

Certified Management Accountants of Ontario 2000 CMA AND ACCREDITATION CANDIDATE SURVEY ON INCOME EARNED IN 1999

--Summary of Results--

I. INTRODUCTION AND OBJECTIVES

The Certified Management Accountants of Ontario commissioned ResearchWorks Inc. to conduct a compensation survey of its Certified members and Accreditation Candidates on income earned in 1999. Specific objectives were as follows:

- to determine earning levels (base salary and total cash)
- to gather related information on the educational background, employment status, years of business experience, number of hours worked, type of business sector, position, benefits, and level of satisfaction with overall compensation
- to determine compensation by company size, number of employees and annual sales

II. METHODOLOGY

The research is based on a self-administered survey completed by Ontario CMAs and Accreditation Candidates. Surveys were sent out early July 2000 with a requested return date of August 21, 2000. Due to lower than expected response rates, the survey deadline was extended to October 31, 2000. A paper survey was sent to the entire active Ontario membership (all members who reside in Ontario and are not retired) comprising 11,511 CMAs and 792 candidates. The survey was included in an election package mailing. An on-line version of the survey was posted on the researcher's website, and a notice with a link to the survey was sent electronically to respondents with e-mail addresses. To stimulate interest, respondents were eligible to enter a draw for one Palm Pilot V.

Salary information was tabulated only for those respondents who reported salary information and worked on a full-time basis in 1999. Total cash is comprised of an annual base salary and any commissions, bonuses, profit sharing or incentives received in 1999. Full-time was defined as reporting full-time, contract or self-employed and working a minimum of 35 hours per week.

The final sample size was 2,002 CMAs and 252 Accreditation Candidates. Tables, unless noted otherwise, only include valid responses – “no response” was declared missing.

Technically, any self-administered survey is a non-probability sample and, as such, margin of error does not apply. In practice however, researchers will use margin of error to provide a guide to analysis. For a population size of 11,511 CMAs and sample size of 2,002, the margin of error at the 95% level of confidence is +/-2%. For a population size of 792 candidates and a sample size of 252, the margin of error at the 95% level of confidence is +/-5%.

For the CMA sample, 69% of respondents were male and 31% were female. For the candidate sample, 58% of respondents were male and 42% were female.

The final salary sample broken down by CMA chapter is as follows:

Final Sample Size by Chapter				
Chapter	CMA	Candidate	Total	
	BASE	1992	259	2251
		%	%	%
Bay of Quinte	1.1	0.4	1.0	
Brantford	0.9	0.4	0.8	
Durham	2.8	2.3	2.7	
Far North	0.3	0.4	0.3	
Georgian Bay	2.3	0.4	2.0	
Grand River	8.6	6.6	8.4	
Halton Region	4.3	1.5	4.0	
Hamilton	3.2	4.6	3.3	
Kent County	0.4	--	0.3	
Lakehead	0.8	0.8	0.8	
Lambton-Bluewater	0.8	0.4	0.7	
Liftlock	1.1	0.4	1.0	
London	5.4	0.8	4.9	
Niagara	2.1	1.5	2.0	
North Bay	0.5	0.8	0.5	
Ottawa Valley	13.5	12.0	13.3	
Peel	9.5	10.8	9.7	
Sault Ste. Marie	0.6	0.4	0.6	
Scarborough	2.3	1.9	2.2	
St. Lawrence River	1.1	--	0.9	
Sudbury	1.0	0.8	0.9	
Toronto	29.6	47.5	31.6	
Windsor	1.6	2.3	1.6	
York	6.6	3.1	6.2	

The CMA and candidate final samples by type of business sector are as follows:

Final Sample Size by Business Sector				
Business Sector	BASE	CMA	Candidate	Total
		1997	263	2260
		%	%	%
Agriculture; Forestry; Fisheries		0.5	0.8	0.5
Communications; Broadcasting; Media; Advertising		4	4	4
Construction		1	2	1
Consulting services		9	6	9
Education		3	1	3
Engineering; Research Development; Biotech.		2	4	2
Entertainment; Tourism; Recreation; Travel		0.7	3	1
Finance; Insurance; Real Estate services		15	16	15
Health Care services		3	2	3
Manufacturing		28	28	28
Mining; Oil and Gas Extraction		0.8	1	0.8
Public Administration; Government		14	11	13
Retail trade		3	6	3
Other Services		7	8	7
Transportation		2	2	2
Utilities; Energy sector		3	0.8	2
Wholesale trade		4	3	4
Other		1	2	1

Statistics used for salary calculations were mean, median, minimum and maximum.

Total cash is defined as the sum of base salary and any commissions, bonuses, profit sharing or incentives paid in 1999.

The average and median calculations for commissions, bonuses, profit sharing or incentives are calculated using the following two different methods: 1) based only on those respondents reporting a commission, bonus, profit sharing or incentive and 2) based on all respondents in the final salary survey sample. Total cash results are the same for both methods.

Any percentages less than one are calculated to the first decimal place. In some cases, responses due not add to 100% due to rounding error.

In some cases, the number of respondents that means and medians are based on is small and caution is required when extrapolating to the larger universe. Any given sub-sample size can be determined by multiplying its percentage against the base.

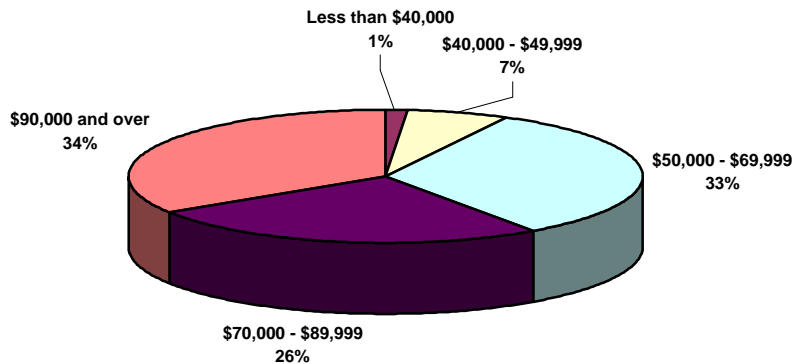
III. KEY RESULTS

PART A: CMAs

Overall Total Cash

Among CMAs responding, the average **total cash** earned in 1999 was **\$89,004** and the median was **\$76,000**. The minimum total cash was \$25,000 and the maximum was \$1,075,000. Thirty-four percent of CMAs earned \$90,000 or more.

CMA Total Cash Earned



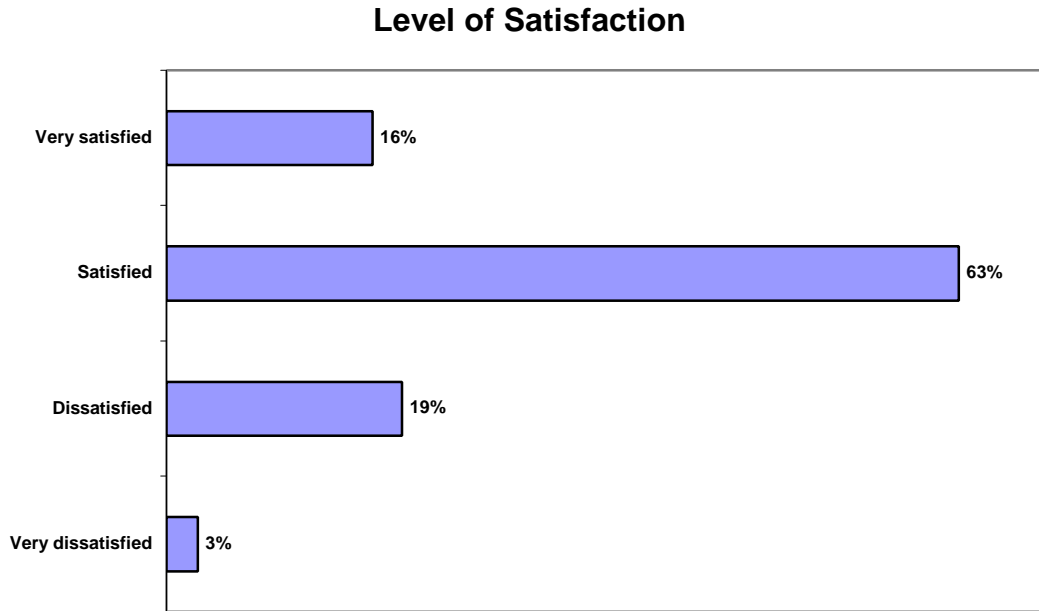
Base=2,002

The average **base salary** earned in 1999 was **\$76,650** and the median was **\$70,000**. The minimum base salary was \$11,000 and the maximum was \$600,000.

Among just those CMAs (1,247 or 62% of CMAs) reporting receiving a commission, bonus, profit sharing or any incentives in 1999, the average was \$19,835 and the median was \$10,000. Among all CMAs (2,002) included in the final salary sample, the average was \$12,355 and the median was \$3,500.

Level of Satisfaction

Sixteen percent of CMAs responding are “very satisfied” and 63% are “satisfied” with their overall level of compensation. Two in ten CMAs (19%) are “dissatisfied” and 3% are “very dissatisfied”.



Base=1,983

Level of Education

Seven in ten CMAs responding (70%) have a university degree. Average income is highest for “MBA degree” holders followed by “some or completed high school”.

Total Cash By Education

Education	BASE	1993 %	Mean 1993 \$	Median 1993 \$
Some or completed high school		5	94,323	84,850
Some college/technical institute		3	83,757	75,387
Business diploma/certificate		15	84,653	73,000
Some university		8	88,659	79,500
Non-business undergrad. degree		40	83,104	72,000
Business undergrad degree		13	80,379	72,000
MBA degree		11	125,893	92,500
Other graduate or doctoral degree		5	85,796	78,000
Doctoral degree		0.6	93,125	94,000

Year Designation Received

Fifty-two percent of CMAs responding received their designation in 1990 or before. The average year is 1988.6 and the median year is 1990. With the exception of 1988, the longer the designation held, the higher is the average total cash.

Year		Mean	Median
	BASE	1984	1984
		%	\$
1975 or earlier		7	112,336.60
1976 - 1980		8	101,153.20
1981 - 1985		16	96,460.08
1986 - 1990		21	95,725.04
1991 - 1995		31	83,207.89
1996		4	74,799.70
1997		5	64,644.36
1998		4	71,810.46
1999		5	61,486.24

Age

Fifty-six percent of CMAs responding are 40 years of age or older. The average age is 41.7 and the median is 41. As age increases, so does average total cash.

Age		Mean	Median
	BASE	1972	1972
		%	\$
Less than 30 years		6	59,649
30 - 39 years		38	83,106
40 - 49 years		37	93,583
50+ years		19	101,549

Hours of Work Per Week

Fifty-nine percent of CMAs responding work 35 – 45 hours per week. The average hours worked is 46.1 and the median is 45. As hours worked increases, so does average total cash.

Total Cash By Hours Per Week

Hours/Week		Mean	Median
	BASE	1981	1981
	%	\$	\$
35 - 40 hrs	34	73,137	65,000
41 - 45 hrs	25	81,930	75,000
46 - 50 hrs	24	96,340	85,000
51+ hrs	17	122,607	96,831

Years of Pre- and Post-CMA Business Experience

Thirty-five percent of CMAs responding have 21 or more years of experience. The average is 18.4 and the median is 18. As experience increases so does average total cash.

Total Cash By Years of Experience

Years Experience		Mean	Median
	BASE	1986	1986
	%	\$	\$
10 years or less	20	69,579	62,000
11-15 years	22	88,948	73,000
16-20 years	24	90,798	80,000
21-25 years	15	94,536	85,000
26+ years	20	102,871	87,750

Location of Chapter

Three in ten CMAs responding (30%) belong to the Toronto CMA chapter. The average total cash for the Toronto chapter is \$101,499 and the median is \$83,000.

Total Cash By Chapter				
Location	BASE	1992	Mean	Median
		%	\$	\$
Bay of Quinte		1	73,255	66,254
Brantford		0.9	75,264	64,500
Durham		3	84,925	80,000
Far North		0.3	89,760	72,800
Georgian Bay		2	76,992	66,000
Grand River		9	76,057	65,500
Halton Region		4	105,337	88,500
Hamilton		3	73,511	67,000
Kent County		0.4	67,250	68,250
Lakehead		0.8	77,879	67,280
Lambton-Bluewater		0.8	89,679	71,500
Liftlock		1	71,215	65,700
London		5	75,154	65,000
Niagara		2	82,175	73,500
North Bay		0.5	58,548	51,310
Ottawa Valley		14	78,405	70,000
Peel		10	92,654	82,285
Sault Ste. Marie		0.6	122,332	79,250
Scarborough		2	84,820	75,100
St. Lawrence River		1	81,046	75,000
Sudbury		1	64,657	63,000
Toronto		30	101,499	83,000
Windsor		2	92,597	75,000
York		7	97,517	85,000

Business Sector

The most frequently mentioned business sector was manufacturing at 28% of CMAs responding. The average total cash for manufacturing is \$87,533 and the median is \$78,000. Among those sectors mentioned by at least 5% of CMAs, the highest average total cash was for “finance; insurance; real estate services” and the lowest was for “public administration/ government”.

Total Cash By Business Sector

Business Sector			Mean	Median
	BASE	1997	1997	1997
		%	\$	\$
Agriculture; Forestry; Fisheries		0.5	93,006	62,780
Communications; Broadcasting; Media; Advertising		4	96,104	86,000
Construction		1	90,250	80,500
Consulting services		9	101,852	86,800
Education		3	74,546	69,050
Engineering; Research Development; Biotech.		2	89,950	76,000
Entertainment; Tourism; Recreation; Travel		0.7	84,313	87,713
Finance; Insurance; Real Estate services		15	106,103	80,250
Health Care services		3	76,358	70,728
Manufacturing		28	87,533	78,000
Mining; Oil and Gas Extraction		0.8	93,533	88,750
Public Administration; Government		14	69,424	65,000
Retail trade		3	82,729	71,000
Other Services		7	84,884	70,000
Transportation		2	87,588	76,500
Utilities; Energy sector		3	87,799	85,400
Wholesale trade		4	92,289	82,000
Other		1	108,726	91,295

Number of Employees in Canada

Forty-three percent of CMAs responding work for companies with more than 1,000 employees across Canada. The highest average total cash was for 501 - 1000 employees.

Total Cash By Total Employees in Canada

Total Cdn. Employees			Mean	Median
	BASE	1877	1877	1877
		%	\$	\$
10 or less		6	94,841	74,000
11 - 50		10	90,108	72,500
51 - 100		10	86,273	79,500
101 - 200		10	92,068	78,000
201 - 500		12	90,543	76,500
501 - 1000		9	96,240	81,000
More than 1000		43	87,400	76,550

Total Annual Sales

Forty-six percent of CMAs responding work for companies with annual sales of \$250 million or more. Except for CMAs working for companies earning less than \$50 million, average total cash was similar across sales categories.

Total Cash By Total Annual Sales

Total Annual Sales	Mean		Median	
	BASE	1927	1927	1927
		%	\$	\$
<\$50 Million		34	84,824	72,000
\$50 to <\$100 Million		10	91,805	79,200
\$100 to <\$250 Million		10	92,259	81,000
\$250 Million +		46	92,026	80,000

Position

The most frequently mentioned positions were manager/senior manager at 21% and controller at 20%. Not surprisingly, the more senior the position, the higher the average total cash.

Total Cash By Position

Position	Mean		Median	
	BASE	1995	1995	1995
		%	\$	\$
Junior analyst/accountant		0.4	51,422	49,912
Intermediate analyst/accountant		2	54,853	53,175
Senior analyst/accountant		11	61,927	62,000
Supervisor - accounting		2	62,646	59,280
Manager; Senior manager		21	77,537	75,000
Chief accountant		1	64,264	63,000
Assistant controller		3	71,207	63,000
Controller		20	81,887	79,000
Treasurer; Deputy treasurer		0.7	95,507	87,800
Director		6	103,862	100,230
Corporate secretary		0.1	184,148	184,148
General manager		2	107,014	105,000
Vice-President; C.O.O.; C.E.O.; Chief Admin. Officer		6	147,393	128,500
President		1	141,792	115,000
Chief Financial Officer		5	122,963	105,000
Partner; Associate		1	276,494	130,000
Principal		1	131,761	108,000
Sole proprietor		2	89,182	65,000
Academic		0.8	83,138	77,600
Internal auditor		1	77,696	66,000
Government auditor/investigator		4	57,295	57,000
External auditor		0.2	52,000	58,000
Systems analyst		0.7	69,521	67,500
Executive, non-accounting		2	126,516	107,700
Supervisor - non-accounting		0.3	86,812	80,000
Analyst; Internal Consultant		2	70,584	63,000
Consultant		4	98,060	87,500
Other, not specified		0.1	112,500	112,500
Other		1	88,701	76,000

Level of Work

Forty-four percent of CMAs responding work in “senior” or “executive” positions. Executive CMAs earned the highest mean and median total cash.

Total Cash By Level of Work

Work Level		Mean	Median
	BASE	1988	1988
		%	\$
Entry level		0.4	45,600
Non-management; Technical		12	63,527
Supervisory; Jr. management		9	63,592
Middle management		33	78,454
Senior		26	93,383
Executive		18	130,250
Academic		0.5	74,578
Owner; self-employed; sole proprietor; consultant		1	123,433
Other, not specified		0.2	54,000
Other		0.4	72,786

Number of Employees Reporting

Forty-six percent of CMAs responding have one to five employees reporting to them. As the number of employees reporting increases, so does total cash.

Total Cash By Number of Employees Reporting

Number of Employees Reporting		Mean	Median
	BASE	1971	1971
		%	\$
None		24	71,278
1 - 5		46	86,100
6 - 24		28	105,394
25 and over		3	137,042

Duties Performed

Duties (15a)				
Duties		1970	Mean	Median
	BASE	1970	1970	1970
		%	\$	\$
Receives in-house training; performs routine tasks (1)		--	--	--
Receives assignments of limited complexity; assists seniors (2)		0.9	52,865	50,000
Carries out assignments; participates in problem solving/planning (3)		12	62,907	60,000
Applies judgment; modifies guides; devises new approaches (4)		28	75,749	69,000
Makes independent decisions, using originality/ingenuity (5)		20	87,158	77,500
Responsible for functional area; participates in mgmt. discussion (6)		39	108,766	95,000

Advice and Recommendations Provided

Advice/Recommendations (15b)				
Duties		1976	Mean	Median
	BASE	1976	1976	1976
		%	\$	\$
Makes technical decisions of a routine nature (1)		0.1	49,700	49,700
Makes limited recommendations/decisions, with review at end (2)		3	65,006	56,100
Independent studies, analyses, conclusions (3)		9	63,127	60,500
Recommendations usually accepted, are technically accurate (4)		18	71,208	65,000
Decisions not generally reviewed; acts to expedite projects (5)		23	79,149	73,000
Makes responsible decisions, subject only to overall policy (6)		24	94,021	85,000
Contributes to overall direction/plans of organization (7)		23	121,214	99,000

Leadership and Supervisory Responsibilities

Leadership/Supervisory (15c)				
Duties			Mean	Median
	BASE	1956	1956	1956
		%	\$	\$
May assign and check work of non-professionals		1	66,912	60,000
May give technical guidance to non-professionals		7	63,287	55,500
Gives advice; provides training/guidance; is team leader		18	70,520	65,000
Assigns work; advises on technical problems; reviews other work		24	76,946	71,250
Outlines methods of approach; reviews/evaluates/coordinates		50	106,100	90,000

In-territory

The first version of in-territory consists of responses of 4 or higher to 15a, 5 or higher to 15b, and 4 or higher to 15c.

In-territory (454)				
			Mean	Median
	BASE	1945	1945	1945
		%	\$	\$
In-territory (454)		58	102,482	87,303
Out-of-territory (less than 454)		42	70,674	65,000

The second version of in-territory consists of responses of 5 or higher to 15a, 5 or higher to 15b, and 4 or higher to 15c.

In-territory (554)				
			Mean	Median
	BASE	1945	1945	1945
		%	\$	\$
In-territory (554)		49	106,517	91,000
Out-of-territory (less than 554)		51	72,196	65,500

The third version of in-territory consists of responses of 5 or higher to 15a, 6 or higher to 15b, and 5 or higher to 15c.

In-territory (565)				
			Mean	Median
	BASE	1945	1945	1945
		%	\$	\$
In-territory (565)		35	114,448	96,911
Out-of-territory (less than 565)		65	75,278	68,000

Benefits

Dental plan at 88%, followed by group life insurance at 86%, are the two most widely held benefits.

Benefits Received in Rank Order

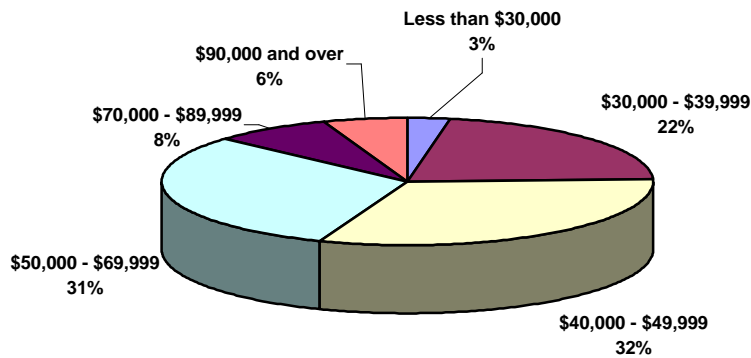
<u>Benefits</u>	<u>BASE</u>	<u>788</u>
		<u>%</u>
Dental Plan		88
Group Life Insurance		86
Disability Insurance		80
Supplementary Medical Plan		78
CMA Membership Fee - whole		75
Pension Plan/RRSP Contribution		73
Vision Plan		71
Professional Development Fees		41
Flex Time		30
Conference Fees		28
Parking		24
Stock Options Savings Plan		19
CMA Program Fees - whole		16
Additional Vacation Allowance		16
Home/Office Work Option		14
Car Allowance		12
Company Car		9
Club Fees		9
Reduced Rate Loans/Mortgages		7
CMA Membership Fee - portion		2
Other		2
Self-Employed - no Benefits, or Flex Time/Work Option only		2
CMA Program Fees - portion		1
Stock Options		0.9
Profit Sharing		0.8
Share/stock Purchase Plan		0.5
Savings Plan; Savings Account		0.3
Cash Incentives		0.2
Meal/Travel Allowance		0.2

PART B: ACCREDITATION CANDIDATES

Overall Total Cash

Among Accreditation Candidates responding (referred to as candidates for the balance of this report), the average total cash earned in 1999 was \$53,656 and the median was \$46,575. The minimum total cash was \$20,000 and the maximum was \$360,000. Forty-five percent of candidates earned \$50,000 or more.

Candidate Total Cash Earned



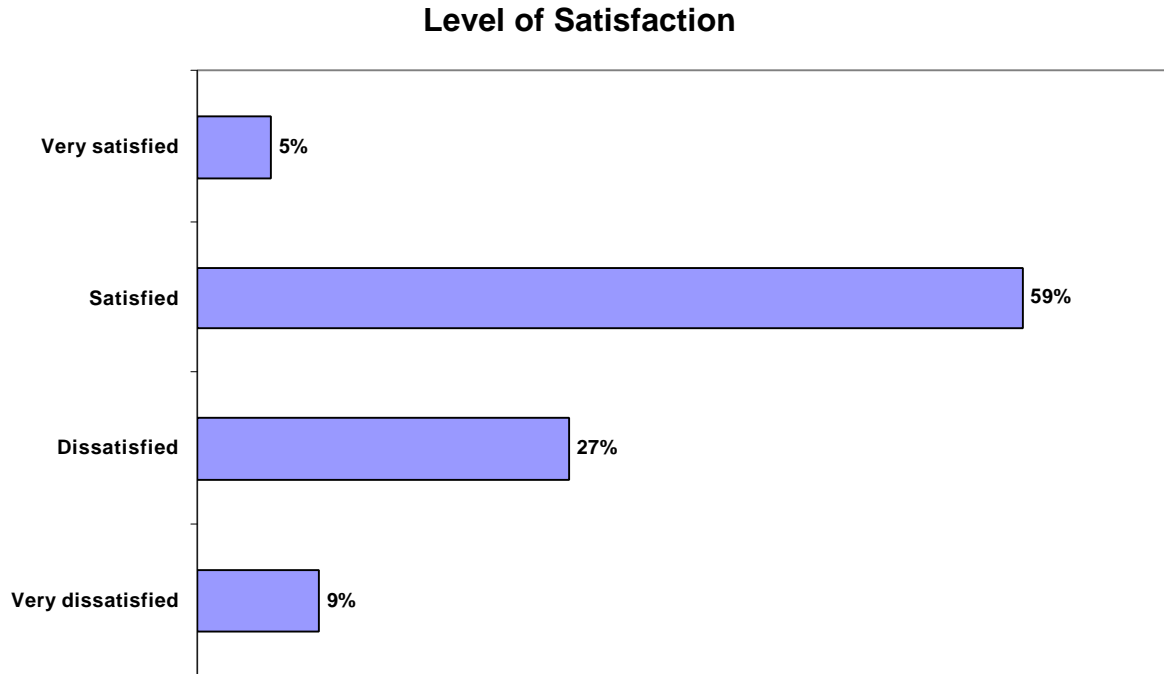
Base=263

The average base salary earned in 1999 was \$49,223 and the median was \$45,000. The minimum base salary was \$20,000 and the maximum was \$180,000.

Among just those candidates (160 or 61% of candidates) reporting receiving a commission, bonus, profit sharing or any incentives in 1999, the average was \$7,288 and the median was \$3,650. Among all candidates (263) included in the final salary sample, the average was \$4,434 and the median was \$1,500.

Level of Satisfaction

Five percent of candidates responding are “very satisfied” and 59% are “satisfied” with their overall level of compensation. Three in ten candidates (27%) are “dissatisfied” and 9% are “very dissatisfied”.



Base=262

Level of Education

Almost all candidates responding (96%) have a university degree. Fourteen percent of candidates have a MBA.

Total Cash By Education

Education	BASE	Mean	Median
	263	263	263
	%	\$	\$
Some or completed high school	1	46,273	43,040
Some college/technical institute	--	--	--
Business diploma/certificate	0.8	73,200	73,200
Some university	2	76,400	56,000
Non-business undergrad. degree	69	49,351	43,500
Business undergrad degree	11	53,828	52,250
MBA degree	14	69,677	65,000
Other graduate or doctoral degree	2	62,883	n/a

Age

Six in ten candidates responding (59%) are less than 30 years old. The average age is 30 and the median is 29.

Age		Mean	Median
BASE	259	259	259
	<u>%</u>	<u>\$</u>	<u>\$</u>
Less than 30 years	59	43,983	42,000
30 - 39 years	36	65,953	58,000
40 - 49 years	5	75,052	67,140
50+ years	--	--	--

Hours of Work Per Week

Seven in ten candidates responding (69%) work 35 – 45 hours per week. The average hours worked is 44.1 and the median is 45. As hours worked increases, so does average total cash.

Hours/Week		Mean	Median
BASE	261	261	261
	<u>%</u>	<u>\$</u>	<u>\$</u>
35 - 40 hrs	42	49,342	41,750
41 - 45 hrs	27	50,240	47,000
46 - 50 hrs	23	58,800	58,000
51+ hrs	8	75,375	62,750

Years of Pre- and Post-CMA Business Experience

Sixty-four percent of candidates responding have 6 years or less of business experience. The average is 6.6 and the median is 5. As experience increases, so does average total cash.

Years Experience		Mean	Median
BASE	243	243	243
	<u>%</u>	<u>\$</u>	<u>\$</u>
2 years or less	20	38,626	38,500
3-4 years	23	48,297	45,900
5-6 years	21	50,245	49,025
7-8 years	9	58,119	50,000
9-10 years	7	83,031	60,500
11+ years	20	72,189	65,000

Location of Chapter

Five in ten candidates responding (48%) belong to the Toronto CMA chapter. The average total cash for the Toronto chapter is \$55,346 and the median is \$49,500.

Total Cash By Chapter

Location	BASE	259	Mean	Median
		%	\$	\$
Bay of Quinte		0.4	in Other	in Other
Brantford		0.4	in Other	in Other
Durham		2	38,450	36,750
Far North		0.4	in Other	in Other
Georgian Bay		0.4	in Other	in Other
Grand River		7	46,941	47,300
Halton Region		2	121,207	49,914
Hamilton		5	58,156	45,550
Kent County		--	--	--
Lakehead		0.8	in Other	in Other
Lambton-Bluewater		0.4	in Other	in Other
Liftlock		0.4	in Other	in Other
London		0.8	in Other	in Other
Niagara		2	59,978	61,158
North Bay		0.8	in Other	in Other
Ottawa Valley		12	52,057	45,000
Peel		11	50,616	43,250
Sault Ste. Marie		0.4	in Other	in Other
Scarborough		2	44,800	46,000
St. Lawrence River		--	--	--
Sudbury		0.8	in Other	in Other
Toronto		48	55,346	49,500
Windsor		2	55,742	54,900
York		3	49,898	49,500
Other		6	46,928	n/a

Business Sector

The most frequently mentioned business sector was manufacturing at 28% of candidates. The average total cash for manufacturing is \$55,483 and the median is \$50,700.

Total Cash By Business Sector

Business Sector	BASE	263	Mean	Median
		%	\$	\$
Agriculture; Forestry; Fisheries	0.8	in Other	in Other	in Other
Communications; Broadcasting; Media; Advertising	4	48,000	45,000	45,000
Construction	2	41,600	41,000	41,000
Consulting services	6	83,776	73,500	73,500
Education	1	46,667	45,000	45,000
Engineering; Research Development; Biotech.	4	47,480	48,650	48,650
Entertainment; Tourism; Recreation; Travel	3	41,975	43,450	43,450
Finance; Insurance; Real Estate services	16	49,699	47,000	47,000
Health Care services	2	50,750	44,000	44,000
Manufacturing	28	55,483	50,700	50,700
Mining; Oil and Gas Extraction	1	77,833	60,000	60,000
Public Administration; Government	11	48,220	40,380	40,380
Retail trade	6	45,730	45,000	45,000
Other Services	8	45,789	44,300	44,300
Transportation	2	127,400	82,000	82,000
Utilities; Energy sector	0.8	in Other	in Other	in Other
Wholesale trade	3	36,500	35,000	35,000
Other	3	51,286	n/a	n/a

Number of Employees in Canada

One-half of candidates responding (48%) work for companies with more than 1,000 employees across Canada.

Total Cash By Total Employees in Canada

Total Cdn. Employees	BASE	254	Mean	Median
		%	\$	\$
10 or less	2	54,917	44,500	44,500
11 – 50	12	64,635	45,500	45,500
51 – 100	6	54,767	53,500	53,500
101 – 200	8	49,807	43,000	43,000
201 – 500	13	54,988	48,650	48,650
501 – 1000	10	51,635	46,500	46,500
More than 1000	48	50,296	47,000	47,000

Total Annual Sales

One-half of candidates responding (52%) work for companies with annual sales of \$250 million and over.

Total Cash By Total Annual Sales

Total Annual Sales		Mean	Median
BASE	252	252	252
	%	\$	\$
<\$50 Million	27	55,656	45,315
\$50 to <\$100 Million	10	50,124	43,120
\$100 to <\$250 Million	11	59,993	53,500
\$250 Million +	52	51,947	47,300

Position

The most frequently mentioned positions were “senior analyst/accountant” at 28% followed by “intermediate analyst/accountant” at 24%.

Total Cash By Position

Position		Mean	Median
BASE	263	263	263
	%	\$	\$
Junior analyst/accountant	7	35,003	35,950
Intermediate analyst/accountant	24	42,639	42,000
Senior analyst/accountant	28	49,596	49,000
Supervisor – accounting	3	50,016	53,750
Manager; Senior manager	10	58,668	57,000
Chief accountant	2	46,050	46,500
Assistant controller	3	49,005	50,500
Controller	7	74,046	74,000
Treasurer; Deputy treasurer	0.4	in Other	in Other
Director	3	86,000	85,000
General manager	0.4	in Other	in Other
Vice-President; C.O.O.; C.E.O.; Chief Administration Officer	0.4	in Other	in Other
President	0.4	in Other	in Other
Chief Financial Officer	0.4	in Other	in Other
Sole proprietor	0.4	in Other	in Other
Academic	0.4	in Other	in Other
Internal auditor	1	38,467	35,000
Government auditor/investigator	5	40,741	40,000
External auditor	0.4	in Other	in Other
Executive, non-accounting	0.4	in Other	in Other
Analyst; Internal Consultant	0.8	in Other	in Other
Consultant	3	103,811	86,000
Other	5	89,740	n/a

Level of Work

Twenty-nine percent of candidates responding work in supervisory/junior management and 27% work in non-management/technical positions. As level of work increases, so does total cash.

Total Cash By Level of Work				
Work Level			Mean	Median
	BASE	262	262	262
		%	\$	\$
Entry level		14	38,550	38,000
Non-management; Technical		27	46,115	43,000
Supervisory; Jr. management		29	49,768	48,300
Middle management		18	57,582	57,500
Senior		10	78,189	71,120
Executive		3	138,371	113,000
Other		0.8	44,000	44,000

Number of Employees Reporting

Forty-eight percent of candidates responding have no employees reporting to them. As the number of employees reporting increases, so does total cash.

Total Cash By Number of Employees Reporting				
Number of Employees Reporting			Mean	Median
	BASE	260	260	260
		%	\$	\$
None		48	47,067	43,120
1 - 5		41	54,197	49,500
6 - 24		11	81,215	61,000

Duties Performed

Duties (15a)				
Duties			Mean	Median
	BASE	259	259	259
		%	\$	\$
Receives in-house training; performs routine tasks (1)		1	37,833	42,000
Receives assignments of limited complexity; assists seniors (2)		7	38,260	34,500
Carries out assignments; participates in problem solving/planning (3)		43	45,582	43,500
Applies judgment; modifies guides; devises new approaches (4)		27	55,270	49,500
Makes independent decisions, using originality/ingenuity (5)		10	62,587	60,330
Responsible for functional area; participates in mgmt. discussion (6)		12	83,312	65,000

Advice and Recommendations Provided

Advice/Recommendations (15b)				
Duties			Mean	Median
	BASE	259	259	259
		%	\$	\$
Makes technical decisions of a routine nature (1)		3	45,375	38,000
Makes limited recommendations/decisions, with review at end (2)		12	39,747	36,869
Independent studies, analyses, conclusions (3)		32	45,409	43,850
Recommendations usually accepted, are technically accurate (4)		24	50,488	49,750
Decisions not generally reviewed; acts to expedite projects (5)		14	64,110	56,000
Makes responsible decisions, subject only to overall policy (6)		9	75,701	68,060
Contributes to overall direction/plans of organization (7)		6	87,367	66,390

Leadership and Supervisory Responsibilities

Leadership/Supervisory (15c)				
Duties			Mean	Median
	BASE	254	254	254
		%	\$	\$
May assign and check work of non-professionals		6	42,023	40,190
May give technical guidance to non-professionals		31	43,290	40,717
Gives advice; provides training/guidance; is team leader		27	50,169	46,000
Assigns work; advises on technical problems; reviews other work		22	61,929	55,000
Outlines methods of approach; reviews/evaluates/coordinates		15	76,796	65,000

In-territory

The first version of in-territory consists of responses of 4 or higher to 15a, 5 or higher to 15b, and 4 or higher to 15c.

In-territory (454)				
			Mean	Median
	BASE	252	252	252
		%	\$	\$
In-territory (454)		21	79,114	65,000
Out-of-territory (less than 454)		79	47,311	44,800

The second version of in-territory consists of responses of 5 or higher to 15a, 5 or higher to 15b, and 4 or higher to 15c.

In-territory (554)				
			Mean	Median
	BASE	252	252	252
		%	\$	\$
In-territory (554)		15	81,119	69,450
Out-of-territory (less than 554)		85	49,184	45,000

The third version of in-territory consists of responses of 5 or higher to 15a, 6 or higher to 15b, and 5 or higher to 15c.

In-territory (565)				
			Mean	Median
	BASE	252	252	252
		%	\$	\$
In-territory (565)		9	87,582	69,450
Out-of-territory (less than 565)		91	50,788	45,750

Benefits

The top two benefits held by candidates responding are “dental plan” (87%) and “group life insurance” (81%).

Benefits Received in Rank Order

Benefits	BASE	788
		%
Dental Plan		87
Group Life Insurance		81
CMA Membership Fee – whole		73
Disability Insurance		72
Vision Plan		72
Supplementary Medical Plan		71
Pension Plan/RRSP Contribution		68
CMA Program Fees – whole		65
Professional Development Fees		45
Flex Time		31
Stock Options Savings Plan		22
Parking		21
Conference Fees		15
Home/Office Work Option		11
Additional Vacation Allowance		11
CMA Program Fees – portion		9
Car Allowance		7
Reduced Rate Loans/Mortgages		7
Club Fees		5
CMA Membership Fee – portion		3
Other		3
Company Car		2
Share/stock Purchase Plan		0.4
Stock Options		0.4
Cash Incentives		0.4
Meal/Travel Allowance		0.4
Self-Employed - no Benefits, or Flex Time/Work Option only		0.4