

# 8th Annual Business Continuity Compensation Report



## Canada – June, 2009

BC Management, Inc. is pleased to release the fourth annual Business Continuity Compensation Report exclusively for Canada. Over 120 professionals completed the study, which gathered data on 2007 and 2008 compensations. Please note, the compensations throughout this report are average total compensation, which includes base, bonuses, and any commissions earned in 2007 and 2008. Other job related benefits, such as stock options and profit sharing are not included in this compensation report. The data throughout this report highlights full-time, permanent employees (FTE) in Canada with the exception of Figure 1. Figure 1 is the only chart that includes Independent Contractors.

**Average Total Compensation (CAD) - Canada**

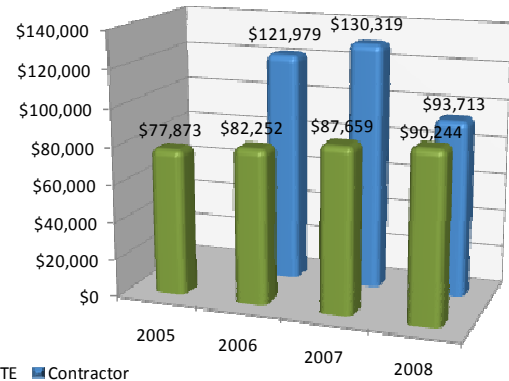


Figure 1

Average Total Compensation (CAD) by Region - FTE		
Region	Avg Comp 2007	Avg Comp 2008
<b>Alberta</b>	<b>\$88,307</b>	<b>\$88,028</b>
<i>Calgary</i>	\$91,250	\$80,300
<i>Edmonton</i>	\$87,367	\$91,768
<b>British Columbia</b>	<b>\$89,929</b>	<b>\$71,757</b>
<b>Manitoba</b>	<b>\$84,736</b>	<b>\$84,071</b>
<i>Winnipeg</i>	\$84,938	\$89,016
<b>Ontario</b>	<b>\$92,977</b>	<b>\$98,142</b>
<i>Mississauga/ Hamilton/ Durham</i>	\$98,984	\$100,149
<i>Ottawa</i>	\$84,643	\$89,257
<i>Toronto</i>	\$99,472	\$104,714
<i>Windsor/ Kitchener/ Waterloo</i>	\$73,821	\$82,118
<b>Quebec</b>	<b>\$86,684</b>	<b>\$86,718</b>
<i>Montreal</i>	\$89,493	\$87,104
<i>Quebec City</i>	\$72,492	\$78,135

Figure 2

Figure 2 details average total compensation by region. Only regions with a sufficient response are included in this table.

In Figure 3 the study data indicates a trend of increased average earning potential by job title, with the exception of a slight decline on average for those individuals who indicated VP/ Director. The job titles below with the designation of FT refer to those professionals working as full-time, permanent employees for third party consulting organizations. The job title classifications referenced in this figure and within the study are detailed on page 2 within this report. Only those job titles with a sufficient response are included.

**Average Total FTE Compensation by Job Title - Canada**

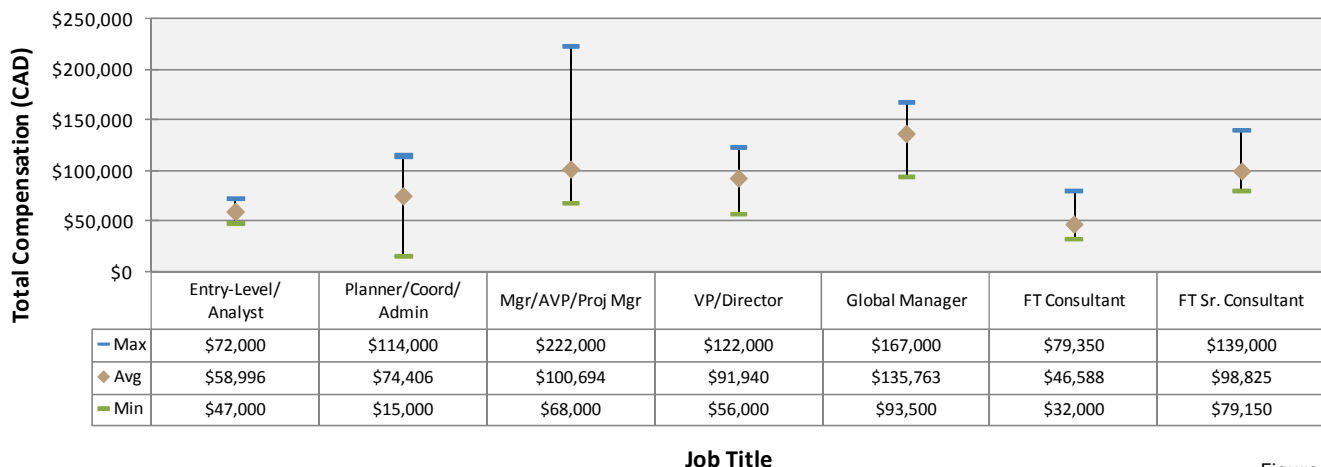


Figure 3



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### Survey Job Descriptions

*The business continuity profession tends to have varied job titles from company to company. For the purpose of our annual compensation report, we have requested that each survey respondent select a job title from the list below that best suits their current role and responsibilities within their current company. These are general, abbreviated job descriptions for the sole purpose of assisting the survey respondents in selecting a job category and to ensure BC Management can properly assess and analyze compensations.*

**Entry-level/ Analyst** – Assists with the program only for the department, company or government sector (includes US and/or global). No program management responsibilities. No staff management.

**Planner/ Coordinator/ Administrator** – Partial program management for a department of a corporation or government sector (includes US and/or global). No staff management.

**Manager/ Assistant Vice President/ Project Manager** – Program management for an entire division, corporation or government sector (local country only). No staff management.

**Vice President/ Director** – Manages the entire program for a large division, entire company or government sector (local country only). Direct staff management.

**Global Manager** – Similar responsibilities as a Vice President/ Director. Manages and oversees the global program for the entire company. Direct staff management.

**Chief Officer** – Executive level within a corporation. Includes Chief Continuity Officer, Chief Risk Officer and Chief Security Officer.

**President** – President of a company (Not Professional Consulting) providing BC/ DR/ Risk Management/ Information Security/ Emergency or Crisis Management services.

**Sales/ Marketing/ Product Management (Non Management – no staff management)**

**Sales/ Marketing/ Product Management (Management – direct staff management)**

**Consultant/ Professional Services – Specify role within professional services below.**

**Consultant** – Assists client companies with a variety of BC/ DR engagements. Does not directly manage direct staff.

**Sr. Consultant** – May manage a client engagement through a full-life cycle and indirectly manage staff.

**Managing Consultant/ Project Manager** – Manages multiple client engagements, manages direct staff, and little to no business development responsibility.

**Sr. Manager/ Director** – Manages multiple client engagements, manages direct staff, and responsible for business development of new client engagements.

**Practice Leader/ Principle** – Manages a regional or national practice with managing client engagements, staff management and business development.

**Global Practice Leader** – Manages a global practice with managing client engagements, staff management and business development.

**Principal/ President** – Partial or full owner of a consulting practice.

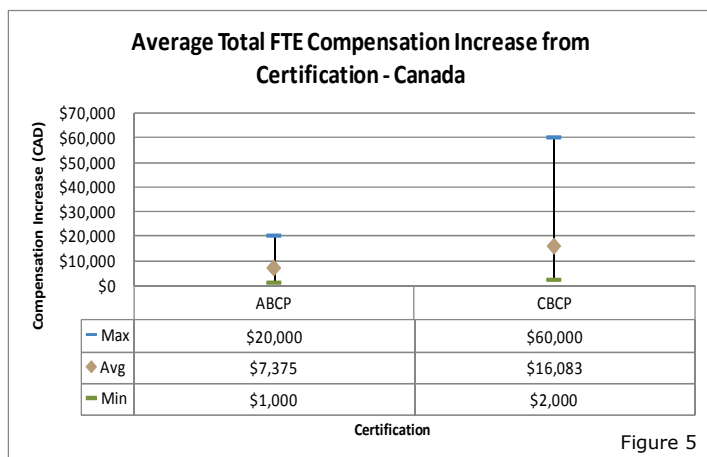
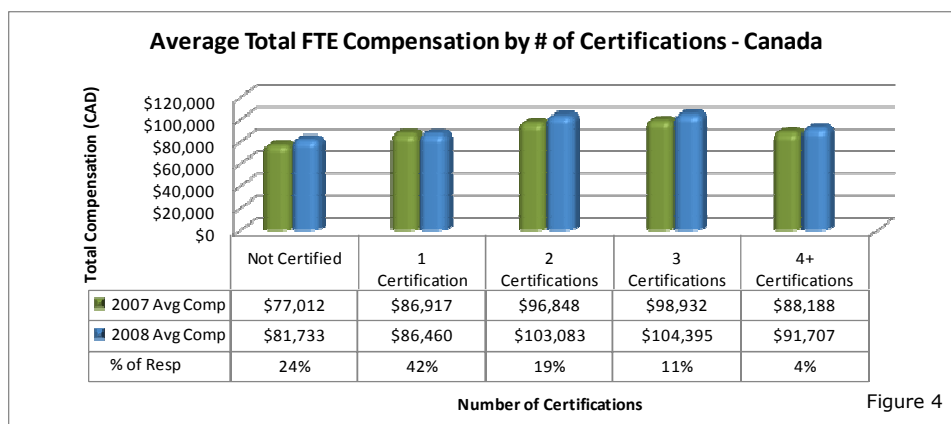


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## Certified Professionals Earning Potential

Our study results show that 76% of the respondents are certified, shown in Figure 4. Interestingly though, when we compared the data from this year to the previous report published in 2008 we discovered that the average total compensation increased for those professionals who have earned a certification, regardless of how many certifications they have obtained. Figure 4 highlights that those professionals who have obtained a certification out earn their non-certified counterparts. The data does indicate a dip in average total compensation for those professionals with 4+ certifications.



Another interesting trend in our reporting is the increasing percentage of respondents who attribute an increase in their compensation as a result of obtaining a certification. Over a four year period this trend has increased from 9% to 17% in Canada. This does fall short of the international average of 25%, though. The average increase in compensation as a result of obtaining a certification was \$12,167 CAD in 2008. The maximum increase in compensation as a result of obtaining a certification was \$60,000 CAD while the minimum was \$1,000 CAD. The data indicated that the CBCP and ABCP certifications were noted more than any other certification for respondents obtaining compensation increases as a result of earning a certification, 50% and 29% respectively. Figure 5 details the maximum, average and minimum increase for each of these certifications.

Figure 6 details the percentage of respondents by certification. The percentage of respondents by certification in Figure 6 add up to over 100% due to the respondents obtaining multiple certifications. It is important to note that only those certifications with a sufficient response and relation to the continuity field are noted in Figure 6. Please refer to the Professional Certification list included within this report for clarification.

Average Total FTE Compensation (CAD) by Certification - Canada			
Certification	2007 Avg Comp	2008 Avg Comp	% of Resp
<b>Business Continuity Certifications</b>			
AMBCI (BCI)	\$115,266	\$113,572	1.7%
MBCI (BCI)	\$104,841	\$112,407	10.3%
FBCI (BCI)	\$113,700	\$127,300	1.7%
ABCP (DRI Int'l)	\$82,605	\$84,731	43.1%
CFCP (DRI Int'l)	\$77,875	\$82,415	1.7%
CBCP (DRI Int'l)	\$94,601	\$96,908	25.9%
<b>Technology Certifications</b>			
CCP (ICCP)	\$88,500	\$105,500	1.7%
ITIL (Foundation)	\$101,621	\$106,618	12.1%
ITIL (Practitioner)	\$90,478	\$95,397	6.0%
<b>Other Certifications</b>			
Prince 2 (APMG)	\$75,750	\$84,829	1.7%
PMP (PMI)	\$79,167	\$84,867	3.5%

Figure 6



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### Professional Certifications

**American College of Forensic Examiners International (ACFEI)** – <http://www.acfei.com>

*CHS Level I – V – Certified in Homeland Security*

**American Institute for Chartered Property Casualty Underwriter (CPCU)** – <http://www.aicpcu.org>

*ARM – Associate Risk Manager*

**American Society for Industrial Security (ASIS)** – <http://www.asisonline.org>

*CPP – Certified Protection Professional*

**American Society for Quality (ASQ)** – <http://www.asq.org/certification/>

*CMQ/OE – Certified Manager of Quality/ organizational Excellence*

*CQA – Certified Quality Assessor*

*SSBB – Certified Six Sigma Black Belt*

*SSGB – Certified Six Sigma Green Belt*

**The APM Group Limited (APMG)** – <http://www.apmgroup.co.uk>

*PRINCE2 – [www.prince2.org.uk](http://www.prince2.org.uk)*

*CPMQ – Competent Project Manager Qualification*

**BAI Bankers Training & Certification Center (BAI)** – <http://www.bai.org>

*CRP – Certified Risk Professional*

**British Computer Society (BCS)** – <http://www.bcs.org>

*Certificate in Information Security Management Principles*

*Practitioner Certificate in Information Risk Management*

**Business Continuity Institute (BCI)** – <http://www.thebci.org>

*Student*

*Affiliate*

*ABCI – Associate Member of BCI*

*SBCI – Specialist of BCI*

*MBCI – Member of BCI*

*FBCI – Fellow of BCI*

**Business Resilience Certification Consortium International (BRCCI)** – <http://www.brcci.org>

*CBRS – Certified Business Resilience Specialist*

*CBRP – Certified Business Resilience Professional*

*CBRM – Certified Business Resilience Manager*

*CBRA – Certified Business Resilience Auditor*

**DRI International (DRII)** – <http://www.drii.org>

*ABCP – Associate Business Continuity Professional*

*CFCP – Certified Functional Continuity Professional*

*CBCP – Certified Business Continuity Professional*

*MBCP – Master Business Continuity Professional*

**Emergency Management Institute (EMI)** – <http://training.fema.gov/>

*NIMS – National Incident Management System*

*ICS – Incident Command System*

*MEP – Master Exercise Practitioner*

*PDS – Professional Development Series – Certificate of Completion*

<http://training.fema.gov/EMIWEB/PDS/>



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### Professional Certifications (continued)

**Information Systems Audit & Control Association (ISACA) – <http://www.isaca.org>**

*CISA – Certified Information Systems Auditor*

*CISM – Certified Information Security Manager*

**Institute of Certified Records Managers (ICRM) – <http://www.icrm.org>**

*CRM – Certified Records Manager*

**Institute of Internal Auditors (IIA) – <http://www.theiia.org>**

*CIA – Certified Internal Auditor*

*CCSA – Certificate in Control Self Assessment*

*CGAP – Certified Government Auditing Professional*

**Institute of Management Consultants (IMC) – <http://www.imcusa.org>**

*CMC – Certified Management Consultant*

**International Association of Emergency Managers (IAEM) – <http://www.iaem.com>**

*AEM – Associate Emergency Manager*

*CEM – Certified Emergency Manager*

**International Facility Management Association (IFMA) – <http://www.ifma.org>**

*CFM – Certified Facility Manager*

**International Information Systems Security Certification Consortium ((ISC) 2) –**

**<http://www.isc2.org>**

*CISSP – Certified Information Systems Security Professional*

*ISSMP – Information Systems Security Management Professional*

*SSCP – Systems Security Certified Practitioner*

**IT Infrastructure Library (ITIL) Certifications – <http://itsm.fwtk.org/Certification.htm>**

*The Foundation Certificate*

*The Practitioner Certificate*

*The Manager's Certificate*

**Project Management Institute (PMI) – <http://www.pmi.org>**

*PMP – Project Management Professional*

**SOX Institute – <http://www.soxinstitute.org>**

*CSOX – Certified in Sarbanes-Oxley*

*CSOXP – Certified SOX Professional*

**United States Search and Rescue Task Force – <http://www.ussartf.org>**

*CERT – Community Emergency Response Team*

**University of Richmond – <http://www.richmond.edu>**

*CRP – Certified Recovery Planner (Program used to be owned by the Harris Recovery Group)*

**Further Information**

*This document highlights the well-known certifying bodies and their certifications relating to Business Continuity, Disaster Recovery, Crisis Management, or Emergency Management.*

*This list may not be all encompassing as new certifications are created regularly.*

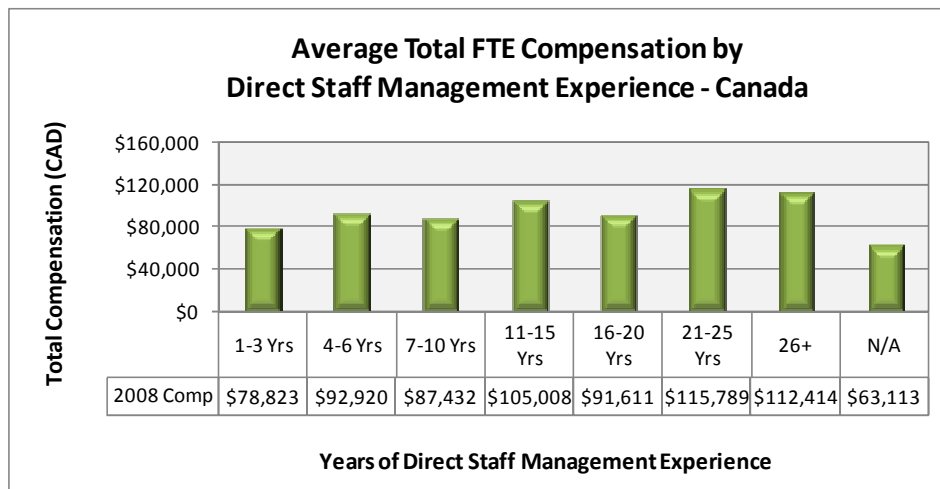
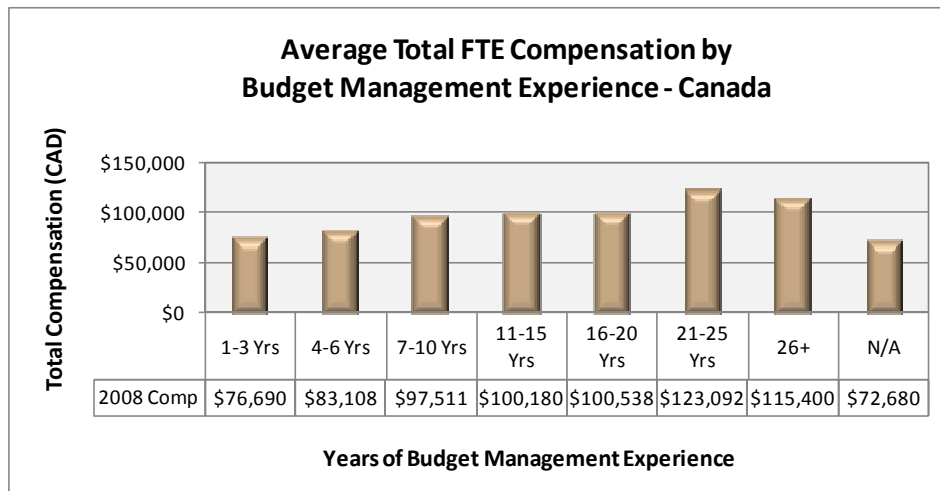
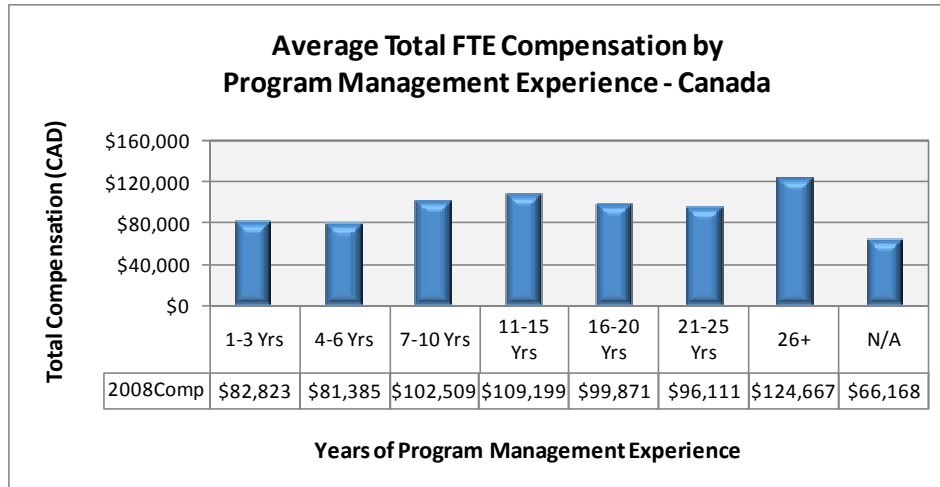


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## Transferable Skills

Companies have responded to the increased awareness and visibility of their continuity programs and thus executive management is seeking continuity professionals with developed program management, staff management and budget management credentials. Each figure illustrates average total compensations for 2008.



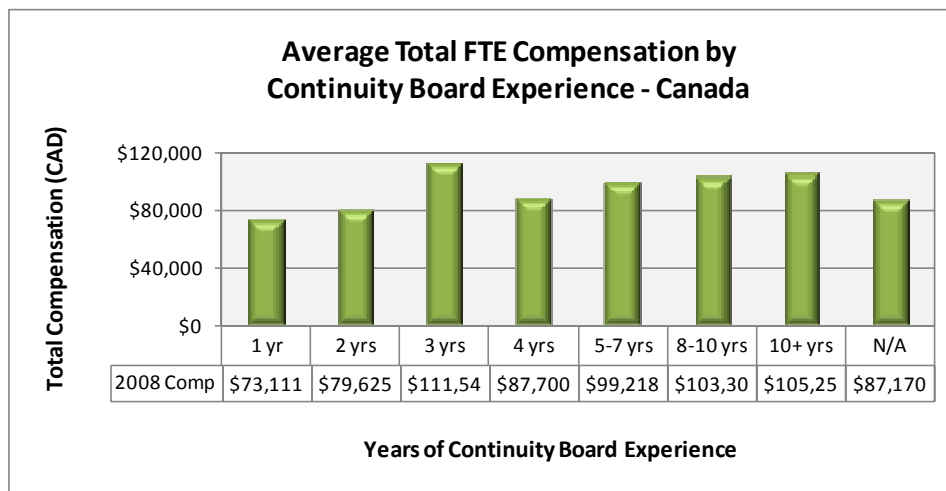
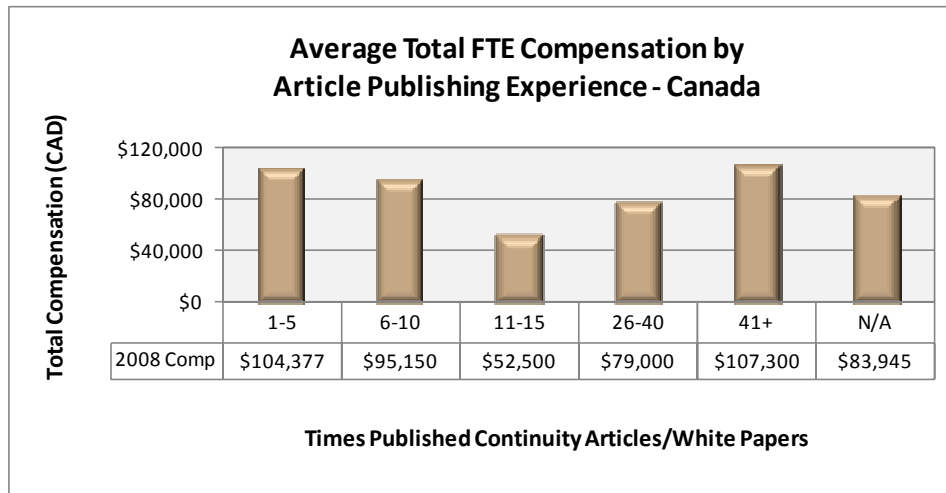
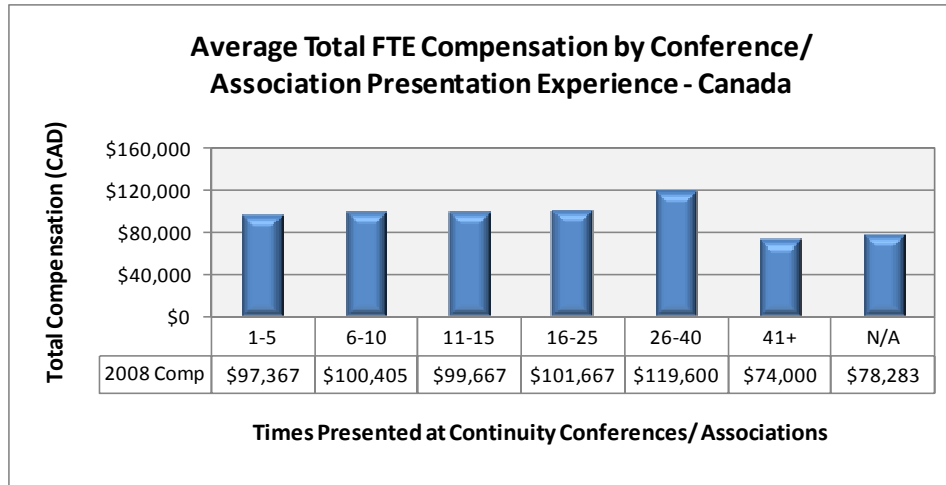


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## Transferable Skills (continued)

Leaders in the continuity profession are being sought out; therefore, these individuals on average are enjoying higher compensations. Companies are seeking these experienced leaders to meet the demands of their dynamic, highly visible contingency programs. Professionals with polished presentation and publishing experience within the continuity profession coupled with serving on a continuity association board are in demand, especially in management and executive management roles. Each figure below illustrates average total compensations for 2008.





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## Compensation by Experience

**Average Total FTE Compensation by Years of Field Experience - Canada**

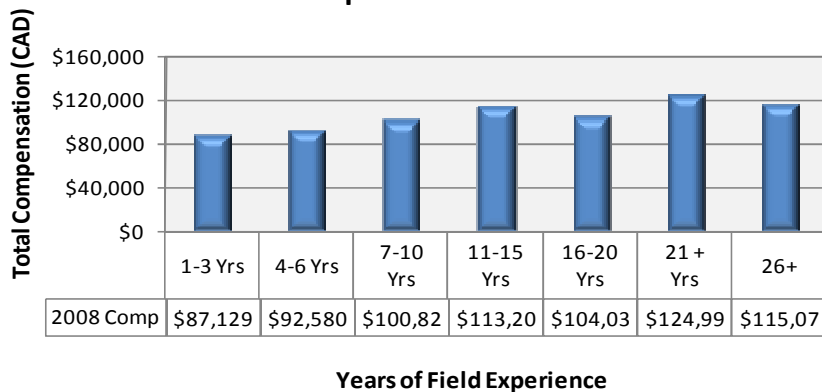


Figure 7

Figure 7 highlights the average total compensation based on years of experience in the Business Continuity, Disaster Recovery, Emergency Management, Crisis Management, or related disciplines. The study results indicate an increase in average total compensation based on years of experience with the exception of 16-20 years and 26+ years experience. It is a common trend for the average total compensation to decrease at 26+ years as these professionals show a preference for giving up the higher compensations for a work/ life balance.

It is uncommon for professionals to enter the business continuity and related fields directly out of school. Figure 8 details the average total compensation by total years of working experience, including work experience outside of the business continuity and related fields. This table does indicate increased earnings by years of work experience with the exception of some declines. It is common to notice a drop with 41+ years due to a preference for a work/ life balance.

**Average Total FTE Compensation by Years of Work Experience - Canada**

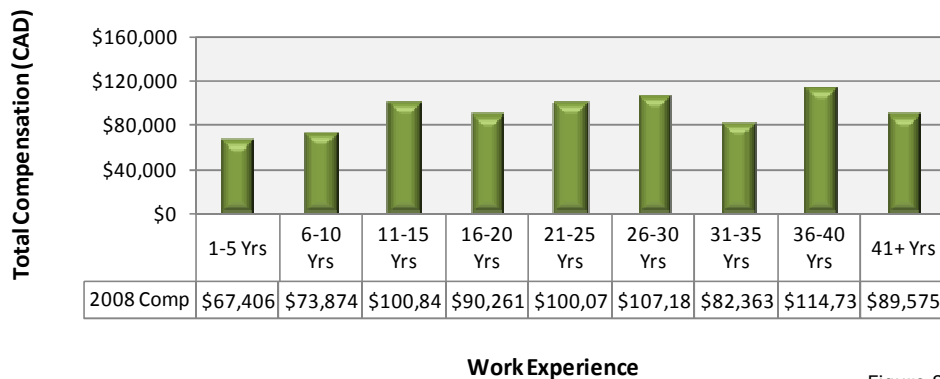


Figure 8

**Average Total FTE Compensation by Degree - Canada**

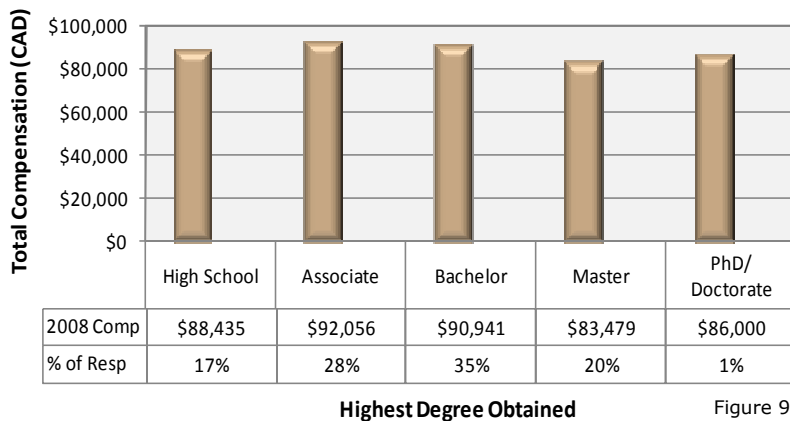


Figure 9

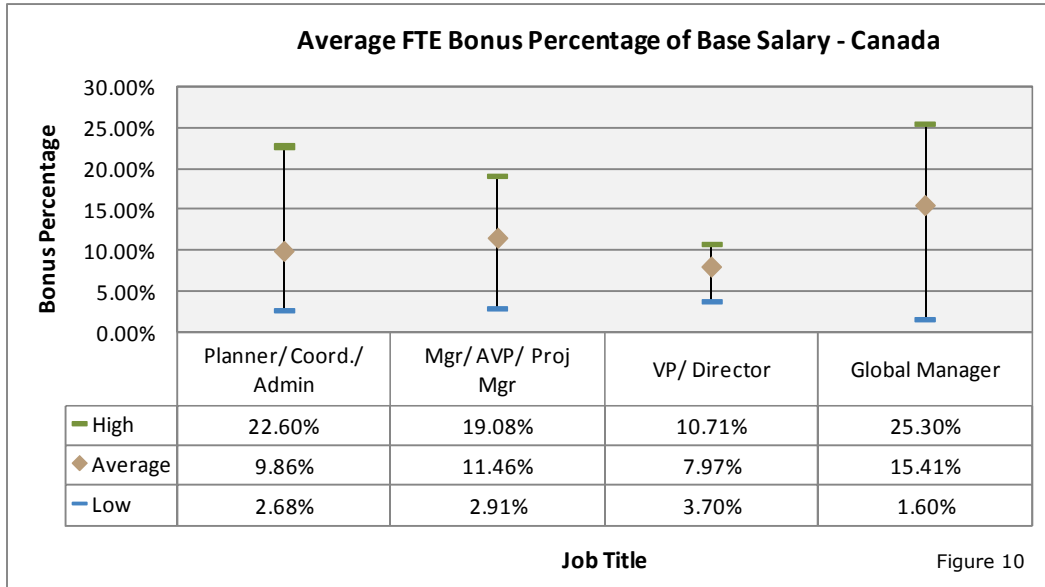
The data in Figure 9 does not reflect the educational trend we are accustomed to in the continuity profession. Typically, those professionals with an advanced education earn more on average than their counterparts. Instead the survey findings indicate that those professionals with an Associate degree earn on average higher compensations than those professionals who have obtained a Bachelor, Master or Doctorate degree.

For the third year our study inquired on advanced degrees in business continuity as a response to the increase in university programs internationally. This year five respondents noted an advanced degree in the continuity profession, many of those were awarded by US based universities.



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<b>Bonus FTE Payout (CAD) - Canada</b>		
	2007	2008
<b>Max</b>	\$40,000	\$42,000
<b>Avg</b>	\$10,110	\$10,928
<b>Min</b>	\$1,200	\$1,500

The study results indicate that 52% of respondents received a bonus in 2007 and in 2008. This was quite a decline compared to our previous survey results, which indicated 62% of the respondents received a bonus. On average, bonus payouts increased in 2008 to \$10,928 CAD compared to the average bonus payout of \$9,011 CAD in the previous report. The largest bonus paid in 2008 was \$42,000 CAD, and the minimum was \$1,500 CAD. The previous report noted \$55,000 CAD as the largest bonus paid in 2007 and \$100 CAD as the minimum.

Percentages in Figure 10 do not add up to 100% due to these percentages comparing the amount of bonus received in relation to base salary for each individual job title and have no relation to one another. This figure does indicate a steady climb up in average bonus payout by job title with the exception of the decline in average bonus payout for those professionals who indicated VP/Director.

Professionals are entering the business continuity profession through various previous careers. Figure 11 details the average total compensation by previous career.

<b>Average Total FTE Compensation (CAD) by Career Experience Prior to BC/DR - Canada</b>	
<b>Career</b>	<b>Avg Comp</b>
Business Analyst	\$75,832
Compliance	\$123,900
Consultant	\$96,130
Facilities	\$107,190
Finance	\$84,424
Fire Fighter	\$91,725
Gov't (City, County, State/Province, Nat'l, Int'l)	\$76,308
Health & Safety	\$95,833
Human Resources	\$93,050
Internal/ External Audit	\$96,964
IT - Data Center Recovery	\$118,355
IT - Database Administration	\$82,450
IT - Networking	\$101,109
IT - Systems	\$106,306
Management	\$98,596
Manufacturing	\$65,500
Military Services	\$106,363
Operations	\$94,650
Student	\$84,370
Police Officer	\$60,250
Program Management	\$97,650
Records Management	\$76,600
Risk Management	\$100,767
Sales Executive	\$71,500
Security – Information	\$91,900
Security – Physical	\$112,200
Other	\$83,157

Figure 11



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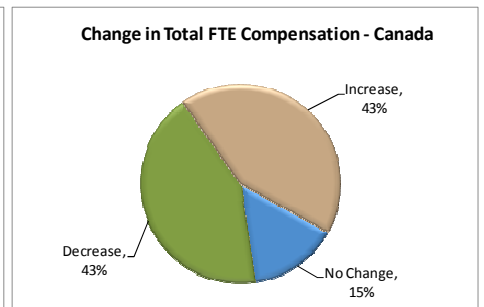
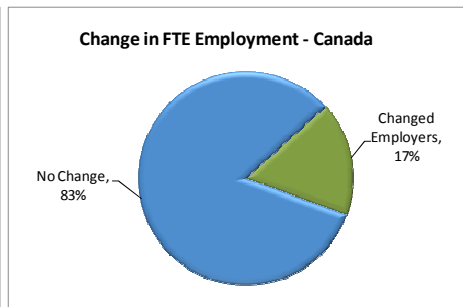
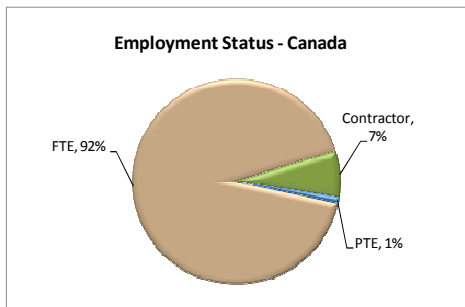
## Study Methodology & Statistics

BC Management's 8th Annual Business Continuity Compensation study received over 2,500 participants in over 50 countries. Over 120 professionals responded from Canada, which collected data on 2007 and 2008 compensations. The study focused on the different factors that impact compensations. Duplicate responses, missing salary data and unintelligible data were eliminated.

The data used in these results was collected between February and June of 2009 via an on-line survey by WorldAPP Key Survey, an independent survey company. The survey was dispersed internationally among multiple associations and organizations involved in the business continuity community and related professions. Respondents were given the option of keeping their identity confidential.

## Respondent Characteristics

This report concentrates on full-time, permanent employees based in Canada. The study received a total of 128 responses from Canada. Of those, 188 indicated full-time, permanent employment, 9 independent contractors and 1 part-time, permanent employment.



Distribution of Respondents by Field - Canada	
Field	% of Resp
Audit	3.9%
Business Continuity Process (Business Focus)	16.4%
Change Management	5.1%
Compliance	5.3%
Crisis Management	10.2%
Disaster Recovery Process (IT Focus)	9.8%
Emergency Management	8.8%
Facilities Management	1.8%
Health & Safety - Environmental	1.3%
Health & Safety - Occupational	2.2%
High Availability/ Operational Resilience	4.8%
Information Technology	4.5%
Project Management	7.0%
Records Management	2.7%
Risk Management - Enterprise	3.3%
Risk Management - Insurance	1.1%
Risk Management - Operational	4.1%
Security - Information	3.0%
Security - Physical	2.9%
Other	2.0%

Distribution of Respondents by Job Title - Canada	
Job Title	% of Resp
Entry-Level/ Analyst	3%
Planner/ Coord/ Admin	29%
Mgr/ AVP/ Proj Mgr	26%
VP/ Director	9%
Global Mgr	6%
Chief Officer	1%
President	2%
FTE Consultant	3%
FTE Sr. Consultant	3%
FTE Managing Consultant	1%
FTE Sr. Mgr. / Director	1%
Other	17%

For more information, please contact:  
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