



SOCIETY OF CORPORATE
COMPLIANCE AND ETHICS

2015 Compliance and Ethics Officer Salary Survey



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The Society of Corporate Compliance and Ethics (SCCE)[®] is pleased to be able to provide you with the 2015 Compliance and Ethics Officer Salary Survey report.

As you will see, we have included data on compensation for both the chief compliance and ethics officer as well as for the compliance staff, giving a fuller picture of the compliance profession in one document.

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

The results of this survey are based on data from compliance professionals in many industries and around the world. Ours is a fast-growing profession, and this data reflects its increasing expansiveness and SCCE's commitment to meet our members' needs. We hope you find the data from this survey to be useful.

Sincerely,

A handwritten signature in black ink that reads "Adam Turteltaub". The signature is fluid and cursive, with the first name being the most prominent.

*Adam Turteltaub, CCEP, CHC
Vice President of Membership Development
Society of Corporate Compliance and Ethics*

CONFIDENTIALITY ASSURANCE

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

Cross Industry Chief Compliance Officer Salary Survey

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**Cross Industry
Chief Compliance Officer
Salary Survey**

Introduction

About This Report

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

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

- 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
- Type of Industry
- 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, 647 were selected for this report based on the following criteria:

- The Chief Compliance Officer worked for a non-health care provider
- The Chief Compliance Officer was 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 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.

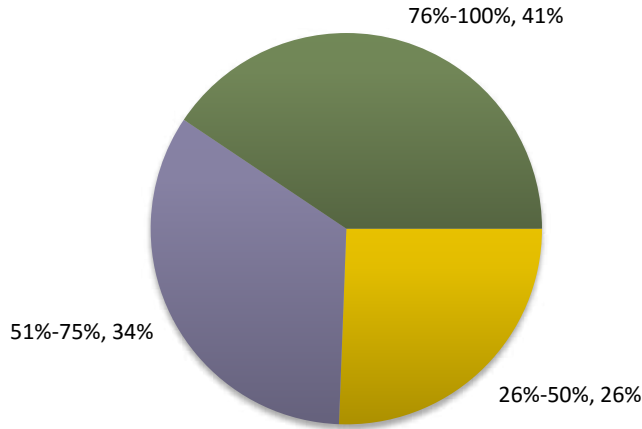
25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

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

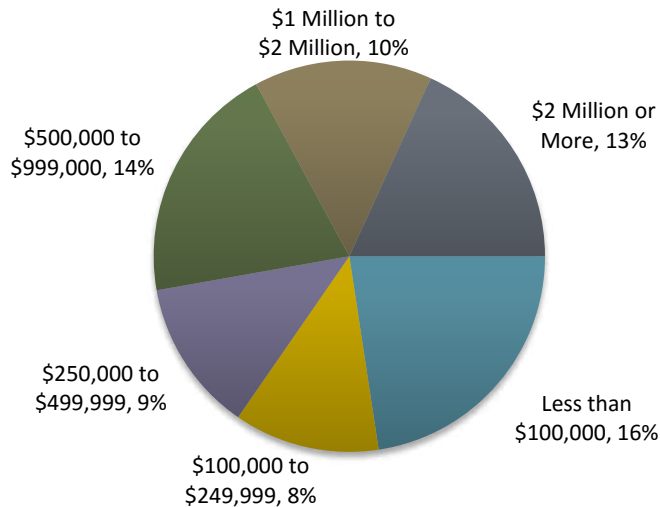
Percentage of Company's Legal and Regulatory Risk That You are Involved in

More than one-third of the respondents indicated they were involved in at least 76% of the company's legal and regulatory risk.



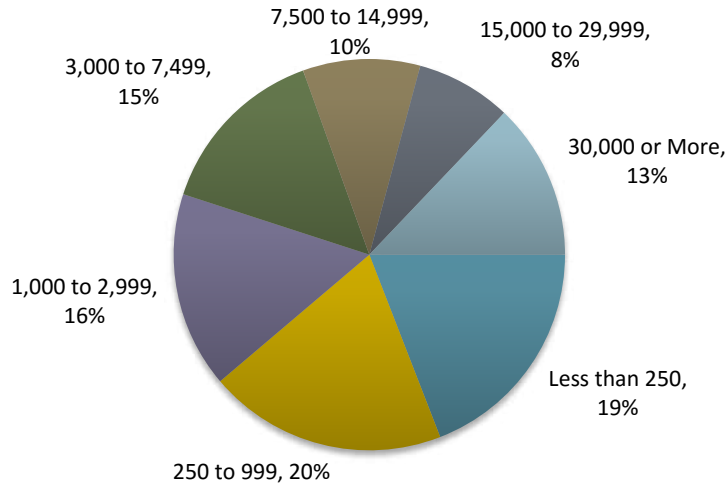
Annual Compliance Budget Managed

The typical compliance officer managed an annual compliance budget of approximately \$500,000. More than 10% of the Chief Compliance Officers reported managing an annual compliance budget of over \$2 million.



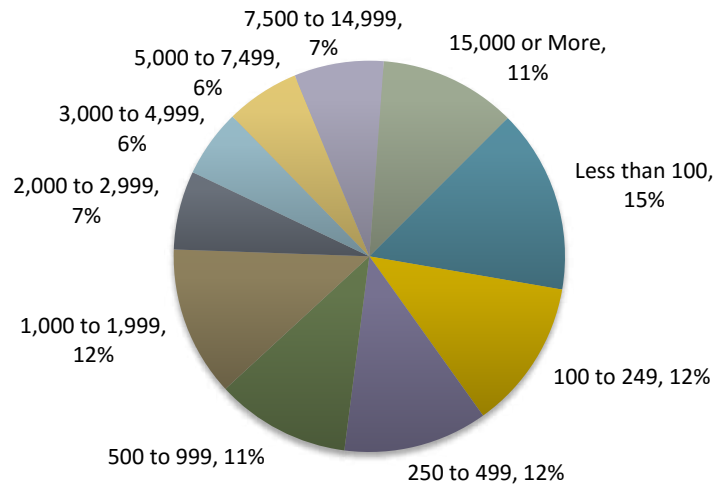
Number of Employees in Organization as a Whole

The size of organizations represented in this study varied greatly. Nineteen percent worked for organizations with less than 250 total employees while 21% worked for companies employing more than 15,000.



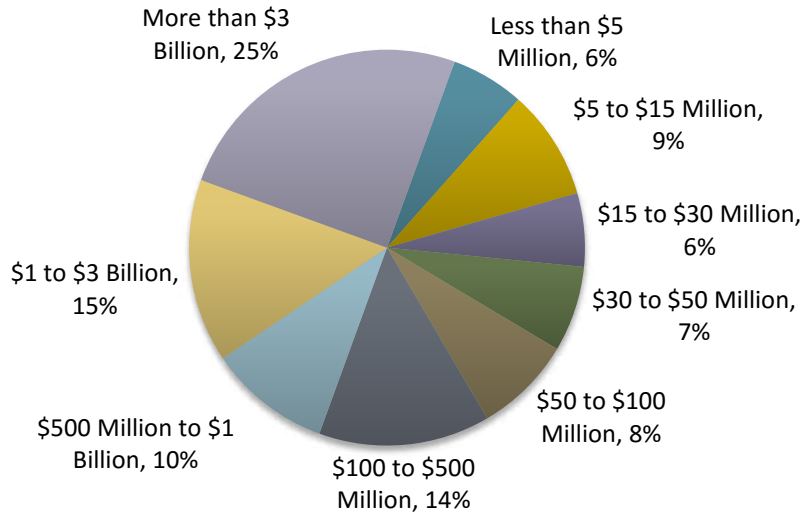
Number of Employees in Organization that CCO Runs Compliance for

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



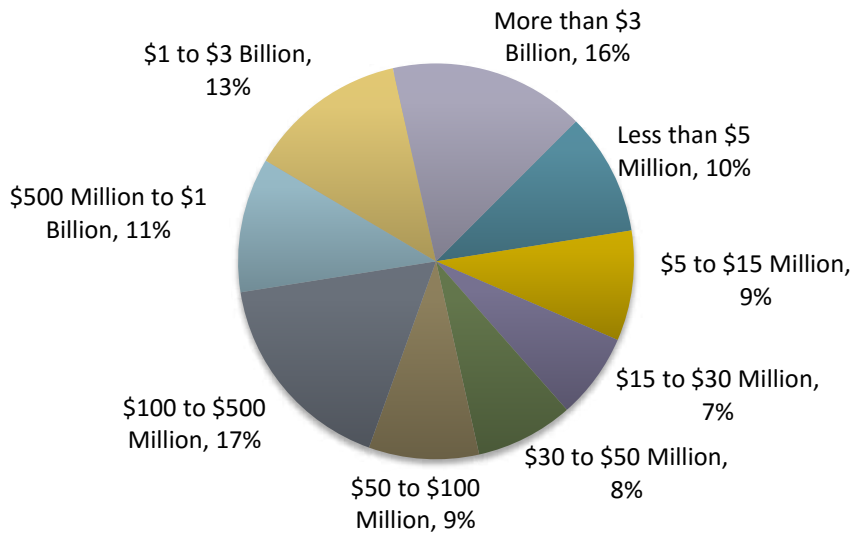
Annual Revenues of the Organization as a Whole

The size of organizations' annual revenue also varied greatly. Nearly a one-third of the respondents reported annual revenue of entire organization of less than \$50 million, while another quarter of the respondents reported annual revenue of over \$3 billion.



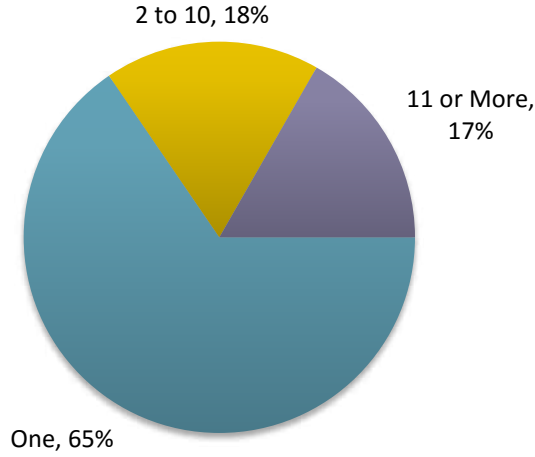
Annual Revenues of the Organization that CCO Runs compliance for

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



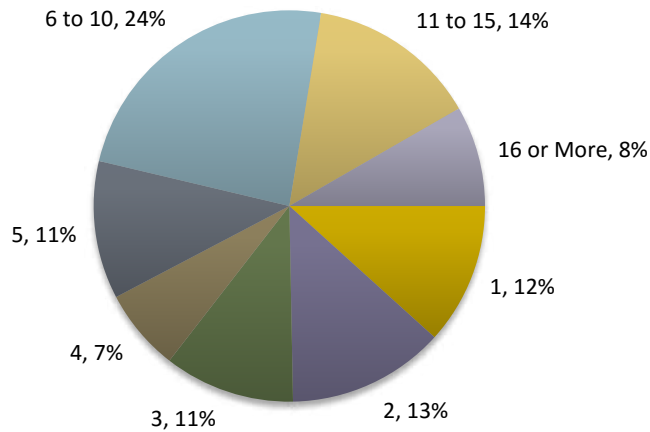
Number of Countries in Which Compliance is Managed

More than one-third of the responding Chief Compliance Officers manage compliance in more than one country.



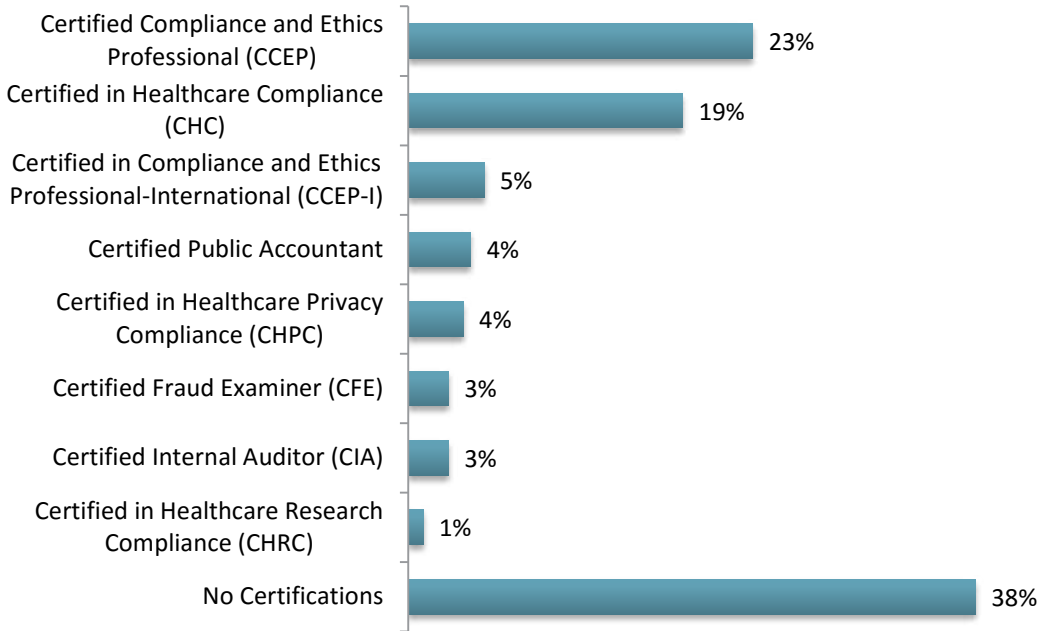
Number of Years Managing the Compliance Department

The typical Chief Compliance Officer has managed their compliance department for five years. Just over 8% have managed the department for 16 or more years.



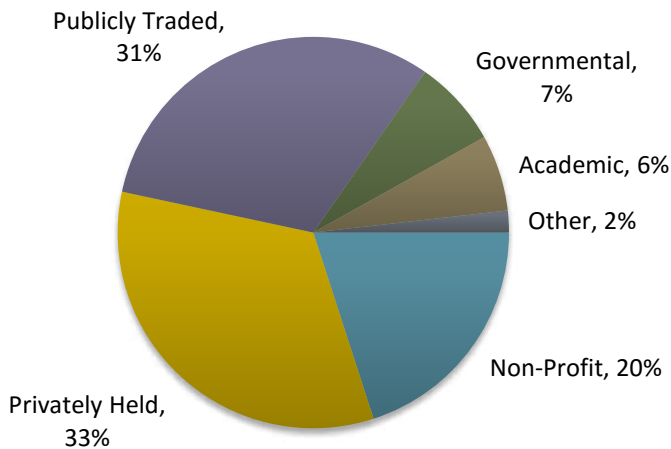
Certifications

Nearly one-quarter of the survey respondents (23%) held a Certified Compliance and Ethics Professional (CCEP) certification. A significant percentage (19%) also held a Certified in Healthcare Compliance (CHC) certification. No other certification reached the 10% level. More than one-third of the respondents reported having no certification.



Type of Organization

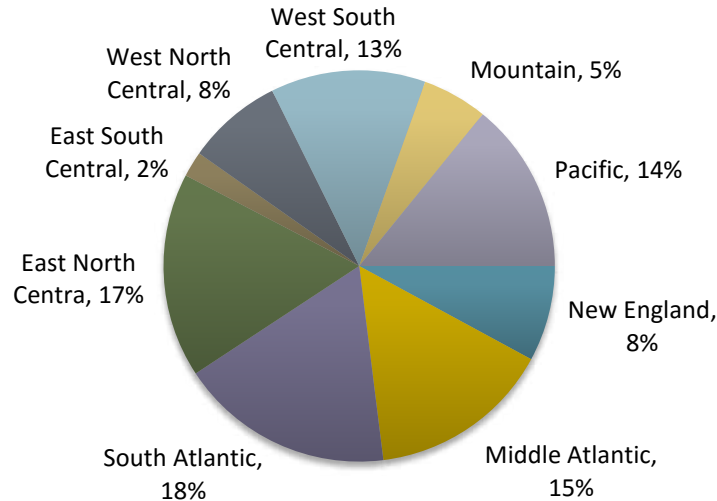
A large percentage of Chief Compliance Officers responding to the survey worked at privately held (33%) or publicly traded (31%) organizations. Twenty percent of the respondents indicated that they worked at a non-profit.



Respondent Profile

Geographic Region

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

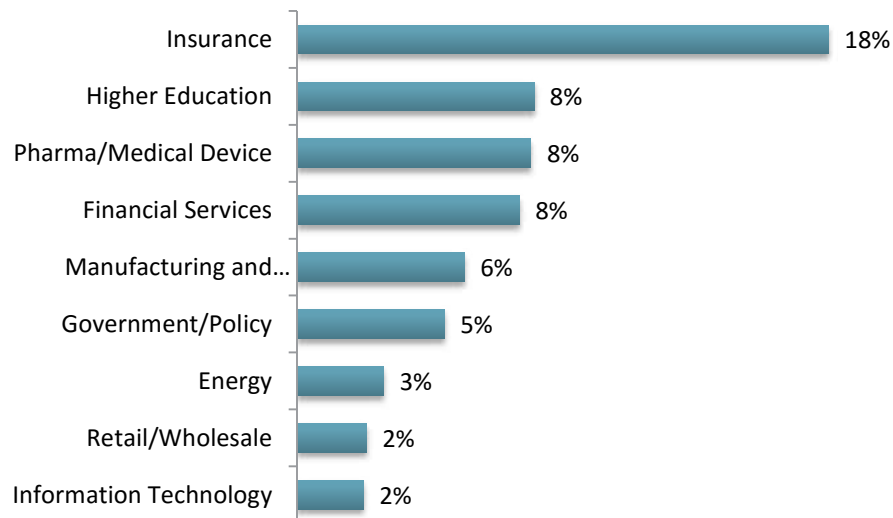
West South Central: TX, OK, AR, LA

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

Pacific: WA, OR, CA, AK, HI

Type of Industry

Insurance was the most represented industry, at 18%. Other well represented industries include higher education, pharma/medical device, and financial services, at 8% each.



NOTE: No other industry represented more than 2% of the sample.

Executive Summary

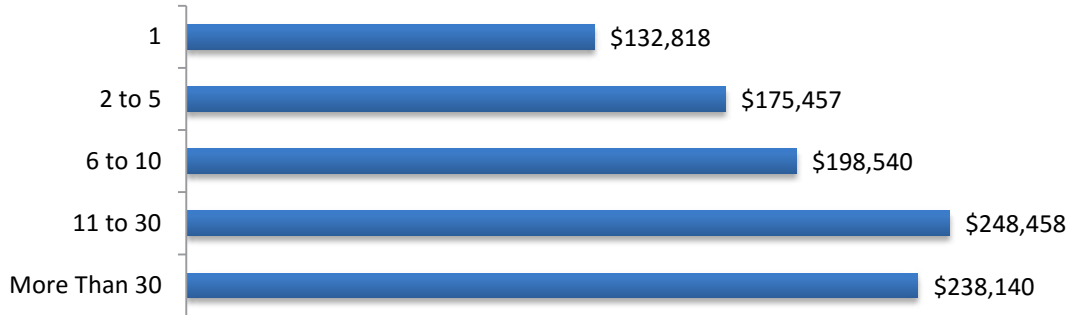
Average Total Compensation+ by Percentage of Company's Legal and Regulatory Risk Areas CCO Involved in

Chief Compliance Officer compensation showed very little correlation to the percentage of the company's legal and regulatory risk areas the CCO is involved in.



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

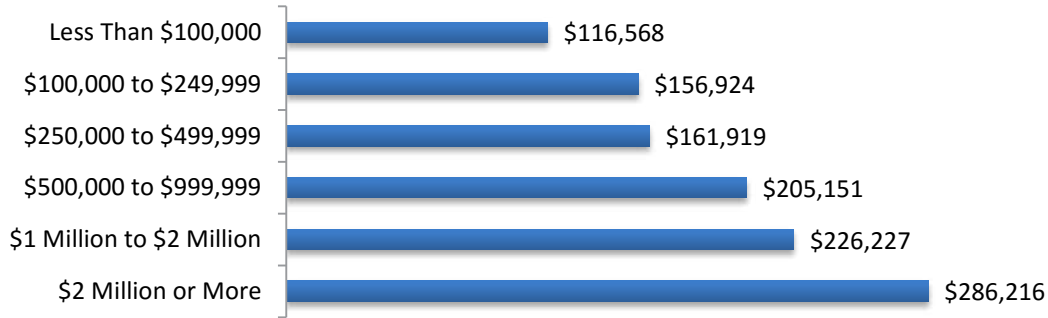
Compensation of Chief Compliance Officers showed a positive correlation to the number of employees in the compliance and ethics group managed. Chief Compliance Officers managing one employee earned average total cash compensation of \$132,818 while those managing more than 30 employees earned \$238,140.



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

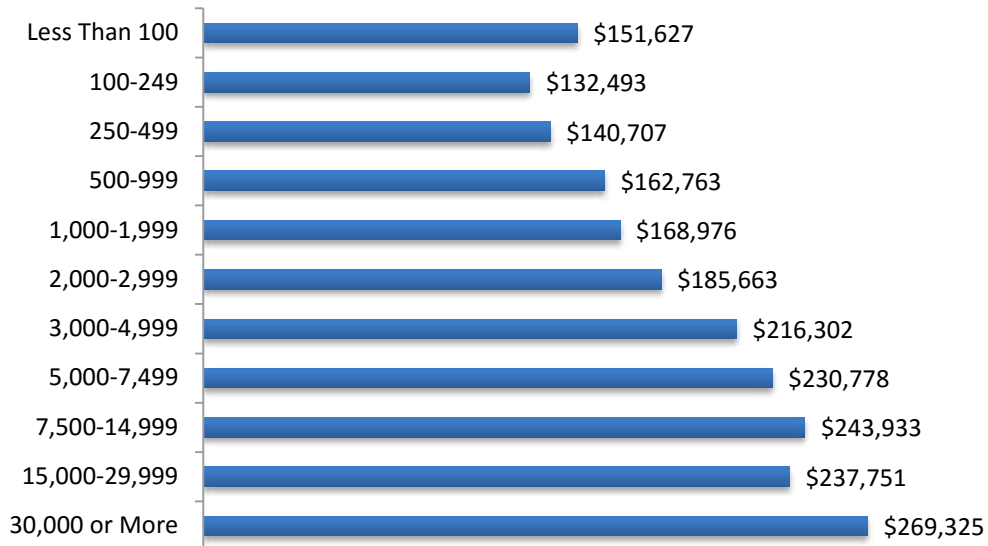
Average Total Compensation by Annual Compliance Budget Managed*

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 \$116,568 while those managing budgets of \$2 million or more earned \$286,216.



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

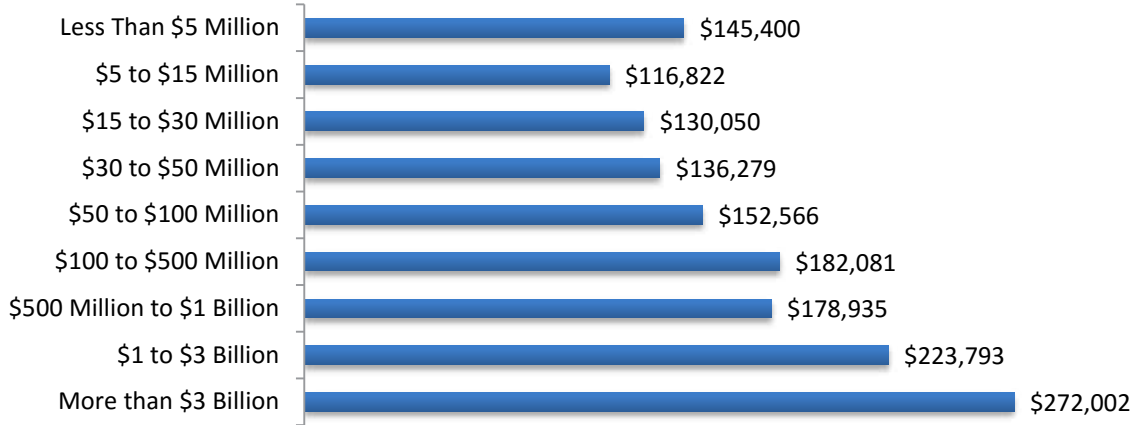
Chief Compliance Officer compensation tended to increase as the size of the organization increased. It should be noted that CCOs at organizations with less than 100 employees may have had a higher executive level position or more than one position, which led to a higher average salary, than those working at organization with 100 to 499 employees.



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

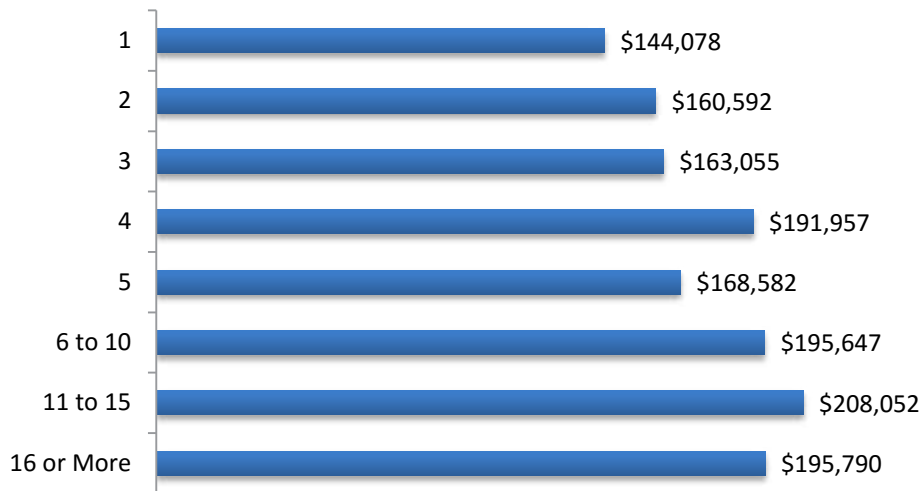
Average Total Compensation+ by Revenue that CCO Runs Compliance for

A correlation existed between CCO compensation and annual revenue of the organizational unit that the CCO was responsible for.



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

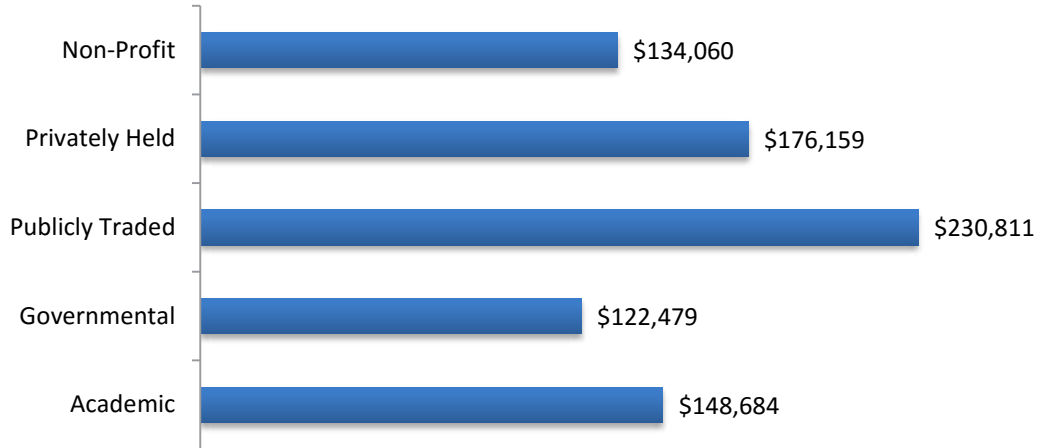
The number of years managing the compliance department tends to make a difference in Chief Compliance Officer compensation. Chief Compliance Officers with one year of experience managing the compliance department earned less than \$144,078 in compensation, on average. Those managing the compliance department for 16 or more years earned an average compensation of \$195,790.



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

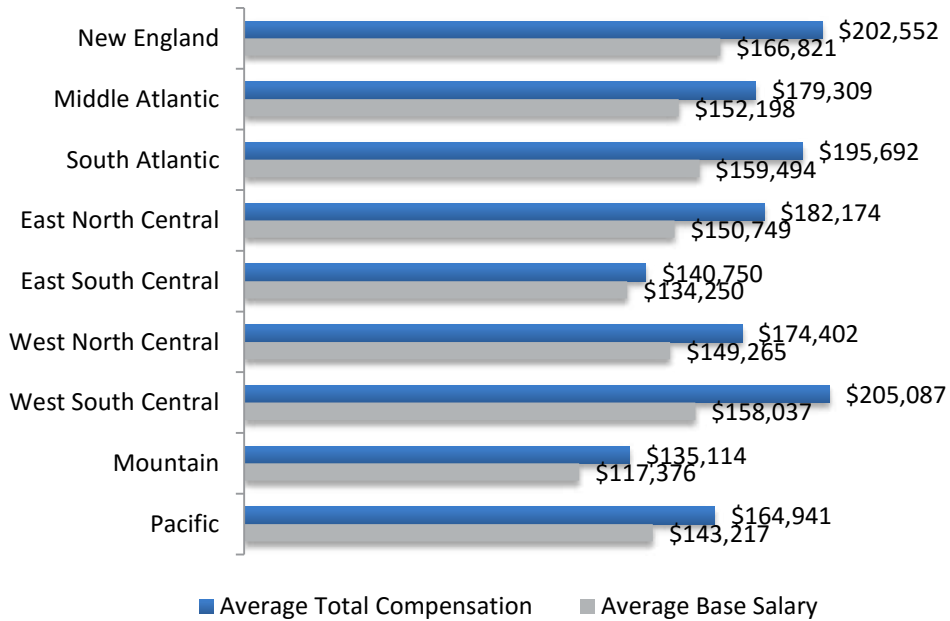
Average Total Compensation* by Type of Organization

Chief Compliance Officers working for publicly traded companies earned the highest average total cash compensation at \$230,811, followed by CCOs working at privately held companies at \$176,159. Those working at governmental organizations earned the lowest average compensation at \$122,479.



Average Total Compensation* and Average Base Salary by Geographic Region

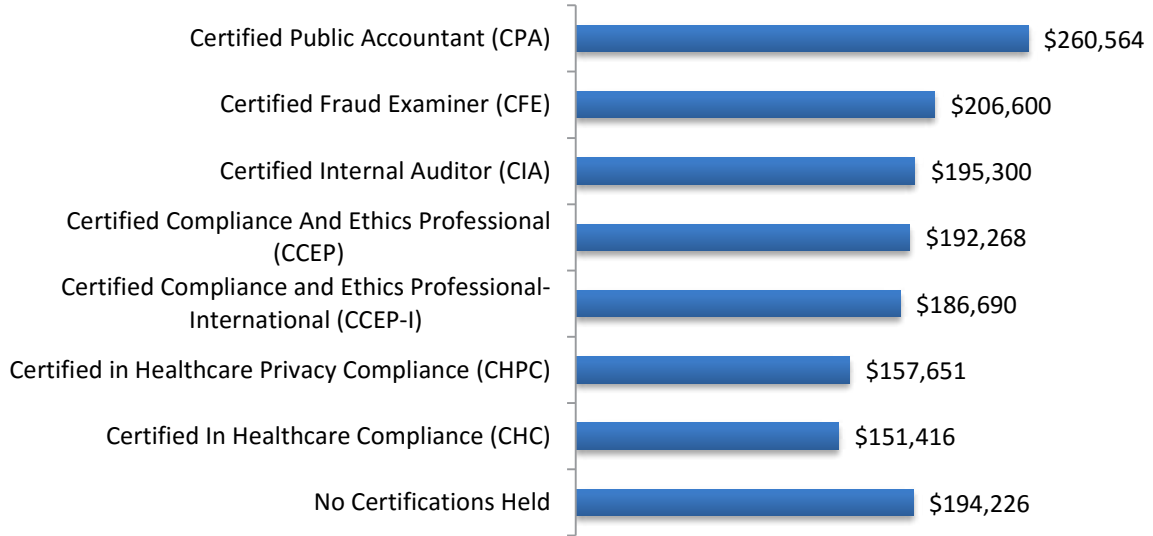
Respondents located in the West South Central and New England regions averaged the highest average total compensation at over \$200,000. The West South Central and New England regions also earned the highest cash bonus compensation. Those located in the Mountain region earned the least, at \$135,114 in total compensation.



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

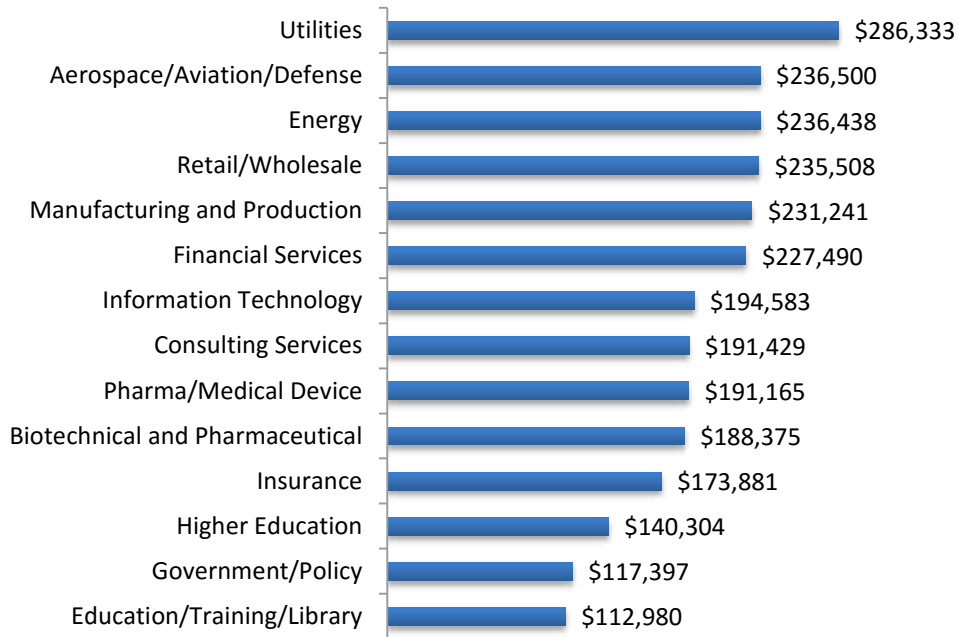
Average Total Compensation+ by Certification

Chief Compliance Officers with a Certified Public Accountant (CPA), Certified Fraud Examiner (CFE) or a Certified Internal Auditor (CIA) certification earned more than those without a certification.



Average Total Compensation+ by Industry

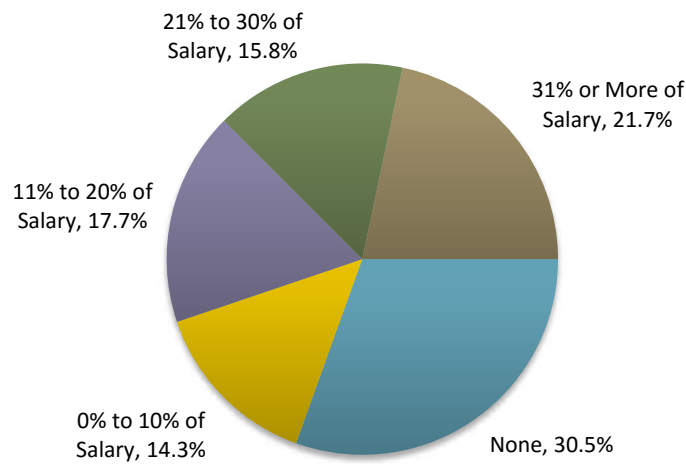
Respondents working in the Utilities, Aerospace/Aviation/Defense, Energy, Retail/Wholesale, Manufacturing/Production and Financial Services earned average total compensation over \$200,000. Those working in Government/Policy and Education/Training/Library earned the lowest average compensation.



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

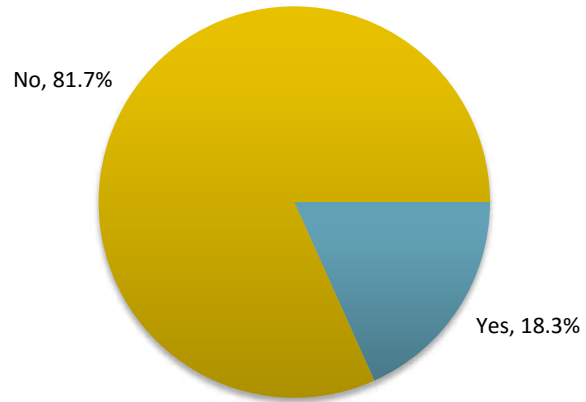
Amount of Bonus Eligible

More than two-thirds (69%) of the responding Chief Compliance Officers are eligible for a bonus. One-third reported being bonus-eligible up to 20% of their salary while 38% reported being bonus eligible for 21% or more of their salary.



Do you have a Contract?

Only 18% of the responding Chief Compliance Officers have a contract.



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	532	\$150,207	\$140,000	\$100,000	\$189,250	\$179,753	\$155,000	\$107,000	\$225,000
Percentage of Company's Legal and Regulatory Risk Areas CCO Involved in									
26%-50%	138	\$151,000	\$145,000	\$110,000	\$185,750	\$176,349	\$165,500	\$117,250	\$225,000
51%-75%	181	\$149,828	\$132,000	\$96,000	\$200,000	\$181,406	\$150,000	\$100,000	\$230,000
76%-100%	213	\$150,015	\$135,000	\$103,000	\$181,500	\$180,554	\$155,000	\$110,000	\$216,000
Certifications									
Certified Public Accountant (CPA)	22	\$188,700	\$185,000	\$127,000	\$242,250	\$260,564	\$210,500	\$140,750	\$348,750
Certified Compliance and Ethics Professional (CCEP)	127	\$158,150	\$150,000	\$108,000	\$200,000	\$192,268	\$172,000	\$124,000	\$225,500
Certified Compliance and Ethics Professional-International (CCEP-I)	26	\$161,346	\$157,500	\$110,000	\$200,000	\$186,690	\$180,500	\$130,000	\$225,000
Certified in Healthcare Compliance (CHC)	101	\$133,651	\$130,000	\$101,702	\$152,000	\$151,416	\$141,000	\$108,000	\$175,000
Certified in Healthcare Privacy Compliance (CHPC)	20	\$142,385	\$135,000	\$117,000	\$150,000	\$157,651	\$153,500	\$125,250	\$175,000
Certified Fraud Examiner (CFE)	15	\$161,933	\$170,000	\$143,000	\$185,000	\$206,600	\$188,000	\$147,500	\$239,500
Certified Internal Auditor (CIA)	15	\$148,533	\$157,000	\$86,000	\$205,000	\$195,300	\$188,000	\$87,250	\$244,500
No Certifications	202	\$160,073	\$150,000	\$100,000	\$200,000	\$194,226	\$165,000	\$106,775	\$254,500
Number of Employees in the Compliance and Ethics Group Managed									
1	127	\$116,166	\$105,000	\$77,500	\$150,000	\$132,818	\$118,000	\$81,416	\$172,500
2 to 5	223	\$147,175	\$134,000	\$108,600	\$175,000	\$175,457	\$150,000	\$113,500	\$219,375
6 to 10	101	\$164,374	\$155,000	\$115,000	\$200,000	\$198,540	\$167,000	\$125,500	\$256,000
11 to 30	48	\$192,240	\$190,000	\$153,750	\$227,500	\$248,458	\$225,000	\$170,000	\$275,000
More Than 30	31	\$202,346	\$200,000	\$122,500	\$250,000	\$238,140	\$240,000	\$135,013	\$307,500
Annual Compliance Budget Managed									
Less Than \$100,000	83	\$104,927	\$99,000	\$70,000	\$130,000	\$116,568	\$106,700	\$72,000	\$140,000
\$100,000 to \$249,999	44	\$129,392	\$119,000	\$96,475	\$150,250	\$156,924	\$132,250	\$102,050	\$208,750
\$250,000 to \$499,999	48	\$144,152	\$143,500	\$108,750	\$170,750	\$161,919	\$160,000	\$114,500	\$185,000
\$500,000 to \$999,999	76	\$162,826	\$159,000	\$130,000	\$192,750	\$205,151	\$190,000	\$140,750	\$241,750
\$1 to \$2 Million	55	\$182,215	\$185,000	\$126,000	\$221,500	\$226,227	\$215,000	\$142,200	\$290,000
\$2 Million or More	64	\$223,375	\$218,500	\$169,500	\$267,500	\$286,216	\$261,000	\$193,250	\$390,000
Number of Employees in Organization									
Less Than 100	51	\$112,450	\$103,000	\$66,500	\$132,000	\$139,235	\$110,000	\$66,500	\$170,000
100-249	49	\$111,589	\$110,000	\$91,000	\$130,000	\$128,307	\$116,000	\$99,200	\$148,000
250-499	55	\$120,138	\$115,000	\$85,000	\$151,000	\$134,915	\$118,000	\$85,000	\$162,000
500-999	49	\$140,194	\$135,000	\$108,000	\$167,000	\$157,515	\$150,000	\$115,000	\$191,600
1,000-1,999	55	\$151,555	\$135,000	\$94,000	\$195,000	\$174,531	\$147,000	\$96,850	\$219,000
2,000-2,999	32	\$147,113	\$139,000	\$106,000	\$185,000	\$176,722	\$160,000	\$112,750	\$242,500
3,000-4,999	37	\$154,935	\$143,500	\$110,000	\$200,000	\$191,564	\$163,500	\$116,000	\$260,070
5,000-7,499	42	\$173,646	\$166,500	\$106,250	\$207,500	\$209,035	\$175,000	\$118,740	\$276,250
7,500-14,999	53	\$182,918	\$175,000	\$131,000	\$222,000	\$216,270	\$195,000	\$145,000	\$256,000
15,000-29,999	42	\$176,646	\$171,500	\$150,000	\$200,000	\$225,796	\$200,000	\$165,250	\$250,000
30,000-74,999	35	\$176,057	\$175,000	\$120,000	\$211,000	\$226,829	\$203,000	\$140,500	\$267,500
75,000 or More	30	\$187,354	\$166,000	\$125,250	\$219,902	\$226,854	\$200,000	\$133,250	\$275,000

Salary Data

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Employees that CCO Runs Compliance for									
Less Than 100	79	\$124,649	\$119,000	\$82,916	\$152,500	\$151,627	\$130,000	\$85,000	\$190,000
100-249	66	\$113,307	\$110,000	\$86,250	\$139,750	\$132,493	\$118,000	\$91,375	\$159,900
250-499	64	\$123,658	\$115,000	\$85,000	\$160,000	\$140,707	\$130,000	\$88,750	\$176,625
500-999	58	\$143,224	\$135,000	\$108,375	\$175,000	\$162,763	\$147,000	\$116,000	\$202,250
1,000-1,999	66	\$143,556	\$133,400	\$98,250	\$181,750	\$168,976	\$145,000	\$98,250	\$219,500
2,000-2,999	35	\$151,491	\$151,000	\$109,000	\$185,000	\$185,663	\$170,000	\$119,500	\$250,000
3,000-4,999	30	\$173,793	\$146,750	\$111,750	\$249,250	\$216,302	\$178,402	\$121,750	\$283,750
5,000-7,499	31	\$185,765	\$175,000	\$127,500	\$210,000	\$230,778	\$184,000	\$130,000	\$302,500
7,500-14,999	40	\$200,517	\$187,500	\$152,750	\$244,750	\$243,933	\$221,000	\$170,500	\$301,363
15,000-29,999	28	\$190,858	\$173,500	\$159,250	\$228,750	\$237,751	\$202,500	\$172,250	\$275,000
30,000 or More	28	\$218,593	\$218,303	\$155,000	\$256,250	\$269,325	\$245,000	\$169,500	\$378,250
Annual Revenues of the Organization									
Less Than \$5 Million	33	\$122,005	\$110,000	\$77,000	\$150,000	\$144,155	\$125,000	\$82,000	\$178,000
\$5 to \$15 Million	48	\$96,769	\$86,250	\$55,000	\$120,000	\$114,629	\$92,850	\$57,450	\$138,500
\$15 to \$30 Million	30	\$109,007	\$92,500	\$66,250	\$135,000	\$122,957	\$98,000	\$66,250	\$139,250
\$30 to \$50 Million	34	\$120,079	\$110,000	\$90,475	\$142,875	\$131,969	\$116,500	\$94,351	\$160,875
\$50 to \$100 Million	43	\$124,703	\$125,000	\$80,916	\$151,500	\$141,936	\$130,000	\$83,916	\$182,500
\$100 to \$500 Million	73	\$149,668	\$135,000	\$120,000	\$175,000	\$177,076	\$150,000	\$125,000	\$210,000
\$500 Million to \$1 Billion	51	\$160,759	\$150,000	\$115,000	\$209,900	\$180,163	\$162,000	\$116,500	\$239,000
\$1 to \$3 Billion	77	\$168,268	\$170,000	\$120,000	\$200,000	\$205,596	\$180,000	\$131,000	\$247,000
More than \$3 Billion	124	\$193,623	\$177,500	\$147,750	\$237,750	\$246,845	\$220,000	\$163,750	\$300,000
Annual Revenues that CCO Runs Compliance for									
Less Than \$5 Million	53	\$122,215	\$106,000	\$74,000	\$150,000	\$145,400	\$115,000	\$78,157	\$178,000
\$5 to \$15 Million	47	\$101,372	\$85,000	\$61,000	\$130,000	\$116,822	\$95,700	\$69,250	\$140,000
\$15 to \$30 Million	34	\$110,947	\$102,500	\$70,500	\$133,000	\$130,050	\$107,350	\$70,500	\$153,000
\$30 to \$50 Million	38	\$121,629	\$118,000	\$100,400	\$148,375	\$136,279	\$136,000	\$103,400	\$160,875
\$50 to \$100 Million	48	\$132,734	\$125,000	\$90,000	\$160,300	\$152,566	\$141,000	\$96,750	\$194,738
\$100 to \$500 Million	83	\$152,349	\$148,600	\$120,000	\$182,500	\$182,081	\$163,000	\$125,000	\$218,375
\$500 Million to \$1 Billion	53	\$157,622	\$150,000	\$116,000	\$200,000	\$178,935	\$170,000	\$120,000	\$229,500
\$1 to \$3 Billion	68	\$178,656	\$178,000	\$138,750	\$201,000	\$223,793	\$189,000	\$150,750	\$262,500
More than \$3 Billion	79	\$213,272	\$200,000	\$157,500	\$254,000	\$272,002	\$256,000	\$193,000	\$337,200
Number of Countries in Which Compliance is Managed									
1	346	\$129,935	\$124,000	\$90,250	\$160,000	\$151,502	\$133,250	\$92,875	\$184,500
2 to 10	95	\$156,600	\$155,000	\$120,000	\$191,000	\$195,942	\$180,000	\$127,000	\$245,000
11 or More	84	\$227,710	\$217,500	\$172,250	\$276,250	\$281,025	\$258,500	\$201,750	\$342,800
Type of Industry									
Aerospace/Aviation/Defense	8	\$211,625	\$200,000	\$183,000	\$200,000	\$236,500	\$220,000	\$195,500	\$248,750
Biotechnical and Pharmaceutical	8	\$160,038	\$145,000	\$132,325	\$158,250	\$188,375	\$162,500	\$146,750	\$187,250
Consulting Services	7	\$165,714	\$150,000	\$145,500	\$171,000	\$191,429	\$175,000	\$166,500	\$212,500
Education/Training/Library	5	\$110,880	\$91,900	\$88,500	\$110,000	\$112,980	\$98,000	\$91,900	\$110,000
Energy	16	\$164,875	\$162,500	\$121,500	\$214,750	\$236,438	\$192,500	\$129,750	\$299,750
Financial Services	34	\$168,424	\$145,500	\$125,250	\$218,750	\$227,490	\$180,000	\$140,875	\$255,250
Government/Policy	27	\$108,378	\$106,000	\$81,000	\$134,500	\$117,397	\$106,000	\$83,500	\$141,000
Higher Education	44	\$139,356	\$133,000	\$102,250	\$173,100	\$140,304	\$133,500	\$102,675	\$174,750
Information Technology	12	\$162,917	\$152,500	\$138,750	\$178,750	\$194,583	\$183,000	\$149,250	\$207,750
Insurance	97	\$144,684	\$134,000	\$110,000	\$161,200	\$173,881	\$145,000	\$115,000	\$192,000
Manufacturing and Production	30	\$178,124	\$180,000	\$108,990	\$225,000	\$231,241	\$208,500	\$144,000	\$269,750
Pharma/Medical Device	43	\$154,821	\$135,000	\$104,500	\$200,000	\$191,165	\$168,000	\$116,500	\$268,500
Retail/Wholesale	13	\$182,431	\$200,000	\$160,000	\$210,000	\$235,508	\$220,000	\$207,000	\$275,000
Utilities	6	\$221,167	\$228,500	\$205,000	\$241,500	\$286,333	\$295,500	\$227,000	\$348,250

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	63	\$129,699	\$120,000	\$83,500	\$164,000	\$144,078	\$124,200	\$89,800	\$182,500
2	69	\$140,174	\$120,000	\$87,000	\$180,000	\$160,592	\$137,000	\$88,000	\$207,000
3	59	\$134,282	\$130,000	\$82,000	\$165,600	\$163,055	\$143,000	\$85,000	\$204,000
4	35	\$167,337	\$160,000	\$104,500	\$205,000	\$191,957	\$172,000	\$115,500	\$233,500
5	60	\$137,892	\$128,400	\$95,750	\$164,000	\$168,582	\$148,500	\$103,201	\$201,750
6 to 10	129	\$160,281	\$149,000	\$114,000	\$200,000	\$195,647	\$165,000	\$125,000	\$240,000
11 to 15	72	\$170,682	\$150,000	\$124,250	\$200,000	\$208,052	\$175,500	\$135,500	\$256,250
16 or More	43	\$156,483	\$150,000	\$118,500	\$196,000	\$195,790	\$173,000	\$123,500	\$244,500
Type of Organization									
Non-Profit	109	\$122,353	\$117,000	\$81,000	\$153,000	\$134,060	\$125,000	\$81,000	\$167,000
Privately Held	174	\$145,357	\$130,000	\$100,000	\$180,000	\$176,159	\$149,450	\$106,175	\$213,750
Publicly Traded	165	\$181,241	\$170,000	\$131,800	\$220,000	\$230,811	\$205,000	\$150,000	\$285,000
Governmental	37	\$116,168	\$105,000	\$70,000	\$139,000	\$122,479	\$105,000	\$70,000	\$143,000
Academic	34	\$147,031	\$156,000	\$98,000	\$182,250	\$148,684	\$156,000	\$101,000	\$182,850
Other	9	\$129,200	\$109,200	\$90,000	\$162,000	\$167,444	\$145,200	\$92,500	\$190,000
Number of Compliance Program Elements the CCO is Involved in									
5 or More Elements	509	\$151,994	\$140,000	\$101,600	\$190,000	\$182,602	\$158,000	\$110,000	\$228,000
6 or More Elements	479	\$153,848	\$141,000	\$103,660	\$194,000	\$185,682	\$162,000	\$114,500	\$233,000
7 or More Elements	436	\$156,547	\$148,800	\$108,900	\$195,000	\$189,662	\$165,000	\$117,830	\$235,750
8 or More Elements	375	\$159,644	\$150,000	\$110,000	\$200,000	\$192,941	\$170,000	\$121,000	\$240,000
9 or More Elements	317	\$161,321	\$150,000	\$112,000	\$200,000	\$195,564	\$170,000	\$122,000	\$250,000
All Elements	212	\$163,677	\$150,000	\$110,000	\$200,750	\$199,880	\$170,000	\$119,750	\$255,250
Geographic Region									
New England	28	\$166,821	\$154,000	\$120,000	\$200,000	\$202,552	\$195,000	\$139,750	\$230,750
Middle Atlantic	58	\$152,198	\$151,500	\$86,250	\$180,000	\$179,309	\$170,000	\$94,375	\$214,500
South Atlantic	69	\$159,494	\$157,000	\$108,000	\$200,000	\$195,692	\$170,000	\$125,000	\$247,000
East North Central	64	\$150,749	\$130,500	\$99,500	\$196,250	\$182,174	\$141,000	\$103,450	\$242,500
East South Central	8	\$134,250	\$133,000	\$109,000	\$168,500	\$140,750	\$141,500	\$109,000	\$174,750
West North Central	31	\$149,265	\$122,000	\$107,100	\$169,000	\$174,402	\$144,000	\$115,000	\$195,000
West South Central	50	\$158,037	\$145,000	\$107,000	\$203,750	\$205,087	\$171,500	\$110,000	\$247,000
Mountain	21	\$117,376	\$110,000	\$91,900	\$150,000	\$135,114	\$123,000	\$98,000	\$181,500
Pacific	54	\$143,217	\$132,900	\$95,250	\$161,500	\$164,941	\$150,000	\$105,275	\$190,450

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 to \$2 Million	\$2 Million or More
Are you the Chief Compliance Officer for:							
Responses	547	86	46	48	76	56	69
Your organization as a whole	68%	66%	74%	71%	62%	75%	72%
A division or operating unit of the organization	32%	34%	26%	29%	38%	25%	28%
Percentage indicating involvement in the following compliance program elements:							
Responses	547	86	46	48	76	56	69
Compliance/auditing/monitoring	89%	88%	85%	92%	88%	91%	88%
Compliance education	95%	95%	93%	90%	97%	96%	99%
Compliance investigations	88%	85%	80%	79%	89%	95%	91%
Hot line/anonymous reporting	74%	62%	70%	83%	78%	86%	80%
Reporting to the board	74%	67%	70%	90%	72%	82%	78%
Compliance risk assessments	92%	90%	89%	90%	92%	93%	96%
Compliance discipline/incentives	64%	55%	65%	52%	67%	77%	77%
Code of conduct	81%	70%	83%	85%	93%	82%	84%
Policies and procedures	96%	99%	93%	92%	95%	96%	99%
Measuring program effectiveness	80%	70%	74%	83%	87%	84%	91%
How much of your company's legal and regulatory risk areas are you responsible for managing?							
Responses	547	86	46	48	76	56	69
0-25%	0%	0%	0%	0%	0%	0%	0%
26%-50%	26%	19%	28%	17%	43%	30%	26%
51%-75%	34%	37%	28%	38%	20%	46%	39%
76%-100%	41%	44%	43%	46%	37%	23%	35%
How many employees, including yourself, are there in the compliance and ethics group you manage?							
Responses	545	85	46	47	76	56	69
1	24%	47%	37%	19%	12%	5%	6%
2 to 5	42%	42%	46%	66%	55%	36%	10%
6 to 10	19%	6%	13%	9%	29%	38%	22%
11 to 15	4%	0%	2%	2%	0%	9%	14%
16 to 20	2%	0%	0%	2%	1%	5%	12%
21 to 30	3%	0%	0%	0%	1%	5%	14%
31 to 40	1%	0%	2%	2%	1%	0%	3%
41 to 50	1%	0%	0%	0%	0%	2%	7%
More than 50	3%	5%	0%	0%	0%	0%	12%
Annual compliance budget managed:							
Responses	381	86	46	48	76	56	69
Average	\$2,267,617	\$24,263	\$146,587	\$306,354	\$615,263	\$1,201,339	\$10,527,428
Median	\$500,000	\$15,000	\$145,000	\$300,000	\$600,000	\$1,000,000	\$3,200,000
25th percentile	\$100,000	\$0	\$100,000	\$250,000	\$500,000	\$1,000,000	\$2,000,000
75th percentile	\$1,000,000	\$50,000	\$200,000	\$350,000	\$732,500	\$1,500,000	\$11,000,000

Detailed Results

	All Respondents	Annual Compliance Budget					\$2 Million or More
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 to \$2 Million	

Approximately how many employees work in your organization as a whole?

Responses	544	85	46	48	76	56	69
Less than 100	10%	20%	17%	8%	5%	0%	1%
100 - 249	9%	15%	13%	13%	8%	0%	1%
250 - 499	10%	16%	9%	15%	7%	9%	1%
500 - 999	10%	9%	9%	4%	13%	9%	10%
1,000 - 1,999	10%	13%	13%	6%	12%	11%	7%
2,000 - 2,999	6%	5%	7%	6%	5%	7%	7%
3,000 - 4,999	7%	2%	7%	6%	4%	9%	9%
5,000 - 7,499	8%	2%	9%	13%	7%	14%	9%
7,500 - 9,999	2%	2%	0%	0%	7%	0%	4%
10,000 - 14,999	8%	5%	2%	15%	12%	5%	16%
15,000 - 19,999	4%	0%	2%	4%	7%	4%	9%
20,000 - 29,999	4%	2%	4%	4%	3%	9%	3%
30,000 - 49,999	4%	2%	2%	4%	4%	7%	4%
50,000 - 74,999	3%	0%	0%	0%	4%	9%	9%
75,000 - 99,999	1%	0%	0%	0%	1%	4%	1%
100,000 +	5%	5%	7%	2%	3%	4%	7%

Approximately how many employees work in the portion of your organization that you run compliance for?

Responses	539	84	46	47	75	56	69
Less than 100	15%	26%	26%	13%	7%	5%	6%
100 - 249	12%	20%	13%	13%	11%	4%	6%
250 - 499	12%	18%	4%	19%	9%	9%	4%
500 - 999	11%	10%	9%	9%	20%	9%	9%
1,000 - 1,999	12%	13%	15%	9%	17%	14%	12%
2,000 - 2,999	6%	2%	13%	6%	5%	7%	9%
3,000 - 4,999	6%	2%	2%	4%	4%	7%	10%
5,000 - 7,499	6%	4%	9%	6%	9%	13%	4%
7,500 - 9,999	2%	2%	0%	0%	3%	2%	3%
10,000 - 14,999	6%	0%	0%	9%	7%	5%	14%
15,000 - 19,999	3%	0%	0%	4%	4%	5%	6%
20,000 - 29,999	2%	1%	2%	4%	1%	4%	3%
30,000 - 49,999	2%	0%	0%	4%	0%	5%	4%
50,000 - 74,999	1%	1%	0%	0%	0%	5%	4%
75,000 - 99,999	1%	0%	2%	0%	0%	4%	1%
100,000 +	2%	0%	4%	0%	3%	2%	4%

What are the annual revenues of the organization you work for?

Responses	528	80	45	46	75	56	69
Less than \$5 million	6%	13%	9%	2%	4%	2%	1%
\$5 to \$15 million	9%	15%	11%	4%	1%	2%	3%
\$15 to \$30 million	6%	13%	2%	4%	4%	2%	1%
\$30 to \$50 million	7%	9%	9%	11%	7%	4%	1%
\$50 to \$100 million	8%	14%	13%	7%	12%	5%	1%
\$100 to \$500 million	14%	13%	18%	22%	17%	9%	16%
\$500 million to \$1 billion	10%	6%	18%	4%	11%	18%	4%
\$1 to \$3 billion	15%	9%	7%	28%	16%	21%	19%
More than \$3 billion	25%	10%	13%	17%	28%	38%	52%

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 to \$2 Million	\$2 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	518	81	46	43	75	55	69
Less than \$5 million	10%	21%	15%	9%	8%	2%	4%
\$5 to \$15 million	9%	14%	11%	5%	1%	2%	4%
\$15 to \$30 million	7%	12%	7%	7%	7%	2%	1%
\$30 to \$50 million	8%	9%	7%	9%	11%	5%	1%
\$50 to \$100 million	9%	16%	15%	9%	9%	5%	4%
\$100 to \$500 million	17%	16%	17%	21%	21%	15%	13%
\$500 million to \$1 billion	11%	5%	17%	5%	16%	22%	6%
\$1 to \$3 billion	13%	2%	7%	26%	12%	22%	16%
More than \$3 billion	16%	5%	4%	9%	15%	25%	49%

For how many countries do you manage compliance?

Responses	540	85	46	47	75	56	69
1	65%	82%	74%	68%	61%	39%	46%
2 to 5	14%	13%	15%	11%	20%	18%	14%
6 to 10	4%	0%	4%	6%	0%	11%	1%
11 or more	17%	5%	7%	15%	19%	32%	38%

Highest level of education attained:

Responses	543	85	46	48	76	56	69
Some college	5%	7%	0%	4%	3%	2%	1%
Bachelor's degree	21%	19%	15%	25%	20%	18%	17%
MBA	13%	11%	15%	17%	18%	13%	9%
Master's degree (non-MBA)	21%	33%	22%	25%	18%	14%	16%
JD	38%	27%	48%	29%	39%	50%	49%
PhD	3%	4%	0%	0%	1%	4%	7%

Where do you work?

Responses	526	82	46	46	75	54	63
United States	88%	83%	87%	87%	92%	89%	89%
North America (outside US)	2%	1%	2%	0%	3%	2%	6%
South America	2%	2%	0%	2%	0%	2%	2%
Europe	3%	2%	0%	7%	4%	4%	2%
Asia	2%	1%	9%	2%	1%	2%	0%
Africa	3%	9%	2%	2%	0%	2%	0%
Australia	0%	1%	0%	0%	0%	0%	2%

Detailed Results

	All Respondents	Annual Compliance Budget					\$2 Million or More
		Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 to \$2 Million	
Percentage holding the following certifications:							
Responses	547	86	46	48	76	56	69
Leading Professional in Ethics & Compliance (LPEC)	1%	1%	2%	0%	1%	4%	4%
Certified Public Accountant (CPA)	4%	5%	0%	2%	5%	7%	7%
Certified Compliance and Ethics Professional (CCEP)	23%	24%	33%	29%	30%	25%	25%
Certified Compliance and Ethics Professional International (CCEP-I)	5%	3%	4%	8%	5%	4%	6%
Certified in Healthcare Compliance (CHC)	18%	17%	20%	21%	25%	16%	14%
Certified in Healthcare Research Compliance (CHRC)	1%	0%	0%	0%	1%	5%	4%
Certified in Healthcare Privacy Compliance (CHPC)	4%	3%	2%	6%	3%	4%	3%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	1%
Certified Fraud Examiner (CFE)	3%	2%	0%	2%	5%	2%	3%
Certified Internal Auditor (CIA)	3%	2%	0%	4%	1%	7%	3%
Certified Information Privacy Professional (CIPP)	2%	0%	2%	0%	3%	7%	3%
Professional in Human Resources (PHR)	1%	0%	2%	0%	0%	0%	1%
Senior Professionals in Human Resources (SPHR)	1%	0%	2%	2%	1%	0%	3%
Health Ethics Trust Certified Compliance Professional (CCP)	1%	1%	2%	0%	0%	0%	1%
Health Ethics Trust Certified Compliance Executive (CCE)	1%	0%	0%	2%	0%	0%	3%
Accredited Healthcare Fraud Investigator (AHFI)	1%	0%	0%	2%	0%	2%	1%
Other	18%	22%	22%	13%	14%	23%	16%

Detailed Results

	Annual Compliance Budget						
	All Respondents	Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 to \$2 Million	\$2 Million or More
Industry:							
Responses	534	84	46	47	76	55	67
Accounting/auditing	0%	0%	0%	0%	0%	0%	1%
Administrative and support services	0%	1%	0%	0%	0%	0%	0%
Advertising/marketing	0%	0%	2%	0%	0%	0%	0%
Public relations	0%	0%	0%	0%	0%	0%	0%
Aerospace/aviation/defense	2%	0%	2%	2%	1%	2%	4%
Agriculture	0%	0%	0%	0%	1%	0%	1%
Airlines	0%	0%	2%	0%	0%	0%	0%
Architectural services	0%	0%	0%	0%	0%	2%	0%
Arts/entertainment/media	1%	0%	0%	4%	1%	0%	0%
Automotive/motor vehicles/parts	1%	1%	0%	2%	0%	2%	0%
Banking	2%	4%	0%	4%	1%	0%	0%
Biotechnical and pharmaceutical	2%	0%	0%	0%	3%	0%	1%
Chemical/polymers/fibers	1%	0%	0%	4%	0%	0%	1%
Computer hardware	0%	0%	0%	0%	1%	0%	0%
Computer services	1%	1%	0%	0%	0%	0%	0%
Computer software	1%	0%	2%	2%	3%	0%	0%
Construction	2%	1%	4%	0%	1%	2%	0%
Consulting services	1%	0%	2%	4%	1%	0%	0%
Consumer products	0%	0%	0%	0%	0%	2%	1%
Customer service/call center	0%	1%	0%	0%	0%	0%	0%
Education/training/library	1%	1%	4%	4%	0%	0%	0%
Electronics	1%	0%	2%	0%	0%	0%	0%
Energy	3%	2%	4%	2%	1%	7%	6%
Engineering	2%	2%	0%	0%	0%	7%	1%
Environmental services	0%	0%	0%	0%	0%	0%	0%
Finance/economics	0%	0%	0%	0%	0%	0%	0%
Financial services	8%	10%	4%	2%	7%	5%	10%
Forest products	0%	0%	0%	0%	0%	0%	0%
Government/policy	5%	10%	0%	2%	8%	2%	3%
Health care provider	0%	0%	0%	0%	0%	0%	0%
Higher education	8%	12%	7%	17%	11%	7%	6%
Hospitality/tourism	0%	0%	0%	0%	0%	0%	0%
Human resources/recruiting	0%	0%	0%	0%	1%	0%	0%
Information technology	2%	2%	4%	0%	1%	4%	3%
Installation/maintenance/repair	0%	0%	0%	0%	0%	0%	0%
Insurance	18%	10%	13%	26%	17%	18%	25%
Internet/e-commerce	0%	0%	2%	0%	0%	0%	0%
Law enforcement/security services	0%	0%	0%	0%	0%	0%	0%
Legal	2%	0%	0%	0%	3%	4%	1%
Manufacturing and production	6%	4%	7%	4%	3%	7%	4%
Military	0%	0%	0%	0%	0%	0%	0%
Mining	0%	0%	0%	0%	0%	0%	1%
Operations management	0%	0%	0%	0%	0%	0%	0%
Personal care and service	1%	2%	0%	0%	0%	0%	0%
Pharma/medical device	8%	12%	11%	2%	12%	7%	4%
Publishing/printing	0%	0%	0%	0%	0%	0%	1%
Purchasing	0%	0%	0%	0%	0%	0%	0%
Real estate/mortgage	1%	0%	0%	0%	5%	0%	1%
Research & development	2%	2%	0%	2%	3%	2%	0%
Restaurant and food service	1%	0%	2%	0%	0%	2%	1%
Retail/wholesale	2%	1%	4%	0%	3%	5%	1%

Detailed Results

	Annual Compliance Budget						
	All Respondents	Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 to \$2 Million	\$2 Million or More
Industry: (continued)							
Science	0%	0%	0%	0%	0%	0%	0%
Sports and recreation/fitness	0%	0%	0%	0%	0%	0%	0%
Supply chain/logistics	1%	0%	0%	0%	1%	2%	0%
Telecommunications	1%	1%	0%	0%	0%	2%	1%
Textiles	0%	0%	0%	2%	0%	0%	0%
Tobacco	0%	0%	0%	2%	0%	0%	0%
Transportation/warehousing	1%	2%	0%	0%	3%	4%	1%
Veterinary services	0%	0%	0%	0%	0%	0%	0%
Utilities	1%	0%	0%	0%	1%	2%	6%
Waste management services	0%	0%	0%	0%	0%	0%	0%
Other	12%	17%	20%	11%	7%	4%	6%

How many years have you managed a compliance department?

Responses	545	85	46	48	75	56	69
1	12%	12%	17%	8%	8%	9%	6%
2	13%	18%	13%	10%	11%	14%	13%
3	11%	14%	17%	15%	11%	9%	4%
4	7%	9%	2%	6%	7%	13%	7%
5	11%	16%	20%	10%	9%	7%	9%
6 to 10	24%	19%	20%	27%	31%	30%	20%
11 to 15	14%	6%	9%	8%	17%	11%	29%
16 or more	8%	6%	2%	15%	7%	7%	12%

Type of organization:

Responses	543	85	45	48	76	56	68
Non-profit	20%	21%	24%	19%	16%	18%	16%
Privately held	33%	42%	42%	35%	32%	36%	18%
Publicly traded	31%	16%	27%	27%	37%	34%	53%
Governmental	7%	12%	2%	2%	9%	4%	6%
Academic	6%	8%	4%	17%	5%	5%	6%
Other	2%	0%	0%	0%	1%	4%	1%

Amount of bonus eligible:

Responses	531	85	46	48	76	54	68
None	31%	51%	28%	31%	22%	26%	7%
0-10% of salary	14%	13%	9%	19%	12%	15%	10%
11%-20% of salary	18%	24%	24%	25%	12%	20%	6%
21%-30% of salary	16%	7%	13%	19%	30%	11%	22%
31%-40% of salary	22%	6%	26%	6%	24%	28%	54%
41% or more of salary	0%	0%	0%	0%	0%	0%	0%

Do you have a contract?

Responses	541	86	46	48	75	54	69
Yes	18%	17%	20%	21%	16%	17%	22%
No	82%	83%	80%	79%	84%	83%	78%

If "yes," Do you have a severance clause in your contract?

Responses	99	15	9	10	12	9	15
Yes	44%	20%	44%	30%	42%	33%	60%
No	45%	67%	44%	70%	25%	67%	33%

Detailed Results

	Annual Compliance Budget					
	All Respondents	Less than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 to \$2 Million

If "yes," what percent of your salary is it equivalent to?

Responses	22	0	2	3	2	2	5
Average	101.8%	*	*	*	*	*	112.0%
Median	100.0%	*	*	*	*	*	100.0%
25th percentile	50.0%	*	*	*	*	*	100.0%
75th percentile	100.0%	*	*	*	*	*	150.0%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 999	1,000 to 2,999	3,000 to 7,499	7,500 to 14,999	15,000 to 29,999	30,000 or More

Are you the Chief Compliance Officer for:

Responses	104	107	88	79	53	43	70
Your organization as a whole	87%	80%	75%	56%	58%	53%	44%
A division or operating unit of the organization	13%	20%	25%	44%	42%	47%	56%

Percentage indicating involvement in the following compliance program elements:

Responses	104	107	88	79	53	43	70
Compliance/auditing/monitoring	88%	93%	89%	87%	87%	86%	89%
Compliance education	96%	94%	95%	94%	94%	93%	97%
Compliance investigations	85%	91%	92%	85%	89%	93%	86%
Hot line/anonymous reporting	58%	78%	78%	75%	83%	77%	81%
Reporting to the board	80%	79%	77%	70%	64%	67%	74%
Compliance risk assessments	88%	91%	94%	90%	96%	91%	96%
Compliance discipline/incentives	57%	64%	65%	59%	66%	74%	69%
Code of conduct	78%	76%	83%	81%	85%	88%	87%
Policies and procedures	98%	93%	98%	94%	96%	93%	100%
Measuring program effectiveness	74%	81%	83%	77%	81%	88%	84%

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

Responses	104	107	88	79	53	43	70
0-25%	0%	0%	0%	0%	0%	0%	0%
26%-50%	12%	21%	33%	30%	32%	26%	36%
51%-75%	32%	36%	32%	44%	34%	35%	26%
76%-100%	57%	44%	35%	25%	34%	40%	39%

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

Responses	102	107	88	79	53	43	70
1	48%	22%	24%	9%	15%	19%	17%
2 to 5	39%	47%	45%	48%	36%	35%	34%
6 to 10	10%	17%	23%	24%	25%	26%	17%
11 to 15	0%	3%	3%	8%	6%	5%	7%
16 to 20	0%	1%	1%	1%	6%	5%	7%
21 to 30	1%	7%	2%	3%	2%	2%	4%
31 to 40	1%	2%	1%	1%	2%	2%	1%
41 to 50	0%	0%	0%	4%	2%	0%	4%
More than 50	1%	3%	0%	3%	8%	7%	7%

Annual compliance budget managed:

Responses	66	72	63	53	45	31	50
Average	\$432,197	\$1,438,229	\$2,496,471	\$3,811,717	\$2,633,644	\$3,015,161	\$3,212,040
Median	\$100,000	\$287,500	\$500,000	\$750,000	\$630,000	\$750,000	\$1,000,000
25th percentile	\$11,250	\$70,000	\$100,000	\$300,000	\$350,000	\$325,000	\$368,750
75th percentile	\$293,750	\$925,000	\$1,000,000	\$1,600,000	\$2,100,000	\$1,750,000	\$2,000,000

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 999	1,000 to 2,999	3,000 to 7,499	7,500 to 14,999	15,000 to 29,999	30,000 or More
Approximately how many employees work in your organization as a whole?							
Responses	104	107	88	79	53	43	70
Less than 100	52%	0%	0%	0%	0%	0%	0%
100 - 249	48%	0%	0%	0%	0%	0%	0%
250 - 499	0%	51%	0%	0%	0%	0%	0%
500 - 999	0%	49%	0%	0%	0%	0%	0%
1,000 - 1,999	0%	0%	64%	0%	0%	0%	0%
2,000 - 2,999	0%	0%	36%	0%	0%	0%	0%
3,000 - 4,999	0%	0%	0%	47%	0%	0%	0%
5,000 - 7,499	0%	0%	0%	53%	0%	0%	0%
7,500 - 9,999	0%	0%	0%	0%	23%	0%	0%
10,000 - 14,999	0%	0%	0%	0%	77%	0%	0%
15,000 - 19,999	0%	0%	0%	0%	0%	47%	0%
20,000 - 29,999	0%	0%	0%	0%	0%	53%	0%
30,000 - 49,999	0%	0%	0%	0%	0%	0%	31%
50,000 - 74,999	0%	0%	0%	0%	0%	0%	24%
75,000 - 99,999	0%	0%	0%	0%	0%	0%	7%
100,000 +	0%	0%	0%	0%	0%	0%	37%

Approximately how many employees work in the portion of your organization that you run compliance for?							
Responses	103	107	86	78	52	43	69
Less than 100	50%	10%	5%	9%	4%	5%	7%
100 - 249	49%	4%	1%	4%	6%	7%	3%
250 - 499	1%	44%	2%	9%	2%	5%	6%
500 - 999	0%	42%	7%	4%	6%	0%	4%
1,000 - 1,999	0%	0%	56%	8%	8%	7%	9%
2,000 - 2,999	0%	0%	28%	4%	10%	2%	3%
3,000 - 4,999	0%	0%	0%	32%	6%	0%	3%
5,000 - 7,499	1%	0%	0%	29%	2%	5%	9%
7,500 - 9,999	0%	0%	0%	0%	13%	2%	1%
10,000 - 14,999	0%	0%	1%	1%	44%	7%	4%
15,000 - 19,999	0%	0%	0%	0%	0%	35%	3%
20,000 - 29,999	0%	0%	0%	0%	0%	26%	1%
30,000 - 49,999	0%	0%	0%	0%	0%	0%	16%
50,000 - 74,999	0%	0%	0%	0%	0%	0%	12%
75,000 - 99,999	0%	0%	0%	0%	0%	0%	6%
100,000 +	0%	0%	0%	0%	0%	0%	13%

What are the annual revenues of the organization you work for?							
Responses	102	102	83	76	52	42	70
Less than \$5 million	15%	12%	2%	0%	2%	5%	1%
\$5 to \$15 million	31%	9%	5%	3%	2%	0%	0%
\$15 to \$30 million	9%	11%	6%	4%	0%	5%	1%
\$30 to \$50 million	16%	10%	5%	5%	2%	0%	1%
\$50 to \$100 million	11%	16%	11%	5%	4%	2%	0%
\$100 to \$500 million	12%	22%	28%	8%	8%	12%	6%
\$500 million to \$1 billion	4%	12%	22%	18%	2%	0%	4%
\$1 to \$3 billion	1%	3%	16%	33%	37%	21%	11%
More than \$3 billion	2%	7%	6%	24%	44%	55%	74%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 999	1,000 to 2,999	3,000 to 7,499	7,500 to 14,999	15,000 to 29,999	30,000 or More

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

Responses	99	104	83	75	50	39	67
Less than \$5 million	21%	17%	5%	1%	6%	8%	4%
\$5 to \$15 million	27%	9%	5%	8%	0%	0%	3%
\$15 to \$30 million	9%	12%	6%	5%	0%	5%	4%
\$30 to \$50 million	14%	9%	5%	7%	4%	3%	6%
\$50 to \$100 million	11%	15%	13%	4%	10%	3%	1%
\$100 to \$500 million	11%	21%	29%	13%	4%	13%	18%
\$500 million to \$1 billion	5%	10%	20%	12%	16%	5%	6%
\$1 to \$3 billion	0%	4%	13%	31%	24%	31%	10%
More than \$3 billion	1%	4%	4%	19%	36%	33%	46%

For how many countries do you manage compliance?

Responses	103	107	86	78	52	42	70
1	85%	83%	69%	54%	42%	45%	46%
2 to 5	12%	9%	13%	21%	15%	12%	23%
6 to 10	1%	1%	2%	6%	6%	7%	6%
11 or more	2%	7%	16%	19%	37%	36%	26%

Highest level of education attained:

Responses	104	106	87	78	53	43	70
Some college	12%	4%	5%	0%	2%	7%	1%
Bachelor's degree	28%	18%	23%	17%	19%	26%	16%
MBA	14%	15%	13%	17%	9%	9%	13%
Master's degree (non-MBA)	20%	32%	21%	21%	13%	9%	17%
JD	26%	28%	38%	41%	53%	49%	47%
PhD	0%	3%	1%	5%	4%	0%	6%

Where do you work?

Responses	102	104	86	73	51	42	66
United States	91%	93%	90%	90%	84%	90%	76%
North America (outside US)	2%	1%	0%	1%	8%	2%	5%
South America	2%	0%	1%	0%	0%	0%	8%
Europe	0%	2%	5%	3%	2%	2%	8%
Asia	1%	1%	2%	3%	4%	2%	2%
Africa	4%	3%	2%	0%	2%	2%	3%
Australia	0%	0%	0%	3%	0%	0%	0%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 999	1,000 to 2,999	3,000 to 7,499	7,500 to 14,999	15,000 to 29,999	30,000 or More
Percentage holding the following certifications:							
Responses	104	107	88	79	53	43	70
Leading Professional in Ethics & Compliance (LPEC)	0%	1%	3%	0%	2%	2%	3%
Certified Public Accountant (CPA)	5%	3%	2%	5%	4%	2%	9%
Certified Compliance and Ethics Professional (CCEP)	13%	22%	24%	25%	28%	35%	26%
Certified Compliance and Ethics Professional International (CCEP-I)	1%	4%	2%	6%	8%	7%	13%
Certified in Healthcare Compliance (CHC)	23%	19%	23%	14%	17%	9%	19%
Certified in Healthcare Research Compliance (CHRC)	2%	0%	0%	1%	2%	2%	4%
Certified in Healthcare Privacy Compliance (CHPC)	7%	2%	6%	3%	2%	2%	3%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	1%
Certified Fraud Examiner (CFE)	1%	4%	2%	1%	4%	2%	6%
Certified Internal Auditor (CIA)	2%	3%	2%	4%	4%	2%	3%
Certified Information Privacy Professional (CIPP)	1%	2%	1%	3%	2%	5%	3%
Professional in Human Resources (PHR)	1%	1%	0%	0%	0%	2%	3%
Senior Professionals in Human Resources (SPHR)	0%	0%	2%	1%	2%	0%	6%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	1%	1%	0%	0%	0%	1%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	1%	0%	0%	3%
Accredited Healthcare Fraud Investigator (AHFI)	0%	2%	0%	0%	0%	0%	1%
Other	25%	21%	18%	9%	21%	16%	17%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 999	1,000 to 2,999	3,000 to 7,499	7,500 to 14,999	15,000 to 29,999	30,000 or More
Industry:							
Responses	100	105	85	77	52	43	70
Accounting/auditing	0%	0%	0%	0%	0%	0%	1%
Administrative and support services	1%	1%	0%	0%	0%	0%	0%
Advertising/marketing	1%	0%	0%	0%	0%	0%	0%
Public relations	0%	0%	0%	0%	0%	0%	0%
Aerospace/aviation/defense	0%	1%	1%	0%	0%	7%	6%
Agriculture	0%	0%	0%	0%	0%	2%	1%
Airlines	1%	0%	0%	0%	0%	0%	0%
Architectural services	0%	1%	0%	0%	0%	0%	0%
Arts/entertainment/media	0%	1%	1%	1%	0%	0%	0%
Automotive/motor vehicles/parts	0%	0%	0%	0%	0%	2%	4%
Banking	4%	3%	2%	0%	0%	0%	0%
Biotechnical and pharmaceutical	1%	3%	0%	1%	0%	5%	0%
Chemical/polymers/fibers	1%	0%	1%	0%	2%	0%	0%
Computer hardware	0%	0%	0%	0%	2%	0%	0%
Computer services	3%	0%	0%	0%	0%	0%	0%
Computer software	1%	3%	1%	0%	0%	0%	1%
Construction	1%	1%	5%	1%	0%	0%	1%
Consulting services	1%	3%	1%	3%	0%	0%	0%
Consumer products	0%	0%	0%	3%	0%	0%	0%
Customer service/call center	1%	0%	0%	0%	0%	0%	0%
Education/training/library	0%	2%	0%	3%	0%	0%	1%
Electronics	0%	1%	0%	1%	0%	0%	1%
Energy	1%	1%	1%	8%	2%	5%	6%
Engineering	0%	1%	0%	1%	2%	2%	6%
Environmental services	0%	0%	0%	0%	0%	0%	0%
Finance/economics	1%	0%	0%	0%	0%	0%	0%
Financial services	18%	9%	2%	1%	12%	7%	1%
Forest products	0%	0%	0%	0%	0%	0%	0%
Government/policy	2%	5%	8%	8%	6%	7%	1%
Health care provider	0%	0%	0%	0%	0%	0%	0%
Higher education	2%	7%	11%	3%	21%	16%	9%
Hospitality/tourism	0%	0%	0%	0%	0%	0%	0%
Human resources/recruiting	0%	0%	0%	1%	0%	0%	0%
Information technology	1%	3%	2%	1%	6%	5%	0%
Installation/maintenance/repair	0%	0%	0%	0%	0%	0%	0%
Insurance	22%	21%	19%	27%	10%	2%	16%
Internet/e-commerce	0%	0%	1%	0%	0%	0%	0%
Law enforcement/security services	0%	0%	0%	0%	0%	0%	0%
Legal	1%	2%	0%	1%	2%	2%	4%
Manufacturing and production	2%	2%	5%	12%	8%	16%	4%
Military	0%	0%	0%	0%	0%	0%	0%
Mining	0%	0%	0%	1%	0%	0%	0%
Operations management	0%	0%	0%	0%	0%	0%	0%
Personal care and service	1%	2%	0%	0%	0%	0%	0%
Pharma/medical device	7%	6%	16%	1%	13%	2%	10%
Publishing/printing	0%	0%	0%	0%	0%	0%	1%
Purchasing	0%	0%	0%	1%	0%	0%	0%
Real estate/mortgage	1%	2%	0%	0%	4%	2%	0%
Research & development	1%	1%	0%	5%	0%	0%	3%
Restaurant and food service	0%	0%	0%	1%	0%	0%	3%
Retail/wholesale	0%	0%	2%	0%	4%	2%	11%
Science	0%	1%	0%	0%	0%	0%	0%

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 999	1,000 to 2,999	3,000 to 7,499	7,500 to 14,999	15,000 to 29,999	30,000 or More
Industry: (continued)	0%	0%	0%	0%	0%	0%	1%
Sports and recreation/fitness	0%	0%	0%	0%	0%	0%	0%
Supply chain/logistics	0%	0%	2%	1%	0%	2%	0%
Telecommunications	0%	1%	2%	0%	0%	0%	1%
Textiles	0%	0%	0%	0%	2%	0%	0%
Tobacco	0%	1%	1%	1%	2%	7%	0%
Transportation/warehousing	0%	0%	0%	0%	0%	0%	0%
Veterinary services	0%	2%	1%	3%	2%	0%	0%
Utilities	0%	0%	0%	0%	0%	0%	0%
Waste management services	24%	16%	12%	8%	2%	5%	3%
Other							
How many years have you managed a compliance department?	102	107	88	79	53	43	70
Responses	17%	11%	7%	14%	9%	12%	10%
1	14%	13%	17%	15%	6%	14%	9%
2	14%	5%	15%	11%	13%	14%	7%
3	4%	7%	10%	6%	9%	2%	9%
4	14%	11%	11%	15%	6%	7%	10%
5	17%	29%	22%	24%	28%	28%	24%
6 to 10	10%	14%	14%	6%	23%	19%	21%
11 to 15	12%	10%	5%	8%	6%	5%	10%
16 or more							
Type of organization:	104	106	88	79	52	43	68
Responses	25%	27%	28%	23%	10%	2%	7%
Non-profit	60%	42%	28%	22%	8%	33%	19%
Privately held	4%	18%	30%	41%	63%	37%	57%
Publicly traded	9%	5%	8%	9%	6%	9%	6%
Governmental	0%	4%	6%	4%	13%	19%	9%
Academic	3%	4%	0%	3%	0%	0%	1%
Other							
Amount of bonus eligible:	102	103	85	76	52	42	68
Responses	37%	38%	29%	29%	27%	26%	18%
None	20%	15%	13%	18%	10%	12%	9%
0-10% of salary	21%	16%	19%	13%	19%	19%	18%
11%-20% of salary	8%	17%	22%	12%	19%	19%	18%
21%-30% of salary	15%	15%	16%	28%	25%	24%	38%
31%-40% of salary	0%	0%	0%	0%	0%	0%	0%
41% or more of salary							
Do you have a contract?	103	107	86	78	53	43	68
Responses	11%	17%	21%	15%	19%	19%	31%
Yes	89%	83%	79%	85%	81%	81%	69%
No							
If "yes," Do you have a severance clause in your contract?	11	18	18	12	10	8	21
Responses	45%	56%	56%	67%	30%	13%	33%
Yes	45%	39%	28%	33%	60%	75%	52%
No							

Detailed Results

	Number of Employees in Organization as a Whole						
	Less than 250	250 to 999	1,000 to 2,999	3,000 to 7,499	7,500 to 14,999	15,000 to 29,999	30,000 or More
If "yes," what percent of your salary is it equivalent to?							
Responses	0	5	6	6	2	0	3
Average	*	92.0%	71.7%	140.0%	*	*	*
Median	*	50.0%	65.0%	125.0%	*	*	*
25th percentile	*	50.0%	50.0%	100.0%	*	*	*
75th percentile	*	100.0%	95.0%	187.5%	*	*	*

Cross Industry Compliance Staff Salary Survey

Introduction

About This Report

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

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

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

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

A minimum of five responses was required to show data.

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

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

Survey Methodology

In June 2015, an email invitation was sent to approximately 27,000 individuals. In total, 1,489 completed online submissions were received by mid-August. Of the 1,489 responses, 831 worked for a non-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.

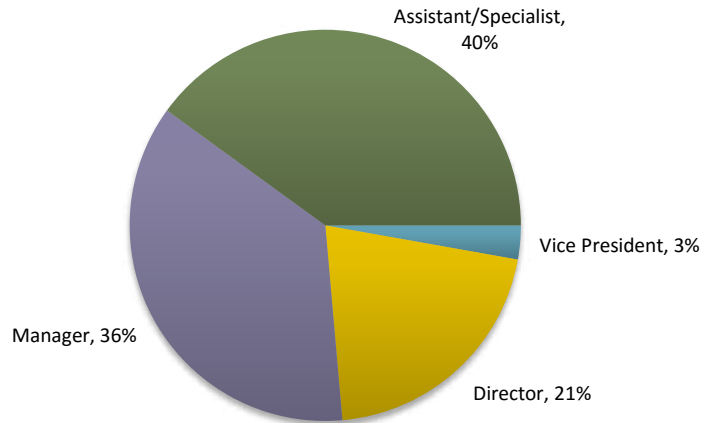
75th Percentile: when responses are ordered from the lowest to highest, the upper quartile is the response 25% from the top. In other words, 25% of the responses are higher than this measure.

Respondent Profile

Respondent Profile

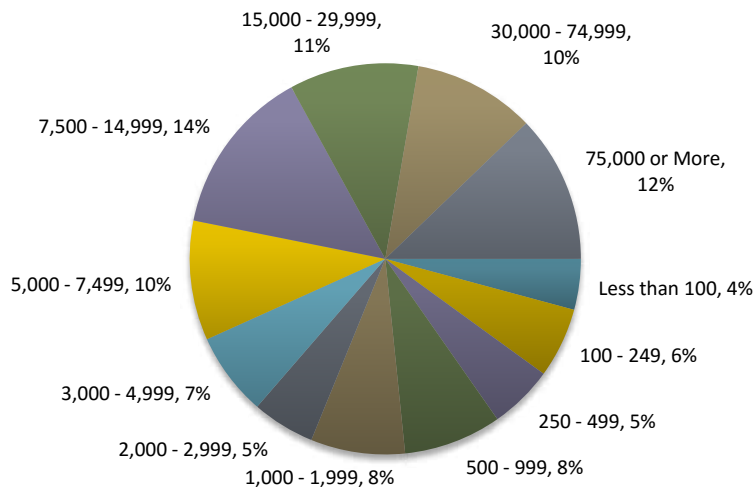
Title/Level

Of the 831 respondents included in this study, more than two-thirds identified themselves as an Assistant/Specialist (40%) or Manager (36%). Directors (21%) also made up a significant percentage of the respondents. The remaining 3% were Vice Presidents.



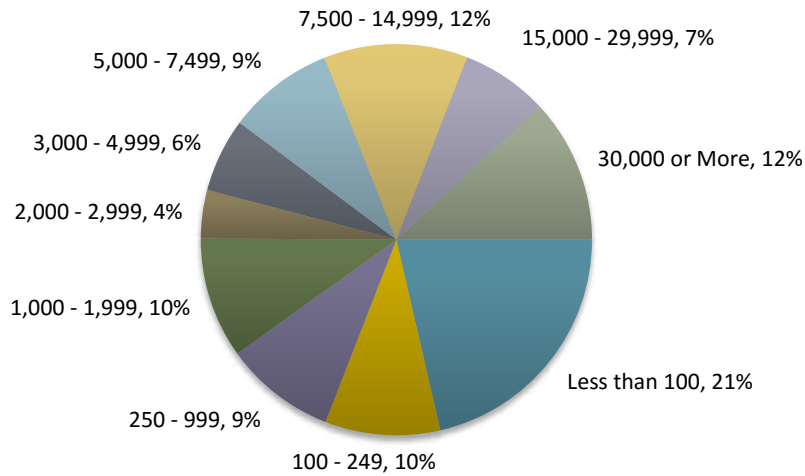
Number of Employees in Organization as a Whole

The size of organizations represented in this study varied greatly. Fifteen percent worked for organizations with less than 500 total employees while 22% worked for companies employing more than 30,000.



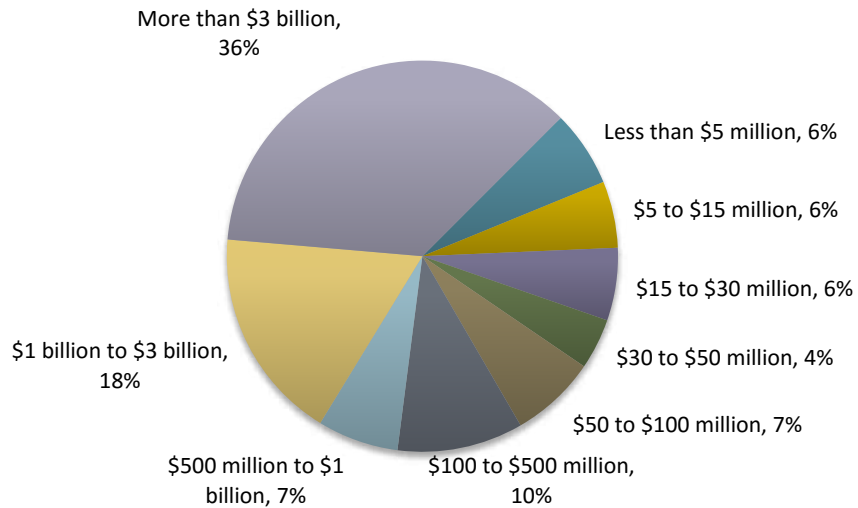
Number of Employees in the Portion of the Organization that the Compliance Program Oversees

The chart below looks at only the number of employees in the portion of the organization that the compliance program oversees. One fifth (21%) of the respondents reported that there were less than 100 employees in the portion of the organization that the compliance program oversees, while another one fifth (19%) reported over 15,000 employees.



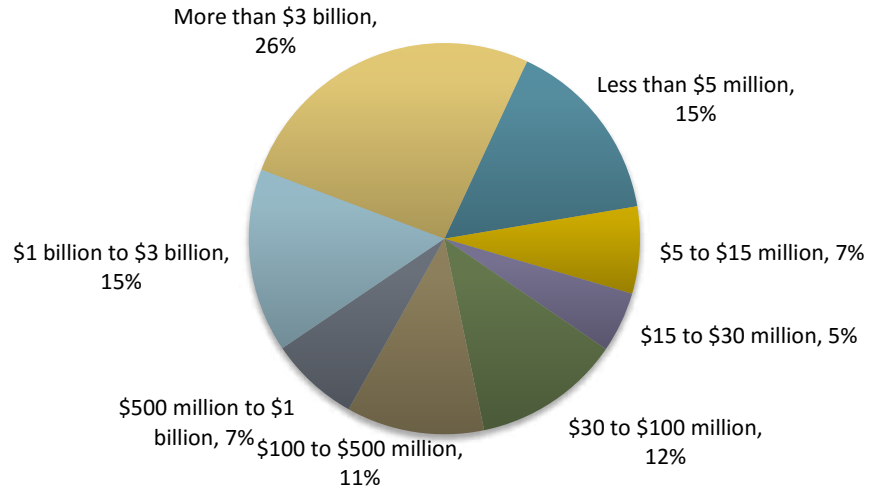
Annual Revenues of the Organization as a Whole

The size of organizations responding by annual revenue also varied greatly. Eighteen percent of the respondents reported annual revenue of entire organization of less than \$30 million, while more than one-third of the respondents reported annual revenue of over \$3 billion.



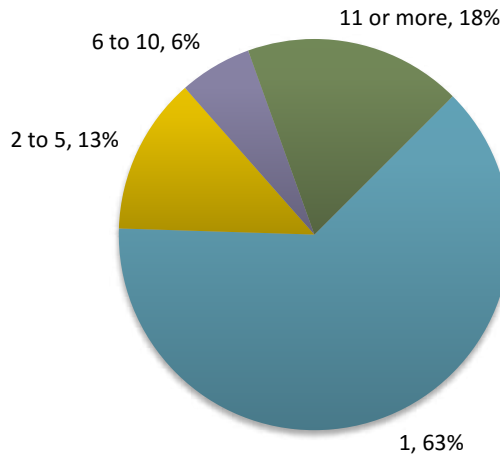
Annual Revenues of the Portion of the Organization that the Compliance Program Oversees

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



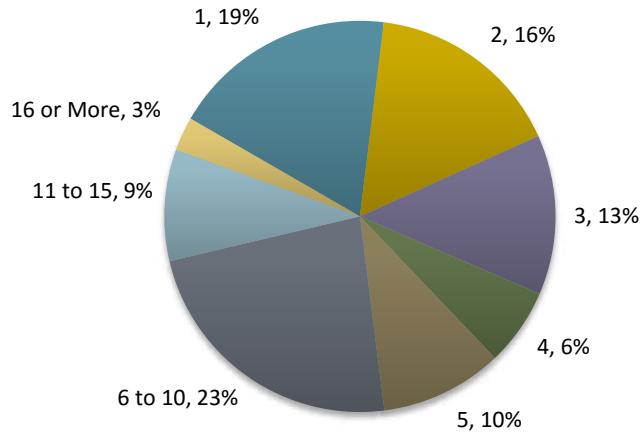
Number of Countries in Which Compliance is Managed

About one-third of the respondents work in compliance in more than one country.



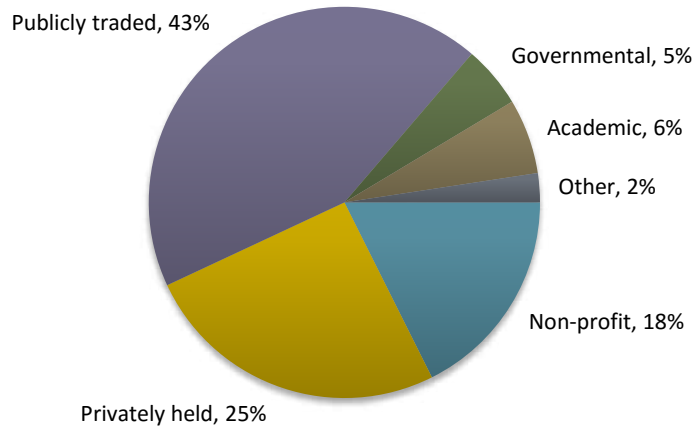
Number of Years in the Compliance Department

The typical respondent has worked in their compliance department for four years. Only 3% have worked in the department for 16 or more years.



Type of Organization

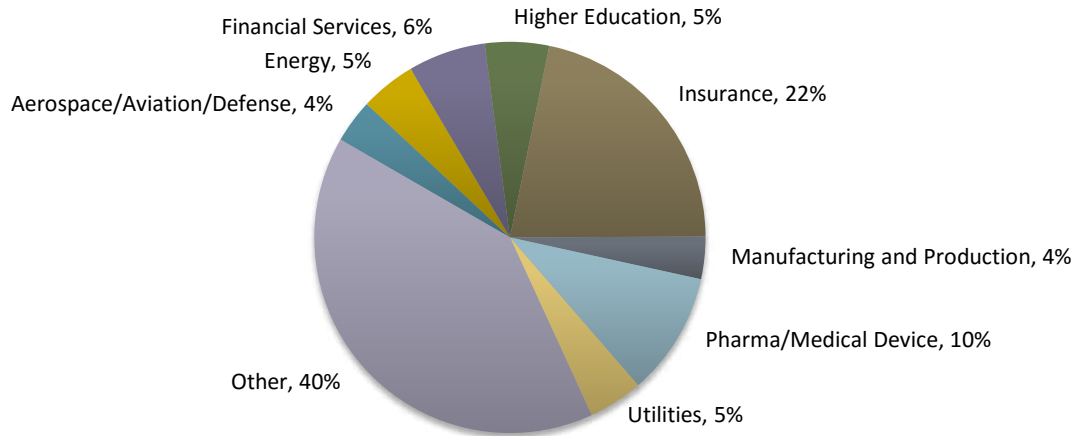
Nearly half (43%) of the respondents worked at publicly traded companies. Privately held and non-profit organizations made up 25% and 18% of the respondents, respectively.



Respondent Profile

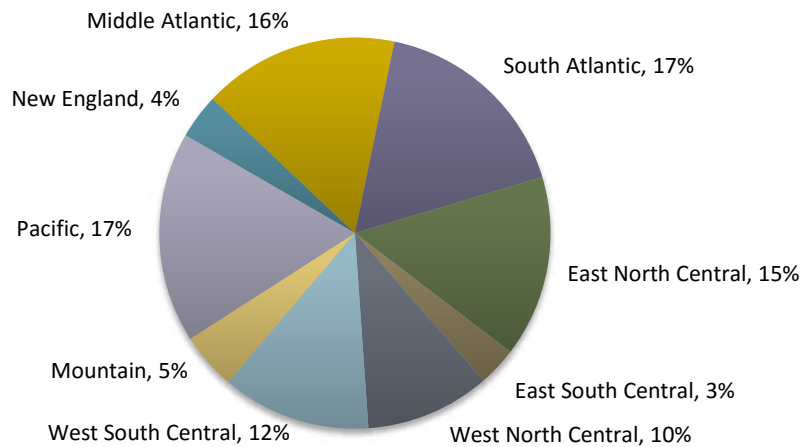
Type of Industry

The most represented industry participating in the survey was insurance (22%), followed by pharma/medical devices (10%), financial services (6%), higher education (5%), energy (5%) and utilities (5%).



Geographic Region

The largest percentage of respondents to the survey were from the Pacific, South Atlantic, Middle Atlantic and East North Central 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

Respondent Profile

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

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

	Vice President	Director	Manager	Assistant/Specialist
Compliance/auditing/monitoring	78%	73%	73%	68%
Compliance education	74%	86%	79%	67%
Compliance investigations	78%	70%	56%	57%
Hot line/anonymous reporting	57%	52%	42%	35%
Reporting to the board	61%	44%	32%	21%
Compliance risk assessments	83%	80%	67%	51%
Compliance discipline/incentives	52%	43%	32%	20%
Code of conduct	52%	62%	53%	42%
Policies and procedures	87%	83%	87%	77%
Measuring program effectiveness	61%	73%	60%	39%

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 Vice Presidents reported that six or more people reported to them, while only 6% of the responding Managers reported six or more people reporting to them.

	Vice President	Director	Manager	Assistant/Specialist
0	26%	29%	53%	88%
1 to 2	22%	29%	27%	7%
3 to 5	17%	22%	14%	3%
6 to 10	22%	13%	4%	0%
11 or more	13%	8%	2%	2%

Respondent Profile

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

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

	Vice President	Director	Manager	Assistant/Specialist
0-25%	5%	20%	18%	17%
26%-50%	32%	17%	21%	21%
51%-75%	36%	33%	29%	27%
76%-100%	27%	31%	33%	36%

Percentage holding the following certifications:

Across all levels, the Certified Compliance and Ethics Professional (CCEP) designation was held by at least one-fifth of all survey respondents, and for most levels was held by at least one-quarter.

	Vice President	Director	Manager	Assistant/Specialist
Certified Public Accountant (CPA)	22%	5%	5%	2%
Certified Compliance and Ethics Professional (CCEP)	26%	28%	28%	22%
Certified Compliance and Ethics Professional International (CCEP-I)	9%	2%	5%	3%
Certified in Healthcare Compliance (CHC)	4%	16%	13%	9%
Certified in Healthcare Research Compliance (CHRC)	0%	2%	1%	1%
Certified in Healthcare Privacy Compliance (CHPC)	4%	3%	2%	1%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	1%	0%	0%
Certified Fraud Examiner (CFE)	0%	6%	3%	3%
Certified Internal Auditor (CIA)	9%	4%	4%	3%
Certified Information Privacy Professional (CIPP)	13%	6%	1%	0%
Professional in Human Resources (PHR)	0%	1%	1%	1%
Senior Professionals in Human Resources (SPHR)	0%	1%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	1%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	1%	0%	0%

Respondent Profile

Highest education level attained

The vast majority of all respondents have at least a bachelor's degree. More than half of vice presidents, directors, and managers have an advanced degree.

	Vice President	Director	Manager	Assistant/ Specialist
Some college	9%	3%	8%	18%
Bachelor's degree	17%	32%	36%	45%
MBA	9%	16%	17%	6%
Master's degree (non-MBA)	9%	20%	21%	18%
JD	57%	26%	17%	13%
PhD	0%	3%	1%	1%

Do you have a contract?

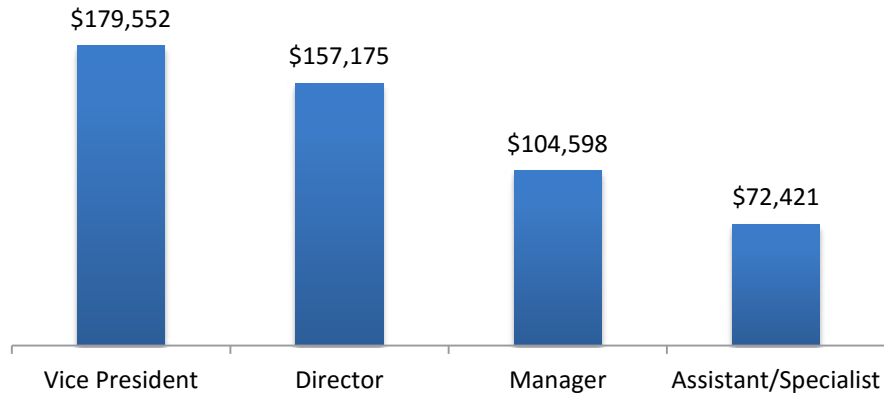
The vast majority of respondents do not have an employment contract.

	Vice President	Director	Manager	Assistant/ Specialist
Yes	4%	12%	16%	13%
No	96%	88%	84%	87%

Executive Summary

Average Total Compensation+ by Title/Level

Average compensation ranged from \$179,552 for Vice Presidents to \$72,421 for Assistant/Specialists.



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

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

	Vice President	Director	Manager	Assistant/Specialist
Less than \$100,000	*	*	*	\$59,889
\$100,000 to \$249,999	*	*	*	*
\$250,000 to \$499,999	*	*	\$99,629	\$66,888
\$500,000 to \$999,999	*	\$182,625	\$109,654	\$78,879
\$1 Million or More	*	\$184,114	\$128,027	\$67,814
*Insufficient Data				

NOTE: Only 13% of the respondents were able to provide the annual compliance budget of their organization.

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

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.

	Vice President	Director	Manager	Assistant/Specialist
Less than \$5 Million	*	\$108,530	\$95,994	\$67,266
\$5 to \$15 Million	*	\$143,657	\$87,049	\$66,428
\$15 to \$30 Million	*	\$98,250	\$73,784	\$60,874
\$30 to \$100 Million	*	\$126,081	\$91,106	\$71,916
\$100 to \$500 Million	\$128,367	\$152,052	\$99,363	\$70,296
\$500 Million to \$1 Billion	*	\$146,375	\$96,961	\$72,974
\$1 Billion to \$3 Billion	*	\$172,410	\$108,559	\$74,072
More than \$3 Billion	\$270,400	\$191,367	\$125,970	\$81,956
*Insufficient Data				

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

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

	Vice President	Director	Manager	Assistant/Specialist
Less than 100	*	\$113,502	\$96,433	\$71,404
100-249	*	\$186,529	\$97,311	\$70,858
250-999	*	\$117,048	\$88,656	\$73,975
1,000-1,999	*	\$145,611	\$110,758	\$68,387
2,000-2,999	*	\$153,571	\$105,140	\$70,445
3,000-4,999	*	\$197,450	\$99,560	\$74,604
5,000-7,499	*	\$171,637	\$113,570	\$71,263
7,500-14,999	*	\$167,191	\$108,454	\$72,409
15,000-29,999	*	\$147,889	\$119,665	\$78,558
30,000 or more	*	\$191,521	\$112,909	\$83,976
*Insufficient Data				

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

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

While there appeared to be a positive correlation between compensation and the number of people that report up through to the individual, the correlation wasn't consistent.

	Vice President	Director	Manager	Assistant/ Specialist
0	\$151,333	\$150,361	\$101,122	\$71,324
1 to 2	\$161,300	\$162,756	\$108,995	\$82,809
3 to 5	*	\$148,995	\$108,250	\$85,500
6 to 10	\$225,200	\$163,110	\$97,992	*
11 or more	*	\$176,577	\$132,000	\$68,871
*Insufficient Data				

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

When looking at type of organization, publicly traded companies paid the highest average compensation. Academic organizations tended to pay the lowest compensation.

	Vice President	Director	Manager	Assistant/ Specialist
Non-Profit	*	\$137,668	\$92,937	\$69,871
Privately Held	\$186,714	\$139,070	\$93,279	\$71,535
Publicly Traded	\$185,708	\$180,956	\$118,795	\$78,164
Governmental	*	\$103,000	\$82,022	\$70,967
Academic	*	\$83,700	\$81,718	\$57,964
*Insufficient Data				

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

Average Total Compensation+ by Title/Level and Certifications Held

Respondents with a certification earned more than those without one. Those with a Certified Compliance and Ethics Professional (CCEP), Certified Fraud Examiner (CFE), Certified Internal Auditor (CIA), and Certified Public Accountant (CPA) designation earned the highest compensation.

	Vice President	Director	Manager	Assistant/Specialist
Certified Compliance and Ethics Professional (CCEP)	\$229,500	\$181,548	\$118,111	\$86,735
Certified Compliance and Ethics Professional-International (CCEP-I)	*	*	\$123,821	\$80,568
Certified In Healthcare Compliance (CHC)	*	\$138,668	\$103,466	\$69,716
Certified In Healthcare Privacy Compliance (CHPC)	*	\$143,500	\$83,333	\$72,200
Certified Fraud Examiner (CFE)	*	\$168,468	\$121,648	\$82,010
Certified Internal Auditor (CIA)	*	\$184,951	\$117,773	\$77,738
Certified Public Accountant (CPA)	\$190,200	\$198,523	\$108,810	\$74,557
No Certifications	\$137,870	\$149,717	\$92,275	\$67,055
*Insufficient Data				

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.

	Vice President	Director	Manager	Assistant/Specialist
1 to 3	\$162,333	\$169,487	\$107,271	\$71,312
4 to 6	*	\$145,518	\$107,335	\$71,761
7 to 9	\$190,429	\$161,558	\$97,966	\$76,004
All 10	\$206,143	\$162,382	\$103,907	\$73,838
*Insufficient Data				

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

Executive Summary

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

All job titles without a contract earned higher compensation than those with one.

	Vice President	Director	Manager	Assistant/Specialist
Has Contract	*	\$134,210	\$100,862	\$68,570
No Contract	\$182,941	\$160,119	\$105,264	\$72,938
*Insufficient Data				

Average Total Compensation by Title/Level and Geographic Region*

Respondents in the Pacific region tended to earn more than those in other parts of the country.

	Vice President	Director	Manager	Assistant/Specialist
New England	*	*	\$105,840	\$66,600
Middle Atlantic	\$155,333	\$117,360	\$115,762	\$68,238
South Atlantic	*	\$153,528	\$110,499	\$66,957
East North Central	\$201,033	\$138,655	\$90,368	\$66,632
East South Central	*	*	\$99,714	\$92,300
West North Central	*	\$153,846	\$102,266	\$73,012
West South Central	*	\$177,487	\$90,577	\$68,636
Mountain	*	*	\$93,500	\$68,959
Pacific	*	\$195,757	\$120,331	\$84,013
*Insufficient Data				

Amount of bonus eligible:

More than half of the respondents indicated that they were bonus eligible. Vice Presidents and Directors reported higher percentage of their salaries as being bonus eligible.

	Vice President	Director	Manager	Assistant/ Specialist
None	0%	17%	27%	40%
0-10% of salary	30%	7%	29%	42%
11%-20% of salary	26%	33%	34%	16%
21%-30% of salary	26%	29%	6%	2%
31%-40% of salary	13%	8%	3%	0%
41% or more of salary	4%	7%	1%	1%

Salary Data

Vice President

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	23	\$155,748	\$158,000	\$112,500	\$187,500	\$179,552	\$175,000	\$120,500	\$222,500
Compliance Responsibilities									
Broad (Wide Range of Compliance-Related Risks)	22	\$153,327	\$156,500	\$111,250	\$180,000	\$173,850	\$175,000	\$117,750	\$213,250
Focused on a Particular Risk Area	1								
Risk Areas Focused On									
Privacy	1								
IT	0								
Occupational Health and Safety	0								
Other	0								
Number of People that Report up Through to Individual									
0	6	\$130,333	\$132,500	\$102,500	\$165,500	\$151,333	\$145,000	\$107,500	\$205,750
1 to 2	5	\$148,400	\$177,000	\$105,000	\$180,000	\$161,300	\$180,000	\$115,000	\$186,000
3 to 5	4								
6 to 10	5	\$183,800	\$209,000	\$135,000	\$220,000	\$225,200	\$257,000	\$148,000	\$290,000
11 or More	3								
Annual Compliance Budget for the Organization									
Less Than \$100,000	0								
\$100,000 to \$249,999	0								
\$250,000 to \$499,999	0								
\$500,000 to \$999,999	2								
\$1 Million or More	4								
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less Than 100	2								
100-249	3								
250-999	2								
1,000-1,999	4								
2,000-2,999	0								
3,000-4,999	0								
5,000-7,499	3								
7,500-14,999	2								
15,000-29,999	2								
30,000 or More	4								
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less Than \$5 Million	0								
\$5 to \$15 Million	0								
\$15 to \$30 Million	1								
\$30 to \$100 Million	4								
\$100 to \$500 Million	6	\$118,700	\$120,000	\$105,000	\$139,650	\$128,367	\$131,500	\$107,500	\$155,500
\$500 Million to \$1 Billion	1								
\$1 to \$3 Billion	4								
More Than \$3 Billion	5	\$209,800	\$220,000	\$209,000	\$225,000	\$270,400	\$290,000	\$257,000	\$305,000

Vice President (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Countries the Individual Works in									
1	9	\$125,244	\$110,000	\$100,000	\$158,000	\$135,744	\$115,000	\$105,000	\$176,200
2 to 5	6	\$170,333	\$156,000	\$131,250	\$213,000	\$197,833	\$167,000	\$145,750	\$239,250
6 to 10	4								
11 or More	4								
Type of Industry									
Aerospace/Aviation/ Defense	0								
Energy	0								
Financial Services	6	\$137,367	\$125,600	\$106,250	\$153,800	\$162,950	\$136,500	\$115,000	\$171,650
Higher Education	0								
Insurance	6	\$132,833	\$132,500	\$118,750	\$160,500	\$155,333	\$146,500	\$130,750	\$199,000
Manufacturing and Production	1								
Pharma/Medical Device	1								
Utilities	0								
Number of Years Working in the Compliance Department									
1	2								
2	3								
3	3								
4	1								
5	3								
6 to 10	5	\$148,800	\$130,000	\$115,000	\$205,000	\$173,900	\$145,000	\$126,000	\$205,000
11 to 15	4								
16 or More	2								
Type of Organization									
Non-Profit	2								
Privately Held	7	\$161,714	\$177,000	\$125,000	\$187,500	\$186,714	\$180,000	\$137,000	\$211,500
Publicly Traded	13	\$158,477	\$158,000	\$110,000	\$205,000	\$185,708	\$176,200	\$115,000	\$229,000
Governmental	0								
Academic	0								
Other	1								
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	6	\$191,667	\$200,000	\$180,000	\$216,250	\$229,500	\$221,000	\$182,500	\$276,750
Certified Compliance and Ethics Professional-International (CCEP-I)	2								
Certified In Healthcare Compliance (CHC)	1								
Certified In Healthcare Privacy Compliance (CHPC)	1								
Certified Fraud Examiner (CFE)	0								
Certified Internal Auditor (CIA)	2								
Certified Public Accountant (CPA)	5	\$162,200	\$169,000	\$155,000	\$177,000	\$190,200	\$186,000	\$175,000	\$216,000
No Certifications	10	\$129,720	\$110,000	\$101,250	\$153,800	\$137,870	\$120,500	\$105,000	\$171,650
Highest Level of Education									
Some College	2								
Bachelor's Degree	4								
MBA	2								
Master's Degree (non-MBA)	2								
JD	13	\$167,077	\$175,000	\$115,000	\$209,000	\$194,962	\$175,000	\$126,000	\$257,000
PhD	0								

Vice President (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	6	\$154,667	\$166,500	\$122,000	\$178,750	\$162,333	\$166,500	\$125,750	\$197,500
4 to 6	3								
7 to 9	7	\$158,857	\$180,000	\$120,000	\$202,000	\$190,429	\$180,000	\$126,500	\$263,500
All 10	7	\$173,000	\$169,000	\$142,500	\$201,000	\$206,143	\$186,000	\$160,000	\$243,000
Do You Have A Contract?									
Yes	1								
No	22	\$158,055	\$163,500	\$118,750	\$191,250	\$182,941	\$175,600	\$130,750	\$225,750

Director

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	169	\$132,268	\$130,000	\$106,000	\$160,000	\$157,175	\$152,000	\$114,000	\$193,000
Compliance Responsibilities									
Broad (Wide Range of Compliance-Related Risks)	142	\$133,351	\$131,000	\$107,250	\$164,727	\$159,492	\$153,750	\$114,000	\$201,500
Focused on a Particular Risk Area	27	\$126,574	\$120,000	\$104,000	\$143,000	\$144,992	\$145,000	\$114,000	\$172,890
Risk Areas Focused On									
Privacy	3								
IT	3								
Occupational Health and Safety	1								
Other	15	\$127,667	\$120,000	\$106,250	\$136,250	\$148,667	\$131,000	\$115,250	\$175,000
Number of People that Report up Through to Individual									
0	49	\$129,326	\$119,000	\$104,000	\$160,000	\$150,361	\$132,600	\$107,000	\$184,000
1 to 2	48	\$136,525	\$137,500	\$104,250	\$165,775	\$162,756	\$165,000	\$114,000	\$205,250
3 to 5	38	\$124,734	\$128,750	\$102,250	\$149,837	\$148,995	\$146,377	\$102,250	\$186,500
6 to 10	21	\$140,633	\$131,300	\$124,000	\$155,000	\$163,110	\$155,000	\$128,000	\$177,100
11 or More	13	\$136,154	\$132,000	\$120,000	\$179,000	\$176,577	\$165,000	\$136,000	\$205,500
Annual Compliance Budget for the Organization									
Less Than \$100,000	2								
\$100,000 to \$249,999	4								
\$250,000 to \$499,999	2								
\$500,000 to \$999,999	8	\$146,736	\$139,145	\$127,375	\$171,575	\$182,625	\$172,895	\$140,000	\$235,655
\$1 Million or More	22	\$141,750	\$139,500	\$120,000	\$165,000	\$184,114	\$168,000	\$133,750	\$205,375
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less Than 100	29	\$104,234	\$107,000	\$84,000	\$124,000	\$113,502	\$113,299	\$84,000	\$137,000
100-249	8	\$155,404	\$165,391	\$123,363	\$184,250	\$186,529	\$204,500	\$123,363	\$234,250
250-999	8	\$101,013	\$108,300	\$83,750	\$116,625	\$117,048	\$117,000	\$88,000	\$142,145
1,000-1,999	14	\$123,329	\$127,500	\$102,750	\$148,250	\$145,611	\$152,500	\$106,500	\$178,750
2,000-2,999	7	\$132,714	\$130,000	\$117,000	\$149,500	\$153,571	\$145,000	\$126,000	\$169,500
3,000-4,999	10	\$168,200	\$160,000	\$144,750	\$199,500	\$197,450	\$187,500	\$167,000	\$208,875
5,000-7,499	18	\$142,240	\$146,159	\$106,250	\$176,500	\$171,637	\$167,659	\$121,250	\$215,000
7,500-14,999	23	\$135,300	\$130,000	\$109,500	\$165,000	\$167,191	\$165,000	\$122,500	\$190,645
15,000-29,999	9	\$132,333	\$135,000	\$120,000	\$156,000	\$147,889	\$151,000	\$136,000	\$165,000
30,000 or More	28	\$151,207	\$140,000	\$127,500	\$179,250	\$191,521	\$171,050	\$137,375	\$245,000
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less Than \$5 Million	15	\$101,590	\$107,000	\$77,500	\$123,500	\$108,530	\$107,000	\$77,500	\$124,000
\$5 to \$15 Million	8	\$126,813	\$124,500	\$120,000	\$146,250	\$143,657	\$147,877	\$120,750	\$172,750
\$15 to \$30 Million	6	\$92,667	\$79,000	\$63,250	\$107,500	\$98,250	\$79,100	\$63,300	\$107,500
\$30 to \$100 Million	17	\$106,611	\$100,000	\$87,000	\$112,600	\$126,081	\$113,000	\$94,000	\$145,000
\$100 to \$500 Million	18	\$132,901	\$132,500	\$111,250	\$154,675	\$152,052	\$144,000	\$120,000	\$170,585
\$500 Million to \$1 Billion	8	\$124,625	\$135,500	\$99,000	\$143,250	\$146,375	\$170,500	\$99,000	\$181,000
\$1 to \$3 Billion	29	\$142,672	\$147,000	\$120,000	\$170,000	\$172,410	\$165,000	\$132,000	\$222,000
More Than \$3 Billion	53	\$151,413	\$142,317	\$125,000	\$180,000	\$191,367	\$175,000	\$150,000	\$223,000

Salary Data

Director (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Countries the Individual Works in									
1	96	\$118,660	\$115,000	\$91,750	\$141,000	\$137,865	\$127,250	\$99,500	\$171,250
2 to 5	26	\$145,596	\$135,000	\$120,500	\$176,750	\$168,709	\$167,890	\$128,000	\$205,000
6 to 10	9	\$159,976	\$150,782	\$132,000	\$185,000	\$204,492	\$180,000	\$154,500	\$236,150
11 or More	36	\$152,492	\$151,500	\$138,250	\$170,000	\$189,269	\$171,659	\$150,750	\$208,013
Type of Industry									
Aerospace/Aviation/ Defense	7	\$160,500	\$165,000	\$150,000	\$176,750	\$206,729	\$189,600	\$177,000	\$226,750
Energy	8	\$157,963	\$165,500	\$143,750	\$168,575	\$209,101	\$215,500	\$180,250	\$231,802
Financial Services	10	\$112,045	\$114,225	\$55,000	\$133,750	\$131,545	\$127,500	\$74,613	\$171,250
Higher Education	6	\$98,500	\$98,500	\$80,500	\$112,750	\$98,733	\$99,200	\$80,850	\$112,750
Insurance	30	\$119,493	\$120,000	\$102,000	\$131,000	\$137,233	\$128,500	\$107,750	\$163,750
Manufacturing and Production	5	\$148,800	\$156,000	\$145,000	\$159,000	\$166,600	\$170,000	\$160,000	\$171,000
Pharma/Medical Device	20	\$156,005	\$159,455	\$132,250	\$181,000	\$188,904	\$200,500	\$155,000	\$222,250
Utilities	9	\$157,921	\$147,290	\$130,000	\$185,000	\$201,699	\$191,290	\$166,000	\$245,000
Number of Years Working in the Compliance Department									
1	25	\$126,264	\$125,000	\$110,000	\$143,000	\$144,448	\$138,500	\$113,299	\$152,000
2	24	\$115,333	\$108,750	\$97,750	\$133,500	\$130,771	\$118,000	\$97,750	\$146,625
3	11	\$122,199	\$141,000	\$92,500	\$157,346	\$152,057	\$166,000	\$92,500	\$206,175
4	9	\$119,611	\$128,000	\$90,000	\$133,000	\$146,976	\$128,000	\$100,000	\$163,000
5	13	\$140,445	\$135,000	\$122,000	\$170,000	\$170,753	\$170,000	\$140,000	\$205,000
6 to 10	47	\$134,409	\$130,000	\$111,500	\$162,500	\$162,463	\$160,000	\$127,250	\$201,000
11 to 15	26	\$148,101	\$150,000	\$120,000	\$177,500	\$179,212	\$174,709	\$127,500	\$205,125
16 or More	11	\$131,405	\$118,450	\$101,000	\$158,000	\$145,309	\$120,000	\$101,000	\$179,500
Type of Organization									
Non-Profit	22	\$120,773	\$116,000	\$100,250	\$145,250	\$137,668	\$127,500	\$100,250	\$174,750
Privately Held	44	\$123,285	\$127,750	\$91,500	\$151,337	\$139,070	\$142,750	\$98,000	\$170,195
Publicly Traded	84	\$146,044	\$142,659	\$120,000	\$170,750	\$180,956	\$173,659	\$136,750	\$210,000
Governmental	5	\$103,000	\$108,000	\$90,000	\$116,000	\$103,000	\$108,000	\$90,000	\$116,000
Academic	5	\$83,700	\$79,500	\$74,500	\$85,000	\$83,700	\$79,500	\$74,500	\$85,000
Other	6	\$120,267	\$116,300	\$104,650	\$137,250	\$146,667	\$126,300	\$115,500	\$140,400
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	49	\$148,312	\$153,000	\$119,000	\$170,000	\$181,548	\$178,000	\$137,000	\$205,000
Certified Compliance and Ethics Professional-International (CCEP-I)	4								
Certified In Healthcare Compliance (CHC)	28	\$123,357	\$125,000	\$91,500	\$151,250	\$138,668	\$137,250	\$98,000	\$177,250
Certified In Healthcare Privacy Compliance (CHPC)	6	\$127,833	\$116,000	\$102,000	\$145,000	\$143,500	\$137,000	\$114,000	\$182,500
Certified Fraud Examiner (CFE)	11	\$137,355	\$131,300	\$119,500	\$156,850	\$168,468	\$175,000	\$131,500	\$177,550
Certified Internal Auditor (CIA)	7	\$140,473	\$131,300	\$120,000	\$164,455	\$184,951	\$177,100	\$165,000	\$219,175
Certified Public Accountant (CPA)	9	\$158,678	\$165,000	\$130,000	\$168,100	\$198,523	\$200,000	\$152,000	\$231,000
No Certifications	53	\$125,330	\$125,000	\$101,000	\$155,000	\$149,717	\$140,500	\$104,000	\$204,000
Highest Level of Education									
Some College	6	\$124,167	\$115,000	\$92,250	\$146,750	\$136,392	\$124,000	\$100,500	\$151,250
Bachelor's Degree	55	\$133,086	\$130,000	\$104,500	\$167,000	\$156,087	\$147,754	\$115,000	\$203,000
MBA	26	\$126,311	\$126,250	\$110,000	\$143,750	\$152,601	\$159,500	\$121,875	\$186,250
Master's Degree (non-MBA)	34	\$120,448	\$120,000	\$90,500	\$143,000	\$143,994	\$140,750	\$94,000	\$176,579
JD	43	\$147,123	\$150,000	\$125,000	\$180,000	\$177,502	\$166,000	\$128,000	\$215,500
PhD	5	\$116,600	\$103,000	\$94,000	\$141,000	\$132,680	\$103,000	\$95,400	\$175,000

Salary Data

Director (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	18	\$140,601	\$141,659	\$118,250	\$169,500	\$169,487	\$173,659	\$127,500	\$206,888
4 to 6	56	\$123,391	\$123,500	\$91,750	\$155,250	\$145,518	\$131,500	\$100,000	\$177,250
7 to 9	77	\$134,994	\$132,000	\$108,000	\$160,000	\$161,558	\$160,000	\$114,000	\$190,000
All 10	18	\$139,894	\$130,500	\$113,325	\$163,500	\$162,382	\$155,000	\$120,000	\$202,000
Do You Have A Contract?									
Yes	18	\$113,700	\$116,000	\$79,075	\$143,750	\$134,210	\$125,500	\$79,425	\$167,500
No	148	\$134,694	\$130,000	\$108,000	\$164,182	\$160,119	\$155,000	\$115,000	\$197,750

Manager

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	296	\$93,979	\$91,617	\$75,000	\$108,250	\$104,598	\$97,350	\$80,150	\$121,000
Compliance Responsibilities									
Broad (Wide Range of Compliance-Related Risks)	239	\$93,206	\$90,000	\$74,900	\$108,500	\$103,875	\$97,000	\$80,000	\$120,500
Focused on a Particular Risk Area	55	\$95,875	\$92,500	\$79,250	\$106,000	\$106,059	\$100,562	\$82,500	\$120,500
Risk Areas Focused On									
Privacy	8	\$81,645	\$81,800	\$71,250	\$92,891	\$85,208	\$84,800	\$71,250	\$97,141
IT	2								
Occupational Health and Safety	0								
Other	41	\$98,633	\$96,000	\$80,000	\$116,000	\$110,380	\$104,000	\$89,409	\$125,000
Number of People that Report up Through to Individual									
0	155	\$91,268	\$90,000	\$72,250	\$102,500	\$101,122	\$96,400	\$78,750	\$120,000
1 to 2	82	\$98,142	\$95,000	\$80,400	\$114,500	\$108,995	\$103,000	\$88,250	\$124,375
3 to 5	40	\$94,794	\$90,507	\$74,414	\$107,000	\$108,250	\$92,757	\$79,371	\$121,470
6 to 10	12	\$92,742	\$98,000	\$79,875	\$111,250	\$97,992	\$98,000	\$86,550	\$116,000
11 or More	5	\$109,400	\$120,000	\$83,000	\$139,000	\$132,000	\$138,000	\$98,000	\$139,000
Annual Compliance Budget for the Organization									
Less Than \$100,000	3								
\$100,000 to \$249,999	3								
\$250,000 to \$499,999	7	\$93,629	\$91,500	\$87,950	\$106,500	\$99,629	\$91,500	\$87,950	\$111,250
\$500,000 to \$999,999	8	\$98,467	\$101,867	\$87,500	\$112,750	\$109,654	\$114,617	\$89,250	\$119,500
\$1 Million or More	14	\$112,819	\$117,000	\$98,875	\$130,000	\$128,027	\$134,250	\$108,425	\$150,500
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less Than 100	47	\$86,672	\$83,000	\$68,000	\$100,000	\$96,433	\$90,000	\$77,650	\$111,250
100-249	30	\$86,179	\$84,500	\$69,250	\$95,875	\$97,311	\$89,705	\$76,250	\$113,175
250-999	28	\$80,049	\$76,635	\$66,875	\$98,922	\$88,656	\$90,000	\$69,875	\$105,750
1,000-1,999	33	\$95,648	\$91,014	\$82,000	\$109,000	\$110,758	\$94,500	\$85,900	\$119,960
2,000-2,999	10	\$99,600	\$95,500	\$81,125	\$104,875	\$105,140	\$95,500	\$81,125	\$113,225
3,000-4,999	15	\$93,500	\$95,000	\$80,850	\$106,500	\$99,560	\$101,000	\$87,250	\$111,250
5,000-7,499	20	\$101,345	\$96,450	\$81,500	\$131,000	\$113,570	\$103,000	\$86,375	\$150,750
7,500-14,999	35	\$96,677	\$90,400	\$77,500	\$112,000	\$108,454	\$101,200	\$82,500	\$120,500
15,000-29,999	18	\$106,660	\$101,000	\$87,250	\$122,500	\$119,665	\$113,000	\$88,500	\$141,000
30,000 or More	35	\$102,557	\$96,500	\$85,500	\$120,000	\$112,909	\$102,000	\$92,500	\$135,500
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less Than \$5 Million	33	\$86,494	\$81,600	\$68,000	\$101,000	\$95,994	\$87,600	\$77,000	\$107,000
\$5 to \$15 Million	22	\$80,458	\$74,900	\$59,000	\$96,000	\$87,049	\$78,400	\$65,500	\$96,475
\$15 to \$30 Million	11	\$70,784	\$77,000	\$52,310	\$89,000	\$73,784	\$77,000	\$55,310	\$89,000
\$30 to \$100 Million	27	\$84,865	\$90,000	\$76,750	\$95,750	\$91,106	\$92,500	\$82,118	\$100,000
\$100 to \$500 Million	32	\$90,412	\$87,950	\$73,500	\$100,896	\$99,363	\$92,007	\$82,318	\$113,375
\$500 Million to \$1 Billion	27	\$90,916	\$96,000	\$76,750	\$112,000	\$96,961	\$97,200	\$76,750	\$122,000
\$1 to \$3 Billion	39	\$97,746	\$96,000	\$84,100	\$110,000	\$108,559	\$102,000	\$86,750	\$120,500
More Than \$3 Billion	75	\$107,647	\$102,000	\$86,250	\$130,000	\$125,970	\$120,000	\$93,300	\$151,000

Manager (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Countries the Individual Works in									
1	170	\$89,689	\$89,000	\$71,100	\$101,000	\$97,916	\$90,932	\$75,250	\$115,000
2 to 5	46	\$94,838	\$92,500	\$75,000	\$110,500	\$108,800	\$95,750	\$83,000	\$128,750
6 to 10	16	\$102,125	\$100,000	\$80,750	\$113,750	\$118,776	\$100,000	\$92,250	\$133,500
11 or More	63	\$102,510	\$100,000	\$88,000	\$120,000	\$115,778	\$111,000	\$98,500	\$137,500
Type of Industry									
Aerospace/Aviation/ Defense	9	\$99,378	\$95,000	\$82,000	\$120,000	\$104,456	\$95,000	\$82,000	\$121,000
Energy	8	\$113,513	\$108,000	\$86,500	\$142,750	\$130,513	\$125,500	\$99,250	\$163,250
Financial Services	21	\$94,774	\$93,000	\$79,000	\$110,000	\$109,084	\$114,233	\$79,000	\$135,000
Higher Education	15	\$82,380	\$88,500	\$64,000	\$95,750	\$82,380	\$88,500	\$64,000	\$95,750
Insurance	65	\$84,438	\$86,500	\$74,552	\$96,000	\$90,920	\$89,500	\$80,000	\$100,000
Manufacturing and Production	15	\$112,773	\$102,000	\$89,500	\$130,000	\$128,151	\$122,000	\$95,835	\$155,500
Pharma/Medical Device	42	\$102,895	\$96,000	\$81,250	\$127,500	\$118,823	\$107,250	\$97,750	\$142,650
Utilities	9	\$124,111	\$116,000	\$115,000	\$135,000	\$146,611	\$142,000	\$133,000	\$165,000
Number of Years Working in the Compliance Department									
1	42	\$83,262	\$84,100	\$70,200	\$97,225	\$86,993	\$85,000	\$70,200	\$99,375
2	43	\$91,212	\$92,500	\$74,900	\$101,000	\$104,734	\$96,500	\$82,950	\$121,500
3	37	\$93,416	\$92,000	\$72,000	\$110,000	\$105,165	\$100,000	\$75,000	\$120,000
4	21	\$98,672	\$95,000	\$80,000	\$108,000	\$108,663	\$95,700	\$87,600	\$120,000
5	41	\$92,452	\$90,000	\$70,000	\$103,000	\$105,937	\$94,500	\$77,000	\$128,000
6 to 10	79	\$96,063	\$91,500	\$76,635	\$109,500	\$107,112	\$100,000	\$85,700	\$120,000
11 to 15	27	\$108,948	\$106,000	\$95,865	\$130,000	\$120,567	\$124,000	\$105,665	\$140,500
16 or More	4								
Type of Organization									
Non-Profit	46	\$89,515	\$90,000	\$80,000	\$99,375	\$92,937	\$94,750	\$80,050	\$102,250
Privately Held	73	\$84,529	\$85,000	\$69,000	\$98,562	\$93,279	\$94,500	\$70,000	\$110,000
Publicly Traded	140	\$102,853	\$98,998	\$82,375	\$120,000	\$118,795	\$110,000	\$88,000	\$143,000
Governmental	9	\$82,022	\$77,000	\$66,000	\$100,000	\$82,022	\$77,000	\$66,000	\$100,000
Academic	20	\$81,368	\$84,250	\$64,500	\$97,000	\$81,718	\$84,250	\$64,500	\$97,000
Other	6	\$97,833	\$97,000	\$77,750	\$123,000	\$111,333	\$113,000	\$83,250	\$148,000
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	85	\$104,708	\$99,996	\$85,900	\$120,000	\$118,111	\$108,329	\$90,850	\$138,000
Certified Compliance and Ethics Professional-International (CCEP-I)	15	\$98,233	\$96,000	\$72,500	\$124,000	\$123,821	\$111,000	\$89,705	\$149,500
Certified In Healthcare Compliance (CHC)	39	\$95,612	\$91,014	\$83,000	\$107,000	\$103,466	\$97,200	\$83,750	\$117,000
Certified In Healthcare Privacy Compliance (CHPC)	6	\$81,750	\$84,500	\$75,000	\$89,500	\$83,333	\$86,750	\$75,375	\$94,000
Certified Fraud Examiner (CFE)	9	\$108,312	\$115,000	\$86,700	\$132,000	\$121,648	\$115,000	\$101,200	\$153,000
Certified Internal Auditor (CIA)	11	\$106,409	\$106,000	\$96,500	\$113,500	\$117,773	\$115,000	\$107,000	\$118,000
Certified Public Accountant (CPA)	13	\$97,233	\$100,000	\$88,500	\$105,000	\$108,810	\$104,000	\$100,000	\$120,000
No Certifications	98	\$84,893	\$82,000	\$66,000	\$99,641	\$92,275	\$85,500	\$68,500	\$107,125
Highest Level of Education									
Some College	24	\$92,466	\$90,500	\$82,750	\$102,250	\$99,139	\$96,000	\$86,725	\$116,000
Bachelor's Degree	107	\$96,447	\$90,000	\$74,776	\$112,500	\$110,837	\$100,000	\$82,250	\$131,500
MBA	51	\$94,202	\$96,000	\$72,500	\$112,500	\$104,891	\$100,000	\$79,385	\$123,750
Master's Degree (non-MBA)	61	\$89,134	\$90,000	\$69,000	\$100,000	\$96,895	\$94,500	\$70,800	\$115,000
JD	50	\$93,726	\$94,000	\$80,000	\$100,750	\$101,212	\$98,250	\$82,225	\$117,125
PhD	2								

Manager (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	56	\$93,732	\$95,000	\$74,750	\$116,500	\$107,271	\$98,750	\$83,725	\$132,900
4 to 6	123	\$96,237	\$92,500	\$80,000	\$110,000	\$107,335	\$101,000	\$83,000	\$123,500
7 to 9	87	\$90,216	\$88,000	\$72,000	\$100,000	\$97,966	\$92,000	\$75,000	\$104,750
All 10	28	\$93,959	\$96,000	\$79,250	\$105,000	\$103,907	\$102,600	\$81,934	\$120,000
Do You Have A Contract?									
Yes	47	\$89,457	\$92,000	\$70,000	\$100,500	\$100,862	\$100,000	\$76,900	\$114,250
No	248	\$94,783	\$91,257	\$75,000	\$110,000	\$105,264	\$96,750	\$80,818	\$121,550

Assistant/Specialist

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
All Respondents	318	\$68,261	\$65,500	\$54,186	\$79,000	\$72,421	\$69,590	\$55,000	\$83,000
Compliance Responsibilities									
Broad (Wide Range of Compliance-Related Risks)	252	\$68,182	\$65,750	\$54,000	\$79,000	\$72,575	\$69,540	\$54,950	\$83,125
Focused on a Particular Risk Area	64	\$68,593	\$64,000	\$55,000	\$80,000	\$71,965	\$71,500	\$55,000	\$82,625
Risk Areas Focused On									
Privacy	18	\$66,320	\$69,000	\$49,750	\$80,000	\$67,931	\$69,000	\$52,000	\$81,750
IT	1								
Occupational Health and Safety	1								
Other	38	\$72,321	\$73,500	\$57,056	\$80,000	\$76,500	\$75,000	\$61,250	\$88,575
Number of People that Report up Through to Individual									
0	282	\$67,604	\$65,000	\$53,355	\$78,750	\$71,324	\$67,825	\$54,711	\$82,000
1 to 2	23	\$74,835	\$75,000	\$64,250	\$82,500	\$82,809	\$75,500	\$65,200	\$95,500
3 to 5	7	\$81,214	\$79,000	\$73,000	\$84,250	\$85,500	\$80,500	\$73,000	\$90,000
6 to 10	0								
11 or More	6	\$58,829	\$55,987	\$45,250	\$70,494	\$68,871	\$65,000	\$45,250	\$81,000
Annual Compliance Budget for the Organization									
Less Than \$100,000	9	\$57,144	\$54,799	\$47,000	\$68,000	\$59,889	\$54,799	\$47,000	\$76,000
\$100,000 to \$249,999	0								
\$250,000 to \$499,999	7	\$63,760	\$53,818	\$51,000	\$71,750	\$66,888	\$53,818	\$51,000	\$72,700
\$500,000 to \$999,999	6	\$64,679	\$63,550	\$57,731	\$74,525	\$78,879	\$74,150	\$65,075	\$106,250
\$1 Million or More	7	\$62,257	\$57,000	\$47,500	\$69,900	\$67,814	\$71,500	\$50,500	\$78,150
Number of Employees in the Portion of the Organization that Person Works in Compliance for									
Less Than 100	75	\$67,726	\$65,000	\$53,600	\$75,500	\$71,404	\$68,100	\$54,734	\$81,750
100-249	30	\$67,058	\$63,750	\$56,313	\$77,250	\$70,858	\$66,500	\$56,313	\$78,375
250-999	31	\$67,468	\$65,000	\$56,000	\$75,000	\$73,975	\$68,700	\$60,500	\$75,800
1,000-1,999	24	\$67,022	\$64,000	\$54,500	\$80,000	\$68,387	\$66,950	\$55,030	\$80,750
2,000-2,999	12	\$61,845	\$56,924	\$54,950	\$63,500	\$70,445	\$62,500	\$54,950	\$69,823
3,000-4,999	20	\$70,084	\$70,000	\$54,000	\$79,000	\$74,604	\$74,750	\$54,000	\$83,500
5,000-7,499	25	\$67,408	\$69,500	\$54,000	\$75,000	\$71,263	\$72,000	\$54,000	\$81,000
7,500-14,999	29	\$69,578	\$66,000	\$52,000	\$85,000	\$72,409	\$66,550	\$52,000	\$85,000
15,000-29,999	25	\$74,174	\$72,000	\$57,000	\$92,000	\$78,558	\$76,000	\$57,490	\$97,000
30,000 or More	19	\$79,805	\$76,000	\$72,000	\$95,000	\$83,976	\$80,000	\$72,650	\$101,000
Annual Revenues in the Portion of the Organization that Person Works in Compliance for									
Less Than \$5 Million	64	\$63,894	\$61,000	\$53,022	\$72,040	\$67,266	\$62,250	\$54,325	\$75,000
\$5 to \$15 Million	22	\$64,447	\$59,500	\$52,250	\$73,750	\$66,428	\$59,500	\$52,400	\$78,000
\$15 to \$30 Million	18	\$59,451	\$55,000	\$48,125	\$72,000	\$60,874	\$55,250	\$49,850	\$73,750
\$30 to \$100 Million	41	\$66,854	\$63,380	\$54,000	\$75,000	\$71,916	\$65,000	\$58,000	\$80,000
\$100 to \$500 Million	28	\$65,980	\$63,500	\$51,375	\$75,250	\$70,296	\$67,050	\$51,950	\$76,688
\$500 Million to \$1 Billion	18	\$69,316	\$68,500	\$57,175	\$80,750	\$72,974	\$69,750	\$57,175	\$84,925
\$1 to \$3 Billion	42	\$70,483	\$70,000	\$57,750	\$81,875	\$74,072	\$72,850	\$62,000	\$84,875
More Than \$3 Billion	57	\$75,387	\$73,000	\$60,000	\$86,700	\$81,956	\$78,000	\$64,000	\$93,100

Assistant/Specialist (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Countries the Individual Works in									
1	229	\$66,229	\$64,000	\$53,818	\$75,000	\$69,332	\$66,900	\$54,745	\$80,000
2 to 5	32	\$69,673	\$66,500	\$55,975	\$82,000	\$76,053	\$71,075	\$58,925	\$86,250
6 to 10	14	\$71,986	\$70,600	\$49,000	\$79,750	\$82,574	\$74,500	\$51,813	\$113,750
11 or More	38	\$77,831	\$75,500	\$67,625	\$93,583	\$84,200	\$80,000	\$70,125	\$97,883
Type of Industry									
Aerospace/Aviation/ Defense	13	\$80,446	\$79,000	\$62,000	\$110,000	\$83,273	\$82,000	\$62,000	\$110,000
Energy	20	\$77,165	\$74,000	\$64,125	\$91,900	\$86,287	\$83,760	\$65,663	\$103,550
Financial Services	15	\$76,335	\$71,000	\$62,500	\$95,000	\$89,848	\$77,500	\$65,000	\$118,750
Higher Education	22	\$61,035	\$59,360	\$51,950	\$68,500	\$61,258	\$59,375	\$51,950	\$68,500
Insurance	79	\$65,087	\$62,500	\$55,000	\$74,000	\$68,453	\$65,700	\$55,000	\$78,179
Manufacturing and Production	8	\$74,313	\$77,150	\$71,800	\$80,000	\$84,863	\$82,500	\$74,025	\$85,500
Pharma/Medical Device	20	\$58,633	\$56,000	\$45,000	\$72,750	\$62,004	\$60,500	\$45,800	\$76,625
Utilities	18	\$77,085	\$70,000	\$65,500	\$86,925	\$85,792	\$75,000	\$70,125	\$94,325
Number of Years Working in the Compliance Department									
1	77	\$60,385	\$55,000	\$47,000	\$74,000	\$61,632	\$55,000	\$48,000	\$74,000
2	63	\$70,054	\$68,700	\$57,000	\$80,750	\$76,980	\$70,000	\$57,745	\$85,500
3	53	\$66,680	\$64,000	\$55,000	\$75,000	\$69,433	\$65,400	\$55,500	\$77,000
4	20	\$71,371	\$69,000	\$57,162	\$85,500	\$80,853	\$75,000	\$61,500	\$93,500
5	25	\$71,241	\$73,000	\$60,000	\$79,000	\$74,353	\$75,000	\$60,000	\$83,500
6 to 10	59	\$72,469	\$68,000	\$58,125	\$80,500	\$76,734	\$72,000	\$61,000	\$85,000
11 to 15	16	\$81,810	\$79,000	\$67,000	\$90,000	\$89,311	\$82,750	\$73,000	\$95,475
16 or More	4								
Type of Organization									
Non-Profit	72	\$66,857	\$66,250	\$53,000	\$79,000	\$69,871	\$69,540	\$53,150	\$83,000
Privately Held	74	\$64,651	\$62,050	\$54,000	\$75,000	\$71,535	\$66,350	\$54,775	\$80,375
Publicly Traded	109	\$74,193	\$72,000	\$59,800	\$87,000	\$78,164	\$74,300	\$60,000	\$92,000
Governmental	26	\$66,957	\$61,000	\$52,317	\$75,000	\$70,967	\$64,000	\$54,192	\$81,000
Academic	25	\$57,492	\$58,250	\$47,000	\$69,000	\$57,964	\$58,750	\$47,000	\$69,000
Other	6	\$76,117	\$66,979	\$58,950	\$93,040	\$83,334	\$72,629	\$63,975	\$106,590
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	72	\$78,756	\$75,500	\$65,500	\$87,750	\$86,735	\$81,750	\$68,775	\$95,575
Certified Compliance and Ethics Professional-International (CCEP-I)	7	\$63,853	\$57,000	\$46,487	\$87,500	\$80,568	\$92,000	\$59,000	\$104,000
Certified In Healthcare Compliance (CHC)	30	\$67,311	\$67,000	\$55,000	\$79,750	\$69,716	\$67,500	\$55,000	\$83,063
Certified In Healthcare Privacy Compliance (CHPC)	5	\$71,400	\$75,000	\$67,000	\$78,000	\$72,200	\$75,000	\$67,000	\$78,000
Certified Fraud Examiner (CFE)	9	\$76,966	\$77,000	\$65,000	\$87,000	\$82,010	\$77,000	\$74,000	\$90,000
Certified Internal Auditor (CIA)	8	\$73,813	\$70,250	\$60,000	\$80,250	\$77,738	\$71,200	\$62,250	\$85,875
Certified Public Accountant (CPA)	7	\$72,100	\$75,000	\$67,000	\$80,500	\$74,557	\$77,000	\$67,000	\$80,900
No Certifications	159	\$63,821	\$60,000	\$50,000	\$72,000	\$67,055	\$62,000	\$50,550	\$75,750
Highest Level of Education									
Some College	57	\$63,230	\$60,000	\$48,500	\$72,158	\$65,773	\$62,000	\$49,317	\$78,358
Bachelor's Degree	141	\$67,186	\$64,000	\$54,000	\$75,000	\$72,523	\$67,650	\$54,767	\$83,000
MBA	17	\$67,428	\$70,000	\$58,250	\$76,000	\$70,496	\$76,000	\$58,750	\$82,000
Master's Degree (non-MBA)	56	\$69,640	\$69,000	\$52,873	\$80,000	\$72,742	\$72,000	\$54,873	\$82,675
JD	42	\$76,073	\$74,250	\$60,000	\$85,000	\$80,214	\$75,500	\$63,250	\$86,000
PhD	2								

Assistant/Specialist (continued)

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Elements of a Compliance Program the Individual is Involved in									
1 to 3	102	\$66,555	\$62,550	\$52,122	\$75,000	\$71,312	\$67,000	\$52,450	\$82,000
4 to 6	142	\$68,362	\$68,000	\$53,000	\$80,000	\$71,761	\$70,000	\$54,849	\$83,750
7 to 9	65	\$70,766	\$68,000	\$60,000	\$80,000	\$76,004	\$70,500	\$61,000	\$84,000
All 10	8	\$72,013	\$64,500	\$60,000	\$71,575	\$73,838	\$66,050	\$61,500	\$74,725
Do You Have A Contract?									
Yes	40	\$64,660	\$60,000	\$44,750	\$80,000	\$68,570	\$61,600	\$46,463	\$82,125
No	274	\$68,713	\$67,000	\$55,000	\$79,000	\$72,938	\$70,000	\$55,000	\$83,515

Geographic Region

	# of Resp.	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Vice President									
New England	1	*	*	*	*	*	*	*	*
Middle Atlantic	6	\$146,167	\$143,500	\$106,250	\$179,250	\$155,333	\$150,500	\$107,500	\$200,250
South Atlantic	2	*	*	*	*	*	*	*	*
East North Central	6	\$163,533	\$148,100	\$136,550	\$185,000	\$201,033	\$175,600	\$154,750	\$221,800
East South Central	0	*	*	*	*	*	*	*	*
West North Central	0	*	*	*	*	*	*	*	*
West South Central	1	*	*	*	*	*	*	*	*
Mountain	1	*	*	*	*	*	*	*	*
Pacific	2	*	*	*	*	*	*	*	*
Director									
New England	4	*	*	*	*	*	*	*	*
Middle Atlantic	20	\$109,400	\$103,000	\$87,750	\$121,250	\$117,360	\$104,000	\$96,500	\$135,000
South Atlantic	27	\$130,157	\$118,450	\$93,000	\$176,250	\$153,528	\$120,000	\$98,700	\$211,750
East North Central	20	\$121,630	\$126,000	\$99,250	\$135,750	\$138,655	\$130,300	\$109,500	\$170,250
East South Central	3	*	*	*	*	*	*	*	*
West North Central	12	\$130,034	\$129,250	\$114,750	\$152,250	\$153,846	\$159,500	\$134,250	\$177,250
West South Central	18	\$143,210	\$142,500	\$126,250	\$154,675	\$177,487	\$164,350	\$153,500	\$203,000
Mountain	3	*	*	*	*	*	*	*	*
Pacific	15	\$153,973	\$160,000	\$133,500	\$181,500	\$195,757	\$180,000	\$154,750	\$232,604
Manager									
New England	9	\$101,618	\$98,562	\$85,000	\$105,000	\$105,840	\$100,562	\$85,000	\$115,000
Middle Atlantic	39	\$104,626	\$96,400	\$91,367	\$114,800	\$115,762	\$104,000	\$94,000	\$130,000
South Atlantic	33	\$97,604	\$100,528	\$74,000	\$110,000	\$110,499	\$101,000	\$83,000	\$127,528
East North Central	35	\$83,973	\$83,000	\$69,270	\$100,000	\$90,368	\$88,000	\$70,000	\$102,100
East South Central	7	\$97,000	\$96,500	\$89,750	\$107,500	\$99,714	\$96,500	\$94,250	\$112,500
West North Central	28	\$86,397	\$83,500	\$74,888	\$97,375	\$102,266	\$96,100	\$79,371	\$112,525
West South Central	25	\$81,809	\$81,600	\$60,900	\$98,000	\$90,577	\$87,600	\$64,500	\$103,700
Mountain	6	\$91,167	\$87,000	\$81,000	\$94,500	\$93,500	\$87,750	\$83,625	\$97,125
Pacific	47	\$107,254	\$100,000	\$90,000	\$120,000	\$120,331	\$110,000	\$93,500	\$141,500
Assistant/Specialist									
New England	8	\$63,013	\$63,550	\$58,750	\$68,375	\$66,600	\$66,550	\$58,750	\$75,200
Middle Atlantic	33	\$65,098	\$67,000	\$54,745	\$75,000	\$68,238	\$69,580	\$54,745	\$79,500
South Atlantic	44	\$65,697	\$65,000	\$53,623	\$72,869	\$66,957	\$66,000	\$54,950	\$76,375
East North Central	31	\$63,346	\$62,000	\$51,245	\$75,500	\$66,632	\$63,000	\$52,050	\$77,500
East South Central	9	\$85,167	\$71,000	\$65,000	\$108,000	\$92,300	\$75,000	\$72,500	\$109,900
West North Central	24	\$68,878	\$66,000	\$57,000	\$76,250	\$73,012	\$69,000	\$60,000	\$79,575
West South Central	31	\$62,984	\$61,800	\$46,500	\$75,000	\$68,636	\$62,000	\$48,100	\$81,885
Mountain	18	\$67,043	\$65,000	\$55,000	\$76,500	\$68,959	\$65,500	\$55,000	\$76,650
Pacific	40	\$77,752	\$75,000	\$63,500	\$90,000	\$84,013	\$81,750	\$68,275	\$94,883

Detailed Results

Detailed Results

	All Respondents	Title/Level			
		Vice President	Director	Manager	Assistant/Specialist
Are your compliance responsibilities:					
Responses	833	23	172	301	335
Broad, covering a range of compliance-related risks	81%	96%	84%	80%	79%
Focused on a particular risk area	19%	4%	16%	19%	21%
If focused, which legal and regulatory risk areas are you primarily focused on?					
Responses	140	1	23	52	63
Privacy	24%	*	13%	17%	33%
IT	4%	*	13%	4%	2%
Occupational health and safety	1%	*	4%	0%	2%
Other	70%	*	70%	79%	63%
Percentage indicating the elements of the compliance program that they are primarily involved in:					
Responses	830	23	172	299	334
Compliance/auditing/monitoring	71%	78%	73%	73%	68%
Compliance education	75%	74%	86%	79%	67%
Compliance investigations	60%	78%	70%	56%	57%
Hot line/anonymous reporting	42%	57%	52%	42%	35%
Reporting to the board	31%	61%	44%	32%	21%
Compliance risk assessments	63%	83%	80%	67%	51%
Compliance discipline/incentives	30%	52%	43%	32%	20%
Code of conduct	50%	52%	62%	53%	42%
Policies and procedures	82%	87%	83%	87%	77%
Measuring program effectiveness	54%	61%	73%	60%	39%
Which of the following best describes your title or level?					
Responses	831	23	172	301	335
Vice President	3%	100%	0%	0%	0%
Director	21%	0%	100%	0%	0%
Manager	36%	0%	0%	100%	0%
Assistant/Specialist	40%	0%	0%	0%	100%
How many people report up through to you?					
Responses	829	23	171	299	335
0	61%	26%	29%	53%	88%
1-2	19%	22%	29%	27%	7%
3-5	11%	17%	22%	14%	3%
6-10	5%	22%	13%	4%	0%
11 or more	3%	13%	8%	2%	2%

Detailed Results

	All Respondents	Title/Level			
		Vice President	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	817	22	168	295	331
0-25%	17%	5%	20%	18%	17%
26%-50%	20%	32%	17%	21%	21%
51%-75%	29%	36%	33%	29%	27%
76%-100%	34%	27%	31%	33%	36%
How many employees, including yourself, are there in the compliance and ethics group you manage?					
Responses	832	23	172	301	334
1	3%	0%	6%	4%	2%
2 to 5	37%	26%	33%	35%	43%
6 to 10	25%	26%	18%	27%	26%
11 to 15	7%	9%	7%	7%	6%
16 to 20	7%	9%	8%	6%	6%
21 to 30	5%	4%	4%	4%	5%
31 to 40	4%	4%	6%	3%	4%
41 to 50	4%	4%	8%	2%	3%
More than 50	9%	17%	11%	11%	5%
Do you know the budget for your compliance department?					
Responses	829	23	171	300	333
Yes	15%	35%	27%	14%	9%
No	85%	65%	73%	86%	91%
Annual compliance budget for the organization as a whole:					
Responses	109	6	39	35	29
Average	\$1,847,468	\$1,658,333	\$1,735,275	\$1,185,343	\$2,836,596
Median	\$750,000	\$1,500,000	\$1,193,861	\$600,000	\$400,000
25th percentile	\$300,000	\$975,000	\$500,000	\$300,000	\$50,000
75th percentile	\$2,000,000	\$1,950,000	\$2,500,000	\$1,800,000	\$999,000

Detailed Results

	All Respondents	Title/Level			
		Vice President	Director	Manager	Assistant/Specialist
Approximately how many employees work in your organization as a whole?					
Responses	830	23	172	300	333
Less than 100	4%	0%	5%	3%	5%
100 - 249	6%	9%	3%	7%	6%
250 - 499	5%	0%	3%	5%	6%
500 - 999	8%	9%	6%	7%	10%
1,000 - 1,999	8%	17%	6%	7%	9%
2,000 - 2,999	5%	0%	3%	5%	7%
3,000 - 4,999	7%	4%	5%	6%	9%
5,000 - 7,499	10%	9%	16%	8%	8%
7,500 - 9,999	6%	4%	5%	6%	6%
10,000 - 14,999	8%	4%	11%	9%	6%
15,000 - 19,999	5%	9%	6%	5%	5%
20,000 - 29,999	6%	0%	5%	5%	7%
30,000 - 49,999	5%	9%	7%	5%	4%
50,000 - 74,999	5%	0%	5%	7%	4%
75,000 - 99,999	2%	4%	2%	2%	2%
100,000 +	10%	22%	11%	12%	7%
Approximately how many employees work in the portion of your organization that work in compliance for?					
Responses	759	22	157	274	304
Less than 100	21%	9%	18%	18%	27%
100 - 249	9%	14%	5%	11%	10%
250 - 499	9%	9%	5%	10%	11%
500 - 999	0%	0%	0%	0%	0%
1,000 - 1,999	10%	18%	9%	12%	8%
2,000 - 2,999	4%	0%	5%	4%	4%
3,000 - 4,999	6%	0%	6%	5%	7%
5,000 - 7,499	9%	14%	11%	7%	9%
7,500 - 9,999	5%	5%	5%	5%	4%
10,000 - 14,999	7%	5%	10%	7%	6%
15,000 - 19,999	3%	9%	3%	3%	4%
20,000 - 29,999	4%	0%	3%	4%	4%
30,000 - 49,999	4%	9%	7%	3%	3%
50,000 - 74,999	3%	0%	4%	4%	2%
75,000 - 99,999	1%	5%	2%	2%	0%
100,000 +	4%	5%	6%	4%	2%
What are the annual revenues of the organization you work for?					
Responses	761	21	162	272	304
Less than \$5 million	6%	5%	1%	5%	10%
\$5 to \$15 million	6%	0%	5%	7%	5%
\$15 to \$30 million	6%	5%	6%	5%	8%
\$30 to \$50 million	4%	5%	5%	3%	5%
\$50 to \$100 million	7%	10%	6%	6%	9%
\$100 to \$500 million	10%	14%	9%	11%	10%
\$500 million to \$1 billion	7%	5%	6%	7%	7%
\$1 to \$3 billion	18%	19%	19%	18%	16%
More than \$3 billion	36%	38%	43%	39%	30%

Detailed Results

	All Respondents	Title/Level			
		Vice President	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	755	21	157	271	304
Less than \$5 million	15%	0%	10%	13%	22%
\$5 to \$15 million	7%	0%	5%	8%	8%
\$15 to \$30 million	5%	5%	4%	4%	6%
\$30 to \$50 million	5%	10%	5%	4%	6%
\$50 to \$100 million	7%	10%	6%	6%	8%
\$100 to \$500 million	11%	29%	12%	12%	9%
\$500 million to \$1 billion	7%	5%	5%	10%	6%
\$1 to \$3 billion	15%	19%	18%	14%	14%
More than \$3 billion	26%	24%	35%	28%	20%
For how many countries do you work in compliance?					
Responses	825	23	170	300	330
1	63%	39%	56%	58%	73%
2 to 5	13%	26%	15%	15%	10%
6 to 10	6%	17%	5%	5%	5%
11 or more	18%	17%	23%	21%	12%
Where do you work?					
Responses	824	22	170	300	330
United States	91%	95%	92%	90%	90%
North America (outside US)	2%	5%	2%	1%	2%
South America	1%	0%	0%	1%	2%
Europe	3%	0%	4%	4%	3%
Asia	2%	0%	1%	2%	3%
Africa	0%	0%	0%	1%	0%
Australia	0%	0%	0%	1%	0%
Industry:					
Responses	817	23	169	298	326
Accounting/auditing	1%	0%	0%	1%	1%
Administrative and support services	1%	0%	0%	0%	2%
Advertising/marketing	0%	0%	0%	0%	0%
Public relations	0%	0%	0%	0%	0%
Aerospace/aviation/defense	4%	0%	4%	3%	4%
Agriculture	1%	0%	1%	0%	1%
Airlines	0%	0%	0%	0%	0%
Architectural services	0%	4%	0%	0%	0%
Arts/entertainment/media	0%	0%	0%	1%	0%
Automotive/motor vehicles/parts	1%	0%	1%	0%	1%
Banking	2%	9%	1%	2%	1%
Biotechnical and pharmaceutical	1%	0%	3%	1%	1%
Chemical/polymers/fibers	0%	0%	1%	1%	0%
Computer hardware	0%	0%	0%	0%	0%
Computer services	0%	0%	1%	0%	0%
Computer software	1%	0%	1%	1%	1%
Construction	0%	0%	0%	1%	0%
Consulting services	1%	0%	1%	0%	2%
Consumer products	1%	4%	2%	1%	0%
Customer service/call center	0%	0%	0%	0%	0%

Detailed Results

	All Respondents	Title/Level			
		Vice President	Director	Manager	Assistant/Specialist
Industry: (continued)					
Education/training/library	2%	9%	4%	1%	2%
Electronics	0%	0%	0%	1%	0%
Energy	5%	0%	5%	3%	6%
Engineering	1%	0%	0%	1%	1%
Environmental services	0%	0%	0%	0%	0%
Finance/economics	0%	0%	0%	0%	1%
Financial services	6%	26%	6%	7%	5%
Forest products	0%	0%	1%	0%	0%
Government/policy	2%	0%	1%	2%	2%
Health care provider	0%	0%	0%	0%	0%
Higher education	5%	0%	4%	5%	7%
Hospitality/tourism	0%	0%	0%	0%	0%
Human resources/recruiting	0%	0%	0%	0%	1%
Information technology	2%	4%	4%	2%	2%
Installation/maintenance/repair	0%	0%	1%	0%	0%
Insurance	22%	26%	18%	22%	24%
Internet/e-commerce	0%	0%	1%	0%	0%
Law enforcement/security services	0%	0%	0%	0%	0%
Legal	0%	0%	0%	0%	0%
Manufacturing and production	4%	4%	3%	5%	2%
Military	0%	0%	1%	0%	0%
Mining	0%	0%	1%	0%	0%
Operations management	1%	0%	1%	1%	1%
Personal care and service	0%	0%	1%	0%	0%
Pharma/medical device	10%	4%	12%	14%	6%
Publishing/printing	0%	0%	0%	0%	0%
Purchasing	0%	0%	0%	0%	0%
Real estate/mortgage	0%	0%	0%	0%	0%
Research & development	2%	0%	1%	2%	2%
Restaurant and food service	0%	0%	0%	0%	0%
Retail/wholesale	3%	0%	3%	5%	2%
Science	0%	0%	0%	0%	0%
Sports and recreation/fitness	0%	0%	0%	0%	0%
Supply chain/logistics	0%	0%	0%	0%	0%
Telecommunications	1%	0%	2%	1%	1%
Textiles	0%	0%	0%	1%	0%
Tobacco	0%	0%	1%	0%	0%
Transportation/warehousing	1%	0%	3%	1%	0%
Veterinary services	0%	0%	0%	0%	0%
Utilities	5%	0%	5%	3%	6%
Waste management services	0%	0%	0%	0%	0%
Other	9%	9%	10%	9%	9%
How many years have you worked in the compliance department?					
Responses	826	23	169	299	333
1	19%	9%	15%	14%	25%
2	16%	13%	14%	15%	19%
3	13%	13%	7%	12%	17%
4	6%	4%	5%	7%	6%
5	10%	13%	8%	14%	8%
6 to 10	23%	22%	28%	26%	18%
11 to 15	9%	17%	16%	9%	5%
16 or more	3%	9%	7%	2%	2%

Detailed Results

	All Respondents	Title/Level			
		Vice President	Director	Manager	Assistant/Specialist
Type of organization:					
Responses	819	23	169	298	328
Non-profit	18%	9%	13%	15%	23%
Privately held	25%	30%	26%	25%	25%
Publicly traded	43%	57%	51%	47%	35%
Governmental	5%	0%	3%	3%	8%
Academic	6%	0%	3%	7%	8%
Other	2%	4%	4%	2%	2%
Percentage holding the following certifications:					
Responses	833	23	172	301	335
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	1%	0%	0%
Certified Public Accountant (CPA)	4%	22%	5%	5%	2%
Certified Compliance and Ethics Professional (CCEP)	26%	26%	28%	28%	22%
Certified Compliance and Ethics Professional International (CCEP-I)	4%	9%	2%	5%	3%
Certified in Healthcare Compliance (CHC)	12%	4%	16%	13%	9%
Certified in Healthcare Research Compliance (CHRC)	1%	0%	2%	1%	1%
Certified in Healthcare Privacy Compliance (CHPC)	2%	4%	3%	2%	1%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	1%	0%	0%
Certified Fraud Examiner (CFE)	4%	0%	6%	3%	3%
Certified Internal Auditor (CIA)	3%	9%	4%	4%	3%
Certified Information Privacy Professional (CIPP)	2%	13%	6%	1%	0%
Professional in Human Resources (PHR)	1%	0%	1%	1%	1%
Senior Professionals in Human Resources (SPHR)	0%	0%	1%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	1%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	1%	0%	0%
Other	18%	17%	17%	18%	18%
Highest level of education attained:					
Responses	827	23	172	300	331
Some college	11%	9%	3%	8%	18%
Bachelor's degree	38%	17%	32%	36%	45%
MBA	12%	9%	16%	17%	6%
Master's degree (non-MBA)	19%	9%	20%	21%	18%
JD	18%	57%	26%	17%	13%
PhD	1%	0%	3%	1%	1%

Detailed Results

	All Respondents	Title/Level			
		Vice President	Director	Manager	Assistant/Specialist
Amount of bonus eligible:					
Responses	806	23	167	296	318
None	29%	0%	17%	27%	40%
0-10% of salary	29%	30%	7%	29%	42%
11%-20% of salary	26%	26%	33%	34%	16%
21%-30% of salary	10%	26%	29%	6%	2%
31%-40% of salary	3%	13%	8%	3%	0%
41% or more of salary	2%	4%	7%	1%	1%
Do you have a contract?					
Responses	824	23	169	300	330
Yes	14%	4%	12%	16%	13%
No	86%	96%	88%	84%	87%
If "yes," do you have a severance clause in your contract?					
Responses	784	21	161	284	317
Yes	4%	0%	6%	5%	3%
No	96%	100%	94%	95%	97%
If "yes," what percent of your salary is it equivalent to?					
Responses	6.0	0.0	1.0	4.0	1.0
Average	20.8%	*	*	*	*
Median	17.5%	*	*	*	*
25th percentile	8.5%	*	*	*	*
75th percentile	28.8%	*	*	*	*

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	340	204	112	102	74
Broad, covering a range of compliance-related risks	86%	80%	81%	68%	72%
Focused on a particular risk area	13%	20%	19%	30%	26%
If focused, which legal and regulatory risk areas are you primarily focused on?					
Responses	41	34	19	28	18
Privacy	32%	26%	26%	21%	6%
IT	10%	3%	5%	0%	0%
Occupational health and safety	0%	3%	0%	4%	0%
Other	59%	68%	68%	75%	94%
Percentage indicating the elements of the compliance program that they are primarily involved in:					
Responses	338	203	112	102	74
Compliance/auditing/monitoring	72%	75%	67%	71%	59%
Compliance education	82%	76%	76%	56%	69%
Compliance investigations	66%	60%	57%	52%	45%
Hot line/anonymous reporting	48%	40%	40%	32%	31%
Reporting to the board	31%	30%	31%	28%	36%
Compliance risk assessments	64%	65%	62%	59%	66%
Compliance discipline/incentives	35%	25%	31%	24%	27%
Code of conduct	60%	50%	50%	30%	36%
Policies and procedures	87%	83%	86%	71%	69%
Measuring program effectiveness	55%	56%	57%	49%	46%
Which of the following best describes your title or level?					
Responses	340	203	111	102	74
Vice President	2%	3%	4%	3%	5%
Director	20%	15%	23%	29%	26%
Manager	35%	39%	37%	28%	45%
Assistant/Specialist	44%	42%	37%	39%	24%
How many people report up through to you?					
Responses	340	204	110	102	72
0	70%	58%	51%	52%	56%
1-2	22%	24%	12%	11%	19%
3-5	7%	12%	19%	14%	15%
6-10	0%	4%	13%	14%	3%
11 or more	1%	1%	5%	10%	7%
How much of your company's legal and regulatory risk areas would you estimate the compliance department is responsible for managing?					
Responses	333	202	109	99	73
0-25%	19%	18%	17%	12%	19%
26%-50%	18%	19%	27%	24%	18%
51%-75%	26%	27%	29%	39%	32%
76%-100%	38%	36%	28%	24%	32%

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

Responses	340	204	112	102	74
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%	51%	0%	0%
16 to 20	0%	0%	49%	0%	0%
21 to 30	0%	0%	0%	37%	0%
31 to 40	0%	0%	0%	32%	0%
41 to 50	0%	0%	0%	30%	0%
More than 50	0%	0%	0%	0%	100%

Do you know the budget for your compliance department?

Responses	338	203	112	102	73
Yes	16%	15%	16%	17%	7%
No	84%	85%	84%	83%	93%

Annual compliance budget for the organization as a whole:

Responses	51	27	16	12	3
Average	\$526,644	\$1,125,556	\$2,446,875	\$7,806,265	*
Median	\$335,000	\$800,000	\$1,950,000	\$3,587,588	*
25th percentile	\$108,500	\$487,500	\$1,450,000	\$2,500,000	*
75th percentile	\$646,844	\$1,800,000	\$3,625,000	\$5,450,000	*

Approximately how many employees work in your organization as a whole?

Responses	339	202	112	102	74
Less than 100	8%	2%	2%	2%	0%
100 - 249	10%	4%	3%	1%	1%
250 - 499	9%	3%	4%	2%	0%
500 - 999	10%	13%	6%	0%	0%
1,000 - 1,999	9%	8%	12%	1%	3%
2,000 - 2,999	5%	7%	4%	6%	0%
3,000 - 4,999	8%	7%	6%	5%	3%
5,000 - 7,499	8%	10%	10%	19%	8%
7,500 - 9,999	6%	3%	5%	8%	8%
10,000 - 14,999	7%	10%	4%	9%	9%
15,000 - 19,999	5%	6%	4%	8%	1%
20,000 - 29,999	4%	9%	9%	4%	1%
30,000 - 49,999	4%	6%	4%	8%	4%
50,000 - 74,999	2%	5%	7%	7%	14%
75,000 - 99,999	1%	1%	4%	4%	7%
100,000 +	3%	5%	15%	18%	41%

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 the portion of your organization that work in compliance for?					
Responses	310	175	102	100	71
Less than 100	25%	19%	22%	16%	17%
100 - 249	11%	12%	8%	5%	6%
250 - 499	12%	9%	6%	5%	8%
500 - 999	0%	0%	0%	0%	0%
1,000 - 1,999	8%	13%	16%	7%	7%
2,000 - 2,999	3%	5%	2%	8%	3%
3,000 - 4,999	7%	5%	7%	7%	3%
5,000 - 7,499	8%	7%	7%	18%	7%
7,500 - 9,999	5%	3%	5%	5%	6%
10,000 - 14,999	7%	9%	4%	6%	13%
15,000 - 19,999	4%	4%	1%	2%	3%
20,000 - 29,999	2%	7%	8%	2%	1%
30,000 - 49,999	3%	3%	4%	7%	7%
50,000 - 74,999	2%	2%	2%	6%	7%
75,000 - 99,999	2%	0%	3%	1%	1%
100,000 +	1%	2%	7%	5%	11%

What are the annual revenues of the organization you work for?					
Responses	314	181	103	95	68
Less than \$5 million	8%	8%	5%	2%	1%
\$5 to \$15 million	7%	6%	3%	6%	0%
\$15 to \$30 million	8%	6%	5%	5%	1%
\$30 to \$50 million	6%	4%	5%	1%	0%
\$50 to \$100 million	8%	9%	8%	3%	0%
\$100 to \$500 million	16%	8%	7%	4%	4%
\$500 million to \$1 billion	7%	8%	8%	4%	3%
\$1 to \$3 billion	18%	17%	18%	19%	13%
More than \$3 billion	21%	34%	42%	55%	76%

What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?					
Responses	313	184	100	93	65
Less than \$5 million	17%	17%	14%	10%	12%
\$5 to \$15 million	8%	7%	6%	8%	6%
\$15 to \$30 million	6%	5%	3%	4%	5%
\$30 to \$50 million	7%	4%	5%	2%	2%
\$50 to \$100 million	7%	9%	7%	5%	5%
\$100 to \$500 million	16%	8%	9%	8%	9%
\$500 million to \$1 billion	6%	10%	8%	8%	8%
\$1 to \$3 billion	16%	14%	16%	17%	11%
More than \$3 billion	17%	27%	32%	39%	43%

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
For how many countries do you work in compliance?					
Responses	339	201	112	99	73
1	64%	65%	62%	65%	56%
2 to 5	14%	12%	13%	12%	16%
6 to 10	6%	6%	5%	4%	5%
11 or more	16%	17%	20%	19%	22%
Where do you work?					
Responses	339	202	110	101	71
United States	94%	89%	90%	91%	80%
North America (outside US)	2%	1%	1%	0%	4%
South America	1%	2%	2%	0%	4%
Europe	2%	3%	6%	3%	6%
Asia	1%	2%	1%	6%	3%
Africa	0%	1%	0%	0%	1%
Australia	0%	1%	0%	0%	1%
Industry:					
Responses	336	198	109	99	74
Accounting/auditing	1%	1%	2%	2%	1%
Administrative and support services	1%	0%	2%	2%	0%
Advertising/marketing	0%	0%	0%	0%	0%
Public relations	0%	0%	0%	0%	0%
Aerospace/aviation/defense	3%	4%	3%	2%	9%
Agriculture	1%	2%	0%	0%	0%
Airlines	0%	0%	0%	0%	0%
Architectural services	0%	0%	0%	0%	0%
Arts/entertainment/media	1%	0%	0%	0%	0%
Automotive/motor vehicles/parts	1%	1%	1%	0%	0%
Banking	0%	3%	3%	1%	5%
Biotechnical and pharmaceutical	1%	0%	0%	4%	1%
Chemical/polymers/fibers	1%	0%	1%	0%	0%
Computer hardware	0%	0%	0%	0%	0%
Computer services	1%	0%	0%	0%	0%
Computer software	1%	1%	0%	1%	0%
Construction	1%	1%	1%	0%	0%
Consulting services	2%	1%	2%	0%	1%
Consumer products	1%	2%	0%	0%	0%
Customer service/call center	0%	0%	0%	0%	0%
Education/training/library	4%	2%	0%	1%	1%
Electronics	0%	1%	0%	0%	0%
Energy	5%	6%	4%	1%	4%
Engineering	1%	0%	0%	0%	1%
Environmental services	0%	0%	0%	0%	0%
Finance/economics	0%	0%	1%	1%	0%
Financial services	6%	8%	2%	7%	12%
Forest products	0%	0%	0%	0%	0%
Government/policy	2%	3%	1%	2%	0%
Health care provider	0%	0%	0%	0%	0%
Higher education	8%	4%	4%	6%	0%
Hospitality/tourism	0%	0%	0%	0%	0%
Human resources/recruiting	1%	1%	1%	0%	0%
Information technology	3%	2%	2%	1%	0%
Installation/maintenance/repair	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
Industry: (continued)					
Insurance	16%	25%	28%	33%	19%
Internet/e-commerce	1%	0%	0%	0%	0%
Law enforcement/security services	0%	0%	0%	0%	0%
Legal	0%	0%	0%	0%	0%
Manufacturing and production	4%	3%	6%	6%	0%
Military	0%	0%	0%	0%	0%
Mining	0%	1%	0%	0%	0%
Operations management	1%	2%	2%	1%	0%
Personal care and service	0%	0%	0%	0%	0%
Pharma/medical device	9%	8%	12%	10%	23%
Publishing/printing	0%	0%	0%	0%	0%
Purchasing	0%	0%	0%	0%	0%
Real estate/mortgage	0%	1%	0%	0%	0%
Research & development	2%	2%	2%	2%	1%
Restaurant and food service	0%	0%	0%	0%	0%
Retail/wholesale	3%	2%	1%	4%	8%
Science	0%	0%	0%	0%	0%
Sports and recreation/fitness	0%	0%	0%	0%	0%
Supply chain/logistics	0%	1%	1%	0%	0%
Telecommunications	1%	0%	3%	1%	3%
Textiles	1%	0%	0%	1%	0%
Tobacco	0%	1%	0%	2%	0%
Transportation/warehousing	1%	3%	0%	1%	0%
Veterinary services	0%	0%	0%	0%	0%
Utilities	5%	4%	6%	4%	3%
Waste management services	0%	0%	0%	0%	0%
Other	9%	12%	14%	3%	5%

How many years have you worked in the compliance department?

Responses	338	202	109	102	74
1	24%	17%	14%	16%	8%
2	16%	20%	13%	16%	16%
3	15%	14%	9%	14%	5%
4	7%	6%	5%	10%	5%
5	8%	7%	12%	11%	23%
6 to 10	21%	23%	31%	21%	26%
11 to 15	8%	10%	12%	10%	8%
16 or more	1%	1%	5%	4%	8%

Type of organization:

Responses	335	198	111	101	73
Non-profit	17%	17%	25%	19%	7%
Privately held	30%	30%	15%	20%	14%
Publicly traded	36%	39%	46%	50%	75%
Governmental	6%	5%	5%	6%	1%
Academic	8%	7%	5%	4%	1%
Other	3%	2%	4%	2%	1%

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	340	204	112	102	74
Leading Professional in Ethics & Compliance (LPEC)	0%	0%	1%	0%	1%
Certified Public Accountant (CPA)	4%	4%	4%	3%	7%
Certified Compliance and Ethics Professional (CCEP)	31%	23%	19%	18%	32%
Certified Compliance and Ethics Professional International (CCEP-I)	2%	4%	4%	2%	12%
Certified in Healthcare Compliance (CHC)	10%	13%	16%	13%	7%
Certified in Healthcare Research Compliance (CHRC)	1%	0%	3%	2%	0%
Certified in Healthcare Privacy Compliance (CHPC)	1%	3%	3%	3%	0%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	3%	4%	4%	8%	0%
Certified Internal Auditor (CIA)	4%	5%	2%	3%	1%
Certified Information Privacy Professional (CIPP)	1%	1%	2%	4%	5%
Professional in Human Resources (PHR)	1%	0%	0%	3%	1%
Senior Professionals in Human Resources (SPHR)	1%	0%	1%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	1%	0%	1%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	1%	0%	1%	0%	0%
Other	15%	22%	18%	16%	22%
Highest level of education attained:					
Responses	337	203	110	102	74
Some college	14%	8%	12%	7%	12%
Bachelor's degree	39%	40%	44%	33%	28%
MBA	8%	15%	13%	15%	18%
Master's degree (non-MBA)	18%	21%	18%	17%	22%
JD	20%	14%	14%	25%	19%
PhD	1%	1%	0%	3%	1%
Amount of bonus eligible:					
Responses	332	196	108	99	70
None	36%	28%	28%	19%	17%
0-10% of salary	34%	31%	25%	22%	20%
11%-20% of salary	19%	30%	32%	35%	30%
21%-30% of salary	8%	8%	9%	14%	20%
31%-40% of salary	3%	2%	2%	5%	6%
41% or more of salary	1%	2%	4%	4%	7%
Do you have a contract?					
Responses	336	201	111	102	74
Yes	12%	13%	19%	12%	19%
No	88%	87%	81%	88%	81%

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
If "yes," do you have a severance clause in your contract?					
Responses	324	191	107	94	67
Yes	2%	7%	4%	5%	6%
No	98%	93%	96%	95%	94%
If "yes," what percent of your salary is it equivalent to?					
Responses	3.0	2.0	0.0	0.0	1.0
Average	*	*	*	*	*
Median	*	*	*	*	*
25th percentile	*	*	*	*	*
75th percentile	*	*	*	*	*

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