

BOLAND SURVEY

Nonprofit Sector Salaries and Human Resource Practices

Benefits Report | 2019

Sample



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

About the Boland Survey

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

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

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



**BOLAND
SURVEY**

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Sample

THE 2019 BOLAND SURVEY

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

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

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

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

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

This report, *Benefits*, includes data on the cost of benefits and the percentage of organizations that provide specific benefits. Position-specific data related to vehicle allowances and health spending accounts are also presented.

METHODOLOGY AND CONFIDENTIALITY

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

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

Calculations

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

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

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

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

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

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

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

50th percentile: See Median (above).

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

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

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

Sample

RESULTS

Participant Profiles

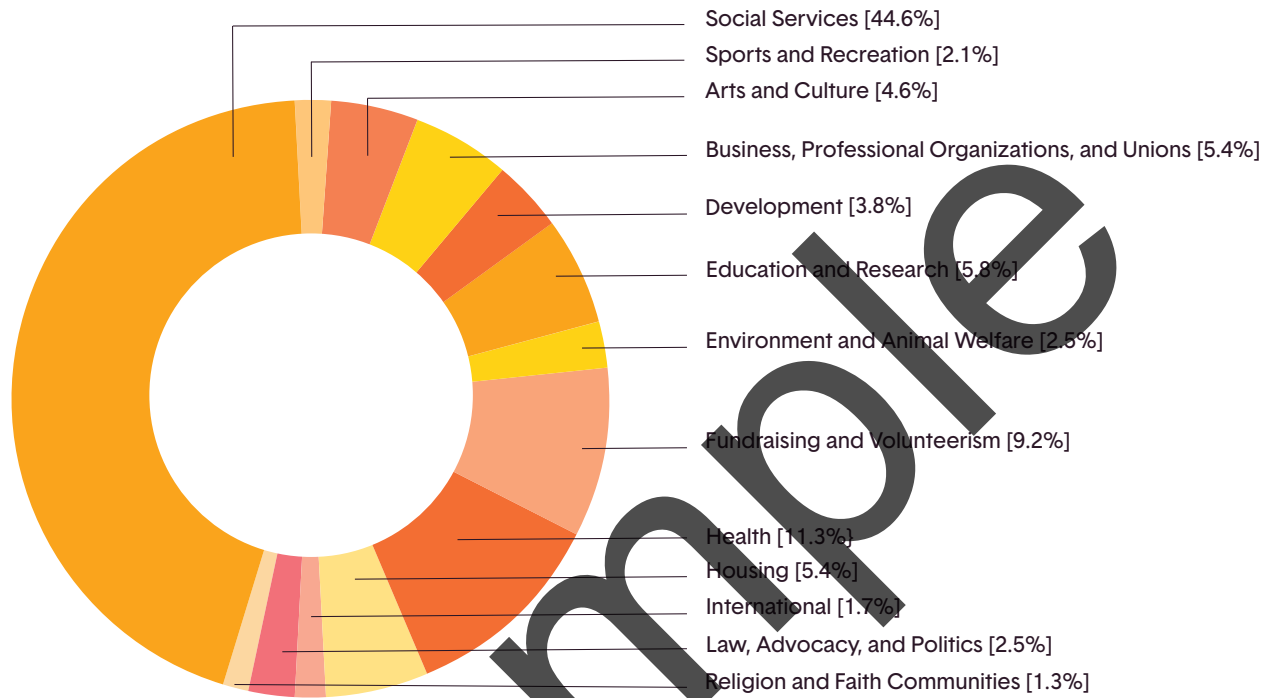
OVERALL PARTICIPATION BY REGION

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

Sample

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

SUB-SECTORS OF PARTICIPATING ORGANIZATIONS



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

Benefit Practices

While 240 organization submitted data related to employee benefits in 2019, only 236 (98.3%) reported on the costs associated with providing their benefits plan. Of these, 13 (5.5%) reported having no formal benefits plan, but they may still provide some benefit. As such, the percentages in this report reflect all those who reported, not just those with formal benefits plans.

Nationally, most organizations (61.4%) paid 50% or more towards benefits provided for their employees.

EMPLOYER SHARE OF BENEFITS COST	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
100%	76	32.2%
LESS THAN 100% BUT GREATER THAN 75%	34	14.4%
51% TO 75%	35	14.8%
50%	58	24.6%
LESS THAN 50% BUT GREATER THAN 0%	33	14.0%

The average cost of benefits was 14.9% (median 15.0%) of their payroll costs, and only 33.5% of organizations covered all employees as part of their benefits plan. Only 2.1% of organizations reported a significant increase in their benefits cost from 2018 to 2019.

Regionally, organizations in the BC Region were slightly more likely to cover the 50% or less of workers benefits (52.2% vs 43.4%) whereas those in the AB and ON region covered more at the higher end of the scale.

EMPLOYER SHARE OF BENEFITS COST	AB REGION	BC REGION	ON REGION	PR REGION
100%	30.9%	30.4%	46.4%	-
LESS THAN 100% BUT GREATER THAN 75%	14.9%	13.0%	10.7%	-
51% TO 75%	17.1%	-	-	-
50%	22.9%	34.8%	25.0%	37.5%
LESS THAN 50% BUT GREATER THAN 0%	14.3%	17.4%	10.7%	-

Organizations in all regions reported their average cost for benefits was under 20%.

EMPLOYER SHARE OF BENEFITS COST	AB REGION	BC REGION	ON REGION	PR REGION
AVERAGE	14.2%	18.0%	16.9%	14.2%
MEDIAN	13.5%	19.0%	18.5%	15.5%

Few organizations in any region reported a significant shift, either higher or lower, in their benefits cost compared to 2018.

HOW DOES YOUR BENEFIT COST COMPARE TO 2018?	AB REGION	BC REGION	ON REGION	PR REGION
HIGHER	13.7%	13.0%	10.7%	-
ABOUT THE SAME	84.0%	87.0%	85.7%	87.5%
LOWER	2.3%	-	-	-

COMMUTING AND TRAVEL BENEFITS

Nationally, most organizations did not provide any benefits related to commuting, and those that did concentrated that funding on parking for all employees (27.5%), senior management (14.6%), or top executives (5.4%).

Commuting Subsidies

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
COMPANY CAR	2.1%	1.7%	3.3%
PARKING PAID OR SUBSIDY	27.5%	14.6%	5.4%
TRANSIT PASS	7.1%	0.0%	0.0%

Regionally, organizations in the Prairies region were the only ones more likely to provide parking for senior management only. The following table shows regions where data was reported by at least three organizations.

Parking Paid or Subsidy by Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
AB REGION	29.9%	14.7%	4.0%
BC REGION	29.2%	12.5%	-
ON REGION	13.8%	10.3%	13.8%
PR REGION	-	37.5%	-

Nationally, 45 organizations (18.8%) reported paying a vehicle allowance (i.e. reimbursement for personal vehicle use other than mileage reimbursement) to at least one position. The majority (71.1% of sample) paid a vehicle allowance for position 101. The following table contains national and regional data related to that position where data was reported by at least three organizations.

REGION	NUMBER	PERCENT OF SAMPLE	AVERAGE	MEDIAN
ALL	32		\$350.40	\$310.00
AB REGION	18	56.3%	\$373.48	\$310.00
BC REGION	6	18.8%	\$283.33	\$212.50
ON REGION	8	15.6%	\$510.00	\$450.00

Nationally, nearly half (45.0%) of organizations provided travel accident insurance, but few provided business class or spousal travel benefits.

Travel Benefits – All Regions

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
BUSINESS CLASS TRAVEL	-	1.3%	2.5%
SPOUSAL TRAVEL	-	-	1.3%
TRAVEL ACCIDENT (ONLY IN THE EVENT OF BUSINESS TRAVEL RELATED LOSS)	45.0%	1.3%	1.3%

In all regions, the most common benefit related to travel was for travel accident (only in the event of business travel related loss). The following table shows regions where data was reported by at least three organizations.

Travel Accident (only in the event of business travel related loss) by Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
AB REGION	32.1%	-	1.3%
BC REGION	4.6%	-	-
ON REGION	6.3%	-	-
PR REGION	1.7%	-	-

Sample

HEALTH AND WELLNESS BENEFITS

All the benefits listed in the health and wellness category were offered to all employees at a higher rate than to top executive or senior management only. Nationally, over three quarters of organizations provided the following benefits to all employees: accidental death and dismemberment (92.9%), dental care (91.9%), employee and family assistance plan (83.8%), extended healthcare (88.8%), long term disability (82.9%), and prescription drugs (92.9%).

Health and Wellness Benefits – All Regions

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
ACCIDENTAL DEATH & DISMEMBERMENT (24 HOUR)	92.9%	-	-
CRITICAL ILLNESS INSURANCE	51.3%	-	1.3%
DENTAL CARE	91.7%	-	-
EMPLOYEE & FAMILY ASSISTANCE PLAN (COUNSELLING PROGRAMS)	83.8%	1.3%	-
EXTENDED HEALTHCARE	88.8%	1.5%	-
FITNESS/SOCIAL CLUB MEMBERSHIP	19.6%	1.3%	1.3%
LONG TERM DISABILITY	89.2%	1.7%	-
PRESCRIPTION DRUGS	92.9%	1.3%	-
SHORT TERM DISABILITY	50.8%	2.5%	-
VISION CARE	70.8%	1.3%	-

Organizations in all regions were least likely to offer fitness/social club memberships, and only two regions (AB and ON) offered critical illness insurance and short term disability to more than half of their employees.

Health and Wellness Benefits – AB Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
ACCIDENTAL DEATH & DISMEMBERMENT (24 HOUR)	93.2%	-	-
CRITICAL ILLNESS INSURANCE	53.1%	-	-
DENTAL CARE	90.4%	-	-
EMPLOYEE & FAMILY ASSISTANCE PLAN (COUNSELLING PROGRAMS)	82.5%	1.7%	-
EXTENDED HEALTHCARE	87.6%	1.7%	-
FITNESS/SOCIAL CLUB MEMBERSHIP	17.5%	1.3%	-
LONG TERM DISABILITY	87.6%	2.3%	-
PRESCRIPTION DRUGS	92.1%	1.3%	-
SHORT TERM DISABILITY	55.4%	2.8%	-
VISION CARE	65.0%	1.3%	-

Health and Wellness Benefits – BC Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
ACCIDENTAL DEATH & DISMEMBERMENT (24 HOUR)	100.0%	-	-
CRITICAL ILLNESS INSURANCE	45.8%	-	-
DENTAL CARE	90.4%	-	-
EMPLOYEE & FAMILY ASSISTANCE PLAN (COUNSELLING PROGRAMS)	91.7%	-	-
EXTENDED HEALTHCARE	95.8%	-	-
FITNESS/SOCIAL CLUB MEMBERSHIP	25.0%	-	-
LONG TERM DISABILITY	100.0%	-	-
PRESCRIPTION DRUGS	100.0%	-	-
SHORT TERM DISABILITY	29.2%	-	-
VISION CARE	95.8%	-	-

Health and Wellness Benefits – ON Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
ACCIDENTAL DEATH & DISMEMBERMENT (24 HOUR)	86.2%	-	-
CRITICAL ILLNESS INSURANCE	41.4%	-	-
DENTAL CARE	93.1%	-	-
EMPLOYEE & FAMILY ASSISTANCE PLAN (COUNSELLING PROGRAMS)	86.2%	-	-
EXTENDED HEALTHCARE	93.1%	-	-
FITNESS/SOCIAL CLUB MEMBERSHIP	27.6%	-	-
LONG TERM DISABILITY	93.1%	-	-
PRESCRIPTION DRUGS	96.6%	-	-
SHORT TERM DISABILITY	44.8%	-	-
VISION CARE	86.2%	-	-

Health and Wellness Benefits – PR Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
ACCIDENTAL DEATH & DISMEMBERMENT (24 HOUR)	87.5%	-	-
CRITICAL ILLNESS INSURANCE	62.5%	-	-
DENTAL CARE	87.5%	-	-
EMPLOYEE & FAMILY ASSISTANCE PLAN (COUNSELLING PROGRAMS)	87.5%	-	-
EXTENDED HEALTHCARE	75.0%	-	-
FITNESS/SOCIAL CLUB MEMBERSHIP	25.0%	-	-
LONG TERM DISABILITY	87.5%	-	-
PRESCRIPTION DRUGS	75.0%	-	-
SHORT TERM DISABILITY	50.0%	-	-
VISION CARE	62.5%	-	-

In addition to collecting information on specific health and wellness benefits, organizations also provided information on Health Spending Accounts (HSAs) by position. An HSA is a pre-determined amount of money provided to employees at the beginning of each benefit year for discretionary coverage for personal medical and dental expenses. Claims are submitted by employees and reimbursed in a similar fashion to a conventional benefits plan. Eligible expenses are paid at 100%, up to the total dollar amount available in the HSA. An HSA can exist alongside and supplement the benefits provided through an insured benefit plan. Nationally, 39.2% organizations provided HSAs to 94 positions, but in accordance with confidentiality practices, only positions with data from three or more organizations are reported on in the table below.

HSA - All Regions

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
101	Chief Executive Officer (CEO)	85	35.4%	90.4%	\$2,128	\$750
102	Top Finance and Administration	42	17.5%	44.7%	\$1,494	\$600
103	Senior Accounting - Controller	42	17.5%	44.7%	\$1,104	\$500
104	Financial Administrator	42	17.5%	44.7%	\$1,052	\$550
105	Program or Functional Manager	46	19.2%	48.9%	\$1,239	\$675
106	Program Supervisor	44	18.3%	46.8%	\$1,202	\$550
107	Communications Director	19	7.9%	20.2%	\$817	\$550
108	Human Resources Generalist	22	9.2%	23.4%	\$761	\$500
109	Technical/Program Administrator (Nonspecific)	16	6.7%	17.0%	\$1,114	\$550
110	Administrative Support I	39	16.3%	41.5%	\$997	\$500
111	Administrative Support II	33	13.8%	35.1%	\$980	\$750
112	Administrative Support III	37	15.4%	39.4%	\$826	\$500

HSA - All Regions, continued

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
113	Top Human Resources	25	10.4%	26.6%	\$1,261	\$500
114	Top Membership Services	8	3.3%	8.5%	\$838	\$500
115	Event Coordinator	19	7.9%	20.2%	\$671	\$500
116	Director of Operations	44	18.3%	46.8%	\$1,666	\$975
117	Communications Specialist	43	17.9%	45.7%	\$1,153	\$600
118	Accounts Payable Administrator	26	10.8%	27.7%	\$765	\$500
119	Accounts Receivable Administrator	7	2.9%	7.4%	\$797	\$500
120	Payroll/Benefits Administrator	26	10.8%	27.7%	\$733	\$500
121	Executive Manager - Functional area or Division	32	13.3%	34.0%	\$1,058	\$500
123	Human Resources Specialist	14	5.8%	14.9%	\$1,111	\$500
124	Graphic Artist/ Designer	16	6.7%	17.0%	\$931	\$500
125	Top Government Relations	8	3.3%	8.5%	\$1,694	\$875
126	Manager Retail Operations	3	1.3%	3.2%	\$600	\$500
127	Director of Evaluation and Knowledge Management	10	4.2%	10.6%	\$1,120	\$600
130	Program Coordinator	38	15.8%	40.4%	\$1,191	\$750
131	Policy Researcher/ Analyst	10	4.2%	10.6%	\$1,109	\$622

HSA - All Regions, continued

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
132	Bid and Proposal Specialist	3	1.3%	3.2%	\$533	\$500
133	Top Marketing and Sales	9	3.8%	9.6%	\$1,894	\$500
134	Office Manager	14	5.8%	14.9%	\$707	\$500
136	General Manager	5	2.1%	5.3%	\$900	\$500
201	Top Fund Development Executive	24	10.0%	25.5%	\$1,486	\$550
202	Fund Development Specialist	21	8.8%	22.3%	\$1,334	\$1,000
203	Fund Development Associate	17	7.1%	18.1%	\$835	\$500
204	Researcher	8	3.3%	8.5%	\$1,044	\$675
205	Direct Marketing Director	3	1.3%	3.2%	\$2,467	\$2,400
206	Manager, Supporter Relations	6	2.5%	6.4%	\$1,267	\$975
207	Grants Associate	6	2.5%	6.4%	\$767	\$675
208	Donor Grants Associate	5	2.1%	5.3%	\$1,140	\$500
209	Senior Grants Manager	4	1.7%	4.3%	\$675	\$625
210	Digital & Social Media Specialist	11	4.6%	11.7%	\$891	\$500
211	Direct Mail Coordinator	3	1.3%	3.2%	\$1,500	\$1,500
301	Senior Program Officer	5	2.1%	5.3%	\$1,570	\$750
302	Human Services Professional (Nonspecific)	6	2.5%	6.4%	\$633	\$725

HSA - All Regions, continued

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
303	Senior Program Services Provider (Non Specific)	14	5.8%	14.9%	\$663	\$500
304	Program Services Provider (Non Specific)	13	5.4%	13.8%	\$1,012	\$500
305	Mental Health Clinician/Therapist	10	4.2%	10.6%	\$628	\$500
306	Mental Health/ Addictions Counsellor	6	2.5%	6.4%	\$576	\$425
307	Case Worker	11	4.6%	11.7%	\$790	\$500
309	Child/Youth Care Worker	3	1.3%	3.2%	\$800	\$500
310	Housekeeper/Cook	11	4.6%	11.7%	\$595	\$500
311	Top Volunteer Resources	10	4.2%	10.6%	\$680	\$500
312	Volunteer Coordinator	16	6.7%	17.0%	\$1,128	\$600
313	Early Childhood Educator/Educational Assistant	3	1.3%	3.2%	\$367	\$400
315	Occupational Therapist	3	1.3%	3.2%	\$750	\$500
316	Supervisor Clinical Services	11	4.6%	11.7%	\$839	\$500
317	Career Counsellor	3	1.3%	3.2%	\$1,000	\$1,000
318	Employment Counsellor	7	2.9%	7.4%	\$1,084	\$500
319	Life Skills Support Worker	3	1.3%	3.2%	\$645	\$486
320	Residential Supervisor	3	1.3%	3.2%	\$600	\$500

HSA - All Regions, continued

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
324	Library Technician	3	1.3%	3.2%	\$3,133	\$1,500
327	Community Disability Service Worker	3	1.3%	3.2%	\$533	\$500
328	Community Disability Service Practitioner	3	1.3%	3.2%	\$717	\$450
330	Intake Counsellor/ Support Worker	16	6.7%	17.0%	\$772	\$500
331	Licensed Practical Nurse (LPN)	9	3.8%	9.6%	\$565	\$500
332	Registered Nurse	12	5.0%	12.8%	\$888	\$500
334	Head Chef	10	4.2%	10.6%	\$640	\$475
335	Personal Care Attendant	3	1.3%	3.2%	\$383	\$450
336	Child/Youth Care Assistant	3	1.3%	3.2%	\$1,133	\$1,500
337	Engagement Coordinator	15	6.3%	16.0%	\$1,064	\$750
338	Kitchen Assistant	5	2.1%	5.3%	\$480	\$500
339	Educator	11	4.6%	11.7%	\$746	\$500
401	Information Systems Manager	17	7.1%	18.1%	\$720	\$500
402	Systems Support Coordinator	10	4.2%	10.6%	\$654	\$450
403	Database Administrator	8	3.3%	8.5%	\$1,044	\$625
501	Maintenance Worker	14	5.8%	14.9%	\$496	\$500
502	Caretaker	7	2.9%	7.4%	\$585	\$500
503	Truck Driver	3	1.3%	3.2%	\$400	\$500
504	Maintenance Supervisor	16	6.7%	17.0%	\$778	\$500

HSA - All Regions, continued

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
505	Property Manager	7	2.9%	7.4%	\$514	\$400
506	Residential site manager	3	1.3%	3.2%	\$433	\$500

Regionally, 45.2% of organizations in the AB Region reported offering HSAs to 94 positions, 20.8% of organizations in the BC Region offered HSAs to 41 positions, and 31.0% of organizations in the ON Region offered HSAs to 46 positions. In accordance with confidentiality practices, only positions with data from three or more organizations are reported on in the table below.

HSA - AB Region

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
101	Chief Executive Officer (CEO)	76	42.9%	95.0%	\$2,160	\$900
102	Top Finance and Administration	39	22.0%	48.8%	\$1,569	\$600
103	Senior Accounting - Controller	36	20.3%	45.0%	\$1,196	\$550
104	Financial Administrator	38	21.5%	47.5%	\$1,130	\$750
105	Program or Functional Manager	42	23.7%	52.5%	\$1,300	\$675
106	Program Supervisor	39	22.0%	48.8%	\$1,247	\$600
107	Communications Director	13	7.3%	16.3%	\$967	\$750
108	Human Resources Generalist	19	10.7%	23.8%	\$829	\$500
109	Technical/Program Administrator (Nonspecific)	15	8.5%	18.8%	\$1,179	\$600

HSA - AB Region, continued

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
110	Administrative Support I	35	19.8%	43.8%	\$1,074	\$600
111	Administrative Support II	31	17.5%	38.8%	\$1,011	\$750
112	Administrative Support III	34	19.2%	42.5%	\$856	\$550
113	Top Human Resources	22	12.4%	27.5%	\$1,373	\$550
114	Top Membership Services	7	4.0%	8.8%	\$886	\$500
115	Event Coordinator	16	9.0%	20.0%	\$716	\$500
116	Director of Operations	40	22.6%	50.0%	\$1,695	\$1,000
117	Communications Specialist	42	23.7%	52.5%	\$1,169	\$675
118	Accounts Payable Administrator	23	13.0%	28.8%	\$824	\$500
119	Accounts Receivable Administrator	6	3.4%	7.5%	\$905	\$665
120	Payroll/Benefits Administrator	24	13.6%	30.0%	\$765	\$500
121	Executive Manager - Functional area or Division	28	15.8%	35.0%	\$1,085	\$500
123	Human Resources Specialist	12	6.8%	15.0%	\$1,213	\$550
124	Graphic Artist/ Designer	13	7.3%	16.3%	\$1,046	\$500
125	Top Government Relations	6	3.4%	7.5%	\$2,083	\$1,250
126	Manager Retail Operations	3	1.7%	3.8%	\$600	\$500
127	Director of Evaluation and Knowledge Management	10	5.6%	12.5%	\$1,120	\$600

HSA - AB Region, continued

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
130	Program Coordinator	35	19.8%	43.8%	\$1,249	\$750
131	Policy Researcher/Analyst	10	5.6%	12.5%	\$1,109	\$622
132	Bid and Proposal Specialist	3	1.7%	3.8%	\$533	\$500
133	Top Marketing and Sales	9	5.1%	11.3%	\$1,694	\$500
134	Office Manager	12	6.8%	15.0%	\$633	\$500
136	General Manager	4	2.3%	5.0%	\$1,000	\$1,000
201	Top Fund Development Executive	22	12.4%	27.5%	\$1,574	\$550
202	Fund Development Specialist	19	10.7%	23.8%	\$1,432	\$1,000
203	Fund Development Associate	15	8.5%	18.8%	\$893	\$500
204	Researcher	7	4.0%	8.8%	\$1,086	\$600
205	Direct Marketing Director	3	1.7%	3.8%	\$2,467	\$2,400
206	Manager, Supporter Relations	6	3.4%	7.5%	\$1,267	\$975
207	Grants Associate	5	2.8%	6.3%	\$860	\$750
208	Donor Grants Associate	4	2.3%	5.0%	\$1,300	\$625
209	Senior Grants Manager	4	2.3%	5.0%	\$675	\$625
210	Digital & Social Media Specialist	9	5.1%	11.3%	\$1,000	\$500
211	Direct Mail Coordinator	3	1.7%	3.8%	\$1,500	\$1,500
301	Senior Program Officer	4	2.3%	5.0%	\$1,775	\$1,300

HSA - AB Region, continued

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
302	Human Services Professional (Nonspecific)	6	3.4%	7.5%	\$633	\$725
303	Senior Program Services Provider (Non Specific)	14	7.9%	17.5%	\$663	\$500
304	Program Services Provider (Non Specific)	13	7.3%	16.3%	\$1,012	\$500
305	Mental Health Clinician/Therapist	8	4.5%	10.0%	\$685	\$500
306	Mental Health/ Addictions Counsellor	5	2.8%	6.3%	\$631	\$450
307	Case Worker	11	6.2%	13.8%	\$790	\$500
309	Child/Youth Care Worker	3	1.7%	3.8%	\$800	\$500
310	Housekeeper/Cook	10	5.6%	12.5%	\$605	\$500
311	Top Volunteer Resources	8	4.5%	10.0%	\$750	\$500
312	Volunteer Coordinator	13	7.3%	16.3%	\$1,300	\$750
313	Early Childhood Educator/ Educational Assistant	3	1.7%	3.8%	\$367	\$400
315	Occupational Therapist	3	1.7%	3.8%	\$750	\$500
316	Supervisor Clinical Services	9	5.1%	11.3%	\$947	\$750
317	Career Counsellor	3	1.7%	3.8%	\$1,000	\$1,000
318	Employment Counsellor	6	3.4%	7.5%	\$1,215	\$750
319	Life Skills Support Worker	3	1.7%	3.8%	\$645	\$486

HSA - AB Region, continued

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
320	Residential Supervisor	3	1.7%	3.8%	\$600	\$500
325	Settlement Practitioner	3	1.7%	3.8%	\$3,133	\$1,500
327	Community Disability Service Worker	3	1.7%	3.8%	\$533	\$600
328	Community Disability Service Practitioner	3	1.7%	3.8%	\$717	\$450
330	Intake Counsellor/ Support Worker	14	7.9%	17.5%	\$811	\$500
331	Licensed Practical Nurse (LPN)	8	4.5%	10.0%	\$573	\$500
332	Registered Nurse	10	5.6%	12.5%	\$995	\$750
334	Head Chef	10	5.6%	12.5%	\$640	\$475
337	Engagement Coordinator	13	7.3%	16.3%	\$1,166	\$1,000
338	Kitchen Assistant	4	2.3%	5.0%	\$475	\$400
339	Educator	10	5.6%	12.5%	\$770	\$600
401	Information Systems Manager	15	8.5%	18.8%	\$749	\$500
402	Systems Support Coordinator	9	5.1%	11.3%	\$705	\$500
403	Database Administrator	8	4.5%	10.0%	\$1,044	\$625
501	Maintenance Worker	12	6.8%	15.0%	\$513	\$500
502	Caretaker	7	4.0%	8.8%	\$585	\$500
503	Truck Driver	3	1.7%	3.8%	\$400	\$500
504	Maintenance Supervisor	15	8.5%	18.8%	\$797	\$500
505	Property Manager	6	3.4%	7.5%	\$517	\$350

HSA - BC Region

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
101	Chief Executive Officer (CEO)	3	12.5%	60.0%	\$2,030	\$500

HSA - ON Region

POSITION CODE	SURVEY POSITION TITLE	NUMBER	PERCENTAGE OF ORGANIZATIONS PROVIDING HSA TO POSITION	PERCENTAGE OF ORGANIZATIONS WITH HSAS PROVIDING BENEFITS TO THIS POSITION	AVERAGE HSA AMOUNT	MEDIAN HSA AMOUNT
101	Chief Executive Officer (CEO)	6	25.0%	66.7%	\$950	\$625
102	Top Finance and Administration	3	12.5%	33.3%	\$517	\$500
103	Senior Accounting - Controller	4	16.7%	44.4%	\$575	\$625
105	Program or Functional Manager	4	16.7%	44.4%	\$600	\$625
106	Program Supervisor	3	12.5%	33.3%	\$1,083	\$750
107	Communications Director	4	16.7%	44.4%	\$488	\$450

FINANCIAL AND INSURANCE BENEFITS

Most organizations in the Alberta Region offered all the benefits in the financial and insurance category to all employees, with the most common being employee life insurance (87.2%) and dependent life insurance (76.8%).

Financial and Insurance Benefits – All Regions

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
DEPENDENT LIFE INSURANCE	92.9%	1.3%	-
EMPLOYEE LIFE INSURANCE	72.5%	-	-

Financial and Insurance Benefits – All Regions, continued

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
PERSONAL FINANCIAL PLANNING	21.3%	-	-
SAVINGS PLAN	42.9%	1.3%	-

Regions – All Employees

BENEFIT DESCRIPTION	AB REGION	BC REGION	ON REGION	PR REGION
DEPENDENT LIFE INSURANCE	92.1%	100.0%	93.1%	87.5%
EMPLOYEE LIFE INSURANCE	75.1%	50.0%	69.0%	87.5%
PERSONAL FINANCIAL PLANNING	21.5%	16.7%	20.7%	-
SAVINGS PLAN	41.8%	54.2%	37.9%	50.0%

The employer pension contribution data shown in the salary tables reflects only defined contribution/RRSP plans. In the Alberta region, 141 organizations (69.5%) reported having a pension plan for their employees. The following table shows the incidence of pension plans by type. The percent values may exceed 100% as some organizations report having both types of plans.

Pension Plans by Type

REGION	NO PENSION PLAN	DEFINED CONTRIBUTION/RRSP	DEFINED BENEFIT PLANS	BOTH TYPES OF PLANS
ALL REGIONS	23.3%	64.2%	8.8%	
AB REGION	27.1%	83.8%	7.4%	2.2%
BC REGION	12.5%	71.4%	23.8%	-
ON REGION	13.8%	80.0%	16.0%	20.0%
PR REGION	-	57.1%	-	-

FAMILY AND LEAVE BENEFITS

Nationally, family subsidies were offered by few organizations. However, over three quarters of organizations offered unpaid leaves of absence to all employees.

Family Subsidies – All Regions

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
CHILD CARE	2.5%	-	-
PARENTAL LEAVE SUBSIDY	17.9%	-	-

Leaves - All Regions

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
PAID LEAVE OF ABSENCE	22.5%	1.3%	--
UNPAID LEAVE OF ABSENCE	82.5%	-	-

Regionally, just over a third of organizations in the BC Region offered paid leaves of absence to all employees, but over three quarters of organizations in all regions offered unpaid leaves of absence. The following tables contain regional data related to that benefit where data was reported by at least three organizations.

Paid Leave of Absence by Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
AB REGION	22.6%	1.7%	-
BC REGION	33.3%	-	-
ON REGION	17.2%	-	-

Unpaid Leave of Absence by Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
AB REGION	83.1%	-	-
BC REGION	83.3%	-	-
ON REGION	82.8%	-	-
PR REGION	87.5%	-	-

PROFESSIONAL DEVELOPMENT BENEFITS

Conference registration and travel (66.7%) and educational assistance (60.4%) continued to be the most common professional development benefits offered to all employees both nationally and regionally.

Professional Development Benefits

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
BUSINESS CLUB MEMBERSHIP	5.0%	7.5%	4.6%
CONFERENCE REGISTRATION AND TRAVEL	66.7%	17.1%	3.3%
EDUCATIONAL ASSISTANCE (TUITION, BOOKS, ETC.)	60.4%	4.6%	-

Regionally, organizations in the ON Region were less likely to offer conference and registration and travel to all employees than other regions, but they were also more likely to offer that benefit to senior management only. The following tables show regions where data was reported by at least three organizations.

Conference Registration and Travel by Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
AB REGION	66.7%	14.7%	3.4%
BC REGION	79.2%	16.7%	-
ON REGION	55.2%	27.6%	-
PR REGION	75.0%	-	-

Educational Assistance by Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
AB REGION	61.6%	4.0%	-
BC REGION	66.7%	-	-
ON REGION	48.3%	-	-
PR REGION	62.5%	-	-

TECHNOLOGY BENEFITS

While nonprofit organizations provide many benefits related to technology in the workplace, few provide support for their employees that allow for remote access. Nationally, few organizations (4.6%) provided a home internet subsidy to all employees as part of their benefit packages, and even at the top executive level, only 2.9% of organizations provided a subsidy for this service. Laptop computers and smartphones were more likely to be provided to both all employees and senior management.

Technology Benefits

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
HOME INTERNET CONNECTION	4.6%	1.7%	2.9%
LAPTOP COMPUTER	35.8%	31.3%	5.0%
SMARTPHONE	35.8%	31.3%	5.0%

Regionally, almost half of organizations in the ON Region offered laptop computers and smartphones to all employees, and a third in the same region offered laptop computers to senior management only. The following tables show regions where data was reported by at least three organizations.

Laptop Computer by Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
AB REGION	37.3%	29.4%	5.6%
BC REGION	25.0%	41.7%	-
ON REGION	44.8%	34.5%	-
PR REGION	-	37.5%	-

Smartphone by Region

BENEFIT DESCRIPTION	ALL EMPLOYEES	SENIOR MANAGEMENT ONLY	TOP EXECUTIVE ONLY
AB REGION	37.3%	21.7%	5.6%
BC REGION	25.0%	4.2%	-
ON REGION	44.8%	4.2%	-
PR REGION	-	1.3%	-

Sample

