

Business Continuity Compensation Report

- Canada



Compensation Review

January 2012

Brief Summary

- Final Findings -



Benchmarking. Plan Ahead. Be Ahead.

Data collected between May – Dec 2011 with a focus on 2010 compensations. An initial 2011 BCM compensation findings report will be available in July 2012, which will report on 2012 study findings.

Introduction – This report provides a very brief overview on compensations within the Business Continuity Management profession.		
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Please enjoy this BCM Compensation Report- Summary, compliments of BC Management. This report is designed to give your organization a brief overview on business continuity compensations. BC Management also offers a comprehensive Canada BCM Compensation Report (35+ pages), which is available for purchase at <http://www.bcmanagement.com/promo-compensation-research-data.html>. The comprehensive report is distributed to individuals who completed BC Management's BCM Annual Study as a thank you for their participation. An outdated version of this comprehensive report may be viewed at <http://www.bcmanagement.com/complimentary-reports.html> - Comprehensive Review - Published March 2010, which reports on 2008 compensations. For inquiries or information on ordering a BCM Comprehensive Compensation Report, please contact a BC Management representative at info@bcmanagement.com.



How to use the BCM Compensation Report (35+ pages) +

- **Evaluate how your credentials/ expertise compare to your peers.** For example, what percent of respondents are certified and degreed? What percent of respondents are leaders in the profession in regards to publishing, public speaking, and serving on an association board? Quite simply... what's the competition?
- Assess the **trending of skill sets**, specifically with certifications and advanced education in the profession.
- Identify the skills needed to obtain your **career goals and increase your earning potential**.
- **Determine where your experience lines up in each data chart.** Average these compensation findings from all the data charts based on your level of expertise. If you're a certified VP managing a global program with 15 years of experience, then you should expect to be earning more than the average total compensation for all business continuity professionals, which is \$87,874 CAD (based in the Canada).
- Be **competitive with your compensations** to retain your current staff and/or determine the proper compensation levels to attract new hires.
- Share the report with your **corporate human resource department**.



About BC Management, Inc.

BC Management, Inc., founded in 2000, is an executive staffing and research firm solely dedicated to the business continuity, disaster recovery, risk management, emergency management, crisis management and information security professions. With decades of industry expertise, our staff has a unique understanding of the challenges professionals face with hiring, benchmarking and analyzing best practices within these niche fields.

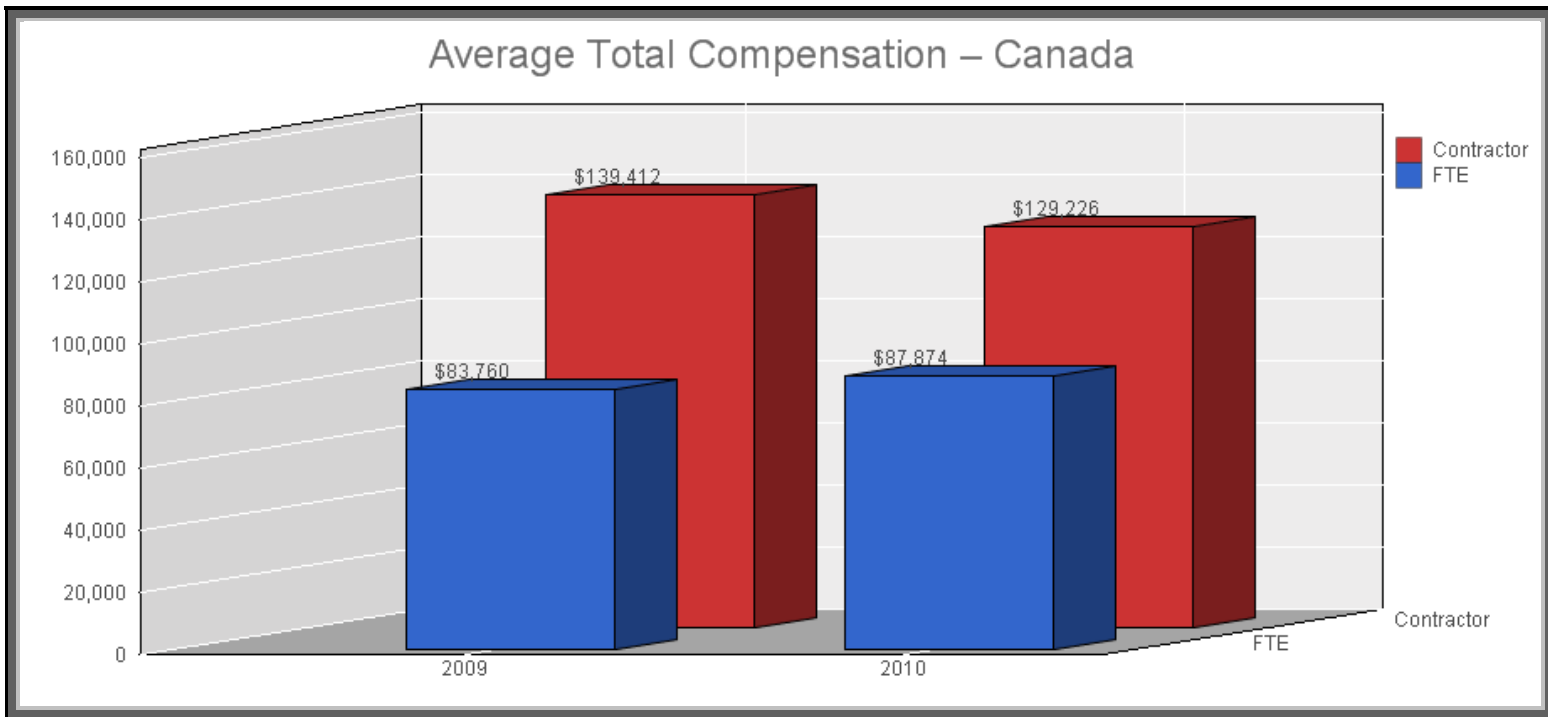
BC Management's Complimentary Research - BC Management has been collecting data on the factors that impact compensations and business continuity programs since 2001. To download our current complimentary reports please visit www.bcmanagement.com.

We Value Your Comments - Thank you for participating in our annual study. Your contribution adds value to our comprehensive reporting and allows us the opportunity to assess industry trends. Please share any comments or suggestions on how we can improve at info@bcmanagement.com.

*BC Management's 10th Annual Business Continuity Compensation Study received over 3,100 participants in over 50 countries. Over 100 business continuity management and related professionals across the Canada completed the study, which gathered data on 2009 and 2010 compensations. Total compensation includes base, bonuses and any commissions earned. Other job related benefits, such as stock options and profit sharing are not included. All compensation references within this report are in **Canadian Dollars**. BC Management's study remained open all year. The data displayed throughout this report reflects the final data findings. **The 2011 study closed in December 2011.***

INCOMPLETE STUDY RESPONSES WERE INCLUDED WITHIN THIS REPORT ALONG WITH THE COMPLETED RESPONSES.

Average Total Compensation



Changed Jobs – Average % Change in Total Compensation: 13%

Did Not Change Jobs – Average % Change in Total Compensation: 4%

The findings from BC Management's 10th Annual BCM study indicated that although we're still working through a very challenging economic environment, there are positive signs of a recovery. These positive signs are scattered throughout this report. One, there are more respondents who noted a total compensation increase (52% in 2011 compared to 44% in 2010). Secondly, there was also a large increase in average percent change in total compensation for those who did change jobs (13% in 2011 up from 6% in 2010). More professionals changed jobs in Canada too with 23% noting a job change to the 2011 study compared to 16% the year prior. Please note that all data figures are in Canadian dollars.

The 2011 data results for Canada showed a slightly higher increase in average total compensation for full-time employees (FTE) between 2009 and 2010 (4.9%) compared to the 4.2% increase in average total compensation for USA respondents. Independent contractors were hit hard with a 7.3% decrease in their average total compensation, but this is a significant improvement compared to the previous study in which independent contractors noted a significant decrease of 17.8% between 2008 and 2009.

Although the total average compensation increased between 2009 and 2010, the data figure of \$87,874 CAD (2010 reported in 2011 study) is lower than what was reported in the 2010 study, which was \$94,132 CAD (2009 reported in 2010 study). Previous study results going back to 2006 reported an average total compensation for FTE between \$82,252 CAD and \$90,244 CAD.

Again, this report focuses on 2009 and 2010 compensations. Our 2012 study, which will be released in March 2012, will focus on 2010 and 2011 compensations. An initial findings report from the 2012 study will be published in August of 2012.



Reporting History

Since 2001 BC Management, Inc. has been gathering data on business continuity management programs and compensations to provide professionals with the information they need to elevate their programs. Each year our organization strives to improve upon the study questions, distribution of the study and the reporting of the data collected. Below is a timeline detailing BC Management's eight years of business continuity reporting expertise.

2001 - First BC Management Study Launched

- BC Management's first annual business continuity management study was launched. The study focused exclusively on the factors that impact compensations within business continuity and related disciplines.

2005 - Program Management Section Added

- The study expanded to also include issues of importance in managing a business continuity program.
- BC Management published the first Business Continuity Management Benchmarking report.

2006 - Study Gained International Recognition

- BC Management launched an international distribution campaign to increase respondents worldwide.
- For the first time BC Management published customized business continuity compensation reports for Canada, the United Kingdom, India, and Asia Pacific.
- BC Management began offering customized program management benchmarking reports tailored to a companies specifications including, but not limited to industry, revenue, number of company employees and or number of company locations.

2009 - Study Elevated with Benchmarking Advisory Board and Advancement in Reporting

- The BC Management International Benchmarking Advisory Board * was formed to review the study and reporting to ensure it reflects topics of importance.
- WorldAPP Key Survey, a leader in survey technology, was selected to host the on-line study and assess the data. The reporting technology built into the study has significantly enhanced our ability to assess the data and thus given BC Management the ability to offer a true business intelligence dashboard assessment tool tailored for business continuity.
- The study was distributed in 5 languages, including: English, Spanish, French, Japanese and Chinese.

** The advisory board is composed of 22 international thought leaders coming from the United States of America, Canada, Latin America, the United Kingdom, Singapore, Australia, China, Japan, India, Middle East, Eastern Europe and Africa. Our board is comprised of professionals in not only business continuity, but also risk management, emergency management, high availability and environmental health and safety.*



Study Methodology

The on-line study was developed by the BC Management team in conjunction with the BC Management International Benchmarking Advisory Board. WorldAPP Key Survey, an independent company from BC Management, maintains the study and assesses the data collected. The study was launched in May of 2011 and remained open through December 15, 2011. Participants were notified of the study primarily through e-newsletters and notifications from BC Management and from many other industry organizations. A listing of participating organizations is included within this report. The study has been translated in five languages and it accommodates professionals who are permanently employed on a full-time or part-time basis, self-employed as an independent contractor or unemployed. Respondents receive a unique path of branching questions, which is dependent upon their experience and employment status. The study is coded with extensive logic to ensure a correct question branching path and to eliminate unintelligible data. It is comprised of two sections spanning over 100 questions. The first section focuses on the factors that impact compensations within the business continuity and related professions. The second section focuses on business continuity program management initiatives, which includes budgets, dedicated personnel, organizational reporting structure, maturity of the program, exercises, auditing, vendor utilization, program activation during an event and much more. Respondents to the study have the option to complete one or both sections. Only those respondents who manage a program within business continuity or a related discipline qualify to complete the program management portion of the study. All participants are given the option of keeping their identity confidential.



Assessment of Data & Reporting

BC Management is continuously reviewing and verifying the data points received in the study. Data points in question are confirmed by contacting the respondent that completed that study. If the respondent did not include their contact information, than their response to the study may be removed. With our eight years of expertise in collecting and assessing such data points, BC Management has an exceptional understanding of what is considered questionable or unintelligible data. To date BC Management has contacted over 200 professionals to confirm their individual study response. We then have the ability to log into the respondent’s study and update their answers on their behalf to ensure valid data points.

WorldAPP Key Survey built a customized reporting tool for BC Management, which enables us to quickly assess data and prepare reports. We have the ability to prepare reports with no data filtering or analyze the data in applying any combination of filters from any of the study questions. **Data findings in many of the figures were rounded to whole numbers, thus the total percent may not equal 100%.**



Participant Data & Respondent Characteristics

3,152 study participants from over 50 countries as of December 15, 2011. Incomplete/ partial study responses were included as appropriate within the report. Study was divided into 2 sections.

- Business Continuity Compensation – 1,783 professionals participated in the compensation section from 59 countries. Incomplete study responses were included within this report along with the completed responses.
- Business Continuity Program Management – 904 professionals participated in the program management section from 37 countries. Incomplete study responses were included within this report along with the completed responses.
 - Complete responses were received from the following countries: Australia, Belgium, Brazil, Canada, Cayman Islands, China, Colombia, Denmark, Egypt, France, Germany, Honduras, India, Ireland, Italy, Japan, Kuwait, Malaysia, Malta, Mexico, Netherlands, New Zealand, Norway, Pakistan, Philippines, Portugal, Qatar, Saudi Arabia, Singapore, South Africa, Sweden, Switzerland, United Arab Emirates, United Kingdom, United States of America and Venezuela.

BC Management’s 10th Annual BCM Study received over **3,100** participants internationally to date. **1,783** participated and **908** professionals completed the compensation portion of the study. **125** professionals from Canada participated in the compensation study while **114** professionals from Canada completed the compensation section of the study. Of those respondents, **92** were full-time employees (FTE), **22** were independent contractors, **0** were part-time employees (PTE) and **0** were unemployed. **INCOMPLETE STUDY RESPONSES WERE INCLUDED WITHIN THIS REPORT ALONG WITH THE COMPLETED RESPONSES.**

* * * * *

A special thanks to all the professionals who continue to participate in our annual study. This incredible support has aided in the enhancement of our reporting format. This report is, without a doubt, our most extensive compensation report. As always, we appreciate the opportunity in providing the business continuity profession with informative reports and we welcome your feedback – info@bcmanagement.com.

*Sincerely,
The BC Management Team*



Thank you to BC Management’s International Benchmarking Advisory Board & Distributing Partners

A full listing of board members and distributing organizations is included in the complimentary report for study participants.