

BOLAND SURVEY

Nonprofit Sector Salaries and Human Resource Practices

CEO Report | 2019

Sample



In the spirit of reconciliation, we acknowledge the traditional territories in Alberta of the many First Nations and Métis, whose footsteps have marked these lands for centuries.

About the Boland Survey

The Boland Survey, administered by CCVO, is an annual survey of nonprofit sector salaries and human resource practices across Canada. The survey has been used by organizations for over 20 years to benchmark salaries, determine human resource policies, and develop benefit programs that meet the unique needs of the nonprofit sector. As the only Canadian nonprofit salary survey that includes salary tables (annual and hourly) for specific positions, the Boland Survey remains the most comprehensive source of information for hiring managers, Boards, and others working in compensation.

Thank you to all the individuals and nonprofits who provided feedback on the 2019 Survey, helped develop new job positions, and assisted us in promoting the Survey in their regions.

To purchase reports from other regions or discuss options for custom analysis of the 2019 Survey data, please contact CCVO at bolandsurvey@calgarycvo.org.

The logo for the Boland Survey features the words "BOLAND" and "SURVEY" stacked vertically in a bold, black, sans-serif font. To the left of the text is a graphic consisting of three overlapping circles: a large orange circle at the bottom, a smaller yellow circle in the middle, and a small red circle at the top.

**BOLAND
SURVEY**

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THE 2019 BOLAND SURVEY

The 22nd annual Boland Survey opened on June 3, 2019. Technical difficulties within the new platform resulted in delays for reporting until October 2020, although some pieces were released in October 2019. The 2019 survey includes data from 240 nonprofit organizations in five regions across Canada.

REGION	PROVINCE(S)
ALBERTA (AB)	Alberta
ATLANTIC (AT)	New Brunswick, Newfoundland and Labrador, Nova Scotia, Prince Edward Island
BRITISH COLUMBIA (BC)	British Columbia
ONTARIO (ON)	Ontario, Quebec
PRAIRIES (PR)	Manitoba, Saskatchewan

All data for the 2019 survey, as well as all data available from 1999 onwards, will be made available through a new interactive system. This system allows organizations to filter data by region, subsector, and organization size. The interactive reporting system is supplemented by four reports focused on specific topics:

- Salary trends
- Human Resource Practices
- Benefits
- CEO Demographics

Boland Survey reports contain national and regional data related to their topic area. Classic view salary tables are also being produced for the 2019 survey and made available to all subscribers.

METHODOLOGY AND CONFIDENTIALITY

Analysis and reporting of the results in this report reflect the responses provided by the participant organizations. Data that appeared to be outside likely values have been checked and confirmed wherever possible.

The percentage values reported herein represent the percentage of Survey respondents, not the percentage of organizations nationally or in the specific region. In cases where a small sample size has been reported on, results should be interpreted with caution.

Calculations

Zeros and blank responses – reflecting missing information – have generally been ignored when calculating summary statistics, except for bonus amounts calculations and salary trends. Where a position is bonus eligible, zero payments have been included in the summary statistics calculation, as a zero payment is a legitimate amount in such circumstances. When calculating salary trends, calculations with and without zeros have been included where possible.

The following are definitions of the statistics calculated and the calculation rules applied.

Average: The average is the arithmetic average of the data set. Averages have been calculated where there are at least three data points available.

Median: The median is the value that represents the middle value of the data. This is sometimes referred to as the 50th percentile. Half of the observations are above the median and half are below. The median is often more representative of the central tendency of the data than the average because it is less affected by extreme values. Medians have been calculated where there are at least four data points.

Percentiles: Percentiles provide valuable information about the distribution of the data and are helpful in determining where your organization falls. Percentile values have been calculated, where sufficient data exist, at the:

10th percentile: At the 10th percentile, 10% of the data falls below and 90% above the value shown. The 10th percentile has been calculated where there are at least eight data points.

25th percentile: The point that separates the lowest 25% of the sample from the highest 75%. The 25th percentile is calculated where there are at least six data points.

50th percentile: See Median (above).

75th percentile: The point that separates the lowest 75% of the sample from the highest 25%. The 75th percentile is calculated where there are at least six data points.

90th percentile: At the 90th percentile, 90% of the data falls below and 10% above the value shown. The 90th percentile is calculated where there are at least eight data points.

Confidentiality: The confidentiality of all participant data is ensured through CCVO's strict reporting protocols. Data are presented in aggregated statistical form with no organization-specific data shown. Statistics are only calculated where there are sufficient data points to ensure confidentiality. Where there are insufficient data to calculate the statistic, a dash (-) is shown.

Sample

RESULTS

Participant Profiles

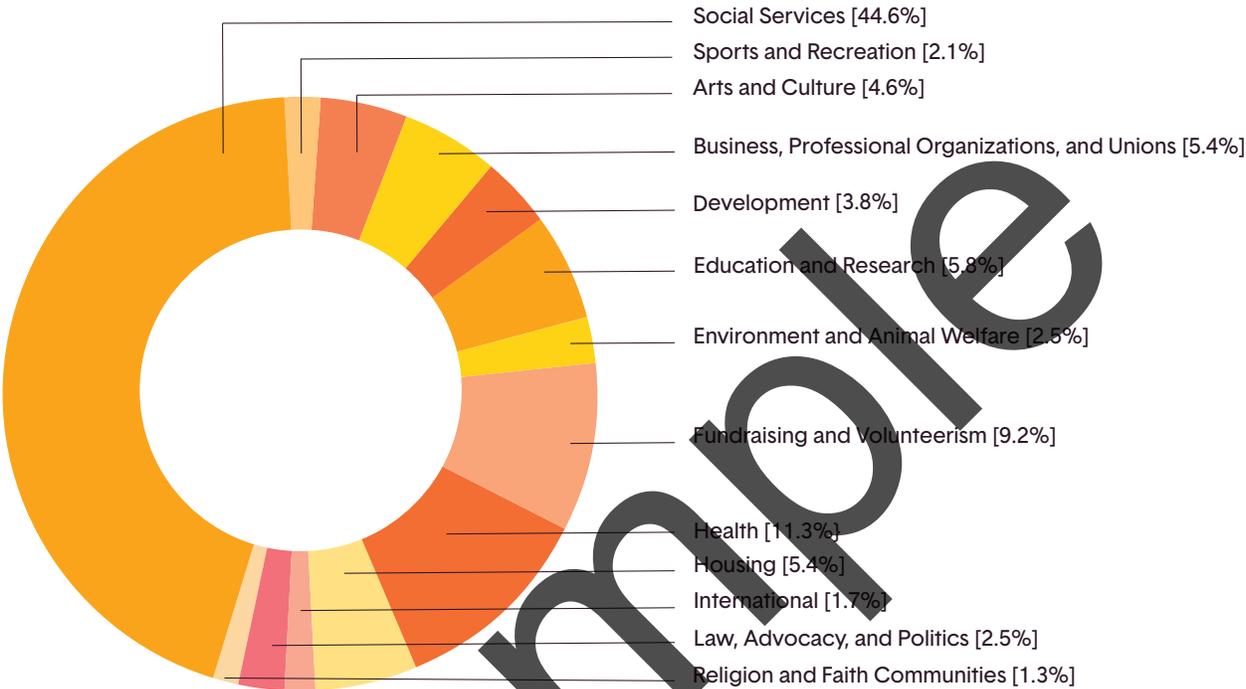
OVERALL PARTICIPATION BY REGION

REGION	NUMBER OF PARTICIPATING ORGANIZATIONS	NUMBER OF REGISTERED CHARITIES	PERCENT OF REGISTERED CHARITIES	AVERAGE ANNUAL OPERATING BUDGET	TOTAL NUMBER OF PAID STAFF (FTE)	TOTAL NUMBER OF VOLUNTEERS
ALBERTA	178	153	86.0%	\$9,480,779	13,108	103,021
ATLANTIC	N/A	N/A	N/A	N/A	N/A	N/A
BRITISH COLUMBIA	23	20	87.0%	\$12,385,588	2,197	18,234
ONTARIO	29	19	65.5%	\$34,948,469	10,291	16,031
PRAIRIES	8	8	100.0%	\$4,797,034	304	808
TOTAL	238	200	84.6%	\$ 12,322,374	25,900	138,094

Sample

Of the 240 organizations that participated in the 2019 Boland Survey, 84.2% identified as registered charities. In the Atlantic and Prairies Regions, 100% of respondents were charities, reflecting the highest percentage of charities participating, whereas the Ontario Region had the lowest (65.5%).

SUB-SECTORS OF PARTICIPATING ORGANIZATIONS



As in previous years of the Boland Survey, most of the participating organizations (44.6%) came from the social services subsector. Health (11.3%) and Fundraising and Volunteerism (9.2%) were the next two most represented subsectors nationally.

CEO Demographics

Each year the Boland Survey reports on demographic information for the CEO position (code 101). In 2019, 187 organizations submitted data for this position.

REGION	NUMBER OF ORGANIZATIONS REPORTING CEO DATA	PERCENTAGE OF ORGANIZATIONS REPORTING CEO DATA	PERCENTAGE OF SAMPLE
ALBERTA	141	59.2%	75.4%
ATLANTIC CANADA	N/A	N/A	N/A
BRITISH COLUMBIA	22	9.2%	11.8%
ONTARIO	17	7.1%	9.1%
PRAIRIES	7	2.9%	3.7%
TOTAL	187	78.6%	100.0%

Nationally, 125 (66.8%) CEOs identified as female and 62 (33.2%) identified as male. This is consistent with last year's findings (70.3% and 29.7%). While nonbinary/nonconforming was included as an option, responses with fewer than three data points are not included in the calculations.

Female CEOs were more likely than male CEOs to lead organizations with operating budgets at all levels, except for those with operating budgets between \$10 to \$20 million.

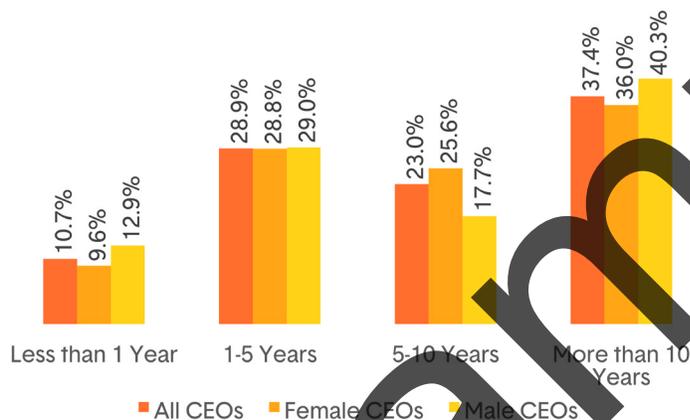
ORGANIZATION SIZE (OPERATING BUDGET)	PERCENTAGE OF ORGANIZATIONS	FEMALE CEOs	MALE CEOs	NONBINARY/ NONCONFORMING CEOs
LESS THAN \$1 MILLION	13.9%	14.4%	12.9%	N/A
\$1 MILLION - \$5 MILLION	38.5%	39.2%	37.1%	N/A
\$5 MILLION - \$10 MILLION	17.1%	17.6%	16.1%	N/A
\$10 MILLION - \$20 MILLION	15.5%	13.6%	19.4%	N/A
MORE THAN \$20 MILLION	15.0%	15.2%	14.5%	N/A

However, male CEOs were more likely to be associated with larger average operating budgets, regardless of organization size.

	OVERALL AVERAGE OPERATING BUDGET	AVERAGE WHERE OPERATING BUDGET EXCEEDS \$5 MILLION
MALE	\$10,804,114	\$19,369,450
FEMALE	\$9,924,933	\$19,181,915
NONBINARY/NONCONFORMING	N/A	N/A

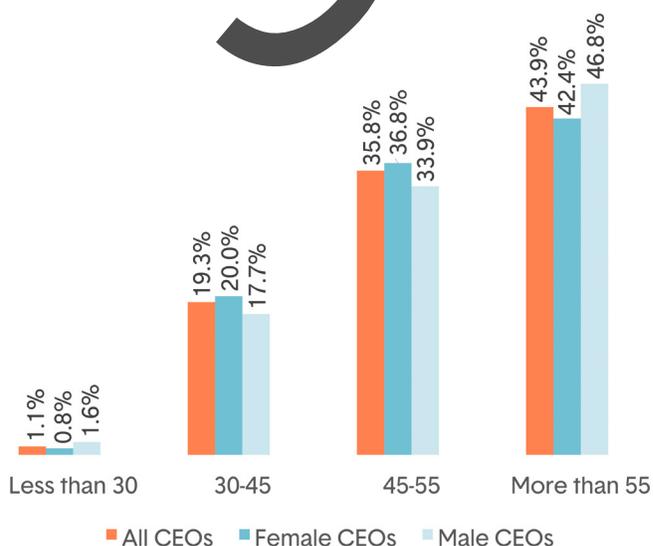
YEARS OF SERVICE

Most CEOs had been in their position more than 10 years (37.4%), and many for one to five years (28.9%), which is consistent with 2018 data. There were not dramatic differences in years of service between the genders in any of the four groupings of years of service.



AGE

Overall there was not a significant age difference between female and male CEOs, and over three quarters of CEOs were 45 or over.



AVERAGE CEO SALARIES BY ORGANIZATION SIZE

The largest difference in average salaries between male and female CEOs occurred in organizations with annual operating budgets between \$1 to \$5 million (87.8%). Consistent with 2018 results, male CEOs reported a smaller average salary than female CEOs in organizations with operating budgets between \$10 to \$20 million.

	LESS THAN \$1 MILLION	\$1 - \$5 MILLION	\$5 - \$10 MILLION	\$10 - \$20 MILLION	MORE THAN \$20 MILLION
FEMALE	\$144,003	\$118,341	\$161,174	\$178,731	\$131,252
MALE	\$157,387	\$134,822	\$172,658	\$164,883	\$145,191
NONBINARY/ NONCONFORMING	N/A	N/A	N/A	N/A	N/A
F/M RATIO	91.5%	87.8%	93.3%	108.4%	90.4%

HIGHEST EDUCATION LEVEL ACHIEVED BY CEOs

187 organizations reported on the highest education level achieved by their CEOs. The majority (88.8%) had obtained either a university or master's degree, which is consistent with 2018 findings.

EDUCATION LEVEL	NUMBER OF ORGANIZATIONS	PERCENT OF SAMPLE
HIGH SCHOOL	6	3.2%
COLLEGE	12	6.4%
BACHELOR'S	88	47.1%
MASTER'S	78	41.7%
DOCTORATE	3	1.6%

CEO EDUCATION LEVEL AND ORGANIZATION SIZE

CEOs with high school or college level educations were more likely to head smaller organizations (less than \$1 million or \$1 to \$5 million), while CEOs with a doctorate were more distributed across all organization sizes.

ANNUAL OPERATING BUDGET	HIGH SCHOOL	COLLEGE	BACHELOR'S	MASTERS	DOCTORATE
LESS THAN \$1 MILLION	0.5%	2.1%	7.5%	3.7%	0.0%
\$1 MILLION - \$5 MILLION	2.7%	2.7%	19.3%	13.4%	0.5%
\$5 MILLION - \$10 MILLION	0.0%	0.5%	9.1%	7.5%	0.0%
\$10 MILLION - \$20 MILLION	0.0%	1.1%	5.3%	8.6%	0.0%
MORE THAN \$20 MILLION	0.0%	0.0%	5.9%	8.0%	1.1%

CEO EDUCATION LEVEL AND ANNUAL SALARIES

Generally, a higher level of education correlated with a higher average (arithmetic average) and median (middle value) salary for CEOs.

EDUCATION LEVEL	AVERAGE	MEDIAN
HIGH SCHOOL	\$137,927	\$129,513
COLLEGE	\$116,162	\$98,000
BACHELOR'S	\$140,169	\$131,045
MASTER'S	\$162,975	\$153,198
DOCTORATE	\$163,333	\$167,000

Sample

