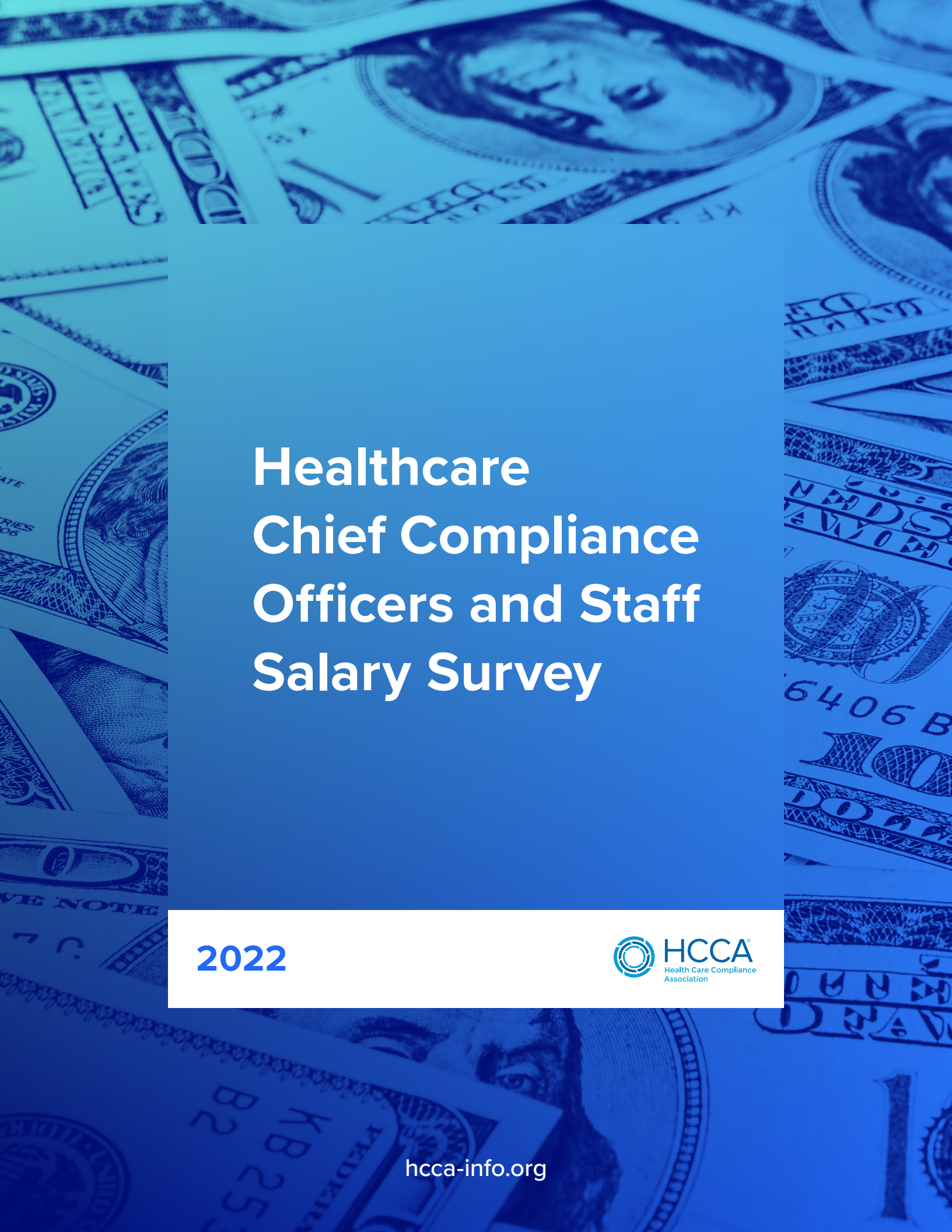

Healthcare Chief Compliance Officers and Staff Salary Survey

2022

HCCA
Health Care Compliance Association

hcca-info.org

An essential community for healthcare compliance professionals

Health Care Compliance Association® (HCCA) is a member-based association supporting practitioners across the country as they strengthen and maintain their compliance programs within a healthcare setting.

Why become a member?

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Successful compliance best practices aren't created in a silo. HCCA offers compliance professionals a place to learn and grow together with 12,000+ practitioners from across the country. Connect, network, and share insights with like-minded individuals.

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The Health Care Compliance Association® (HCCA®) is pleased to provide you with the *2022 Healthcare Chief Compliance Officer and Staff Salary Survey*.

This survey, last conducted in 2019, contains the latest information about compensation for the healthcare compliance community. It provides an opportunity to learn how compensation levels have changed during the pandemic era.

Inside you will find compensation data for both the chief compliance officer and compliance staff. This data can help healthcare compliance professionals and their employers better understand and evaluate compensation packages.

We hope you find the data from this survey to be useful.

Sincerely,

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

CONFIDENTIALITY ASSURANCE

The *2022 Healthcare Chief Compliance Officers and Staff Salary Survey* is based on a strictly confidential survey conducted of individuals working in the healthcare compliance profession. Upon receipt, all survey responses are assigned a confidential code number by Fondulas Strategic Research and any name or company identification is removed. Survey processing is then conducted on an absolutely anonymous basis. No SCCE & HCCA staff member nor any industry company or individual, nor anyone else other than a select few 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 10

PERCENTAGE OF COMPANY'S LEGAL AND REGULATORY RISK THAT YOU ARE INVOLVED IN 11
ANNUAL COMPLIANCE BUDGET MANAGED 12
NUMBER OF EMPLOYEES IN ORGANIZATION AS A WHOLE 13
NUMBER OF EMPLOYEES IN ORGANIZATION THAT CCO RUNS COMPLIANCE FOR 14
ANNUAL REVENUES OF THE ORGANIZATION AS A WHOLE 15
ANNUAL REVENUES OF THE ORGANIZATION THAT CCO RUNS COMPLIANCE FOR 16
NUMBER OF COUNTRIES IN WHICH COMPLIANCE IS MANAGED 17
NUMBER OF YEARS MANAGING THE COMPLIANCE DEPARTMENT 18
CERTIFICATIONS 19
TYPE OF ORGANIZATION 20
GEOGRAPHIC REGION 21
HIGHEST LEVEL OF EDUCATION 22
YEARS IN COMPLIANCE PROFESSION 23
DO YOU HAVE A CONTRACT? 24
DO YOU HAVE A SEVERANCE CLAUSE IN YOUR CONTRACT (AMONG THOSE WITH A CONTRACT)? 25

EXECUTIVE SUMMARY 26

AVERAGE TOTAL COMPENSATION BY PERCENTAGE OF COMPANY'S LEGAL AND REGULATORY RISK AREAS CCO INVOLVED IN 27
AVERAGE TOTAL COMPENSATION BY NUMBER OF EMPLOYEES IN THE COMPLIANCE GROUP MANAGED 28
AVERAGE TOTAL COMPENSATION BY ANNUAL COMPLIANCE BUDGET MANAGED 29
AVERAGE TOTAL COMPENSATION BY NUMBER OF EMPLOYEES THAT CCO RUNS COMPLIANCE FOR 30
AVERAGE TOTAL COMPENSATION BY REVENUE THAT CCO RUNS COMPLIANCE FOR 31
AVERAGE TOTAL COMPENSATION BY NUMBER OF YEARS MANAGING THE COMPLIANCE DEPARTMENT 32
AVERAGE TOTAL COMPENSATION BY YEARS IN COMPLIANCE PROFESSION 33
AVERAGE TOTAL COMPENSATION BY TYPE OF ORGANIZATION 34
AVERAGE TOTAL COMPENSATION AND AVERAGE BASE SALARY BY GEOGRAPHIC REGION 35
AVERAGE TOTAL COMPENSATION BY CERTIFICATION 36
AMOUNT OF BONUS ELIGIBLE 37
BASIS OF BONUS 38
AVERAGE TOTAL COMPENSATION BY CONTRACT STATUS 39
AVERAGE TOTAL COMPENSATION BY SEVERANCE CLAUSE STATUS 40

SALARY DATA **41**

Chief Compliance Officer Salary Results 42

DETAILED RESULTS **46**

Chief Compliance Officer Detailed Results 47

2022 HEALTHCARE STAFF SALARY SURVEY **63**

INTRODUCTION **64**

ABOUT THIS REPORT 65
SURVEY METHODOLOGY 66
DEFINITIONS 66

RESPONDENT PROFILE **67**

TITLE/LEVEL 68
NUMBER OF EMPLOYEES IN ORGANIZATION AS A WHOLE 69
NUMBER OF EMPLOYEES IN THE PORTION OF THE ORGANIZATION THAT THE COMPLIANCE PROGRAM OVERSEES 70
ANNUAL REVENUES OF THE ORGANIZATION AS A WHOLE 71
ANNUAL REVENUES OF THE PORTION OF THE ORGANIZATION THAT THE COMPLIANCE PROGRAM OVERSEES 72
NUMBER OF COUNTRIES IN WHICH COMPLIANCE IS MANAGED 73
NUMBER OF YEARS IN THE COMPLIANCE DEPARTMENT 74
TYPE OF ORGANIZATION 75
GEOGRAPHIC REGION 76
PERCENTAGE OF COMPANY'S LEGAL AND REGULATORY RISK THE COMPLIANCE DEPARTMENT IS RESPONSIBLE FOR MANAGING 77
ELEMENTS OF THE COMPLIANCE PROGRAM THAT STAFF ARE PRIMARILY INVOLVED IN 78
HOW MANY PEOPLE REPORT UP THROUGH TO THE INDIVIDUAL? 79
CERTIFICATIONS 80
DO YOU HAVE A CONTRACT? 81
DO YOU HAVE A SEVERANCE CLAUSE IN YOUR CONTRACT? 82
HIGHEST LEVEL OF EDUCATION 83

EXECUTIVE SUMMARY **84**

AVERAGE TOTAL COMPENSATION BY TITLE/LEVEL 85
AVERAGE TOTAL COMPENSATION BY ANNUAL REVENUES IN THE PORTION OF THE ORGANIZATION THAT THE INDIVIDUAL WORKS IN COMPLIANCE FOR 86
AVERAGE TOTAL COMPENSATION BY NUMBER OF EMPLOYEES IN THE PORTION OF THE ORGANIZATION THAT THE INDIVIDUAL WORKS IN COMPLIANCE FOR 87
AVERAGE TOTAL COMPENSATION BY NUMBER OF EMPLOYEES REPORTING UP THROUGH TO INDIVIDUAL 88
AVERAGE TOTAL COMPENSATION BY TYPE OF ORGANIZATION 89
AVERAGE TOTAL COMPENSATION BY CERTIFICATIONS HELD 90
AVERAGE TOTAL COMPENSATION BY ELEMENTS OF A COMPLIANCE PROGRAM THE INDIVIDUAL IS INVOLVED IN 91
AVERAGE TOTAL COMPENSATION BY CONTRACT STATUS 92
AVERAGE TOTAL COMPENSATION SEVERANCE CLAUSE STATUS 93
AMOUNT OF BONUS ELIGIBLE 94

SALARY DATA **95**

Director Salary Results 96
Manager Salary Results 100
Assistant/Specialist Salary Results 104

DETAILED RESULTS **108**

INTRODUCTION

ABOUT THIS REPORT

The *2022 Healthcare Chief Compliance Officers Salary Survey* is another important service provided by the Society of Corporate Compliance and Ethics (SCCE) & Health Care Compliance Association (HCCA). The information contained in this report offers salary and compensation data for individuals working in the healthcare compliance profession. The report is designed to allow organizations and individuals to compare their data with those of their peers.

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

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

- Percentage of Company's Legal and Regulatory Risk Areas the Chief Compliance Officer (CCO) Is Involved in
- Number of Employees in the Compliance Group Managed
- Number of Employees in Organization as a Whole
- Annual Revenues of the Organization as a Whole
- Number of Direct Reports to the CCO
- Annual Compliance Budget Managed
- Number of Employees in Portion of the Organization That CCO Runs Compliance for
- Annual Revenues in Portion of the Organization That CCO Runs Compliance for
- Number of Countries in Which Compliance Is Managed
- Number of Years Managing the Compliance Department
- Years in Compliance Profession
- Certifications Held
- Type of Organization
- Number of Compliance Program Elements the CCO Is Involved in
- Geographic Region
- Highest Level of Education
- Contract Status
- Amount of Bonus Eligible
- Basis of Bonus
- Presence of Severance Clause in One's Contract

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

Please note that the salary and other data published in this report should be considered guidelines rather than absolute standards. Even organizations that are similar 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 is proud to present the enclosed insights into the salary levels in the healthcare compliance industry. We wish to thank the professionals who submitted data for the study. Your support was essential in making this study a success.

SURVEY METHODOLOGY

In June 2022, an email invitation was sent to approximately 50,000 individuals that make up the SCCE and HCCA database. In total, 2,898 completed online submissions were received by the end of July. Of the 2,898 responses, 448 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 August 2022.

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.

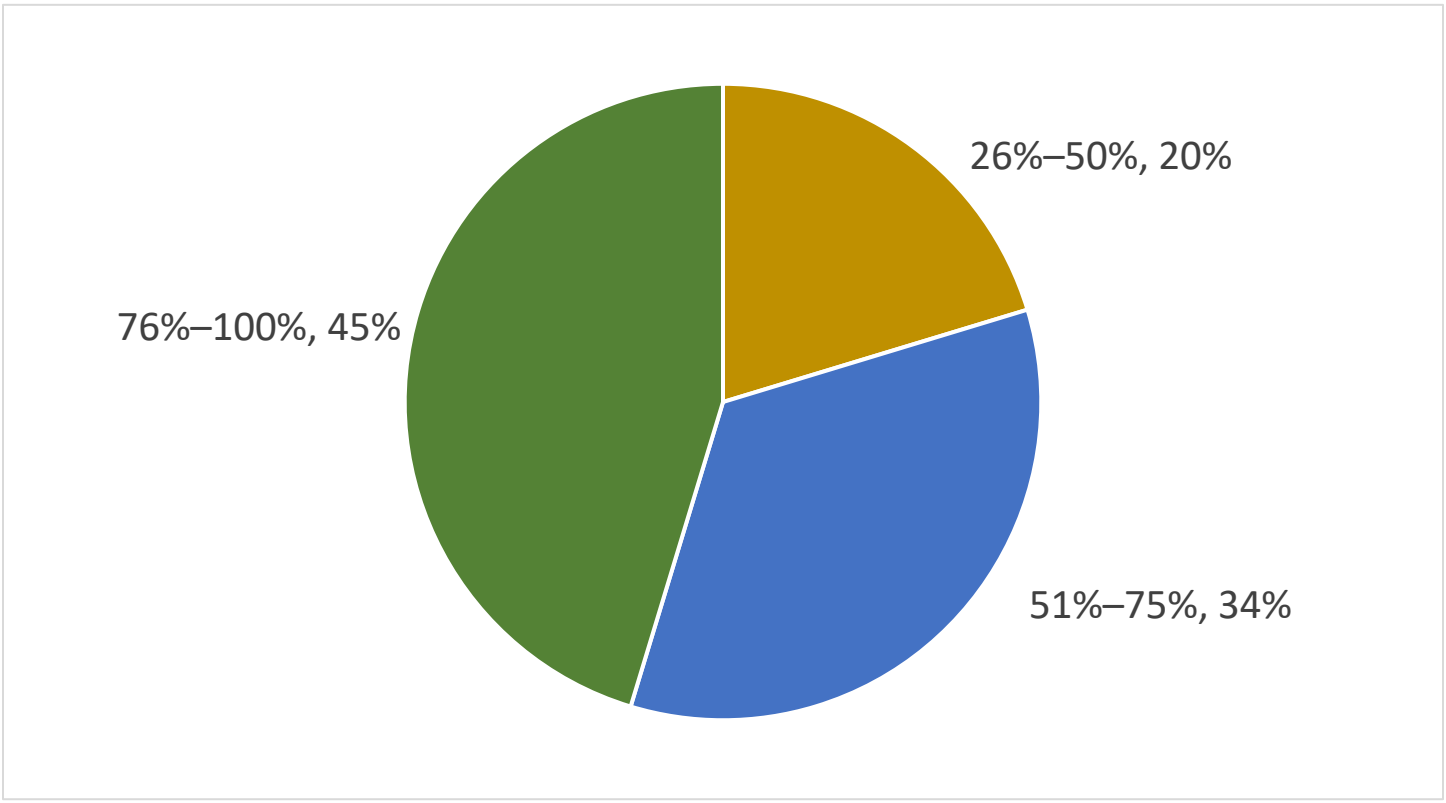
25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

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

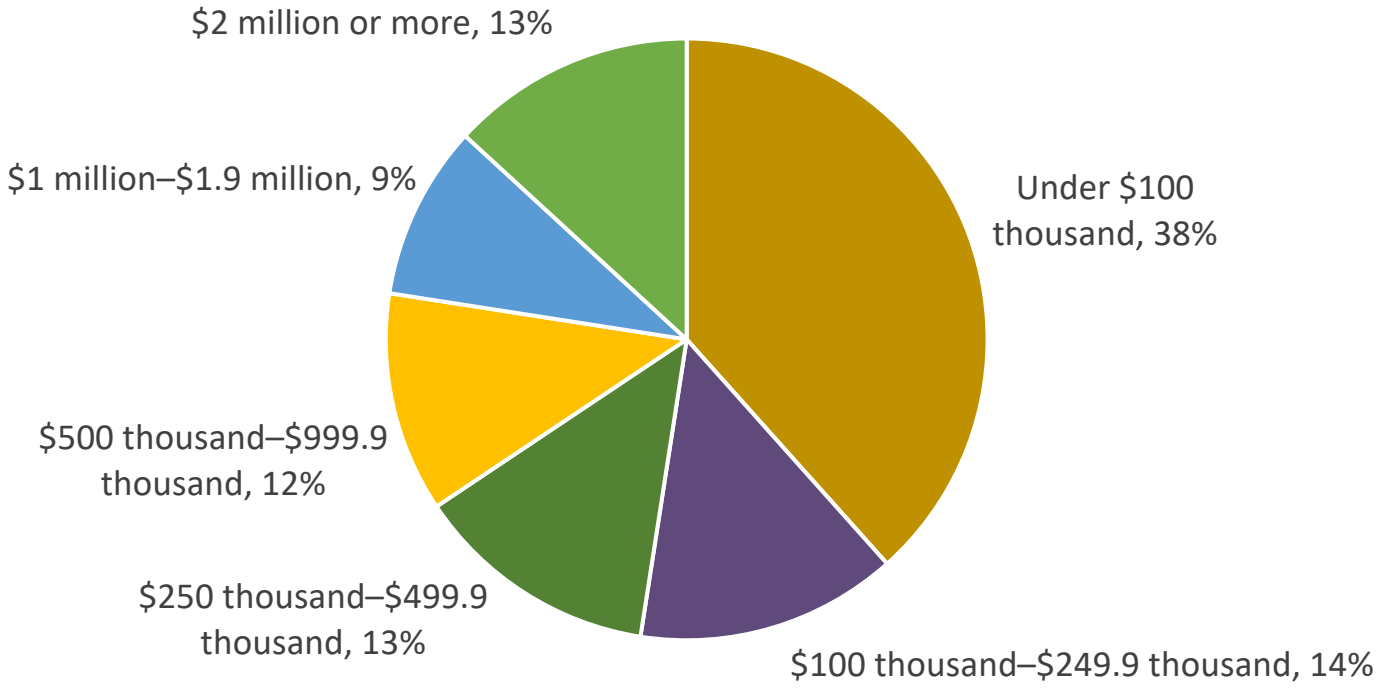
Percentage of Company's Legal and Regulatory Risk That You Are Involved in

Close to half (45%) of the healthcare Chief Compliance Officer respondents are involved in more than 75% of their organization's legal and regulatory risk. Another 1 in 3 (34%) are involved in 51%-75%, while 1 in 5 manage 26%-50%.



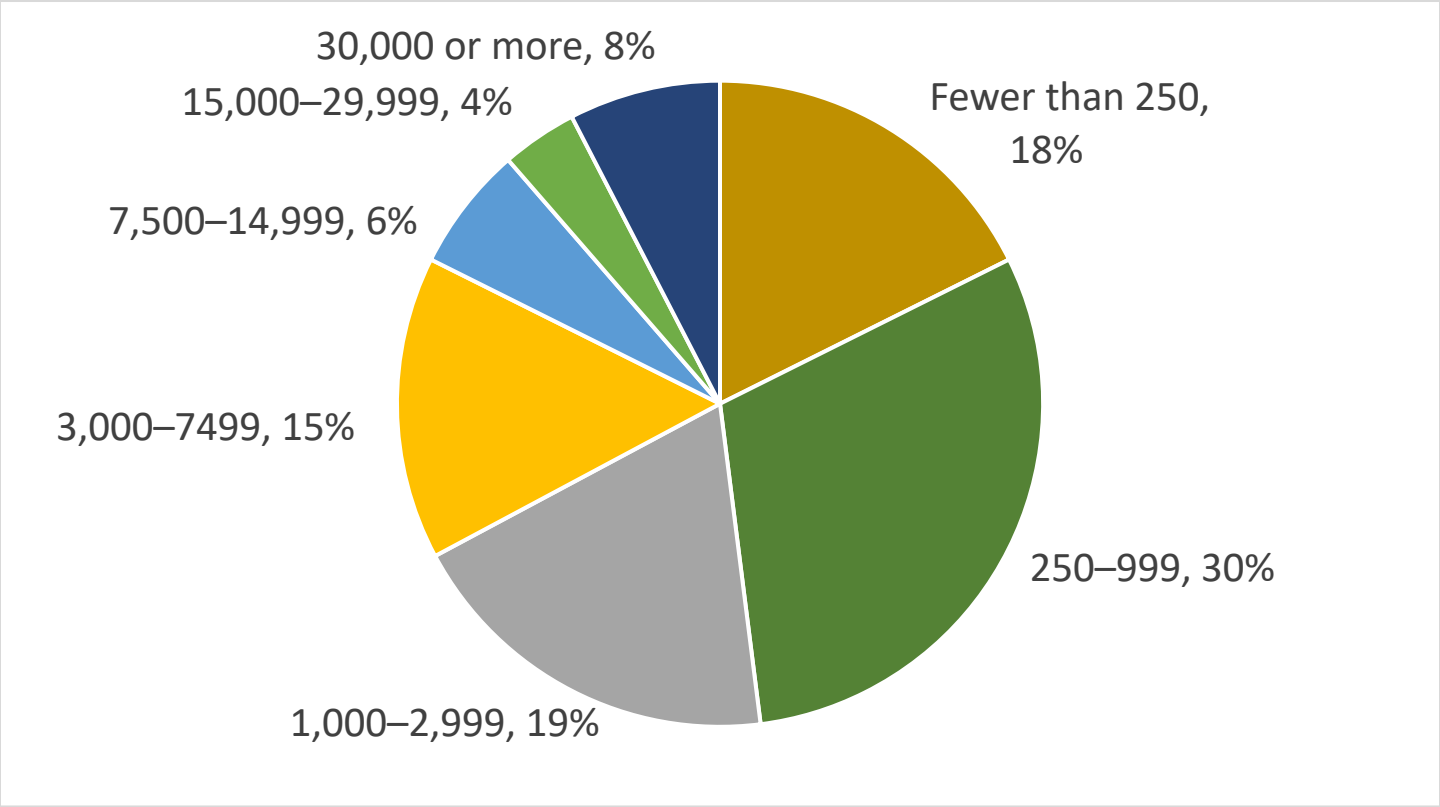
Annual Compliance Budget Managed

The largest proportion of healthcare CCOs manage a compliance budget of less than $100K (38%). At the other extreme, 22% manage a budget of $1 million or more.



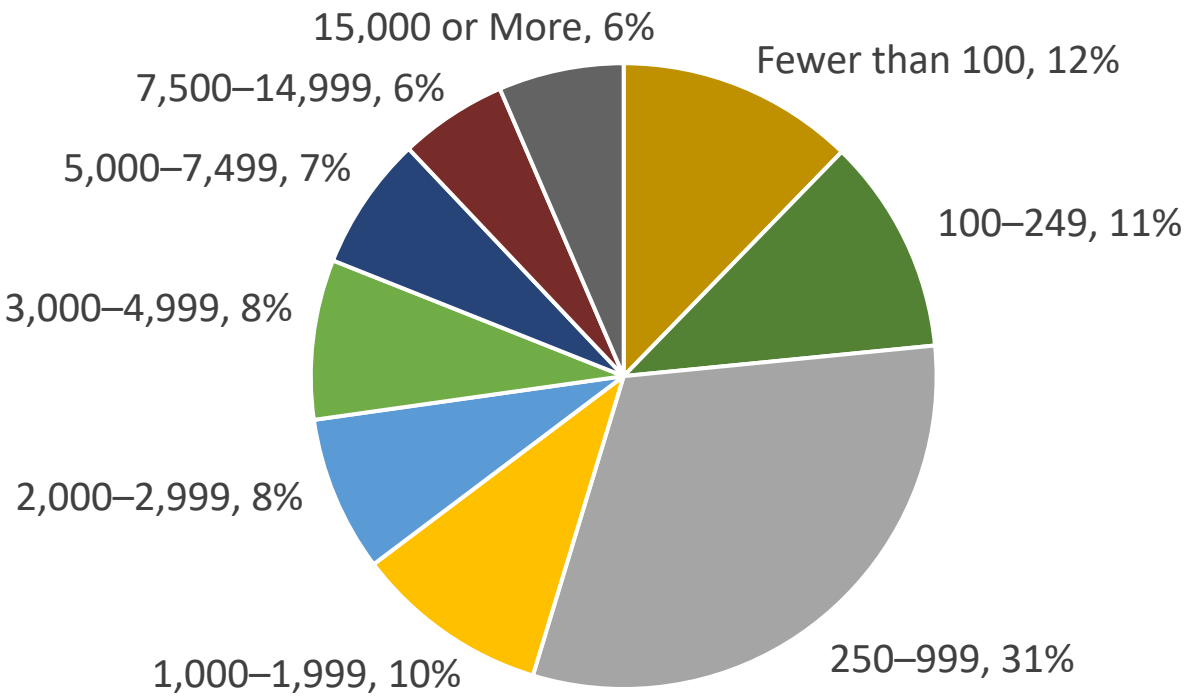
Number of Employees in Organization as a Whole

About 1 in 3 (30%) healthcare CCOs work in firms with 250-999 employees, the segment with the largest representation among survey respondents. Another 19% work in firms with 1,000-2,999 employees, and 33% work in firms with 3,00+ employees.



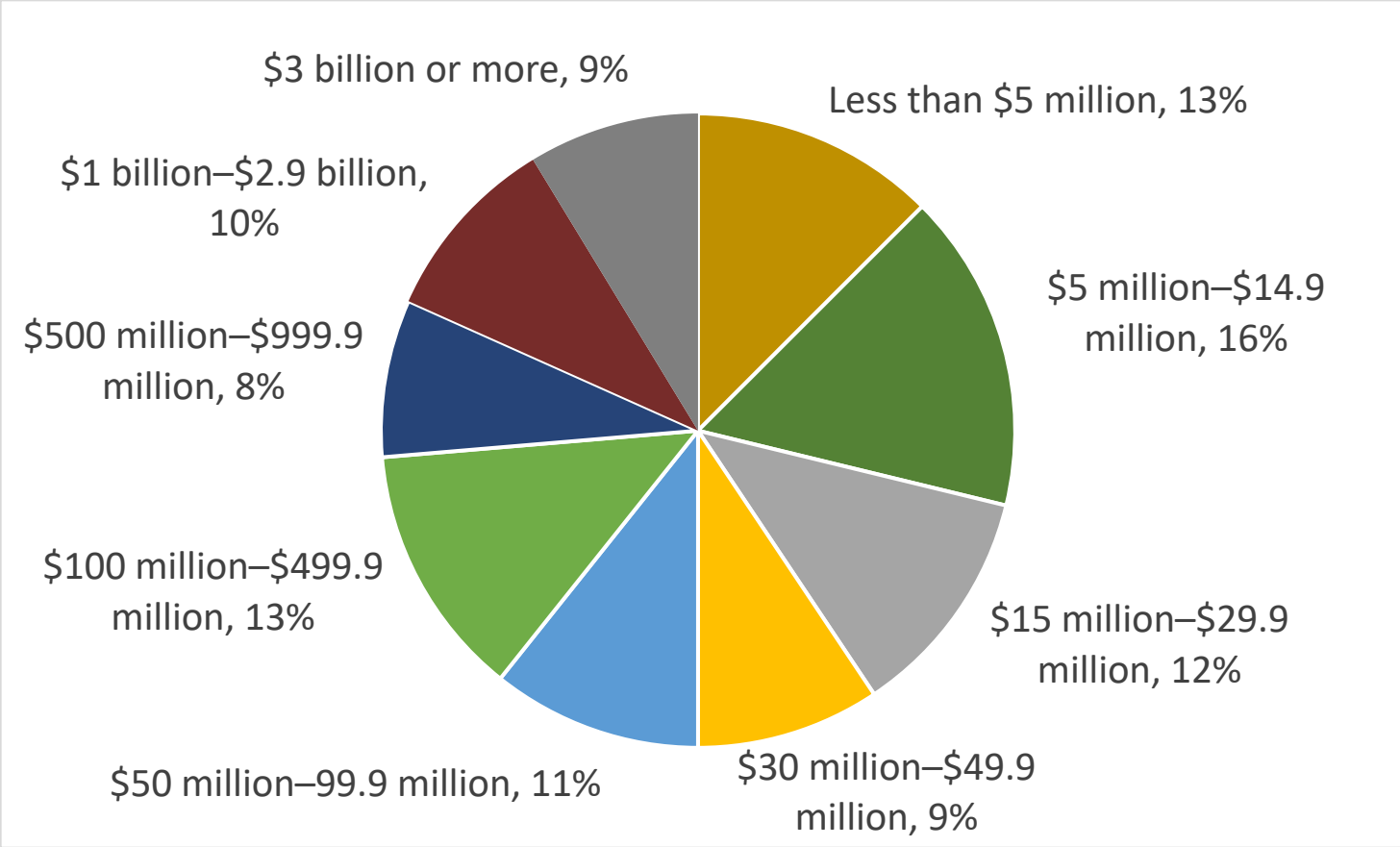
Number of Employees in Organization That CCO Runs Compliance for

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



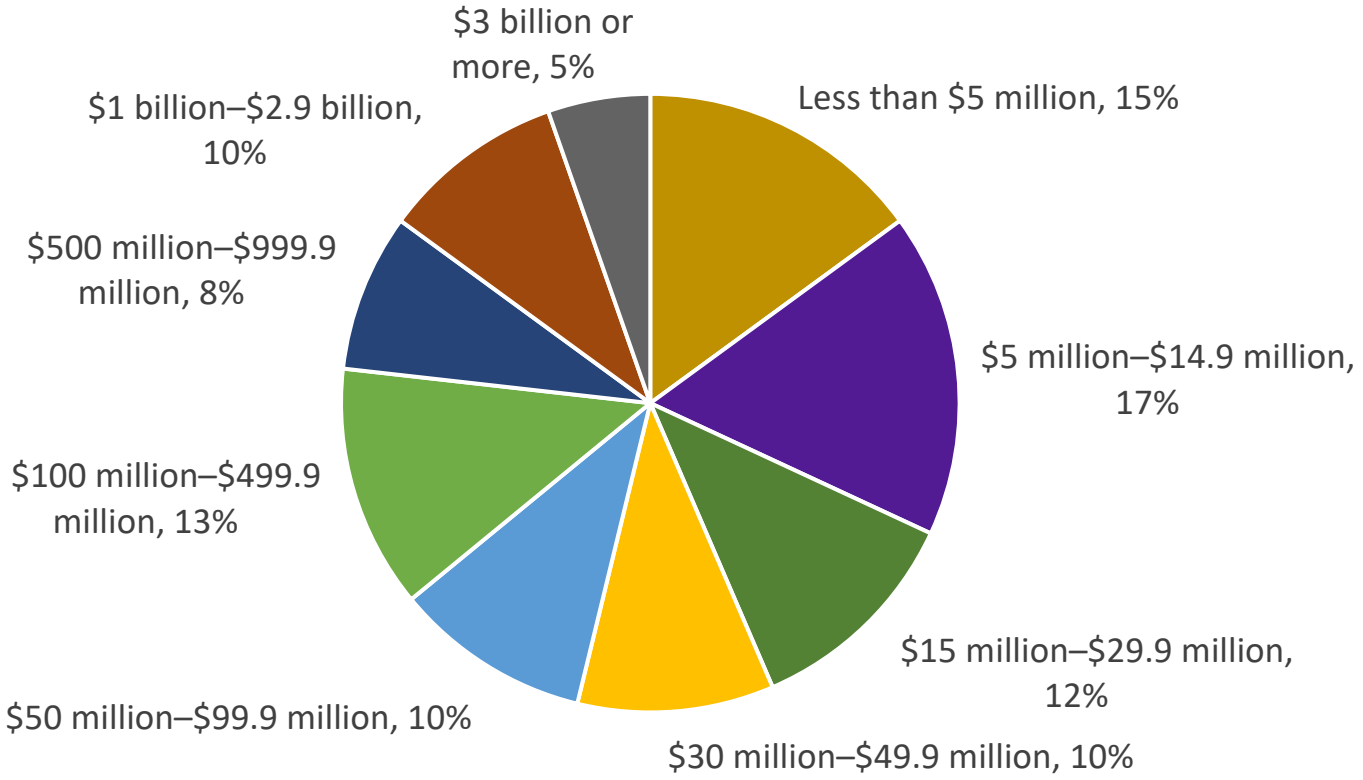
Annual Revenues of the Organization as a Whole

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



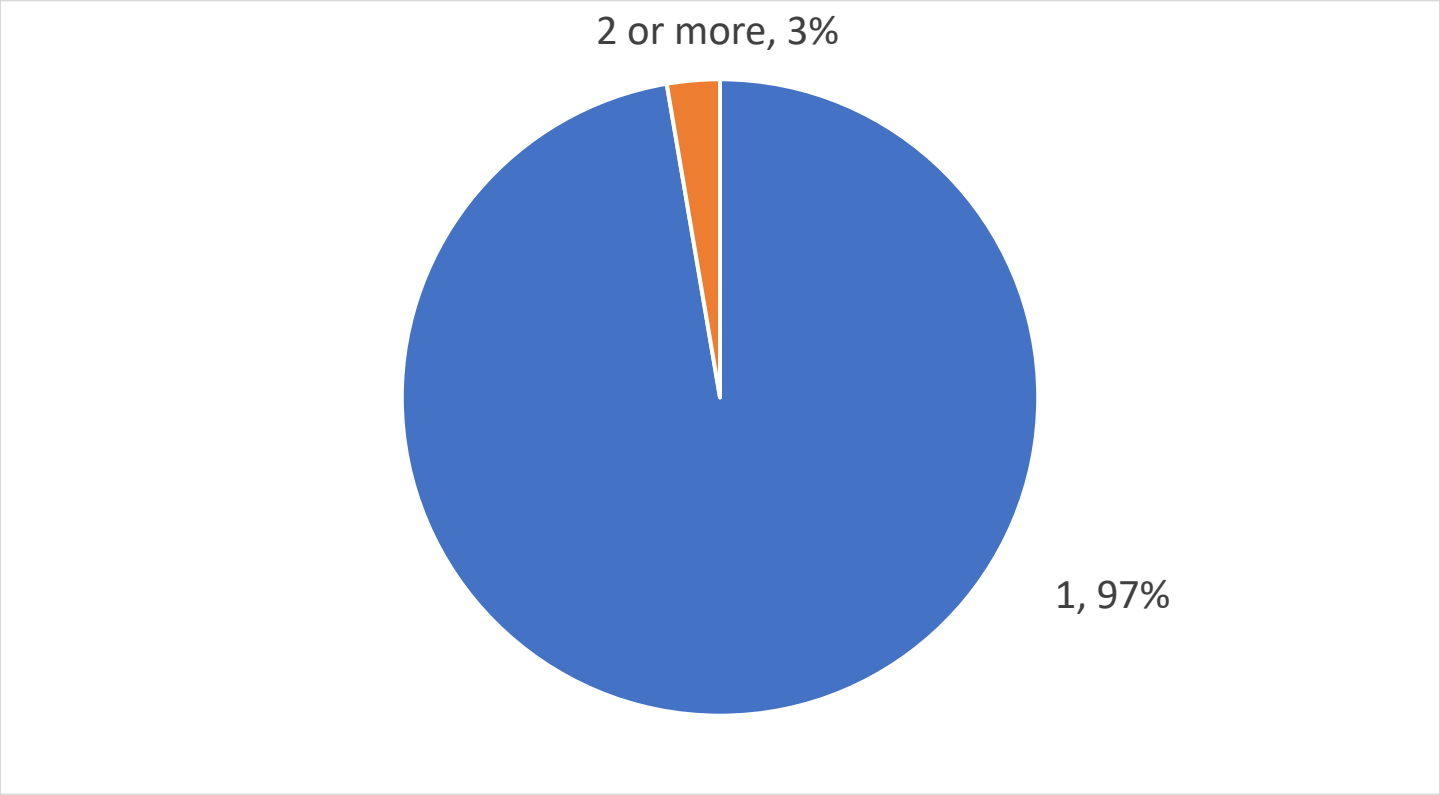
Annual Revenues of the Organization That CCO Runs Compliance for

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



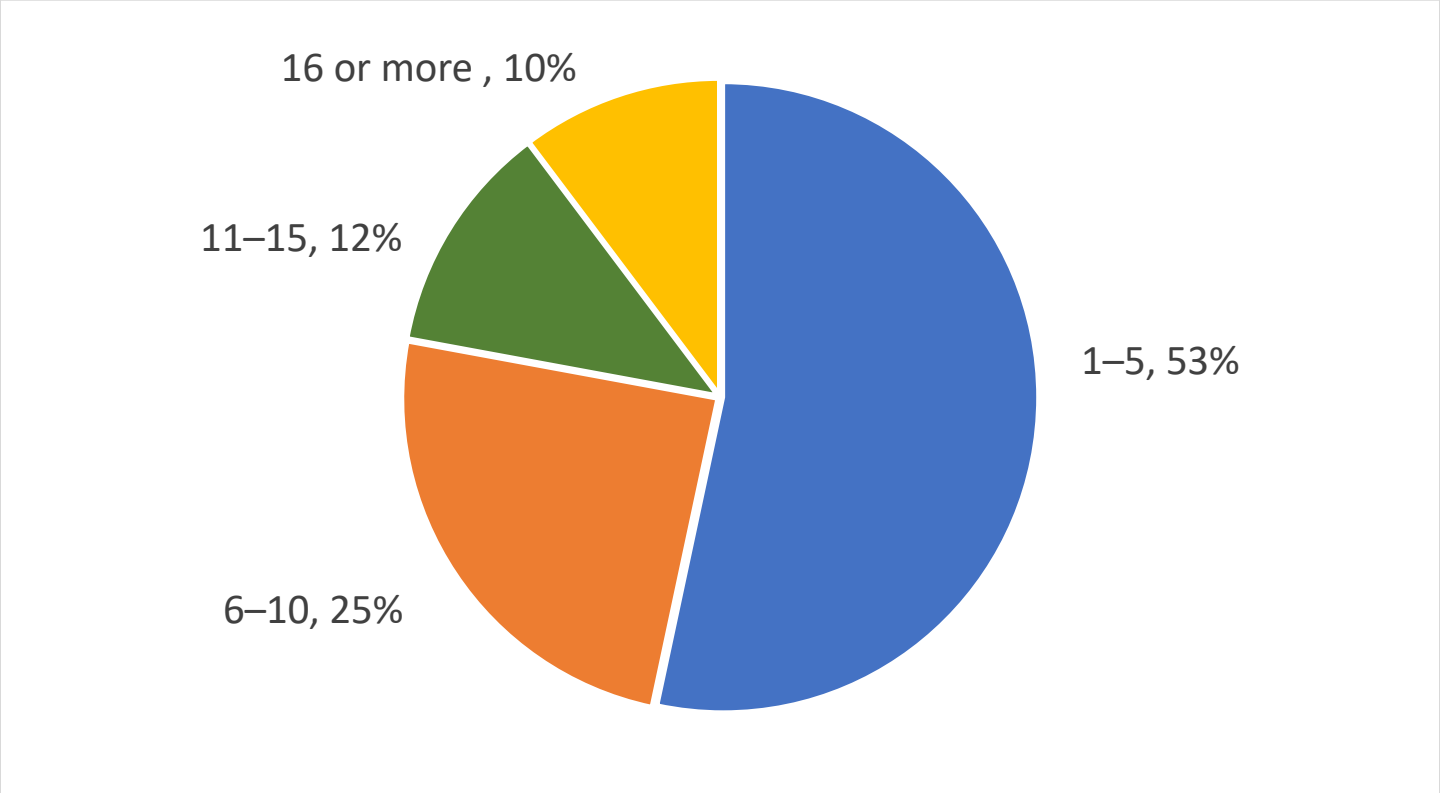
Number of Countries in Which Compliance Is Managed

Virtually all healthcare CCOs manage compliance in only one country.



Number of Years Managing the Compliance Department

A bit more than half (53%) of healthcare CCOs are relatively new in their role, with a tenure of 5 years or less. Another one-quarter have been in the role for 6-10 years; just 10% have been in place for more than 15 years.

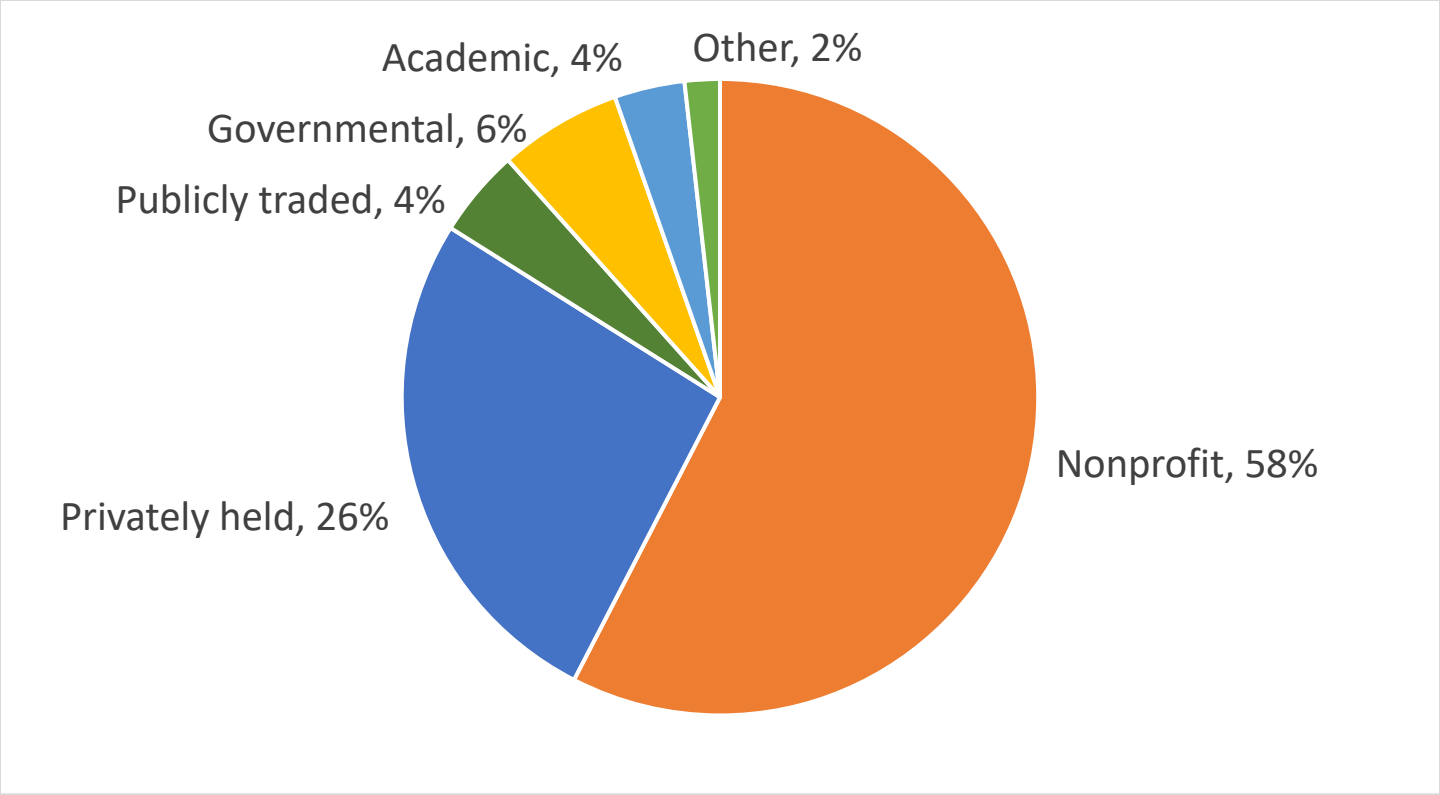


Certifications

The most common certification held by healthcare CCOs, by far, is the CHC®; 60% of healthcare CCOs hold that credential. Another 1 in 5 have a CHPC® certification.

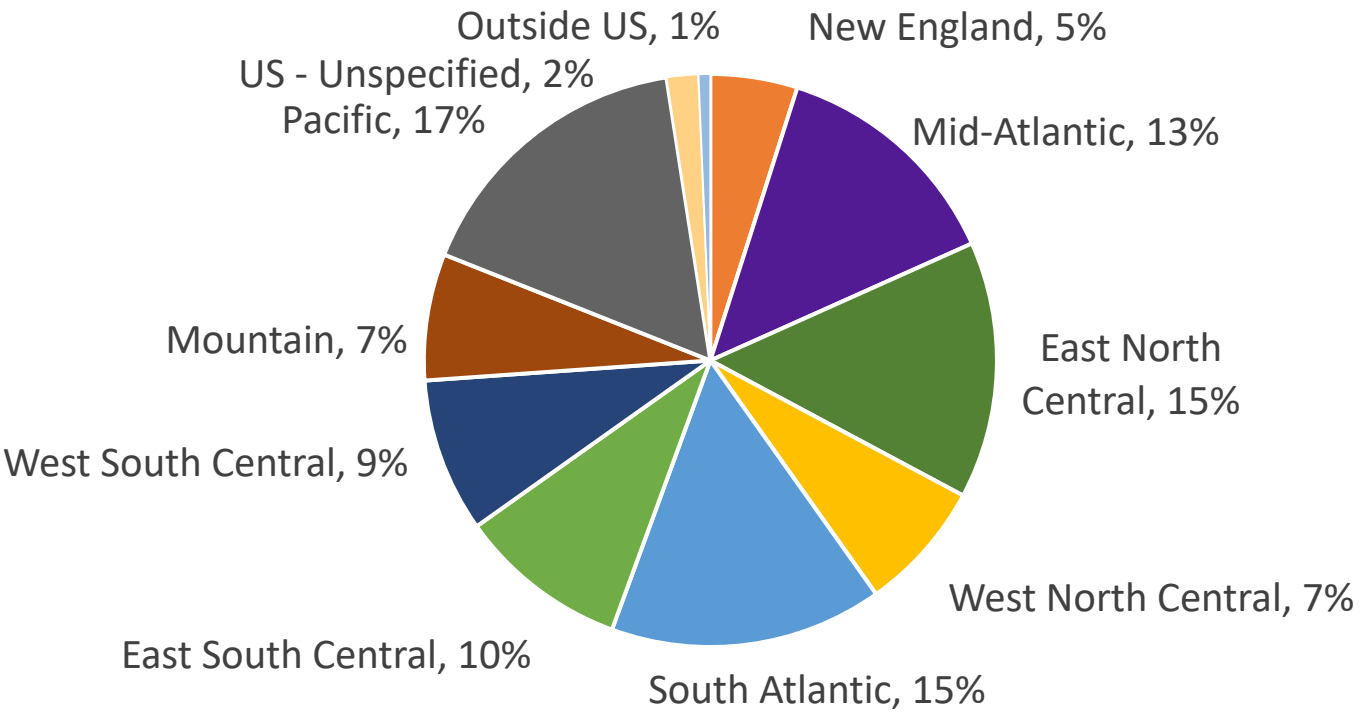
Type of Organization

Nearly 6 in 10 (58%) healthcare CCOs work in a nonprofit organization. About one-fourth (26%) work for privately held firms.



Geographic Region

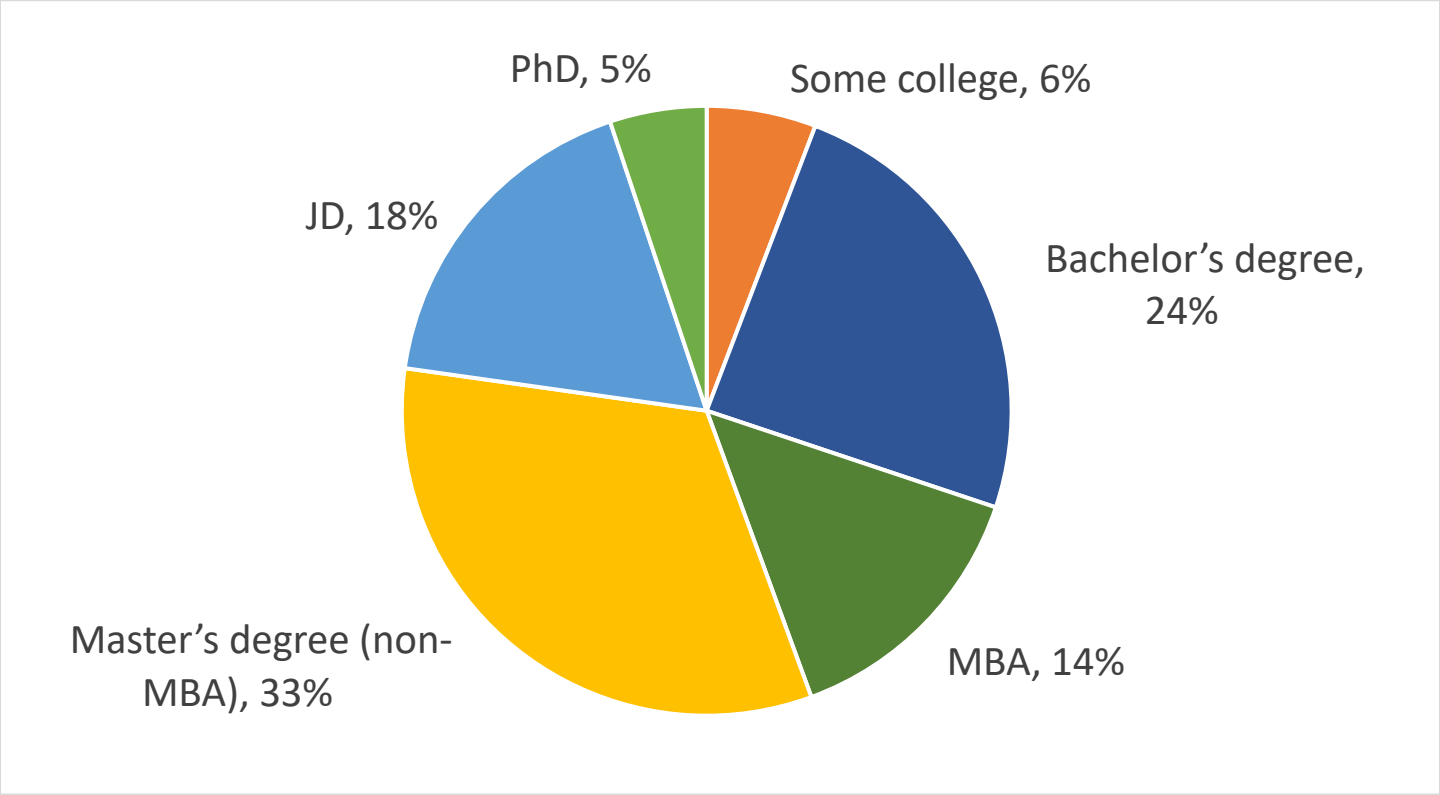
Healthcare CCOs are well represented across the country, although the highest proportions are found in the Pacific, East-North Central, and South Atlantic regions.



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

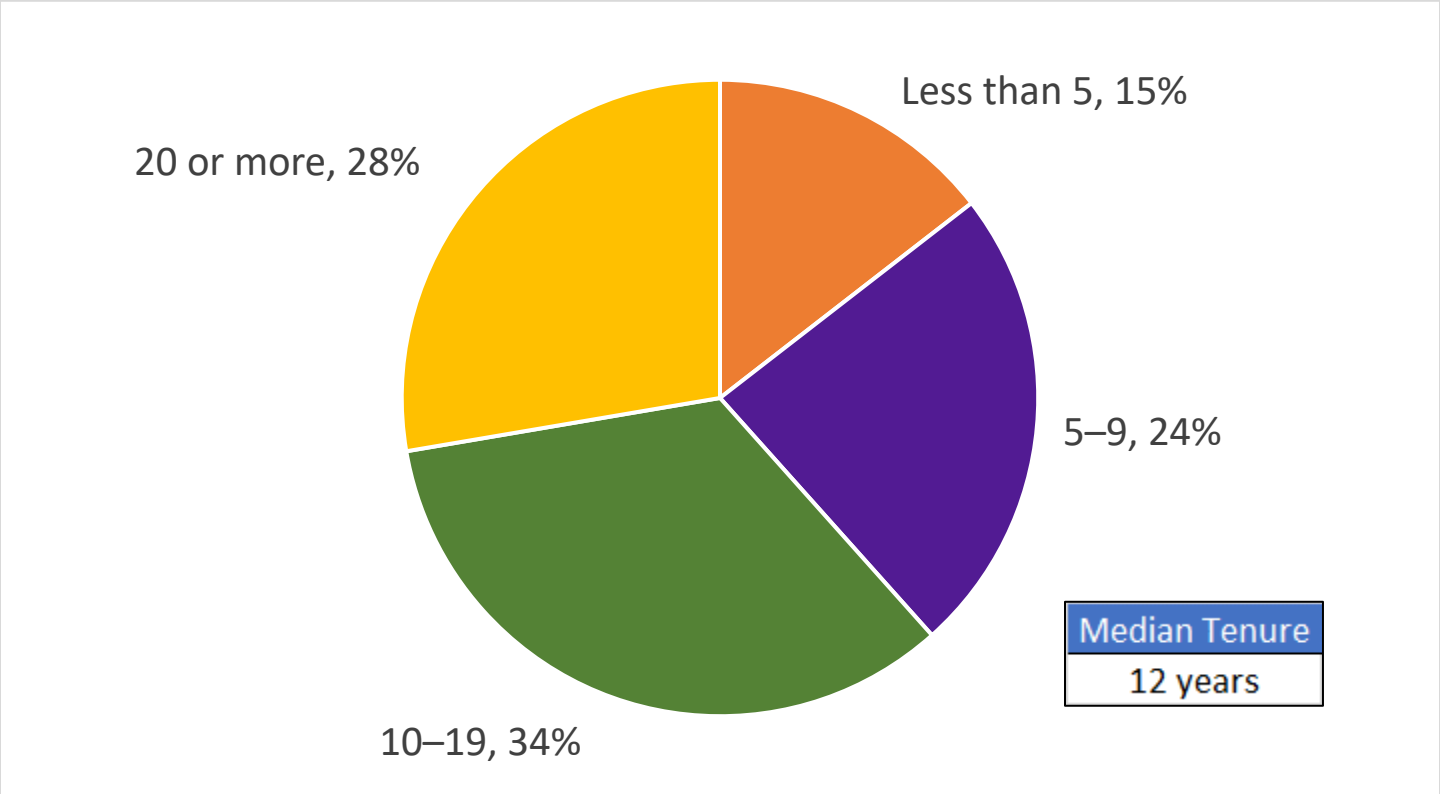
Highest Level of Education

7 in 10 healthcare CCOs have an advanced degree, including 18% with a JD and 5% with a Ph.D.



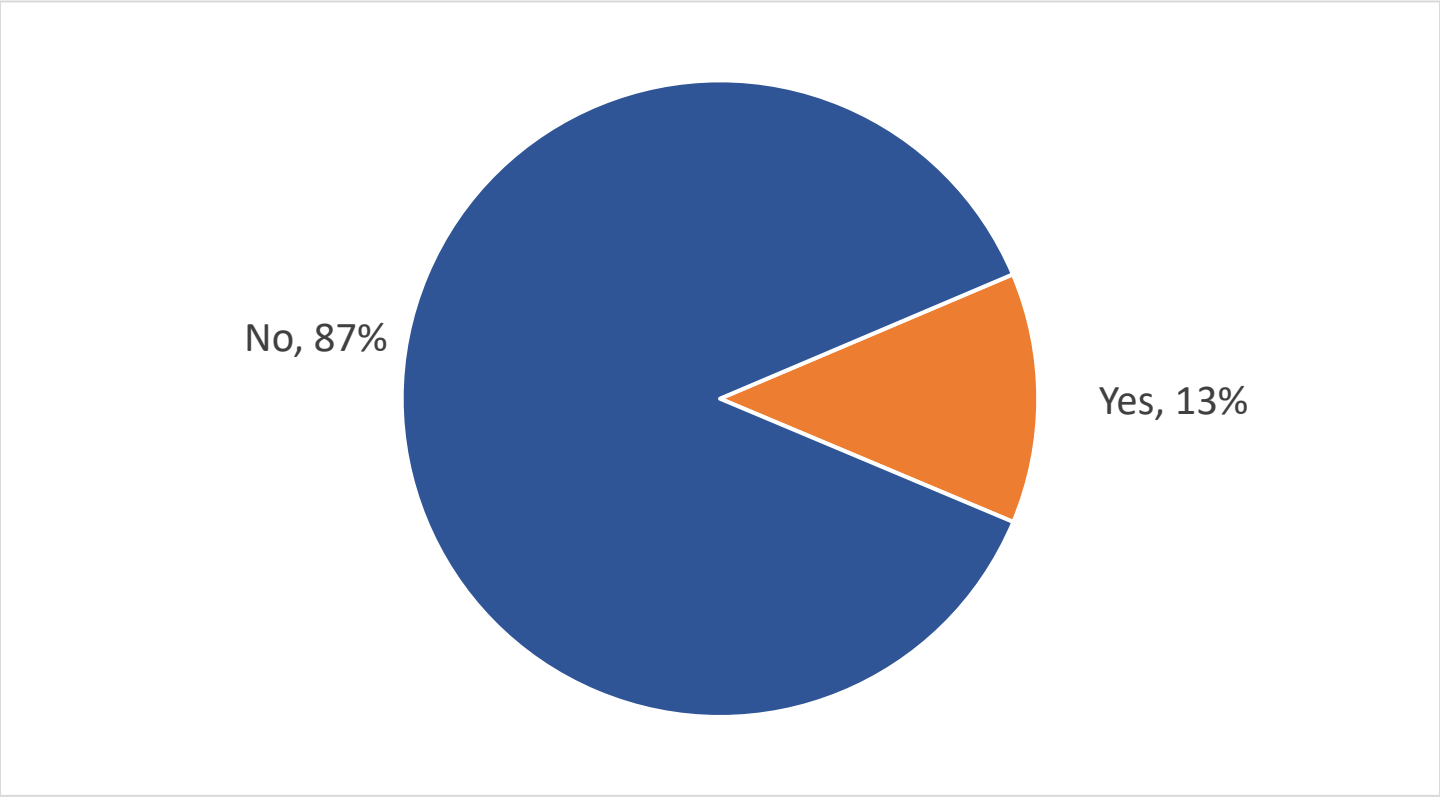
Years in Compliance Profession

Median tenure in the compliance profession is 12 years among healthcare CCOs, although nearly 3 in 10 (28%) have been in the profession for at least 20 years.



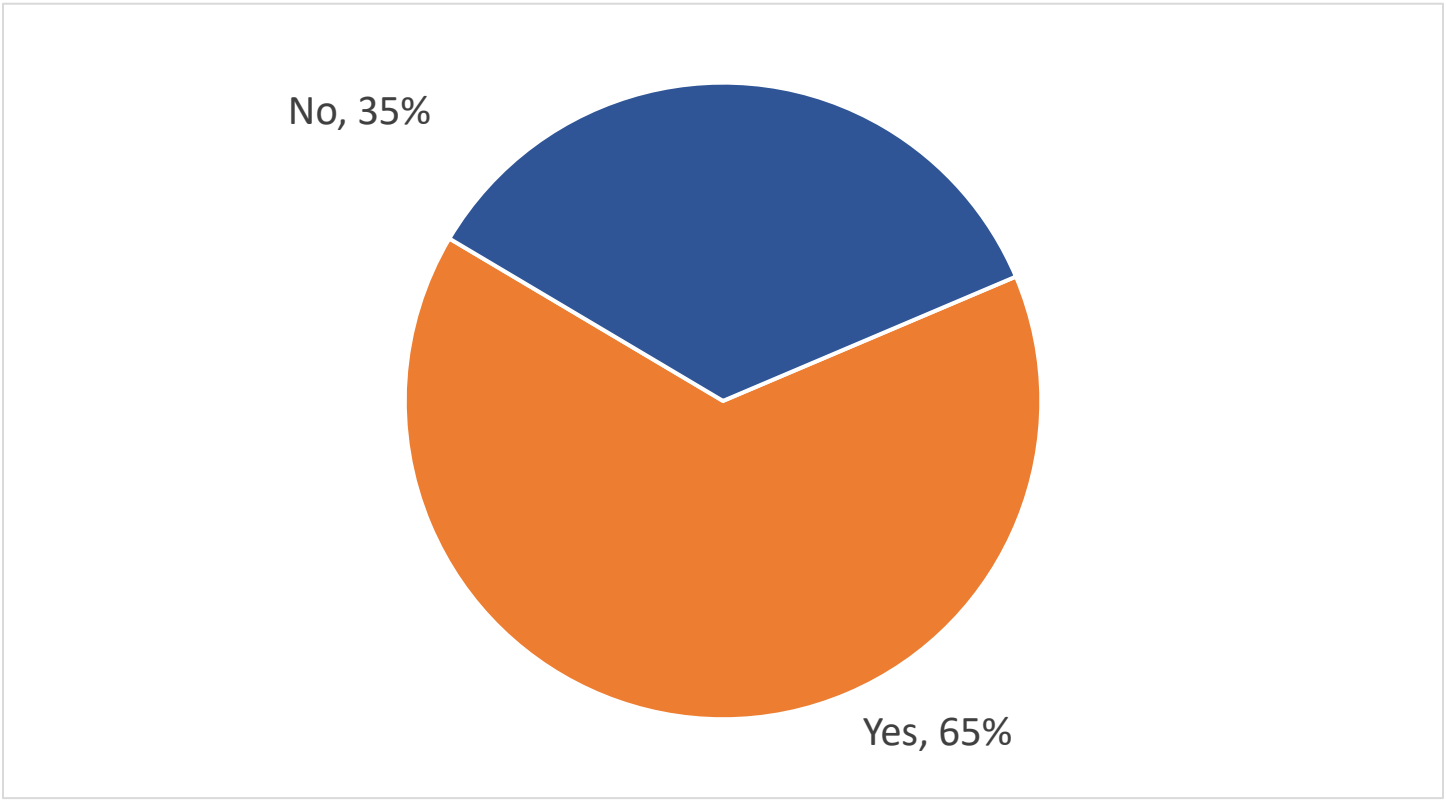
Do You Have a Contract?

Only 13% of healthcare CCOs have a contract currently.



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

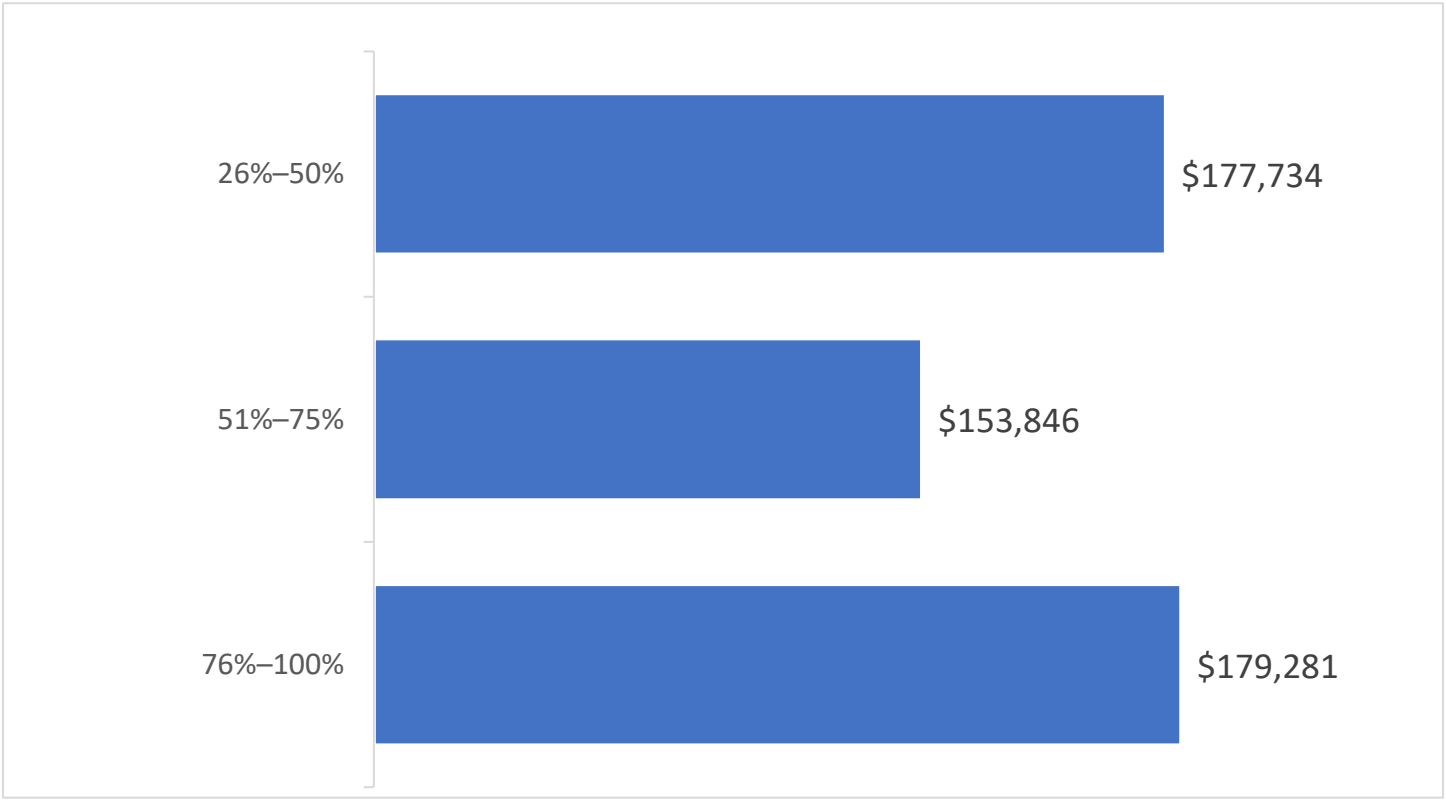
Among CCOs with a contract, about two thirds (65%) say their contract includes a severance clause.



EXECUTIVE SUMMARY

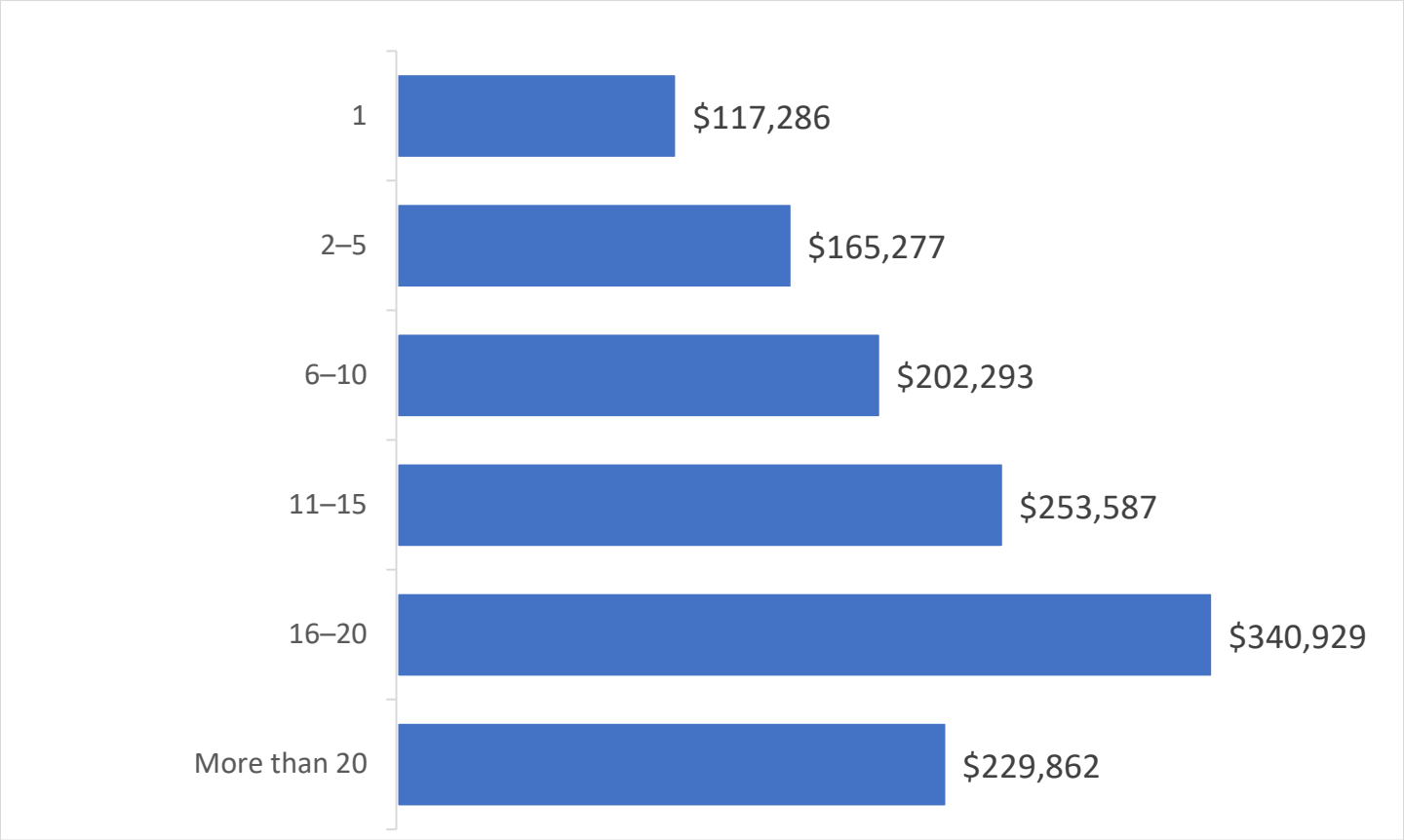
Average Total Compensation by Percentage of Company's Legal and Regulatory Risk Areas CCO Involved in

Average total compensation for healthcare CCOs ranges between $153,000 and $179,000 per year, depending on the level of risk areas the CCO is involved in.



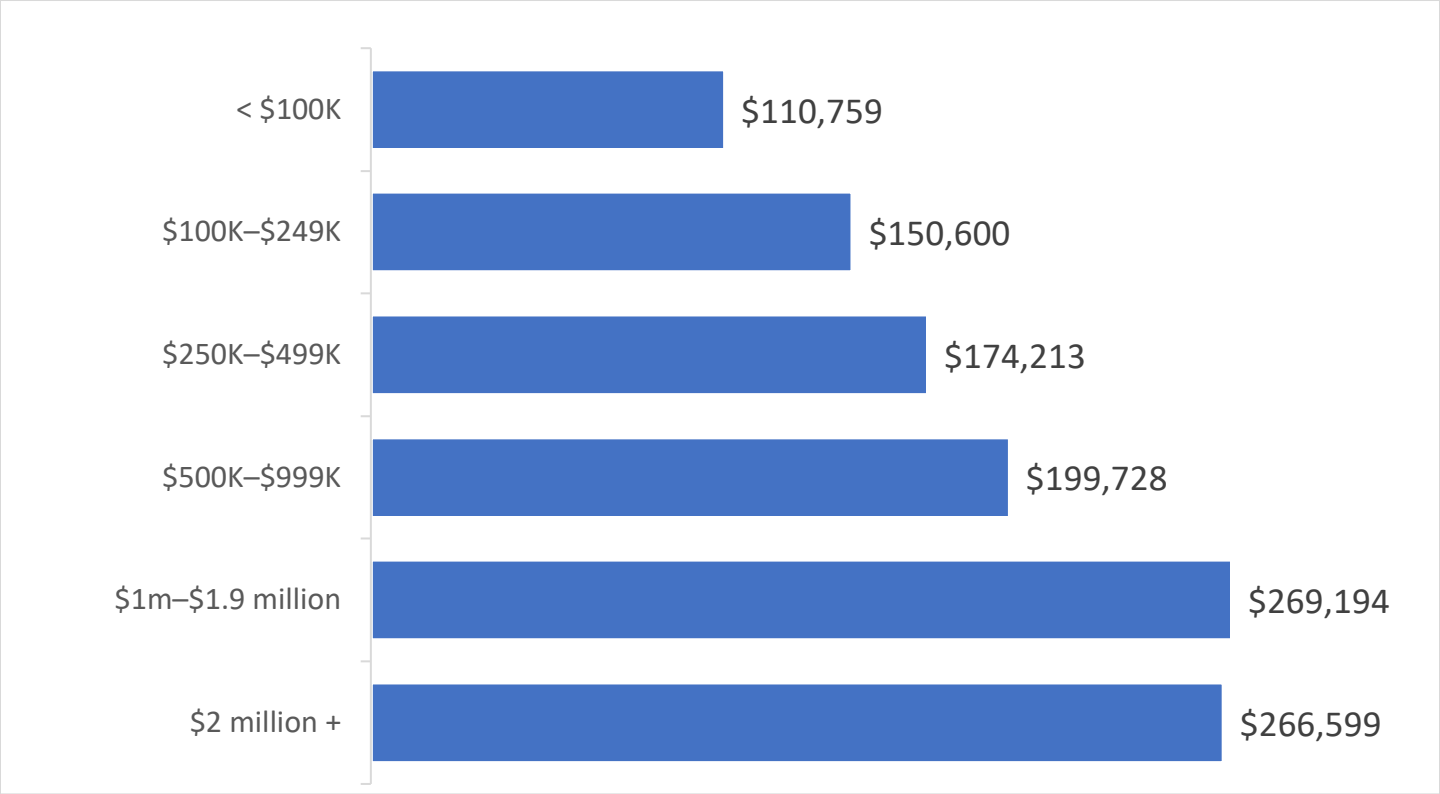
Average Total Compensation by Number of Employees in the Compliance Group Managed

Total compensation for healthcare CCOs increases steadily by number of compliance employees, reaching a peak of $340,000 for those managing 16-20 employees—before dropping off for those managing 20 or more.



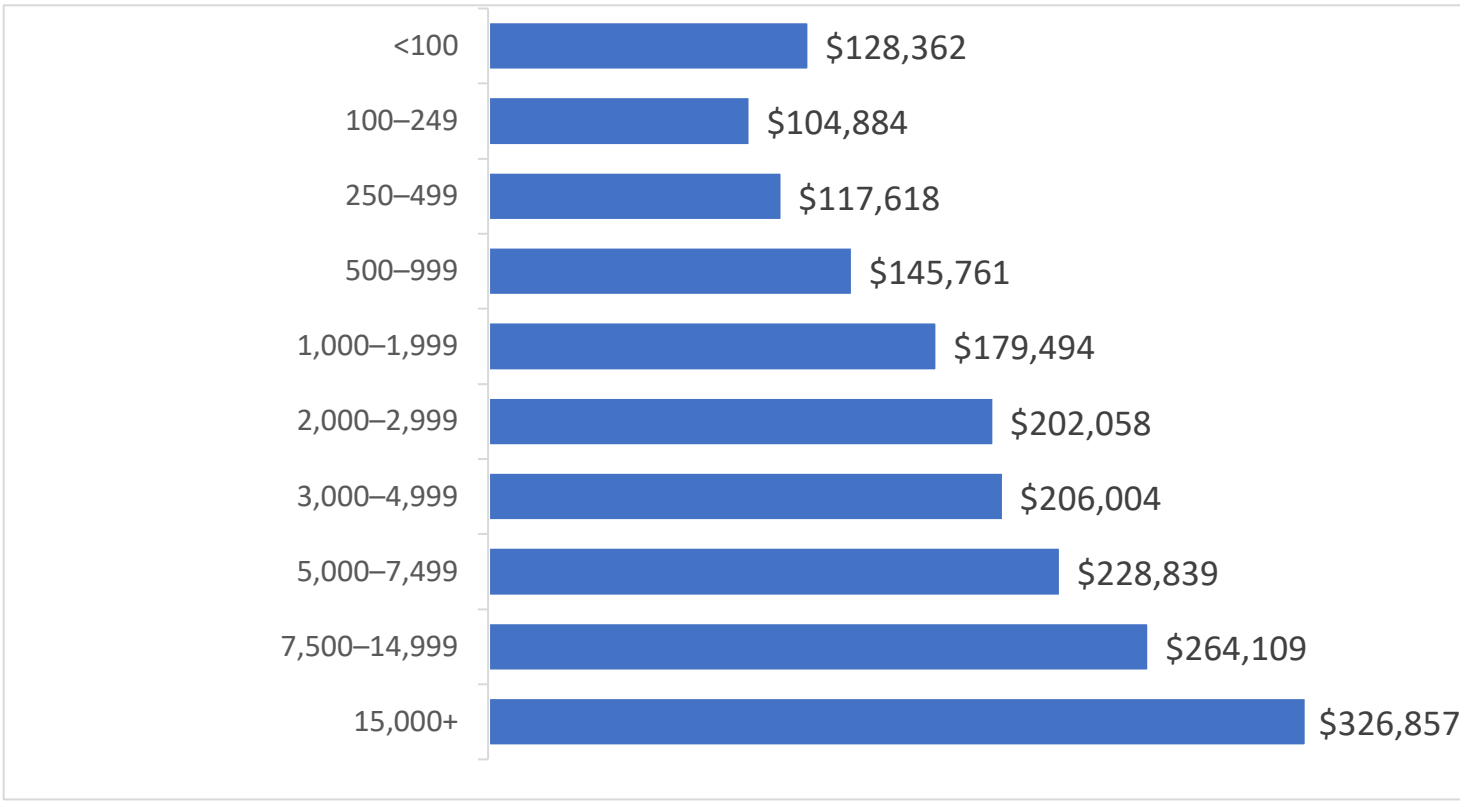
Average Total Compensation by Annual Compliance Budget Managed

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



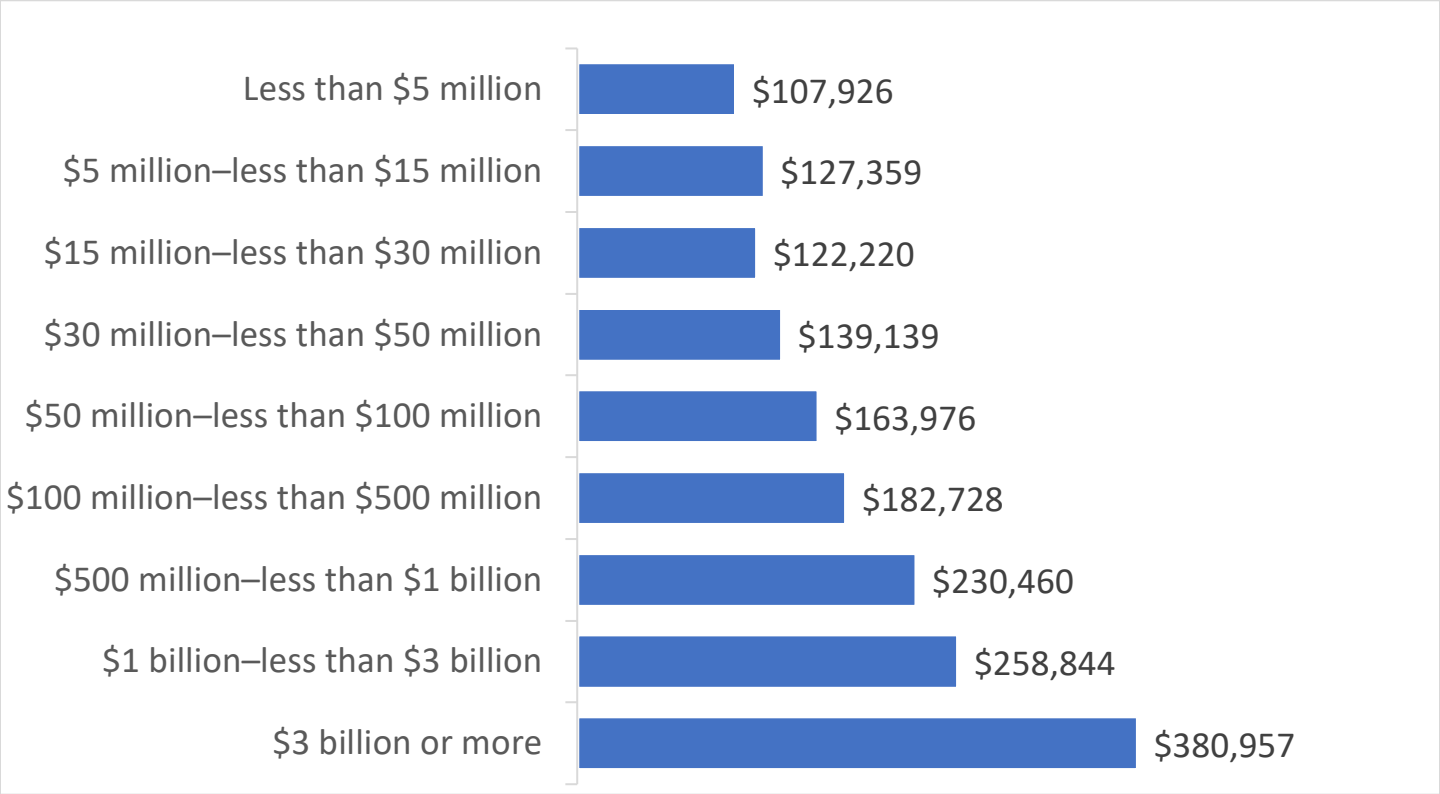
Average Total Compensation by Number of Employees That CCO Runs Compliance for

Compensation also increases steadily by the number of employees the CCO manages compliance for, peaking at $326,000 for those responsible for 15,000 or more employees.



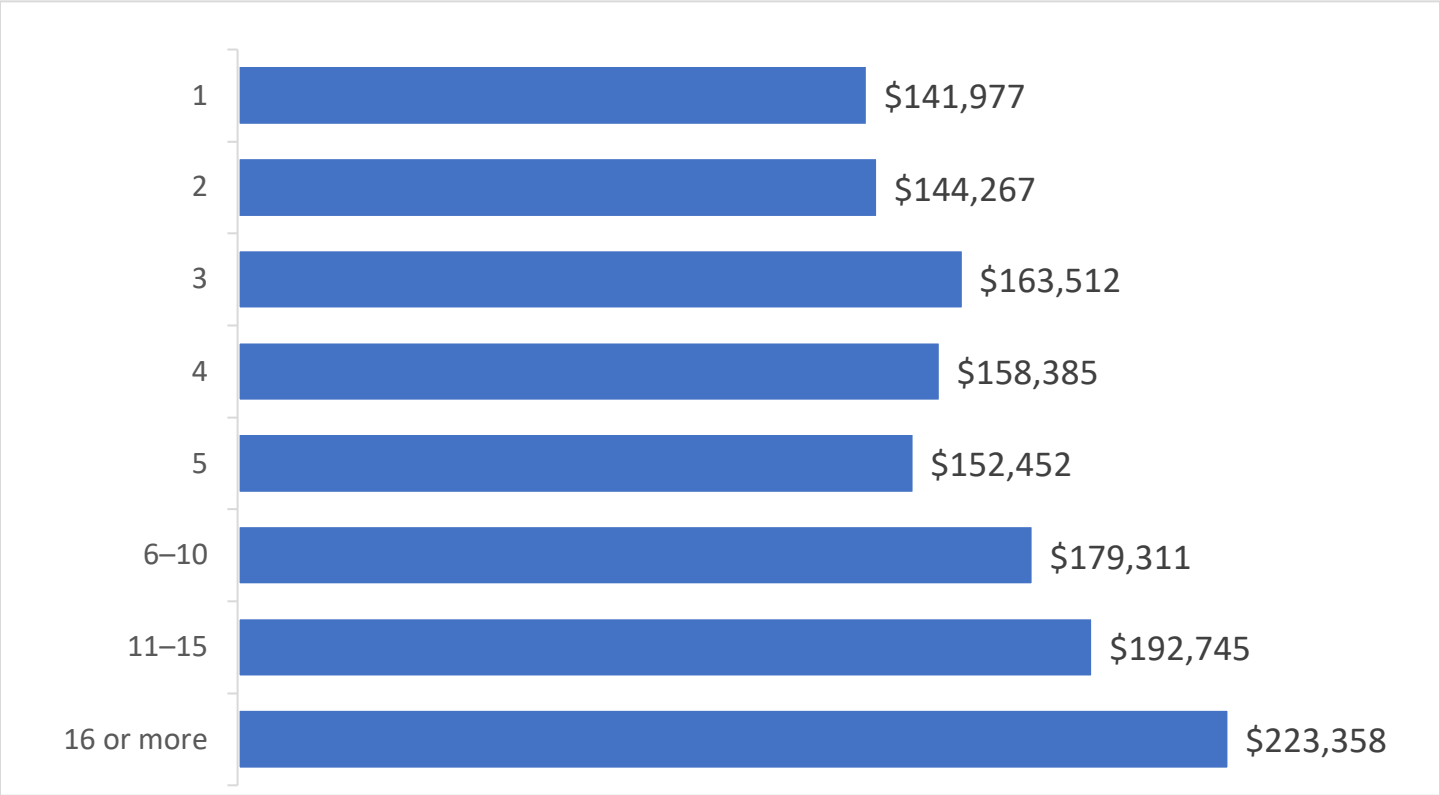
Average Total Compensation by Revenue That CCO Runs Compliance for

Healthcare CCO compensation also increases steadily by the level of revenue the CCO runs compliance for, this time peaking at close to $381,000 for those who run compliance for revenues of $3 billion or higher.



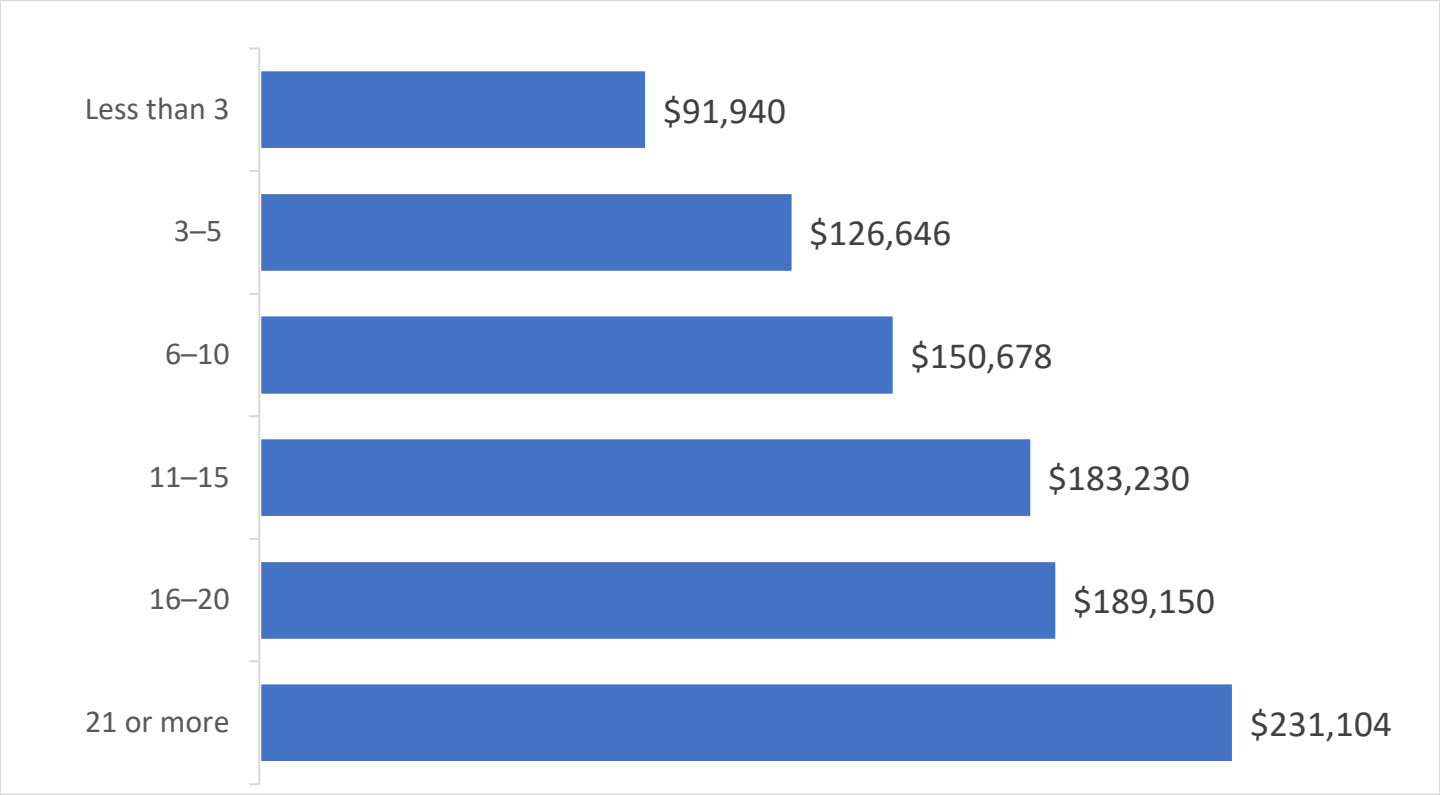
Average Total Compensation by Number of Years Managing the Compliance Department

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



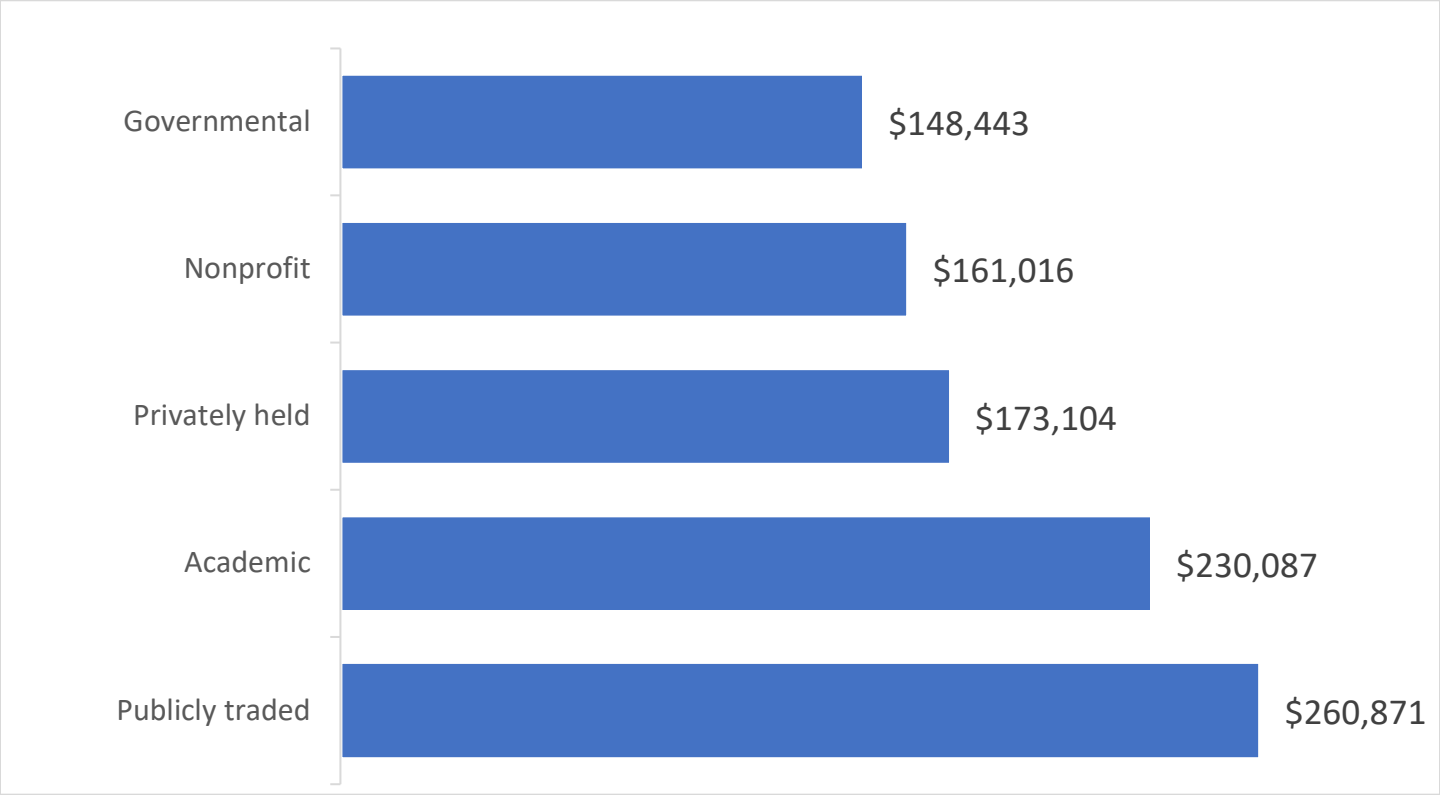
Average Total Compensation by Years in Compliance Profession

We see a more linear relationship between total compensation and years in the compliance profession, with compensation topping $230,000 for those in compliance for more than 20 years.



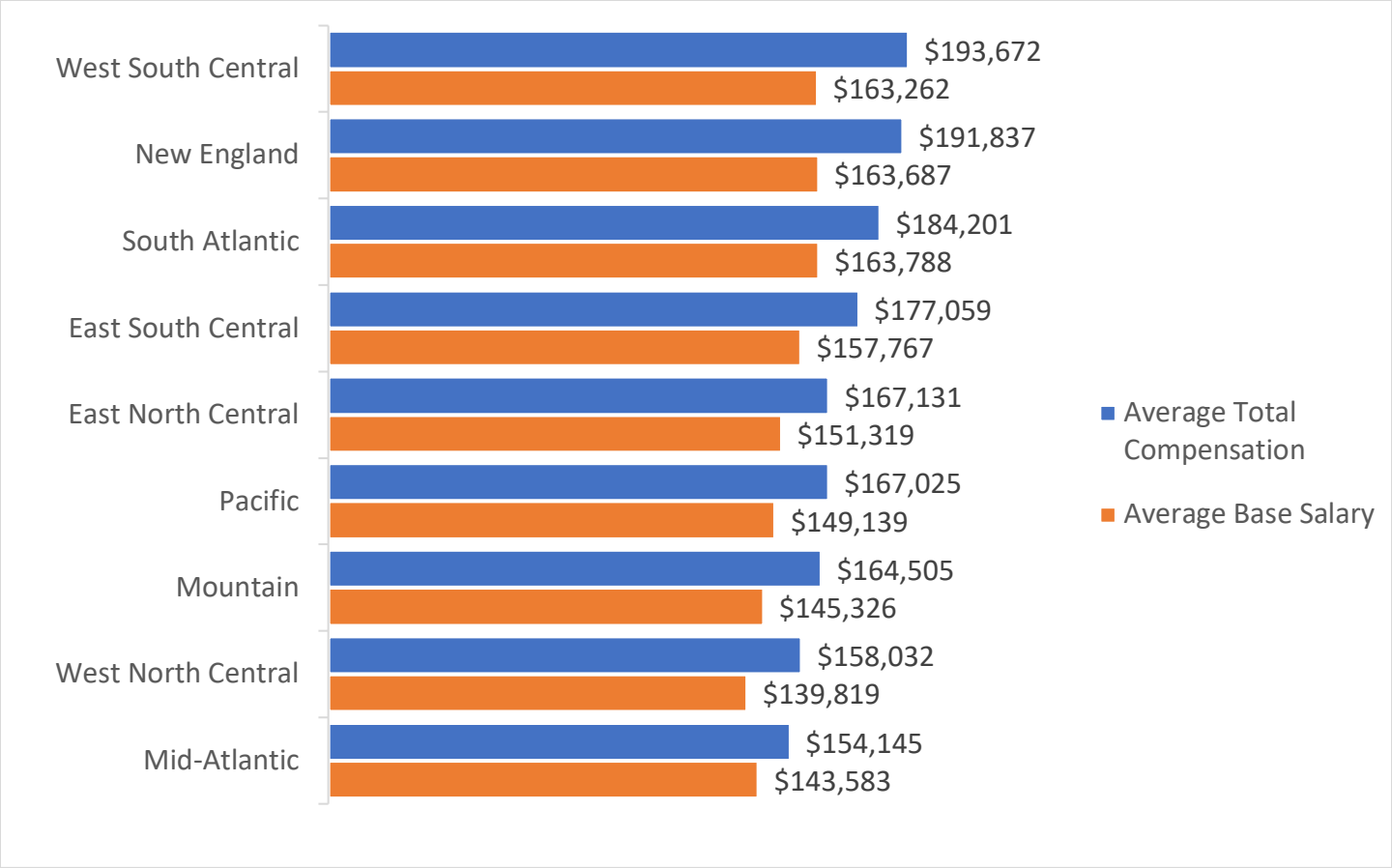
Average Total Compensation by Type of Organization

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



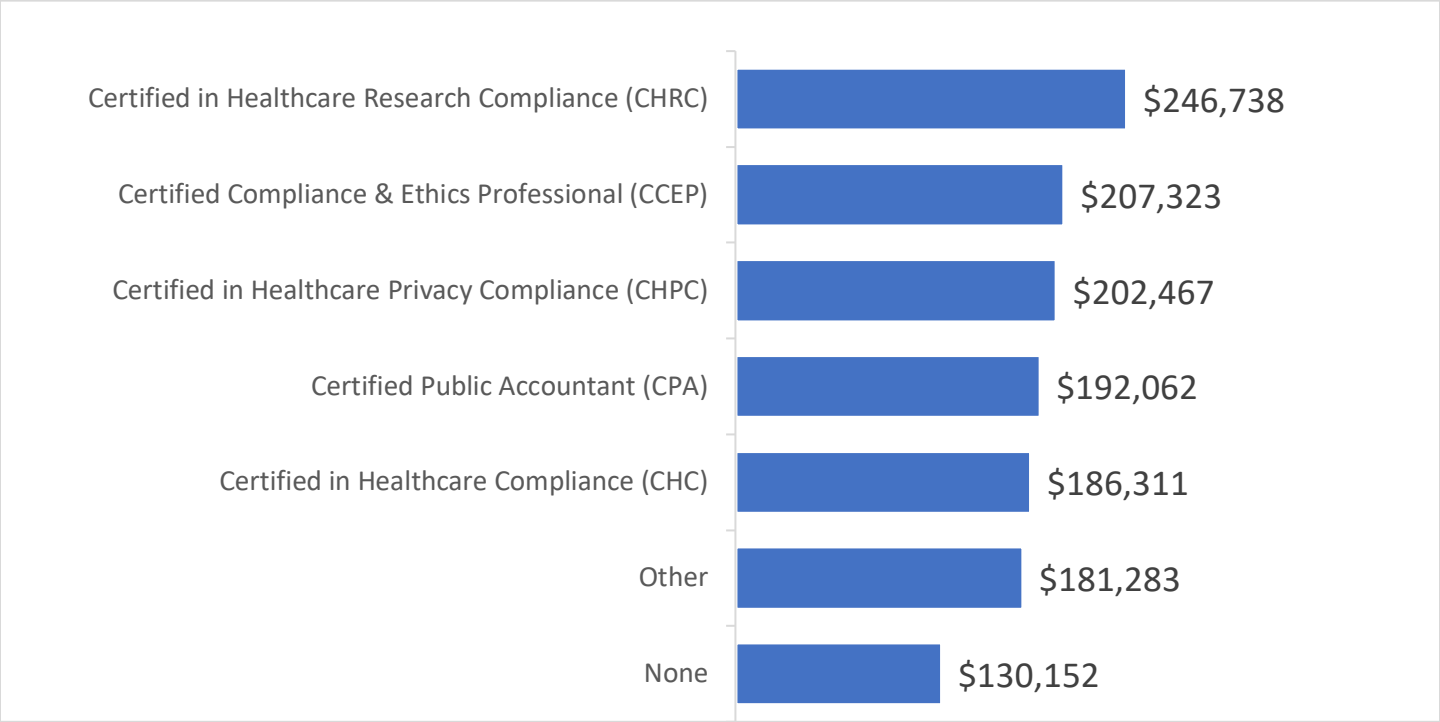
Average Total Compensation and Average Base Salary by Geographic Region

Compensation for health care CCOs tends to be highest in the West South Central, New England, and South Atlantic regions.



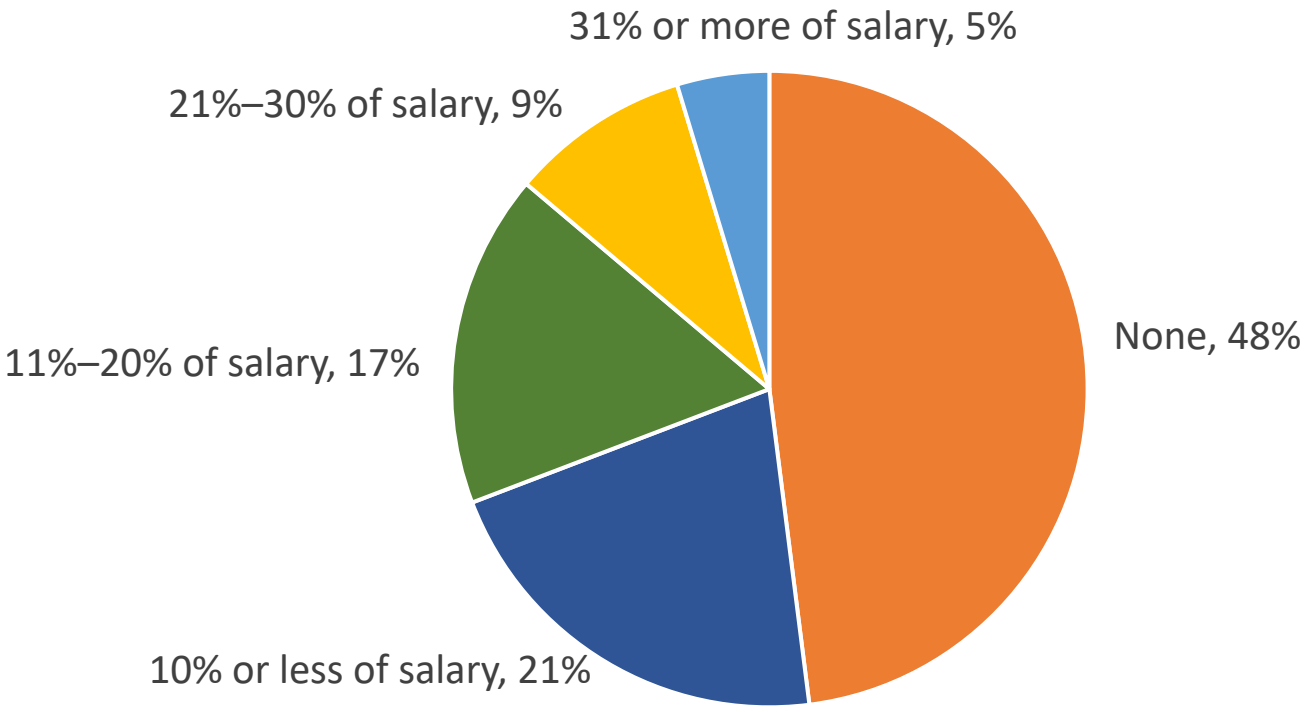
Average Total Compensation by Certification

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



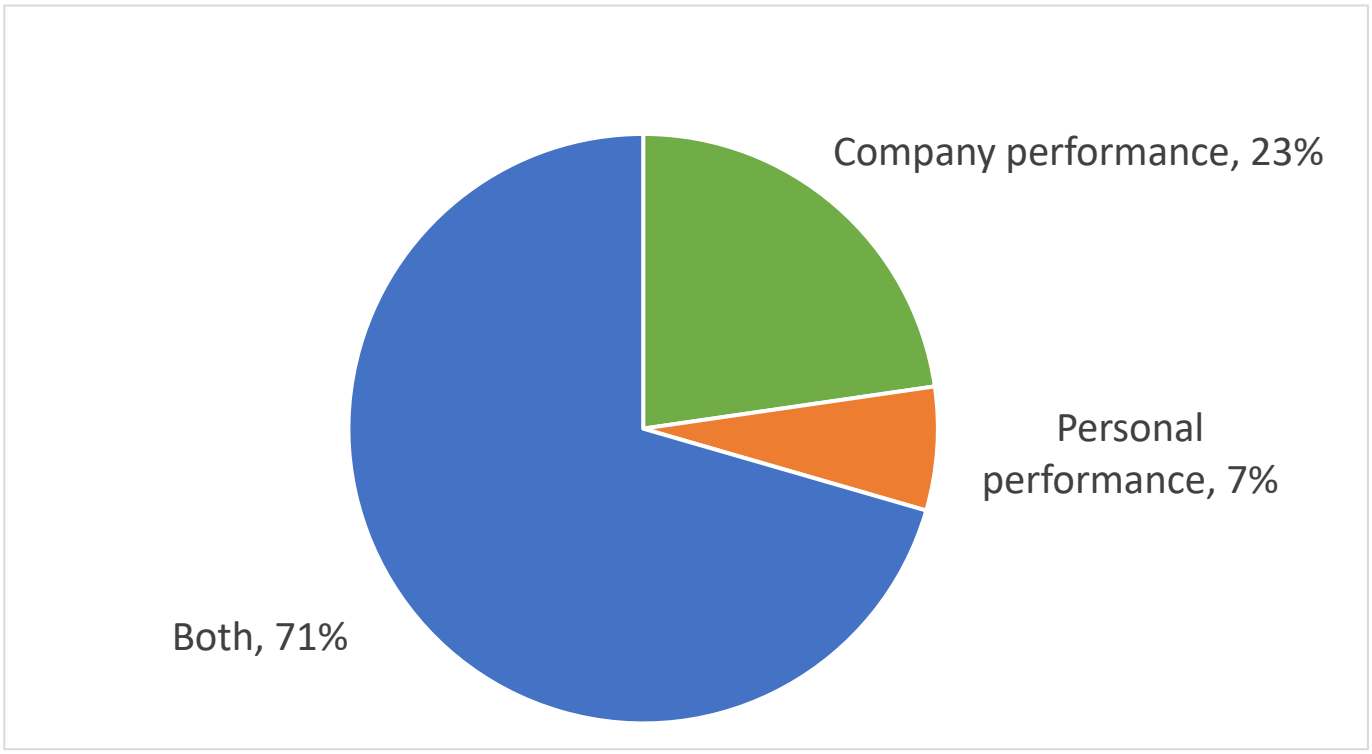
Amount of Bonus Eligible

About half (52%) of healthcare CCOs receive a bonus on top of salary, most commonly between 1% and 20% of salary.



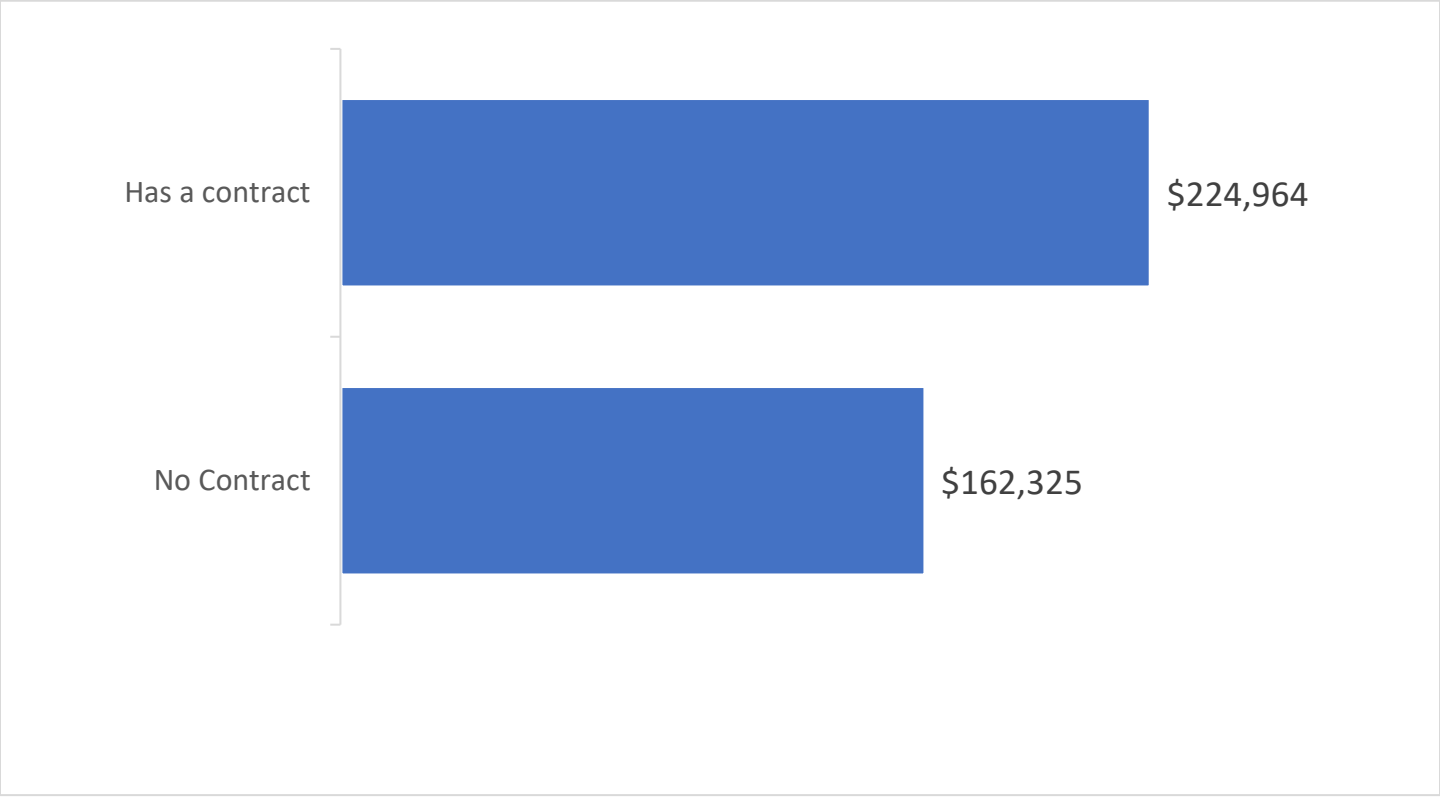
Basis of Bonus

7 in 10 (71%) healthcare CCOs who receive a bonus say the amount is based on both company performance and personal performance. For the rest, company performance is more than 3 times more likely to be the basis for the bonus amount.



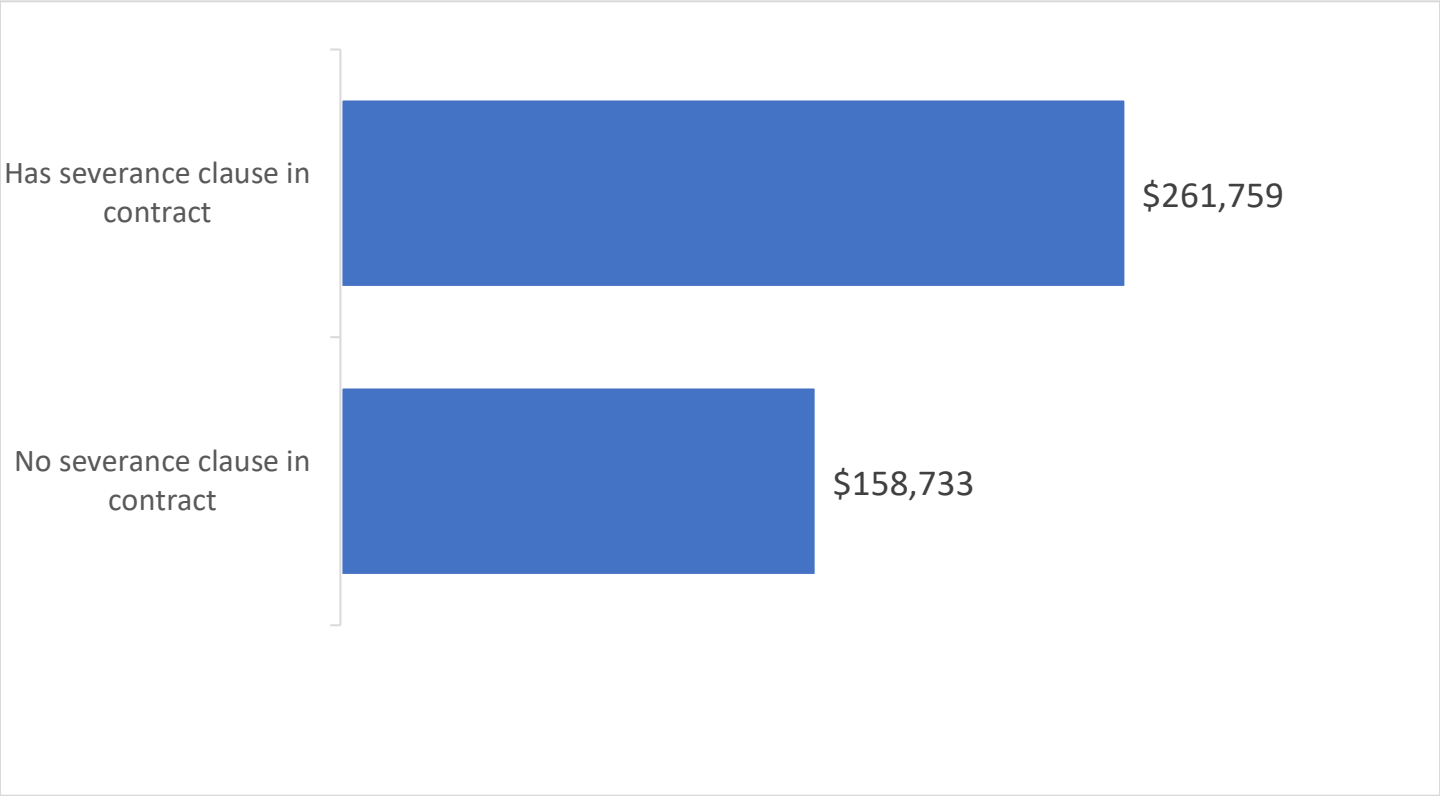
Average Total Compensation by Contract Status

CCOs with a contract earn about $60K more per year than those without a contract.



Average Total Compensation by Severance Clause Status

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



SALARY DATA

Chief Compliance Officer Salary Results
Healthcare

		Base Salary				Total Compensation			
	Responses	Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
All Respondents	448	$151,576	$94,000	$140,000	$195,000	$170,190	$95,617	$150,000	$216,000
Percentage of Company's Legal and Regulatory Risk Areas CCO Involved In									
26%–50%	91	$154,774	$90,000	$151,500	$200,000	$177,734	$92,500	$157,000	$225,000
51%–75%	154	$137,822	$90,000	$120,000	$172,000	$153,846	$93,000	$126,500	$185,000
76%–100%	203	$160,593	$100,000	$150,000	$200,000	$179,281	$105,000	$153,000	$230,000
Number of Employees in the Compliance Group Managed									
1	133	$111,900	$78,000	$95,617	$140,000	$117,286	$78,500	$97,000	$140,000
2 to 5	191	$148,179	$108,000	$145,000	$185,000	$165,277	$112,000	$151,000	$204,000
6 to 10	51	$181,930	$110,000	$180,000	$230,000	$202,293	$125,000	$191,240	$247,250
11 to 15	24	$218,348	$180,000	$212,000	$240,000	$253,587	$215,000	$230,000	$301,500
16 to 20	14	$262,786	$212,000	$247,500	$300,000	$340,929	$245,000	$350,000	$410,000
More than 20	35	$188,295	$90,000	$180,000	$285,000	$229,862	$93,000	$180,450	$356,000
Annual Compliance Budget Managed									
< $100k	172	$104,958	$75,000	$94,000	$132,000	$110,759	$76,838	$96,000	$135,188
$100k–$249k	63	$137,660	$97,000	$130,000	$170,000	$150,600	$97,000	$140,000	$185,000
$250k–$499k	59	$157,971	$118,000	$145,000	$195,000	$174,213	$124,000	$152,500	$227,500
$500k–$999k	53	$176,232	$150,900	$171,000	$196,000	$199,728	$159,000	$180,900	$220,500
$1m–$1.9m	42	$230,740	$196,000	$225,250	$270,000	$269,194	$202,000	$251,000	$334,000
$2m+	59	$218,580	$160,000	$213,000	$280,000	$266,599	$175,000	$241,250	$356,000
Number of Employees That CCO Runs Compliance for									
Less than 100	55	$113,921	$68,000	$96,000	$140,000	$128,362	$69,000	$100,000	$153,000
100–249	50	$98,083	$67,000	$94,500	$118,000	$104,884	$68,000	$95,000	$118,000
250–499	84	$109,254	$88,000	$100,500	$130,000	$117,618	$88,500	$105,000	$140,750
500–999	56	$132,692	$87,300	$121,000	$153,000	$145,761	$88,650	$126,000	$173,750
1,000–1,999	45	$160,578	$120,000	$153,000	$195,000	$179,494	$128,000	$153,000	$214,000
2,000–2,999	36	$175,328	$135,750	$177,500	$219,080	$202,058	$150,625	$201,500	$246,500
3,000–4,999	37	$191,622	$140,000	$180,000	$220,000	$206,004	$140,000	$188,000	$247,250
5,000–7,499	31	$197,613	$155,000	$180,000	$224,000	$228,839	$167,400	$196,000	$276,000
7,500–14,999	25	$239,475	$177,800	$240,000	$282,000	$264,109	$192,500	$243,125	$318,317
15,000+	29	$258,429	$190,750	$238,500	$314,500	$326,857	$219,500	$290,500	$420,750

	Responses	Base Salary Average	Base Salary 25th Percentile	Base Salary Median	Base Salary 75th Percentile	Total Compensation Average	Total Compensation 25th Percentile	Total Compensation Median	Total Compensation 75th Percentile
Annual Revenues of Part of Organization That the CCO Runs Compliance For									
Less than $5 million	67	$101,924	$68,000	$87,000	$119,000	$107,926	$69,000	$90,000	$126,000
$5 million to less than $15 million	76	$120,188	$82,975	$103,500	$165,000	$127,359	$87,100	$108,650	$178,750
$15 million to less than $30 million	52	$113,558	$73,000	$103,000	$155,500	$122,220	$73,000	$106,500	$173,000
$30 million to less than $50 million	46	$129,561	$95,000	$125,000	$153,000	$139,139	$95,000	$130,000	$165,000
$50 million to less than $100 million	46	$143,347	$119,000	$144,000	$165,000	$163,976	$119,000	$155,000	$185,000
$100 million to less than $500 million	57	$165,596	$131,000	$150,000	$190,000	$182,728	$135,000	$157,000	$216,000
$500 million to less than $1 billion	37	$198,428	$155,000	$201,000	$230,000	$230,460	$160,000	$210,000	$250,000
$1 billion to less than $3 billion	43	$230,518	$177,800	$230,000	$280,000	$258,844	$194,000	$245,000	$320,000
$3 billion or more	24	$282,042	$212,000	$267,500	$370,500	$380,957	$275,000	$380,000	$505,000
Number of Countries in Which Compliance Is Managed									
1	436	$150,684	$94,000	$135,000	$193,000	$169,222	$95,000	$145,000	$215,000
2 or more	12	$183,917	$113,250	$184,000	$204,250	$208,473	$101,000	$202,000	$247,000
Number of Years Managing the Compliance Department									
1 or less	66	$126,996	$70,000	$100,000	$165,000	$141,977	$72,500	$100,000	$185,000
2	44	$128,052	$85,000	$117,500	$159,750	$144,267	$85,450	$120,750	$177,000
3	42	$147,085	$115,000	$137,500	$190,000	$163,512	$115,000	$140,000	$203,000
4	36	$139,671	$84,009	$123,500	$181,250	$158,385	$89,575	$125,000	$208,250
5	51	$136,423	$90,000	$130,000	$180,000	$152,452	$95,000	$150,000	$194,000
6–10	110	$158,689	$108,000	$141,000	$200,000	$179,311	$110,000	$153,000	$225,000
11–15	53	$173,576	$110,000	$150,000	$219,250	$192,745	$114,500	$166,057	$246,688
16 or more	46	$197,684	$145,000	$200,500	$241,000	$223,358	$145,000	$203,000	$278,000
Years in Compliance Profession									
<3 years	33	$89,802	$70,000	$86,000	$103,000	$91,940	$72,500	$87,000	$104,000
3–5 years	71	$115,678	$76,450	$100,000	$140,000	$126,646	$78,000	$105,000	$150,000
6–10 years	101	$134,909	$93,500	$128,000	$160,000	$150,678	$94,300	$132,000	$179,000
11–15 years	90	$160,967	$110,000	$151,500	$200,000	$183,230	$120,000	$164,000	$217,000
16–20 years	65	$169,054	$116,000	$164,800	$210,000	$189,150	$122,500	$169,800	$245,000
21+ years	88	$200,880	$150,000	$200,000	$250,000	$231,104	$152,000	$221,750	$292,000

	Responses	Base Salary				Total Compensation			
		Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Certifications									
Leading Professional in Ethics & Compliance (LPEC)	1								
Certified Public Accountant (CPA)	13	$163,677	$132,000	$180,000	$190,000	$192,062	$132,000	$190,000	$204,000
Certified Compliance & Ethics Professional (CCEP)®	32	$180,475	$108,000	$193,000	$245,000	$207,323	$108,000	$205,000	$278,000
Certified Compliance & Ethics Professional-International (CCEP-I)®	3								
Certified in Healthcare Compliance (CHC)	270	$164,056	$113,000	$153,000	$200,000	$186,311	$116,000	$160,500	$230,000
Certified in Healthcare Research Compliance (CHRC)	26	$206,430	$172,000	$205,500	$275,000	$246,738	$179,114	$224,000	$327,000
Certified in Healthcare Privacy Compliance (CHPC)	91	$178,291	$130,000	$167,000	$225,000	$202,467	$135,000	$180,000	$247,000
Certified Fraud Examiner (CFE)	8	$157,500	$106,250	$155,000	$190,000	$178,375	$112,250	$165,000	$204,750
Certified Internal Auditor (CIA)	7	$202,857	$150,000	$195,000	$270,000	$232,000	$180,000	$240,000	$300,000
Certified Information Privacy Professional (CIPP)	6	$193,833	$131,000	$200,000	$255,000	$220,500	$180,000	$221,500	$290,000
Professionals in Human Resources (PHR)	2								
Senior Professionals in Human Resources (SPHR)	4								
Health Ethics Trust Certified Compliance Professional (CCP)	2								
Health Ethics Trust Certified Compliance Executive (CCE)	4								
Accredited Healthcare Fraud Investigator (AHFI)	1								
Other	112	$160,089	$103,250	$150,000	$192,250	$181,283	$105,000	$153,000	$215,000
None	102	$120,469	$73,000	$96,000	$135,000	$130,152	$73,000	$98,000	$145,000
Type of organization									
Nonprofit	258	$147,034	$90,000	$130,000	$186,000	$161,016	$90,000	$135,000	$200,000
Privately held	118	$148,830	$95,000	$150,000	$190,000	$173,104	$96,900	$157,500	$216,000
Publicly traded	20	$189,250	$130,000	$189,000	$223,000	$260,871	$150,000	$241,250	$375,000
Governmental	28	$142,663	$86,250	$117,500	$175,000	$148,443	$87,600	$117,500	$178,750
Academic	16	$214,337	$154,250	$207,500	$267,500	$230,087	$156,950	$214,500	$276,250
Number of Compliance Elements Involved in									
1–3	3								
4–6	18	$118,636	$75,000	$110,000	$142,000	$131,608	$83,300	$110,000	$150,000
7–9	134	$129,287	$86,000	$121,500	$159,000	$144,227	$88,200	$129,750	$179,250
All 10	293	$164,437	$100,000	$150,000	$210,000	$185,087	$105,000	$160,000	$240,000

	Responses	Base Salary				Total Compensation			
		Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Geographic Region									
New England	22	$163,687	$110,000	$168,500	$212,000	$191,837	$115,000	$179,750	$230,000
Mid-Atlantic	60	$143,583	$84,250	$127,000	$179,450	$154,145	$84,250	$131,500	$195,000
East North Central	65	$151,319	$100,000	$130,000	$180,000	$167,131	$105,000	$132,000	$204,000
West North Central	33	$139,819	$75,000	$105,000	$217,000	$158,032	$75,125	$112,500	$250,000
South Atlantic	69	$163,788	$119,000	$153,000	$200,000	$184,201	$120,000	$175,000	$245,000
East South Central	43	$157,767	$94,000	$150,000	$220,500	$177,059	$97,000	$155,000	$241,250
West South Central	39	$163,262	$100,000	$150,000	$200,000	$193,672	$105,000	$165,000	$215,000
Mountain	32	$145,326	$98,750	$129,000	$193,250	$164,505	$102,500	$146,000	$202,500
Pacific	74	$149,139	$95,000	$128,250	$195,000	$167,025	$98,000	$129,750	$214,000
Contract Status									
Yes	57	$189,471	$145,000	$190,000	$250,000	$224,964	$134,625	$200,000	$285,250
No	391	$146,038	$93,000	$130,000	$185,000	$162,325	$95,000	$140,000	$203,000
If Yes: Do You Have a Severance Clause in Contract?									
Yes	37	$213,755	$150,900	$225,000	$260,000	$261,759	$172,500	$253,500	$340,000
No	20	$144,548	$80,463	$150,000	$212,500	$158,733	$81,113	$157,500	$235,250

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	448	172	63	59	53	101
Your organization as a whole	83%	88%	86%	81%	85%	73%
A division or operating unit of the organization	17%	12%	14%	19%	15%	27%
Percentage indicating involvement in the following compliance elements:						
Responses	448	172	63	59	53	101
Compliance Auditing/Monitoring	96%	96%	98%	97%	94%	97%
Compliance Education	97%	98%	100%	93%	100%	94%
Compliance Investigations	98%	98%	100%	95%	100%	98%
Hot Line/Anonymous Reporting	94%	88%	97%	95%	100%	96%
Reporting to the Board	91%	88%	92%	93%	94%	92%
Compliance Risk Assessments	97%	97%	97%	92%	96%	100%
Compliance Discipline/Incentives	78%	73%	81%	75%	91%	81%
Code of Conduct	91%	91%	90%	85%	98%	90%
Policies and Procedures	96%	97%	98%	98%	98%	93%
Measuring Program Effectiveness	90%	84%	94%	93%	92%	93%
How much of your company's legal and regulatory risk areas are you responsible for managing?						
Responses	448	172	63	59	53	101
26%–50%	20%	17%	14%	17%	26%	29%
51%–75%	34%	37%	38%	36%	34%	27%
76%–100%	45%	46%	48%	47%	40%	45%
How many employees, including you, are in the compliance group you manage?						
Responses	448	172	63	59	53	101
1	30%	51%	40%	14%	4%	10%
2 to 5	43%	35%	52%	68%	70%	20%
6 to 10	11%	6%	5%	8%	17%	24%
11 to 15	5%	1%	2%	5%	4%	16%
16 to 20	3%	1%	0%	0%	4%	11%
More than 20	8%	6%	2%	5%	2%	20%

		Annual Compliance Budget Managed				
	All Respondents	< $100k	$100k–$249k	$250k–$499k	$500k–$999k	$1m+
Annual compliance budget managed:						
Responses	448	172	63	59	53	101
75th Percentile	$772,500	$10,000	$200,000	$400,000	$750,000	$5,000,000
Median	$200,000	$0	$150,000	$300,000	$600,000	$2,000,000
25th Percentile	$7,750	$0	$100,000	$250,000	$500,000	$1,400,000
Average	$8,243,183	$11,939	$153,270	$326,800	$626,396	$35,928,282
<$100k	38%	100%	0%	0%	0%	0%
$100k–$249k	14%	0%	100%	0%	0%	0%
$250k–$499k	13%	0%	0%	100%	0%	0%
$500k–$999k	12%	0%	0%	0%	100%	0%
$1m–$1.9m	9%	0%	0%	0%	0%	42%
$2m+	13%	0%	0%	0%	0%	58%
Approximately how many employees work in your organization as a whole?						
Responses	448	172	63	59	53	101
Less than 100	6%	13%	3%	3%	0%	2%
100–249	11%	18%	14%	12%	4%	1%
250–499	19%	30%	21%	15%	9%	5%
500–999	12%	13%	21%	14%	4%	6%
1,000–1,999	10%	3%	11%	19%	23%	8%
2,000–2,999	9%	8%	17%	12%	8%	6%
3,000–4,999	8%	5%	6%	14%	19%	5%
5,000–7,499	7%	2%	0%	2%	19%	17%
7,500–9,999	3%	0%	0%	2%	4%	9%
10,000–14,999	4%	1%	0%	3%	6%	10%
15,000–19,999	2%	0%	3%	0%	2%	4%
20,000–29,999	2%	1%	0%	2%	0%	8%
30,000–49,999	3%	2%	0%	2%	2%	7%
50,000–74,999	1%	0%	2%	2%	0%	4%
75,000–99,999	1%	0%	0%	0%	0%	3%
100,000 +	3%	3%	2%	0%	2%	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	448	172	63	59	53	101
Less than 100	12%	21%	8%	5%	2%	10%
100–249	11%	16%	14%	12%	6%	3%
250–499	19%	28%	19%	19%	11%	6%
500–999	13%	15%	19%	17%	6%	6%
1,000–1,999	10%	4%	13%	17%	23%	8%
2,000–2,999	8%	6%	16%	12%	9%	4%
3,000–4,999	8%	5%	8%	10%	21%	7%
5,000–7,499	7%	3%	0%	2%	17%	16%
7,500–9,999	3%	0%	2%	2%	2%	9%
10,000–14,999	3%	1%	0%	3%	2%	9%
15,000–19,999	2%	1%	2%	0%	2%	3%
20,000–29,999	2%	0%	0%	2%	0%	7%
30,000–49,999	1%	0%	0%	0%	0%	6%
50,000–74,999	1%	1%	0%	0%	0%	2%
75,000–99,999	1%	0%	0%	0%	0%	3%
100,000 +	0%	0%	0%	0%	0%	2%
What are the annual revenues of the organization you work for?						
Responses	448	172	63	59	53	101
Less than $5 million	13%	24%	13%	2%	2%	4%
$5 million to less than $15 million	16%	25%	17%	14%	13%	4%
$15 million to less than $30 million	12%	15%	13%	15%	8%	7%
$30 million to less than $50 million	9%	14%	16%	7%	4%	2%
$50 million to less than $100 million	11%	10%	14%	19%	13%	4%
$100 million to less than $500 million	13%	5%	16%	25%	26%	11%
$500 million to less than $1 billion	8%	2%	6%	12%	15%	13%
$1 billion to less than $3 billion	10%	2%	3%	5%	15%	27%
$3 billion or more	9%	3%	2%	2%	4%	29%

		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 program oversees?						
Responses	448	172	63	59	53	101
Less than $5 million	15%	28%	13%	5%	4%	5%
$5 million to less than $15 million	17%	23%	21%	14%	19%	5%
$15 million to less than $30 million	12%	15%	13%	15%	8%	6%
$30 million to less than $50 million	10%	13%	14%	14%	6%	4%
$50 million to less than $100 million	10%	10%	13%	14%	13%	5%
$100 million to less than $500 million	13%	5%	16%	25%	23%	11%
$500 million to less than $1 billion	8%	3%	6%	10%	15%	14%
$1 billion to less than $3 billion	10%	2%	5%	3%	11%	29%
$3 billion or more	5%	1%	0%	0%	2%	22%
For how many countries do you manage compliance?						
Responses	448	172	63	59	53	101
1	97%	98%	97%	98%	100%	95%
2 or more	3%	2%	3%	2%	0%	5%
Where do you work?						
Responses	448	172	63	59	53	101
United States	99%	99%	100%	100%	100%	99%
North America, other than the US	0%	1%	0%	0%	0%	0%
South America	0%	0%	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%
Years in compliance profession						
Responses	448	172	63	59	53	101
75th Percentile	20	15	16	20	20	22
Median	12	8	10	12	14	18
25th Percentile	6	5	5	7	8	12
Average	13.0	10.6	11.3	13.5	14.2	17.5
Years with current employer						
Responses	448	172	63	59	53	101
75th Percentile	13	12	12	14	9	16
Median	6	5	6	6	5	8
25th Percentile	2	2	2	2	3	4

		Annual Compliance Budget Managed				
	All Respondents	< $100k	$100k–$249k	$250k–$499k	$500k–$999k	$1m+
Average	8.8	7.8	8.0	9.0	7.9	11.2
Years holding current job title						
Responses	448	172	63	59	53	101
75th Percentile	8	7	7	8	6	11
Median	4	4	4	4	4	5
25th Percentile	2	2	2	2	2	3
Average	5.8	5.3	5.5	5.8	4.8	7.4
Industry						
Responses	448	172	63	59	53	101
Health Care Provider	100%	100%	100%	100%	100%	100%
How many years have you run the compliance department?						
Responses	448	172	63	59	53	101
Average	6.8	5.4	6.8	7.6	6.6	9.1
1	15%	21%	19%	12%	9%	6%
2	10%	13%	5%	12%	13%	5%
3	9%	10%	13%	3%	9%	9%
4	8%	12%	6%	7%	8%	4%
5	11%	10%	10%	10%	13%	14%
6 to 10	25%	21%	24%	31%	32%	24%
11 to 15	12%	9%	17%	14%	6%	16%
16 or more	10%	4%	6%	12%	9%	23%

		Annual Compliance Budget Managed				
	All Respondents	< $100k	$100k–$249k	$250k–$499k	$500k–$999k	$1m+
Type of organization						
Responses	448	172	63	59	53	101
Nonprofit	58%	62%	59%	53%	55%	54%
Privately held	26%	24%	33%	32%	28%	21%
Publicly traded	4%	3%	3%	5%	4%	8%
Governmental	6%	6%	3%	10%	4%	7%
Academic	4%	1%	2%	0%	9%	8%
Other	2%	3%	0%	0%	0%	2%
Percentage holding the following certifications:						
Responses	448	172	63	59	53	101
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	0%	1%
Certified Public Accountant (CPA)	3%	2%	5%	7%	4%	1%
Certified Compliance & Ethics Professional (CCEP)	7%	5%	3%	8%	9%	12%
Certified Compliance & Ethics Professional-International (CCEP-I)	1%	1%	0%	0%	2%	1%
Certified in Healthcare Compliance (CHC)	60%	49%	62%	66%	70%	70%
Certified in Healthcare Research Compliance (CHRC)	6%	3%	5%	2%	4%	15%
Certified in Healthcare Privacy Compliance (CHPC)	20%	17%	8%	20%	26%	30%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	2%	1%	2%	2%	2%	3%
Certified Internal Auditor (CIA)	2%	1%	0%	3%	2%	2%
Certified Information Privacy Professional (CIPP)	1%	1%	0%	0%	0%	4%
Professionals in Human Resources (PHR)	0%	1%	2%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	1%	3%	0%	2%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	1%	0%	2%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	1%	1%	0%	0%	0%	3%
Accredited Healthcare Fraud Investigator (AHFI)	0%	1%	0%	0%	0%	0%
Other	25%	26%	25%	20%	23%	28%
None	23%	30%	29%	25%	9%	13%

	All Respondents	Annual Compliance Budget Managed				
		< $100k	$100k–$249k	$250k–$499k	$500k–$999k	$1m+
Highest level of education attained						
Responses	448	172	63	59	53	101
Some college	6%	8%	10%	5%	4%	2%
Bachelor's degree	24%	30%	24%	20%	23%	18%
MBA	14%	10%	14%	19%	19%	17%
Master's degree (non-MBA)	33%	37%	35%	29%	23%	32%
JD	18%	11%	11%	20%	25%	28%
PhD	5%	4%	6%	7%	8%	4%
Amount of bonus eligible						
Responses	448	172	63	59	53	101
None	48%	67%	59%	41%	28%	24%
0%–10% of your salary	21%	22%	14%	31%	32%	14%
11%–20% of your salary	17%	6%	16%	20%	26%	29%
21%–30% of your salary	9%	3%	10%	7%	8%	21%
31%–40% of your salary	2%	2%	2%	2%	2%	2%
41% or more of your salary	3%	0%	0%	0%	4%	11%
If you receive a bonus, what is it based on?						
Responses	251	70	30	36	39	76
Company performance	23%	39%	27%	11%	21%	13%
Personal performance	7%	9%	7%	6%	5%	7%
Both	71%	53%	67%	83%	74%	80%
Do you have a contract?						
Responses	448	172	63	59	53	101
Yes	13%	8%	6%	17%	25%	17%
No	87%	92%	94%	83%	75%	83%
If yes, do you have a severance clause in your contract?						
Responses	57	13	4	10	13	17
Yes	65%	38%		70%	54%	88%
No	35%	62%		30%	46%	12%

		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	37	5	3	7	7	15
<20%	0%	0%		0%	0%	0%
20%–29%	8%	20%		14%	14%	0%
30%–49%	0%	0%		0%	0%	0%
50%+	41%	40%		29%	29%	53%
My severance does not translate into this measure	51%	40%		57%	57%	47%
Number of Compliance Elements Involved in						
Responses	448	172	63	59	53	101
1–3	1%	1%	0%	2%	0%	1%
4–6	4%	5%	2%	5%	2%	4%
7–9	30%	38%	32%	27%	19%	23%
All 10	65%	56%	67%	66%	79%	72%
Geographic Region						
Responses	448	172	63	59	53	101
New England	5%	5%	0%	7%	8%	6%
Mid-Atlantic	13%	13%	21%	7%	13%	13%
East North Central	15%	16%	14%	20%	13%	10%
West North Central	7%	8%	11%	5%	2%	8%
South Atlantic	15%	15%	11%	20%	13%	18%
East South Central	10%	12%	6%	5%	9%	11%
West South Central	9%	8%	10%	5%	15%	8%
Mountain	7%	5%	6%	12%	9%	8%
Pacific	17%	15%	21%	17%	17%	17%
US-unspecified	2%	3%	0%	2%	0%	1%
Non-US	1%	1%	0%	0%	0%	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	448	79	136	86	68	28	17	34
Your organization as a whole	83%	89%	95%	87%	88%	64%	65%	29%
A division or operating unit of the organization	17%	11%	5%	13%	12%	36%	35%	71%
Percentage indicating involvement in the following compliance elements:								
Responses	448	79	136	86	68	28	17	34
Compliance Auditing/Monitoring	96%	92%	97%	95%	100%	96%	94%	100%
Compliance Education	97%	94%	99%	98%	100%	96%	94%	94%
Compliance Investigations	98%	96%	97%	100%	100%	96%	100%	97%
Hot Line/Anonymous Reporting	94%	82%	93%	98%	100%	96%	100%	91%
Reporting to the Board	91%	87%	94%	85%	96%	93%	94%	88%
Compliance Risk Assessments	97%	92%	99%	95%	100%	93%	94%	97%
Compliance Discipline/Incentives	78%	76%	74%	76%	84%	86%	94%	79%
Code of Conduct	91%	85%	90%	94%	99%	93%	88%	82%
Policies and Procedures	96%	96%	97%	100%	100%	100%	88%	79%
Measuring Program Effectiveness	90%	82%	91%	91%	96%	96%	76%	88%
How much of your company's legal and regulatory risk areas are you responsible for managing?								
Responses	448	79	136	86	68	28	17	34
26%–50%	20%	14%	15%	23%	24%	46%	18%	21%
51%–75%	34%	44%	31%	36%	25%	21%	35%	50%
76%–100%	45%	42%	54%	41%	51%	32%	47%	29%
How many employees, including you, are in the compliance group you manage?								
Responses	448	79	136	86	68	28	17	34
1	30%	52%	43%	22%	13%	4%	12%	9%
2 to 5	43%	37%	44%	60%	47%	25%	12%	26%
6 to 10	11%	4%	6%	12%	24%	36%	12%	6%
11 to 15	5%	1%	1%	2%	9%	14%	35%	9%
16 to 20	3%	0%	0%	0%	4%	18%	12%	12%
More than 20	8%	6%	6%	3%	3%	4%	18%	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	448	79	136	86	68	28	17	34
75th Percentile	$772,500	$150,000	$250,000	$600,000	$1,152,250	$2,000,000	$3,000,000	$4,000,000
Median	$200,000	$15,000	$50,000	$250,000	$600,000	$1,380,688	$1,500,000	$1,100,000
25th Percentile	$7,750	$0	$50	$100,000	$212,500	$502,500	$500,000	$100,000
Average	$8,243,183	$364,031	$2,239,645	$3,178,213	$15,559,682	$2,470,761	$22,357,939	$46,439,559
<$100k	38%	68%	55%	23%	19%	4%	6%	24%
$100k–$249k	14%	14%	19%	21%	6%	0%	12%	6%
$250k–$499k	13%	11%	13%	21%	13%	11%	6%	6%
$500k–$999k	12%	3%	5%	19%	29%	18%	6%	6%
$1m–$1.9m	9%	0%	1%	6%	18%	39%	29%	21%
$2m+	13%	4%	7%	10%	15%	29%	41%	38%
Approximately how many employees work in your organization as a whole?								
Responses	448	79	136	86	68	28	17	34
Less than 100	6%	37%	0%	0%	0%	0%	0%	0%
100–249	11%	63%	0%	0%	0%	0%	0%	0%
250–499	19%	0%	62%	0%	0%	0%	0%	0%
500–999	12%	0%	38%	0%	0%	0%	0%	0%
1,000–1,999	10%	0%	0%	51%	0%	0%	0%	0%
2,000–2,999	9%	0%	0%	49%	0%	0%	0%	0%
3,000–4,999	8%	0%	0%	0%	53%	0%	0%	0%
5,000–7,499	7%	0%	0%	0%	47%	0%	0%	0%
7,500–9,999	3%	0%	0%	0%	0%	43%	0%	0%
10,000–14,999	4%	0%	0%	0%	0%	57%	0%	0%
15,000–19,999	2%	0%	0%	0%	0%	0%	41%	0%
20,000–29,999	2%	0%	0%	0%	0%	0%	59%	0%
30,000–49,999	3%	0%	0%	0%	0%	0%	0%	35%
50,000–74,999	1%	0%	0%	0%	0%	0%	0%	18%
75,000–99,999	1%	0%	0%	0%	0%	0%	0%	9%
100,000 +	3%	0%	0%	0%	0%	0%	0%	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
Approximately how many employees work in the portion of the organization that you run compliance for?								
Responses	448	79	136	86	68	28	17	34
Less than 100	12%	41%	4%	7%	6%	7%	12%	12%
100–249	11%	58%	1%	1%	0%	0%	0%	6%
250–499	19%	0%	58%	2%	1%	0%	0%	6%
500–999	13%	0%	37%	6%	0%	4%	0%	0%
1,000–1,999	10%	1%	1%	47%	1%	4%	0%	3%
2,000–2,999	8%	0%	0%	37%	4%	4%	0%	0%
3,000–4,999	8%	0%	0%	0%	46%	0%	6%	15%
5,000–7,499	7%	0%	0%	0%	41%	7%	0%	3%
7,500–9,999	3%	0%	0%	0%	0%	39%	6%	0%
10,000–14,999	3%	0%	0%	0%	0%	36%	6%	6%
15,000–19,999	2%	0%	0%	0%	0%	0%	29%	6%
20,000–29,999	2%	0%	0%	0%	0%	0%	41%	3%
30,000–49,999	1%	0%	0%	0%	0%	0%	0%	18%
50,000–74,999	1%	0%	0%	0%	0%	0%	0%	9%
75,000–99,999	1%	0%	0%	0%	0%	0%	0%	9%
100,000 +	0%	0%	0%	0%	0%	0%	0%	6%
What are the annual revenues of the organization you work for?								
Responses	448	79	136	86	68	28	17	34
Less than $5 million	13%	32%	18%	1%	7%	0%	6%	0%
$5 million to less than $15 million	16%	37%	18%	13%	12%	0%	0%	0%
$15 million to less than $30 million	12%	22%	15%	12%	4%	7%	0%	3%
$30 million to less than $50 million	9%	6%	21%	6%	3%	0%	0%	3%
$50 million to less than $100 million	11%	3%	16%	21%	7%	4%	0%	0%
$100 million to less than $500 million	13%	1%	8%	33%	21%	4%	6%	6%
$500 million to less than $1 billion	8%	0%	3%	13%	22%	14%	6%	3%
$1 billion to less than $3 billion	10%	0%	0%	1%	22%	61%	41%	9%
$3 billion or more	9%	0%	1%	1%	1%	11%	41%	76%

		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 program oversees?								
Responses	448	79	136	86	68	28	17	34
Less than $5 million	15%	35%	18%	8%	7%	0%	6%	3%
$5 million to less than $15 million	17%	32%	19%	14%	15%	0%	0%	9%
$15 million to less than $30 million	12%	23%	14%	12%	0%	11%	0%	6%
$30 million to less than $50 million	10%	6%	21%	5%	7%	4%	6%	3%
$50 million to less than $100 million	10%	3%	16%	16%	7%	4%	6%	3%
$100 million to less than $500 million	13%	1%	8%	31%	21%	4%	0%	9%
$500 million to less than $1 billion	8%	0%	3%	13%	22%	18%	6%	3%
$1 billion to less than $3 billion	10%	0%	0%	1%	21%	54%	53%	12%
$3 billion or more	5%	0%	0%	0%	0%	7%	24%	53%
For how many countries do you manage compliance?								
Responses	448	79	136	86	68	28	17	34
1	97%	100%	96%	100%	99%	100%	94%	85%
2 or more	3%	0%	4%	0%	1%	0%	6%	15%
Where do you work?								
Responses	448	79	136	86	68	28	17	34
United States	99%	97%	100%	100%	100%	100%	100%	97%
North America, other than the US	0%	3%	0%	0%	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%	0%	0%	0%	0%
Africa	0%	0%	0%	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%	0%	0%	0%
Years in compliance profession								
Responses	448	79	136	86	68	28	17	34
75th Percentile	20	15	15	20	22	22	22	23
Median	12	6	7	14	16	15	20	16
25th Percentile	6	4	5	10	11	13	16	11
Average	13.0	8.6	10.6	14.4	16.4	17.2	18.9	16.7

		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
Years with current employer								
Responses	448	79	136	86	68	28	17	34
75th Percentile	13	9	11	12	15	22	13	16
Median	6	3	5	5	8	11	6	7
25th Percentile	2	1	3	2	3	5	3	4
Average	8.8	6.7	8.2	7.9	11.2	12.7	8.9	9.9
Years holding current job title								
Responses	448	79	136	86	68	28	17	34
75th Percentile	8	5	7	8	11	8	13	8
Median	4	2	4	4	5	5	9	5
25th Percentile	2	1	2	2	2	3	2	3
Average	5.8	4.3	5.4	5.9	7.2	6.6	8.8	6.4
Industry								
Responses	448	79	136	86	68	28	17	34
Healthcare Provider	100%	100%	100%	100%	100%	100%	100%	100%

		Number of Employees in Organization As A Whole						
	All Respondents	Less than 250	250–999	1,000–2,999	3,000–7,499	7,500–14,999	15,000–29,999	30,000 or more
How many years have you run the compliance department?								
Responses	448	79	136	86	68	28	17	34
Average	6.8	5.5	5.8	7.8	7.3	9.2	10.4	7.2
1	15%	27%	18%	8%	13%	0%	0%	12%
2	10%	15%	10%	5%	10%	4%	12%	12%
3	9%	6%	13%	10%	9%	11%	6%	3%
4	8%	8%	9%	9%	9%	0%	0%	12%
5	11%	4%	13%	10%	13%	21%	12%	12%
6 to 10	25%	28%	22%	30%	18%	32%	12%	26%
11 to 15	12%	8%	7%	17%	13%	7%	41%	12%
16 or more	10%	5%	7%	9%	15%	25%	18%	12%
Type of organization								
Responses	448	79	136	86	68	28	17	34
Nonprofit	58%	66%	56%	45%	71%	43%	53%	65%
Privately held	26%	25%	31%	42%	15%	18%	6%	12%
Publicly traded	4%	3%	4%	3%	3%	4%	0%	21%
Governmental	6%	6%	7%	5%	9%	7%	6%	0%
Academic	4%	0%	0%	2%	1%	25%	29%	3%
Other	2%	0%	2%	2%	1%	4%	6%	0%
Percentage holding the following certifications:								
Responses	448	79	136	86	68	28	17	34
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	1%	0%	0%	0%
Certified Public Accountant (CPA)	3%	0%	1%	6%	4%	7%	6%	3%
Certified Compliance & Ethics Professional (CCEP)	7%	4%	5%	3%	12%	18%	18%	9%
Certified Compliance & Ethics Professional-International (CCEP-I)	1%	0%	1%	0%	0%	0%	0%	6%
Certified in Healthcare Compliance (CHC)	60%	49%	50%	73%	65%	79%	82%	59%
Certified in Healthcare Research Compliance (CHRC)	6%	1%	1%	5%	4%	14%	24%	26%
Certified in Healthcare Privacy Compliance (CHPC)	20%	14%	12%	27%	22%	32%	41%	29%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	2%	1%	2%	1%	0%	4%	6%	3%
Certified Internal Auditor (CIA)	2%	0%	1%	3%	1%	4%	6%	0%

	All Respondents	Number of Employees in Organization As A Whole						
		Less than 250	250–999	1,000–2,999	3,000–7,499	7,500–14,999	15,000–29,999	30,000 or more
Certified Information Privacy Professional (CIPP)	1%	1%	1%	0%	3%	4%	0%	3%
Professionals in Human Resources (PHR)	0%	1%	1%	0%	0%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	1%	1%	2%	0%	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)	1%	0%	1%	0%	1%	4%	6%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	1%	0%	0%	0%	0%	0%
Other	25%	28%	24%	22%	25%	29%	12%	32%
None	23%	30%	32%	17%	18%	0%	18%	12%
Highest level of education attained								
Responses	448	79	136	86	68	28	17	34
Some college	6%	14%	6%	3%	6%	0%	0%	0%
Bachelor's degree	24%	35%	24%	19%	22%	29%	24%	15%
MBA	14%	9%	13%	14%	12%	29%	18%	26%
Master's degree (non-MBA)	33%	33%	37%	37%	26%	14%	41%	29%
JD	18%	6%	14%	20%	29%	25%	18%	24%
PhD	5%	3%	7%	7%	4%	4%	0%	6%
Amount of bonus eligible								
Responses	448	79	136	86	68	28	17	34
None	48%	70%	60%	38%	38%	39%	29%	9%
0%–10% of your salary	21%	27%	18%	27%	22%	4%	29%	15%
11%–20% of your salary	17%	0%	12%	22%	26%	39%	24%	24%
21%–30% of your salary	9%	4%	9%	7%	9%	18%	18%	18%
31%–40% of your salary	2%	0%	1%	3%	0%	0%	0%	12%
41% or more of your salary	3%	0%	0%	2%	4%	0%	0%	24%
If you receive a bonus, what is it based on?								
Responses	251	32	62	54	39	20	13	31
Company performance	23%	28%	35%	17%	13%	5%	23%	26%
Personal performance	7%	19%	8%	0%	8%	5%	8%	3%
Both	71%	53%	56%	83%	79%	90%	69%	71%
Do you have a contract?								
Responses	448	79	136	86	68	28	17	34
Yes	13%	10%	11%	16%	16%	7%	12%	15%

		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
No	87%	90%	89%	84%	84%	93%	88%	85%
If yes, do you have a severance clause in your contract?								
Responses	57	8	15	14	11	2	2	5
Yes	65%	63%	47%	64%	82%			80%
No	35%	38%	53%	36%	18%			20%
If yes, what percent of your annual salary is it equivalent to?								
Responses	37	5	7	9	9	1	2	4
<20%	0%	0%	0%	0%	0%			
20%–29%	8%	0%	29%	11%	0%			
30%–49%	0%	0%	0%	0%	0%			
50%+	41%	0%	57%	33%	56%			
My severance does not translate into this measure	51%	100%	14%	56%	44%			
Number of Compliance Elements Involved in								
Responses	448	79	136	86	68	28	17	34
1–3	1%	3%	0%	0%	0%	0%	0%	3%
4–6	4%	5%	5%	5%	0%	4%	12%	0%
7–9	30%	37%	29%	34%	21%	21%	18%	38%
All 10	65%	56%	65%	62%	79%	75%	71%	59%
Geographic Region								
Responses	448	79	136	86	68	28	17	34
New England	5%	3%	4%	9%	3%	0%	0%	15%
Mid-Atlantic	13%	14%	17%	8%	15%	18%	6%	9%
East North Central	15%	10%	13%	16%	15%	21%	18%	18%
West North Central	7%	10%	9%	6%	3%	0%	6%	15%
South Atlantic	15%	13%	13%	20%	16%	29%	12%	9%
East South Central	10%	10%	8%	7%	13%	7%	24%	9%
West South Central	9%	3%	11%	5%	16%	11%	6%	9%
Mountain	7%	5%	7%	9%	6%	4%	12%	9%
Pacific	17%	28%	16%	17%	13%	11%	6%	6%
US region not reported	2%	3%	1%	2%	0%	0%	12%	0%
Outside US	1%	3%	0%	0%	0%	0%	0%	3%

2022 HEALTHCARE STAFF SALARY SURVEY

INTRODUCTION

ABOUT THIS REPORT

The *2022 Healthcare Staff Salary Survey* is another important service provided by the Society of Corporate Compliance and Ethics (SCCE) & Health Care Compliance Association (HCCA). The information contained in this report offers salary and compensation data for individuals working in the healthcare compliance profession. The report is designed to allow organizations and individuals to compare their data with those of their peers.

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

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

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

Please note that the salary and other data published in this report should be considered guidelines rather than absolute standards. Even organizations that are similar 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 is proud to present the enclosed insights into the salary levels in the healthcare compliance industry. We wish to thank the professionals who submitted data for the study. Your support was essential in making this study a success.

SURVEY METHODOLOGY

In June 2022, an email invitation was sent to approximately 50,000 individuals that make up the SCCE &HCCA database. In total, 2,898 completed online submissions were received by the end of July. Of the 2,898 responses, 472 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 August 2022.

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.

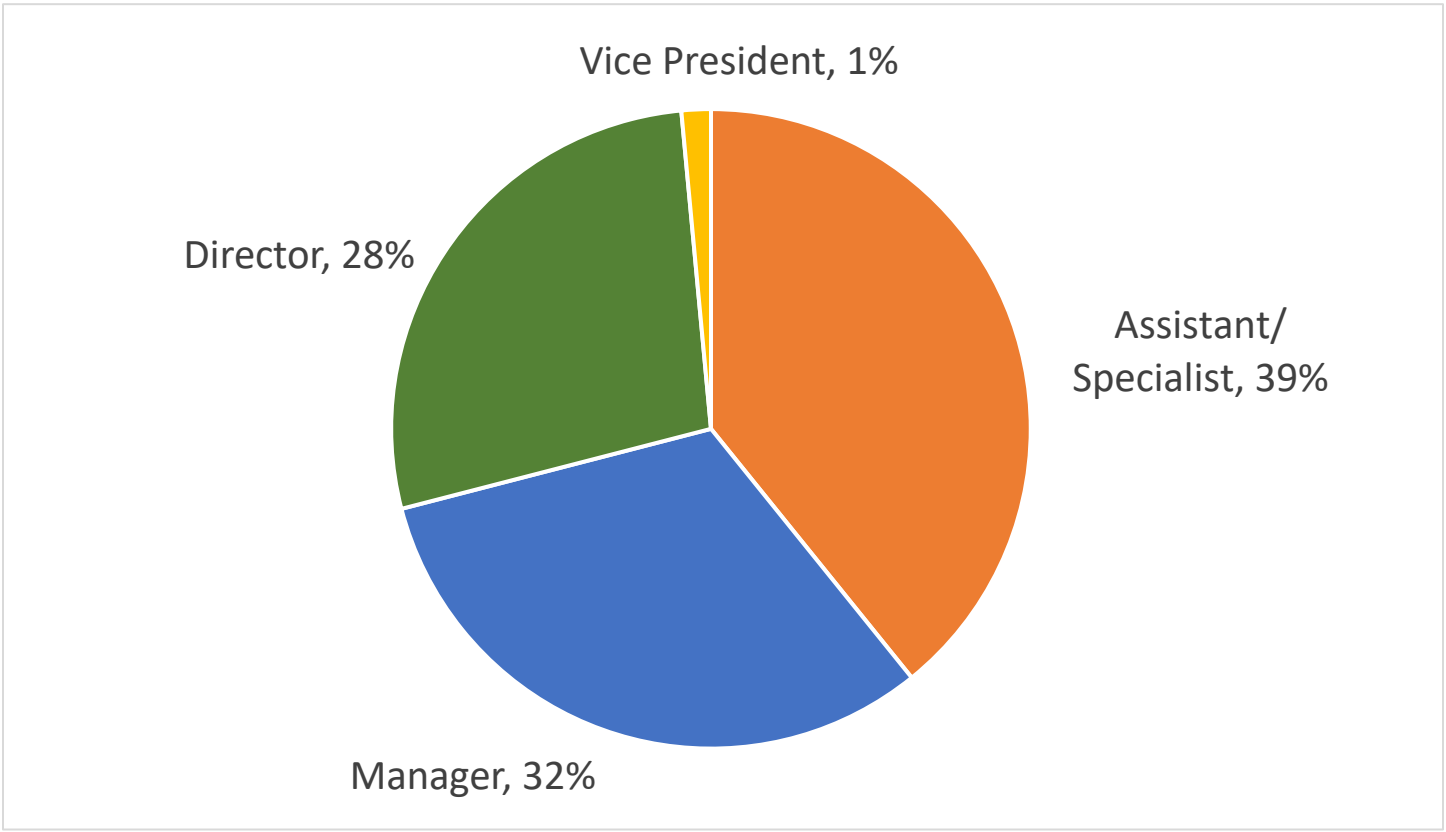
25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

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

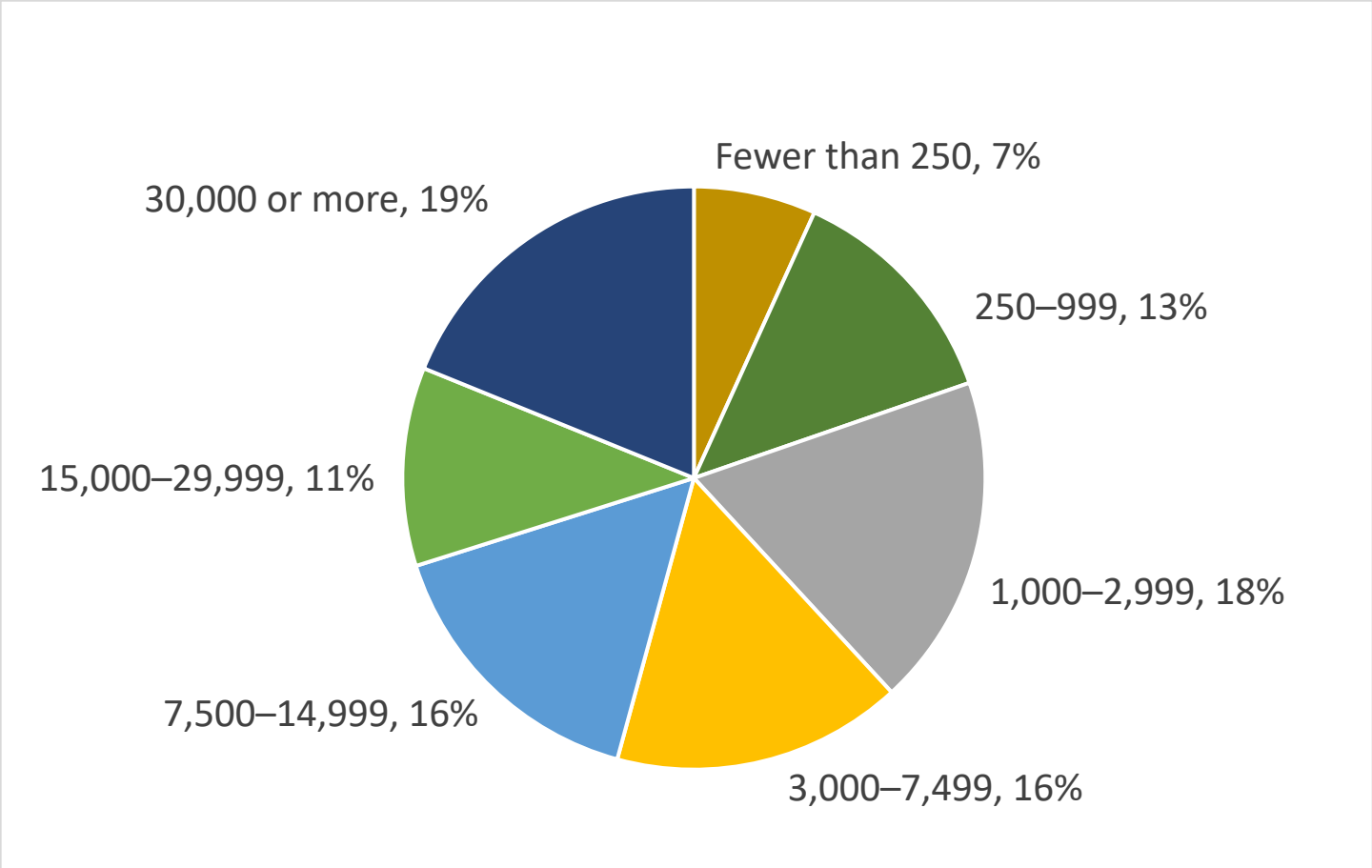
Title/Level

Assistant/Specialist (39%) is the most common level for healthcare staff members responding to the survey; about 3 in 10 are either Managers (32%) or Directors (28%).



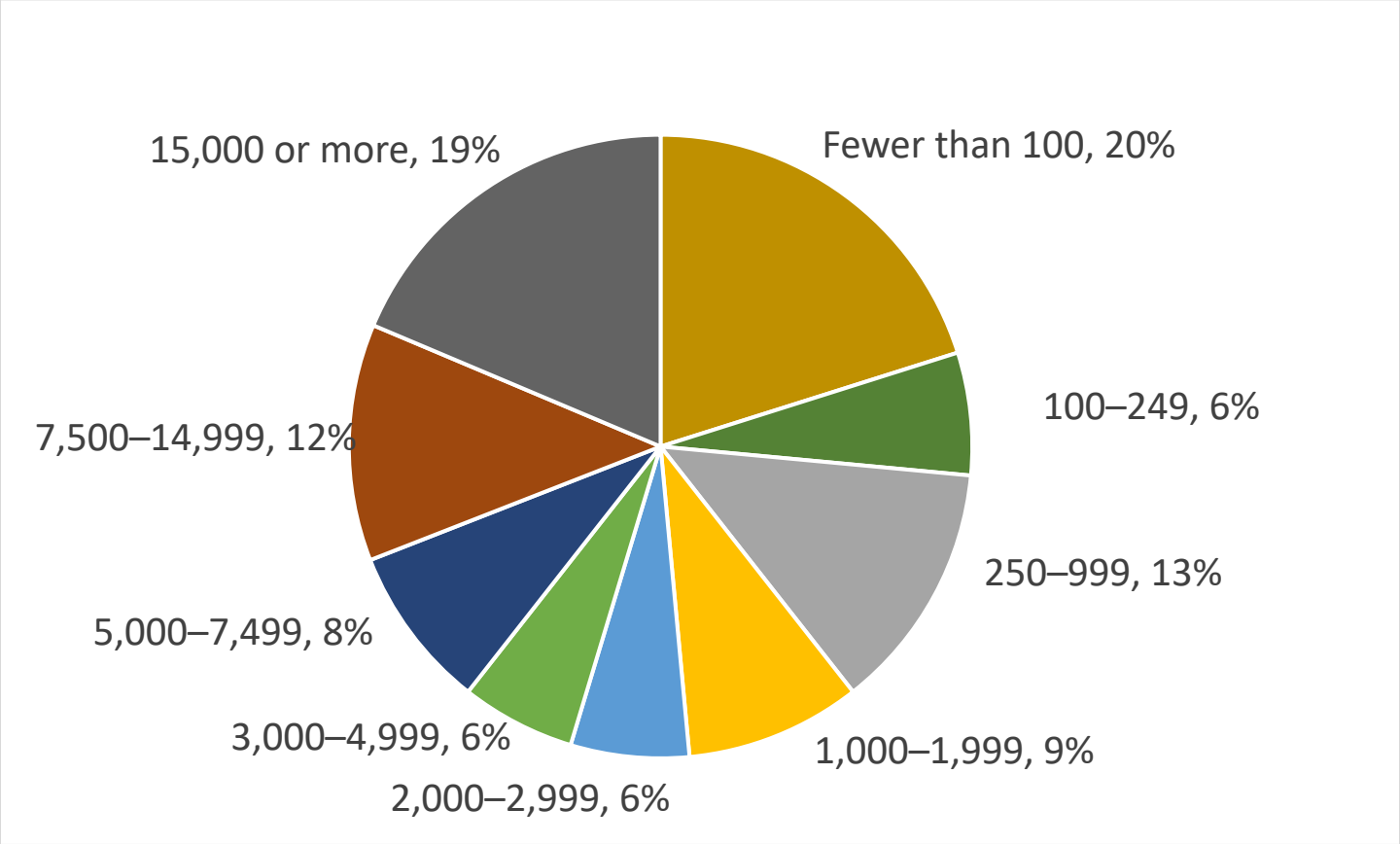
Number of Employees in Organization as a Whole

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



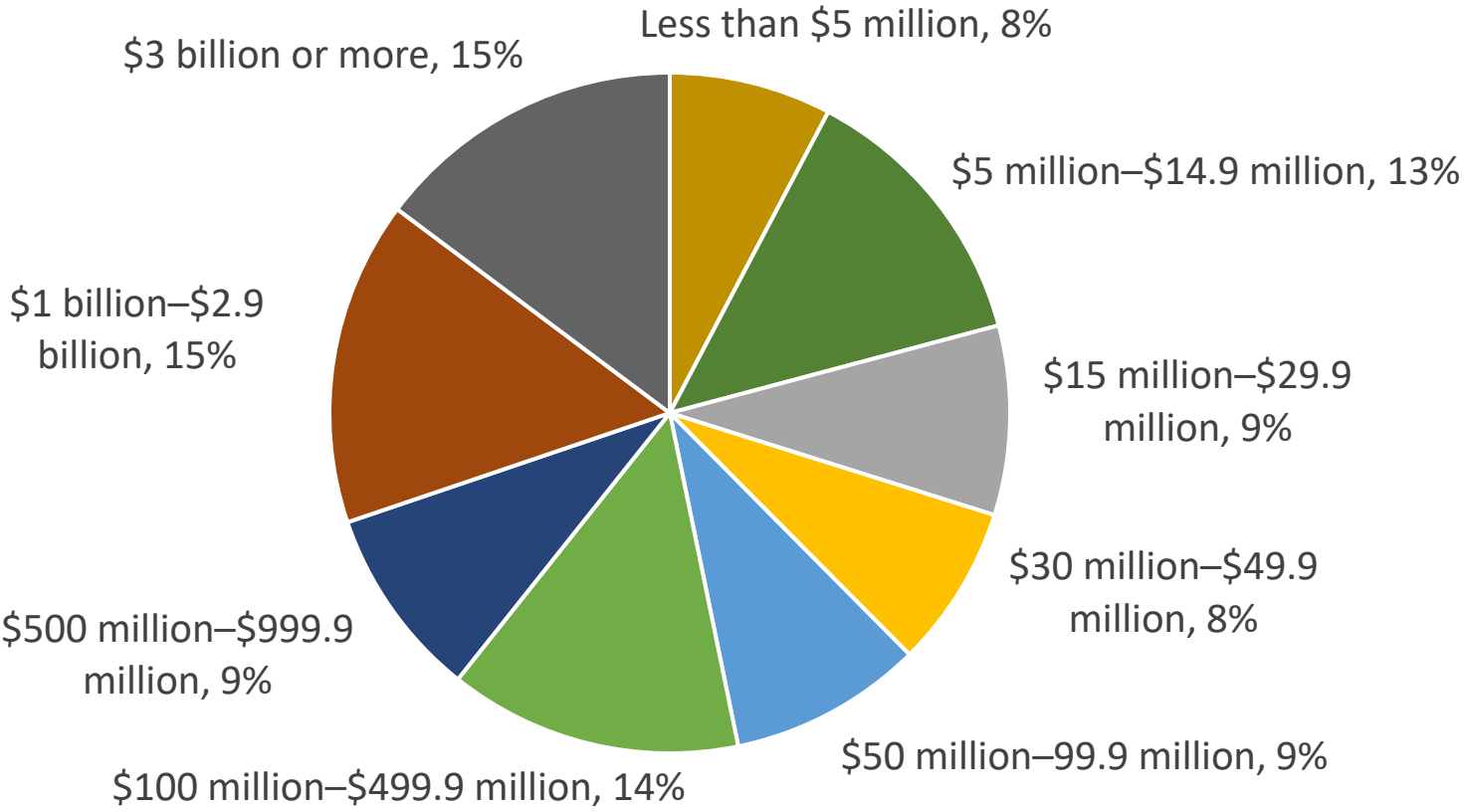
Number of Employees in the Portion of the Organization That the Compliance Program Oversees

When it comes to employees in just that part of the organization overseen by the compliance group, we see more concentration toward the extremes: 20% in organizations with fewer than 100 employees, 19% in organizations with 15,000 employees or more.



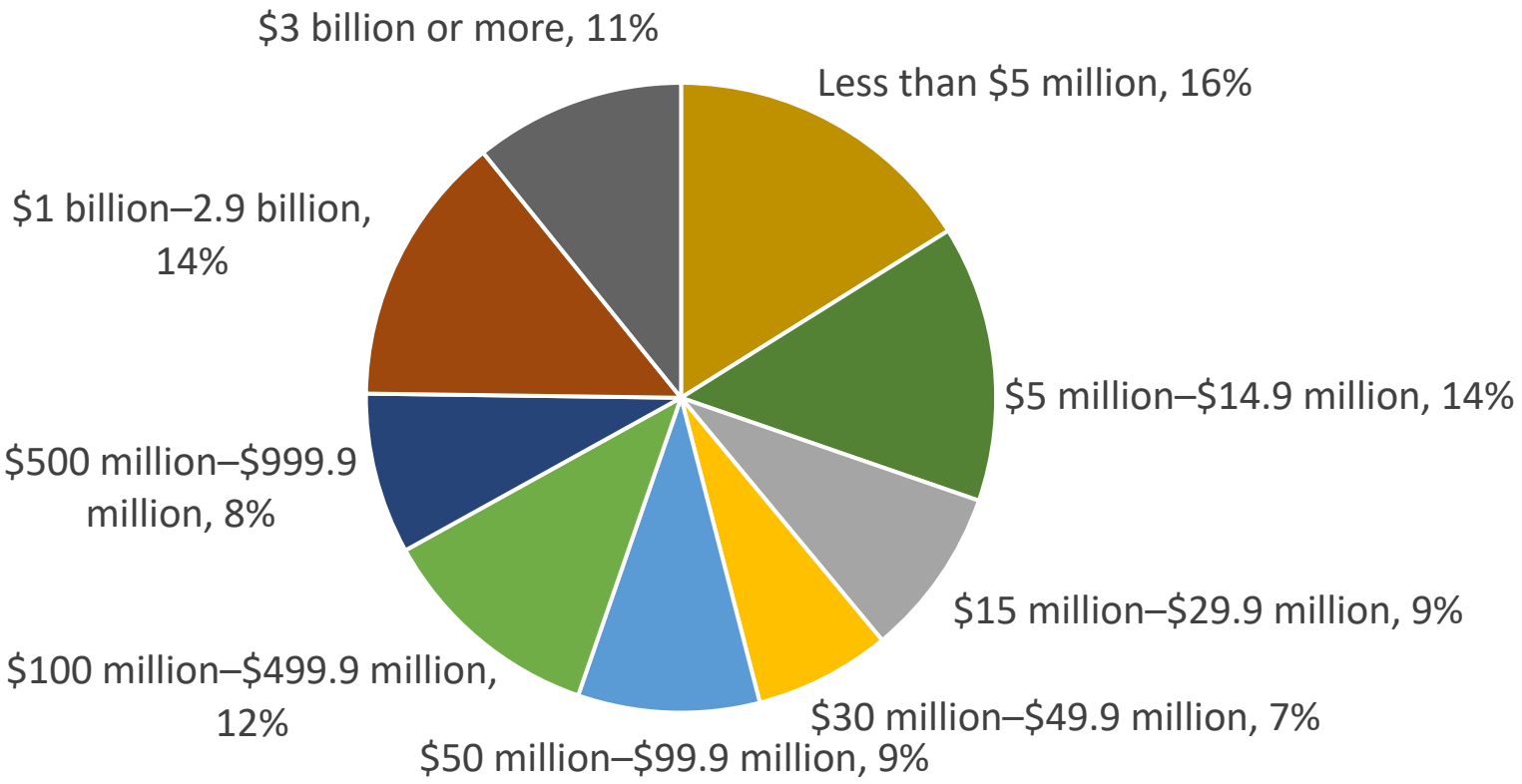
Annual Revenues of the Organization as a Whole

Revenue levels are also fairly evenly distributed across the healthcare staff sample, although 30% work in firms with revenues of $1 billion or more.



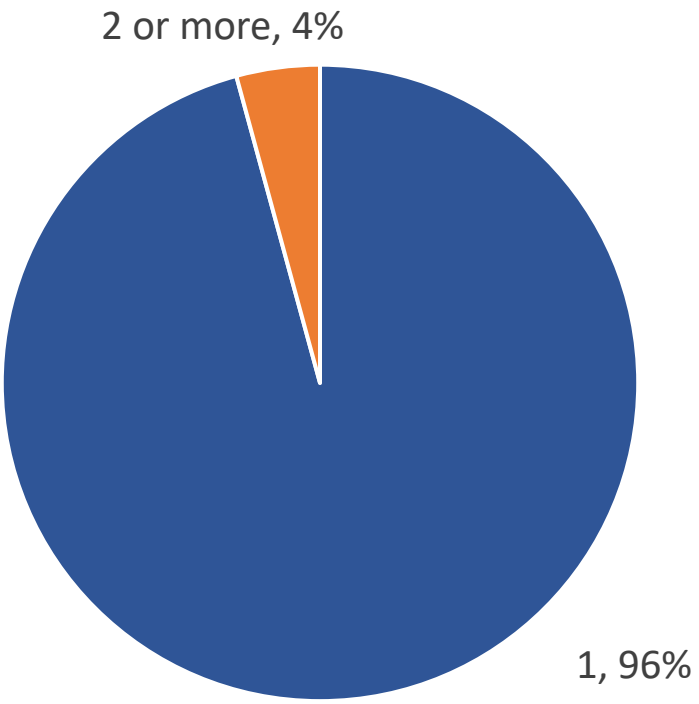
Annual Revenues of the Portion of the Organization That the Compliance Program Oversees

Similarly, while revenue levels for the parts of the organization managed by the compliance group are also widely distributed, 25% work for a group that oversees $1 billion or more in revenue.



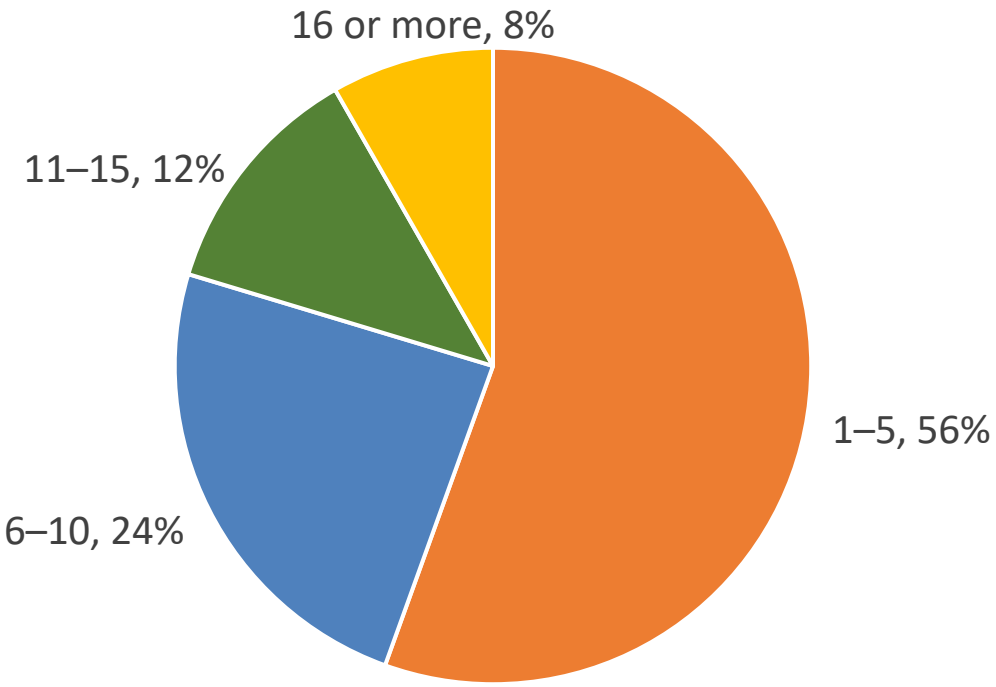
Number of Countries in Which Compliance Is Managed

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



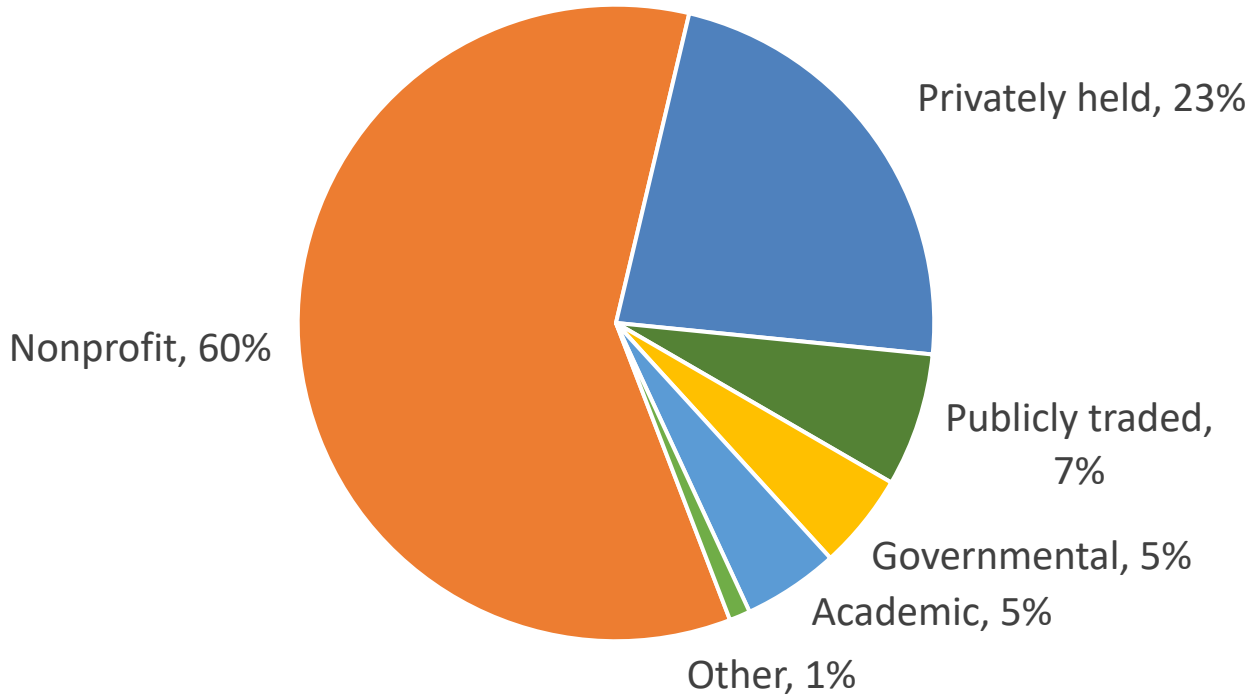
Number of Years in the Compliance Department

A bit over half (56%) of healthcare staff members have worked in their department for five years or less; one-fourth (24%) have been with the group for more than 5 years. Just 8% have been in their department for more than 15 years.



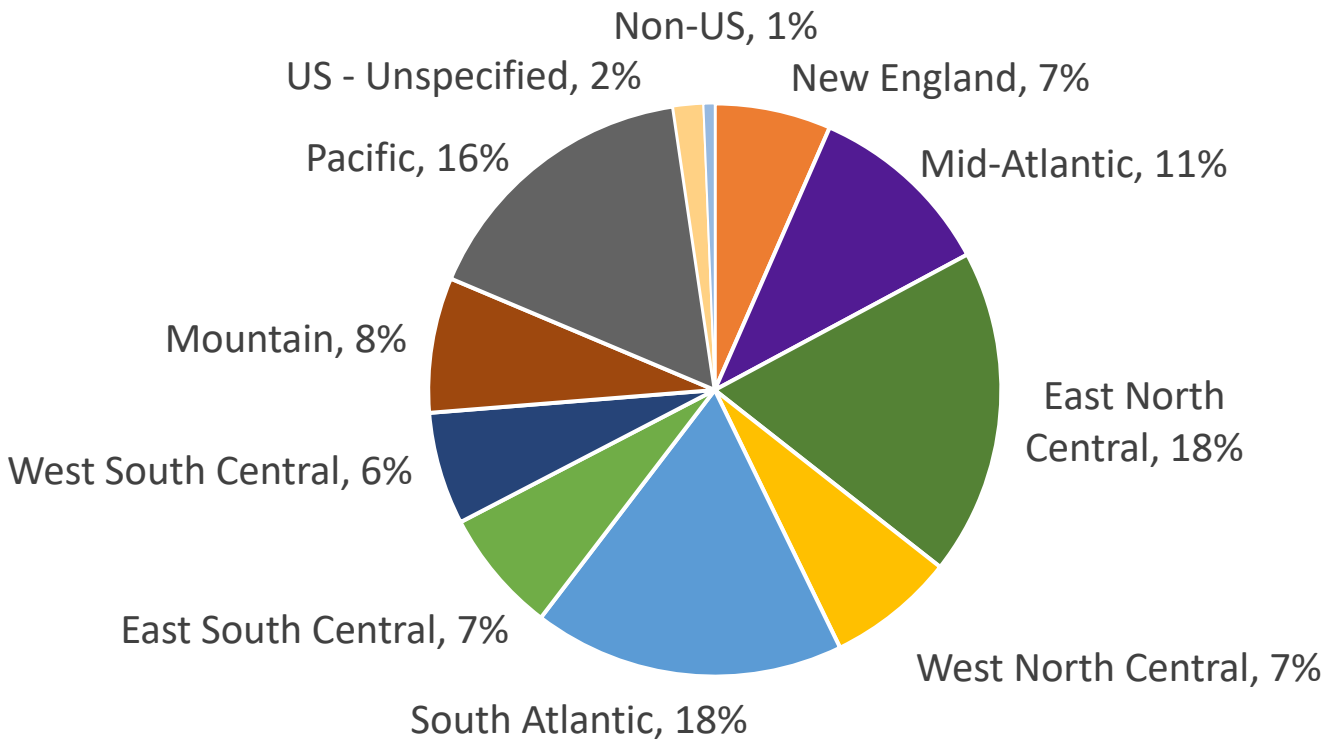
Type of Organization

A 60% majority of healthcare staff members work in nonprofit organizations; the next-highest category is privately held firms, at 23%.



Geographic Region

The three regions with the highest representation of healthcare staff members are East North Central (18%), South Atlantic (18%), and Pacific (16%). Only 1% are based outside the US.



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

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

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

	Vice President*	Director	Manager	Assistant/ Specialist
0-25%	0%	10%	14%	16%
26%-50%	29%	26%	28%	29%
51%-75%	29%	35%	35%	30%
76%-100%	43%	28%	23%	25%

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

Elements of the Compliance Program That Staff Are Primarily Involved in

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

	Director	Manager	Assistant/ Specialist
Policies and Procedures	91%	88%	75%
Compliance Education	88%	87%	76%
Compliance Auditing/Monitoring	82%	84%	77%
Compliance Investigations	88%	77%	71%
Compliance Risk Assessments	77%	73%	57%
Hot Line/Anonymous Reporting	72%	61%	51%
Measuring Program Effectiveness	66%	57%	41%
Code of Conduct	62%	48%	40%
Compliance Discipline/Incentives	55%	35%	31%
Reporting to the Board	48%	31%	18%

How Many People Report Up Through to The Individual?

7 in 10 healthcare Directors have direct reports, compared with 51% of Managers.

	Director	Manager	Assistant/ Specialist
0	30%	49%	98%
1-2	26%	30%	2%
3-5	24%	16%	0%
6-10	8%	3%	0%
11 or more	12%	2%	0%

Certifications

The CHC is by far the most common certification among staff members, followed by CHPC. Directors are the most likely to have either credential.

	Director	Manager	Assistant/ Specialist
Certified in Healthcare Compliance (CHC)	62%	53%	34%
Certified in Healthcare Privacy Compliance (CHPC)	25%	15%	13%
Certified in Healthcare Research Compliance (CHRC)	4%	7%	3%
Certified Compliance & Ethics Professional (CCEP)	7%	2%	2%
Certified Internal Auditor (CIA)	0%	1%	1%
Certified Information Privacy Professional (CIPP)	1%	1%	1%
Professionals in Human Resources (PHR)	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	1%	0%
Other	23%	27%	25%
None	20%	25%	39%

Do You Have A Contract?

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

	Director	Manager	Assistant/ Specialist
Yes	6%	5%	4%
No	94%	95%	96%

Do You Have A Severance Clause in Your Contract?

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

% Among Those With Contract	Director	Manager	Assistant/ Specialist
Yes	25%	38%	*
No	75%	63%	*
*Insufficient data			

Highest Level of Education

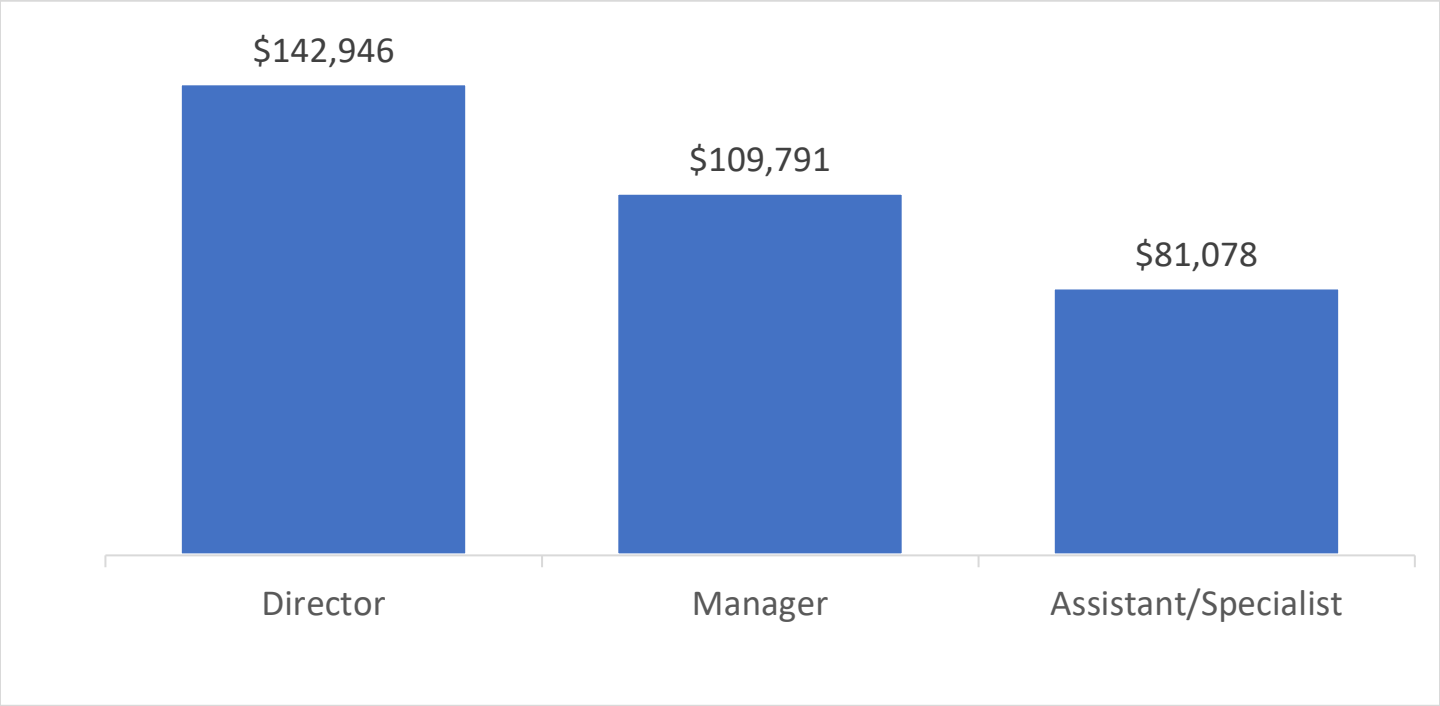
About two-thirds of Managers (65%) have an advanced degree, compared with 55% of Managers and 40% of Assistants/Specialists.

	Director	Manager	Assistant/ Specialist
Some college	9%	11%	18%
Bachelor's degree	26%	34%	42%
MBA	14%	10%	9%
Master's degree (non-MBA)	34%	33%	21%
JD	17%	10%	8%
PhD	0%	1%	2%

EXECUTIVE SUMMARY

Average Total Compensation by Title/Level

Not surprisingly, we see a steady progression in total compensation from Director to Assistant/Specialist level, with compensation highest (close to $143,000) for Directors.



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

Generally speaking, salary levels for healthcare staff tend to be highest in organizations with the most revenue—although there are many exceptions.

Annual Revenue in Compliance Portion of Organization	Director	Manager	Assistant/ Specialist
Less than $5 million	$135,149	$91,981	$80,520
$5–less than $15 million	$112,685	$103,508	$80,115
$15–less than $30 million	$134,262	$97,846	$72,232
$30–less than $50 million	$137,313	$88,222	$65,986
$50–less than $100 million	$122,921	$162,400	$78,682
$100–less than $500 million	$141,029	$114,853	$87,319
$500 million–less than $1 billion	$154,354	$103,412	$69,648
$1 billion–less than $3 billion	$165,567	$100,491	$85,391
$3 billion or more	$178,709	$138,208	$96,539

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

We also see no strong pattern when it comes to compensation by number of employees in the compliance portions of healthcare organizations.

Employees in Compliance Portion of Organization	Director	Manager	Assistant/ Specialist
Less than 100	$143,038	$102,491	$74,438
100–249	$132,716	$95,642	$85,823
250–499	$132,090	$91,625	$75,375
500–999	$105,963	$91,270	$64,976
1,000–1,999	$105,252	$149,300	$74,496
2,000–2,999	$196,643	$85,634	$77,366
3,000–4,999	$115,533	$110,461	$87,935
5,000–7,499	$166,543	$103,278	$86,761
7,500–14,999	$143,721	$113,552	$85,984
15,000 or more	$160,245	$123,230	$89,639

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

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

Employees Reporting to Individual	Director	Manager	Assistant/ Specialist
0	$136,165	$102,659	$80,964
1–2	$140,436	$101,942	*
3–5	$147,452	$156,242	*
6–10	$144,826	$74,460	*
11 or more	$155,571	*	*
*Insufficient data			

Average Total Compensation by Type of Organization

Among Directors and Managers, total is highest for those working in publicly traded firms; it's lower in government institutions.

Type of Organization	Director	Manager	Assistant/ Specialist
Nonprofit	$141,364	$111,721	$80,938
Privately held	$141,855	$105,403	$84,428
Publicly traded	$159,248	$122,850	$76,400
Governmental	$130,039	$106,750	$88,500
Academic	$144,429	$101,900	$74,448

Average Total Compensation by Certifications Held

Those who are certified generally make more than those who are not.

Certifications Held	Director	Manager	Assistant/ Specialist
Certified Compliance & Ethics Professional (CCEP)	$160,389	*	*
Certified in Healthcare Research Compliance (CHRC)	$165,000	$129,950	$71,619
Certified in Healthcare Privacy Compliance (CHPC)	$149,166	$113,409	$92,377
Certified in Healthcare Compliance (CHC)	$148,286	$118,875	$88,149
Other	$156,660	$104,449	$85,058
None	$121,685	$96,657	$74,003
*Insufficient data			

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

Compensation for healthcare Directors and Managers is relatively low for those involved in 3 or fewer of the compliance program elements we test in the survey; compensation peaks among those involved in 7-9 of those elements.

Number of Compliance Elements Involved In	Director	Manager	Assistant/ Specialist
1–3	$118,703	$95,033	$84,594
4–6	$140,934	$109,519	$83,571
7–9	$150,200	$115,690	$76,331
All 10	$142,062	$109,732	$66,831

Average Total Compensation by Contract Status

The few healthcare Directors and Assistants/Specialists with a contract earn more than those without a contract.

Contract Status	Director	Manager	Assistant/ Specialist
Have contract	$168,190	$102,413	$88,430
No contract	$141,290	$110,206	$80,785

Average Total Compensation Severance Clause Status

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

Severance Clause In Contract	Director	Manager	Assistant/ Specialist
Yes	*	*	*
No	$150,420	$115,200	*
*Insufficient data			

Amount of Bonus Eligible

Directors are most likely (69%) to be eligible for a bonus, with most saying the bonus is 0-10% of salary. A smaller 44% of Managers and 31% of Assistants/Specialists are bonus eligible.

Bonus As % of Salary	Director	Manager	Assistant/ Specialist
None	31%	56%	69%
0–10% of salary	39%	35%	30%
11%–20% of salary	25%	7%	1%
21%–30% of salary	4%	1%	0%
31%–40% of salary	1%	0%	0%
41% or more of salary	1%	0%	0%

SALARY DATA

Director Salary Results
Healthcare

		Base Salary				Total Compensation			
	Responses	Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
All Respondents	130	$128,490	$103,000	$126,000	$145,000	$142,946	$110,000	$130,117	$165,240
Percentage of Company's Legal and Regulatory Risk Areas Involved in									
0%–25%	13	$122,846	$102,000	$125,000	$140,000	$129,747	$112,000	$125,311	$150,000
26%–50%	34	$134,132	$103,000	$130,500	$155,000	$156,312	$117,000	$140,000	$190,000
51%–75%	46	$125,955	$96,500	$120,000	$150,000	$132,853	$103,000	$130,000	$155,000
76%–100%	37	$128,439	$110,000	$129,000	$140,000	$147,848	$115,000	$129,000	$165,200
Number of Employees in the Compliance Group									
1	11	$103,112	$85,000	$110,000	$119,000	$105,384	$88,000	$110,000	$121,227
2 to 5	30	$117,228	$96,500	$110,000	$140,000	$128,268	$96,500	$120,000	$150,000
6 to 10	28	$126,892	$97,750	$130,000	$143,750	$151,032	$106,908	$130,000	$177,875
11 to 15	18	$132,278	$103,000	$125,500	$150,000	$137,906	$103,000	$128,750	$162,000
16 to 20	14	$138,988	$123,600	$135,000	$155,000	$154,960	$127,200	$145,000	$182,000
More than 20	29	$143,889	$120,000	$137,700	$155,000	$161,898	$135,000	$161,500	$182,700
Annual Compliance Budget									
< $100k	5	$122,850	$109,250	$110,000	$145,000	$185,250	$110,000	$118,250	$281,000
$100k–$249k	4								
$250k–$499k	2								
$500k–$999k	3								
$1m–$1.9m	3								
$2m+	6	$139,167	$125,000	$139,000	$151,000	$149,302	$125,311	$150,750	$163,000
Number of Employees That Department Runs Compliance for									
Less than 100	25	$131,056	$100,000	$126,000	$140,000	$143,038	$102,000	$126,000	$165,200
100–249	8	$128,216	$102,125	$120,614	$163,500	$132,716	$102,682	$127,500	$163,500
250–499	10	$114,058	$90,000	$122,500	$135,000	$132,090	$95,000	$128,156	$140,000
500–999	8	$101,188	$82,125	$90,500	$121,250	$105,963	$84,375	$90,500	$121,925
1,000–1,999	12	$100,000	$83,000	$102,000	$112,375	$105,252	$88,000	$107,000	$116,190
2,000–2,999	7	$135,714	$115,000	$140,000	$150,000	$196,643	$122,500	$155,000	$315,000
3,000–4,999	6	$112,017	$103,000	$110,000	$123,600	$115,533	$103,000	$115,000	$127,200
5,000–7,499	14	$149,643	$117,000	$142,500	$165,000	$166,543	$130,000	$149,300	$190,000
7,500–14,999	18	$137,138	$125,000	$130,500	$155,000	$143,721	$127,500	$135,117	$166,000
15,000+	22	$139,358	$120,000	$139,000	$151,000	$160,245	$135,000	$162,163	$180,000

	Responses	Base Salary				Total Compensation			
		Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Annual Revenues of Part of Organization That the Department Runs Compliance For									
Less than $5 million	15	$129,882	$109,000	$125,000	$165,000	$135,149	$112,000	$129,000	$168,000
$5 million to less than $15 million	17	$106,402	$88,000	$97,000	$126,000	$112,685	$88,000	$104,744	$126,000
$15 million to less than $30 million	12	$124,208	$108,500	$126,800	$139,425	$134,262	$125,250	$134,500	$150,000
$30 million to less than $50 million	11	$118,793	$90,000	$121,227	$145,000	$137,313	$95,000	$121,227	$149,600
$50 million to less than $100 million	14	$118,464	$109,000	$113,750	$128,000	$122,921	$110,000	$118,500	$131,000
$100 million to less than $500 million	17	$109,971	$91,000	$103,000	$130,000	$141,029	$91,500	$117,000	$159,000
$500 million to less than $1 billion	12	$142,438	$110,688	$133,000	$165,250	$154,354	$115,813	$142,500	$184,000
$1 billion to less than $3 billion	13	$150,365	$130,000	$140,000	$169,000	$165,567	$130,000	$144,000	$182,000
$3 billion or more	19	$155,652	$135,000	$150,000	$175,000	$178,709	$150,066	$175,000	$200,000
Number of Countries in Which Compliance Is Involved									
1	123	$127,136	$102,000	$125,500	$145,000	$140,253	$105,000	$130,000	$165,200
2 or more	7	$152,286	$112,500	$150,000	$155,000	$190,264	$117,120	$162,325	$270,000
Number of Years In the Compliance Department									
1 or less	12	$123,007	$115,500	$130,000	$138,750	$138,840	$115,500	$130,000	$150,000
2	13	$109,692	$90,000	$103,000	$120,000	$113,077	$100,000	$103,000	$126,000
3	7	$124,236	$109,250	$130,000	$137,700	$135,956	$118,250	$138,000	$165,200
4	5	$123,245	$120,000	$121,227	$130,000	$124,245	$121,227	$125,000	$130,000
5	9	$118,389	$95,000	$125,000	$140,000	$125,535	$96,500	$125,311	$146,000
6–10	46	$130,035	$100,000	$128,500	$145,000	$151,809	$113,000	$142,500	$177,500
11–15	21	$124,143	$102,000	$112,500	$150,000	$133,906	$110,000	$120,000	$161,500
16 or more	17	$156,565	$130,000	$150,000	$169,000	$173,465	$130,000	$168,000	$185,000
Years in Compliance Profession									
<3 years	5	$99,617	$88,500	$110,000	$115,000	$100,817	$88,500	$110,000	$115,000
3–5 years	22	$114,517	$95,000	$120,000	$137,700	$120,033	$96,500	$123,114	$140,000
6–10 years	52	$125,435	$97,750	$125,250	$143,750	$148,373	$106,558	$131,617	$172,750
11–15 years	22	$121,636	$102,000	$116,000	$145,000	$130,228	$105,000	$119,810	$155,000
16–20 years	11	$147,364	$135,000	$150,000	$165,000	$158,002	$135,000	$162,325	$182,000
21+ years	18	$159,256	$123,600	$153,000	$180,000	$173,317	$127,200	$165,000	$200,000

		Base Salary				Total Compensation			
	Responses	Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Certifications									
Certified Public Accountant (CPA)	0								
Certified Compliance & Ethics Professional (CCEP)	9	$146,222	$135,000	$140,000	$150,000	$160,389	$145,000	$150,000	$178,000
Certified Compliance & Ethics Professional–International (CCEP–I)	1								
Certified in Healthcare Compliance (CHC)	80	$130,192	$110,000	$127,000	$146,500	$148,286	$113,550	$130,617	$167,500
Certified in Healthcare Research Compliance (CHRC)	5	$155,800	$140,000	$150,000	$180,000	$165,000	$140,000	$150,000	$200,000
Certified in Healthcare Privacy Compliance (CHPC)	32	$130,438	$103,500	$130,000	$150,000	$149,166	$106,250	$130,000	$182,250
Certified Fraud Examiner (CFE)	1								
Certified Internal Auditor (CIA)	0								
Certified Information Privacy Professional (CIPP)	1								
Other	30	$146,800	$120,000	$140,000	$165,000	$156,660	$126,000	$143,000	$177,500
None	26	$114,042	$90,000	$115,000	$137,700	$121,685	$90,000	$118,114	$155,000
Type of organization									
Nonprofit	64	$130,446	$97,375	$129,000	$150,750	$141,364	$102,686	$135,000	$167,500
Privately held	40	$121,765	$97,750	$117,500	$140,000	$141,855	$100,500	$125,000	$158,000
Publicly traded	13	$130,945	$120,000	$131,000	$137,700	$159,248	$131,500	$145,000	$165,240
Governmental	6	$129,872	$112,000	$122,117	$130,000	$130,039	$112,000	$122,500	$130,233
Academic	7	$143,286	$112,000	$140,000	$175,000	$144,429	$117,000	$140,000	$175,000
Number of Compliance Elements Involved in									
1–3	12	$113,936	$86,000	$110,000	$137,308	$118,703	$90,500	$110,000	$137,558
4–6	32	$129,688	$109,250	$122,500	$139,425	$140,934	$112,250	$131,500	$164,481
7–9	53	$132,143	$109,000	$130,000	$150,000	$150,200	$112,000	$140,000	$175,000
All 10	33	$126,752	$102,000	$130,000	$145,000	$142,062	$113,000	$130,000	$163,000
Geographic Region									
New England	6	$134,500	$117,000	$132,500	$140,000	$138,552	$117,000	$134,656	$160,000
Mid-Atlantic	13	$136,173	$90,000	$115,000	$183,000	$154,442	$105,000	$146,000	$202,000
East North Central	24	$116,149	$94,744	$115,500	$143,750	$123,904	$96,011	$118,500	$160,875
West North Central	7	$140,571	$131,000	$150,000	$155,000	$176,429	$145,000	$166,000	$185,000
South Atlantic	24	$124,267	$109,000	$126,000	$137,700	$133,668	$114,750	$130,750	$149,450
East South Central	15	$122,359	$110,000	$117,385	$138,000	$142,298	$112,700	$130,000	$178,000
West South Central	10	$148,983	$120,000	$132,117	$170,000	$178,543	$126,000	$140,117	$235,000
Mountain	13	$116,710	$102,000	$112,500	$121,227	$132,904	$102,000	$113,400	$121,227
Pacific	13	$136,923	$96,500	$130,000	$165,000	$145,038	$96,500	$131,000	$168,000

	Responses	Base Salary				Total Compensation			
		Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Contract Status									
Yes	8	$140,750	$112,500	$124,500	$148,750	$168,190	$114,330	$133,500	$248,250
No	122	$127,686	$102,000	$126,000	$145,000	$141,290	$105,000	$130,117	$165,240
Number of People that Report Up Through To You									
0	39	$117,455	$100,000	$117,000	$130,000	$136,165	$102,000	$125,000	$150,000
1 to 2	34	$126,039	$109,250	$130,500	$140,000	$140,436	$112,000	$140,000	$166,000
3 to 5	31	$135,585	$112,500	$137,700	$151,000	$147,452	$117,000	$149,000	$168,000
6 to 10	11	$138,826	$112,000	$140,000	$155,000	$144,826	$112,000	$140,000	$155,000
11 or more	15	$140,492	$95,000	$130,000	$169,000	$155,571	$105,000	$135,000	$194,000
If Have Contract: Do you Have a Severance Clause in Contract									
Yes	2	$182,500	$120,000	$182,500	$245,000	$221,500	$138,000	$221,500	$305,000
No	6	$126,833	$112,500	$120,750	$145,000	$150,420	$113,400	$123,060	$150,000

Manager Salary Results
Healthcare

		Base Salary				Total Compensation			
	Responses	Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
All Respondents	150	$105,087	$80,000	$99,750	$120,000	$109,791	$83,000	$105,000	$125,000
Percentage of Company's Legal and Regulatory Risk Involved In									
0%–25%	21	$96,333	$71,000	$85,000	$115,000	$103,024	$75,000	$92,497	$120,000
26%–50%	42	$101,114	$80,000	$99,250	$120,000	$105,312	$83,000	$104,000	$125,000
51%–75%	53	$115,281	$83,200	$96,000	$118,000	$120,068	$89,352	$106,900	$123,000
76%–100%	34	$99,512	$73,500	$106,000	$120,000	$103,482	$76,000	$106,100	$129,000
Number of Employees in the Compliance Group									
1	14	$78,214	$65,000	$76,500	$88,000	$81,057	$71,000	$76,500	$88,000
2 to 5	54	$94,204	$73,500	$91,500	$110,000	$100,471	$75,500	$95,250	$122,000
6 to 10	27	$104,596	$85,000	$115,000	$125,000	$107,372	$89,352	$118,000	$125,000
11 to 15	14	$158,114	$82,500	$93,900	$111,000	$161,043	$87,500	$96,000	$111,500
16 to 20	10	$97,333	$91,625	$105,100	$123,000	$99,373	$95,500	$107,600	$123,000
More than 20	31	$115,164	$99,500	$109,000	$126,890	$121,322	$103,000	$109,000	$132,000
Annual Compliance Budget									
< $100k	5	$87,400	$82,500	$82,500	$103,000	$106,200	$87,500	$103,000	$118,000
$100k–$249k									
$250k–$499k	5	$108,600	$100,000	$104,000	$125,000	$133,800	$106,000	$140,000	$140,000
$500k–$999k									
$1m–$1.9m									
$2m+									
Number of Employees That Department Runs Compliance for									
Less than 100	28	$98,214	$76,250	$100,250	$115,000	$102,491	$77,875	$100,250	$115,000
100–249	12	$83,875	$65,000	$84,000	$107,750	$95,642	$66,400	$86,500	$130,750
250–499	12	$84,458	$62,750	$77,000	$97,250	$91,625	$63,250	$84,750	$122,000
500–999	10	$87,650	$65,000	$80,000	$110,000	$91,270	$65,300	$82,000	$115,000
1,000–1,999	17	$147,535	$75,000	$100,300	$125,000	$149,300	$76,300	$100,300	$125,000
2,000–2,999	9	$84,189	$73,500	$93,000	$100,200	$85,634	$76,000	$93,000	$105,200
3,000–4,999	13	$101,923	$84,000	$98,500	$105,000	$110,461	$92,497	$104,000	$129,000
5,000–7,499	9	$100,333	$80,000	$105,000	$112,000	$103,278	$80,000	$105,000	$112,000
7,500–14,999	17	$110,678	$91,625	$109,000	$120,000	$113,552	$95,500	$109,000	$125,000
15,000+	23	$119,187	$111,500	$120,000	$126,890	$123,230	$111,500	$123,000	$132,000

	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	$90,593	$67,000	$85,000	$110,000	$91,981	$71,000	$85,500	$115,000
$5 million to less than $15 million	18	$100,361	$82,500	$101,500	$120,000	$103,508	$85,000	$105,000	$120,000
$15 million to less than $30 million	13	$91,192	$65,000	$80,000	$112,000	$97,846	$67,000	$80,000	$129,000
$30 million to less than $50 million	9	$80,444	$65,000	$83,000	$95,000	$88,222	$75,000	$85,000	$110,000
$50 million to less than $100 million	15	$154,867	$76,000	$107,000	$125,000	$162,400	$76,000	$110,500	$137,500
$100 million to less than $500 million	20	$108,455	$84,625	$103,600	$126,500	$114,853	$93,625	$109,250	$128,500
$500 million to less than $1 billion	16	$99,943	$90,624	$96,750	$115,750	$103,412	$91,524	$102,500	$122,000
$1 billion to less than $3 billion	20	$98,471	$83,750	$97,900	$117,750	$100,491	$84,250	$99,663	$120,000
$3 billion or more	12	$128,375	$114,000	$125,000	$135,750	$138,208	$121,000	$132,000	$163,750
Number of Countries in Which Compliance Works									
1	144	$104,987	$80,000	$99,000	$120,000	$109,612	$82,250	$105,000	$125,000
2 or more	6	$107,500	$96,000	$109,000	$130,000	$114,083	$96,000	$111,500	$137,500
Number of Years In the Compliance Department									
1 or less	26	$98,609	$85,000	$96,250	$120,000	$101,912	$85,000	$99,263	$122,000
2	13	$88,446	$75,000	$85,000	$100,300	$89,638	$76,000	$85,500	$100,300
3	14	$93,536	$70,000	$94,250	$111,000	$95,896	$70,000	$96,500	$111,000
4	5	$87,400	$71,000	$82,500	$105,000	$89,200	$71,000	$88,500	$105,000
5	24	$93,992	$65,000	$90,500	$122,250	$97,913	$68,000	$95,450	$126,250
6–10	34	$128,600	$83,200	$106,500	$125,000	$139,113	$93,000	$111,000	$137,000
11–15	20	$112,700	$96,000	$112,000	$120,000	$116,450	$98,000	$113,500	$135,000
16 or more	14	$101,485	$80,000	$107,450	$118,000	$104,021	$80,000	$107,450	$129,000
Years in Compliance Profession									
<3 years	21	$85,452	$75,000	$92,000	$100,300	$87,976	$76,000	$92,497	$103,000
3–5 years	41	$86,096	$65,000	$82,500	$104,000	$90,963	$70,000	$84,000	$106,900
6–10 years	39	$130,472	$90,000	$110,000	$125,000	$138,586	$95,000	$115,000	$140,000
11–15 years	26	$113,269	$96,000	$113,500	$125,000	$116,462	$98,000	$117,000	$135,000
16–20 years	11	$111,991	$107,000	$115,000	$118,000	$115,991	$107,000	$118,000	$129,000
21+ years	12	$97,783	$80,000	$93,250	$117,500	$98,574	$80,000	$93,250	$122,668

	Responses	Base Salary Average	Base Salary 25th Percentile	Base Salary Median	Base Salary 75th Percentile	Total Compensation Average	Total Compensation 25th Percentile	Total Compensation Median	Total Compensation 75th Percentile
Certifications									
Certified Public Accountant (CPA)	5	$115,200	$92,000	$127,000	$127,000	$115,700	$94,500	$127,000	$127,000
Certified Compliance & Ethics Professional (CCEP)	3								
Certified Compliance & Ethics Professional–International (CCEP–I)	1								
Certified in Healthcare Compliance (CHC)	80	$114,190	$82,500	$106,500	$121,500	$118,875	$86,000	$109,500	$128,500
Certified in Healthcare Research Compliance (CHRC)	10	$127,550	$120,000	$127,500	$155,000	$129,950	$125,000	$130,500	$155,000
Certified in Healthcare Privacy Compliance (CHPC)	22	$104,227	$80,000	$96,500	$122,000	$113,409	$84,000	$117,500	$140,000
Certified Fraud Examiner (CFE)	3								
Certified Internal Auditor (CIA)	1								
Certified Information Privacy Professional (CIPP)	2								
Other	40	$100,012	$82,625	$104,750	$114,250	$104,449	$90,264	$107,450	$121,500
None	37	$92,274	$73,000	$90,000	$112,000	$96,657	$75,000	$90,000	$112,000
Type of Organization									
Nonprofit	86	$108,200	$80,000	$98,250	$120,000	$111,721	$80,000	$101,650	$125,000
Privately held	38	$98,064	$75,000	$95,500	$120,000	$105,403	$80,500	$109,500	$129,000
Publicly traded	8	$109,875	$67,750	$111,000	$139,500	$122,850	$76,750	$117,750	$165,750
Governmental	10	$105,100	$92,000	$104,250	$115,000	$106,750	$94,500	$106,750	$115,000
Academic	5	$101,900	$95,500	$108,000	$111,000	$101,900	$95,500	$108,000	$111,000
Number of Compliance Elements Involved in									
1–3	18	$88,533	$75,000	$96,750	$107,000	$95,033	$76,000	$101,500	$109,500
4–6	59	$105,905	$82,400	$110,000	$125,000	$109,519	$89,352	$111,000	$127,000
7–9	48	$111,190	$78,500	$91,813	$110,000	$115,690	$80,500	$94,400	$111,500
All 10	25	$103,360	$83,000	$105,000	$120,000	$109,732	$87,500	$108,500	$132,000
Geographic Region									
New England	11	$103,472	$75,000	$105,000	$126,890	$105,381	$75,000	$105,000	$132,000
Mid–Atlantic	16	$91,531	$72,000	$83,750	$101,375	$98,763	$72,000	$88,000	$114,500
East North Central	23	$96,014	$80,000	$91,625	$110,000	$101,379	$80,000	$97,500	$115,000
West North Central	11	$100,636	$70,000	$110,000	$120,000	$105,727	$70,000	$110,000	$129,000
South Atlantic	26	$95,888	$82,400	$94,500	$111,500	$97,956	$88,000	$96,500	$111,500
East South Central	11	$85,182	$73,000	$84,000	$96,000	$101,500	$76,000	$95,500	$122,000
West South Central	11	$89,091	$80,000	$92,000	$115,000	$89,909	$80,500	$94,500	$120,000
Mountain	8	$100,125	$81,624	$104,250	$112,000	$104,187	$81,624	$105,000	$121,250
Pacific	30	$144,733	$100,200	$124,000	$140,000	$147,288	$105,000	$124,000	$143,000

		Base Salary				Total Compensation			
	Responses	Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Contract Status									
Yes	8	$97,250	$69,375	$92,750	$118,750	$102,413	$78,125	$95,750	$130,000
No	142	$105,529	$80,000	$99,750	$120,000	$110,206	$83,000	$105,100	$125,000
Number of People that Report Up Through to You									
0	73	$97,941	$76,000	$98,500	$120,000	$102,659	$77,000	$103,000	$124,000
1 to 2	45	$97,973	$82,500	$96,000	$111,500	$101,942	$88,500	$100,300	$113,000
3 to 5	24	$149,075	$95,100	$115,000	$125,000	$156,242	$100,125	$121,500	$139,250
6 to 10	5	$72,360	$55,000	$62,000	$74,800	$74,460	$55,000	$62,000	$76,300
11 or more	3								
If Have Contract: Do you Have a Severance Clause in Contract									
Yes	3	$76,000	$60,000	$65,000	$103,000	$81,100	$65,300	$75,000	$103,000
No	5	$110,000	$82,500	$115,000	$120,000	$115,200	$88,500	$115,000	$135,000

Assistant/Specialist Salary Results
Healthcare

		Base Salary				Total Compensation			
	Responses	Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
All Respondents	185	$78,597	$65,000	$78,000	$92,000	$81,078	$65,000	$79,000	$92,500
Percentage of Company's Legal and Regulatory Risk Areas Involved In									
0%–25%	30	$77,534	$60,000	$80,716	$90,000	$79,323	$60,250	$80,966	$90,000
26%–50%	53	$81,022	$69,500	$78,914	$90,000	$81,490	$69,500	$78,914	$92,000
51%–75%	56	$81,393	$69,000	$80,000	$96,800	$86,310	$69,000	$82,000	$99,000
76%–100%	46	$73,032	$62,000	$70,000	$85,000	$75,366	$62,000	$72,000	$87,000
Number of Employees in the Compliance Group									
1	3								
2 to 5	64	$70,408	$57,000	$70,000	$85,000	$72,907	$58,000	$70,000	$85,072
6 to 10	41	$81,148	$69,500	$81,000	$95,000	$84,177	$69,500	$81,000	$95,000
11 to 15	24	$83,936	$69,750	$79,716	$94,000	$87,811	$69,750	$82,716	$97,000
16 to 20	21	$79,595	$70,000	$80,000	$95,000	$80,508	$70,000	$82,000	$95,000
More than 20	32	$89,662	$70,000	$89,000	$98,000	$91,577	$74,500	$89,000	$101,000
Annual Compliance Budget									
< $100k	2								
$100k–$249k	2								
$250k–$499k	0								
$500k–$999k	1								
$1m–$1.9m	0								
$2m+	1								
Number of Employees That Department Runs Compliance for									
Less than 100	41	$70,614	$64,688	$72,000	$80,000	$74,438	$64,688	$76,000	$84,000
100–249	10	$83,516	$75,000	$85,000	$91,644	$85,823	$75,000	$91,000	$92,000
250–499	8	$73,750	$50,500	$65,500	$89,750	$75,375	$51,500	$66,500	$93,800
500–999	13	$64,665	$54,642	$62,000	$70,000	$64,976	$54,642	$63,000	$70,800
1,000–1,999	11	$74,133	$63,000	$70,000	$90,000	$74,496	$63,000	$70,000	$90,000
2,000–2,999	13	$77,058	$59,000	$65,000	$88,000	$77,366	$59,000	$65,000	$89,000
3,000–4,999	9	$77,479	$69,000	$75,000	$78,914	$87,935	$69,000	$76,900	$92,000
5,000–7,499	17	$85,878	$75,000	$84,000	$94,000	$86,761	$75,000	$84,000	$94,000
7,500–14,999	23	$80,854	$70,000	$83,676	$90,000	$85,984	$70,000	$83,676	$90,000
15,000+	40	$89,017	$78,000	$86,000	$98,000	$89,639	$78,800	$87,200	$100,000

		Base Salary				Total Compensation			
	Responses	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	34	$76,627	$61,630	$75,500	$90,000	$80,520	$62,000	$78,500	$91,644
$5 million to less than $15 million	32	$79,294	$60,000	$80,000	$95,000	$80,115	$60,250	$80,000	$95,000
$15 million to less than $30 million	16	$71,413	$62,000	$70,000	$83,500	$72,232	$62,000	$70,000	$89,250
$30 million to less than $50 million	13	$65,686	$53,000	$70,000	$75,000	$65,986	$53,000	$70,000	$75,000
$50 million to less than $100 million	13	$78,006	$69,000	$82,000	$89,000	$78,682	$70,000	$82,000	$90,000
$100 million to less than $500 million	16	$80,675	$69,125	$77,000	$91,000	$87,319	$69,125	$77,000	$91,000
$500 million to less than $1 billion	9	$68,982	$62,000	$76,000	$95,000	$69,648	$62,000	$76,000	$97,000
$1 billion to less than $3 billion	33	$84,482	$70,000	$82,000	$96,800	$85,391	$72,000	$84,000	$97,000
$3 billion or more	19	$89,425	$73,382	$86,000	$98,000	$96,539	$74,500	$88,066	$98,250
Number of Countries in Which Compliance Works									
1	179	$78,303	$65,000	$76,000	$92,000	$80,831	$65,000	$78,800	$92,893
2 or more	6	$87,274	$89,000	$90,000	$91,000	$88,341	$89,000	$90,500	$91,400
Number of Years In the Compliance Department									
1 or less	49	$73,218	$60,000	$70,000	$89,960	$73,926	$60,250	$70,000	$89,960
2	21	$77,957	$68,000	$76,000	$89,000	$78,709	$68,000	$77,000	$89,000
3	28	$81,278	$69,250	$79,500	$94,250	$82,336	$69,375	$79,500	$97,000
4	12	$65,769	$50,000	$73,382	$83,000	$65,951	$50,000	$73,382	$84,000
5	20	$86,048	$69,125	$82,734	$95,750	$92,432	$69,125	$83,750	$98,000
6–10	34	$86,851	$73,000	$85,536	$105,000	$93,638	$74,500	$87,750	$108,000
11–15	13	$76,095	$60,000	$78,914	$83,676	$76,826	$60,000	$78,914	$84,500
16 or more	8	$70,864	$50,000	$84,000	$97,000	$71,435	$51,000	$84,000	$97,000
Years in Compliance Profession									
<3 years	47	$74,025	$62,000	$70,000	$85,000	$74,773	$62,000	$70,000	$85,000
3–5 years	55	$77,041	$62,000	$74,191	$89,960	$79,918	$63,630	$74,191	$89,960
6–10 years	47	$82,595	$70,000	$84,000	$96,000	$85,184	$70,000	$86,000	$99,000
11–15 years	18	$80,390	$60,000	$83,338	$95,000	$86,640	$60,000	$84,250	$97,000
16–20 years	8	$74,756	$56,500	$75,000	$94,250	$77,444	$56,500	$76,250	$94,250
21+ years	10	$90,756	$84,000	$96,000	$97,000	$91,622	$84,000	$96,800	$98,000

	Responses	Base Salary				Total Compensation			
		Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Certifications									
Certified Public Accountant (CPA)	0								
Certified Compliance & Ethics Professional (CCEP)	3								
Certified Compliance & Ethics Professional–International (CCEP–I)	0								
Certified in Healthcare Compliance (CHC)	63	$84,332	$69,000	$83,338	$97,000	$88,149	$69,000	$84,786	$98,250
Certified in Healthcare Research Compliance (CHRC)	6	$70,819	$70,000	$77,457	$80,000	$71,619	$70,500	$78,707	$81,800
Certified in Healthcare Privacy Compliance (CHPC)	24	$86,885	$70,000	$88,000	$92,750	$92,377	$70,000	$88,500	$92,875
Certified Fraud Examiner (CFE)	1								
Certified Internal Auditor (CIA)	1								
Certified Information Privacy Professional (CIPP)	1								
Other	47	$82,225	$70,000	$86,500	$96,000	$85,058	$70,000	$86,500	$97,000
None	72	$71,382	$60,000	$70,000	$85,000	$74,003	$60,000	$72,000	$86,000
Type of organization									
Nonprofit	127	$78,394	$65,000	$79,500	$91,644	$80,938	$65,000	$79,500	$92,000
Privately held	27	$80,720	$62,000	$75,000	$89,960	$84,428	$62,000	$75,950	$94,600
Publicly traded	11	$74,173	$62,000	$69,500	$95,000	$76,400	$62,000	$69,500	$103,000
Governmental	7	$86,857	$75,000	$80,000	$96,000	$88,500	$78,500	$80,000	$99,000
Academic	11	$74,357	$70,000	$87,000	$97,000	$74,448	$70,000	$87,000	$97,000
Number of Compliance Elements Involved in									
1–3	48	$82,038	$70,000	$81,216	$92,750	$84,594	$72,625	$84,250	$94,500
4–6	78	$79,877	$67,000	$78,914	$95,000	$83,571	$68,000	$79,000	$95,000
7–9	50	$75,376	$62,000	$75,000	$88,500	$76,331	$62,000	$75,000	$89,000
All 10	9	$66,831	$60,000	$63,000	$70,000	$66,831	$60,000	$63,000	$70,000
Geographic Region									
New England	12	$82,538	$70,000	$81,000	$92,625	$83,888	$71,250	$83,500	$93,500
Mid-Atlantic	21	$83,468	$73,500	$84,000	$101,500	$95,218	$74,625	$84,000	$101,500
East North Central	37	$76,978	$65,000	$76,000	$87,000	$77,816	$65,000	$76,000	$87,000
West North Central	16	$84,425	$72,250	$89,000	$94,750	$84,631	$72,250	$89,500	$94,750
South Atlantic	32	$74,376	$65,000	$73,388	$80,000	$77,441	$65,350	$74,888	$83,115
East South Central	6	$68,020	$54,642	$69,500	$82,000	$68,186	$54,642	$70,000	$82,000
West South Central	9	$63,545	$47,250	$61,000	$78,750	$63,608	$47,250	$61,000	$78,750
Mountain	15	$74,065	$61,630	$69,500	$86,000	$75,776	$62,000	$69,500	$88,932
Pacific	34	$84,822	$70,000	$90,000	$98,000	$86,093	$70,000	$90,000	$99,000

		Base Salary				Total Compensation			
	Responses	Average	25th Percentile	Median	75th Percentile	Average	25th Percentile	Median	75th Percentile
Contract Status									
Yes	7	$87,573	$75,000	$89,960	$130,000	$88,430	$75,000	$89,960	$130,000
No	178	$78,240	$65,000	$77,000	$91,483	$80,785	$65,000	$78,857	$92,000
Number of People that Report Up Through To You									
0	182	$78,473	$65,000	$77,000	$92,000	$80,964	$65,000	$78,857	$92,375
1 to 2	3								
3 to 5	0								
6 to 10	0								
11 or more	0								
If Have Contract: Do you Have a Severance Clause in Contract									
Yes	4								
No	3								

DETAILED RESULTS

	All Respondents	Job Title			
		VP	Director	Manager	Assistant/ Specialist
Are your compliance responsibilities:					
Responses	472	7	130	150	185
Broad, covering a range of compliance-related risks	68%	86%	70%	69%	65%
Focused on a particular risk area (i.e. privacy, safety)	32%	14%	30%	31%	35%
If focused, which legal and regulatory risk areas are you primarily focused on?					
Responses	151	1	39	47	64
Privacy	47%		46%	36%	55%
IT	0%		0%	0%	0%
Occupational health and safety	2%		0%	2%	3%
Other	51%		54%	62%	42%
Percentage indicating involvement in the following compliance elements:					
Policies and Procedures	84%	100%	91%	88%	75%
Compliance Education	83%	100%	88%	87%	76%
Compliance Auditing/Monitoring	80%	71%	82%	84%	77%
Compliance Investigations	78%	100%	88%	77%	71%
Compliance Risk Assessments	68%	100%	77%	73%	57%
Hot Line/Anonymous Reporting	61%	100%	72%	61%	51%
Measuring Program Effectiveness	54%	86%	66%	57%	41%
Code of Conduct	50%	100%	62%	48%	40%
Compliance Discipline/Incentives	40%	57%	55%	35%	31%
Reporting to the Board	31%	43%	48%	31%	18%
How much of your company's legal and regulatory risk areas is the compliance department responsible for managing?					
Responses	472	7	130	150	185
0%–25%	14%	0%	10%	14%	16%
26%–50%	28%	29%	26%	28%	29%
51%–75%	33%	29%	35%	35%	30%
76%–100%	25%	43%	28%	23%	25%

	All Respondents	Job Title			
		VP	Director	Manager	Assistant/ Specialist
How many employees, including you, are in the compliance group?					
Responses	472	7	130	150	185
1	6%	0%	8%	9%	2%
2 to 5	32%	43%	23%	36%	35%
6 to 10	21%	29%	22%	18%	22%
11 to 15	12%	0%	14%	9%	13%
16 to 20	10%	14%	11%	7%	11%
More than 20	20%	14%	22%	21%	17%
Annual compliance budget:					
Responses	49	0	23	20	6
75th Percentile	$1,700,000		$2,000,000	$1,650,000	$550,000
Median	$400,000		$500,000	$400,000	$135,000
25th Percentile	$110,000		$110,000	$60,500	$80,000
Average	$2,148,725		$2,516,469	$1,875,436	$1,650,000
<$100k	24%		22%	25%	33%
$100k–$249k	16%		17%	10%	33%
$250k–$499k	14%		9%	25%	0%
$500k–$999k	12%		13%	10%	17%
$1m–$1.9m	10%		13%	10%	0%
$2m+	22%		26%	20%	17%
Approximately how many employees work in your organization as a whole?					
Responses	472	7	130	150	185
Less than 100	2%	0%	2%	3%	2%
100–249	5%	0%	4%	9%	3%
250–499	6%	0%	6%	7%	5%
500–999	7%	0%	8%	5%	8%
1,000–1,999	11%	57%	10%	14%	8%
2,000–2,999	7%	0%	9%	5%	8%
3,000–4,999	8%	0%	8%	9%	6%
5,000–7,499	8%	0%	9%	7%	10%
7,500–9,999	6%	0%	7%	6%	6%
10,000–14,999	10%	0%	9%	9%	11%
15,000–19,999	5%	0%	5%	6%	5%
20,000–29,999	6%	0%	5%	6%	6%
30,000–49,999	5%	29%	5%	3%	6%
50,000–74,999	4%	0%	2%	5%	4%
75,000–99,999	3%	14%	2%	2%	4%
100,000 +	7%	0%	9%	5%	7%

	All Respondents	Job Title			
		VP	Director	Manager	Assistant/ Specialist
Approximately how many employees work in the portion of the organization that you work in compliance for?					
Responses	472	7	130	150	185
Less than 100	20%	14%	19%	19%	22%
100–249	6%	0%	6%	8%	5%
250–499	6%	0%	8%	8%	4%
500–999	7%	0%	6%	7%	7%
1,000–1,999	9%	43%	9%	11%	6%
2,000–2,999	6%	0%	5%	6%	7%
3,000–4,999	6%	0%	5%	9%	5%
5,000–7,499	8%	0%	11%	6%	9%
7,500–9,999	5%	0%	6%	3%	5%
10,000–14,999	8%	0%	8%	8%	8%
15,000–19,999	5%	0%	4%	5%	5%
20,000–29,999	4%	0%	5%	4%	4%
30,000–49,999	5%	29%	4%	3%	5%
50,000–74,999	2%	0%	2%	2%	2%
75,000–99,999	2%	14%	0%	1%	3%
100,000 +	1%	0%	3%	0%	2%
What are the annual revenues of the organization you work for?					
Responses	472	7	130	150	185
Less than $5 million	8%	0%	5%	11%	7%
$5 million to less than $15 million	13%	0%	12%	12%	17%
$15 million to less than $30 million	9%	0%	12%	5%	10%
$30 million to less than $50 million	8%	0%	8%	6%	9%
$50 million to less than $100 million	9%	29%	8%	11%	8%
$100 million to less than $500 million	14%	29%	15%	15%	11%
$500 million to less than $1 billion	9%	29%	9%	13%	6%
$1 billion to less than $3 billion	15%	0%	12%	15%	18%
$3 billion or more	15%	14%	18%	13%	14%
What are the annual revenues for the portion of the organization that your part of the compliance program oversees?					
Responses	472	7	130	150	185
Less than $5 million	16%	0%	12%	18%	18%
$5 million to less than $15 million	14%	0%	13%	12%	17%
$15 million to less than $30 million	9%	0%	9%	9%	9%
$30 million to less than $50 million	7%	0%	8%	6%	7%
$50 million to less than $100 million	9%	29%	11%	10%	7%
$100 million to less than $500 million	12%	29%	13%	13%	9%
$500 million to less than $1 billion	8%	29%	9%	11%	5%
$1 billion to less than $3 billion	14%	0%	10%	13%	18%
$3 billion or more	11%	14%	15%	8%	10%

	All Respondents	Job Title			
		VP	Director	Manager	Assistant/ Specialist
For how many countries do you work in compliance?					
Responses	472	7	130	150	185
1	96%	86%	95%	96%	97%
2 or more	4%	14%	5%	4%	3%
Where do you work?					
Responses	472	7	130	150	185
United States	99%	100%	99%	99%	99%
North America, other than the US	0%	0%	1%	0%	0%
South America	0%	0%	0%	0%	0%
Europe	0%	0%	0%	0%	0%
Asia	0%	0%	0%	1%	1%
Africa	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%
Years in compliance profession					
Responses	472	7	130	150	185
75th Percentile	12	15	15	14	10
Median	7	13	10	7	5
25th Percentile	4	7	6	4	2
Average	8.9	13.4	11.2	9.1	6.9
Years with current employer					
Responses	472	7	130	150	185
75th Percentile	11	11	12	13	9
Median	5	2	5	5	4
25th Percentile	1	2	2	1	1
Average	7.4	6.7	7.7	8.3	6.6
Years holding current job title					
Responses	472	7	130	150	185
75th Percentile	5	2	5	5	4
Median	2	2	3	2	2
25th Percentile	1	1	1	1	1
Average	3.4	1.9	3.6	3.8	3.0
Industry					
Responses	472	7	130	150	185
Healthcare Provider	100%	100%	100%	100%	100%
How many years have you worked in the compliance department?					
Responses	472	7	130	150	185
Average	6.5	7.2	8.2	6.8	4.9

	All Respondents	Job Title			
		VP	Director	Manager	Assistant/ Specialist
1	18%	0%	9%	17%	26%
2	10%	29%	10%	9%	11%
3	11%	29%	5%	9%	15%
4	5%	0%	4%	3%	6%
5	11%	0%	7%	16%	11%
6 to 10	24%	0%	35%	23%	18%
11 to 15	12%	43%	16%	13%	7%
16 or more	8%	0%	13%	9%	4%
Type of organization					
Responses	472	7	130	150	185
Nonprofit	60%	57%	49%	57%	69%
Privately held	23%	43%	31%	25%	15%
Publicly traded	7%	0%	10%	5%	6%
Governmental	5%	0%	5%	7%	4%
Academic	5%	0%	5%	3%	6%
Other	1%	0%	0%	2%	1%
Percentage holding the following certifications:					
Responses	472	7	130	150	185
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	1%	0%	0%	3%	0%
Certified Compliance & Ethics Professional (CCEP)	3%	0%	7%	2%	2%
Certified Compliance & Ethics Professional-International (CCEP-I)	0%	0%	1%	1%	0%
Certified in Healthcare Compliance (CHC)	48%	57%	62%	53%	34%
Certified in Healthcare Research Compliance (CHRC)	4%	0%	4%	7%	3%
Certified in Healthcare Privacy Compliance (CHPC)	17%	0%	25%	15%	13%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	1%	0%	1%	2%	1%
Certified Internal Auditor (CIA)	0%	0%	0%	1%	1%
Certified Information Privacy Professional (CIPP)	1%	0%	1%	1%	1%
Professionals in Human Resources (PHR)	0%	0%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	1%	0%
Other	25%	0%	23%	27%	25%
None	29%	43%	20%	25%	39%
Highest level of education attained					

	All Respondents	Job Title			
		VP	Director	Manager	Assistant/ Specialist
Responses	472	7	130	150	185
Some college	13%	0%	9%	11%	18%
Bachelor's degree	35%	29%	26%	34%	42%
MBA	11%	0%	14%	10%	9%
Master's degree (non-MBA)	29%	71%	34%	33%	21%
JD	11%	0%	17%	10%	8%
PhD	1%	0%	0%	1%	2%
Amount of bonus eligible					
Responses	472	7	130	150	185
None	54%	29%	31%	56%	69%
0%–10% of your salary	34%	29%	39%	35%	30%
11%–20% of your salary	10%	29%	25%	7%	1%
21%–30% of your salary	2%	14%	4%	1%	0%
31%–40% of your salary	0%	0%	1%	0%	0%
41% or more of your salary	0%	0%	1%	0%	0%
If you receive a bonus, what is it based on?					
Responses	210	5	84	68	53
Company performance	29%	20%	26%	28%	34%
Personal performance	8%	0%	6%	12%	8%
Both	63%	80%	68%	60%	58%
Do you have a contract?					
Responses	472	7	130	150	185
Yes	5%	14%	6%	5%	4%
No	95%	86%	94%	95%	96%
If yes, do you have a severance clause in your contract?					
Responses	24	1	8	8	7
Yes	42%		25%	38%	57%
No	58%	0%	75%	63%	43%
If yes, what percent of your annual salary is it equivalent to?					
Responses	10	1	2	3	4
<20%	0%				
20%–29%	0%				
30%–49%	0%				
50%+	0%				
My severance does not translate into this measure	100%				
Number of Compliance Elements Involved in					
Responses	472	7	130	150	185

		Job Title			
	All Respondents	VP	Director	Manager	Assistant/ Specialist
1–3	17%	0%	9%	12%	26%
4–6	36%	0%	25%	39%	42%
7–9	33%	86%	41%	32%	27%
All 10	14%	14%	25%	17%	5%
How many people report up through you?					
Responses	472	7	130	150	185
0	63%	14%	30%	49%	98%
1-2	17%	0%	26%	30%	2%
3-5	13%	57%	24%	16%	0%
6-10	4%	14%	8%	3%	0%
11 or more	4%	14%	12%	2%	0%
Geographic Region					
Responses	472	7	130	150	185
New England	7%	29%	5%	7%	6%
Mid-Atlantic	11%	0%	10%	11%	11%
East North Central	18%	43%	18%	15%	20%
West North Central	7%	0%	5%	7%	9%
South Atlantic	18%	14%	18%	17%	17%
East South Central	7%	14%	12%	7%	3%
West South Central	6%	0%	8%	7%	5%
Mountain	8%	0%	10%	5%	8%
Pacific	16%	0%	10%	20%	18%
Unknown US	2%	0%	3%	1%	1%
Outside US	1%	0%	1%	1%	1%
Job Title					
Responses	472	7	130	150	185
Vice President	1%	100%	0%	0%	0%
Director	28%	0%	100%	0%	0%
Manager	32%	0%	0%	100%	0%
Assistant/Specialist	39%	0%	0%	0%	100%
Do you know your department's compliance budget?					
Responses	472	7	130	150	185
Yes	10%	0%	17%	13%	3%
No	90%	100%	83%	87%	97%

	All Respondents	Number of Employees in Compliance/Ethics Group						
		1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Are your compliance responsibilities:								
Responses	472	28	151	98	56	46	55	38
Broad, covering a range of compliance-related risks	68%	82%	78%	67%	66%	63%	44%	63%
Focused on a particular risk area (i.e. privacy, safety)	32%	18%	22%	33%	34%	37%	56%	37%
If focused, which legal and regulatory risk areas are you primarily focused on?								
Responses	151	5	33	32	19	17	31	14
Privacy	47%	60%	64%	53%	42%	53%	26%	36%
IT	0%	0%	0%	0%	0%	0%	0%	0%
Occupational health and safety	2%	0%	6%	0%	5%	0%	0%	0%
Other	51%	40%	30%	47%	53%	47%	74%	64%
Percentage indicating involvement in the following compliance elements:								
Responses	472	28	151	98	56	46	55	38
Compliance Auditing/Monitoring	80%	75%	83%	84%	82%	78%	73%	74%
Compliance Education	83%	93%	85%	85%	79%	76%	91%	71%
Compliance Investigations	78%	86%	80%	81%	77%	74%	71%	76%
Hot Line/Anonymous Reporting	61%	75%	67%	62%	52%	57%	58%	47%
Reporting to the Board	31%	54%	33%	35%	20%	22%	25%	32%
Compliance Risk Assessments	68%	75%	69%	72%	61%	72%	60%	68%
Compliance Discipline/Incentives	40%	61%	39%	46%	32%	33%	35%	37%
Code of Conduct	50%	64%	58%	56%	41%	35%	35%	42%
Policies and Procedures	84%	96%	89%	83%	84%	76%	75%	76%
Measuring Program Effectiveness	54%	50%	60%	63%	38%	41%	47%	53%
How much of your company's legal and regulatory risk areas is the compliance department you responsible for managing?								
Responses	472	28	151	98	56	46	55	38
0%–25%	14%	32%	15%	10%	18%	9%	5%	16%
26%–50%	28%	21%	25%	36%	36%	24%	22%	26%
51%–75%	33%	14%	32%	31%	27%	46%	40%	42%
76%–100%	25%	32%	28%	23%	20%	22%	33%	16%
How many employees, including you, are in the compliance group you work in?								
Responses	472	28	151	98	56	46	55	38
1	6%	100%	0%	0%	0%	0%	0%	0%
2 to 5	32%	0%	100%	0%	0%	0%	0%	0%
6 to 10	21%	0%	0%	100%	0%	0%	0%	0%
11 to 15	12%	0%	0%	0%	100%	0%	0%	0%
16 to 20	10%	0%	0%	0%	0%	100%	0%	0%
More than 20	20%	0%	0%	0%	0%	0%	100%	100%

	All Respondents	Number of Employees in Compliance/Ethics Group						
		1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Annual compliance budget								
Responses	49	6	17	11	6	5	3	1
75th Percentile	$1,700,000	$200,000	$550,000	$1,500,000	$3,500,000	$2,000,000		
Median	$400,000	$165,365	$300,000	$457,725	$2,250,000	$1,750,000		
25th Percentile	$110,000	$5,000	$40,000	$15,000	$120,000	$1,700,000		
Average	$2,148,725	$147,788	$571,632	$2,501,639	$5,524,167	$3,824,000		
<$100k	24%	33%	35%	27%	17%	0%		
$100k–$249k	16%	50%	12%	9%	17%	20%		
$250k–$499k	14%	17%	24%	18%	0%	0%		
$500k–$999k	12%	0%	24%	9%	0%	0%		
$1m–$1.9m	10%	0%	0%	18%	0%	40%		
$2m+	22%	0%	6%	18%	67%	40%		
Approximately how many employees work in your organization as a whole?								
Responses	472	28	151	98	56	46	55	38
Less than 100	2%	11%	4%	0%	0%	0%	0%	0%
100–249	5%	32%	8%	2%	0%	0%	0%	0%
250–499	6%	7%	12%	5%	5%	2%	0%	0%
500–999	7%	14%	11%	7%	4%	2%	2%	0%
1,000–1,999	11%	11%	16%	14%	13%	2%	5%	0%
2,000–2,999	7%	7%	11%	8%	4%	7%	5%	0%
3,000–4,999	8%	7%	10%	7%	9%	7%	5%	3%
5,000–7,499	8%	0%	11%	11%	16%	4%	4%	0%
7,500–9,999	6%	0%	4%	9%	9%	11%	7%	0%
10,000–14,999	10%	0%	5%	10%	21%	20%	9%	8%
15,000–19,999	5%	0%	1%	10%	5%	11%	9%	0%
20,000–29,999	6%	0%	3%	5%	7%	15%	11%	3%
30,000–49,999	5%	4%	1%	2%	4%	11%	20%	5%
50,000–74,999	4%	4%	1%	4%	0%	4%	5%	16%
75,000–99,999	3%	0%	1%	3%	2%	2%	11%	5%
100,000 +	7%	4%	1%	1%	2%	2%	5%	61%

	All Respondents	Number of Employees in Compliance/Ethics Group						
		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	472	28	151	98	56	46	55	38
Less than 100	20%	39%	16%	18%	14%	22%	29%	21%
100–249	6%	29%	7%	2%	5%	0%	4%	11%
250–499	6%	7%	13%	3%	4%	2%	0%	5%
500–999	7%	11%	11%	8%	2%	2%	2%	3%
1,000–1,999	9%	11%	13%	11%	7%	2%	2%	8%
2,000–2,999	6%	0%	12%	5%	4%	7%	2%	0%
3,000–4,999	6%	4%	9%	5%	11%	2%	2%	3%
5,000–7,499	8%	0%	11%	11%	13%	2%	4%	5%
7,500–9,999	5%	0%	3%	7%	7%	9%	5%	0%
10,000–14,999	8%	0%	3%	7%	18%	17%	9%	5%
15,000–19,999	5%	0%	1%	10%	5%	9%	5%	3%
20,000–29,999	4%	0%	1%	4%	5%	13%	5%	8%
30,000–49,999	5%	0%	1%	2%	4%	9%	16%	8%
50,000–74,999	2%	0%	0%	3%	0%	2%	4%	8%
75,000–99,999	2%	0%	0%	2%	2%	0%	9%	0%
100,000 +	1%	0%	0%	0%	0%	2%	2%	13%
What are the annual revenues of the organization you work for?								
Responses	472	28	151	98	56	46	55	38
Less than $5 million	8%	25%	9%	6%	11%	4%	2%	3%
$5 million to less than $15 million	14%	18%	21%	15%	9%	9%	5%	3%
$15 million to less than $30 million	9%	7%	13%	9%	9%	7%	5%	3%
$30 million to less than $50 million	8%	14%	9%	13%	4%	2%	4%	0%
$50 million to less than $100 million	9%	14%	11%	11%	11%	11%	2%	0%
$100 million to less than $500 million	14%	14%	17%	16%	21%	7%	9%	0%
$500 million to less than $1 billion	10%	0%	7%	9%	13%	9%	20%	11%
$1 billion to less than $3 billion	15%	0%	12%	14%	13%	33%	22%	16%
$3 billion or more	15%	7%	3%	5%	11%	20%	31%	66%

	All Respondents	Number of Employees in Compliance/Ethics Group						
		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 program oversees?								
Responses	472	28	151	98	56	46	55	38
Less than $5 million	16%	29%	19%	14%	21%	9%	5%	18%
$5 million to less than $15 million	14%	14%	19%	15%	14%	9%	9%	8%
$15 million to less than $30 million	9%	14%	11%	8%	5%	9%	11%	0%
$30 million to less than $50 million	7%	14%	11%	8%	7%	0%	2%	0%
$50 million to less than $100 million	9%	14%	12%	12%	7%	9%	2%	3%
$100 million to less than $500 million	12%	14%	13%	14%	14%	4%	7%	8%
$500 million to less than $1 billion	8%	0%	6%	8%	11%	7%	20%	5%
$1 billion to less than $3 billion	14%	0%	9%	14%	9%	35%	18%	18%
$3 billion or more	11%	0%	1%	5%	11%	20%	25%	39%
For how many countries do you work in compliance?								
Responses	472	28	151	98	56	46	55	38
1	96%	96%	97%	94%	98%	96%	95%	92%
2 or more	4%	4%	3%	6%	2%	4%	5%	8%
Where do you work?								
Responses	472	28	151	98	56	46	55	38
United States	99%	96%	99%	100%	100%	100%	98%	100%
North America, other than the US	0%	0%	1%	0%	0%	0%	0%	0%
South America	0%	0%	0%	0%	0%	0%	0%	0%
Europe	0%	0%	0%	0%	0%	0%	0%	0%
Asia	0%	4%	0%	0%	0%	0%	2%	0%
Africa	0%	0%	0%	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%	0%	0%	0%
Years in compliance profession								
Responses	472	28	151	98	56	46	55	38
75th Percentile	12	10	10	14	15	11	14	19
Median	7	6	5	8	7	7	9	10
25th Percentile	4	3	3	5	4	4	5	5
Average	8.9	7.4	7.4	9.4	9.9	8.7	10.1	11.6
Years with current employer								
Responses	472	28	151	98	56	46	55	38
75th Percentile	11	15	8	10	12	12	14	14
Median	5	6	3	5	4	6	7	5
25th Percentile	1	1	1	2	1	1	2	2
Average	7.4	8.1	6.2	7.5	7.2	9.1	8.7	7.9

	All Respondents	Number of Employees in Compliance/Ethics Group						
		1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Years holding current job title								
Responses	472	28	151	98	56	46	55	38
75th Percentile	5	6	4	4	5	5	6	5
Median	2	3	2	2	2	2	2	3
25th Percentile	1	1	1	1	1	1	1	1
Average	472	28	151	98	56	46	3.5	3.2
Industry								
Responses	472	28	151	98	56	46	55	38
Healthcare Provider	100%	100%	100%	100%	100%	100%	100%	100%
How many years have you worked in the compliance department?								
Responses	472	28	151	98	56	46	55	38
Average	6.5	6.2	5.6	6.9	5.9	6.7	7.6	7.7
1	18%	14%	23%	15%	18%	22%	13%	16%
2	10%	18%	10%	9%	16%	4%	11%	8%
3	11%	7%	15%	9%	9%	7%	9%	11%
4	5%	4%	5%	5%	5%	11%	0%	0%
5	11%	14%	9%	9%	16%	13%	13%	11%
6 to 10	24%	25%	21%	33%	18%	22%	27%	24%
11 to 15	12%	14%	13%	9%	11%	9%	13%	21%
16 or more	8%	4%	4%	10%	7%	13%	15%	11%
Type of organization								
Responses	472	28	151	98	56	46	55	38
Nonprofit	60%	36%	60%	60%	48%	63%	67%	74%
Privately held	23%	36%	30%	24%	27%	17%	7%	5%
Publicly traded	7%	11%	5%	6%	5%	0%	11%	18%
Governmental	5%	11%	3%	2%	11%	9%	7%	0%
Academic	5%	7%	1%	5%	9%	11%	7%	3%
Other	1%	0%	2%	2%	0%	0%	0%	0%
Percentage holding the following certifications:								
Responses	472	28	151	98	56	46	55	38
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	1%	0%	2%	2%	0%	0%	0%	0%
Certified Compliance & Ethics Professional (CCEP)	3%	0%	1%	6%	5%	4%	4%	3%
Certified Compliance & Ethics Professional-International (CCEP-I)	0%	4%	0%	1%	0%	0%	0%	0%
Certified in Healthcare Compliance (CHC)	48%	36%	47%	47%	52%	48%	45%	63%
Certified in Healthcare Research Compliance (CHRC)	4%	0%	5%	5%	2%	2%	7%	5%

	All Respondents	Number of Employees in Compliance/Ethics Group						
		1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Certified in Healthcare Privacy Compliance (CHPC)	17%	7%	17%	23%	16%	13%	9%	21%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	1%	0%	1%	2%	0%	0%	2%	3%
Certified Internal Auditor (CIA)	0%	0%	1%	0%	0%	0%	0%	3%
Certified Information Privacy Professional (CIPP)	1%	0%	0%	0%	2%	7%	0%	0%
Professionals in Human Resources (PHR)	0%	0%	0%	0%	0%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	0%	0%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	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%	0%	3%
Other	25%	21%	17%	27%	36%	30%	29%	26%
None	29%	39%	38%	26%	18%	28%	29%	16%
Highest level of education attained								
Responses	472	28	151	98	56	46	55	38
Some college	13%	11%	18%	12%	13%	7%	15%	8%
Bachelor's degree	35%	43%	34%	32%	39%	35%	31%	39%
MBA	11%	7%	7%	8%	16%	20%	7%	18%
Master's degree (non-MBA)	29%	32%	31%	34%	21%	24%	31%	24%
JD	11%	4%	8%	14%	11%	15%	15%	11%
PhD	1%	4%	2%	0%	0%	0%	2%	0%
Amount of bonus eligible								
Responses	472	28	151	98	56	46	55	38
None	54%	61%	56%	53%	68%	59%	47%	24%
0%–10% of your salary	34%	21%	39%	34%	20%	33%	38%	42%
11%–20% of your salary	10%	14%	3%	11%	13%	7%	15%	24%
21%–30% of your salary	2%	4%	1%	1%	0%	2%	0%	8%
31%–40% of your salary	0%	0%	0%	1%	0%	0%	0%	0%
41% or more of your salary	0%	0%	0%	0%	0%	0%	0%	3%
If you receive a bonus, what is it based on?								
Responses	210	11	60	43	19	19	29	29
Company performance	29%	45%	30%	26%	26%	21%	28%	31%
Personal performance	8%	18%	8%	9%	16%	5%	7%	0%
Both	63%	36%	62%	65%	58%	74%	66%	69%
Do you have a contract?								

	All Respondents	Number of Employees in Compliance/Ethics Group						
		1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Responses	472	28	151	98	56	46	55	38
Yes	5%	18%	4%	5%	7%	2%	0%	8%
No	95%	82%	96%	95%	93%	98%	100%	92%
If yes, do you have a severance clause in your contract?								
Responses	24	5	6	5	4	1	0	3
Yes	42%	40%	0%	40%				
No	58%	60%	100%	60%				
If yes, what percent of your annual salary is it equivalent to?								
Responses	10	2	0	2	2	1	0	3
<20%	0%							
20%–29%	0%							
30%–49%	0%							
50%+	0%							
My severance does not translate into this measure	100%							
Number of Compliance Elements Involved in								
Responses	472	28	151	98	56	46	55	38
1–3	17%	7%	13%	13%	21%	28%	20%	18%
4–6	36%	36%	32%	34%	45%	35%	40%	39%
7–9	33%	25%	39%	35%	27%	28%	31%	32%
All 10	14%	32%	16%	18%	7%	9%	9%	11%
How many people report up through you?								
Responses	472	28	151	98	56	46	55	38
0	63%	64%	73%	55%	55%	59%	51%	71%
1-2	17%	18%	19%	17%	20%	13%	15%	18%
3-5	13%	4%	8%	20%	20%	13%	13%	5%
6-10	4%	4%	1%	4%	5%	9%	7%	0%
11 or more	4%	11%	0%	3%	0%	7%	15%	5%
Geographic Region								
Responses	472	28	151	98	56	46	55	38
New England	7%	11%	7%	6%	9%	4%	7%	3%
Mid-Atlantic	11%	0%	12%	13%	13%	4%	13%	8%
East North Central	18%	32%	18%	20%	13%	20%	22%	8%
West North Central	7%	4%	8%	6%	4%	11%	5%	13%
South Atlantic	18%	18%	13%	16%	29%	26%	20%	11%
East South Central	7%	7%	8%	5%	7%	13%	4%	5%
West South Central	6%	4%	7%	6%	9%	9%	5%	3%
Mountain	8%	11%	7%	7%	7%	9%	2%	16%

	All Respondents	Number of Employees in Compliance/Ethics Group						
		1	2 to 5	6 to 10	11 to 15	16 to 20	21–50	More than 50
Pacific	16%	11%	19%	17%	9%	4%	20%	29%
Unknown US	2%	0%	2%	2%	2%	0%	0%	5%
Outside US	1%	4%	1%	0%	0%	0%	2%	0%
Job Title								
Responses	472	28	151	98	56	46	55	38
Vice President	1%	0%	2%	2%	0%	2%	2%	0%
Director	28%	39%	20%	29%	32%	30%	29%	34%
Manager	32%	50%	36%	28%	25%	22%	35%	32%
Assistant/Specialist	39%	11%	42%	42%	43%	46%	35%	34%
Do you know your department's compliance budget?								
Responses	472	28	151	98	56	46	55	38
Yes	10%	21%	10%	11%	11%	11%	5%	3%
No	90%	79%	90%	89%	89%	89%	95%	97%

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