

**EVALUATOR COMPENSATION: SURVEY  
FINDINGS**

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**CONTACT: MELISSA MCGUIRE**



124 Merton Street, Suite 502  
Toronto, Ontario M4S 2Z2

Telephone: 416-469-9954  
Fax: 416 469-8487

[www.cathexisconsulting.ca](http://www.cathexisconsulting.ca)

# EVALUATOR COMPENSATION: SURVEY FINDINGS

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## 1. ACKNOWLEDGEMENTS

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In 2005, Shelley Borys, Benoit Gauthier, Simon Roy, and Nathalie Kishchuck carried out a foundational study of the evaluation field<sup>1</sup>, which included a section on evaluator compensation. We are grateful that they have given us permission to use many of the items from their survey.

Thank you to the Canadian Evaluation Society (CES) for distributing notices about this study through their news e-bulletins. Thank you to the following CES chapters for sending an invitation out directly to their members: Alberta; Manitoba; Newfoundland and Labrador; Ontario; Quebec; Saskatchewan, in addition to the CES Nova Scotia and British Columbia chapters for posting the survey link on their websites.

And thanks to all of you who filled out the survey – we couldn't have done it without you.

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<sup>1</sup> Borys, S., Gauthier, B., Kishchuk, N., Roy, S.N. (2005) *Survey of evaluation practice and issues in Canada*. Paper presented at the Joint CES/AEA Conference, Toronto, October 26, 2005.

## 2. INTRODUCTION

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### 2.1 PURPOSE

Cathexis Consulting Inc. is a small evaluation consulting firm that is committed to furthering the field of evaluation. We undertook this survey to fill the current gap in information about typical evaluator salaries, benefits, and working environment.

We hope that the findings will help to encourage fair and equitable compensation across the field of evaluation by filling a gap in available information. In addition, we hope that we will be able to use the results to show that evaluation is a good career option, so that current students might be more tempted to enter the profession.

### 2.2 METHODS

Information was gathered through a 41 item survey. A copy of the questionnaire is available in *Appendix A*. The survey was accessible online via SurveyMonkey in both French and English. The survey was open for approximately one month, from September 17, 2009 to October 19, 2009. Participants were recruited in several ways:

- CES e-news broadcasts (including an initial mail-out and two reminders);
- Emails from CES chapters to the membership in their provinces/territories; and
- Postings on the national CES website in addition to some CES chapter websites.

Respondents were excluded if they:

- Worked only outside of Canada;
- Had not worked in evaluation during the past year; or
- Did not spend any of their work time on evaluation.

A total of 365 eligible respondents completed the survey.

Results from the survey were entered into and analyzed in SPSS 17.0. Descriptive statistics were computed for key variables of interest.

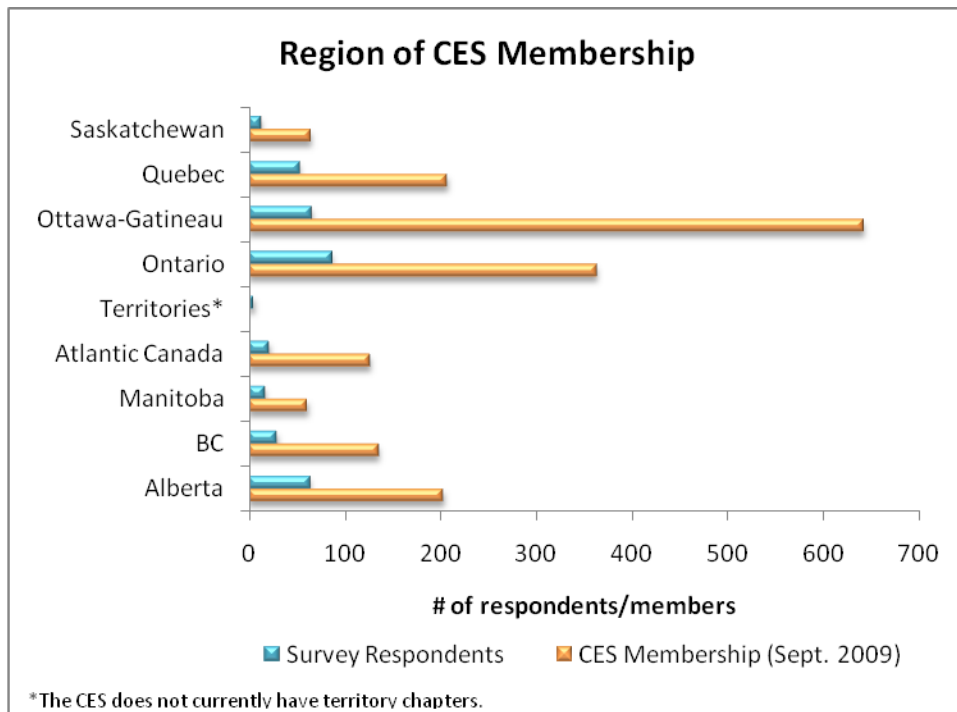
### 2.3 CHALLENGES AND LIMITATIONS

In presenting the findings, we have drawn comparisons in compensation based on respondents' level of experience in evaluation. These comparisons show the current trends in compensation as of September/October 2009. The field of evaluation is changing rapidly, so compensation trajectories in the future may be quite different from what is seen in this report.

Several approaches were used (see *Section 2.2*) to increase response rate. However, this sample cannot be considered representative of all Canadian Evaluators for several reasons:

- **Not all Canadian Evaluators are Canadian Evaluation Society (CES) members** – The survey was primarily distributed through various CES channels. This means that any Evaluators who are not currently members of the CES would be unlikely to have received an invitation.
- **Response rate** – The response rate was 22% of the CES membership. It is therefore possible that the compensation data for the nonrespondents would change the findings substantively. However, we conducted a preliminary analysis approximately half-way through data collection (~200 responses), and found that the results changed very little after that point. We therefore have some degree of confidence that the findings reflect CES members’ experiences.
- **Regional differences** – As each CES chapter has different policies regarding contacting their membership, members of various chapters were contacted through different means. For example, some chapters sent their membership survey invitations via e-mail, while other chapters posted the survey invitation on their website. As such, it may be that members of some chapters had greater opportunities to participate than members of other chapters. *Figure 1* shows the survey response rate compared to the CES membership for the same time period (September 2009).

**Figure 1: Response rate by CES chapter**



Other challenges include:

- **Misinterpretation of questions** – While the survey was designed and pilot tested to ensure clarity, it is always possible that some of the questions were misinterpreted. For example, some respondents may have interpreted the question regarding ‘number of jobs’ to refer to individual project contracts as opposed to employment relationships as intended. Where possible, areas with potential misinterpretation have been identified and will be appropriately modified should there be future iterations of the survey.
- **Inconsistencies within individual responses** – Some respondents provided responses that were internally inconsistent (this may in part be due to question misinterpretation). For example, some respondents indicated that they work for a provincial government, but that the organization they work for has less than 50 employees. Where inconsistent responses were identified, other survey information (including qualitative information) was used to try to interpret the response and appropriate modifications were made. In cases where it was not possible to confidently interpret the information, inconsistent responses were excluded.

### 3. EVALUATOR CAREER PROFILE

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For Evaluators, work circumstances vary widely from position to position. Evaluators have a wide variety of job titles, responsibilities, and employers. In addition, job security, opportunities for advancement, and hours worked vary. This section identifies trends in these areas in order to provide current Evaluators with a picture of where they are situated and help potential Evaluators develop realistic expectations for the field. Employers may also find this section helpful when designing positions.

#### 3.1 WHAT JOB TITLES DO EVALUATORS HAVE?

Those who do evaluation are called many different things. *Figure 2* provides a map of the words found in evaluator job titles, with the most common words given visual emphasis.

Figure 2: Word map of evaluator job titles<sup>2</sup>



The most common words were evaluation, research, consultant, program, manager, senior, analyst, and coordinator. About 40% of the job titles suggested a supervisory or management role (they contained words such as senior, manager, lead, director, principal, CEO, etc.).

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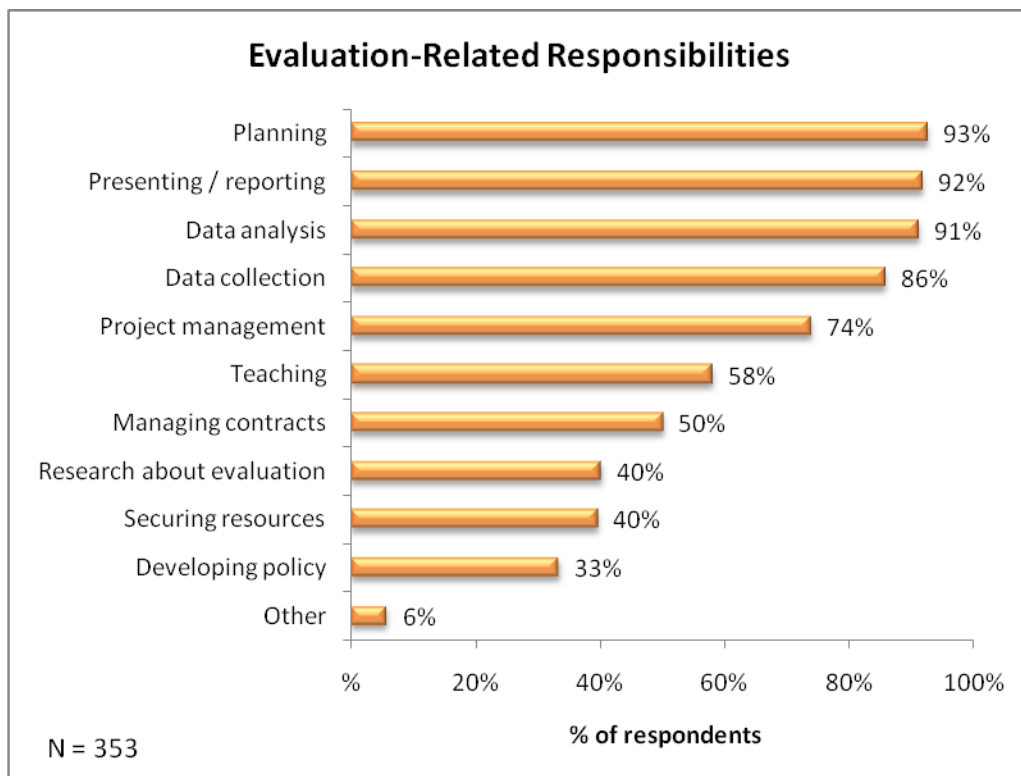
<sup>2</sup> Created using Wordle, <http://www.wordle.net/>

### 3.2 WHAT DO EVALUATORS DO?

Most evaluators seem to be engaged in the business of *conducting* evaluations: 79% of respondents identified their primary role as a producer of evaluation results<sup>3</sup>. Other primary roles included research about evaluation (9%), users of evaluation results (5%), and other (7%).

Regardless of their primary role, evaluators had a range of responsibilities. Roughly 90% were engaged in activities such as planning evaluations, collecting and analysing data, and presenting/reporting findings. The percentage of respondents who have various evaluation-related responsibilities is depicted in *Figure 3*.

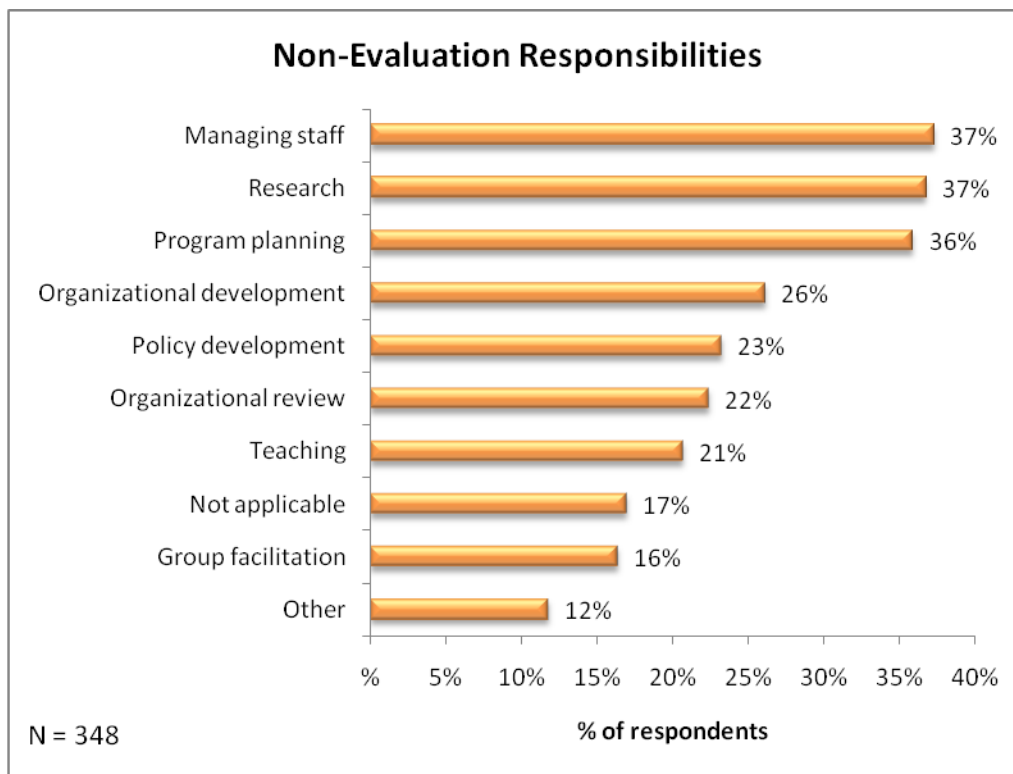
**Figure 3: Evaluation-related responsibilities**



In addition to these evaluation-related activities, most evaluators (83%) have non-evaluation responsibilities. These responsibilities are shown in *Figure 4*.

<sup>3</sup> N = 354

**Figure 4: Non-evaluation responsibilities**



### 3.3 WHO EMPLOYS EVALUATORS?<sup>4</sup>

Respondents were most likely to be employed by provincial or federal government, a consulting firm, or to be self-employed. A small proportion of evaluators worked with non-government organizations, including not-for-profits and colleges/universities. *Figure 5* shows what type of employers the respondents worked for.<sup>5</sup>

<sup>4</sup> This is not about what contracts evaluators take, or about who uses the services of evaluators. Instead, this question asks about employment relations. The findings show what sort of companies/organizations potential evaluators can expect to work for.

<sup>5</sup> Note that these results are likely connected to evaluator's physical location (i.e., it is more likely that Evaluators working in Ottawa-Gatineau work for the federal government). This will be further explored (with appropriate cross-tabulations) in an upcoming Evaluation in Focus paper (see *Section 7*) for more details).

**Figure 5: Employers of evaluators**

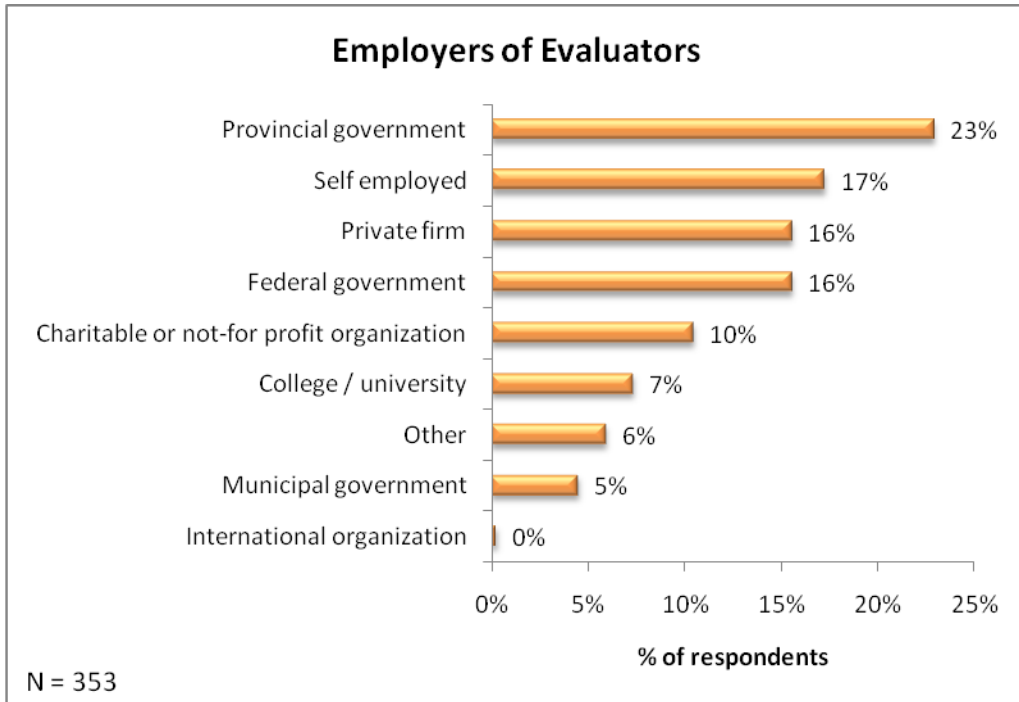
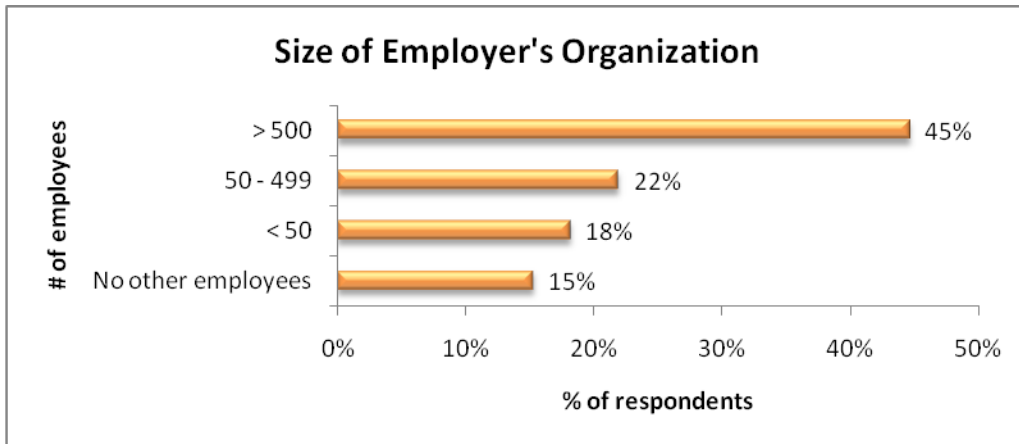


Figure 6 shows the size of employer respondents worked for. Respondents who worked for a department within a larger organization were instructed to identify the size of the entire organization.

**Figure 6: Size of employer's organization**



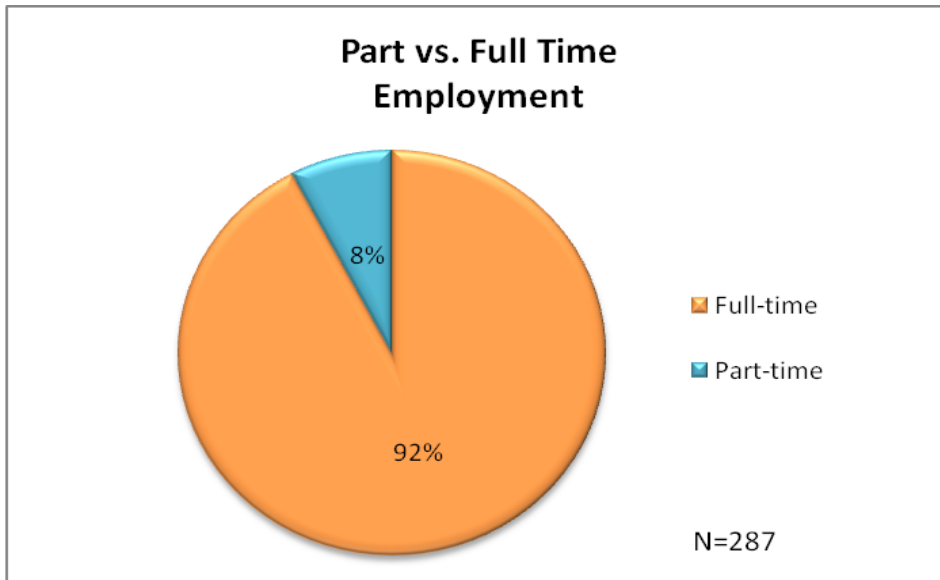
### **3.4 HOW MUCH JOB SECURITY DO EVALUATORS HAVE?**

We have used two proxy measures of job security: the percent of evaluators who have full time work, and the percent of evaluators who have part time work. We recognize that some evaluators may elect to work part time or for temporary contracts due to the

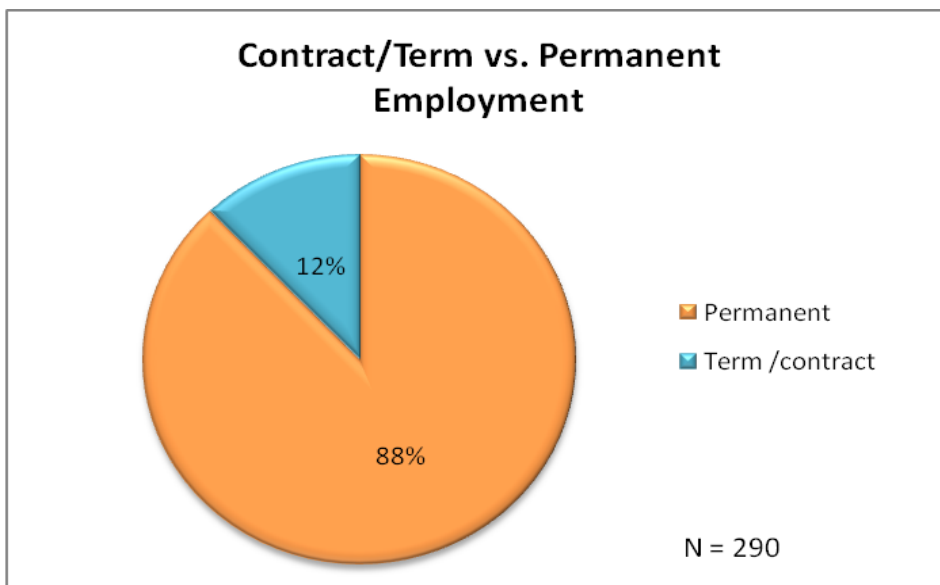
flexibility provided by these arrangements. Our assumption is that the percentage of evaluators choosing these arrangements voluntarily would be fairly small.

The full-time to part-time ratio is shown in *Figure 7*, and the contract/term to permanent ratio is shown in *Figure 8*. As these descriptions are not particularly applicable when one is self-employed, self-employed individuals were excluded from the analysis.

**Figure 7: Part time and full time employment**



**Figure 8: Contract/term and permanent employment**

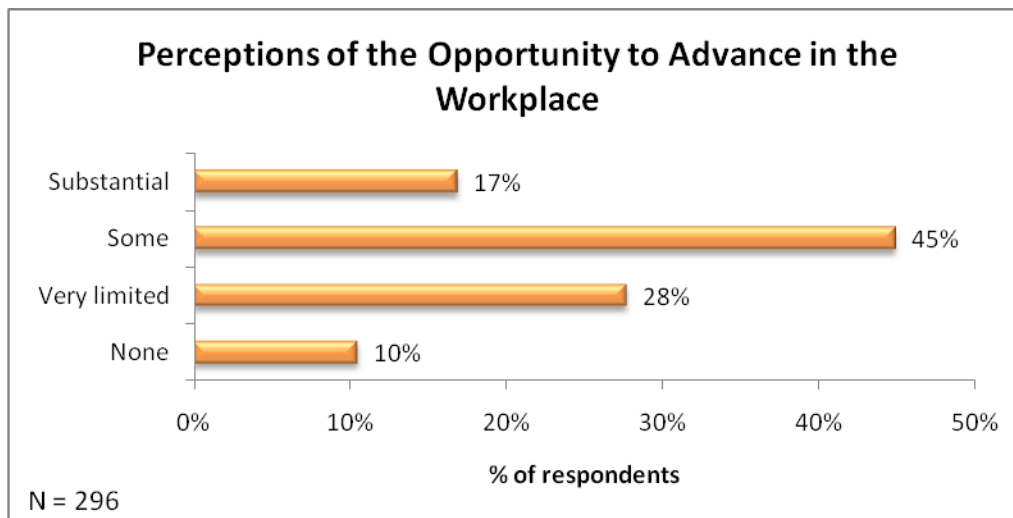


Overall, the proportion of respondents working part time or term/contract was quite small. The proportion of respondents working part time is less than half of the national average across all occupations.<sup>6</sup> This suggests that job security is relatively high within the evaluation field.

### 3.5 ARE THERE OPPORTUNITIES FOR ADVANCEMENT IN EVALUATION?

The survey asked respondents to identify their perceived level of opportunity for career progression. Responses are shown in *Figure 9*.

**Figure 9: Perceived opportunity to advance in the workplace**



Those respondents who felt that they had very limited to no opportunities for advancement provided the following reasons:

- The department/organization is too small and has no higher level openings (3)
- I am already at the top level (2)
- It is necessary to be fully bilingual for all senior management positions in federal government (1)
- The government is currently in a period of ‘staffing controls’ (1)
- As a self-employed individual, I can only grow my business, not move up (1)

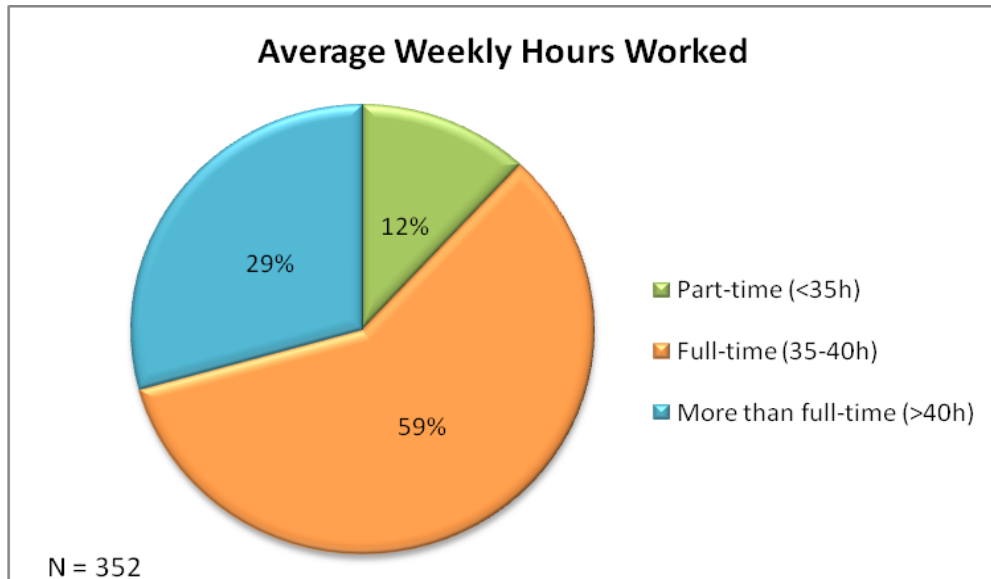
Note that most of these reasons are likely not unique to evaluation, but relate more specifically to the type or size of the company.

<sup>6</sup> The September 2009 Canadian Labour Force Survey reports that 19% of those employed work 30h/week or less. < <http://www.statcan.gc.ca/daily-quotidien/091009/t091009a1-eng.htm>> Note that the definition of part time used in this study includes those that work less than 35h/week.

### 3.6 HOW DEMANDING IS AN EVALUATOR'S JOB?

We examined the average weekly hours worked by each evaluator. As seen in *Figure 10*, the majority of evaluators work full-time (35-40 hours per week) or more than full time (more than 40 hours per week). Average weekly hours worked range from 3 hours to 75 hours; however, neither of these extremes is the norm. The median number of hours worked is 40.

**Figure 10: Average weekly hours worked**



About 58% of Evaluators are paid for the same number of hours that they work<sup>7</sup>. The remaining 42% are not paid for the same number of hours that they work:

- Less than 1% work fewer hours than they are actually paid;
- 20% work less than six hours more than they are actually paid; and
- 21% work six or more hours more than they are actually paid.

<sup>7</sup> This figure excludes evaluators who are self-employed. N=284.

## 4. EVALUATOR DEMOGRAPHIC PROFILE

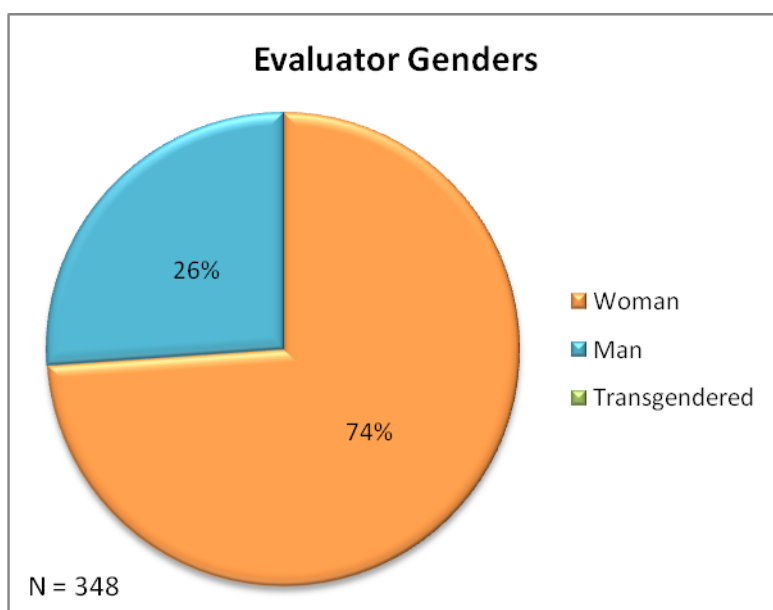
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While the previous section examined the sorts of positions and roles Evaluators have, this section examines the current demographic composition of the profession, providing a profile of the current evaluation workforce in Canada.

### 4.1 GENDER

As seen in *Figure 11*, approximately  $\frac{3}{4}$  of respondents identified themselves as women and  $\frac{1}{4}$  of respondents identified themselves as men. None of the respondents identified themselves as trans or otherwise gendered.

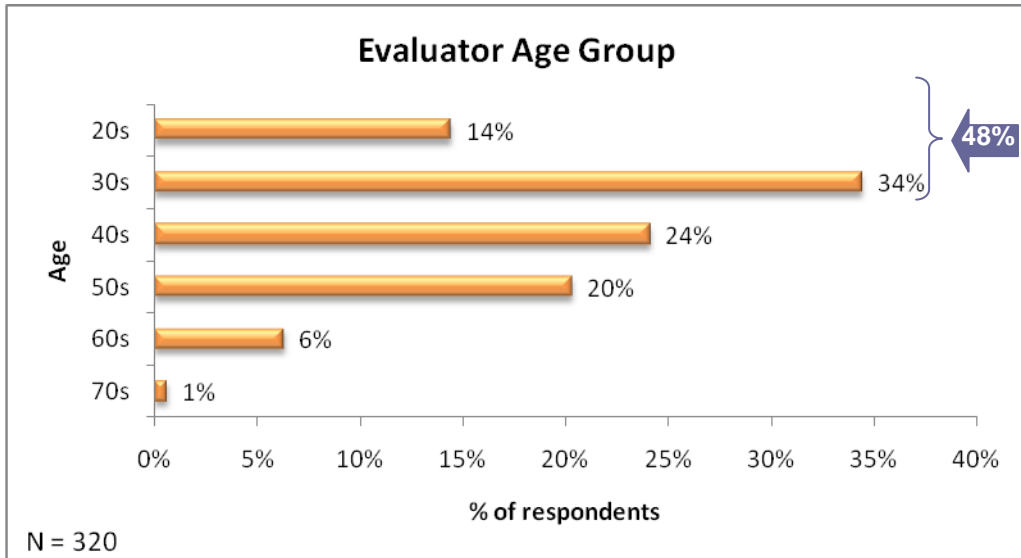
**Figure 11: Evaluator genders**



### 4.2 AGE

*Figure 12* shows the breakdown of evaluator age groups. Almost half of all respondents were in their 20s and 30s, while only 7% were in their 60s and 70s. In the Borys et. al. 2005 *Survey of evaluation practice and issues in Canada*, only 6% of respondents were under the age of 30 (as opposed to 15% of respondents to this survey). This suggests that there has been a recent influx in evaluators. Note, however, that the current survey has a lower response rate and therefore must be interpreted with caution.

Figure 12: Evaluator age groups



### 4.3 WORK EXPERIENCE<sup>8</sup>

Most Evaluators who responded to the survey (88%) indicated that they had more years of workforce experience than evaluation experience, suggesting that evaluation was a second (or subsequent) career, or that they had taken a break from evaluation at some point in their career and then returned to the field. On average, Evaluators have nine years of non-evaluation work experience (the median is seven years). This likely contributes to the richness of the field by bringing in diverse perspectives from other work experience. *Figure 13* shows the breakdown of evaluation and workforce experience.

<sup>8</sup> Figures in this section exclude respondents who indicated that they have more evaluation experience than workforce experience.

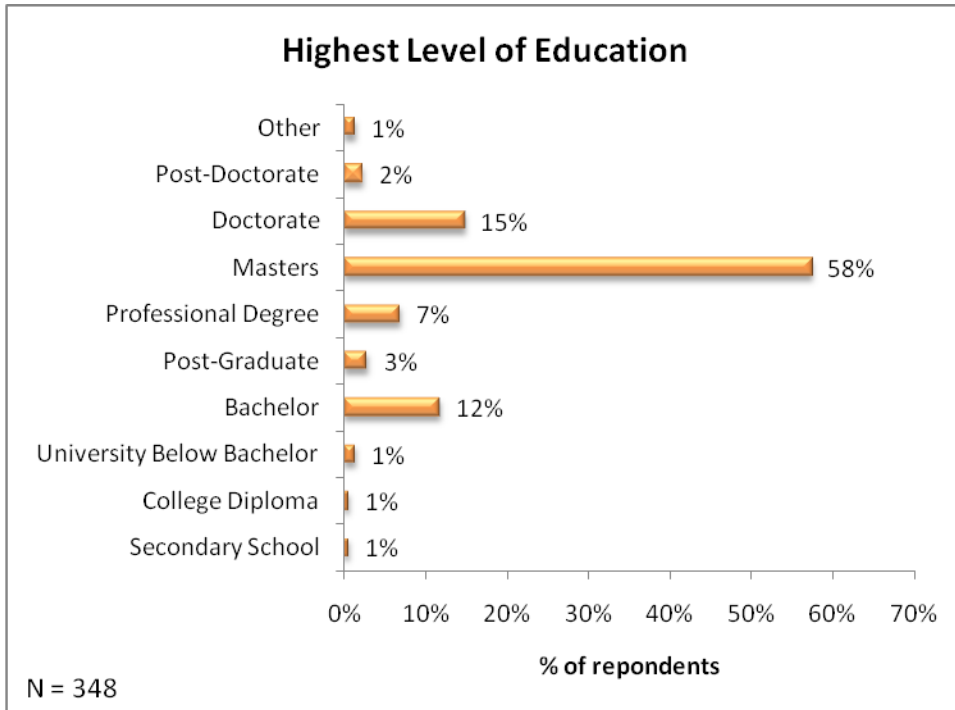
**Figure 13: Work experience**



#### **4.4 WHAT ARE EVALUATORS' EDUCATIONAL BACKGROUNDS?**

In order to get a picture of the backgrounds of current Evaluators, as well as suggest educational routes for potential Evaluators, we investigated the highest level of education respondents had achieved. As seen in *Figure 14*, over ½ of Evaluators have Masters degrees. *Figure 14* also demonstrates that there are many routes into Evaluation.

**Figure 14: Highest level of education**



## **5. EVALUATOR COMPENSATION**

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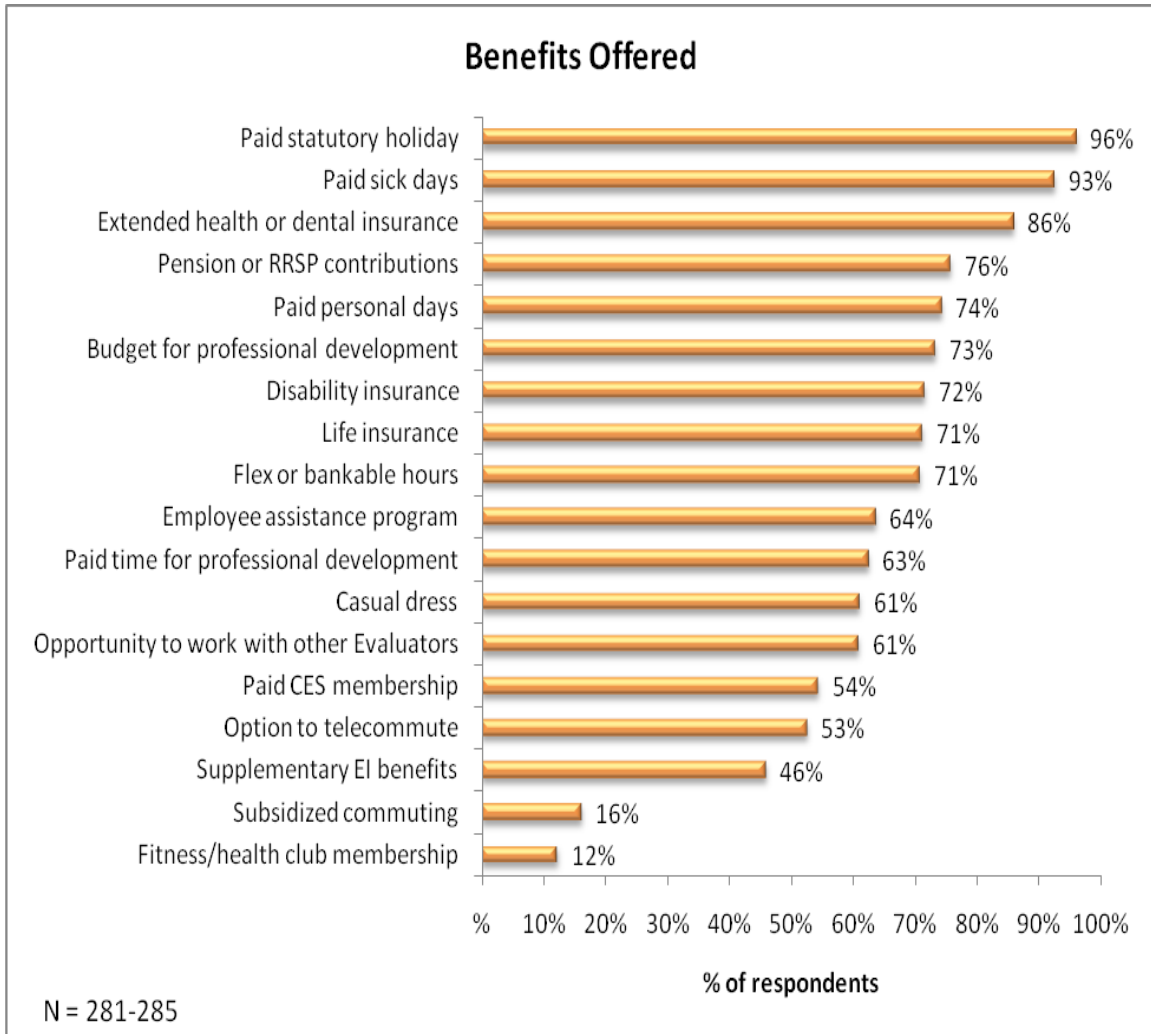
Compensation has multiple aspects, including benefits and pay. It is intended that, by identifying trends in current compensation, this section will help both prospective and current Evaluators to develop clear and realistic expectations for what they can expect from the field. Employers may also find this information useful when designing compensation packages to attract and retain employees.

### **5.1 WHAT TYPES OF BENEFITS DO EVALUATORS RECEIVE?**

The survey asked respondents to indicate which benefits they are entitled to within their employment arrangement. As many benefits are not applicable for self-employed persons, information from self-employed Evaluators was excluded from the analysis.

*Figure 15* shows the percent of respondents that are offered each type of benefit. As seen, paid statutory holidays (96%), sick days (93%) and extended health or dental insurance (86%) are offered most frequently.

**Figure 15: Benefits offered**



## 5.2 HOW MUCH DO EVALUATORS GET PAID?

Table 1 shows the breakdown of earned income for survey respondents. Part time evaluators are excluded from these figures. Figures from the 2009 survey respondents are also compared to 2005 figures<sup>9</sup>.

The table shows that there is a very wide range of earned income for full time Evaluators. However, the income range for the middle 50% of Evaluators is only about \$25,000. Note that median income has not changed since 2005. It is, however, possible that the

<sup>9</sup> Borys, S., Gauthier, B., Kishchuk, N., Roy, S.N. (2005) *Survey of evaluation practice and issues in Canada*

median income for 2009 was lowered by a greater proportion of entry-level respondents.<sup>10</sup>

**Table 1: Evaluator income spread**

	2009 <sup>11 12</sup>	2005
Highest	> \$200,000	<i>Not available</i>
75 <sup>th</sup> percentile	\$87,500	<i>Not available</i>
Mean	\$77,625	<i>Not available</i>
Median	\$72,500	\$72,500
25 <sup>th</sup> percentile	\$62,500	<i>Not available</i>
Lowest	<\$30,000	<i>Not available</i>

The next three figures show the spread of Evaluator income divided according to various Evaluator qualities (number of years in evaluation, gender, and type of employer). Again, only full time evaluators are depicted here.<sup>13</sup>

*Figure 16* shows the spread of Evaluator income by experience in evaluation. As anticipated, median income rises with increased experience in evaluation. However, increases in median income appear to be greatest during earlier stages of an Evaluator’s career. For example, median income rises by \$15,000 from the “2 or less years” group to the “3-5 years” group, yet only by approximately \$5,000 when comparing the “8-10 years” group with the “11+ years” group. This raises a question for future research: ‘Do pay increases slow down later in an evaluator’s career, or is there another factor at work here?’

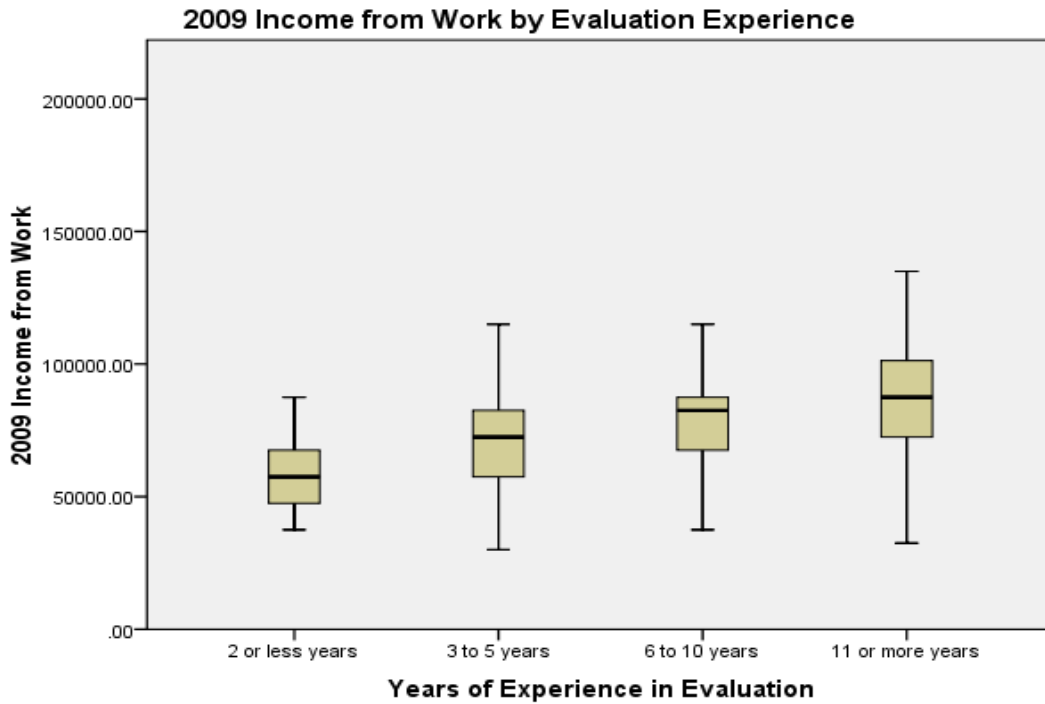
<sup>10</sup> In the Borys et al. study, 3% of respondents were self-defined as “junior officers / consultants”. While we did not ask for self-defined levels, we can assume that the 21% of respondents to this study who have been in evaluation for two or less years are primarily junior level.

<sup>11</sup> Part time evaluators (those who work less than 35 hours per week), are excluded from these figures.

<sup>12</sup> Income was measured in \$5,000 increments; the midpoints of the increments were used as estimates of income for the purposes of this analysis.

<sup>13</sup> For *Figures 16, 17, and 18*, the shaded box in the boxplot shows the middle 50% of the cases (those that are between the 25th and 75th percentiles). The majority of the other cases fall in the area bounded by the “whiskers” attached to the box. Outliers and extreme values have been omitted.

**Figure 16: 2009 Earned income by Evaluation experience**

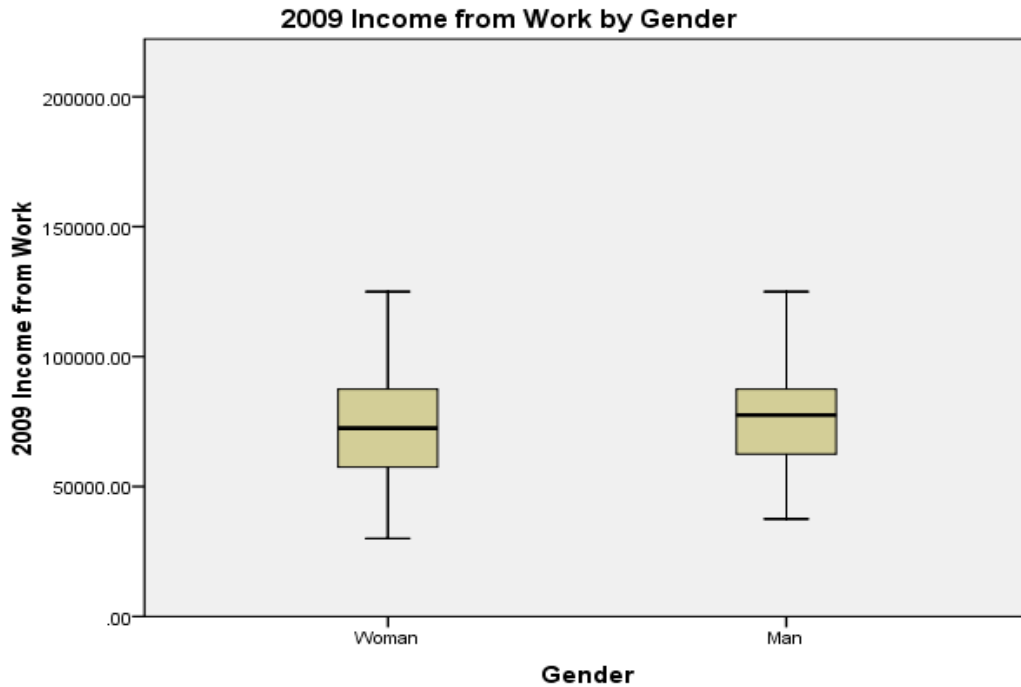


Figures include evaluators working 35 hours per week or more, on average. Outliers and extreme values are not shown.

Figure 17 shows the spread of Evaluator income by gender. Encouragingly, figures seem relatively close for both men and women in the field. However, median income for men (\$77,500) is approximately \$5,000 more than median income for women (\$72,500).<sup>14</sup>

<sup>14</sup> Note that this gender gap is potentially impacted by other factors (i.e., amount of experience, type of employer, etc.). Future releases will explore this finding in greater detail.

Figure 17: 2009 Earned income by gender

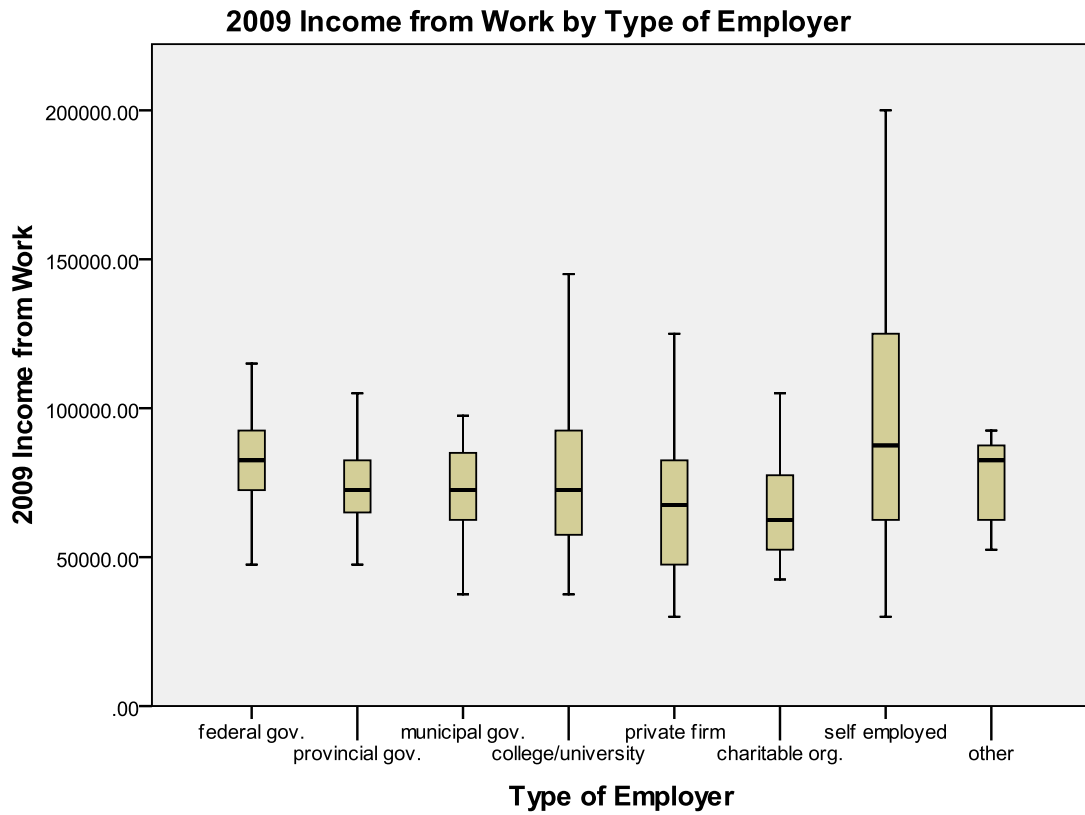


Figures include evaluators working 35 hours per week or more, on average. Outliers and extreme values are not shown.

Figure 18 shows income spread for each type of employer.<sup>15</sup> Self employed individuals have both the greatest spread of income and the highest median income (\$87,500).

<sup>15</sup> As only a small number of respondents identified international organizations as employers, these figures were suppressed to protect confidentiality.

Figure 18: 2009 Earned income by type of employer



Figures include evaluators working 35 hours per week or more, on average. Outliers and extreme values are not shown.

## 6. SATISFACTION

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In order to assess satisfaction, respondents were asked to rate their satisfaction with their compensation and working conditions, in addition to identifying how they feel they are treated at work. It is intended that this information will provide prospective evaluators with an overview of trends, and thereby promote the profession.

### 6.1 HOW SATISFIED ARE EVALUATORS WITH VARIOUS WORKPLACE FACTORS?

Survey respondents were asked to rate their satisfaction with various workplace factors on a five point scale, from 'extremely dissatisfied' to 'extremely satisfied'. Workplace factors considered include: level of pay; benefits offered; flexibility of working arrangements; and opportunities for growth and promotion.

*Figure 19* shows the percentage of Evaluators that are either satisfied or extremely satisfied with each of the workplace factors, in addition to the percentage of Evaluators that were (extremely) satisfied with their compensation overall. As seen, almost three quarters of Evaluators were, overall, satisfied. However, only half of evaluators were satisfied with their opportunities for growth and promotion.

**Figure 19: Satisfaction with workplace factors**

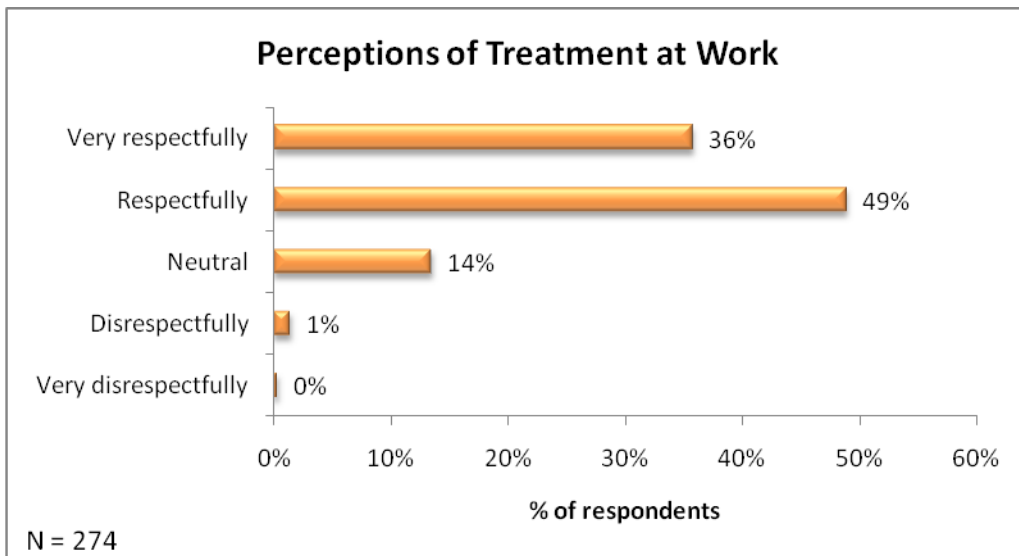


## 6.2 HOW ARE EVALUATORS TREATED AT WORK?

We used perception of treatment at work as a proxy indicator of satisfaction with working conditions. As the majority of self-employed person work alone, data for self-employed Evaluators was excluded.

As seen in *Figure 20*, the majority of respondents felt they were treated either respectfully or very respectfully (85%); very few respondents (1%) felt they were treated either disrespectfully or very disrespectfully; and the rest (14%) were neutral.

**Figure 20: Perceptions of treatment at work**



## 7. NEXT STEPS

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This report is a first step in what could become an ongoing process of information sharing and promotion of the evaluation profession. This may involve similar subsequent surveys every five years or so. Future plans for the current survey results include:

- **Presentation at CES Conference** – An application has been submitted to present results from this survey at the 2010 Annual CES Conference in Victoria, B.C. Should this application be accepted, we will use the conference time to:
  - Present in depth findings;
  - Discuss survey results, methodology, and utility;
  - Get suggestions for further analysis.
- **‘Evaluation in Focus’ Paper Series**– Over the next year, Cathexis will draft and disseminate a series of ‘Evaluation in Focus’ mini-reports using data from this survey. Each ‘Evaluation in Focus’ will be 2-3 pages in length, and focus on a specific theme related to evaluator compensation, such as: career stage, gender, and employer type.

We are also open to feedback from the evaluation community regarding what information you would like to get from this survey and in what format. There will be opportunities to discuss suggestions at the CES conference. In addition, feel free to contact Cathexis with your suggestions.<sup>16</sup>

In addition, Cathexis is interested in supporting future iterations of this survey in order to collect updated information and identify trends over time.

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<sup>16</sup> Contact Adina Jacobson, by e-mail [adina@cathexisconsulting.ca](mailto:adina@cathexisconsulting.ca), or by telephone 416.469.9954 x.232.

## APPENDIX A: QUESTIONNAIRE

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### Compensation Study for Canadian Evaluators

#### Introduction:

##### ***Purpose of this Survey***

Thank you for accessing this survey about compensation of Canadian evaluators at different stages of their career. There is currently little information available regarding compensation for evaluators. We hope to fill that knowledge gap through the findings of this compensation survey that collects information about different forms of compensation, including salary, benefits, and working environment.

This survey is being conducted by Cathexis Consulting Inc., a Canadian program evaluation company that is committed to furthering the field of evaluation.

We intend to share the results with the broader Canadian evaluation community in hopes that they will help us, collectively, to:

- Promote evaluation as an attractive and viable career option;
- Promote compensation equity across the profession; and
- Study trends in compensation over time.<sup>17</sup>

##### ***Completing the Survey***

The survey takes approximately 10 minutes to complete. You have the option to begin the survey and resume it at a later time. You can do this by closing your browser window and returning to the same web address at a later time. However, you must complete the survey from the same computer with which you started the survey.

We will keep the survey open until October 9, 2009 October 16, 2009. However, those who complete the survey by September 24, 2009 will be entered into a draw to win a \$50 gift certificate for Chapters/Indigo.

##### ***Privacy and Confidentiality***

The information you provide will be treated confidentially. Only aggregate results will be presented. This survey does not record your name, IP address, or any other identifying information.

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<sup>17</sup> To facilitate comparisons over time, many of the survey questions were adopted from Borys, S., Gauthier, B., Kishchuk, N., Roy, S.N. (2005) *Survey of evaluation practice and issues in Canada*. Paper presented at the Joint CES/AEA Conference, Toronto, October 26, 2005. We are grateful to the authors of this paper for their groundbreaking work.

\*\*To see a full copy of our privacy policy, please click [here](#) (for English) or [here](#) (for French).

***Accessing Findings***

Preliminary findings will be presented at the Canadian Evaluation Society Ontario Chapter conference (October 1-2, 2009). We also intend to present the results at the 2010 CES conference, and to post the complete findings on the Grey Literature Database on the CES website.

In appreciation of your contribution to the survey, we will send you the research report via e-mail as soon as it is publicly available. (At the end of the survey you will be taken to a separate survey in which you may submit your e-mail address. This will ensure that your e-mail address is not connected to your survey responses.)

***Consent***

By completing this survey you are consenting to participate in this study.

***Contact Information***

If you have any questions or wish to discuss this survey, please contact Adina Jacobson at Cathexis Consulting by telephone at 416.469.9954 ext. 232 or by e-mail at [adina@cathexisconsulting.ca](mailto:adina@cathexisconsulting.ca) .

## Shared Computer?

### 1. Do other people use your computer?

- Yes
- No

## Information for Respondents with Shared Computers

Please delete your webpage history (including all cookies) when you are finished the survey. This will keep other users of your computer from seeing your results as well as let other users of your computer complete the survey. Once you have deleted your webpage history you will no longer be able to resume a partially completed survey.

For information on how to delete webpage history, check the help menu of your internet browser. You may also contact Adina Jacobson at Cathexis Consulting by telephone at 416.469.9954 ext. 232 or by email at [adina@cathexisconsulting.ca](mailto:adina@cathexisconsulting.ca).

## Current Employment

These initial questions will help us tailor the survey to your current employment situation.

### 2. Are you currently working in the evaluation field?

- Yes → Go to question 5
- No → Go to question 3

### 3. How would you describe your current employment situation?

- I am working in a different field
- I am unemployed and looking for work
- I am retired
- I am on long term leave (e.g., parental leave, long term disability, etc.)
- I am in school
- I am not in the labour market (e.g., taking a break between jobs, travelling for an extended period, raising a family, etc.)
- Don't know / no answer
- Other (please specify)

### 4. Have you worked or will you work in the evaluation field during 2009?

- Yes → Go to question 5
- No → Go to question 34

### 5. Are you...?

- Self employed
- Employed by an employer
- Both self employed and employed by an employer? (i.e., work on independent contracts in addition to more regular employment)
- Don't know/no answer

### 6. Do you have...?

- 1 job
- More than 1 jobs

### **Evaluators with Multiple Positions**

Please respond to all further questions (including current position, employer, and compensation information) in light of the evaluation-related position on which you spend the most time. If you spend equal amounts of time on more than one evaluation-related position, please select one and respond in light of only that position.

### **Current Employment**

#### **7. Are you...?**

- A permanent employee
- A term / contract employee
- Not applicable (e.g., You are self employed)
- Don't know / no answer

**8. If you wish to explain any of your answers, please do so here.**

### **Employer Information**

#### **9. Which of the following categories best describes your employer?**

- Federal government
- Provincial / territorial government
- Municipal government
- College / University
- Private firm
- Charitable organization or not-for-profit organization
- International organization
- Self employed
- Don't know / no answer
- Other (please specify)

#### **10. In which region is your current workplace located?**

- Alberta
- British Columbia
- Manitoba
- New Brunswick
- Newfoundland and Labrador
- Northwest Territories
- Nova Scotia
- Nunavut
- Ontario (other than Ottawa area)
- Ottawa-Gatineau
- Prince Edward Island
- Quebec (other than Gatineau area)
- Saskatchewan
- Yukon

- Don't know / no answer
- Other (please specify)

**11. How many people are currently employed by your employer?  
[IF YOU WORK IN A DEPARTMENT WITHIN A LARGER ORGANIZATION,  
PLEASE SPECIFY THE NUMBER OF EMPLOYEES FOR THE WHOLE  
ORGANIZATION.]**

- Self-employed, with no other staff
- Less than 50
- 50 to 499
- 500 or more
- Don't know / no answer

**12. If you wish to explain any of your answers, please do so here.**

**Current Positions**

These questions ask about your current position, including your role and responsibilities. Your answers will help us to interpret the compensation data.

**13. What is your position title? \_\_\_\_\_**

**14. Are you primarily...?**

- A user of evaluation results
- A producer of evaluation results for your own organization
- A producer of evaluation results for organizations other than your own
- A researcher on evaluation
- Don't know / no answer
- Other (please specify)

**15. How many hours per week do you work, on average?**

**16. For how many hours per week are you paid, on average? \_\_\_\_\_  
(If you are self employed, please skip this question.)**

**17. How much of your working time do you spend on evaluation or  
evaluation-related activities (including performance measurement)?**

- None
- Less than 50%
- About 50%
- More than 50%
- About 100%
- Don't know / no answer

**18. What other types of work do you do? (Please select all that apply.)**

- Management and supervision of staff
- Policy development (not evaluation-related)
- Organizational development
- Organizational review
- Program planning / development / delivery
- Teaching, training, and/or coaching (not evaluation-related)

- Research (applied, academic, market) (not evaluation-related)
- Group facilitation (not evaluation-related)
- Not applicable - all of my work is evaluation-related
- Don't know / no answer
- Other (please specify)

**19. Which of the following responsibilities are part of your current position? (Please select all that apply.)**

- Securing resources for evaluation (e.g., grant or proposal writing)
- Developing organizational policy for evaluation
- Planning an evaluation
- Data collection
- Data analysis
- Presenting evaluation results (including report writing)
- Project management
- Managing evaluation contracts
- Teaching others about evaluation
- Research about evaluation
- None of the above
- Don't know / no answer
- Other evaluation-related responsibility (please specify)

**20. In which language(s) do you work? (Please select all that apply.)**

- English
- French
- No answer
- Other (please specify)

**21. If you wish to explain any of your answers, please do so here.**

## Compensation

This section asks about compensation related to your work, including salary, benefits, and working environment.

### 22. Approximately how much is your expected work income for 2009?

**[EXCLUDE REVENUES OTHER THAN WORK-GENERATED. INCLUDE INCOME BEFORE TAXES, INCLUDING BONUSES AND PROFIT SHARING]\***

- < \$30,000
- \$30,000 - < \$35,000
- \$35,000 - < \$40,000
- \$40,000 - < \$45,000
- \$45,000 - < \$50,000
- \$50,000 - < \$55,000
- \$55,000 - < \$60,000
- \$60,000 - < \$65,000
- \$65,000 - < \$70,000
- \$70,000 - < \$75,000
- \$75,000 - < \$80,000
- \$80,000 - < \$85,000
- \$85,000 - < \$90,000
- \$90,000 - < \$95,000
- \$95,000 - < \$100,000
- \$100,000 or more → Answer question 23, then go to question 24
- Don't know / no answer → Answer question 23, then go to question 26

Answer question 23, then go to question 26

\*IF YOU HAVE WORKED/WILL WORK ONLY PART OF 2009 (due to parental leave, long term disability, unemployment, etc.), please indicate your usual annual income (i.e., the income you would have received if you had not been away).

\*IF YOU ARE SELF-EMPLOYED, exclude income used to pay for business-related expenses such as equipment, supplies, office rent, or subcontracts. (You may use an estimate if necessary.)

### 23. If you wish to explain your answer, please do so here.

### 24. And, your expected work income in 2009 will fall into which of the following categories?

- \$100,000 - < \$110,000
- \$110,000 - < \$120,000
- \$120,000 - < \$130,000
- \$130,000 - < \$140,000
- \$140,000 - < \$150,000
- \$150,000 - < \$160,000
- \$160,000 - < \$170,000
- \$170,000 - < \$180,000
- \$180,000 - < \$190,000
- \$190,000 - < \$200,000
- \$200,000 or more
- Don't know / no answer

### 25. If you wish to explain your answer, please do so here.

**26. Please indicate how much of the following benefits are offered as part of your paid employment. If an option does not apply to you, please indicate '0'.**

Paid vacation (number of days) \_\_\_\_\_

Annual bonuses and/or profit sharing (approximate value) \_\_\_\_\_

**27. Please indicate which of the following benefits are offered as part of your paid employment. (Please select all that apply.)**

- Paid statutory holidays
- Paid sick days
- Paid personal days (including days off for appointments, to care for sick family members, for special occasions, etc.)
- Pension or RRSP contributions
- Supplementary Employment Insurance benefits (e.g., Parental leave top-up)
- Group extended health and dental insurance
- Life insurance
- Disability insurance
- Fitness/health club membership
- Subsidized commuting (e.g., transit pass, paid parking, vehicle allowance)
- Paid Canadian Evaluation Society (or other relevant) membership
- Budget for professional development / tuition reimbursement
- Paid time to pursue professional development opportunities
- None of the above
- Don't know/no answer
- Not applicable (i.e., self-employed)
- Other (please specify)

**28. Your workplace offers... (Please select all that apply.)**

- Casual dress
- Flex or bankable hours
- The option to telecommute / work from home
- Employee assistance program
- Opportunity to work with other evaluators
- None of the above
- Don't know / no answer
- Not applicable (i.e., self employed)
- Other (please specify)

**29. In general, do you feel that your workload is...?**

- Much too light
- Too light
- Just right
- Too heavy
- Much too heavy
- Don't know / no answer

**30. In general, how do you feel that you are treated at work?**

- Very respectfully
- Respectfully
- Neutral
- Disrespectfully

- Very disrespectfully
- Not applicable – I work on my own
- Don't know / no answer

**31. How much opportunity for advancement is there at your workplace?**

- No opportunity for advancement
- Very limited opportunity for advancement
- Some opportunity for advancement
- Substantial opportunity for advancement
- Don't know / no answer

**32. How satisfied are you with each of the following aspects of your current employment?**

	Extremely dissatisfied	Dissatisfied	Neutral	Satisfied	Extremely satisfied	Not applicable	No answer
My level of pay							
The benefits provided by my employer							
The flexibility of my working arrangements							
The opportunities for growth and promotion available to me							
My compensation, overall (including salary, benefits, and other workplace factors)							

**33. If you wish to explain any of your answers, please do so here.**

**Personal Information**

The following personal information will help us to interpret your responses.

**34. What do you identify as?**

- Woman
- Man
- Trans or otherwise gendered
- No answer

**35. In what year were you born? \_\_\_\_\_**

**36. How many years of work experience do you have in evaluation?**

- Less than 1 year
- 1 or more years (Please specify the number of years you have been in evaluation)

**37. How many years have you been in the work force in total?**

- Less than 1 year
- 1 or more years (Please specify the number of years you have been in the workforce.)

**38. What is the highest level of education you have ever completed?**

- Secondary school graduation certificate or equivalent
- Trades certificate

- College diploma
- University certificate or diploma below a Bachelor level
- University Bachelor's degree
- University post-graduate certificate
- University professional degree (MD, LLB, MBA, DDS, DMD, DVM, OD, Engineer, etc.)
- University Master's degree (not including professional degrees)
- University Doctoral degree (not including professional degrees)
- University post-doctorate work
- No answer
- Other (please specify)

**39. What was/were your field(s) of study?** \_\_\_\_\_

**40. If you wish to explain any of your answers, please do so here.**

### **Additional Comments**

We would like to make survey responses available in an anonymous database so that other researchers may access the data and compare findings. If you indicate 'yes', your responses will be included in that database as well as the aggregate report we prepare from this survey. If you indicate 'no', your responses will still be used in the aggregate report, but will not be included in the public database.

**41. Do you agree to your responses to this survey being included in an anonymous public database that may be made available to other researchers?**

- Yes
- No

**42. If you have any additional comments, please enter them here.**

### **Survey Distribution**

Thank you for contributing to this survey about evaluator compensation in Canada. To receive a copy of the survey findings please click on the following link. This link will take you to a separate survey so that your e-mail address will not be connected with your survey responses.

[Click here to enter your e-mail address](#)

### **Thank you**

Thank you for your input. If you have any questions regarding this survey, please contact Adina Jacobson from Cathexis Consulting by telephone at 416.469.9954 ext. 232 or by e-mail at [adina@cathexisconsulting.ca](mailto:adina@cathexisconsulting.ca).

**Important!** We suggest that you delete your webpage history (including all cookies), as is recommended whenever you share sensitive information through your internet

browser. For information on how to delete webpage history, check the help menu of your internet browser. You may also contact Adina Jacobson at Cathexis Consulting for assistance.