,588	\$156,755	\$125,488	\$154,500	\$176,628

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Annual revenues of part of organization that the department runs compliance for:									
Less than \$5 million	15	\$95,520	\$75,000	\$100,000	\$109,000	\$97,187	\$75,000	\$100,000	\$109,000
\$5 million to less than \$15 million	14	\$121,748	\$95,000	\$118,000	\$128,000	\$126,283	\$105,000	\$120,000	\$135,000
\$15 million to less than \$30 million	16	\$100,663	\$88,000	\$96,500	\$114,000	\$104,013	\$90,250	\$104,000	\$122,250
\$30 million to less than \$50 million	11	\$109,182	\$85,000	\$109,000	\$113,000	\$123,273	\$91,000	\$112,000	\$137,000
\$50 million to less than \$100 million	10	\$99,561	\$67,000	\$105,949	\$120,000	\$107,098	\$67,000	\$111,633	\$135,000
\$100 million to less than \$500 million	17	\$110,776	\$91,000	\$108,000	\$130,000	\$126,100	\$91,200	\$110,000	\$145,000
\$500 million to less than \$1 billion	18	\$134,706	\$106,000	\$126,750	\$160,000	\$150,317	\$112,000	\$146,000	\$172,000
\$1 billion to less than \$3 billion	15	\$133,438	\$120,000	\$132,000	\$145,000	\$141,705	\$124,000	\$141,119	\$156,000
\$3 billion or more	14	\$166,463	\$141,000	\$151,376	\$195,000	\$183,918	\$157,000	\$174,085	\$195,000
Number of countries in which compliance is involved:									
1	127	\$119,972	\$95,000	\$112,611	\$137,119	\$129,998	\$100,000	\$124,000	\$153,000
2 or more	3								
Number of years in the compliance department:									
1 or less	17	\$127,168	\$105,000	\$119,350	\$150,000	\$138,874	\$107,000	\$140,000	\$165,000
2	16	\$110,656	\$92,250	\$110,000	\$127,625	\$124,119	\$96,300	\$110,000	\$131,750
3	8	\$135,675	\$94,050	\$141,000	\$178,250	\$146,925	\$94,050	\$143,000	\$209,750
4	13	\$108,596	\$75,000	\$102,897	\$118,000	\$118,561	\$75,000	\$112,000	\$155,555
5	14	\$110,695	\$100,000	\$112,000	\$125,000	\$114,838	\$100,000	\$114,000	\$134,000
6–10	21	\$112,760	\$90,000	\$114,000	\$135,500	\$124,063	\$91,200	\$123,000	\$155,700
11–15	21	\$128,150	\$108,000	\$111,000	\$139,000	\$134,745	\$108,000	\$135,000	\$153,000
16 or more	20	\$127,306	\$97,500	\$120,000	\$143,030	\$138,031	\$101,000	\$126,500	\$154,000
Years in compliance profession:									
<3 years	11	\$100,825	\$75,000	\$95,000	\$109,000	\$112,469	\$75,000	\$95,000	\$155,555
3–5 years	31	\$102,056	\$90,000	\$100,000	\$117,000	\$109,101	\$90,000	\$105,000	\$125,000
6–10 years	41	\$123,906	\$105,000	\$120,000	\$140,000	\$134,192	\$111,000	\$128,500	\$161,000
11–15 years	23	\$126,898	\$101,000	\$111,500	\$145,000	\$137,511	\$105,000	\$121,000	\$161,952
16–20 years	19	\$134,046	\$109,000	\$130,000	\$151,000	\$143,783	\$125,100	\$137,000	\$157,000
21+ years	5	\$153,200	\$120,000	\$131,000	\$180,000	\$170,200	\$134,000	\$160,000	\$222,000

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Certifications:									
Certified Public Accountant (CPA)	0								
Certified Compliance and Ethics Professional (CCEP)	5	\$137,860	\$114,000	\$150,000	\$155,800	\$146,534	\$114,000	\$161,000	\$165,000
Certified Compliance and Ethics Professional–International (CCEP–I)	1								
Certified in Healthcare Compliance (CHC)	75	\$126,126	\$105,000	\$118,000	\$141,000	\$135,282	\$109,000	\$131,000	\$156,000
Certified in Healthcare Research Compliance (CHRC)	6	\$134,533	\$106,000	\$136,100	\$151,000	\$140,533	\$106,000	\$151,750	\$155,700
Certified in Healthcare Privacy Compliance (CHPC)	27	\$127,574	\$102,897	\$126,651	\$138,736	\$135,751	\$112,000	\$128,500	\$161,000
Certified Fraud Examiner (CFE)	0								
Certified Internal Auditor (CIA)	3								
Certified Information Privacy Professional (CIPP)	3								
Other	41	\$121,979	\$93,000	\$111,000	\$137,119	\$127,530	\$93,000	\$120,000	\$150,000
None	15	\$93,823	\$75,000	\$91,000	\$108,000	\$114,390	\$81,000	\$91,500	\$139,350
Type of organization:									
Nonprofit	82	\$119,108	\$90,400	\$113,306	\$137,119	\$126,246	\$93,400	\$123,500	\$146,201
Privately held	24	\$117,958	\$95,000	\$115,000	\$120,000	\$133,088	\$101,750	\$122,500	\$154,750
Publicly traded	9	\$129,889	\$105,000	\$117,000	\$158,000	\$159,889	\$121,000	\$152,000	\$210,000
Governmental	4								
Academic	10	\$121,860	\$102,897	\$109,500	\$136,700	\$127,047	\$107,000	\$112,633	\$155,700
Number of compliance elements involved in:									
1–3	9	\$137,145	\$119,350	\$135,000	\$145,000	\$149,589	\$130,000	\$145,000	\$157,000
4–6	32	\$122,384	\$89,750	\$116,000	\$138,750	\$136,666	\$95,500	\$122,500	\$165,500
7–9	56	\$119,635	\$93,500	\$114,000	\$137,014	\$128,008	\$95,050	\$124,000	\$150,550
All 10	33	\$113,162	\$93,000	\$105,000	\$125,100	\$120,567	\$100,000	\$109,000	\$135,000
Geographic region:									
New England	10	\$120,412	\$74,000	\$114,500	\$162,000	\$129,612	\$74,000	\$115,500	\$162,000
Mid-Atlantic	17	\$127,757	\$90,000	\$120,000	\$135,000	\$131,139	\$91,500	\$125,000	\$160,000
East North Central	24	\$119,342	\$105,000	\$122,500	\$138,750	\$126,508	\$105,000	\$134,500	\$149,050
West North Central	12	\$105,917	\$92,000	\$102,500	\$123,750	\$108,583	\$92,500	\$106,000	\$131,500
South Atlantic	17	\$118,348	\$110,000	\$111,500	\$135,500	\$124,552	\$110,000	\$125,000	\$138,736
East South Central	15	\$109,867	\$99,000	\$109,000	\$116,000	\$131,273	\$109,000	\$114,000	\$156,000
West South Central	9	\$119,889	\$93,000	\$105,000	\$141,000	\$142,778	\$100,000	\$121,000	\$169,000
Mountain	14	\$116,983	\$102,897	\$116,675	\$126,651	\$125,366	\$114,266	\$124,050	\$139,350
Pacific	11	\$132,600	\$90,000	\$150,000	\$170,000	\$146,134	\$90,400	\$165,000	\$195,500

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Age:									
Less than 30	5	\$102,500	\$77,000	\$100,000	\$128,500	\$102,500	\$77,000	\$100,000	\$128,500
30–34	15	\$119,120	\$105,000	\$116,000	\$139,000	\$128,192	\$105,000	\$133,611	\$153,000
35–39	22	\$117,975	\$102,897	\$105,500	\$126,651	\$130,213	\$105,000	\$119,133	\$150,000
40–44	23	\$111,800	\$91,000	\$108,000	\$125,000	\$121,817	\$91,000	\$112,000	\$152,000
45–49	25	\$117,305	\$99,000	\$111,500	\$138,736	\$123,225	\$99,000	\$122,000	\$145,000
50–54	11	\$116,055	\$105,000	\$116,000	\$135,500	\$131,873	\$105,000	\$134,000	\$155,700
55–59	17	\$138,353	\$97,000	\$118,000	\$180,000	\$154,324	\$110,000	\$131,000	\$222,000
60–64	8	\$125,884	\$109,000	\$130,500	\$136,589	\$128,634	\$109,000	\$132,000	\$139,589
65+	4								
Contract status:									
Yes	3								
No	127	\$120,319	\$95,000	\$114,000	\$137,119	\$129,578	\$100,000	\$123,000	\$152,500
Are your compliance responsibilities:									
Broad, covering a range of compliance-related risks	99	\$114,927	\$93,000	\$110,000	\$130,000	\$124,728	\$93,400	\$115,000	\$145,000
Focused on a particular risk area (i.e. privacy, safety)	31	\$135,699	\$110,000	\$135,500	\$145,000	\$145,766	\$113,000	\$146,000	\$161,000
If focused: Which legal and regulatory risk areas are you primarily focused on?									
Privacy	13	115,076	85,000	111,500	126,651	124,768	112,000	124,000	138,736
IT	0								
Occupational health and safety	1								
Other	17	153,863	135,500	139,000	185,000	164,103	146,000	153,000	185,000
Number of people that report up through you:									
0	34	\$108,888	\$93,000	\$110,500	\$120,000	\$121,052	\$93,000	\$114,000	\$140,000
1 to 2	36	\$116,387	\$102,224	\$115,000	\$131,125	\$127,189	\$105,250	\$127,576	\$140,677
3 to 5	25	\$121,592	\$92,000	\$120,000	\$139,000	\$130,387	\$93,400	\$125,000	\$167,000
6 to 10	19	\$134,786	\$105,000	\$134,201	\$145,000	\$143,155	\$109,000	\$145,000	\$157,000
11 or more	16	\$130,725	\$91,550	\$110,000	\$164,250	\$137,038	\$91,550	\$111,500	\$171,250
Number of employees in compliance and ethics group:									
1	8	\$95,700	\$68,600	\$101,500	\$114,000	\$96,950	\$69,600	\$103,000	\$114,000
2 to 5	36	\$102,513	\$88,000	\$100,000	\$112,250	\$113,483	\$91,000	\$105,000	\$122,750
6 to 10	25	\$112,980	\$90,000	\$109,000	\$120,000	\$121,024	\$100,000	\$109,000	\$137,000
11 to 15	17	\$123,627	\$120,000	\$128,500	\$135,000	\$128,744	\$120,000	\$130,000	\$146,201
16 to 20	15	\$145,738	\$110,000	\$135,500	\$173,000	\$155,344	\$121,000	\$152,500	\$177,000
More than 20	29	\$138,488	\$112,611	\$138,000	\$145,000	\$153,841	\$126,651	\$146,000	\$169,000

	Responses	Average	Base Salary			Average	Total Compensation		
			25th Percentile	Median	75th Percentile		25th Percentile	Median	75th Percentile
Highest level of education attained:									
Some college	11	\$105,527	\$90,000	\$97,000	\$120,000	\$117,982	\$90,000	\$97,000	\$137,000
Bachelor's Degree	36	\$115,022	\$87,400	\$105,500	\$131,500	\$122,991	\$91,000	\$112,000	\$142,500
MBA	19	\$131,930	\$110,000	\$128,000	\$145,000	\$139,846	\$116,000	\$139,350	\$157,000
Master's Degree (non-MBA)	39	\$114,790	\$95,000	\$111,000	\$138,000	\$127,920	\$99,000	\$115,000	\$153,000
JD	22	\$130,562	\$109,000	\$120,000	\$141,000	\$138,107	\$109,000	\$125,876	\$156,000
PhD	3								
If have contract: Do you have a severance clause in contract:									
Yes	0								
No	3								

Manager Salary Results Healthcare

	Base Salary					Total Compensation			
	Responses	Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
All Respondents	188	\$92,607	\$74,175	\$93,400	\$107,375	\$96,794	\$76,760	\$96,140	\$111,750
Percentage of company's legal and regulatory risk involved in:									
0%–25%	20	\$102,960	\$67,425	\$89,000	\$111,500	\$110,470	\$77,525	\$97,600	\$115,750
26%–50%	60	\$90,710	\$74,250	\$93,000	\$107,763	\$93,762	\$76,875	\$93,500	\$110,687
51%–75%	73	\$92,323	\$78,900	\$97,000	\$105,000	\$96,632	\$78,900	\$100,000	\$111,000
76%–100%	35	\$90,536	\$67,000	\$93,800	\$107,000	\$94,513	\$67,000	\$95,000	\$113,500
Number of employees in the compliance and ethics group:									
1	15	\$94,671	\$62,000	\$67,000	\$93,000	\$95,624	\$64,000	\$67,700	\$93,000
2 to 5	65	\$84,975	\$68,000	\$87,200	\$102,000	\$87,426	\$68,000	\$89,450	\$105,000
6 to 10	30	\$91,209	\$79,500	\$92,000	\$105,000	\$93,534	\$79,500	\$92,375	\$106,000
11 to 15	23	\$86,907	\$74,700	\$90,000	\$102,000	\$93,433	\$78,000	\$100,200	\$110,916
16 to 20	9	\$103,875	\$97,000	\$110,000	\$116,000	\$110,597	\$98,000	\$125,000	\$134,850
More than 20	46	\$104,276	\$93,000	\$100,500	\$113,000	\$111,518	\$95,000	\$107,442	\$123,000
Annual compliance budget:									
< \$100k	3								
\$100k–\$249k	2								
\$250k–\$499k	0								
\$500k–\$999k	3								
\$1m–\$1.9m	3								
\$2m+	4								
Number of employees that department runs compliance for:									
Less than 100	33	\$79,418	\$61,000	\$83,000	\$101,000	\$82,024	\$61,000	\$87,500	\$102,060
100–249	14	\$106,782	\$72,000	\$83,225	\$94,500	\$112,946	\$73,300	\$90,725	\$114,500
250–499	22	\$82,653	\$60,000	\$81,750	\$104,520	\$88,005	\$60,000	\$85,000	\$104,520
500–999	14	\$83,491	\$67,000	\$82,918	\$102,000	\$84,416	\$67,000	\$83,293	\$106,000
1,000–1,999	12	\$94,257	\$74,697	\$93,400	\$105,750	\$99,443	\$74,885	\$99,000	\$106,500
2,000–2,999	11	\$96,813	\$87,200	\$95,745	\$105,000	\$98,040	\$88,200	\$95,745	\$105,000
3,000–4,999	9	\$95,422	\$60,000	\$107,000	\$120,000	\$98,089	\$60,000	\$107,000	\$120,000
5,000–7,499	11	\$102,064	\$92,700	\$98,000	\$107,000	\$103,468	\$92,750	\$101,200	\$107,000
7,500–14,999	21	\$94,124	\$88,000	\$97,884	\$101,300	\$97,839	\$88,000	\$98,000	\$107,884
15,000+	41	\$101,292	\$87,000	\$105,000	\$115,900	\$108,388	\$87,547	\$113,000	\$123,000

Responses	Base Salary					Total Compensation			
	Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile	
Annual revenues of part of organization that department runs compliance for:									
Less than \$5 million	27	\$94,650	\$62,000	\$83,000	\$102,000	\$96,339	\$63,000	\$87,500	\$102,000
\$5 million to less than \$15 million	21	\$78,069	\$58,000	\$81,450	\$105,000	\$80,950	\$59,500	\$89,450	\$105,000
\$15 million to less than \$30 million	18	\$83,096	\$63,024	\$86,100	\$92,000	\$85,418	\$65,000	\$88,600	\$96,000
\$30 million to less than \$50 million	13	\$96,299	\$80,000	\$94,000	\$110,000	\$102,099	\$80,000	\$105,000	\$110,000
\$50 million to less than \$100 million	18	\$80,855	\$69,000	\$87,000	\$95,000	\$83,196	\$70,000	\$87,100	\$98,000
\$100 million to less than \$500 million	20	\$88,703	\$67,250	\$96,900	\$113,854	\$92,315	\$67,250	\$97,250	\$118,750
\$500 million to less than \$1 billion	15	\$98,271	\$90,000	\$98,000	\$107,850	\$101,651	\$92,700	\$100,000	\$115,000
\$1 billion to less than \$3 billion	27	\$99,440	\$88,000	\$99,700	\$115,000	\$104,576	\$92,000	\$104,280	\$115,900
\$3 billion or more	29	\$106,177	\$94,000	\$108,000	\$116,000	\$115,143	\$94,000	\$116,000	\$124,685
Number of countries in which compliance works:									
1	174	\$91,662	\$73,000	\$92,000	\$107,000	\$95,070	\$74,000	\$93,900	\$107,884
2 or more	14	\$104,357	\$100,000	\$103,500	\$115,000	\$118,214	\$110,000	\$116,500	\$122,000
Number of years in the compliance department:									
1 or less	35	\$94,033	\$85,000	\$95,000	\$107,500	\$97,747	\$85,000	\$100,000	\$107,500
2	23	\$90,000	\$68,000	\$94,500	\$106,000	\$95,074	\$68,000	\$104,000	\$116,000
3	15	\$75,008	\$58,000	\$76,836	\$102,000	\$79,268	\$60,000	\$77,586	\$103,000
4	13	\$93,985	\$78,000	\$88,000	\$115,000	\$99,383	\$78,000	\$100,200	\$120,000
5	19	\$85,263	\$72,000	\$87,500	\$100,000	\$86,750	\$73,300	\$90,000	\$100,000
6–10	38	\$98,125	\$74,000	\$93,350	\$110,000	\$102,187	\$74,000	\$96,000	\$113,500
11–15	22	\$102,985	\$92,000	\$104,760	\$115,900	\$109,826	\$93,000	\$105,500	\$118,000
16 or more	23	\$90,767	\$67,000	\$95,000	\$105,000	\$93,950	\$67,000	\$95,000	\$120,000
Years in compliance profession:									
<3 years	25	\$78,128	\$60,000	\$83,000	\$94,500	\$80,804	\$62,500	\$85,000	\$95,000
3–5 years	56	\$94,290	\$73,250	\$88,000	\$102,000	\$98,365	\$74,000	\$92,000	\$105,000
6–10 years	60	\$94,645	\$82,974	\$97,942	\$110,854	\$100,092	\$89,588	\$104,750	\$119,500
11–15 years	26	\$94,844	\$79,000	\$99,850	\$110,000	\$97,083	\$79,000	\$100,350	\$112,000
16–20 years	17	\$95,973	\$90,000	\$98,000	\$112,000	\$100,032	\$90,000	\$98,000	\$123,000
21+ years	4								

	Responses	Base Salary				Total Compensation			
		Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Certifications:									
Certified Public Accountant (CPA)	2								
Certified Compliance and Ethics Professional (CCEP)	9	\$96,698	\$98,000	\$102,000	\$120,000	\$106,932	\$102,060	\$118,000	\$120,000
Certified Compliance and Ethics Professional–International (CCEP–I)	2								
Certified in Healthcare Compliance (CHC)	80	\$96,646	\$82,000	\$98,000	\$110,312	\$100,464	\$82,250	\$102,000	\$112,750
Certified in Healthcare Research Compliance (CHRC)	9	\$101,385	\$90,000	\$98,000	\$105,000	\$104,652	\$90,000	\$101,200	\$105,000
Certified in Healthcare Privacy Compliance (CHPC)	33	\$92,270	\$85,000	\$95,000	\$102,000	\$94,757	\$85,000	\$100,000	\$107,000
Certified Fraud Examiner (CFE)	1								
Certified Internal Auditor (CIA)	2								
Certified Information Privacy Professional (CIPP)	2								
Other	60	\$96,236	\$80,363	\$95,000	\$114,250	\$99,432	\$82,000	\$97,140	\$115,750
None	36	\$80,177	\$60,000	\$83,500	\$98,750	\$83,919	\$60,000	\$87,600	\$104,375
Type of organization:									
Nonprofit	118	\$89,646	\$74,000	\$91,000	\$105,000	\$92,398	\$74,100	\$92,725	\$107,000
Privately held	30	\$94,933	\$62,000	\$85,350	\$105,000	\$100,655	\$67,700	\$92,250	\$107,000
Publicly traded	24	\$98,826	\$92,250	\$102,000	\$110,250	\$107,576	\$100,000	\$111,000	\$122,750
Governmental	10	\$89,705	\$73,000	\$94,873	\$107,000	\$96,775	\$89,000	\$101,250	\$110,000
Academic	6	\$119,167	\$102,000	\$116,500	\$135,000	\$120,833	\$102,000	\$121,500	\$135,000
Number of compliance elements involved in:									
1–3	29	\$100,867	\$83,000	\$94,500	\$102,000	\$104,779	\$85,000	\$95,000	\$111,000
4–6	70	\$93,661	\$78,000	\$96,140	\$110,416	\$97,272	\$78,000	\$100,000	\$115,000
7–9	73	\$89,951	\$76,836	\$92,000	\$102,000	\$95,503	\$78,000	\$94,500	\$110,000
All 10	16	\$85,146	\$62,750	\$84,000	\$107,750	\$86,114	\$65,000	\$84,000	\$112,125
Geographic region:									
New England	14	\$98,451	\$90,000	\$94,400	\$105,000	\$98,880	\$92,000	\$94,400	\$105,000
Mid–Atlantic	23	\$87,571	\$63,000	\$79,500	\$110,000	\$88,776	\$63,000	\$79,500	\$110,000
East North Central	23	\$93,980	\$87,000	\$95,000	\$102,000	\$100,046	\$90,000	\$100,000	\$117,000
West North Central	16	\$80,186	\$58,500	\$85,000	\$98,875	\$83,093	\$60,000	\$95,140	\$102,425
South Atlantic	29	\$88,415	\$74,700	\$87,500	\$100,000	\$90,155	\$74,700	\$92,000	\$100,000
East South Central	8	\$87,500	\$73,000	\$92,500	\$98,750	\$90,063	\$73,375	\$95,000	\$104,500
West South Central	23	\$109,013	\$83,000	\$105,000	\$110,416	\$116,834	\$85,000	\$107,000	\$123,000
Mountain	17	\$95,441	\$74,000	\$94,000	\$115,000	\$101,559	\$74,000	\$105,000	\$115,000
Pacific	30	\$90,310	\$73,000	\$96,873	\$113,000	\$94,229	\$76,500	\$96,873	\$120,000

	Responses	Base Salary				Total Compensation			
		Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Age:									
Less than 30	10	\$76,800	\$62,000	\$62,000	\$83,500	\$80,195	\$62,000	\$66,350	\$90,000
30–34	21	\$88,038	\$63,000	\$94,000	\$108,000	\$93,181	\$63,000	\$104,000	\$116,000
35–39	35	\$87,567	\$76,788	\$90,000	\$107,000	\$92,665	\$77,586	\$92,750	\$110,916
40–44	31	\$98,731	\$79,000	\$97,884	\$115,000	\$105,389	\$79,000	\$102,060	\$124,700
45–49	34	\$88,446	\$67,000	\$98,000	\$106,000	\$91,534	\$67,000	\$98,000	\$112,000
50–54	22	\$91,655	\$72,000	\$91,000	\$111,000	\$95,864	\$74,100	\$94,750	\$111,000
55–59	24	\$108,489	\$87,287	\$95,000	\$107,250	\$110,539	\$87,710	\$99,600	\$114,000
60–64	10	\$97,052	\$89,000	\$101,500	\$104,520	\$98,402	\$89,500	\$101,500	\$104,520
65+	0								
Contract status:									
Yes	12	\$98,625	\$63,125	\$103,000	\$125,750	\$109,458	\$83,000	\$115,000	\$137,750
No	176	\$92,197	\$74,175	\$93,000	\$107,000	\$95,930	\$75,150	\$95,373	\$110,687
Are your compliance responsibilities:									
Broad, covering a range of compliance-related risks	134	\$89,795	\$70,000	\$92,000	\$107,000	\$93,926	\$73,000	\$94,250	\$113,000
Focused on a particular risk area (i.e. privacy, safety)	54	\$99,585	\$85,000	\$97,082	\$108,000	\$103,910	\$87,500	\$100,000	\$108,000
If focused: Which legal and regulatory risk areas are you primarily focused on?									
Privacy	25	\$101,383	\$83,000	\$94,800	\$99,700	\$103,230	\$87,000	\$95,745	\$102,000
IT	0								
Occupational health and safety	1								
Other	29	\$95,319	\$87,000	\$100,000	\$110,000	\$100,402	\$90,000	\$101,200	\$123,000
Number of people that report up through to you:									
0	93	\$88,708	\$71,000	\$90,000	\$100,000	\$92,073	\$73,000	\$92,000	\$105,000
1 to 2	49	\$97,088	\$85,000	\$100,000	\$115,000	\$102,813	\$86,000	\$104,520	\$120,000
3 to 5	38	\$97,367	\$83,000	\$99,600	\$113,000	\$102,120	\$87,547	\$100,450	\$123,000
6 to 10	2								
11 or more	6	\$89,167	\$61,000	\$82,500	\$110,000	\$91,333	\$61,000	\$82,500	\$110,000
Number of employees in compliance and ethics group:									
1	15	\$94,671	\$62,000	\$67,000	\$93,000	\$95,624	\$64,000	\$67,700	\$93,000
2 to 5	65	\$84,975	\$68,000	\$87,200	\$102,000	\$87,426	\$68,000	\$89,450	\$105,000
6 to 10	30	\$91,209	\$79,500	\$92,000	\$105,000	\$93,534	\$79,500	\$92,375	\$106,000
11 to 15	23	\$86,907	\$74,700	\$90,000	\$102,000	\$93,433	\$78,000	\$100,200	\$110,916
16 to 20	9	\$103,875	\$97,000	\$110,000	\$116,000	\$110,597	\$98,000	\$125,000	\$134,850
More than 20	46	\$104,276	\$93,000	\$100,500	\$113,000	\$111,518	\$95,000	\$107,442	\$123,000

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Highest level of education attained:									
Some college	20	\$84,626	\$63,500	\$92,350	\$100,221	\$88,861	\$64,250	\$94,223	\$110,221
Bachelor's Degree	63	\$90,400	\$65,000	\$87,500	\$99,700	\$93,082	\$65,000	\$90,000	\$104,000
MBA	18	\$85,635	\$64,000	\$93,000	\$105,000	\$94,232	\$79,500	\$96,000	\$122,000
Master's Degree (non-MBA)	52	\$94,552	\$79,125	\$98,000	\$110,750	\$98,180	\$79,125	\$101,600	\$116,000
JD	32	\$99,118	\$90,000	\$97,400	\$109,500	\$102,555	\$90,500	\$102,150	\$110,687
PhD	3								
If have contract: Do you have a severance clause in contract?									
Yes	7	\$112,286	\$80,000	\$125,000	\$138,000	\$122,000	\$80,000	\$137,000	\$144,000
No	6	\$76,583	\$50,000	\$74,750	\$101,000	\$87,417	\$59,500	\$96,500	\$110,000

Assistant/Specialist Salary Results Healthcare

	Responses	Base Salary				Total Compensation			
		Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
All Respondents	262	\$73,185	\$57,657	\$67,000	\$82,560	\$75,339	\$58,000	\$68,071	\$85,000
Percentage of company's legal and regulatory risk areas involved in?									
0%–25%	35	\$67,011	\$54,000	\$62,000	\$79,000	\$69,058	\$54,200	\$65,245	\$81,000
26%–50%	59	\$72,194	\$60,000	\$71,000	\$83,200	\$74,909	\$61,000	\$73,250	\$84,000
51%–75%	92	\$71,203	\$52,000	\$65,250	\$81,961	\$73,419	\$52,938	\$67,500	\$85,000
76%–100%	76	\$79,198	\$58,060	\$65,500	\$83,000	\$80,889	\$58,680	\$67,000	\$85,210
Number of employees in the compliance and ethics group:									
1	3								
2 to 5	129	\$69,016	\$50,000	\$62,000	\$75,000	\$71,251	\$50,000	\$62,000	\$78,516
6 to 10	39	\$77,146	\$60,000	\$73,000	\$93,000	\$78,044	\$61,380	\$73,250	\$93,500
11 to 15	36	\$81,045	\$60,000	\$67,925	\$84,500	\$85,194	\$61,125	\$70,500	\$85,000
16 to 20	20	\$75,415	\$60,500	\$76,327	\$86,500	\$76,225	\$61,400	\$76,327	\$86,500
More than 20	35	\$75,968	\$61,200	\$74,000	\$85,000	\$77,916	\$63,200	\$74,000	\$90,000
Annual compliance budget:									
< \$100k	5	\$49,398	\$43,000	\$44,990	\$58,000	\$49,708	\$43,000	\$44,990	\$58,000
\$100k–\$249k	4								
\$250k–\$499k	2								
\$500k–\$999k	0								
\$1m–\$1.9m	2								
\$2m+	4								
Number of employees that department runs compliance for:									
Less than 100	59	\$75,544	\$54,000	\$71,000	\$85,000	\$77,205	\$54,200	\$72,000	\$86,000
100–249	8	\$67,823	\$57,350	\$61,090	\$85,500	\$69,110	\$59,145	\$63,900	\$85,725
250–499	24	\$58,413	\$45,190	\$55,000	\$71,000	\$59,157	\$45,190	\$55,000	\$71,450
500–999	18	\$64,512	\$49,920	\$62,000	\$79,850	\$65,446	\$49,920	\$62,000	\$79,850
1,000–1,999	21	\$59,718	\$48,000	\$60,000	\$72,000	\$63,630	\$49,400	\$60,750	\$72,000
2,000–2,999	16	\$65,423	\$49,250	\$62,000	\$83,640	\$69,494	\$49,250	\$65,075	\$88,500
3,000–4,999	27	\$73,383	\$60,000	\$71,000	\$85,000	\$77,296	\$60,000	\$71,000	\$90,000
5,000–7,499	16	\$68,665	\$60,250	\$65,123	\$82,250	\$69,196	\$60,250	\$65,123	\$82,250
7,500–14,999	29	\$101,953	\$62,000	\$79,000	\$85,000	\$102,784	\$65,000	\$79,000	\$87,000
15,000+	44	\$74,416	\$60,250	\$71,750	\$83,822	\$77,498	\$61,595	\$74,086	\$89,250

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Annual revenues of part of organization that department runs compliance for:									
Less than \$5 million	64	\$71,260	\$51,700	\$63,000	\$80,000	\$72,618	\$51,700	\$66,050	\$80,241
\$5 million to less than \$15 million	41	\$66,244	\$52,000	\$65,000	\$79,850	\$70,552	\$52,000	\$66,000	\$81,000
\$15 million to less than \$30 million	21	\$69,487	\$52,000	\$65,000	\$86,000	\$73,970	\$52,000	\$65,350	\$90,500
\$30 million to less than \$50 million	19	\$65,502	\$44,990	\$65,000	\$83,000	\$66,744	\$44,990	\$66,500	\$83,000
\$50 million to less than \$100 million	15	\$68,831	\$58,000	\$60,091	\$85,000	\$69,217	\$58,000	\$61,891	\$85,280
\$100 million to less than \$500 million	26	\$71,233	\$60,000	\$65,500	\$81,000	\$72,188	\$60,750	\$69,500	\$81,000
\$500 million to less than \$1 billion	17	\$114,892	\$63,000	\$71,000	\$85,000	\$115,447	\$63,000	\$71,000	\$87,000
\$1 billion to less than \$3 billion	31	\$71,659	\$60,000	\$65,500	\$85,000	\$75,703	\$61,000	\$68,000	\$87,692
\$3 billion or more	28	\$76,253	\$62,875	\$74,326	\$81,920	\$76,874	\$66,125	\$74,326	\$81,920
Number of countries in which compliance works:									
1	254	\$73,564	\$58,000	\$67,425	\$82,560	\$75,742	\$58,240	\$68,536	\$85,000
2 or more	8	\$61,163	\$42,625	\$59,875	\$88,963	\$62,538	\$42,625	\$65,375	\$88,963
Number of years in the compliance department:									
1 or less	49	\$81,677	\$60,000	\$62,000	\$80,288	\$82,227	\$60,000	\$65,500	\$80,288
2	33	\$68,068	\$57,000	\$65,000	\$74,000	\$74,510	\$57,657	\$66,000	\$85,280
3	41	\$74,195	\$53,000	\$68,000	\$78,516	\$74,976	\$57,000	\$71,000	\$78,516
4	15	\$69,483	\$60,000	\$65,245	\$80,000	\$70,420	\$61,000	\$69,800	\$80,000
5	25	\$72,199	\$55,000	\$75,000	\$85,000	\$73,199	\$60,000	\$75,000	\$87,000
6–10	45	\$66,566	\$55,000	\$62,000	\$80,000	\$68,765	\$55,000	\$62,000	\$80,163
11–15	31	\$69,763	\$52,000	\$67,850	\$85,000	\$74,167	\$52,000	\$74,000	\$87,692
16 or more	23	\$81,687	\$65,000	\$82,560	\$104,000	\$82,472	\$65,000	\$82,560	\$106,000
Years in compliance profession:									
<3 years	83	\$64,667	\$51,600	\$61,000	\$72,000	\$66,106	\$51,600	\$62,000	\$73,652
3–5 years	92	\$70,938	\$57,250	\$65,123	\$78,750	\$75,118	\$58,250	\$68,500	\$82,500
6–10 years	40	\$92,472	\$61,250	\$75,000	\$90,500	\$92,677	\$61,400	\$75,000	\$91,625
11–15 years	22	\$76,187	\$64,000	\$81,780	\$92,000	\$78,278	\$64,150	\$81,780	\$95,000
16–20 years	11	\$77,834	\$65,000	\$75,000	\$90,000	\$78,361	\$65,000	\$75,000	\$90,500
21+ years	14	\$74,981	\$58,240	\$80,000	\$87,000	\$74,995	\$58,240	\$80,000	\$87,000

	Responses	Base Salary				Total Compensation			
		Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Certifications:									
Certified Public Accountant (CPA)	2								
Certified Compliance and Ethics Professional (CCEP)	3								
Certified Compliance and Ethics Professional–International (CCEP–I)	1								
Certified in Healthcare Compliance (CHC)	109	\$71,168	\$58,000	\$68,071	\$85,000	\$73,491	\$60,000	\$71,500	\$90,000
Certified in Healthcare Research Compliance (CHRC)	6	\$80,884	\$73,652	\$73,827	\$82,000	\$80,884	\$73,652	\$73,827	\$82,000
Certified in Healthcare Privacy Compliance (CHPC)	32	\$73,761	\$60,000	\$69,900	\$85,000	\$76,200	\$65,000	\$71,900	\$85,558
Certified Fraud Examiner (CFE)	1								
Certified Internal Auditor (CIA)	2								
Certified Information Privacy Professional (CIPP)	0								
Other	100	\$80,142	\$58,100	\$70,750	\$80,257	\$82,728	\$59,250	\$71,000	\$83,800
None	47	\$63,028	\$48,000	\$60,000	\$72,000	\$64,979	\$48,000	\$60,000	\$73,250
Type of organization:									
Nonprofit	184	\$72,165	\$57,657	\$67,425	\$80,000	\$74,088	\$58,000	\$68,000	\$81,750
Privately held	34	\$63,407	\$53,000	\$60,000	\$68,000	\$65,132	\$57,000	\$62,350	\$73,000
Publicly traded	15	\$78,250	\$43,000	\$86,000	\$107,000	\$80,050	\$43,000	\$86,000	\$107,000
Governmental	6	\$131,992	\$47,450	\$80,000	\$90,000	\$131,992	\$47,450	\$80,000	\$90,000
Academic	20	\$78,533	\$64,163	\$81,780	\$88,750	\$81,708	\$73,740	\$83,780	\$93,924
Number of compliance elements involved in:									
1–3	54	\$93,564	\$58,400	\$72,000	\$86,000	\$94,124	\$60,000	\$72,350	\$87,692
4–6	114	\$67,025	\$52,000	\$65,000	\$79,850	\$69,732	\$52,000	\$66,750	\$83,200
7–9	84	\$69,498	\$60,000	\$65,250	\$80,000	\$71,837	\$60,000	\$67,000	\$80,750
All 10	10	\$64,350	\$54,000	\$71,250	\$83,000	\$67,230	\$54,000	\$71,250	\$84,000
Geographic region:									
New England	22	\$68,845	\$61,000	\$69,900	\$79,000	\$72,602	\$61,000	\$71,900	\$79,850
Mid-Atlantic	19	\$61,286	\$45,000	\$60,000	\$78,516	\$61,865	\$45,000	\$60,000	\$78,516
East North Central	43	\$73,351	\$57,657	\$72,000	\$85,000	\$74,122	\$57,657	\$72,000	\$87,692
West North Central	31	\$65,461	\$58,000	\$64,000	\$78,000	\$66,127	\$58,240	\$64,500	\$78,300
South Atlantic	46	\$81,863	\$53,000	\$65,123	\$75,000	\$82,718	\$53,000	\$67,536	\$75,000
East South Central	15	\$70,985	\$56,000	\$60,000	\$80,000	\$79,319	\$56,000	\$68,000	\$107,000
West South Central	25	\$69,176	\$61,000	\$65,000	\$81,000	\$74,650	\$61,000	\$65,500	\$90,000
Mountain	18	\$73,900	\$67,850	\$74,000	\$84,000	\$78,133	\$67,850	\$74,500	\$84,000
Pacific	40	\$83,707	\$52,500	\$69,850	\$92,750	\$84,565	\$52,738	\$71,850	\$93,125

	Responses	Average	Base Salary			Total Compensation			
			25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Age:									
Less than 30	34	\$60,507	\$52,000	\$60,500	\$66,000	\$65,302	\$52,250	\$61,100	\$70,000
30–34	41	\$61,688	\$47,450	\$60,180	\$68,000	\$62,366	\$48,000	\$61,000	\$68,000
35–39	36	\$68,163	\$57,743	\$64,623	\$81,000	\$72,605	\$59,250	\$67,036	\$85,913
40–44	36	\$72,324	\$60,000	\$71,000	\$84,760	\$74,352	\$60,000	\$71,025	\$85,820
45–49	49	\$70,727	\$59,781	\$69,000	\$85,000	\$72,538	\$60,000	\$72,700	\$85,000
50–54	18	\$111,569	\$60,000	\$74,086	\$82,560	\$111,986	\$67,000	\$74,086	\$82,560
55–59	23	\$94,490	\$71,000	\$78,000	\$98,000	\$95,372	\$71,000	\$78,300	\$98,000
60–64	19	\$72,353	\$60,000	\$72,000	\$92,000	\$72,508	\$61,200	\$72,000	\$92,000
65+	4								
Contract status:									
Yes	16	\$59,734	\$42,500	\$56,000	\$76,250	\$60,296	\$43,250	\$56,000	\$76,250
No	246	\$74,060	\$58,000	\$68,000	\$83,000	\$76,317	\$59,000	\$69,900	\$85,000
Are your compliance responsibilities:									
Broad, covering a range of compliance-related risks	191	\$73,905	\$56,000	\$65,500	\$81,000	\$76,043	\$56,800	\$67,000	\$84,000
Focused on a particular risk area (i.e. privacy, safety)	71	\$71,249	\$59,781	\$71,000	\$85,000	\$73,444	\$60,000	\$72,700	\$85,000
If focused: Which legal and regulatory risk areas are you primarily focused on?									
Privacy	36	\$67,239	\$58,063	\$63,500	\$83,630	\$71,007	\$60,000	\$68,000	\$85,000
IT	1								
Occupational health and safety	0								
Other	34	\$74,061	\$60,000	\$74,500	\$83,000	\$74,656	\$62,000	\$74,500	\$83,000
Number of people that report up through to you									
0	238	\$72,800	\$57,000	\$66,000	\$80,163	\$74,791	\$58,000	\$68,000	\$82,560
1 to 2	15	\$83,133	\$65,000	\$85,000	\$113,000	\$88,143	\$65,000	\$85,400	\$115,100
3 to 5	3								
6 to 10	3								
11 or more	3								
Number of employees in compliance and ethics group:									
1	3								
2 to 5	129	\$69,016	\$50,000	\$62,000	\$75,000	\$71,251	\$50,000	\$62,000	\$78,516
6 to 10	39	\$77,146	\$60,000	\$73,000	\$93,000	\$78,044	\$61,380	\$73,250	\$93,500
11 to 15	36	\$81,045	\$60,000	\$67,925	\$84,500	\$85,194	\$61,125	\$70,500	\$85,000
16 to 20	20	\$75,415	\$60,500	\$76,327	\$86,500	\$76,225	\$61,400	\$76,327	\$86,500
More than 20	35	\$75,968	\$61,200	\$74,000	\$85,000	\$77,916	\$63,200	\$74,000	\$90,000

	Responses	Base Salary			Total Compensation				
		Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Highest level of education attained:									
Some college	51	\$65,616	\$44,500	\$63,000	\$79,850	\$67,585	\$46,000	\$64,500	\$80,000
Bachelor's Degree	98	\$74,194	\$55,000	\$64,750	\$81,000	\$76,994	\$56,000	\$65,123	\$83,000
MBA	16	\$65,026	\$44,500	\$67,000	\$87,269	\$66,169	\$44,500	\$67,000	\$89,423
Master's Degree (non-MBA)	59	\$81,576	\$63,000	\$75,000	\$85,000	\$83,902	\$65,000	\$79,000	\$86,000
JD	35	\$71,481	\$60,091	\$68,000	\$85,000	\$72,443	\$61,891	\$70,000	\$85,000
PhD	3								
If have contract: Do you have a severance clause in contract?									
Yes	4								
No	12	\$60,079	\$42,500	\$56,000	\$76,250	\$60,162	\$43,250	\$56,000	\$76,250

Detailed Results

	Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Are your compliance responsibilities:					
Responses	593	13	130	188	262
Broad, covering a range of compliance-related risks	73%	85%	76%	71%	73%
Focused on a particular risk area (i.e. privacy, safety)	27%	15%	24%	29%	27%
If focused, which legal and regulatory risk areas are you primarily focused on?					
Responses	159	2	31	55	71
Privacy	47%		42%	45%	51%
IT	1%		0%	0%	1%
Occupational health and safety	1%		3%	2%	0%
Other	51%		55%	53%	48%
Percentage indicating involvement in the following compliance elements:					
Responses	593	13	130	188	262
Compliance Auditing/Monitoring	86%	69%	90%	83%	87%
Compliance Education	83%	100%	89%	84%	78%
Compliance Investigations	80%	85%	88%	82%	73%
Hot Line/Anonymous Reporting	58%	69%	71%	55%	54%
Reporting to the Board	32%	77%	45%	32%	22%
Compliance Risk Assessments	69%	85%	87%	69%	58%
Compliance Discipline/Incentives	37%	62%	55%	36%	27%
Code of Conduct	48%	54%	64%	47%	42%
Policies and Procedures	83%	92%	90%	82%	79%
Measuring Program Effectiveness	52%	77%	68%	53%	41%
How much of your company's legal and regulatory risk areas is the compliance department responsible for managing?					
Responses	593	13	130	188	262
0%–25%	13%	23%	16%	11%	13%
26%–50%	25%	23%	22%	32%	23%
51%–75%	36%	31%	35%	39%	35%
76%–100%	25%	23%	27%	19%	29%

	Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
How many employees, including you, are in the compliance and ethics group?					
Responses	593	13	130	188	262
1	4%	0%	6%	8%	1%
2 to 5	39%	15%	28%	35%	49%
6 to 10	16%	15%	19%	16%	15%
11 to 15	13%	23%	13%	12%	14%
16 to 20	8%	8%	12%	5%	8%
More than 20	19%	38%	22%	24%	13%
Annual compliance budget:					
Responses	77	7	38	15	17
75th Percentile	\$2,000,000	\$4,000,000	\$1,500,000	\$2,300,000	\$1,828,271
Median	\$500,000	\$3,000,000	\$500,000	\$750,000	\$150,000
25th Percentile	\$150,000	\$1,600,000	\$170,000	\$125,000	\$50,000
Average	\$8,610,302	\$2,814,286	\$14,040,395	\$1,905,533	\$4,775,016
<\$100k	16%	0%	11%	20%	29%
\$100k–\$249k	18%	0%	21%	13%	24%
\$250k–\$499k	12%	14%	16%	0%	12%
\$500k–\$999k	9%	0%	11%	20%	0%
\$1m–\$1.9m	19%	29%	21%	20%	12%
\$2m+	26%	57%	21%	27%	24%
Approximately how many employees work in your organization as a whole?					
Responses	593	13	130	188	262
Less than 100	3%	0%	2%	4%	2%
100–249	4%	15%	5%	5%	2%
250–499	8%	0%	7%	7%	10%
500–999	7%	0%	8%	5%	8%
1,000–1,999	8%	8%	11%	6%	8%
2,000–2,999	6%	0%	4%	7%	6%
3,000–4,999	11%	23%	9%	6%	15%
5,000–7,499	8%	8%	11%	6%	9%
7,500–9,999	6%	0%	5%	4%	8%
10,000–14,999	7%	8%	5%	11%	6%
15,000–19,999	6%	15%	7%	5%	5%
20,000–29,999	9%	8%	8%	9%	9%
30,000–49,999	7%	15%	9%	9%	5%
50,000–74,999	3%	0%	3%	3%	4%
75,000–99,999	2%	0%	2%	4%	2%
100,000 +	5%	0%	5%	10%	2%

	Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Approximately how many employees work in the portion of the organization that you work in compliance for?					
Responses	593	13	130	188	262
Less than 100	19%	8%	14%	18%	23%
100–249	5%	15%	5%	7%	3%
250–499	9%	0%	8%	12%	9%
500–999	7%	0%	9%	7%	7%
1,000–1,999	8%	8%	11%	6%	8%
2,000–2,999	6%	0%	5%	6%	6%
3,000–4,999	9%	23%	11%	5%	10%
5,000–7,499	7%	8%	12%	6%	6%
7,500–9,999	5%	0%	5%	3%	6%
10,000–14,999	6%	8%	5%	9%	5%
15,000–19,999	5%	8%	5%	4%	5%
20,000–29,999	5%	8%	3%	5%	7%
30,000–49,999	4%	15%	3%	5%	3%
50,000–74,999	2%	0%	3%	2%	2%
75,000–99,999	1%	0%	0%	2%	0%
100,000 +	2%	0%	1%	4%	0%
What are the annual revenues of the organization you work for?					
Responses	593	13	130	188	262
Less than \$5 million	8%	8%	5%	6%	11%
\$5 million to less than \$15 million	12%	0%	7%	10%	18%
\$15 million to less than \$30 million	9%	0%	12%	9%	9%
\$30 million to less than \$50 million	7%	0%	8%	6%	8%
\$50 million to less than \$100 million	9%	15%	8%	11%	8%
\$100 million to less than \$500 million	12%	31%	14%	12%	11%
\$500 million to less than \$1 billion	9%	8%	11%	10%	8%
\$1 billion to less than \$3 billion	14%	31%	15%	15%	12%
\$3 billion or more	18%	8%	21%	21%	15%
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?					
Responses	593	13	130	188	262
Less than \$5 million	18%	8%	12%	14%	24%
\$5 million to less than \$15 million	13%	0%	11%	11%	16%
\$15 million to less than \$30 million	9%	0%	12%	10%	8%
\$30 million to less than \$50 million	7%	0%	8%	7%	7%
\$50 million to less than \$100 million	8%	15%	8%	10%	6%
\$100 million to less than \$500 million	11%	31%	13%	11%	10%
\$500 million to less than \$1 billion	9%	8%	14%	8%	6%
\$1 billion to less than \$3 billion	13%	31%	12%	14%	12%
\$3 billion or more	12%	8%	11%	15%	11%

	Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
For how many countries do you work in compliance?					
Responses	593	13	130	188	262
1	95%	77%	98%	93%	97%
2 or more	5%	23%	2%	7%	3%
Where do you work?					
Responses	593	13	130	188	262
United States	99%	100%	99%	98%	99%
North America, other than the US	0%	0%	1%	0%	0%
South America	0%	0%	0%	1%	0%
Europe	0%	0%	0%	0%	0%
Asia	0%	0%	0%	1%	0%
Africa	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%
Current age:					
Responses	590	13	130	187	260
75th Percentile	51	48	52	51	49
Median	43	48	45	44	42
25th Percentile	36	40	37	36	33
Average	43.8	47.5	45.0	44.2	42.7
Gender:					
Responses	592	13	130	187	262
Male	23%	46%	25%	19%	23%
Female	77%	54%	75%	81%	77%
Years in compliance profession:					
Responses	593	13	130	188	262
75th Percentile	10	14	15	11	8
Median	5	9	8	6	4
25th Percentile	3	5	5	4	2
Average	7.6	9.5	9.8	8.1	6.1
Years with current employer:					
Responses	593	13	130	188	262
75th Percentile	10	15	13	10	9
Median	5	6	5	5	4
25th Percentile	2	2	2	2	2
Average	7.2	8.2	8.6	7.5	6.3

	Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Years holding current job title:					
Responses	593	13	130	188	262
75th Percentile	4	5	5	4	4
Median	2	1	3	2	2
25th Percentile	1	1	1	1	1
Average	3.3	3.2	3.7	3.3	3.1
Industry:					
Responses	593	13	130	188	262
Healthcare Provider	100%	100%	100%	100%	100%
How many years have you worked in the compliance department?					
Responses	593	13	130	188	262
Average	5.2	6.5	6.6	5.8	4.0
1	20%	15%	9%	16%	27%
2	16%	0%	16%	14%	18%
3	16%	15%	10%	12%	21%
4	7%	8%	7%	8%	7%
5	9%	8%	12%	11%	6%
6 to 10	21%	46%	26%	24%	14%
11 to 15	8%	0%	15%	9%	4%
16 or more	4%	8%	5%	6%	2%
Type of organization:					
Responses	593	13	130	188	262
Nonprofit	65%	15%	63%	63%	70%
Privately held	16%	62%	18%	16%	13%
Publicly traded	8%	15%	7%	13%	6%
Governmental	3%	0%	3%	5%	2%
Academic	6%	8%	8%	3%	8%
Other	1%	0%	1%	0%	1%

	Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Percentage holding the following certifications:					
Responses	593	13	130	188	262
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	1%	0%
Certified Public Accountant (CPA)	1%	0%	0%	1%	1%
Certified Compliance and Ethics Professional (CCEP)	3%	0%	4%	5%	1%
Certified Compliance and Ethics Professional–International (CCEP–I)	1%	0%	1%	1%	0%
Certified in Healthcare Compliance (CHC)	46%	85%	58%	43%	42%
Certified in Healthcare Research Compliance (CHRC)	4%	15%	5%	5%	2%
Certified in Healthcare Privacy Compliance (CHPC)	16%	31%	21%	18%	12%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	0%	0%	0%	1%	0%
Certified Internal Auditor (CIA)	1%	0%	2%	1%	1%
Certified Information Privacy Professional (CIPP)	1%	0%	2%	1%	0%
Professionals in Human Resources (PHR)	1%	0%	2%	1%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	0%	1%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	1%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	1%	0%
Other	34%	15%	32%	32%	38%
None	17%	8%	12%	19%	18%
Highest level of education attained:					
Responses	593	13	130	188	262
Some college	14%	0%	8%	11%	19%
Bachelor’s degree	34%	31%	28%	34%	37%
MBA	10%	31%	15%	10%	6%
Master’s degree (non-MBA)	25%	0%	30%	28%	23%
JD	16%	38%	17%	17%	13%
PhD	2%	0%	2%	2%	1%
Amount of bonus eligible:					
Responses	593	13	130	188	262
None	59%	8%	38%	54%	75%
0%–10% of your salary	27%	0%	26%	35%	24%
11%–20% of your salary	10%	31%	26%	9%	2%
21%–30% of your salary	3%	31%	8%	3%	0%
31%–40% of your salary	1%	31%	1%	0%	0%
41% or more of your salary	0%	0%	0%	0%	0%

	Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
If you receive a bonus, what is it based on?					
Responses	330	12	84	112	122
Company performance	31%	17%	29%	29%	37%
Personal performance	12%	0%	8%	10%	16%
Both	57%	83%	63%	62%	47%
Do you have a contract?					
Responses	593	13	130	188	262
Yes	6%	15%	2%	6%	6%
No	94%	85%	98%	94%	94%
If yes, do you have a severance clause in your contract?					
Responses	34	2	3	13	16
Yes	35%			54%	25%
No	65%			46%	75%
If yes, what percent of your annual salary is it equivalent to?					
Responses	11	1	0	6	4
<20%	18%			17%	
20%–29%	9%			17%	
30%–49%	0%			0%	
50%+	9%			0%	
My severance does not translate into this measure	64%			67%	
Number of compliance elements involved in:					
Responses	593	13	130	188	262
1–3	16%	0%	7%	15%	21%
4–6	37%	31%	25%	37%	44%
7–9	37%	46%	43%	39%	32%
All 10	10%	23%	25%	9%	4%
How many people report up through you?					
Responses	593	13	130	188	262
0	62%	8%	26%	49%	91%
1-2	17%	8%	28%	26%	6%
3-5	12%	23%	19%	20%	1%
6-10	4%	8%	15%	1%	1%
11 or more	5%	54%	12%	3%	1%

	Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Geographic region:					
Responses	593	13	130	188	262
New England	8%	0%	8%	7%	8%
Mid-Atlantic	10%	0%	13%	12%	7%
East North Central	16%	31%	18%	12%	16%
West North Central	10%	0%	9%	9%	12%
South Atlantic	16%	31%	13%	15%	18%
East South Central	7%	8%	12%	4%	6%
West South Central	10%	23%	7%	12%	10%
Mountain	8%	8%	11%	9%	7%
Pacific	14%	0%	8%	16%	15%
Unknown US	1%	0%	0%	1%	0%
Outside US	1%	0%	1%	2%	1%
Job title:					
Responses	593	13	130	188	262
Vice President	2%	100%	0%	0%	0%
Director	22%	0%	100%	0%	0%
Manager	32%	0%	0%	100%	0%
Assistant/Specialist	44%	0%	0%	0%	100%
Do you know your department's compliance budget?					
Responses	593	13	130	188	262
Yes	13%	54%	29%	8%	6%
No	87%	46%	71%	92%	94%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Are your compliance responsibilities:								
Responses	593	26	232	96	79	45	78	37
Broad, covering a range of compliance-related risks	73%	85%	83%	73%	72%	62%	56%	59%
Focused on a particular risk area (i.e. privacy, safety)	27%	15%	17%	27%	28%	38%	44%	41%
If focused, which legal and regulatory risk areas are you primarily focused on?								
Responses	159	4	41	26	22	17	34	15
Privacy	47%		63%	50%	50%	29%	44%	13%
IT	1%		0%	8%	0%	0%	0%	0%
Occupational health and safety	1%		0%	4%	0%	0%	0%	7%
Other	51%		37%	38%	50%	71%	56%	80%
Percentage indicating involvement in the following compliance elements:								
Responses	593	26	232	96	79	45	78	37
Compliance Auditing/Monitoring	86%	88%	88%	89%	87%	87%	79%	76%
Compliance Education	83%	92%	84%	83%	87%	73%	79%	70%
Compliance Investigations	80%	85%	84%	79%	78%	73%	71%	76%
Hot Line/Anonymous Reporting	58%	62%	61%	58%	51%	53%	62%	54%
Reporting to the Board	32%	42%	31%	32%	30%	27%	37%	24%
Compliance Risk Assessments	69%	73%	67%	73%	65%	80%	67%	65%
Compliance Discipline/Incentives	37%	42%	37%	30%	38%	36%	38%	43%
Code of Conduct	48%	62%	57%	44%	43%	42%	36%	43%
Policies and Procedures	83%	88%	88%	77%	77%	91%	81%	70%
Measuring Program Effectiveness	52%	50%	53%	58%	47%	47%	47%	54%
How much of your company's legal and regulatory risk areas is the compliance department responsible for managing?								
Responses	593	26	232	96	79	45	78	37
0%–25%	13%	31%	13%	11%	22%	13%	6%	5%
26%–50%	25%	23%	22%	27%	25%	24%	28%	38%
51%–75%	36%	27%	34%	39%	32%	40%	46%	32%
76%–100%	25%	19%	31%	23%	22%	22%	19%	24%
How many employees, including you, are in the compliance and ethics group you work in?								
Responses	593	26	232	96	79	45	78	37
1	4%	100%	0%	0%	0%	0%	0%	0%
2 to 5	39%	0%	100%	0%	0%	0%	0%	0%
6 to 10	16%	0%	0%	100%	0%	0%	0%	0%
11 to 15	13%	0%	0%	0%	100%	0%	0%	0%
16 to 20	8%	0%	0%	0%	0%	100%	0%	0%
More than 20	19%	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	21–50	More than 50
Annual compliance budget:								
Responses	77	5	26	11	16	7	12	0
75th Percentile	\$2,000,000	\$170,000	\$400,000	\$1,300,000	\$2,000,000	\$3,000,000	\$4,000,000	
Median	\$500,000	\$150,000	\$175,000	\$200,000	\$1,550,000	\$2,200,000	\$2,800,000	
25th Percentile	\$150,000	\$100,000	\$50,000	\$150,000	\$1,000,000	\$1,400,000	\$1,820,000	
Average	\$8,610,302	\$303,600	\$249,154	\$45,907,273	\$5,907,438	\$3,099,753	\$2,816,667	
<\$100k	16%	20%	35%	18%	0%	0%	0%	
\$100k–\$249k	18%	60%	19%	36%	13%	0%	0%	
\$250k–\$499k	12%	0%	27%	0%	0%	14%	8%	
\$500k–\$999k	9%	0%	19%	9%	6%	0%	0%	
\$1m–\$1.9m	19%	20%	0%	27%	38%	29%	25%	
\$2m+	26%	0%	0%	9%	44%	57%	67%	
Approximately how many employees work in your organization as a whole?								
Responses	593	26	232	96	79	45	78	37
Less than 100	3%	8%	4%	3%	1%	0%	0%	0%
100–249	4%	15%	6%	3%	1%	0%	0%	3%
250–499	8%	15%	17%	4%	1%	0%	0%	0%
500–999	7%	23%	9%	7%	4%	2%	1%	0%
1,000–1,999	8%	8%	13%	10%	6%	2%	0%	0%
2,000–2,999	6%	4%	10%	7%	0%	4%	0%	3%
3,000–4,999	11%	4%	16%	9%	9%	13%	8%	0%
5,000–7,499	8%	4%	7%	11%	18%	9%	4%	0%
7,500–9,999	6%	0%	4%	4%	13%	18%	3%	5%
10,000–14,999	7%	0%	3%	7%	14%	16%	14%	3%
15,000–19,999	6%	0%	2%	8%	9%	11%	10%	0%
20,000–29,999	9%	4%	3%	6%	14%	13%	26%	3%
30,000–49,999	7%	15%	2%	5%	5%	9%	21%	19%
50,000–74,999	3%	0%	2%	4%	0%	0%	8%	14%
75,000–99,999	2%	0%	1%	3%	3%	2%	3%	8%
100,000 +	5%	0%	2%	5%	3%	0%	4%	43%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Approximately how many employees work in the portion of the organization that you work in compliance for?								
Responses	593	26	232	96	79	45	78	37
Less than 100	19%	31%	18%	20%	19%	24%	10%	22%
100–249	5%	15%	6%	8%	1%	0%	1%	8%
250–499	9%	19%	17%	4%	4%	4%	1%	5%
500–999	7%	23%	9%	11%	5%	0%	1%	3%
1,000–1,999	8%	4%	12%	10%	6%	4%	3%	0%
2,000–2,999	6%	4%	8%	3%	3%	9%	6%	0%
3,000–4,999	9%	0%	13%	7%	6%	9%	8%	3%
5,000–7,499	7%	4%	7%	7%	13%	7%	5%	5%
7,500–9,999	5%	0%	3%	6%	8%	16%	3%	5%
10,000–14,999	6%	0%	2%	6%	13%	7%	10%	8%
15,000–19,999	5%	0%	1%	5%	8%	11%	12%	0%
20,000–29,999	5%	0%	2%	3%	9%	7%	18%	3%
30,000–49,999	4%	0%	1%	3%	5%	2%	13%	11%
50,000–74,999	2%	0%	1%	2%	0%	0%	5%	8%
75,000–99,999	1%	0%	0%	2%	1%	0%	1%	0%
100,000 +	2%	0%	0%	0%	0%	0%	3%	19%
What are the annual revenues of the organization you work for?								
Responses	593	26	232	96	79	45	78	37
Less than \$5 million	8%	23%	10%	5%	10%	9%	4%	0%
\$5 million to less than \$15 million	12%	23%	21%	9%	5%	7%	3%	0%
\$15 million to less than \$30 million	9%	15%	16%	9%	4%	2%	1%	0%
\$30 million to less than \$50 million	7%	12%	11%	7%	6%	4%	0%	3%
\$50 million to less than \$100 million	9%	4%	7%	20%	9%	9%	6%	5%
\$100 million to less than \$500 million	12%	8%	13%	13%	14%	4%	17%	11%
\$500 million to less than \$1 billion	9%	8%	6%	9%	15%	7%	10%	11%
\$1 billion to less than \$3 billion	14%	0%	10%	14%	16%	31%	22%	11%
\$3 billion or more	18%	8%	6%	14%	20%	27%	37%	59%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?								
Responses	593	26	232	96	79	45	78	37
Less than \$5 million	18%	42%	19%	18%	19%	16%	10%	11%
\$5 million to less than \$15 million	13%	8%	22%	10%	6%	7%	4%	5%
\$15 million to less than \$30 million	9%	19%	14%	9%	8%	2%	0%	3%
\$30 million to less than \$50 million	7%	8%	9%	7%	6%	9%	4%	5%
\$50 million to less than \$100 million	8%	4%	8%	13%	6%	4%	8%	3%
\$100 million to less than \$500 million	11%	15%	11%	11%	11%	9%	14%	8%
\$500 million to less than \$1 billion	9%	4%	6%	9%	11%	13%	9%	11%
\$1 billion to less than \$3 billion	13%	0%	9%	10%	19%	24%	19%	11%
\$3 billion or more	12%	0%	1%	11%	13%	16%	32%	43%
For how many countries do you work in compliance?								
Responses	593	26	232	96	79	45	78	37
1	95%	96%	97%	97%	91%	98%	92%	89%
2 or more	5%	4%	3%	3%	9%	2%	8%	11%
Where do you work?								
Responses	593	26	232	96	79	45	78	37
United States	99%	100%	99%	99%	97%	100%	100%	97%
North America, other than the US	0%	0%	0%	1%	0%	0%	0%	0%
South America	0%	0%	0%	0%	0%	0%	0%	3%
Europe	0%	0%	0%	0%	0%	0%	0%	0%
Asia	0%	0%	0%	0%	3%	0%	0%	0%
Africa	0%	0%	0%	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%	0%	0%	0%
Current age:								
Responses	593	26	232	96	79	45	78	37
75th Percentile	51	56	51	52	49	52	48	55
Median	43	49	42	43	44	49	43	44
25th Percentile	36	43	34	37	34	37	37	35
Average	43.7	47.7	42.6	44.9	43.1	45.6	43.2	45.2
Gender:								
Responses	592	26	231	96	79	45	78	37
Male	23%	23%	17%	25%	20%	29%	26%	46%
Female	77%	77%	83%	75%	80%	71%	74%	54%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Years in compliance profession:								
Responses	593	26	232	96	79	45	78	37
75th Percentile	10	10	8	10	15	19	11	15
Median	5	6	5	6	6	10	7	8
25th Percentile	3	2	2	3	3	4	3	4
Average	7.6	7.4	6.3	7.2	8.7	11.7	8.0	9.4
Years with current employer:								
Responses	593	26	232	96	79	45	78	37
75th Percentile	10	12	9	13	10	8	11	12
Median	5	5	4	6	5	3	5	5
25th Percentile	2	5	2	2	2	2	2	2
Average	7.2	10.5	6.6	8.1	6.9	5.8	7.6	7.7
Years holding current job title:								
Responses	593	26	232	96	79	45	78	37
75th Percentile	4	7	4	4	5	4	3	5
Median	2	5	2	2	2	3	2	3
25th Percentile	1	2	1	1	1	1	1	2
Average	3.3	5.3	3.1	3.3	3.5	3.3	2.6	4.0
Industry:								
Responses	593	26	232	96	79	45	78	37
Healthcare Provider	100%	100%	100%	100%	100%	100%	100%	100%
How many years have you worked in the compliance department?								
Responses	593	26	232	96	79	45	78	37
Average	5.2	6.0	4.3	5.1	6.3	6.1	5.5	6.7
1	20%	8%	24%	18%	11%	18%	24%	16%
2	16%	27%	18%	17%	14%	11%	13%	8%
3	16%	8%	19%	9%	19%	18%	9%	16%
4	7%	4%	6%	11%	8%	11%	6%	5%
5	9%	15%	9%	10%	8%	7%	9%	5%
6 to 10	21%	23%	17%	27%	19%	13%	26%	30%
11 to 15	8%	8%	4%	5%	18%	13%	9%	5%
16 or more	4%	8%	3%	2%	4%	9%	4%	14%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Type of organization:								
Responses	593	26	232	96	79	45	78	37
Nonprofit	65%	58%	69%	67%	61%	64%	62%	62%
Privately held	16%	31%	20%	19%	10%	9%	12%	8%
Publicly traded	8%	4%	6%	7%	8%	11%	9%	27%
Governmental	3%	0%	2%	5%	5%	11%	3%	0%
Academic	6%	8%	3%	2%	14%	4%	14%	3%
Other	1%	0%	0%	0%	3%	0%	1%	0%
Percentage holding the following certifications:								
Responses	593	26	232	96	79	45	78	37
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	1%	0%	1%	0%	0%	0%	0%	3%
Certified Compliance and Ethics Professional (CCEP)	3%	4%	2%	3%	3%	2%	3%	8%
Certified Compliance and Ethics Professional–International (CCEP–I)	1%	0%	0%	1%	4%	0%	0%	0%
Certified in Healthcare Compliance (CHC)	46%	38%	45%	45%	44%	51%	55%	43%
Certified in Healthcare Research Compliance (CHRC)	4%	4%	0%	5%	4%	11%	9%	3%
Certified in Healthcare Privacy Compliance (CHPC)	16%	12%	16%	14%	18%	20%	23%	8%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	1%	0%
Certified Fraud Examiner (CFE)	0%	0%	0%	0%	0%	2%	1%	0%
Certified Internal Auditor (CIA)	1%	0%	1%	0%	3%	4%	1%	0%
Certified Information Privacy Professional (CIPP)	1%	0%	1%	0%	0%	2%	1%	3%
Professionals in Human Resources (PHR)	1%	0%	1%	2%	0%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	0%	1%	1%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	1%	0%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	0%	0%	1%	0%
Other	34%	31%	31%	32%	46%	24%	41%	35%
None	17%	19%	20%	22%	10%	14%	6%	22%

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Highest level of education attained:								
Responses	593	26	232	96	79	45	78	37
Some college	14%	12%	15%	16%	11%	11%	14%	11%
Bachelor's degree	34%	38%	42%	27%	34%	29%	21%	32%
MBA	10%	8%	8%	8%	13%	16%	10%	8%
Master's degree (non-MBA)	25%	35%	21%	30%	25%	27%	29%	24%
JD	16%	8%	13%	18%	15%	18%	26%	16%
PhD	2%	0%	2%	1%	1%	0%	0%	8%
Amount of bonus eligible:								
Responses	593	26	232	96	79	45	78	37
None	59%	58%	66%	53%	67%	58%	50%	30%
0%–10% of your salary	27%	35%	28%	33%	18%	16%	32%	22%
11%–20% of your salary	10%	8%	3%	10%	14%	20%	13%	27%
21%–30% of your salary	3%	0%	2%	3%	0%	2%	4%	22%
31%–40% of your salary	1%	0%	0%	0%	1%	4%	1%	0%
41% or more of your salary	0%	0%	0%	0%	0%	0%	0%	0%
If you receive a bonus, what is it based on?								
Responses	330	11	119	55	45	26	46	28
Company performance	31%	18%	30%	33%	33%	42%	37%	14%
Personal performance	12%	18%	11%	16%	11%	8%	11%	7%
Both	57%	64%	59%	51%	56%	50%	52%	79%
Do you have a contract?								
Responses	593	26	232	96	79	45	78	37
Yes	6%	0%	7%	6%	5%	7%	1%	5%
No	94%	100%	93%	94%	95%	93%	99%	95%
If yes, do you have a severance clause in your contract?								
Responses	34	1	17	6	4	3	1	2
Yes	35%		29%	17%	50%	67%		
No	65%		71%	83%	50%	33%		
If yes, what percent of your annual salary is it equivalent to?								
Responses	11	0	5	1	2	2	0	1
<20%	18%		20%					
20%–29%	9%		0%					
30%–49%	0%		0%					
50%+	9%		0%					
My severance does not translate into this measure	64%		80%					

	Number of Employees in Compliance/Ethics Group							
	All Respondents	1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Number of compliance elements involved in:								
Responses	593	26	232	96	79	45	78	37
1–3	16%	15%	13%	15%	19%	18%	15%	27%
4–6	37%	27%	36%	40%	37%	36%	45%	30%
7–9	37%	35%	41%	35%	35%	36%	33%	30%
All 10	10%	23%	10%	10%	9%	11%	6%	14%
How many people report up through you?								
Responses	593	26	232	96	79	45	78	37
0	62%	77%	69%	63%	61%	49%	54%	35%
1-2	17%	8%	19%	17%	11%	20%	13%	30%
3-5	12%	12%	7%	13%	15%	16%	17%	16%
6-10	4%	0%	2%	4%	6%	4%	9%	8%
11 or more	5%	4%	3%	4%	6%	11%	8%	11%
Geographic region:								
Responses	593	26	232	96	79	45	78	37
New England	8%	8%	13%	6%	6%	0%	4%	3%
Mid-Atlantic	10%	12%	14%	6%	8%	13%	4%	8%
East North Central	16%	15%	9%	20%	27%	9%	26%	11%
West North Central	10%	0%	12%	11%	9%	11%	6%	8%
South Atlantic	16%	15%	16%	16%	13%	24%	24%	0%
East South Central	7%	12%	6%	10%	8%	9%	1%	3%
West South Central	10%	15%	6%	8%	13%	11%	13%	24%
Mountain	8%	15%	5%	6%	8%	13%	9%	24%
Pacific	14%	8%	17%	14%	8%	9%	13%	16%
Unknown US	1%	0%	1%	1%	0%	0%	0%	0%
Outside US	1%	0%	1%	1%	3%	0%	0%	3%
Job title:								
Responses	593	26	232	96	79	45	78	37
Vice President	2%	0%	1%	2%	4%	2%	6%	0%
Director	22%	31%	16%	26%	22%	33%	19%	38%
Manager	32%	58%	28%	31%	29%	20%	41%	38%
Assistant/Specialist	44%	12%	56%	41%	46%	44%	33%	24%
Do you know your department's compliance budget?								
Responses	593	26	232	96	79	45	78	37
Yes	13%	19%	11%	11%	20%	16%	15%	0%
No	87%	81%	89%	89%	80%	84%	85%	100%

Become Certified



Gain credibility, show dedication to excellence, and become a compliance resource for your company.

Follow these 5 steps to certification:



About HCCA

HCCA is a non-profit professional membership organization for healthcare compliance professionals. Since 1996, we have been championing ethical practices and compliance standards to promote lasting success and integrity of healthcare organizations. From our headquarters in Minneapolis, MN, we serve 12,700+ members who work at hospitals, medical groups, clinics, research facilities, health plan providers, and more.

hcca-info.org

A decorative graphic at the bottom of the page consisting of several overlapping, curved bands in various shades of blue, creating a wave-like effect that spans the width of the page.