



Community Sector Council
Newfoundland and Labrador

Accelerating Change

CSC NL's Community Sector Salary & Benefits Survey 2023

Prepared By:

THE
PORTAGE
GROUP

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About the Community Sector Council Newfoundland & Labrador

The Community Sector Council Newfoundland and Labrador (CSC NL) is committed to strengthening and promoting the essential role that volunteer and nonprofit community organizations play in building healthy and prosperous communities. The Community Sector Council of Newfoundland and Labrador is an independent organization promoting social and economic well-being. Our goal is a prosperous and inclusive society that supports individuals, families and communities. The mission of CSC NL is to encourage citizen engagement, to promote the integration of social and economic development and to provide leadership in shaping public policies.

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Disclaimer

Although the information in this report has been obtained from sources that The Portage Group believes to be reliable, this report is based on survey responses during the period of November 21 to December 21, 2022. Accordingly, its accuracy and completeness cannot be guaranteed. This report is for information purposes only. All opinions and estimates included in this report constitute the views of survey respondents combined with our judgment as of this date and are subject to revision.

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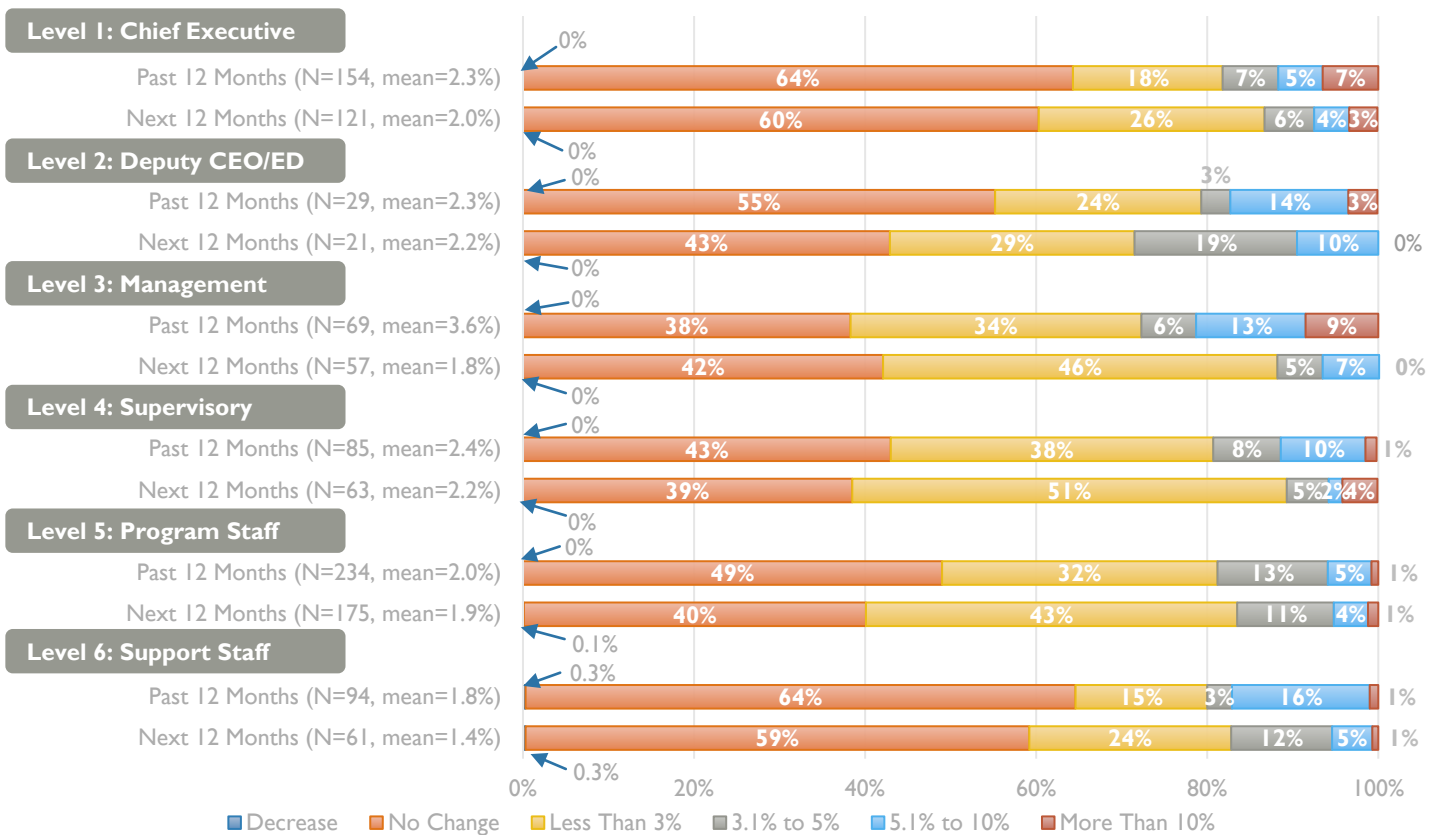
EXECUTIVE SUMMARY

CSC NL's Community Sector Salary & Benefits Survey 2023 provides comprehensive documentation of compensation and benefits currently provided to community sector staff in Newfoundland and Labrador. This report investigates all aspects of compensation and is useful in determining the appropriate level of compensation and benefits for community sector staff. The study was carried out by The Portage Group, a full-service management consulting firm that specializes in providing research and consulting services to associations.

CASH COMPENSATION GROWTH NOT KEEPING PACE WITH INFLATION IN 2023

The average change in compensation over the last twelve months ranged from 1.8% to 2.4% at all levels except Management (level 3) where it was 3.6%. When increases were given, they were most likely to be less than 3%.

Changes in Cash Compensation



Note: Percentages may not total 100% due to rounding.

For the coming 12 months, while some levels are more likely to receive an increase than they were in the past 12 months, the average anticipated increase is generally lower than what was experienced in the past 12 months. The anticipated change ranges from 1.4% to 2.2%.

Total cash compensation among Chief Executives (level 1) averaged \$69,619 which consisted of \$69,033 in base compensation and \$586 in bonus or incentive compensation. The average value of the bonus is 3.8% of base compensation among those who receive it.

EMPLOYMENT BENEFITS ADD VALUE TO THE COMPENSATION PACKAGE WHEN OFFERED

Fewer than half of participating organizations indicated that they offer retirement benefits to at least one staff level. Chief Executives and Support Staff are least likely to receive benefits.

The average annual value of retirement benefits for Chief Executives (level 1) is 5.0% of base compensation among those who receive retirement benefits. For other levels, the average value among those who receive retirement benefits ranges from 3.6% to 4.9% of base salary depending on level.

Health benefits are somewhat more common, with three in five (58%) of participating organizations offering at least one health benefit to at least one staff level. At 79%, Management (level 3) are the most likely staff level to receive health benefits. At the other end of the spectrum, Support Staff (level 6) are the least likely to receive these benefits at only 19%.

The average annual value of health benefits for Chief Executives (level 1) is 4.1% of base compensation among those who receive retirement benefits. For other levels, the average value among those who receive retirement benefits ranges from 4.1% to 5.6% of base salary depending on level.

Just over four in five (82%) participating organizations indicated that they offer at least one fringe benefit to at least one staff level. At all levels, conference registration and travel, and professional development are among the top fringe benefits offered. For all levels except Support Staff (level 6), cell phone/smartphone for work is among the top five benefits.

Paid vacation is also a common benefit, offered by the vast majority of participating organizations to at least one staff level. Staff in management positions are most likely to receive paid vacation compared to other staff levels tested. Paid vacation ranges from 1.3 to 4 weeks, depending on level.

Among the HR policies tested, paid sick or personal days and paid statutory days off are the most common at all levels. Paid sick days are much less common for Support Staff compared to other staff levels.

ORGANIZATION CHARACTERISTICS INFLUENCE COMPENSATION IN SEVERAL WAYS

Organizational characteristics affect compensation in diverse ways for the different staff levels tested. The most noticeable findings include the following:

- Related to organizational focus, compensation is lowest at all levels except for Support Staff (level 6) in organizations with an arts/cultural/heritage programming role.

- Organizational longevity also influences compensation, with organizations that have been in operation for at least 20 years paying more on average than their newer organizational counterparts.
- As jurisdictional scope increases, so does average compensation for management levels up to the provincial level.
- Compensation tends to be highest in large cities. At all levels, average cash compensation is highest in St. John's. With the exception of Project Staff (level 5) and Deputy CEO/EDs (level 2 - insufficient sample size), average compensation is lowest in Eastern Newfoundland.
- At the management levels, average compensation increases with organizational revenue. There is no definitive relationship between organizational revenue and compensation at the non-management levels.

AGE, EXPERIENCE, GENDER AND EDUCATION HAVE VARIED INFLUENCES ON COMPENSATION

The study results show a correlation between a number of employee characteristics and compensation. Some of the more notable findings include the following:

- While not a perfect correlation, age increases with seniority in the organizations in this study. The one exception is Deputy CEO/EDs (level 2) who are slightly younger on average than Management (level 3). Support Staff (level 6) are also, on average, slightly older than Management (level 3).
- A correlation analysis indicates that compensation tends to increase with age for Chief Executives (level 1) and for Management (level 3). There does not appear to be a direct relationship or statistically significant link between age and compensation at other staff levels.
- Consistent with other national-level studies of the nonprofit sector in Canada, the sector in Newfoundland and Labrador is staffed predominantly by females, though the portion of females is lower among Chief Executives (level 1) than at other levels. The study also shows that between 1% and 2% (depending on level) of reported staff identify as non-binary.
- With the exception of Deputy CEO/EDs (level 2 – insufficient data), average compensation is higher among males than females at all levels. The biggest difference is at the Chief Executive (level 1) position, while the smallest gap is among Supervisory Staff (level 4).
- With some exceptions, compensation increases with the level of education. While a relevant certification can add to the credentials of staff, it does not always translate to higher compensation.
- Experience was measured in three different ways in the survey: Years at the current seniority level, years in the sector, and years in the current discipline. The analysis generally shows strong positive correlations at some levels, but not others. Specifically, the analysis shows a significant correlation between compensation and experience for all three measures for Chief Executives (level 1), Management (level 3) and Support Staff (level 6). For Supervisory (level 4) and Program Staff (level 5), the results suggest a positive correlation, but it is not statistically significant.

I. INTRODUCTION

The Community Sector Council of Newfoundland and Labrador (CSC NL) works to support nonprofit organizations in building sound governance and a healthy environment for its employees. This includes effective practices and competitive compensation and benefits.

CSC NL's Community Sector Salary & Benefits Survey 2023 provides comprehensive documentation of compensation and benefits currently provided to community sector staff in Newfoundland and Labrador. This report investigates all aspects of compensation and is useful in understanding the appropriate level of compensation and benefits for community sector staff. The study was carried out by The Portage Group, a full-service management consulting firm that specializes in providing research and consulting services to associations.

METHODOLOGY

Email invitations were sent to CSC NL's contact list in November 2022. By the survey cut-off date of December 21, 2022, responses had been received from 226 community organizations in Newfoundland and Labrador.

Each survey allowed respondents to provide information on compensation, benefits and demographics for an unlimited number of individual staff members. The survey covered full-time, part-time, seasonal and contract positions. If a position was not full time, compensation data was adjusted to a full-time equivalent based on the number of hours worked. Respondents could also report data for groups of employees in a particular position. Accordingly, the number of employees represented in the survey is not directly related to the number of survey responses. Key response statistics are as follows:

- Number of participating organizations: 226
- Number of positions reported: 677
- Number of employees represented: 1,803

The following table presents the position/level definitions that were provided to respondents in the survey. It also shows the number of positions reported and employees represented at each level.

Staff Level	Job Description	# of positions reported	# of employees represented
Level 1: Chief Executive	Common Job Titles: Executive Director, CEO, President, Artistic Director (that reports directly to board). This position is typically held by the most senior staff person in the organization. It is usually held by one individual who is broadly responsible for overseeing the entire operation of the organization. This position usually reports to a board of directors.	154	154
Level 2: Deputy CEO/ED	Common Job Titles: Vice President, Chief Operating Officer, Chief Financial Officer, Manager of Operations, Artistic Director (that does NOT report directly to board). This position is usually held by one individual who is the “second-in-command” in the organization. The role typically involves supporting the Chief Executive in most areas. This person would step into the position of Chief Executive, either permanently or temporarily, should that person need to be replaced. This position usually reports directly to the Chief Executive; however, in some cases there may be some level of reporting relationship from this position to the board of directors.	29	29
Level 3: Management	Common Job Titles: Vice President, Senior Manager, Director, Finance Officer, Director of Human Resources. Employees in this area are usually responsible for overseeing a specific area within the organization and ensuring strategic goals within this area are met. The area can either be functional (marketing, fundraising, government relations, etc.) or divisional (disaster relief, education, youth services, etc.). These individuals report to the Senior Executive and/or directly to the Chief Executive. Depending on factors such as the size of the organization and the complexity of their role, they may or may not have employees reporting to them.	72	97
Level 4: Supervisory	Common Job Titles: Manager, Team Leader, Supervisor. Individuals in this type of position may be responsible for a specific area within an organizational function or division. For example, they may be responsible for major gifts within the fundraising arm of the organization, social media within the marketing department, or first aid training within the disaster relief division. These individuals typically report to a senior manager. In cases where this level does not exist, they would report directly to the senior executive or Chief Executive. Depending on the size of the organization and complexity of their role, they may or may not have individuals reporting to them.	86	149
Level 5: Program Staff	Common Job Titles: Coordinator, Program Administrator or other front-line service delivery positions, Actor. Individuals in these positions typically report to a supervisor or manager and do not usually have employees reporting to them. These are the positions that often carry out the real ‘work’ of the organization, either in a functional capacity (e.g. accountant, social media coordinator, fundraiser) or are front-line employees who carry out the programs and services offered by the organization (e.g., counsellors, relief workers, actors, instructors, tour guides, or other front-line service delivery staff).	241	979
Level 6: Support Staff	Common Job Titles: Receptionist, Administrative Assistant, Data Entry, Bookkeeper, Caretaker. Employees at this level likely report to a supervisor or manager. Individuals in this category do not usually have employees reporting to them. They provide support to ensure the smooth operation of the organization and its service delivery.	95	395

DEFINITIONS

Following are a number of definitions for terminology used in this report.

- **Base Compensation:** Annual amount of cash compensation an individual receives prior to any bonuses or incentives. To allow for comparisons, part-time and seasonal wages have been converted to annualized full-time equivalents based on 37.5 hours per week for 52 weeks per year.
- **Bonus Compensation:** Additional cash compensation beyond the regular paycheque typically received in the form of a bonus or incentive.
- **Hourly Rate:** Represents base compensation expressed as an hourly wage. This rate can be used to calculate benchmark compensation for part-time positions. Where annual salaries were provided, the hourly rate was calculated based on the standard weekly hours reported over a 52-week year. The hourly rate does not include any bonus or incentive pay.
- **Total Compensation:** Is base compensation plus bonus/incentive pay and commissions (if applicable).
- **Bonus Percent:** This is the amount of bonus or incentive compensation expressed as a percentage of base compensation.
- **Sample Size:** Shown as “N=” throughout the report, this is the number of cases the result is based upon.
- **Number of Employees:** Respondents could report data for individuals or groups of employees for each position, so the number of employees represented in the survey is not directly related to the number of survey responses. The number of employees is the total number of people the data represents.
- **Among All Employees:** This may refer to the value of bonuses or benefits. The value among all employees includes those who do not receive the benefit or bonus. It therefore represents the average value for the sector and can be added to base of total compensation to determine total the average value of the entire compensation package for the sector.
- **Among Only Those Who Receive:** This also may refer to the value of bonuses or benefits. This value is the average for only those who receive the benefit or bonus. If these elements are included in the compensation package, these are the benchmarks to use to determine an individual's bonus or benefit plan. These values cannot be used to calculate the average value of the total compensation package of the sector.

STUDY LIMITATIONS

When interpreting the results of this study, it is important to keep in mind the following:

- Compensation figures are as of December 2022.
- Results are based on survey responses and are only as accurate as the data provided by survey participants.
- This survey was conducted using a list of CSC NL contacts and is not a random sample. The results may or may not be an accurate representation of the total community sector in Newfoundland and Labrador. Accordingly, the findings in this report reflect the views of those organizations that participated.
- While overall results are robust, many of the subgroups have small sample sizes. Results for these groups should be interpreted with caution. Subgroups with fewer than five respondents are not shown.

2. CASH COMPENSATION IN NEWFOUNDLAND AND LABRADOR'S COMMUNITY SECTOR

While the total compensation package includes several components, cash compensation tends to be the primary measure that people use to benchmark how they (or a prospective position) stacks up. This chapter provides an overview of cash compensation in the community sector in Newfoundland and Labrador. Detailed breakdowns are presented in subsequent chapters.

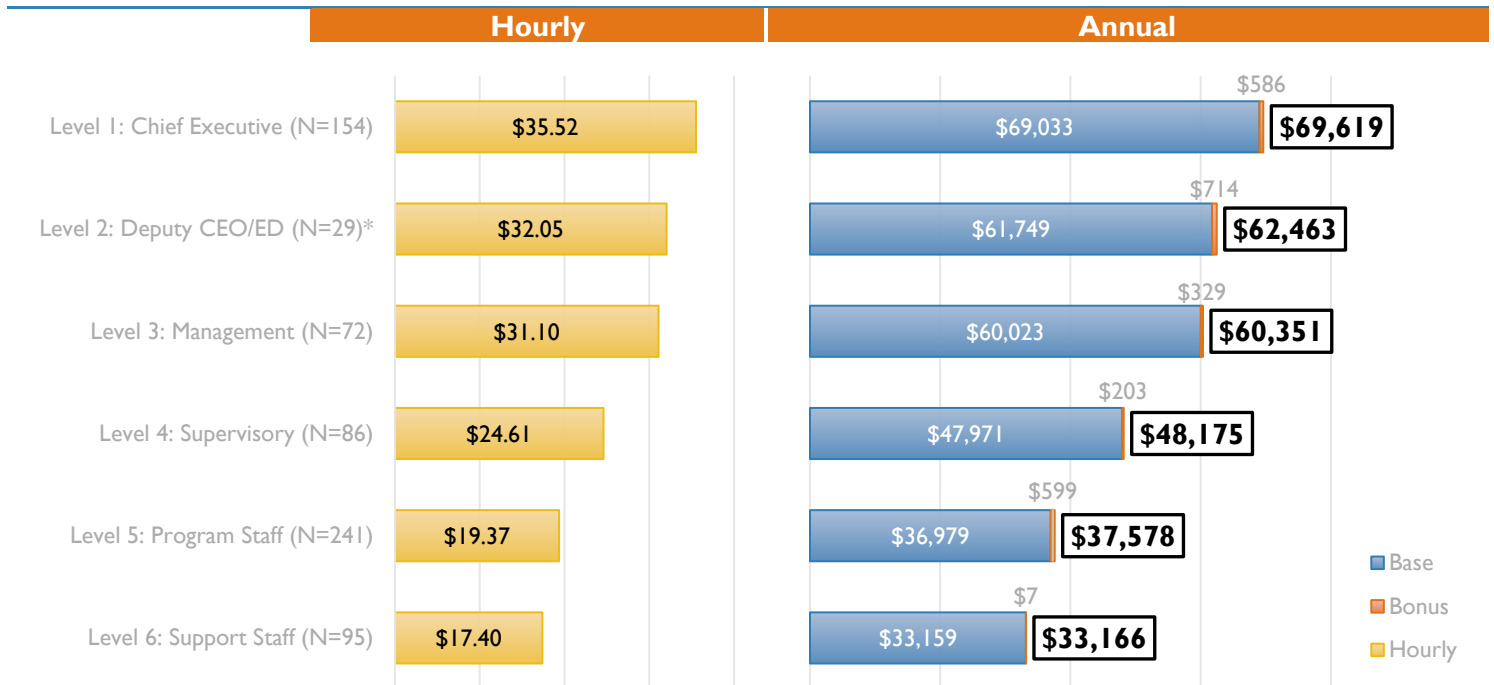
HIGHLIGHTS

- The study results show that the level of cash compensation in the community sector in Newfoundland and Labrador increases with seniority.
- Total cash compensation among Chief Executives (level 1) averaged \$69,619 which consisted of \$69,033 in base compensation and \$586 in bonus or incentive compensation. The average value of the bonus is 3.8% of base compensation among those who receive it.
- Bonus compensation was not common in the community sector in Newfoundland and Labrador. Only 8% to 14% of staff have it as part of their compensation at levels 1 to 5.
- Average cash compensation for the remaining staff levels is \$62,463 for Deputy CEO/EDs (level 2) of which 1.2% (among all employees) is from bonuses, \$60,351 for Management (level 3) of which 0.6% is from bonuses and \$48,175 for Supervisory (level 4) of which 0.3% is from bonuses. Compensation is considerably lower for non-management staff at \$37,578 for Program Staff (level 5) and \$33,166 for Support Staff (level 6).
- Over the last twelve months, the average change in compensation ranged from 1.8% to 2.4% at all levels except Management (level 3) where it was 3.6%. When increases were given, they were most likely to be less than 3%.
- For the coming 12 months, while some levels are more likely to receive an increase than they were in the past 12 months, the average value of the anticipated increase is generally lower than what was experienced in the past 12 months. The anticipated change ranges from 1.4% to 2.2%.

CASH COMPENSATION

Cash compensation by level is presented in **Exhibit 2-1**. Not surprisingly, the level of cash compensation increases with seniority. As of December 2022, total cash compensation among Chief Executives (level 1) averaged \$69,619 which consisted of \$69,033 in base compensation and \$586 in bonus or incentive compensation. As seen in **Exhibit 2-2**, 10% of Chief Executives (level 1) receive a bonus as part of their compensation. The average value of the bonus is 3.8% of base compensation among those who receive it or 0.4% of base compensation for among all employees (including those who do not receive it). The exhibit also presents base compensation expressed and an hourly rate which can be used to benchmark part-time employees.

Exhibit 2-1: Cash Compensation



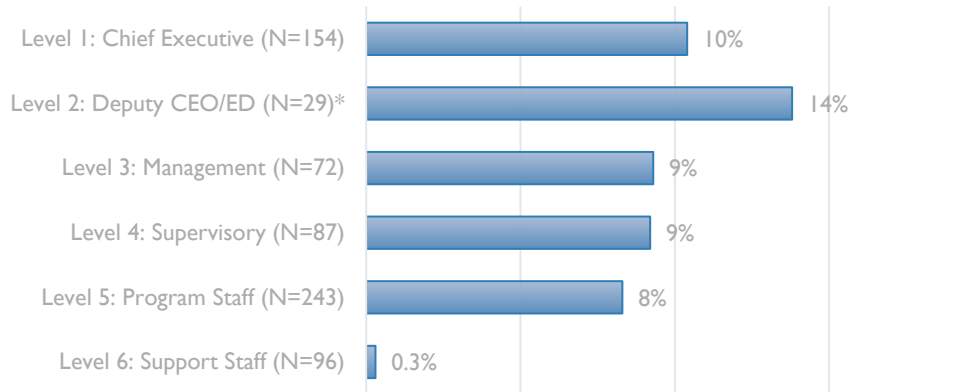
Notes: Bonus compensation is calculated on a respondent-by-respondent basis. Results in the graph represent the average of the individual bonus compensation. Base compensation plus bonus compensation may not add to total compensation due to rounding. Annual amounts include additional cash compensation, while hourly wages do not. *Interpret with caution due to small sample size.

Benchmarks are also shown for other levels in **Exhibits 2-1** and **2-2**. Average cash compensation for the remaining staff levels is \$62,463 for Deputy CEO/EDs (level 2) of which 1.2% (all employees) is from bonuses, \$60,351 for Management (level 3) of which 0.6% is from bonuses and \$48,175 for Supervisory (level 4) of which 0.3% is from bonuses. Compensation is considerably lower for non-management staff at \$37,578 for Program Staff (level 5) and \$33,166 for Support Staff (level 6). Bonuses sit at 0.2% and 0.0% of base compensation respectively.

As seen in **Exhibit 2-2**, bonus compensation is not common in the community sector in Newfoundland and Labrador. Only 8% to 14% of staff have it as part of their compensation at levels 1 to 5. For Support Staff (level 6), only 0.3% have a bonus component.

Exhibit 2-2: Bonus Compensation

Receive Bonus Compensation



BONUS AS A PERCENT OF BASE COMPENSATION

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among those who receive bonuses	3.8%	N/A	6.3%	3.1%	4.3%	N/A
Among all employees	0.4%	1.2%	0.6%	0.3%	0.2%	0.0%

Notes: Bonus as a percent of base compensation is calculated on a respondent-by-respondent basis. Results represent the average of the respondent ratios. Calculating based on the aggregate compensation (shown in Exhibit 2-1) will yield a different answer that does not represent the average bonus pay level.

COMPENSATION QUANTILES

Quantile ranges for annual compensation and hourly wages are presented in **Exhibit 2-3**. The quantile ranges divide respondents into four equal groups according to salary (i.e., 25% fall into each group). Readers can use this information to help determine where their compensation ranks relative to their peers. Volunteers (e.g., Board of Directors, Executive Committee, Council, etc.) can use this information to develop pay structures for their executives.

Exhibit 2-3: Compensation Quantiles

		1st quartile	2nd quartile	3rd quartile	4th quartile
Level 1: Chief Executive	Annual	< \$50,000	\$50,000 to \$63,300	\$63,300 to \$85,800	\$85,800 +
	Hourly	< \$26.12	\$26.12 to \$31.25	\$31.25 to \$43.25	\$43.25 +
Level 2: Deputy CEO/ED	Annual	< \$42,000	\$42,000 to \$64,800	\$64,800 to \$73,400	\$73,400 +
	Hourly	< \$21.54	\$21.54 to \$31.49	\$31.49 to \$38.46	\$38.46 +
Level 3: Management	Annual	< \$46,900	\$46,900 to \$60,000	\$60,000 to \$70,000	\$70,000 +
	Hourly	< \$24.75	\$24.75 to \$32.03	\$32.03 to \$34.62	\$34.62 +
Level 4: Supervisory	Annual	< \$41,600	\$41,600 to \$48,800	\$48,800 to \$51,900	\$51,900 +
	Hourly	< \$20.77	\$20.77 to \$25.00	\$25.00 to \$27.00	\$27.00 +
Level 5: Program Staff	Annual	< \$28,300	\$28,300 to \$36,400	\$36,400 to \$43,700	\$43,700 +
	Hourly	< \$14.50	\$14.50 to \$18.00	\$18.00 to \$22.00	\$22.00 +
Level 6: Support Staff	Annual	< \$29,000	\$29,000 to \$31,100	\$31,100 to \$36,000	\$36,000 +
	Hourly	< \$15.95	\$15.95 to \$15.95	\$15.95 to \$18.51	\$18.51 +

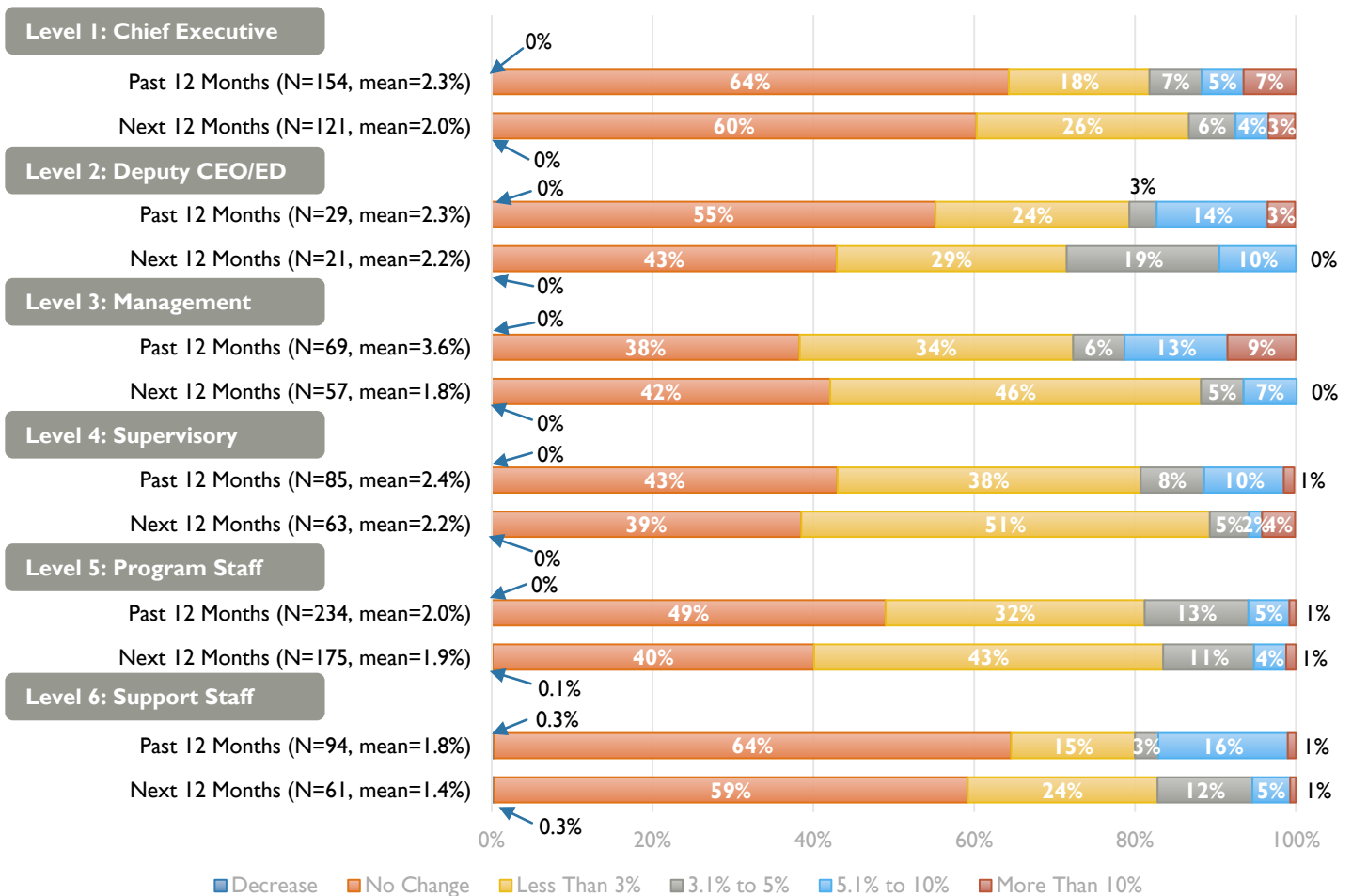
Notes: Part-time, seasonal, student and contract wages have been converted to annualized equivalents based on 37.5 hours per week for 52 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 52-week work year. Annual amounts include bonus cash compensation, while hourly wages do not.

CHANGES IN CASH COMPENSATION

As seen in **Exhibit 2-4**, the majority of Chief Executives (level 1 – 64%), Deputy CEO/EDs (level 2 – 55%) and Support Staff (level 6 – 64%) saw no increase in compensation in the past 12 months. The results are better for Program Staff (level 5 – 49%), Supervisory (level 4 – 43%) and Management Staff (level 3 – 38%). The average change in compensation ranged from 1.8% to 2.4% at all levels except Management (level 3) where it was 3.6%. When increases were given, they were most likely to be less than 3%.

For the coming 12 months, while some levels are more likely to receive an increase than they were in the past 12 months, the average value of the anticipated increase is generally lower than what was experienced in the past 12 months. The anticipated change ranges from 1.4% to 2.2%.

Exhibit 2-4: Changes in Cash Compensation



Note: Percentages may not total 100% due to rounding.

3. CASH COMPENSATION BY ORGANIZATION CHARACTERISTICS

This section looks at how compensation varies based on the characteristics of the organization. While it also shows the profile of participating organizations, the findings should not be interpreted as a representative profile of the sector as a whole.

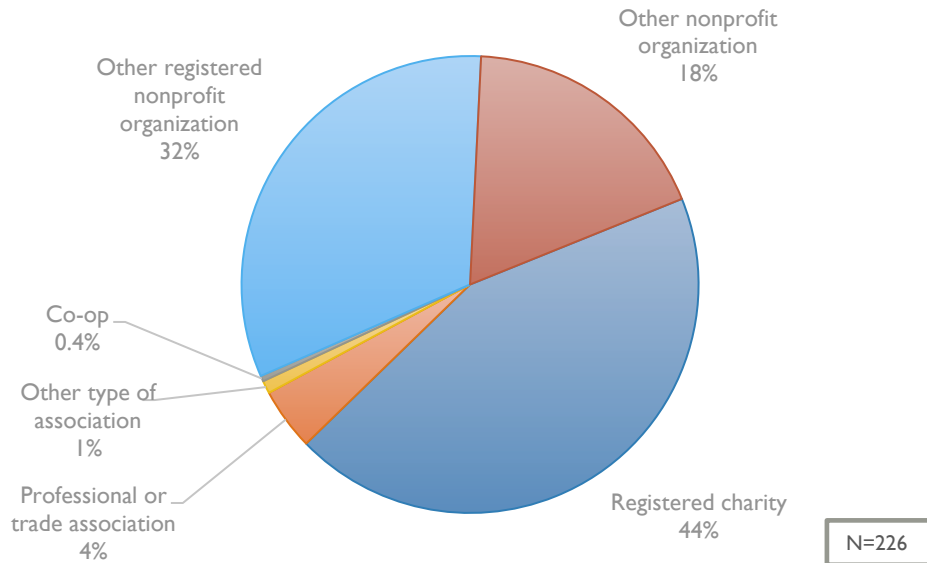
HIGHLIGHTS

- When it comes to organization type, average cash compensation is highest in registered charities for Chief Executives (level 1) and Deputy CEO/EDs (level 2). Average cash compensation for the Management (level 3) and Supervisory (level 4) is roughly the same at registered charities and other registered nonprofit organizations. Other nonprofit organizations award the highest average compensation for Program Staff (level 5) and Support Staff (level 6).
- While there is some variation in the groups, the most noticeable difference is that compensation is lowest at all levels except Support Staff (level 6) in organizations with an arts/cultural/heritage programming role.
- Organizations that have been in operation for more than 20 years pay more on average than those in operation for 20 years or less at all four management levels.
- The results show that as jurisdiction grows, so does average compensation for management levels up to the provincial level.
- At all levels, average cash compensation is highest in St. John's. With the exception of Project Staff (level 5) and Deputy CEO/EDs (level 2 - insufficient sample size), average compensation is lowest in Eastern Newfoundland.
- Average compensation is highest in large cities for all staff levels tested.
- At the management levels, average compensation increases with organization revenue. It should be noted, however, that average compensation for Management (level 3) is higher in organizations with \$250,000 or less in revenue than in those earning \$250,001 to \$500,000. For Chief Executives, average compensation in organizations with over \$1 million in revenue is 65% higher than in organizations with revenues of \$250,000 or less. For Deputy CEO/EDs, the difference is even bigger at 109%. There is no definitive relationship between organization revenue and compensation at the non-management levels.
- At the two most senior levels (levels 1 and 2), compensation increases as the number of staff increases up to 20 before dropping again. For Management (level 3), average compensation increases with the number of staff starting at six staff. For Support Staff (level 6), average compensation is highest in organizations with 1 to 5 staff. There is no definitive relationship between number of staff and average compensation for Supervisory (level 4) and Program Staff (level 5).

GENERAL ORGANIZATION PROFILE

The CSC NL Community Sector Salary and Benefits Survey targeted nonprofit organizations of all kinds in Newfoundland and Labrador. As illustrated in **Exhibit 3-1**, three categories account for 94% of participating organizations. These include registered charities at 44%, other registered nonprofit organizations at 32% and other nonprofit organizations at 18%.

Exhibit 3-1: Type of Organization



COMPENSATION BY TYPE OF ORGANIZATION

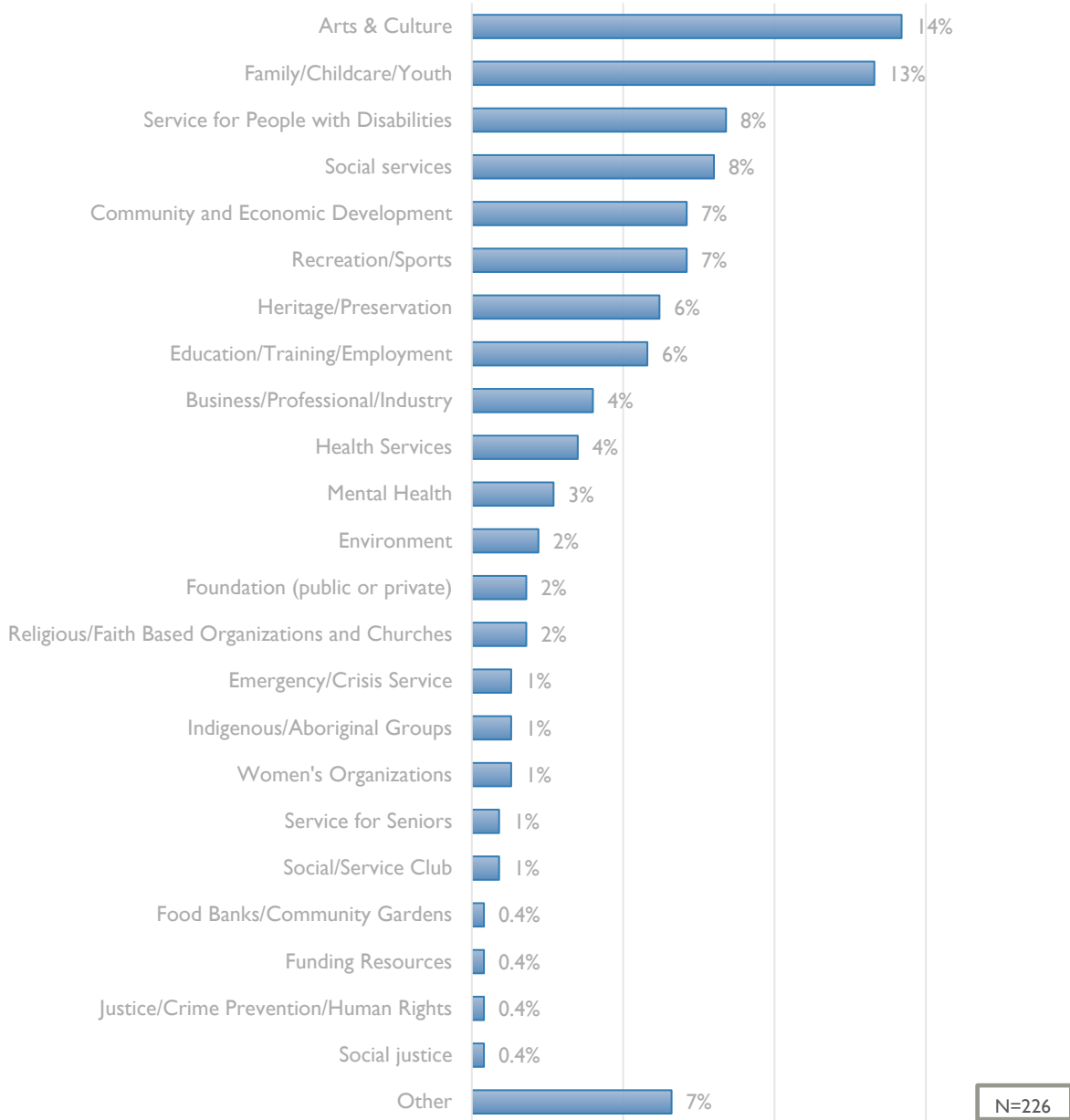
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Registered charity	Annual	\$74,780	\$65,838	\$61,707	\$48,293
	Hourly	\$38.16	\$34.29	\$32.35	\$24.80	\$18.93	\$17.94
	Sample size	N=69	N=17	N=39	N=50	N=122	N=54
	# of employees	69	17	55	62	449	124
Other registered nonprofit	Annual	\$66,530	\$59,070	\$60,944	\$48,998	\$37,493	\$32,380
	Hourly	\$34.13	\$29.11	\$30.41	\$24.94	\$19.90	\$16.80
	Sample size	N=60	N=7	N=23	N=26	N=92	N=28
	# of employees	60	7	32	77	446	199
Other nonprofit	Annual	\$62,789	\$55,740	\$50,998	\$41,097	\$43,075	\$34,205
	Hourly	\$31.56	\$28.56	\$26.46	\$20.80	\$18.94	\$18.13
	Sample size	N=25	N=5	N=10	N=10	N=27	N=13
	# of employees	25	5	10	10	84	72

Notes: Associations and co-ops were grouped into other nonprofit organizations for the compensation benchmarks due to their small sample size. Percentages may not total 100% due to rounding. Annual amounts include additional cash compensation, while hourly wages do not. For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

For the compensation benchmarks, associations and co-ops were grouped into other nonprofit organizations due to their small sample size. As presented in **Exhibit 3-1**, average cash compensation is highest in registered charities for Chief Executives (level 1) and Deputy CEO/EDs (level 2). Average cash compensation for the Management (level 3) and Supervisory (level 4) levels is roughly the same at registered charities and other registered nonprofit organizations. Other nonprofit organizations recorded the lowest average compensation at the management levels, but the highest average compensation for Program Staff (level 5) and Support Staff (level 6).

As illustrated in **Exhibit 3-2**, responding organizations represent a wide array of organization types. The biggest group is arts and culture at 14% followed closely by family/childcare/youth at 13%. Rounding out the top six categories are service for people with disabilities (8%), social services (8%), community and economic development (7%) and recreation/sports (7%). All other categories account for 6% or less. Note, the “other” category in the bar chart includes open end responses that were mentioned that could not be grouped into the existing categories and had too few mentions for their own group.

Exhibit 3-2: Type of Nonprofit



COMPENSATION BY TYPE OF NONPROFIT

		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Arts & culture	Annual	\$59,686	\$42,320	\$46,622	\$44,173	\$35,407	\$32,306
	Hourly	\$29.74	\$21.27	\$25.08	\$21.97	\$17.95	\$16.67
	Sample size	N=24	N=5	N=9	N=15	N=39	N=14
	# of employees	24	5	9	19	138	40
Family/childcare/youth	Annual	\$58,067	N/A	N/A	\$45,095	\$33,786	\$29,937
	Hourly	\$30.18	N/A	N/A	\$23.39	\$17.83	\$16.13
	Sample size	N=25	N=0	N=2	N=10	N=54	N=10
	# of employees	25	0	4	10	115	24
Recreation/sports	Annual	\$67,269	N/A	\$60,563	\$40,683	\$35,946	\$30,424
	Hourly	\$33.77	N/A	\$31.39	\$20.81	\$16.65	\$15.90
	Sample size	N=12	N=3	N=6	N=10	N=18	N=9
	# of employees	12	3	8	10	121	18
Service for persons with disabilities	Annual	\$71,857	N/A	\$68,695	\$47,775	\$35,646	\$31,766
	Hourly	\$36.89	N/A	\$33.38	\$24.08	\$17.91	\$16.22
	Sample size	N=13	N=2	N=6	N=8	N=22	N=14
	# of employees	13	2	6	15	79	147
Social services	Annual	\$72,395	\$65,667	\$66,760	\$50,660	\$42,429	\$40,908
	Hourly	\$37.93	\$34.75	\$33.68	\$26.10	\$22.90	\$21.76
	Sample size	N=12	N=6	N=8	N=10	N=24	N=5
	# of employees	12	6	18	48	234	51
Other*	Annual	\$76,869	\$73,836	\$59,692	\$49,631	\$37,409	\$32,923
	Hourly	\$39.14	\$38.48	\$30.89	\$25.39	\$19.35	\$17.74
	Sample size	N=68	N=13	N=41	N=33	N=84	N=43
	# of employees	68	13	52	47	292	115

Notes: Percentages may not total 100% due to rounding.

Annual amounts include additional cash compensation, while hourly wages do not.

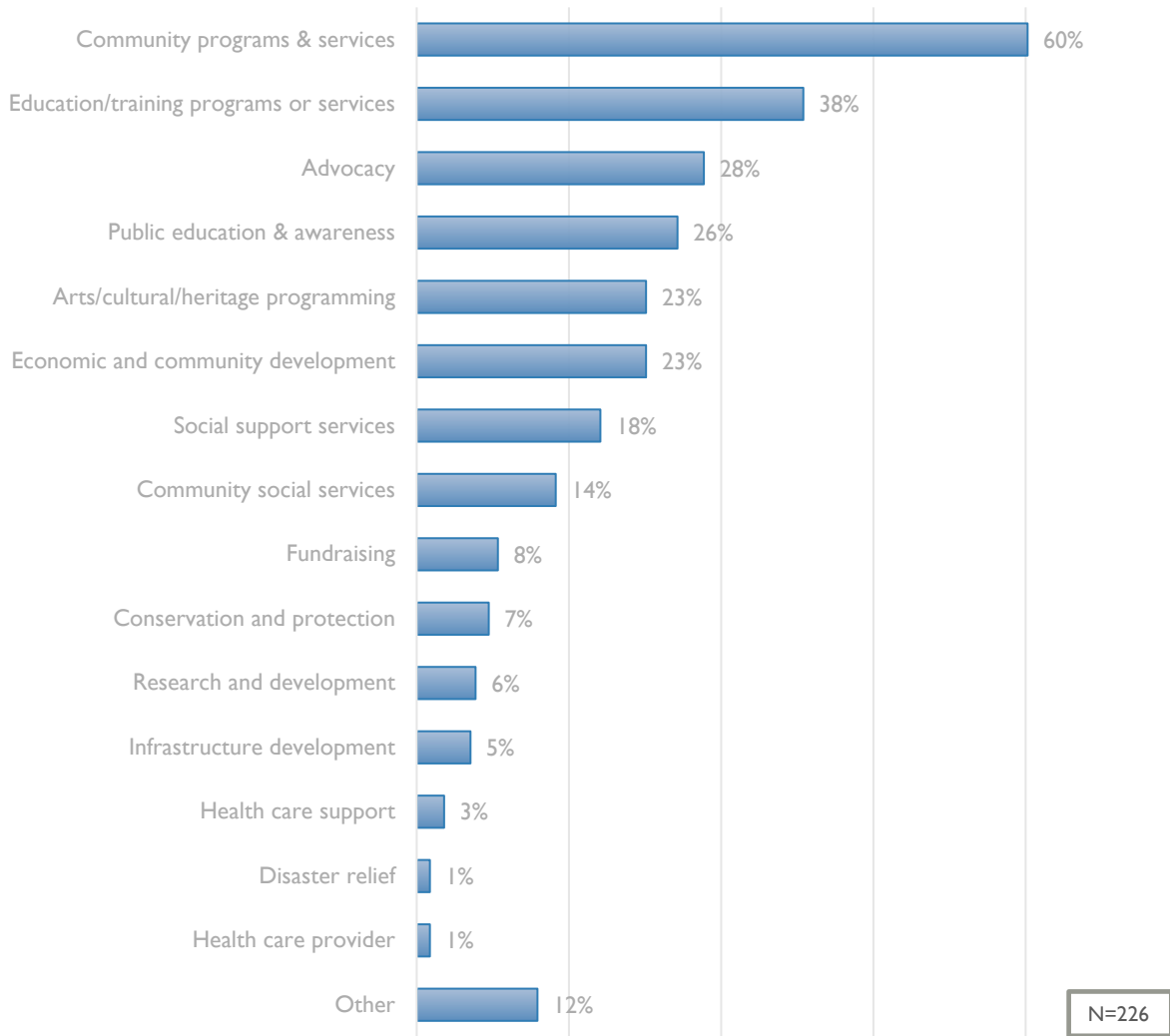
For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

*Other in the table includes ALL other groups from the bar chart that are not listed in the table.

For Chief Executives (level 1), average compensation was highest in categories other than those broken out followed by social services and services for persons with disabilities. For levels 4 to 6, average compensation is highest in social services organizations (note "other" is tied for top spot for level 4). For Management (level 3), compensation is slightly higher at organizations that service persons with disabilities than at social service organizations. Benchmarks for Deputy CEO/EDs (level 2) should be interpreted with caution due to small sample sizes.

In addition to the type of organization, respondents were asked to indicate the top three roles of their organizations (see **Exhibit 3-2**). Community programs and services is the most common role with 60% of organizations indicating it is one of their roles. The next most common role is education/training programs or services at 38% followed by advocacy (28%), public education and awareness (26%), arts/cultural/heritage programming (23%) and economic and community development (23%) to round the top six.

Exhibit 3-3: Organization Roles (Top 3)



COMPENSATION BY ORGANIZATION ROLE

		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Advocacy	Annual	\$69,857	\$62,250	\$59,853	\$48,183	\$41,201	\$33,410
	Hourly	\$36.25	\$32.75	\$31.68	\$25.36	\$21.87	\$17.32
	Sample size	N=48	N=6	N=24	N=11	N=75	N=27
	# of employees	48	6	28	19	159	180
Arts/cultural/heritage programming	Annual	\$59,283	\$44,406	\$47,180	\$40,437	\$34,773	\$32,698
	Hourly	\$29.23	\$22.60	\$24.55	\$19.99	\$17.69	\$17.18
	Sample size	N=31	N=7	N=15	N=22	N=52	N=24
	# of employees	31	7	15	33	159	97
Community programs & services	Annual	\$67,704	\$59,661	\$60,580	\$49,126	\$37,222	\$32,608
	Hourly	\$34.51	\$30.70	\$31.25	\$24.97	\$19.20	\$17.07
	Sample size	N=98	N=12	N=43	N=48	N=176	N=56
	# of employees	98	12	64	101	725	308
Economic and community development	Annual	\$70,964	\$55,050	\$52,657	\$48,983	\$38,452	\$32,354
	Hourly	\$35.69	\$26.46	\$25.90	\$24.68	\$19.88	\$16.87
	Sample size	N=35	N=5	N=13	N=22	N=61	N=24
	# of employees	35	5	16	32	143	152
Education/training programs or services	Annual	\$71,069	\$65,799	\$67,122	\$51,469	\$39,208	\$33,979
	Hourly	\$36.43	\$34.96	\$34.81	\$26.66	\$20.89	\$17.95
	Sample size	N=74	N=13	N=23	N=34	N=102	N=37
	# of employees	74	13	35	75	441	157
Public education & awareness	Annual	\$68,712	N/A	\$61,641	\$45,083	\$39,607	\$32,439
	Hourly	\$36.05	N/A	\$31.95	\$23.05	\$20.77	\$17.13
	Sample size	N=41	N=2	N=19	N=22	N=51	N=20
	# of employees	41	2	21	30	119	56

Notes: Percentages may not total 100% due to rounding.

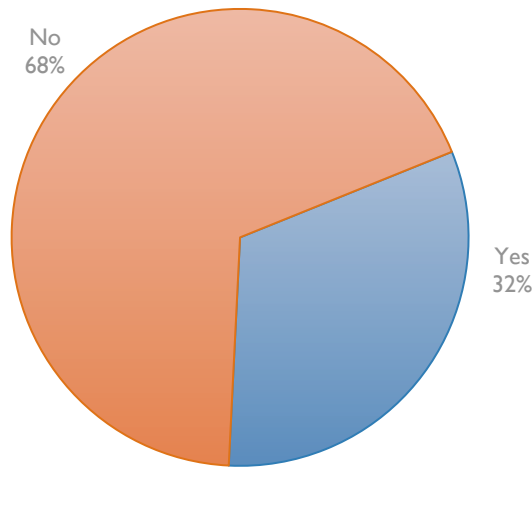
Annual amounts include additional cash compensation, while hourly wages do not.

For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

When analyzing the compensation benchmark, it is important to keep in mind that the groups are not mutually exclusive as organizations could select up to three roles. While there is some variation in the groups, the most noticeable difference is that compensation is lowest at all levels except Support Staff (level 6) in organizations with an arts/cultural/heritage programming role.

Just under one-third (32%) of respondents indicated that their organization considers themselves to be a social enterprise (see **Exhibit 3-4**). Average compensation at three of six levels is considerably higher (13% to 16%) for those do not identify as a social enterprise. The exceptions are Support Staff (level 6) where compensation is 12% higher in organizations that are social enterprises and Management (level 3) where the difference is only 1%. While the results for Deputy CEOs/EDs (level 2) show compensation as 36% higher among those who are not social enterprises, the results should be interpreted with caution due to small sample sizes.

Exhibit 3-4: Organization Considers Itself a Social Enterprise



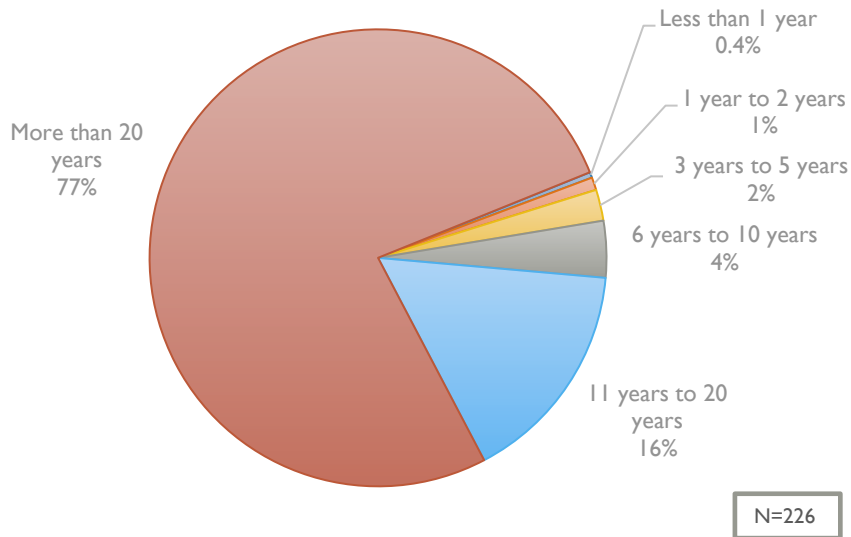
COMPENSATION BY IF ORGANIZATION CONSIDERS ITSELF A SOCIAL ENTERPRISE							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Yes	Annual	\$64,418	\$49,611	\$60,575	\$44,515	\$33,716	\$36,744
	Hourly	\$32.45	\$25.60	\$31.67	\$22.36	\$17.43	\$19.07
	Sample size	N=39	N=7	N=19	N=24	N=53	N=24
	# of employees	39	7	31	34	268	76
No	Annual	\$75,000	\$67,524	\$59,853	\$50,112	\$38,730	\$32,740
	Hourly	\$38.34	\$34.77	\$30.76	\$25.74	\$20.47	\$17.13
	Sample size	N=96	N=19	N=48	N=50	N=148	N=56
	# of employees	96	19	61	100	592	256

Notes: Percentages may not total 100% due to rounding.
 Annual amounts include additional cash compensation, while hourly wages do not.
 For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

Most (93%) participating organizations have been in operation for more than 10 years with the vast majority (77%) having been in operation for more than 20 years. Length of time in operation including compensation benchmarks is presented in **Exhibit 3-5**.

Organizations that have been in operation for more than 20 years pay more on average than those in operation for 20 years or less at all four management levels. For Chief Executives (level 1), the difference is 19%. Compensation is also higher at organizations in operation for more than 20 years among Program Staff (level 5 – 8%) and Support Staff (level 6 – 3%).

Exhibit 3-5: Length of Time in Operation



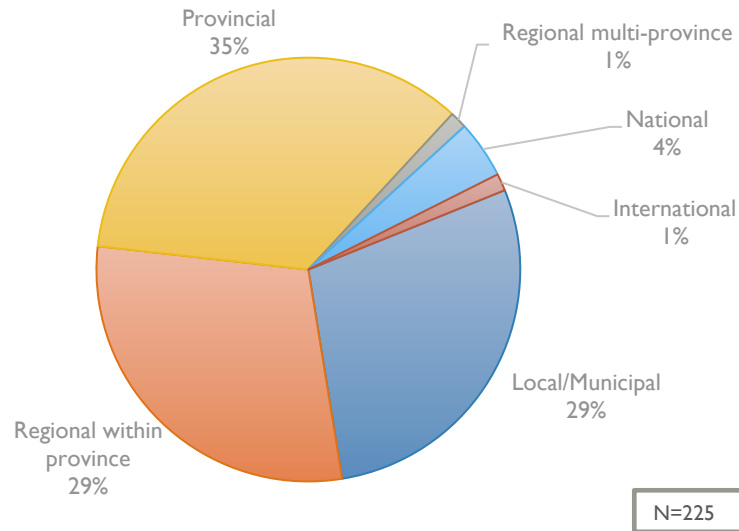
COMPENSATION BY LENGTH OF TIME IN OPERATION							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
20 years or less	Annual	\$60,340	\$57,050	\$40,032	\$44,341	\$35,171	\$32,364
	Hourly	\$30.59	\$29.14	\$21.03	\$22.25	\$18.02	\$17.21
	Sample size	N=31	N=7	N=8	N=11	N=50	N=15
	# of employees	31	7	8	11	100	27
More than 20 years	Annual	\$71,958	\$64,185	\$62,178	\$48,480	\$37,852	\$33,225
	Hourly	\$36.76	\$32.98	\$32.01	\$24.79	\$19.53	\$17.42
	Sample size	N=123	N=22	N=64	N=75	N=191	N=80
	# of employees	123	22	89	138	879	368

Notes: Percentages may not total 100% due to rounding.
 Annual amounts include additional cash compensation, while hourly wages do not.
 For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

ORGANIZATION JURISDICTION

At 35%, the largest group of participating organizations are provincial, followed closely by regional (29%) and local (29%). Combined, these groups account for 93% of participating organizations. A breakdown of organizations by jurisdiction is shown in **Exhibit 3-6**.

Exhibit 3-6: Jurisdiction



COMPENSATION BY JURISDICTION

		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Local/municipal	Annual	\$60,816	\$54,973	\$48,187	\$41,018	\$37,867	\$33,341
	Hourly	\$30.83	\$29.08	\$25.40	\$21.07	\$18.58	\$17.52
	Sample size	N=34	N=10	N=17	N=24	N=67	N=24
	# of employees	34	10	19	24	201	104
Regional within province	Annual	\$66,004	\$56,844	\$56,972	\$46,607	\$38,674	\$31,887
	Hourly	\$33.66	\$27.58	\$27.84	\$23.45	\$20.23	\$16.73
	Sample size	N=50	N=9	N=17	N=23	N=102	N=33
	# of employees	50	9	23	76	472	168
Provincial	Annual	\$76,857	\$71,888	\$67,710	\$55,777	\$35,363	\$38,940
	Hourly	\$39.57	\$38.28	\$35.37	\$29.12	\$18.55	\$20.82
	Sample size	N=65	N=8	N=34	N=32	N=64	N=34
	# of employees	65	8	51	39	279	56
National or International	Annual	\$71,544	N/A	N/A	\$47,852	N/A	N/A
	Hourly	\$33.34	N/A	N/A	\$24.14	N/A	N/A
	Sample size	N=5	N=2	N=4	N=6	N=4	N=3
	# of employees	5	2	4	9	23	66

Notes: Percentages may not total 100% due to rounding.
 Annual amounts include additional cash compensation, while hourly wages do not.
 For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

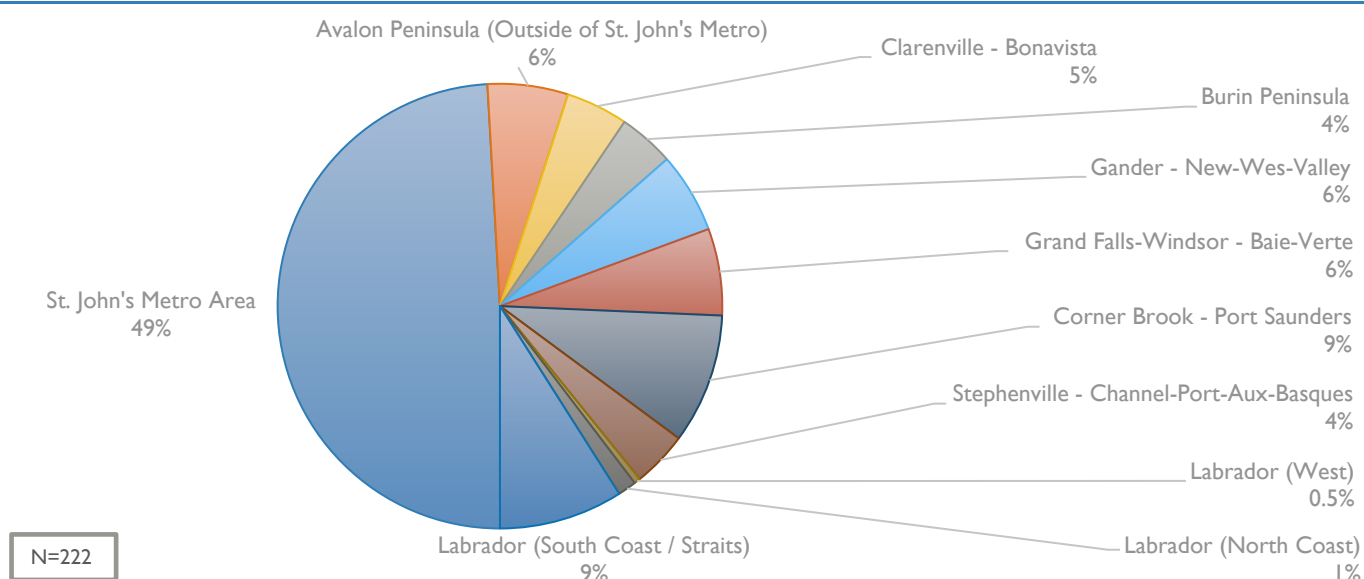
The exhibit also presents compensation benchmarks by jurisdiction. The results show that as jurisdiction grows, so does average compensation for management levels up to the provincial level. For the handful of national/international organizations, compensation benchmarks are lower than for provincial organizations. Below the management level, the difference in average compensation between local and regional is negligible. For Support Staff (level 6), average

compensation is significantly higher at provincial organizations compared to those with a smaller jurisdiction. The reverse is true for Program Staff (level 5) where average compensation is lower among provincial organizations.

GEOGRAPHY

Half (49%) of participating organizations are headquartered in St. John's (see **Exhibit 3-7**). The next largest regions are Cornerbrook - Port Saunders and Labrador (South Coast / Straits) each at 9%. Except for other regions of Labrador, which each represent 1% or less, other regions each account for between 4% and 6% of participating organizations.

Exhibit 3-7: Region



COMPENSATION BY REGION

		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
St. John's	Annual	\$78,320	\$70,856	\$64,935	\$50,770	\$39,889	\$37,149
	Hourly	\$39.87	\$36.22	\$33.57	\$26.11	\$20.58	\$19.60
	Sample size	N=75	N=20	N=49	N=45	N=104	N=45
	# of employees	75	20	69	90	612	142
Eastern Newfoundland	Annual	\$54,445	N/A	\$40,893	\$37,923	\$35,029	\$26,550
	Hourly	\$28.21	N/A	\$20.75	\$18.87	\$18.06	\$14.46
	Sample size	N=19	N=4	N=8	N=15	N=27	N=9
	# of employees	19	4	8	23	86	46
Central & Western Newfoundland & Labrador	Annual	\$62,761	\$43,711	\$52,323	\$48,235	\$33,324	\$31,840
	Hourly	\$32.21	\$23.37	\$26.75	\$24.51	\$17.14	\$16.51
	Sample size	N=59	N=5	N=15	N=26	N=110	N=40
	# of employees	59	5	20	36	281	206

Notes: Percentages may not total 100% due to rounding.
 Annual amounts include additional cash compensation, while hourly wages do not.
 For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

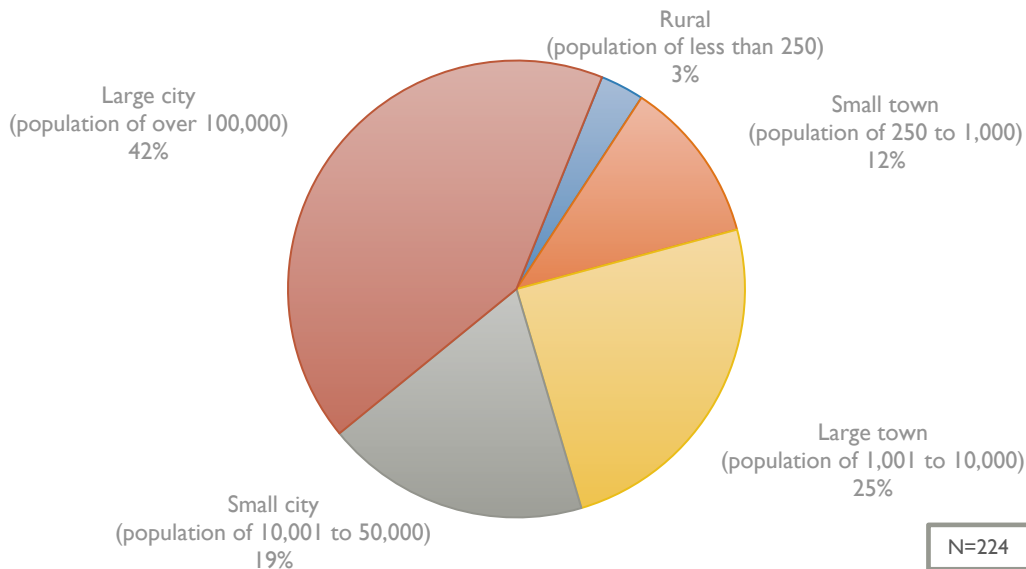
For the compensation benchmarks, the regions of Avalon Peninsula (Outside of St. John's Metro), Clarenville - Bonavista and Burin Peninsula have been grouped together under "Eastern Newfoundland". All regions north of this area have been grouped under "Central & Western Newfoundland & Labrador" while the city of St. John's is its own region. At all levels,

average cash compensation is highest in St. John's. With the exception of Project Staff (level 5) and Deputy CEO/EDs (level 2 - insufficient sample size), average compensation is lowest in Eastern Newfoundland.

Just over four in ten (42%) respondents indicated that their headquarters is in a large city making it the largest group of respondents. There is also strong representation from large towns (25%), small cities (19%) and small towns (12%). The breakdown of responding organizations by the size of community is presented in **Exhibit 3-8**.

Average compensation increases with the size of the community for all four management levels. For non-management levels, average compensation is also highest in large cities, but compensation doesn't necessarily increase with community size. For Program Staff (level 5), average compensation is lower in small cities than in large towns or smaller communities while for Support Staff (level 6) there is no difference in average compensation between small cities and large towns or smaller communities.

Exhibit 3-8: Size of Community



COMPENSATION BY SIZE OF COMMUNITY

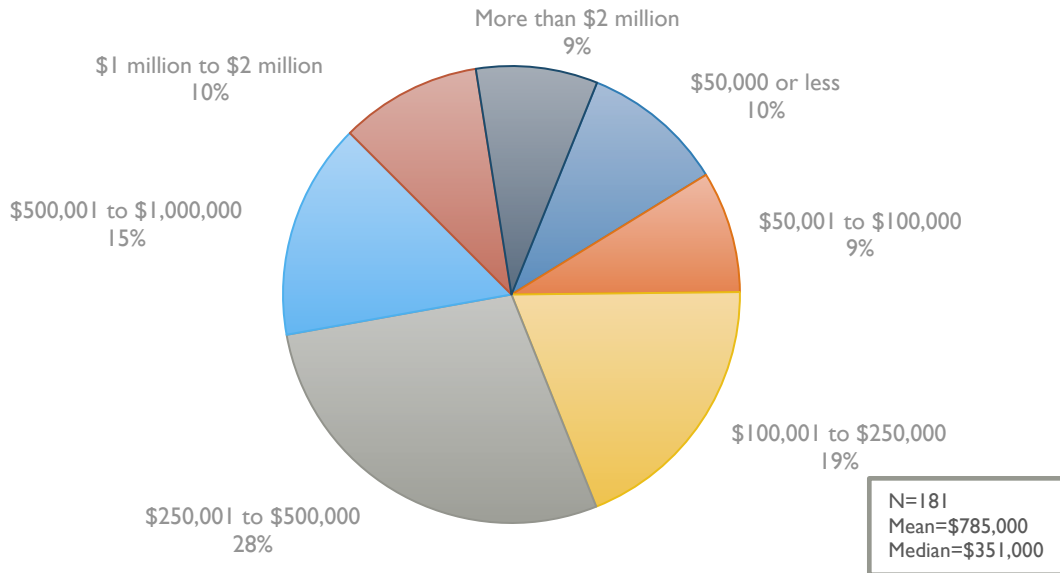
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Large town or smaller (10,000 or less)	Annual	\$60,404	\$45,266	\$49,121	\$41,697	\$35,049	\$30,715
	Hourly	\$30.77	\$23.47	\$24.64	\$20.69	\$17.76	\$15.99
	Sample size	N=53	N=6	N=14	N=25	N=79	N=30
	# of employees	53	6	17	34	177	132
Small city (10,001 to 50,000)	Annual	\$61,085	\$52,585	\$62,019	\$46,091	\$32,939	\$30,764
	Hourly	\$31.25	\$26.96	\$31.81	\$23.31	\$17.12	\$16.13
	Sample size	N=33	N=6	N=15	N=18	N=68	N=24
	# of employees	33	6	17	28	224	125
Large city (over 100,000)	Annual	\$80,943	\$72,019	\$63,412	\$51,618	\$40,152	\$37,685
	Hourly	\$41.29	\$36.88	\$32.91	\$26.69	\$20.75	\$19.91
	Sample size	N=68	N=17	N=42	N=42	N=91	N=41
	# of employees	68	17	62	86	572	138

Notes: Percentages may not total 100% due to rounding.
 Annual amounts include additional cash compensation, while hourly wages do not.
 For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

ORGANIZATION SIZE

As seen in **Exhibit 3-9**, organizations of all revenue levels are well represented in the study. The average organizational revenue of \$785,000 is skewed by a handful of larger organizations. Accordingly, the median of \$351,000 is a better representation of the typical organization.

Exhibit 3-9: Revenue



COMPENSATION BY REVENUE							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
\$250,000 or less	Annual	\$54,927	\$38,961	\$50,560	\$41,935	\$37,831	\$31,157
	Hourly	\$27.89	\$19.69	\$25.45	\$21.17	\$17.32	\$16.15
	Sample size	N=42	N=5	N=16	N=18	N=51	N=20
	# of employees	42	5	16	21	139	95
\$250,001 to \$500,000	Annual	\$63,525	\$57,029	\$47,410	\$42,111	\$32,541	\$34,073
	Hourly	\$32.42	\$28.56	\$25.19	\$21.30	\$17.05	\$17.91
	Sample size	N=49	N=8	N=19	N=21	N=66	N=29
	# of employees	49	8	21	25	153	86
\$500,001 to \$1 million	Annual	\$75,252	\$52,530	\$57,478	\$44,139	\$40,122	\$32,415
	Hourly	\$39.06	\$27.19	\$29.75	\$22.84	\$20.51	\$17.01
	Sample size	N=27	N=5	N=10	N=18	N=55	N=14
	# of employees	27	5	10	23	173	44
More than \$1 million	Annual	\$90,829	\$81,613	\$69,495	\$52,867	\$38,153	\$34,023
	Hourly	\$45.98	\$42.41	\$35.67	\$27.05	\$20.24	\$17.95
	Sample size	N=36	N=11	N=27	N=29	N=69	N=32
	# of employees	36	11	50	80	514	170

Notes: Percentages may not total 100% due to rounding.
 Annual amounts include additional cash compensation, while hourly wages do not.
 For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

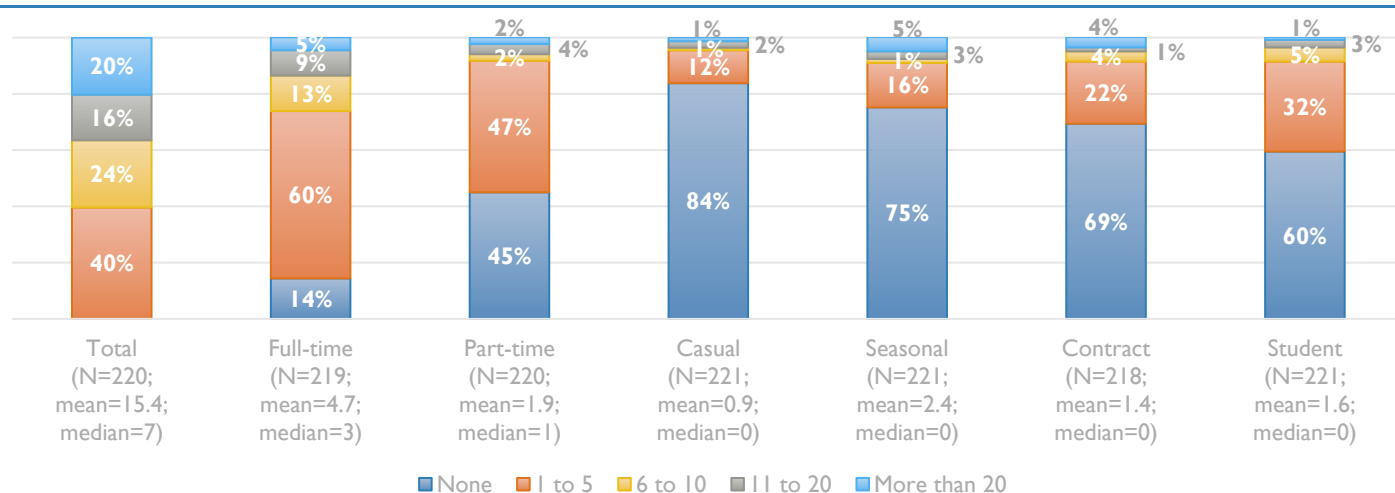
At the management levels, average compensation increases with organizational revenue. It should be noted, however, that average compensation for Management (level 3) is higher in organizations with \$250,000 or less in revenue than in those earning \$250,001 to \$500,000. For Chief Executives, average compensation in organizations with over \$1 million in revenue

is 65% higher than in organizations with revenues of \$250,000 or less. For Deputy CEO/EDs, the difference is even bigger at 109%. There is no definitive relationship between organization revenue and compensation at the non-management levels.

The number of staff overall and staff type is presented in **Exhibit 3-10**. While the average number of staff is 15.4, this is skewed by a handful of large organizations. The median of seven staff is a better representation of the typical staffing level. One in five (20%) organizations report having more than 20 staff while 40% have 1 to 5 staff.

At the two most senior levels (levels 1 and 2), compensation increase as the number of staff increases up to 20 before dropping again. For Management (level 3), average compensation increases with the number of staff starting at six staff. For Support Staff (level 6), average compensation is highest in organizations with 1 to 5 staff. There is no definitive relationship between number of staff and average compensation for Supervisory (level 4) and Program Staff (level 5).

Exhibit 3-10: Number of Staff



COMPENSATION BY NUMBER OF STAFF							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
1 to 5	Annual	\$62,343	N/A	\$54,571	\$48,300	\$41,121	\$38,302
	Hourly	\$31.90	N/A	\$28.14	\$24.97	\$21.34	\$19.79
	Sample size	N=53	N=4	N=16	N=13	N=53	N=27
	# of employees	53	4	16	13	61	27
6 to 10	Annual	\$72,443	\$60,872	\$51,170	\$44,501	\$36,439	\$35,723
	Hourly	\$37.11	\$30.45	\$26.92	\$22.80	\$19.24	\$18.60
	Sample size	N=35	N=9	N=17	N=21	N=64	N=20
	# of employees	35	9	17	21	115	23
11 to 20	Annual	\$77,202	\$71,469	\$57,323	\$50,576	\$42,646	\$35,049
	Hourly	\$39.10	\$39.27	\$30.59	\$26.37	\$22.31	\$18.45
	Sample size	N=27	N=5	N=17	N=22	N=62	N=13
	# of employees	27	5	21	26	157	79
More than 20	Annual	\$72,297	\$61,451	\$67,611	\$48,532	\$36,159	\$31,864
	Hourly	\$36.86	\$30.98	\$34.11	\$24.57	\$18.47	\$16.74
	Sample size	N=38	N=11	N=22	N=29	N=60	N=35
	# of employees	38	11	43	88	641	266

Notes: Percentages may not total 100% due to rounding.
 Annual amounts include additional cash compensation, while hourly wages do not.
 For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

4. CASH COMPENSATION BY EMPLOYEE DEMOGRAPHICS

This section looks at how compensation varies based on personal demographics such as age, gender, education and experience. While the chapter also presents a profile of staff at participating organizations, the findings should not be interpreted as a representative profile of the sector as a whole.

HIGHLIGHTS

- While not a perfect correlation, age increases with seniority in the organizations in this study. The one exception is Deputy CEO/EDs (level 2) who are younger than Management (level 3). Support Staff (level 6) are also, on average, slightly older than Management (level 3).
- Correlation analysis reveals that compensation tends to increase with age for Chief Executives (level 1), and for Management Staff (level 3). There is also a positive correlation between compensation and age for Support Staff (level 6), but it does not register as statistically significant. There does not appear to be a direct relationship between age and compensation at other staff levels.
- Consistent with other national-level studies of the nonprofit sector in Canada, the sector in Newfoundland and Labrador is staffed predominantly by females. For levels 2 to 6, the portion of females ranges from 75% to 85%. The portion of females decreases to 60% among Chief Executives (level 1). The study also shows that, with the exception of Deputy CEOs/EDs (level 2) and Support Staff (level 6), between 1% and 2% (depending on level) of reported staff identify as non-binary.
- With the exception of Deputy CEO/EDs (level 2 – insufficient data), average compensation is higher among males than females at all levels. The biggest difference is at the Chief Executive (level 1) position where males earn, on average, 26% more than females. The smallest gap is among Supervisory Staff (level 4) where the difference is 3%. The difference at other levels ranges from 8% to 23%.
- With some exceptions, compensation increases with the level of education.
- While a relevant certification can add to the credentials of staff, it does not always translate to higher compensation. Those with a relevant certification earn, on average, significantly more than those without one at the Deputy CEO/ED (level 2 – 42% more), Management (level 3 – 14% more) and Program Staff (level 5 – 14% more). Conversely, average compensation for Chief Executives (level 1 – 7% less) and Support Staff (level 6 – 11% less) is lower among those with a relevant certification.
- Experience was measured in three different ways in the survey: Years at the current seniority level, years in the sector, and years in the current discipline. The analysis generally shows strong positive correlations at some levels, but not others. Specifically, the analysis shows a significant correlation between compensation and experience for all three measures for Chief Executives (level 1), Management (level 3) and Support Staff (level 6). For Supervisory (level 4) and Program Staff (level 5), the results suggest a positive correlation, but it is not statistically significant.

AGE

While not a perfect correlation, age generally increases with seniority. As seen in **Exhibit 4-1**, age increases from an average of 41.4 for Program Staff (level 5) to 51.6 for Chief Executives (level 1). The one exception is Deputy CEO/EDs (level 2) who are slightly younger on average than Management (level 3) at 44.0. Support Staff are, on average, slightly older than Management (level 3).

While not obvious from the benchmarks in **Exhibit 4-1**, a correlation analysis does reveal that compensation does tend to increase with age for Chief Executives (level 1). The analysis also reveals a significant positive correlation between age and compensation for Management (level 3). There is also a positive correlation between compensation and age for Support Staff (level 6), but it does not register as statistically significant. There does not appear to be a direct relationship between age and compensation at other staff levels.

Exhibit 4-1: Age

AGE BY LEVEL							
	Level 1: Chief Executive	Level 2: Deputy CEO/ED	Level 3: Management	Level 4: Supervisory	Level 5: Program Staff	Level 6: Support Staff	
Under 25	1%	8%	4%	12%	15%	11%	
26 to 35	6%	8%	23%	19%	21%	15%	
36 to 45	23%	46%	25%	26%	22%	16%	
46 to 55	34%	23%	23%	26%	29%	34%	
56 to 65	23%	15%	19%	14%	8%	18%	
66 or older	13%	0%	8%	3%	5%	7%	
Number of cases	N=139	N=26	N=53	N=65	N=150	N=62	
Mean	51.6	44.0	46.0	42.7	41.4	46.2	
COMPENSATION BY AGE							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Under 25	Annual	N/A	N/A	N/A	\$44,160	\$43,290	\$35,214
	Hourly	N/A	N/A	N/A	\$22.20	\$22.27	\$18.23
	Sample size	N=2	N=2	N=2	N=8	N=23	N=7
26 to 35	Annual	\$58,010	N/A	\$48,210	\$41,126	\$44,585	\$34,811
	Hourly	\$29.47	N/A	\$24.74	\$21.46	\$23.96	\$18.06
	Sample size	N=8	N=2	N=12	N=12	N=32	N=9
36 to 45	Annual	\$59,382	\$74,595	\$54,055	\$53,787	\$42,203	\$49,734
	Hourly	\$30.07	\$38.81	\$28.51	\$28.80	\$22.23	\$26.34
	Sample size	N=32	N=12	N=13	N=17	N=33	N=9
46 to 55	Annual	\$77,156	\$59,292	\$59,107	\$51,665	\$42,848	\$41,969
	Hourly	\$39.02	\$28.89	\$30.80	\$25.99	\$22.56	\$21.91
	Sample size	N=47	N=6	N=12	N=17	N=43	N=21
56 to 65	Annual	\$64,362	N/A	\$68,387	\$44,787	\$40,213	\$35,299
	Hourly	\$32.85	N/A	\$34.51	\$22.80	\$21.07	\$18.47
	Sample size	N=32	N=4	N=10	N=9	N=11	N=11
66 or older	Annual	\$72,041	N/A	N/A	N/A	\$49,607	N/A
	Hourly	\$36.81	N/A	N/A	N/A	\$25.69	N/A
	Sample size	N=18	N=0	N=4	N=2	N=7	N=4

Notes: Percentages may not total 100% due to rounding.

Annual amounts include additional cash compensation, while hourly wages do not.

For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

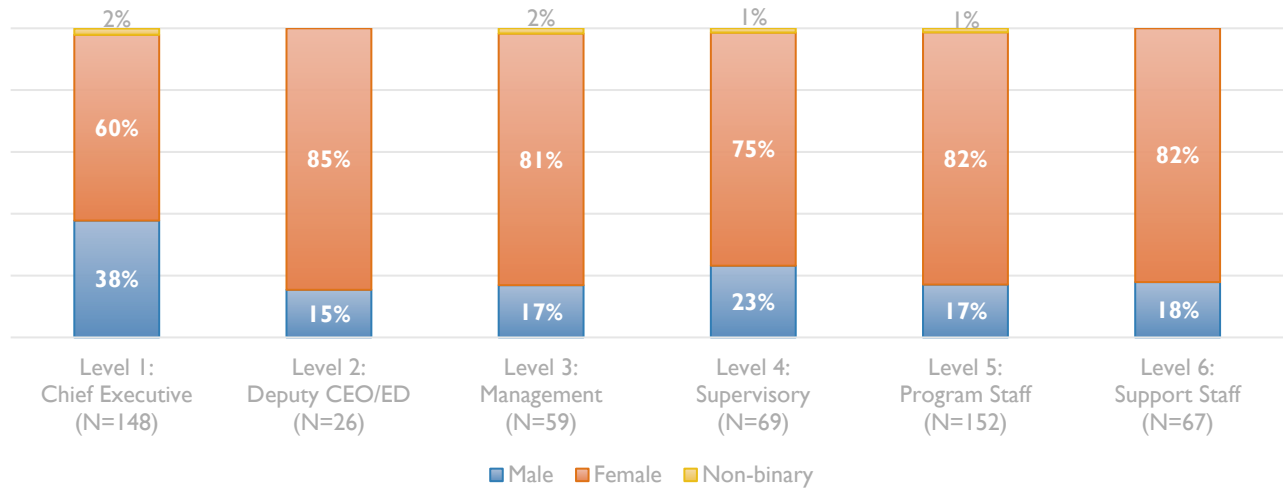
GENDER

As seen in national level studies of the nonprofit sector¹, the sector in Newfoundland and Labrador is staffed predominantly by females. For levels 2 to 6, the portion of females ranges from 75% to 85%. The portion of females decreases to 60% among Chief Executives (level 1) (see **Exhibit 4-2**). The exhibit also shows that, with the exception of Deputy CEOs/EDs (level 2) and Support Staff (level 6), between 1% and 2% (depending on level) of reported staff identify as non-binary.

With the exception of Deputy CEO/EDs (level 2 – insufficient data), average compensation is higher among males than females at all levels. The biggest difference is at the Chief Executive (level 1) position where males earn, on average, 26% more than females. The smallest gap is among Supervisory Staff (level 4) where the difference is 3%. The difference at other levels ranges from 8% to 23%.

While this study does indicate that average compensation is higher for males than females, assessing if there is a true gender gap requires deeper analysis that is beyond the scope of this project.

Exhibit 4-2: Gender



COMPENSATION BY GENDER

		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Male	Annual	\$79,451	N/A	\$67,488	\$49,152	\$47,476	\$42,744
	Hourly	\$39.90	N/A	\$33.67	\$24.77	\$24.82	\$22.22
	Sample size	N=56	N=4	N=10	N=16	N=24	N=12
Female	Annual	\$63,134	\$63,295	\$54,714	\$47,802	\$41,094	\$39,641
	Hourly	\$32.50	\$32.08	\$28.56	\$24.80	\$21.57	\$20.72
	Sample size	N=89	N=22	N=48	N=52	N=124	N=54

Notes: Percentages may not total 100% due to rounding.
 Annual amounts include additional cash compensation, while hourly wages do not.
 For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

¹ Both CharityVillage's Canadian Nonprofit Sector Salary & Benefits Report and the CSAE Compensation and Benefits Report show a similar pattern.

EDUCATION AND CERTIFICATION

The level of education generally increases with seniority. With some exceptions, the likelihood of holding a university degree, and in particular a postgraduate degree, increases with seniority. The exceptions are that the likelihood of holding a postgraduate degree decrease from Supervisory (level 4) to Deputy CEO/ED (level 2) and Deputy CEO/EDs (level 2) are on par with Chief Executives (level 1) for holding a university degree in general. Education by level and compensation is shown in **Exhibit 4-3**.

With some exceptions, compensation increases with the level of education at all levels except Deputy CEO/EDs (level 2 – insufficient data). For Management (level 3) and Program Staff (level 5), the results show a decrease in average compensation going from an undergraduate degree to a Master's degree. However, this result should be interpreted with caution due to the small sample size for Master's degree holders. There was insufficient data to present compensation for those holding a Doctorate or PhD.

Exhibit 4-3: Highest Level of Education

HIGHEST LEVEL OF EDUCATION BY LEVEL							
	Level 1: Chief Executive	Level 2: Deputy CEO/ED	Level 3: Management	Level 4: Supervisory	Level 5: Program Staff	Level 6: Support Staff	
Less than high school	0%	0%	0%	3%	1%	1%	
High school graduate	1%	0%	10%	13%	14%	8%	
Some college, technical school or university	13%	11%	10%	15%	20%	29%	
College graduate	17%	19%	32%	24%	26%	40%	
University undergraduate degree	44%	63%	35%	29%	35%	18%	
Master's degree	22%	7%	13%	15%	5%	3%	
Doctorate/PhD	3%	0%	0%	2%	0%	0%	
Number of Cases	N=147	N=27	N=60	N=68	N=152	N=72	

COMPENSATION BY HIGHEST LEVEL OF EDUCATION							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
High school graduate or less	Annual	\$58,910	N/A	\$53,801	\$43,784	\$36,086	\$37,644
	Hourly	\$29.29	N/A	\$26.90	\$22.02	\$18.45	\$19.28
	Sample size	N=20	N=3	N=12	N=21	N=52	N=27
College graduate	Annual	\$64,657	\$43,239	\$56,574	\$47,468	\$40,035	\$41,591
	Hourly	\$32.78	\$22.93	\$29.18	\$24.95	\$21.15	\$22.20
	Sample size	N=25	N=5	N=19	N=16	N=39	N=29
University undergraduate degree	Annual	\$66,934	\$68,616	\$60,928	\$49,258	\$48,379	\$43,203
	Hourly	\$34.44	\$34.78	\$31.66	\$25.92	\$25.78	\$22.43
	Sample size	N=65	N=17	N=21	N=20	N=53	N=13
Master's degree	Annual	\$80,861	N/A	\$55,919	\$51,937	\$46,920	N/A
	Hourly	\$41.01	N/A	\$29.44	\$27.00	\$24.34	N/A
	Sample size	N=33	N=2	N=8	N=10	N=7	N=2
Doctorate/PhD	Annual	N/A	N/A	N/A	N/A	N/A	N/A
	Hourly	N/A	N/A	N/A	N/A	N/A	N/A
	Sample size	N=4	N=0	N=0	N=1	N=0	N=0

Notes: Percentages may not total 100% due to rounding.

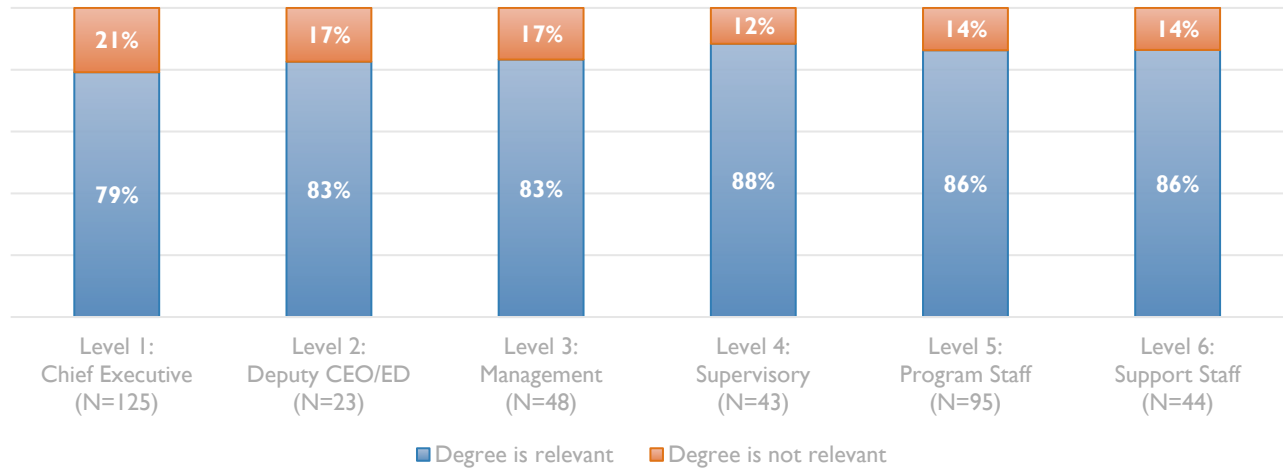
Annual amounts include additional cash compensation, while hourly wages do not.

For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

The relevance of one's degree by level and compensation is presented in **Exhibit 4-4**. Among those who have a degree, for four in five or more staff, the degree is relevant to their position. Degrees are most likely to be relevant among Supervisory (level 4 – 88%) and least likely to be relevant among Chief Executives (level – 1 – 79%).

The only level where average compensation is higher among those whose degree is relevant is Supervisory (level 4 – 3% higher). For Management (level 3 – 12% lower) and Program Staff (level 5 – 3% lower), compensation is lower among those whose degree is relevant. The difference among Chief Executives (level 1) and Support Staff (level 6) is negligible. Note, the differences should be interpreted with caution due to small sample size for whose degree is not relevant.

Exhibit 4-4: Relevance of Degree



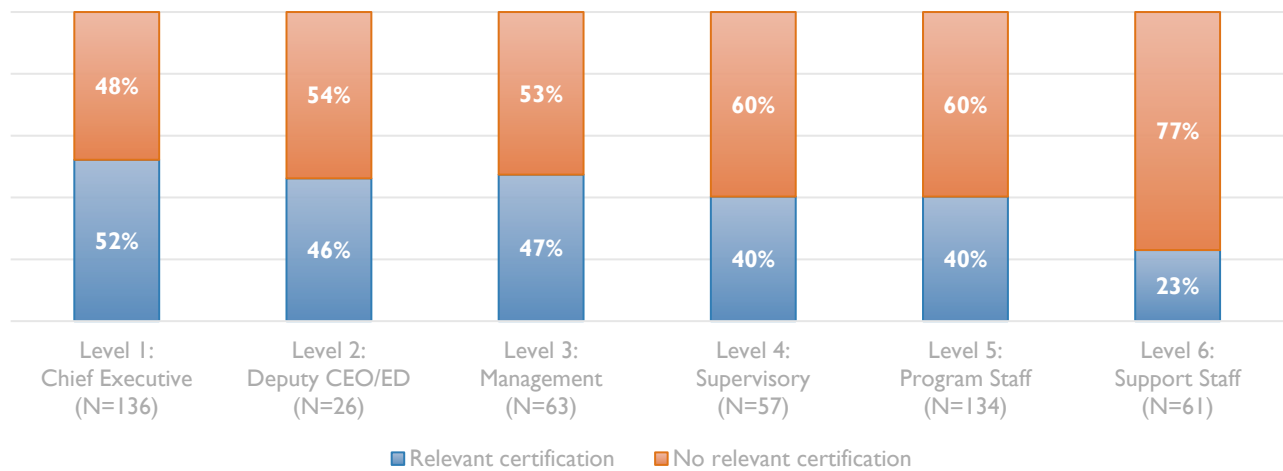
COMPENSATION BY RELEVANCE OF DEGREE							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Degree is relevant	Annual	\$70,757	\$65,368	\$57,043	\$49,037	\$45,108	\$41,678
	Hourly	\$36.00	\$33.55	\$29.43	\$25.90	\$23.99	\$22.09
	Sample size	N=99	N=19	N=40	N=38	N=82	N=38
Degree is not relevant	Annual	\$72,007	N/A	\$65,004	\$47,620	\$46,677	\$41,796
	Hourly	\$37.70	N/A	\$34.72	\$24.74	\$24.33	\$21.71
	Sample size	N=26	N=4	N=8	N=5	N=13	N=6

Notes: Percentages may not total 100% due to rounding.
 Annual amounts include additional cash compensation, while hourly wages do not.
 For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

As seen in **Exhibit 4-5**, Just over half of Chief Executives (level 1 – 52%) hold a certification that is relevant to their job. At the other end of the spectrum, only 23% of Support Staff (level 6) hold a relevant certification. At other levels, 40% to 47% hold a relevant certification.

While a relevant certification can add to the credentials of staff, it does not always translate to higher compensation. Those with a relevant certification earn, on average, significantly more than those without one at the Deputy CEO/ED (level 2 – 42% more), Management (level 3 – 14% more) and Program Staff (level 5 – 14% more). Conversely, average compensation for Chief Executives (level 1 – 7% less) and Support Staff (level 6 – 11% less) is lower among those with a relevant certification.

Exhibit 4-5: Hold a Relevant Certification



COMPENSATION BY RELEVANT CERTIFICATION							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Relevant certification	Annual	\$67,268	\$74,390	\$59,828	\$47,936	\$45,565	\$35,733
	Hourly	\$34.49	\$37.84	\$30.39	\$25.15	\$23.88	\$18.81
	Sample size	N=71	N=12	N=27	N=25	N=52	N=13
No relevant certification	Annual	\$72,201	\$52,568	\$52,385	\$48,297	\$39,848	\$40,361
	Hourly	\$36.89	\$27.34	\$27.57	\$24.72	\$20.82	\$21.06
	Sample size	N=65	N=14	N=30	N=37	N=80	N=47

Notes: Percentages may not total 100% due to rounding.
 Annual amounts include additional cash compensation, while hourly wages do not.
 For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

EXPERIENCE

Experience Definitions

At seniority level: Total years at their current level (e.g., Chief Executive) in all places they have worked.

In nonprofit sector: Total years spent working in the nonprofit organizations (all jobs).

In current discipline: Total years working in their current discipline (i.e., marketing, fundraising, general management, IT, etc.) in all organizations they have worked for.

Experience was measured in three different ways in the survey: years at the current seniority level, years in the nonprofit sector, and years in the current discipline. While all three measures show that average experience generally increases with seniority, experience tends to be higher among Management (level 3) than Deputy CEO/EDs (level 2) for the seniority level and in the nonprofit sector.

For the three types of experience, a correlation analysis was used to test the strength of the relationship between compensation and experience at each level. **Exhibits 4-6 to 4-8** on the following pages present summaries of cash compensation by years of experience by level for each of the three types of experience. The analysis generally shows strong positive correlations at some levels, but not others. Specifically, the analysis shows a significant correlation between compensation and experience for all three measures for Chief Executives (level 1), Management (level 3) and Support Staff (level 6). For Supervisory (level 4) and Program Staff (level 5), the results suggest a positive correlation, but it is not statistically significant.

Exhibit 4-6: Years at the Current Seniority Level

YEARS AT THE CURRENT SENIORITY LEVEL BY LEVEL							
	Level 1: Chief Executive	Level 2: Deputy CEO/ED	Level 3: Management	Level 4: Supervisory	Level 5: Program Staff	Level 6: Support Staff	
1 year or less	5%	11%	27%	20%	25%	24%	
1.1 years to 3 years	10%	11%	3%	17%	20%	12%	
3.1 years to 5 years	5%	15%	18%	9%	9%	3%	
5.1 years to 10 years	17%	33%	11%	28%	16%	21%	
10.1 years to 15 years	15%	11%	16%	13%	11%	13%	
15.1 years to 20 years	11%	4%	10%	13%	8%	9%	
More than 20 years	38%	15%	15%	1%	11%	18%	
Number of cases	N=144	N=27	N=62	N=71	N=139	N=67	
Mean	17.2	9.9	10.5	8.0	8.5	10.9	
COMPENSATION BY YEARS AT THE CURRENT SENIORITY LEVEL							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
5 years or less	Annual	\$56,733	\$63,616	\$52,074	\$44,299	\$41,066	\$36,367
	Hourly	\$29.83	\$33.29	\$27.27	\$23.10	\$21.50	\$18.94
	Sample size	N=28	N=10	N=30	N=32	N=75	N=26
5.1 years to 10 years	Annual	\$67,537	\$65,588	\$52,889	\$46,621	\$43,946	\$40,647
	Hourly	\$34.64	\$33.46	\$27.19	\$23.98	\$23.12	\$21.16
	Sample size	N=25	N=9	N=7	N=20	N=21	N=14
10.1 years to 15 years	Annual	\$67,495	N/A	\$57,184	\$54,740	\$41,614	\$37,479
	Hourly	\$34.29	N/A	\$29.41	\$27.93	\$22.11	\$19.92
	Sample size	N=21	N=3	N=10	N=9	N=15	N=9
15.1 years to 20 years	Annual	\$79,058	N/A	\$72,793	\$48,112	\$42,682	\$42,258
	Hourly	\$41.44	N/A	\$37.71	\$24.49	\$22.32	\$22.35
	Sample size	N=16	N=1	N=6	N=9	N=11	N=6
More than 20 years	Annual	\$73,542	N/A	\$68,806	N/A	\$44,136	\$49,767
	Hourly	\$36.53	N/A	\$34.40	N/A	\$23.13	\$26.04
	Sample size	N=54	N=4	N=9	N=1	N=15	N=12

Notes: Percentages may not total 100% due to rounding.

Annual amounts include additional cash compensation, while hourly wages do not.

For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

Exhibit 4-7: Years in the Nonprofit Sector

YEARS IN THE NONPROFIT SECTOR BY LEVEL

	Level 1: Chief Executive	Level 2: Deputy CEO/ED	Level 3: Management	Level 4: Supervisory	Level 5: Program Staff	Level 6: Support Staff
1 year or less	4%	11%	12%	11%	17%	23%
1.1 years to 3 years	4%	0%	3%	17%	20%	16%
3.1 years to 5 years	5%	19%	10%	13%	13%	12%
5.1 years to 10 years	14%	22%	21%	17%	17%	17%
10.1 years to 15 years	18%	19%	25%	26%	13%	9%
15.1 years to 20 years	12%	15%	8%	9%	9%	7%
More than 20 years	42%	15%	21%	7%	11%	16%
Number of cases	N=147	N=27	N=61	N=70	N=149	N=69
Mean	18.7	12.1	13.8	9.6	8.9	9.2

COMPENSATION BY YEARS IN THE NONPROFIT SECTOR

		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
5 year or less	Annual	\$63,152	\$59,800	\$52,399	\$45,986	\$40,527	\$38,776
	Hourly	\$32.42	\$30.59	\$26.48	\$23.92	\$21.32	\$20.22
	Sample size	N=19	N=8	N=15	N=29	N=73	N=35
5.1 years to 10 years	Annual	\$65,911	\$61,187	\$49,116	\$41,884	\$41,549	\$41,698
	Hourly	\$34.14	\$31.51	\$25.61	\$21.28	\$21.61	\$21.22
	Sample size	N=21	N=6	N=13	N=12	N=25	N=11
10.1 years to 15 years	Annual	\$60,649	\$59,966	\$55,829	\$49,585	\$43,198	\$35,360
	Hourly	\$31.33	\$32.09	\$29.26	\$25.51	\$22.82	\$19.21
	Sample size	N=27	N=5	N=15	N=18	N=20	N=6
15.1 years to 20 years	Annual	\$69,888	N/A	\$58,822	\$49,630	\$42,770	\$40,115
	Hourly	\$35.73	N/A	\$30.13	\$25.51	\$22.43	\$21.14
	Sample size	N=18	N=4	N=5	N=6	N=13	N=5
More than 20 years	Annual	\$75,000	N/A	\$71,035	\$54,519	\$42,408	\$49,272
	Hourly	\$37.73	N/A	\$36.40	\$29.34	\$22.47	\$26.01
	Sample size	N=62	N=4	N=13	N=5	N=16	N=11

Notes: Percentages may not total 100% due to rounding.

Annual amounts include additional cash compensation, while hourly wages do not.

For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

Exhibit 4-8: Years in the Current Discipline

YEARS IN THE CURRENT DISCIPLINE BY LEVEL

	Level 1: Chief Executive	Level 2: Deputy CEO/ED	Level 3: Management	Level 4: Supervisory	Level 5: Program Staff	Level 6: Support Staff
1 year or less	5%	11%	10%	16%	18%	17%
1.1 years to 3 years	7%	7%	13%	16%	21%	17%
3.1 years to 5 years	6%	7%	7%	9%	6%	11%
5.1 years to 10 years	15%	30%	21%	22%	22%	19%
10.1 years to 15 years	18%	11%	21%	23%	12%	13%
15.1 years to 20 years	9%	15%	18%	6%	11%	7%
More than 20 years	41%	19%	11%	9%	11%	17%
Number of cases	N=147	N=27	N=62	N=69	N=152	N=72
Mean	17.4	12.8	11.8	9.1	9.0	10.6

COMPENSATION BY YEARS IN THE CURRENT DISCIPLINE

		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
5 year or less	Annual	\$60,422	\$50,836	\$50,144	\$46,202	\$40,300	\$36,409
	Hourly	\$30.71	\$25.05	\$26.94	\$23.94	\$21.03	\$18.85
	Sample size	N=26	N=7	N=18	N=28	N=67	N=32
5.1 years to 10 years	Annual	\$65,833	\$63,507	\$55,094	\$46,753	\$41,551	\$40,952
	Hourly	\$33.70	\$33.28	\$28.37	\$23.88	\$21.88	\$21.21
	Sample size	N=22	N=8	N=13	N=15	N=33	N=13
10.1 years to 15 years	Annual	\$63,971	N/A	\$53,609	\$48,174	\$40,383	\$37,394
	Hourly	\$32.50	N/A	\$27.13	\$24.71	\$21.16	\$19.91
	Sample size	N=26	N=3	N=13	N=16	N=18	N=9
15.1 years to 20 years	Annual	\$65,432	N/A	\$64,728	N/A	\$45,392	\$41,650
	Hourly	\$34.45	N/A	\$32.80	N/A	\$24.01	\$21.93
	Sample size	N=13	N=4	N=11	N=4	N=17	N=5
More than 20 years	Annual	\$76,898	\$55,805	\$70,251	\$54,057	\$43,989	\$48,797
	Hourly	\$38.87	\$26.92	\$35.35	\$29.53	\$23.00	\$25.79
	Sample size	N=60	N=5	N=7	N=6	N=16	N=12

Notes: Percentages may not total 100% due to rounding.

Annual amounts include additional cash compensation, while hourly wages do not.

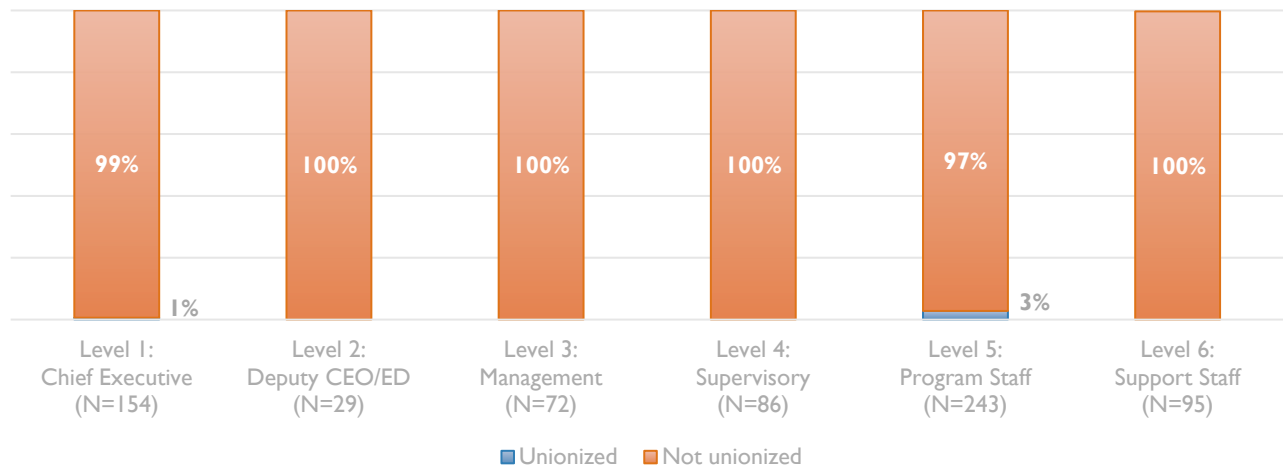
For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

UNION MEMBERSHIP

As seen in **Exhibit 4-9**, union membership is very uncommon among staff reported by respondents. At 3%, Program Staff (level 5) are the most likely to belong to a union. It should however be noted that it is possible respondents had unionized employees who were not included in their survey responses.

Compensation benchmarks are provided where possible for information purposes. The sample sizes for unionized staff are too small to for a comparative analysis.

Exhibit 4-9: Union Status



COMPENSATION BY UNION STATUS							
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Unionized	Annual	N/A	N/A	N/A	N/A	\$35,635	N/A
	Hourly	N/A	N/A	N/A	N/A	\$17.85	N/A
	Sample size	N=1	N=0	N=0	N=0	N=9	N=1
Not Unionized	Annual	\$69,734	\$62,463	\$60,351	\$48,299	\$37,633	\$33,180
	Hourly	\$35.58	\$32.05	\$31.10	\$24.67	\$19.42	\$17.41
	Sample size	N=153	N=29	N=72	N=85	N=232	N=93

Notes: Percentages may not total 100% due to rounding.

Annual amounts include additional cash compensation, while hourly wages do not.

For results where N<25, interpret with caution. N/A indicates that sample sizes are too small to report cash compensation information.

5. EMPLOYMENT BENEFITS AND POLICIES

In addition to cash compensation, many employees receive employment benefits which can add significantly to the overall value of the compensation package. This chapter looks at the types of benefits received in the community sector in Newfoundland and Labrador along with the value of those benefits. This section also presents some high-level findings on a handful of HR policies.

HIGHLIGHTS

- Fewer than half (45%) of participating organizations indicated that they offer retirement benefits to at least one staff level. Chief Executives (level 1 – 49%) and Support Staff (level 6 – 19%) are least likely to receive benefits.
- The average annual value of retirement benefits for Chief Executives (level 1) is just over \$4,000 or 5.0% of base compensation among those who receive them. For other levels, the average value among those who receive retirement benefits ranges from 3.6% to 4.9% of base salary depending on level.
- RSPs are the most common form of retirement benefit at all levels by a wide margin. Furthermore, matched contribution RSPs are far more common than simple contributions.
- Roughly three in five (58%) participating organizations indicated that they offer at least one health benefit to at least one staff level. At 79%, Management (level 3) are the most likely staff level to receive health benefits. At the other end of the spectrum, Support Staff (level 6) are the least likely to receive these benefits at only 19%. Just over half (56%) of Chief Executives and 64% to 73% of other staff levels receive health benefits.
- The average annual value of health benefits for Chief Executives (level 1) is \$3,185 or 4.1% of base compensation among those who receive them. For other levels, the average value among those who receive retirement benefits ranges from 4.1% to 5.6% of base salary depending on level.
- For the vast majority of those who receive health benefits, the cost of premiums is shared between the employer and the employee. At 18%, Chief Executives (level 1) are the most likely to have premiums fully funded by the employer. Premiums that are paid entirely by the employee are very rare.
- Just over four in five (82%) participating organizations indicated that they offer at least one fringe benefit to at least one staff level. At the four management levels, between 78% and 83% of staff receive at least one benefit. With just 22% receiving them, Support Staff (level 6) are least likely to receive fringe benefits.
- At all levels, conference registration and travel, and professional development are among the top fringe benefits offered. For all levels except Support Staff (level 6), cell phone/smartphone for work is among the top five fringe benefits.
- The vast majority (80% to 91%) of management staff received paid vacation. The average (including those that do not receive paid vacation) ranges from 3.8 to 4 weeks for the top three levels and sits just below 3 weeks for Supervisory

(level 4). Only 53% of Program Staff (level 5) and 50% of Support Staff (level 6) receive paid vacation with the average being 1.8 weeks and 1.3 weeks respectively.

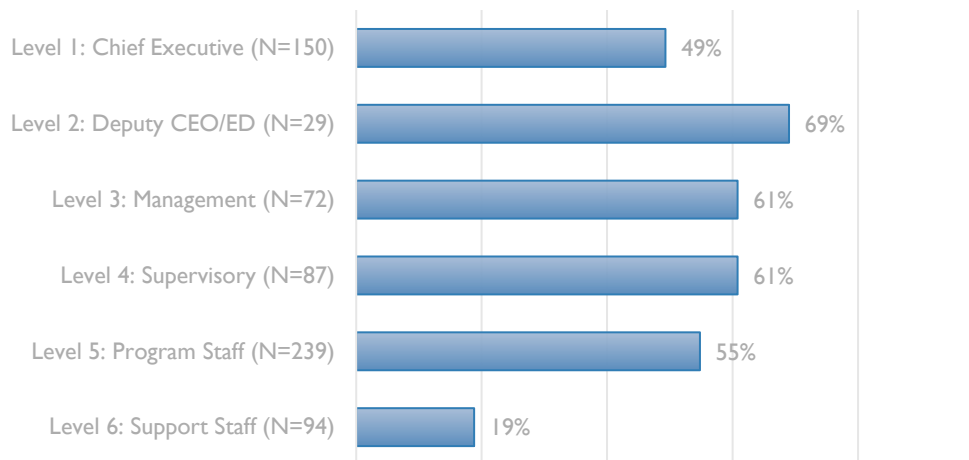
- Paid sick or personal days and paid statutory days off are the most common type of policy at all levels. Paid sick days are much less common for Support Staff (29% receive paid sick days) compared to other staff levels (between 67% and 86%).
- The average number of paid sick days per year increases with seniority ranging from 9.1 for Support Staff (level 6) to 14.1 for CEOs (level 1). The average number of paid statutory holidays ranges from 8.2 to 12.3. It is lowest for Support Staff (level 6) and highest for Supervisory Staff (level 4).

RETIREMENT BENEFITS

Fewer than half (45%) of participating organizations indicated that they offer retirement benefits to at least one staff level. For three of six levels, roughly three in five (55% to 61%) of staff receive retirement benefits. At 69%, Deputy CEOs/EDs (level 2) are the most likely to receive retirement benefits. The exceptions are Chief Executives (level 1) where half (49%) receive benefits and Support Staff (level 6) where only one in five (19%) receive benefits. The portion of staff receiving retirement benefits along with the average value of benefits is presented in **Exhibit 5-1**.

Note, the results for staff are based on the total number of staff reported while the organization results count each organization only once regardless of the number of staff they have.

Exhibit 5-1: Retirement Benefits Provided



		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among staff who receive benefits	Cash value	\$4,014	\$3,152	\$3,107	\$2,458	\$1,501	\$1,490
	% of base compensation	5.0%	4.9%	4.6%	4.0%	3.6%	3.8%
Among all staff	Cash value	\$1,979	\$2,175	\$1,889	\$1,494	\$822	\$280
	% of base compensation	2.5%	3.4%	2.8%	2.4%	1.9%	0.7%

Notes: "Among all staff" averages the value of benefits across all employees, including those who do not receive the benefit. "Among those who receive the benefit" averages the value of the benefit among employees who receive the benefit. See the explanation in the 'Definitions' section in Chapter 1 of how to use these values.

The average annual value of retirement benefits for Chief Executives (level 1) is just over \$4,000 or 5.0% of base compensation among those who receive retirement benefits. When including those who do not receive these benefits, the average value (for the sector as a whole) drops to just under \$2,000 or 2.5% of base salary.

Note: Please refer to the 'Definitions' section of Chapter 1 for an explanation of "Among staff who receive benefits" and "Among all staff".

For other levels, the average value among those who receive retirement benefits ranges from 3.6% to 4.9% of base salary depending on level.

As shown in **Exhibit 5-2**, RSPs are the most common form of retirement benefit at all levels by a wide margin. Furthermore, matched contribution RSPs are far more common than simple contributions. For the few that have a pension plan, defined benefit pension plans tend to be more common.

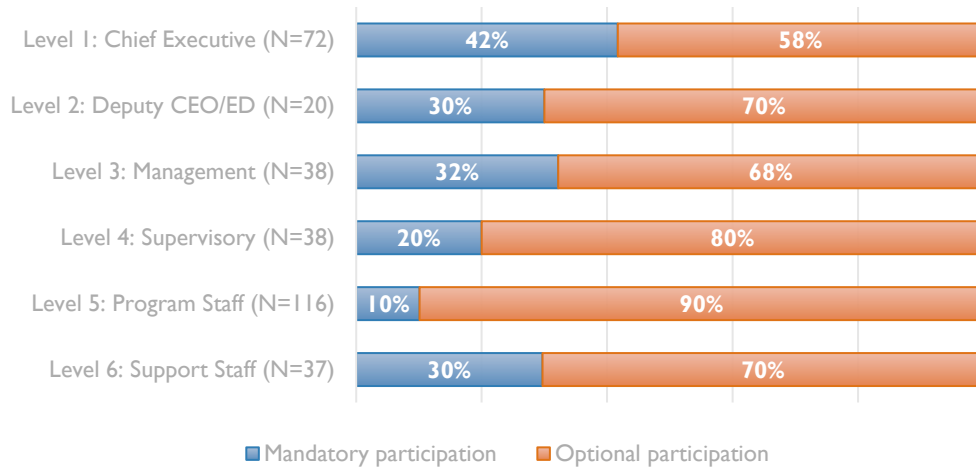
Exhibit 5-2: Types of Retirement Benefits Received

	Level 1: Chief Executive	Level 2: Deputy CEO/ED	Level 3: Management	Level 4: Supervisory	Level 5: Program Staff	Level 6: Support Staff
RSP Total	41%	59%	54%	57%	53%	15%
<i>RSP - matched contribution</i>	29%	55%	46%	52%	48%	14%
<i>RSP – contribution</i>	13%	10%	8%	6%	5%	1%
Pension Plan Total	9%	10%	8%	5%	2%	4%
<i>Defined benefit pension plan</i>	3%	0%	2%	1%	1%	1%
<i>Defined contribution pension plan</i>	7%	10%	6%	3%	2%	3%
Lump sum contribution upon retirement	1%	3%	0%	0%	0%	0%
Cash in lieu of retirement benefits	0%	0%	0%	0%	0.1%	0%
<i>Number of cases</i>	N=150	N=29	N=72	N=87	N=239	N=94

Note: Percentages total more than 100% because of multiple responses.

Exhibit 5-3 shows the split between optional and mandatory participation in retirement benefit plans among those who have a plan. At all levels, optional participation is more common than mandatory participation. At the top level (level 1), roughly three in five report optional participation. The likelihood of optional participation is slightly higher at 68% to 70% for Deputy CEOs/EDs (level 2), Management (level 3) and Support Staff (level 6). Optional participation is most common among Program Staff (level 5) at 90% followed by Supervisory (level 4 – 80%).

Exhibit 5-3: Retirement Benefit Participation Requirement



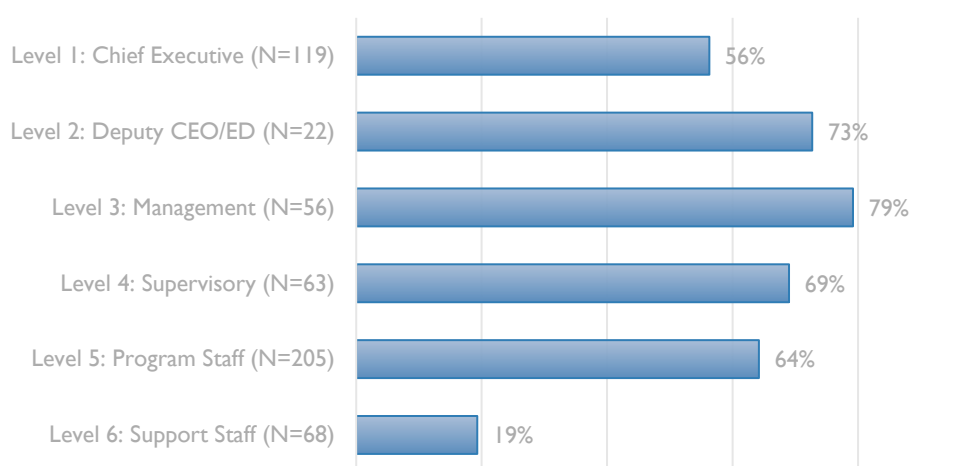
Notes: Percentages may not total 100% due to rounding.
Base is those who receive retirement benefits.

HEALTH BENEFITS

Roughly three in five (58%) participating organizations indicated that they offer at least one health benefit to at least one staff level. At 79%, Management (level 3) is the most likely staff level to receive health benefits. At the other end of the spectrum, Support Staff (level 6) are the least likely to receive these benefits at only 19%. Just over half (56%) of Chief Executives and 64% to 73% of other staff levels receive health benefits. The portion of staff receiving health benefits along with the average value of benefits is presented in **Exhibit 5-4**.

Note: The results for staff are based on the total number of staff reported while the organization results count each organization only once regardless of the number of staff they have.

Exhibit 5-4: Health Benefits Provided



VALUE OF HEALTH BENEFITS

		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Among staff who receive benefits	Cash value	\$3,185	\$3,182	\$2,617	\$2,270	\$1,649	\$2,089
	% of base compensation	4.1%	5.6%	4.3%	4.5%	4.1%	5.3%
Among all staff	Cash value	\$1,793	\$2,313	\$2,072	\$1,566	\$1,059	\$403
	% of base compensation	2.3%	4.1%	3.4%	3.1%	2.7%	1.0%

Notes: "Among all staff" averages the value of benefits across all employees, including those who do not receive the benefit.

"Among those who receive the benefit" averages the value of the benefit among employees who receive the benefit.

See the explanation in the "Definitions" section in Chapter 1 of how to use these values.

The average annual value of health benefits for Chief Executives (level 1) is \$3,185 or 4.1% of base compensation among those who receive them. When including those who do not receive these benefits, the average value (for the sector as a whole) drops to \$1,793 or 2.3% of base salary.

Note: Please refer to the 'Definitions' section of Chapter 1 for an explanation of "Among staff who receive benefits" and "Among all staff".

For other levels, the average value among those who receive health benefits ranges from 4.1% to 5.6% of base salary depending on level.

A summary of the specific benefits provided by staff level is presented in **Exhibit 5-5**. Health benefits have been categorized into four tiers, as follows:

- **Core benefits:** These benefits are provided to most staff who receive health benefits. They include: dental plan, vision care, prescription drugs, benefit coverage for family & dependents and life insurance.
- **Secondary benefits:** While not offered to all employees, these benefits are provided to more than half of those who receive health benefits. They include: alternative therapy insurance, accidental death & dismemberment, extended health care and long term disability insurance.
- **Minor benefits:** A significant portion, but less than half, of those who receive health benefits, receive these benefits. Four benefits fall in this category: critical illness insurance, short term disability insurance, work-related travel accident insurance and employee assistance programs (EAP).
- **Niche benefits:** These benefits are only provided to a handful of those who receive health benefits. Niche benefits include: health spending accounts and cash in lieu of health benefits.

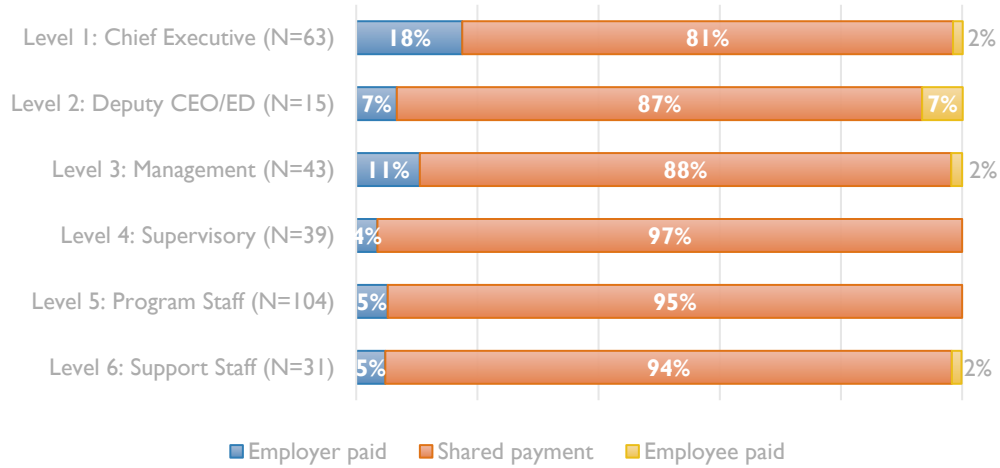
Exhibit 5-5: Types of Health Benefits Received

	Level 1: Chief Executive	Level 2: Deputy CEO/ED	Level 3: Management	Level 4: Supervisory	Level 5: Program Staff	Level 6: Support Staff
Dental plan	48%	64%	71%	64%	52%	18%
Vision care	48%	55%	71%	63%	62%	19%
Prescription drugs	48%	68%	79%	67%	64%	19%
Benefit coverage for family & dependents	40%	50%	71%	59%	62%	17%
Life insurance	40%	55%	68%	61%	58%	18%
Alternative therapy insurance (i.e., chiropractic, massage therapy, naturopathic, acupuncture)	39%	59%	61%	57%	45%	16%
Accidental death & dismemberment	36%	55%	57%	25%	32%	6%
Extended Health Care	35%	59%	54%	60%	58%	15%
Long term disability insurance	29%	50%	42%	21%	28%	6%
Critical illness insurance	24%	23%	31%	13%	23%	3%
Short term disability insurance	24%	41%	26%	14%	25%	4%
Work-related travel accident insurance	19%	32%	19%	18%	19%	2%
Employee assistance program (EAP)	17%	23%	44%	43%	43%	14%
Health spending account	5%	9%	1%	1%	1%	0%
Cash in lieu of health benefits	3%	0%	0%	1%	0.1%	0%
<i>Number of cases</i>	<i>N=119</i>	<i>N=22</i>	<i>N=56</i>	<i>N=63</i>	<i>N=205</i>	<i>N=68</i>

Note: Percentages total more than 100% because of multiple responses.

As illustrated in **Exhibit 5-6**, for the vast majority of those who receive health benefits, the cost of premiums is shared between the employer and the employee. At 18%, Chief Executives (level 1) are the most likely to have premiums fully funded by the employer. Premiums that are paid entirely by the employee are very rare.

Exhibit 5-6: Health Benefit Funding



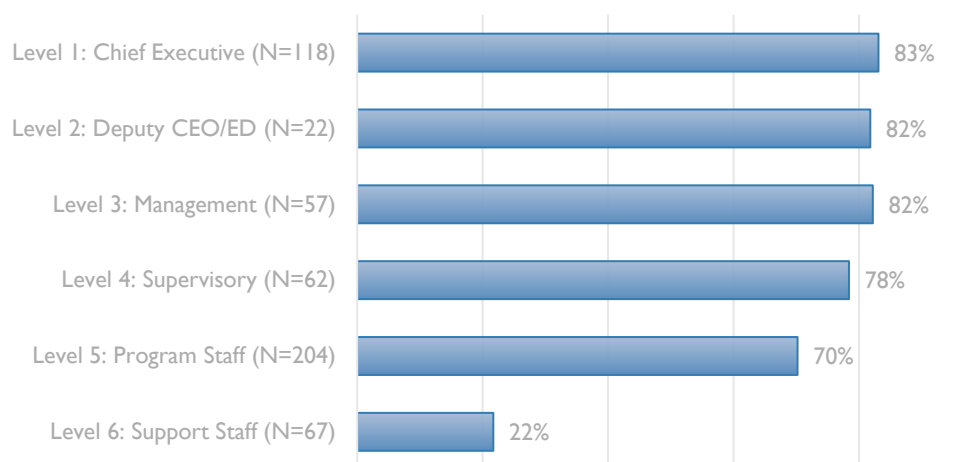
Notes: Percentages may not total 100% due to rounding.
Base is those who receive health benefits

FRINGE BENEFITS

Just over four in five (82%) participating organizations indicated that they offer at least one fringe benefit to at least one staff level. At the four management levels, between 78% and 83% of staff receive at least one benefit. Program Staff (level 5) are slightly less likely to receive fringe benefits compared to management while only 22% of Support Staff (level 6) receive fringe benefits. The portion of staff receiving fringe benefits along with the average value of benefits is presented in **Exhibit 5-7**.

Note: The results for staff are based on the total number of staff reported while the organization results count each organization only once regardless of the number of staff they have.

Exhibit 5-7: Fringe Benefits Provided



VALUE OF HEALTH BENEFITS

	Level 1	Level 2*	Level 3	Level 4	Level 5	Level 6
Among staff who receive benefits	\$2,572	\$656	\$4,326	\$2,389	\$1,145	\$2,038
Among all staff	\$2,137	\$537	\$3,556	\$1,873	\$804	\$442

Notes: "Among all staff" averages the value of benefits across all employees, including those who do not receive the benefit.

"Among those who receive the benefit" averages the value of the benefit among employees who receive the benefit.

See the explanation in the 'Definitions' section in Chapter 1 of how to use these values.

The average annual value of fringe benefits for Chief Executives (level 1) is just under \$2,600 among those who receive benefits. When including those who do not receive these benefits, the average value (for the sector as a whole) drops to just over \$2,100.

Note: Please refer to the 'Definitions' section of Chapter 1 for an explanation of "Among staff who receive benefits" and "Among all staff".

The highest value of fringe benefits is among Management (level 3) at \$4,326 (among those who receive). Conversely, the lowest reported value was for Deputy CEO/EDs (level 2) at just \$656. However, the result for level 2 should be interpreted with caution due to the very small sample size that reported the value of benefits.

A summary of specific fringe benefits received by level is presented in **Exhibit 5-8**. The top five benefits for each level are bolded except for Support Staff where only one benefit is received by more than 10%. At all levels, conference registration and travel, and professional development are among the top fringe benefits offered. For all levels except Support Staff (level 6), cell phone/smartphone for work is among the top five benefits. Other notable results include:

- Cell phone/smartphone for personal use is a top five benefit for Chief Executives (level 1) and Deputy CEO/EDs. Rounding out the top five for Chief Executives (level 1) is meals/accommodations. For Deputy CEO/EDs (level 2), home office equipment rounds out the top five fringe benefits.
- Home office equipment and professional dues round out the top five fringe benefits for Management (level 3).
- Meals/accommodations is a top five benefit for levels 4 and 5. Rounding out the top five benefits for Supervisory (level 4) is professional dues while for Program Staff (level 5) it is vehicle allowances.

Exhibit 5-8: Types of Fringe Benefits Received

	Level 1: Chief Executive	Level 2: Deputy CEO/ED	Level 3: Management	Level 4: Supervisory	Level 5: Program Staff	Level 6: Support Staff
Conference registration and travel	64%	64%	55%	38%	26%	8%
Professional development	56%	50%	59%	69%	54%	18%
Cell phone/smartphone for work	48%	36%	38%	57%	39%	3%
Cell phone/smartphone for personal use	28%	27%	11%	6%	2%	0.3%
Meals/accommodations	25%	14%	19%	14%	17%	3%
Vehicle allowance (monthly or annual)	19%	9%	15%	2%	9%	2%
Professional dues (i.e., associations)	15%	14%	27%	38%	4%	1%
Home office equipment	14%	27%	23%	8%	8%	2%
Business travel insurance (non-health)	10%	14%	8%	9%	6%	1%
Tuition assistance/reimbursement	9%	18%	12%	7%	6%	2%
Expense/Entertainment account	8%	5%	0%	0%	0.4%	0%
Personal use of reward points	5%	9%	6%	1%	0.1%	0.3%
Fitness club membership	4%	9%	10%	0%	2%	0%
Use of company vehicle	4%	0%	8%	4%	5%	0%
Financial/retirement planning	3%	5%	3%	3%	3%	0.9%
Internet at home for telecommuting	3%	0%	3%	1%	2%	0.3%
Wellness/fitness subsidy	3%	0%	1%	1%	1%	0.3%
Childcare reimbursement	3%	0%	0%	0%	1%	0%
PDA provided (other than smartphone)	2%	0%	3%	0%	0.1%	1%
Cash in lieu of fringe benefits	0%	0%	1%	0%	0%	0%
Other	3%	0%	6%	0%	1%	0.3%
<i>Number of cases</i>	<i>N=118</i>	<i>N=22</i>	<i>N=57</i>	<i>N=62</i>	<i>N=204</i>	<i>N=67</i>

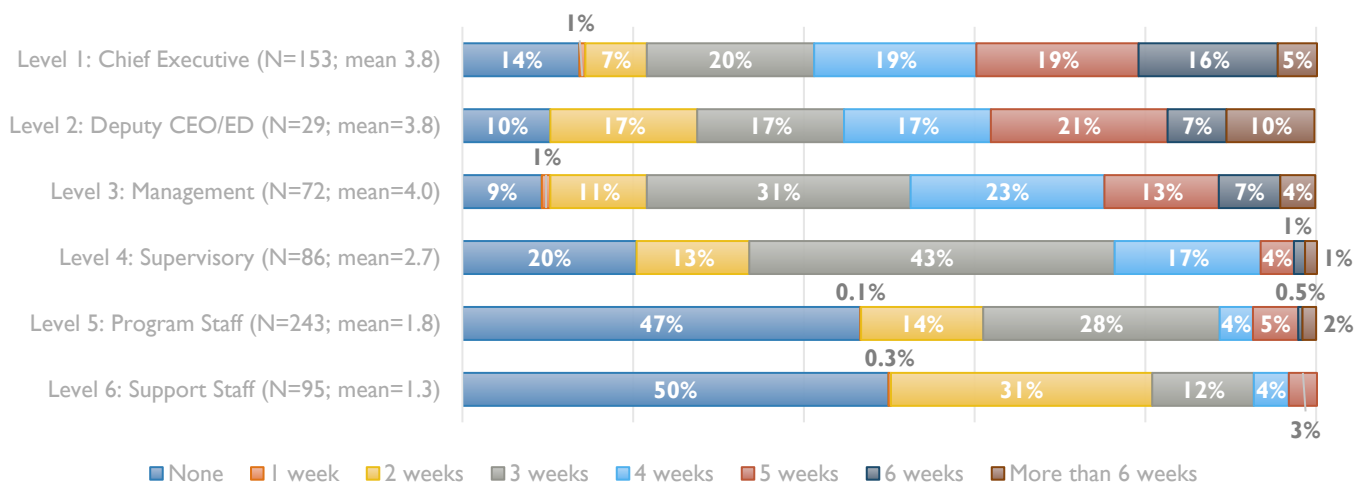
Note: Percentages total more than 100% because of multiple responses.

VACATION

A breakdown of the number of weeks of paid vacation received by level is presented in **Exhibit 5-9**. The vast majority (80% to 91%) of management staff received paid vacation. The average (including those that do not receive paid vacation) ranges from 3.8 to 4 weeks for the top three levels and sits just below 3 weeks for Supervisory (level 4). Only 53% of Program Staff (level 5) and 50% of Support Staff (level 6) receive paid vacation with the average being 1.8 weeks and 1.3 weeks respectively.

It is important to note that those who do not receive vacation pay would be entitled to receive vacation pay in the amount of 4% if they have worked 5 days or more.

Exhibit 5-9: Paid Vacation Allowance



Note: Percentages may not total 100% due to rounding.

HR POLICIES

Among the HR policies tested, paid sick or personal days and paid statutory days off are the most common at all levels (see **Exhibit 5-10**). At the management levels, between 75% and 86% of staff have paid sick or personal days while 77% to 89% have paid statutory holidays. These policies are also common for Program Staff (level 5) with 67% having paid sick or personal days and 86% having paid statutory holidays. While a slight majority of Support Staff (level 6 – 61%) get paid statutory holidays, only 29% get paid sick or personal days.

Exhibit 5-10: HR Policies

	Level 1: Chief Executive	Level 2: Deputy CEO/ED	Level 3: Management	Level 4: Supervisory	Level 5: Program Staff	Level 6: Support Staff
Maternity/paternity benefit top up	8%	14%	11%	3%	6%	2%
Earned days off program	27%	32%	36%	19%	10%	4%
Compressed work week or flextime	29%	36%	26%	17%	13%	7%
35-hour work week with full pay	28%	55%	38%	18%	15%	8%
Paid sick days or personal days off	75%	86%	78%	85%	67%	29%
Paid statutory holiday days off	77%	77%	89%	83%	86%	61%
Paid leave of absence	5%	9%	4%	1%	2%	2%
Work from home	50%	55%	55%	59%	14%	9%
None of these are offered to this level	8%	0%	1%	2%	8%	32%
<i>Number of cases</i>	<i>N=119</i>	<i>N=22</i>	<i>N=57</i>	<i>N=65</i>	<i>N=205</i>	<i>N=69</i>

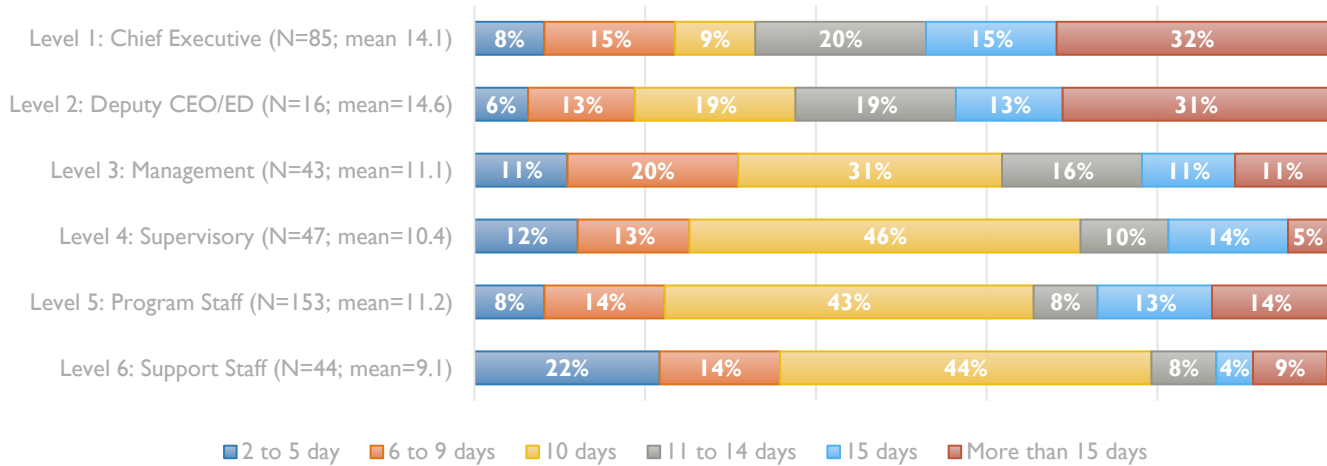
Note: Percentages total more than 100% because of multiple responses.

Other common policies include:

- Half of management staff or more (50% to 59%) have a work from home policy.
- 35-hour work weeks (with full pay) are most common for Deputy CEO/EDs with just over half (55%) having this policy in place. Just over one-third (38%) of Management (level 3) have a 35-hour work week for full pay.
- Earned days off and compressed work week or flextime are the only other policies in place for more than one-quarter of staff at level 3 and above.

At the management levels, the average number of paid sick days available (among those who have them) increases with seniority from 10.4 days for Supervisory (level 4) to 14.1 days for Chief Executives (level 1). At 14.6 days, the average for Deputy CEOs/EDs (level 2) is higher than level 1, but this should be interpreted with caution due to small sample sizes. Program Staff (level 5) are on par with Management (level 3) at 11.2 days. Support Staff (level 6) have the lowest average number of sick days at 9.1. A full breakdown of the number of sick days is presented in **Exhibit 5-11**.

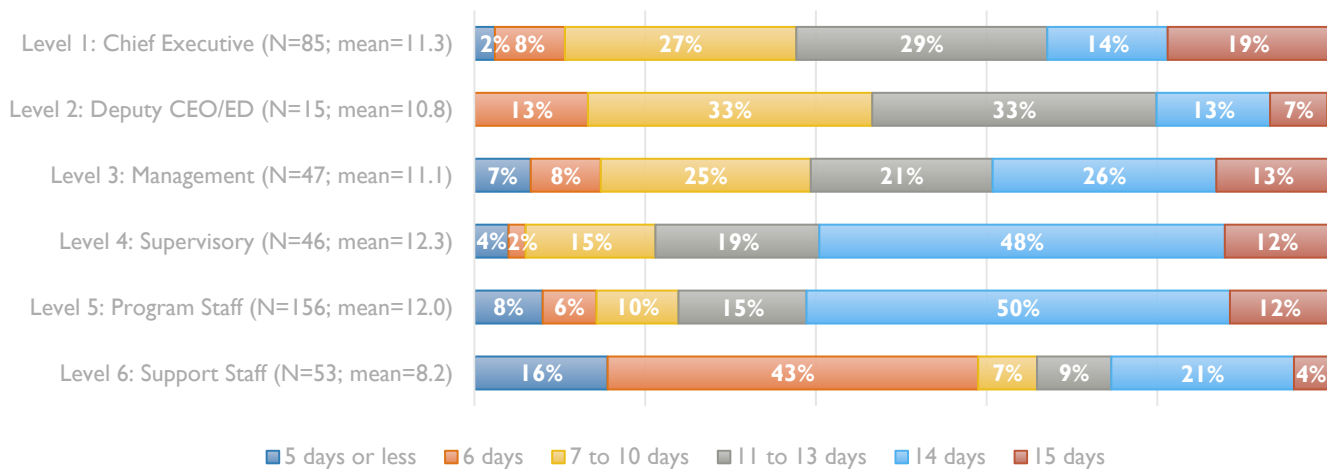
Exhibit 5-11: Paid Sick Day Allowance



Notes: Percentages may not total 100% due to rounding.
Base is those who receive paid sick days off.

Among those who receive paid statutory holidays, the average number of paid days ranges from 10.8 to 12.3 depending on level. The exception is Support Staff (level 6) where the average is only 8.2 days. The full distribution of the number of paid statutory holidays by level is presented in **Exhibit 5-12**.

Exhibit 5-12: Paid Statutory Holidays



Notes: Percentages may not total 100% due to rounding.
Base is those who receive paid statutory days off.

APPENDIX I: DETAILED COMPENSATION AND BENEFITS IN REGISTERED CHARITIES

This section presents compensation and benefits benchmarks for employees working in registered charities. The breakdowns are similar to those discussed in the main body of this report.

NOTE: Interpret with caution due to small sample sizes.

Portion of Employees Receiving Benefits by Level in Registered Charities

	Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Retirement	49%	59%	62%	45%	51%	23%
Health	55%	67%	74%	61%	64%	23%
Fringe	84%	67%	81%	63%	55%	31%

Note: Percentages total more than 100% because of multiple responses.

Retirement Benefits by Level in Registered Charities

	Level 1 Chief Executive N=66	Level 2 Deputy CEO/ED N=17	Level 3 Management N=39	Level 4 Supervisory N=50	Level 5 Program Staff N=122	Level 6 Support Staff N=53
RSP total	39%	47%	56%	37%	50%	13%
RSP - matched contribution	29%	47%	56%	36%	44%	12%
RSP – contribution	12%	12%	2%	3%	6%	1%
Pension plan total	12%	12%	7%	10%	3%	11%
Defined benefit pension plan	3%	0%	4%	2%	1%	2%
Defined contribution pension plan	9%	12%	4%	8%	2%	8%
Lump sum contribution upon retirement	2%	0%	0%	0%	0%	0%
Cash in lieu of retirement benefits	0%	0%	0%	0%	0.2%	0%
Retirement Benefit Participation Requirement*						
	N=32	N=10	N=22	N=21	N=65	N=20
Mandatory participation	41%	20%	29%	28%	10%	54%
Optional participation	59%	80%	71%	72%	90%	46%

Notes: Percentages total more than 100% because of multiple responses.

*Base is those who receive retirement benefits.

Health Benefits by Level in Registered Charities

	Level 1 Chief Executive N=56	Level 2 Deputy CEO/ED N=12	Level 3 Management N=33	Level 4 Supervisory N=39	Level 5 Program Staff N=104	Level 6 Support Staff N=36
Dental plan	52%	67%	65%	57%	38%	18%
Vision care	52%	50%	61%	49%	61%	22%
Prescription drugs	50%	67%	74%	59%	64%	22%
Extended Health Care	36%	67%	37%	45%	55%	15%
Benefit coverage for family & dependents	43%	58%	72%	49%	62%	21%
Alternative therapy insurance	41%	67%	49%	45%	24%	16%
Life insurance	46%	67%	65%	51%	57%	22%
Accidental death & dismemberment	43%	67%	58%	41%	51%	17%
Critical illness insurance	29%	25%	28%	24%	37%	11%
Short term disability insurance	25%	50%	26%	24%	37%	10%
Long term disability insurance	30%	50%	35%	29%	44%	16%
Work-related travel accident insurance	18%	42%	16%	28%	37%	7%
Employee assistance program (EAP)	18%	42%	40%	20%	38%	13%
Health spending account	2%	0%	0%	2%	0%	0%
Cash in lieu of health benefits	2%	0%	0%	0%	0%	0%
Cost Sharing for Health Benefits						
	N=31	N=8	N=24	N=26	N=65	N=17
Employer pays full cost/premium	16%	13%	0%	3%	8%	11%
Employer pays part of the cost/premium (shared payment)	84%	88%	97%	97%	92%	90%

Notes: Percentages total more than 100% because of multiple responses.

*Base for cost sharing is those who receive health benefits.

Fringe Benefits by Level in Registered Charities

	Level 1 Chief Executive N=55	Level 2 Deputy CEO/ED N=12	Level 3 Management N=33	Level 4 Supervisory N=37	Level 5 Program Staff N=103	Level 6 Support Staff N=36
Conference registration and travel	64%	58%	61%	47%	29%	16%
Business travel insurance (non-health)	13%	17%	9%	12%	10%	3%
Cell phone/smartphone for personal use	27%	25%	9%	6%	4%	0%
Cell phone/smartphone for work	47%	17%	30%	31%	18%	3%
Expense/Entertainment account	7%	0%	0%	0%	0%	0%
Financial/retirement planning	0%	0%	0%	2%	6%	3%
Fitness club membership	7%	17%	16%	0%	5%	0%
Home office equipment	13%	25%	23%	12%	7%	3%
Internet at home for telecommuting	2%	0%	0%	2%	0%	0%
PDA provided (other than smartphone)	0%	0%	5%	0%	0.4%	5%
Personal use of reward points	6%	0%	0%	2%	0%	0%
Professional dues (i.e., associations)	18%	25%	23%	10%	4%	4%
Professional development	56%	42%	56%	47%	30%	21%
Tuition assistance/reimbursement	9%	0%	14%	12%	4%	6%
Wellness/fitness subsidy	4%	0%	2%	2%	0%	1%
Use of company vehicle	9%	0%	12%	8%	14%	0%
Vehicle allowance (monthly or annual)	18%	0%	23%	6%	9%	7%
Cash in lieu of fringe benefits	0%	0%	2%	0%	0%	0%
Childcare reimbursement	2%	0%	0%	0%	0%	0%
Meals/accommodations	18%	17%	23%	18%	19%	6%

Note: Percentages total more than 100% because of multiple responses.

HR Policies by Level in Registered Charities

	Level 1 Chief Executive N=56	Level 2 Deputy CEO/ED N=12	Level 3 Management N=33	Level 4 Supervisory N=39	Level 5 Program Staff N=104	Level 6 Support Staff N=37
Maternity/paternity benefit top up	5%	17%	12%	8%	8%	2%
Earned days off program	25%	33%	47%	20%	12%	11%
Compressed work week or flextime	27%	42%	28%	22%	12%	14%
35-hour work week with full pay	30%	75%	33%	29%	16%	23%
Paid sick days or personal days off	71%	83%	74%	75%	55%	35%
Paid statutory holiday days off	71%	75%	88%	67%	84%	63%
Paid leave of absence	4%	8%	5%	2%	3%	2%
Work from home	48%	50%	63%	37%	15%	23%
Mean Number of Paid Sick Days*	13.4	14.3	11.2	9.8	11.8	10.8
Mean Number of Paid Statutory Days Off*	11.0	9.4	10.0	11.1	9.9	7.1

Notes: Percentages total more than 100% because of multiple responses.
*Base for sick days and statutory days is those who receive them.

HR Policies by Level in Registered Charities

		Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Among Those Who Receive Benefits							
Retirement	Cash	\$4,229	\$3,613	\$3,122	\$2,355	\$1,753	\$2,110
	Percent	4.8%	4.9%	4.5%	4.3%	4.1%	4.7%
Health	Cash	\$3,247	\$3,962	\$2,645	\$2,623	\$1,068	\$2,360
	Percent	3.9%	6.3%	4.2%	5.1%	2.7%	4.9%
Fringe		\$3,659	N/A	\$3,276	\$2,368	\$1,321	\$2,411
Among All Staff							
Retirement	Cash	\$2,051	\$2,125	\$1,929	\$1,065	\$901	\$481
	Percent	2.3%	2.9%	2.8%	1.9%	2.1%	1.1%
Health	Cash	\$1,799	\$2,643	\$1,968	\$1,595	\$688	\$540
	Percent	2.2%	4.2%	3.1%	3.1%	1.7%	1.1%
Fringe		\$3,059	\$660	\$2,666	\$1,499	\$728	\$745

Notes: The value for "Among All Staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "Among Those Who Receive" the benefit excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Employment Benefits and Policies Chapter (Ch. 5) on how to use these values.

Compensation Quartiles by Level in Registered Charities

		1st quartile	2nd quartile	3rd quartile	4th quartile
Level 1: Chief Executive	Annual	< \$53,700	\$53,700 to \$70,700	\$70,700 to \$90,000	\$90,000 +
	Hourly	< \$27.47	\$27.47 to \$35.00	\$35.00 to \$46.00	\$46.00 +
Level 2: Deputy CEO/ED	Annual	< \$57,500	\$57,500 to \$64,800	\$64,800 to \$80,000	\$80,000 +
	Hourly	< \$27.88	\$27.88 to \$35.62	\$35.62 to \$40.87	\$40.87 +
Level 3: Management	Annual	< \$46,900	\$46,900 to \$58,500	\$58,500 to \$65,000	\$65,000 +
	Hourly	< \$24.75	\$24.75 to \$31.87	\$31.87 to \$35.71	\$35.71 +
Level 4: Supervisory	Annual	< \$39,000	\$39,000 to \$46,000	\$46,000 to \$55,000	\$55,000 +
	Hourly	< \$18.75	\$18.75 to \$24.39	\$24.39 to \$28.85	\$28.85 +
Level 5: Program Staff	Annual	< \$28,300	\$28,300 to \$34,300	\$34,300 to \$40,700	\$40,700 +
	Hourly	< \$14.50	\$14.50 to \$17.00	\$17.00 to \$22.00	\$22.00 +
Level 6: Support Staff	Annual	< \$25,000	\$25,000 to \$30,900	\$30,900 to \$39,000	\$39,000 +
	Hourly	< \$13.70	\$13.70 to \$17.00	\$17.00 to \$20.00	\$20.00 +

Notes: Part-time, seasonal, student and contract wages have been converted to annualized equivalents based on 37.5 hours per week for 52 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 52-week work year. Annual amounts include bonus cash compensation, while hourly wages do not.

NOTES

The following notes apply to the compensation tables that follow:

- Cells with '-' indicate that there were too few responses to report.
- Results should be interpreted with caution because of the small sample size.
- Bonus compensation ratio is calculated on a respondent-by-respondent basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation (shown in Exhibit 2-1) will yield a different answer that does not represent the average variable pay level.
- N refers to the number of respondents reporting. # of People is the number of employees represented as some respondents reported compensation for groups of staff.

Level I: Chief Executive – Detailed Compensation: Registered Charities

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$38.16	\$74,248	\$532	\$74,780	0.3	3.9	69	69
Region								
St. John's	\$41.90	\$81,232	\$391	\$81,623	0.5	4.3	42	42
Eastern Newfoundland	\$31.47	\$61,408	\$13	\$61,421	0.0	3.5	23	23
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	3	3
Community Size								
Large town or smaller (<10K)	\$28.40	\$56,410	\$1,333	\$57,743	0.0	2.9	15	15
Small city (10K to 50K)	\$32.86	\$64,591	\$23	\$64,614	0.1	4.0	13	13
Large city (over 100K)	\$43.41	\$83,835	\$400	\$84,236	0.5	4.3	41	41
Jurisdiction								
Local/municipal	\$31.89	\$62,198	\$21	\$62,219	0.1	3.6	14	14
Regional within province	\$31.04	\$60,713	\$0	\$60,713	0.0	3.4	17	17
Provincial	\$44.35	\$85,348	\$820	\$86,168	0.3	4.4	35	35
Social Enterprise								
Yes	\$32.37	\$64,306	\$967	\$65,272	0.0	3.0	21	21
No	\$42.18	\$81,514	\$382	\$81,896	0.5	4.5	43	43
Revenue/Budget								
\$250,000 or less	\$28.43	\$56,759	\$21	\$56,780	0.1	3.1	14	14
\$250,001 to \$500,000	\$30.21	\$59,588	\$396	\$59,984	0.6	3.4	20	20
\$500,001 to \$1 million	\$39.61	\$76,025	\$45	\$76,071	0.1	3.6	11	11
More than \$1 million	\$49.80	\$95,851	\$1,167	\$97,017	0.3	5.1	24	24
Number of Staff								
1 to 5	\$35.83	\$70,062	\$333	\$70,395	0.4	4.5	15	15
6 to 10	\$32.85	\$64,354	\$638	\$64,992	0.6	3.8	13	13
11 to 20	\$41.81	\$81,043	\$1,301	\$82,344	0.3	4.0	18	18
More than 20	\$40.55	\$78,494	\$0	\$78,494	0.0	3.8	22	22
Employment Status								
Full-time	\$38.56	\$75,014	\$574	\$75,588	0.3	4.1	64	64
Part-time	-	-	-	-	-	-	4	4
Casual/Student/Contract	-	-	-	-	-	-	1	1
Age								
Under 35	-	-	-	-	-	-	4	4
36 to 45	\$32.73	\$64,232	\$423	\$64,655	0.6	3.5	13	13
46 to 55	\$44.95	\$86,897	\$1,536	\$88,433	0.6	4.4	20	20
Over 55	\$38.63	\$75,652	\$13	\$75,665	0.0	4.2	23	23
Highest Level of Education								
High school graduate or less	\$32.86	\$66,027	\$50	\$66,077	0.1	3.3	6	6
Undergraduate or college degree	\$35.98	\$69,919	\$249	\$70,168	0.2	4.1	35	35
Master's degree	\$43.41	\$83,440	\$1,260	\$84,700	0.5	4.3	22	22
Experience: Seniority Level								
5 years or less	\$34.12	\$65,051	\$433	\$65,484	0.6	3.6	12	12
5.1 to 10 years	\$35.96	\$71,272	\$100	\$71,372	0.2	2.9	8	8
10.1 to 15 years	\$33.40	\$65,805	\$302	\$66,107	0.4	4.2	9	9
More than 15 years	\$40.17	\$78,486	\$848	\$79,334	0.2	4.2	33	33
Experience: Nonprofit Sector								
5 years or less	\$32.21	\$61,165	\$0	\$61,165	0.0	4.0	7	7
5.1 to 10 years	\$31.19	\$62,183	\$33	\$62,217	0.1	3.1	9	9
10.1 to 15 years	\$34.55	\$66,942	\$473	\$67,415	0.6	3.7	11	11
More than 15 years	\$40.94	\$80,163	\$867	\$81,031	0.4	4.2	36	36
Experience: Current Discipline								
5 years or less	\$31.74	\$62,821	\$0	\$62,821	0.0	3.1	8	8
5.1 to 10 years	\$31.28	\$61,097	\$50	\$61,147	0.1	3.0	10	10
10.1 to 15 years	\$36.17	\$70,617	\$2,565	\$73,183	1.1	4.2	11	11
More than 15 years	\$40.42	\$78,839	\$222	\$79,062	0.2	4.2	36	36

Level 2: Deputy CEO/ED – Detailed Compensation: Registered Charities

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$34.29	\$65,543	\$294	\$65,838	0.4	3.4	17	17
Region								
St. John's	\$37.34	\$71,082	\$357	\$71,439	0.5	4.0	14	14
Eastern Newfoundland	-	-	-	-	-	-	2	2
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	1	1
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	3	3
Small city (10K to 50K)	-	-	-	-	-	-	2	2
Large city (over 100K)	\$38.77	\$73,779	\$417	\$74,195	0.6	4.3	12	12
Jurisdiction								
Local/municipal	-	-	-	-	-	-	4	4
Regional within province	\$27.85	\$56,530	\$0	\$56,530	0.0	3.4	5	5
Provincial	\$41.39	\$75,724	\$833	\$76,557	1.1	3.5	6	6
Social Enterprise								
Yes	\$21.20	\$41,899	\$0	\$41,899	0.0	2.8	5	5
No	\$39.61	\$75,431	\$0	\$75,431	0.0	3.6	11	11
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	2	2
\$250,001 to \$500,000	-	-	-	-	-	-	4	4
\$500,001 to \$1 million	-	-	-	-	-	-	2	2
More than \$1 million	\$43.10	\$81,416	\$0	\$81,416	0.0	4.0	9	9
Number of Staff								
1 to 5	-	-	-	-	-	-	1	1
6 to 10	\$28.68	\$58,641	\$0	\$58,641	0.0	3.7	6	6
11 to 20	-	-	-	-	-	-	4	4
More than 20	\$37.58	\$70,842	\$0	\$70,842	0.0	2.7	6	6
Employment Status								
Full-time	\$35.43	\$67,687	\$313	\$67,999	0.4	3.6	16	16
Part-time	-	-	-	-	-	-	1	1
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	-	-	-	-	-	-	2	2
36 to 45	\$44.20	\$82,049	\$0	\$82,049	0.0	4.1	7	7
46 to 55	-	-	-	-	-	-	4	4
Over 55	-	-	-	-	-	-	2	2
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	2	2
Undergraduate or college degree	\$35.79	\$68,187	\$0	\$68,187	0.0	2.9	12	12
Master's degree	-	-	-	-	-	-	1	1
Experience: Seniority Level								
5 years or less	\$37.26	\$70,381	\$625	\$71,006	0.8	3.0	8	8
5.1 to 10 years	\$32.29	\$61,669	\$0	\$61,669	0.0	4.6	5	5
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	2	2
Experience: Nonprofit Sector								
5 years or less	\$32.55	\$63,293	\$0	\$63,293	0.0	2.4	7	7
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	-	-	-	-	-	-	3	3
Experience: Current Discipline								
5 years or less	\$25.41	\$50,930	\$0	\$50,930	0.0	2.0	5	5
5.1 to 10 years	-	-	-	-	-	-	4	4
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	-	-	-	-	-	-	4	4

Level 3: Management – Detailed Compensation: Registered Charities

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$32.35	\$61,471	\$236	\$61,707	0.4	4.6	55	39
Region								
St. John's	\$33.83	\$63,945	\$284	\$64,229	0.5	5.3	44	30
Eastern Newfoundland	\$26.44	\$51,574	\$45	\$51,619	0.1	1.9	11	9
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	0	0
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	4	4
Small city (10K to 50K)	\$34.40	\$66,777	\$1,311	\$68,088	2.2	3.0	9	7
Large city (over 100K)	\$33.07	\$62,308	\$29	\$62,337	0.1	5.2	41	27
Jurisdiction								
Local/municipal	\$27.95	\$51,305	\$0	\$51,305	0.0	2.6	7	5
Regional within province	\$25.79	\$50,756	\$1,311	\$52,067	2.2	3.2	9	9
Provincial	\$35.77	\$67,721	\$33	\$67,754	0.1	5.4	36	22
Social Enterprise								
Yes	\$33.11	\$63,539	\$0	\$63,539	0.0	2.9	24	12
No	\$31.61	\$59,070	\$464	\$59,534	0.8	6.1	28	24
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	4	4
\$250,001 to \$500,000	\$23.93	\$45,342	\$58	\$45,400	0.1	2.1	12	10
\$500,001 to \$1 million	\$26.97	\$52,190	\$83	\$52,273	0.2	3.8	6	6
More than \$1 million	\$37.47	\$70,909	\$358	\$71,267	0.6	5.9	33	19
Number of Staff								
1 to 5	-	-	-	-	-	-	3	3
6 to 10	\$25.30	\$47,361	\$0	\$47,361	0.0	2.3	7	7
11 to 20	\$29.83	\$56,143	\$67	\$56,210	0.1	3.1	18	14
More than 20	\$35.89	\$68,288	\$437	\$68,725	0.7	6.2	27	15
Employment Status								
Full-time	\$33.06	\$62,718	\$245	\$62,963	0.4	4.9	51	35
Part-time	-	-	-	-	-	-	3	3
Casual/Student/Contract	-	-	-	-	-	-	1	1
Age								
Under 35	\$25.04	\$47,993	\$171	\$48,164	0.4	2.7	7	7
36 to 45	\$25.32	\$47,127	\$0	\$47,127	0.0	3.4	8	8
46 to 55	\$38.51	\$73,759	\$0	\$73,759	0.0	4.8	6	6
Over 55	\$41.79	\$81,536	\$0	\$81,536	0.0	4.5	6	6
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	4	4
Undergraduate or college degree	\$32.34	\$61,196	\$557	\$61,753	1.0	3.8	23	23
Master's degree	-	-	-	-	-	-	3	3
Experience: Seniority Level								
5 years or less	\$26.60	\$50,455	\$813	\$51,267	1.4	2.9	16	16
5.1 to 10 years	-	-	-	-	-	-	2	2
10.1 to 15 years	\$29.36	\$55,106	\$0	\$55,106	0.0	4.7	6	6
More than 15 years	\$38.59	\$75,732	\$0	\$75,732	0.0	4.3	8	8
Experience: Nonprofit Sector								
5 years or less	\$28.79	\$56,128	\$1,475	\$57,603	2.5	3.1	8	8
5.1 to 10 years	\$27.23	\$52,238	\$100	\$52,338	0.2	3.1	7	7
10.1 to 15 years	\$28.83	\$54,030	\$63	\$54,092	0.1	4.3	8	8
More than 15 years	\$39.33	\$75,532	\$0	\$75,532	0.0	4.1	8	8
Experience: Current Discipline								
5 years or less	\$29.85	\$55,456	\$63	\$55,519	0.1	3.1	8	8
5.1 to 10 years	\$27.81	\$53,833	\$140	\$53,973	0.3	3.0	5	5
10.1 to 15 years	\$27.14	\$51,645	\$0	\$51,645	0.0	4.3	7	7
More than 15 years	\$35.03	\$68,071	\$983	\$69,055	1.7	3.8	12	12

Level 4: Supervisory – Detailed Compensation: Registered Charities

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$24.80	\$48,009	\$284	\$48,293	0.2	2.5	62	50
Region								
St. John's	\$26.56	\$50,345	\$514	\$50,859	0.3	3.3	34	29
Eastern Newfoundland	\$22.66	\$45,172	\$5	\$45,178	0.0	1.5	28	21
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	0	0
Community Size								
Large town or smaller (<10K)	\$19.80	\$39,882	\$0	\$39,882	0.0	1.1	15	12
Small city (10K to 50K)	\$23.21	\$46,721	\$895	\$47,616	0.1	2.0	14	9
Large city (over 100K)	\$28.16	\$52,926	\$159	\$53,086	0.3	3.4	32	28
Jurisdiction								
Local/municipal	\$23.15	\$44,473	\$19	\$44,492	0.1	2.5	8	8
Regional within province	\$20.47	\$41,489	\$608	\$42,097	0.1	1.6	22	14
Provincial	\$28.38	\$53,411	\$146	\$53,557	0.3	3.1	28	24
Social Enterprise								
Yes	\$21.54	\$43,225	\$6	\$43,230	0.0	1.4	26	16
No	\$27.22	\$51,370	\$564	\$51,934	0.3	3.4	31	29
Revenue/Budget								
\$250,000 or less	\$21.86	\$44,328	\$25	\$44,353	0.1	1.8	6	6
\$250,001 to \$500,000	\$20.67	\$40,947	\$46	\$40,994	0.1	1.9	13	9
\$500,001 to \$1 million	\$24.18	\$46,959	\$136	\$47,096	0.3	1.7	11	11
More than \$1 million	\$27.25	\$51,928	\$481	\$52,409	0.2	3.1	32	24
Number of Staff								
1 to 5	-	-	-	-	-	-	4	4
6 to 10	\$23.37	\$45,382	\$242	\$45,624	0.4	2.9	13	13
11 to 20	\$26.68	\$51,195	\$55	\$51,250	0.1	2.4	20	16
More than 20	\$22.92	\$44,955	\$557	\$45,513	0.1	2.2	24	16
Employment Status								
Full-time	\$25.04	\$48,463	\$294	\$48,757	0.2	2.5	60	48
Part-time	-	-	-	-	-	-	2	2
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	\$22.97	\$43,788	\$305	\$44,093	0.6	2.8	11	11
36 to 45	\$28.42	\$53,304	\$0	\$53,304	0.0	2.9	13	13
46 to 55	\$29.24	\$58,329	\$150	\$58,479	0.2	2.9	10	10
Over 55	\$21.23	\$41,864	\$0	\$41,864	0.0	1.0	6	6
Highest Level of Education								
High school graduate or less	\$24.09	\$47,220	\$138	\$47,358	0.2	1.9	12	12
Undergraduate or college degree	\$25.75	\$49,044	\$91	\$49,135	0.2	3.0	22	22
Master's degree	\$31.82	\$59,657	\$200	\$59,857	0.4	4.0	6	6
Experience: Seniority Level								
5 years or less	\$24.29	\$45,889	\$160	\$46,049	0.3	2.7	21	21
5.1 to 10 years	\$23.74	\$46,814	\$214	\$47,028	0.3	3.1	7	7
10.1 to 15 years	\$30.22	\$59,018	\$0	\$59,018	0.0	2.6	7	7
More than 15 years	\$26.00	\$50,825	\$0	\$50,825	0.0	1.9	8	8
Experience: Nonprofit Sector								
5 years or less	\$24.49	\$46,317	\$209	\$46,526	0.4	2.3	16	16
5.1 to 10 years	\$22.06	\$44,033	\$0	\$44,033	0.0	3.0	5	5
10.1 to 15 years	\$27.06	\$52,827	\$125	\$52,952	0.2	2.8	12	12
More than 15 years	\$27.67	\$52,704	\$0	\$52,704	0.0	2.7	9	9
Experience: Current Discipline								
5 years or less	\$24.62	\$46,707	\$209	\$46,916	0.4	2.4	16	16
5.1 to 10 years	\$24.17	\$47,674	\$167	\$47,841	0.3	3.2	9	9
10.1 to 15 years	\$28.32	\$55,078	\$0	\$55,078	0.0	2.7	9	9
More than 15 years	\$26.20	\$49,679	\$0	\$49,679	0.0	2.1	8	8

Level 5: Program Staff – Detailed Compensation: Registered Charities

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$18.93	\$36,586	\$48	\$36,634	0.1	1.6	449	122
Region								
St. John's	\$19.37	\$37,044	\$73	\$37,117	0.2	1.3	295	66
Eastern Newfoundland	\$18.32	\$36,456	\$0	\$36,456	0.0	2.5	136	44
Central & Western Newfoundland & Labrador	\$16.27	\$30,058	\$0	\$30,058	0.0	0.9	18	12
Community Size								
Large town or smaller (<10K)	\$17.78	\$35,849	\$0	\$35,849	0.0	0.9	75	28
Small city (10K to 50K)	\$17.68	\$34,524	\$0	\$34,524	0.0	3.4	99	30
Large city (over 100K)	\$19.68	\$37,474	\$81	\$37,555	0.2	1.2	269	61
Jurisdiction								
Local/municipal	\$20.75	\$38,671	\$0	\$38,671	0.0	2.6	78	33
Regional within province	\$19.52	\$38,857	\$165	\$39,023	0.4	2.6	131	44
Provincial	\$17.91	\$34,100	\$0	\$34,100	0.0	0.7	213	37
Social Enterprise								
Yes	\$16.52	\$32,190	\$0	\$32,190	0.0	1.4	232	30
No	\$22.23	\$42,206	\$119	\$42,325	0.3	2.0	182	76
Revenue/Budget								
\$250,000 or less	\$16.61	\$34,708	\$0	\$34,708	0.0	0.6	34	14
\$250,001 to \$500,000	\$18.74	\$35,430	\$0	\$35,430	0.0	1.8	48	26
\$500,001 to \$1 million	\$21.82	\$43,050	\$258	\$43,308	0.6	1.2	84	31
More than \$1 million	\$18.38	\$35,089	\$0	\$35,089	0.0	1.8	283	51
Number of Staff								
1 to 5	\$23.58	\$45,131	\$0	\$45,131	0.0	2.7	15	14
6 to 10	\$19.02	\$35,944	\$0	\$35,944	0.0	1.9	41	30
11 to 20	\$24.01	\$45,832	\$0	\$45,832	0.0	2.4	103	47
More than 20	\$16.78	\$32,769	\$76	\$32,845	0.2	1.2	286	30
Employment Status								
Full-time	\$21.23	\$41,285	\$94	\$41,379	0.2	1.9	231	88
Part-time	\$15.65	\$30,514	\$0	\$30,514	0.0	1.7	154	20
Casual/Student/Contract	\$18.54	\$34,233	\$0	\$34,233	0.0	0.3	64	14
Age								
Under 35	\$24.72	\$45,921	\$0	\$45,921	0.0	2.8	28	28
36 to 45	\$22.98	\$42,891	\$0	\$42,891	0.0	2.7	15	15
46 to 55	\$27.03	\$51,447	\$0	\$51,447	0.0	4.2	20	20
Over 55	\$25.60	\$49,171	\$0	\$49,171	0.0	2.9	8	8
Highest Level of Education								
High school graduate or less	\$18.28	\$35,395	\$0	\$35,395	0.0	2.2	23	23
Undergraduate or college degree	\$25.90	\$48,592	\$0	\$48,592	0.0	2.9	46	46
Master's degree	-	-	-	-	-	-	2	2
Experience: Seniority Level								
5 years or less	\$21.63	\$41,106	\$0	\$41,106	0.0	2.1	36	36
5.1 to 10 years	\$29.92	\$55,498	\$0	\$55,498	0.0	3.2	9	9
10.1 to 15 years	\$24.63	\$46,033	\$0	\$46,033	0.0	3.9	9	9
More than 15 years	\$23.72	\$46,137	\$0	\$46,137	0.0	3.3	12	12
Experience: Nonprofit Sector								
5 years or less	\$21.80	\$41,191	\$0	\$41,191	0.0	2.2	39	39
5.1 to 10 years	\$23.30	\$43,198	\$0	\$43,198	0.0	2.9	7	7
10.1 to 15 years	\$27.11	\$50,878	\$0	\$50,878	0.0	3.5	11	11
More than 15 years	\$23.75	\$46,037	\$0	\$46,037	0.0	3.3	13	13
Experience: Current Discipline								
5 years or less	\$20.59	\$39,223	\$0	\$39,223	0.0	2.0	31	31
5.1 to 10 years	\$25.53	\$47,491	\$0	\$47,491	0.0	2.9	13	13
10.1 to 15 years	\$24.44	\$45,679	\$0	\$45,679	0.0	3.4	9	9
More than 15 years	\$24.78	\$47,493	\$0	\$47,493	0.0	3.5	18	18

Level 6: Support Staff – Detailed Compensation: Registered Charities

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$17.94	\$33,823	\$0	\$33,823	0.0	1.2	124	54
Region								
St. John's	\$20.94	\$39,408	\$0	\$39,408	0.0	2.0	46	32
Eastern Newfoundland	\$15.53	\$28,992	\$0	\$28,992	0.0	0.8	57	18
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	21	4
Community Size								
Large town or smaller (<10K)	\$15.71	\$29,665	\$0	\$29,665	0.0	0.3	64	14
Small city (10K to 50K)	\$16.43	\$31,326	\$0	\$31,326	0.0	2.1	17	11
Large city (over 100K)	\$21.86	\$40,998	\$0	\$40,998	0.0	2.0	43	29
Jurisdiction								
Local/municipal	\$16.70	\$32,258	\$0	\$32,258	0.0	1.4	34	10
Regional within province	\$15.76	\$29,372	\$0	\$29,372	0.0	0.6	42	15
Provincial	\$20.83	\$38,988	\$0	\$38,988	0.0	1.4	47	28
Social Enterprise								
Yes	\$17.20	\$32,818	\$0	\$32,818	0.0	0.8	53	16
No	\$18.13	\$33,615	\$0	\$33,615	0.0	1.4	63	30
Revenue/Budget								
\$250,000 or less	\$15.53	\$29,280	\$0	\$29,280	0.0	0.9	22	10
\$250,001 to \$500,000	\$16.07	\$29,808	\$0	\$29,808	0.0	0.4	43	13
\$500,001 to \$1 million	\$17.63	\$34,363	\$0	\$34,363	0.0	0.4	24	7
More than \$1 million	\$21.98	\$41,240	\$0	\$41,240	0.0	2.7	35	24
Number of Staff								
1 to 5	\$20.54	\$40,097	\$0	\$40,097	0.0	2.0	15	15
6 to 10	\$17.95	\$34,446	\$0	\$34,446	0.0	1.9	13	10
11 to 20	\$17.31	\$32,373	\$0	\$32,373	0.0	0.4	52	10
More than 20	\$17.81	\$33,213	\$0	\$33,213	0.0	1.5	44	19
Employment Status								
Full-time	\$20.43	\$38,817	\$0	\$38,817	0.0	2.1	59	31
Part-time	\$17.50	\$34,131	\$0	\$34,131	0.0	1.1	15	12
Casual/Student/Contract	\$15.14	\$27,837	\$0	\$27,837	0.0	0.0	50	11
Age								
Under 35	\$19.76	\$37,988	\$0	\$37,988	0.0	0.9	10	10
36 to 45	\$30.10	\$56,941	\$0	\$56,941	0.0	3.8	5	5
46 to 55	\$25.64	\$48,487	\$0	\$48,487	0.0	3.1	9	9
Over 55	\$20.03	\$38,838	\$0	\$38,838	0.0	1.9	8	8
Highest Level of Education								
High school graduate or less	\$19.58	\$37,495	\$0	\$37,495	0.0	2.1	15	15
Undergraduate or college degree	\$24.11	\$45,692	\$0	\$45,692	0.0	2.5	24	24
Master's degree	-	-	-	-	-	-	1	1
Experience: Seniority Level								
5 years or less	\$19.47	\$36,950	\$0	\$36,950	0.0	1.7	16	16
5.1 to 10 years	\$21.08	\$41,023	\$0	\$41,023	0.0	1.8	8	8
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$26.56	\$50,272	\$0	\$50,272	0.0	3.3	13	13
Experience: Nonprofit Sector								
5 years or less	\$20.00	\$38,030	\$0	\$38,030	0.0	1.9	22	22
5.1 to 10 years	\$21.74	\$42,956	\$0	\$42,956	0.0	1.9	10	10
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	\$28.52	\$53,301	\$0	\$53,301	0.0	3.1	8	8
Experience: Current Discipline								
5 years or less	\$19.51	\$37,252	\$0	\$37,252	0.0	1.6	19	19
5.1 to 10 years	\$21.50	\$41,568	\$0	\$41,568	0.0	1.8	9	9
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$27.30	\$51,585	\$0	\$51,585	0.0	3.5	11	11

APPENDIX II: DETAILED COMPENSATION AND BENEFITS IN OTHER REGISTERED NONPROFITS

This section presents compensation and benefits benchmarks for employees working in other registered nonprofits. The breakdowns are similar to those discussed in the main body of this report.

NOTE: Interpret with caution due to small sample sizes.

Portion of Employees Receiving Benefits by Level in Other Registered Nonprofits

	Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Retirement	52%	71%	63%	75%	59%	22%
Health	59%	71%	87%	83%	66%	21%
Fringe	82%	100%	87%	91%	80%	22%

Note: Percentages total more than 100% because of multiple responses.

Retirement Benefits by Level in Other Registered Nonprofits

	Level 1 Chief Executive N=60	Level 2 Deputy CEO/ED N=7	Level 3 Management N=23	Level 4 Supervisory N=26	Level 5 Program Staff N=93	Level 6 Support Staff N=29
RSP total	45%	71%	59%	74%	58%	21%
RSP - matched contribution	27%	57%	38%	65%	53%	20%
RSP – contribution	18%	14%	22%	9%	5%	2%
Pension plan total	7%	0%	3%	1%	1%	1%
Defined benefit pension plan	3%	0%	0%	1%	0%	0.5%
Defined contribution pension plan	3%	0%	3%	0%	1%	0.5%
Lump sum contribution upon retirement	2%	14%	0%	0%	0%	0%
Cash in lieu of retirement benefits	0%	0%	0%	0%	0%	0%
Retirement Benefit Participation Requirement						
	N=29	N=5	N=11	N=13	N=42	N=15
Mandatory participation	38%	40%	30%	12%	11%	14%
Optional participation	62%	60%	70%	88%	89%	86%

Notes: Percentages total more than 100% because of multiple responses.

*Base is those who receive retirement benefits.

Health Benefits by Level in Other Registered Nonprofits

	Level 1 Chief Executive N=44	Level 2 Deputy CEO/ED N=7	Level 3 Management N=17	Level 4 Supervisory N=18	Level 5 Program Staff N=78	Level 6 Support Staff N=24
Dental plan	48%	57%	78%	76%	66%	21%
Vision care	48%	57%	87%	80%	66%	21%
Prescription drugs	50%	57%	87%	80%	66%	21%
Extended Health Care	36%	57%	78%	79%	62%	19%
Benefit coverage for family & dependents	43%	43%	74%	74%	64%	19%
Alternative therapy insurance	39%	43%	83%	73%	64%	19%
Life insurance	39%	43%	78%	76%	63%	20%
Accidental death & dismemberment	36%	43%	52%	17%	16%	3%
Critical illness insurance	25%	29%	26%	6%	10%	1%
Short term disability insurance	30%	43%	30%	8%	14%	3%
Long term disability insurance	34%	57%	52%	17%	14%	4%
Work-related travel accident insurance	23%	29%	17%	14%	5%	0.5%
Employee assistance program (EAP)	16%	0%	48%	67%	50%	17%
Health spending account	7%	14%	4%	0%	2%	0%
Cash in lieu of health benefits	5%	0%	0%	2%	0.2%	0%
Cost Sharing for Health Benefits						
	N=23	N=4	N=14	N=12	N=33	N=12
Employer pays full cost/premium	13%	N/A	20%	2%	1%	0%
Employer pays part of the cost/premium (shared payment)	87%	N/A	80%	98%	99%	100%

Notes: Percentages total more than 100% because of multiple responses.

*Base for cost sharing is those who receive health benefits.

Fringe Benefits by Level in Other Registered Nonprofits

	Level 1 Chief Executive N=45	Level 2 Deputy CEO/ED N=7	Level 3 Management N=17	Level 4 Supervisory N=20	Level 5 Program Staff N=78	Level 6 Support Staff N=23
Conference registration and travel	69%	57%	57%	29%	20%	5%
Business travel insurance (non-health)	11%	14%	9%	7%	3%	0.5%
Cell phone/smartphone for personal use	29%	43%	17%	6%	0.2%	0.5%
Cell phone/smartphone for work	47%	71%	65%	81%	55%	3%
Expense/Entertainment account	7%	14%	0%	0%	0.2%	0%
Financial/retirement planning	4%	14%	9%	4%	1%	0.5%
Fitness club membership	2%	0%	0%	0%	1%	0%
Home office equipment	18%	29%	17%	6%	8%	2%
Internet at home for telecommuting	4%	0%	9%	0%	4%	0.5%
PDA provided (other than smartphone)	2%	0%	0%	0%	0%	0%
Personal use of reward points	4%	29%	17%	0%	0.2%	0.5%
Professional dues (i.e., associations)	11%	0%	44%	63%	1%	0.5%
Professional development	60%	57%	78%	85%	70%	21%
Tuition assistance/reimbursement	9%	43%	13%	4%	6%	0%
Wellness/fitness subsidy	0%	0%	0%	0%	1%	0%
Use of company vehicle	0%	0%	4%	2%	0%	0%
Vehicle allowance (monthly or annual)	18%	29%	0%	0%	5%	0%
Cash in lieu of fringe benefits	0%	0%	0%	0%	0%	0%
Childcare reimbursement	0%	0%	0%	0%	0%	0%
Meals/accommodations	33%	14%	13%	13%	13%	2%

Note: Percentages total more than 100% because of multiple responses.

HR Policies by Level in Other Registered Nonprofits

	Level 1 Chief Executive N=44	Level 2 Deputy CEO/ED N=7	Level 3 Management N=17	Level 4 Supervisory N=20	Level 5 Program Staff N=78	Level 6 Support Staff N=24
Maternity/paternity benefit top up	14%	14%	13%	0%	3%	2%
Earned days off program	27%	43%	13%	21%	7%	3%
Compressed work week or flextime	32%	29%	13%	13%	13%	2%
35-hour work week with full pay	30%	43%	44%	12%	11%	3%
Paid sick days or personal days off	77%	86%	96%	94%	76%	29%
Paid statutory holiday days off	77%	71%	91%	97%	88%	52%
Paid leave of absence	5%	14%	4%	0%	0.5%	2%
Work from home	50%	71%	35%	82%	12%	4%
Mean Number of Paid Sick Days*	15.0	13.7	11.4	10.7	10.7	8.6
Mean Number of Paid Statutory Days Off*	12.0	12.6	13.0	13.3	13.0	10.0

Notes: Percentages total more than 100% because of multiple responses.
*Base for sick days and statutory days is those who receive them.

HR Policies by Level in Other Registered Nonprofits

		Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Among Those Who Receive Benefits							
Retirement	Cash	\$4,394	\$3,678	\$3,311	\$2,097	\$1,415	\$1,238
	Percent	5.6%	6.2%	5.0%	3.8%	3.4%	3.4%
Health	Cash	\$2,482	N/A	\$2,627	\$2,102	\$2,127	\$2,009
	Percent	3.7%	N/A	4.1%	4.1%	5.4%	5.5%
Fringe		\$1,500	N/A	N/A	N/A	\$1,007	N/A
Among All Staff							
Retirement	Cash	\$2,272	\$2,626	\$2,069	\$1,579	\$832	\$272
	Percent	2.9%	4.4%	3.1%	2.9%	2.0%	0.7%
Health	Cash	\$1,467	\$1,940	\$2,285	\$1,751	\$1,410	\$422
	Percent	2.2%	4.1%	3.6%	3.4%	3.6%	1.2%
Fringe		\$1,233	\$150	\$6,960	\$2,280	\$801	\$333

Notes: The value for "Among All Staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "Among Those Who Receive" the benefit excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Employment Benefits and Policies Chapter (Ch. 5) on how to use these values.

Compensation Quartiles by Level in Other Registered Nonprofits

		1st quartile	2nd quartile	3rd quartile	4th quartile
Level 1: Chief Executive	Annual	< \$48,800	\$48,800 to \$58,100	\$58,100 to \$76,900	\$76,900 +
	Hourly	< \$25.89	\$25.89 to \$30.22	\$30.22 to \$39.84	\$39.84 +
Level 2: Deputy CEO/ED	Annual	N/A	N/A	N/A	N/A
	Hourly	N/A	N/A	N/A	N/A
Level 3: Management	Annual	< \$51,900	\$51,900 to \$69,100	\$69,100 to \$70,600	\$70,600 +
	Hourly	< \$26.69	\$26.69 to \$33.65	\$33.65 to \$34.00	\$34.00 +
Level 4: Supervisory	Annual	< \$47,100	\$47,100 to \$48,800	\$48,800 to \$51,500	\$51,500 +
	Hourly	< \$24.04	\$24.04 to \$25.00	\$25.00 to \$26.37	\$26.37 +
Level 5: Program Staff	Annual	< \$29,000	\$29,000 to \$36,400	\$36,400 to \$43,700	\$43,700 +
	Hourly	< \$15.00	\$15.00 to \$20.00	\$20.00 to \$24.00	\$24.00 +
Level 6: Support Staff	Annual	< \$31,100	\$31,100 to \$31,100	\$31,100 to \$33,200	\$33,200 +
	Hourly	< \$15.95	\$15.95 to \$15.95	\$15.95 to \$15.95	\$15.95 +

Notes: Part-time, seasonal, student and contract wages have been converted to annualized equivalents based on 37.5 hours per week for 52 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 52-week work year. Annual amounts include bonus cash compensation, while hourly wages do not.

NOTES

The following notes apply to the compensation tables that follow:

- Cells with '-' indicate that there were too few responses to report.
- Results should be interpreted with caution because of the small sample size.
- Bonus compensation ratio is calculated on a respondent-by-respondent basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation (shown in Exhibit 2-1) will yield a different answer that does not represent the average variable pay level.
- N refers to the number of respondents reporting. # of People is the number of employees represented as some respondents reported compensation for groups of staff.

Level I: Chief Executive – Detailed Compensation: Other Registered Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$34.13	\$65,926	\$604	\$66,530	0.2	3.8	60	60
Region								
St. John's	\$38.86	\$75,169	\$1,648	\$76,816	0.6	3.6	22	22
Eastern Newfoundland	\$30.19	\$58,761	\$0	\$58,761	0.0	3.8	31	31
Central & Western Newfoundland & Labrador	\$36.72	\$68,609	\$0	\$68,609	0.0	4.1	7	7
Community Size								
Large town or smaller (<10K)	\$32.76	\$63,002	\$0	\$63,002	0.0	4.2	25	25
Small city (10K to 50K)	\$31.12	\$60,534	\$0	\$60,534	0.0	3.7	17	17
Large city (over 100K)	\$38.89	\$75,079	\$2,014	\$77,093	0.7	3.2	18	18
Jurisdiction								
Local/municipal	\$30.59	\$59,148	\$500	\$59,648	0.7	3.9	10	10
Regional within province	\$36.82	\$71,076	\$1,100	\$72,176	0.0	4.4	25	25
Provincial	\$33.11	\$63,921	\$163	\$64,084	0.2	3.1	23	23
Social Enterprise								
Yes	\$32.08	\$62,297	\$0	\$62,297	0.0	3.6	13	13
No	\$36.20	\$70,073	\$906	\$70,980	0.3	4.1	40	40
Revenue/Budget								
\$250,000 or less	\$27.81	\$54,128	\$197	\$54,326	0.3	2.1	19	19
\$250,001 to \$500,000	\$34.10	\$65,281	\$263	\$65,544	0.4	4.4	19	19
\$500,001 to \$1 million	\$40.26	\$77,645	\$0	\$77,645	0.0	4.9	14	14
More than \$1 million	\$38.50	\$74,970	\$3,438	\$78,407	0.0	4.3	8	8
Number of Staff								
1 to 5	\$29.78	\$58,165	\$144	\$58,309	0.2	2.9	26	26
6 to 10	\$42.97	\$82,254	\$294	\$82,548	0.4	5.2	17	17
11 to 20	\$31.18	\$58,493	\$0	\$58,493	0.0	3.5	6	6
More than 20	\$32.38	\$63,090	\$2,500	\$65,590	0.0	3.9	11	11
Employment Status								
Full-time	\$34.81	\$67,069	\$697	\$67,766	0.2	4.2	52	52
Part-time	-	-	-	-	-	-	1	1
Casual/Student/Contract	\$31.43	\$61,841	\$0	\$61,841	0.0	0.9	7	7
Age								
Under 35	\$28.27	\$54,682	\$750	\$55,432	1.0	4.2	5	5
36 to 45	\$25.55	\$47,803	\$0	\$47,803	0.0	2.7	10	10
46 to 55	\$36.21	\$70,736	\$1,447	\$72,183	0.0	4.4	19	19
Over 55	\$31.13	\$60,744	\$238	\$60,982	0.3	3.1	21	21
Highest Level of Education								
High school graduate or less	\$27.70	\$53,651	\$2,750	\$56,401	0.0	3.6	10	10
Undergraduate or college degree	\$32.85	\$63,655	\$219	\$63,873	0.3	3.9	40	40
Master's degree	\$45.71	\$87,286	\$0	\$87,286	0.0	3.3	10	10
Experience: Seniority Level								
5 years or less	\$26.75	\$50,272	\$0	\$50,272	0.0	2.6	13	13
5.1 to 10 years	\$30.90	\$57,054	\$0	\$57,054	0.0	2.2	10	10
10.1 to 15 years	\$37.94	\$74,771	\$0	\$74,771	0.0	4.8	9	9
More than 15 years	\$37.86	\$74,461	\$1,300	\$75,761	0.3	4.4	25	25
Experience: Nonprofit Sector								
5 years or less	\$32.37	\$61,193	\$0	\$61,193	0.0	3.5	6	6
5.1 to 10 years	\$35.89	\$67,568	\$0	\$67,568	0.0	2.2	9	9
10.1 to 15 years	\$26.55	\$49,816	\$0	\$49,816	0.0	2.7	11	11
More than 15 years	\$36.44	\$71,434	\$985	\$72,418	0.2	4.6	33	33
Experience: Current Discipline								
5 years or less	\$27.87	\$53,302	\$0	\$53,302	0.0	2.8	10	10
5.1 to 10 years	\$34.16	\$65,577	\$0	\$65,577	0.0	2.6	11	11
10.1 to 15 years	\$30.92	\$59,431	\$0	\$59,431	0.0	4.3	9	9
More than 15 years	\$37.91	\$73,715	\$1,204	\$74,919	0.3	4.4	27	27

Level 2: Deputy CEO/ED – Detailed Compensation: Other Registered Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$29.11	\$56,927	\$2,143	\$59,070	3.9	4.4	7	7
Region								
St. John's	-	-	-	-	-	-	3	3
Eastern Newfoundland	-	-	-	-	-	-	3	3
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	1	1
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	1	1
Small city (10K to 50K)	-	-	-	-	-	-	4	4
Large city (over 100K)	-	-	-	-	-	-	2	2
Jurisdiction								
Local/municipal	-	-	-	-	-	-	2	2
Regional within province	-	-	-	-	-	-	3	3
Provincial	-	-	-	-	-	-	2	2
Social Enterprise								
Yes	-	-	-	-	-	-	2	2
No	\$26.11	\$52,142	\$3,000	\$55,142	5.5	4.4	5	5
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	1	1
\$250,001 to \$500,000	-	-	-	-	-	-	3	3
\$500,001 to \$1 million	-	-	-	-	-	-	2	2
More than \$1 million	-	-	-	-	-	-	1	1
Number of Staff								
1 to 5	-	-	-	-	-	-	1	1
6 to 10	-	-	-	-	-	-	3	3
11 to 20	-	-	-	-	-	-	0	0
More than 20	-	-	-	-	-	-	3	3
Employment Status								
Full-time	\$28.17	\$55,118	\$2,500	\$57,618	4.6	4.8	6	6
Part-time	-	-	-	-	-	-	1	1
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	-	-	-	-	-	-	1	1
36 to 45	-	-	-	-	-	-	3	3
46 to 55	-	-	-	-	-	-	1	1
Over 55	-	-	-	-	-	-	1	1
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	1	1
Undergraduate or college degree	\$30.96	\$60,955	\$2,500	\$63,455	4.6	5.2	6	6
Master's degree	-	-	-	-	-	-	0	0
Experience: Seniority Level								
5 years or less	-	-	-	-	-	-	1	1
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	2	2
Experience: Nonprofit Sector								
5 years or less	-	-	-	-	-	-	0	0
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	4	4
Experience: Current Discipline								
5 years or less	-	-	-	-	-	-	0	0
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	3	3

Level 3: Management – Detailed Compensation: Other Registered Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$30.41	\$60,375	\$569	\$60,944	1.0	3.5	32	23
Region								
St. John's	\$33.08	\$65,675	\$910	\$66,585	1.6	3.8	20	14
Eastern Newfoundland	\$26.69	\$53,037	\$0	\$53,037	0.0	3.2	11	8
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	1	1
Community Size								
Large town or smaller (<10K)	\$27.91	\$56,955	\$0	\$56,955	0.0	3.4	8	5
Small city (10K to 50K)	\$28.90	\$55,191	\$0	\$55,191	0.0	3.5	8	8
Large city (over 100K)	\$32.42	\$64,678	\$1,138	\$65,816	2.1	3.6	16	10
Jurisdiction								
Local/municipal	\$24.02	\$45,990	\$0	\$45,990	0.0	2.6	7	7
Regional within province	\$30.13	\$61,273	\$1,169	\$62,442	2.1	3.7	13	7
Provincial	\$35.17	\$69,594	\$273	\$69,867	0.5	4.1	11	8
Social Enterprise								
Yes	\$27.52	\$51,149	\$0	\$51,149	0.0	2.7	6	6
No	\$31.08	\$62,505	\$700	\$63,205	1.3	3.7	26	17
Revenue/Budget								
\$250,000 or less	\$28.54	\$55,988	\$429	\$56,416	0.7	3.9	7	7
\$250,001 to \$500,000	-	-	-	-	-	-	4	4
\$500,001 to \$1 million	-	-	-	-	-	-	4	4
More than \$1 million	\$32.17	\$65,161	\$894	\$66,055	1.6	3.7	17	8
Number of Staff								
1 to 5	\$29.59	\$57,672	\$600	\$58,272	1.0	3.6	5	5
6 to 10	\$28.06	\$53,837	\$0	\$53,837	0.0	3.4	10	10
11 to 20	-	-	-	-	-	-	3	3
More than 20	\$31.36	\$65,235	\$1,086	\$66,320	2.0	3.8	14	5
Employment Status								
Full-time	\$30.54	\$60,775	\$650	\$61,425	1.2	3.8	28	19
Part-time	-	-	-	-	-	-	4	4
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	\$25.06	\$47,895	\$1,667	\$49,562	2.9	2.2	6	6
36 to 45	-	-	-	-	-	-	3	3
46 to 55	-	-	-	-	-	-	4	4
Over 55	\$33.25	\$65,985	\$867	\$66,852	1.7	5.3	6	6
Highest Level of Education								
High school graduate or less	\$23.50	\$46,241	\$0	\$46,241	0.0	2.8	6	6
Undergraduate or college degree	\$30.38	\$58,924	\$1,517	\$60,441	2.7	3.7	12	12
Master's degree	-	-	-	-	-	-	2	2
Experience: Seniority Level								
5 years or less	\$28.83	\$54,430	\$1,111	\$55,541	1.9	2.1	9	9
5.1 to 10 years	\$22.52	\$43,521	\$1,040	\$44,561	2.1	2.8	5	5
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	\$32.09	\$63,277	\$500	\$63,777	0.8	5.2	6	6
Experience: Nonprofit Sector								
5 years or less	-	-	-	-	-	-	4	4
5.1 to 10 years	\$21.54	\$40,929	\$0	\$40,929	0.0	1.6	5	5
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$31.70	\$62,739	\$1,025	\$63,764	1.9	5.3	8	8
Experience: Current Discipline								
5 years or less	\$25.45	\$48,062	\$0	\$48,062	0.0	1.7	6	6
5.1 to 10 years	\$25.94	\$49,476	\$1,667	\$51,143	2.9	2.3	6	6
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	\$31.31	\$61,652	\$867	\$62,518	1.7	5.3	6	6

Level 4: Supervisory – Detailed Compensation: Other Registered Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$24.94	\$48,842	\$156	\$48,998	0.3	2.6	77	26
Region								
St. John's	\$26.10	\$50,963	\$240	\$51,203	0.5	3.0	50	10
Eastern Newfoundland	\$22.79	\$44,914	\$0	\$44,914	0.0	2.0	27	16
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	0	0
Community Size								
Large town or smaller (<10K)	\$22.69	\$45,896	\$0	\$45,896	0.0	0.7	15	9
Small city (10K to 50K)	\$23.41	\$44,566	\$0	\$44,566	0.0	3.4	14	9
Large city (over 100K)	\$26.09	\$51,010	\$250	\$51,260	0.5	3.0	48	8
Jurisdiction								
Local/municipal	\$19.96	\$38,531	\$0	\$38,531	0.0	1.7	10	10
Regional within province	\$24.72	\$48,320	\$226	\$48,547	0.5	2.9	53	8
Provincial	\$32.37	\$64,245	\$0	\$64,245	0.0	1.8	9	6
Social Enterprise								
Yes	-	-	-	-	-	-	4	4
No	\$25.32	\$49,532	\$182	\$49,713	0.4	2.8	66	18
Revenue/Budget								
\$250,000 or less	\$22.52	\$44,005	\$0	\$44,005	0.0	2.3	10	7
\$250,001 to \$500,000	\$20.77	\$40,796	\$0	\$40,796	0.0	2.6	8	8
\$500,001 to \$1 million	\$21.57	\$41,286	\$0	\$41,286	0.0	2.3	11	6
More than \$1 million	\$26.92	\$52,923	\$250	\$53,173	0.5	2.8	48	5
Number of Staff								
1 to 5	\$23.57	\$46,697	\$0	\$46,697	0.0	2.4	5	5
6 to 10	\$22.97	\$44,553	\$0	\$44,553	0.0	2.4	7	7
11 to 20	-	-	-	-	-	-	4	4
More than 20	\$25.21	\$49,533	\$197	\$49,730	0.4	2.7	61	10
Employment Status								
Full-time	\$25.15	\$49,256	\$160	\$49,416	0.3	2.7	75	24
Part-time	-	-	-	-	-	-	2	2
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	\$21.06	\$41,667	\$0	\$41,667	0.0	1.7	7	7
36 to 45	-	-	-	-	-	-	4	4
46 to 55	-	-	-	-	-	-	4	4
Over 55	-	-	-	-	-	-	3	3
Highest Level of Education								
High school graduate or less	\$19.25	\$39,666	\$0	\$39,666	0.0	1.4	5	5
Undergraduate or college degree	\$26.13	\$48,528	\$0	\$48,528	0.0	3.3	9	9
Master's degree	\$22.97	\$45,044	\$0	\$45,044	0.0	1.8	5	5
Experience: Seniority Level								
5 years or less	\$22.37	\$44,141	\$0	\$44,141	0.0	1.6	8	8
5.1 to 10 years	\$24.44	\$46,547	\$0	\$46,547	0.0	3.0	10	10
10.1 to 15 years	-	-	-	-	-	-	0	0
More than 15 years	-	-	-	-	-	-	1	1
Experience: Nonprofit Sector								
5 years or less	\$25.39	\$49,536	\$0	\$49,536	0.0	2.4	7	7
5.1 to 10 years	\$20.17	\$38,689	\$0	\$38,689	0.0	1.4	5	5
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	-	-	-	-	-	-	2	2
Experience: Current Discipline								
5 years or less	\$25.30	\$49,759	\$0	\$49,759	0.0	2.3	8	8
5.1 to 10 years	\$23.45	\$45,121	\$0	\$45,121	0.0	2.8	6	6
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	-	-	-	-	-	-	2	2

Level 5: Program Staff – Detailed Compensation: Other Registered Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$19.90	\$37,411	\$82	\$37,493	0.3	2.2	446	92
Region								
St. John's	\$22.47	\$41,900	\$6	\$41,906	0.0	2.9	251	24
Eastern Newfoundland	\$16.28	\$31,073	\$190	\$31,263	0.6	1.1	185	61
Central & Western Newfoundland & Labrador	\$22.42	\$42,001	\$0	\$42,001	0.0	3.2	10	7
Community Size								
Large town or smaller (<10K)	\$17.52	\$33,685	\$396	\$34,081	1.3	1.7	85	39
Small city (10K to 50K)	\$16.44	\$31,176	\$13	\$31,189	0.0	0.9	117	33
Large city (over 100K)	\$22.39	\$41,698	\$6	\$41,705	0.0	2.9	244	20
Jurisdiction								
Local/municipal	\$16.69	\$31,291	\$462	\$31,753	1.5	1.7	73	26
Regional within province	\$20.52	\$38,539	\$5	\$38,544	0.0	2.3	317	46
Provincial	\$20.56	\$39,001	\$27	\$39,027	0.1	1.8	56	20
Social Enterprise								
Yes	\$23.38	\$43,525	\$168	\$43,693	0.3	2.7	31	18
No	\$19.68	\$37,000	\$79	\$37,079	0.3	2.1	401	63
Revenue/Budget								
\$250,000 or less	\$16.85	\$31,614	\$152	\$31,766	0.3	0.8	44	22
\$250,001 to \$500,000	\$15.82	\$30,395	\$0	\$30,395	0.0	0.8	93	32
\$500,001 to \$1 million	\$19.02	\$36,192	\$356	\$36,548	1.3	2.3	80	22
More than \$1 million	\$22.45	\$41,800	\$7	\$41,806	0.0	2.9	229	16
Number of Staff								
1 to 5	\$20.24	\$39,341	\$0	\$39,341	0.0	2.4	27	21
6 to 10	\$19.84	\$37,504	\$0	\$37,504	0.0	2.5	64	31
11 to 20	\$18.60	\$34,675	\$766	\$35,441	2.4	1.4	44	12
More than 20	\$20.07	\$37,626	\$10	\$37,636	0.0	2.1	310	27
Employment Status								
Full-time	\$20.37	\$37,906	\$44	\$37,950	0.1	2.2	323	65
Part-time	\$19.34	\$37,717	\$256	\$37,973	0.9	2.3	88	21
Casual/Student/Contract	\$16.97	\$32,073	\$0	\$32,073	0.0	1.0	35	6
Age								
Under 35	\$22.23	\$42,654	\$274	\$42,928	0.4	1.9	19	19
36 to 45	\$21.23	\$40,813	\$107	\$40,920	0.3	2.2	14	14
46 to 55	\$18.42	\$34,346	\$323	\$34,669	1.0	3.0	17	17
Over 55	\$18.50	\$35,903	\$250	\$36,153	0.8	2.0	8	8
Highest Level of Education								
High school graduate or less	\$17.84	\$34,838	\$346	\$35,183	1.0	1.6	26	26
Undergraduate or college degree	\$22.35	\$41,686	\$186	\$41,871	0.3	3.1	28	28
Master's degree	-	-	-	-	-	-	4	4
Experience: Seniority Level								
5 years or less	\$22.28	\$42,154	\$396	\$42,550	0.9	2.1	27	27
5.1 to 10 years	\$17.66	\$34,409	\$182	\$34,591	0.6	2.5	11	11
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	\$19.19	\$35,426	\$149	\$35,575	0.3	3.3	10	10
Experience: Nonprofit Sector								
5 years or less	\$21.28	\$40,501	\$174	\$40,675	0.6	1.8	23	23
5.1 to 10 years	\$20.29	\$38,973	\$637	\$39,609	1.3	2.0	16	16
10.1 to 15 years	\$17.67	\$33,389	\$0	\$33,389	0.0	2.8	6	6
More than 15 years	\$19.18	\$35,164	\$0	\$35,164	0.0	4.4	11	11
Experience: Current Discipline								
5 years or less	\$22.27	\$42,442	\$208	\$42,650	0.3	1.7	25	25
5.1 to 10 years	\$19.08	\$36,822	\$293	\$37,115	0.8	2.2	17	17
10.1 to 15 years	\$18.07	\$34,918	\$286	\$35,204	1.0	2.3	7	7
More than 15 years	\$19.22	\$35,646	\$200	\$35,846	0.6	4.2	10	10

Level 6: Support Staff – Detailed Compensation: Other Registered Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$16.80	\$32,366	\$14	\$32,380	0.0	1.4	199	28
Region								
St. John's	\$18.22	\$34,268	\$43	\$34,311	0.1	2.6	64	8
Eastern Newfoundland	\$15.94	\$31,090	\$0	\$31,090	0.0	0.9	132	17
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	2	2
Community Size								
Large town or smaller (<10K)	\$16.03	\$31,400	\$0	\$31,400	0.0	1.6	62	10
Small city (10K to 50K)	\$16.15	\$31,433	\$0	\$31,433	0.0	0.4	73	10
Large city (over 100K)	\$18.29	\$34,367	\$43	\$34,410	0.1	2.5	64	8
Jurisdiction								
Local/municipal	\$17.45	\$33,572	\$0	\$33,572	0.0	2.7	6	6
Regional within province	\$16.99	\$32,598	\$22	\$32,620	0.1	2.1	123	15
Provincial	-	-	-	-	-	-	4	4
Social Enterprise								
Yes	\$19.64	\$39,903	\$0	\$39,903	0.0	1.2	5	5
No	\$16.93	\$32,684	\$15	\$32,699	0.0	1.6	179	21
Revenue/Budget								
\$250,000 or less	\$16.36	\$31,816	\$0	\$31,816	0.0	0.1	69	6
\$250,001 to \$500,000	\$17.10	\$33,433	\$0	\$33,433	0.0	2.2	10	10
\$500,001 to \$1 million	\$16.25	\$30,077	\$0	\$30,077	0.0	1.1	20	7
More than \$1 million	\$17.19	\$33,097	\$28	\$33,125	0.1	2.3	100	5
Number of Staff								
1 to 5	\$20.29	\$38,880	\$0	\$38,880	0.0	2.8	6	6
6 to 10	\$19.83	\$38,302	\$0	\$38,302	0.0	1.9	9	9
11 to 20	-	-	-	-	-	-	1	1
More than 20	\$16.53	\$31,860	\$15	\$31,875	0.0	1.4	183	12
Employment Status								
Full-time	\$17.71	\$33,442	\$36	\$33,478	0.1	2.3	76	19
Part-time	\$16.03	\$31,263	\$0	\$31,263	0.0	0.9	120	6
Casual/Student/Contract	-	-	-	-	-	-	3	3
Age								
Under 35	-	-	-	-	-	-	4	4
36 to 45	-	-	-	-	-	-	4	4
46 to 55	\$19.14	\$37,211	\$393	\$37,604	1.0	3.1	7	7
Over 55	\$18.68	\$35,170	\$0	\$35,170	0.0	3.5	6	6
Highest Level of Education								
High school graduate or less	\$18.81	\$37,946	\$306	\$38,251	0.8	2.3	9	9
Undergraduate or college degree	\$19.60	\$36,522	\$0	\$36,522	0.0	3.2	12	12
Master's degree	-	-	-	-	-	-	1	1
Experience: Seniority Level								
5 years or less	\$19.83	\$39,577	\$0	\$39,577	0.0	1.5	6	6
5.1 to 10 years	\$21.12	\$39,594	\$0	\$39,594	0.0	2.2	5	5
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	-	-	-	-	-	-	4	4
Experience: Nonprofit Sector								
5 years or less	\$20.81	\$40,858	\$0	\$40,858	0.0	1.9	8	8
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$20.10	\$38,261	\$458	\$38,719	1.2	4.0	6	6
Experience: Current Discipline								
5 years or less	\$18.71	\$37,424	\$0	\$37,424	0.0	1.8	9	9
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	\$19.79	\$37,271	\$458	\$37,729	1.2	4.5	6	6

APPENDIX III: DETAILED COMPENSATION AND BENEFITS IN OTHER NONPROFITS

This section presents compensation and benefits benchmarks for employees working in other nonprofits. The breakdowns are similar to those discussed in the main body of this report.

NOTE: Interpret with caution due to small sample sizes.

Portion of Employees Receiving Benefits by Level in Other Nonprofits

	Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Retirement	46%	100%	50%	50%	47%	3%
Health	53%	N/A	83%	11%	37%	5%
Fringe	83%	N/A	71%	63%	71%	2%

Note: Percentages total more than 100% because of multiple responses.

Retirement Benefits by Level in Other Nonprofits

	Level 1 Chief Executive N=24	Level 2 Deputy CEO/ED N=5	Level 3 Management N=10	Level 4 Supervisory N=11	Level 5 Program Staff N=24	Level 6 Support Staff N=12
RSP total	38%	80%	20%	50%	44%	1%
RSP - matched contribution	33%	80%	20%	50%	44%	1%
RSP - contribution	4%	0%	0%	0%	0%	0%
Pension plan total	8%	20%	30%	0%	3%	1%
Defined benefit pension plan	0%	0%	0%	0%	0%	0%
Defined contribution pension plan	8%	20%	30%	0%	3%	1%
Lump sum contribution upon retirement	0%	0%	0%	0%	0%	0%
Cash in lieu of retirement benefits	0%	0%	0%	0%	0%	0%
Retirement Benefit Participation Requirement						
	N=11	N=5	N=5	N=4	N=9	N=2
Mandatory participation	55%	40%	60%	N/A	6%	N/A
Optional participation	46%	60%	40%	N/A	94%	N/A

Notes: Percentages total more than 100% because of multiple responses.

*Base is those who receive retirement benefits.

Health Benefits by Level in Other Nonprofits

	Level 1 Chief Executive N=19	Level 2 Deputy CEO/ED N=3	Level 3 Management N=6	Level 4 Supervisory N=6	Level 5 Program Staff N=23	Level 6 Support Staff N=8
Dental plan	37%	N/A	83%	11%	37%	5%
Vision care	37%	N/A	83%	11%	37%	5%
Prescription drugs	37%	N/A	83%	11%	37%	5%
Extended Health Care	26%	N/A	83%	11%	34%	0%
Benefit coverage for family & dependents	21%	N/A	50%	0%	31%	0%
Alternative therapy insurance	32%	N/A	67%	11%	31%	2%
Life insurance	21%	N/A	50%	11%	6%	2%
Accidental death & dismemberment	16%	N/A	67%	0%	29%	0%
Critical illness insurance	5%	N/A	67%	0%	23%	0%
Short term disability insurance	5%	N/A	17%	0%	23%	0%
Long term disability insurance	16%	N/A	50%	0%	29%	0%
Work-related travel accident insurance	11%	N/A	50%	0%	0%	0%
Employee assistance program (EAP)	16%	N/A	67%	0%	6%	0%
Health spending account	11%	N/A	0%	0%	0%	0%
Cash in lieu of health benefits	5%	N/A	0%	0%	0%	0%
Cost Sharing for Health Benefits						
	N=9	N=3	N=5	N=1	N=6	N=2
Employer pays full cost/premium	33%	N/A	40%	N/A	39%	N/A
Employer pays part of the cost/premium (shared payment)	56%	N/A	60%	N/A	62%	N/A

Notes: Percentages total more than 100% because of multiple responses.

*Base for cost sharing is those who receive health benefits.

Fringe Benefits by Level in Other Nonprofits

	Level 1 Chief Executive N=18	Level 2 Deputy CEO/ED N=3	Level 3 Management N=7	Level 4 Supervisory N=5	Level 5 Program Staff N=23	Level 6 Support Staff N=8
Conference registration and travel	56%	N/A	14%	63%	60%	2%
Business travel insurance (non-health)	0%	N/A	0%	0%	23%	0%
Cell phone/smartphone for personal use	28%	N/A	0%	0%	0%	0%
Cell phone/smartphone for work	50%	N/A	0%	13%	6%	0%
Expense/Entertainment account	11%	N/A	0%	0%	6%	0%
Financial/retirement planning	6%	N/A	0%	0%	0%	0%
Fitness club membership	0%	N/A	0%	0%	3%	0%
Home office equipment	11%	N/A	43%	0%	6%	0%
Internet at home for telecommuting	0%	N/A	0%	0%	0%	0%
PDA provided (other than smartphone)	6%	N/A	0%	0%	0%	0%
Personal use of reward points	6%	N/A	0%	0%	0%	0%
Professional dues (i.e., associations)	17%	N/A	0%	0%	34%	0%
Professional development	44%	N/A	14%	63%	40%	0%
Tuition assistance/reimbursement	11%	N/A	0%	0%	29%	0%
Wellness/fitness subsidy	6%	N/A	0%	0%	0%	0%
Use of company vehicle	0%	N/A	0%	0%	0%	0%
Vehicle allowance (monthly or annual)	22%	N/A	14%	0%	51%	2%
Cash in lieu of fringe benefits	0%	N/A	0%	0%	0%	0%
Childcare reimbursement	11%	N/A	0%	0%	14%	0%
Meals/accommodations	22%	N/A	14%	0%	43%	2%

Note: Percentages total more than 100% because of multiple responses.

HR Policies by Level in Other Nonprofits

	Level 1 Chief Executive N=19	Level 2 Deputy CEO/ED N=3	Level 3 Management N=7	Level 4 Supervisory N=6	Level 5 Program Staff N=23	Level 6 Support Staff N=8
Maternity/paternity benefit top up	5%	N/A	0%	0%	6%	0%
Earned days off program	32%	N/A	43%	0%	23%	0%
Compressed work week or flextime	26%	N/A	57%	22%	29%	14%
35-hour work week with full pay	16%	N/A	57%	0%	49%	2%
Paid sick days or personal days off	79%	N/A	43%	78%	77%	16%
Paid statutory holiday days off	90%	N/A	86%	67%	89%	98%
Paid leave of absence	11%	N/A	0%	0%	6%	0%
Work from home	58%	N/A	71%	11%	17%	2%
Mean Number of Paid Sick Days*	13.7	N/A	N/A	N/A	13.8	N/A
Mean Number of Paid Statutory Days Off*	10.5	N/A	10.2	N/A	11.3	5.8

Notes: Percentages total more than 100% because of multiple responses.
 *Base for sick days and statutory days is those who receive them.

HR Policies by Level in Other Nonprofits

		Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Among Those Who Receive Benefits							
Retirement	Cash	\$2,472	\$1,795	N/A	N/A	\$957	N/A
	Percent	3.9%	3.5%	N/A	N/A	2.7%	N/A
Health	Cash	\$4,488	N/A	N/A	N/A	N/A	N/A
	Percent	5.6%	N/A	N/A	N/A	N/A	N/A
Fringe		\$1,092	N/A	N/A	N/A	N/A	N/A
Among All Staff							
Retirement	Cash	\$1,132	\$1,795	\$500	\$2,883	\$452	\$37
	Percent	1.8%	3.5%	0.8%	2.5%	1.3%	0.1%
Health	Cash	\$2,360	\$675	\$1,871	\$266	\$742	\$71
	Percent	2.9%	1.6%	5.5%	0.7%	1.9%	0.2%
Fringe		\$909	\$1,000	N/A	N/A	\$71	\$12

Notes: The value for "Among All Staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "Among Those Who Receive" the benefit excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Employment Benefits and Policies Chapter (Ch. 5) on how to use these values.

Compensation Quartiles by Level in Other Nonprofits

		1st quartile	2nd quartile	3rd quartile	4th quartile
Level 1: Chief Executive	Annual	< \$50,000	\$50,000 to \$54,500	\$54,500 to \$78,000	\$78,000 +
	Hourly	< \$26.00	\$26.00 to \$27.94	\$27.94 to \$37.50	\$37.50 +
Level 2: Deputy CEO/ED	Annual	N/A	N/A	N/A	N/A
	Hourly	N/A	N/A	N/A	N/A
Level 3: Management	Annual	< \$40,000	\$40,000 to \$50,700	\$50,700 to \$67,500	\$67,500 +
	Hourly	< \$22.00	\$22.00 to \$24.28	\$24.28 to \$32.97	\$32.97 +
Level 4: Supervisory	Annual	< \$31,200	\$31,200 to \$44,500	\$44,500 to \$48,800	\$48,800 +
	Hourly	< \$15.00	\$15.00 to \$22.08	\$22.08 to \$25.00	\$25.00 +
Level 5: Program Staff	Annual	< \$38,000	\$38,000 to \$47,400	\$47,400 to \$47,400	\$47,400 +
	Hourly	< \$18.00	\$18.00 to \$18.00	\$18.00 to \$18.48	\$18.48 +
Level 6: Support Staff	Annual	< \$29,000	\$29,000 to \$29,000	\$29,000 to \$41,900	\$41,900 +
	Hourly	< \$15.95	\$15.95 to \$15.95	\$15.95 to \$21.50	\$21.50 +

Notes: Part-time, seasonal, student and contract wages have been converted to annualized equivalents based on 37.5 hours per week for 52 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 52-week work year. Annual amounts include bonus cash compensation, while hourly wages do not.

NOTES

The following notes apply to the compensation tables that follow:

- Cells with '-' indicate that there were too few responses to report.
- Results should be interpreted with caution because of the small sample size.
- Bonus compensation ratio is calculated on a respondent-by-respondent basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation (shown in Exhibit 2-1) will yield a different answer that does not represent the average variable pay level.
- N refers to the number of respondents reporting. # of People is the number of employees represented as some respondents reported compensation for groups of staff.

Level I: Chief Executive – Detailed Compensation: Other Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$31.56	\$62,097	\$693	\$62,789	0.8	3.4	25	25
Region								
St. John's	\$34.16	\$67,475	\$1,241	\$68,716	1.4	3.4	11	11
Eastern Newfoundland	\$29.63	\$57,611	\$0	\$57,611	0.0	3.8	9	9
Central & Western Newfoundland & Labrador	\$29.31	\$58,338	\$734	\$59,072	1.0	3.0	5	5
Community Size								
Large town or smaller (<10K)	\$29.67	\$58,194	\$282	\$58,476	0.4	3.5	13	13
Small city (10K to 50K)	-	-	-	-	-	-	3	3
Large city (over 100K)	\$36.48	\$72,128	\$1,517	\$73,644	1.7	3.6	9	9
Jurisdiction								
Local/municipal	\$29.57	\$58,654	\$1,365	\$60,019	1.6	3.5	10	10
Regional within province	\$29.33	\$57,503	\$459	\$57,962	0.6	3.8	8	8
Provincial	\$36.95	\$72,265	\$0	\$72,265	0.0	3.0	7	7
Social Enterprise								
Yes	\$33.77	\$65,845	\$500	\$66,345	0.6	3.4	5	5
No	\$32.18	\$63,449	\$1,113	\$64,563	1.3	3.6	13	13
Revenue/Budget								
\$250,000 or less	\$27.22	\$53,146	\$169	\$53,315	0.3	2.9	9	9
\$250,001 to \$500,000	\$33.65	\$65,742	\$1,030	\$66,772	1.3	3.6	10	10
\$500,001 to \$1 million	-	-	-	-	-	-	2	2
More than \$1 million	-	-	-	-	-	-	4	4
Number of Staff								
1 to 5	\$31.61	\$60,921	\$98	\$61,019	0.2	4.4	12	12
6 to 10	\$28.26	\$56,957	\$500	\$57,457	0.6	2.0	5	5
11 to 20	-	-	-	-	-	-	3	3
More than 20	\$30.47	\$59,715	\$70	\$59,785	0.1	2.8	5	5
Employment Status								
Full-time	\$31.05	\$61,249	\$808	\$62,057	0.9	3.7	20	20
Part-time	-	-	-	-	-	-	3	3
Casual/Student/Contract	-	-	-	-	-	-	2	2
Age								
Under 35	-	-	-	-	-	-	1	1
36 to 45	\$31.24	\$63,114	\$1,517	\$64,630	1.7	4.0	9	9
46 to 55	\$30.85	\$60,461	\$313	\$60,774	0.4	3.4	8	8
Over 55	\$28.59	\$55,703	\$195	\$55,898	0.3	2.7	6	6
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	4	4
Undergraduate or college degree	\$32.33	\$63,210	\$543	\$63,754	0.7	3.1	15	15
Master's degree	\$33.25	\$66,939	\$1,334	\$68,273	1.4	4.8	5	5
Experience: Seniority Level								
5 years or less	-	-	-	-	-	-	3	3
5.1 to 10 years	\$38.47	\$76,938	\$1,193	\$78,131	1.2	3.4	7	7
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$30.28	\$59,598	\$748	\$60,345	1.0	3.1	12	12
Experience: Nonprofit Sector								
5 years or less	\$32.73	\$65,876	\$1,554	\$67,430	2.1	3.7	6	6
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	\$34.74	\$68,497	\$1,100	\$69,597	1.0	3.6	5	5
More than 15 years	\$27.80	\$54,418	\$227	\$54,645	0.3	3.6	11	11
Experience: Current Discipline								
5 years or less	\$33.23	\$65,759	\$1,165	\$66,924	1.6	2.9	8	8
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	\$28.14	\$53,893	\$0	\$53,893	0.0	3.8	6	6
More than 15 years	\$30.14	\$59,298	\$250	\$59,548	0.3	3.6	10	10

Level 2: Deputy CEO/ED – Detailed Compensation: Other Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$28.56	\$55,600	\$140	\$55,740	0.3	4.0	5	5
Region								
St. John's	-	-	-	-	-	-	3	3
Eastern Newfoundland	-	-	-	-	-	-	2	2
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	0	0
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	2	2
Small city (10K to 50K)	-	-	-	-	-	-	0	0
Large city (over 100K)	-	-	-	-	-	-	3	3
Jurisdiction								
Local/municipal	-	-	-	-	-	-	4	4
Regional within province	-	-	-	-	-	-	1	1
Provincial	-	-	-	-	-	-	0	0
Social Enterprise								
Yes	-	-	-	-	-	-	0	0
No	-	-	-	-	-	-	3	3
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	2	2
\$250,001 to \$500,000	-	-	-	-	-	-	1	1
\$500,001 to \$1 million	-	-	-	-	-	-	1	1
More than \$1 million	-	-	-	-	-	-	1	1
Number of Staff								
1 to 5	-	-	-	-	-	-	2	2
6 to 10	-	-	-	-	-	-	0	0
11 to 20	-	-	-	-	-	-	1	1
More than 20	-	-	-	-	-	-	2	2
Employment Status								
Full-time	\$28.56	\$55,600	\$140	\$55,740	0.3	4.0	5	5
Part-time	-	-	-	-	-	-	0	0
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	-	-	-	-	-	-	1	1
36 to 45	-	-	-	-	-	-	2	2
46 to 55	-	-	-	-	-	-	1	1
Over 55	-	-	-	-	-	-	1	1
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	0	0
Undergraduate or college degree	-	-	-	-	-	-	4	4
Master's degree	-	-	-	-	-	-	1	1
Experience: Seniority Level								
5 years or less	-	-	-	-	-	-	1	1
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	1	1
Experience: Nonprofit Sector								
5 years or less	-	-	-	-	-	-	1	1
5.1 to 10 years	-	-	-	-	-	-	2	2
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	1	1
Experience: Current Discipline								
5 years or less	-	-	-	-	-	-	2	2
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	0	0
More than 15 years	-	-	-	-	-	-	2	2

Level 3: Management – Detailed Compensation: Other Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$26.46	\$50,928	\$70	\$50,998	0.1	2.5	10	10
Region								
St. John's	\$33.21	\$64,400	\$140	\$64,540	0.2	3.2	5	5
Eastern Newfoundland	-	-	-	-	-	-	4	4
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	1	1
Community Size								
Large town or smaller (<10K)	\$19.72	\$37,456	\$0	\$37,456	0.0	1.8	5	5
Small city (10K to 50K)	-	-	-	-	-	-	0	0
Large city (over 100K)	\$33.21	\$64,400	\$140	\$64,540	0.2	3.2	5	5
Jurisdiction								
Local/municipal	\$23.78	\$46,756	\$140	\$46,896	0.2	2.2	5	5
Regional within province	-	-	-	-	-	-	1	1
Provincial	-	-	-	-	-	-	4	4
Social Enterprise								
Yes	-	-	-	-	-	-	1	1
No	\$26.23	\$48,683	\$0	\$48,683	0.0	2.3	7	7
Revenue/Budget								
\$250,000 or less	\$22.70	\$45,940	\$140	\$46,080	0.2	2.4	5	5
\$250,001 to \$500,000	\$30.23	\$55,916	\$0	\$55,916	0.0	2.6	5	5
\$500,001 to \$1 million	-	-	-	-	-	-	0	0
More than \$1 million	-	-	-	-	-	-	0	0
Number of Staff								
1 to 5	\$25.72	\$48,348	\$0	\$48,348	0.0	2.3	8	8
6 to 10	-	-	-	-	-	-	0	0
11 to 20	-	-	-	-	-	-	0	0
More than 20	-	-	-	-	-	-	2	2
Employment Status								
Full-time	\$25.56	\$49,087	\$78	\$49,164	0.1	2.4	9	9
Part-time	-	-	-	-	-	-	1	1
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	-	-	-	-	-	-	1	1
36 to 45	-	-	-	-	-	-	2	2
46 to 55	-	-	-	-	-	-	2	2
Over 55	-	-	-	-	-	-	2	2
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	2	2
Undergraduate or college degree	\$22.22	\$41,756	\$0	\$41,756	0.0	2.0	5	5
Master's degree	-	-	-	-	-	-	3	3
Experience: Seniority Level								
5 years or less	\$26.60	\$48,416	\$0	\$48,416	0.0	2.6	5	5
5.1 to 10 years	-	-	-	-	-	-	0	0
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	-	-	-	-	-	-	1	1
Experience: Nonprofit Sector								
5 years or less	-	-	-	-	-	-	3	3
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	-	-	-	-	-	-	2	2
Experience: Current Discipline								
5 years or less	-	-	-	-	-	-	4	4
5.1 to 10 years	-	-	-	-	-	-	2	2
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	-	-	-	-	-	-	0	0

Level 4: Supervisory – Detailed Compensation: Other Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$20.80	\$41,031	\$66	\$41,097	0.1	3.7	10	10
Region								
St. John's	\$23.62	\$46,546	\$109	\$46,656	0.2	2.3	6	6
Eastern Newfoundland	-	-	-	-	-	-	3	3
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	1	1
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	4	4
Small city (10K to 50K)	-	-	-	-	-	-	0	0
Large city (over 100K)	\$23.62	\$46,546	\$109	\$46,656	0.2	2.3	6	6
Jurisdiction								
Local/municipal	\$20.16	\$40,419	\$109	\$40,528	0.2	4.8	6	6
Regional within province	-	-	-	-	-	-	1	1
Provincial	-	-	-	-	-	-	2	2
Social Enterprise								
Yes	-	-	-	-	-	-	4	4
No	-	-	-	-	-	-	3	3
Revenue/Budget								
\$250,000 or less	\$17.64	\$34,763	\$131	\$34,894	0.3	5.0	5	5
\$250,001 to \$500,000	-	-	-	-	-	-	4	4
\$500,001 to \$1 million	-	-	-	-	-	-	1	1
More than \$1 million	-	-	-	-	-	-	0	0
Number of Staff								
1 to 5	-	-	-	-	-	-	4	4
6 to 10	-	-	-	-	-	-	1	1
11 to 20	-	-	-	-	-	-	2	2
More than 20	-	-	-	-	-	-	3	3
Employment Status								
Full-time	\$19.80	\$39,947	\$0	\$39,947	0.0	5.0	5	5
Part-time	-	-	-	-	-	-	4	4
Casual/Student/Contract	-	-	-	-	-	-	1	1
Age								
Under 35	-	-	-	-	-	-	2	2
36 to 45	-	-	-	-	-	-	0	0
46 to 55	-	-	-	-	-	-	3	3
Over 55	-	-	-	-	-	-	2	2
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	4	4
Undergraduate or college degree	\$23.21	\$45,256	\$131	\$45,387	0.3	2.2	5	5
Master's degree	-	-	-	-	-	-	0	0
Experience: Seniority Level								
5 years or less	-	-	-	-	-	-	3	3
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	-	-	-	-	-	-	1	1
Experience: Nonprofit Sector								
5 years or less	\$20.66	\$40,296	\$109	\$40,406	0.2	1.2	6	6
5.1 to 10 years	-	-	-	-	-	-	2	2
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	-	-	-	-	-	-	0	0
Experience: Current Discipline								
5 years or less	-	-	-	-	-	-	4	4
5.1 to 10 years	-	-	-	-	-	-	0	0
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	-	-	-	-	-	-	0	0

Level 5: Program Staff – Detailed Compensation: Other Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$18.94	\$36,787	\$6,289	\$43,076	0.0	1.0	84	27
Region								
St. John's	\$18.81	\$36,609	\$8,004	\$44,613	0.0	0.8	66	14
Eastern Newfoundland	\$19.90	\$38,539	\$0	\$38,539	0.0	1.1	9	8
Central & Western Newfoundland & Labrador	\$18.95	\$36,336	\$0	\$36,336	0.0	2.8	9	5
Community Size								
Large town or smaller (<10K)	\$18.89	\$36,357	\$0	\$36,357	0.0	2.1	17	12
Small city (10K to 50K)	\$20.10	\$38,915	\$0	\$38,915	0.0	2.6	8	5
Large city (over 100K)	\$18.80	\$36,622	\$8,953	\$45,575	0.0	0.5	59	10
Jurisdiction								
Local/municipal	\$17.93	\$34,977	\$10,565	\$45,542	0.0	0.1	50	8
Regional within province	\$20.23	\$38,483	\$0	\$38,483	0.0	2.6	24	12
Provincial	\$20.91	\$41,765	\$0	\$41,765	0.0	1.5	10	7
Social Enterprise								
Yes	\$22.65	\$42,640	\$0	\$42,640	0.0	2.0	5	5
No	\$20.00	\$39,597	\$0	\$39,597	0.0	1.1	9	9
Revenue/Budget								
\$250,000 or less	\$18.06	\$35,285	\$8,660	\$43,945	0.0	0.4	61	15
\$250,001 to \$500,000	\$19.84	\$37,612	\$0	\$37,612	0.0	1.9	12	8
\$500,001 to \$1 million	-	-	-	-	-	-	9	2
More than \$1 million	-	-	-	-	-	-	2	2
Number of Staff								
1 to 5	\$21.13	\$40,484	\$0	\$40,484	0.0	1.7	19	18
6 to 10	-	-	-	-	-	-	10	3
11 to 20	-	-	-	-	-	-	10	3
More than 20	-	-	-	-	-	-	45	3
Employment Status								
Full-time	\$20.13	\$38,768	\$0	\$38,768	0.0	2.6	30	16
Part-time	\$18.86	\$36,779	\$0	\$36,779	0.0	0.8	9	8
Casual/Student/Contract	-	-	-	-	-	-	45	3
Age								
Under 35	\$20.56	\$40,124	\$0	\$40,124	0.0	1.8	8	8
36 to 45	-	-	-	-	-	-	4	4
46 to 55	\$19.36	\$37,361	\$0	\$37,361	0.0	2.2	6	6
Over 55	-	-	-	-	-	-	2	2
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	3	3
Undergraduate or college degree	\$20.79	\$39,876	\$0	\$39,876	0.0	1.6	18	18
Master's degree	-	-	-	-	-	-	1	1
Experience: Seniority Level								
5 years or less	\$19.35	\$37,603	\$0	\$37,603	0.0	0.9	12	12
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	-	-	-	-	-	-	4	4
Experience: Nonprofit Sector								
5 years or less	\$19.66	\$37,862	\$0	\$37,862	0.0	1.0	11	11
5.1 to 10 years	-	-	-	-	-	-	2	2
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$26.26	\$49,848	\$0	\$49,848	0.0	3.8	5	5
Experience: Current Discipline								
5 years or less	\$19.47	\$37,996	\$0	\$37,996	0.0	0.9	11	11
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	\$27.58	\$52,428	\$0	\$52,428	0.0	3.4	5	5

Level 6: Support Staff – Detailed Compensation: Other Nonprofits

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$18.13	\$34,205	\$0	\$34,205	0.0	1.1	72	13
Region								
St. John's	\$20.42	\$39,579	\$0	\$39,579	0.0	0.0	32	5
Eastern Newfoundland	\$16.10	\$29,489	\$0	\$29,489	0.0	2.0	38	6
Central & Western Newfoundland & Labrador	-	-	-	-	-	-	2	2
Community Size								
Large town or smaller (<10K)	\$18.41	\$34,838	\$0	\$34,838	0.0	2.5	6	6
Small city (10K to 50K)	-	-	-	-	-	-	35	3
Large city (over 100K)	-	-	-	-	-	-	31	4
Jurisdiction								
Local/municipal	\$17.97	\$33,895	\$0	\$33,895	0.0	1.2	64	8
Regional within province	-	-	-	-	-	-	3	3
Provincial	-	-	-	-	-	-	5	2
Social Enterprise								
Yes	-	-	-	-	-	-	18	3
No	\$15.10	\$29,314	\$0	\$29,314	0.0	0.6	14	5
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	4	4
\$250,001 to \$500,000	\$20.54	\$39,825	\$0	\$39,825	0.0	0.2	33	6
\$500,001 to \$1 million	-	-	-	-	-	-	0	0
More than \$1 million	-	-	-	-	-	-	35	3
Number of Staff								
1 to 5	\$17.41	\$33,235	\$0	\$33,235	0.0	2.0	6	6
6 to 10	-	-	-	-	-	-	1	1
11 to 20	-	-	-	-	-	-	26	2
More than 20	-	-	-	-	-	-	39	4
Employment Status								
Full-time	\$16.30	\$29,906	\$0	\$29,906	0.0	2.1	40	8
Part-time	-	-	-	-	-	-	12	3
Casual/Student/Contract	-	-	-	-	-	-	20	2
Age								
Under 35	-	-	-	-	-	-	2	2
36 to 45	-	-	-	-	-	-	0	0
46 to 55	\$19.09	\$36,346	\$0	\$36,346	0.0	3.0	5	5
Over 55	-	-	-	-	-	-	1	1
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	3	3
Undergraduate or college degree	\$20.25	\$38,816	\$0	\$38,816	0.0	1.2	6	6
Master's degree	-	-	-	-	-	-	0	0
Experience: Seniority Level								
5 years or less	-	-	-	-	-	-	4	4
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	-	-	-	-	-	-	1	1
Experience: Nonprofit Sector								
5 years or less	\$20.30	\$38,727	\$0	\$38,727	0.0	0.5	5	5
5.1 to 10 years	-	-	-	-	-	-	0	0
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	2	2
Experience: Current Discipline								
5 years or less	-	-	-	-	-	-	4	4
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	-	-	-	-	-	-	0	0

APPENDIX IV: DETAILED COMPENSATION AND BENEFITS IN ST. JOHN'S

This section presents compensation and benefits benchmarks for employees working in St. John's. The breakdowns are similar to those discussed in the main body of this report.

NOTE: Interpret with caution due to small sample sizes.

Portion of Employees Receiving Benefits by Level in St. John's

	Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Retirement	49%	75%	71%	78%	73%	41%
Health	67%	85%	93%	95%	90%	49%
Fringe	86%	77%	89%	88%	86%	55%

Note: Percentages total more than 100% because of multiple responses.

Retirement Benefits by Level in St. John's

	Level 1 Chief Executive N=71	Level 2 Deputy CEO/ED N=20	Level 3 Management N=49	Level 4 Supervisory N=45	Level 5 Program Staff N=101	Level 6 Support Staff N=45
RSP total	41%	65%	64%	76%	72%	35%
RSP - matched contribution	28%	65%	61%	73%	67%	33%
RSP - contribution	14%	10%	4%	3%	5%	1%
Pension plan total	11%	10%	9%	3%	2%	7%
Defined benefit pension plan	4%	0%	1%	2%	1%	1%
Defined contribution pension plan	7%	10%	7%	1%	1%	6%
Lump sum contribution upon retirement	1%	0%	0%	0%	0%	0%
Cash in lieu of retirement benefits	0%	0%	0%	0%	0.2%	0%
Retirement Benefit Participation Requirement						
	N=34	N=15	N=31	N=23	N=58	N=21
Mandatory participation	32%	20%	29%	5%	6%	22%
Optional participation	68%	80%	71%	96%	94%	78%

Notes: Percentages total more than 100% because of multiple responses.

*Base is those who receive retirement benefits.

Health Benefits by Level in St. John's

	Level 1 Chief Executive N=60	Level 2 Deputy CEO/ED N=13	Level 3 Management N=40	Level 4 Supervisory N=32	Level 5 Program Staff N=86	Level 6 Support Staff N=33
Dental plan	60%	85%	82%	92%	70%	45%
Vision care	60%	69%	82%	87%	87%	48%
Prescription drugs	58%	85%	93%	94%	90%	48%
Extended Health Care	42%	85%	61%	83%	81%	41%
Benefit coverage for family & dependents	47%	69%	87%	81%	87%	45%
Alternative therapy insurance	48%	85%	74%	84%	65%	43%
Life insurance	52%	77%	85%	87%	85%	48%
Accidental death & dismemberment	45%	85%	67%	29%	42%	13%
Critical illness insurance	30%	31%	33%	17%	29%	8%
Short term disability insurance	28%	54%	30%	17%	32%	8%
Long term disability insurance	32%	69%	48%	20%	35%	11%
Work-related travel accident insurance	23%	46%	24%	18%	28%	4%
Employee assistance program (EAP)	20%	39%	56%	66%	67%	42%
Health spending account	3%	8%	2%	1%	1%	0%
Cash in lieu of health benefits	3%	0%	0%	0%	0.2%	0%
Cost Sharing for Health Benefits						
	N=39	N=11	N=36	N=28	N=64	N=18
Employer pays full cost/premium	21%	9%	8%	3%	5%	2%
Employer pays part of the cost/premium (shared payment)	80%	91%	90%	97%	96%	98%

Notes: Percentages total more than 100% because of multiple responses.

*Base for cost sharing is those who receive health benefits.

Fringe Benefits by Level in St. John's

	Level 1 Chief Executive N=58	Level 2 Deputy CEO/ED N=13	Level 3 Management N=40	Level 4 Supervisory N=29	Level 5 Program Staff N=85	Level 6 Support Staff N=31
Conference registration and travel	57%	62%	57%	26%	22%	10%
Business travel insurance (non-health)	9%	23%	11%	12%	7%	0%
Cell phone/smartphone for personal use	31%	39%	15%	8%	3%	1%
Cell phone/smartphone for work	52%	39%	46%	72%	66%	5%
Expense/Entertainment account	9%	0%	0%	0%	1%	0%
Financial/retirement planning	2%	8%	4%	5%	5%	3%
Fitness club membership	5%	15%	11%	0%	1%	0%
Home office equipment	19%	39%	28%	7%	6%	3%
Internet at home for telecommuting	3%	0%	4%	1%	4%	1%
PDA provided (other than smartphone)	2%	0%	4%	0%	0.3%	4%
Personal use of reward points	9%	15%	7%	1%	0.3%	1%
Professional dues (i.e., associations)	22%	23%	33%	64%	6%	3%
Professional development	55%	54%	65%	81%	75%	49%
Tuition assistance/reimbursement	12%	15%	15%	4%	6%	3%
Wellness/fitness subsidy	5%	0%	2%	1%	1%	1%
Use of company vehicle	2%	0%	6%	4%	7%	0%
Vehicle allowance (monthly or annual)	28%	8%	19%	3%	12%	6%
Cash in lieu of fringe benefits	0%	0%	2%	0%	0%	0%
Childcare reimbursement	3%	0%	0%	0%	0%	0%
Meals/accommodations	12%	15%	15%	5%	8%	4%

Note: Percentages total more than 100% because of multiple responses.

HR Policies by Level in St. John's

	Level 1 Chief Executive N=60	Level 2 Deputy CEO/ED N=13	Level 3 Management N=40	Level 4 Supervisory N=32	Level 5 Program Staff N=86	Level 6 Support Staff N=33
Maternity/paternity benefit top up	12%	15%	11%	5%	8%	5%
Earned days off program	32%	39%	46%	17%	8%	10%
Compressed work week or flextime	28%	39%	28%	22%	13%	18%
35-hour work week with full pay	35%	62%	35%	17%	13%	8%
Paid sick days or personal days off	68%	92%	83%	94%	72%	55%
Paid statutory holiday days off	73%	92%	94%	96%	94%	61%
Paid leave of absence	7%	8%	6%	1%	3%	4%
Work from home	63%	54%	61%	81%	13%	23%
Mean Number of Paid Sick Days*	13.4	14.3	11.4	10.1	11.7	9.9
Mean Number of Paid Statutory Days Off*	11.4	10.6	11.8	12.6	12.5	11.4

Notes: Percentages total more than 100% because of multiple responses.
 *Base for sick days and statutory days is those who receive them.

HR Policies by Level in St. John's

		Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Among Those Who Receive Benefits							
Retirement	Cash	\$4,773	\$3,161	\$2,791	\$1,859	\$1,491	\$1,418
	Percent	5.5%	4.4%	4.1%	3.5%	3.4%	3.7%
Health	Cash	\$3,064	\$3,502	\$2,624	\$2,143	\$1,608	\$1,847
	Percent	3.7%	5.6%	4.0%	4.3%	3.9%	5.0%
Fringe		\$2,980	N/A	\$5,775	\$3,922	\$1,548	\$3,416
Among All Staff							
Retirement	Cash	\$2,353	\$2,371	\$1,982	\$1,446	\$1,095	\$578
	Percent	2.7%	3.3%	2.9%	2.7%	2.5%	1.5%
Health	Cash	\$2,044	\$2,962	\$2,430	\$2,032	\$1,444	\$905
	Percent	2.5%	4.7%	3.7%	4.1%	3.5%	2.5%
Fringe		\$2,569	\$684	\$5,134	\$3,443	\$1,328	\$1,886

Notes: The value for "Among All Staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "Among Those Who Receive" the benefit excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Employment Benefits and Policies Chapter (Ch. 5) on how to use these values.

Compensation Quartiles by Level in St. John's

		1st quartile	2nd quartile	3rd quartile	4th quartile
Level 1: Chief Executive	Annual	< \$57,000	\$57,000 to \$75,000	\$75,000 to \$93,600	\$93,600 +
	Hourly	< \$30.00	\$30.00 to \$37.50	\$37.50 to \$48.00	\$48.00 +
Level 2: Deputy CEO/ED	Annual	< \$58,000	\$58,000 to \$70,000	\$70,000 to \$84,000	\$84,000 +
	Hourly	< \$27.88	\$27.88 to \$36.63	\$36.63 to \$41.04	\$41.04 +
Level 3: Management	Annual	< \$56,000	\$56,000 to \$63,000	\$63,000 to \$70,000	\$70,000 +
	Hourly	< \$29.23	\$29.23 to \$33.65	\$33.65 to \$35.71	\$35.71 +
Level 4: Supervisory	Annual	< \$48,000	\$48,000 to \$48,800	\$48,800 to \$55,000	\$55,000 +
	Hourly	< \$24.73	\$24.73 to \$25.00	\$25.00 to \$28.21	\$28.21 +
Level 5: Program Staff	Annual	< \$33,400	\$33,400 to \$40,000	\$40,000 to \$43,700	\$43,700 +
	Hourly	< \$18.00	\$18.00 to \$20.00	\$20.00 to \$24.00	\$24.00 +
Level 6: Support Staff	Annual	< \$31,100	\$31,100 to \$36,400	\$36,400 to \$42,000	\$42,000 +
	Hourly	< \$15.95	\$15.95 to \$20.00	\$20.00 to \$22.00	\$22.00 +

Notes: Part-time, seasonal, student and contract wages have been converted to annualized equivalents based on 37.5 hours per week for 52 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 52-week work year. Annual amounts include bonus cash compensation, while hourly wages do not.

NOTES

The following notes apply to the compensation tables that follow:

- Cells with '-' indicate that there were too few responses to report.
- Results should be interpreted with caution because of the small sample size.
- Bonus compensation ratio is calculated on a respondent-by-respondent basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation (shown in Exhibit 2-1) will yield a different answer that does not represent the average variable pay level.
- N refers to the number of respondents reporting. # of People is the number of employees represented as some respondents reported compensation for groups of staff.

Level I: Chief Executive – Detailed Compensation: St. John's

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$39.87	\$77,436	\$884	\$78,320	0.6	4.0	75	75
Type of Organization								
Registered charity	\$41.90	\$81,232	\$391	\$81,623	0.5	4.3	42	42
Other registered nonprofit	\$38.86	\$75,169	\$1,648	\$76,816	0.6	3.6	22	22
Other nonprofit	\$34.16	\$67,475	\$1,241	\$68,716	1.4	3.4	11	11
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	3	3
Small city (10K to 50K)	\$34.73	\$67,466	\$0	\$67,466	0.0	4.3	6	6
Large city (over 100K)	\$40.53	\$78,723	\$1,005	\$79,728	0.7	3.9	66	66
Jurisdiction								
Local/municipal	\$35.14	\$69,032	\$1,097	\$70,129	1.3	4.5	17	17
Regional within province	\$38.39	\$75,649	\$3,438	\$79,086	0.0	3.3	8	8
Provincial	\$42.11	\$80,765	\$265	\$81,030	0.3	3.9	47	47
Social Enterprise								
Yes	\$35.28	\$68,365	\$0	\$68,365	0.0	3.7	17	17
No	\$43.18	\$84,014	\$1,319	\$85,333	1.0	4.4	50	50
Revenue/Budget								
\$250,000 or less	\$30.30	\$59,210	\$216	\$59,426	0.3	2.2	19	19
\$250,001 to \$500,000	\$34.25	\$67,356	\$901	\$68,257	1.2	3.9	23	23
\$500,001 to \$1 million	\$41.79	\$80,219	\$50	\$80,269	0.1	4.3	10	10
More than \$1 million	\$52.56	\$101,361	\$1,783	\$103,143	0.6	5.5	23	23
Number of Employees								
1 to 5	\$34.61	\$67,343	\$337	\$67,680	0.5	3.8	26	26
6 to 10	\$40.51	\$80,079	\$867	\$80,945	1.0	4.2	15	15
11 to 20	\$41.96	\$80,945	\$1,045	\$81,990	1.3	3.8	16	16
More than 20	\$45.08	\$86,692	\$1,547	\$88,239	0.0	4.3	18	18
Employment Status								
Full-time	\$41.39	\$80,343	\$1,036	\$81,379	0.7	4.3	64	64
Part-time	\$30.24	\$58,963	\$0	\$58,963	0.0	3.1	7	7
Casual/Student/Contract	-	-	-	-	-	-	4	4
Age								
Under 35	-	-	-	-	-	-	4	4
36 to 45	\$34.96	\$69,245	\$1,126	\$70,372	1.3	3.6	17	17
46 to 55	\$43.71	\$84,534	\$1,593	\$86,127	0.5	4.5	24	24
Over 55	\$39.50	\$76,910	\$238	\$77,148	0.3	3.8	21	21
Highest Level of Education								
High school graduate or less	\$33.75	\$66,271	\$3,929	\$70,200	0.0	4.4	7	7
Undergraduate or college degree	\$38.31	\$74,724	\$711	\$75,435	0.9	3.8	36	36
Master's degree	\$43.73	\$83,987	\$472	\$84,459	0.6	4.2	28	28
Experience: Seniority Level								
5 years or less	\$33.04	\$62,414	\$371	\$62,785	0.5	3.7	14	14
5.1 to 10 years	\$37.37	\$72,297	\$423	\$72,720	0.4	2.5	15	15
10.1 to 15 years	\$32.53	\$64,214	\$389	\$64,603	0.6	3.9	7	7
More than 15 years	\$45.20	\$88,868	\$1,558	\$90,426	0.8	4.7	31	31
Experience: Nonprofit Sector								
5 years or less	\$37.07	\$71,632	\$906	\$72,537	1.2	3.9	9	9
5.1 to 10 years	\$37.69	\$71,512	\$0	\$71,512	0.0	2.5	11	11
10.1 to 15 years	\$33.43	\$65,006	\$823	\$65,829	0.9	3.5	13	13
More than 15 years	\$42.98	\$84,396	\$1,214	\$85,611	0.6	4.6	36	36
Experience: Current Discipline								
5 years or less	\$33.56	\$65,727	\$627	\$66,354	0.8	2.7	13	13
5.1 to 10 years	\$36.80	\$70,823	\$380	\$71,203	0.4	2.9	15	15
10.1 to 15 years	\$31.37	\$61,442	\$1,028	\$62,470	1.4	4.1	8	8
More than 15 years	\$44.39	\$86,759	\$1,191	\$87,950	0.4	4.7	34	34

Level 2: Deputy CEO/ED – Detailed Compensation: St. John's

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$36.22	\$69,821	\$1,035	\$70,856	1.8	4.2	20	20
Type of Organization								
Registered charity	\$37.34	\$71,082	\$357	\$71,439	0.5	4.0	14	14
Other registered nonprofit	-	-	-	-	-	-	3	3
Other nonprofit	-	-	-	-	-	-	3	3
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	0	0
Small city (10K to 50K)	-	-	-	-	-	-	3	3
Large city (over 100K)	\$36.88	\$70,802	\$1,218	\$72,019	2.1	4.2	17	17
Jurisdiction								
Local/municipal	\$33.17	\$62,812	\$100	\$62,912	0.2	3.4	7	7
Regional within province	-	-	-	-	-	-	4	4
Provincial	\$41.18	\$76,763	\$714	\$77,478	1.0	4.0	7	7
Social Enterprise								
Yes	-	-	-	-	-	-	4	4
No	\$40.34	\$76,980	\$1,154	\$78,134	2.1	4.5	13	13
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	3	3
\$250,001 to \$500,000	-	-	-	-	-	-	4	4
\$500,001 to \$1 million	-	-	-	-	-	-	2	2
More than \$1 million	\$42.41	\$80,249	\$1,364	\$81,613	2.5	4.5	11	11
Number of Employees								
1 to 5	-	-	-	-	-	-	2	2
6 to 10	\$32.96	\$68,167	\$0	\$68,167	0.0	4.8	6	6
11 to 20	\$39.27	\$71,469	\$0	\$71,469	0.0	4.2	5	5
More than 20	\$36.34	\$69,614	\$2,243	\$71,857	4.1	3.9	7	7
Employment Status								
Full-time	\$36.30	\$69,929	\$1,089	\$71,018	1.9	4.3	19	19
Part-time	-	-	-	-	-	-	1	1
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	-	-	-	-	-	-	3	3
36 to 45	\$41.95	\$78,984	\$1,535	\$80,519	2.8	4.5	10	10
46 to 55	-	-	-	-	-	-	4	4
Over 55	-	-	-	-	-	-	1	1
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	2	2
Undergraduate or college degree	\$37.06	\$71,816	\$1,121	\$72,938	2.1	3.9	14	14
Master's degree	-	-	-	-	-	-	2	2
Experience: Seniority Level								
5 years or less	\$37.36	\$70,850	\$669	\$71,519	1.0	3.3	8	8
5.1 to 10 years	\$34.30	\$65,478	\$2,143	\$67,621	3.9	5.1	7	7
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	2	2
Experience: Nonprofit Sector								
5 years or less	\$33.15	\$64,133	\$58	\$64,192	0.2	2.8	6	6
5.1 to 10 years	\$34.21	\$66,802	\$70	\$66,872	0.1	4.6	5	5
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$40.15	\$79,556	\$3,000	\$82,556	5.5	5.2	5	5
Experience: Current Discipline								
5 years or less	\$25.91	\$52,380	\$140	\$52,520	0.3	2.6	5	5
5.1 to 10 years	\$37.61	\$71,391	\$0	\$71,391	0.0	4.8	6	6
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	\$33.52	\$67,836	\$3,000	\$70,836	5.5	4.6	5	5

Level 3: Management – Detailed Compensation: St. John's

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$33.57	\$64,480	\$455	\$64,935	0.8	4.7	69	49
Type of Organization								
Registered charity	\$33.83	\$63,945	\$284	\$64,229	0.5	5.3	44	30
Other registered nonprofit	\$33.08	\$65,675	\$910	\$66,585	1.6	3.8	20	14
Other nonprofit	\$33.21	\$64,400	\$140	\$64,540	0.2	3.2	5	5
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	0	0
Small city (10K to 50K)	\$37.27	\$72,672	\$1,475	\$74,147	2.5	4.3	8	8
Large city (over 100K)	\$33.08	\$63,405	\$321	\$63,726	0.6	4.7	61	41
Jurisdiction								
Local/municipal	\$30.04	\$57,450	\$88	\$57,538	0.1	3.5	8	8
Regional within province	\$31.35	\$63,908	\$1,800	\$65,708	3.2	3.9	15	9
Provincial	\$35.82	\$67,625	\$86	\$67,711	0.2	5.3	43	29
Social Enterprise								
Yes	\$36.37	\$69,683	\$0	\$69,683	0.0	3.5	20	10
No	\$32.78	\$62,890	\$667	\$63,557	1.2	5.3	46	36
Revenue/Budget								
\$250,000 or less	\$30.12	\$59,394	\$529	\$59,923	0.9	3.9	7	7
\$250,001 to \$500,000	\$28.56	\$54,158	\$20	\$54,178	0.1	2.8	10	10
\$500,001 to \$1 million	\$30.41	\$59,000	\$63	\$59,063	0.1	4.1	8	8
More than \$1 million	\$35.83	\$68,631	\$614	\$69,244	1.1	5.3	44	24
Number of Employees								
1 to 5	\$31.19	\$59,751	\$333	\$60,084	0.6	3.6	9	9
6 to 10	\$29.87	\$56,708	\$0	\$56,708	0.0	3.3	9	9
11 to 20	\$34.73	\$64,378	\$54	\$64,432	0.1	3.8	13	11
More than 20	\$34.61	\$67,475	\$729	\$68,204	1.3	5.6	38	20
Employment Status								
Full-time	\$33.69	\$64,649	\$491	\$65,140	0.9	4.8	64	44
Part-time	\$31.95	\$62,307	\$0	\$62,307	0.0	2.6	5	5
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	\$26.69	\$51,411	\$1,189	\$52,600	2.1	3.0	9	9
36 to 45	\$29.87	\$56,398	\$64	\$56,461	0.1	3.1	11	11
46 to 55	\$41.53	\$79,483	\$600	\$80,083	1.0	5.2	5	5
Over 55	\$37.61	\$72,958	\$578	\$73,536	1.2	5.2	9	9
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	4	4
Undergraduate or college degree	\$32.95	\$62,659	\$1,089	\$63,749	1.9	3.9	28	28
Master's degree	\$29.44	\$55,850	\$69	\$55,919	0.1	3.1	8	8
Experience: Seniority Level								
5 years or less	\$29.78	\$56,153	\$1,023	\$57,176	1.8	3.0	22	22
5.1 to 10 years	-	-	-	-	-	-	4	4
10.1 to 15 years	\$31.39	\$60,000	\$100	\$60,100	0.2	4.6	7	7
More than 15 years	\$39.65	\$77,431	\$333	\$77,764	0.6	5.0	9	9
Experience: Nonprofit Sector								
5 years or less	\$27.53	\$52,931	\$2,422	\$55,353	4.2	2.9	9	9
5.1 to 10 years	\$29.10	\$55,502	\$25	\$55,527	0.1	3.5	8	8
10.1 to 15 years	\$31.34	\$59,136	\$109	\$59,245	0.2	3.6	11	11
More than 15 years	\$39.73	\$76,802	\$683	\$77,486	1.3	5.1	12	12
Experience: Current Discipline								
5 years or less	\$31.32	\$58,364	\$45	\$58,409	0.1	2.9	11	11
5.1 to 10 years	\$32.00	\$61,002	\$1,133	\$62,135	2.0	3.3	9	9
10.1 to 15 years	\$29.15	\$56,764	\$411	\$57,175	0.7	4.3	9	9
More than 15 years	\$35.77	\$69,219	\$1,417	\$70,636	2.5	4.6	12	12

Level 4: Supervisory – Detailed Compensation: St. John's

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$26.11	\$50,435	\$335	\$50,770	0.4	3.1	90	45
Type of Organization								
Registered charity	\$26.56	\$50,345	\$514	\$50,859	0.3	3.3	34	29
Other registered nonprofit	\$26.10	\$50,963	\$240	\$51,203	0.5	3.0	50	10
Other nonprofit	\$23.62	\$46,546	\$109	\$46,656	0.2	2.3	6	6
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	1	1
Small city (10K to 50K)	\$25.42	\$48,860	\$1,768	\$50,628	0.0	2.6	7	6
Large city (over 100K)	\$26.18	\$50,630	\$217	\$50,846	0.4	3.1	82	38
Jurisdiction								
Local/municipal	\$24.61	\$47,414	\$60	\$47,474	0.1	3.4	11	11
Regional within province	\$25.26	\$49,419	\$529	\$49,948	0.6	2.9	48	7
Provincial	\$27.75	\$52,603	\$141	\$52,744	0.3	3.1	29	25
Social Enterprise								
Yes	\$26.13	\$49,697	\$0	\$49,697	0.0	3.1	12	9
No	\$25.88	\$50,143	\$404	\$50,547	0.5	3.1	73	31
Revenue/Budget								
\$250,000 or less	\$25.73	\$50,310	\$109	\$50,419	0.2	2.8	6	6
\$250,001 to \$500,000	\$22.94	\$44,684	\$50	\$44,734	0.1	2.8	12	11
\$500,001 to \$1 million	\$28.65	\$54,659	\$214	\$54,873	0.4	2.6	7	7
More than \$1 million	\$26.46	\$51,054	\$421	\$51,475	0.5	3.2	65	21
Number of Employees								
1 to 5	\$30.16	\$57,616	\$0	\$57,616	0.0	4.0	7	7
6 to 10	\$24.91	\$48,598	\$250	\$48,848	0.4	2.9	12	12
11 to 20	\$28.53	\$53,709	\$92	\$53,801	0.2	3.8	12	11
More than 20	\$25.38	\$49,291	\$441	\$49,732	0.5	2.9	59	15
Employment Status								
Full-time	\$26.38	\$50,927	\$351	\$51,278	0.4	3.2	84	39
Part-time	\$22.33	\$43,546	\$109	\$43,656	0.2	1.5	6	6
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	\$24.73	\$47,668	\$246	\$47,914	0.5	3.1	13	13
36 to 45	\$30.56	\$56,620	\$0	\$56,620	0.0	3.6	10	10
46 to 55	\$29.69	\$58,705	\$270	\$58,975	0.5	3.5	8	8
Over 55	-	-	-	-	-	-	2	2
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	4	4
Undergraduate or college degree	\$27.13	\$51,494	\$102	\$51,596	0.2	3.0	26	26
Master's degree	\$27.81	\$53,599	\$171	\$53,770	0.4	3.3	7	7
Experience: Seniority Level								
5 years or less	\$25.19	\$48,225	\$145	\$48,371	0.3	2.8	22	22
5.1 to 10 years	\$31.34	\$59,266	\$250	\$59,516	0.4	4.0	6	6
10.1 to 15 years	\$31.05	\$60,474	\$0	\$60,474	0.0	3.8	5	5
More than 15 years	-	-	-	-	-	-	3	3
Experience: Nonprofit Sector								
5 years or less	\$26.68	\$50,767	\$203	\$50,970	0.4	2.6	19	19
5.1 to 10 years	\$23.88	\$45,600	\$0	\$45,600	0.0	3.6	5	5
10.1 to 15 years	\$28.98	\$56,385	\$167	\$56,552	0.3	3.3	9	9
More than 15 years	-	-	-	-	-	-	3	3
Experience: Current Discipline								
5 years or less	\$26.87	\$51,368	\$214	\$51,582	0.4	2.9	18	18
5.1 to 10 years	\$27.24	\$51,947	\$250	\$52,197	0.4	4.0	6	6
10.1 to 15 years	\$28.69	\$55,460	\$0	\$55,460	0.0	3.4	9	9
More than 15 years	-	-	-	-	-	-	1	1

Level 5: Program Staff – Detailed Compensation: St. John's

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$20.58	\$38,988	\$901	\$39,889	0.1	1.9	612	104
Type of Organization								
Registered charity	\$19.37	\$37,044	\$73	\$37,117	0.2	1.3	295	66
Other registered nonprofit	\$22.47	\$41,900	\$6	\$41,906	0.0	2.9	251	24
Other nonprofit	\$18.81	\$36,609	\$8,004	\$44,613	0.0	0.8	66	14
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	2	2
Small city (10K to 50K)	\$19.59	\$38,209	\$0	\$38,209	0.0	2.4	42	18
Large city (over 100K)	\$20.63	\$38,990	\$978	\$39,968	0.1	1.8	564	83
Jurisdiction								
Local/municipal	\$20.74	\$39,341	\$4,477	\$43,818	0.0	2.1	118	35
Regional within province	\$22.58	\$42,617	\$92	\$42,708	0.2	2.7	252	23
Provincial	\$18.25	\$34,759	\$0	\$34,759	0.0	0.8	235	43
Social Enterprise								
Yes	\$17.29	\$33,223	\$0	\$33,223	0.0	0.9	163	23
No	\$22.30	\$41,865	\$60	\$41,926	0.1	2.5	383	70
Revenue/Budget								
\$250,000 or less	\$18.22	\$35,635	\$9,433	\$45,068	0.0	0.5	56	11
\$250,001 to \$500,000	\$23.12	\$44,898	\$0	\$44,898	0.0	1.9	32	23
\$500,001 to \$1 million	\$23.54	\$45,876	\$323	\$46,199	0.7	2.0	67	22
More than \$1 million	\$20.26	\$37,976	\$3	\$37,979	0.0	2.0	457	48
Number of Employees								
1 to 5	\$23.61	\$45,211	\$0	\$45,211	0.0	2.5	27	26
6 to 10	\$23.18	\$44,779	\$0	\$44,779	0.0	3.0	38	13
11 to 20	\$27.87	\$51,709	\$0	\$51,709	0.0	3.2	71	33
More than 20	\$19.08	\$36,194	\$1,168	\$37,362	0.1	1.6	472	31
Employment Status								
Full-time	\$23.49	\$43,884	\$74	\$43,959	0.2	2.9	312	72
Part-time	\$17.46	\$34,045	\$0	\$34,045	0.0	1.1	195	23
Casual/Student/Contract	\$17.75	\$33,620	\$5,031	\$38,651	0.0	0.4	105	9
Age								
Under 35	\$23.84	\$44,840	\$0	\$44,840	0.0	2.6	32	32
36 to 45	\$25.49	\$49,206	\$125	\$49,331	0.3	2.3	12	12
46 to 55	\$28.76	\$54,644	\$0	\$54,644	0.0	4.7	13	13
Over 55	\$30.96	\$57,945	\$0	\$57,945	0.0	4.8	5	5
Highest Level of Education								
High school graduate or less	\$22.30	\$43,531	\$125	\$43,656	0.3	2.4	12	12
Undergraduate or college degree	\$24.87	\$46,950	\$0	\$46,950	0.0	2.6	41	41
Master's degree	\$25.39	\$48,890	\$0	\$48,890	0.0	3.7	6	6
Experience: Seniority Level								
5 years or less	\$23.22	\$44,217	\$43	\$44,260	0.1	2.0	35	35
5.1 to 10 years	\$25.75	\$48,188	\$0	\$48,188	0.0	2.3	7	7
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$26.92	\$51,651	\$0	\$51,651	0.0	4.4	9	9
Experience: Nonprofit Sector								
5 years or less	\$23.66	\$45,092	\$0	\$45,092	0.0	2.0	27	27
5.1 to 10 years	\$22.95	\$43,350	\$125	\$43,475	0.3	2.1	12	12
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	\$26.83	\$51,266	\$0	\$51,266	0.0	4.2	10	10
Experience: Current Discipline								
5 years or less	\$23.13	\$44,566	\$0	\$44,566	0.0	1.6	25	25
5.1 to 10 years	\$24.43	\$46,307	\$94	\$46,401	0.3	2.6	16	16
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	\$26.43	\$50,486	\$0	\$50,486	0.0	4.5	10	10

Level 6: Support Staff – Detailed Compensation: St. John's

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$19.60	\$37,130	\$19	\$37,149	0.1	1.8	142	45
Type of Organization								
Registered charity	\$20.94	\$39,408	\$0	\$39,408	0.0	2.0	46	32
Other registered nonprofit	\$18.22	\$34,268	\$43	\$34,311	0.1	2.6	64	8
Other nonprofit	\$20.42	\$39,579	\$0	\$39,579	0.0	0.0	32	5
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	2	2
Small city (10K to 50K)	\$19.78	\$37,266	\$0	\$37,266	0.0	2.7	6	6
Large city (over 100K)	\$19.65	\$37,205	\$21	\$37,226	0.1	1.8	134	37
Jurisdiction								
Local/municipal	\$19.64	\$37,921	\$0	\$37,921	0.0	1.1	36	8
Regional within province	\$18.25	\$34,383	\$42	\$34,425	0.1	2.5	65	9
Provincial	\$21.70	\$40,790	\$0	\$40,790	0.0	1.5	41	28
Social Enterprise								
Yes	\$24.23	\$46,850	\$0	\$46,850	0.0	0.8	26	7
No	\$18.53	\$34,877	\$25	\$34,902	0.1	2.2	108	33
Revenue/Budget								
\$250,000 or less	\$19.20	\$37,440	\$0	\$37,440	0.0	0.2	5	5
\$250,001 to \$500,000	\$20.00	\$38,429	\$0	\$38,429	0.0	0.5	48	15
\$500,001 to \$1 million	\$20.48	\$39,110	\$0	\$39,110	0.0	2.3	7	7
More than \$1 million	\$19.31	\$36,181	\$34	\$36,215	0.1	2.7	82	18
Number of Employees								
1 to 5	\$19.98	\$38,719	\$0	\$38,719	0.0	1.9	15	15
6 to 10	-	-	-	-	-	-	3	3
11 to 20	\$20.93	\$40,147	\$0	\$40,147	0.0	0.4	37	7
More than 20	\$18.93	\$35,534	\$32	\$35,565	0.1	2.4	87	20
Employment Status								
Full-time	\$21.16	\$39,142	\$45	\$39,187	0.1	3.3	61	24
Part-time	\$16.32	\$31,816	\$0	\$31,816	0.0	1.3	47	11
Casual/Student/Contract	\$21.33	\$40,864	\$0	\$40,864	0.0	0.0	34	10
Age								
Under 35	\$19.40	\$37,788	\$0	\$37,788	0.0	0.7	9	9
36 to 45	-	-	-	-	-	-	4	4
46 to 55	\$24.14	\$45,021	\$393	\$45,414	1.0	4.3	7	7
Over 55	\$19.41	\$37,815	\$0	\$37,815	0.0	2.2	6	6
Highest Level of Education								
High school graduate or less	\$19.94	\$38,762	\$275	\$39,037	0.7	2.4	10	10
Undergraduate or college degree	\$23.08	\$43,591	\$0	\$43,591	0.0	2.2	22	22
Master's degree	-	-	-	-	-	-	1	1
Experience: Seniority Level								
5 years or less	\$19.12	\$36,714	\$0	\$36,714	0.0	1.8	16	16
5.1 to 10 years	\$21.56	\$41,380	\$0	\$41,380	0.0	1.4	5	5
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	\$25.93	\$49,034	\$344	\$49,378	0.9	3.8	8	8
Experience: Nonprofit Sector								
5 years or less	\$20.97	\$40,315	\$0	\$40,315	0.0	1.7	20	20
5.1 to 10 years	\$21.42	\$41,648	\$0	\$41,648	0.0	1.2	5	5
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	\$24.50	\$46,249	\$344	\$46,593	0.9	3.4	8	8
Experience: Current Discipline								
5 years or less	\$19.00	\$36,330	\$0	\$36,330	0.0	1.8	16	16
5.1 to 10 years	\$21.82	\$42,080	\$0	\$42,080	0.0	1.1	7	7
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$25.93	\$49,034	\$344	\$49,378	0.9	3.8	8	8

APPENDIX V: DETAILED COMPENSATION AND BENEFITS IN EASTERN NEWFOUNDLAND

This section presents compensation and benefits benchmarks for employees working in Eastern Newfoundland. The breakdowns are similar to those discussed in the main body of this report.

NOTE: Interpret with caution due to small sample sizes.

Portion of Employees Receiving Benefits by Level in Eastern Newfoundland

	Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Retirement	54%	57%	39%	37%	27%	6%
Health	49%	57%	39%	29%	26%	6%
Fringe	88%	86%	61%	65%	51%	7%

Note: Percentages total more than 100% because of multiple responses.

Retirement Benefits by Level in Eastern Newfoundland

	Level 1 Chief Executive N=63	Level 2 Deputy CEO/ED N=7	Level 3 Management N=21	Level 4 Supervisory N=41	Level 5 Program Staff N=114	Level 6 Support Staff N=40
RSP total	44%	43%	31%	31%	25%	4%
<i>RSP - matched contribution</i>	32%	29%	12%	21%	20%	3%
<i>RSP - contribution</i>	13%	14%	19%	10%	5%	1%
Pension plan total	10%	14%	8%	7%	2%	2%
<i>Defined benefit pension plan</i>	2%	0%	4%	0%	0%	1%
<i>Defined contribution pension plan</i>	8%	14%	4%	7%	2%	1%
Lump sum contribution upon retirement	2%	14%	0%	0%	0%	0%
Cash in lieu of retirement benefits	0%	0%	0%	0%	0%	0%
Retirement Benefit Participation Requirement						
	N=33	N=4	N=7	N=15	N=49	N=14
Mandatory participation	49%	N/A	50%	65%	26%	57%
Optional participation	52%	N/A	50%	35%	74%	43%

Notes: Percentages total more than 100% because of multiple responses.

*Base is those who receive retirement benefits.

Health Benefits by Level in Eastern Newfoundland

	Level 1 Chief Executive N=47	Level 2 Deputy CEO/ED N=7	Level 3 Management N=16	Level 4 Supervisory N=31	Level 5 Program Staff N=99	Level 6 Support Staff N=28
Dental plan	38%	29%	39%	18%	26%	5%
Vision care	38%	29%	39%	25%	26%	6%
Prescription drugs	40%	43%	39%	25%	26%	6%
Extended Health Care	28%	14%	33%	25%	23%	4%
Benefit coverage for family & dependents	34%	14%	22%	25%	24%	4%
Alternative therapy insurance	30%	14%	22%	14%	16%	4%
Life insurance	30%	14%	17%	20%	16%	4%
Accidental death & dismemberment	28%	0%	28%	20%	18%	3%
Critical illness insurance	19%	0%	22%	6%	15%	2%
Short term disability insurance	19%	14%	17%	8%	15%	3%
Long term disability insurance	30%	14%	22%	22%	20%	5%
Work-related travel accident insurance	13%	0%	6%	18%	6%	2%
Employee assistance program (EAP)	15%	0%	11%	6%	6%	1%
Health spending account	6%	14%	0%	0%	1%	0%
Cash in lieu of health benefits	4%	0%	0%	2%	0%	0%
Cost Sharing for Health Benefits						
	N=20	N=3	N=7	N=11	N=37	N=11
Employer pays full cost/premium	10%	N/A	29%	8%	8%	9%
Employer pays part of the cost/premium (shared payment)	85%	N/A	71%	92%	92%	82%

Notes: Percentages total more than 100% because of multiple responses.

*Base for cost sharing is those who receive health benefits.

Fringe Benefits by Level in Eastern Newfoundland

	Level 1 Chief Executive N=48	Level 2 Deputy CEO/ED N=7	Level 3 Management N=16	Level 4 Supervisory N=33	Level 5 Program Staff N=99	Level 6 Support Staff N=29
Conference registration and travel	77%	57%	44%	57%	28%	6%
Business travel insurance (non-health)	15%	0%	0%	4%	6%	2%
Cell phone/smartphone for personal use	23%	0%	0%	2%	0%	0%
Cell phone/smartphone for work	46%	29%	17%	35%	6%	1%
Expense/Entertainment account	6%	0%	0%	0%	0%	0%
Financial/retirement planning	2%	0%	0%	0%	0%	0%
Fitness club membership	4%	0%	6%	0%	4%	0%
Home office equipment	10%	0%	11%	10%	11%	0.5%
Internet at home for telecommuting	2%	0%	0%	0%	0%	0%
PDA provided (other than smartphone)	0%	0%	0%	0%	0%	0%
Personal use of reward points	2%	0%	0%	0%	0%	0%
Professional dues (i.e., associations)	6%	0%	11%	2%	2%	0.5%
Professional development	60%	43%	44%	51%	27%	5%
Tuition assistance/reimbursement	4%	14%	6%	12%	8%	1%
Wellness/fitness subsidy	0%	0%	0%	0%	0%	0%
Use of company vehicle	8%	0%	17%	4%	4%	0%
Vehicle allowance (monthly or annual)	8%	0%	0%	2%	3%	0%
Cash in lieu of fringe benefits	0%	0%	0%	0%	0%	0%
Childcare reimbursement	0%	0%	0%	0%	0%	0%
Meals/accommodations	40%	0%	33%	28%	28%	3%

Note: Percentages total more than 100% because of multiple responses.

HR Policies by Level in Eastern Newfoundland

	Level 1 Chief Executive N=48	Level 2 Deputy CEO/ED N=7	Level 3 Management N=16	Level 4 Supervisory N=33	Level 5 Program Staff N=99	Level 6 Support Staff N=29
Maternity/paternity benefit top up	4%	0%	11%	0%	3%	0%
Earned days off program	19%	14%	6%	22%	10%	1%
Compressed work week or flextime	29%	29%	22%	10%	14%	2%
35-hour work week with full pay	19%	29%	50%	20%	11%	7%
Paid sick days or personal days off	81%	71%	61%	73%	57%	17%
Paid statutory holiday days off	81%	57%	72%	63%	72%	56%
Paid leave of absence	2%	0%	0%	0%	1%	0%
Work from home	40%	57%	33%	28%	16%	2%
Mean Number of Paid Sick Days*	14.8	N/A	10.9	10.8	10.4	7.8
Mean Number of Paid Statutory Days Off*	11.1	N/A	8.8	11.7	11.3	7.3

Notes: Percentages total more than 100% because of multiple responses.
*Base for sick days and statutory days is those who receive them.

HR Policies by Level in Eastern Newfoundland

		Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Among Those Who Receive Benefits							
Retirement	Cash	\$3,005	N/A	\$4,527	\$4,228	\$1,560	\$1,806
	Percent	4.3%	N/A	7.0%	5.3%	4.5%	4.5%
Health	Cash	\$3,595	N/A	\$2,585	\$3,171	\$1,880	\$3,433
	Percent	4.9%	N/A	5.8%	5.6%	5.4%	7.5%
Fringe		\$2,024	N/A	N/A	\$1,074	\$973	N/A
Among All Staff							
Retirement	Cash	\$1,623	\$1,231	\$1,743	\$1,569	\$415	\$112
	Percent	2.3%	2.9%	2.7%	2.0%	1.2%	0.3%
Health	Cash	\$1,758	\$1,451	\$1,005	\$907	\$494	\$192
	Percent	2.4%	3.2%	2.3%	1.6%	1.4%	0.4%
Fringe		\$1,771	\$514	\$872	\$695	\$491	\$51

Notes: The value for "Among All Staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "Among Those Who Receive" the benefit excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Employment Benefits and Policies Chapter (Ch. 5) on how to use these values.

Compensation Quartiles by Level in Eastern Newfoundland

		1st quartile	2nd quartile	3rd quartile	4th quartile
Level 1: Chief Executive	Annual	< \$46,900	\$46,900 to \$53,700	\$53,700 to \$65,500	\$65,500 +
	Hourly	< \$24.00	\$24.00 to \$27.88	\$27.88 to \$33.34	\$33.34 +
Level 2: Deputy CEO/ED	Annual	N/A	N/A	N/A	N/A
	Hourly	N/A	N/A	N/A	N/A
Level 3: Management	Annual	< \$40,000	\$40,000 to \$45,000	\$45,000 to \$58,500	\$58,500 +
	Hourly	< \$20.00	\$20.00 to \$24.75	\$24.75 to \$28.85	\$28.85 +
Level 4: Supervisory	Annual	< \$34,600	\$34,600 to \$43,700	\$43,700 to \$50,700	\$50,700 +
	Hourly	< \$17.86	\$17.86 to \$22.20	\$22.20 to \$24.39	\$24.39 +
Level 5: Program Staff	Annual	< \$26,700	\$26,700 to \$29,500	\$29,500 to \$37,100	\$37,100 +
	Hourly	< \$13.75	\$13.75 to \$15.95	\$15.95 to \$17.86	\$17.86 +
Level 6: Support Staff	Annual	< \$26,800	\$26,800 to \$31,100	\$31,100 to \$31,100	\$31,100 +
	Hourly	< \$14.20	\$14.20 to \$15.95	\$15.95 to \$15.95	\$15.95 +

Notes: Part-time, seasonal, student and contract wages have been converted to annualized equivalents based on 37.5 hours per week for 52 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 52-week work year. Annual amounts include bonus cash compensation, while hourly wages do not.

NOTES

The following notes apply to the compensation tables that follow:

- Cells with '-' indicate that there were too few responses to report.
- Results should be interpreted with caution because of the small sample size.
- Bonus compensation ratio is calculated on a respondent-by-respondent basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation (shown in Exhibit 2-1) will yield a different answer that does not represent the average variable pay level.
- N refers to the number of respondents reporting. # of People is the number of employees represented as some respondents reported compensation for groups of staff.

Level I: Chief Executive – Detailed Compensation: Eastern Newfoundland

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$30.58	\$59,563	\$5	\$59,568	0.0	3.7	63	63
Type of Organization								
Registered charity	\$31.47	\$61,408	\$13	\$61,421	0.0	3.5	23	23
Other registered nonprofit	\$30.19	\$58,761	\$0	\$58,761	0.0	3.8	31	31
Other nonprofit	\$29.63	\$57,611	\$0	\$57,611	0.0	3.8	9	9
Community Size								
Large town or smaller (<10K)	\$28.96	\$56,660	\$0	\$56,660	0.0	3.6	35	35
Small city (10K to 50K)	\$30.00	\$58,741	\$12	\$58,752	0.0	3.7	26	26
Large city (over 100K)	-	-	-	-	-	-	2	2
Jurisdiction								
Local/municipal	\$26.53	\$51,283	\$20	\$51,303	0.0	3.1	15	15
Regional within province	\$31.36	\$61,157	\$0	\$61,157	0.0	4.2	30	30
Provincial	\$32.99	\$64,470	\$0	\$64,470	0.0	3.4	16	16
Social Enterprise								
Yes	\$26.42	\$53,249	\$20	\$53,269	0.0	3.0	15	15
No	\$32.58	\$62,892	\$0	\$62,892	0.0	3.8	40	40
Revenue/Budget								
\$250,000 or less	\$26.24	\$51,847	\$16	\$51,862	0.0	3.0	19	19
\$250,001 to \$500,000	\$28.16	\$54,258	\$0	\$54,258	0.0	3.5	20	20
\$500,001 to \$1 million	\$35.50	\$68,607	\$0	\$68,607	0.0	4.1	15	15
More than \$1 million	\$36.93	\$72,566	\$0	\$72,566	0.0	5.0	9	9
Number of Employees								
1 to 5	\$31.30	\$61,267	\$0	\$61,267	0.0	4.0	21	21
6 to 10	\$30.49	\$58,294	\$23	\$58,317	0.1	3.9	13	13
11 to 20	\$33.61	\$64,733	\$0	\$64,733	0.0	3.9	9	9
More than 20	\$28.76	\$56,606	\$0	\$56,606	0.0	3.3	19	19
Employment Status								
Full-time	\$30.51	\$59,354	\$5	\$59,359	0.0	3.9	58	58
Part-time	-	-	-	-	-	-	0	0
Casual/Student/Contract	\$31.39	\$61,982	\$0	\$61,982	0.0	1.2	5	5
Age								
Under 35	-	-	-	-	-	-	4	4
36 to 45	\$26.14	\$49,881	\$0	\$49,881	0.0	3.7	12	12
46 to 55	\$33.62	\$65,772	\$0	\$65,772	0.0	3.8	20	20
Over 55	\$30.72	\$60,065	\$13	\$60,078	0.0	3.8	23	23
Highest Level of Education								
High school graduate or less	\$23.96	\$46,928	\$27	\$46,955	0.1	3.0	11	11
Undergraduate or college degree	\$30.67	\$59,799	\$0	\$59,799	0.0	3.9	44	44
Master's degree	\$40.37	\$77,183	\$0	\$77,183	0.0	4.0	6	6
Experience: Seniority Level								
5 years or less	\$30.21	\$57,031	\$0	\$57,031	0.0	2.4	9	9
5.1 to 10 years	\$28.24	\$53,737	\$43	\$53,780	0.1	3.0	7	7
10.1 to 15 years	\$33.21	\$65,890	\$0	\$65,890	0.0	4.8	12	12
More than 15 years	\$29.70	\$58,157	\$0	\$58,157	0.0	3.8	34	34
Experience: Nonprofit Sector								
5 years or less	\$21.89	\$42,712	\$0	\$42,712	0.0	2.2	5	5
5.1 to 10 years	\$30.23	\$58,931	\$38	\$58,969	0.1	2.9	8	8
10.1 to 15 years	\$32.30	\$61,478	\$0	\$61,478	0.0	3.6	11	11
More than 15 years	\$30.82	\$60,426	\$0	\$60,426	0.0	4.1	38	38
Experience: Current Discipline								
5 years or less	\$25.50	\$49,946	\$0	\$49,946	0.0	2.4	7	7
5.1 to 10 years	\$25.16	\$49,994	\$50	\$50,044	0.1	2.7	6	6
10.1 to 15 years	\$32.68	\$62,438	\$0	\$62,438	0.0	4.2	16	16
More than 15 years	\$31.08	\$60,874	\$0	\$60,874	0.0	3.9	33	33

Level 2: Deputy CEO/ED – Detailed Compensation: Eastern Newfoundland

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$21.76	\$42,637	\$0	\$42,637	0.0	2.7	7	7
Type of Organization								
Registered charity	-	-	-	-	-	-	2	2
Other registered nonprofit	-	-	-	-	-	-	3	3
Other nonprofit	-	-	-	-	-	-	2	2
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	4	4
Small city (10K to 50K)	-	-	-	-	-	-	3	3
Large city (over 100K)	-	-	-	-	-	-	0	0
Jurisdiction								
Local/municipal	-	-	-	-	-	-	2	2
Regional within province	-	-	-	-	-	-	4	4
Provincial	-	-	-	-	-	-	1	1
Social Enterprise								
Yes	-	-	-	-	-	-	1	1
No	\$22.72	\$44,535	\$0	\$44,535	0.0	3.2	6	6
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	1	1
\$250,001 to \$500,000	-	-	-	-	-	-	4	4
\$500,001 to \$1 million	-	-	-	-	-	-	2	2
More than \$1 million	-	-	-	-	-	-	0	0
Number of Employees								
1 to 5	-	-	-	-	-	-	2	2
6 to 10	-	-	-	-	-	-	1	1
11 to 20	-	-	-	-	-	-	0	0
More than 20	-	-	-	-	-	-	4	4
Employment Status								
Full-time	\$22.72	\$44,535	\$0	\$44,535	0.0	3.2	6	6
Part-time	-	-	-	-	-	-	1	1
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	-	-	-	-	-	-	1	1
36 to 45	-	-	-	-	-	-	2	2
46 to 55	-	-	-	-	-	-	2	2
Over 55	-	-	-	-	-	-	2	2
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	1	1
Undergraduate or college degree	\$22.39	\$44,283	\$0	\$44,283	0.0	3.2	6	6
Master's degree	-	-	-	-	-	-	0	0
Experience: Seniority Level								
5 years or less	-	-	-	-	-	-	2	2
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	-	-	-	-	-	-	2	2
Experience: Nonprofit Sector								
5 years or less	-	-	-	-	-	-	2	2
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	-	-	-	-	-	-	1	1
Experience: Current Discipline								
5 years or less	-	-	-	-	-	-	2	2
5.1 to 10 years	-	-	-	-	-	-	2	2
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	2	2

Level 3: Management – Detailed Compensation: Eastern Newfoundland

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$25.42	\$49,692	\$19	\$49,711	0.0	2.4	26	21
Type of Organization								
Registered charity	\$26.44	\$51,574	\$45	\$51,619	0.1	1.9	11	9
Other registered nonprofit	\$26.69	\$53,037	\$0	\$53,037	0.0	3.2	11	8
Other nonprofit	-	-	-	-	-	-	4	4
Community Size								
Large town or smaller (<10K)	\$25.25	\$50,264	\$0	\$50,264	0.0	2.7	15	12
Small city (10K to 50K)	\$26.96	\$51,238	\$0	\$51,238	0.0	2.3	9	7
Large city (over 100K)	-	-	-	-	-	-	1	1
Jurisdiction								
Local/municipal	\$22.44	\$42,015	\$0	\$42,015	0.0	1.7	10	8
Regional within province	\$21.27	\$40,590	\$0	\$40,590	0.0	2.6	8	8
Provincial	-	-	-	-	-	-	7	4
Social Enterprise								
Yes	\$23.80	\$44,786	\$0	\$44,786	0.0	1.6	9	7
No	\$24.58	\$48,462	\$33	\$48,495	0.1	2.7	15	12
Revenue/Budget								
\$250,000 or less	\$21.79	\$42,938	\$0	\$42,938	0.0	2.3	8	8
\$250,001 to \$500,000	\$22.13	\$41,212	\$45	\$41,258	0.1	1.4	11	9
\$500,001 to \$1 million	-	-	-	-	-	-	2	2
More than \$1 million	-	-	-	-	-	-	5	2
Number of Employees								
1 to 5	\$25.87	\$50,256	\$0	\$50,256	0.0	2.6	5	5
6 to 10	\$23.61	\$44,940	\$0	\$44,940	0.0	2.5	8	8
11 to 20	\$23.87	\$45,708	\$63	\$45,770	0.1	1.8	8	6
More than 20	-	-	-	-	-	-	5	2
Employment Status								
Full-time	\$26.11	\$51,066	\$0	\$51,066	0.0	2.8	22	17
Part-time	-	-	-	-	-	-	3	3
Casual/Student/Contract	-	-	-	-	-	-	1	1
Age								
Under 35	\$20.38	\$38,124	\$100	\$38,224	0.2	1.6	5	5
36 to 45	-	-	-	-	-	-	2	2
46 to 55	\$23.14	\$44,125	\$0	\$44,125	0.0	2.9	7	7
Over 55	-	-	-	-	-	-	4	4
Highest Level of Education								
High school graduate or less	\$22.80	\$45,318	\$0	\$45,318	0.0	2.3	6	6
Undergraduate or college degree	\$24.73	\$47,411	\$42	\$47,452	0.1	2.7	12	12
Master's degree	-	-	-	-	-	-	0	0
Experience: Seniority Level								
5 years or less	\$20.36	\$37,981	\$63	\$38,044	0.1	1.6	8	8
5.1 to 10 years	-	-	-	-	-	-	2	2
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	\$29.83	\$59,357	\$0	\$59,357	0.0	3.8	6	6
Experience: Nonprofit Sector								
5 years or less	\$24.89	\$47,968	\$0	\$47,968	0.0	2.7	6	6
5.1 to 10 years	-	-	-	-	-	-	4	4
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$24.52	\$47,957	\$0	\$47,957	0.0	2.8	6	6
Experience: Current Discipline								
5 years or less	\$20.07	\$37,157	\$0	\$37,157	0.0	1.9	7	7
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$29.83	\$59,357	\$0	\$59,357	0.0	3.8	6	6

Level 4: Supervisory – Detailed Compensation: Eastern Newfoundland

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$22.44	\$44,504	\$3	\$44,507	0.0	2.2	58	40
Type of Organization								
Registered charity	\$22.66	\$45,172	\$5	\$45,178	0.0	1.5	28	21
Other registered nonprofit	\$22.79	\$44,914	\$0	\$44,914	0.0	2.0	27	16
Other nonprofit	-	-	-	-	-	-	3	3
Community Size								
Large town or smaller (<10K)	\$20.74	\$42,029	\$0	\$42,029	0.0	1.4	32	23
Small city (10K to 50K)	\$22.61	\$44,571	\$7	\$44,579	0.0	2.9	21	12
Large city (over 100K)	-	-	-	-	-	-	4	4
Jurisdiction								
Local/municipal	\$18.08	\$35,543	\$12	\$35,554	0.0	2.8	13	13
Regional within province	\$20.35	\$40,879	\$0	\$40,879	0.0	1.8	28	16
Provincial	\$33.12	\$64,572	\$0	\$64,572	0.0	1.3	10	7
Social Enterprise								
Yes	\$20.55	\$42,367	\$7	\$42,374	0.0	1.9	21	14
No	\$25.36	\$48,937	\$0	\$48,937	0.0	2.4	27	19
Revenue/Budget								
\$250,000 or less	\$19.65	\$39,334	\$11	\$39,345	0.0	3.0	14	11
\$250,001 to \$500,000	\$19.79	\$39,691	\$0	\$39,691	0.0	1.5	13	10
\$500,001 to \$1 million	\$20.30	\$39,443	\$0	\$39,443	0.0	1.9	16	11
More than \$1 million	\$29.62	\$58,900	\$0	\$58,900	0.0	2.2	15	8
Number of Employees								
1 to 5	\$19.71	\$39,457	\$0	\$39,457	0.0	1.6	5	5
6 to 10	\$19.99	\$38,688	\$17	\$38,704	0.1	4.2	9	9
11 to 20	\$24.52	\$47,813	\$0	\$47,813	0.0	1.4	14	11
More than 20	\$22.91	\$46,091	\$0	\$46,091	0.0	2.0	29	14
Employment Status								
Full-time	\$22.71	\$45,068	\$3	\$45,071	0.0	2.2	56	38
Part-time	-	-	-	-	-	-	2	2
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	\$16.23	\$31,965	\$21	\$31,987	0.1	1.1	7	7
36 to 45	\$26.29	\$49,740	\$0	\$49,740	0.0	2.3	7	7
46 to 55	\$22.70	\$45,168	\$0	\$45,168	0.0	4.0	9	9
Over 55	\$20.83	\$41,469	\$0	\$41,469	0.0	1.3	9	9
Highest Level of Education								
High school graduate or less	\$21.39	\$42,469	\$9	\$42,479	0.0	2.5	16	16
Undergraduate or college degree	\$21.24	\$40,315	\$0	\$40,315	0.0	2.9	10	10
Master's degree	-	-	-	-	-	-	4	4
Experience: Seniority Level								
5 years or less	\$18.88	\$36,217	\$17	\$36,234	0.1	1.4	9	9
5.1 to 10 years	\$20.83	\$41,095	\$0	\$41,095	0.0	2.5	14	14
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	\$25.29	\$48,972	\$0	\$48,972	0.0	1.4	7	7
Experience: Nonprofit Sector								
5 years or less	\$19.06	\$37,526	\$17	\$37,543	0.1	1.2	9	9
5.1 to 10 years	\$19.42	\$39,230	\$0	\$39,230	0.0	1.6	7	7
10.1 to 15 years	\$22.04	\$42,619	\$0	\$42,619	0.0	3.9	9	9
More than 15 years	\$25.83	\$48,996	\$0	\$48,996	0.0	2.3	8	8
Experience: Current Discipline								
5 years or less	\$19.06	\$37,526	\$17	\$37,543	0.1	1.2	9	9
5.1 to 10 years	\$21.64	\$43,123	\$0	\$43,123	0.0	2.4	9	9
10.1 to 15 years	\$19.59	\$38,807	\$0	\$38,807	0.0	3.6	7	7
More than 15 years	\$25.70	\$48,543	\$0	\$48,543	0.0	2.3	9	9

Level 5: Program Staff – Detailed Compensation: Eastern Newfoundland

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$17.22	\$33,495	\$107	\$33,601	0.3	1.6	330	113
Type of Organization								
Registered charity	\$18.32	\$36,456	\$0	\$36,456	0.0	2.5	136	44
Other registered nonprofit	\$16.28	\$31,073	\$190	\$31,263	0.6	1.1	185	61
Other nonprofit	\$19.90	\$38,539	\$0	\$38,539	0.0	1.1	9	8
Community Size								
Large town or smaller (<10K)	\$17.57	\$34,883	\$241	\$35,124	0.8	1.2	140	55
Small city (10K to 50K)	\$16.47	\$31,600	\$8	\$31,608	0.0	2.0	180	48
Large city (over 100K)	\$28.78	\$53,175	\$0	\$53,175	0.0	2.3	8	8
Jurisdiction								
Local/municipal	\$15.61	\$29,263	\$432	\$29,695	1.4	1.1	78	31
Regional within province	\$17.29	\$33,796	\$0	\$33,796	0.0	2.0	189	57
Provincial	\$19.93	\$38,076	\$35	\$38,111	0.1	1.4	43	20
Social Enterprise								
Yes	\$17.49	\$34,578	\$58	\$34,637	0.1	2.8	89	22
No	\$16.98	\$32,430	\$149	\$32,579	0.5	1.2	201	70
Revenue/Budget								
\$250,000 or less	\$16.87	\$33,475	\$94	\$33,569	0.2	0.7	71	33
\$250,001 to \$500,000	\$15.14	\$28,659	\$0	\$28,659	0.0	0.8	106	33
\$500,001 to \$1 million	\$18.25	\$35,424	\$282	\$35,707	1.0	1.6	101	31
More than \$1 million	\$19.97	\$39,631	\$0	\$39,631	0.0	4.9	52	16
Number of Employees								
1 to 5	\$19.39	\$37,676	\$0	\$37,676	0.0	2.0	31	24
6 to 10	\$17.13	\$32,038	\$0	\$32,038	0.0	2.0	48	35
11 to 20	\$17.59	\$34,483	\$396	\$34,879	1.3	1.3	85	28
More than 20	\$16.65	\$32,627	\$9	\$32,636	0.0	1.6	165	25
Employment Status								
Full-time	\$17.34	\$33,877	\$52	\$33,929	0.1	1.1	245	82
Part-time	\$15.66	\$30,529	\$433	\$30,962	1.5	5.0	52	22
Casual/Student/Contract	\$18.81	\$35,329	\$0	\$35,329	0.0	0.4	33	9
Age								
Under 35	\$22.44	\$42,176	\$289	\$42,465	0.4	2.1	18	18
36 to 45	\$20.82	\$39,153	\$0	\$39,153	0.0	2.2	16	16
46 to 55	\$20.45	\$38,468	\$219	\$38,687	0.7	3.0	25	25
Over 55	\$19.36	\$37,539	\$182	\$37,721	0.6	2.1	11	11
Highest Level of Education								
High school graduate or less	\$16.83	\$32,642	\$241	\$32,884	0.7	1.7	31	31
Undergraduate or college degree	\$23.52	\$44,036	\$127	\$44,163	0.2	3.0	41	41
Master's degree	-	-	-	-	-	-	1	1
Experience: Seniority Level								
5 years or less	\$20.51	\$38,958	\$288	\$39,246	0.7	1.8	32	32
5.1 to 10 years	\$21.48	\$40,729	\$154	\$40,883	0.5	3.1	13	13
10.1 to 15 years	\$21.13	\$39,673	\$0	\$39,673	0.0	3.0	9	9
More than 15 years	\$20.53	\$38,842	\$135	\$38,977	0.3	2.5	11	11
Experience: Nonprofit Sector								
5 years or less	\$20.23	\$38,270	\$100	\$38,370	0.3	1.8	40	40
5.1 to 10 years	\$19.91	\$37,856	\$724	\$38,580	1.4	2.3	12	12
10.1 to 15 years	\$22.32	\$42,177	\$0	\$42,177	0.0	3.2	10	10
More than 15 years	\$19.88	\$37,227	\$0	\$37,227	0.0	3.9	13	13
Experience: Current Discipline								
5 years or less	\$20.09	\$38,259	\$149	\$38,408	0.2	1.7	35	35
5.1 to 10 years	\$19.08	\$35,700	\$218	\$35,918	0.6	2.4	16	16
10.1 to 15 years	\$19.56	\$37,077	\$200	\$37,277	0.7	3.2	10	10
More than 15 years	\$22.82	\$43,110	\$125	\$43,235	0.4	3.4	16	16

Level 6: Support Staff – Detailed Compensation: Eastern Newfoundland

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$15.86	\$30,295	\$0	\$30,295	0.0	1.1	227	41
Type of Organization								
Registered charity	\$15.53	\$28,992	\$0	\$28,992	0.0	0.8	57	18
Other registered nonprofit	\$15.94	\$31,090	\$0	\$31,090	0.0	0.9	132	17
Other nonprofit	\$16.10	\$29,489	\$0	\$29,489	0.0	2.0	38	6
Community Size								
Large town or smaller (<10K)	\$15.37	\$29,408	\$0	\$29,408	0.0	1.1	105	20
Small city (10K to 50K)	\$15.94	\$30,436	\$0	\$30,436	0.0	0.9	119	18
Large city (over 100K)	-	-	-	-	-	-	3	3
Jurisdiction								
Local/municipal	\$16.15	\$30,059	\$0	\$30,059	0.0	2.0	49	14
Regional within province	\$15.28	\$29,336	\$0	\$29,336	0.0	1.2	97	18
Provincial	\$17.97	\$33,089	\$0	\$33,089	0.0	0.9	14	5
Social Enterprise								
Yes	\$15.09	\$28,707	\$0	\$28,707	0.0	1.0	27	11
No	\$16.00	\$30,986	\$0	\$30,986	0.0	0.9	146	21
Revenue/Budget								
\$250,000 or less	\$15.73	\$30,429	\$0	\$30,429	0.0	0.3	85	10
\$250,001 to \$500,000	\$14.63	\$27,273	\$0	\$27,273	0.0	0.6	36	12
\$500,001 to \$1 million	\$14.96	\$27,463	\$0	\$27,463	0.0	0.8	18	5
More than \$1 million	\$16.68	\$31,981	\$0	\$31,981	0.0	2.0	88	14
Number of Employees								
1 to 5	\$18.88	\$36,967	\$0	\$36,967	0.0	2.5	9	9
6 to 10	\$16.47	\$31,728	\$0	\$31,728	0.0	2.1	15	12
11 to 20	\$15.72	\$28,615	\$0	\$28,615	0.0	0.5	24	5
More than 20	\$15.68	\$30,065	\$0	\$30,065	0.0	1.0	179	15
Employment Status								
Full-time	\$16.58	\$31,456	\$0	\$31,456	0.0	1.9	92	29
Part-time	\$15.98	\$31,157	\$0	\$31,157	0.0	0.6	99	9
Casual/Student/Contract	-	-	-	-	-	-	36	3
Age								
Under 35	\$15.30	\$29,744	\$0	\$29,744	0.0	1.8	5	5
36 to 45	-	-	-	-	-	-	3	3
46 to 55	\$20.93	\$40,649	\$0	\$40,649	0.0	2.4	12	12
Over 55	\$18.96	\$35,823	\$0	\$35,823	0.0	3.3	8	8
Highest Level of Education								
High school graduate or less	\$18.04	\$35,448	\$0	\$35,448	0.0	2.5	13	13
Undergraduate or college degree	\$20.65	\$38,896	\$0	\$38,896	0.0	3.1	16	16
Master's degree	-	-	-	-	-	-	1	1
Experience: Seniority Level								
5 years or less	\$16.87	\$32,240	\$0	\$32,240	0.0	1.2	7	7
5.1 to 10 years	\$18.23	\$35,145	\$0	\$35,145	0.0	2.6	5	5
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	\$23.91	\$45,573	\$0	\$45,573	0.0	3.4	10	10
Experience: Nonprofit Sector								
5 years or less	\$17.71	\$34,067	\$0	\$34,067	0.0	1.9	10	10
5.1 to 10 years	\$19.00	\$37,882	\$0	\$37,882	0.0	2.6	5	5
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	\$25.76	\$48,238	\$0	\$48,238	0.0	4.2	6	6
Experience: Current Discipline								
5 years or less	\$17.08	\$33,966	\$0	\$33,966	0.0	1.3	11	11
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	\$19.68	\$37,121	\$0	\$37,121	0.0	3.5	6	6
More than 15 years	\$23.52	\$44,311	\$0	\$44,311	0.0	3.9	9	9

APPENDIX VI: DETAILED COMPENSATION AND BENEFITS IN CENTRAL & WESTERN NEWFOUNDLAND & LABRADOR

This section presents compensation and benefits benchmarks for employees working in Central & Western Newfoundland & Labrador. The breakdowns are similar to those discussed in the main body of this report.

NOTE: Interpret with caution due to small sample sizes.

Portion of Employees Receiving Benefits by Level in Central & Western Newfoundland & Labrador

	Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Retirement	33%	N/A	N/A	N/A	24%	4%
Health	33%	N/A	N/A	N/A	10%	4%
Fringe	50%	N/A	N/A	N/A	53%	9%

Note: Percentages total more than 100% because of multiple responses.

Retirement Benefits by Level in Central & Western Newfoundland & Labrador

	Level 1 Chief Executive N=15	Level 2 Deputy CEO/ED N=2	Level 3 Management N=2	Level 4 Supervisory N=1	Level 5 Program Staff N=24	Level 6 Support Staff N=8
RSP total	33%	N/A	N/A	N/A	22%	4%
RSP - matched contribution	20%	N/A	N/A	N/A	22%	4%
RSP – contribution	13%	N/A	N/A	N/A	0%	0%
Pension plan total	0%	N/A	N/A	N/A	3%	0%
Defined benefit pension plan	0%	N/A	N/A	N/A	0%	0%
Defined contribution pension plan	0%	N/A	N/A	N/A	3%	0%
Lump sum contribution upon retirement	0%	N/A	N/A	N/A	0%	0%
Cash in lieu of retirement benefits	0%	N/A	N/A	N/A	0%	0%
Retirement Benefit Participation Requirement						
	N=5	N=1	N=0	N=0	N=9	N=1
Mandatory participation	60%	N/A	N/A	N/A	44%	N/A
Optional participation	40%	N/A	N/A	N/A	56%	N/A

Notes: Percentages total more than 100% because of multiple responses.

*Base is those who receive retirement benefits.

Health Benefits by Level in Central & Western Newfoundland & Labrador

	Level 1 Chief Executive N=12	Level 2 Deputy CEO/ED N=2	Level 3 Management N=0	Level 4 Supervisory N=0	Level 5 Program Staff N=20	Level 6 Support Staff N=6
Dental plan	25%	N/A	N/A	N/A	10%	4%
Vision care	25%	N/A	N/A	N/A	10%	4%
Prescription drugs	25%	N/A	N/A	N/A	10%	4%
Extended Health Care	25%	N/A	N/A	N/A	7%	0%
Benefit coverage for family & dependents	25%	N/A	N/A	N/A	7%	0%
Alternative therapy insurance	25%	N/A	N/A	N/A	7%	0%
Life insurance	17%	N/A	N/A	N/A	7%	0%
Accidental death & dismemberment	25%	N/A	N/A	N/A	7%	0%
Critical illness insurance	8%	N/A	N/A	N/A	0%	0%
Short term disability insurance	17%	N/A	N/A	N/A	0%	0%
Long term disability insurance	17%	N/A	N/A	N/A	0%	0%
Work-related travel accident insurance	17%	N/A	N/A	N/A	0%	0%
Employee assistance program (EAP)	8%	N/A	N/A	N/A	0%	0%
Health spending account	8%	N/A	N/A	N/A	0%	0%
Cash in lieu of health benefits	0%	N/A	N/A	N/A	0%	0%
Cost Sharing for Health Benefits						
	N=4	N=1	N=0	N=0	N=3	N=1
Employer pays full cost/premium	N/A	N/A	N/A	N/A	N/A	N/A
Employer pays part of the cost/premium (shared payment)	N/A	N/A	N/A	N/A	N/A	N/A

Notes: Percentages total more than 100% because of multiple responses.

*Base for cost sharing is those who receive health benefits.

Fringe Benefits by Level in Central & Western Newfoundland & Labrador

	Level 1 Chief Executive N=12	Level 2 Deputy CEO/ED N=2	Level 3 Management N=1	Level 4 Supervisory N=0	Level 5 Program Staff N=20	Level 6 Support Staff N=6
Conference registration and travel	50%	N/A	N/A	N/A	53%	9%
Business travel insurance (non-health)	0%	N/A	N/A	N/A	0%	0%
Cell phone/smartphone for personal use	33%	N/A	N/A	N/A	0%	0%
Cell phone/smartphone for work	33%	N/A	N/A	N/A	10%	0%
Expense/Entertainment account	8%	N/A	N/A	N/A	0%	0%
Financial/retirement planning	8%	N/A	N/A	N/A	0%	0%
Fitness club membership	0%	N/A	N/A	N/A	0%	0%
Home office equipment	8%	N/A	N/A	N/A	0%	0%
Internet at home for telecommuting	0%	N/A	N/A	N/A	0%	0%
PDA provided (other than smartphone)	8%	N/A	N/A	N/A	0%	0%
Personal use of reward points	0%	N/A	N/A	N/A	0%	0%
Professional dues (i.e., associations)	17%	N/A	N/A	N/A	0%	0%
Professional development	42%	N/A	N/A	N/A	37%	4%
Tuition assistance/reimbursement	17%	N/A	N/A	N/A	0%	0%
Wellness/fitness subsidy	0%	N/A	N/A	N/A	0%	0%
Use of company vehicle	0%	N/A	N/A	N/A	0%	0%
Vehicle allowance (monthly or annual)	17%	N/A	N/A	N/A	17%	4%
Cash in lieu of fringe benefits	0%	N/A	N/A	N/A	0%	0%
Childcare reimbursement	8%	N/A	N/A	N/A	17%	0%
Meals/accommodations	25%	N/A	N/A	N/A	17%	4%

Note: Percentages total more than 100% because of multiple responses.

HR Policies by Level in Central & Western Newfoundland & Labrador

	Level 1 Chief Executive N=11	Level 2 Deputy CEO/ED N=2	Level 3 Management N=1	Level 4 Supervisory N=0	Level 5 Program Staff N=20	Level 6 Support Staff N=6
Maternity/paternity benefit top up	9%	N/A	N/A	N/A	0%	0%
Earned days off program	36%	N/A	N/A	N/A	37%	9%
Compressed work week or flextime	27%	N/A	N/A	N/A	7%	4%
35-hour work week with full pay	27%	N/A	N/A	N/A	73%	13%
Paid sick days or personal days off	82%	N/A	N/A	N/A	87%	17%
Paid statutory holiday days off	73%	N/A	N/A	N/A	93%	100%
Paid leave of absence	9%	N/A	N/A	N/A	0%	0%
Work from home	27%	N/A	N/A	N/A	0%	0%
Mean Number of Paid Sick Days*	14.0	N/A	N/A	N/A	10.2	N/A
Mean Number of Paid Statutory Days Off*	11.7	N/A	N/A	N/A	8.8	3.8

Notes: Percentages total more than 100% because of multiple responses.

*Base for sick days and statutory days is those who receive them.

HR Policies by Level in Central & Western Newfoundland & Labrador

		Level 1 Chief Executive	Level 2 Deputy CEO/ED	Level 3 Management	Level 4 Supervisory	Level 5 Program Staff	Level 6 Support Staff
Among Those Who Receive Benefits							
Retirement	Cash	N/A	N/A	N/A	N/A	\$1,107	N/A
	Percent	N/A	N/A	N/A	N/A	2.8%	N/A
Health	Cash	N/A	N/A	N/A	N/A	N/A	N/A
	Percent	N/A	N/A	N/A	N/A	N/A	N/A
Fringe		N/A	N/A	N/A	N/A	\$500	N/A
Among All Staff							
Retirement	Cash	\$1,857	\$3,500	N/A	N/A	\$269	\$34
	Percent	1.9%	5.0%	N/A	N/A	0.7%	0.1%
Health	Cash	\$333	N/A	N/A	N/A	\$150	\$65
	Percent	0.5%	N/A	N/A	N/A	0.4%	0.2%
Fringe		\$500	\$300	N/A	N/A	\$267	\$44

Notes: The value for "Among All Staff" includes benefit values of \$0 for those who do not actually receive the benefit. The value for "Among Those Who Receive" the benefit excludes the \$0 values for those who do not receive the benefit. See explanation at the beginning of the Employment Benefits and Policies Chapter (Ch. 5) on how to use these values.

Compensation Quartiles by Level in Central & Western Newfoundland & Labrador

		1st quartile	2nd quartile	3rd quartile	4th quartile
Level 1: Chief Executive	Annual	< \$45,500	\$45,500 to \$54,300	\$54,300 to \$83,500	\$83,500 +
	Hourly	< \$22.00	\$22.00 to \$26.12	\$26.12 to \$42.80	\$42.80 +
Level 2: Deputy CEO/ED	Annual	N/A	N/A	N/A	N/A
	Hourly	N/A	N/A	N/A	N/A
Level 3: Management	Annual	N/A	N/A	N/A	N/A
	Hourly	N/A	N/A	N/A	N/A
Level 4: Supervisory	Annual	N/A	N/A	N/A	N/A
	Hourly	N/A	N/A	N/A	N/A
Level 5: Program Staff	Annual	< \$29,600	\$29,600 to \$32,400	\$32,400 to \$41,000	\$41,000 +
	Hourly	< \$15.16	\$15.16 to \$16.59	\$16.59 to \$22.38	\$22.38 +
Level 6: Support Staff	Annual	< \$33,200	\$33,200 to \$33,200	\$33,200 to \$33,200	\$33,200 +
	Hourly	< \$17.00	\$17.00 to \$17.00	\$17.00 to \$17.00	\$17.00 +

Notes: Part-time, seasonal, student and contract wages have been converted to annualized equivalents based on 37.5 hours per week for 52 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 52-week work year. Annual amounts include bonus cash compensation, while hourly wages do not.

NOTES

The following notes apply to the compensation tables that follow:

- Cells with '-' indicate that there were too few responses to report.
- Results should be interpreted with caution because of the small sample size.
- Bonus compensation ratio is calculated on a respondent-by-respondent basis. Results in the table represent the average of the individual ratios. Calculating based on the aggregate compensation (shown in Exhibit 2-1) will yield a different answer that does not represent the average variable pay level.
- N refers to the number of respondents reporting. # of People is the number of employees represented as some respondents reported compensation for groups of staff.

Level I: Chief Executive – Detailed Compensation: Central & Western Newfoundland & Labrador

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$33.99	\$65,394	\$245	\$65,639	0.3	3.3	15	15
Type of Organization								
Registered charity	-	-	-	-	-	-	3	3
Other registered nonprofit	\$36.72	\$68,609	\$0	\$68,609	0.0	4.1	7	7
Other nonprofit	\$29.31	\$58,338	\$734	\$59,072	1.0	3.0	5	5
Community Size								
Large town or smaller (<10K)	\$33.36	\$64,104	\$262	\$64,366	0.4	3.6	14	14
Small city (10K to 50K)	-	-	-	-	-	-	1	1
Large city (over 100K)	-	-	-	-	-	-	0	0
Jurisdiction								
Local/municipal	-	-	-	-	-	-	2	2
Regional within province	\$36.26	\$69,096	\$306	\$69,402	0.4	3.8	12	12
Provincial	-	-	-	-	-	-	1	1
Social Enterprise								
Yes	\$37.70	\$73,093	\$417	\$73,510	0.5	2.5	6	6
No	\$36.38	\$69,421	\$195	\$69,616	0.3	4.8	6	6
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	4	4
\$250,001 to \$500,000	\$39.59	\$75,858	\$417	\$76,275	0.5	5.0	6	6
\$500,001 to \$1 million	-	-	-	-	-	-	2	2
More than \$1 million	-	-	-	-	-	-	3	3
Number of Employees								
1 to 5	\$22.30	\$42,791	\$195	\$42,986	0.3	2.3	6	6
6 to 10	\$42.11	\$80,101	\$357	\$80,458	0.4	4.7	7	7
11 to 20	-	-	-	-	-	-	1	1
More than 20	-	-	-	-	-	-	1	1
Employment Status								
Full-time	\$33.62	\$64,535	\$192	\$64,727	0.2	3.6	13	13
Part-time	-	-	-	-	-	-	1	1
Casual/Student/Contract	-	-	-	-	-	-	1	1
Age								
Under 35	-	-	-	-	-	-	2	2
36 to 45	-	-	-	-	-	-	3	3
46 to 55	-	-	-	-	-	-	2	2
Over 55	\$29.59	\$58,877	\$195	\$59,072	0.3	2.0	6	6
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	2	2
Undergraduate or college degree	\$32.92	\$62,028	\$0	\$62,028	0.0	3.7	10	10
Master's degree	-	-	-	-	-	-	2	2
Experience: Seniority Level								
5 years or less	\$20.20	\$39,252	\$0	\$39,252	0.0	3.0	5	5
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	-	-	-	-	-	-	2	2
More than 15 years	-	-	-	-	-	-	4	4
Experience: Nonprofit Sector								
5 years or less	\$34.60	\$66,466	\$234	\$66,700	0.4	5.0	5	5
5.1 to 10 years	-	-	-	-	-	-	2	2
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$44.08	\$83,468	\$500	\$83,968	0.6	3.2	5	5
Experience: Current Discipline								
5 years or less	\$30.63	\$59,598	\$195	\$59,793	0.3	4.0	6	6
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	\$40.90	\$77,140	\$417	\$77,556	0.5	3.2	6	6

Level 2: Deputy CEO/ED – Detailed Compensation: Central & Western Newfoundland & Labrador

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	-	-	-	-	-	-	2	2
Type of Organization								
Registered charity	-	-	-	-	-	-	1	1
Other registered nonprofit	-	-	-	-	-	-	1	1
Other nonprofit	-	-	-	-	-	-	0	0
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	2	2
Small city (10K to 50K)	-	-	-	-	-	-	0	0
Large city (over 100K)	-	-	-	-	-	-	0	0
Jurisdiction								
Local/municipal	-	-	-	-	-	-	1	1
Regional within province	-	-	-	-	-	-	1	1
Provincial	-	-	-	-	-	-	0	0
Social Enterprise								
Yes	-	-	-	-	-	-	2	2
No	-	-	-	-	-	-	0	0
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	1	1
\$250,001 to \$500,000	-	-	-	-	-	-	0	0
\$500,001 to \$1 million	-	-	-	-	-	-	1	1
More than \$1 million	-	-	-	-	-	-	0	0
Number of Employees								
1 to 5	-	-	-	-	-	-	0	0
6 to 10	-	-	-	-	-	-	2	2
11 to 20	-	-	-	-	-	-	0	0
More than 20	-	-	-	-	-	-	0	0
Employment Status								
Full-time	-	-	-	-	-	-	2	2
Part-time	-	-	-	-	-	-	0	0
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	-	-	-	-	-	-	0	0
36 to 45	-	-	-	-	-	-	0	0
46 to 55	-	-	-	-	-	-	0	0
Over 55	-	-	-	-	-	-	1	1
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	0	0
Undergraduate or college degree	-	-	-	-	-	-	2	2
Master's degree	-	-	-	-	-	-	0	0
Experience: Seniority Level								
5 years or less	-	-	-	-	-	-	0	0
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	0	0
More than 15 years	-	-	-	-	-	-	1	1
Experience: Nonprofit Sector								
5 years or less	-	-	-	-	-	-	0	0
5.1 to 10 years	-	-	-	-	-	-	0	0
10.1 to 15 years	-	-	-	-	-	-	0	0
More than 15 years	-	-	-	-	-	-	2	2
Experience: Current Discipline								
5 years or less	-	-	-	-	-	-	0	0
5.1 to 10 years	-	-	-	-	-	-	0	0
10.1 to 15 years	-	-	-	-	-	-	0	0
More than 15 years	-	-	-	-	-	-	2	2

Level 3: Management – Detailed Compensation: Central & Western Newfoundland & Labrador

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	-	-	-	-	-	-	2	2
Type of Organization								
Registered charity	-	-	-	-	-	-	0	0
Other registered nonprofit	-	-	-	-	-	-	1	1
Other nonprofit	-	-	-	-	-	-	1	1
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	2	2
Small city (10K to 50K)	-	-	-	-	-	-	0	0
Large city (over 100K)	-	-	-	-	-	-	0	0
Jurisdiction								
Local/municipal	-	-	-	-	-	-	1	1
Regional within province	-	-	-	-	-	-	0	0
Provincial	-	-	-	-	-	-	1	1
Social Enterprise								
Yes	-	-	-	-	-	-	2	2
No	-	-	-	-	-	-	0	0
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	1	1
\$250,001 to \$500,000	-	-	-	-	-	-	0	0
\$500,001 to \$1 million	-	-	-	-	-	-	0	0
More than \$1 million	-	-	-	-	-	-	1	1
Number of Employees								
1 to 5	-	-	-	-	-	-	2	2
6 to 10	-	-	-	-	-	-	0	0
11 to 20	-	-	-	-	-	-	0	0
More than 20	-	-	-	-	-	-	0	0
Employment Status								
Full-time	-	-	-	-	-	-	2	2
Part-time	-	-	-	-	-	-	0	0
Casual/Student/Contract	-	-	-	-	-	-	0	0
Age								
Under 35	-	-	-	-	-	-	0	0
36 to 45	-	-	-	-	-	-	0	0
46 to 55	-	-	-	-	-	-	0	0
Over 55	-	-	-	-	-	-	1	1
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	2	2
Undergraduate or college degree	-	-	-	-	-	-	0	0
Master's degree	-	-	-	-	-	-	0	0
Experience: Seniority Level								
5 years or less	-	-	-	-	-	-	0	0
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	0	0
Experience: Nonprofit Sector								
5 years or less	-	-	-	-	-	-	0	0
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	0	0
Experience: Current Discipline								
5 years or less	-	-	-	-	-	-	0	0
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	0	0

Level 4: Supervisory – Detailed Compensation: Central & Western Newfoundland & Labrador

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	-	-	-	-	-	-	1	1
Type of Organization								
Registered charity	-	-	-	-	-	-	0	0
Other registered nonprofit	-	-	-	-	-	-	0	0
Other nonprofit	-	-	-	-	-	-	1	1
Community Size								
Large town or smaller (<10K)	-	-	-	-	-	-	1	1
Small city (10K to 50K)	-	-	-	-	-	-	0	0
Large city (over 100K)	-	-	-	-	-	-	0	0
Jurisdiction								
Local/municipal	-	-	-	-	-	-	0	0
Regional within province	-	-	-	-	-	-	0	0
Provincial	-	-	-	-	-	-	0	0
Social Enterprise								
Yes	-	-	-	-	-	-	1	1
No	-	-	-	-	-	-	0	0
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	1	1
\$250,001 to \$500,000	-	-	-	-	-	-	0	0
\$500,001 to \$1 million	-	-	-	-	-	-	0	0
More than \$1 million	-	-	-	-	-	-	0	0
Number of Employees								
1 to 5	-	-	-	-	-	-	1	1
6 to 10	-	-	-	-	-	-	0	0
11 to 20	-	-	-	-	-	-	0	0
More than 20	-	-	-	-	-	-	0	0
Employment Status								
Full-time	-	-	-	-	-	-	0	0
Part-time	-	-	-	-	-	-	0	0
Casual/Student/Contract	-	-	-	-	-	-	1	1
Age								
Under 35	-	-	-	-	-	-	0	0
36 to 45	-	-	-	-	-	-	0	0
46 to 55	-	-	-	-	-	-	0	0
Over 55	-	-	-	-	-	-	0	0
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	1	1
Undergraduate or college degree	-	-	-	-	-	-	0	0
Master's degree	-	-	-	-	-	-	0	0
Experience: Seniority Level								
5 years or less	-	-	-	-	-	-	1	1
5.1 to 10 years	-	-	-	-	-	-	0	0
10.1 to 15 years	-	-	-	-	-	-	0	0
More than 15 years	-	-	-	-	-	-	0	0
Experience: Nonprofit Sector								
5 years or less	-	-	-	-	-	-	1	1
5.1 to 10 years	-	-	-	-	-	-	0	0
10.1 to 15 years	-	-	-	-	-	-	0	0
More than 15 years	-	-	-	-	-	-	0	0
Experience: Current Discipline								
5 years or less	-	-	-	-	-	-	1	1
5.1 to 10 years	-	-	-	-	-	-	0	0
10.1 to 15 years	-	-	-	-	-	-	0	0
More than 15 years	-	-	-	-	-	-	0	0

Level 5: Program Staff – Detailed Compensation: Central & Western Newfoundland & Labrador

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$18.58	\$34,813	\$0	\$34,813	0.0	2.0	37	24
Type of Organization								
Registered charity	\$16.27	\$30,058	\$0	\$30,058	0.0	0.9	18	12
Other registered nonprofit	\$22.42	\$42,001	\$0	\$42,001	0.0	3.2	10	7
Other nonprofit	\$18.95	\$36,336	\$0	\$36,336	0.0	2.8	9	5
Community Size								
Large town or smaller (<10K)	\$18.32	\$34,400	\$0	\$34,400	0.0	2.1	35	22
Small city (10K to 50K)	-	-	-	-	-	-	2	2
Large city (over 100K)	-	-	-	-	-	-	0	0
Jurisdiction								
Local/municipal	-	-	-	-	-	-	5	1
Regional within province	\$19.05	\$35,615	\$0	\$35,615	0.0	2.3	31	22
Provincial	-	-	-	-	-	-	1	1
Social Enterprise								
Yes	\$18.47	\$33,612	\$0	\$33,612	0.0	1.3	16	8
No	\$20.66	\$40,256	\$0	\$40,256	0.0	2.4	8	8
Revenue/Budget								
\$250,000 or less	\$15.78	\$29,272	\$0	\$29,272	0.0	0.7	12	7
\$250,001 to \$500,000	\$17.63	\$33,606	\$0	\$33,606	0.0	2.3	15	10
\$500,001 to \$1 million	-	-	-	-	-	-	5	2
More than \$1 million	\$21.25	\$38,679	\$0	\$38,679	0.0	2.2	5	5
Number of Employees								
1 to 5	-	-	-	-	-	-	3	3
6 to 10	\$17.56	\$32,796	\$0	\$32,796	0.0	1.9	29	16
11 to 20	-	-	-	-	-	-	1	1
More than 20	-	-	-	-	-	-	4	4
Employment Status								
Full-time	\$18.92	\$35,249	\$0	\$35,249	0.0	2.4	27	15
Part-time	-	-	-	-	-	-	4	4
Casual/Student/Contract	\$18.93	\$35,582	\$0	\$35,582	0.0	0.0	6	5
Age								
Under 35	\$22.41	\$44,631	\$0	\$44,631	0.0	1.8	5	5
36 to 45	\$18.93	\$34,854	\$0	\$34,854	0.0	2.6	5	5
46 to 55	\$16.98	\$32,983	\$0	\$32,983	0.0	2.4	5	5
Over 55	-	-	-	-	-	-	2	2
Highest Level of Education								
High school graduate or less	\$18.85	\$37,023	\$0	\$37,023	0.0	2.1	9	9
Undergraduate or college degree	\$20.74	\$38,980	\$0	\$38,980	0.0	2.0	10	10
Master's degree	-	-	-	-	-	-	0	0
Experience: Seniority Level								
5 years or less	\$17.97	\$34,371	\$0	\$34,371	0.0	2.0	8	8
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	3	3
More than 15 years	\$20.73	\$39,653	\$0	\$39,653	0.0	3.0	6	6
Experience: Nonprofit Sector								
5 years or less	\$18.05	\$34,366	\$0	\$34,366	0.0	2.0	6	6
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	\$19.73	\$37,469	\$0	\$37,469	0.0	1.5	6	6
More than 15 years	\$20.73	\$39,653	\$0	\$39,653	0.0	3.0	6	6
Experience: Current Discipline								
5 years or less	\$18.25	\$34,527	\$0	\$34,527	0.0	2.1	7	7
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	4	4
More than 15 years	\$20.98	\$39,838	\$0	\$39,838	0.0	3.3	7	7

Level 6: Support Staff – Detailed Compensation: Central & Western Newfoundland & Labrador

	Hourly	Base	Bonus	Total	Bonus %	Vacation Weeks	# of People	N
Total	\$18.60	\$36,133	\$0	\$36,133	0.0	0.4	25	8
Type of Organization								
Registered charity	-	-	-	-	-	-	21	4
Other registered nonprofit	-	-	-	-	-	-	2	2
Other nonprofit	-	-	-	-	-	-	2	2
Community Size								
Large town or smaller (<10K)	\$18.60	\$36,133	\$0	\$36,133	0.0	0.4	25	8
Small city (10K to 50K)	-	-	-	-	-	-	0	0
Large city (over 100K)	-	-	-	-	-	-	0	0
Jurisdiction								
Local/municipal	-	-	-	-	-	-	19	2
Regional within province	\$23.51	\$45,643	\$0	\$45,643	0.0	1.5	6	6
Provincial	-	-	-	-	-	-	0	0
Social Enterprise								
Yes	\$17.90	\$34,756	\$0	\$34,756	0.0	0.2	23	6
No	-	-	-	-	-	-	1	1
Revenue/Budget								
\$250,000 or less	-	-	-	-	-	-	4	4
\$250,001 to \$500,000	-	-	-	-	-	-	2	2
\$500,001 to \$1 million	-	-	-	-	-	-	19	2
More than \$1 million	-	-	-	-	-	-	0	0
Number of Employees								
1 to 5	-	-	-	-	-	-	2	2
6 to 10	\$23.81	\$46,192	\$0	\$46,192	0.0	1.0	5	5
11 to 20	-	-	-	-	-	-	18	1
More than 20	-	-	-	-	-	-	0	0
Employment Status								
Full-time	-	-	-	-	-	-	21	4
Part-time	-	-	-	-	-	-	1	1
Casual/Student/Contract	-	-	-	-	-	-	3	3
Age								
Under 35	-	-	-	-	-	-	2	2
36 to 45	-	-	-	-	-	-	1	1
46 to 55	-	-	-	-	-	-	2	2
Over 55	-	-	-	-	-	-	1	1
Highest Level of Education								
High school graduate or less	-	-	-	-	-	-	4	4
Undergraduate or college degree	-	-	-	-	-	-	3	3
Master's degree	-	-	-	-	-	-	0	0
Experience: Seniority Level								
5 years or less	-	-	-	-	-	-	3	3
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	-	-	-	-	-	-	1	1
More than 15 years	-	-	-	-	-	-	0	0
Experience: Nonprofit Sector								
5 years or less	-	-	-	-	-	-	4	4
5.1 to 10 years	-	-	-	-	-	-	1	1
10.1 to 15 years	-	-	-	-	-	-	0	0
More than 15 years	-	-	-	-	-	-	2	2
Experience: Current Discipline								
5 years or less	-	-	-	-	-	-	4	4
5.1 to 10 years	-	-	-	-	-	-	3	3
10.1 to 15 years	-	-	-	-	-	-	0	0
More than 15 years	-	-	-	-	-	-	0	0