

Community Based Organizations Compensation Survey 2009

A survey of local organizations exploring current issues of compensation, benefits, professional development and trends in human resources in Regina's non-profit sector



United Way
of Regina

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GIVE CONNECT LEAD
Together, we are changing lives

CBO Compensation Survey

Background

In June of 2002, United Way of Regina commissioned a survey of Regina's non-profit organizations. The final report; "A Salaries and Benefits Survey" was prepared by Luc Theriault with assistance from Jennifer Scullen. This survey reported on compensation and benefits in the non-profit sector as well as staff demographics.

The initial study arose from a community identified need to examine the issue of salary levels in non-profit organizations. Although larger studies had been done by organizations like the Muttart Foundation in other communities our network of funded partners expressed a need for local data.

The initial study, completed in 2002, surveyed only United Way of Regina funded partners or members of Volunteer Regina (which no longer exists). The survey was done by mail and sent to sixty seven organizations. Thirty seven organizations responded and the sample was deemed representative of Regina non-profit organizations which numbered approximately ninety at that time.

2009 Survey

In 2009, United Way of Regina undertook a new compensation survey in response to an expressed need from many of our funded partners for updated information on salaries, benefits, and trends in human resources. Questions on staff demographics were not included in this survey.

The new compensation survey was created using an online tool and respondents completed the survey anonymously online. The survey was sent to all thirty three of our funded partners as well as twenty five other non-profit organizations in Regina. Between twenty six and thirty six responses were received to each question, representing between a forty six percent and sixty three percent response rate.

Because the sampling for the survey was essentially convenience sampling; the survey requests were sent out to our funded partners and other organizations familiar to us, and because the response rate varies by question, the data cannot be represented as scientific or statistically reliable. However, there is no reason to assume that the sample is not representative of at least United Way of Regina's network of funded partners.

Methodology

The survey results are divided into five major sections – organizational information, information on program managers, information on administrative or support staff, information about executive directors, human resources trends, and benefits.

All of the data from the survey is available as an attached appendix to this report. If you would like further clarification of any of the data please contact United Way of Regina directly.

Organizational Profile

Most non-profits we surveyed are small organizations. The majority have a total budget of less than \$500,000. About one third of the organizations we surveyed have a slightly larger budget between \$500,000 and \$1,000,000. In 2009, few organizations had a budget over \$1,000,000, and only two organizations report having a budget over \$5,000,000. These results differ from the survey completed in 2002, whereas the average organization had a larger budget of approximately \$650,000. However, in 2002, the highest budget reported on our compensation survey was smaller than in 2009 at \$2.4 million dollars.

UNITED WAY OF REGINA

Almost all of the organizations we surveyed receive funding from United Way of Regina. Since 2002, the amount of funding agencies receive from United Way has increased four percent from an average of eight percent to an average of twelve percent.

Most organizations also receive funding from the provincial government and this tends to account for approximately half of their revenue. The percentage of revenue received from provincial funding has remained relatively static since 2002. Organizations also report receiving portions of their revenue from the federal government, donations, by charging a fee for services, and from other sources that were not included in the survey question.

The majority of the organizations we surveyed also have a small staff. In 2009, the average agency has ten or less employees. The average staff size has decreased since 2002, when the average agency had between ten and twenty staff. The 2002 survey did not report on whether or not staff were permanent employees, but in 2009 agencies report having more part time or temporary staff than permanent full time employees. Similarly to 2002, most of the organizations we surveyed are not unionized.

Organizations continue to rely heavily on volunteers; over one third of organizations have between twenty five and one hundred volunteers, and another third of the organizations have between one hundred and five hundred volunteers. The volunteer hours spent in our community are staggering with over one third of agencies reporting over ten thousand volunteer hours annually.

This year, we included a question about employee appraisals and found that eighty seven percent of organizations perform them, generally on a yearly basis. We also asked organizations to report on their total budgets for professional development and found no trend whatsoever. There is a wide range of professional development budgets within our sector ranging from less than one hundred dollars to over twenty five thousand dollars.

Benefits

Most organizations offer some form of benefits package to their staff. However, there are still many organizations that don't have benefits and approximately forty percent that have neither a pension nor an RRSP plan. Since 2002, less organizations offer compassionate leave, group life insurance, and disability insurance, but more organizations offer professional development, health and dental benefits and accident insurance.

For employees who do have a pension or RRSP plan the average employer contribution falls between four percent and five percent, with some as high as seven percent. Vacation benefits start at three weeks in the first four to five years of employment, generally increasing to four weeks in the sixth to tenth years of employment, and five to six weeks after ten to fifteen years of employment. Eighty percent of employers allow employees to carry an average of one week of vacation over to the next year.

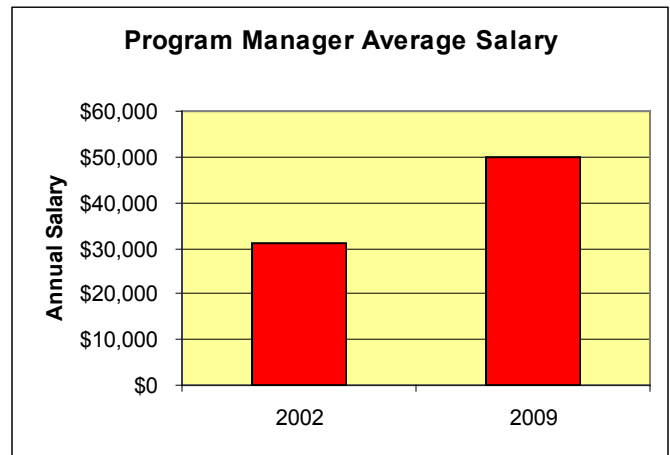
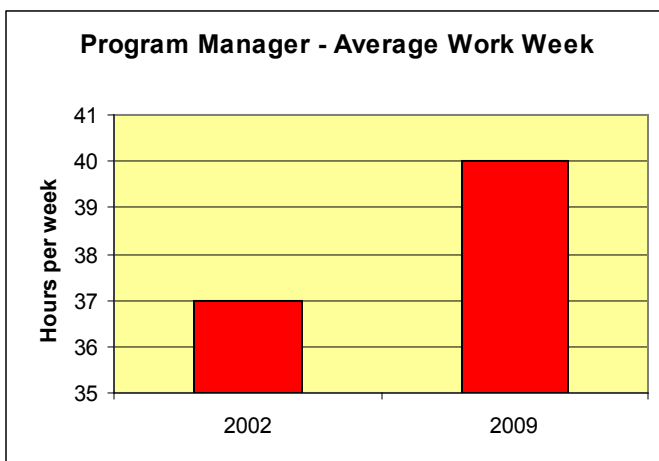
Paid sick leave is almost universal and is acquired at a rate of 1.25 days per month in most organizations. Three quarters of organizations allow sick time to accumulate.

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Program Managers

From 2002 to 2009 the profile of an average program manager, amongst the agencies we surveyed, has stayed relatively the same. Most have a bachelors degree, which the majority of agencies require for this position, and most have been in their positions for less than ten years. The number of less experienced program managers (one to four years in the sector) has increased from 2002 to 2009, however this seems to be out of necessity rather than desire considering most agencies report seeking candidates with two to three years experience when filling these positions.

What has changed significantly in the past seven years are the salaries and work weeks of a typical program manager. In 2002, most program managers made an average of \$31,000 and worked an average of thirty seven hours a week despite only being paid for thirty five. In 2009, the average program manager we surveyed makes between \$40,000 and \$60,000 with a full third of respondents reporting salaries at the top of that range; between \$50,000 and \$60,000.



While salaries have risen significantly so have hours worked. Most program managers are still only paid for thirty five hours a week but most now work more than the previous average of thirty seven hours. In fact, a full forty eight per cent work forty hours a week or more.

The majority of program managers receive a professional development budget and most are free to attend conferences and workshops. Most are also allowed to use their professional development budgets for courses or certifications although the average budget is less than five hundred dollars annually.

Administrative / Support Staff

Support staff have enjoyed the greatest positive change since our last survey. Support staff are now better educated, better paid and working less overtime. In 2002, only seven percent of support staff had a bachelors degree and none reported having a graduate degree. In 2009, twenty percent of support staff have either a bachelors or a graduate degree. The majority of support staff now work between 35 and 37.5 hours a week compared to the average of 38 in 2002. And the average salary range is between \$30,000 and

\$40,000 in 2009. In 2002, the average salary for support staff was \$25,000.

When hiring support staff, most employers require either a training certificate or some post-secondary education. The majority of employers only require one year or less experience for support staff positions although forty percent would prefer two years of experience. Most support staff have been in their current position for one year or less, although over thirty percent have been in the same job for the last five to fifteen years. Similarly, most support staff have only been working in the sector for a few years, although there is a core group, over thirty percent, who have been in the sector for over ten years.

Almost all support staff receive paid professional development which they can use for conferences, workshops and courses, although as with program managers, their budgets are almost all below five hundred dollars annually.

Executive Director

Salaries & Hours

Being the Executive Director of a non-profit agency is a difficult job. These leaders in our community carry a great deal of responsibility, often without the recognition they deserve. In an effort to understand how our Executive Directors are doing we asked them more questions than were asked in 2002. We asked about their personal financial stability, their capacity, and what keeps them working in the sector. We don't have comparable data from 2002 for all of these questions but where it is available we have provided it.

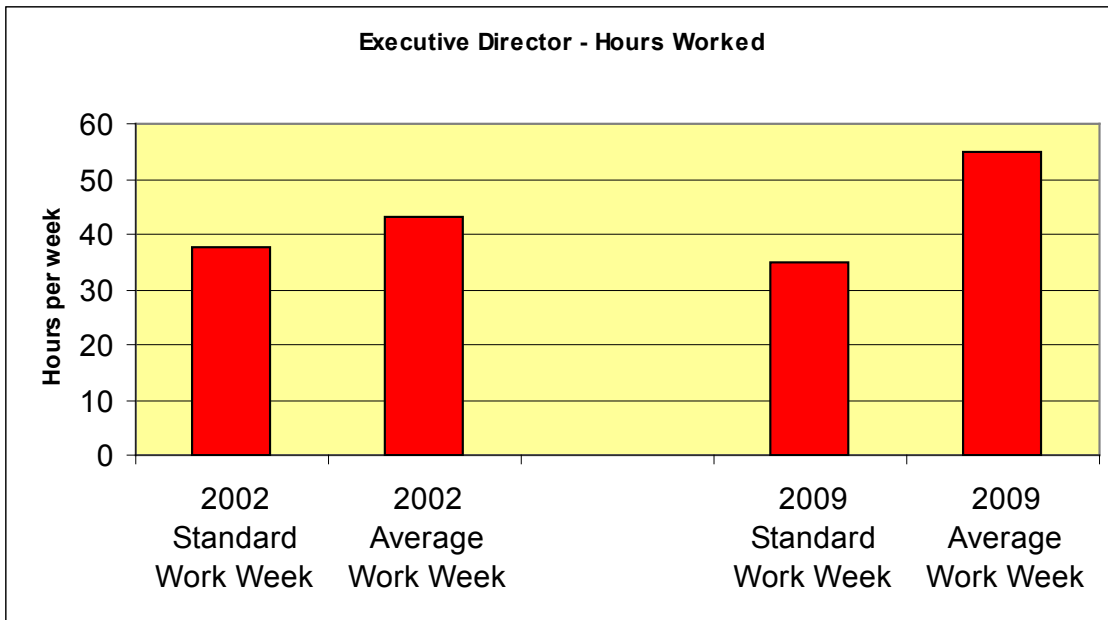
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Unfortunately, despite the increasing awareness of the need for work life balance Executive Directors are working longer hours than ever before. In 2002, most Executive Directors were paid for 37.5 hours a week but were working an average of 43 hours per week. In 2009, the majority are paid for only 35 hours per week and the same majority work between 51 and 60 hours per week. Perhaps this increase would seem somehow justified if, as with other staff, their salaries had increased but in reality they have increased very little.

In 2002, the average entry level salary for an Executive Director was \$38,000. In 2009, the entry level pay scale remains unchanged between \$35,000 and \$45,000. In 2002, the average actual salary for an ED was \$42,000. In 2009, the average actual salary range for an ED is between \$50,000 and \$60,000 and almost all respondents reported that they are now at the top of their pay scale and expect no further salary increase. Using these responses we can calculate that an ED making \$60,000 and working 60 hours a week

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makes only \$19 an hour BEFORE tax. After tax, they're taking home less than \$15 an hour.

In 2002, the highest reported salary was \$69,400. In 2009, it's over \$100,000 and fifteen percent of ED's report salaries between \$80,000 and \$100,000. However, when we look back to the organizational profiles we see that the budgets of some agencies have increased tremendously as well.

We also asked Executive Directors whether or not they receive a bonus. Eighty three percent do not receive any bonus. Of the seventeen percent who do receive a bonus, most receive less than one thousand dollars annually.

Education

Education levels amongst Executive Directors remain high, forty three percent have a Bachelor's degree and twenty five percent have a graduate degree, these levels of education are consistent with board expectations.

Recruitment and Retention

Over three quarters of Executive Directors we surveyed have been in their current position for less than ten years, the largest percentage; thirty four percent, have been in their position for only one to four years. This remains relatively unchanged since 2002 when the average ED had been in their position for 6 years. The length of time ED's have been employed in the non-profit sector varies; twenty seven percent have been in the sector for over twenty years, twenty five percent have been in the sector for sixteen to nineteen years and twenty eight percent have been in the sector for ten to fifteen years. Regardless of how long they've been in their current position eighty percent of Executive Directors have worked in the sector for over ten years meaning leaders in our sector are both dedicated and experienced, but also that we risk encountering a leadership deficit when they leave the sector. To further explore the concept of a leadership deficit we asked Executive Directors if they plan on retiring or leaving their current position in

the next year, and while nearly sixty percent said no and only six percent said yes, almost forty percent said they did not know.

Later in the survey we asked if ED's plan on being in their current position five years from now. Sixty five percent of Executive Directors responded that no, they do not plan on being in their current position in five years. Simply put; nearly half of our leaders don't know where they'll be a year from now, but over half know they'll be gone within five years.

The reasons for this human resource dilemma are well known to our sector. Working fifty to sixty hours a week will take its toll on anyone. Forty percent of ED's report that they are unable to maintain a healthy work life balance and over half report lacking the time or capacity to pursue their own professional development. Not only do ED's lack to time to do things for themselves, many lack the time to improve professionally.

Compensation has long been an issue in our sector as well and we asked Executive Directors about their own financial futures. Almost half, forty six percent, report having financial concerns about committing to the sector in the long term. Sixty four percent worry about financial stability in retirement. We asked ED's to comment about their financial concerns and many wrote that short term funding commitments and years of work without benefits or pensions meant that they are now unprepared for retirement and worried about long term job security.

Anticipating these results we asked Executive Director's about mentorship and succession. Seventy one percent of ED's report having adequate access to mentors and over three quarters

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of ED's proactively mentor someone in their organization but only twenty one percent report that someone is explicitly being developed to succeed them. On a positive note, ED's feel that almost all of their employees already have management skills and regularly have opportunities to further develop these skills. We also asked about board succession and found that the board of directors of approximately half of the organizations we surveyed are planning for their own succession.

Finally, we asked Executive Directors what they love about their jobs. The two most popular answers were flexibility, and the opportunity to make a difference in the life of another. One hundred percent of ED's report that their organizations allow them to be flexible with their time.

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Conclusion

The results of the 2009 CBO Compensation Survey reinforce much of what is already known anecdotally within our sector; short term funding arrangements, a long history of inadequate compensation and the concentration of knowledge and responsibility within senior staff have resulted in a core group of leaders who are under paid, over worked and at risk of burning out.

While changes have been made in organizations to attract and retain good lower level staff with higher salaries and careful attention to work life balance, these same changes have often not carried over to Executive Directors.

However, there are also many positive trends visible in these results. Our sector is staffed by people who are passionately committed to helping others. There appears to be a realization that retirement plans and benefits are necessary to the success of the sector, and non-profit organizations are progressive when it comes to flexibility and allowing employees to maximize their productivity on their own terms, a trend that certainly breeds the employee loyalty so common to our organizations. Non-profit sector employees work hard everyday to serve their clients the best they can, the challenge to our sector is to extend this commitment to staff as well as clients, ensuring the long term viability and sustainability of our sector.

Total Budgets	Agencies
Under \$500,000	39%
\$500,000 - \$1,000,000	31%
\$1,000,000 - 2,500,000	14%
\$2,500,000 - \$5,000,000	11%
Over \$5,000,000	6

Revenue Sources	% of Agencies who receive funding from this source	Average % of total budget received from this revenue source
UWR / Foundations	94%	12%
Provincial Government	78%	49%
Federal Government	38%	17%
Donations	91%	20%
Fee For Service	63%	16%
Other	78%	19%

Number of permanent employees	Agencies
1-5	43%
6-10	20%
11-15	13%
16-20	13%
41-50	3%
51-100	7%

Number of permanent part time employees	Agencies
1-5	60%
6-10	25%

Number of contract / temporary/ casual employees	Agencies
1-5	63%
6-10	11%
11-15	5%
16-20	5%
21-30	16%

Total number of paid employees	
1-10	43%
11-25	23%
26-50	20%
50-100	3%
Over 100	7%

Percentage of organizations with unionized employees	
Yes	17%
No	77%
Some	7%

Unions that represent CBO employees	
SGEU	71%
UFCW	14%
CUPE	14%

Percentage of organizations that perform employee appraisals	
Yes	87%
No	13%

How often employee appraisals occur in organizations that perform them.	
Every 6 months	7%
Once a year	78%
Once every 2 years	11%
Once every 3 years	4%

Total number of volunteers in an organization	
1 - 10	8%
11 - 25	20%
26 - 50	24%
51 - 100	12%
101 - 500	32%
Over 500	4%

Total number of volunteer hours per year per organization	
1 – 500	35%
501 – 1000	8%
1001 – 5000	15%
5001 – 10,000	12%
Over 10,000	31%

Executive Director - Standard work week	
35 hours per week	48%
37.5 hours per week	31%
40 hours per week	17%

Executive Director - Typical work week	
35 hours per week	14%
37.5 hours per week	3%
40 hours per week	21%
41 – 50 hours per week	17%
51 – 60 hours per week	41%

Executive Director - Entry Level Payscale	
Undetermined	11%
Under \$25,000	7%
\$25,001 - \$30,000	0%
\$30,001 – \$40,000	15%
\$40,001 - \$50,000	30%
\$50,001 - \$60,000	7%
\$60,001 - \$70,000	19%
\$70,001 - \$80,000	7%
\$80,001 - \$90,000	0%
\$90,000 - \$100,000	4%

Executive Director - Maximum or Actual Highest Payscale	
Under \$25,000	0%
\$25,000 - \$30,000	0%
\$30,001 - \$40,000	7%
\$40,001 - \$50,000	14%
\$50,001 - \$60,000	39%
\$60,001 - \$70,000	11%
\$70,001 - \$80,000	0%
\$80,001 - \$90,000	11%
\$90,001 - \$100,000	4%
Over \$100,000	7%

Monetary Bonus for Executive Director	
Yes	17%
No	83%

Executive Director – Number of Years in Current Position	
Less than one year	14%
1 – 4 years	34%
5 – 9 years	28%
10 – 15 years	17%
16 – 19 years	0%
20 – 25 years	7%

Executive Director - Number of Years in the Non- Profit Sector	
Less than one year	0%
1 – 4 years	10%
5 – 9 years	7%
10 – 15 years	28%
16 – 19 years	25%
20 – 25 years	17%
25 – 30 years	10%
Over 30 years	0%

Executive Director - Plan to retire or leave current position in the next year	
Yes	6%
No	59%
Don't know	38%

Executive Director - Level of Education Board of Directors would require for a new hire	
High School	6%
Some Post-secondary courses	9%
Certificate Course completed	9%
College Diploma	26%
Bachelors Degree	43%
Masters Degree	11%

Executive Director - Actual level of education	
High School	0%
Some Post-secondary courses	14%
Certificate course completed	4%
College Diploma	14%
Bachelors Degree	43%
Masters Degree	25%

Percentage of Executive Directors who receive a professional development budget	
Yes	87%
No	13%

Executive Director - Approved uses for Professional Development budget	
Conferences	87%
Workshops	87%
Certifications	52%
Courses	52%
Other	23%

Executive Director - Total professional development budget last year	
\$100 - \$250	28%
\$251 - \$500	20%
\$501 - \$750	8%
\$751 - \$1000	8%
\$1001 - \$1500	16%
\$1501 - \$2000	4%
\$2001 - \$5000	16%

Program Manager - Standard work week	
30 hours per week	4%
35 hours per week	48%
37.5 hours per week	39%
40 hours per week	9%

Program Manager - Typical Work Week	
30 hours per week	4%
35 hours per week	26%
37.5 hours per week	22%
40 hours per week	35%
Over 40 hours per week	13%

Program Managers - Entry level pay scale	
Under \$25,000	0%
\$25,001 - \$30,000	19%
\$30,001 - \$40,000	43%
\$40,001 - \$50,000	33%
\$50,001 - \$60,000	0%
\$60,001 - \$70,000	5%

Program Managers - Maximum or actual highest pay scale	
Under \$25,000	0%
\$25,001 - \$30,000	5%
\$30,001 - \$40,000	32%
\$40,001 - \$50,000	18%
\$50,001 - \$60,000	32%
\$60,001 - \$70,000	5%
\$70,001 - \$80,000	5%

Program Manager – Number of years in current position	
Less than 1 year	7%
1 – 4 years	35%
5 – 9 years	30%
10 – 15 years	26%

Program Manager – Number of years in sector	
Less than 1 year	4%
1 – 4 years	26%
5 – 9 years	17%
10 – 15 years	30%
Over 15 years	22%

Program Manager – Level of education required for new hire	
High School	13%
Some post-secondary courses	10%
Certificate Course completed	13%
College Diploma	19%
Bachelors Degree	45%
Masters Degree	0%

Program Manager – Actual level of education	
Highschool	9%
Some post-secondary courses	9%
Certificate Course completed	0%
College Diploma	17%
Bachelors Degree	61%
Masters Degree	4%

Program Manager - Minimum years experience required for new hire	
Less than 1 year	13%
1 year	9%
2 years	22%
3 years	35%
4 years	13%
5 years	9%

Program Manager - Does this position receive a Professional Development Budget?	
Yes	87%
No	13%

Program Manager - Approved uses for Professional Development budget	
Conferences	95%
Workshops	95%
Courses	68%
Certifications	59%
Other	23%

Program Manager - Total actual Professional Development budget last year	
\$100 - \$250	14%
\$251 - \$500	29%
\$501 - \$750	19%
\$751 - \$1000	5%
\$1001 - \$1500	10%
\$1501 - \$2000	10%
\$2001 - \$2500	0%
\$2501 - \$3000	5%
\$3001 - \$5000	5%

Administrative / Support Staff – Standard Work Week	
Less than 30 hours per week	16%
30 hours per week	12%
35 hours per week	40%
37.5 hours per week	28%
40 hours per week	4%

Administrative / Support Staff – Typical Work Week	
Less than 30 hours per week	16%
30 hours per week	12%
35 hours per week	32%
37.5 hours per week	28%
40 hours per week	4%
Over 40 hours per week	4%

Administrative / Support Staff – Entry level pay scale	
Under \$25,000	35%
\$25,001 - \$30,000	40%
\$30,001 - \$40,000	25%

Administrative / Support Staff – Max or actual highest pay scale	
Under \$25,000	19%
\$25,001 - \$30,000	19%
\$30,001 - \$40,000	57%
\$40,001 - \$50,001	10%

Administrative/ Support Staff – Number of years in current position	
Less than 1 year	28%
1 year	8%
2 years	16%
3 years	12%
4 years	4%
5 – 10 years	16%
10 – 15 years	16%

Administrative / Support Staff – Number of years in sector	
Less than 1 year	16%
1 year	8%
2 years	20%
3 years	8%
4 years	0%
5 – 10 years	16%
10 – 15 years	24%
15 – 20 years	4%
20 – 25 years	4%

Administrative / Support Staff - Level of education required for new hire	
High School	25%
Some post-secondary courses	25%
Certificate course completed	38%
College Diploma	6%
Bachelors degree	6%
Masters degree	0%

Administrative / Support Staff – Minimum experience required for new hire	
Less than 1 year	24%
1 year	24%
2 years	40%
3 years	8%
4 years	0%
5years	4%

Admin / Support Staff - Does this position receive a professional development budget?	
Yes	92%
No	8%

Administrative / Support Staff – Approved uses for Professional Development Budget	
Conferences	63%
Workshops	77%
Courses	47%
Certifications	12%
Other	4%

Administrative / Support Staff – Total Professional development budget last year	
\$100 - \$250	37%
\$251 - \$500	32%
\$501 - \$750	16%
\$751 - \$1000	5%
\$1001 - \$1500	0%
\$1501 - \$2000	0%
\$2001 - \$2500	5%

Percentage of Agencies who provide the benefits indicated below				
Group Life Insurance			Accident Insurance	
Yes	60%		Yes	78%
No	40%		No	12%
Disability Insurance – Short Term			Disability Insurance - Long Term	
Yes	60%		Yes	73%
No	40%		No	27%
Health Care			Dental Care	
Yes	82%		Yes	82%
No	18%		No	18%
RRSP			Pension	
Yes	46%		Yes	63%
No	54%		No	37%
Compassionate Leave			Employee Assistance Plan	
Yes	89%		Yes	41%
No	11%		No	59%

Average employer contributions to Pension or RRSP plan	
Less than 1%	10%
1%	0%
1.5%	5%
2.0%	5%
2.5%	5%
4%	33%
5%	43%

Vacation Allowance based on years of service		
Weeks	Years of Service	
3 weeks	1 year	74%
4 weeks	1 year	22%
4 - 5 weeks	5 - 6 years	45%
4 - 5 weeks	7 - 10 years	41%
4 - 5 weeks	15 years	9%
6 weeks	10 - 15 years	67%
6 weeks	20 - 25 years	33%

Percentage of organizations who allow vacation to be carried over to the next year	
Yes	79%
No	21%

How many vacation days can be carried over to the next year	
No maximum	10%
1 week	76%
2 weeks	10%
3 weeks	5%

Percentage of organizations who provide paid sick leave	
Yes	93%
No	7%

Number of sick days allotted annually	
Less than 1 day per month	7%
1 day per month	4%
1.25 days per month	67%
1.5 days per month	15%
1.75 days per month	4%

Percentage of organizations who allow paid sick days to accumulate	
Yes	73%
No	27%

Average total annual professional development budget	
Less than \$100	4%
\$100 - \$500	7%
\$501 - \$1000	15%
\$1001 - \$1500	0%
\$1501 - \$2000	7%
\$2001 - \$3000	0%
\$3001 - \$4000	11%
\$4001 - \$5000	0%
\$5001 - \$6000	5%
\$6001 - \$7000	0%
\$7001 - \$8000	7%
\$8001 - \$9000	0%
\$9001 - \$10,000	11%
\$10,001 - \$15,000	7%
\$15,000 - \$25,000	11%
Over \$25,000	7%