

BOLAND SURVEY

Nonprofit Sector Salaries and
Human Resource Practices

Salaries Report & Annual Salary Tables
All Regions | 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 2017 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.



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Sample

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.

This report, *Salaries*, includes data related to salary trends, predictions, and practices. Comprehensive salary tables that include data from all regions are also included here, with regional and sub-regional salary tables available for download separately.

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

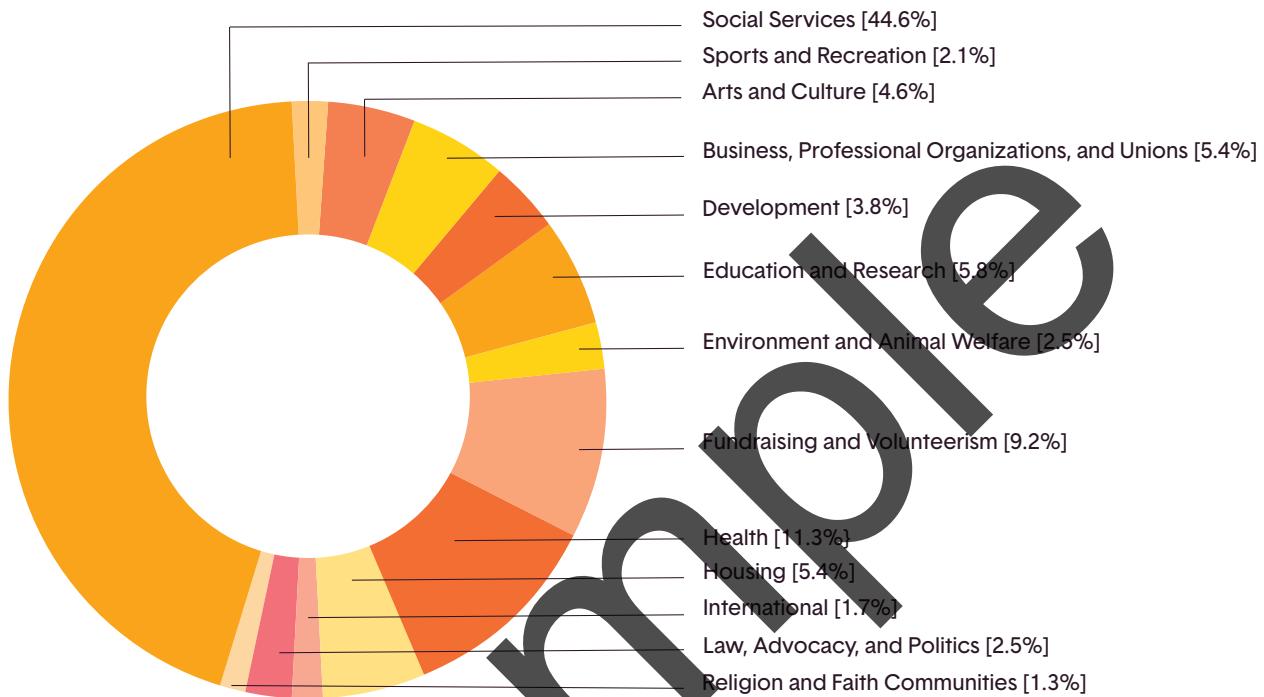
Participant Profiles

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	240	202	84.2%	\$12,616,182	25,929	138,342

Of the 240 organizations that participated in the 2019 Boland Survey, 84.2% identified as registered charities. In the Prairies Region, 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 Boland Surveys, 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.

Turnover and Vacancy Rates

Where sufficient data are captured, the Boland Survey reports on the turnover and vacancy rates for each region. The turnover rate is the percentage of employees leaving an organization over 12 months and the vacancy rate reflects the number of vacant positions during the same period. The formulas used to calculate turnover and vacancy rates are simplified and intended only to provide a scale for reference. They do not distinguish between a hire to fill a vacant position and a newly created position. To accurately compare any organization's turnover to the averages reported herein requires that the same process be followed.

Turnover is the ratio between the number of hires over 12 months plus current vacancies and the current total staff compliment. This is calculated as:

$$T = (h+v)/(S+v)$$

Wherein (T) is calculated for each participant as the ratio between the number of hires in the last 12 months (h) plus current vacancies (v), and the current total staff complement (current employees (S) plus vacancies (v)).

Vacancy rates are the ratio between the number of currently vacant positions and the total staff complement (current employees plus vacancies) reported by each participant. Full-time equivalents are used and calculated as a percentage of total staff complement.

The following table shows the 2017 and 2018 vacancy and annual turnover rates for each region. Some turnover and vacancy rates for have been omitted due to insufficient data.

REGION	AVERAGE TURNOVER RATE		AVERAGE VACANCY RATE	
	2019	2018	2019	2018
ALBERTA	28.6%	45.0%	4.3%	3.8%
ATLANTIC CANADA	N/A	N/A	N/A	N/A
BRITISH COLUMBIA	28.2%	46.3%	5.9%	2.3%
ONTARIO	22.0%	31.7%	3.5%	4.5%
PRAIRIES	23.8%	39.4%	2.2%	9.2%

All-Region Salary Trends and Predictions

SALARY ADJUSTMENTS FOR 2019

In 2019, 236 organizations submitted data on salary adjustments for 2019, with 147 (62.3%) noting that the adjustment for this year was not above or below what they had done in previous years. One hundred and seventy two organizations (72.9%) reporting adjusting salaries and 163 submitted by what percentage they had increased or decreased salaries. Nationally, the average salary adjustment for 2019 was an increase of 3.3% (median 2.5%).

When the number of organizations who submitted data on salary adjustments was broken down by region, each reported at least 50% of organizations had adjusted salaries in 2019.

	AB	BC	ON	PR
NUMBER OF ORGANIZATIONS	122	21	23	4
PERCENTAGE OF ORGANIZATIONS	69.7%	91.3%	82.1%	50.0%

The PR Region was the only region in which all organizations who reported adjusting salaries in 2019 also include their adjustment amount.

	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
AB REGION	118	72.4%
BC REGION	20	12.3%
ON REGION	20	12.3%
PR REGION	4	2.5%

The BC Region reported the greatest average percentage increase (4.0%) while organizations in the ON Region reported the lowest average percentage increase (2.2%). The predicted 2019 adjustment from the 2018 Boland Survey report is included here for comparison purposes.

	2019 AVERAGE ADJUSTMENT	PREDICTED AVERAGE ADJUSTMENT
AB REGION	3.4%	3.1%
BC REGION	4.0%	2.6%
ON REGION	2.2%	2.5%
PR REGION	2.8%	2.5%

PREDICTED SALARY INCREASES FOR 2020

Nationally, one hundred and sixty-six organizations (70.3%) predicted an increase for 2020. At least half of organizations in all regions predicted a salary increase for 2020.

	AB	BC	ON	PR
NUMBER OF ORGANIZATIONS	111	21	25	8
PERCENTAGE OF ORGANIZATIONS	63.4%	91.3%	89.3%	100.0%

All organizations who predicted an increase for 2020 also submitted their expected percentage change. The average for all 166 organizations was 2.6% (median 2.0)

	2020 PREDICTED AVERAGE ADJUSTMENT	2020 PREDICTED MEDIAN ADJUSTMENT
AB REGION	2.7%	2.0
BC REGION	2.5%	2.0
ON REGION	2.1%	2.0
PR REGION	2.9%	2.8

Salary Practices

COST OF LIVING INCREASES

In 2019, the Boland Survey asked organizations if they automatically adjust salaries to account for the cost of living (COLA). Of the 236 organizations who submitted data for this question, only 57 (24.2%) automatically adjusted for the cost of living. Organizations in the BC and PR regions were slightly more likely than those in other regions to automatically adjust for cost of living.

ORGANIZATIONS WHO ADJUST FOR COST OF LIVING – REGIONS				
	AB	BC	ON	PR
NUMBER OF ORGANIZATIONS	39	7	7	3
PERCENTAGE OF ORGANIZATIONS	22.3%	30.4%	25.0%	37.5%

TIMING OF SALARY ADJUSTMENTS

This is the first year that the Boland Survey asked when the majority of salary adjustments take place in an organization. Of the 236 organizations who responded,

	NUMBER	PERCENT OF SAMPLE
ON OR AROUND THE START OF THE FISCAL YEAR	119	50.4%
ON OR AROUND AN EMPLOYEE'S ANNIVERSARY DATE	36	15.3%
ON OR AROUND JANUARY 1	30	12.7%
ON OR AROUND CONTRACT RENEWAL	19	8.1%
OTHER	32	13.6%

The thirty-two organizations (13.6%) whose practices did not fall into one of the four categories reported changes to funding agreements and new revenue sources as the main factors in determining when salary adjustments were made.

	AB REGION	BC REGION	ON REGION	PR REGION
ON OR AROUND THE START OF THE FISCAL YEAR	46.3%	69.6%	60.7%	37.5%
ON OR AROUND AN EMPLOYEE'S ANNIVERSARY DATE	16.0%	8.7%	7.1%	50.0%
ON OR AROUND JANUARY 1	14.8%	0.0%	14.3%	12.5%
ON OR AROUND CONTRACT RENEWAL	9.1%	8.7%	3.6%	0.0%
OTHER	14.3%	13.0%	14.3%	0.0%

SALARY RANGES

In 2019, only 219 organizations answered questions about salary ranges. Of these, 165 (75.3%) reported administering salaries within ranges (salary bands).

SALARY DETERMINATION CRITERIA

The Boland Survey asks organizations to provide data on what criteria they use to determine salaries. The following chart shows the percentage of the organizations who reported using each criterion. The values in the following table total to greater than 100% because many organizations reported using more than one approach.

SALARY DETERMINATION – ALL REGIONS		
METHOD	NUMBER OF ORGANIZATIONS	PERCENTAGE OF ORGANIZATIONS
MERIT	170	70.5%
MARKET	163	67.6%
SENIORITY	139	57.7%
SKILL	137	56.8%
360-DEGREE FEEDBACK	33	13.7
OTHER	45	18.7%

All-Region Contractor Data

In addition to salary data, the Boland Survey asks organizations to provide data on contractors and hourly rates. Unfortunately, technical challenges prevent us from providing any contractor data for the 2019 survey.

ALL-REGION ANNUAL SALARY TABLES

Compensation data submitted to the Boland Survey is entered as either an annual salary or hourly rate; both are reported in the following salary tables. The following calculations and methodology is provided to aid in readers' understanding of how the conversions between salary and hourly rate were calculated.

Hourly Rate Tables: These salary tables enable readers to compare compensation information for organizations in their region at an hourly rate. Where salary data was reported as an annual rate, an equivalent hourly rate (h) was calculated by dividing the annual rate (a) by the FTE weekly hours reported by the organization (f), and then dividing by 52 weeks:

$$h = (a / f) / 52$$

Annual Salary Tables: These salary tables reflect annual salaries as reported by respondents. Where salary data was reported as an hourly rate, an equivalent annual salary (a) was calculated by multiplying the hourly rate (h) by the FTE weekly hours reported by the organization (f), and then multiplying by 52 weeks:

$$a = (h * f) * 52$$

Please note: The salary tables at the end of this report are for annual positions. You can find the salaries report and hourly rate tables in the Sharepoint folder of Boland Survey resources.

Interpreting the Annual Salary Tables

The following data is displayed in each table:

- Salary range information.
- Actual annual salary.
- Bonus data (paid, target, and maximum) expressed as a percentage of base salary.
- Actual bonus awards (reported as annual in both sets of tables).
- Total cash compensation, including actual base salary and bonus award (reported as an annual amount in both sets of tables).
- Pension contributions (the percentage of base salary contributed by the employer to a defined contribution or RRSP plan).
- Employee pension contribution required (the incidence of plans where an employee contribution is required to establish eligibility for the employer contribution).

As not all organizations reported all types, the statistics shown are based on the data reported.

The following terms are used in the compensation tables:

Match Quality: Organizations were asked to indicate whether their match to the job position in the survey was "good" or "fair." This indicates how relevant the data may be to the position and is also used to refine job position descriptions in future Boland Surveys.

Number of Organizations: The number of organizations in the region that reported data for a position. Only positions with three or more organizations reporting are included in the compensation tables.

Median Gross Budget: The median gross budget is included to indicate the size of organizations reporting on the position.

Salary Range Data: Averages and medians are shown for the salary range minimums and maximums.

Actual Salary Data: Each organization reported the current average actual salary for all incumbents in the matched position. The total incumbents value is the number of people whose salary was reported. Note that data are organizationally weighted, which means that each organization contributes equally to the statistic regardless of the number of incumbents they may have.

Bonus Data: The percentage of organizations reporting that the position is either eligible under a formal bonus plan, or where an ad hoc bonus had been paid in the prior period. Bonus data also includes:

Target Bonus: the percentage of base salary that would be awarded under the bonus plan where all objectives are achieved satisfactorily.

Maximum Bonus: the maximum percent of base salary that would be awarded under the bonus plan where all objectives are significantly exceeded.

Total Cash Compensation: The total of the actual salary and bonus (i.e. the total amount of cash compensation received by the employee).

Pension Data: The percentage of base salary contributed by the employer to a defined contribution pension plan or RRSP on behalf of the employee. The incidence of employers requiring an employee contribution to their pension plan is also shown as a percentage of those with plans.

JOB POSITION CODES

The annual salary tables at the end of this report are included by job position code. The following tables list the job position codes by organization function and gives page numbers for reference.

CODE	POSITION TITLE	PAGE	CODE	POSITION TITLE	PAGE																																																															
Executive Managers																																																																				
101	Chief Executive Officer - Independent	15	201	Top Fund Development Executive	54																																																															
121	Executive Manager - Functional area or Division	35	205	Direct Marketing Director	58																																																															
116	Director of Operations	30	211	Direct Mail Coordinator	64																																																															
136	General Manager	50	202	Fund Development Specialist	55																																																															
Finance and Accounting																																																																				
102	Top Finance and Administration	16	206	Manager, Supporter Relations	59																																																															
103	Senior Accounting - Controller	17	203	Fund Development Associate	56																																																															
104	Financial Administrator	18	204	Researcher	57																																																															
118	Accounts Payable Administrator	32	301	Senior Program Officer	65																																																															
119	Accounts Receivable Administrator	33	209	Senior Grants Manager	62																																																															
120	Payroll/Benefits Administrator	34	207	Grants Associate	60																																																															
137	Bookkeeper	51	208	Donor Grants Associate	61																																																															
Human Resources and Volunteer Management																																																																				
113	Top Human Resources	27	210	Digital & Social Media Specialist	63																																																															
123	Human Resources Specialist	37	Function or Program Managers (not otherwise categorized)																																																																	
108	Human Resources Generalist	22	311	Top Volunteer Resources	75	105	Program or Functional Manager	19	312	Volunteer Coordinator	76	125	Top Government Relations	39	Marketing and Communications						107	Communications Director	21	114	Top Membership Services	28	133	Top Marketing and Sales	47	337	Engagement Coordinator	101	117	Communications Specialist	31	126	Manager Retail Operations	40	124	Graphic Artist/Designer	38	127	Director of Evaluation and Knowledge Management	41	International Programs						128 International Program Manager						129 Emergency Preparedness & Response Specialist						43					
311	Top Volunteer Resources	75	105	Program or Functional Manager	19																																																															
312	Volunteer Coordinator	76	125	Top Government Relations	39																																																															
Marketing and Communications																																																																				
107	Communications Director	21	114	Top Membership Services	28																																																															
133	Top Marketing and Sales	47	337	Engagement Coordinator	101																																																															
117	Communications Specialist	31	126	Manager Retail Operations	40																																																															
124	Graphic Artist/Designer	38	127	Director of Evaluation and Knowledge Management	41																																																															
International Programs																																																																				
128 International Program Manager																																																																				
129 Emergency Preparedness & Response Specialist																																																																				
43																																																																				

JOB POSITION CODES CONTINUED

The annual salary tables at the end of this report are included by job position code. The following tables list the job position codes by organization function and gives page numbers for reference.

CODE	POSITION TITLE	PAGE
Program Management and Administration		
106	Program Supervisor	20
130	Program Coordinator	44
316	Supervisor Clinical Services	80
115	Event Coordinator	29
109	Technical/Program Administrator (Non Specific)	23
131	Policy Researcher/Analyst	45
132	Bid and Proposal Specialist	46
Human Services Specialists/Counsellors/Health Care Providers		
302	Human Services Professional (Non Specific)	66
303	Senior Program Services Provider (Non Specific)	67
304	Program Services Provider (Non Specific)	68
305	Mental Health Clinician/Therapist	69
306	Mental Health/Addictions Counsellor	70
307	Case Worker	71
317	Career Counsellor	81
318	Employment Counsellor	82
319	Life Skills Support Worker	83
330	Intake Counsellor/Support Worker	94
325	Settlement Practitioner	89
320	Residential Supervisor	84
326	Home Care Support Worker	90
327	Community Disability Service Worker	91
328	Community Disability Service Practitioner	92
336	Child/Youth Care Assistant	100
Human Services Specialists/Counsellors/Health Care Providers		
339	Educator	103
309	Child/Youth Care Worker	73
310	Housekeeper/Cook	74
313	Early Childhood Educator/Educational Assistant	77
321	ESL Instructor	85
314	Speech / Language Therapist (Pathologist)	78
315	Occupational Therapist	79
329	Physiotherapist	93
331	Licensed Practical Nurse (LPN)	95
332	Registered Nurse	96
335	Personal Care Assistant	99
322	Educational Interpreter	86
333	Pastoral Care Support/Chaplain	97
334	Head Chef	98
338	Kitchen Assistant	102
General Administration		
110	Administrative Support I	24
111	Administrative Support II	25
112	Administrative Support III	26
134	Office Manager	48
122	Branch/Business Executive	36
Records Management and Information Technology		
323	Curator	87
324	Library Technician	N/A
401	Information Systems Manager	105
402	Systems Support Coordinator	106
403	Database Administrator	107
Property Management and Maintenance		
505	Property Manager	112
506	Residential Site Manager	113
507	Facility or Hall Manager	114
504	Maintenance Supervisor	111
501	Maintenance Worker	108
502	Caretaker	109
503	Truck Driver	110

2019 Boland Survey | Report Level: All regions

Survey Position Code: 101

Survey Position Title: Chief Executive Officer (CEO)

Salary Type: Annual

Job Match Quality

Good:	92.9%
Fair:	7.1%

Analysis by Operating Budget						
	ALL	>\$1M	\$1M - \$5M	\$5M - \$10M	\$10M - \$20M	\$20M+
Number of Agencies Reporting	224	32	79	39	33	41
Operating Budget (Median)	\$5,000,000	\$607,500	\$2,302,927	\$7,200,000	\$13,000,000	\$31,434,725
Total Incumbents	219	30	76	39	33	41
SALARY RANGE DATA						
Min-Average	\$138,581	\$89,274	\$115,390	\$144,455	\$171,659	\$189,539
Min-Median	\$130,400	\$77,667	\$110,000	\$138,556	\$171,160	\$180,844
Max-Average	\$158,463	\$98,543	\$128,511	\$165,870	\$192,579	\$228,439
Max-Median	\$150,000	\$93,000	\$129,500	\$165,000	\$180,000	\$218,000
ACTUAL SALARY DATA						
10th	\$83,300	\$69,820	\$87,000	\$121,031	\$127,600	\$152,030
25th	\$110,000	\$73,875	\$101,351	\$135,000	\$150,000	\$175,000
Median (50th)	\$145,800	\$83,500	\$122,101	\$160,000	\$175,000	\$200,000
75th	\$180,000	\$99,249	\$144,900	\$179,000	\$193,498	\$230,000
90th	\$224,580	\$143,120	\$156,142	\$211,310	\$224,947	\$282,550
Average	\$150,657	\$93,936	\$124,054	\$165,792	\$177,363	\$210,294
BONUS DATA						
Eligible (%)	38.4%	28.1%	39.2%	38.5%	36.4%	46.3%
Paid-Average (\$)	\$17,526	\$9,289	\$16,372	\$17,438	\$21,904	\$20,894
Paid-Median (\$)	\$11,650	\$7,750	\$11,300	\$13,791	\$18,474	\$17,150
Target-Average (%)	10.6%	6.4%	10.5%	12.3%	15.9%	8.3%
Target-Median (%)	6.0%	3.8%	5.5%	10.0%	7.5%	7.5%
Max-Average (%)	13.0%	8.8%	12.6%	15.3%	16.7%	10.3%
Max-Median (%)	10.0%	5.0%	8.4%	10.0%	9.0%	10.0%
TOTAL CASH COMPENSATION (SALARY + BONUS) (ANN \$)						
Average	\$157,073	\$96,258	\$130,479	\$183,886	\$185,328	\$217,938
Median	\$150,000	\$87,750	\$128,000	\$160,000	\$180,000	\$202,777
EMPLOYER PENSION CONTRIBUTION (% OF SALARY)						
Average	6.1%	4.5%	5.4%	7.7%	6.6%	7.3%
Median	5.0%	5.0%	5.0%	7.0%	5.4%	7.0%
Employee Pension Contribution Required (\$ of orgs)	55.4%	21.9%	57.0%	56.4%	60.6%	73.2%

2019 Boland Survey | Report Level: All regions

Survey Position Code: 102

Survey Position Title: Top Finance and Administration

Salary Type: Annual

Job Match Quality

Good:	80.6%
Fair:	19.4%

Analysis by Operating Budget						
	ALL	>\$1M	\$1M - \$5M	\$5M - \$10M	\$10M - \$20M	\$20M+
Number of Agencies Reporting	108	3	24	26	21	34
Operating Budget (Median)	\$10,393,029	\$538,811	\$2,525,957	\$6,757,662	\$13,588,827	\$32,188,608
Total Incumbents	112	3	24	30	22	34
SALARY RANGE DATA						
Min-Average	\$110,415	\$70,058	\$86,610	\$98,754	\$126,513	\$129,754
Min-Median	\$107,400	\$52,224	\$79,625	\$96,250	\$120,000	\$123,257
Max-Average	\$130,614	\$92,807	\$97,542	\$116,445	\$143,076	\$160,433
Max-Median	\$121,590	\$75,805	\$97,420	\$113,377	\$139,077	\$152,718
ACTUAL SALARY DATA						
10th	\$77,920	\$46,378	\$64,581	\$81,075	\$100,000	\$106,056
25th	\$94,748	\$61,570	\$74,375	\$88,394	\$111,888	\$123,650
Median (50th)	\$119,387	\$86,889	\$87,750	\$102,250	\$130,000	\$142,895
75th	\$149,118	\$100,945	\$100,000	\$130,450	\$160,424	\$166,238
90th	\$180,000	\$109,378	\$106,320	\$155,115	\$179,089	\$191,503
Average	\$123,911	\$79,380	\$92,579	\$111,885	\$140,184	\$149,104
BONUS DATA						
Eligible (%)	31.5%	N/A	37.5%	23.1%	23.8%	35.3%
Paid-Average (\$)	\$8,435	N/A	\$5,908	\$8,944	\$15,264	\$7,899
Paid-Median (\$)	\$5,500	N/A	\$6,919	\$4,718	\$5,000	\$6,953
Target-Average (%)	2.1%	N/A	5.2%	9.2%	7.7%	5.8%
Target-Median (%)	5.0%	N/A	5.0%	7.5%	4.0%	5.0%
Max-Average (%)	2.3%	N/A	8.3%	9.2%	7.7%	7.3%
Max-Median (%)	6.0%	N/A	8.0%	7.5%	4.0%	6.0%
TOTAL CASH COMPENSATION (SALARY + BONUS) (ANN \$)						
Average	\$126,411	\$82,334	\$94,794	\$113,605	\$143,818	\$151,660
Median	\$119,987	\$90,889	\$89,250	\$102,250	\$130,000	\$144,670
EMPLOYER PENSION CONTRIBUTION (% OF SALARY)						
Average	5.6%	5.7%	3.4%	6.7%	6.0%	6.7%
Median	5.0%	7.5%	3.0%	5.0%	5.0%	5.4%
Employee Pension Contribution Required (\$ of orgs)	69.4%	66.7%	58.3%	65.4%	71.4%	79.4%

2019 Boland Survey | Report Level: All regions

Survey Position Code: 103

Survey Position Title: Senior Accounting - Controller

Salary Type: Annual

Job Match Quality

Good:	71.9%
Fair:	28.1%

Analysis by Operating Budget						
	ALL	>\$1M	\$1M - \$5M	\$5M - \$10M	\$10M - \$20M	\$20M+
Number of Agencies Reporting	96	N/A	24	16	24	31
Operating Budget (Median)	\$11,987,558	N/A	\$3,372,474	\$7,930,773	\$13,273,396	\$32,058,216
Total Incumbents	101	N/A	24	16	25	35
SALARY RANGE DATA						
Min-Average	\$82,279	N/A	\$78,008	\$80,082	\$83,077	\$86,505
Min-Median	\$80,289	N/A	\$76,495	\$86,250	\$82,447	\$79,227
Max-Average	\$95,800	N/A	\$85,158	\$87,026	\$94,546	\$109,972
Max-Median	\$92,017	N/A	\$80,500	\$87,750	\$92,430	\$103,623
ACTUAL SALARY DATA						
10th	\$67,049	N/A	\$61,590	\$67,739	\$66,642	\$76,000
25th	\$77,466	N/A	\$71,891	\$75,871	\$80,000	\$83,743
Median (50th)	\$87,380	N/A	\$78,995	\$87,500	\$86,129	\$96,387
75th	\$100,000	N/A	\$90,602	\$93,400	\$100,296	\$111,933
90th	\$119,668	N/A	\$111,160	\$95,000	\$118,035	\$121,400
Average	\$90,603	N/A	\$82,946	\$85,629	\$90,200	\$99,678
BONUS DATA						
Eligible (%)	19.8%	N/A	29.2%	18.8%	16.7%	16.1%
Paid-Average (\$)	\$3,026	N/A	\$2,187	N/A	\$5,580	\$2,407
Paid-Median (\$)	\$2,436	N/A	\$2,000	N/A	\$2,160	\$2,500
Target-Average (%)	2.5%	N/A	4.6%	0.6%	4.3%	0.5%
Target-Median (%)	2.0%	N/A	2.0%	4.0%	1.8%	4.0%
Max-Average (%)	2.9%	N/A	5.4%	0.7%	4.5%	0.8%
Max-Median (%)	4.0%	N/A	2.0%	4.0%	1.8%	5.0%
TOTAL CASH COMPENSATION (SALARY + BONUS) (ANN \$)						
Average	\$91,103	N/A	\$83,472	\$85,689	\$91,130	\$100,066
Median	\$87,450	N/A	\$78,995	\$87,500	\$86,315	\$96,389
EMPLOYER PENSION CONTRIBUTION (% OF SALARY)						
Average	5.0%	N/A	4.0%	5.4%	5.3%	5.9%
Median	5.0%	N/A	3.5%	5.0%	5.0%	5.0%
Employee Pension Contribution Required (\$ of orgs)	70.8%	N/A	54.2%	75.0%	75.0%	77.4%

**This is just a sample of our Salaries Annual Report.
Our full report features data for 96 positions.**