

# 2016 METRO VANCOUVER NONPROFIT SECTOR SALARY SURVEY

By Trina Isakson, 27 Shift Consulting

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## About Trina Isakson and 27 Shift

Trina Isakson helps nonprofit leaders tackle bold projects. She is a researcher and strategist who enjoys deep thinking on the future of the nonprofit sector, and taking sticky projects off the corners of executives' desks. Through facilitation, research, and process design, she helps leaders answer important questions and helps organizations move forward in changing times.

Clients of [27 Shift](#) have included Vancouver Foundation, Employment and Social Development Canada, Simon Fraser University, and Volunteer Canada.

Trina is founder of [Quiet Changemaker Project](#) and the [Do Good Better Podcast](#), and has taught a variety of university courses on community development and nonprofit governance and leadership. Trina holds an MBA in community economic development from Cape Breton University, a Bachelor of Education from UBC, and a Certificate in Dialogue and Civic Engagement from SFU.

## Thank you for your purchase.

By purchasing this report, you support a local, independent researcher doing work to support local organizations. Thank you. Please do not share this report beyond the original purchaser/purchasing organization. I spent hundreds of hours doing survey design, promotion, data quality assurance, statistical analysis and report preparation. If you or your organization weren't the original purchaser, you can buy your own copy at [trinaisakson.com/research](http://trinaisakson.com/research). Purchasers get access to report updates and anything else I find interesting in the data.

## Feedback

If there is enough interest, I hope to produce reports in future years. What was missing from this report that you would like to see in the future? What did you especially enjoy? How often would you like to see this released? Feel free to send me any feedback at [trina@27shift.com](mailto:trina@27shift.com).

## Custom analysis

Are you interested in a specific analysis? If there are more than 6 organizations/data points that feed the information you're looking for, I can prepare custom results. Feel free to send me a request, and I'll let you know if it's possible and what it will cost. Custom analysis has a minimum charge of \$50, but may be more depending on how much data wrangling I need to do.

## Disclaimer

No warranties are provided with this report and its data. You are responsible for making your own compensation decisions and I am not responsible for any costs or other issues that arise from using the information in this report.

## Visually impaired readers

While I've used section headers and tried to lay out data clearly, I know it's not perfect. If there is a section or chart that isn't comprehensible, feel free to call or email and I can provide the details you're missing (e.g. in an audio recording).

# Table of Contents

<b>ACKNOWLEDGEMENTS</b> .....	5
<b>SURVEY RESPONDENTS</b> .....	5
<b>ABOUT THE REPORT STYLE</b> .....	6
<b>BACKGROUND</b> .....	6
<b>WHY A SALARY SURVEY?</b> .....	6
<b>METHODOLOGY</b> .....	7
Survey design .....	7
Survey sample .....	7
Data quality assurance .....	7
Data analysis and presentation .....	7
Definitions.....	7
<b>HOW TO READ BOX AND WHISKER PLOTS</b> .....	9
<b>WHO RESPONDED TO THE SURVEY?</b> .....	10
Location.....	10
Registration status .....	10
Size, based on operating budget.....	11
Area of work.....	13
<b>NON-EMPLOYEE CONTRACTORS</b> .....	14
Types of responsibilities contracted out .....	15
Amount spent on employee-like contractors .....	16
<b>UNIONIZED STAFF</b> .....	17
<b>SICK TIME ALLOTMENT</b> .....	18
<b>ABOUT POSITION TYPES AND FUNCTION AREAS</b> .....	19
<b>ABOUT THE PRESENTATION OF SALARY AND VACATION DATA</b> .....	19
Why does each position have two bars, a min and a max? .....	19
<b>PEOPLE PAID BY ANNUAL SALARY</b> .....	20
\$100,000 to \$249,999 .....	20
\$250,000 to \$499,999 .....	21
\$500,000 to \$999,999 .....	22
\$1 million to \$4.99 million .....	25
\$5 million and over .....	27
<b>HOW MUCH MORE ARE PEOPLE PAID AT NONPROFIT SOCIETIES (VS. REGISTERED CHARITIES)?</b> .....	28
<b>PEOPLE PAID BY HOURLY WAGES</b> .....	29
\$100,000 to \$249,999 .....	29
\$250,000 to \$499,999 .....	29
\$500,000 to \$999,999 .....	30
\$1 million to \$4.99 million .....	31
<b>VACATION ALLOTMENTS</b> .....	34
% in lieu of vacation days.....	34
Vacation days per year .....	35
\$100,000 to \$249,999 .....	35
\$250,000 to \$499,999 .....	36
\$500,000 to \$999,999 .....	37

\$1 million to \$4.9 million .....	39
\$5 million and over .....	43
<b>NON-SALARY BENEFITS.....</b>	<b>44</b>
Benefits offered to at least some staff .....	44
Opportunities for employees to ask for more .....	45
Proportion of respondents who offer various non-salary benefits .....	46
<b>PROMOTIONS AND RAISES .....</b>	<b>50</b>
Written policies.....	50
Promotion decisions.....	51
Raise decisions .....	53

## Acknowledgements

I would like to thank the nonprofit leaders who provided feedback on early versions of the survey tool. I'd also like to especially acknowledge Denise Baker (Vantage Point), Dara Parker (Social Venture Partners), and Alexa Pitoulis (formerly of OpenMedia) who were the original drive behind this research, and who heavily promoted the survey among their networks.

## Survey respondents

Thank you to all who contributed their time and their organization's data to this research. The following organizations participated in the survey and had paid employees and/or engaged paid contractors in staff-like positions. Some respondents were completely volunteer-led or were outside of Metro Vancouver and are not included in this list.

110 Arts Cooperative	Green Thumb Theatre	South Coast Conservation Program
3H Craftworks Society	Growing Chefs Society	Spectrum Society for Community Living
Abbotsford Arts Council	Gulf of Georgia Cannery Society	Stanley Park Ecology Society
Ambleside Dundarave BIA	Gymnastics BC	Surrey Symphony Society
Arts Council of New Westminster	H.E.L.P. for Street Youth of Canada Society	Surrey-North Delta Meals on Wheels
Athletics for Kids	Horse Council BC	Temple Sholom
Axis Theatre Company	Ishtar Transition Housing Society	The Cascadia Society for Social Working
BC Association of Community Response Networks	Joyce Station Area Planning Association (operating Collingwood Community Policing Centre)	The Cinematheque
BC Civil Liberties Association	Kiwassa Neighbourhood House	The Dance Centre
BC Council for Families	Last Door Recovery Society	the frank theatre company
BC Humanist Association	Latincoover Cultural Business Society	The Global Youth Education Network Society
BC Library Trustees Association	Little Mountain Neighbourhood House Society	The Montessori Daycare Society
BC Society of Transition Houses	Living Oceans Society	The Presbyterian Senior Citizens' Housing Society
BC Association of Speech Language Pathologists and Audiologists (BCASLPA)	Made in BC - Dance on Tour	The Realistic Success Recovery Society
Be the Change Earth Alliance	Matsqui Abbotsford Impact Society	The Salvation Army Kate Booth House
Big Sisters of BC Lower Mainland	Mom2Mom Child Poverty Initiative Society	Tides Canada Foundation
Burnaby Arts Council	NatureKids BC	Trans-Himalayan Aid Society
Burnaby Family Life	Network of Inner City Community Services Society	Tricity Transitions Society
Burnaby Neighbourhood House	ONE TO ONE Literacy Society	Turning Point Recovery Society
Canadian International Dragon Boat Festival Society	OpenMedia	UFV Campus and Community Radio Society
Capture Photography Festival	Options for Sexual Health	UNIT/PITT Society for Art and Critical Awareness
Carousel Theatre Society	Out On Screen	Vancouver Cantata Singers
Central City Foundation	PACE Society	Vancouver Chamber Choir
Cerebral Palsy Association of BC	Pacific Autism Family Centre Foundation	Vancouver Foundation
Chrysalis Drug and Alcohol Abuse Recovery Society	Pacific Community Resources Society	Vancouver International Children's Festival Society
Coastal Jazz and Blues Society	Pacific Immigrant Resources Society	Vancouver Police Museum/Vancouver Police Historical Society
Coastal Sound Music Academy	Pacific Theatre	Vancouver Rape Relief and Women's Shelter
Collingwood Neighbourhood House Society	Pacifica Treatment Centre Society	Vancouver Welsh Men's Choir
Community Energy Association	Parkgate Community Services Society	Vancouver Women's Health Collective
Community Volunteer Connections	PeerNetBC	Vantage Point Strategies Society
Coquitlam Farmers Market Society	Pi Theatre	West Coast Environmental Law
Cwenengitel Aboriginal Society	Pivot Legal Society	West Coast LEAF
Dancers Dancing Dance Society	PMV - Project Management Volunteers	West End Seniors' Network
Delta Gymnastics Society	Port Coquitlam Community Foundation	WRA Wildlife Rescue Association of BC
Downtown New West BIA	Port Moody Arts Centre	Writers' Exchange
DOXA Documentary Film Festival	PuSh International Performing Arts Festival	YouthCO HIV & Hep C Society
DreamRider Productions Society	QMUNITY	
Dress for Success Vancouver	Realwheels Society	
Eastside Culture Crawl Society	Red Fox Healthy Living Society	
Electric Company Theatre	Richmond Centre for Disability	
Elizabeth Bagshaw Women's Clinic	Richmond Gateway Theatre Society	
Eversafe Ranch Outreach Society	Roedde House Preservation Society	
Everywoman's Health Centre Society	Royal City Musical Theatre	
First Vancouver Theatrespace Society (Fringe)	Satir Institute of the Pacific	
Food Banks BC	Savage Production Society	
Fresh Roots	Settlement Orientation Services	
Friends of Chamber Music	SHARE Family & Community Services Society	
Georgia Strait Alliance	Social Diversity for Children Foundation	
	Social Venture Partners	

## About the report style

I've written this report frankly and directly. I talk in first person. I feel what you really want to get out of this report is the numbers, so that you can compensate or be compensated more fairly and more justly. I don't share much more than the numbers and tend to get directly to the point. The value is in numbers.

## Background

A few members of a monthly meetup for women executive directors indicated interest in up-to-date and local compensation data, and I offered to compile it confidentially as an independent researcher.

A variety of sector leaders produce salary surveys (e.g. Charity Village, Community Social Services Employers Association of BC, and Boland and Associates [now led by Calgary Chamber of Voluntary Organizations and focused only on Alberta]) which are valuable in specific contexts. Others commission salary surveys for a small group of organizations.

Based on the level of interest for this survey, I found that small- and mid-sized charitable and nonprofit organizations, especially those who are not unionized, have been underserved by salary surveys, and especially lack local data.

## Why a salary survey?

Salary surveys help individuals and organizations understand what salary ranges and other forms of compensation are typical in specific types of organizations (e.g. small organizations vs. large ones, arts vs. social services). Surveys help HR professionals and executive directors make data-driven decisions during salary reviews, and help individuals know what compensation looks like when applying for jobs or during salary negotiations. Salary surveys help shine a light on low compensation issues and provide tools to challenge misinformation. In the end, salary surveys help reveal salaries and compensation and lead to pay equity, especially in non-unionized organizations.

It's imperative that we leaders of the non-profit sector have access to localized, detailed and up to date data to inform our decisions, budgets and to advocate to government the need for funding. Thanks Trina for working with us to provide us with a tool we need!

*David Jordan, Executive Director, Vancouver Fringe Festival*

Having current and local data on our sector's compensation trends will enable us to work towards equitable and competitive compensation packages. As we strive towards social, environmental and economic justice, this is a critical step forward!

*Dara Parker, Executive Director, Social Venture Partners Vancouver*

## Methodology

### SURVEY DESIGN

The survey was based on data points that a few original folks were interested in. I designed the survey using LimeSurvey, an open-source survey tool that has the ability to have data hosted on Canadian servers. I shared the survey with small groups of nonprofit sector executive directors in two rounds, making changes based on feedback.

### SURVEY SAMPLE

The respondents represent a convenience sample, meaning that the sample is non-random. Respondents were recruited by three main methods. First, through the women executive directors mail list and my own network within the nonprofit sector, we heavily promoted the survey via email and social media, often with personal invitations. Second, using open data on charities provided by the Government of Canada, I pulled email addresses from 2013 T3010 filings (the most recent open data available), and sent email invitations to organizations based in Metro Vancouver. See T3010 open data at <http://open.canada.ca/data/en/dataset?q=charities>. Finally, respondents were asked to promote the survey after completion.

### DATA QUALITY ASSURANCE

I rely heavily on the honesty and ability of survey respondents for data quality. On the first page of the survey, respondents had to indicate that they were a senior staff person responsible for compensation data at their organization. Most respondents were executive directors, or a senior staff member responsible for HR/operations. I then reviewed the raw data to look for anomalies and reached out to respondents to confirm their data. For some questions I expect there may be some misinterpretation (e.g. when completing compensation information for full-time vs. part-time employees). I tried to catch as many outliers as possible, but there may be some errant data. By using box and whisker plots for analysis, I hope to minimize the impact of the inaccurate outliers.

### DATA ANALYSIS AND PRESENTATION

Most of the data is presented as bar graphs that represent the percentage or number of respondents in a category that answered in a certain way. Unless I indicate otherwise, percentages that don't add up to 100% in a category are due to rounding to whole numbers.

For numerical data, I use box and whisker plots. Rather than providing only averages or medians, a box and whisker plot allows readers to see ranges of responses based on which quarters of data. Box and whisker plots also provide a buffer for outliers, whereas an outlier may greatly skew the results if averages are used. I've only included data for segments that have at least 6 organizations with data points to help ensure confidentiality. **For many sections this means there is additional information for some budget levels of arts/culture and social service organizations. It also means there is less information for some budget ranges.** If you want to know how many data points were used for a specific piece of information, just ask.

**Instructions on how to read box and whisker plots follow this section.**

### DEFINITIONS

median	The middle response in a series of numerical responses. If all responses were lined up in numerical order, the median is the middle response. Median is different than average, which is the sum of all responses divided by the number of responses. I don't use averages in this report.
Metro Vancouver	The geographic range of respondents includes Metro Vancouver and Fraser Valley as far east as Mission/Abbotsford and as far west/north as West Vancouver.
non-salary compensation	Compensation and benefits that are not included in a base salary or wage.
nonprofit	While there is a legal distinction between nonprofit societies and charitable organizations, this report uses the term <i>nonprofit</i> to refer to both together, unless otherwise specified.

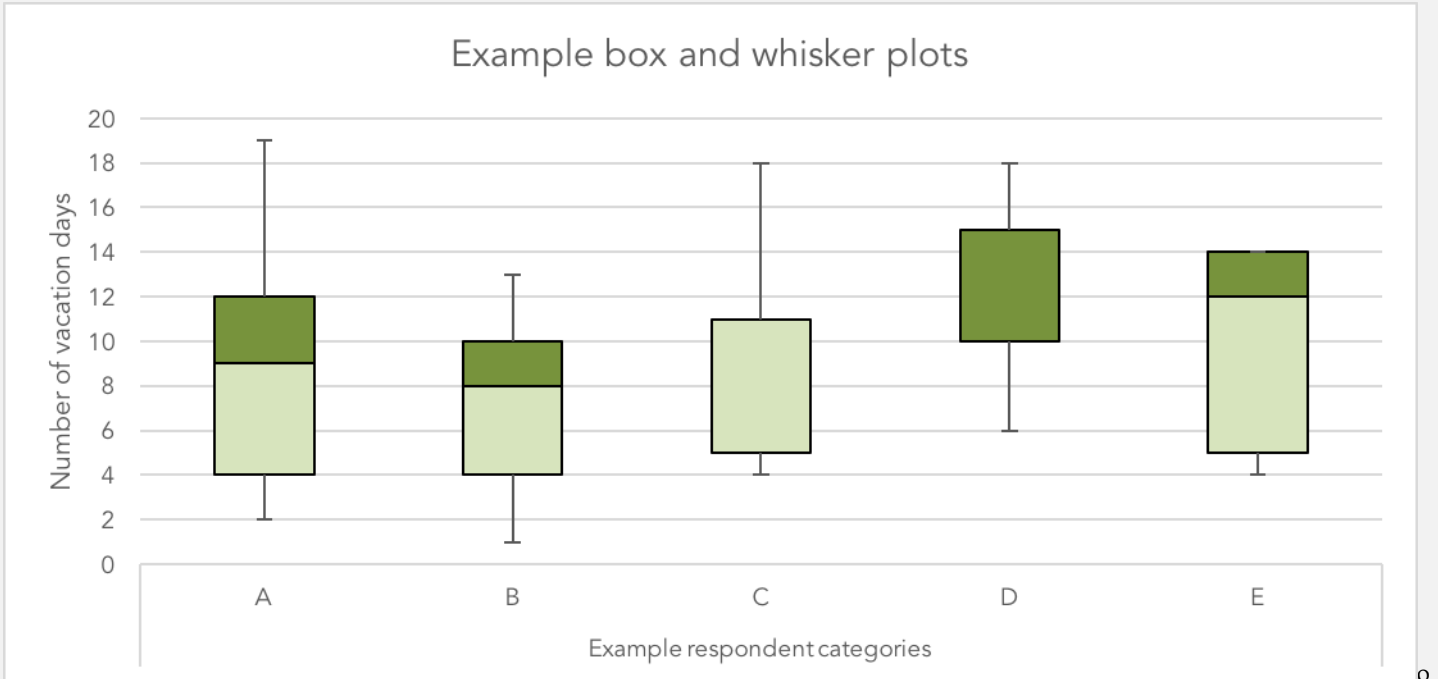
quartile	A quartile is a number that indicates how many quarters of responses fall below a data point. For example, if the 1 <sup>st</sup> quartile is 5, that means that $\frac{1}{4}$ of all responses fall below 5. If the 3 <sup>rd</sup> quartile is 12, that means $\frac{3}{4}$ of all responses fall below 12, and therefore the other quarter of responses fall above 12. The 2 <sup>nd</sup> quartile is also known as the median, because it falls in the middle of all responses. <b>See the section on reading box and whisker plots for more information.</b>
respondent	Each respondent is an organization that had data supplied by a senior staff member responsible for compensation information.
salary	Financial compensation on an annual basis. When I refer to all types of earning (annual or hourly), I use “salary” unless otherwise specified.
staff/employee	Used interchangeable to refer to employee in the legal sense. This does not include contractors that may play an employee-like role.
wage	Financial compensation on an hourly basis.



## How to read box and whisker plots

Box and whisker plots are based on lining up all the responses in order from lowest to highest, and dividing the responses into quarters. The inner two quarters form the box. The outer two quarters are the whiskers.

Box and whisker plots show the median response, as well as the lowest and highest responses. The middle box of the plot is confined by the 1<sup>st</sup> and 3<sup>rd</sup> two quartiles. The line in the middle of the box is the median. A quarter of responses fall in each section of the plot – the bottom whisker, the lower lighter box, the upper darker box, and the upper whisker. Half of all responses fall in the rectangular box. The median is always the line above the lighter box and/or below the darker box. For visually impaired readers or those looking for exact figures, the 1<sup>st</sup>, 2<sup>nd</sup> (median) and 3<sup>rd</sup> quartiles are listed in a table below each box and whisker plot.



	A	B	C	D	E
<b>1st quartile</b>	4	4	5	10	5
<b>Median (2nd quartile)</b>	9	8	11	10	12
<b>3rd quartile</b>	12	10	11	15	14

In this example, the median in category A is 9. 50% of all responses fall between 4 and 12. The lowest response is 2; the highest is 19.

Category B looks similar. The median is 8, and 50% of all responses fall between 4 and 10. The lowest response is 1; the highest is 13.

Category C looks a bit strange. There’s no dark box. This means that there are so many responses at one level, that the median AND the 3<sup>rd</sup> quartile are the same number (10). Remember that the median is always the line above the lighter box/below the darker box. 50% of all responses fall between 5 and 11. The lowest response is 4; the highest is 18.

Category D also looks a bit strange. This time there’s no light box. This means that there are so many responses at one level, that the 1<sup>st</sup> quartile AND median are the same number (10). Remember that the median is always the line above the lighter box/below the darker box. 50% of all responses fall between 10 and 15. The lowest response is 6; the highest is 18.

Category E looks almost like A, except there’s no top whisker. This means there are so many responses at one level that the 3<sup>rd</sup> and 4<sup>th</sup> quartile are the same number (14). 25% of responses were 14, and 50% fall between 5 and 14. The lowest response is 4; the highest is 14.

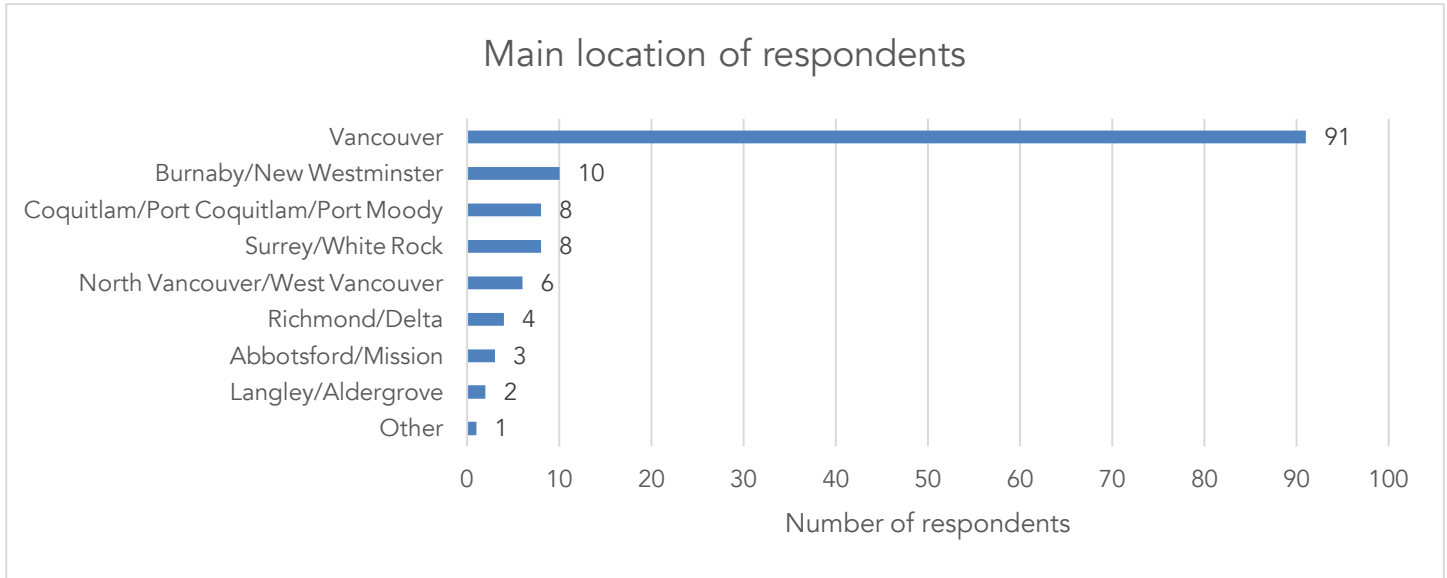
## Who responded to the survey?

In total there were 133 respondents who pay people as contractors and/or employees. The vast majority have their main location in Vancouver and have charitable status.

For all questions in the survey, respondents were asked to only include information on employees in Metro Vancouver, and to use actual salary and compensation data (i.e. real employee salaries), not information or ranges from salary grids.

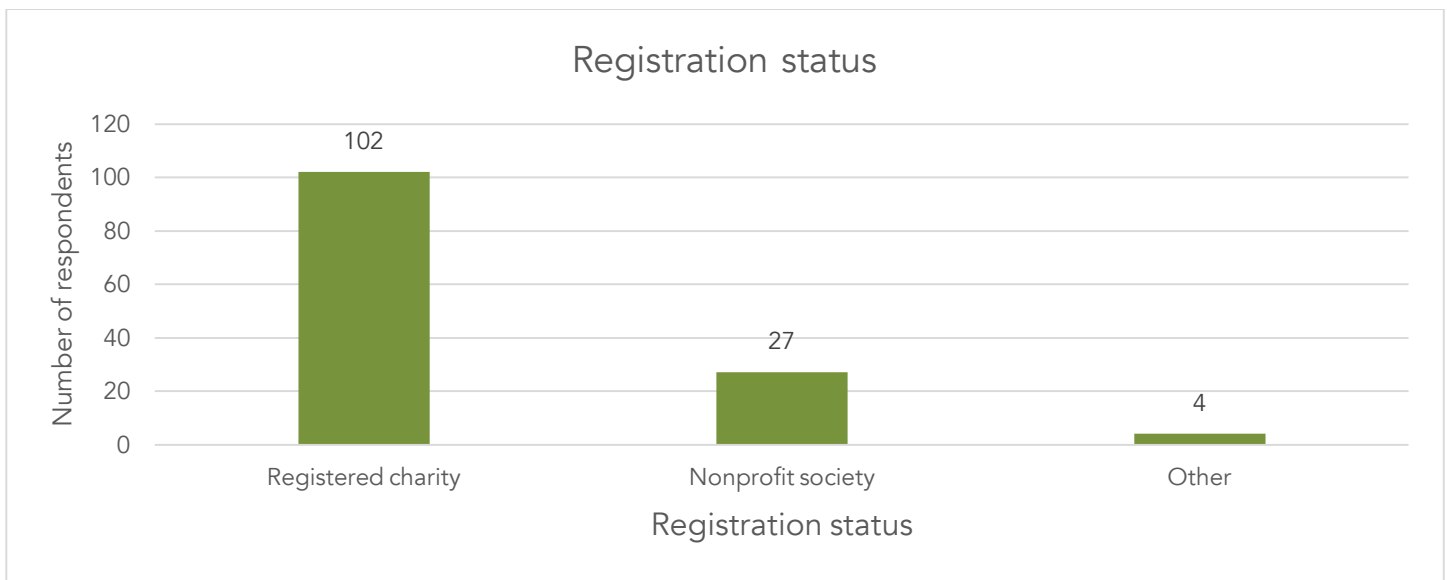
### LOCATION

Respondents were asked “Where is your main location?” There were no respondents from Maple Ridge/Pitt Meadows. The “other” was an organization without an office that serves the region more generally.



### REGISTRATION STATUS

Respondents were asked “What is your registration status?” While most registered charities are also registered as nonprofit societies under the Society Act, if an organization is both they were counted under the registered charity category.



## SIZE, BASED ON OPERATING BUDGET

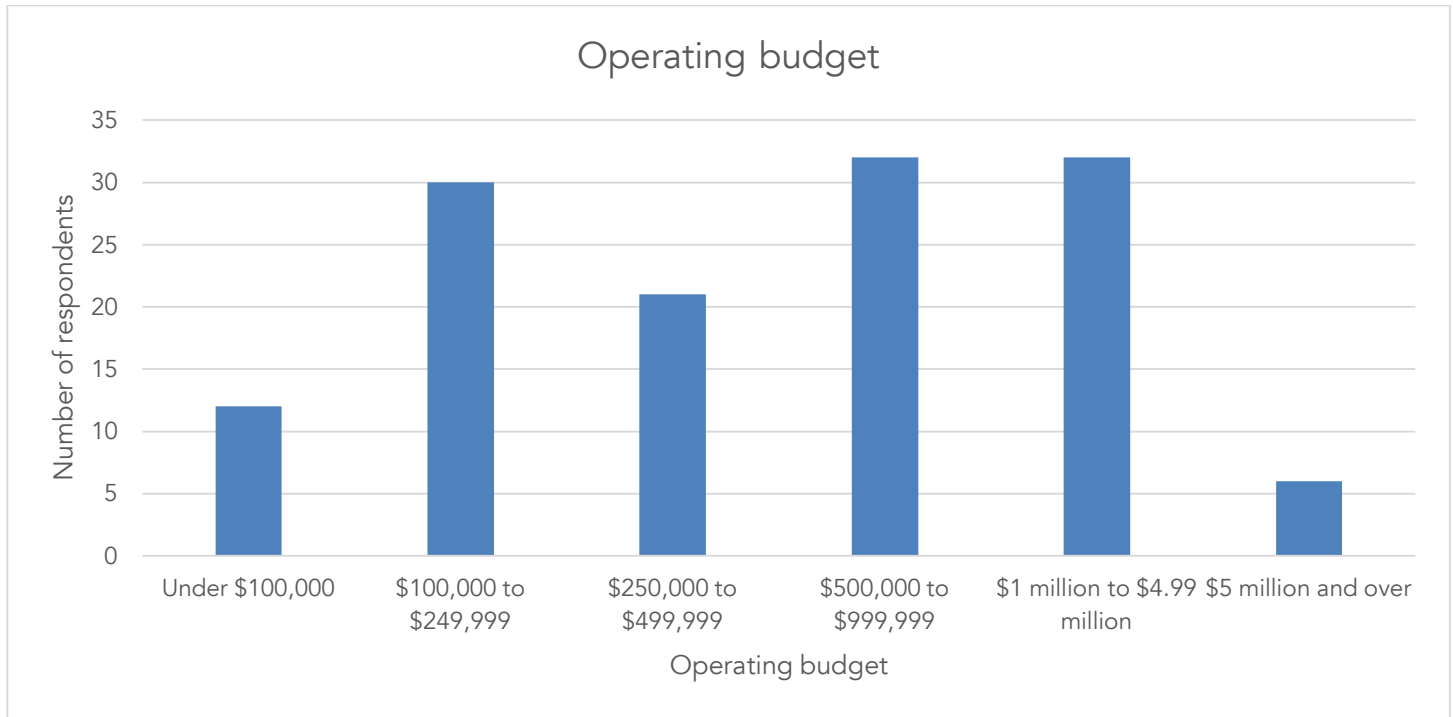
This rest of the report most often uses operating budget as the distinguishing variable so that you can compare your situation to other organizations with similar budgets.

### Operating budget of respondents

Respondents were asked “What is your current annual operating budget?” and had to select from a drop down menu of ranges.

The majority of respondents have operating budgets that fall between \$100,000 and \$5 million.

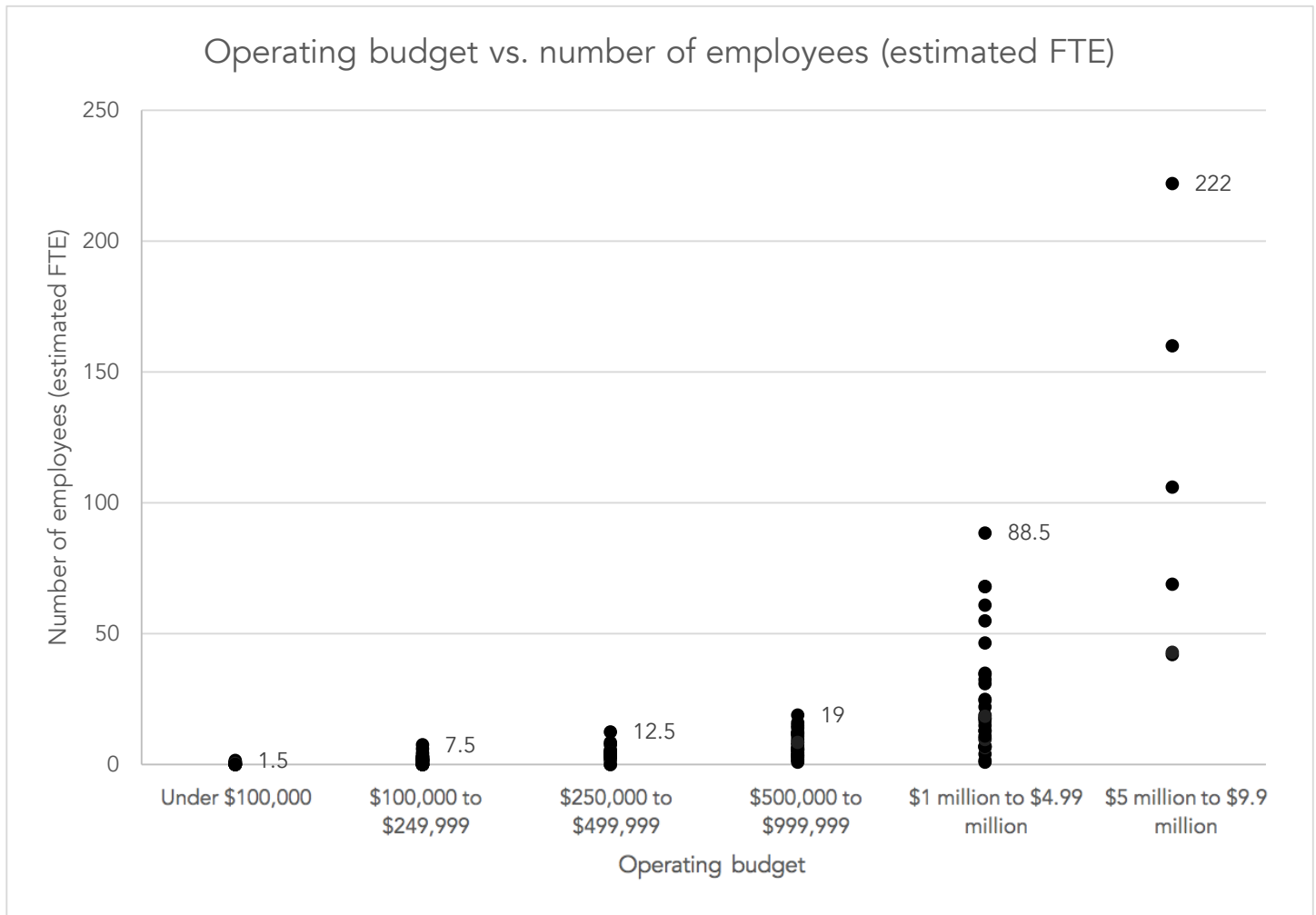
The original survey distinguished between \$5 million to \$9.99 million, and \$10 million and over. Neither category had enough respondents to be included in this report so I merged them together to create a \$5 million and over category.



## Operating budget vs. number of employees

Respondents were asked “How many employees do you have? Do not include non-employees (e.g. independent contractors). For part-time employees, enter the number of people who have part-time roles, not the full-time equivalency” (FTE).

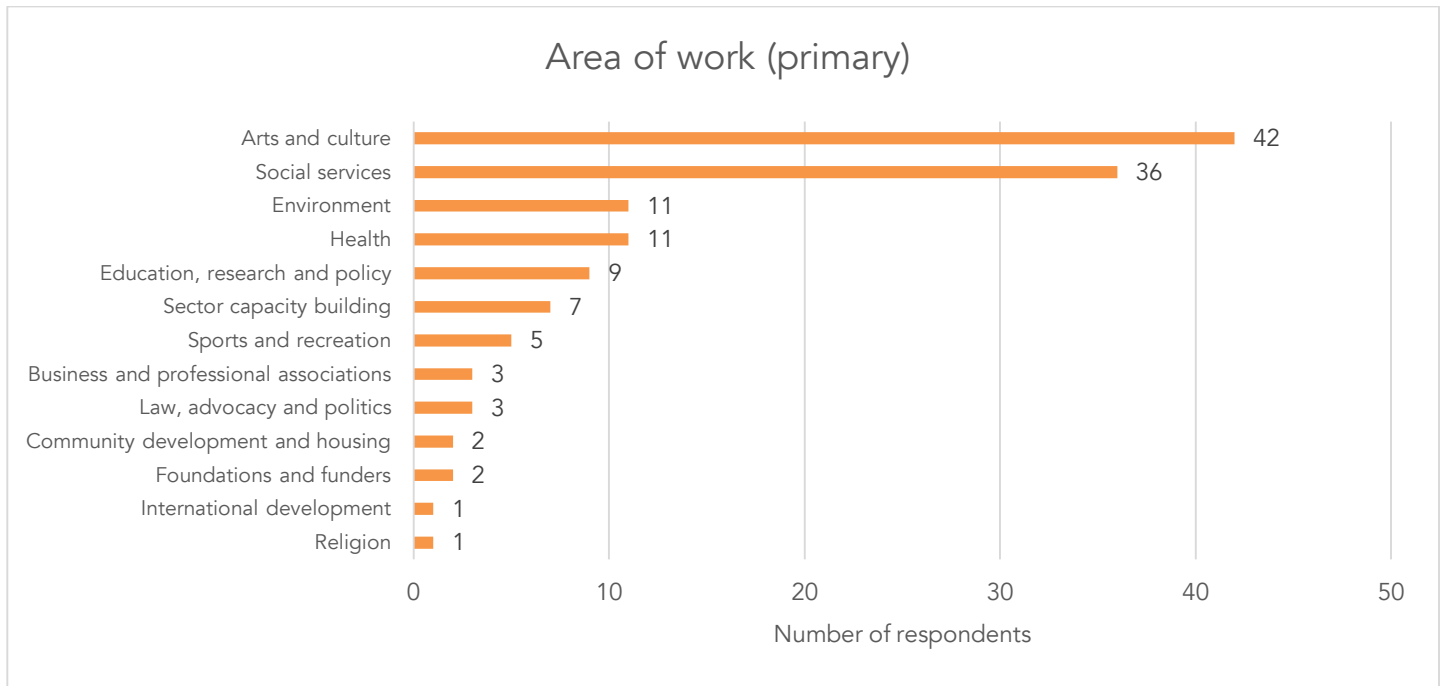
In order to create the following graph, I added the # of full-time employees + 0.5 x the # of part-time employees. I realize that many part-time employees do not work exactly 50% of the week, so this is a rough estimate. It shows an approximate range of the number of employees for each operating budget range, and the maximum number for each budget.



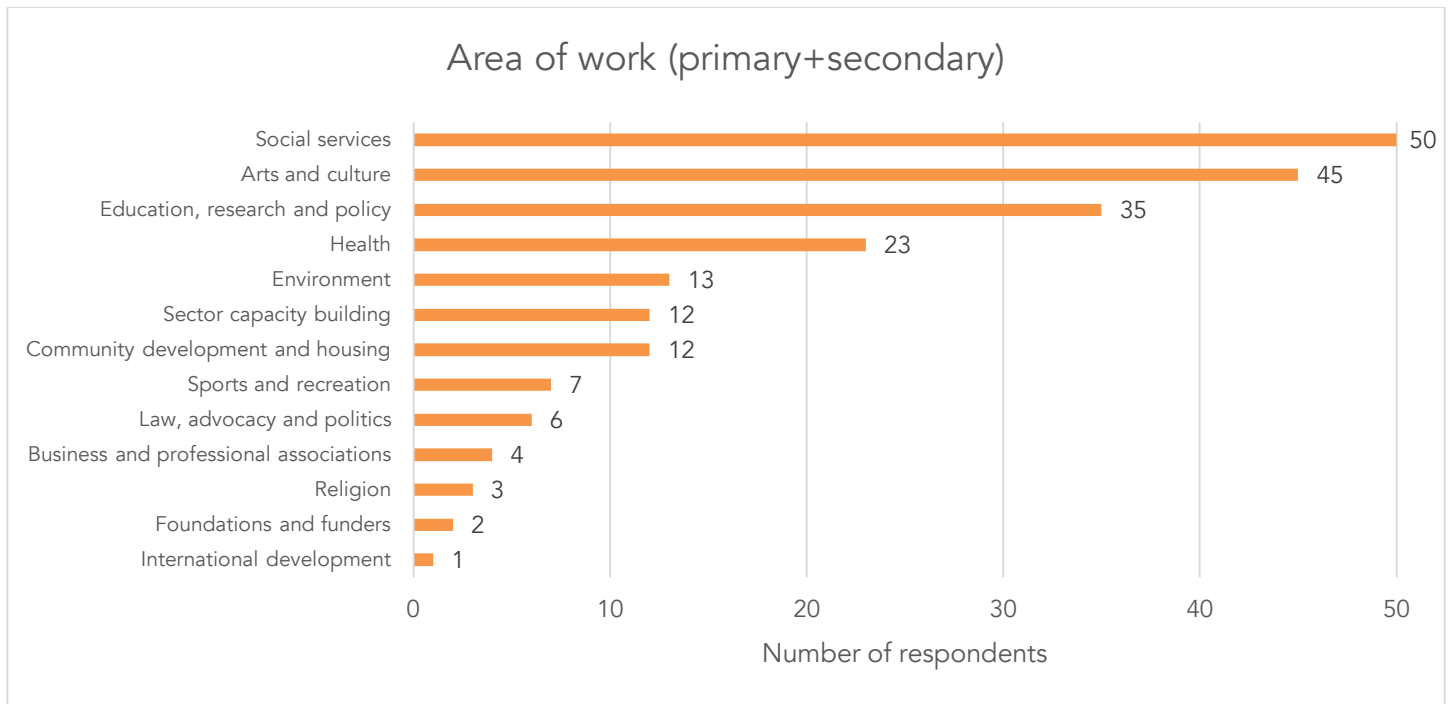
## AREA OF WORK

Respondents were asked “What is your PRIMARY area of work?” and “What is your SECONDARY area of work? (optional)” and asked to select from a drop down menu.

Most respondents were either primarily arts and culture or social services organizations.



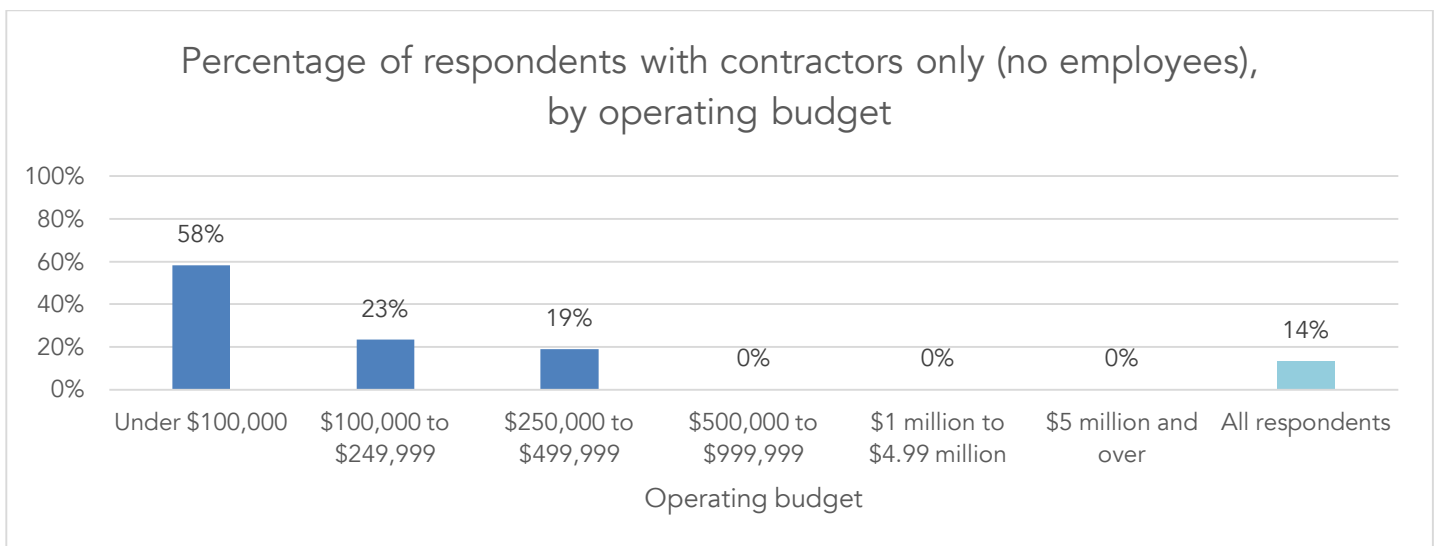
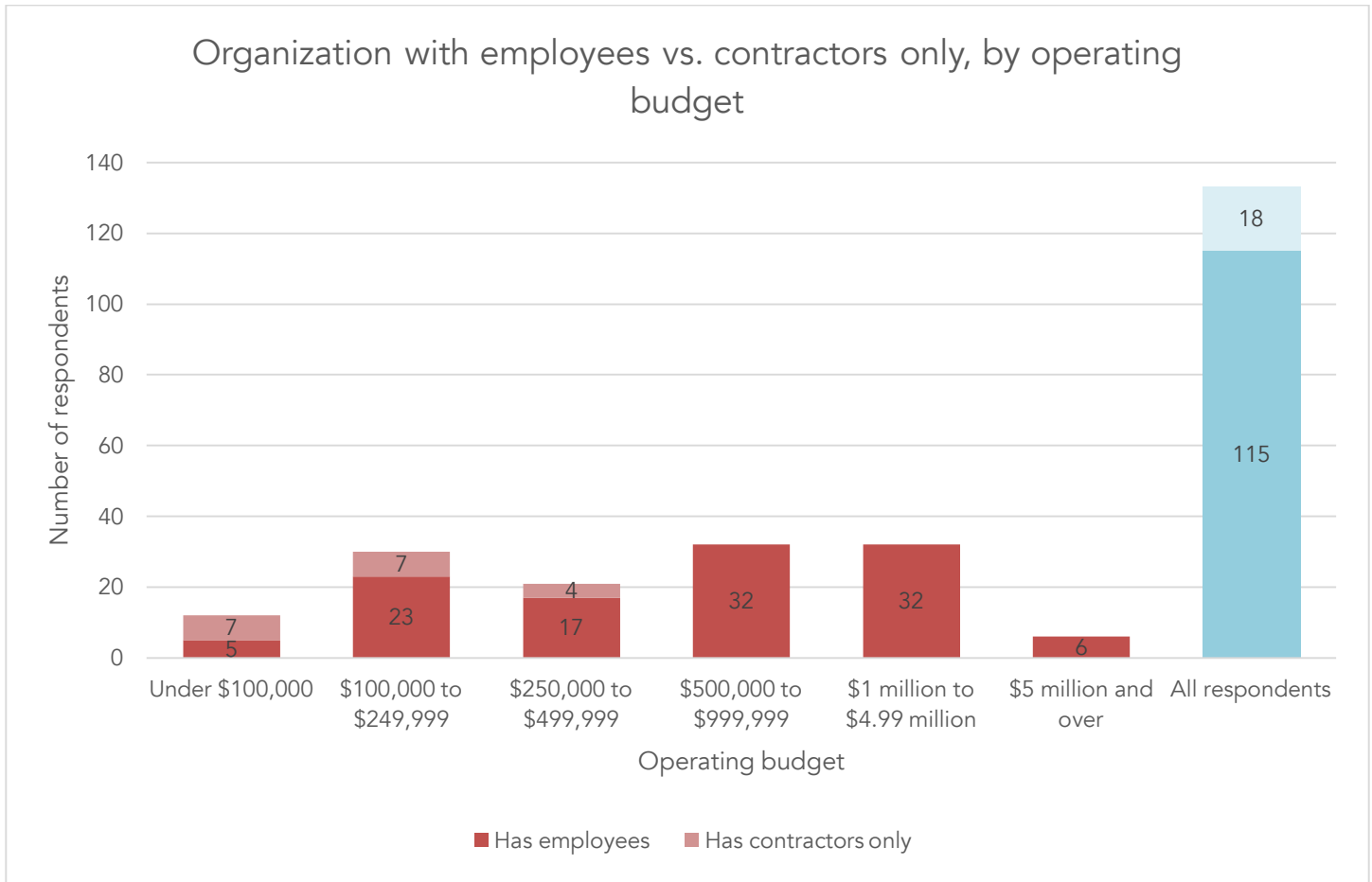
Not all respondents selected a second area. The surge in education, research and policy (and to a lesser degree, health) indicate this is a common second area of work. **Any analysis in this report that breaks things down by area of work only includes the primary area.**



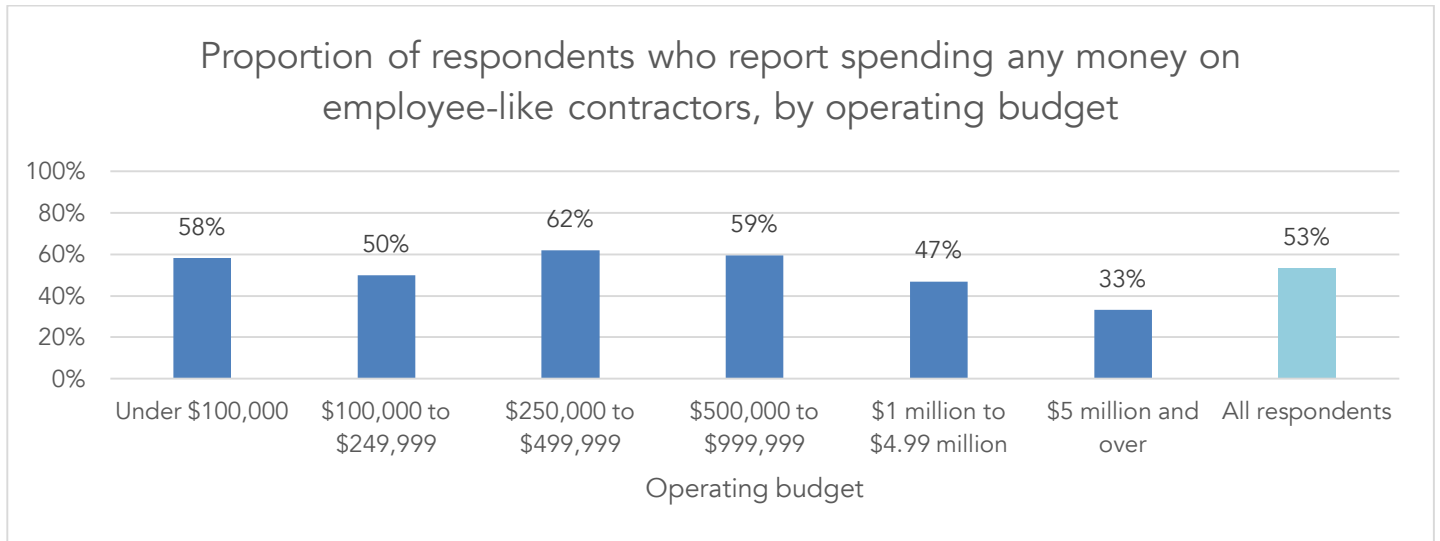
## Non-employee contractors

Respondents were asked “Do you have any contractors that are employee-like? For example, some small nonprofit organizations may hire an ED or bookkeeper as an independently contracted role as opposed to as an employee.” This data was used to present the next three charts.

Most respondents had at least one employee (except in the under \$100,000 category). Few (14%) had only contractors doing the work of the organizations, and these were only in organizations with budgets under \$500,000.



The majority of organizations with operating budgets under \$1 million report spending some money on employee-like contractors.



Most of the rest of this report focuses on organizations with paid employees. **Unfortunately, this means there is not enough data on paid employees for organizations with budgets under \$100,000**, as I require 6 inputs.

### TYPES OF RESPONSIBILITIES CONTRACTED OUT

Respondents were asked “Which types of responsibilities do you contract out?”

Financial and program delivery/management are the most likely to be contracted out. When asked which responsibilities might be contracted out, I did not provide the option for respondents to indicate whether they even had that type of work at their organization. Therefore, low numbers (e.g. under sales/business development) could indicate low contracting out, but it could also indicate that most organizations don’t do that type of work.

Table 1. Proportion of respondents in each operating budget range who report contracting out types of employee-like roles

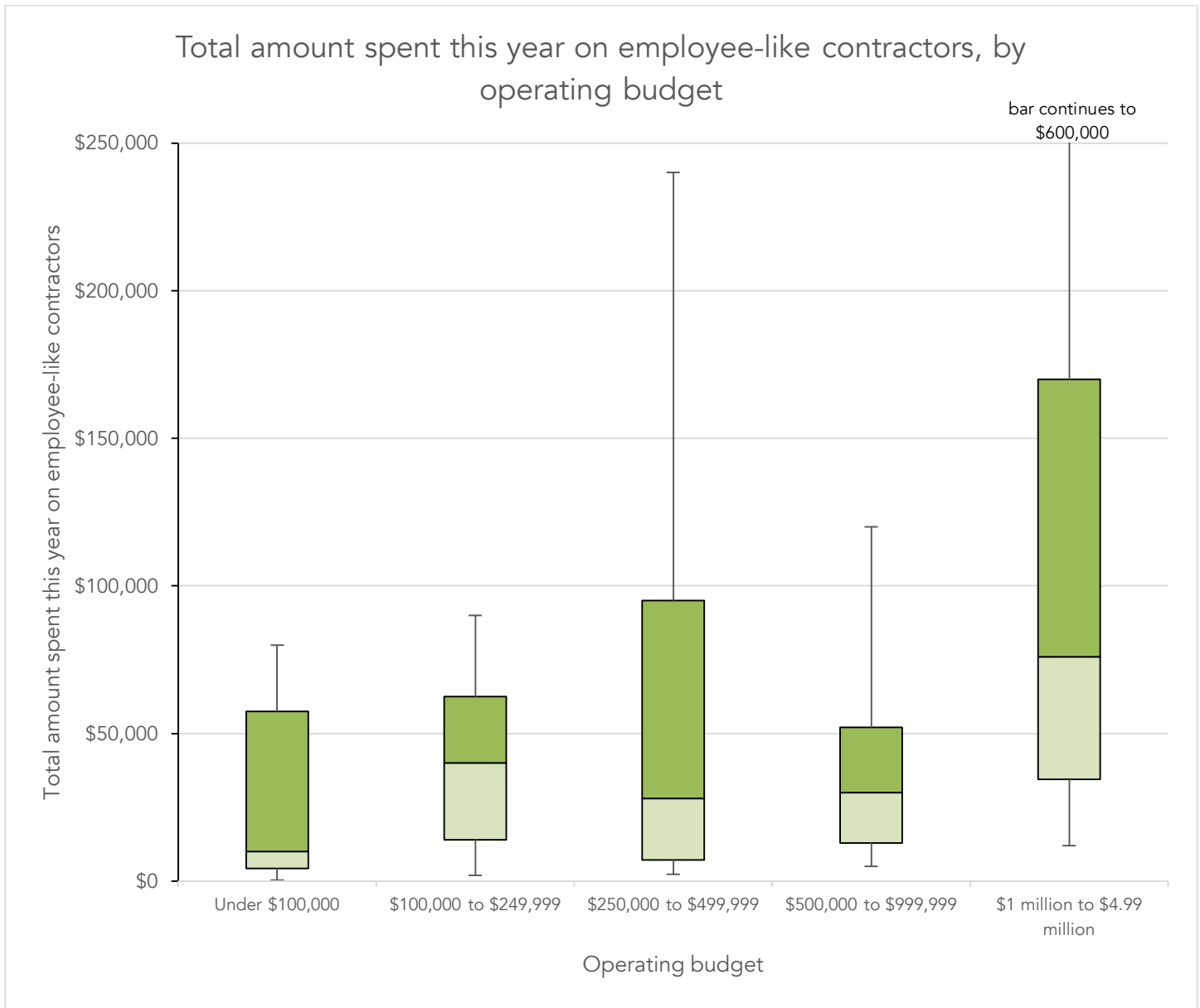
	ED/CEO	Program mgmt/delivery	Finance/bookkeeping	Admin/operations	Marketing/comms	Digital/web/social media	Fund devt	Sales/business devt	Outreach/community engagement	Human resources/volunteer engagement	Policy/research
\$100,000 to \$249,999	19%	63%	56%	25%	44%	44%	13%	0%	31%	19%	6%
\$250,000 to \$499,999	21%	57%	79%	29%	36%	21%	7%	7%	14%	7%	0%
\$500,000 to \$999,999	5%	35%	50%	15%	30%	10%	10%	5%	10%	0%	10%
\$1 million to \$4.99 million	11%	50%	50%	22%	6%	22%	17%	0%	11%	6%	17%

This table did not include the under \$100,000 nor \$5 million and over operating budgets because not enough respondents in these categories shared this data.

### AMOUNT SPENT ON EMPLOYEE-LIKE CONTRACTORS

Respondents were asked “What total approximate fees will you spend on employee-like contractors this fiscal year?” The following graph represents all responses over \$0.

This chart is your first box and whisker plot. If you need help, head back to page 9.



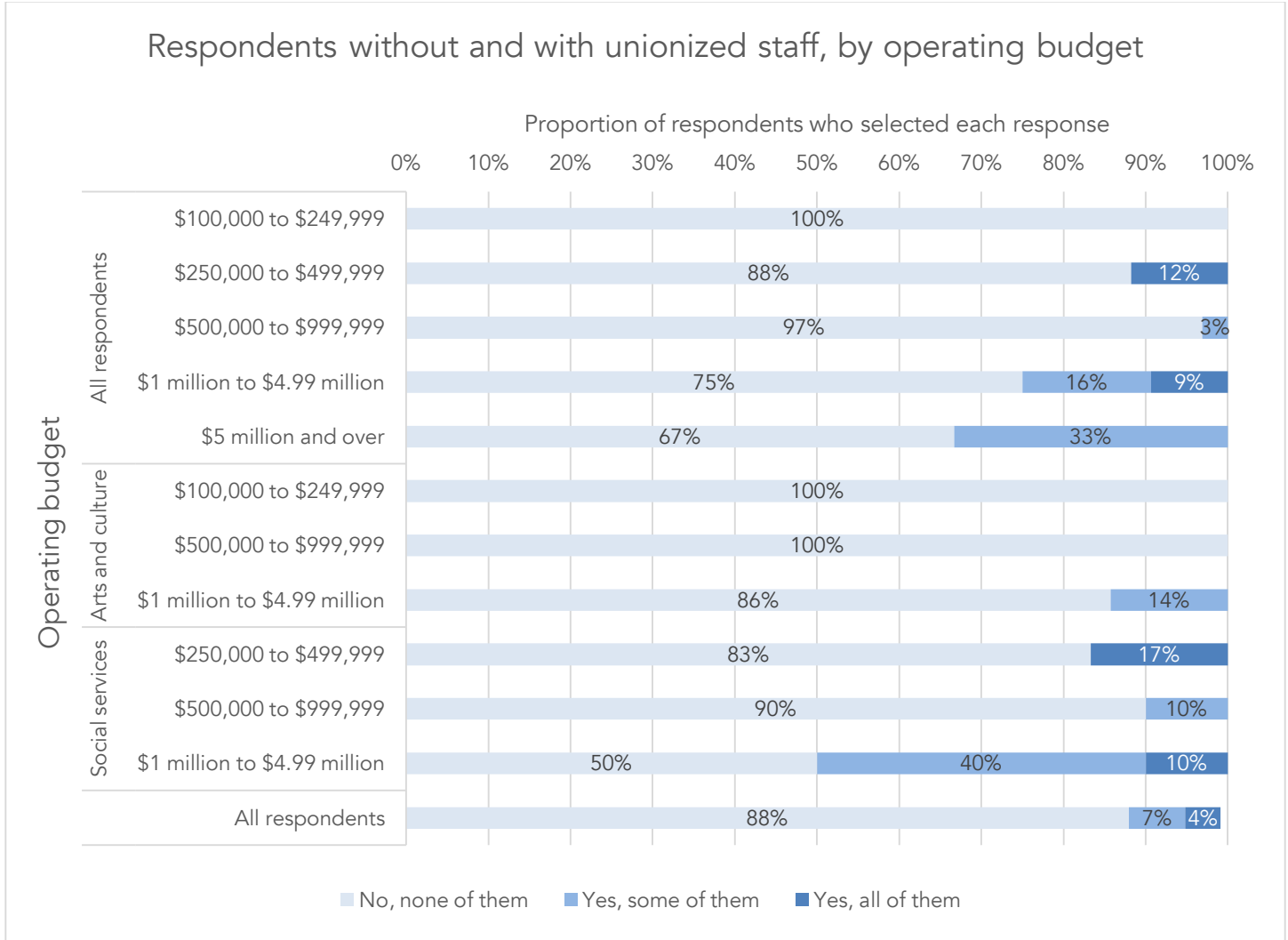
	Under \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 million to \$4.99 million
1st quartile	\$4,250	\$14,000	\$7,200	\$13,000	\$34,500
Median (2nd quartile)	\$10,000	\$40,000	\$28,000	\$30,000	\$76,000
3rd quartile	\$57,500	\$62,500	\$95,000	\$52,109	\$170,000



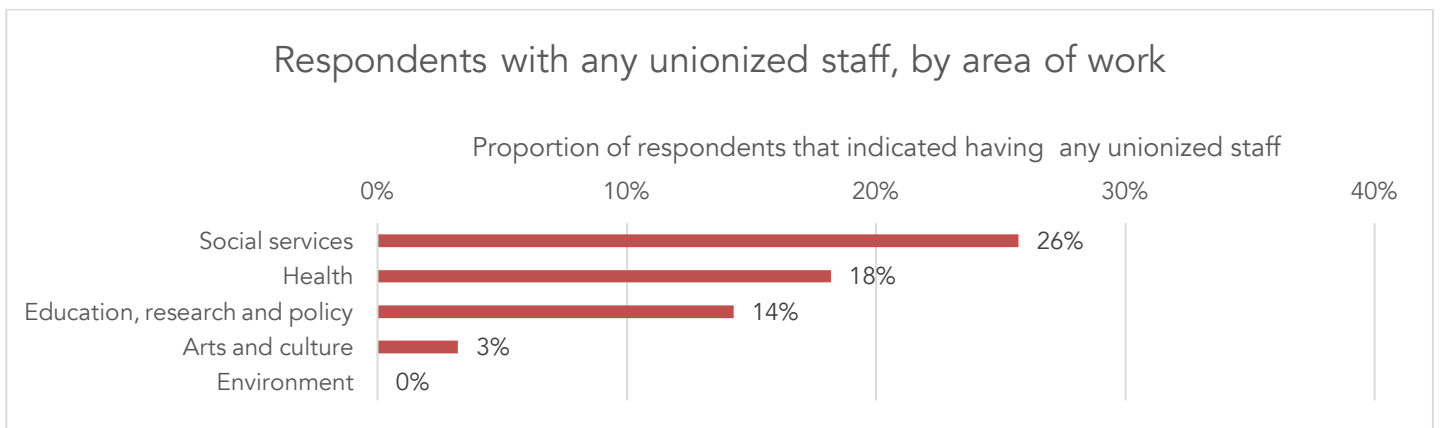
## Unionized staff

Respondents were asked “Are your staff unionized?”

The vast majority of respondents (88%) had no unionized employees. Generally (but not as a rule) as organizations grew in budget size, they were more likely to have unionized employees. The following chart is the first chart that provides additional analysis for arts/culture and social services organizations with certain budgets, as there are enough data points to help ensure confidentiality.



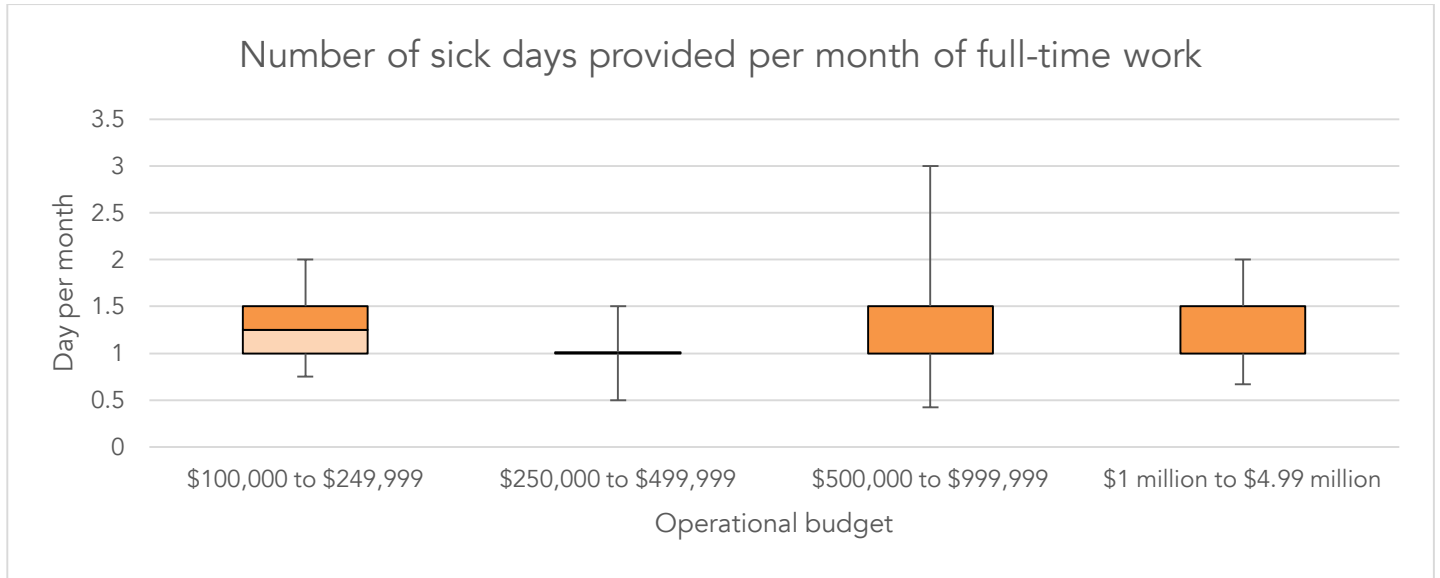
Social services (26%) and health (18%) organizations were most likely to report having any unionized staff (either all or some staff).



## Sick time allotment

Respondents were asked how they provide for sick time. Options included days per month, % added to pay cheque in lieu of sick time, both, it depends, or none. Not enough provide sick time via % in lieu to provide any results.

For those that offer days per month, 75% of all respondents in each budget range offer 1 or more days per month.



	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 million to \$4.99 million
1st quartile	1	1	1	1
Median (2nd quartile)	1.25	1	1	1
3rd quartile	1.5	1	1.5	1.5

## About position types and function areas

For all of the following sections for paid employees, respondents were asked to provide data on employees (not contractors) based on their level of responsibility (rather than job title). Position types were limited to ED/CEO, VP, director, manager, specialist, coordinator, and assistant. Function areas (e.g. marketing, finance) were also limited. I realize that this means some positions may not fit in a category naturally or at all, and therefore some specific roles (e.g. early childhood educator) are not included in this report.

Position type descriptions used to guide respondents:

- ED (or CEO, etc.): Most senior staff person, reporting to board of directors. Accountable for executing mission and strategy.
- VP: Usually only in large organizations. Accountable to most senior staff person. Responsible for leadership and achievements of significant department covering multiple areas. Focuses on policy, strategy, and high level HR, not day-to-day operations.
- Director: Most senior person responsible for carrying out operations in a specific area. Focuses on strategy, high level HR, and oversees day-to-day operations through the staff they supervise.
- Manager: Focuses on strategy for a specific functional or program area, and oversees and takes part in day-to-day operations. Usually has staff supervision responsibilities.
- Specialist: High level of specific area of expertise, less focussed on strategy. No staff supervision responsibilities.
- Coordinator: General support for a functional or program area. Some autonomy over work. No staff supervision responsibilities.
- Assistant: All work is delegated by a more senior staff member and/or the type of work repeats itself (e.g. similar tasks daily, weekly, quarterly). No staff supervision responsibilities.

Functional areas included in the survey:

- Program (e.g. program manager)
- Finance
- Administration/Operations
- Marketing/Communications
- Digital/Web/Social media
- Fund Development
- Sales/Business development
- Outreach/Community Engagement
- Human Resources/Volunteer Engagement
- Policy/Research

## About the presentation of salary and vacation data

The following sections (annual salary, hourly wages, vacation days) are divided first by operating budget range. Within each budget range, the charts start with specific position types when possible (e.g. Program Manager), followed by general position types (e.g. all managers), followed by any data available for specific areas of work (arts/culture and social services).

I've shared as much data as a can. If there are 6 or more organizations sharing data for a position type, I've shared it. This means that some operational budgets have much more data than others.

This data could have been shared in other ways (e.g. comparing ED/CEO roles across budget levels) but I've chosen to present data in a way that allows an organization to easily see all available comparable data quickly.

### WHY DOES EACH POSITION HAVE TWO BARS, A MIN AND A MAX?

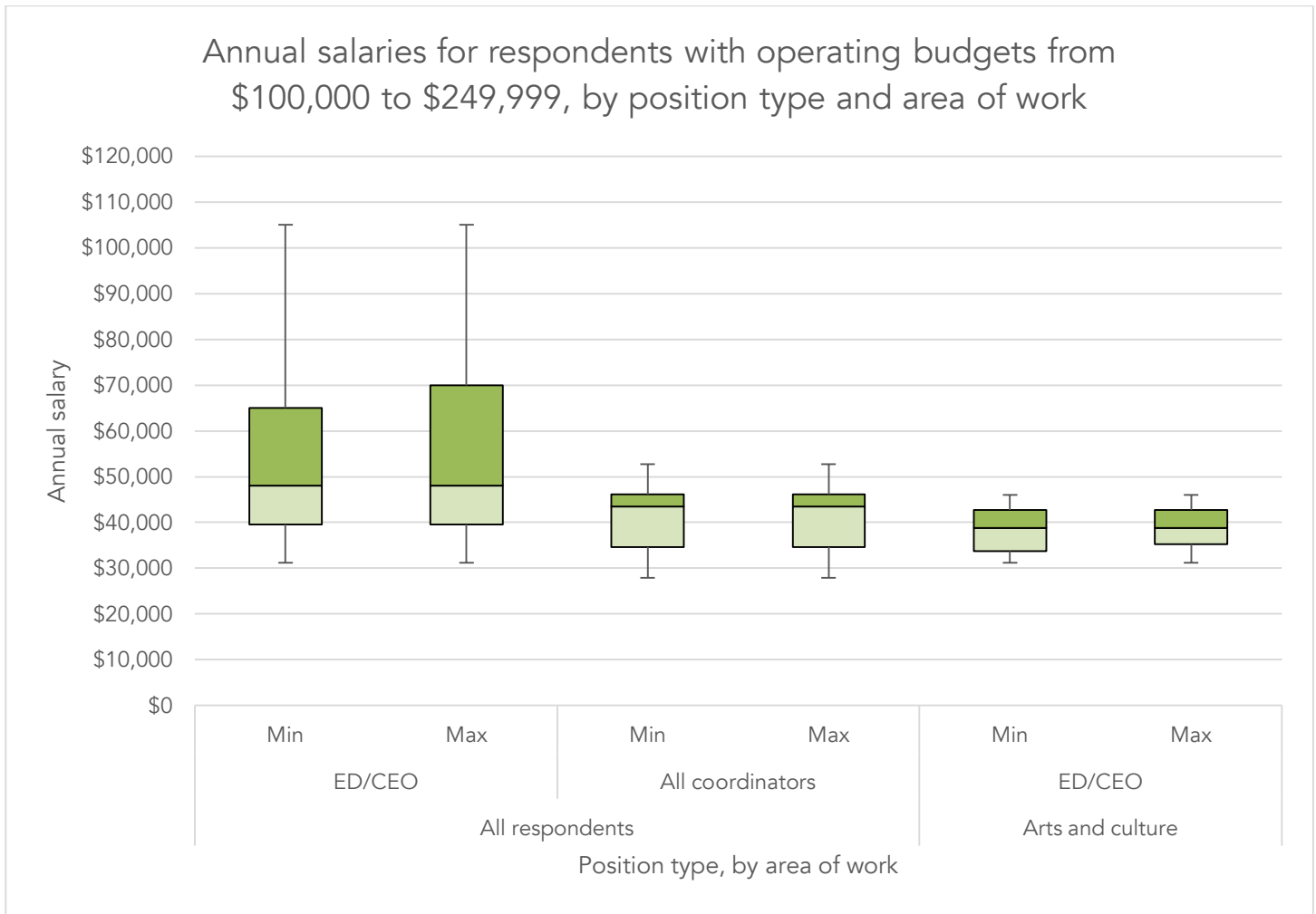
In many organizations, there is more than one person in a position type, and they may receive different levels of compensation. The "min" bar for each position is the range of the lowest numbers for each position (e.g. for those with less experience or fewer years at the organization) and the "max" bar for each position is the range of the highest numbers for each position (e.g. for those with more experience or years at the organization). There is even a difference between the ranges for the ED/CEO role sometimes, as some organizations have two people in this role (e.g. co-EDs, or for arts and culture organizations, it is common to have both an artistic director and managing director in the most senior role).

## People paid by annual salary

Respondents were asked to provide the minimum and maximum salaries for each role that is compensated based on an annual salary. If there was only one person in that role, the same number was used for min and max. Respondents were asked to share prorated data (e.g. if a person is paid \$30,000 per year for 3 day per week of work, the prorated full-time amount would be \$50,000) so that part-time and full-time work could be compared.

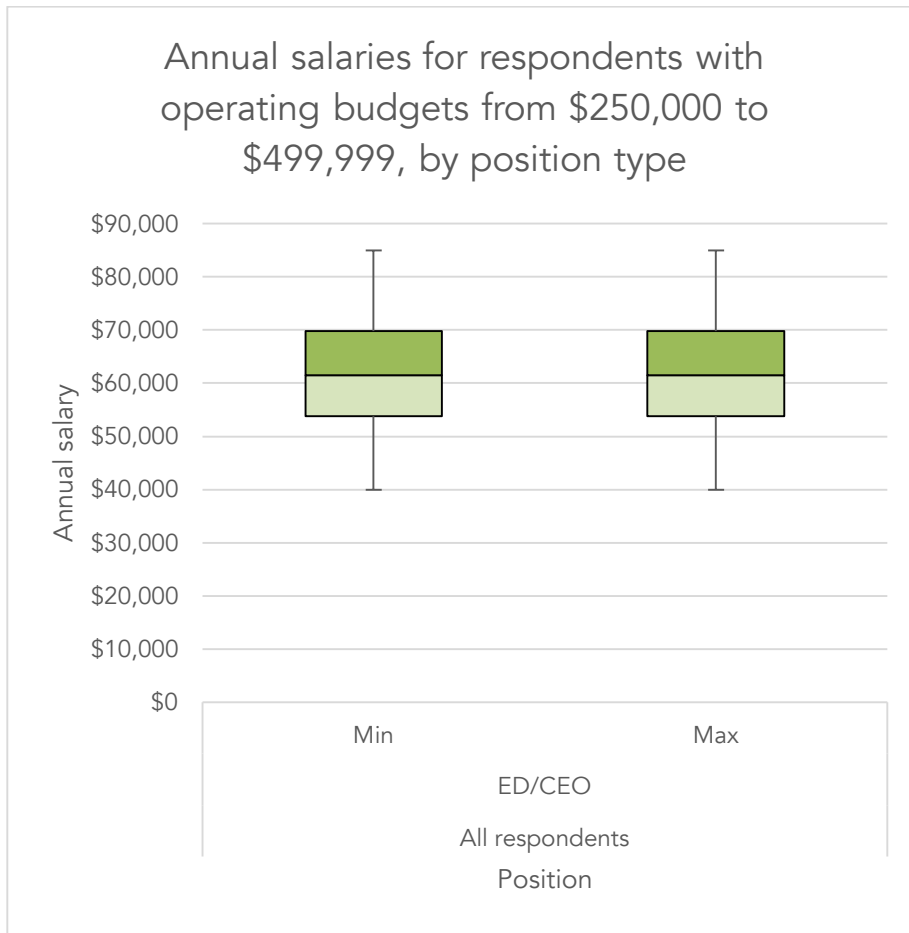
Based on a review of the data, I believe some respondents provided data without prorating. I tried to catch as many of these instances as possible, but it is possible some of the data included in the analysis is for part-time work. This means that some medians and quartiles (especially the minimum values) may be a bit lower than they should be. It's also possible that some people shared amounts spent on employee-like contractors who are not technically employees. By using medians and quartiles, outliers and irregular numbers are less likely to skew the results.

### \$100,000 TO \$249,999



	All respondents				Arts and culture	
	ED/CEO		All coordinators		ED/CEO	
	Min	Max	Min	Max	Min	Max
1st quartile	\$39,584	\$39,584	\$34,559	\$34,559	\$33,720	\$35,220
Median (2nd quartile)	\$48,000	\$48,000	\$43,534	\$43,534	\$38,774	\$38,774
3rd quartile	\$65,050	\$70,000	\$46,125	\$46,125	\$42,667	\$42,667

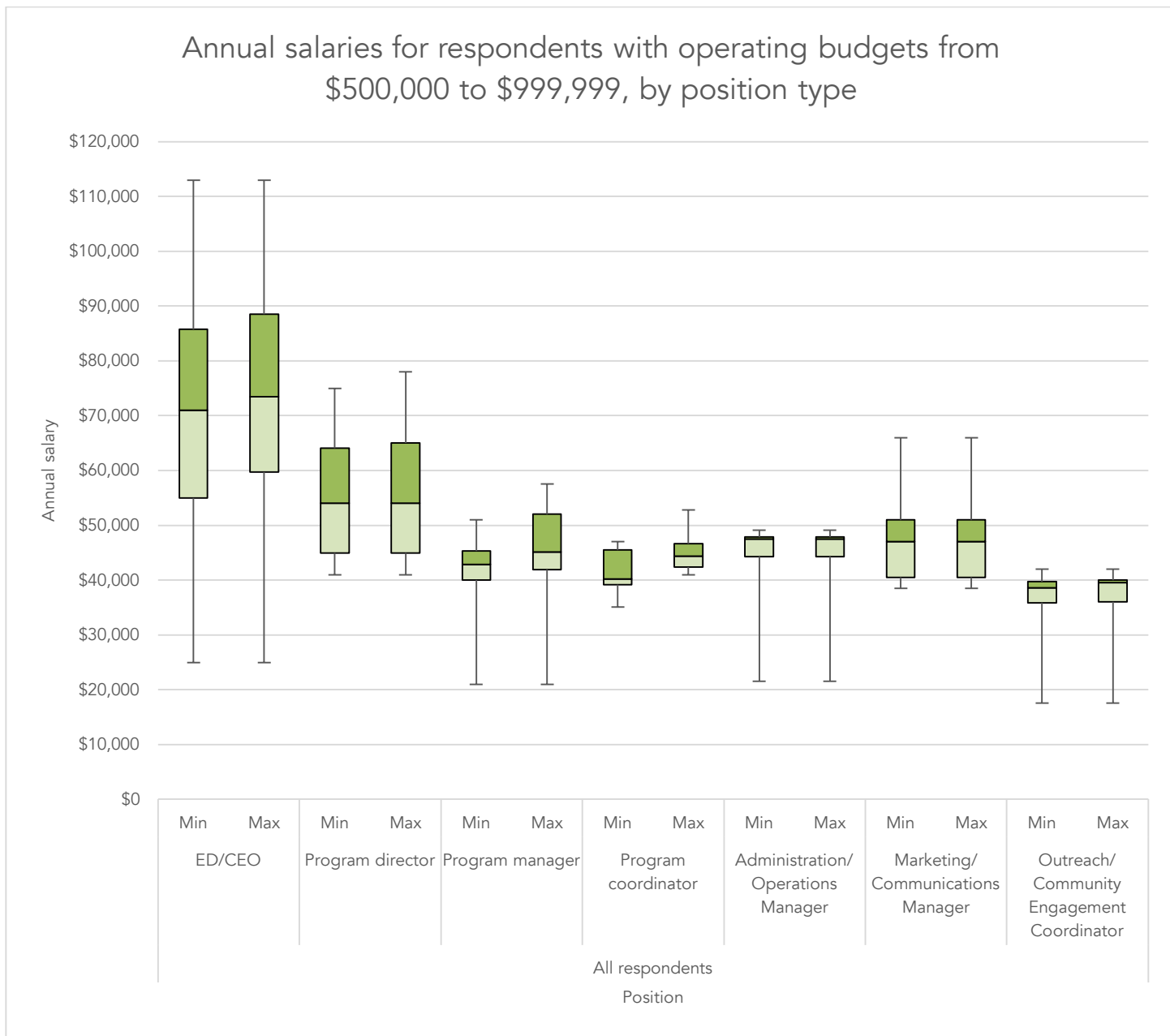
**\$250,000 TO \$499,999**



	All respondents	
	ED/CEO	
	Min	Max
1st quartile	\$53,750	\$53,750
Median (2nd quartile)	\$61,500	\$61,500
3rd quartile	\$69,750	\$69,750

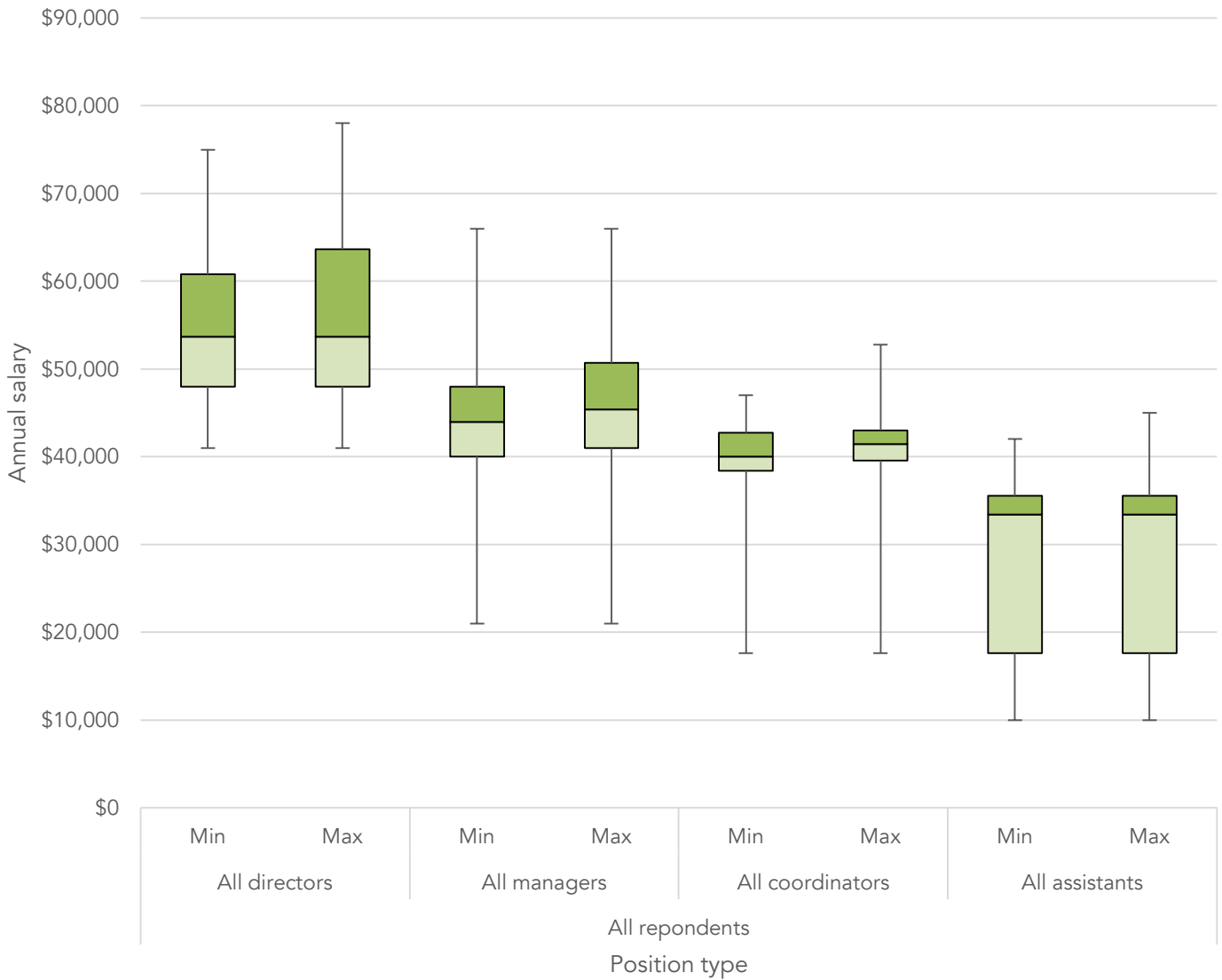
### \$500,000 TO \$999,999

There are 3 charts for this budget range. The first is for specific roles, the second is general role types, and the third is specific to arts/culture and social service organizations.

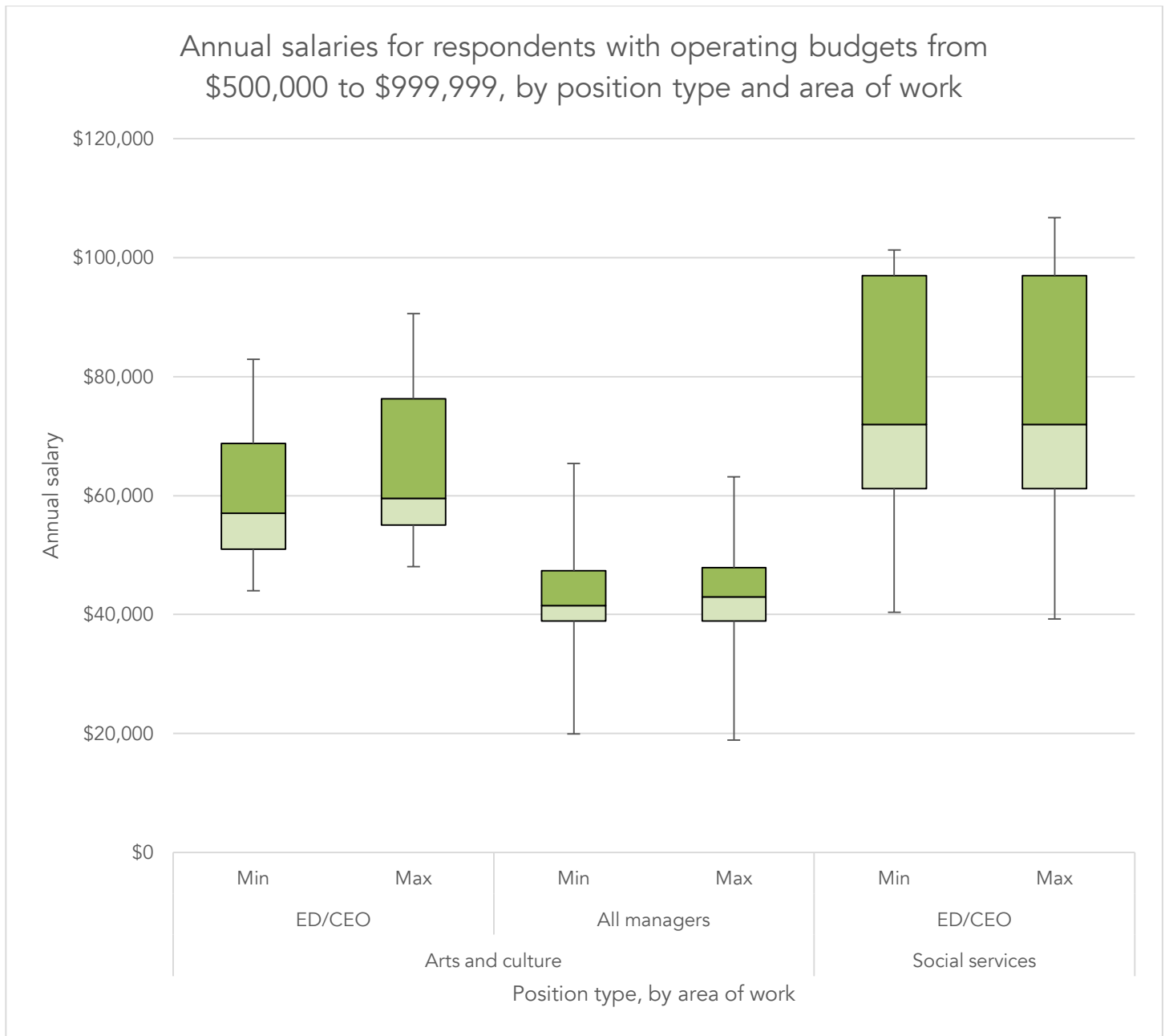


	All respondents													
	ED/CEO		Program director		Program manager		Program coordinator		Administration/Operations Manager		Marketing/Communications Manager		Outreach/Community Engagement Coordinator	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	\$55,000	\$59,750	\$44,954	\$44,954	\$40,000	\$41,875	\$39,146	\$42,340	\$44,313	\$44,313	\$40,500	\$40,500	\$35,880	\$36,075
Median (2nd quartile)	\$71,000	\$73,500	\$54,000	\$54,000	\$42,840	\$45,148	\$40,253	\$44,380	\$47,500	\$47,500	\$47,000	\$47,000	\$38,610	\$39,520
3rd quartile	\$85,750	\$88,500	\$64,120	\$65,000	\$45,324	\$52,000	\$45,480	\$46,690	\$47,853	\$47,853	\$50,964	\$50,964	\$39,780	\$40,040

Annual salaries for respondents with operating budgets from \$500,000 to \$999,999, by position type



	All respondents							
	All directors		All managers		All coordinators		All assistants	
1st quartile	\$47,969	\$47,969	\$40,000	\$41,000	\$38,415	\$39,574	\$17,612	\$17,612
Median (2nd quartile)	\$53,698	\$53,698	\$44,000	\$45,403	\$40,000	\$41,475	\$33,412	\$33,412
3rd quartile	\$60,810	\$63,680	\$48,000	\$50,700	\$42,750	\$43,000	\$35,568	\$35,568

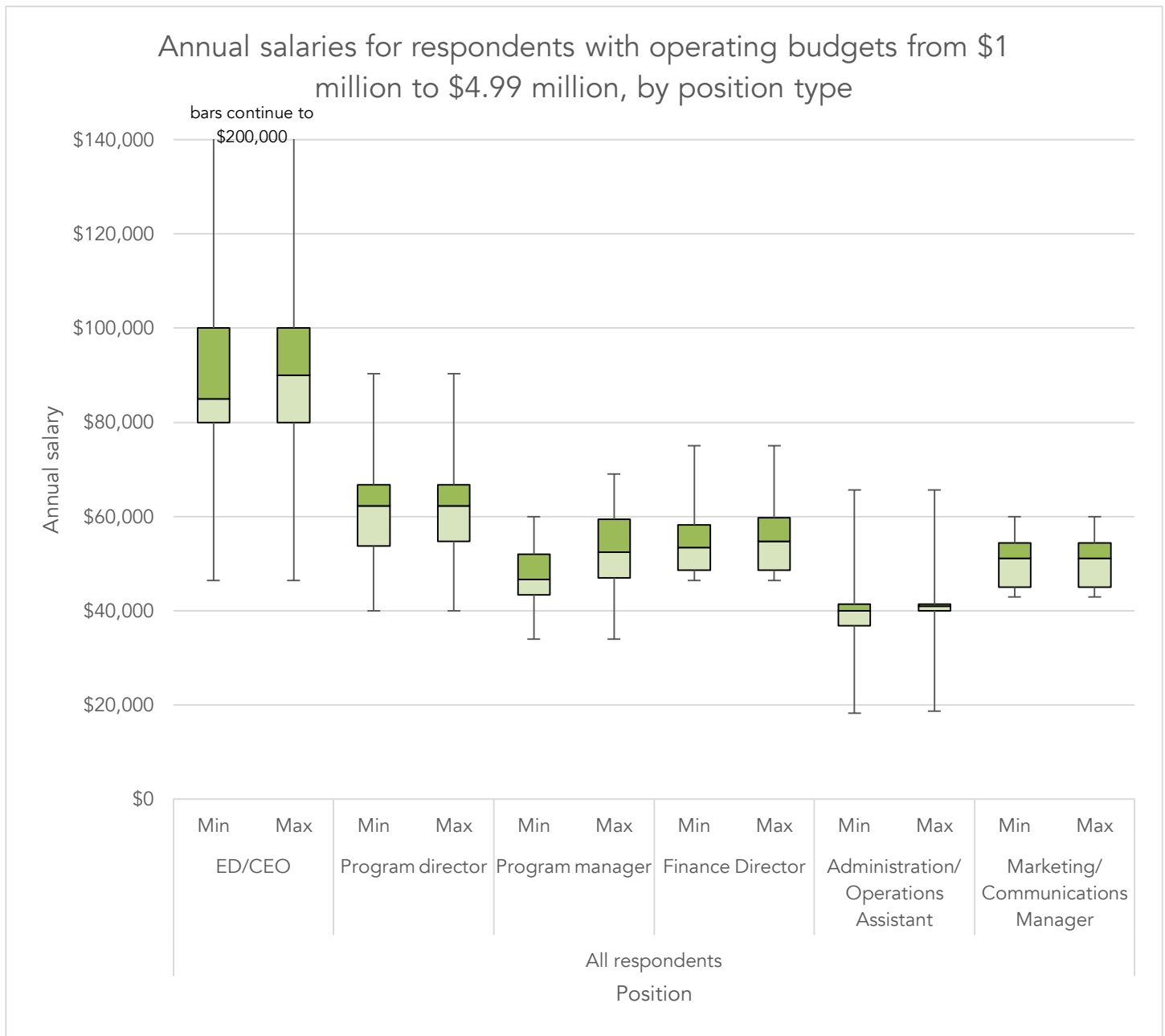


	Arts and culture				Social services	
	ED/CEO		All managers		ED/CEO	
	Min	Max	Min	Max	Min	Max
1st quartile	\$51,000	\$55,000	\$38,875	\$38,875	\$61,200	\$61,200
Median (2nd quartile)	\$57,000	\$59,500	\$41,500	\$43,000	\$72,000	\$72,000
3rd quartile	\$68,750	\$76,250	\$47,375	\$47,875	\$97,000	\$97,000



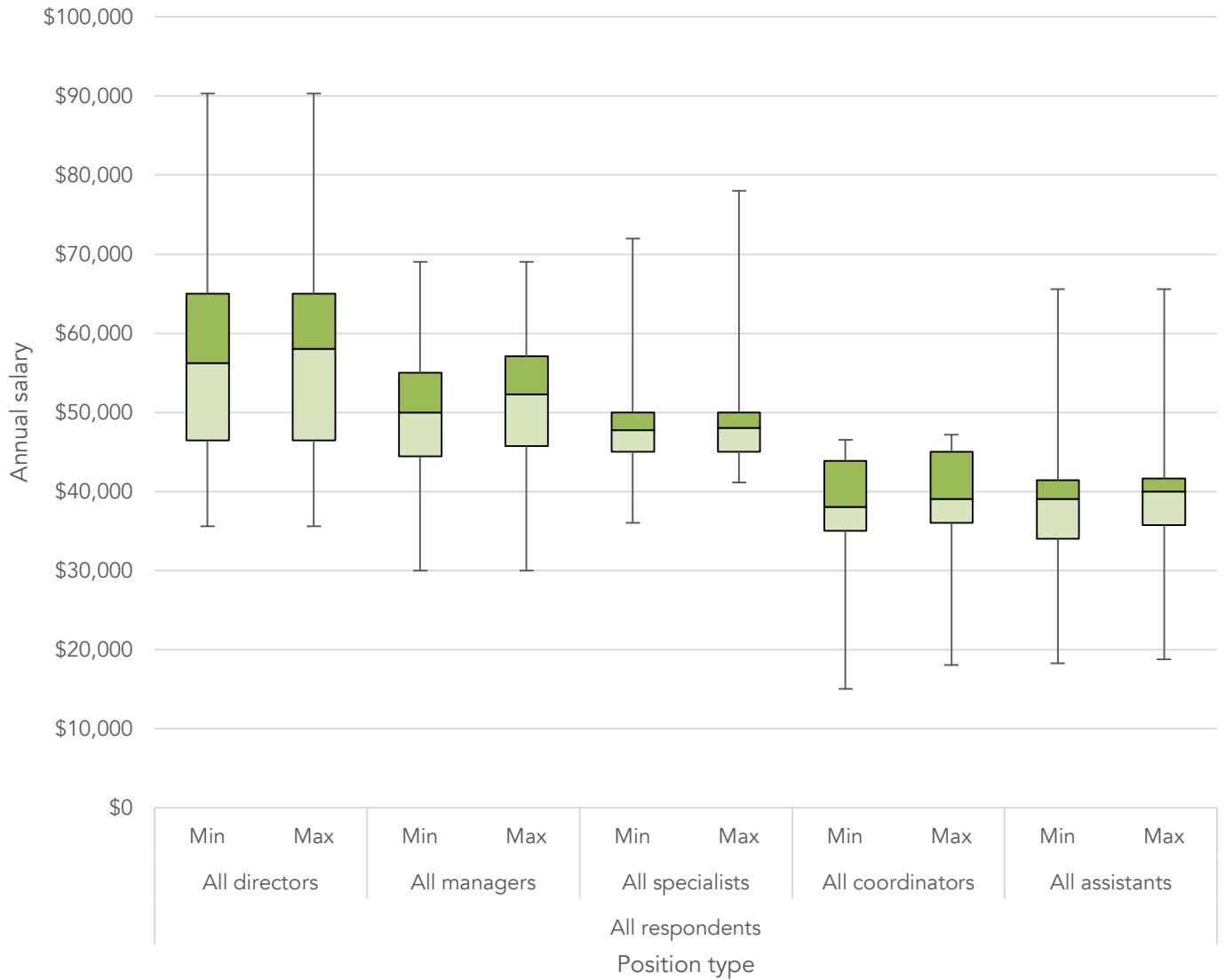
**\$1 MILLION TO \$4.99 MILLION**

There are 2 tables for this budget range. The first covers specific positions, the second covers general position types.



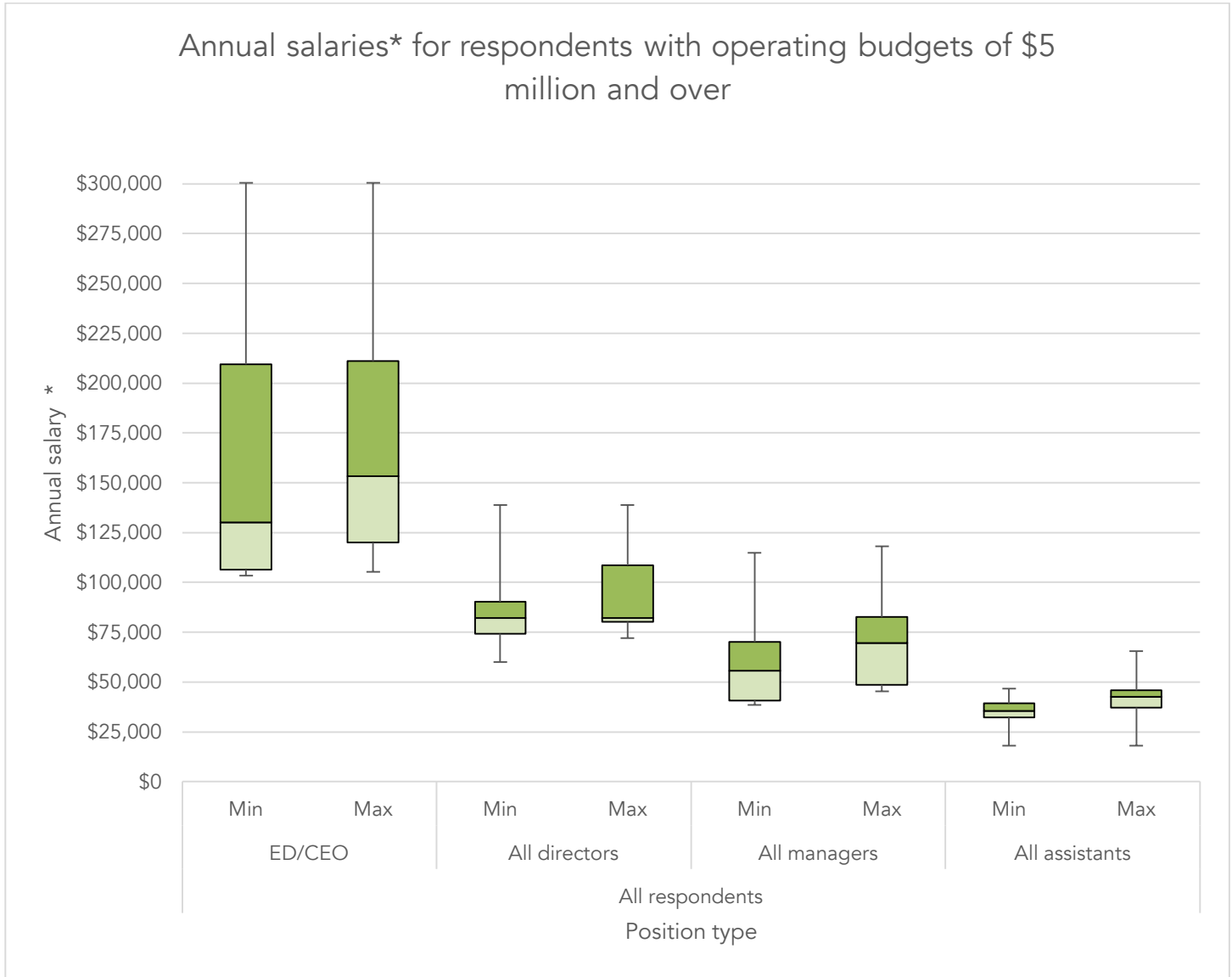
	All respondents											
	ED/CEO		Program director		Program manager		Finance Director		Administration/ Operations Assistant		Marketing/ Communications Manager	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	\$80,000	\$80,000	\$53,810	\$54,765	\$43,426	\$46,983	\$48,675	\$48,675	\$36,817	\$40,000	\$45,000	\$45,000
Median (2nd quartile)	\$85,000	\$90,000	\$62,250	\$62,250	\$46,632	\$52,450	\$53,469	\$54,786	\$40,000	\$40,950	\$51,125	\$51,125
3rd quartile	\$100,000	\$100,000	\$66,794	\$66,794	\$52,000	\$59,431	\$58,214	\$59,763	\$41,385	\$41,421	\$54,379	\$54,379

### Annual salaries for respondents with operating budgets from \$1 million to \$4.99 million, by position type



	All respondents									
	All directors		All managers		All specialists		All coordinators		All assistants	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	\$46,464	\$46,464	\$44,413	\$45,732	\$45,000	\$45,000	\$35,000	\$36,000	\$33,976	\$35,750
Median (2nd quartile)	\$56,238	\$58,000	\$50,000	\$52,250	\$47,734	\$48,000	\$38,000	\$39,000	\$39,000	\$40,000
3rd quartile	\$65,000	\$65,000	\$55,000	\$57,121	\$50,000	\$50,000	\$43,826	\$45,000	\$41,387	\$41,621

**\$5 MILLION AND OVER**



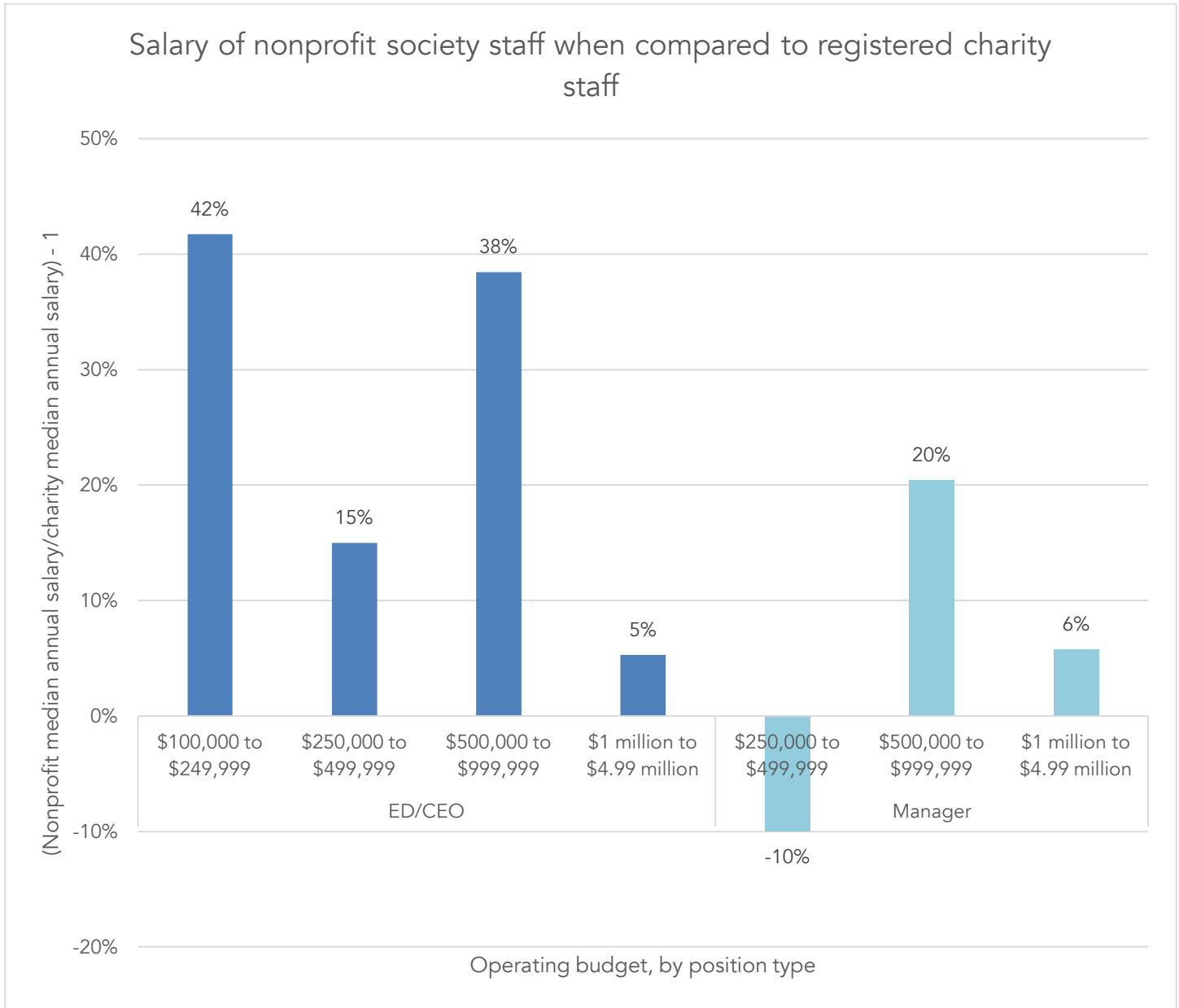
**\*Methodology note:** There were not enough respondents who provided data in either annual salary or hourly wage format for this budget range. In order to provide any data, I have made an estimate of annual salary by taking any hourly wages and multiplying them by 37.5 hours per week and 52 weeks per year. I realize this is not a perfect representation of annual earnings for hourly wage earners, but without taking this leap I wouldn't have been able to provide any salary data for this operational budget range.

When I looked at the numbers using this method, hourly wages calculated annually were generally lower than annual salaries and are often represented by the lower ranges.

	All respondents							
	ED/CEO		All directors		All managers		All assistants	
	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	\$106,475	\$119,999	\$74,294	\$80,168	\$40,589	\$48,512	\$32,292	\$37,050
Median (2nd quartile)	\$129,997	\$153,182	\$82,134	\$82,134	\$55,595	\$69,498	\$35,432	\$42,750
3rd quartile	\$209,524	\$211,118	\$90,344	\$108,635	\$70,259	\$82,778	\$39,414	\$45,956

## How much more are people paid at nonprofit societies (vs. registered charities)?

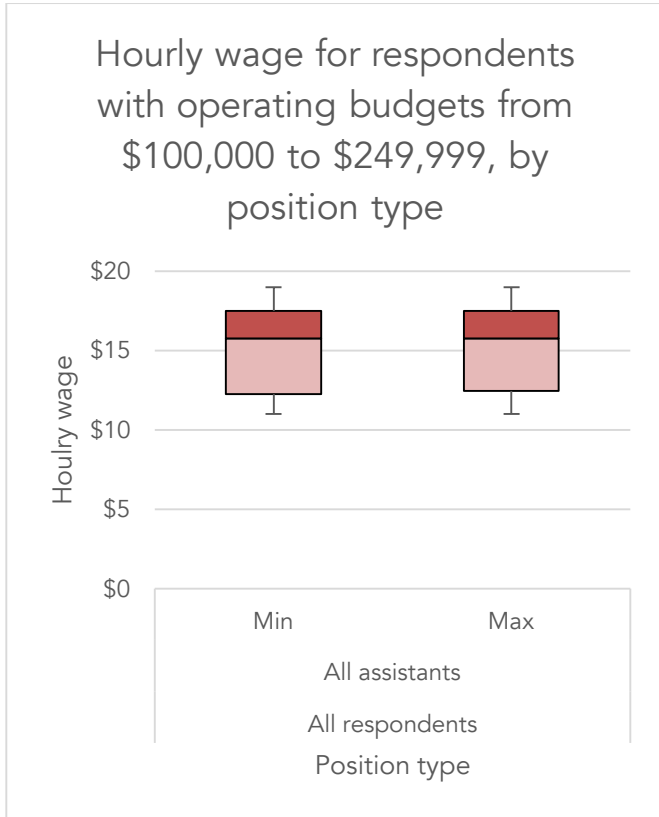
Using the annual salary data, I compared salaries at nonprofit societies with salaries at registered charities. I drew out the ED/CEO level and the manager level in particular. Looking at median salary, nonprofit societies consistently paid more for the same position type and operating budget range. The one exception is the manager role at organizations with a budget range of \$250,000 to \$499,999. There wasn't enough data to compare all operating budget ranges.



## People paid by hourly wages

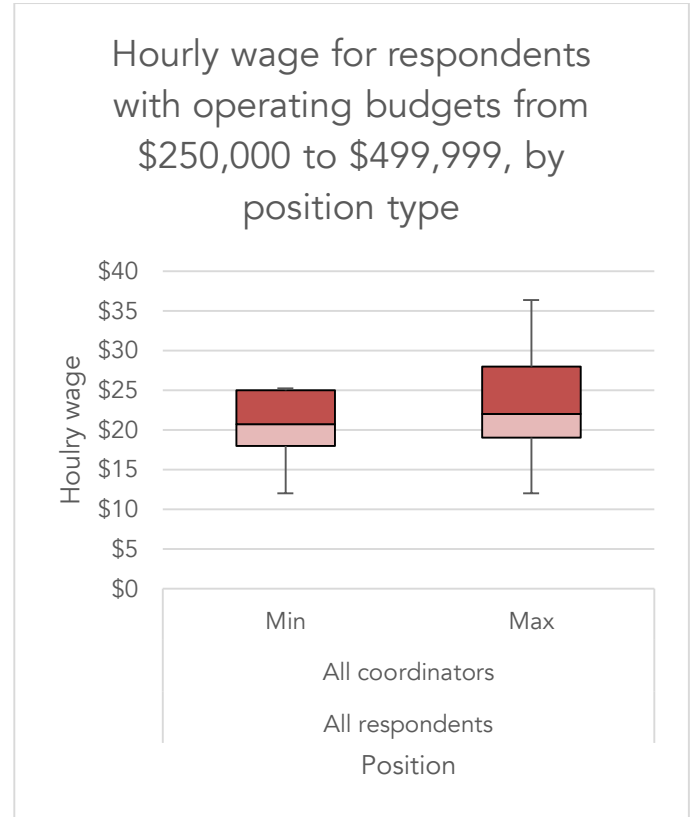
Respondents were asked to provide the minimum and maximum wages for each role that is paid on an hourly basis. If there was only one person in that role, the same number was used for min and max.

### \$100,000 TO \$249,999



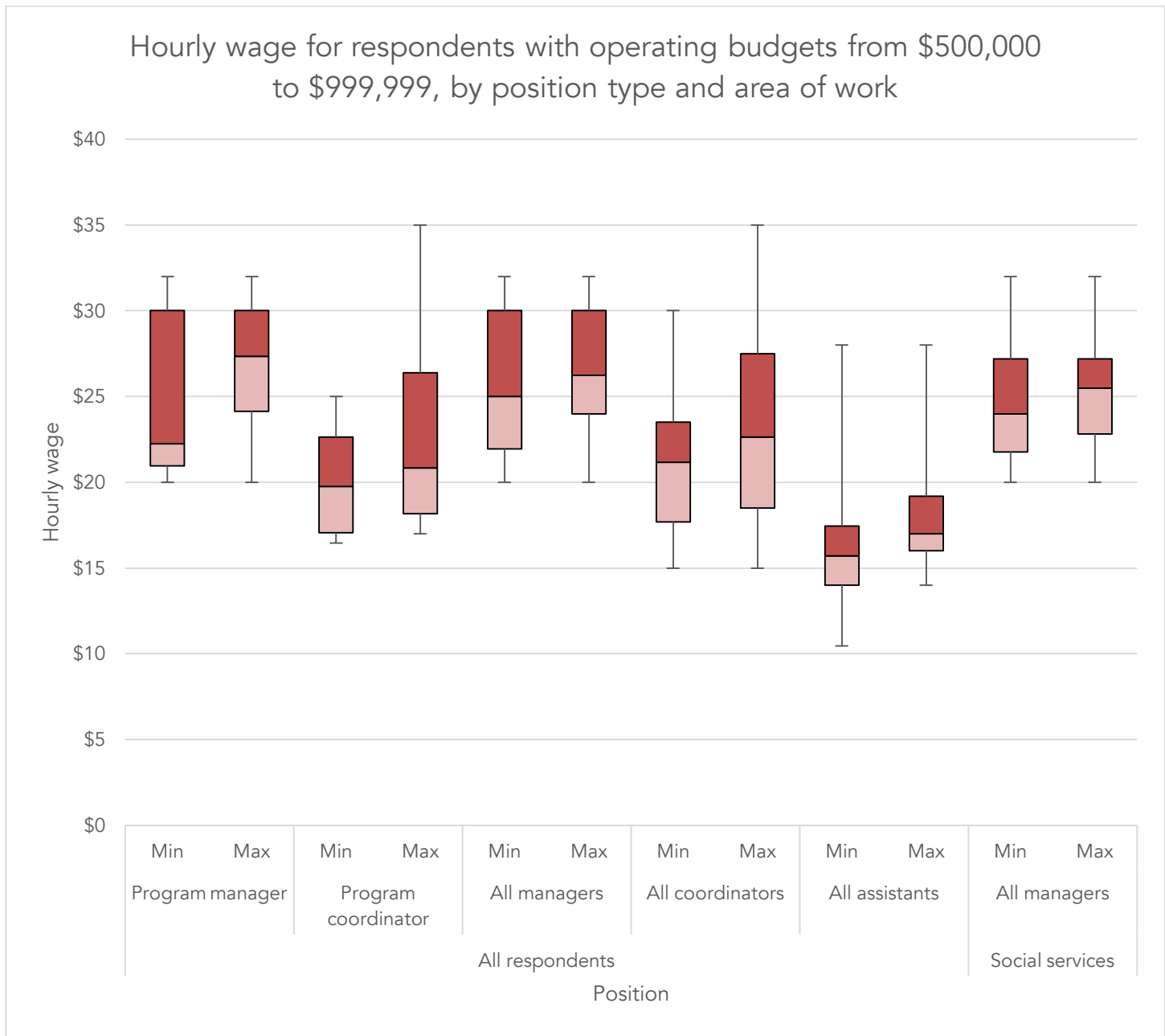
	All respondents	
	All assistants	
	Min	Max
1st quartile	\$12.25	\$12.44
Median (2nd quartile)	\$15.77	\$15.77
3rd quartile	\$17.50	\$17.50

### \$250,000 TO \$499,999



	All respondents	
	All coordinators	
	Min	Max
1st quartile	\$18.00	\$19.00
Median (2nd quartile)	\$20.70	\$22.00
3rd quartile	\$25.00	\$28.00

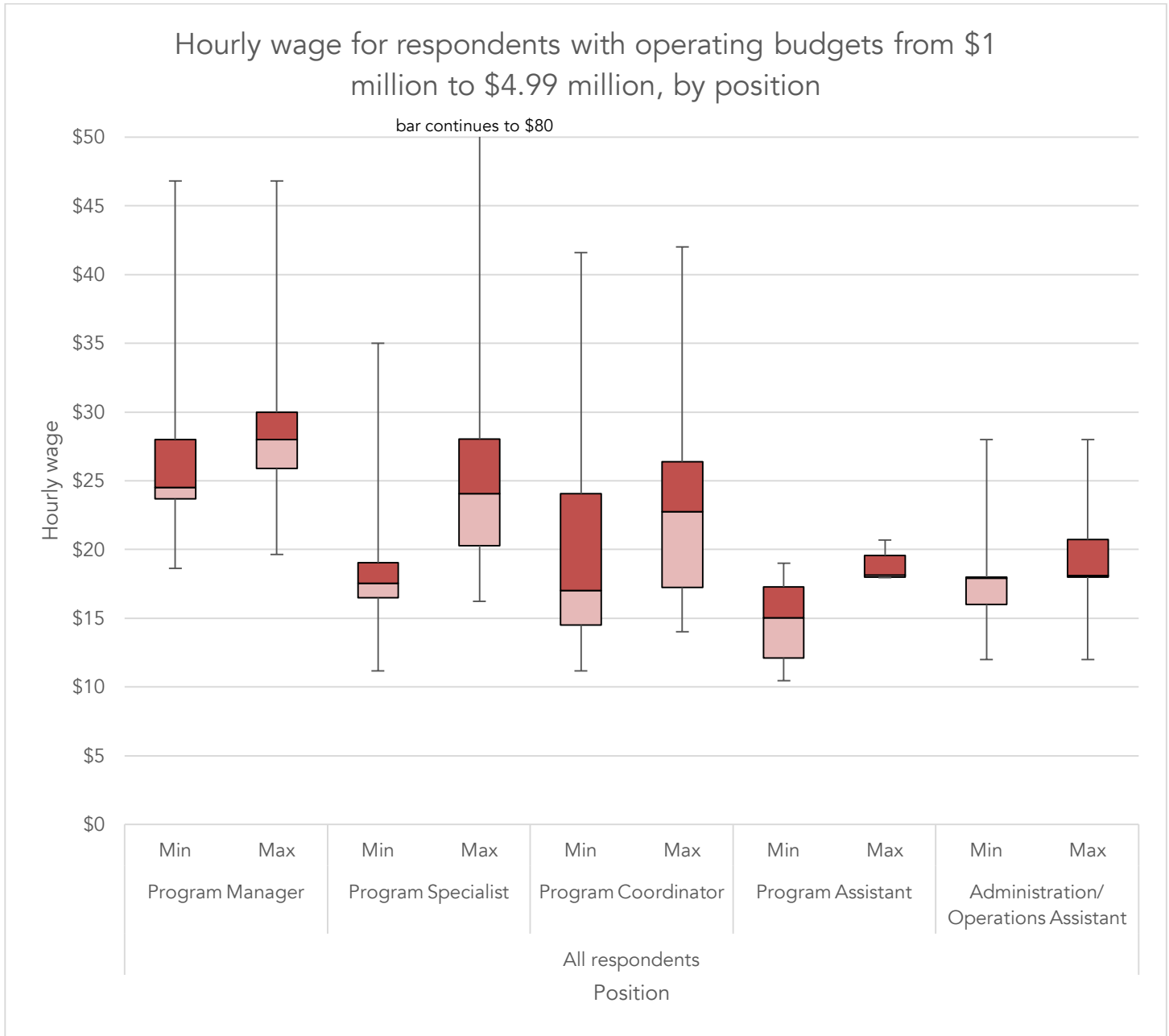
\$500,000 TO \$999,999



	All respondents										Social services	
	Program manager		Program coordinator		All managers		All coordinators		All assistants		All managers	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	\$20.95	\$24.13	\$17.06	\$18.17	\$21.94	\$24.00	\$17.69	\$18.50	\$14.00	\$16.00	\$21.76	\$22.82
Median (2nd quartile)	\$22.26	\$27.35	\$19.75	\$20.83	\$25.00	\$26.25	\$21.17	\$22.65	\$15.70	\$17.00	\$24.00	\$25.50
3rd quartile	\$30.00	\$30.00	\$22.63	\$26.38	\$30.00	\$30.00	\$23.50	\$27.50	\$17.44	\$19.19	\$27.19	\$27.19

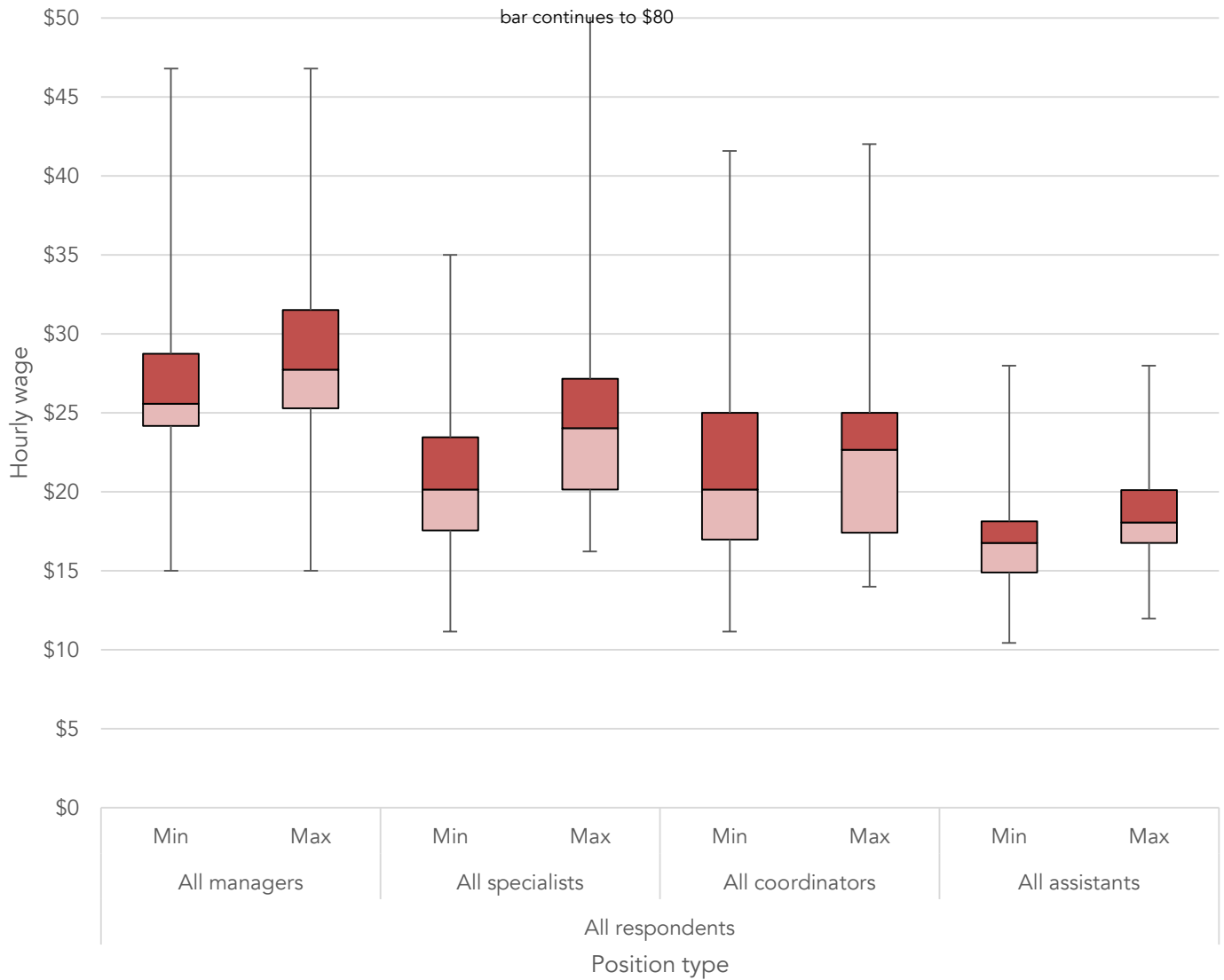
**\$1 MILLION TO \$4.99 MILLION**

There are 3 charts in this budget range. The first is for specific positions, the second is for general position types, and the third is specific to social services organizations.



	All respondents									
	Program Manager		Program Specialist		Program Coordinator		Program Assistant		Administration/Operations Assistant	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	\$23.69	\$25.91	\$16.50	\$20.26	\$14.50	\$17.23	\$12.12	\$18.00	\$16.00	\$18.00
Median (2nd quartile)	\$24.50	\$28.00	\$17.55	\$24.05	\$17.00	\$22.76	\$15.02	\$18.14	\$17.93	\$18.10
3rd quartile	\$28.00	\$30.00	\$19.03	\$28.03	\$24.07	\$26.38	\$17.27	\$19.57	\$18.00	\$20.72

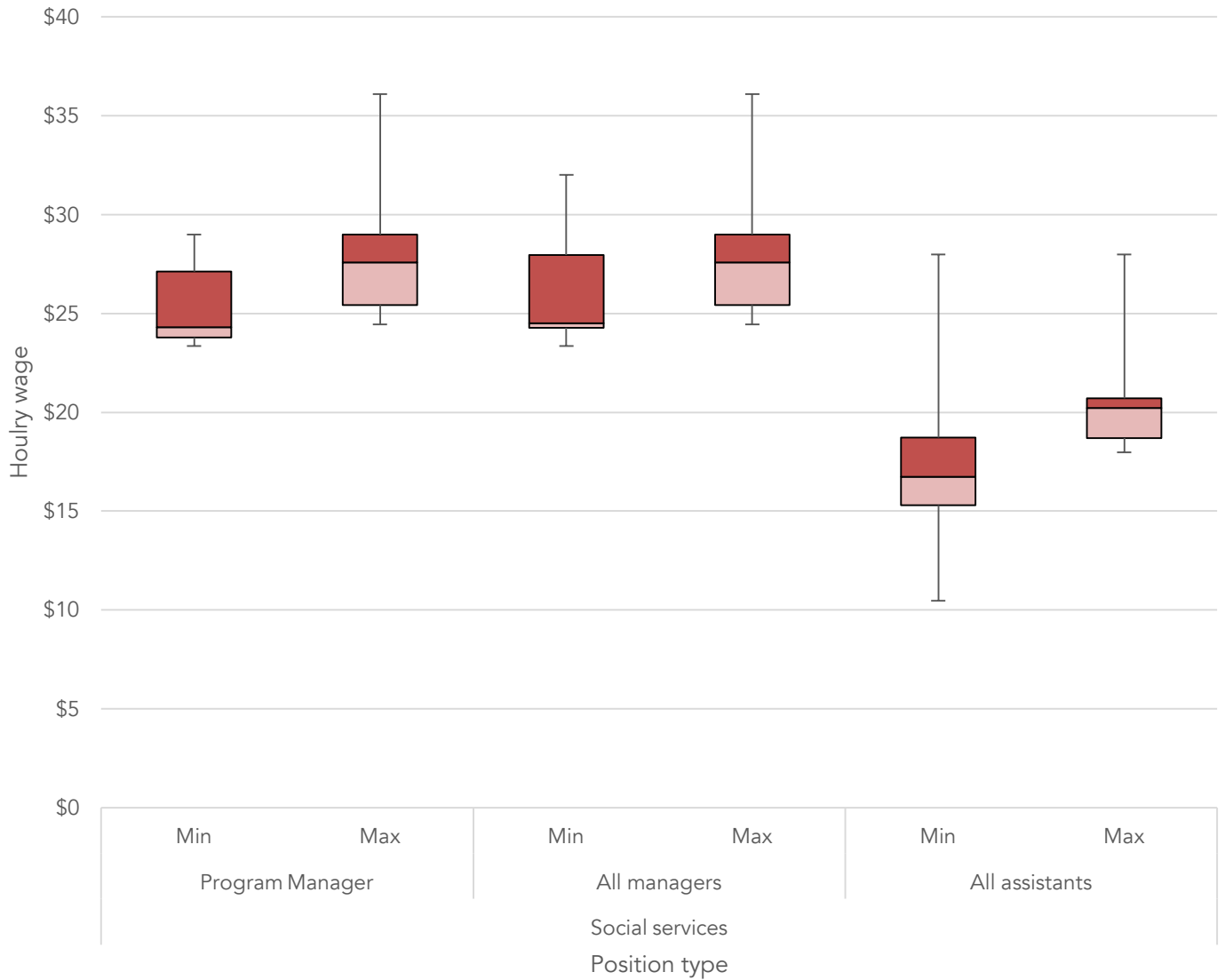
### Hourly wage for respondents with operating budgets from \$1 million to \$4.99 million, by position type



	All respondents							
	All managers		All specialists		All coordinators		All assistants	
	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	\$24.17	\$25.29	\$17.55	\$20.16	\$17.00	\$17.41	\$14.92	\$16.75
Median (2nd quartile)	\$25.59	\$27.75	\$20.16	\$24.04	\$20.14	\$22.66	\$16.75	\$18.05
3rd quartile	\$28.75	\$31.50	\$23.45	\$27.15	\$25.00	\$25.00	\$18.13	\$20.11



### Hourly wage for respondents with operating budgets from \$1 million to \$4.99 million, by position type and area of work



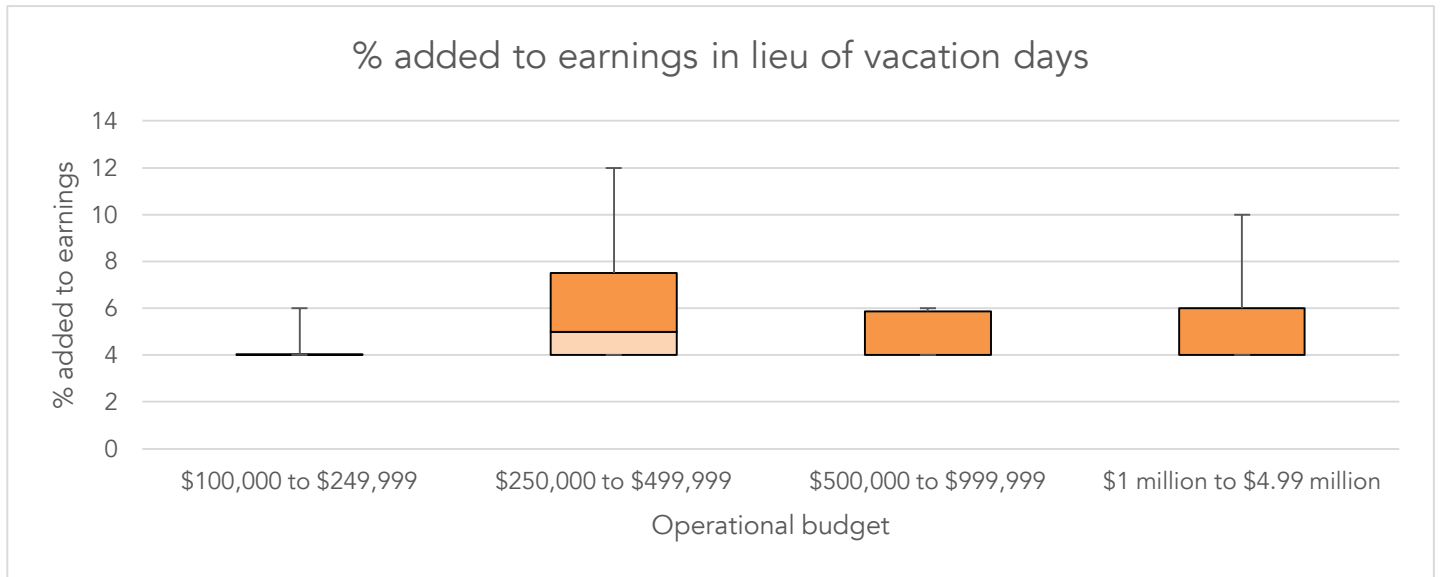
	Social services					
	Program Manager		All managers		All assistants	
	Min	Max	Min	Max	Min	Max
1st quartile	\$23.79	\$25.43	\$24.27	\$25.43	\$15.30	\$18.70
Median (2nd quartile)	\$24.29	\$27.59	\$24.51	\$27.59	\$16.75	\$20.22
3rd quartile	\$27.13	\$29.00	\$27.96	\$29.00	\$18.73	\$20.72

## Vacation allotments

Respondents were asked how they provide for vacation type. Options included days per month, % added to pay cheque in lieu of vacation time, both, it depends, or none.

### % IN LIEU OF VACATION DAYS

For respondents that provide a percentage added to earnings, they were asked to share the percent added. All organizations provided a minimum of 4%.

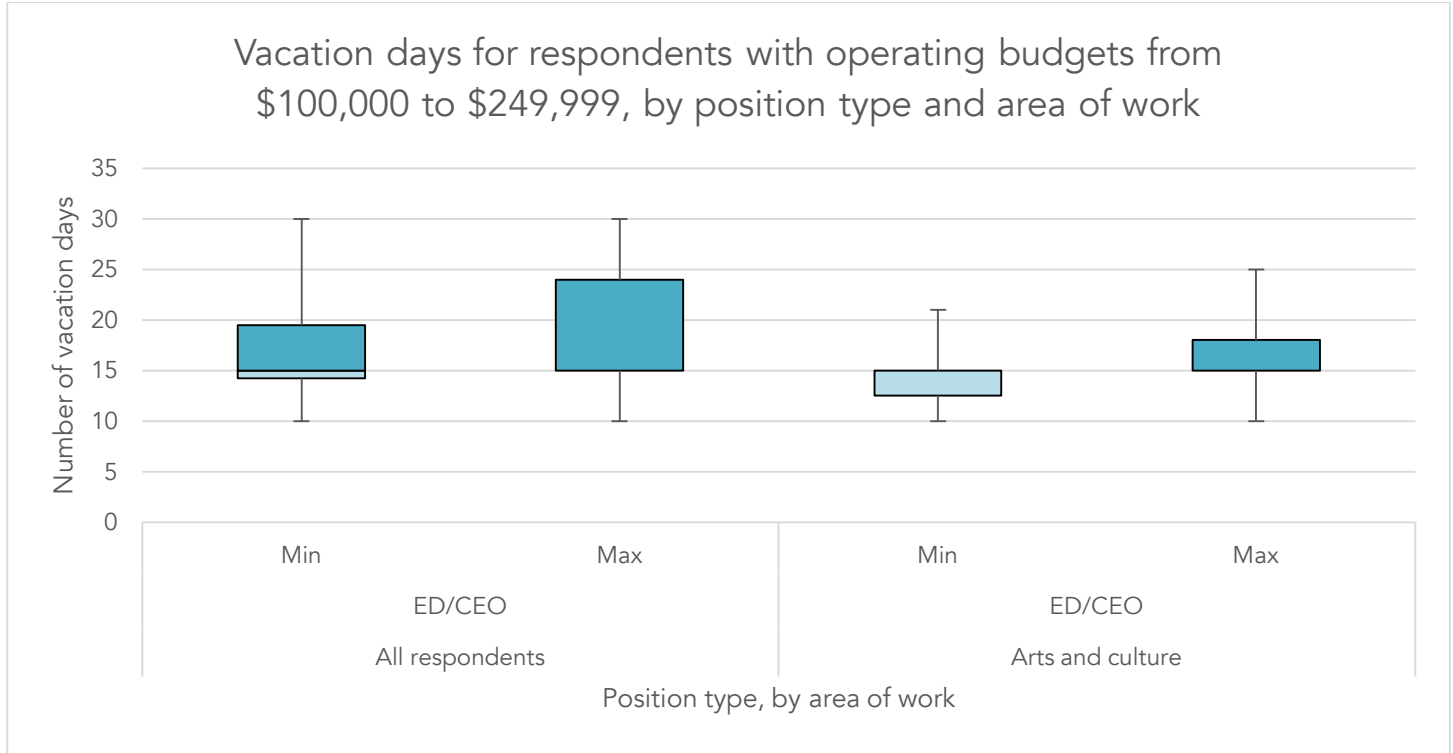


	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 million to \$4.99 million
1st quartile	4	4	4	4
Median (2nd quartile)	4	5	4	4
3rd quartile	4	7.5	5.9	6

## VACATION DAYS PER YEAR

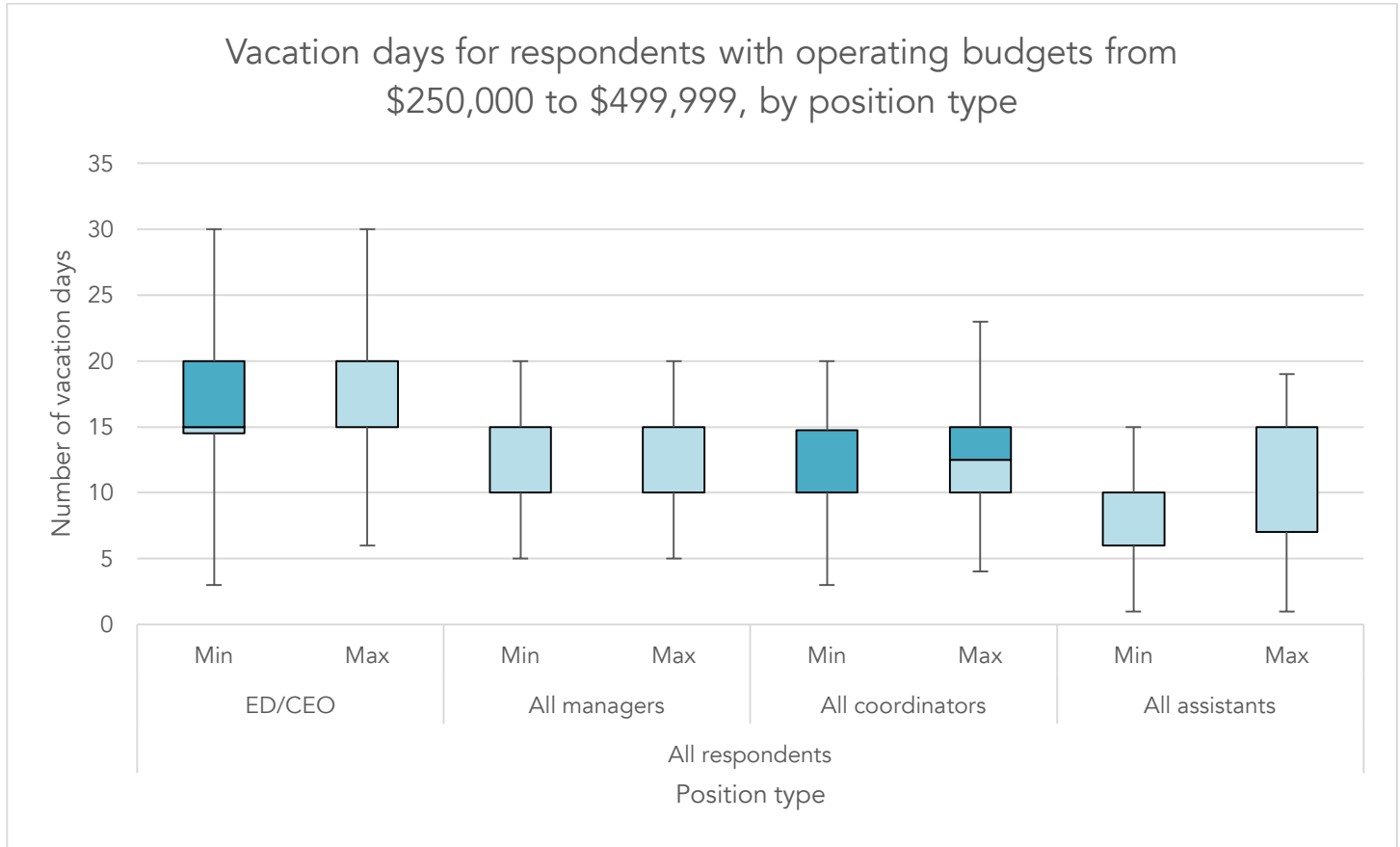
For respondents that offer vacation in days per year, respondents were asked to share the minimum and maximum number of vacation days for each role that gets vacation days. If there was only one person in that role, the same number was used for min and max. As with annual salary, respondents were asked for prorated data.

### \$100,000 TO \$249,999



	All respondents		Arts and culture	
	ED/CEO		ED/CEO	
	Min	Max	Min	Max
1st quartile	14.3	15	12.5	15
Median (2nd quartile)	15	15	15	15
3rd quartile	19.5	24	15	18

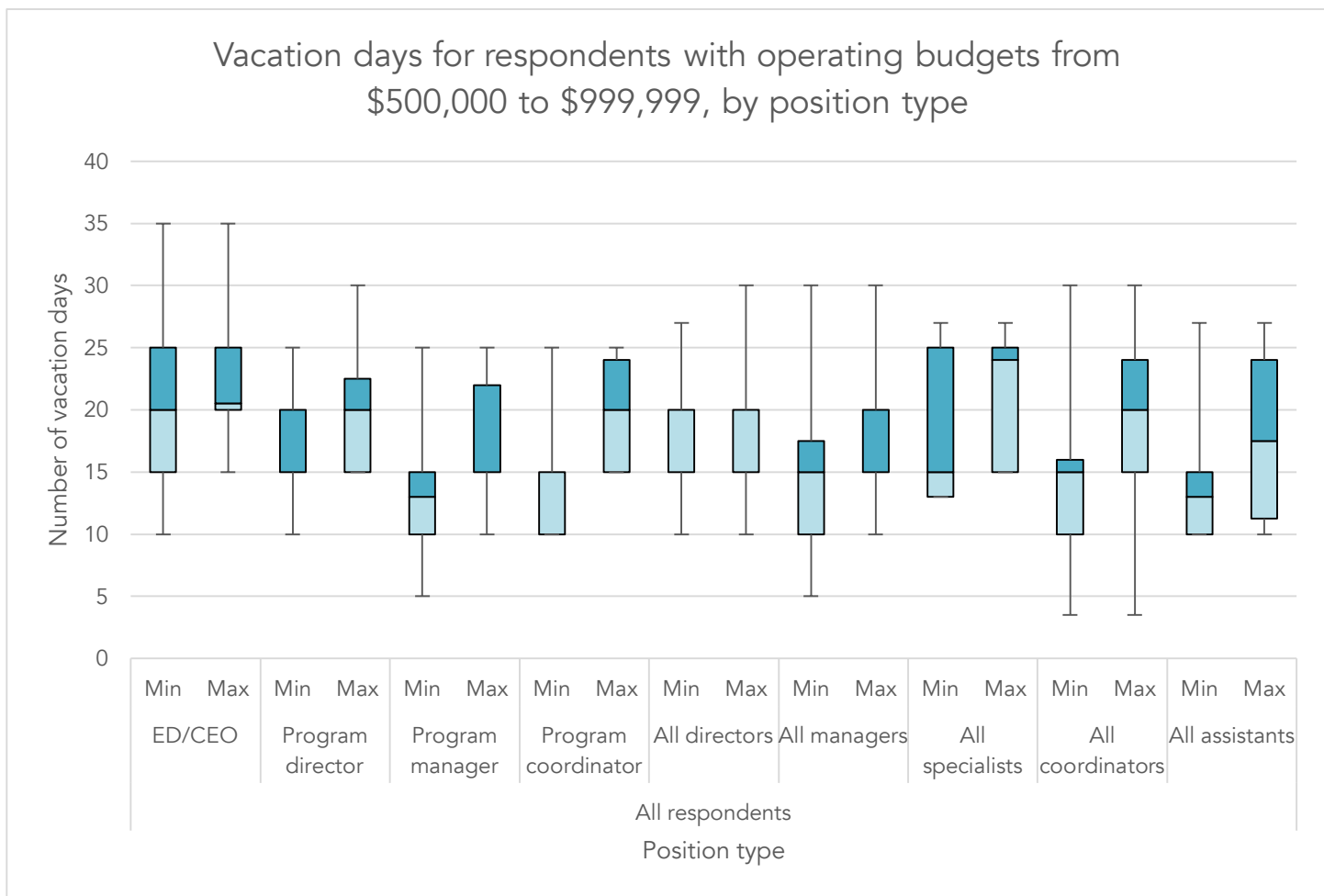
**\$250,000 TO \$499,999**



	All respondents							
	ED/CEO		All managers		All coordinators		All assistants	
	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	14.5	15	10	10	10	10	6	7
Median (2nd quartile)	15	20	15	15	10	12.5	10	15
3rd quartile	20	20	15	15	14.8	15	10	15

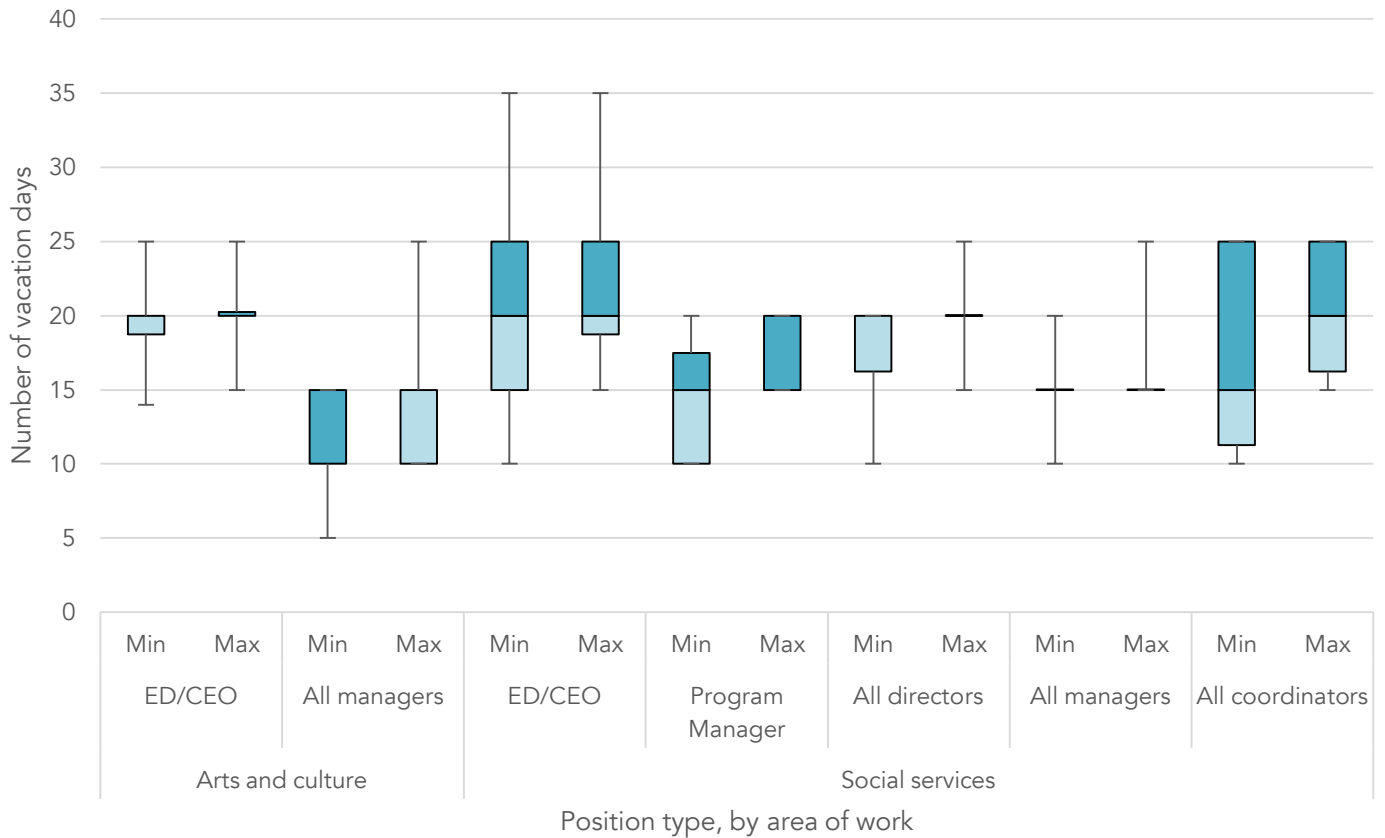
**\$500,000 TO \$999,999**

This budget level has 2 charts. The second is focused on arts/culture and social service organizations.



	All respondents																	
	ED/CEO		Program director		Program manager		Program coordinator		All directors		All managers		All specialists		All coordinators		All assistants	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	15	20	15	15	10	15	10	15	15	15	10	15	13	15	10	15	10	11.3
Median (2nd quartile)	20	20.5	15	20	13	15	15	20	20	20	15	15	15	24	15	20	13	17.5
3rd quartile	25	25	20	22.5	15	22	15	24	20	20	17.5	20	25	25	16	24	15	24

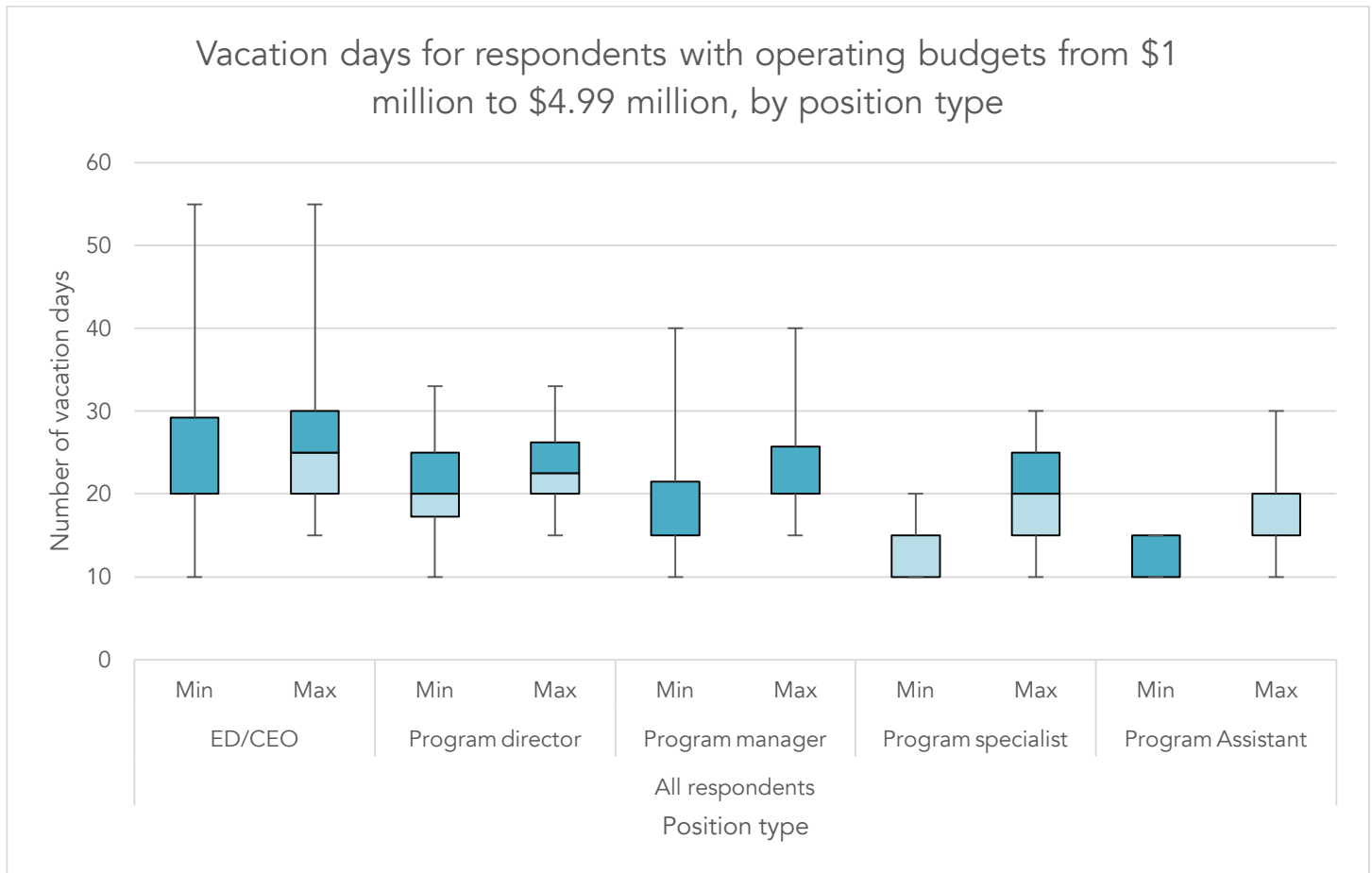
### Vacation days for respondents with operating budgets from \$500,000 to \$999,999, by position type and area of work



	Arts and culture				Social services									
	ED/CEO		All managers		ED/CEO		Program Manager		All directors		All managers		All coordinators	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	18.8	20	10	10	15	18.8	10	15	16.3	20	15	15	11.3	16.3
Median (2nd quartile)	20	20	10	15	20	20	15	15	20	20	15	15	15	20
3rd quartile	20	20.3	15	15	25	25	17.5	20	20	20	15	15	25	25

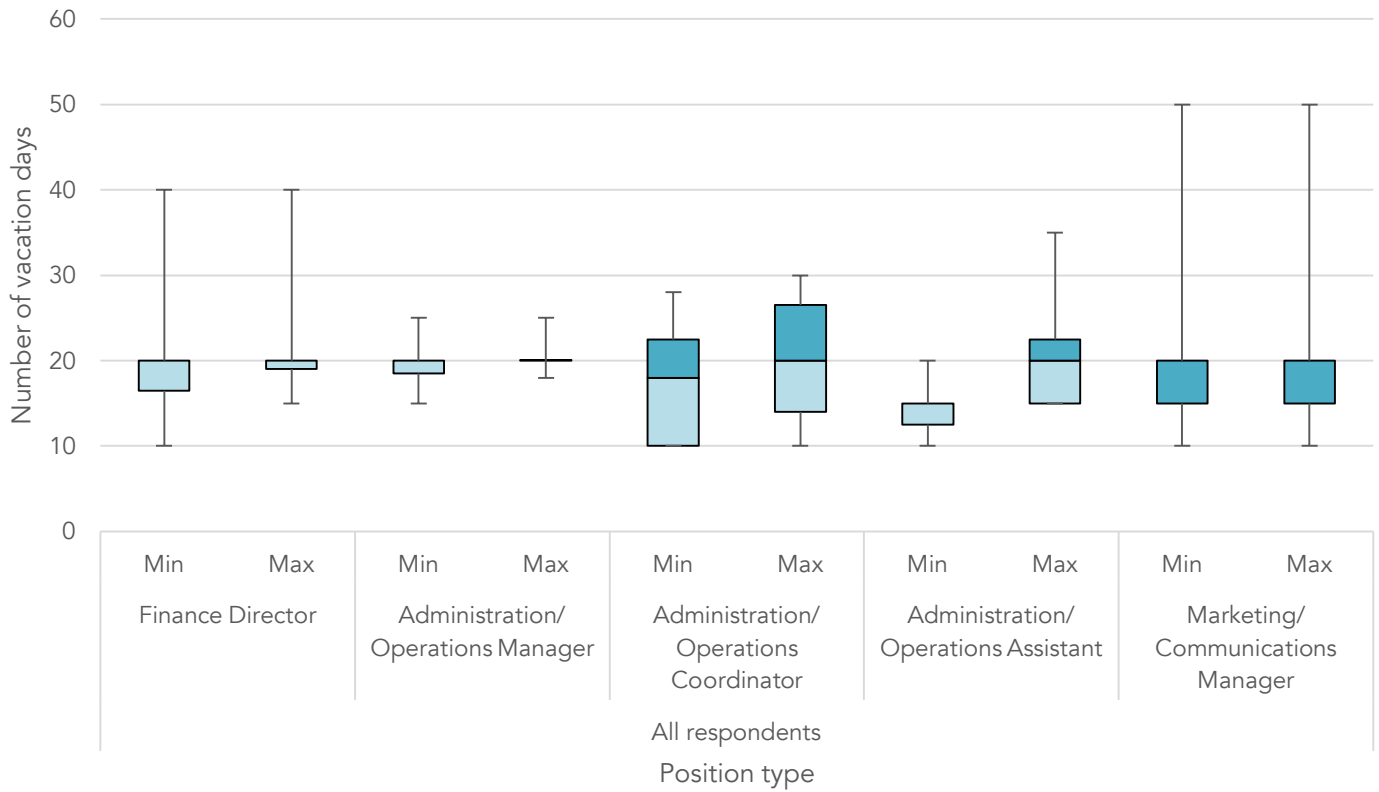
### \$1 MILLION TO \$4.9 MILLION

This budget level has the most available data, and is divided into 4 charts. The first two are specific roles, the third is general role categories, and the fourth is specific to arts/culture and social service organizations.



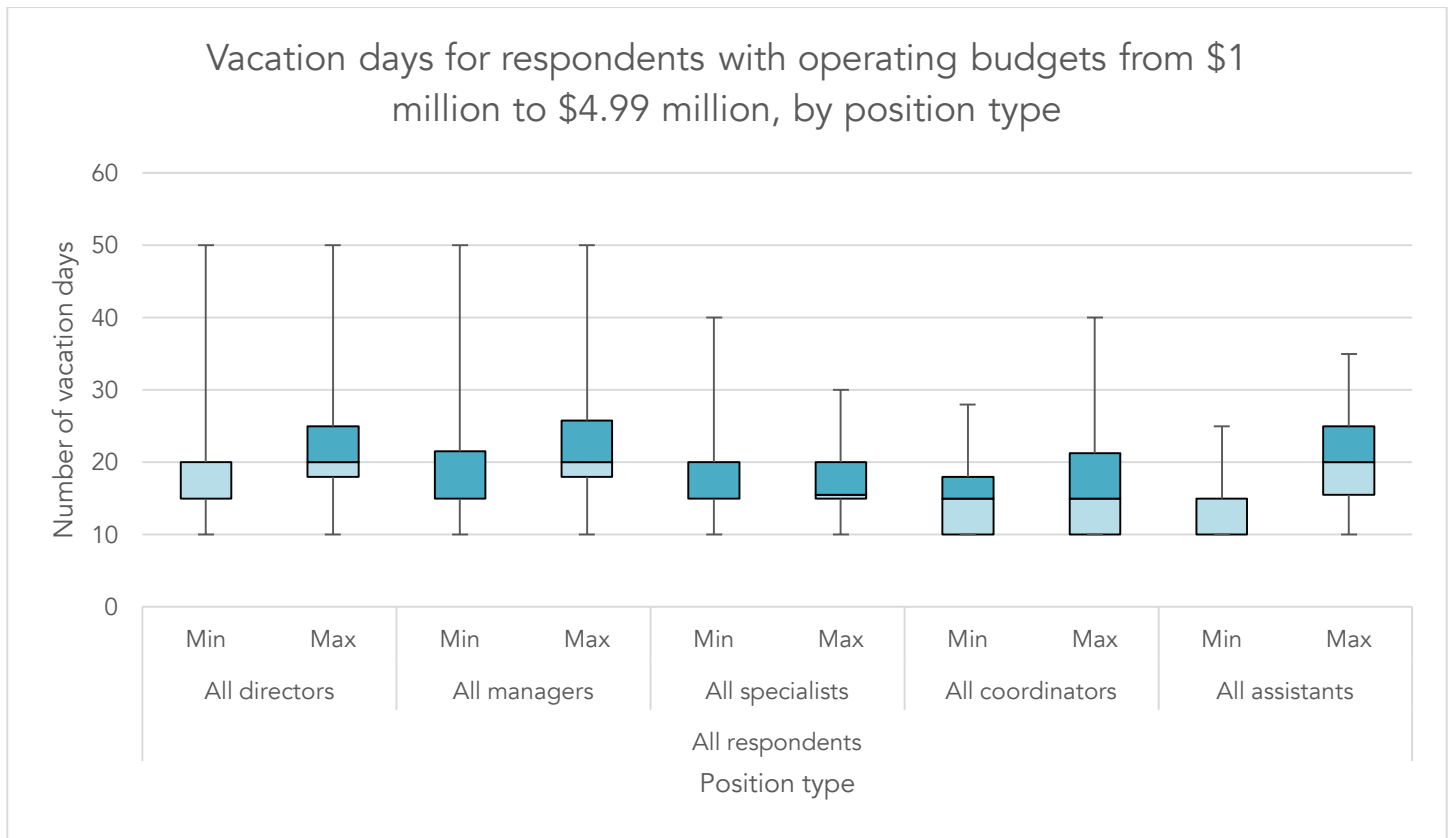
	All respondents									
	ED/CEO		Program director		Program manager		Program specialist		Program Assistant	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	20	20	17.3	20	15	20	10	15	10	15
Median (2nd quartile)	20	25	20	22.5	15	20	15	20	10	20
3rd quartile	29.3	30	25	26.3	21.5	25.8	15	25	15	20

### Vacation days for respondents with operating budgets from \$1 million to \$4.99 million, by position type



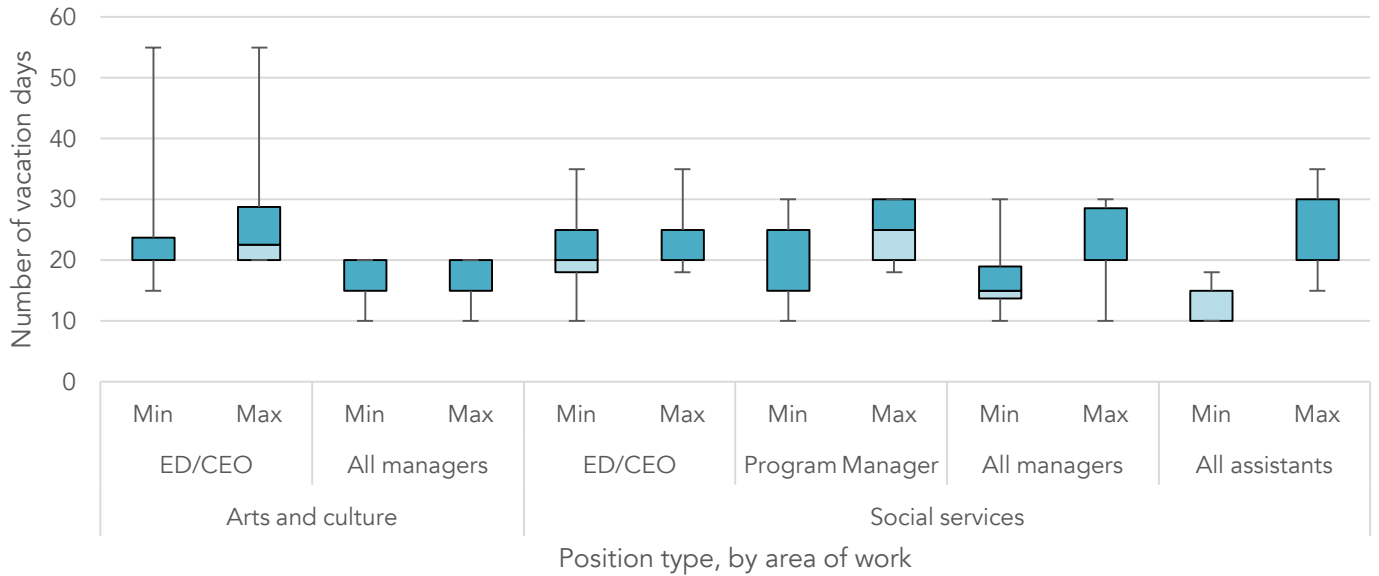
	All respondents									
	Finance Director		Administration/ Operations Manager		Administration/ Operations Coordinator		Administration/ Operations Assistant		Marketing/ Communications Manager	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	16.5	19	18.5	20	10	14	12.5	15	15	15
Median (2nd quartile)	20	20	20	20	18	20	15	20	15	15
3rd quartile	20	20	20	20	22.5	26.5	15	22.5	20	20





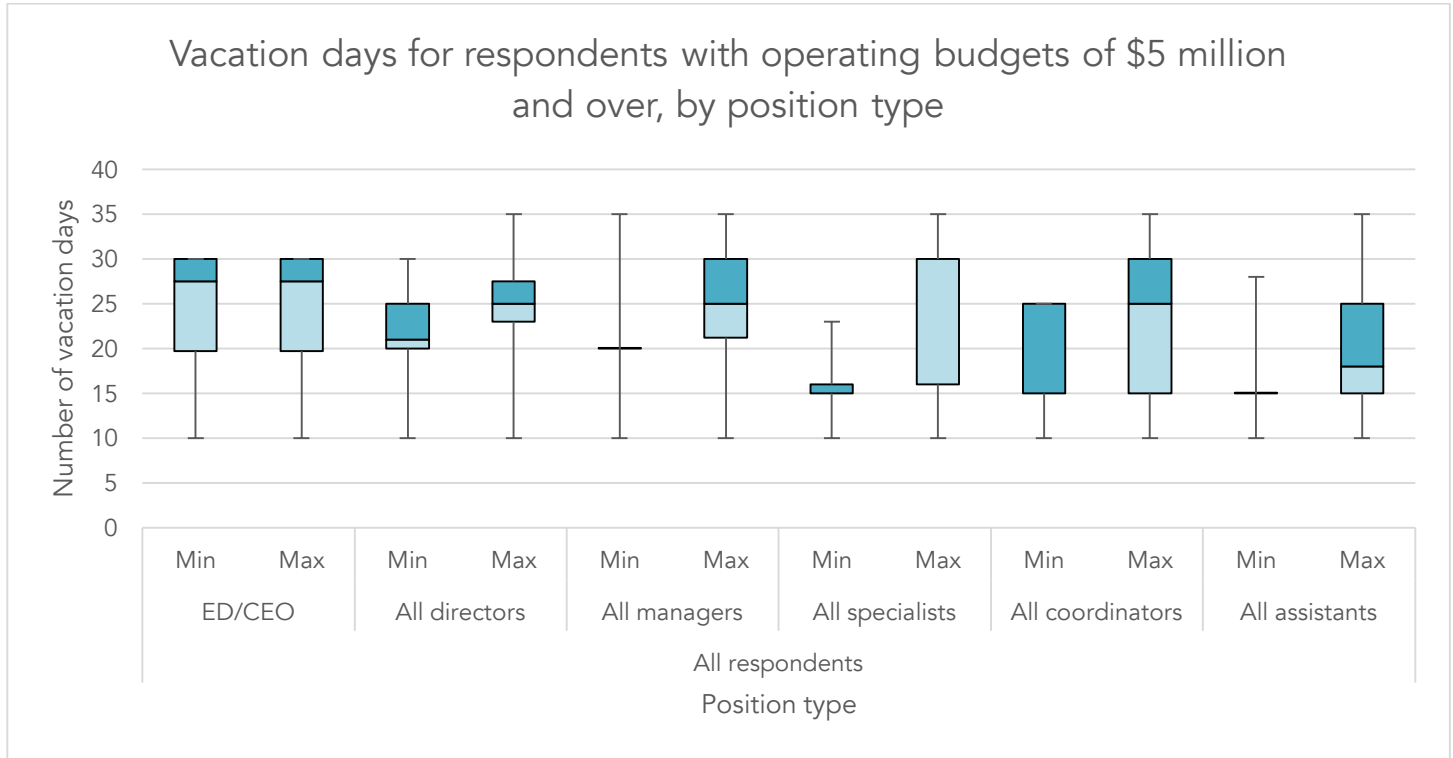
	All respondents									
	All directors		All managers		All specialists		All coordinators		All assistants	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	15	18	15	18	15	15	10	10	10	15.5
Median (2nd quartile)	20	20	15	20	15	15.5	15	15	15	20
3rd quartile	20	25	21.5	25.8	20	20	18	21.3	15	25

### Vacation days for respondents with operating budgets from \$1 million to \$4.99 million, by position type and area of work



	Arts and culture				Social services							
	ED/CEO		All managers		ED/CEO		Program Manager		All managers		All assistants	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	20	20	15	15	18	20	15	20	13.8	20	10	20
Median (2nd quartile)	20	22.5	15	15	20	20	15	25	15	20	15	20
3rd quartile	23.8	28.8	20	20	25	25	25	30	19	28.5	15	30

**\$5 MILLION AND OVER**



	All respondents											
	ED/CEO		All directors		All managers		All specialists		All coordinators		All assistants	
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
1st quartile	19.8	19.8	20	23	20	21.3	15	16	15	15	15	15
Median (2nd quartile)	27.5	27.5	21	25	20	25	15	30	15	25	15	18
3rd quartile	30	30	25	27.5	20	30	16	30	25	30	15	25

## Non-salary benefits

In this section of the survey, I asked respondents which non-salary benefits they offered, and who received the benefit.

- Professional development offered at your office
- Professional development away from office
- Conference participation
- Mentorship program
- Time off for volunteering or other employer-supported volunteerism
- Healthy living allowance (e.g. gym membership/ access)
- Transit pass
- Parking spot
- Secure bike parking
- Personal days (paid days off that aren't vacation/sick days)
- Unpaid leave (e.g. for education purposes)
- Pension
- Bonus
- Compressed work weeks
- Ability to work from home
- Flexible schedules (e.g. not 9-5ish)
- Ability to "bank" time outside of regular work hours
- Extended health/dental benefits
- Parental leave top-up

The options to select from included:

- Offered to everyone
- Offered to senior staff only
- Offered to junior staff only
- Offered to some, on a case by case basis
- We don't offer this, but we might if someone asked
- We don't offer this
- I don't know

### BENEFITS OFFERED TO AT LEAST SOME STAFF

For this table I added the four responses that indicated the organizations offered the benefit in some way, whether to all staff, junior/senior staff only, or only to some on a case-by-case basis.

Table 2. Top 3 benefits offered to at least some staff, by operating budget

<b>\$100,000 to \$249,999</b>	Flexible schedules (e.g. not 9-5ish)	Ability to work from home	Conference participation (tied)
			Professional development away from office (tied)
<b>\$250,000 to \$499,999</b>	Professional development away from office	Ability to work from home (tied)	
		Conference participation (tied)	
		Flexible schedules (e.g. not 9-5ish) (tied)	
<b>\$500,000 to \$999,999</b>	Conference participation	Extended health/dental benefits (tied)	
		Professional development away from office (tied)	
<b>\$1 million to \$4.99 million</b>	Professional development away from office	Conference participation (tied)	
		Extended health/dental benefits (tied)	
<b>\$5 million and over</b>	Conference participation (tied)		
	Extended health/dental benefits (tied)		
	Flexible schedules (e.g. not 9-5ish) (tied)		
	Professional development away from office (tied)		
	Professional development offered at your office (tied)		
<b>All respondents</b>	Professional development away from office	Conference participation	Flexible schedules (e.g. not 9-5ish) (tied)

### OPPORTUNITIES FOR EMPLOYEES TO ASK FOR MORE

This table represents benefits that are likely only available if someone asks for it. For this table I added “offered to some, on a case-by-case basis” and “we don’t offer this, but might if someone asked.”

Table 3. Top 3 opportunities for employees to ask for more, by operating budget

<b>\$100,000 to \$249,999</b>	Unpaid leave (e.g. for education purposes)	Compressed work weeks	Bonus (tied)
			Mentorship program (tied)
<b>\$250,000 to \$499,999</b>	Mentorship program	Conference participation (tied)	
		Professional development away from office (tied)	
<b>\$500,000 to \$999,999</b>	Ability to work from home	Unpaid leave (e.g. for education purposes)	Conference participation
<b>\$1 million to \$4.99 million</b>	Ability to work from home	Conference participation (tied)	
		Unpaid leave (e.g. for education purposes) (tied)	
<b>\$5 million and over</b>	Ability to work from home (tied)		
	Flexible schedules (e.g. not 9-5ish) (tied)		
	Mentorship program (tied)		
<b>All respondents</b>	Unpaid leave (e.g. for education purposes)	Ability to work from home	Conference participation

## PROPORTION OF RESPONDENTS WHO OFFER VARIOUS NON-SALARY BENEFITS

A few notes on Table 4 (below).

The tables are “heat maps.” The darker the colour, the higher the proportion of respondents with that operational budget range that chose that response.

- The first row for each operating budget (blue) is a sum the four responses that indicated the organization offered the benefit in some way (as also shown in Table 2 above).
- The next four rows (green) are the four response options for organizations that offer the benefit in some way.
- The final two rows (red) are the two response options for organizations that do not currently offer the benefit.

In a few cases, the percentages for all the options (red and green) don’t add up to 100% by more than one percent; this means one or more respondents selected “I don’t know” for that benefit.

Details for a few arts/culture and social services organizations are included lower down in the table.

Table 4. Proportion of respondents that offer various non-salary benefits, by operating budget

	Professional development offered at your office	Professional development away from office	Conference participation	Mentorship program	Time off for volunteering or other employer-supported volunteerism	Healthy living allowance (e.g. gym membership/ access)	Transit pass	Parking spot	Secure bike parking	Personal days (paid days off that aren't vacation/ sick days)	Unpaid leave (e.g. for education purposes)	Pension	Bonus	Compressed work weeks	Ability to work from home	Flexible schedules (e.g. not 9-5ish)	Ability to "bank" time outside of regular work hours	Extended health/ dental benefits	Parental leave top up	
<b>\$100,000 to \$249,999</b>																				
Offered in some way	65%	74%	74%	39%	26%	0%	9%	43%	43%	52%	52%	4%	35%	39%	78%	91%	65%	30%	4%	
Offered to everyone	52%	39%	35%	26%	17%	0%	4%	30%	39%	22%	26%	4%	4%	13%	52%	65%	43%	17%	4%	
Offered to senior staff only	4%	17%	26%	0%	4%	0%	0%	9%	4%	22%	9%	0%	0%	9%	13%	9%	13%	13%	0%	
Offered to junior staff only	0%	0%	0%	0%	0%	0%	4%	0%	0%	0%	0%	0%	4%	0%	0%	0%	0%	0%	0%	
Offered to some, on a case by case basis	9%	17%	13%	13%	4%	0%	0%	4%	0%	9%	17%	0%	26%	17%	13%	17%	9%	0%	0%	
We don't offer this, but we might if someone asked	9%	4%	9%	13%	17%	4%	4%	0%	0%	0%	30%	4%	0%	17%	0%	4%	0%	4%	9%	
We don't offer this	26%	22%	17%	48%	57%	96%	87%	57%	57%	48%	17%	87%	61%	43%	22%	4%	35%	65%	83%	
<b>\$250,000 to \$499,999</b>																				
Offered in some way	88%	100%	94%	65%	24%	6%	6%	47%	59%	71%	59%	6%	35%	59%	94%	94%	76%	76%	12%	
Offered to everyone	71%	59%	41%	35%	24%	0%	0%	35%	53%	47%	53%	6%	24%	35%	53%	65%	71%	47%	12%	
Offered to senior staff only	6%	6%	24%	6%	0%	0%	0%	6%	0%	18%	0%	0%	6%	6%	12%	12%	6%	24%	0%	
Offered to junior staff only	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	6%	0%	0%	0%	
Offered to some, on a case by case basis	12%	35%	29%	24%	0%	6%	6%	6%	6%	6%	6%	0%	6%	18%	29%	12%	0%	6%	0%	
We don't offer this, but we might if someone asked	0%	0%	6%	18%	24%	0%	12%	0%	18%	6%	24%	0%	6%	6%	0%	0%	6%	0%	12%	
We don't offer this	12%	0%	0%	18%	53%	94%	82%	53%	24%	24%	18%	94%	59%	35%	6%	6%	18%	24%	76%	

<b>\$500,000 to \$999,999</b>	Professional development offered at your office	Professional development away from office	Conference participation	Mentorship program	Time off for volunteering or other employer-supported volunteerism	Healthy living allowance (e.g. gym membership/ access)	Transit pass	Parking spot	Secure bike parking	Personal days (paid days off that aren't vacation/ sick days)	Unpaid leave (e.g. for education purposes)	Pension	Bonus	Compressed work weeks	Ability to work from home	Flexible schedules (e.g. not 9-5ish)	Ability to "bank" time outside of regular work hours	Extended health/ dental benefits	Parental leave top up
Offered in some way	69%	88%	91%	31%	38%	6%	16%	47%	50%	66%	53%	19%	38%	34%	75%	81%	81%	88%	13%
Offered to everyone	56%	56%	28%	9%	16%	3%	3%	28%	50%	38%	25%	16%	6%	16%	19%	44%	52%	78%	13%
Offered to senior staff only	3%	16%	19%	3%	6%	3%	3%	6%	0%	13%	6%	3%	13%	0%	9%	6%	13%	9%	0%
Offered to junior staff only	0%	0%	0%	6%	3%	0%	0%	0%	0%	3%	0%	0%	3%	0%	0%	0%	3%	0%	0%
Offered to some, on a case by case basis	9%	16%	44%	13%	13%	0%	9%	13%	0%	13%	22%	0%	16%	19%	47%	31%	13%	0%	0%
We don't offer this, but we might if someone asked	13%	9%	3%	25%	16%	0%	0%	0%	3%	19%	31%	3%	3%	16%	13%	6%	3%	0%	9%
We don't offer this	19%	3%	6%	44%	47%	94%	84%	53%	47%	16%	13%	78%	59%	50%	13%	13%	16%	13%	78%

<b>\$1 million to \$4.99 million</b>	Professional development offered at your office	Professional development away from office	Conference participation	Mentorship program	Time off for volunteering or other employer-supported volunteerism	Healthy living allowance (e.g. gym membership/ access)	Transit pass	Parking spot	Secure bike parking	Personal days (paid days off that aren't vacation/ sick days)	Unpaid leave (e.g. for education purposes)	Pension	Bonus	Compressed work weeks	Ability to work from home	Flexible schedules (e.g. not 9-5ish)	Ability to "bank" time outside of regular work hours	Extended health/ dental benefits	Parental leave top up
Offered in some way	88%	94%	91%	59%	31%	6%	9%	53%	50%	59%	75%	38%	31%	50%	72%	81%	81%	91%	16%
Offered to everyone	66%	50%	31%	22%	19%	3%	6%	34%	44%	34%	41%	25%	16%	19%	19%	41%	50%	66%	9%
Offered to senior staff only	3%	13%	19%	0%	6%	0%	0%	3%	0%	3%	6%	3%	3%	0%	6%	3%	3%	6%	0%
Offered to junior staff only	0%	0%	0%	9%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	6%	0%	0%
Offered to some, on a case by case basis	19%	31%	41%	28%	6%	3%	3%	16%	6%	22%	28%	9%	13%	31%	47%	38%	22%	19%	6%
We don't offer this, but we might if someone asked	9%	6%	3%	9%	6%	3%	0%	0%	6%	6%	16%	0%	0%	9%	3%	3%	3%	0%	13%
We don't offer this	3%	0%	6%	31%	63%	91%	91%	47%	44%	34%	9%	63%	69%	41%	25%	16%	16%	9%	72%

<b>\$5 million and over</b>	Professional development offered at your office	Professional development away from office	Conference participation	Mentorship program	Time off for volunteering or other employer-supported volunteerism	Healthy living allowance (e.g. gym membership/ access)	Transit pass	Parking spot	Secure bike parking	Personal days (paid days off that aren't vacation/ sick days)	Unpaid leave (e.g. for education purposes)	Pension	Bonus	Compressed work weeks	Ability to work from home	Flexible schedules (e.g. not 9-5ish)	Ability to "bank" time outside of regular work hours	Extended health/ dental benefits	Parental leave top up
Offered in some way	100%	100%	100%	33%	33%	33%	17%	50%	67%	67%	100%	50%	17%	50%	83%	100%	83%	100%	17%
Offered to everyone	83%	67%	33%	17%	17%	33%	17%	33%	67%	67%	50%	33%	0%	17%	0%	17%	50%	83%	17%
Offered to senior staff only	0%	0%	17%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	17%	17%	0%	0%	0%
Offered to junior staff only	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Offered to some, on a case by case basis	17%	33%	50%	17%	17%	0%	0%	17%	0%	0%	50%	17%	17%	33%	67%	67%	33%	17%	0%
We don't offer this, but we might if someone asked	0%	0%	0%	50%	17%	0%	0%	0%	0%	0%	0%	0%	0%	17%	0%	0%	0%	0%	0%
We don't offer this	0%	0%	0%	17%	33%	67%	83%	50%	33%	33%	0%	50%	83%	33%	17%	0%	17%	0%	83%

**\$100,000 to \$249,999 (Arts and culture only)**

	Professional development offered at your office	Professional development away from office	Conference participation	Mentorship program	Time off for volunteering or other employer-supported volunteerism	Healthy living allowance (e.g. gym membership/ access)	Transit pass	Parking spot	Secure bike parking	Personal days (paid days off that aren't vacation/ sick days)	Unpaid leave (e.g. for education purposes)	Pension	Bonus	Compressed work weeks	Ability to work from home	Flexible schedules (e.g. not 9-5ish)	Ability to "bank" time outside of regular work hours	Extended health/ dental benefits	Parental leave top up
Offered in some way	60%	70%	80%	50%	40%	0%	0%	30%	40%	40%	60%	0%	20%	30%	70%	80%	60%	50%	0%
Offered to everyone	40%	40%	50%	30%	20%	0%	0%	20%	40%	10%	20%	0%	0%	0%	60%	60%	40%	30%	0%
Offered to senior staff only	10%	20%	20%	0%	10%	0%	0%	10%	0%	20%	10%	0%	0%	10%	10%	0%	0%	20%	0%
Offered to junior staff only	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Offered to some, on a case by case basis	10%	10%	10%	20%	10%	0%	0%	0%	0%	10%	30%	0%	20%	20%	0%	20%	20%	0%	0%
We don't offer this, but we might if someone asked	0%	0%	0%	10%	10%	10%	10%	0%	0%	0%	20%	10%	0%	20%	0%	10%	0%	0%	10%
We don't offer this	40%	30%	20%	40%	50%	90%	90%	70%	60%	60%	20%	90%	70%	50%	30%	10%	40%	50%	90%

**\$500,000 to \$999,999 (Arts and culture only)**

	Professional development offered at your office	Professional development away from office	Conference participation	Mentorship program	Time off for volunteering or other employer-supported volunteerism	Healthy living allowance (e.g. gym membership/ access)	Transit pass	Parking spot	Secure bike parking	Personal days (paid days off that aren't vacation/ sick days)	Unpaid leave (e.g. for education purposes)	Pension	Bonus	Compressed work weeks	Ability to work from home	Flexible schedules (e.g. not 9-5ish)	Ability to "bank" time outside of regular work hours	Extended health/ dental benefits	Parental leave top up
Offered in some way	50%	80%	80%	40%	60%	10%	0%	40%	30%	50%	40%	0%	50%	20%	70%	80%	100%	90%	0%
Offered to everyone	40%	40%	20%	10%	20%	10%	0%	20%	30%	10%	20%	0%	0%	10%	10%	40%	56%	70%	0%
Offered to senior staff only	10%	30%	20%	0%	20%	0%	0%	10%	0%	20%	10%	0%	20%	0%	10%	10%	22%	20%	0%
Offered to junior staff only	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Offered to some, on a case by case basis	0%	10%	40%	30%	20%	0%	0%	10%	0%	20%	10%	0%	30%	10%	50%	30%	22%	0%	0%
We don't offer this, but we might if someone asked	20%	10%	10%	30%	30%	0%	0%	0%	10%	30%	40%	0%	0%	20%	20%	10%	0%	0%	30%
We don't offer this	30%	10%	10%	30%	10%	90%	100%	60%	60%	20%	20%	100%	50%	60%	10%	10%	0%	10%	70%

**\$1 million to \$4.99 million (Arts and culture only)**

	Professional development offered at your office	Professional development away from office	Conference participation	Mentorship program	Time off for volunteering or other employer-supported volunteerism	Healthy living allowance (e.g. gym membership/ access)	Transit pass	Parking spot	Secure bike parking	Personal days (paid days off that aren't vacation/ sick days)	Unpaid leave (e.g. for education purposes)	Pension	Bonus	Compressed work weeks	Ability to work from home	Flexible schedules (e.g. not 9-5ish)	Ability to "bank" time outside of regular work hours	Extended health/ dental benefits	Parental leave top up
Offered in some way	57%	86%	100%	71%	29%	14%	0%	57%	71%	43%	100%	14%	14%	57%	100%	100%	100%	86%	0%
Offered to everyone	43%	43%	29%	29%	29%	14%	0%	29%	57%	29%	57%	0%	0%	29%	43%	71%	71%	57%	0%
Offered to senior staff only	14%	14%	43%	0%	0%	0%	0%	0%	0%	14%	14%	0%	0%	0%	14%	0%	0%	14%	0%
Offered to junior staff only	0%	0%	0%	14%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	14%	0%	0%
Offered to some, on a case by case basis	0%	29%	29%	29%	0%	0%	0%	29%	14%	0%	29%	14%	14%	29%	43%	29%	14%	14%	0%
We don't offer this, but we might if someone asked	29%	14%	0%	29%	29%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	29%
We don't offer this	14%	0%	0%	0%	43%	86%	100%	43%	29%	57%	0%	86%	86%	43%	0%	0%	0%	14%	71%



**\$250,000 to \$499,999**  
**(Social services only)**

	Professional development offered at your office	Professional development away from office	Conference participation	Mentorship program	Time off for volunteering or other employer-supported volunteerism	Healthy living allowance (e.g. gym membership/ access)	Transit pass	Parking spot	Secure bike parking	Personal days (paid days off that aren't vacation/sick days)	Unpaid leave (e.g. for education purposes)	Pension	Bonus	Compressed work weeks	Ability to work from home	Flexible schedules (e.g. not 9-5ish)	Ability to "bank" time outside of regular work hours	Extended health/ dental benefits	Parental leave top up
Offered in some way	67%	100%	100%	67%	33%	17%	17%	33%	67%	83%	67%	0%	33%	33%	83%	83%	67%	83%	0%
Offered to everyone	50%	33%	17%	33%	33%	0%	0%	33%	67%	33%	67%	0%	17%	17%	33%	50%	50%	50%	0%
Offered to senior staff only	0%	0%	17%	0%	0%	0%	0%	0%	0%	33%	0%	0%	0%	0%	0%	0%	17%	33%	0%
Offered to junior staff only	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	17%	0%	0%	0%
Offered to some, on a case by case basis	17%	67%	67%	33%	0%	17%	17%	0%	0%	17%	0%	0%	17%	17%	50%	17%	0%	0%	0%
We don't offer this, but we might if someone asked	0%	0%	0%	33%	17%	0%	17%	0%	17%	0%	17%	0%	17%	17%	0%	0%	17%	0%	17%
We don't offer this	33%	0%	0%	0%	50%	83%	67%	67%	17%	17%	17%	100%	50%	50%	17%	17%	17%	17%	83%

**\$500,000 to \$999,999**  
**(Social services only)**

	Professional development offered at your office	Professional development away from office	Conference participation	Mentorship program	Time off for volunteering or other employer-supported volunteerism	Healthy living allowance (e.g. gym membership/ access)	Transit pass	Parking spot	Secure bike parking	Personal days (paid days off that aren't vacation/sick days)	Unpaid leave (e.g. for education purposes)	Pension	Bonus	Compressed work weeks	Ability to work from home	Flexible schedules (e.g. not 9-5ish)	Ability to "bank" time outside of regular work hours	Extended health/ dental benefits	Parental leave top up
Offered in some way	90%	100%	100%	50%	20%	0%	30%	70%	60%	70%	70%	40%	30%	20%	60%	60%	70%	90%	20%
Offered to everyone	80%	50%	30%	10%	20%	0%	0%	40%	60%	30%	30%	30%	20%	10%	10%	30%	40%	90%	20%
Offered to senior staff only	0%	10%	10%	10%	0%	0%	0%	0%	0%	10%	10%	10%	0%	0%	20%	0%	20%	0%	0%
Offered to junior staff only	0%	0%	0%	20%	0%	0%	0%	0%	0%	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Offered to some, on a case by case basis	10%	40%	60%	10%	0%	0%	30%	30%	0%	20%	30%	0%	10%	10%	30%	30%	10%	0%	0%
We don't offer this, but we might if someone asked	0%	0%	0%	30%	20%	0%	0%	0%	0%	20%	10%	10%	10%	10%	10%	10%	0%	0%	0%
We don't offer this	10%	0%	0%	20%	60%	100%	70%	30%	40%	10%	20%	50%	60%	70%	30%	30%	30%	10%	80%

**\$1 million to \$4.99 million**  
**(Social services only)**

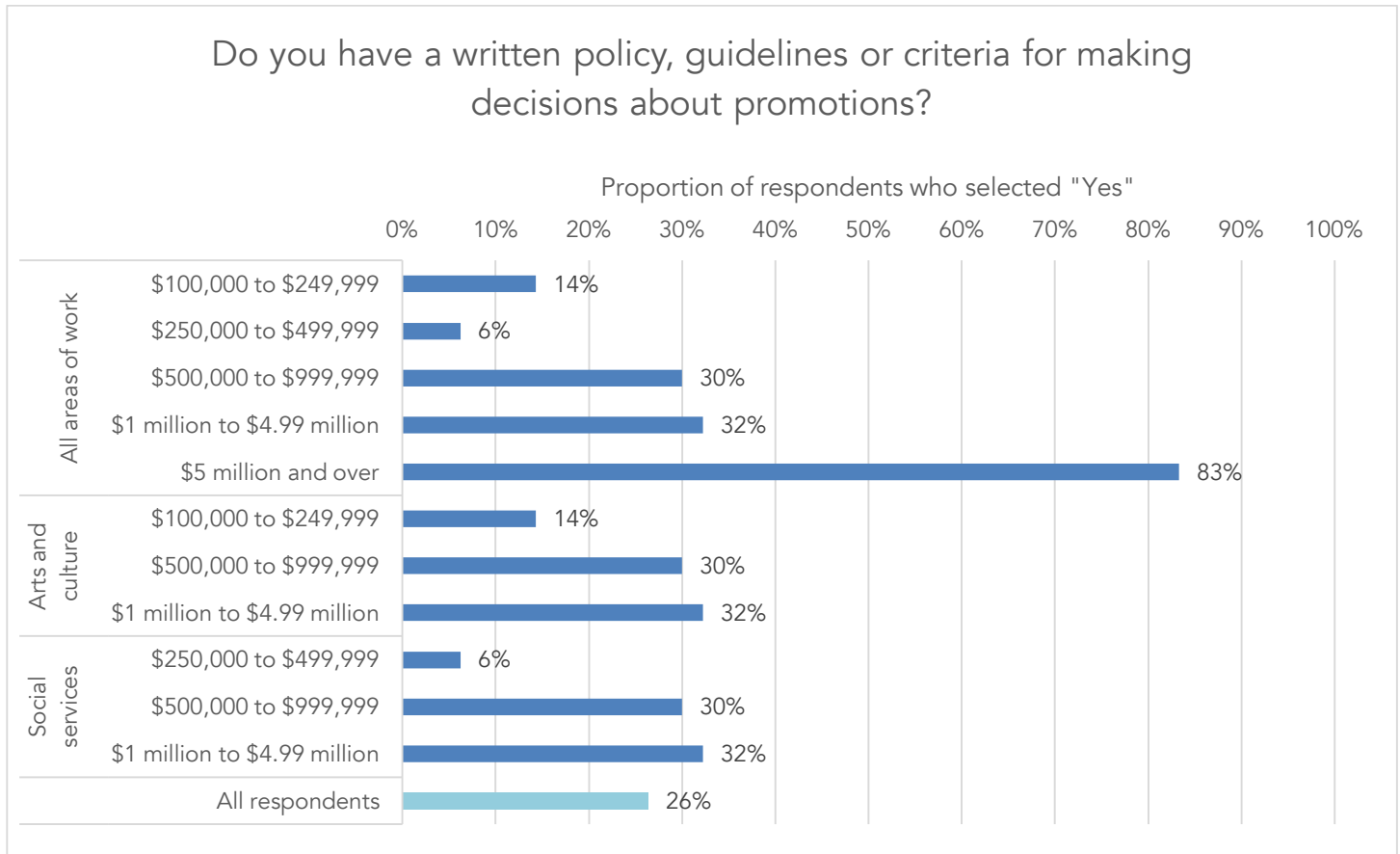
	Professional development offered at your office	Professional development away from office	Conference participation	Mentorship program	Time off for volunteering or other employer-supported volunteerism	Healthy living allowance (e.g. gym membership/ access)	Transit pass	Parking spot	Secure bike parking	Personal days (paid days off that aren't vacation/sick days)	Unpaid leave (e.g. for education purposes)	Pension	Bonus	Compressed work weeks	Ability to work from home	Flexible schedules (e.g. not 9-5ish)	Ability to "bank" time outside of regular work hours	Extended health/ dental benefits	Parental leave top up
Offered in some way	100%	100%	80%	60%	10%	10%	10%	50%	30%	80%	80%	60%	20%	60%	60%	90%	90%	100%	0%
Offered to everyone	90%	60%	40%	20%	0%	0%	10%	30%	20%	50%	40%	60%	20%	10%	0%	20%	40%	70%	0%
Offered to senior staff only	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	10%	0%	0%	0%
Offered to junior staff only	0%	0%	0%	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Offered to some, on a case by case basis	10%	40%	40%	30%	10%	10%	0%	20%	10%	30%	40%	0%	0%	50%	60%	60%	50%	30%	0%
We don't offer this, but we might if someone asked	0%	0%	10%	0%	0%	0%	0%	0%	10%	0%	20%	0%	0%	0%	0%	0%	0%	0%	0%
We don't offer this	0%	0%	10%	40%	90%	90%	90%	50%	60%	20%	0%	40%	80%	40%	40%	10%	10%	0%	100%

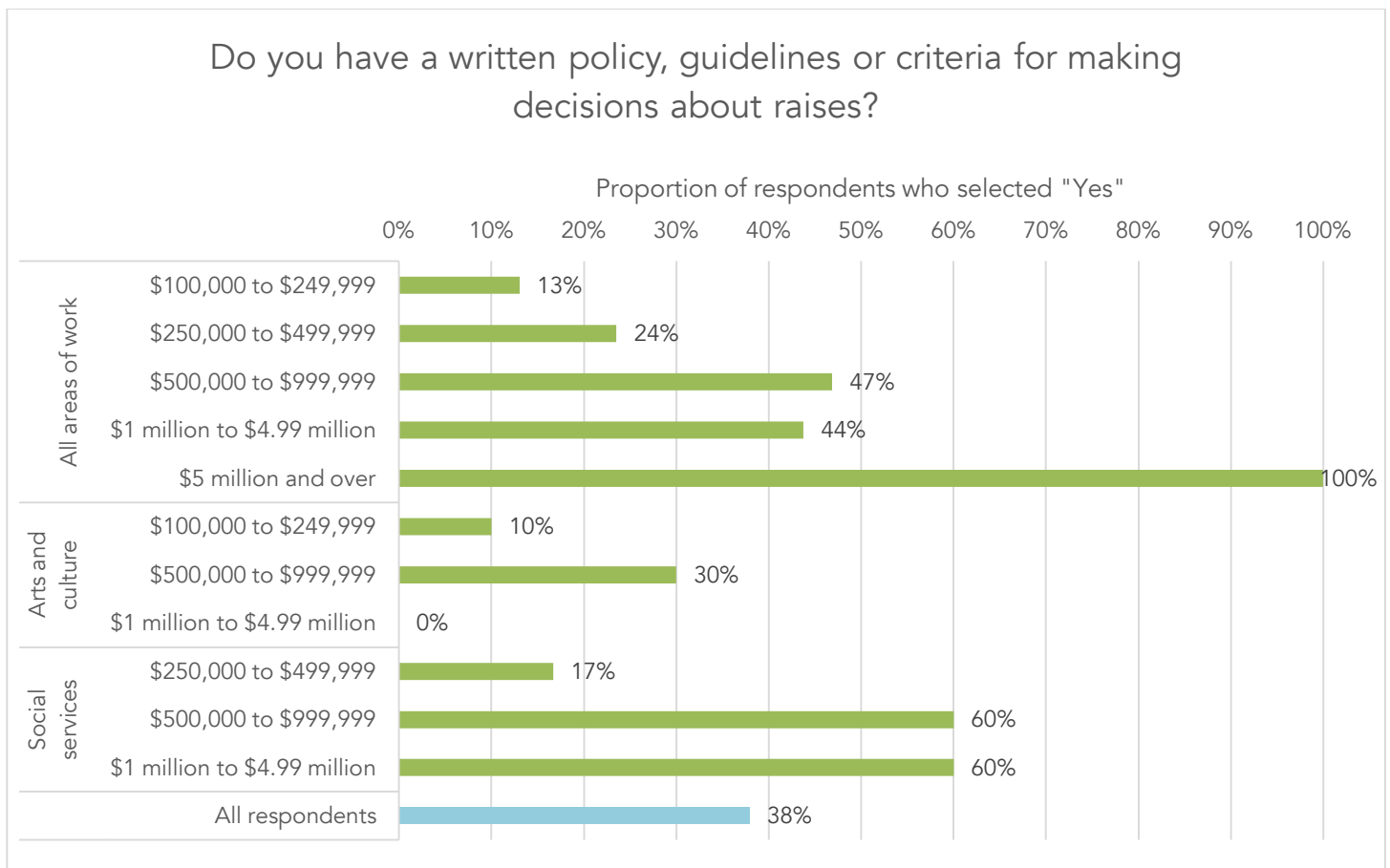
## Promotions and raises

Respondents were asked about the decision making behind providing promotions and raises.

### WRITTEN POLICIES

Respondents were asked if they have written policies, guidelines or criteria for making decisions about promotions and raises. Except in organizations with budgets of \$5 million and over, most do not have policies about promotions or raises, though a majority of social services organizations with budgets from \$500,000 to \$4.99 million do have policies for raises. This higher rate is likely due to a higher rate of unionization.





## PROMOTION DECISIONS

Respondents were asked “Which level do promotion decisions get made at?” Most decisions get made at the ED/CEO level (except in organizations with budgets \$5 million and over) though many respondents indicated that the board makes decision (under the “Other” option). Numbers do not add to 100% as respondents were able to select more than one option.

Table 5. The level that promotion decisions get made at, by operating budget

		ED/CEO	The employee's direct supervisor	The supervisor's supervisor (two levels up)	Other
All areas of work	\$100,000 to \$249,999	76%	5%	0%	33%
	\$250,000 to \$499,999	100%	13%	0%	13%
	\$500,000 to \$999,999	93%	20%	0%	3%
	\$1 million to \$4.99 million	80%	27%	7%	13%
	\$5 million and over	33%	67%	50%	17%
Arts and culture	\$100,000 to \$249,999	78%	0%	0%	44%
	\$500,000 to \$999,999	89%	11%	0%	11%
	\$1 million to \$4.99 million	86%	0%	14%	14%
Social services	\$250,000 to \$499,999	100%	17%	0%	0%
	\$500,000 to \$999,999	89%	33%	0%	0%
	\$1 million to \$4.99 million	67%	44%	11%	11%
<b>All respondents</b>		<b>81%</b>	<b>21%</b>	<b>5%</b>	<b>16%</b>

Respondents were asked how/when promotions for employees are determined. Employee performance, an available position, and available budget were the top three factors.

**Table 6. Reasons promotions are given, by operating budget**

		The employee's performance	If the employee asks	If the employee's manager suggests it	Time spent in position	The market value of the employee	Having a position available	Having budget available
All areas of work	\$100,000 to \$249,999	48%	19%	0%	14%	0%	43%	71%
	\$250,000 to \$499,999	63%	25%	19%	31%	13%	63%	56%
	\$500,000 to \$999,999	80%	13%	17%	23%	7%	70%	67%
	\$1 million to \$4.99 million	68%	13%	35%	29%	10%	71%	48%
	\$5 million and over	67%	33%	33%	50%	17%	83%	67%
Arts and culture	\$100,000 to \$249,999	44%	11%	0%	11%	0%	11%	100%
	\$500,000 to \$999,999	78%	11%	11%	22%	0%	44%	78%
	\$1 million to \$4.99 million	100%	29%	29%	43%	14%	86%	71%
Social services	\$250,000 to \$499,999	83%	33%	33%	50%	33%	67%	50%
	\$500,000 to \$999,999	78%	11%	33%	33%	11%	89%	44%
	\$1 million to \$4.99 million	40%	10%	30%	20%	10%	80%	30%
<b>All respondents</b>		65%	17%	19%	25%	7%	62%	60%

## RAISE DECISIONS

Respondents were asked how/when raises are determined. Employee performance and available budget were the top two factors. As organizations increase in budget, the more likely they offer standard raises based on pay scales/salary bands.

		The employee's performance	If the employee asks	If the employee's manager suggests it	Time spent in position	The market value of the position	The market value of the employee	The cost of replacing the employee	The cost of living in Metro Vancouver	Having budget available	We have standard annual raises based on pay scales/salary bands	We have standard annual raises based on cost of living increase
All areas of work	\$100,000 to \$249,999	52%	13%	13%	30%	17%	13%	9%	17%	83%	4%	9%
	\$250,000 to \$499,999	71%	29%	18%	47%	53%	18%	18%	35%	76%	18%	12%
	\$500,000 to \$999,999	69%	22%	9%	44%	34%	22%	16%	22%	72%	19%	22%
	\$1 million to \$4.99 million	41%	9%	19%	31%	16%	19%	13%	16%	66%	28%	31%
	\$5 million and over	50%	17%	17%	33%	50%	17%	0%	0%	50%	50%	0%
Arts and culture	\$100,000 to \$249,999	50%	10%	30%	20%	10%	0%	0%	10%	90%	0%	10%
	\$500,000 to \$999,999	70%	20%	20%	40%	30%	20%	10%	20%	80%	0%	10%
	\$1 million to \$4.99 million	71%	29%	43%	57%	43%	43%	29%	29%	86%	0%	29%
Social services	\$250,000 to \$499,999	83%	33%	33%	67%	67%	33%	17%	50%	83%	17%	0%
	\$500,000 to \$999,999	60%	20%	0%	40%	20%	20%	20%	20%	70%	30%	20%
	\$1 million to \$4.99 million	20%	0%	0%	30%	10%	10%	0%	10%	70%	50%	20%
<b>All respondents</b>		56%	18%	15%	35%	28%	17%	12%	19%	71%	19%	18%

Not for distribution beyond purchaser

Thank you! I hope this was helpful.

**Questions, comments, ideas, suggestions, typos?**

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