

# **SAC Salary & Benefits Survey 2018**

## **Compensation Analysis of Communication Health Assistants in Canada**

**August 7, 2018**



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# Contents

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Executive Summary	3
Sample Profile	6
Compensation Trends	11
Job Satisfaction & Employment Quality	15
Future Employment & Retention	23
Benefits & Perquisites	27

# Executive Summary

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## Compensation

- The median total compensation for communication health assistants participating in the 2018 Salary & Benefits Survey was \$41,595 per respondent. The vast majority of this compensation comes from base salaries or hourly wages with less than 1% of compensation coming from bonuses or other variable compensation.

## Job Satisfaction

- Seven-in-ten (68%) communication health assistants surveyed are satisfied with their job; however, fewer than one-in-five (18%) are very satisfied.
- Work culture, patient/client care opportunities and advancement opportunities have the most significant impact on overall job satisfaction.
- Communication health assistants are least satisfied with opportunities for advancement within their current positions across all sectors.
- All sectors combined, communication health assistants are most satisfied with patient/client care opportunities.
- Overall job satisfaction tends to decrease as years of experience increase.

## Future Employment

- One third (34%) of communication health assistants surveyed have looked for new employment in the past year.
- The majority (84%) plan to stay in this profession for the foreseeable future.
- Less than two-in-ten (16%) respondents plan to retire in the next five years.

# Survey Methodology



Method	Email invitation with link to complete an online survey
Timing	March 6 – April 12, 2018 Median completion time: 22 minutes
Respondents	SAC members identifying as communication health assistants, excluding those who were not employed in Canada during 2017
Sample Size	Communication health assistants in SAC database (Population) N=93 Communication health assistants in survey database (Sample) n=33 Completion Rate = 35%
Statistical Significance	Due to small sample sizes, statistical testing was not completed for this report

# How to Read The Data

The following report analyzes compensation data collected from SAC associates in several different ways.

The survey asked respondents to provide information on their base annual salary, defined strictly as gross annual base salary/hourly rate (in Canadian dollars before taxes). A number of charts and tables in this report also provide total annual compensation value defined as base annual salary plus taxable benefits such as cash bonus, performance bonus, commission, profit sharing, consulting fees and paid overtime.

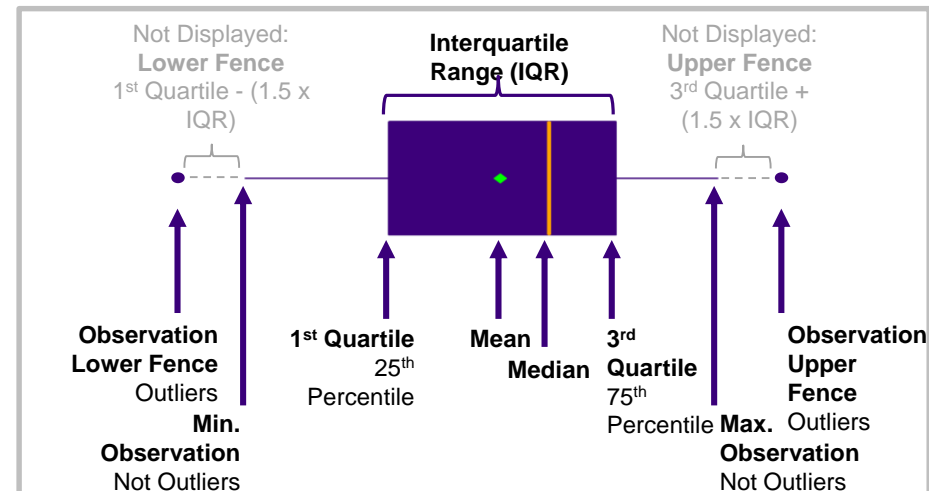
**Median Value** — the median is the numerical value separating the higher half of the data in the sample from the lower half. It is the most relevant measure of central tendency for a compensation study where there is a high degree of variation in the job profile of the respondents because it is not as heavily influenced by outliers as is the mean.

**Average (Mean) Value** — the mean represents the average value of a subgroup measure among all respondents in the study (e.g. those who do not receive that specific type of compensation are represented by a zero). It is useful in subgroup analysis where greater sensitivity in compensation variation is desirable.

Additionally, box and whisker plots are used to show the range of compensation values across key subgroups of the population.

These diagrams illustrate:

- The sample distribution (indicated by the small dots).
- The median value (the vertical thick yellow line).
- The upper and lower quartile ranges which highlights the range of values that fall between the upper quartile (top 75%) and lower quartile (bottom 25%).



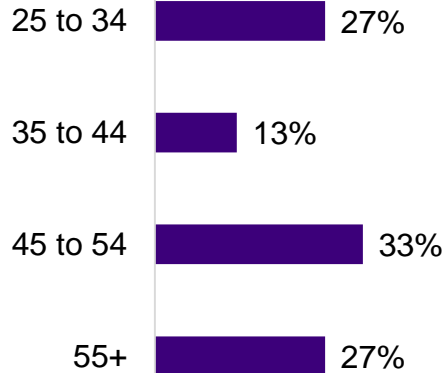
# Sample Profile



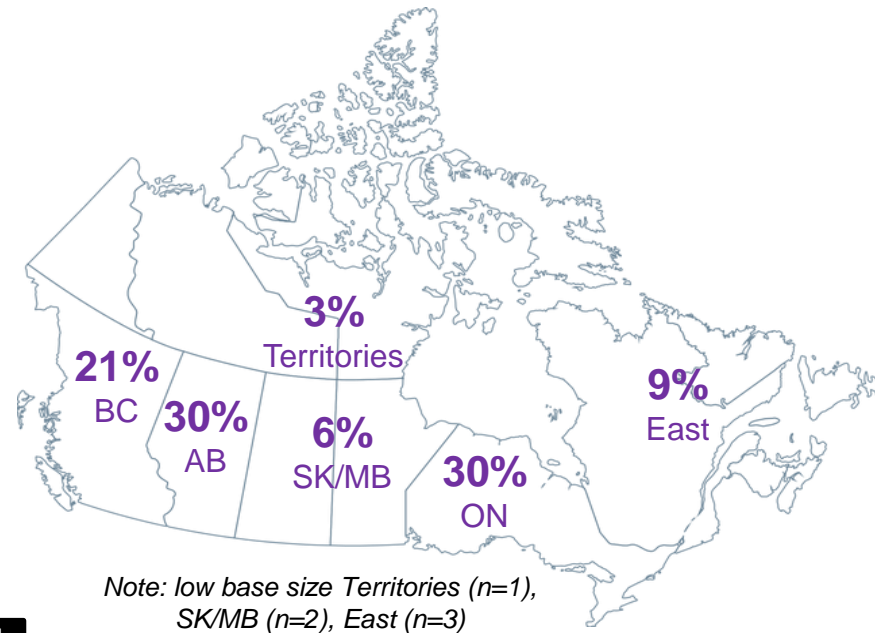
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# Respondent Profile

## Age (Years)



Average Age = 45  
Median Age = 47



**FR** **EN**  
88% Completed survey in English  
12% Completed survey in French



**97% Female**  
3% Prefer not to respond



**41% College/University** Diploma/Certificate  
**38% Bachelor's Degree**  
**16% Graduate** Diploma/Certificate  
3% Prefer not to respond

**19%** Indicated speaking both English and French



N > 100K  
Metropolitan

**45%**



10K < N < 100k  
City

**42%**

N < 10k  
Town

**15%**



City 30km away  
Remote

**9%**

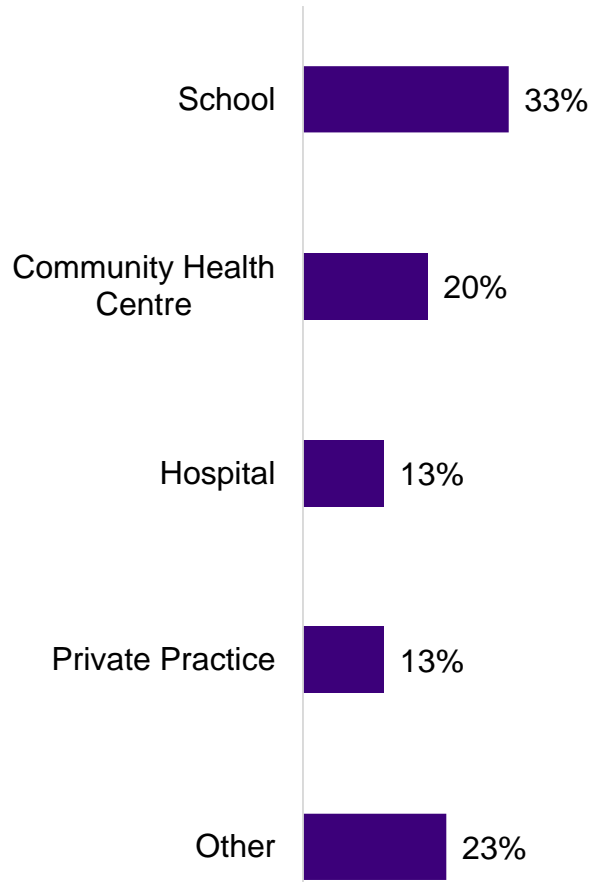
Other

**0%**

D1 In what year were you born? (n=30); D2 Do you identify your gender as (n=32); Qlang Please select your preferred language (n=33) & D5 Are you French/English Bilingual (n=32); D3 What is the highest level of education you have completed? (n=32); E8 In which province or territory do you spend the majority of your time working? (n=33; multi mention); E9 Where is the majority of your work carried out? (n=33; multi mention)

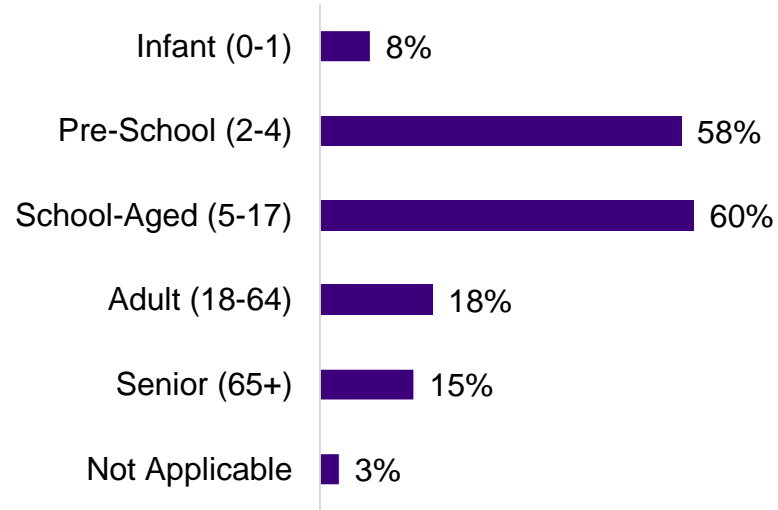
# Communication Health Assistant Job Profile

## Work Environment

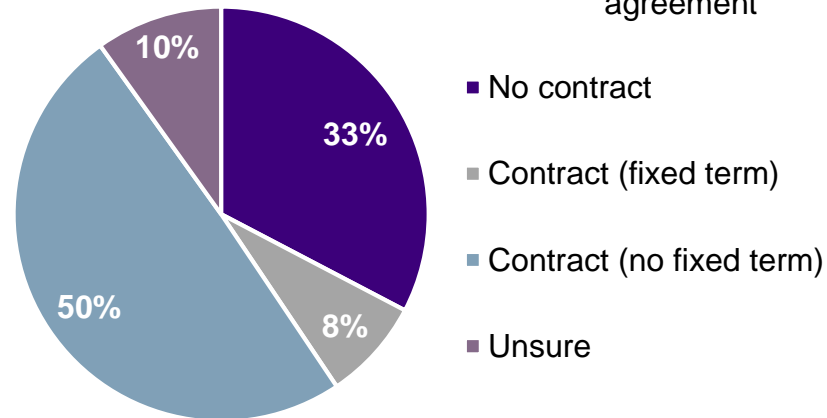


Note: Percentages have been rounded and may not add up to 100%

## Patient Population Multiple Mention



## Employment Contract



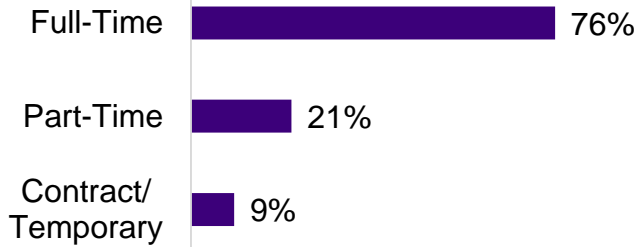
60% have a union collective agreement

E12 Which of the following best describes your organizations work environment? (n=40); E13. Which of the below age groups represents the population with whom the majority of your work is done: (n=40; multi mention); E14 Is your position covered by a union collective agreement? (n=40); E15 Indicate whether you have an employment contract? (n=40)



# Communication Health Assistant Job Profile (cont.)

## Employment Status Multiple Mention



## Employment Status

9% of respondents indicated that they are self-employed, with one third (33%) of those also working for another employer.

## Experience & Sector

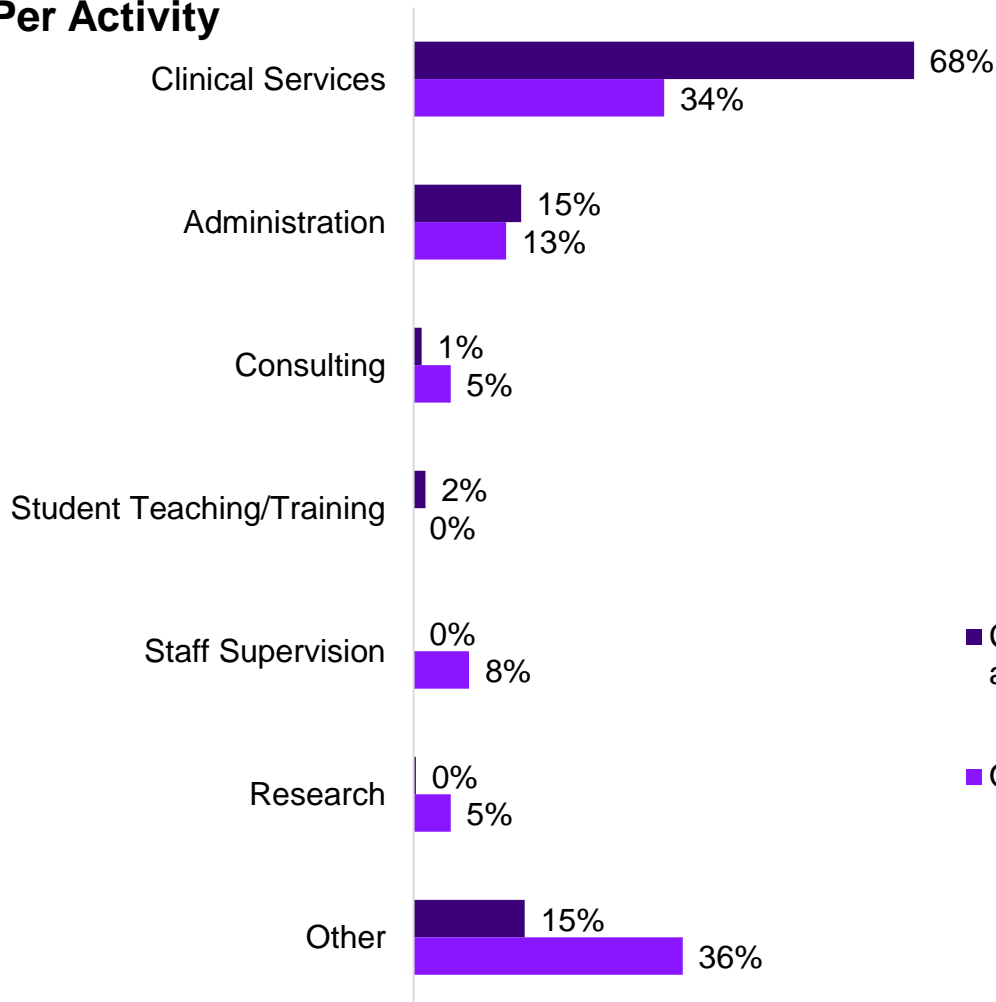
Communication health assistants have spent on average 87% of their professional practicing years with their current employers. Overall, loyalty to employer is strong across all sectors.

	n=	%	Years of Experience (Practicing) Average Years	Years with Current Employer Average Years	% of Years Practicing with Current Employer
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>9.7</b>	<b>8.4</b>	<b>87%</b>
Elementary/Secondary School	13	33%	11.5	10.2	89%
Community Health Centre	8	20%	9.1	7.6	84%
Hospital	5	13%	10	9.2	92%
Private Practice	5	13%	8	5.6	70%
Other	9	23%	8.1	7.8	96%

*E10b What was your latest employment status in 2017? (n=33; multiple mention); E12 Which of the following best describes your organizations work environment? (n=40); E4 Approximately how many years have you been working in your profession as a/an? (n=40); E11 Approximately how many years have you been working with your employer? (n=40)*

# Communication Health Assistant Job Profile (cont.)

## Average % of Time Spent Per Week Per Activity



Nine-in-ten (90%) of those surveyed currently work in the position of communication health assistant.

Communication health assistants reported spending the majority of their time in a typical week performing clinical services (68%). The remaining time is spent on administration (15%) or other activities (15%).

Those with staff supervision responsibilities, on average, have four direct reports.

	% of Survey Respondents
■ Communication health assistant	90%
■ Other	10%

E10a What is your current job title as described by the company where you work (e.g. what is or would be printed on your business card)? (n=40); PEP1 Please indicate an approximate percentage of how much of your time is spent on each of the activities in a typical week (n=40); PEP2 How many people do you regularly manage in your position? (n=3)

# Compensation Trends



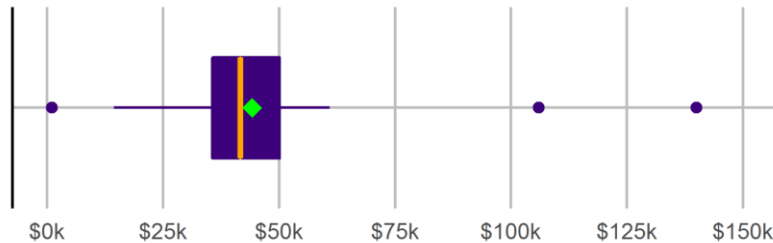
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# The Big Picture

## Total Compensation

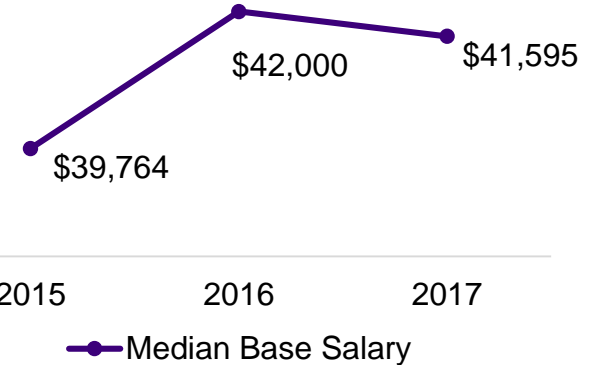
The median total compensation for communication health assistants participating in the 2018 Salary & Benefits Survey was \$41,595 per respondent. The vast majority of this compensation comes from base salaries or hourly wages with less than 1% of compensation coming from bonuses or other variable compensation.

The majority (86%) of communication health assistants reported a change in base salary between 2015 and 2017. Over this period the median base salary increased 5% while one third of communication health assistants (36%) reported salary increases of 10% or higher during that same period.

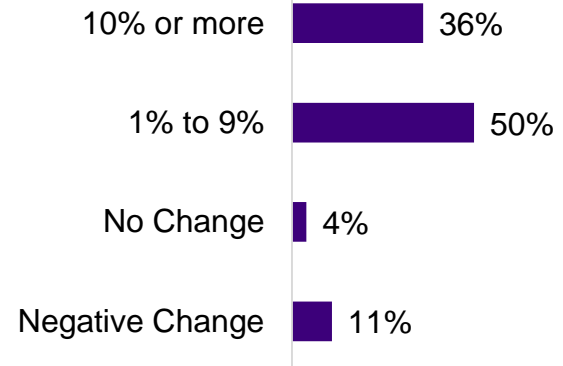


25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	IQR
\$35,573	\$41,595	\$50,084	\$14,511

## Compensation Growth



## % Change in Base Salary 2015-2017



Note: Percentages have been rounded and may not add up to 100%

Q2/Q3 Please only report your most basic salary/hourly rate and exclude bonuses, compensation in lieu of benefits, or any other schemes. (n=33)

**NOTE:** % Change in base salary: Among those who earned a base salary in 2015

# Drivers of Compensation Growth

## Hours Worked

There is a strong relationship between the average number of hours worked per week and total compensation. The data indicates that once a communication health assistant works 39 hours a week, there is little variation in total compensation beyond that point.

Full-time communication health assistants earn a median total compensation of \$45,170 while contract/temporary and permanent part-time communication health assistants both earn \$35,890.

## Sector

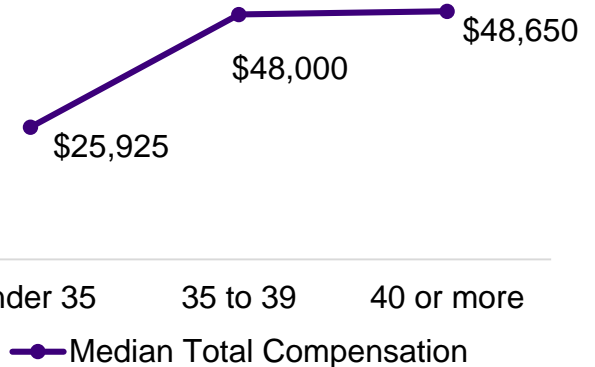
The sector where communication health assistants earn the highest total compensation is in community health centres (\$51,000).

## Province & Territory

Communication health assistants working in Alberta earn \$10,250 more and \$24,738 more in median total compensation than those working in Ontario and British Columbia respectively.

Due to small sample sizes in other regions, sector comparisons across all provinces and territories are not available.

## Compensation Growth (Hours worked)



Sector	Median Total Compensation	Ontario	Alberta	British Columbia
<b>Total</b>	<b>\$37,806</b>	<b>\$38,250</b>	<b>\$48,000</b>	<b>\$23,262</b>
Elementary/Secondary School	\$38,000	\$37,609	\$45,930	\$27,942
Community Health Centre	\$51,000	\$53,000	\$60,444	-
Hospital	\$31,000	\$57,000*	-	\$29,551
Private Practice	\$14,400	\$1,000*	-	\$14,785
Other	\$35,625	\$31,062	-	\$31,323

Note: \* indicates n=1

Q5 On an annualized basis, please provide information on all of the cash compensation you received for the year 2017 for each employer (in CAD before tax). (per respondent n=33; per position n=40); Q12 Please indicate the average number of hours you worked per week in 2017? (n=33)

# Drivers of Compensation Growth (continued)

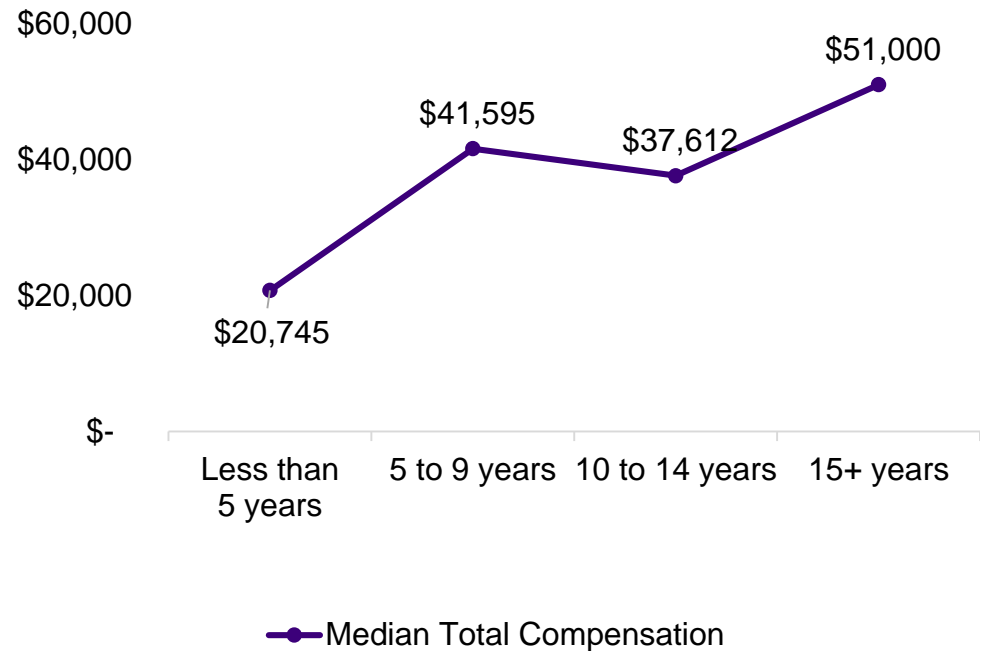
## Years with Current Employer

Almost half (45%) of communication health assistants have been with the same employer for less than five years. On average, communication health assistants stay with their current employer for eight years, but this varies by sector.

Sector	Average # Years with the same employer
Elementary/Secondary School	10.2
Community Health	7.6
Hospital	9.2
Private Practice	5.6
Other	7.8

The most significant changes in median total compensation a communication health assistant will experience will occur between the first five years with their current employer, with more nominal growth occurring after the reach the 10 year mark.

## Compensation Growth (Years with Current Employer)



Q5 On an annualized basis, please provide information on all of the cash compensation you received for the year 2017 for each employer (in CAD before tax). (n=40)

# Job Satisfaction & Employment Quality



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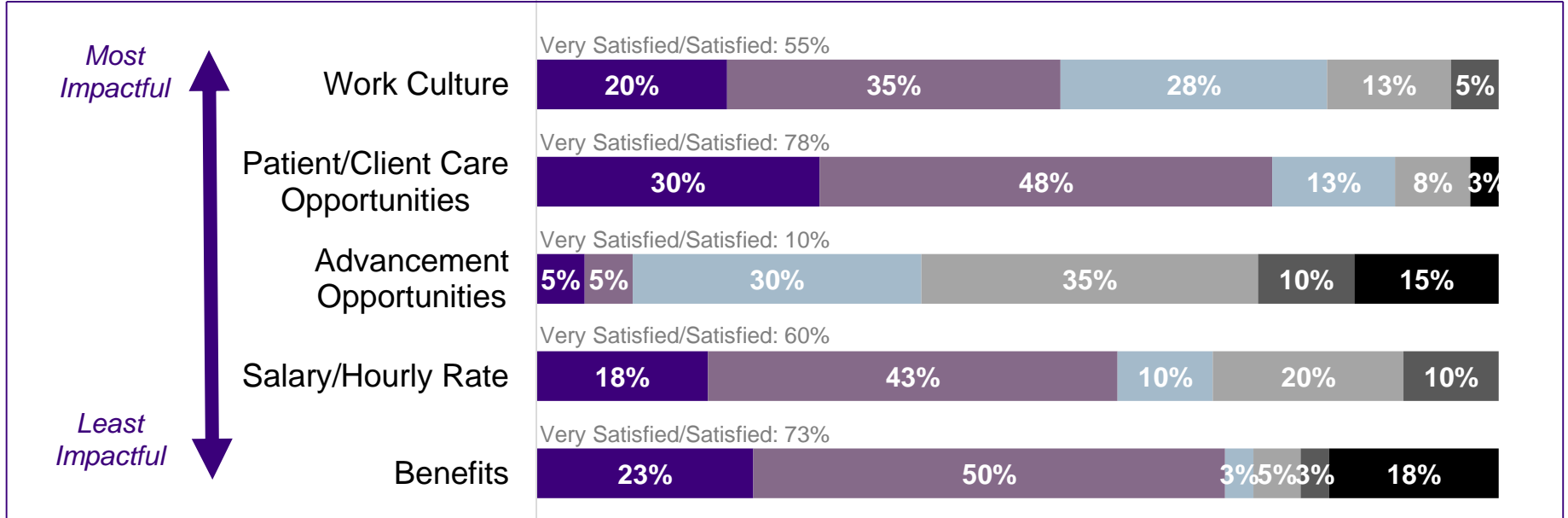
# Job Satisfaction

Two thirds (68%) of communication health assistants surveyed are satisfied with their job, with just under two-in-ten (18%) being very satisfied. Communication health assistants are least satisfied with opportunities for advancement. Work culture, patient/client care opportunities and advancement opportunities have the most significant impact on overall job satisfaction.

■ Very Satisfied ■ Satisfied ■ Neither ■ Dissatisfied ■ Very Dissatisfied ■ Not Applicable



## Drivers of Overall Satisfaction



PEP4 Please rate your overall satisfaction with the following aspects of your job: (n=40)



# Job Satisfaction – Sector

Those working in a private practice setting are overall less satisfied with their current positions in comparison to other sectors. Across the board, communication health assistants are least satisfied with opportunities for advancement within their current positions.

Very Satisfied/ Satisfied (%)	Total	Elementary/ Secondary School	Comm. Health Centre	Hospital	Private Practice	Other
n=	40	13	8	5	5	9
Overall Satisfaction	68%	69%	75%	80%	20%	78%
Work Culture	55%	62%	50%	60%	40%	56%
Patient/Client Care Opportunities	78%	77%	88%	80%	60%	78%
Advancement Opportunities	10%	8%	25%	0%	0%	11%
Salary/Hourly Rate	60%	69%	63%	80%	60%	33%
Benefits	73%	92%	75%	100%	20%	56%

PEP4 Please rate your overall satisfaction with the following aspects of your job: (n=40)

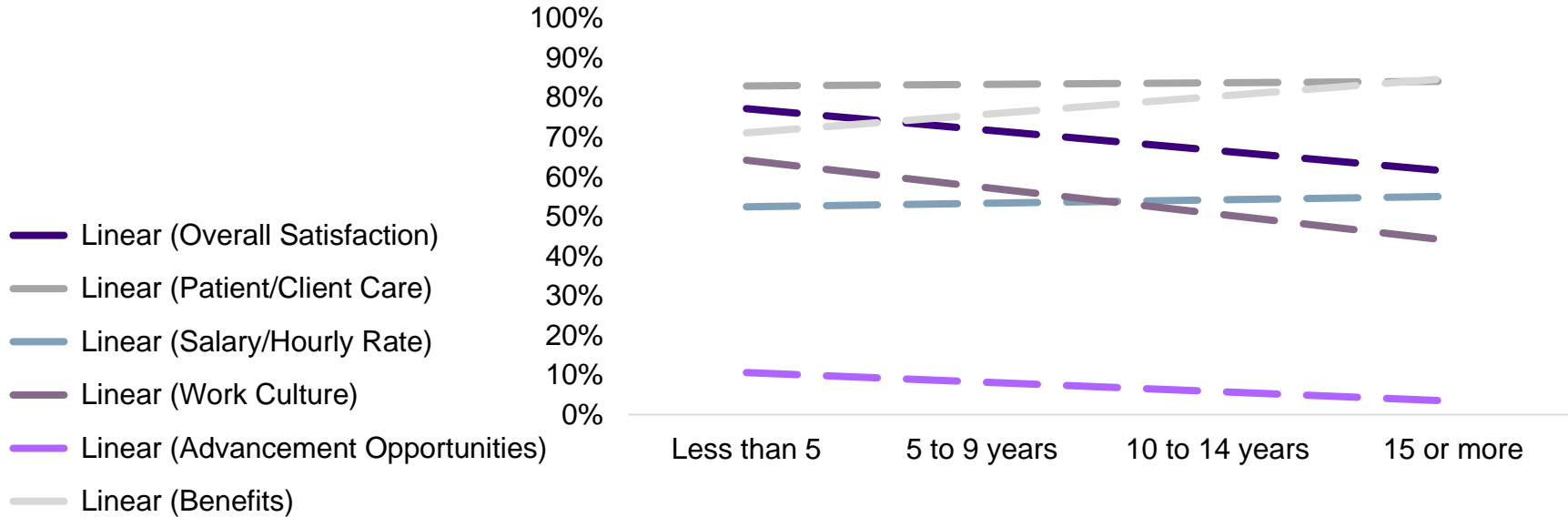
# Job Satisfaction – Years of Experience



Overall job satisfaction tends to decrease as years of experience increase. Coincidentally, so does satisfaction with advancement opportunities and work culture.

In contrast, satisfaction with benefits and compensation tends to increase over time.

### Job Satisfaction Trends by Years of Experience



# Number of Employers

## Number of Employers

Just under two-in-ten (18%) respondents indicated that they work for multiple employers. Among those indicating they work for multiple employers the average number of employers was 2.2.

Communication health assistants working in elementary/secondary schools and private practice reported the highest average number of employers and on average indicated working for 2.5 employers.

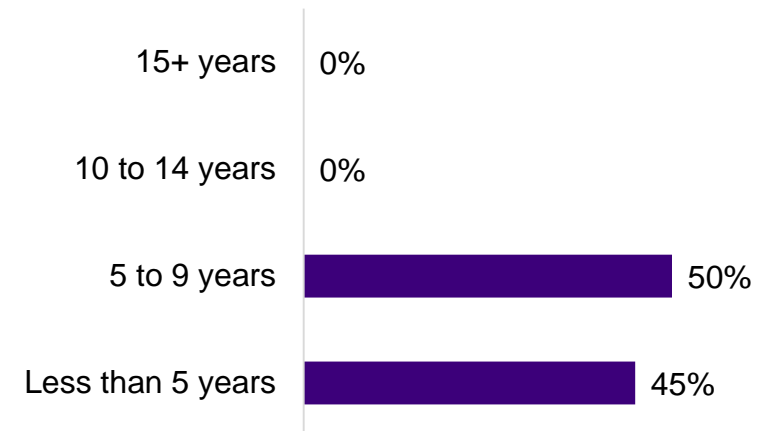
Almost half (46%) of communication health assistants with less than 10 years of professional experience (n=13) reported having multiple employers, while none of those with 10+ years (n=20) reported having multiple employers.

Sector	% with Multiple Employers	Average Number of Employers
Elementary/Secondary School	15%*	2.5
Community Health	29%*	2.0
Hospital	40%*	2.0
Private Practice	40%*	2.5
Other	38%*	2.3

*Note: average not exclusive to sector*

*Note: \* indicates less than n=5*

## Multiple Employers by Years of Experience



*E6 Please tell us how many employers you had in 2017. (n=33)*

# Hours of Work

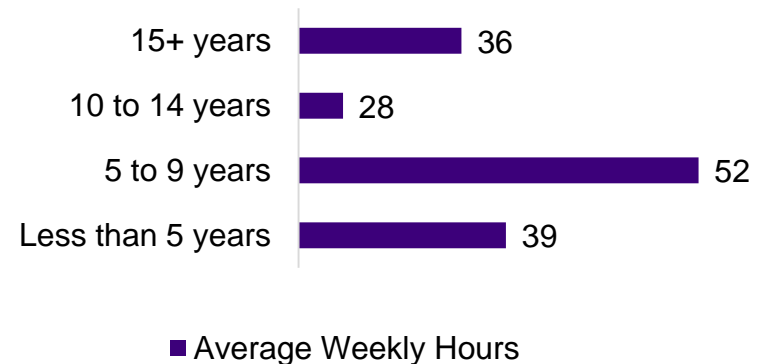
## Hours Worked

A communication health assistant works on average 36 hours a week. Less than one-in-ten (6%) respondents indicated that they work overtime.

The weekly average number of total hours worked varies slightly throughout a communication health assistants' professional career. While those with less than 10 years experience work an average of 38 hours a week, those with 10+ years of experience work an average of 33 hours a week.

Sector	Avg. # of Total Hours
Elementary/Secondary School	34.8
Community Health Centre	33.2
Hospital	26.5
Private Practice	12.6
Other	31.7

## Average Total Hours Worked by Years of Experience



Q12 Please indicate the average number of hours you worked per week in 2017. (per respondent n=33; per position n=40)

# Change in Compensation & Advancement

## Change in Rate of Pay

Two-in-five (45%) communication health assistants have reported their rate of pay changed in the past 12 months. For the majority (87%) the change was positive.

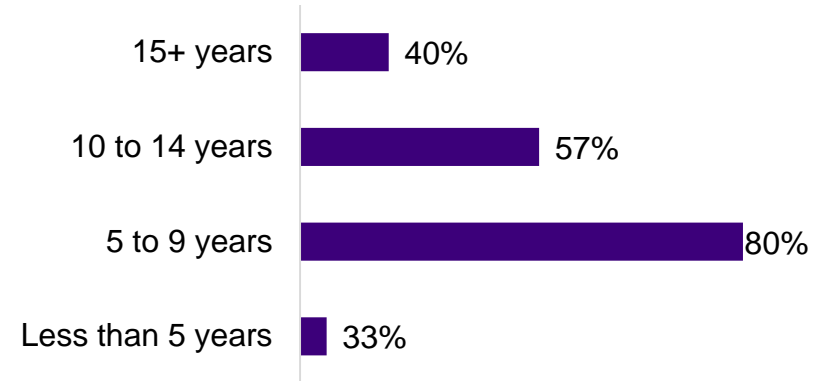
Nearly half (47%) of communication health assistants with 10+ years of experience have received a change in rate of pay.

Over half (63%) of communication health assistants working in community health centres have received a change in rate of pay, compared to only 38% of those working in elementary and secondary schools.

## Promotion

Less than one-in-five (15%) respondents have received a promotion since starting work with their employer. The incidence of receiving a promotion does not increase the longer one stays with their employer. One-in-six (17%) of those with less than 10 years with the same employer have received a promotion compared to only one-in-ten (12%) of those who have been with their employer for 10+ years.

## Received a Change in Rate of Pay (P12M) by Years Current Employer



Sector	% Received Rate of Pay Change
Elementary/Secondary School	38%
Community Health Centre	63%
Hospital	40%*
Private Practice	40%*
Other	44%*

Note: \* indicates less than n=5

Q10 Has your rate of pay (hourly rate or annual salary) changed in the past 12 months? (n=40); Q11 What was your previous rate of pay? (n=15); PEP3 Since starting work for your employer, have you received a promotion? (n=40)

# Vacation & Leave

## Paid Vacation

The majority (54%) of respondents indicated that they receive paid vacation. Among those receiving paid vacation, the average number of paid vacation days per year was 20.

## Paid Sick Leave

One third (33%) of respondents indicated that they receive paid sick leave. Among those receiving paid sick leave, the average number of paid sick days per year was 10. One-in-four (26%) indicated not having a specific limit of paid sick leave.

## Paid Personal Leave

Half (51%) of respondents indicated that they receive paid personal leave. Among those receiving paid personal leave days, the average number of paid personal leave days per year was five. Five percent reported not having a specific limit of paid personal leave.

Sector (Average Number of Days)	Paid Vacation	Paid Sick Leave	Paid Personal Leave
Elementary/Secondary School**	16.8	10.0	3.9
Community Health Centre	20.7	18.0	3.6
Hospital	15.8	6.5	16.0
Private Practice	15.0	5.0	-
Other	24.3	12.0	2.5

\*\*62% indicated their vacation is limited to school holidays

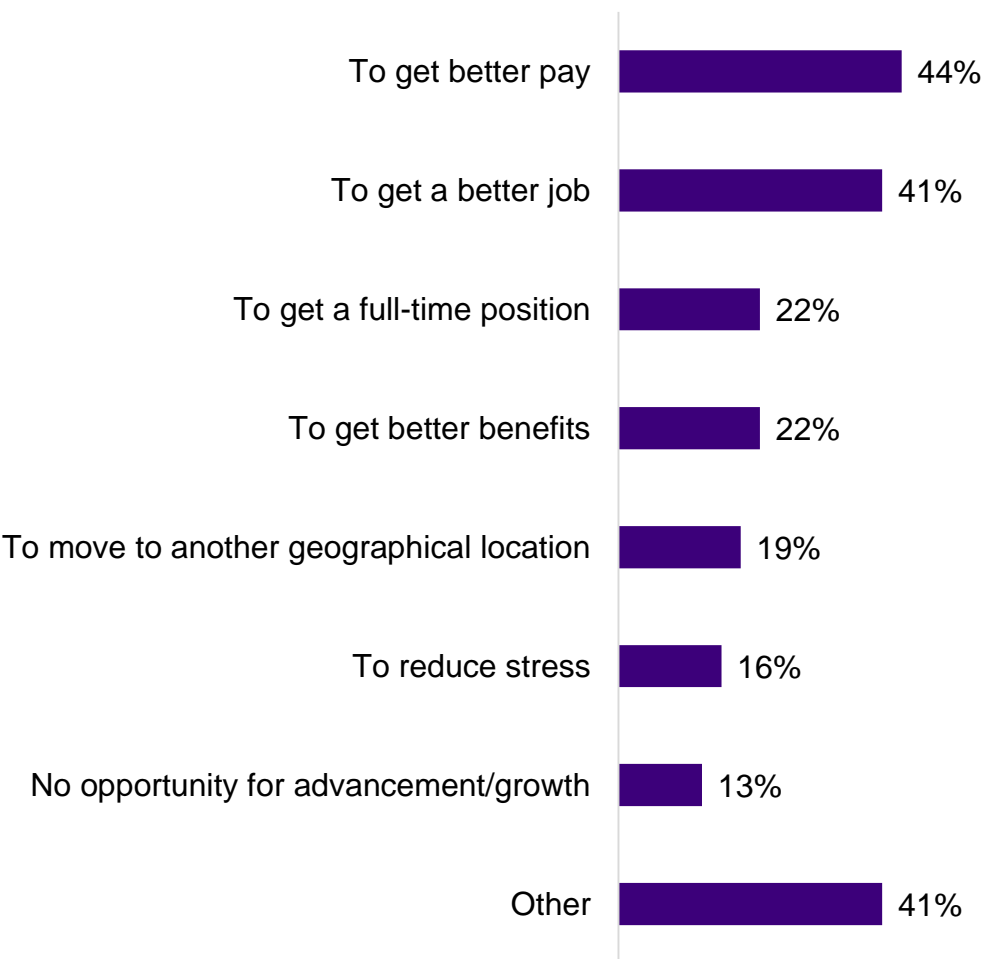
# Future Employment & Retention



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# Top Reasons for Changing Employers

## Reasons for Changing Employers Multiple Mention



## Reasons for Changing Employers

Respondents indicated the top reasons for considering a job change were to achieve better pay and to get a better job.

## Future Employment Plans

One third (34%) of communication health assistants who responded have looked for new employment in the last year, with less than two-in-ten (16%) currently seeking new employment.

Across work sectors, provinces/territories, metropolitan areas, job titles and employment status, communication health assistants are just as likely to stay in this profession for the foreseeable future (84%).

Less than two-in-ten (16%) respondents plan to retire in the next five years.

*F5 Thinking about the last time you changed employers, what were the top three reasons for doing so? (n=27; excluding "Not Applicable"; multi-mention); F1.1 Have you looked for new employment in the past year? (n=32); F1.2 Are you currently seeking new employment (n=32); F1.3 Do you intend to stay in this profession for the foreseeable future? (n=32); F1.4 Do you anticipate retiring in the next 5 years? (n=32)*



# Draws of Current Position

## Enjoy Their Work

“I will stay in my profession because I enjoy what I do. I will stay with this particular position because they pay me well.”

“Tremendous enjoyment and fulfillment working with preschoolers and their parents.”

“Work satisfaction. Enjoy working with students and colleagues to improve and provide access to communication.”

## Variety

“Work varied, so interesting. Good working atmosphere. Flexibility of the hours (I work at 50 percent).”

“I love what I do. I work in a rural area, so I work with a variety of individuals and I love the variety.”

“Working closely with the SLP’s. Working with school-aged clients. A great variety in the job.”

## More Opportunities

“I enjoy my career. I just don’t like all the constant change of work environment every year.”

“There are few available jobs for communication health assistants, particularly with adults; therefore, my full-time permanent position is one to keep.”

“I am passionate about working with a preschool population and this is the only place of employment in my community that would employ a communication health assistant with preschoolers.”

*F2. You indicated that you plan to stay in your profession. What are some of the benefits or draws of your work, your position, your employer, or the industry at large? (n=19)*

# Top Ways for Employers To Retain Employees

## Work Environment

“A relationship.”

“A healthy work environment, without nepotism or bullying.”

“Job satisfaction. Finding out what motivates an employee. (For) some it is financial, (for) some it is time off. Create a good atmosphere.”

“I think the main thing is to treat employees with respect and make them feel valued. Unfortunately, this happens so infrequently. In terms of a financial benefit, I would say paying employees a fair wage and providing regular pay increases -- at minimum, a cost of living increase.”

## Compensation & Benefits

“High wage and benefits with a supportive work environment.”

“Equal pay and benefits across the province.”

“Pay for hours worked. No expectation that work is done outside of hours in a contract.”

## Flexibility

“Vary dependent on employee. Work/life balance for me is the most important at this time.”

“Flexibility with schedule.”

*F4 In your opinion, what is the number one benefit an employer can provide to retain its employees (n=27)*

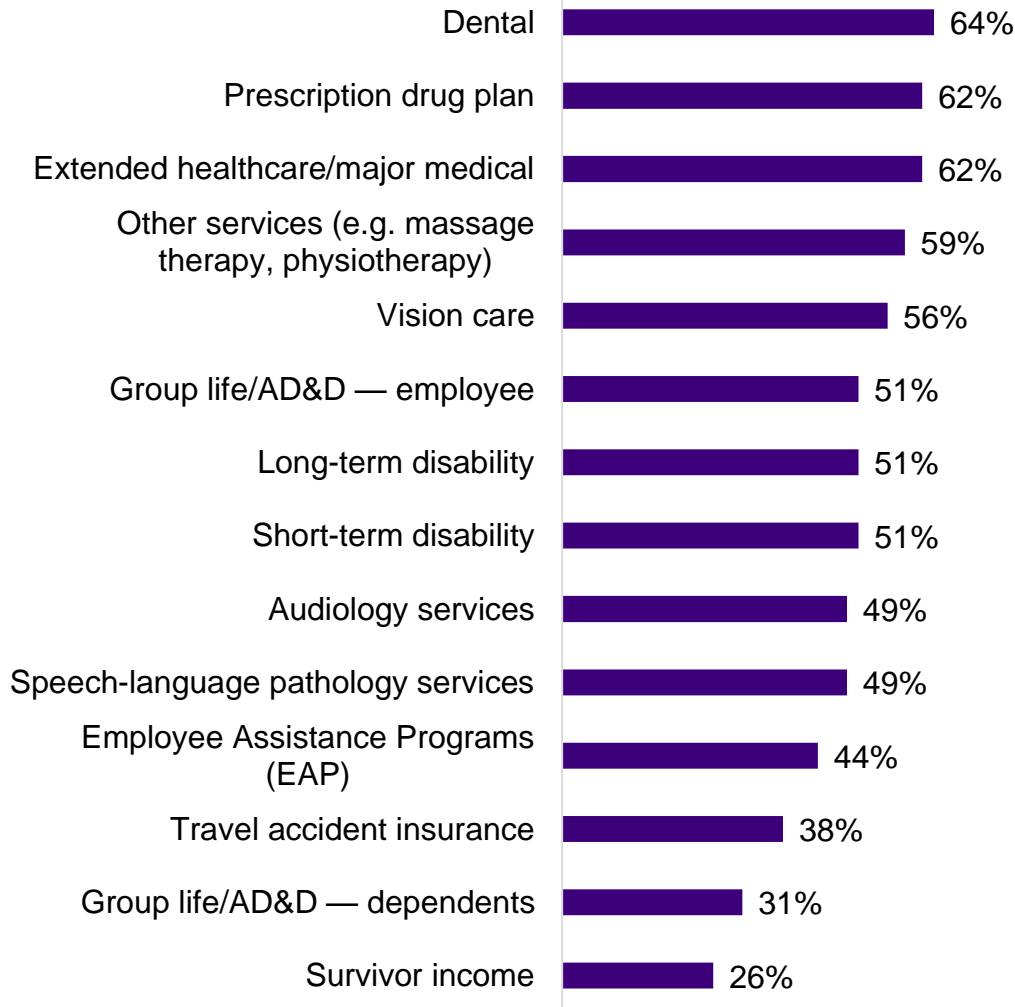
# Benefits & Perquisites



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# Group Benefits

## Employer Pays Full/Partial



## Group Benefits

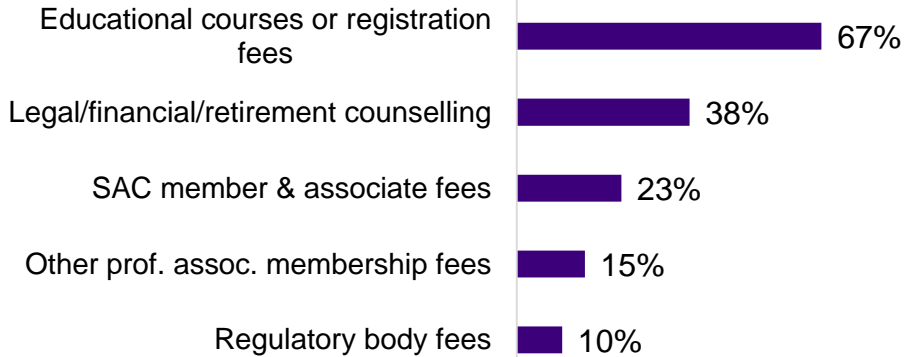
For more than half of the positions reported in this survey, employers paid fully or partially for dental coverage, prescription drug plans, extended healthcare/major medical, vision care, other services (e.g. massage, physiotherapy) and group life/accidental death and dismemberment.

One quarter (26%) of positions give communication health assistants access to a healthcare spending account.

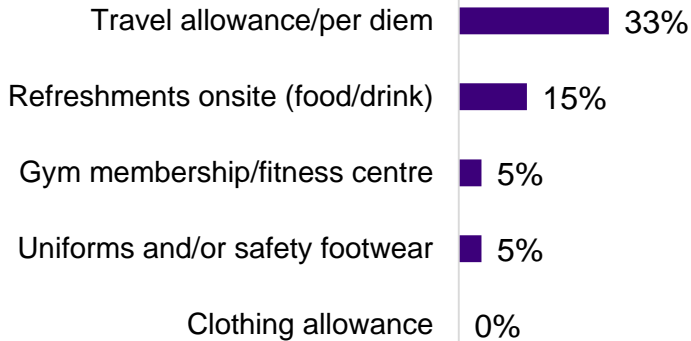
*B1 From the below list of typical group benefits, please indicate which proportion your employer pays... (n=39); B2 Through your employer do you have access to a Healthcare Spending Account? (n=39)*

# Extra Benefits Available

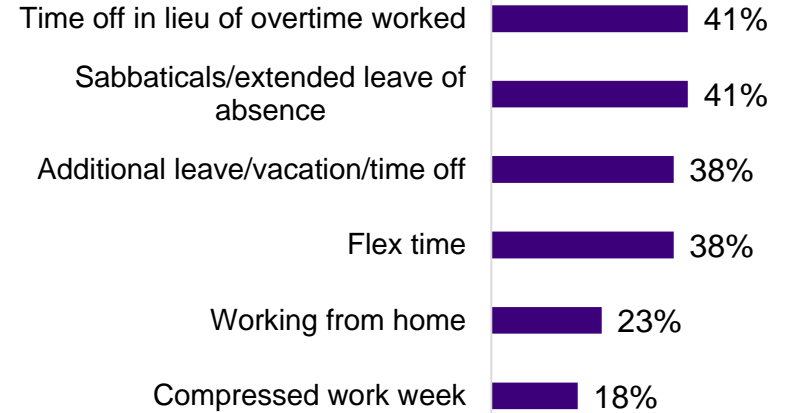
## Education & Learning



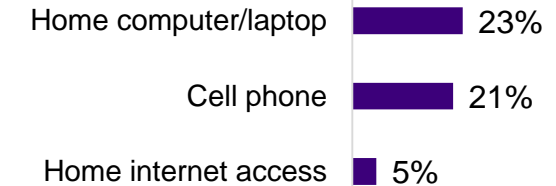
## Miscellaneous



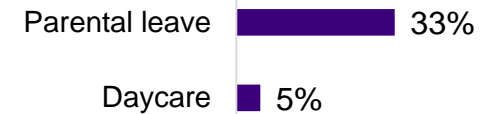
## Flexible Work Environments



## Technology



## Parental Provisions



B5 Here are some added benefits and perquisites that may be provided by some organizations. Please indicate which are available to you... (n=39)