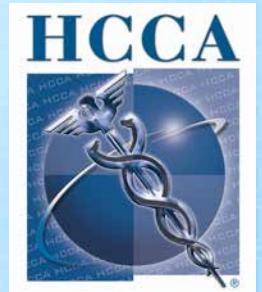


2015 Health Care Chief Compliance Officers and Staff Salary Survey




Health Care Compliance Association | 6500 Barrie Road, Suite 250 | Minneapolis, MN 55435-2358
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The Health Care Compliance Association (HCCA)[®] is pleased to be able to provide you with the 2015 Health Care Chief Compliance Officers and Staff Salary Survey report. As you will see, we have included data on compensation for both the chief compliance officer as well as for the compliance staff, giving a fuller picture of the compliance profession in one document.

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

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

Sincerely,

*Adam Turteltaub, CCEP, CHC
Vice President of Membership Development
Health Care Compliance Association*

CONFIDENTIALITY ASSURANCE

The 2015 Health Care Chief Compliance Officers and Staff Salary Survey is based on a strictly confidential survey conducted of individuals working in the compliance health care profession. Upon receipt, all survey responses are assigned a confidential code number by Industry Insights, Inc., and any name or company identification is removed. Survey processing is then conducted on an absolutely anonymous basis. No HCCA staff member nor any industry company or individual, nor anyone else other than a select few Industry Insights, Inc. associates ever see any firm's results.

Health Care Chief Compliance Officers Salary Survey

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Health Care Chief Compliance Officers Salary Survey

Introduction

About This Report

The **2015 Health Care Chief Compliance Officers Salary Survey** is another important service provided by the Health Care Compliance Association (HCCA) and the Society of Corporate Compliance and Ethics (SCCE). The information contained in this report represents complete and accurate compensation data on individuals working in the health care compliance profession. The report is designed to allow organizations and individuals to compare their salary to their peers.

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

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

Because the goal of this survey was to determine salaries for Chief Compliance Officers for an organization or division within it, and not for leaders of specialized areas of compliance, individuals who indicated they were responsible for less than 26% of an organization's legal and regulatory risk were eliminated. These individuals accounted for 15.3% of all respondents.

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

A minimum of five responses was required to show data.

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

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

Survey Methodology

In June 2015, an email invitation was sent to approximately 45,000 individuals. In total, 1,646 completed online submissions were received by late July. Of the 1,646 responses, 679 were selected based on the following criteria:

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

This report is based solely on this group.

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

Final results were tabulated by Industry Insights, Inc., and the report was completed in September 2015.

Definitions

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

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

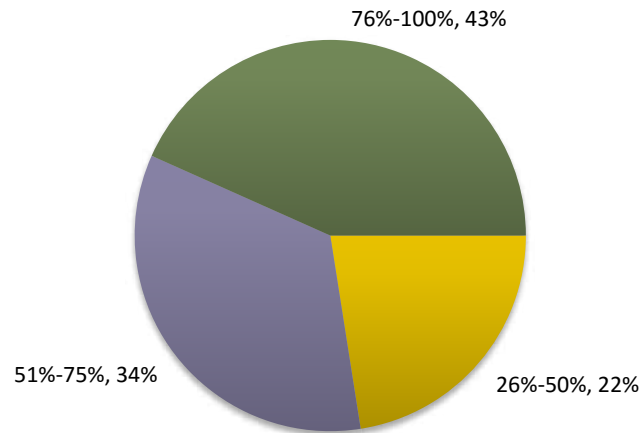
25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

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

Respondent Profile

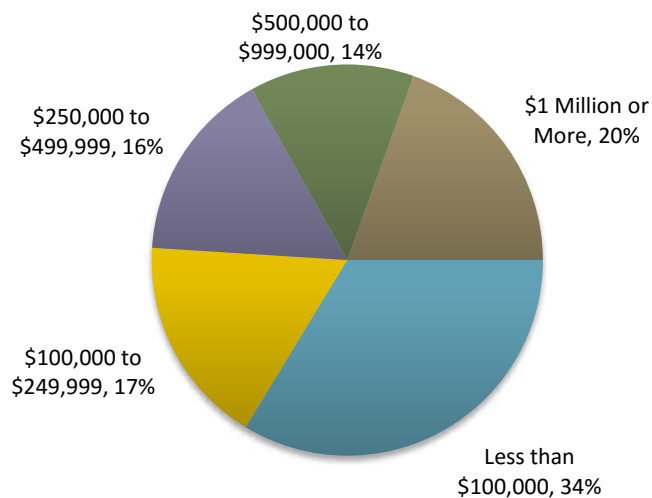
Percentage of Company's Legal and Regulatory Risk That You are Involved in

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



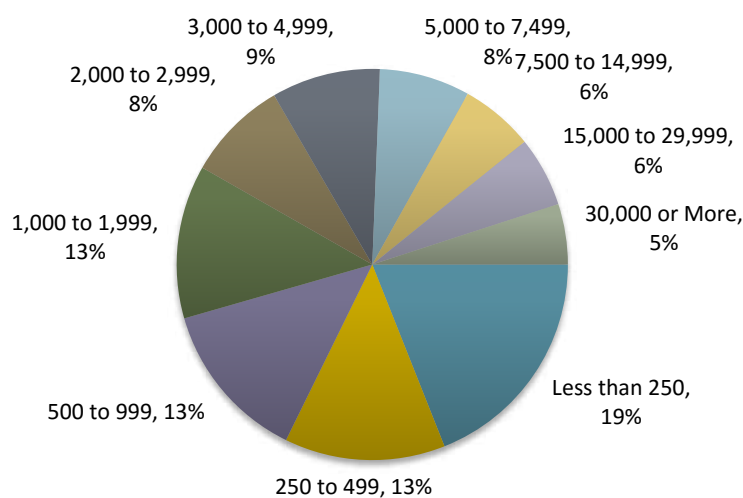
Annual Compliance Budget Managed

The typical compliance officer managed an annual compliance budget of approximately \$220,000. Twenty percent of the Chief Compliance Officers reported managing an annual compliance budget of over \$1 million.



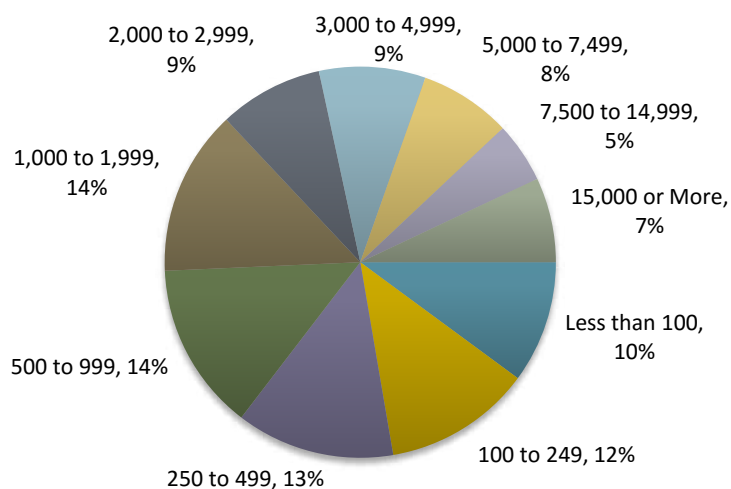
Number of Employees in Organization as a Whole

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



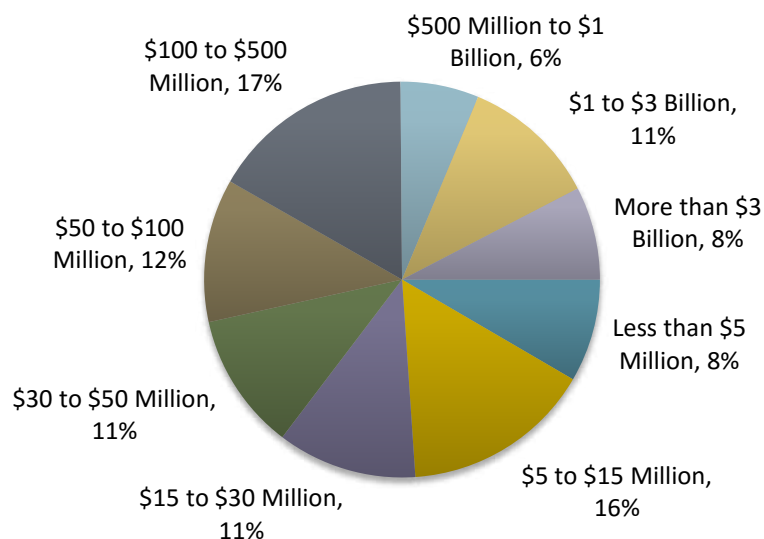
Number of Employees in Organization that CCO Runs Compliance for

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



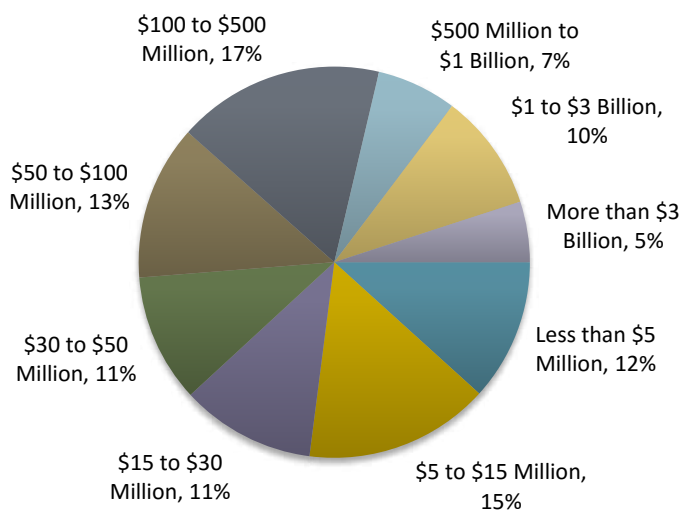
Annual Revenues of the Organization as a Whole

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



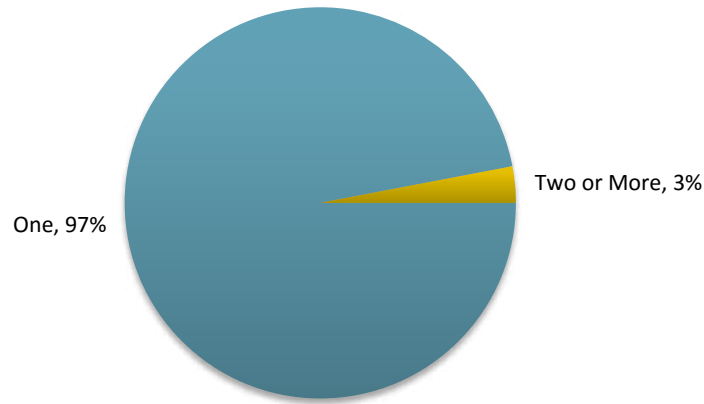
Annual Revenues of the Organization that CCO Runs compliance for

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



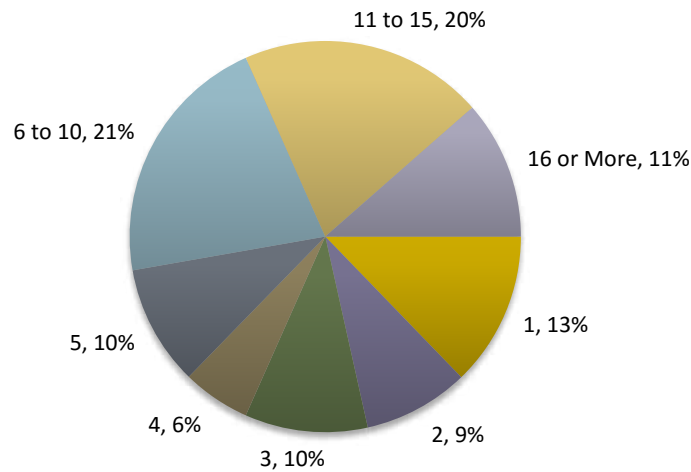
Number of Countries in Which Compliance is Managed

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



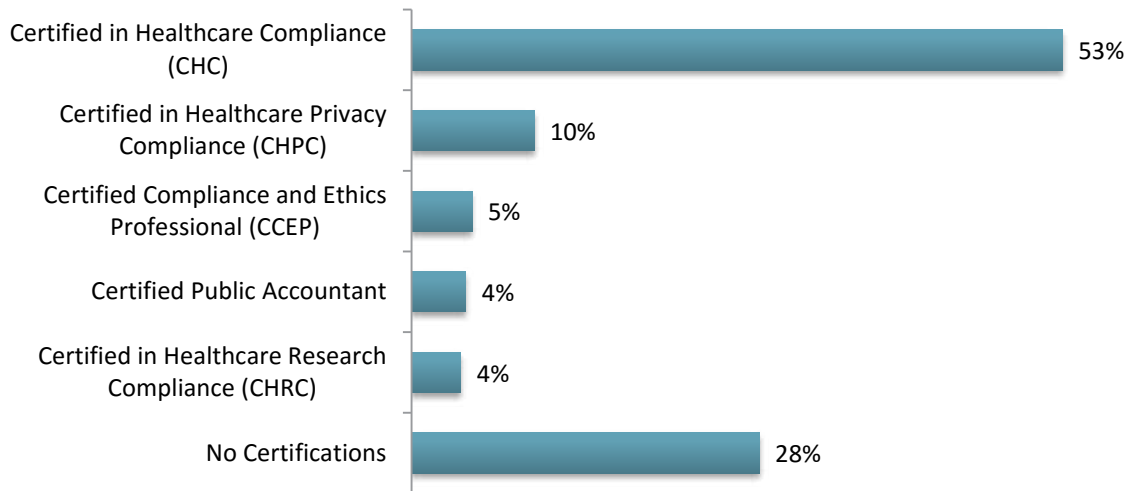
Number of Years Managing the Compliance Department

The typical Chief Compliance Officer has managed their compliance department between six and ten years. Just over 10% have managed the department for 16 or more years.



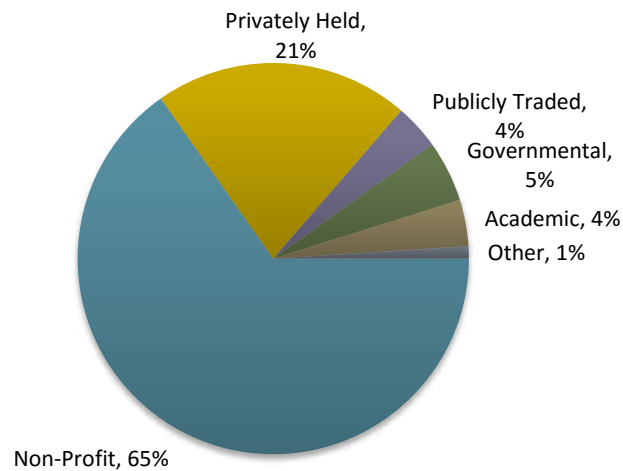
Certifications

More than half of the survey respondents held a Certified in Healthcare Compliance (CHC) certification. No other certification reached the 10% level. Over one-quarter of the respondents reported having no certification.



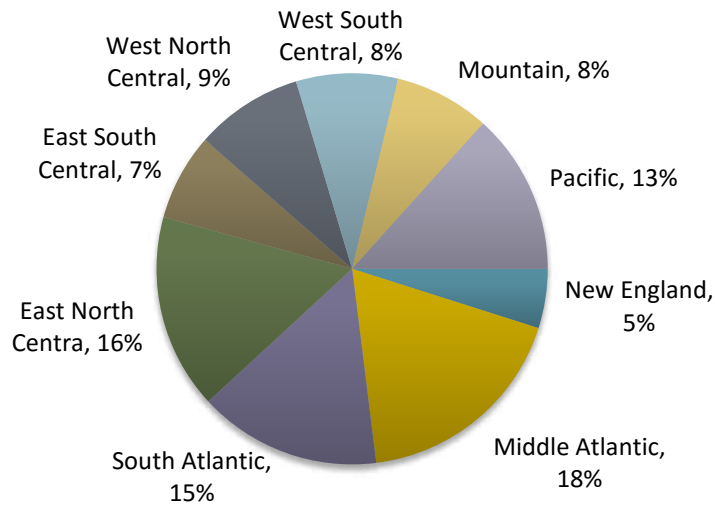
Type of Organization

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



Geographic Region

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



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

Mid-Atlantic: NJ, NY, PA

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

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

East South Central: KY, TN, MS, AL

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

West South Central: TX, OK, AR, LA

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

Pacific: WA, OR, CA, AK, HI

Executive Summary

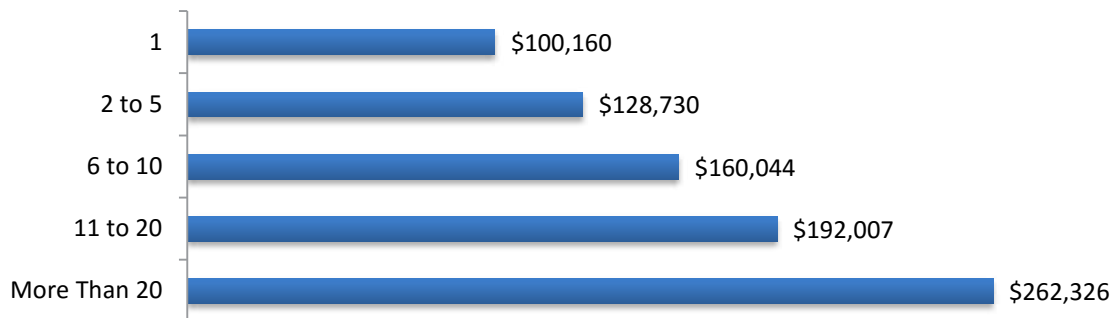
Average Total Compensation* by Percentage of Company's Legal and Regulatory Risk Areas CCO Involved in

Chief Compliance Officers reporting that they were involved in 26%-50% of the company's legal and regulatory risk earned more than those with higher levels of involvement. Chief Compliance Officers that reported being involved in 26% to 50% of the company's legal and regulatory risk areas worked for larger organizations, on average, than those that reported 51% to 100% involvement which factored into their higher compensation. Those reporting to be involved in 51%-75% of the company's legal and regulatory risk earned the lowest compensation at \$127,896.



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

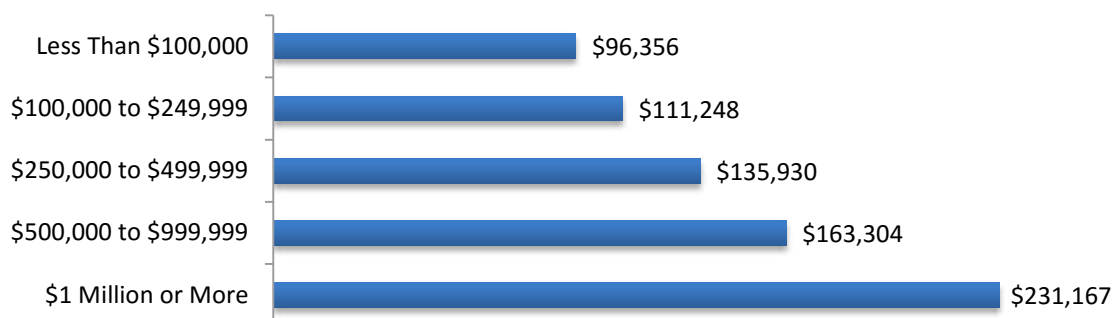
Salaries of Chief Compliance Officers showed a direct correlation to the number of employees in the compliance and ethics group managed. Chief Compliance Officers managing one employee earned average total cash compensation of \$100,160 while those managing more than 20 employees earned \$262,326.



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

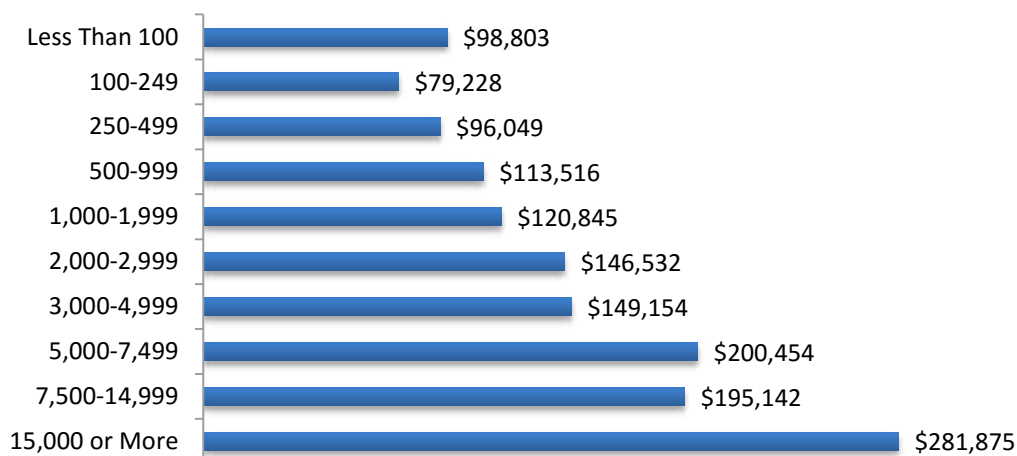
Average Total Compensation by Annual Compliance Budget Managed*

A direct correlation also existed between CCO total cash compensation and the annual compliance budget managed. Chief Compliance Officers managing an annual compliance budget of less than \$100,000 earned \$96,356 while those managing budgets of \$1 million or more earned \$231,167.



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

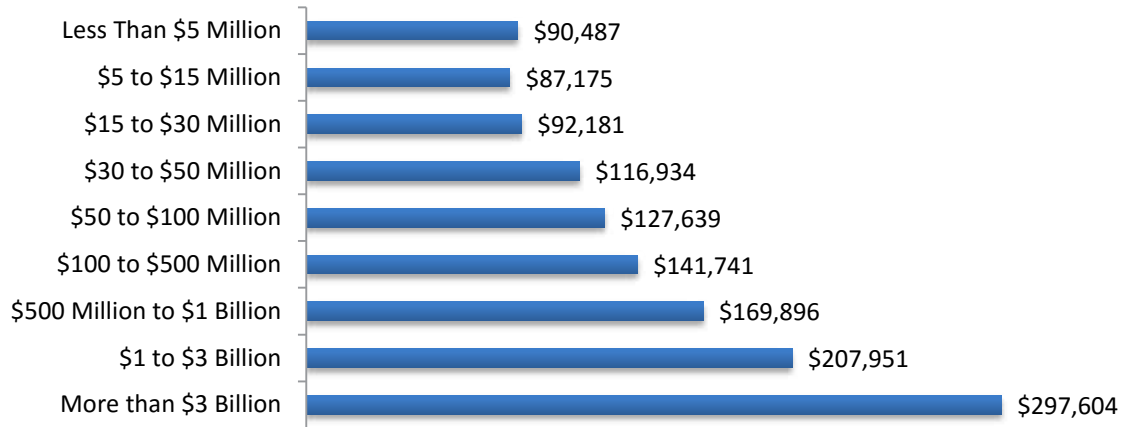
CCOs managing compliance for company units with 15,000 or more employees reported compensation nearly three times higher than those in organizations with less than 100 employees. It should be noted that CCOs at organizations with less than 100 employees may have had a higher executive level position or more than one position, which led to a higher average salary, than those working at organization with 100 to 499 employees.



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

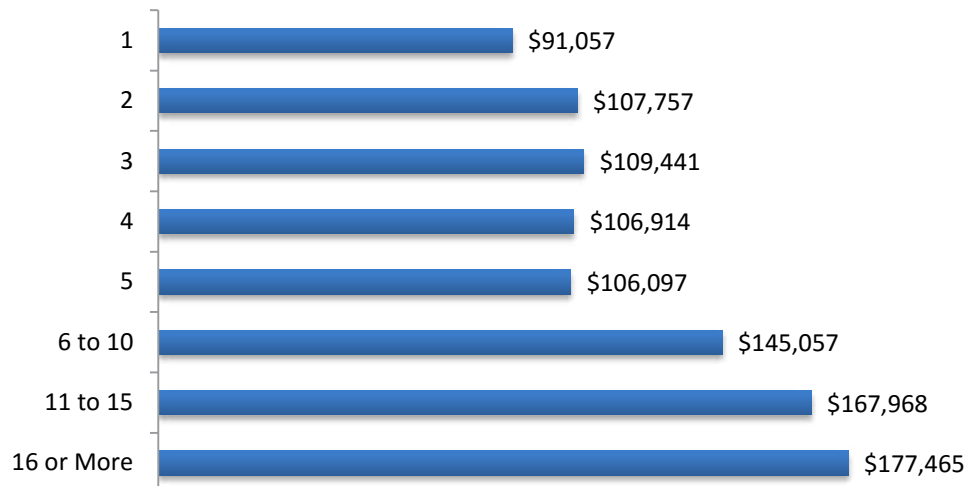
Average Total Compensation by Revenue that CCO Runs Compliance for*

A correlation existed between CCO salaries and annual revenue of the organizational unit that the CCO was responsible for, especially when those revenues surpassed \$30 million.



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

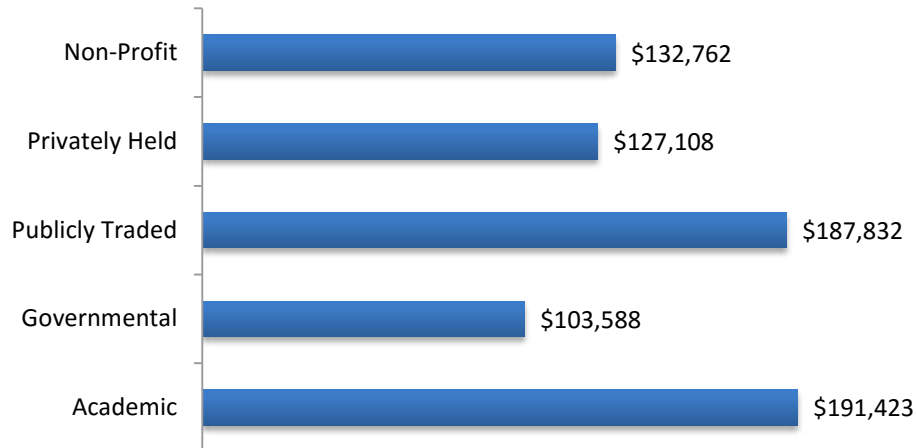
The number of years managing the compliance department made a difference once the Chief Compliance Officer surpassed 5 years on the job. Chief Compliance Officers with one year of experience managing the compliance department earned less than \$100,000 in compensation, on average. Those managing the compliance department for 16 or more years earned an average compensation of \$177,465.



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

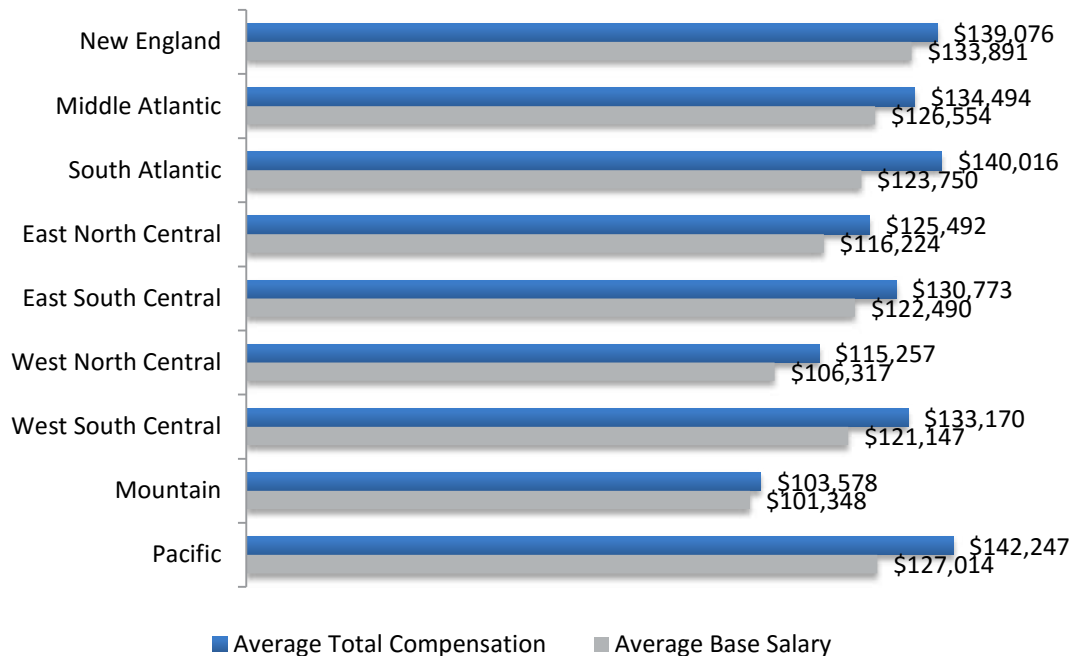
Average Total Compensation by Type of Organization*

Chief Compliance Officers working for academic health care providers earned the highest average total cash compensation at \$191,423, followed closely by CCOs working at publicly traded companies at \$187,832. Those working at governmental health care providers earned the lowest average compensation at \$103,588.



Average Total Compensation and Average Base Salary by Geographic Region*

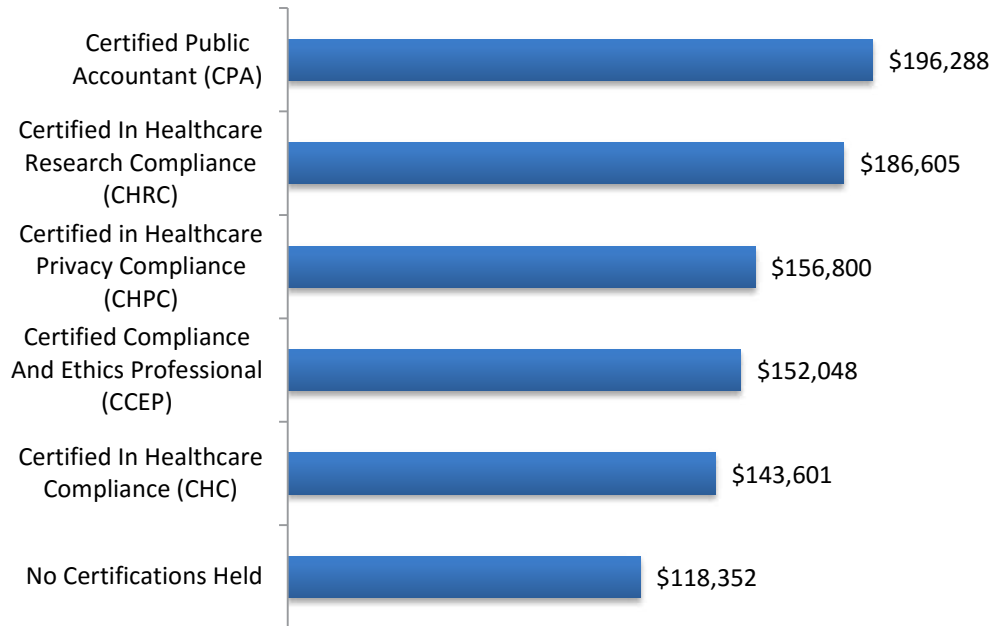
Respondents located in the Pacific, South Atlantic and New England regions averaged the highest average total compensation. Those located in the South Atlantic and Pacific regions were more dependent on bonuses, while those in the New England region received a higher base salary.



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

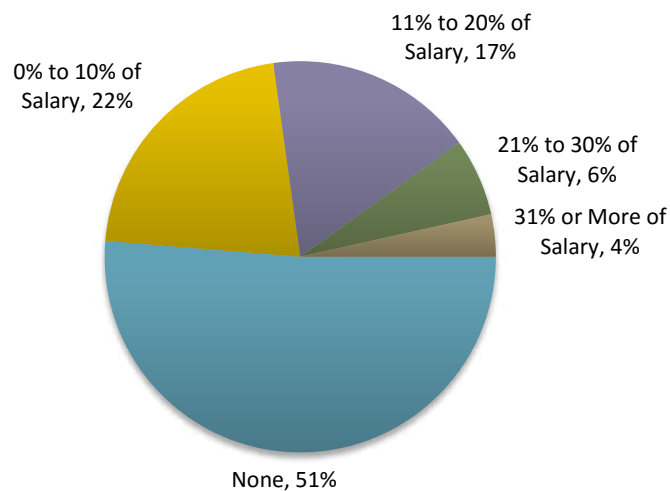
Average Total Compensation by Certification*

Respondents with a certification made significantly more than those without one. Certified Public Accountants (CPA) and individuals Certified in Healthcare Research Compliance (CHRC) reported the highest average total compensation.



Amount of Bonus Eligible

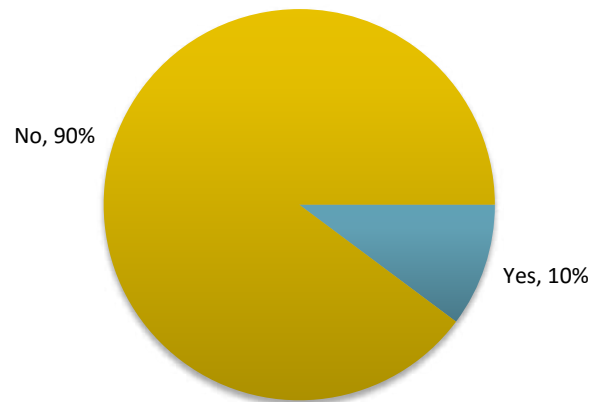
More than half (51%) of the responding Chief Compliance Officers are not eligible for a bonus. Nearly 40% reported being bonus-eligible up to 20% of their salary while 10% reported being bonus eligible for 21% or more of their salary.



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

Do you have a Contract?

Only 10% of the responding Chief Compliance Officers have a contract. CCOs with a contract earned significantly more than those without one (\$165,843 vs. \$129,694 in total compensation).



Salary Data

Chief Compliance Officer

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	669	\$122,311	\$110,000	\$80,000	\$154,000	\$133,677	\$115,000	\$80,000	\$167,500
Percentage of Company's Legal and Regulatory Risk Areas CCO Involved in									
26%-50%	148	\$127,347	\$112,050	\$81,129	\$161,900	\$142,612	\$122,000	\$83,368	\$180,000
51%-75%	231	\$118,289	\$103,000	\$75,000	\$151,500	\$127,896	\$110,000	\$77,000	\$159,900
76%-100%	290	\$122,945	\$115,000	\$80,850	\$150,000	\$133,723	\$117,500	\$84,000	\$166,875
Number of Employees in the Compliance and Ethics Group Managed									
1	229	\$94,131	\$87,000	\$68,000	\$115,000	\$100,160	\$88,000	\$68,640	\$120,000
2 to 5	275	\$119,501	\$110,700	\$89,661	\$145,000	\$128,730	\$118,000	\$90,000	\$155,000
6 to 10	77	\$148,446	\$145,600	\$100,000	\$189,000	\$160,044	\$157,600	\$100,000	\$195,000
11 to 20	54	\$168,870	\$175,000	\$116,238	\$219,625	\$192,007	\$185,500	\$121,488	\$255,000
More Than 20	28	\$210,927	\$219,000	\$143,000	\$263,000	\$262,326	\$234,030	\$170,000	\$315,625
Annual Compliance Budget Managed									
Less Than \$100,000	168	\$89,355	\$82,500	\$60,000	\$103,000	\$96,356	\$83,500	\$62,300	\$106,625
\$100,000 to \$249,999	87	\$106,919	\$106,000	\$86,000	\$121,500	\$111,248	\$107,000	\$86,000	\$126,650
\$250,000 to \$499,999	81	\$119,400	\$115,000	\$100,000	\$138,000	\$135,930	\$126,500	\$105,000	\$155,000
\$500,000 to \$999,999	68	\$154,511	\$153,000	\$129,500	\$180,000	\$163,304	\$160,250	\$132,250	\$190,500
\$1 Million or More	98	\$200,061	\$196,500	\$154,500	\$236,000	\$231,167	\$212,500	\$163,525	\$272,888
Number of Employees that CCO Runs Compliance for									
Less Than 100	68	\$95,296	\$81,500	\$64,033	\$120,000	\$98,803	\$82,900	\$66,750	\$123,750
100-249	81	\$76,959	\$67,000	\$55,000	\$85,000	\$79,228	\$68,000	\$55,000	\$90,000
250-499	85	\$89,924	\$87,500	\$65,000	\$105,000	\$96,049	\$88,500	\$68,400	\$110,000
500-999	93	\$106,127	\$97,700	\$80,000	\$123,000	\$113,516	\$103,000	\$81,472	\$130,000
1,000-1,999	91	\$113,452	\$108,000	\$89,000	\$130,000	\$120,845	\$111,000	\$91,000	\$137,000
2,000-2,999	58	\$137,076	\$133,000	\$103,500	\$171,000	\$146,532	\$139,850	\$107,000	\$180,000
3,000-4,999	59	\$137,215	\$134,000	\$113,500	\$152,757	\$149,154	\$140,000	\$117,000	\$173,000
5,000-7,499	48	\$173,939	\$170,500	\$140,000	\$192,500	\$200,454	\$181,500	\$155,000	\$221,250
7,500-14,999	36	\$177,281	\$181,700	\$142,250	\$210,000	\$195,142	\$191,000	\$142,250	\$229,250
15,000 or More	42	\$235,206	\$229,000	\$187,750	\$293,000	\$281,875	\$262,300	\$203,250	\$321,875
Annual Revenues that CCO Runs Compliance for									
Less Than \$5 Million	74	\$88,062	\$75,000	\$60,000	\$102,250	\$90,487	\$77,875	\$60,600	\$106,125
\$5 to \$15 Million	97	\$82,467	\$76,500	\$55,000	\$103,000	\$87,175	\$76,500	\$55,500	\$105,000
\$15 to \$30 Million	70	\$88,983	\$86,000	\$62,550	\$105,500	\$92,181	\$87,000	\$65,000	\$112,250
\$30 to \$50 Million	67	\$109,552	\$97,000	\$83,500	\$121,925	\$116,934	\$97,000	\$83,500	\$130,000
\$50 to \$100 Million	81	\$116,364	\$110,000	\$95,000	\$135,000	\$127,639	\$119,400	\$95,000	\$154,000
\$100 to \$500 Million	107	\$131,229	\$128,000	\$101,000	\$159,500	\$141,741	\$134,440	\$107,750	\$170,000
\$500 Million to \$1 Billion	40	\$155,446	\$149,500	\$115,750	\$181,250	\$169,896	\$161,000	\$118,000	\$218,500
\$1 to \$3 Billion	62	\$190,020	\$184,300	\$156,250	\$226,200	\$207,951	\$202,500	\$161,204	\$252,250
More Than \$3 Billion	31	\$230,665	\$235,000	\$148,000	\$287,000	\$297,604	\$266,000	\$170,500	\$452,478
Number of Countries in Which Compliance is Managed									
1	641	\$121,154	\$110,000	\$79,000	\$150,000	\$131,805	\$114,000	\$80,000	\$162,000
2 or More	19	\$144,947	\$135,000	\$91,500	\$188,000	\$181,189	\$174,000	\$102,000	\$202,500

Salary Data

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Years Managing the Compliance Department									
1	86	\$85,703	\$77,750	\$57,391	\$113,750	\$91,057	\$79,500	\$59,000	\$116,000
2	57	\$95,360	\$87,000	\$70,000	\$114,000	\$107,757	\$88,000	\$70,000	\$114,000
3	65	\$105,411	\$95,000	\$75,000	\$130,000	\$109,441	\$95,000	\$75,000	\$130,000
4	38	\$101,426	\$95,434	\$76,250	\$115,000	\$106,914	\$99,500	\$81,604	\$119,850
5	67	\$99,369	\$94,000	\$75,939	\$120,000	\$106,097	\$95,000	\$77,013	\$127,500
6 to 10	142	\$133,453	\$129,000	\$95,500	\$169,000	\$145,057	\$131,500	\$97,500	\$180,000
11 to 15	135	\$152,086	\$140,000	\$103,000	\$181,250	\$167,968	\$145,000	\$110,000	\$201,500
16 or More	76	\$155,282	\$143,500	\$109,500	\$193,250	\$177,465	\$162,500	\$114,425	\$226,125
Certifications Held									
Certified Public Accountant (CPA)	29	\$172,003	\$145,000	\$130,000	\$183,600	\$196,288	\$145,000	\$130,000	\$191,000
Certified Compliance And Ethics Professional (CCEP)	33	\$131,629	\$130,000	\$93,000	\$165,000	\$152,048	\$150,000	\$93,000	\$174,000
Certified In Healthcare Compliance (CHC)	353	\$130,363	\$120,000	\$90,000	\$161,000	\$143,601	\$125,000	\$93,000	\$180,000
Certified In Healthcare Research Compliance (CHRC)	26	\$170,951	\$165,500	\$133,500	\$192,500	\$186,605	\$182,500	\$136,831	\$233,350
Certified in Healthcare Privacy Compliance (CHPC)	66	141,798	130,000	100,739	186,100	156,800	134,000	105,3375	191,750
No Certifications Held	194	110,597	91,500	68,800	139,250	118,352	93,625	69,250	144,000
Type of Organization									
Non-Profit	430	\$122,305	\$108,500	\$80,000	\$151,750	\$132,762	\$113,000	\$81,268	\$161,625
Privately Held	140	\$114,253	\$108,500	\$75,000	\$137,750	\$127,108	\$118,000	\$80,000	\$158,500
Publicly Traded	25	\$149,080	\$135,000	\$103,000	\$168,000	\$187,832	\$140,000	\$107,000	\$218,000
Governmental	37	\$103,202	\$90,000	\$68,640	\$120,000	\$103,588	\$90,000	\$68,640	\$120,000
Academic	26	\$180,231	\$187,500	\$156,250	\$208,750	\$191,423	\$189,000	\$157,000	\$208,750
Other	10	\$86,290	\$87,450	\$55,000	\$100,500	\$88,190	\$87,950	\$55,000	\$103,500
Number of Compliance Program Elements the CCO is Involved in:									
7 or More Elements	626	\$123,791	\$110,350	\$80,000	\$155,000	\$135,532	\$118,000	\$81,268	\$170,000
8 or More Elements	588	\$125,857	\$114,500	\$80,750	\$157,000	\$138,214	\$120,000	\$83,750	\$172,875
9 or More Elements	521	\$128,758	\$115,000	\$85,000	\$160,000	\$141,208	\$122,000	\$87,000	\$175,040
All Elements	381	\$133,178	\$120,000	\$87,000	\$170,000	\$143,831	\$126,500	\$88,000	\$183,000
Contract									
Has a contract	69	\$149,107	\$150,000	\$85,000	\$190,000	\$165,843	\$165,000	\$85,000	\$203,000
No contract	598	\$119,043	\$108,500	\$79,250	\$146,000	\$129,694	\$114,000	\$80,000	\$157,900
Geographic Region									
New England	28	\$133,891	\$124,000	\$90,000	\$176,250	\$139,076	\$124,000	\$90,000	\$180,000
Middle Atlantic	102	\$126,554	\$110,000	\$84,625	\$174,000	\$134,494	\$115,500	\$85,500	\$191,500
South Atlantic	86	\$123,750	\$117,470	\$81,500	\$153,000	\$140,016	\$120,250	\$83,000	\$159,250
East North Central	92	\$116,224	\$101,500	\$75,658	\$145,150	\$125,492	\$107,170	\$81,650	\$155,650
East South Central	41	\$122,490	\$110,000	\$70,000	\$170,000	\$130,773	\$115,000	\$70,000	\$180,000
West North Central	51	\$106,317	\$100,000	\$65,000	\$132,500	\$115,257	\$100,000	\$71,000	\$139,500
West South Central	46	\$121,147	\$118,000	\$80,293	\$142,250	\$133,170	\$129,000	\$84,000	\$171,750
Mountain	44	\$101,348	\$90,900	\$77,250	\$111,250	\$103,578	\$93,750	\$77,250	\$111,625
Pacific	74	\$127,014	\$120,000	\$73,500	\$169,500	\$142,247	\$123,000	\$76,000	\$180,000

Detailed Results

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
Are you the Chief Compliance Officer for:						
Responses	679	171	88	81	69	99
Your organization as a whole	80%	82%	88%	84%	81%	78%
A division or operating unit of the organization	20%	18%	13%	16%	19%	22%
Percentage indicating involvement in the following compliance program elements:						
Responses	679	171	88	81	69	99
Compliance/auditing/monitoring	95%	88%	95%	99%	100%	98%
Compliance education	98%	98%	99%	99%	99%	97%
Compliance investigations	98%	98%	98%	99%	97%	99%
Hot line/anonymous reporting	91%	85%	91%	98%	96%	93%
Reporting to the board	86%	82%	90%	88%	94%	90%
Compliance risk assessments	94%	90%	94%	98%	94%	97%
Compliance discipline/incentives	75%	66%	78%	77%	81%	82%
Code of conduct	89%	85%	95%	90%	94%	92%
Policies and procedures	97%	97%	99%	96%	99%	97%
Measuring program effectiveness	86%	77%	93%	91%	93%	95%
How much of your company's legal and regulatory risk areas are you responsible for managing?						
Responses	679	171	88	81	69	99
26%-50%	22%	25%	19%	23%	26%	21%
51%-75%	34%	35%	39%	26%	23%	39%
76%-100%	43%	41%	42%	51%	51%	39%
How many employees, including yourself, are there in the compliance and ethics group you manage?						
Responses	673	170	87	81	69	98
1	35%	67%	44%	21%	1%	1%
2 to 5	41%	29%	52%	64%	65%	19%
6 to 10	12%	2%	3%	14%	23%	27%
11 to 15	4%	1%	0%	1%	4%	18%
16 to 20	4%	1%	0%	0%	6%	14%
21 to 30	2%	0%	0%	0%	0%	10%
31 to 40	1%	0%	0%	0%	0%	3%
41 to 50	0%	0%	1%	0%	0%	2%
More than 50	1%	0%	0%	0%	0%	5%
Annual compliance budget managed:						
Responses	508	171	88	81	69	99
Average	\$709,728	\$18,940	\$162,030	\$316,449	\$623,348	\$2,771,730
Median	\$220,000	\$3,000	\$160,000	\$300,000	\$580,000	\$1,500,000
25th percentile	\$30,000	\$0	\$125,000	\$250,000	\$500,000	\$1,200,000
75th percentile	\$650,000	\$30,000	\$200,000	\$350,000	\$700,000	\$2,500,000

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
Approximately how many employees work in your organization as a whole?						
Responses	677	169	88	81	69	99
Less than 100	6%	11%	6%	1%	1%	0%
100 - 249	13%	23%	9%	6%	3%	2%
250 - 499	13%	17%	19%	11%	4%	3%
500 - 999	13%	19%	26%	16%	9%	3%
1,000 - 1,999	13%	14%	16%	19%	7%	5%
2,000 - 2,999	8%	5%	8%	16%	12%	5%
3,000 - 4,999	9%	3%	9%	14%	17%	11%
5,000 - 7,499	8%	3%	3%	7%	22%	16%
7,500 - 9,999	1%	0%	0%	2%	6%	1%
10,000 - 14,999	5%	2%	1%	2%	6%	14%
15,000 - 19,999	3%	0%	0%	1%	6%	9%
20,000 - 29,999	3%	1%	0%	1%	1%	14%
30,000 - 49,999	2%	1%	2%	0%	4%	5%
50,000 - 74,999	1%	0%	0%	1%	0%	4%
75,000 - 99,999	1%	0%	0%	0%	1%	4%
100,000 +	1%	1%	0%	1%	0%	3%
Approximately how many employees work in the portion of your organization that you run compliance for?						
Responses	671	170	88	79	69	99
Less than 100	10%	18%	6%	8%	7%	2%
100 - 249	12%	21%	10%	6%	3%	2%
250 - 499	13%	16%	18%	14%	4%	2%
500 - 999	14%	18%	26%	15%	12%	3%
1,000 - 1,999	14%	14%	17%	22%	7%	5%
2,000 - 2,999	9%	6%	8%	16%	13%	6%
3,000 - 4,999	9%	3%	9%	11%	16%	12%
5,000 - 7,499	8%	3%	3%	4%	20%	19%
7,500 - 9,999	2%	1%	1%	1%	10%	2%
10,000 - 14,999	3%	1%	0%	3%	3%	14%
15,000 - 19,999	2%	0%	0%	0%	1%	8%
20,000 - 29,999	3%	1%	0%	0%	1%	13%
30,000 - 49,999	1%	0%	1%	0%	0%	5%
50,000 - 74,999	0%	0%	0%	0%	0%	2%
75,000 - 99,999	1%	0%	0%	0%	1%	3%
100,000 +	0%	0%	0%	0%	0%	1%
What are the annual revenues of the organization you work for?						
Responses	632	166	82	79	65	96
Less than \$5 million	8%	13%	5%	3%	0%	5%
\$5 to \$15 million	16%	27%	17%	9%	2%	3%
\$15 to \$30 million	11%	19%	10%	15%	3%	1%
\$30 to \$50 million	11%	12%	21%	8%	6%	2%
\$50 to \$100 million	12%	11%	22%	15%	9%	2%
\$100 to \$500 million	17%	11%	13%	35%	29%	9%
\$500 million to \$1 billion	6%	2%	6%	8%	22%	9%
\$1 to \$3 billion	11%	3%	5%	6%	20%	35%
More than \$3 billion	8%	2%	1%	1%	9%	32%

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?						
Responses	639	169	85	79	66	94
Less than \$5 million	12%	17%	6%	6%	2%	10%
\$5 to \$15 million	15%	25%	16%	9%	3%	2%
\$15 to \$30 million	11%	19%	11%	14%	3%	1%
\$30 to \$50 million	11%	11%	18%	9%	8%	2%
\$50 to \$100 million	13%	11%	24%	19%	9%	3%
\$100 to \$500 million	17%	12%	12%	33%	32%	13%
\$500 million to \$1 billion	7%	2%	8%	6%	21%	10%
\$1 to \$3 billion	10%	2%	5%	4%	18%	35%
More than \$3 billion	5%	1%	1%	0%	5%	24%
For how many countries do you manage compliance?						
Responses	670	168	87	80	66	99
1	97%	98%	99%	96%	97%	98%
2 to 5	2%	2%	1%	3%	3%	1%
6 to 10	0%	0%	0%	0%	0%	0%
11 or more	1%	0%	0%	1%	0%	1%
Highest level of education attained:						
Responses	678	171	87	81	69	99
Some college	10%	15%	7%	7%	6%	1%
Bachelor's degree	31%	34%	36%	25%	32%	26%
MBA	14%	16%	15%	15%	16%	15%
Master's degree (non-MBA)	26%	22%	30%	26%	29%	24%
JD	18%	13%	9%	25%	17%	31%
PhD	2%	1%	3%	2%	0%	2%
Where do you work?						
Responses	654	165	85	78	68	93
United States	99%	100%	98%	100%	99%	99%
North America (outside US)	0%	0%	2%	0%	1%	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%

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
Percentage holding the following certifications:						
Responses	679	171	88	81	69	99
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	4%	2%	2%	5%	13%	8%
Certified Compliance and Ethics Professional (CCEP)	5%	4%	2%	2%	9%	7%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	0%	0%	0%	0%	1%
Certified in Healthcare Compliance (CHC)	53%	45%	53%	60%	71%	58%
Certified in Healthcare Research Compliance (CHRC)	4%	0%	1%	1%	12%	11%
Certified in Healthcare Privacy Compliance (CHPC)	10%	6%	10%	9%	20%	14%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	1%	2%	0%	0%	1%	4%
Certified Internal Auditor (CIA)	2%	1%	2%	2%	6%	3%
Certified Information Privacy Professional (CIPP)	1%	1%	0%	1%	0%	2%
Professional in Human Resources (PHR)	0%	1%	0%	1%	0%	0%
Senior Professionals in Human Resources (SPHR)	2%	3%	3%	1%	0%	3%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	1%	0%	0%	0%	3%	1%
Accredited Healthcare Fraud Investigator (AHFI)	0%	1%	0%	0%	0%	0%
Other	24%	22%	25%	19%	23%	30%
How many years have you managed a compliance department?						
Responses	676	171	88	79	69	99
1	13%	19%	10%	6%	3%	3%
2	9%	13%	8%	8%	1%	5%
3	10%	14%	10%	6%	12%	6%
4	6%	8%	7%	8%	6%	1%
5	10%	11%	13%	9%	6%	9%
6 to 10	21%	18%	19%	28%	23%	30%
11 to 15	20%	11%	24%	23%	33%	25%
16 or more	11%	6%	9%	13%	16%	20%
Type of organization:						
Responses	678	171	88	81	68	99
Non-profit	65%	65%	66%	73%	76%	64%
Privately held	21%	25%	20%	17%	12%	10%
Publicly traded	4%	2%	5%	1%	1%	7%
Governmental	5%	6%	8%	7%	3%	4%
Academic	4%	1%	0%	0%	6%	15%
Other	1%	2%	1%	1%	1%	0%
Amount of bonus eligible:						
Responses	655	167	83	79	68	97
None	51%	63%	58%	49%	41%	28%
0-10% of salary	22%	19%	24%	22%	22%	18%
11%-20% of salary	17%	15%	14%	22%	24%	18%
21%-30% of salary	6%	2%	1%	6%	9%	22%
31%-40% of salary	4%	1%	2%	1%	4%	15%
41% or more of salary	0%	0%	0%	0%	0%	0%

Detailed Results

	All Respondents	Annual Compliance Budget				
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 Million or More
Do you have a contract?						
Responses	675	171	87	81	69	97
Yes	10%	10%	7%	5%	12%	20%
No	90%	90%	93%	95%	88%	80%
If "yes", Do you have a severance clause in your contract?						
Responses	68	17	6	4	8	19
Yes	50%	18%	0%	50%	88%	68%
No	41%	71%	50%	50%	13%	26%
If "yes," what percent of your salary is it equivalent to?						
Responses	21	0	0	2	6	7
Average	97.4%	*	*	*	91.7%	128.6%
Median	100.0%	*	*	*	100.0%	150.0%
25th percentile	50.0%	*	*	*	100.0%	75.0%
75th percentile	100.0%	*	*	*	100.0%	175.0%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 499	500 to 999	1,000 to 1,999	2,000 to 4,999	5,000 to 14,499	15,000 or More

Are you the Chief Compliance Officer for:

Responses	123	90	90	86	118	92	78
Your organization as a whole	89%	89%	88%	93%	81%	71%	44%
A division or operating unit of the organization	11%	11%	12%	7%	19%	29%	56%

Percentage indicating involvement in the following compliance program elements:

Responses	123	90	90	86	118	92	78
Compliance/auditing/monitoring	93%	97%	92%	93%	95%	99%	100%
Compliance education	98%	93%	99%	98%	100%	98%	97%
Compliance investigations	94%	99%	98%	98%	98%	99%	100%
Hot line/anonymous reporting	81%	90%	91%	95%	97%	96%	91%
Reporting to the board	83%	84%	84%	86%	91%	88%	83%
Compliance risk assessments	93%	94%	92%	92%	94%	98%	94%
Compliance discipline/incentives	67%	77%	73%	71%	79%	83%	73%
Code of conduct	87%	87%	87%	90%	92%	93%	88%
Policies and procedures	98%	98%	97%	94%	100%	98%	95%
Measuring program effectiveness	78%	87%	87%	87%	87%	89%	91%

How much of your company's legal and regulatory risk areas are you responsible for managing?

Responses	123	90	90	86	118	92	78
26%-50%	18%	22%	17%	27%	20%	25%	32%
51%-75%	32%	34%	30%	38%	37%	38%	31%
76%-100%	50%	43%	53%	35%	42%	37%	37%

How many employees, including yourself, are there in the compliance and ethics group you manage?

Responses	122	90	90	85	117	91	77
1	57%	41%	41%	49%	22%	14%	10%
2 to 5	31%	51%	51%	39%	54%	35%	25%
6 to 10	7%	4%	4%	7%	16%	22%	23%
11 to 15	2%	2%	1%	2%	5%	12%	8%
16 to 20	2%	0%	0%	0%	2%	10%	16%
21 to 30	0%	0%	0%	0%	1%	3%	9%
31 to 40	1%	0%	0%	1%	0%	1%	1%
41 to 50	0%	0%	0%	0%	0%	0%	4%
More than 50	1%	1%	2%	1%	0%	2%	4%

Annual compliance budget managed:

Responses	82	61	77	62	89	76	59
Average	\$458,348	\$496,123	\$223,948	\$278,139	\$518,204	\$929,420	\$2,397,429
Median	\$27,500	\$100,000	\$150,000	\$155,000	\$350,000	\$700,000	\$1,500,000
25th percentile	\$1,250	\$5,000	\$10,000	\$20,000	\$200,000	\$430,000	\$625,000
75th percentile	\$100,000	\$230,000	\$250,000	\$347,500	\$700,000	\$1,200,000	\$2,550,000

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 499	500 to 999	1,000 to 1,999	2,000 to 4,999	5,000 to 14,499	15,000 or More
Approximately how many employees work in your organization as a whole?							
Responses	123	90	90	86	118	92	78
Less than 100	31%	0%	0%	0%	0%	0%	0%
100 - 249	69%	0%	0%	0%	0%	0%	0%
250 - 499	0%	100%	0%	0%	0%	0%	0%
500 - 999	0%	0%	100%	0%	0%	0%	0%
1,000 - 1,999	0%	0%	0%	100%	0%	0%	0%
2,000 - 2,999	0%	0%	0%	0%	48%	0%	0%
3,000 - 4,999	0%	0%	0%	0%	52%	0%	0%
5,000 - 7,499	0%	0%	0%	0%	0%	55%	0%
7,500 - 9,999	0%	0%	0%	0%	0%	11%	0%
10,000 - 14,999	0%	0%	0%	0%	0%	34%	0%
15,000 - 19,999	0%	0%	0%	0%	0%	0%	24%
20,000 - 29,999	0%	0%	0%	0%	0%	0%	26%
30,000 - 49,999	0%	0%	0%	0%	0%	0%	19%
50,000 - 74,999	0%	0%	0%	0%	0%	0%	10%
75,000 - 99,999	0%	0%	0%	0%	0%	0%	8%
100,000 +	0%	0%	0%	0%	0%	0%	13%

Approximately how many employees work in the portion of your organization that you run compliance for?							
Responses	122	89	88	83	118	92	77
Less than 100	37%	4%	3%	1%	6%	3%	5%
100 - 249	63%	1%	0%	0%	1%	2%	1%
250 - 499	0%	94%	0%	1%	1%	2%	0%
500 - 999	0%	0%	95%	1%	2%	4%	3%
1,000 - 1,999	0%	0%	0%	96%	4%	5%	3%
2,000 - 2,999	0%	0%	0%	0%	42%	2%	8%
3,000 - 4,999	0%	0%	0%	0%	44%	3%	5%
5,000 - 7,499	0%	0%	0%	0%	0%	46%	12%
7,500 - 9,999	0%	0%	0%	0%	0%	12%	4%
10,000 - 14,999	0%	0%	0%	0%	0%	20%	6%
15,000 - 19,999	0%	0%	0%	0%	0%	0%	16%
20,000 - 29,999	0%	0%	1%	0%	1%	0%	21%
30,000 - 49,999	0%	0%	0%	0%	0%	0%	8%
50,000 - 74,999	0%	0%	0%	0%	0%	0%	3%
75,000 - 99,999	0%	0%	0%	0%	0%	0%	5%
100,000 +	0%	0%	0%	0%	0%	0%	1%

What are the annual revenues of the organization you work for?							
Responses	119	85	86	78	104	83	75
Less than \$5 million	24%	14%	6%	4%	2%	2%	0%
\$5 to \$15 million	42%	16%	15%	10%	9%	2%	1%
\$15 to \$30 million	20%	25%	15%	8%	8%	0%	0%
\$30 to \$50 million	4%	31%	16%	13%	7%	7%	3%
\$50 to \$100 million	6%	12%	27%	24%	11%	5%	0%
\$100 to \$500 million	3%	2%	16%	32%	42%	10%	11%
\$500 million to \$1 billion	0%	0%	2%	6%	13%	22%	4%
\$1 to \$3 billion	0%	0%	1%	1%	8%	46%	29%
More than \$3 billion	0%	0%	1%	1%	2%	6%	52%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 499	500 to 999	1,000 to 1,999	2,000 to 4,999	5,000 to 14,499	15,000 or More

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

Responses	119	88	87	78	105	86	74
Less than \$5 million	28%	17%	9%	5%	7%	5%	5%
\$5 to \$15 million	40%	14%	15%	13%	9%	5%	1%
\$15 to \$30 million	18%	26%	11%	8%	9%	0%	1%
\$30 to \$50 million	4%	28%	16%	10%	6%	6%	5%
\$50 to \$100 million	6%	13%	28%	23%	10%	10%	3%
\$100 to \$500 million	3%	2%	16%	35%	40%	10%	15%
\$500 million to \$1 billion	0%	0%	2%	6%	13%	17%	8%
\$1 to \$3 billion	0%	0%	1%	0%	4%	42%	28%
More than \$3 billion	0%	0%	1%	0%	3%	5%	32%

For how many countries do you manage compliance?

Responses	122	90	90	84	117	88	77
1	98%	98%	93%	96%	98%	97%	99%
2 to 5	2%	2%	6%	1%	2%	2%	1%
6 to 10	0%	0%	0%	0%	0%	0%	0%
11 or more	0%	0%	1%	2%	0%	1%	0%

Highest level of education attained:

Responses	122	90	90	86	118	92	78
Some college	25%	7%	10%	13%	5%	2%	4%
Bachelor's degree	34%	33%	39%	38%	23%	26%	23%
MBA	6%	18%	12%	10%	20%	12%	23%
Master's degree (non-MBA)	25%	31%	24%	27%	23%	26%	26%
JD	10%	8%	12%	12%	25%	34%	22%
PhD	1%	3%	2%	0%	3%	0%	3%

Where do you work?

Responses	118	88	87	82	114	89	75
United States	99%	99%	98%	100%	100%	99%	99%
North America (outside US)	0%	1%	1%	0%	0%	0%	1%
South America	0%	0%	1%	0%	0%	0%	0%
Europe	0%	0%	0%	0%	0%	0%	0%
Asia	0%	0%	0%	0%	0%	1%	0%
Africa	1%	0%	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%	0%	0%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 499	500 to 999	1,000 to 1,999	2,000 to 4,999	5,000 to 14,499	15,000 or More
Percentage holding the following certifications:							
Responses	123	90	90	86	118	92	78
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	0%	0%	4%	7%	6%	5%	10%
Certified Compliance and Ethics Professional (CCEP)	4%	4%	6%	1%	6%	5%	8%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	0%	0%	0%	0%	1%	0%
Certified in Healthcare Compliance (CHC)	29%	50%	56%	56%	60%	66%	59%
Certified in Healthcare Research Compliance (CHRC)	0%	0%	1%	2%	5%	12%	9%
Certified in Healthcare Privacy Compliance (CHPC)	3%	8%	10%	12%	13%	12%	14%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	0%	0%	2%	1%	2%	3%	0%
Certified Internal Auditor (CIA)	0%	0%	3%	2%	4%	2%	4%
Certified Information Privacy Professional (CIPP)	0%	0%	0%	1%	3%	1%	0%
Professional in Human Resources (PHR)	1%	0%	0%	1%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	3%	2%	3%	2%	0%	0%	3%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	0%	0%	1%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	2%	2%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	1%	2%	0%
Other	23%	20%	26%	26%	25%	25%	24%

How many years have you managed a compliance department?

Responses	123	90	89	86	117	92	77
1	27%	12%	17%	8%	13%	3%	3%
2	11%	18%	3%	15%	3%	4%	9%
3	11%	14%	11%	12%	8%	8%	6%
4	7%	7%	9%	10%	3%	3%	0%
5	10%	12%	10%	14%	8%	10%	6%
6 to 10	12%	17%	22%	22%	30%	26%	21%
11 to 15	16%	9%	19%	15%	23%	35%	25%
16 or more	6%	11%	8%	3%	14%	11%	30%

Type of organization:

Responses	123	90	90	86	117	92	78
Non-profit	50%	68%	66%	63%	72%	70%	67%
Privately held	40%	24%	23%	27%	15%	7%	5%
Publicly traded	0%	1%	6%	1%	3%	5%	13%
Governmental	6%	7%	6%	7%	4%	8%	1%
Academic	0%	0%	0%	1%	5%	9%	14%
Other	4%	0%	0%	1%	2%	2%	0%

Amount of bonus eligible:

Responses	119	88	87	82	114	88	75
None	71%	60%	60%	56%	46%	34%	21%
0-10% of salary	21%	22%	24%	17%	25%	22%	19%
11%-20% of salary	4%	13%	10%	24%	20%	27%	28%
21%-30% of salary	2%	5%	1%	1%	6%	14%	20%
31%-40% of salary	2%	1%	5%	1%	3%	3%	12%
41% or more of salary	0%	0%	0%	0%	0%	0%	0%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 499	500 to 999	1,000 to 1,999	2,000 to 4,999	5,000 to 14,499	15,000 or More
Do you have a contract?							
Responses	122	90	90	86	118	90	77
Yes	12%	7%	9%	8%	8%	13%	14%
No	88%	93%	91%	92%	92%	87%	86%
If "yes", Do you have a severance clause in your contract?							
Responses	15	6	8	7	9	12	11
Yes	33%	0%	38%	43%	67%	75%	73%
No	60%	50%	50%	57%	33%	17%	27%
If "yes," what percent of your salary is it equivalent to?							
Responses	3	0	3	2	4	5	4
Average	*	*	*	*	*	90.0%	*
Median	*	*	*	*	*	100.0%	*
25th percentile	*	*	*	*	*	100.0%	*
75th percentile	*	*	*	*	*	100.0%	*

Health Care Compliance Staff Salary Survey

Introduction

About This Report

The **2015 Health Care Staff Salary Survey** is another important service provided by the Health Care Compliance Association (HCCA) and the Society of Corporate Compliance and Ethics (SCCE). The information contained in this report represents complete and accurate compensation data on individuals working in the health care compliance profession. The report is designed to allow organizations and individuals to compare their salary to their peers.

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

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

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

A minimum of five responses was required to show data.

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

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

Survey Methodology

In June 2015, an email invitation was sent to approximately 45,000 individuals. In total, 1,489 completed online submissions were received by mid-August. Of the 1,489 responses, 658 worked for a healthcare provider organization. This report is based solely on this group.

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

Final results were tabulated by Industry Insights, Inc., and the report was completed in October 2015.

Definitions

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

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

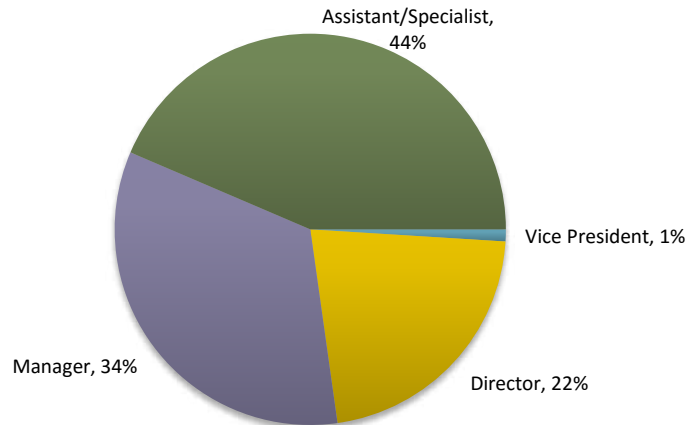
25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

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

Respondent Profile

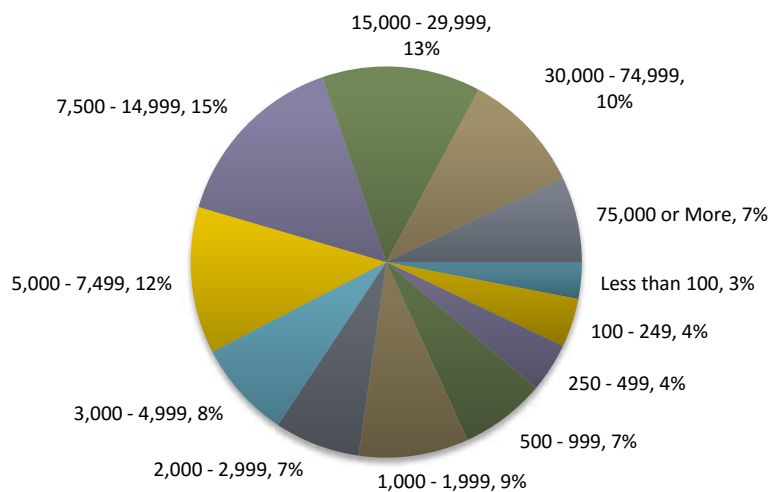
Title/Level

Of the 658 respondents included in this study, more than three-quarters identified themselves as an Assistant/Specialist (44%) or Manager (34%). Directors (22%) also made up a significant percentage of the respondents. The remaining 1% were Vice Presidents. Insufficient data was received to compile results throughout this report for the Vice President position.



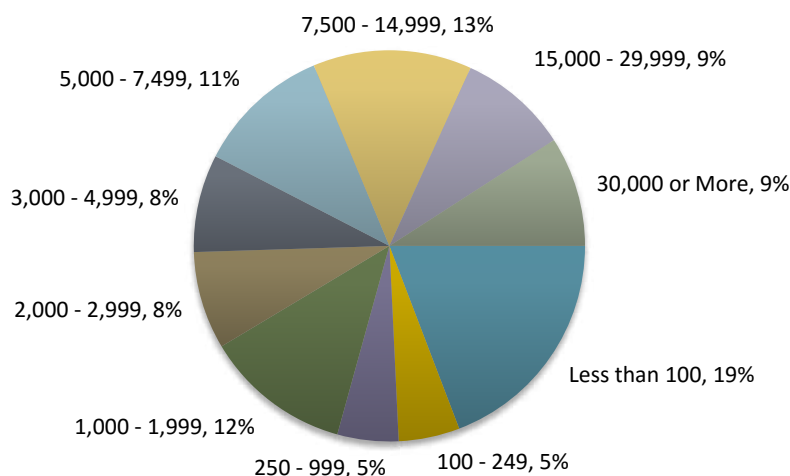
Number of Employees in Organization as a Whole

The size of organizations represented in this study varied greatly. Eleven percent worked for organizations with less than 500 total employees, while 17% worked for companies employing more than 30,000.



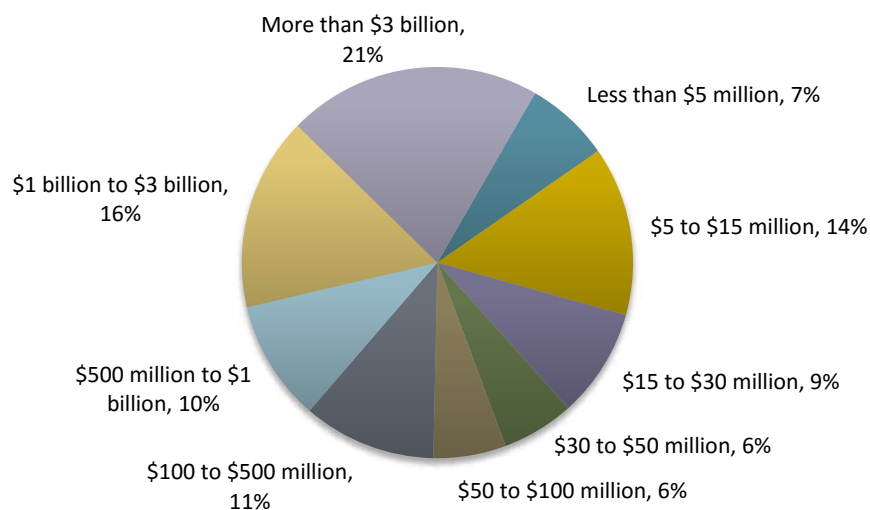
Number of Employees in the Portion of the Organization that the Compliance Program Oversees

The chart below looks at only the number of employees in the portion of the organization that the compliance program oversees. One fifth (19%) of the respondents reported that there were less than 100 employees in the portion of the organization that the compliance program oversees, while nearly another one fifth (18%) reported over 15,000 employees.



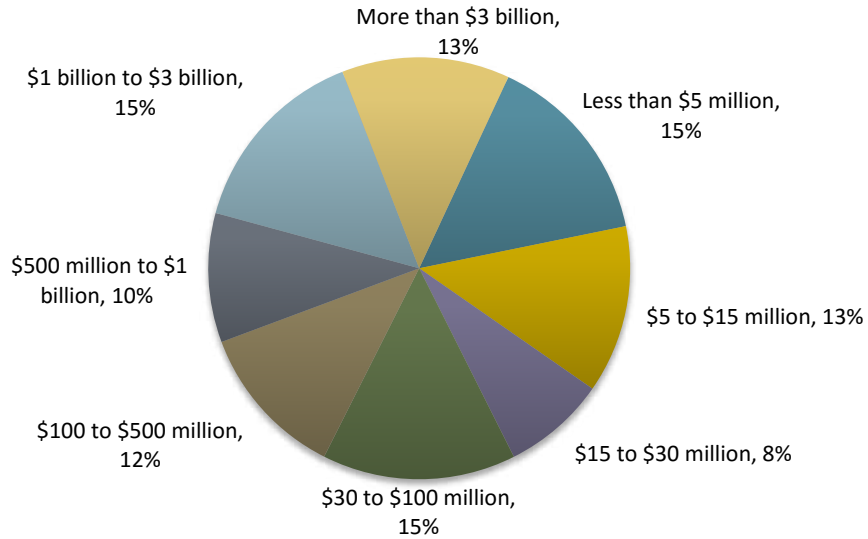
Annual Revenues of the Organization as a Whole

The size of organizations responding by annual revenue also varied greatly. Nearly one-third (30%) of the respondents reported annual revenue of entire organization of less than \$30 million, while one out of five (21%) respondents reported working for an organization with annual revenue of over \$3 billion.



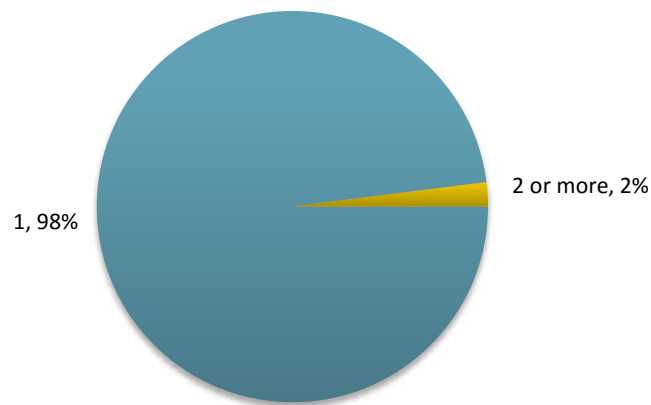
Annual Revenues of the Portion of the Organization that the Compliance Program Oversees

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



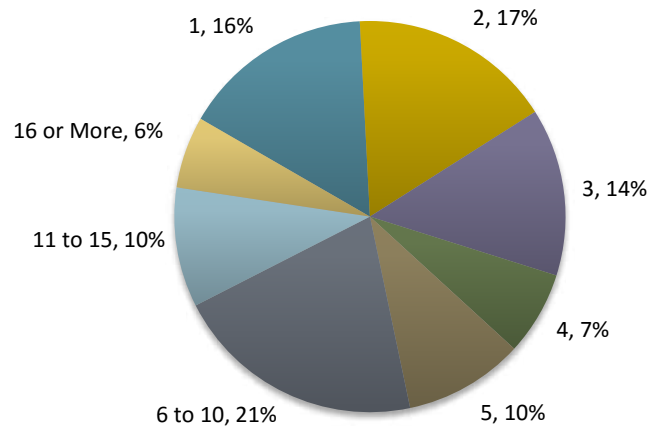
Number of Countries in Which Compliance is Managed

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



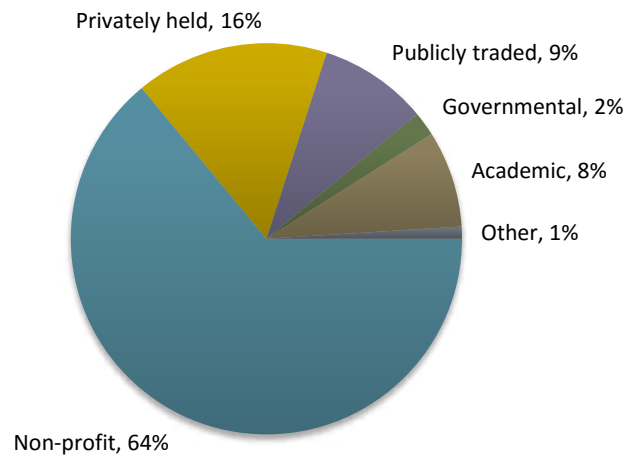
Number of Years in the Compliance Department

The typical respondent has worked in their compliance department for four years. Only 6% have worked in the department for 16 or more years.



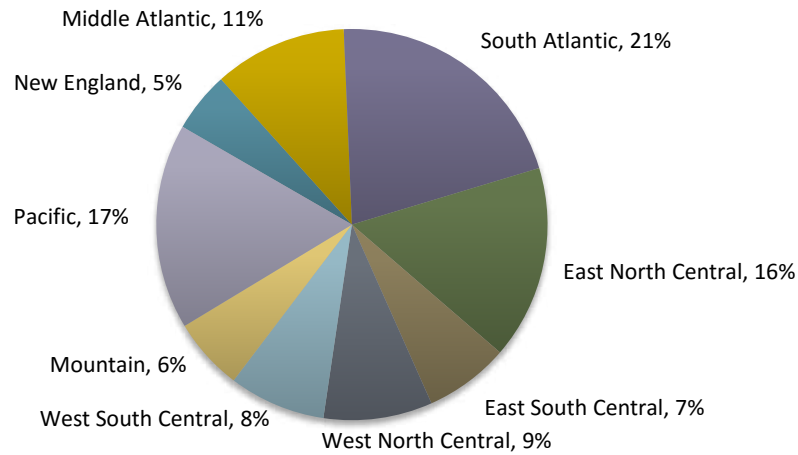
Type of Organization

Nearly two-thirds (64%) of the respondents worked at non-profit organizations. Privately held and publicly traded companies made up 16% and 9% of the respondents, respectively.



Geographic Region

The largest percentage of respondents were located in the South Atlantic (21%), Pacific (17%), and East North Central (16%) regions.



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

Mid-Atlantic: NJ, NY, PA

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

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

East South Central: KY, TN, MS, AL

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

West South Central: TX, OK, AR, LA

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

Pacific: WA, OR, CA, AK, HI

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

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

	Director	Manager	Assistant/ Specialist
Compliance/auditing/monitoring	89%	85%	84%
Compliance education	91%	87%	77%
Compliance investigations	91%	80%	73%
Hot line/anonymous reporting	71%	59%	43%
Reporting to the board	53%	32%	21%
Compliance risk assessments	82%	67%	55%
Compliance discipline/incentives	57%	35%	23%
Code of conduct	68%	50%	31%
Policies and procedures	91%	84%	74%
Measuring program effectiveness	70%	56%	38%

How many people report up through to the individual?

The number of people reporting up through to the respondent varied widely by title/level. More than one-third (35%) of the Directors reported that three or more people reported to them, while only 2% of the responding Assistant/Specialists reported three or more people reporting to them.

	Director	Manager	Assistant/ Specialist
0	38%	54%	91%
1 to 2	27%	26%	7%
3 to 5	19%	13%	1%
6 to 10	12%	5%	1%
11 or more	4%	3%	0%

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

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

	Director	Manager	Assistant/ Specialist
0-25%	9%	10%	11%
26%-50%	18%	20%	19%
51%-75%	29%	31%	29%
76%-100%	44%	39%	41%

Percentage holding the following certifications:

Across all levels, the Certified Healthcare Compliance (CHC) designation was held by at least one-third of all survey respondent.

	Director	Manager	Assistant/ Specialist
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%
Certified Public Accountant (CPA)	3%	1%	1%
Certified Compliance and Ethics Professional (CCEP)	4%	1%	1%
Certified Compliance and Ethics Professional International (CCEP-I)	1%	0%	0%
Certified in Healthcare Compliance (CHC)	55%	47%	34%
Certified in Healthcare Research Compliance (CHRC)	6%	3%	3%
Certified in Healthcare Privacy Compliance (CHPC)	18%	11%	5%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%
Certified Fraud Examiner (CFE)	2%	2%	1%
Certified Internal Auditor (CIA)	1%	1%	1%
Certified Information Privacy Professional (CIPP)	1%	1%	0%
Professional in Human Resources (PHR)	1%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	1%	0%	1%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	1%	0%

Respondent Profile

Highest education level attained

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

	Director	Manager	Assistant/ Specialist
Some college	8%	16%	21%
Bachelor's degree	26%	35%	44%
MBA	19%	11%	7%
Master's degree (non-MBA)	25%	22%	16%
JD	20%	13%	11%
PhD	1%	3%	1%

Do you have a contract?

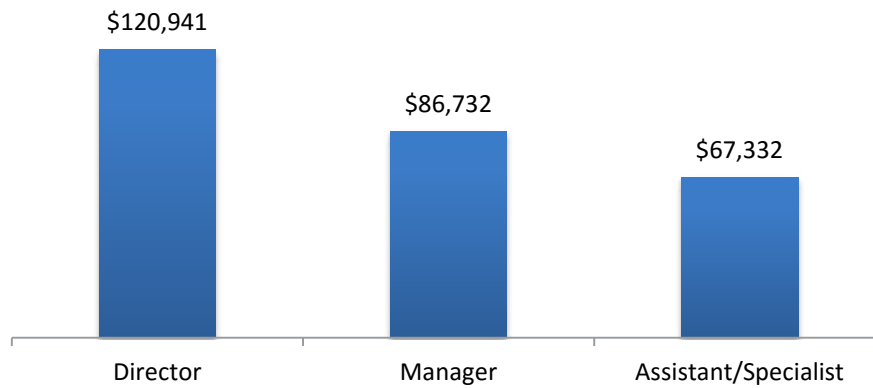
The vast majority of respondents do not have an employment contract.

	Director	Manager	Assistant/ Specialist
Yes	4%	4%	4%
No	96%	96%	96%

Executive Summary

Average Total Compensation* by Title/Level

Average compensation ranged from \$120,941 for Directors to \$67,332 for Assistant/Specialists.



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

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

	Director	Manager	Assistant/ Specialist
Less than \$5 Million	\$89,980	\$77,344	\$62,942
\$5 to \$15 Million	\$95,727	\$75,629	\$63,750
\$15 to \$30 Million	\$86,443	\$72,268	\$55,241
\$30 to \$100 Million	\$105,153	\$78,954	\$66,085
\$100 to \$500 Million	\$129,172	\$81,820	\$61,411
\$500 Million to \$1 Billion	\$113,579	\$87,103	\$72,350
\$1 Billion to \$3 Billion	\$131,312	\$106,247	\$76,039
More than \$3 Billion	\$160,362	\$107,283	\$79,855

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

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

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

	Director	Manager	Assistant/ Specialist
Less than 100	\$116,068	\$81,934	\$64,300
100-249	\$125,200	\$86,250	\$62,928
250-999	*	\$78,012	\$49,348
1,000-1,999	\$97,884	\$78,700	\$65,346
2,000-2,999	\$150,067	\$87,828	\$67,523
3,000-4,999	\$118,178	\$82,938	\$66,954
5,000-7,499	\$123,571	\$91,593	\$74,910
7,500-14,999	\$126,402	\$88,630	\$73,729
15,000-29,999	\$135,867	\$107,727	\$67,493
30,000 or more	\$153,075	\$100,199	\$75,338
*Insufficient Data			

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

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

	Director	Manager	Assistant/ Specialist
0	\$112,877	\$83,438	\$67,700
1 to 2	\$111,064	\$93,385	\$66,625
3 to 5	\$127,970	\$90,087	*
6 to 10	\$142,414	\$88,960	*
11 or more	\$166,921	\$64,871	*
*Insufficient Data			

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

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

When looking at type of organization, privately held companies paid lower total compensation than non-profit, publicly held, governmental and academic organizations.

	Director	Manager	Assistant/ Specialist
Non-Profit	\$124,062	\$86,429	\$68,307
Privately Held	\$105,415	\$73,341	\$62,522
Publicly Traded	\$121,976	\$96,571	\$64,062
Governmental	\$124,055	\$112,833	*
Academic	\$123,336	\$98,376	\$70,935
*Insufficient Data			

Average Total Compensation* by Title/Level and Certifications Held

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

	Director	Manager	Assistant/ Specialist
Certified Compliance and Ethics Professional (CCEP)	\$141,260	*	*
Certified In Healthcare Compliance (CHC)	\$123,716	\$93,549	\$70,858
Certified In Healthcare Privacy Compliance (CHPC)	\$135,133	\$93,513	\$71,976
No Certifications	\$112,881	\$77,430	\$63,717
*Insufficient Data			

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

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

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

	Director	Manager	Assistant/ Specialist
1 to 3	\$129,769	\$84,049	\$66,830
4 to 6	\$108,059	\$87,007	\$66,650
7 to 9	\$126,793	\$89,360	\$66,733
All 10	\$118,214	\$81,453	\$83,850

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

Respondents with no contract tended to earn the same or more than those with a contract.

	Director	Manager	Assistant/ Specialist
Has Contract	\$110,700	\$87,489	\$61,049
No Contract	\$120,919	\$86,699	\$67,585

Amount of bonus eligible:

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

	Director	Manager	Assistant/ Specialist
None	46%	66%	75%
0-10% of salary	22%	25%	21%
11%-20% of salary	25%	8%	4%
21%-30% of salary	7%	0%	0%
31%-40% of salary	1%	1%	0%
41% or more of salary	0%	0%	0%

Salary Data

Salary Data

Director

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	138	\$112,764	\$105,250	\$89,925	\$134,000	\$120,941	\$111,750	\$91,250	\$147,625
Compliance Responsibilities									
Broad (Wide Range of Compliance-Related Risks)	107	\$109,844	\$100,000	\$87,000	\$133,000	\$118,630	\$106,500	\$90,000	\$147,850
Focused on a Particular Risk Area	29	\$126,317	\$121,000	\$108,000	\$135,000	\$132,808	\$128,000	\$115,000	\$146,923
Risk Areas Focused On									
Privacy	21	\$122,690	\$120,000	\$101,000	\$128,000	\$127,571	\$120,000	\$107,600	\$130,000
IT	0								
Occupational Health and Safety	0								
Other	8	\$135,836	\$137,500	\$124,518	\$146,250	\$146,553	\$148,462	\$133,500	\$162,125
Number of People that Report up Through to Individual									
0	52	\$106,049	\$100,500	\$86,300	\$120,250	\$112,877	\$107,250	\$89,000	\$125,000
1 to 2	37	\$103,323	\$97,250	\$80,000	\$120,000	\$111,064	\$100,000	\$82,000	\$135,600
3 to 5	27	\$121,467	\$125,000	\$95,000	\$140,000	\$127,970	\$125,000	\$96,250	\$150,500
6 to 10	17	\$133,882	\$134,000	\$110,000	\$150,000	\$142,414	\$140,000	\$110,000	\$162,500
11 or More	5	\$133,676	\$112,882	\$98,000	\$134,500	\$166,921	\$134,500	\$112,000	\$230,105
Annual Compliance Budget for the Organization									
Less Than \$100,000	4								
\$100,000 to \$249,999	2								
\$250,000 to \$499,999	3								
\$500,000 to \$999,999	3								
\$1 Million or More	17	\$134,441	\$140,000	\$121,000	\$155,000	\$146,688	\$147,700	\$121,000	\$181,000
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less Than 100	19	\$111,779	\$95,000	\$90,000	\$130,000	\$116,068	\$97,000	\$93,500	\$130,000
100-249	5	\$110,800	\$117,000	\$74,000	\$140,000	\$125,200	\$129,000	\$74,000	\$150,000
250-999	0								
1,000-1,999	19	\$93,379	\$86,000	\$78,000	\$97,500	\$97,884	\$94,500	\$79,600	\$112,250
2,000-2,999	6	\$122,647	\$119,000	\$112,911	\$140,000	\$150,067	\$142,500	\$124,475	\$164,500
3,000-4,999	9	\$114,289	\$115,000	\$90,000	\$145,600	\$118,178	\$118,000	\$90,000	\$145,600
5,000-7,499	11	\$117,935	\$125,000	\$97,625	\$132,500	\$123,571	\$130,000	\$98,625	\$144,000
7,500-14,999	21	\$117,393	\$109,248	\$100,000	\$134,500	\$126,402	\$112,500	\$101,000	\$150,500
15,000-29,999	15	\$127,433	\$130,000	\$102,250	\$145,000	\$135,867	\$130,000	\$107,250	\$150,000
30,000 or More	14	\$134,320	\$122,392	\$120,000	\$149,750	\$153,075	\$149,000	\$130,000	\$160,025

Director (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less Than \$5 Million	10	\$88,180	\$91,500	\$69,000	\$96,500	\$89,980	\$93,000	\$69,000	\$96,500
\$5 to \$15 Million	11	\$94,136	\$90,000	\$79,000	\$103,250	\$95,727	\$90,000	\$82,250	\$108,250
\$15 to \$30 Million	7	\$83,571	\$75,000	\$69,000	\$91,000	\$86,443	\$83,000	\$70,000	\$93,250
\$30 to \$100 Million	17	\$99,853	\$100,000	\$78,000	\$118,000	\$105,153	\$100,000	\$83,000	\$124,300
\$100 to \$500 Million	18	\$116,177	\$110,241	\$88,500	\$140,000	\$129,172	\$122,500	\$96,750	\$150,250
\$500 Million to \$1 Billion	14	\$108,543	\$100,500	\$95,750	\$118,750	\$113,579	\$100,500	\$96,500	\$129,250
\$1 to \$3 Billion	30	\$122,814	\$118,500	\$96,250	\$147,500	\$131,312	\$125,500	\$103,500	\$150,875
More Than \$3 Billion	18	\$141,249	\$127,845	\$120,446	\$167,750	\$160,362	\$145,962	\$125,000	\$202,250
Number of Countries the Individual Works in									
1	134	\$111,683	\$103,500	\$89,225	\$131,500	\$119,543	\$110,750	\$90,250	\$146,592
2 to 5	2								
6 to 10	0								
11 or More	1								
Number of Employees in Compliance and Ethics Group									
1 to 5	49	\$102,753	\$95,000	\$81,200	\$115,000	\$109,582	\$96,000	\$82,000	\$125,000
6 to 10	35	\$103,557	\$98,000	\$80,000	\$121,500	\$110,640	\$98,000	\$84,000	\$129,500
11 to 20	29	\$128,926	\$130,000	\$107,600	\$140,000	\$136,424	\$132,000	\$110,000	\$150,000
21 to 50	15	\$115,132	\$120,000	\$101,000	\$123,737	\$125,268	\$121,000	\$101,000	\$150,000
More than 50	9	\$140,916	\$153,000	\$109,248	\$155,000	\$159,950	\$155,000	\$115,000	\$205,000
Number of Years Working in the Compliance Department									
1	9	\$103,289	\$92,000	\$74,000	\$140,000	\$105,011	\$97,500	\$81,000	\$140,000
2	13	\$101,346	\$102,500	\$78,000	\$120,000	\$105,854	\$110,000	\$78,000	\$125,000
3	17	\$110,781	\$110,000	\$78,000	\$125,690	\$120,943	\$116,000	\$81,200	\$149,000
4	5	\$102,100	\$95,000	\$78,000	\$106,500	\$105,800	\$106,500	\$78,000	\$108,500
5	14	\$98,714	\$95,000	\$88,500	\$117,000	\$104,750	\$97,500	\$90,750	\$119,500
6 to 10	37	\$117,659	\$113,000	\$94,000	\$134,500	\$127,503	\$118,000	\$95,000	\$150,000
11 to 15	26	\$120,671	\$114,624	\$95,000	\$143,750	\$128,113	\$119,500	\$95,250	\$149,425
16 or More	17	\$120,458	\$120,000	\$95,000	\$145,000	\$133,441	\$128,000	\$98,000	\$155,000
Type of Organization									
Non-Profit	75	\$116,172	\$110,000	\$91,000	\$140,000	\$124,062	\$112,548	\$93,000	\$150,000
Privately Held	23	\$100,480	\$90,000	\$80,000	\$119,000	\$105,415	\$95,000	\$86,250	\$122,150
Publicly Traded	20	\$108,324	\$110,500	\$93,000	\$122,088	\$121,976	\$118,000	\$95,000	\$147,442
Governmental	6	\$121,822	\$115,000	\$92,425	\$133,000	\$124,055	\$115,000	\$92,425	\$143,050
Academic	11	\$112,282	\$107,600	\$95,000	\$125,500	\$123,336	\$107,600	\$95,000	\$135,050
Other	1								

Director (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	5	\$134,400	\$140,000	\$113,000	\$151,000	\$141,260	\$140,000	\$124,300	\$151,000
Certified Compliance and Ethics Professional-International (CCEP-I)	1								
Certified In Healthcare Compliance (CHC)	76	\$116,064	\$110,000	\$90,000	\$134,625	\$123,716	\$113,774	\$91,750	\$150,000
Certified In Healthcare Privacy Compliance (CHPC)	26	\$127,713	\$120,000	\$100,250	\$134,000	\$135,133	\$122,500	\$107,700	\$149,000
Certified Fraud Examiner (CFE)	2								
Certified Internal Auditor (CIA)	2								
Certified Public Accountant (CPA)	4								
No Certifications	35	\$107,076	\$100,000	\$83,000	\$127,500	\$112,881	\$100,000	\$88,000	\$130,000
Highest Level of Education									
Some College	11	\$105,545	\$94,000	\$85,000	\$112,000	\$116,409	\$95,000	\$89,750	\$128,000
Bachelor’s Degree	37	\$107,240	\$97,000	\$81,200	\$125,690	\$111,692	\$97,000	\$82,000	\$144,500
MBA	27	\$115,420	\$107,600	\$96,500	\$128,000	\$125,144	\$112,548	\$99,000	\$137,500
Master’s Degree (non-MBA)	35	\$102,594	\$101,000	\$78,000	\$125,000	\$107,589	\$110,000	\$81,500	\$128,500
JD	25	\$137,184	\$135,000	\$113,000	\$155,000	\$148,564	\$149,000	\$128,000	\$155,000
PhD	2								
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	11	\$123,066	\$125,000	\$97,000	\$131,000	\$129,769	\$125,000	\$102,500	\$145,712
4 to 6	27	\$99,192	\$100,000	\$79,000	\$118,500	\$108,059	\$100,000	\$82,100	\$121,000
7 to 9	61	\$117,580	\$113,000	\$92,000	\$140,000	\$126,793	\$120,000	\$95,000	\$150,000
All 10	39	\$111,724	\$108,000	\$87,500	\$133,250	\$118,214	\$110,000	\$89,950	\$140,000
Do You Have A Contract?									
Yes	5	\$105,000	\$100,000	\$95,000	\$100,000	\$110,700	\$112,500	\$95,000	\$116,000
No	132	\$112,587	\$107,050	\$88,750	\$134,000	\$120,919	\$111,250	\$90,750	\$147,775
Geographic Region									
New England	5	\$125,320	\$145,600	\$121,000	\$150,000	\$125,420	\$145,600	\$121,000	\$150,000
Middle Atlantic	14	\$110,074	\$97,500	\$75,750	\$115,250	\$120,667	\$97,500	\$75,750	\$172,099
South Atlantic	25	\$106,416	\$101,000	\$89,000	\$132,000	\$110,100	\$110,000	\$89,900	\$132,000
East North Central	10	\$116,900	\$108,500	\$92,000	\$145,000	\$127,050	\$117,000	\$98,500	\$154,375
East South Central	12	\$105,894	\$110,000	\$91,500	\$122,088	\$120,606	\$130,000	\$91,500	\$149,250
West North Central	10	\$102,233	\$106,624	\$89,250	\$112,970	\$121,085	\$115,774	\$97,500	\$129,250
West South Central	8	\$103,500	\$98,500	\$82,250	\$123,750	\$108,938	\$98,500	\$85,625	\$127,750
Mountain	11	\$105,909	\$100,000	\$90,000	\$115,000	\$109,455	\$108,000	\$95,250	\$118,000
Pacific	10	\$144,760	\$147,500	\$118,500	\$167,250	\$159,563	\$155,000	\$123,500	\$197,000

Salary Data

Manager

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	218	\$83,338	\$81,500	\$68,250	\$95,000	\$86,732	\$83,150	\$70,000	\$97,150
Compliance Responsibilities									
Broad (Wide Range of Compliance-Related Risks)	160	\$80,508	\$79,500	\$65,000	\$93,000	\$84,219	\$80,900	\$66,500	\$95,250
Focused on a Particular Risk Area	57	\$91,428	\$88,000	\$78,400	\$100,000	\$93,991	\$90,500	\$80,000	\$100,000
Risk Areas Focused On									
Privacy	17	\$90,334	\$92,000	\$78,000	\$96,500	\$92,111	\$92,000	\$80,000	\$97,500
IT	0								
Occupational Health and Safety	3								
Other	32	\$94,741	\$87,000	\$80,000	\$107,000	\$98,353	\$90,800	\$81,500	\$107,375
Number of People that Report up Through to Individual									
0	117	\$80,541	\$80,000	\$67,422	\$92,000	\$83,438	\$80,800	\$70,000	\$95,000
1 to 2	55	\$88,687	\$86,000	\$73,250	\$98,900	\$93,385	\$87,500	\$73,250	\$104,500
3 to 5	28	\$87,748	\$84,945	\$77,250	\$100,713	\$90,087	\$85,000	\$78,750	\$101,250
6 to 10	10	\$81,760	\$76,150	\$66,200	\$91,750	\$88,960	\$81,500	\$70,175	\$103,625
11 or More	7	\$64,571	\$75,000	\$45,000	\$78,500	\$64,871	\$75,000	\$45,500	\$78,500
Annual Compliance Budget for the Organization									
Less Than \$100,000	4								
\$100,000 to \$249,999	2								
\$250,000 to \$499,999	5	\$73,920	\$80,000	\$79,000	\$83,200	\$74,380	\$80,800	\$79,000	\$84,700
\$500,000 to \$999,999	0								
\$1 Million or More	9	\$95,483	\$93,000	\$86,000	\$102,850	\$98,050	\$94,600	\$92,000	\$106,850
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less Than 100	34	\$80,128	\$80,000	\$69,850	\$92,000	\$81,934	\$82,000	\$72,094	\$92,750
100-249	10	\$76,440	\$71,700	\$60,000	\$90,000	\$86,250	\$86,550	\$60,225	\$99,250
250-999	16	\$76,793	\$75,500	\$64,250	\$84,918	\$78,012	\$76,750	\$64,250	\$85,000
1,000-1,999	25	\$75,136	\$74,500	\$60,000	\$85,000	\$78,700	\$76,500	\$60,000	\$91,900
2,000-2,999	18	\$85,133	\$83,250	\$80,000	\$90,725	\$87,828	\$86,250	\$80,250	\$92,000
3,000-4,999	16	\$81,406	\$77,000	\$70,875	\$86,250	\$82,938	\$79,500	\$73,125	\$86,250
5,000-7,499	23	\$90,267	\$93,000	\$75,000	\$107,500	\$91,593	\$95,000	\$76,500	\$107,500
7,500-14,999	21	\$87,168	\$85,000	\$71,300	\$96,000	\$88,630	\$85,000	\$71,300	\$100,000
15,000-29,999	15	\$92,933	\$94,000	\$86,000	\$101,500	\$107,727	\$96,000	\$90,300	\$122,000
30,000 or More	19	\$95,777	\$89,000	\$73,750	\$107,425	\$100,199	\$91,000	\$73,750	\$109,425

Manager (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less Than \$5 Million	30	\$75,588	\$70,980	\$60,500	\$91,500	\$77,344	\$70,980	\$60,500	\$92,750
\$5 to \$15 Million	24	\$75,083	\$76,250	\$67,875	\$85,750	\$75,629	\$76,750	\$69,375	\$85,750
\$15 to \$30 Million	22	\$70,755	\$72,000	\$60,000	\$82,750	\$72,268	\$75,000	\$60,225	\$82,750
\$30 to \$100 Million	23	\$77,117	\$80,000	\$65,500	\$84,945	\$78,954	\$81,000	\$65,500	\$86,250
\$100 to \$500 Million	20	\$80,720	\$76,500	\$69,950	\$92,000	\$81,820	\$77,750	\$69,950	\$92,000
\$500 Million to \$1 Billion	18	\$82,769	\$86,000	\$63,750	\$96,000	\$87,103	\$91,950	\$77,500	\$100,000
\$1 to \$3 Billion	20	\$99,152	\$94,500	\$83,000	\$113,250	\$106,247	\$97,250	\$84,575	\$125,750
More Than \$3 Billion	30	\$99,677	\$94,500	\$80,250	\$117,250	\$107,283	\$98,600	\$80,250	\$123,750
Number of Countries the Individual Works in									
1	213	\$83,282	\$81,000	\$69,000	\$95,000	\$86,545	\$83,000	\$70,000	\$97,000
2 to 5	2								
6 to 10	2								
11 or More	1								
Number of Employees in Compliance and Ethics Group									
1 to 5	103	\$76,972	\$75,000	\$65,000	\$87,450	\$80,271	\$78,000	\$65,000	\$90,500
6 to 10	43	\$80,191	\$80,000	\$65,500	\$93,000	\$82,458	\$80,000	\$65,500	\$97,500
11 to 20	38	\$91,803	\$91,300	\$82,000	\$100,600	\$96,089	\$94,650	\$83,000	\$100,950
21 to 50	22	\$91,512	\$88,500	\$72,500	\$105,213	\$94,026	\$90,000	\$74,250	\$106,763
More than 50	12	\$107,458	\$98,750	\$88,750	\$123,750	\$114,500	\$102,500	\$92,000	\$135,875
Number of Years Working in the Compliance Department									
1	22	\$77,636	\$78,500	\$63,000	\$90,250	\$78,068	\$79,500	\$63,000	\$90,250
2	41	\$81,734	\$80,000	\$67,500	\$95,000	\$85,157	\$84,500	\$71,959	\$100,000
3	35	\$75,594	\$74,500	\$68,000	\$83,750	\$79,649	\$75,000	\$68,900	\$85,000
4	10	\$82,560	\$73,500	\$61,750	\$91,200	\$86,440	\$75,750	\$62,425	\$94,225
5	24	\$80,625	\$81,500	\$66,750	\$93,250	\$83,471	\$84,000	\$68,250	\$97,275
6 to 10	50	\$85,404	\$83,600	\$71,254	\$92,000	\$89,104	\$84,795	\$71,254	\$99,750
11 to 15	20	\$95,625	\$93,000	\$83,750	\$101,250	\$98,055	\$94,850	\$84,500	\$103,250
16 or More	13	\$100,538	\$96,000	\$85,000	\$120,000	\$108,808	\$105,000	\$95,000	\$131,000
Type of Organization									
Non-Profit	137	\$83,962	\$82,000	\$70,000	\$95,000	\$86,429	\$84,500	\$70,000	\$97,000
Privately Held	36	\$70,791	\$71,980	\$60,000	\$80,000	\$73,341	\$74,500	\$60,000	\$82,325
Publicly Traded	19	\$90,624	\$86,000	\$79,500	\$103,925	\$96,571	\$94,600	\$80,500	\$106,325
Governmental	5	\$109,993	\$110,000	\$92,000	\$137,000	\$112,833	\$110,000	\$94,700	\$138,500
Academic	15	\$90,903	\$90,000	\$72,650	\$101,500	\$98,376	\$91,100	\$72,650	\$108,000
Other	2								

Manager (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	3								
Certified Compliance and Ethics Professional-International (CCEP-I)	0								
Certified In Healthcare Compliance (CHC)	103	\$89,645	\$86,000	\$75,000	\$100,900	\$93,549	\$89,000	\$76,000	\$105,000
Certified In Healthcare Privacy Compliance (CHPC)	24	\$89,280	\$88,750	\$72,000	\$99,125	\$93,513	\$91,500	\$79,625	\$107,250
Certified Fraud Examiner (CFE)	4								
Certified Internal Auditor (CIA)	2								
Certified Public Accountant (CPA)	2								
No Certifications	58	\$73,660	\$72,500	\$60,750	\$84,668	\$77,430	\$75,750	\$61,500	\$85,000
Highest Level of Education									
Some College	36	\$73,464	\$65,000	\$52,825	\$91,250	\$76,518	\$70,000	\$52,825	\$94,149
Bachelor’s Degree	75	\$81,909	\$80,000	\$69,900	\$92,000	\$85,048	\$80,800	\$70,000	\$95,000
MBA	23	\$90,116	\$85,000	\$76,500	\$102,900	\$93,877	\$85,000	\$77,750	\$106,500
Master’s Degree (non-MBA)	49	\$86,654	\$82,500	\$71,959	\$100,000	\$89,743	\$85,000	\$72,500	\$103,000
JD	29	\$87,621	\$89,000	\$75,000	\$96,500	\$89,559	\$89,000	\$76,000	\$97,000
PhD	6	\$86,667	\$91,000	\$78,750	\$94,250	\$103,417	\$91,250	\$78,875	\$94,250
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	34	\$81,861	\$80,500	\$68,500	\$90,000	\$84,049	\$80,500	\$72,500	\$93,950
4 to 6	76	\$84,270	\$84,500	\$69,100	\$96,197	\$87,007	\$85,000	\$69,600	\$97,899
7 to 9	81	\$84,952	\$84,890	\$71,000	\$99,000	\$89,360	\$86,500	\$74,000	\$103,000
All 10	27	\$77,731	\$75,000	\$65,000	\$82,000	\$81,453	\$79,000	\$66,250	\$83,750
Do You Have A Contract?									
Yes	9	\$86,556	\$88,000	\$60,000	\$108,000	\$87,489	\$88,000	\$60,000	\$108,000
No	209	\$83,199	\$81,000	\$69,800	\$95,000	\$86,699	\$83,000	\$71,000	\$97,000
Geographic Region									
New England	7	\$93,214	\$92,000	\$76,500	\$108,750	\$96,500	\$92,000	\$76,500	\$111,750
Middle Atlantic	19	\$88,016	\$85,000	\$67,900	\$105,000	\$88,647	\$85,000	\$67,900	\$105,000
South Atlantic	29	\$77,409	\$78,000	\$67,000	\$91,000	\$78,271	\$81,000	\$67,500	\$93,000
East North Central	26	\$79,448	\$75,000	\$65,000	\$93,000	\$83,967	\$77,500	\$65,000	\$96,875
East South Central	14	\$78,324	\$75,500	\$71,600	\$86,000	\$81,046	\$77,750	\$72,500	\$92,450
West North Central	14	\$90,264	\$84,945	\$76,000	\$96,375	\$91,371	\$84,945	\$76,500	\$97,125
West South Central	12	\$88,716	\$82,500	\$75,500	\$102,072	\$98,450	\$92,048	\$79,750	\$113,500
Mountain	13	\$68,523	\$68,000	\$47,000	\$80,000	\$69,135	\$74,000	\$47,250	\$80,800
Pacific	31	\$93,209	\$83,200	\$71,000	\$111,000	\$97,438	\$86,500	\$72,000	\$111,000

Assistant/Specialist

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	281	\$66,143	\$65,000	\$53,240	\$76,850	\$67,332	\$65,000	\$54,000	\$77,700
Compliance Responsibilities									
Broad (Wide Range of Compliance-Related Risks)	204	\$64,826	\$63,000	\$52,600	\$76,000	\$66,251	\$63,000	\$53,000	\$76,863
Focused on a Particular Risk Area	77	\$69,630	\$70,000	\$58,000	\$78,000	\$70,196	\$70,000	\$58,000	\$78,000
Risk Areas Focused On									
Privacy	32	\$66,354	\$62,000	\$57,111	\$75,750	\$66,733	\$62,000	\$57,250	\$75,750
IT	1								
Occupational Health and Safety	2								
Other	36	\$72,030	\$71,750	\$57,750	\$78,500	\$72,773	\$72,000	\$60,750	\$78,665
Number of People that Report up Through to Individual									
0	253	\$66,463	\$64,916	\$54,000	\$77,500	\$67,700	\$65,000	\$54,000	\$78,000
1 to 2	20	\$65,593	\$65,000	\$54,250	\$80,000	\$66,625	\$65,000	\$54,688	\$80,000
3 to 5	4								
6 to 10	2								
11 or More	1								
Annual Compliance Budget for the Organization									
Less Than \$100,000	1								
\$100,000 to \$249,999	0								
\$250,000 to \$499,999	4								
\$500,000 to \$999,999	3								
\$1 Million or More	1								
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less Than 100	57	\$63,710	\$60,300	\$54,000	\$75,000	\$64,300	\$60,500	\$54,000	\$75,000
100-249	15	\$61,778	\$61,774	\$53,000	\$76,150	\$62,928	\$62,000	\$53,000	\$79,950
250-999	11	\$48,512	\$52,000	\$39,625	\$54,500	\$49,348	\$52,000	\$39,725	\$57,000
1,000-1,999	26	\$65,163	\$62,500	\$49,700	\$77,250	\$65,346	\$62,500	\$50,000	\$77,250
2,000-2,999	21	\$67,061	\$63,290	\$53,000	\$78,000	\$67,523	\$63,290	\$53,000	\$78,000
3,000-4,999	23	\$66,715	\$65,000	\$57,040	\$73,000	\$66,954	\$65,000	\$57,040	\$73,000
5,000-7,499	28	\$71,401	\$72,000	\$57,680	\$78,000	\$74,910	\$75,000	\$57,755	\$78,750
7,500-14,999	38	\$70,728	\$70,620	\$59,250	\$79,425	\$73,729	\$70,620	\$60,000	\$79,425
15,000-29,999	22	\$67,380	\$67,100	\$55,704	\$75,500	\$67,493	\$67,100	\$55,750	\$75,550
30,000 or More	16	\$73,678	\$75,500	\$60,750	\$83,000	\$75,338	\$75,925	\$62,000	\$83,125

Assistant/Specialist (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less Than \$5 Million	43	\$61,031	\$58,000	\$48,500	\$70,000	\$62,942	\$58,000	\$49,250	\$72,000
\$5 to \$15 Million	34	\$63,376	\$61,827	\$50,810	\$77,825	\$63,750	\$62,027	\$51,748	\$77,825
\$15 to \$30 Million	17	\$55,191	\$53,000	\$40,000	\$62,000	\$55,241	\$53,250	\$40,100	\$62,000
\$30 to \$100 Million	37	\$65,484	\$65,000	\$54,000	\$75,000	\$66,085	\$65,000	\$54,000	\$75,000
\$100 to \$500 Million	27	\$60,885	\$60,000	\$52,500	\$70,000	\$61,411	\$62,000	\$52,500	\$71,000
\$500 Million to \$1 Billion	20	\$71,955	\$68,600	\$55,952	\$81,528	\$72,350	\$68,600	\$55,952	\$83,778
\$1 to \$3 Billion	29	\$72,038	\$71,365	\$61,000	\$77,700	\$76,039	\$72,000	\$62,500	\$77,700
More Than \$3 Billion	22	\$77,169	\$75,500	\$68,250	\$81,501	\$79,855	\$76,000	\$68,250	\$81,501
Number of Countries the Individual Works in									
1	270	\$66,000	\$64,458	\$53,000	\$76,453	\$67,188	\$64,958	\$53,060	\$77,650
2 to 5	6	\$70,142	\$68,925	\$55,750	\$79,963	\$71,558	\$69,675	\$59,875	\$79,963
6 to 10	0								
11 or More	2								
Number of Employees in Compliance and Ethics Group									
1 to 5	115	\$61,088	\$60,000	\$46,505	\$71,000	\$61,575	\$60,000	\$46,580	\$72,000
6 to 10	65	\$70,076	\$71,300	\$55,000	\$80,000	\$71,857	\$71,300	\$55,000	\$80,660
11 to 20	63	\$68,248	\$66,000	\$57,500	\$75,500	\$69,756	\$66,200	\$58,850	\$76,000
21 to 50	28	\$69,031	\$69,000	\$58,704	\$75,750	\$70,210	\$69,750	\$58,834	\$75,750
More than 50	10	\$77,350	\$75,500	\$62,750	\$82,375	\$80,800	\$77,500	\$63,500	\$83,125
Number of Years Working in the Compliance Department									
1	73	\$63,694	\$61,774	\$52,000	\$75,000	\$63,910	\$62,000	\$52,300	\$75,000
2	51	\$60,234	\$60,000	\$52,500	\$68,950	\$60,450	\$60,000	\$52,500	\$68,950
3	35	\$61,951	\$57,000	\$50,250	\$74,500	\$62,940	\$57,600	\$52,500	\$74,600
4	27	\$63,672	\$68,800	\$52,500	\$75,500	\$66,672	\$69,000	\$54,684	\$78,750
5	21	\$67,049	\$62,300	\$56,430	\$78,000	\$67,840	\$62,300	\$56,430	\$78,000
6 to 10	47	\$74,989	\$75,000	\$63,000	\$86,556	\$78,485	\$76,900	\$63,250	\$88,350
11 to 15	21	\$76,976	\$72,000	\$69,000	\$80,000	\$77,500	\$72,000	\$69,250	\$80,000
16 or More	5	\$69,202	\$76,850	\$62,500	\$78,000	\$69,202	\$76,850	\$62,500	\$78,000
Type of Organization									
Non-Profit	189	\$67,274	\$65,000	\$55,000	\$77,500	\$68,307	\$65,000	\$55,952	\$77,700
Privately Held	39	\$59,797	\$55,000	\$42,750	\$70,000	\$62,522	\$55,000	\$42,750	\$74,450
Publicly Traded	17	\$62,918	\$60,000	\$52,000	\$70,000	\$64,062	\$60,000	\$52,000	\$70,000
Governmental	3								
Academic	23	\$70,481	\$71,240	\$56,500	\$81,002	\$70,935	\$71,240	\$58,500	\$81,002
Other	6	\$62,715	\$64,145	\$61,573	\$68,000	\$63,215	\$64,145	\$61,573	\$70,250

Assistant/Specialist (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	2								
Certified Compliance and Ethics Professional-International (CCEP-I)	1								
Certified In Healthcare Compliance (CHC)	98	\$70,269	\$70,000	\$58,000	\$80,000	\$70,858	\$70,250	\$58,060	\$80,000
Certified In Healthcare Privacy Compliance (CHPC)	14	\$71,467	\$73,910	\$60,611	\$81,750	\$71,976	\$75,000	\$61,003	\$81,750
Certified Fraud Examiner (CFE)	2								
Certified Internal Auditor (CIA)	4								
Certified Public Accountant (CPA)	4								
No Certifications	114	\$62,666	\$62,000	\$51,000	\$72,000	\$63,717	\$62,337	\$51,063	\$72,000
Highest Level of Education									
Some College	58	\$62,518	\$61,387	\$53,250	\$70,930	\$63,400	\$62,000	\$53,250	\$70,993
Bachelor’s Degree	124	\$64,492	\$61,390	\$52,000	\$78,000	\$65,862	\$61,940	\$52,000	\$78,000
MBA	19	\$70,144	\$63,000	\$57,500	\$78,250	\$71,944	\$63,000	\$59,500	\$78,250
Master’s Degree (non-MBA)	44	\$72,485	\$71,400	\$64,437	\$80,253	\$72,807	\$71,400	\$64,437	\$81,250
JD	30	\$70,131	\$70,000	\$57,700	\$75,000	\$72,291	\$70,000	\$57,700	\$75,000
PhD	2								
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	73	\$66,234	\$62,000	\$52,000	\$76,604	\$66,830	\$63,000	\$53,000	\$77,000
4 to 6	118	\$65,810	\$63,958	\$53,250	\$78,000	\$66,650	\$63,958	\$53,250	\$78,000
7 to 9	80	\$65,523	\$65,000	\$54,000	\$75,250	\$66,733	\$65,000	\$54,000	\$76,213
All 10	10	\$74,350	\$75,000	\$68,000	\$77,875	\$83,850	\$75,000	\$68,000	\$77,875
Do You Have A Contract?									
Yes	12	\$60,904	\$63,500	\$48,250	\$74,473	\$61,049	\$63,500	\$48,500	\$74,848
No	267	\$66,342	\$65,000	\$53,620	\$76,727	\$67,585	\$65,000	\$54,000	\$77,600
Geographic Region									
New England	14	\$60,159	\$56,215	\$50,500	\$66,000	\$60,302	\$56,715	\$51,250	\$66,000
Middle Atlantic	26	\$70,327	\$75,000	\$52,250	\$79,750	\$74,604	\$75,000	\$52,250	\$79,750
South Atlantic	49	\$63,612	\$62,000	\$52,800	\$72,300	\$64,140	\$62,000	\$52,800	\$75,000
East North Central	46	\$64,348	\$65,000	\$55,500	\$72,740	\$64,888	\$65,000	\$55,513	\$73,115
East South Central	10	\$60,960	\$62,500	\$50,750	\$73,500	\$62,195	\$62,500	\$51,688	\$74,250
West North Central	20	\$57,237	\$57,000	\$47,250	\$66,000	\$57,630	\$59,500	\$47,250	\$66,063
West South Central	17	\$68,210	\$68,800	\$54,080	\$78,000	\$68,225	\$68,800	\$54,080	\$78,000
Mountain	8	\$72,977	\$71,850	\$64,250	\$82,278	\$72,977	\$71,850	\$64,250	\$82,278
Pacific	40	\$71,344	\$67,500	\$57,592	\$85,250	\$74,417	\$72,500	\$57,592	\$87,375

Detailed Results

Detailed Results

		Title/Level		
	All Respondents	Director	Manager	Assistant/ Specialist
Are your compliance responsibilities:				
Responses	656	141	220	287
Broad, covering a range of compliance-related risks	74%	78%	73%	72%
Focused on a particular risk area	26%	21%	26%	28%
If focused, which legal and regulatory risk areas are you primarily focused on?				
Responses	158	29	53	73
Privacy	46%	72%	34%	47%
IT	1%	0%	0%	1%
Occupational health and safety	3%	0%	6%	3%
Other	50%	28%	60%	49%
Percentage indicating the elements of the compliance program that they are primarily involved in:				
Responses	656	141	220	287
Compliance/auditing/monitoring	86%	89%	85%	84%
Compliance education	83%	91%	87%	77%
Compliance investigations	79%	91%	80%	73%
Hot line/anonymous reporting	54%	71%	59%	43%
Reporting to the board	32%	53%	32%	21%
Compliance risk assessments	65%	82%	67%	55%
Compliance discipline/incentives	34%	57%	35%	23%
Code of conduct	45%	68%	50%	31%
Policies and procedures	81%	91%	84%	74%
Measuring program effectiveness	51%	70%	56%	38%
Which of the following best describes your title or level?				
Responses	652	141	220	287
Vice President	1%	0%	0%	0%
Director	22%	100%	0%	0%
Manager	34%	0%	100%	0%
Assistant/Specialist	44%	0%	0%	100%
How many people report up through to you?				
Responses	654	141	219	286
0	66%	38%	54%	91%
1-2	18%	27%	26%	7%
3-5	9%	19%	13%	1%
6-10	5%	12%	5%	1%
11 or more	2%	4%	3%	0%

Detailed Results

		Title/Level		
All Respondents		Director	Manager	Assistant/ Specialist
How much of your company's legal and regulatory risk areas would you estimate the compliance department is responsible for managing?				
Responses	638	139	214	278
0-25%	10%	9%	10%	11%
26%-50%	19%	18%	20%	19%
51%-75%	30%	29%	31%	29%
76%-100%	41%	44%	39%	41%
How many employees, including yourself, are there in the compliance and ethics group you manage?				
Responses	654	140	220	287
1	4%	4%	5%	2%
2 to 5	38%	33%	42%	39%
6 to 10	23%	26%	20%	23%
11 to 15	10%	9%	10%	10%
16 to 20	11%	12%	8%	12%
21 to 30	5%	6%	5%	5%
31 to 40	4%	3%	3%	4%
41 to 50	1%	2%	2%	1%
More than 50	5%	6%	5%	3%
Do you know the budget for your compliance department?				
Responses	653	140	219	286
Yes	12%	25%	11%	6%
No	88%	75%	89%	94%
Annual compliance budget for the organization as a whole:				
Responses	59	29	20	9
Average	\$1,729,068	\$2,253,379	\$988,600	\$766,111
Median	\$750,000	\$1,400,000	\$407,500	\$375,000
25th percentile	\$260,000	\$400,000	\$196,000	\$270,000
75th percentile	\$1,750,000	\$2,000,000	\$1,625,000	\$700,000

Detailed Results

		Title/Level		
All Respondents		Director	Manager	Assistant/ Specialist
Approximately how many employees work in your organization as a whole?				
Responses	648	141	217	282
Less than 100	3%	4%	2%	3%
100 - 249	4%	4%	5%	3%
250 - 499	4%	1%	6%	4%
500 - 999	7%	9%	6%	7%
1,000 - 1,999	9%	11%	11%	7%
2,000 - 2,999	7%	5%	8%	9%
3,000 - 4,999	8%	8%	9%	9%
5,000 - 7,499	12%	11%	10%	14%
7,500 - 9,999	5%	4%	5%	5%
10,000 - 14,999	10%	13%	8%	11%
15,000 - 19,999	6%	5%	5%	6%
20,000 - 29,999	7%	8%	5%	9%
30,000 - 49,999	7%	7%	6%	7%
50,000 - 74,999	3%	5%	4%	2%
75,000 - 99,999	1%	1%	2%	1%
100,000 +	6%	6%	9%	4%
Approximately how many employees work in the portion of your organization that you work in compliance for?				
Responses	591	122	199	263
Less than 100	19%	16%	17%	22%
100 - 249	5%	5%	5%	6%
250 - 499	5%	0%	8%	4%
500 - 999	0%	0%	0%	0%
1,000 - 1,999	12%	16%	13%	11%
2,000 - 2,999	8%	5%	10%	8%
3,000 - 4,999	8%	7%	8%	9%
5,000 - 7,499	11%	10%	12%	11%
7,500 - 9,999	5%	5%	5%	6%
10,000 - 14,999	8%	12%	6%	9%
15,000 - 19,999	4%	5%	4%	4%
20,000 - 29,999	5%	7%	4%	5%
30,000 - 49,999	4%	6%	4%	2%
50,000 - 74,999	3%	2%	4%	2%
75,000 - 99,999	0%	0%	1%	0%
100,000 +	2%	3%	2%	2%
What are the annual revenues of the organization you work for?				
Responses	552	128	190	229
Less than \$5 million	7%	5%	8%	7%
\$5 to \$15 million	14%	9%	13%	18%
\$15 to \$30 million	9%	5%	11%	8%
\$30 to \$50 million	6%	9%	4%	7%
\$50 to \$100 million	6%	4%	9%	5%
\$100 to \$500 million	11%	11%	11%	12%
\$500 million to \$1 billion	10%	13%	11%	7%
\$1 to \$3 billion	16%	23%	12%	15%
More than \$3 billion	21%	21%	22%	20%

Detailed Results

		Title/Level		
All Respondents		Director	Manager	Assistant/ Specialist
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?				
Responses	553	127	188	233
Less than \$5 million	15%	8%	16%	18%
\$5 to \$15 million	13%	9%	13%	15%
\$15 to \$30 million	8%	6%	12%	7%
\$30 to \$50 million	7%	9%	4%	8%
\$50 to \$100 million	8%	5%	9%	8%
\$100 to \$500 million	12%	15%	11%	12%
\$500 million to \$1 billion	10%	11%	10%	9%
\$1 to \$3 billion	15%	24%	11%	12%
More than \$3 billion	13%	14%	16%	10%
For how many countries do you work in compliance?				
Responses	651	139	220	284
1	98%	98%	98%	97%
2 to 5	2%	1%	1%	2%
6 to 10	0%	0%	1%	0%
11 or more	1%	1%	0%	1%
Where do you work?				
Responses	633	135	211	279
United States	100%	100%	100%	100%
North America (outside US)	0%	0%	0%	0%
South America	0%	0%	0%	0%
Europe	0%	0%	0%	0%
Asia	0%	0%	0%	0%
Africa	0%	0%	0%	0%
Australia	0%	0%	0%	0%
How many years have you worked in the compliance department?				
Responses	652	141	217	286
1	16%	7%	10%	26%
2	17%	10%	19%	18%
3	14%	12%	17%	13%
4	7%	4%	5%	9%
5	10%	11%	11%	8%
6 to 10	21%	26%	23%	17%
11 to 15	10%	18%	9%	8%
16 or more	6%	12%	6%	2%
Type of organization:				
Responses	646	139	216	283
Non-profit	64%	56%	64%	68%
Privately held	16%	17%	17%	14%
Publicly traded	9%	14%	9%	6%
Governmental	2%	4%	2%	1%
Academic	8%	8%	7%	8%
Other	1%	1%	1%	2%

Detailed Results

		Title/Level		
	All Respondents	Director	Manager	Assistant/ Specialist
Percentage holding the following certifications:				
Responses	656	141	220	287
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%
Certified Public Accountant (CPA)	2%	3%	1%	1%
Certified Compliance and Ethics Professional (CCEP)	2%	4%	1%	1%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	1%	0%	0%
Certified in Healthcare Compliance (CHC)	43%	55%	47%	34%
Certified in Healthcare Research Compliance (CHRC)	4%	6%	3%	3%
Certified in Healthcare Privacy Compliance (CHPC)	10%	18%	11%	5%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	1%	2%	2%	1%
Certified Internal Auditor (CIA)	1%	1%	1%	1%
Certified Information Privacy Professional (CIPP)	1%	1%	1%	0%
Professional in Human Resources (PHR)	0%	1%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	1%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	1%	0%	1%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	1%	0%
Other	28%	22%	28%	30%
Highest level of education attained:				
Responses	650	140	220	282
Some college	16%	8%	16%	21%
Bachelor's degree	37%	26%	35%	44%
MBA	11%	19%	11%	7%
Master's degree (non-MBA)	20%	25%	22%	16%
JD	14%	20%	13%	11%
PhD	2%	1%	3%	1%
Amount of bonus eligible:				
Responses	631	136	210	278
None	65%	46%	66%	75%
0-10% of salary	22%	22%	25%	21%
11%-20% of salary	10%	25%	8%	4%
21%-30% of salary	2%	7%	0%	0%
31%-40% of salary	0%	1%	1%	0%
41% or more of salary	0%	0%	0%	0%
Do you have a contract?				
Responses	653	140	220	285
Yes	4%	4%	4%	4%
No	96%	96%	96%	96%

Detailed Results

		Title/Level		
All Respondents		Director	Manager	Assistant/ Specialist
If "yes," Do you have a severance clause in your contract?				
Responses	621	131	211	271
Yes	2%	2%	2%	2%
No	98%	98%	98%	98%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
Are your compliance responsibilities:					
Responses	273	149	133	67	32
Broad, covering a range of compliance-related risks	85%	67%	64%	69%	63%
Focused on a particular risk area	15%	32%	36%	30%	38%
If focused, which legal and regulatory risk areas are you primarily focused on?					
Responses	40	44	45	19	10
Privacy	53%	52%	42%	37%	30%
IT	0%	0%	2%	0%	0%
Occupational health and safety	8%	5%	0%	0%	0%
Other	40%	43%	56%	63%	70%
Percentage indicating the elements of the compliance program that they are primarily involved in:					
Responses	273	149	133	67	32
Compliance/auditing/monitoring	87%	87%	84%	79%	84%
Compliance education	87%	81%	92%	66%	63%
Compliance investigations	84%	72%	83%	67%	75%
Hot line/anonymous reporting	59%	48%	56%	46%	41%
Reporting to the board	36%	30%	32%	13%	38%
Compliance risk assessments	65%	62%	74%	49%	69%
Compliance discipline/incentives	34%	31%	39%	27%	47%
Code of conduct	52%	40%	44%	34%	38%
Policies and procedures	87%	79%	80%	66%	69%
Measuring program effectiveness	54%	51%	52%	34%	59%
Which of the following best describes your title or level?					
Responses	273	148	130	67	32
Vice President	0%	1%	0%	1%	3%
Director	19%	24%	22%	22%	28%
Manager	38%	30%	29%	33%	38%
Assistant/Specialist	43%	45%	48%	43%	31%
How many people report up through to you?					
Responses	273	149	131	67	32
0	72%	62%	65%	67%	47%
1-2	18%	21%	15%	15%	22%
3-5	7%	12%	8%	12%	16%
6-10	1%	4%	10%	4%	13%
11 or more	2%	1%	3%	1%	3%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
How much of your company's legal and regulatory risk areas would you estimate the compliance department is responsible for managing?					
Responses	267	146	128	65	30
0-25%	10%	5%	10%	20%	7%
26%-50%	15%	23%	26%	17%	20%
51%-75%	30%	23%	29%	42%	40%
76%-100%	45%	49%	35%	22%	33%
How many employees, including yourself, are there in the compliance and ethics group you manage?					
Responses	273	149	133	67	32
1	9%	0%	0%	0%	0%
2 to 5	91%	0%	0%	0%	0%
6 to 10	0%	100%	0%	0%	0%
11 to 15	0%	0%	47%	0%	0%
16 to 20	0%	0%	53%	0%	0%
21 to 30	0%	0%	0%	52%	0%
31 to 40	0%	0%	0%	34%	0%
41 to 50	0%	0%	0%	13%	0%
More than 50	0%	0%	0%	0%	100%
Do you know the budget for your compliance department?					
Responses	271	149	133	67	31
Yes	13%	8%	14%	12%	16%
No	87%	92%	86%	88%	84%
Annual compliance budget for the organization as a whole:					
Responses	27	10	13	7	2
Average	\$638,704	\$1,200,000	\$1,843,846	\$2,971,429	*
Median	\$270,000	\$1,150,000	\$1,545,000	\$2,500,000	*
25th percentile	\$71,500	\$1,000,000	\$1,500,000	\$1,000,000	*
75th percentile	\$407,500	\$1,700,000	\$2,200,000	\$2,900,000	*

* Insufficient Data

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
Approximately how many employees work in your organization as a whole?					
Responses	269	149	130	66	32
Less than 100	6%	2%	0%	0%	0%
100 - 249	8%	3%	0%	0%	0%
250 - 499	7%	3%	0%	0%	0%
500 - 999	12%	6%	2%	0%	3%
1,000 - 1,999	16%	5%	4%	3%	0%
2,000 - 2,999	10%	9%	5%	3%	0%
3,000 - 4,999	11%	10%	5%	3%	3%
5,000 - 7,499	10%	19%	13%	3%	3%
7,500 - 9,999	4%	3%	8%	6%	3%
10,000 - 14,999	5%	20%	8%	17%	3%
15,000 - 19,999	1%	7%	14%	5%	3%
20,000 - 29,999	3%	4%	22%	9%	0%
30,000 - 49,999	3%	2%	10%	21%	19%
50,000 - 74,999	0%	2%	5%	9%	9%
75,000 - 99,999	1%	1%	0%	5%	6%
100,000 +	3%	3%	3%	17%	47%
Approximately how many employees work in the portion of your organization that you work in compliance for?					
Responses	237	135	124	64	31
Less than 100	24%	13%	15%	23%	16%
100 - 249	8%	4%	2%	0%	13%
250 - 499	7%	4%	1%	2%	6%
500 - 999	0%	0%	0%	0%	0%
1,000 - 1,999	19%	9%	10%	2%	6%
2,000 - 2,999	9%	9%	7%	5%	0%
3,000 - 4,999	12%	11%	5%	0%	0%
5,000 - 7,499	10%	20%	7%	8%	3%
7,500 - 9,999	3%	4%	8%	6%	10%
10,000 - 14,999	3%	16%	9%	13%	3%
15,000 - 19,999	1%	5%	10%	5%	0%
20,000 - 29,999	1%	1%	15%	11%	0%
30,000 - 49,999	1%	1%	6%	14%	6%
50,000 - 74,999	1%	1%	5%	8%	6%
75,000 - 99,999	0%	0%	0%	0%	3%
100,000 +	0%	0%	1%	5%	26%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
What are the annual revenues of the organization you work for?					
Responses	237	121	111	51	31
Less than \$5 million	12%	5%	3%	2%	3%
\$5 to \$15 million	21%	17%	5%	4%	0%
\$15 to \$30 million	12%	12%	3%	0%	0%
\$30 to \$50 million	8%	5%	5%	6%	3%
\$50 to \$100 million	8%	8%	6%	0%	0%
\$100 to \$500 million	14%	11%	10%	10%	0%
\$500 million to \$1 billion	10%	14%	9%	4%	6%
\$1 to \$3 billion	8%	19%	24%	29%	16%
More than \$3 billion	8%	9%	35%	45%	71%
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?					
Responses	235	118	119	51	29
Less than \$5 million	20%	11%	13%	8%	10%
\$5 to \$15 million	18%	16%	4%	6%	7%
\$15 to \$30 million	13%	8%	4%	2%	0%
\$30 to \$50 million	9%	5%	4%	6%	3%
\$50 to \$100 million	9%	8%	6%	2%	7%
\$100 to \$500 million	14%	16%	11%	8%	0%
\$500 million to \$1 billion	8%	12%	13%	8%	7%
\$1 to \$3 billion	6%	19%	22%	29%	14%
More than \$3 billion	3%	4%	23%	31%	52%
For how many countries do you work in compliance?					
Responses	270	149	133	66	32
1	99%	97%	98%	98%	88%
2 to 5	1%	2%	2%	2%	3%
6 to 10	0%	0%	0%	0%	3%
11 or more	0%	1%	0%	0%	6%
Where do you work?					
Responses	265	142	128	65	31
United States	100%	100%	100%	100%	100%
North America (outside US)	0%	0%	0%	0%	0%
South America	0%	0%	0%	0%	0%
Europe	0%	0%	0%	0%	0%
Asia	0%	0%	0%	0%	0%
Africa	0%	0%	0%	0%	0%
Australia	0%	0%	0%	0%	0%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
How many years have you worked in the compliance department?					
Responses	271	147	133	67	32
1	20%	14%	18%	7%	9%
2	18%	16%	15%	18%	13%
3	15%	15%	10%	16%	16%
4	7%	4%	6%	10%	9%
5	10%	10%	8%	12%	6%
6 to 10	18%	25%	20%	22%	22%
11 to 15	8%	11%	14%	9%	19%
16 or more	4%	5%	8%	4%	6%
Type of organization:					
Responses	266	149	131	66	32
Non-profit	64%	70%	66%	55%	50%
Privately held	26%	11%	8%	2%	6%
Publicly traded	4%	5%	8%	23%	38%
Governmental	2%	3%	5%	0%	3%
Academic	2%	9%	11%	20%	3%
Other	2%	1%	2%	2%	0%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
Percentage holding the following certifications:					
Responses	273	149	133	67	32
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	1%	3%	2%	1%	0%
Certified Compliance and Ethics Professional (CCEP)	1%	2%	1%	3%	0%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	1%	0%	0%	0%
Certified in Healthcare Compliance (CHC)	41%	40%	48%	45%	53%
Certified in Healthcare Research Compliance (CHRC)	2%	4%	7%	7%	3%
Certified in Healthcare Privacy Compliance (CHPC)	7%	11%	13%	15%	6%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	1%	1%	1%	3%	3%
Certified Internal Auditor (CIA)	1%	1%	2%	3%	0%
Certified Information Privacy Professional (CIPP)	0%	0%	3%	0%	0%
Professional in Human Resources (PHR)	0%	1%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	0%	1%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	1%	0%	0%	1%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	1%	0%	0%	3%
Other	27%	28%	32%	27%	16%
Highest level of education attained:					
Responses	270	148	131	67	32
Some college	18%	16%	18%	10%	13%
Bachelor's degree	37%	36%	37%	42%	31%
MBA	8%	10%	17%	12%	16%
Master's degree (non-MBA)	22%	21%	16%	22%	16%
JD	13%	16%	11%	13%	22%
PhD	3%	1%	1%	0%	3%
Amount of bonus eligible:					
Responses	262	142	131	63	31
None	74%	68%	63%	51%	26%
0-10% of salary	19%	23%	24%	29%	26%
11%-20% of salary	7%	8%	10%	16%	32%
21%-30% of salary	0%	0%	3%	5%	10%
31%-40% of salary	0%	1%	0%	0%	6%
41% or more of salary	0%	0%	0%	0%	0%

Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
Do you have a contract?					
Responses	272	148	132	67	32
Yes	6%	3%	1%	7%	3%
No	94%	97%	99%	93%	97%
If "yes," Do you have a severance clause in your contract?					
Responses	261	141	129	59	30
Yes	2%	2%	0%	7%	3%
No	98%	98%	100%	93%	97%

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

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