CANADIAN MUSEUMS ASSOCIATION

WORKPLACE DIVERSITY SURVEY

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The Canadian Museums Association (CMA) is excited to present the first installment of the Workplace Diversity Survey's results. This essential quantitative investigation delves into the representational diversity among Canadian museum staff, offering a significant snapshot while recognizing that it cannot encompass the entire heritage sector in Canada. The survey emphasizes the crucial need for continued progress toward diversity, equity, and inclusion.

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Ce rapport est disponible en français.

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Introduction

The Canadian Museums Association (CMA) is excited to present the first installment of the Workplace Diversity Survey's results. This bilingual survey was inspired by the ground-breaking study conducted by the Andrew W. Mellon Foundation, the Association of Art Museum Directors (AAMD), and the American Alliance of Museums (AAM) in the United States. This essential quantitative investigation delves into the representational diversity among Canadian museum staff, offering a significant snapshot while recognizing that it cannot encompass the entire heritage sector in Canada. The survey emphasizes the crucial need for continued progress toward diversity, equity, and inclusion. Through this effort, the CMA aspires to establish a foundation for regular surveys and qualitative research projects that will drive measurable change and highlight the necessity for unwavering, collective action to cultivate a diverse and inclusive museum landscape in Canada.

This study aims to create a baseline for evaluating representation and inclusion within Canada's heritage sector. The results of this survey and its subsequent iterations will equip policymakers with the evidence needed to devise credible and impactful policies that promote fairness and equity within the sector. It is anticipated that these findings will drive evidence-based policymaking across all areas, including human resources, finance, curation, and visitor experience, throughout Canada's heritage sector.

Recent socio-political, economic, public health, and environmental crises worldwide have exposed systemic shortcomings in government and private-sector efforts to foster a representative, just, and equitable society. Crucial moments of public reckoning in recent years have fueled a renewed focus on social justice and equity across North America and beyond. The #MeToo Movement in 2017, George Floyd's murder in 2020, the 2010-2017 Bruce McArthur serial killings that predominantly targeted racialized, queer individuals in Toronto, and the recovery of unmarked graves at the former Kamloops Indian Residential School in British Columbia in 2021 have all sparked a profound examination of societal structures and institutions.

An intersectional approach can enhance the outcomes of equity-focused initiatives currently being pursued by some museums in Canada's heritage sector. By adopting this lens, organizations can delve deeper into questions concerning the efficacy of their policies in promoting diversity, equity, and inclusion. This perspective encourages a comprehensive examination of representation within Canadian museums, both in terms of collections and staff, and the resulting impact on decolonization and material benefits for equity-deserving groups.

By transcending race- and gender-based frameworks, an intersectional lens enables museums to develop policies that consider heritage workers' relative power across all aspects of their identity. The CMA Diversity Survey is intended to emphasize the fluid and socially constructed nature of identity categories such as race, gender, and class, encouraging heritage institutions to embrace other dimensions like Indigeneity, ability, sexuality, gender expression, immigration status, and religion. In turn, this will allow the sector to create policies that genuinely address and dismantle systems of oppression, such as racism, sexism, ableism, and heterosexism.[1]

Ultimately, the CMA Diversity Survey serves as an initial step on a long, multi-faceted journey towards a more equitable, just, and inclusive heritage sector in Canada.

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[1] Hankivsky, Olena and Cormier, Renee. "Intersectionality and Public Policy: Some Lessons from Existing Models," *Intersectionality Research*, Vol. 64, issue 1 (2010): 217-229.

Acknowledgements

Methodology

To elicit participation in the survey, communications were sent out to CMA members and members of the Provincial and Territorial Museums Associations (PTMAs). The survey was only shared with institutions that had expressed interest in participating in the exercise. Executive Directors or Chief Executive Officers of institutions were required to sign up for the survey during the registration period, which lasted from December 7, 2022, to January 20, 2023.

Upon registration, institutions received a link to the survey, which was to be shared with their permanent and contractual staff (full-time and part-time), interns, and volunteers. The survey opened for responses on January 3 on the Sogolytics online survey platform. To be included in the analysis, at least 66% of an institution's staff needed to participate. The full survey questions can be found in the Appendix. Responses were completely anonymous, and the analysis was done at the meta-level to protect the privacy of participants.

During the registration period, the CMA conducted two virtual bilingual webinar sessions to raise awareness about the survey and address any questions or concerns from interested institutions. Additionally, the CMA posted details about the survey, including FAQs, on its website and sent reminders to participating institutions to increase staff participation.

Originally scheduled to end on February 14, the survey period was extended until March 1 to boost response rates. Throughout the survey period, CMA sent reminders to participating institutions to encourage staff participation. Initially, 68 institutions with approximately 1,800 staff signed up for the survey. However, only 17 institutions with 371 staff were included in the final analysis, as their response rates exceeded the 66% threshold.

Although our sample may not fully represent the entire museum sector, it serves as an important starting point. The survey results offer insights into how we can work towards a more balanced sample in the future, by ensuring that institutions signing up for the survey encourage staff participation and achieve statistically significant levels of engagement. Had the initial number of institutions that

registered for the survey successfully ensured a significant level of staff participation, our sample would have been more balanced and representative. Moving forward, we will use this experience to refine our survey approach and work towards a more comprehensive understanding of the museum sector across various regions.

Region	No. of Institutions	Total Survey Responses	Total No. of Employees
Atlantic Canada	2	12	17
Quebec	1	3	4
Ontario	5	78	97
Prairies	6	143	192
British Columbia	3	45	61
Total	17	281	371

Museum Size	No. of Institutions	Total Survey Responses	Total No. of Employees
Small (1-10 employees)	7	26	32
Medium (11-50 employees)	8	127	164
Large (>50 employees)	2	128	175
Total	17	281	371

Key Findings

1. **The age distribution analysis within our survey sample reveals a predominantly younger workforce, with the majority of employees aged between 25 and 54.**

   Older individuals, particularly those aged 65 and above, are noticeably underrepresented. Anecdotally, this age distribution does not seem to align with the reality of museums, suggesting that the sample may not be representative. Further research is needed to establish a more accurate understanding of the age distribution of museum workers and how it compares to demographic patterns in Canada's workforce. This age distribution implies potential challenges in workplace dynamics, knowledge transfer, and intergenerational collaboration within the museum sector. It is essential to delve deeper into the underlying factors contributing to this age distribution, the experiences of older museum workers, and the potential impact of age diversity on the sector's innovation, creativity, and resilience.

2. **Career progression patterns reveal that full-time staff with longer tenures tend to receive more promotions, suggesting experience and commitment play a role in career advancement.**

   However, visible minorities exhibit the lowest average number of promotions, indicating potential barriers to their career progression. A steeper trendline for cis-gender men implies that their career advancement is more closely linked to tenure compared to cis-gender women. These findings warrant further investigation to understand the factors shaping career trajectories and barriers faced by underrepresented groups within the museum sector.

3. **Non-unionized positions tend to be concentrated in higher salary bands, while unionized positions are more prevalent in mid-range salary bands.**

   This suggests that unions may effectively advocate for competitive wages for a larger number of employees, ensuring a more equitable distribution of salaries. However, given the limitations of our sample, it is essential to conduct further research to fully comprehend the impact of unions on salary distribution, career progression, job security, and employee satisfaction. This will help assess the role of unions in addressing wage disparities and advocating for better working conditions across diverse job roles and employee groups within the museum sector.

4. **Minority demographic groups tend to be concentrated in middle to upper-middle salary bands, while cis-gendered women and men not belonging to minority groups show a more even distribution across salary bands, with higher representation in the upper-middle to high salary bands**.

   Indigenous respondents, persons living with disabilities, and visible minorities show lower representation in higher salary bands, suggesting potential barriers to career advancement and pay equity. Similarly, 2SLGBTQI+, non-cis-gendered respondents, and landed immigrants display limited presence in the highest salary bands, indicating potential challenges in accessing top-tier positions. This analysis underscores the need for further research to better understand the factors contributing to these disparities and identify strategies to promote equal opportunities and pay equity for all employees in the museum sector.

5. **The survey results indicate a diverse and inclusive representation of gender and sexual orientation among respondents when compared to the broader Canadian population.**

A majority of the respondents identify as cisgender women, aligning with the 2017 Government of Canada Survey of Heritage Institutions. Notably, the survey reveals a higher percentage of 2SLGBTQI+ individuals within the surveyed group compared to the national average. Although there are limitations in measuring the true number of 2SLGBTQI+ individuals due to prevailing stigma and cis heteronormativity, the data suggests an inclusive environment within the surveyed group. Further research is recommended to explore factors contributing to the representation and experiences of different gender and sexual orientation identities in the museum sector.

6. **Approximately 4.6% of respondents identified as Indigenous, emphasizing the need for further investigation into workplace diversity and equity in the museum sector from an intersectional perspective.**

   Caution must be exercised while extrapolating conclusions, as census data may not accurately represent the true number of Indigenous persons due to historical factors and undercounts. Further research is suggested to understand the representation, experiences, and challenges faced by Indigenous individuals in the museum sector and to assess the effectiveness of existing policies and programs for promoting their engagement.

7. **Approximately 11% of respondents identified as landed immigrants, a proportion lower than the national average reported in the 2021 Census[2].**

   While not attempting to make a statement on the entire museum sector, this difference raises questions about the representation and experiences of landed immigrants in the field. Further research is suggested to explore potential barriers, outreach efforts, and the effectiveness of diversity training programs in promoting an inclusive work environment. Additionally, investigating the impact of mentorship, professional development, and the representation of diverse cultural perspectives in the museum sector can help inform strategies to attract and retain a more diverse workforce, including landed immigrants, to better reflect the Canadian population.

8. **Approximately 10% of respondents identified as persons living with disabilities, emphasizing the importance of understanding their experiences and representation in the museum sector.**

   Further research is suggested to explore the availability and effectiveness of accommodations, support services, and inclusive practices for employees with disabilities. Additionally, investigating recruitment, hiring, and retention practices, as well as the impact of accessible museum environments, can help identify opportunities for improvement in attracting and supporting a diverse workforce.

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[2] Statistics Canada, "Immigration," Census Engagement, accessed June 5, 2023, https://www.statcan.gc.ca/en/census/census-engagement/community-supporter/immigration

9. **Nearly 13% of respondents identified as visible minorities, which is lower than the 2016 Canadian average of approximately 25%.**

   This indicates a need for further research to explore how the museum sector can better support the recruitment, retention, and professional development of individuals from visible minority backgrounds. Additionally, analyzing the extent to which museum programming and exhibitions reflect the diverse perspectives and lived experiences of visible minority communities in Canada can contribute to fostering a more inclusive and representative museum environment.

10. **There was a higher proportion of respondents with no religious affiliation or secular perspectives, and an underrepresentation of certain religious groups, such as Muslims and Hindus, compared to the Canadian average.**

    Further research should focus on investigating the impact of religious and spiritual diversity on museum programming and exhibitions, exploring how museums can create inclusive spaces for visitors and employees with diverse religious backgrounds, analyzing the representation of different religious affiliations in museum leadership, and examining the role of museums in promoting interfaith and intercultural understanding.

11. **Our findings underscore a profound adaptability amongst museum staff, with many assuming multiple roles within their institutions.**

    This is especially predominant within smaller institutions, which indicates they are grappling with capacity challenges. Yet, intriguingly, no explicit correlation exists between the multiplicity of roles and wage levels. This exploratory journey must continue, probing deeper into the complex intersection of museum size, staff roles, and critical factors like gender, racial identity, and disability status.

12. **Our limited data paints a concerning, yet inconclusive picture of potential wage disparities and role saturation within the museum sector.**

    Entry-level staff may experience wage variations across departments and museum sizes, while smaller museums might face challenges in offering diverse roles and competitive pay. These preliminary insights highlight the need to investigate compensation structures and career progression pathways, paving the way to a more equitable and sustainable museum sector.

13. **The data shows higher education often correlates with higher salaries and promotions, particularly in senior museum roles.**

    Yet, its influence diminishes in entry and mid-level positions, and it may unintentionally gatekeep key positions. There is also an underrepresentation of marginalized groups among those with advanced degrees, flagging equity concerns. The sector needs a deeper understanding of these dynamics, and a call to action: developing inclusive professional standards and diverse career pathways to ensure equitable progression opportunities.

14. **Our data reveals a prevalence of unpaid internships and volunteer roles in the museum sector, primarily in larger institutions.**

    This lack of compensation may discourage involvement, particularly from underrepresented groups, limiting diversity in the future museum workforce. Hence, a thorough, sector-wide review of remuneration structures for museum interns and volunteers is crucial.

Overview

The CMA Workplace Diversity Survey serves as an essential starting point for understanding the current state of diversity, equity, and inclusion within Canada's heritage sector. This initial analysis provides valuable insights into the representation of various demographic groups, highlighting areas where further research and action are required to create a more inclusive and equitable museum landscape in Canada. By adopting an intersectional approach, the museum sector can better address the unique challenges faced by different demographic groups and work towards dismantling systemic barriers in the pursuit of a truly diverse, inclusive, and equitable heritage sector.

By embracing an intersectional approach, the museum sector can rise to the challenge of addressing the unique complexities faced by different demographic groups and strive to dismantle the systemic barriers that have long overshadowed the pursuit of true diversity, inclusion, and equity. By examining and addressing the disparities in representation, career progression, and experiences of diverse museum workers, the sector can not only create more inclusive spaces for employees and visitors but also enrich the cultural experiences offered by museums. In doing so, Canadian museums will be better equipped to contribute to a more equitable, just, and inclusive society.

As we delve deeper, the intersectional lens becomes a powerful tool to not only reveal but also comprehend the unique complexities that different demographic groups face. It is a call to action for the museum sector to confront and dismantle the systemic barriers that have historically hindered the pursuit of true diversity, inclusion, and equity. This pursuit is not just about representation, it is about reshaping the cultural landscape, and about creating a heritage sector that mirrors the diverse society it serves.

Moreover, the disparities highlighted through this survey bring to the fore the importance of reassessing the lived experiences of diverse museum workers. Every role, every career progression, every disparity is a thread in the larger tapestry of the museum sector's narrative. By addressing these disparities, we are not just rectifying injustices; we are enriching the fabric of our institutions, creating a more vibrant, resilient, and inclusive heritage sector.

In conclusion, the role of museums in our society is evolving, transcending their traditional function as repositories of art and history. They are becoming spaces of social discourse, cultural exchange, and learning, reflecting the diversity and complexity of the societies they serve. Thus, our quest for a more equitable, just, and inclusive museum sector is not just about rectifying the present but about shaping the future—a future where every voice is heard, every story is told, and every experience is valued.

Survey Results

Age Distribution

The age distribution across all workers, including permanent and contractual staff, interns, and volunteers, predominantly falls between the ages of 25 and 54. The largest age groups in this category are 30-34 (36 employees) and 25-29 (33 employees), with a median age of 41.

Age Distribution (All Workers, n=275)
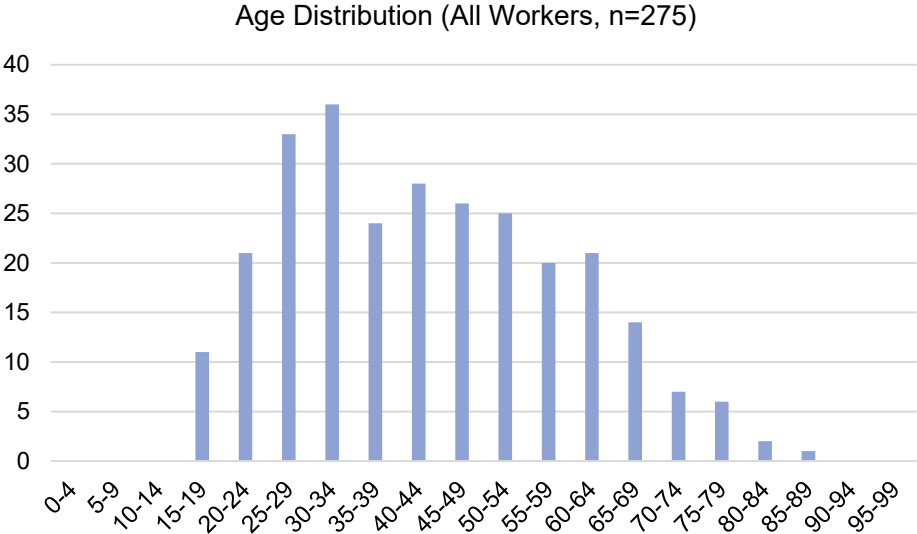
In comparison, for staff consisting of permanent and contractual personnel only, the significant concentration lies between ages 20 and 54, with the largest age groups being 30-34 (35 employees) and 25-29 (31 employees) and a median age of 40.

Age Distribution (Staff; n=231)
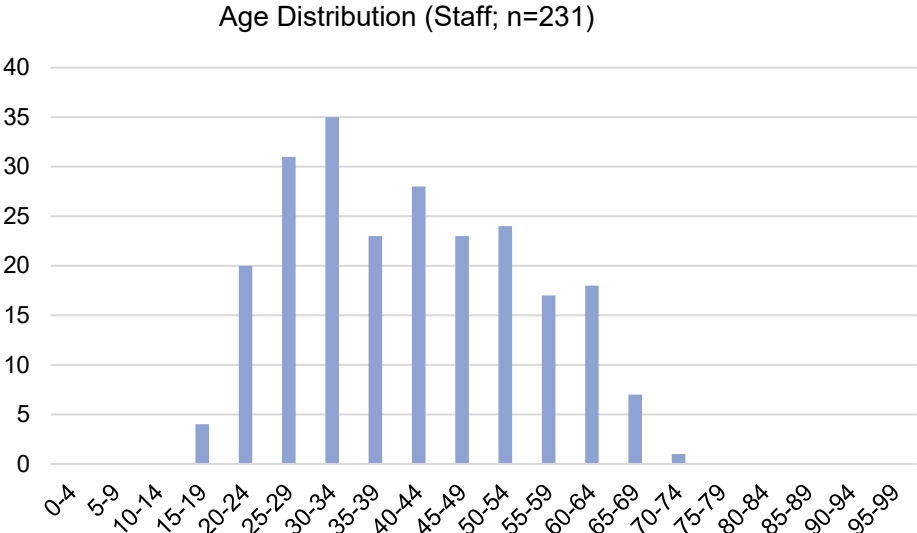
When focusing solely on permanent staff, the age distribution remains heavily centered between ages 20 and 54. The most prominent age group is 30-34 (24 employees), with a median age of 42. The 40-44 and 25-29 age groups follow closely with 27 and 20 employees, respectively.

In all three categories, there is a noticeable decrease in staff representation for those aged 65 and above, with no employees aged 75 or older.

Frequency (Permanent Staff; n=185)

Based on the above and considering Canada's overall workforce, we can conclude that the respondents represent a generally younger workforce compared to the broader Canadian population. There is a significant concentration of employees aged between 20 an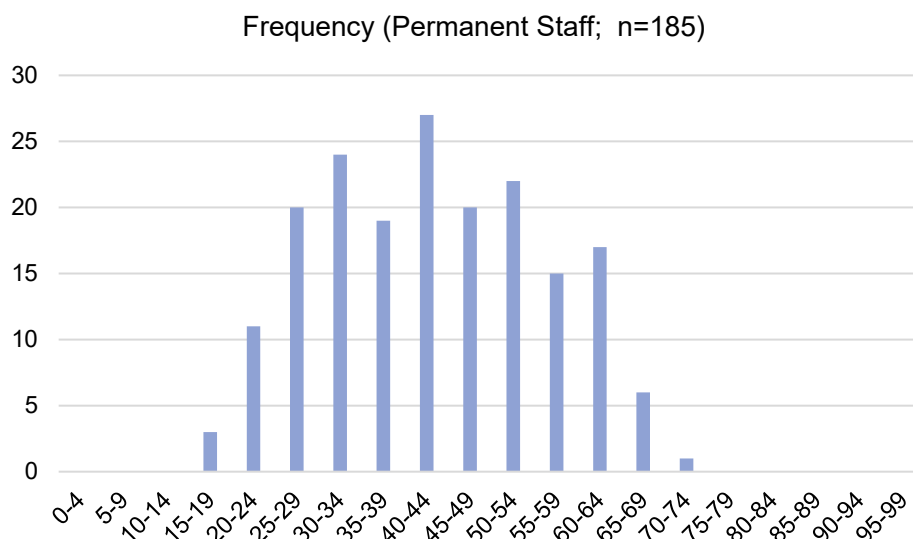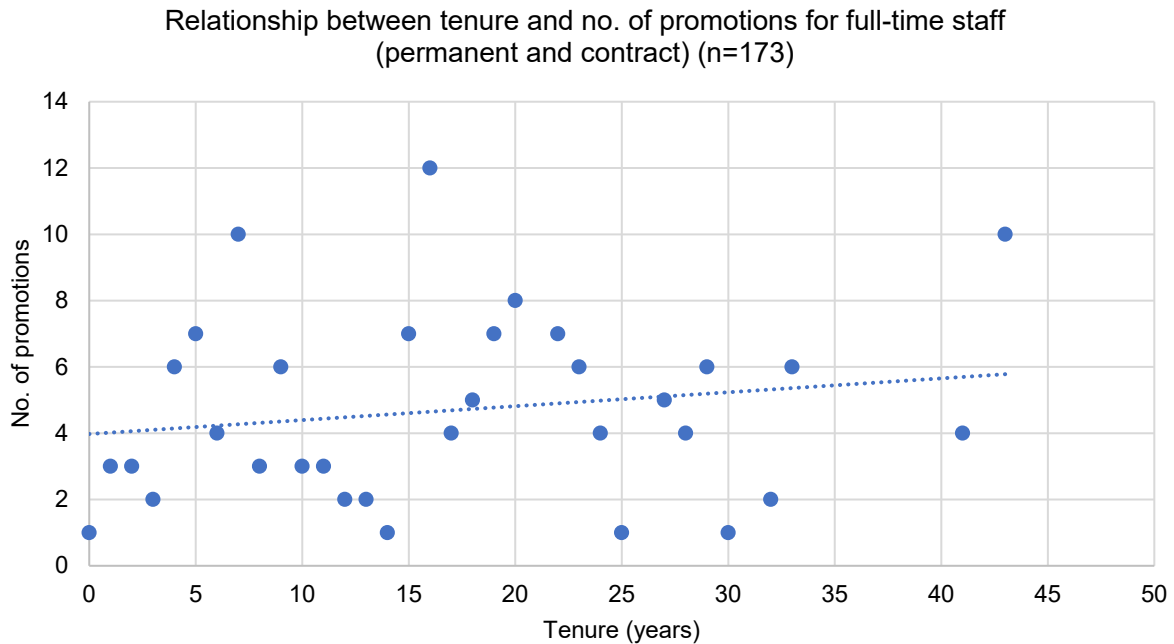d 54, while older individuals, particularly those aged 65 and above, appear to be underrepresented. The median age of the different categories within the survey respondents (41 for all workers, 40 for staff, and 42 for permanent staff) highlights the comparatively younger profile of the survey respondents' workforce.

Potential avenues for further research:

- *Investigate the factors contributing to the younger age distribution among museum workers, including recruitment practices, career development opportunities, and the impact of contract or temporary employment.*
- *Examine the experiences of older museum workers (aged 65 and above) in the sector, focusing on challenges, opportunities, and strategies for retaining and supporting this demographic.*
- *Assess the potential implications of the age distribution on workplace dynamics, knowledge transfer, and intergenerational collaboration within the museum sector.*
- *Examine the potential impact of age diversity on the innovation, creativity, and resilience of museums, considering the varied perspectives and experiences brought by workers of different ages.*
- *Compare the age distribution of museum workers to other sectors to identify trends, challenges, and best practices for promoting age diversity and inclusivity across industries.*

Career Progression

Relationship between tenure and no. of promotions for full-time staff
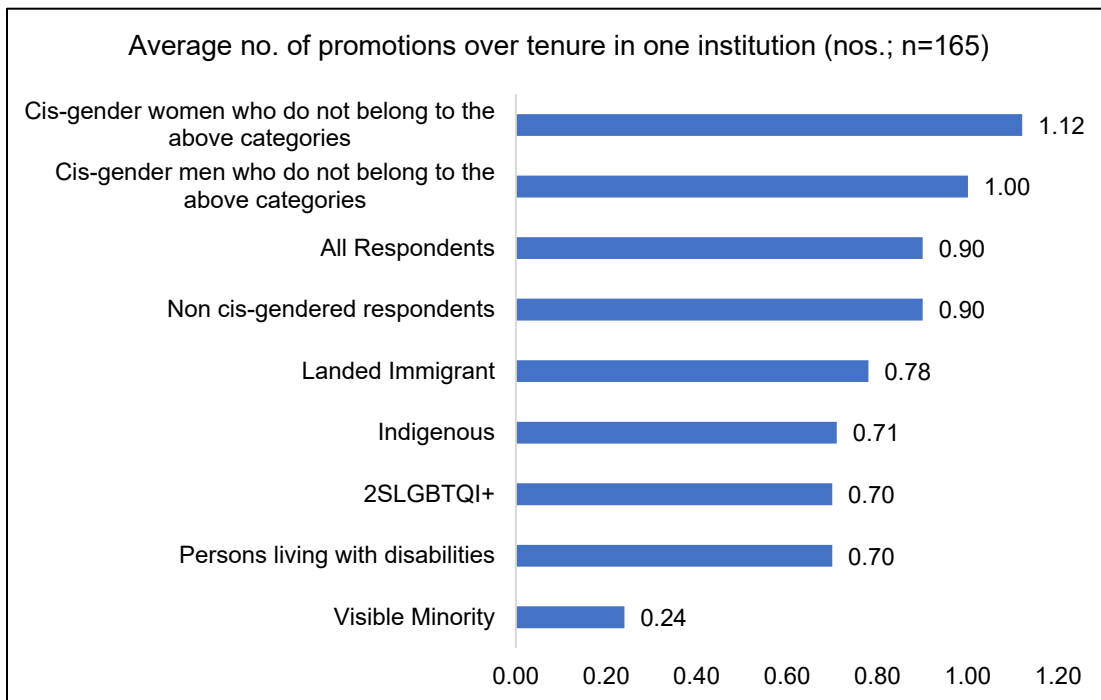(permanent and contract) (n=173)

The scatter plot reveals a slight upward trend between tenure and the number of promotions received, indicating that full-time staff (permanent and contractual) with longer tenures tend to receive more promotions. For instance, employees with 15 to 20 years of tenure generally have a higher number of promotions compared to those with shorter tenures. This trend suggests that experience and commitment to the organization might play a role in career advancement. However, it is important to note that there are exceptions to this trend. In some cases, employees with shorter tenures, such as 7 years, have received more promotions than those with longer tenures, like 30 years. These outliers could be due to various factors, such as exceptional performance, rapid skill development, or taking on roles with greater responsibility.

Due to the limited sample size of just 19 part-time staff, we were unable to perform a comprehensive analysis or conclusively identify a trend regarding the relationship between tenure and promotions for this group.

No noticeable correlation was observed between tenure and promotions for 2SLGBTQI+ staff, indicating that the relationship between these variables is not clearly defined in this group. We were unable to estimate correlation between number of promotions and tenure for respondents that did not identify as cis-gender, because of the small sample size. Similarly, we were not able to conduct this particular analysis for other groups like Indigenous respondents, visible minorities, and persons living with disability. However, this must be an avenue for further research, by a qualitative research methodology if necessary.

Nonetheless, we were able to analyze average tenure and average number of promotions per demographic group. Our results were as follows:

Average tenure (years; n=165)

Category	Value
Cis-gender men who do not belong to the above categories	14.00
Cis-gender women who do not belong to the above categories	13.00
All Respondents	10.80
Persons living with disabilities	8.80
Landed Immigrant	7.11
Non cis-gendered respondents	6.90
2SLGBTQI+	5.48
Visible Minority	3.20
Indigenous	3.00

Average no. of promotions over tenure in one institution (nos.; n=165)

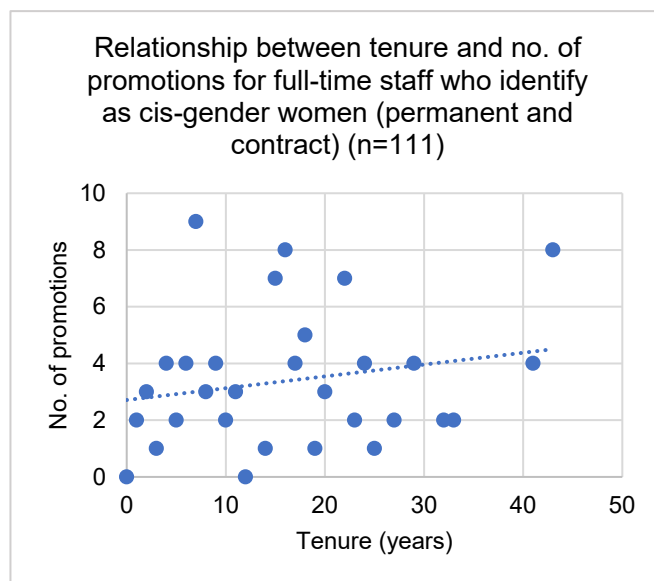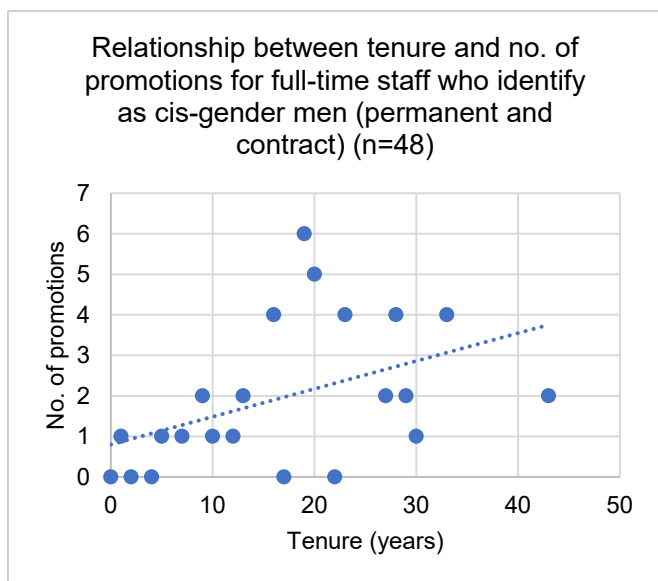| Category	Value
Cis-gender women who do not belong to the above categories	1.12
Cis-gender men who do not belong to the above categories	1.00
All Respondents	0.90
Non cis-gendered respondents	0.90
Landed Immigrant	0.78
Indigenous	0.71
2SLGBTQI+	0.70
Persons living with disabilities	0.70
Visible Minority	0.24

The analysis of employee demographics, tenure, and promotions within the museum sector highlights intriguing patterns in career advancement. Notably, non-cisgendered respondents and cis-gendered women not belonging to other minority categories report a higher average number of promotions, suggesting that these groups may benefit from increased opportunities or skill acquisition.

Conversely, visible minorities exhibit the lowest average number of promotions, pointing to possible barriers or challenges hindering their career progression. This warrants deeper investigation to address potential disparities.

Persons living with disabilities have a relatively higher average tenure but demonstrate a comparable average number of promotions to other minority groups. This may indicate unique obstacles faced by these museum-sector workers in advancing their careers.

With an overall average tenure of 10.8 years and 0.9 promotions, the data provides a baseline for comparing the trends of diverse employee groups. These insights serve as a foundation for further exploration into the factors shaping career progression and potential barriers faced by underrepresented groups.

Relationship between tenure and no. of promotions for full-time staff who identify as cis-gender men (permanent and contract) (n=48)

Relationship between tenure and no. of promotions for full-time staff who identify as cis-gender women (permanent and contract) (n=111)

The scatter plot analysis reveals a positive correlation between tenure and promotions for both cis-gender men and cis-gender women, highlighting that career advancements tend to increase with longer tenures for both groups. However, the steeper trendline for cis-gender men signifies a stronger relationship between tenure and promotions in comparison to cis-gender women.

A steeper trendline implies that, on average, cis-gender men experience a more rapid increase in promotions as their tenure grows. This suggests that their career progression might be more closely linked to the years spent within the organization. Conversely, the less steep trendline for cis-gender women indicates that their career advancements may be influenced by additional factors beyond tenure.

Potential avenues for further research:

- *Investigate the specific barriers and challenges faced by visible minorities and other underrepresented groups in career progression within the museum sector.*
- *Examine the factors contributing to the higher average number of promotions for non-cisgendered respondents and cis-gendered women not belonging to other minority categories in the museum context.*
- *Assess the role of mentorship, professional development, and networking opportunities in shaping career trajectories for diverse employee groups in the museum sector.*

- *Evaluate the impact of organizational culture, leadership, and diversity and inclusion initiatives on career progression for underrepresented groups in museums.*
- *Analyze the influence of recruitment, retention, and promotion policies on the career advancement of minority groups within the museum sector.*
- *Identify best practices in fostering an equitable and inclusive work environment that promotes growth and success for all museum employees.*
- *Explore the unique obstacles encountered by persons living with disabilities and other minority groups in career advancement within the museum sector and identify potential solutions.*
- *Investigate the impact of job roles and responsibilities on promotions for different employee groups in museums.*
- *Assess the influence of employee performance, skill development, and training opportunities on promotion rates across various demographics.*
- *Examine the role of organizational policies, including promotion criteria, and the presence of unconscious biases or systemic barriers that may disproportionately affect certain employee groups in shaping career progression patterns.*
- *Explore the relationship between employee engagement, job satisfaction, and promotion rates for diverse employee groups within the museum sector.*
- *Assess the influence of work-life balance, parental leave policies, and flexible work arrangements on promotion trends in the museum context.*

Salary Distribution and the Role of Unions

We start by analyzing salary range distribution for full-time non-unionized versus unionized staff.

Salary Range Distribution (Unionized vs. Non-Unionized; n=169)
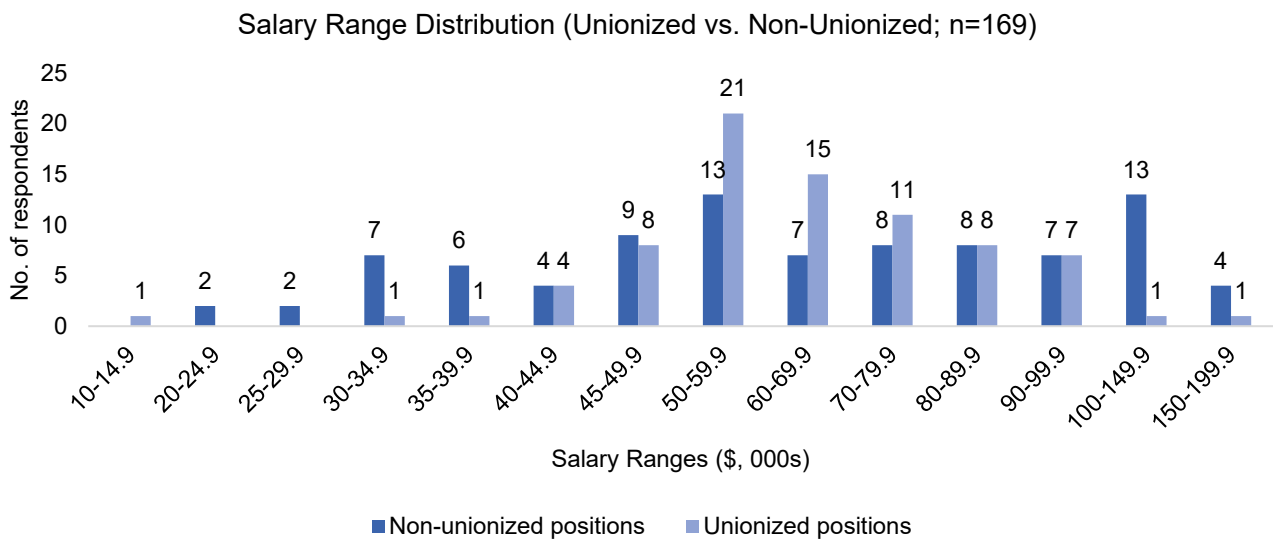
The distribution of non-unionized and unionized positions across various salary bands within the sample provides insights into the relationship between unions and salary levels. Since the sample in this analysis is not representative, it will limit the generalizability of the findings. Nevertheless, the data reveals that non-unionized positions are more concentrated in the higher salary bands, while unionized positions are more prevalent in the mid-range salary bands.

This trend could suggest that, within the museum sector, unions may be more effective in advocating for mid-range salaries, ensuring that a larger number of employees receive competitive wages. However, the higher salary bands are dominated by non-unionized positions, which might imply that those employees may have access to other avenues for negotiating higher salaries.

As the cost-of-living crisis intensifies and concerns of a potential recession loom, unions in Canada have proven their effectiveness by securing higher-than-average wage increases across diverse sectors. This underlines the value of union representation, even within the museum sector, where unions can play a crucial role in advocating for better wages amidst economic challenges. However, a deeper investigation is necessary to further understand the impact of unions on the museum sector and the potential benefits they could provide to museum workers.

Potential avenues for further research:

- *Investigate the effectiveness of unions in salary negotiations, pay equity, and their influence on diverse job roles and employee groups within the museum sector, especially amid difficult economic circumstances.*
- *Analyze the advantages and disadvantages of unionization concerning career progression, job security, and employee satisfaction in the sector.*
- *Explore the effect of organizational policies, such as pay scales and benefits, on salary distribution between unionized and non-unionized positions in the sector.*
- *Evaluate the long-term effects of unions' wage negotiations on the museum sector and its workers, considering potential consequences such as a wage-price spiral.*

Museum Departments and Number of Staff Positions

No. of positions by permanent and contractual staff (n=231; %)
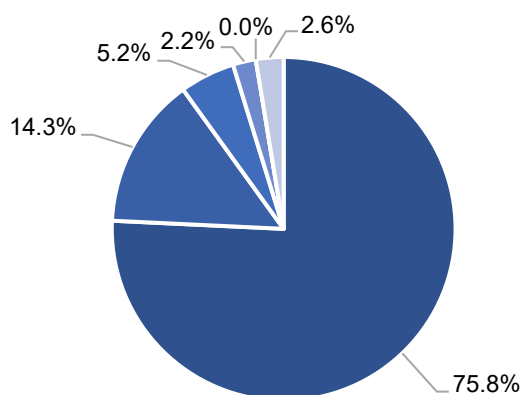
- 1-2 positions ■ 3-5 positions ■ 6-10 positions ■ 11-15 positions ■ 16-20 positions ■ 21+ positions

We analyzed the adaptability and versatility of museum staff who are currently holding multiple positions within the same institution. This phenomenon can be attributed to capacity and funding constraints that necessitate taking on various roles simultaneously. The survey results provide insights into the distribution of staff members holding different numbers of positions at their respective museums.

A significant majority, 76%, of surveyed staff are currently holding 1-2 positions within the same museum. This finding indicates that a substantial portion of employees may be primarily focused on their main roles or have limited opportunities to assume additional responsibilities simultaneously.

Conversely, 14% of the staff are concurrently holding 3-5 positions within the same museum. These staff members may have taken on new responsibilities as they developed their skills or have been required to support different departments due to capacity or funding constraints.
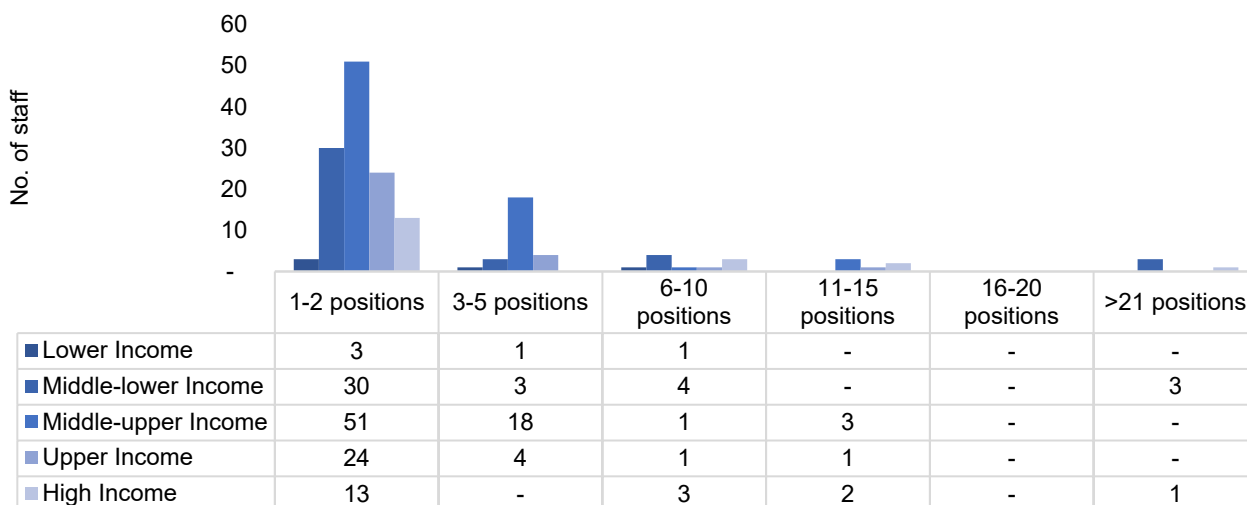
A smaller proportion, 5%, of staff are holding 6-10 positions within the same museum. These individuals may have filled various roles in multiple departments or taken on additional responsibilities to address capacity issues and make the best use of limited resources.

An even smaller percentage of staff are holding more than 10 positions, with 2% holding 11-15 positions, and 3% holding more than 21 positions. These staff members may have taken on an extraordinary range of roles within their institution to address capacity challenges and ensuring that the museum continues to function effectively despite funding limitations.

In summary, the survey results highlight the adaptability and versatility of museum staff who are currently holding multiple roles within their institutions. While most staff are holding a limited number of positions, a small, but significant percentage of staff are taking on more than one role simultaneously.

Number of Positions Held and Wages

No. of positions held and wages; full-time permanent and contractual staff only (n=167)

	1-2 positions	3-5 positions	6-10 positions	11-15 positions	16-20 positions	>21 positions
■ Lower Income	3	1	1	-	-	-
■ Middle-lower Income	30	3	4	-	-	3
■ Middle-upper Income	51	18	1	3	-	-
■ Upper Income	24	4	1	1	-	-
■ High Income	13	-	3	2	-	1

Next, we aimed to investigate whether there is a relationship between number of roles being held and wage levels. The data above presents income levels and the number of positions held by staff members in each income category.

The original dataset consisted of numerous salary bands ranging from $10,000 to $199,999. To simplify the data, we consolidated these salary bands into broader categories, which were selected based on logical intervals and the distribution of data points. The new salary bands are as follows: Lower income ($10,000 - $29,999), Middle-Lower Income ($30,000 - $49,999), Middle-Upper Income ($50,000 - $79,999), Upper Income ($80,000 - $99,999), and High Income ($100,000 - $199,999).

Upon examining the data, it appears that there is no strong or consistent relationship between the number of jobs held and the wage levels. While most museum staff members hold 1-2 positions across all income levels, the distribution of staff members who hold more positions varies across different income categories. While holding more positions may contribute to higher income levels for some individuals, particularly those in the middle-upper, upper, and high-income categories, the relationship is not evident across all categories. Further investigation may be needed to understand the contributing factors behind these patterns and whether other factors are more influential in determining wage levels.

Number of Positions Held and Museum Size

No. of positions held and museum size; permanent and contractual full-time and part-time staff (n=237)

	1-2 positions	3-5 positions	6-10 positions	11-15 positions	16-20 positions	21+ positions
Large	96	4	1	1	0	0
Medium	66	25	9	3	0	0
Small	13	6	1	2	0	4
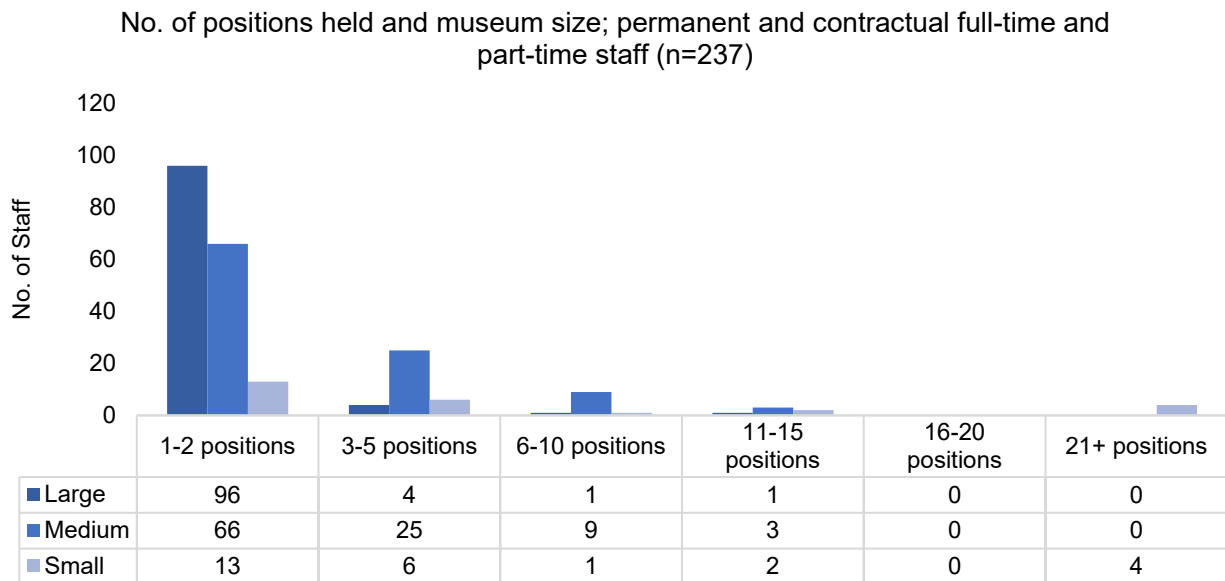
We tried to uncover the relationship between the number of positions held by museum staff and the overall size of the museums they work in. The data provided reveals intriguing insights into how staff members' roles differ in large, medium, and small museums.

A striking observation from the data is that the majority of staff members holding 1-2 positions are associated with large and medium-sized museums. This suggests that staff in these larger institutions are more focused on specific roles, while staff in small museums are more likely to juggle multiple positions.

For staff holding 3-5 positions, the concentration is significantly higher in medium-sized museums. This demonstrates that medium-sized museums may demand greater versatility from their staff, requiring them to take on a wider range of responsibilities.

In the 6-10 positions range, medium-sized museums once again stand out, highlighting their reliance on staff members to perform various roles. Conversely, large and small museums have fewer staff members in this range.

When examining the 11-15 positions range, there is a relatively even distribution across all museum sizes, although the overall number of staff members in this range is limited, making it difficult to draw firm conclusions.

Finally, in the 21+ positions range, small museums have a clear dominance. This indicates that these institutions may heavily rely on their staff to take on a vast number of roles, likely due to capacity and funding challenges.

In summary, our analysis reveals distinct connections between the number of roles held by museum staff and the size of their institutions. While large museums tend to have staff with fewer, more focused roles, medium-sized museums often require their staff to be more versatile. In small museums, there is a higher likelihood of staff taking on a substantial number of positions. These patterns reflect the unique capacity and funding constraints faced by museums of different sizes, and their impact on staff roles and responsibilities.

Single-Position Staff and Museum Departments by Museum Size

Contractual and Permanent Staff Working in Single Positions by Department*
(n=128)
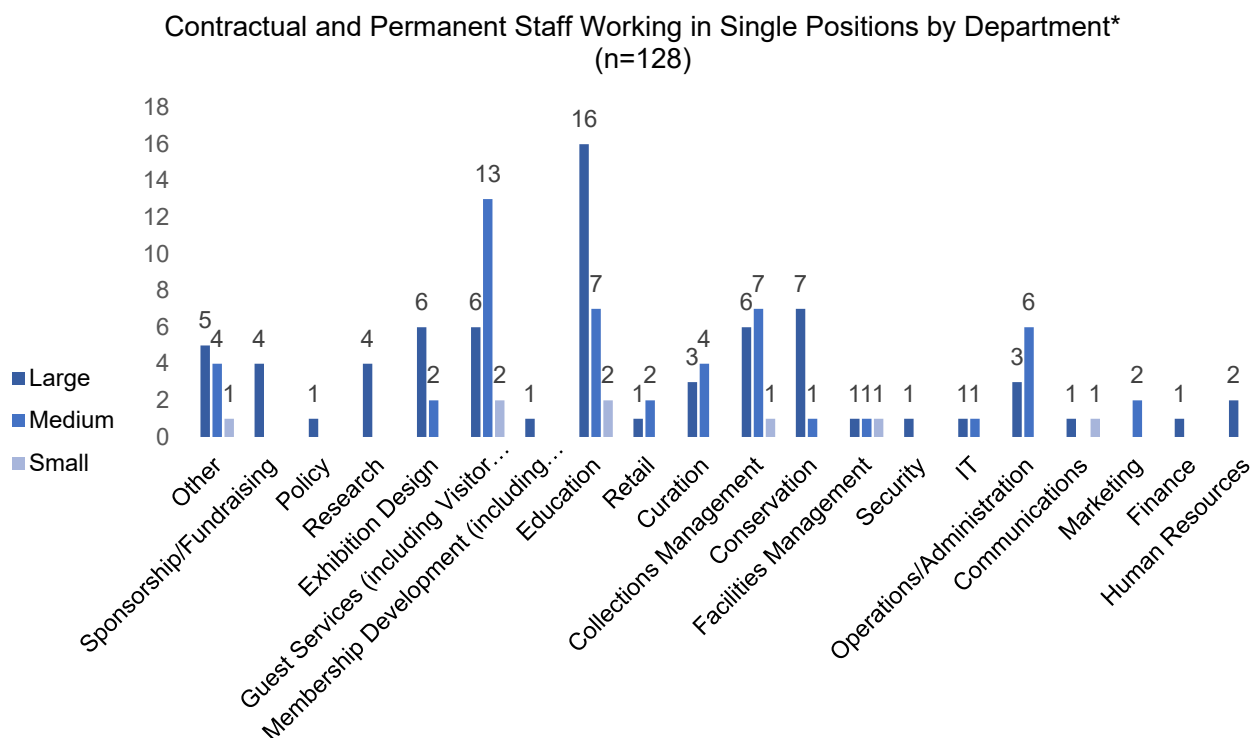
Delving into the structure of museum staff, we observe an intriguing pattern when it comes to employees serving in single roles across institutions of varying sizes. In large museums, the lion's share of the workforce – precisely 68.6% (70 out of 102 staff members) – is dedicated to a solitary role, thus underlining the depth of specialization in these institutions. This specialization could be attributed to the more substantial funding and capacity that larger museums typically enjoy.

On the other hand, medium-sized museums show a slightly diluted pattern, with only 48.5% (50 out of 103 staff members) engaged in individual roles. This indicates a moderately high level of specialization, which, while not matching the large museums, is still substantial and provides room for focused expertise.

However, a sharp contrast appears when we turn our attention to small museums. A mere 30.76% (8 out of 26 staff members) are assigned to single roles. The scarcity of single-role staff in these institutions is a glaring testament to the capacity constraints they face, likely due to limited funding.

The need for multi-role staff may lead to a dilution of specialization, and the resultant multitasking could potentially impact the depth and quality of their work.

The pattern is clear: the larger the museum, the more likely it is to have staff members in specialized, single-role positions. This can be credited to their superior resources, which allow them to allocate staff to specific departments, thus fostering a culture of in-depth expertise. In contrast, smaller museums, bound by their tighter resources, tend to rely on multi-skilled staff who can juggle different roles, potentially at the cost of specialization.

Due to the small response sample, our analysis of museum positions held by museum size with other categories like gender, sexual orientation, whether a respondent identified as a person of colour or as Indigenous, or was a person living with a disability, yielded no analytically insightful results. This does not suggest that there is no link between department worked in and these other categories. Instead, it suggests that this is an avenue of further research, either through survey methodology or through more in-depth qualitative research through roundtables or interviews.

Navigating through the complexities of museum staffing, our attempt to cross-reference the size of museums with factors such as gender, sexual orientation, racial and Indigenous identity, or the presence of a disability has been somewhat curtailed by the limited size of our respondent pool. However, the absence of clear patterns from this data set should not be hastily interpreted as evidence of no correlation between these aspects.
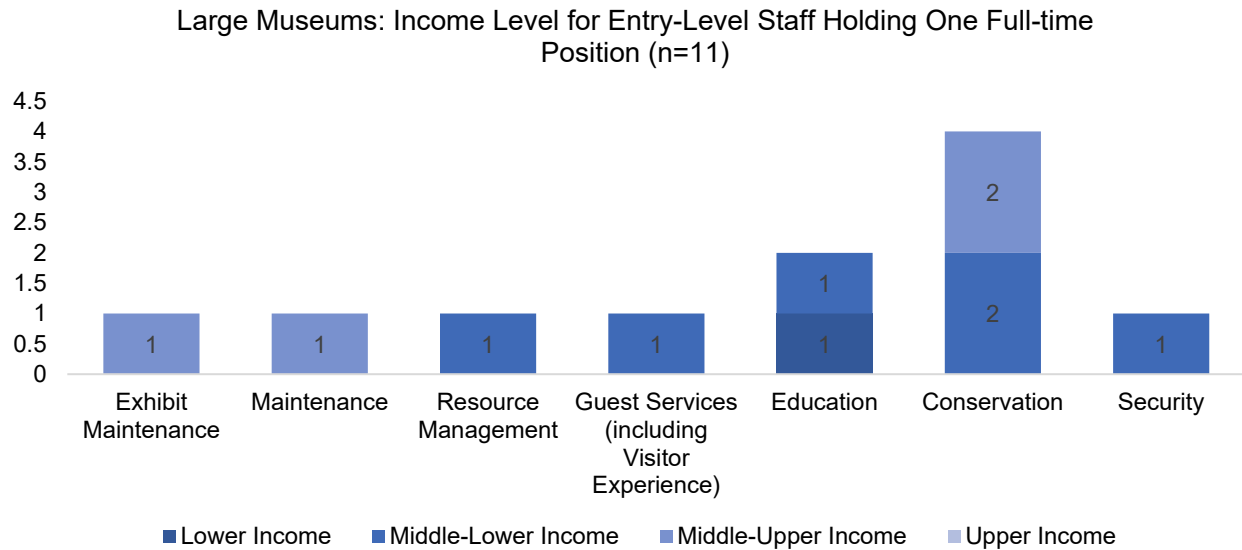
Far from it, our experience underscores the need for a more exhaustive investigation. A richer, more diverse sample would likely illuminate the interplay between these variables, providing crucial insights that can shape inclusive hiring practices and foster diversity in the museum industry.

Therefore, we see this not as a dead end, but as an impetus to dig deeper. Future research, possibly leveraging broader survey methodologies or employing qualitative tools such as roundtables or interviews, could prove instrumental in uncovering these hidden narratives.

Potential avenues for further research:

- *Delve deeper into the implications of role multiplicity on workload, job satisfaction, and staff retention in museums. This could involve understanding the impact of holding multiple roles, particularly in smaller museums where staff often take on numerous responsibilities.*
- *Conduct comprehensive studies to understand the correlation, if any, between the number of roles held and wage levels in the museum sector. This could help unveil the factors influencing wage determination and the perceived value of multitasking.*
- *Investigate the effects of museum size on staff roles, job satisfaction, and the quality of services provided. This will be especially insightful in understanding the unique challenges and opportunities for staff in small, medium, and large museums.*
- *Explore the impact of specialization in larger museums on staff development and career progression. In this context, understanding the dynamics of museum departments staffed by single-role employees will be crucial.*
- *Undertake an in-depth analysis of diversity in museum staffing. This involves gathering comprehensive data on aspects such as gender, sexual orientation, racial and Indigenous identity, and the presence of a disability, and assessing their influence on staff roles and career progression in museums.*
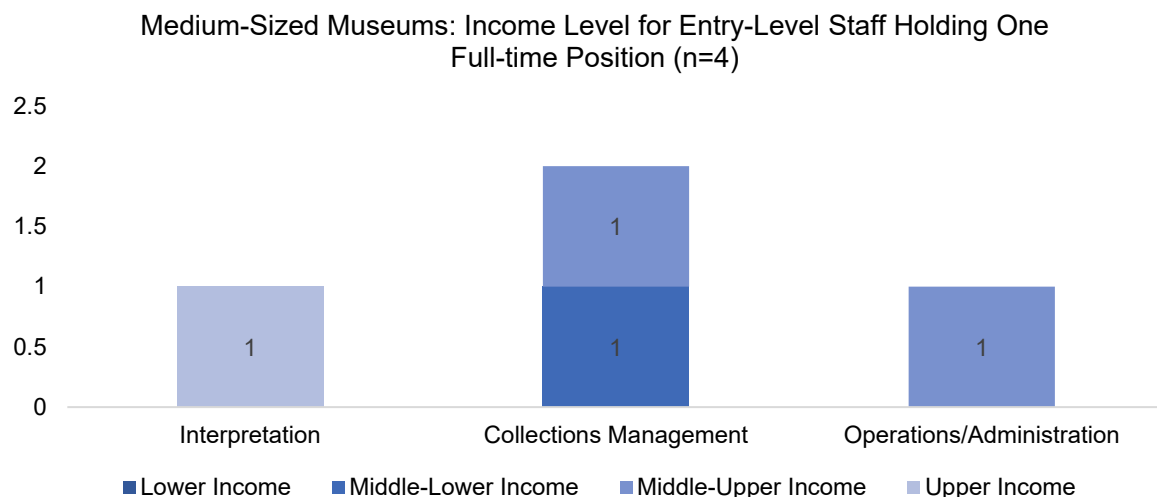
Departments and Wages

Large Museums: Income Level for Entry-Level Staff Holding One Full-time Position (n=11)

Legend: Lower Income, Middle-Lower Income, Middle-Upper Income, Upper Income

This data provides a snapshot of the income distribution for entry-level staff who hold just one role in large and medium-sized museums, and it reveals some interesting patterns.
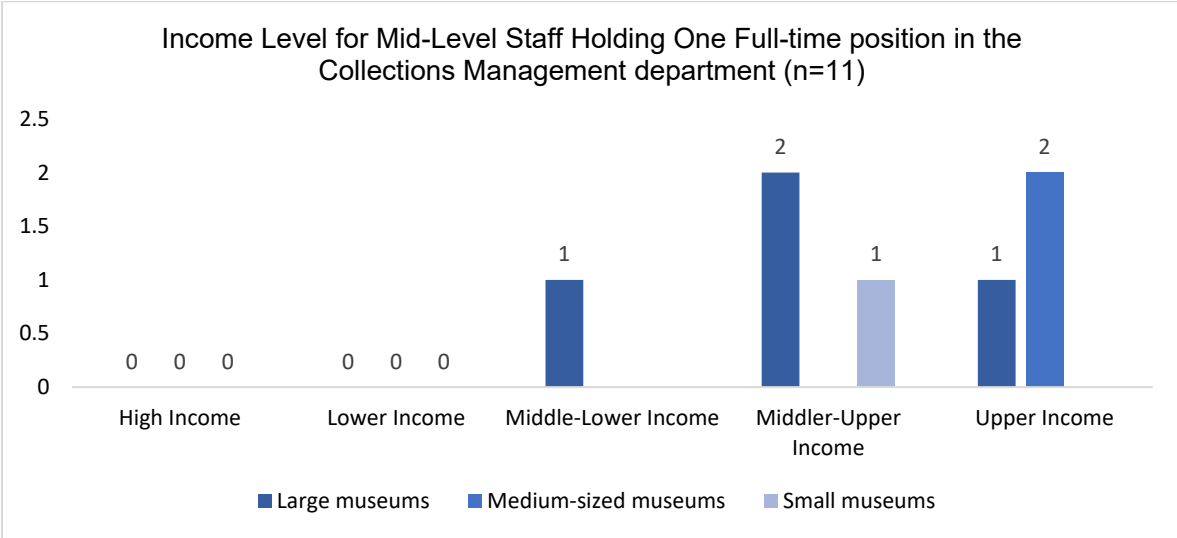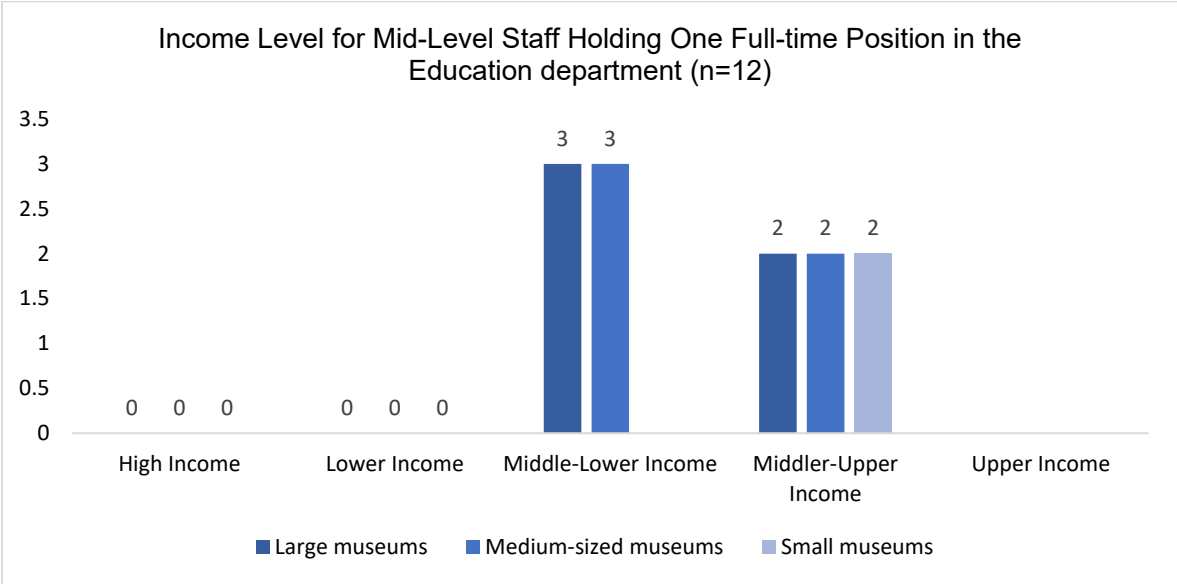
For large museums, most entry-level staff who hold just one role fall within the middle-lower and middle-upper income ranges. There's notable income diversity within the Conservation department, with staff spread evenly across the middle-lower and middle-upper income brackets. This could suggest that large museums offer somewhat more lucrative opportunities for entry-level staff in specialized roles such as Conservation. However, in departments like Education and Guest Services, staff tend to sit within the lower income bracket, which points towards a need for more equitable compensation in these areas.

For medium-sized museums, the data is more sparse but shows a similar pattern. Interestingly, the Interpretation department has an entry-level role in the upper income bracket, which might suggest that certain specialized roles in museums can offer higher starting salaries.

Medium-Sized Museums: Income Level for Entry-Level Staff Holding One Full-time Position (n=4)

Legend: Lower Income, Middle-Lower Income, Middle-Upper Income, Upper Income

Overall, this data suggests a certain level of income disparity amongst entry-level staff who hold just one role, depending on the department and size of the museum. This could serve as a starting point for discussions about income equality within the industry, especially in ensuring fair compensation for entry-level positions. It is also worth noting that there were zero respondents from small museums who were both in entry-level positions and working in one role. This further highlights the fact that museum workers in smaller museums tend to wear more than one hat, leading to potential staff burnout as well as lack of specialization opportunities for staff.

Next, we compared staff salaries across the same department, but at different-sized museums in our sample.

Income Level for Mid-Level Staff Holding One Full-time Position in the Education department (n=12)

Income Level for Mid-Level Staff Holding One Full-time position in the Collections Management department (n=11)

Our preliminary analysis of Collections Management and Education roles across various museum sizes revealed some insights into income distribution. Large museums displayed a diverse wage range for Collections Management, absent in high- and lower-income brackets. Medium-sized museums, however, had staff only in the upper income bracket. Small museums had limited data, with a single entry in the middle-upper income category.

In the Education Department, larger and medium-sized museums showed a balanced pay scale in the middle-income brackets, hinting at a possible income ceiling. Small museums, despite their limited resources, had all staff in the middle-upper income bracket.

While our findings are far from definitive due to the small sample size, they raise crucial questions about wage scales in the museum sector. They prompt further research into whether pay scales accurately reflect the value of these key roles, thereby affecting the quality of staff museums can attract and retain. These insights, though preliminary, call for an in-depth exploration of income disparities within the museum sector.

Income level for Senior-Level Staff Holding One Fulltime Position (n=7)
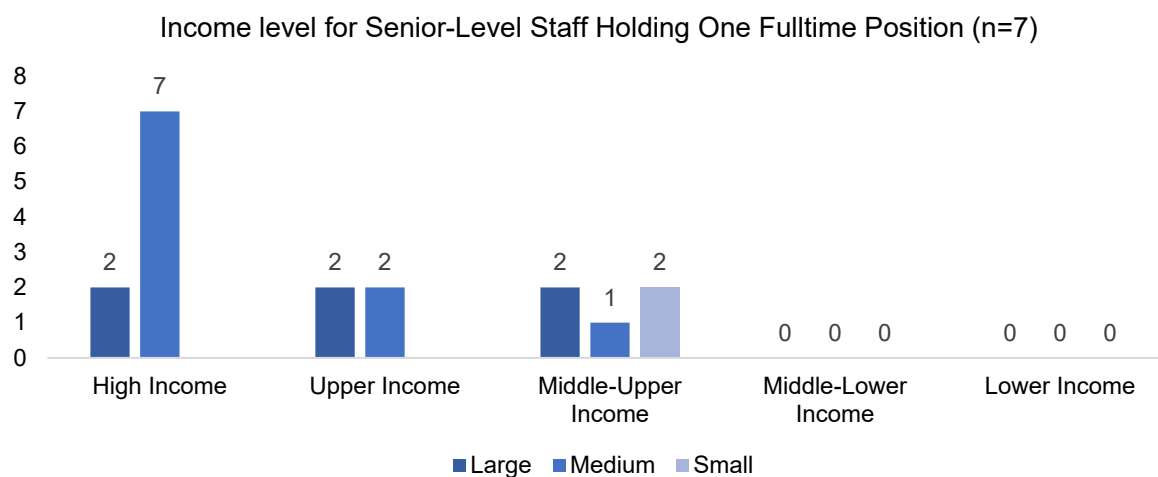
In our exploration of senior-level staff income across different museum sizes, we unveiled interesting patterns that warrant further investigation. Despite our limited sample size, these findings provide food for thought and raise compelling questions about income disparities in the sector.
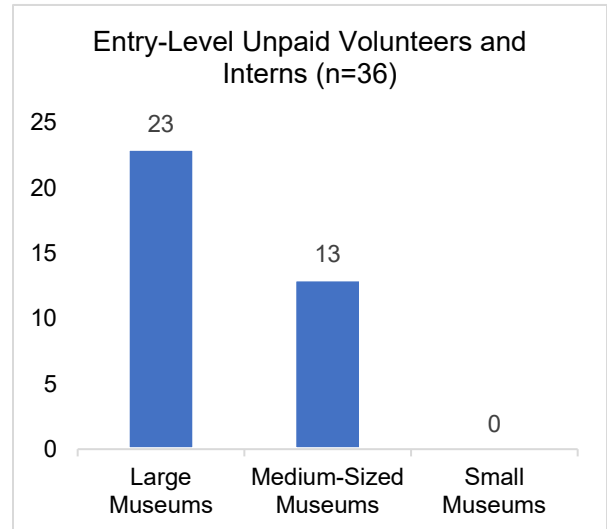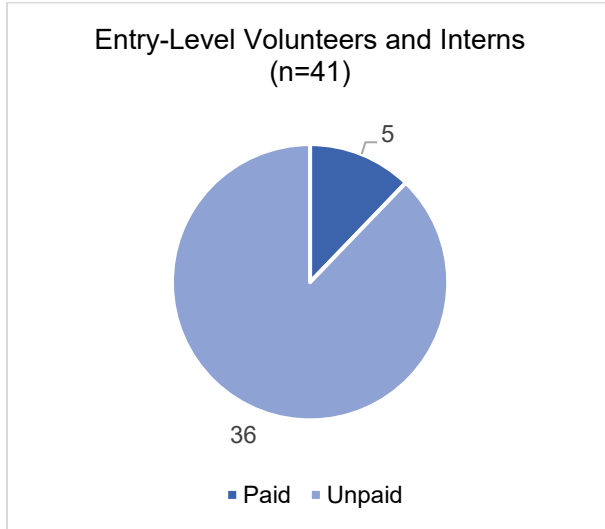
Large museums had an even distribution of senior staff across high, upper, and middle-upper income brackets. On the other hand, medium-sized museums exhibited a concentration of senior-level staff in the high-income bracket, with some representation in the upper and middle-upper income levels.

In stark contrast, small museums reported senior staff incomes solely within the middle-upper bracket. While we must interpret these findings cautiously due to sample size limitations, they do raise questions about the financial realities and potential constraints facing senior staff in smaller institutions.

Potential avenues for further research:

- *Delve deeper into the income disparities among entry-level staff in different departments, considering the potential impact of such disparities on recruitment, staff morale, and retention in the museum sector.*
- *Investigate the potential effects of departmental income disparities on the quality and diversity of museum programming and services.*
- *Analyze the income distribution for senior-level staff across different museum sizes, focusing on potential financial constraints and their impact on the leadership, decision-making, and strategic planning in smaller institutions.*
- *Assess the potential impact of the lack of specialization opportunities in small museums, considering the risks of staff burnout and the implications for professional development and career progression in the sector.*

Volunteers and Interns

Entry-Level Volunteers and Interns (n=41)

Paid: 5
Unpaid: 36

■ Paid ■ Unpaid

Entry-Level Unpaid Volunteers and Interns (n=36)

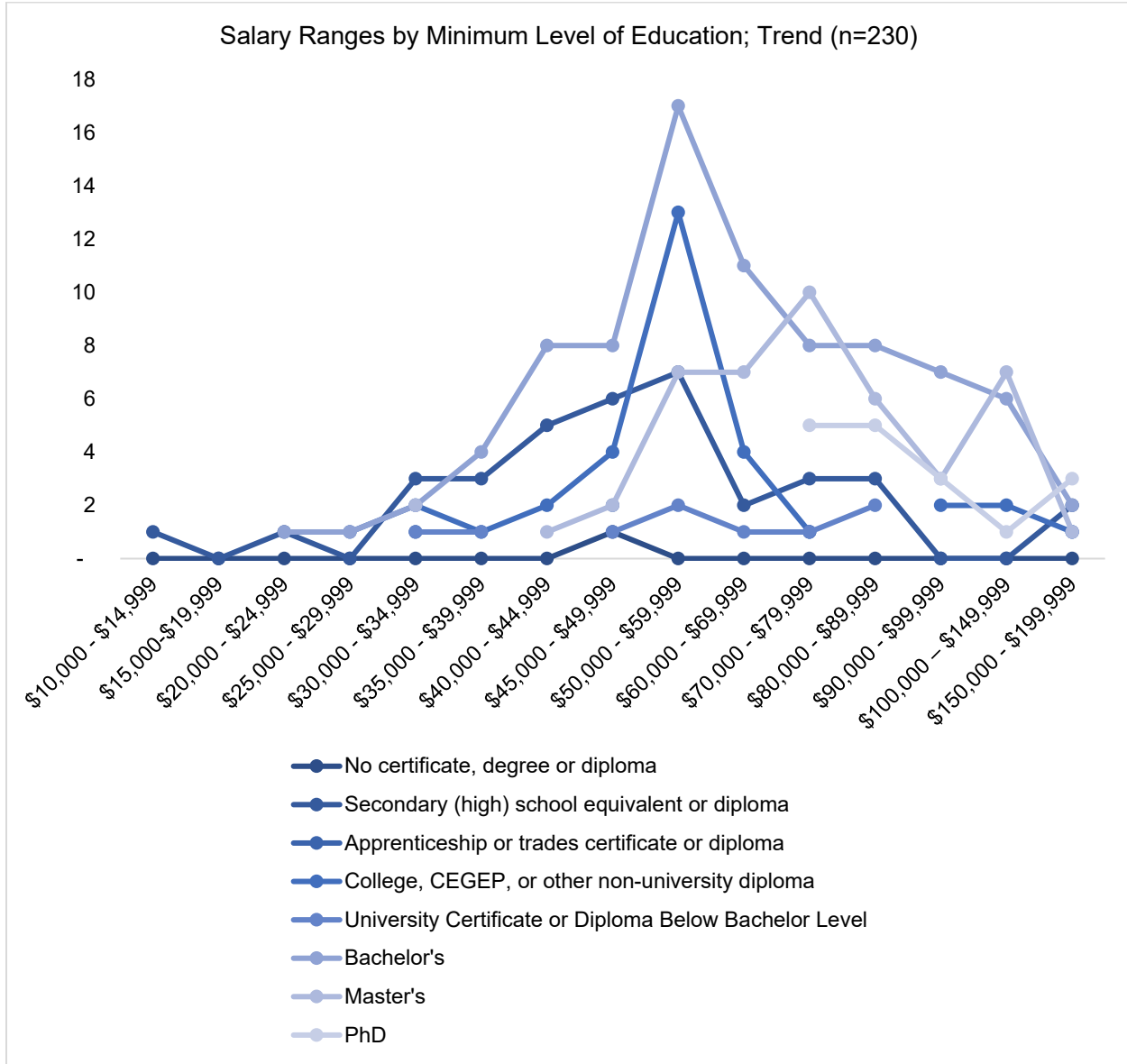| Museum	Count
Large Museums	23
Medium-Sized Museums	13
Small Museums	0

Our data substantiates the anecdotal evidence: unpaid internships and volunteer roles are prevalent in the museum sector. The majority of these unpaid positions are found in larger museums, which may have access to more funding. In contrast, smaller museums in our sample did not have any volunteers or interns, a phenomenon that coincides with full-time staff undertaking multiple roles in these museums due to capacity constraints. The absence of monetary compensation poses a potential barrier to engagement, particularly for equity-deserving groups, which can subsequently impact the heterogeneity of future full-time museum personnel. The dataset uncovers a marked underrepresentation of unpaid interns and volunteers from visible minorities, 2SLGBTQI+ communities, Indigenous populations, non-cisgender identities, and individuals living with disabilities. These findings underscore the urgent need for a comprehensive sector-wide reassessment of remuneration structures for interns and volunteers within the museum sector.

Potential avenues for further research:

- *Investigate the effects of compensation strategies on the diversity of interns and volunteers in museums.*
- *Explore potential funding sources or models for remunerating interns and volunteers.*
- *Conduct a detailed study of barriers faced by equity-deserving groups in accessing internship and volunteering opportunities in the museum sector.*

Education

Salary Ranges by Minimum Level of Education; Trend (n=230)

Legend:
- No certificate, degree or diploma
- Secondary (high) school equivalent or diploma
- Apprenticeship or trades certificate or diploma
- College, CEGEP, or other non-university diploma
- University Certificate or Diploma Below Bachelor Level
- Bachelor's
- Master's
- PhD

Education and Income

In this high-level analysis, we explored whether higher education correlates with higher salaries across all job levels in museums. We intentionally did not segment by senior, mid, or entry-level roles, focusing instead on the overall trend to understand if more education generally equates to more money in the museum sector.

The data indicates a clear pattern - higher education levels do appear to correspond with higher salary ranges. For instance, salaries below $45,000 were mostly reported by individuals with high school diplomas or non-university certificates. In contrast, those earning between $45,000 and $99,999 displayed a mix of educational qualifications, though a significant number had Bachelor's and Master's degrees.

Notably, salaries over $70,000 were predominantly earned by individuals with Master's and PhD degrees. This trend becomes even more pronounced in the $100,000 and above salary brackets, where the majority of respondents had a Master's or a PhD.

While these findings suggest a strong correlation between higher education and higher income, other factors can influence salaries too, such as years of experience, role, and size of the museum. Further research is needed to investigate these influences and to understand the full picture of income distribution in the museum sector.

Education Levels and Promotions

Average number of promotions over tenure by highest minimum degree and seniority level (full-time staff only)
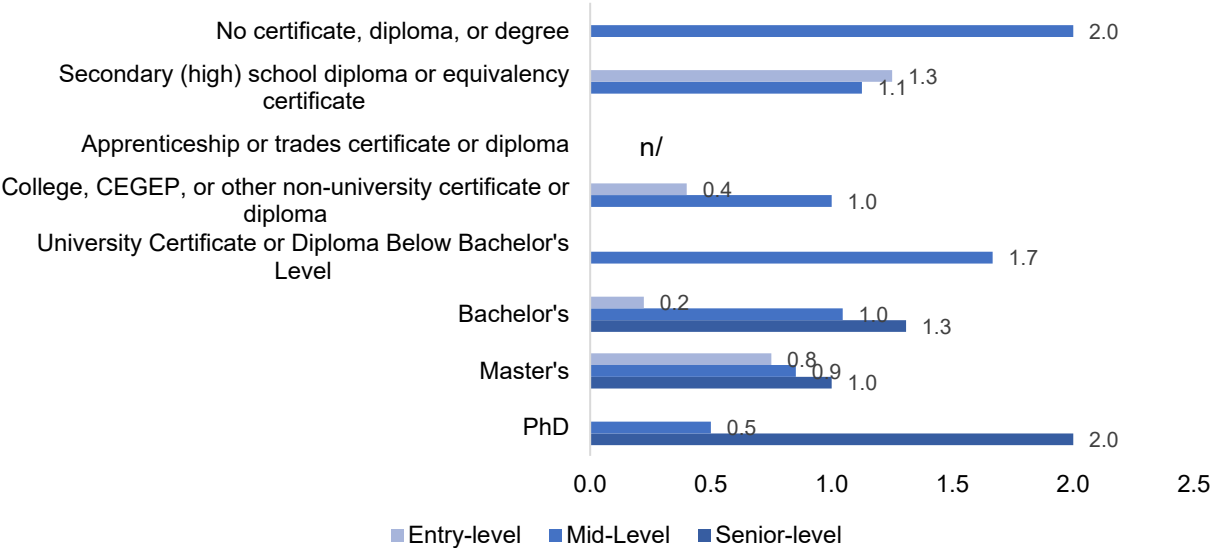
Our data seems to indicate that possessing higher degrees tends to correspond to a greater number of promotions, particularly at senior levels in museums. Individuals with a PhD top the chart, averaging 2 promotions, while Master's degree holders follow closely, averaging 1 promotion at senior level.

Interestingly, this correlation between degree level and promotions becomes less defined at mid and entry-level positions. It's also noteworthy that Bachelor's degree holders exhibit a decline in average promotions as the level of seniority decreases.

However, this data doesn't definitively prove the hypothesis that higher degree acquisitions lead to more promotions across all career stages in museums. It suggests that while higher degrees might increase the likelihood of promotions in senior roles, their impact may be less pronounced in mid and entry-level positions. Further and more nuanced research is needed to fully understand this dynamic.

Education and Roles

Most common departments worked in by full-time and part-time staff, by highest minimum degree obtained:

Highest Minimum Degree	Most Common Departments
PhD	• Curation • Research • Operations/Administration
Master's	• Education • Outreach (including Community Engagement) • Collections Management
Bachelor's	• Guest Services (including Visitor Experience) • Education • Collections Management
University Certificate or Diploma below Bachelor's	• Communications • Guest Services (including Visitor Experience) • Exhibition Design • Retail • Marketing • Education • Outreach (including Community Engagement)
Non-University Certificate or Diploma	• Guest Services (including Visitor Experience) • Membership Development (including Events) • Education
Trades' Certificate or Diploma	n/a
Secondary (High) School Diploma or Equivalent	• Guest Services (including Visitor Experience) • Education • Membership Development (including Events) • Retail • Operations/Administration
No certificate, diploma, or degree	• Guest Services (including Visitor Experience)

The data implies a potential barrier to entry for pivotal museum roles: higher education. Individuals with PhDs often hold Curation and Research roles, while those with Master's degrees fill Education and Collections Management. As education levels decrease, roles shift to customer-facing or administrative positions. However, we must question if this reflects hiring biases or the preferences of applicants. More critically, an intersectional study exploring education, demographic identity, seniority, wages, and departments is needed. Our limited data reveals a conspicuous lack of representation from Indigenous people, visible minorities, landed immigrants, and people with disabilities among those holding advanced degrees, spotlighting an equity issue. This highlights the need for multiple career pathways, professional standards, and an accreditation system to foster inclusivity and progression in the sector.

Potential avenues for further research:

- *A deep-dive study into the role of years of experience, specific job roles, and museum size in shaping the correlation between education and income.*
- *A sector-wide analysis on the impact of advanced degrees on promotions across different career stages, with special attention to mid and entry-level positions.*
- *A comprehensive investigation into potential hiring biases and the role of education in shaping career paths in the museum sector.*
- *An intersectional study examining the interplay between education, demographic identity, seniority, wages, and departments.*
- *Research to identify and develop multiple pathways to career progression, professional standards, and an accreditation system within the sector.*

Salary Distribution and Demographic Groups

To better understand and visualize the distribution of salaries among various demographic groups within the museum sector, we employed a data grouping technique to aggregate the salary bands. This approach allows for clearer representation and analysis of salary trends, as well as the identification of potential disparities among the demographic groups.

By merging the salary bands, we were able to minimize the impact of outliers or sparse data points within each demographic group, providing a more cohesive overview of salary distribution across the sector. This approach made it easier to identify trends and disparities and offers valuable insights that can be used to guide further research or inform policy recommendations.

Salary Range per Demographic Group
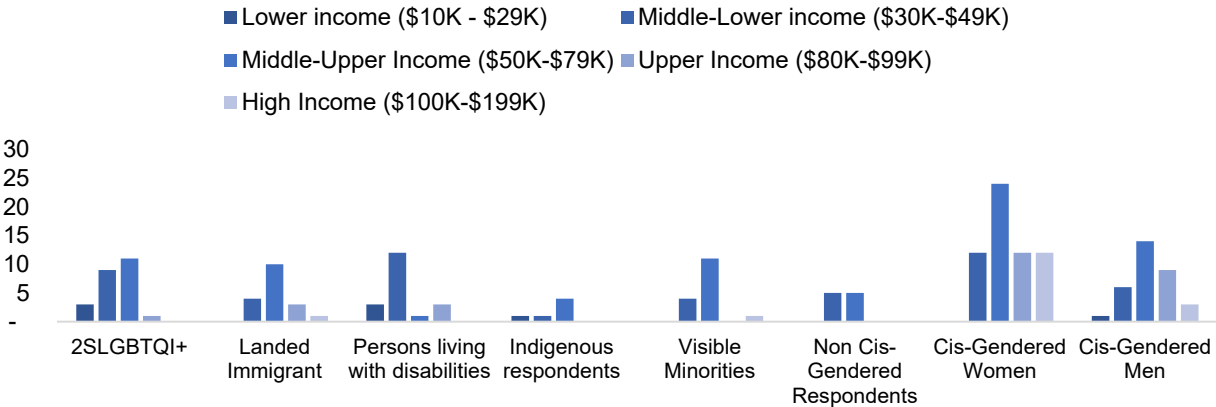
This salary distribution analysis presents a snapshot of various demographic groups in the museum sector, including 2SLGBTQI+, landed immigrants, persons living with disabilities, indigenous respondents, visible minorities, and non-cis-gendered respondents. Cis-gendered women and cis-gendered men, in this context, refer to respondents who do not identify with any of the other categories mentioned. It is important to note that this analysis cannot be generalized to the entire museum sector but provides valuable insights and points to areas that may warrant further inquiry.

Minority demographic groups appear to be concentrated in the middle to upper-middle salary bands ($45,000 - $69,999), suggesting potential challenges in accessing higher-paying positions. In contrast, cis-gendered women and men are more evenly distributed across the salary bands, with a higher representation in the upper-middle to high salary bands ($80,000 - $149,999), indicating better opportunities for career progression and income growth within the sector.

Indigenous respondents and persons living with disabilities seem to have lower representation in the higher salary bands ($80,000 and above), raising concerns about pay equity and accessibility of career advancement opportunities. Visible minorities have a notable presence in the middle salary bands ($45,000 - $69,999), but their representation appears to decrease as the salary bands increase, suggesting potential barriers to achieving higher income levels.
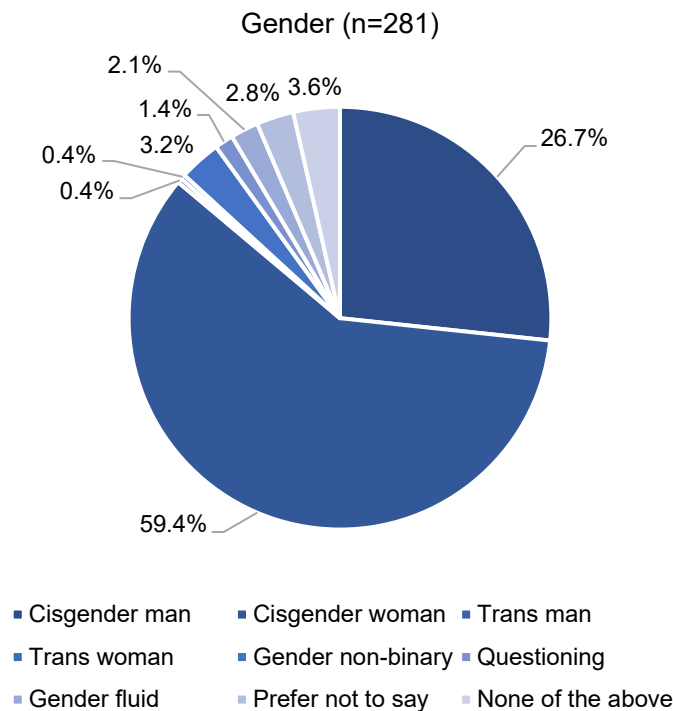
The limited presence of 2SLGBTQI+, non-cis-gendered respondents, and landed immigrants in the highest salary bands ($100,000 and above) may indicate unique challenges faced by these groups in accessing top-tier positions within the museum sector. Finally, the $90,000 - $99,999 salary band shows no representation from minority demographic groups, with only cis-gendered women and men present in this range, raising questions about potential disparities in pay and career opportunities for minority groups in the museum sector.

Overall, this analysis points to potential pay and career disparities among different demographic groups in the museum sector, highlighting the need for further exploration and research to better understand these trends and address any underlying inequities.

Potential avenues for further research:

- *Investigating the barriers and challenges faced by minority demographic groups in accessing higher-paying positions within the museum sector.*
- *Examining the role of organizational policies and practices in contributing to potential pay disparities among different demographic groups.*
- *Exploring the influence of unconscious biases in hiring and promotion decisions, and their impact on pay equity and career progression for minority groups.*
- *Assessing the availability and effectiveness of diversity and inclusion initiatives within the museum sector and identifying best practices to promote equal opportunities for all employees.*
- *Investigating the experiences and perceptions of minority demographic groups in the museum sector, to gain insights into the challenges they face and the support they need to overcome them.*
- *Examining the intersectionality of different demographic factors (e.g., gender, race, disability) and its influence on pay and career progression within the museum sector.*
- *Investigating the role of unions and collective bargaining in addressing pay disparities and promoting equal opportunities for minority demographic groups in the museum sector.*
- *Comparing the salary and career progression experiences of minority demographic groups in the museum sector with those in other cultural and creative industries, to identify any sector-specific challenges or trends.*

Gender and Sexual Orientation

Gender (n=281)

- Cisgender man: 26.7%
- Cisgender woman: 59.4%
- 0.4%
- 0.4%
- 3.2%
- 1.4%
- 2.1%
- 2.8%
- 3.6%

Legend:
- ■ Cisgender man   ■ Cisgender woman   ■ Trans man
- ■ Trans woman   ■ Gender non-binary   ■ Questioning
- ■ Gender fluid   ■ Prefer not to say   ■ None of the above

The gender composition data amongst survey respondents indicates that 59.4% identify as cisgender women and 26.7% as cisgender men. This is relatively similar to the findings of the Government of Canada Survey of Heritage Institutions in 2017, which found that six out of ten full-time and part-time workers in the heritage sector were women. Trans men and trans women each account for 0.4%. Gender non-binary and gender fluid individuals represent 3.2% and 2.1%, respectively, while 1.4% are questioning their gender. Additionally, 2.8% preferred not to disclose their gender identity, and 3.6% identified as "None of the above."

Data collected at the national level does not reflect this level of detail related to gender identity. At the time of the last census, Statistics Canada chose to distribute non-binary persons into two gender categories (men and women). The justification for this was "given that the non-binary population is small, data aggregation to a two-category gender variable is sometimes necessary to protect the confidentiality of responses provided. In these cases, individuals in the category "non-binary persons" are distributed into the other two gender categories and are denoted by the "+" symbol." However, Statistics Canada consequently developed a data visualization tool according to which it estimated that there were approximately 100,800 transgender and non-binary persons in Canada in 2021, about 0.3% of the population.

This would indicate that the museum sector has greater than two times (2x) higher the average number of transgender people employed within it.

The survey results offer insight into the representation of 2SLGBTQI+ individuals among the respondents in comparison to the broader Canadian population. Out of the total responses, 20.6% (58 individuals) identified as 2SLGBTQI+, while 73.7% (207 individuals) did not. A smaller percentage, 5.3% (15 individuals), preferred not to disclose their 2SLGBTQI+ status, and only one respondent (0.4%) left this question blank. In comparison, Statistics Canada reported that approximately one

million people, or 4% of the total population aged 15 and older, identified as LGBTQ2+ in 2018. It is important to note that neither the CMA survey nor Statistics Canada's surveys may accurately represent the true number of 2SLGBTQIA+ persons due to prevailing stigma and cis-heteronormativity, which could lead to an undercount. Despite this, the higher percentage of 2SLGBTQI+ individuals among the survey respondents suggests a more diverse and inclusive representation of sexual orientation and gender identity within the surveyed group compared to the national average.

In conclusion, the survey results highlight a diverse representation of gender identities and sexual orientations among respondents, as compared to the broader Canadian population. The gender composition aligns with the 2017 Government of Canada Survey of Heritage Institutions, reflecting a majority of female workers in the heritage sector. This data can serve as a valuable reference point for understanding the current representation of gender and LGBTQ+ identities in the sector and can inform efforts to promote diversity and inclusivity in the future.

Do you identify as 2SLGBTQI+? (%; n=281)
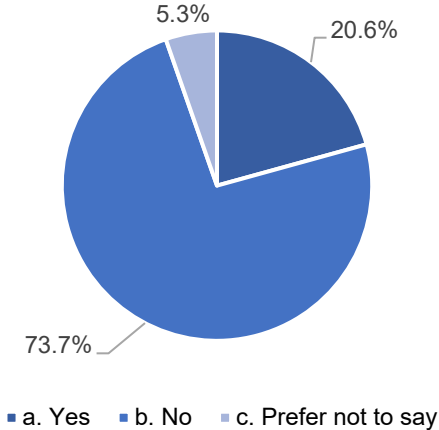
5.3%   20.6%   73.7%

■ a. Yes   ■ b. No   ■ c. Prefer not to say

Potential avenues for further research:

- *Investigate the factors contributing to the higher percentage of female workers in the museum sector and assess the implications for workplace dynamics and equity.*
- *Conduct in-depth qualitative research to understand the lived experiences of 2SLGBTQIA+ individuals within the museum sector, focusing on challenges faced, workplace support, and strategies for fostering inclusivity.*
- *Assess the impact of diversity training and policies on fostering a more inclusive and supportive work environment for employees of all genders and sexual orientations in the museum sector.*
- *Compare the representation of gender and 2SLGBTQI+ identities in the museum sector with other industries to identify trends, challenges, and best practices for promoting diversity and inclusivity across sectors.*

Indigenous Respondents

Do you identify as Indigenous (%; n=281)
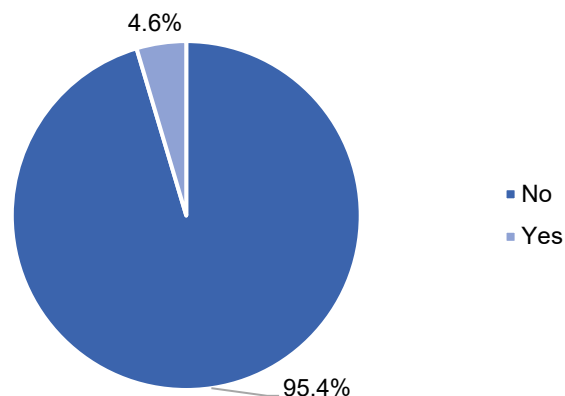
At the outset, it is important to restate that the CMA Workplace Diversity Survey does not intend to make a statement on the entire heritage sector or all museums in Canada. It is meant to provide an avenue for further investigation into workplace diversity and equity in the sector from an intersectional perspective. Particularly when it comes to any surveys related to Indigenous people, care must be taken while extrapolating conclusions. For example, in 2021, 1.8 million Indigenous people were enumerated during the census, representing 5% of the total population of Canada.

However, Canada's colonial history has impacted Indigenous peoples, their governance, land, culture, and languages, constituting a genocide against them. Therefore, while census data on Indigenous persons in Canada may be used for policy planning and delivery, they should not be used as a benchmark or to draw comparisons. Moreover, concerns about an undercount of Indigenous persons in the census have also arisen in the past. This survey too, will not make a statement either way about the number or percentage of respondents identifying as Indigenous. Rather it aims to use the intersectional insights generated from the intersection of respondents' Indigenous identity with the other indicators the survey is tracking.

Among the respondents to the CMA Workplace Diversity Survey, the majority (95.4%, or 268 individuals) did not identify as Indigenous. However, 4.6% (13 individuals) of the respondents self-identified as belonging to an Indigenous community.

However, comparison to the census data in this case doesn't not give an entirely accurate benchmark by which to assess Indigenous employment within the museum sector. According to the 2019 Government of Canada Survey of Heritage Institutions, 26% of museums hold Indigenous belongings.

As outlined in Article 31.1 of the United Nations Declaration of Indigenous Peoples (UNDRIP), and described in the Moved to Action report, museums need to be active agents in upholding Indigenous self-determination within their collections and workspaces.

While non-Indigenous people can certainly be hired to care for Indigenous collections, a low-representation of Indigenous staff can be an indicator that UNDRIP is not being fully implemented by an institution (see Moved to Action Report, KPI research).

Findings within the Moved to Action report also indicate that Indigenous workers are often hired on a contractual basis, which would not be reflected in this survey,

Potential avenues for further research:

- *Conduct additional research on the breakdown between Indigenous contractors engaged by museums compared with Indigenous staff.*
- *Future iterations of this survey may wish to assess percentage of museum holdings that are Indigenous, against the percentage of Indigenous peoples on-staff to care for them.*
- *Investigate the factors influencing the representation of Indigenous individuals in the museum sector, including potential barriers to entry and opportunities for growth.*
- *Conduct qualitative research on the experiences of Indigenous employees in the museum sector, focusing on their challenges, workplace support, and opportunities for professional development.*
- *Assess the effectiveness of existing policies, programs, and initiatives aimed at increasing the representation and engagement of Indigenous peoples within the museum sector.*
- *Investigate potential undercounts of Indigenous persons in relevant surveys and consider alternative methodologies for obtaining accurate representation data.*
- *Analyze the intersectionality of Indigenous identity with other factors such as gender, sexual orientation, and disability status to better understand the diversity of experiences among Indigenous individuals in the museum sector.*

Landed Immigrants

Are you a landed immigrant? (%; n=281)

11%

89%

■ No ■ Yes
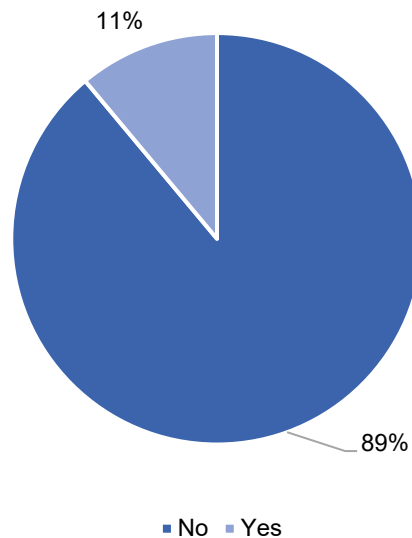
To recap, landed immigrants are those who are, or who have been, landed immigrants or permanent residents in Canada. Such persons have been granted the right to live in Canada permanently by immigration authorities. Immigrants who have obtained Canadian citizenship by naturalization are included in this group. This includes economic immigrants, immigrants sponsored by family as well as refugees. This excludes non-permanent residents (i.e., persons in Canada who have a work or study permit or who are refugee claimants.

During the 2021 Census, nearly 1 in 4 people counted were or had been a landed immigrant or permanent resident in Canada, the highest proportion since Confederation and the largest proportion among G7 countries.

Among the respondents to the CMA Workplace Diversity Survey, the majority (89%, or 249 individuals) were not landed immigrants, while 11% (31 individuals) identified as landed immigrants. Only one respondent (0.4%) left this question blank.

While our survey cannot attempt to make a statement on the entirety of the museum sector, it is interesting to see how the proportion of landed immigrants among the survey respondents differs from the national average. The museum sector may benefit from further investigation into the reasons for this discrepancy and evaluate potential strategies to attract and retain a more diverse workforce, including landed immigrants, to better reflect the Canadian population.

Potential avenues for further research:

- *Explore the barriers to entry and retention for landed immigrants in the museum sector, such as language, education, and professional networks.*
- *Investigate the role of outreach and recruitment efforts in attracting a diverse pool of museum professionals, including landed immigrants.*
- *Assess the effectiveness of diversity and inclusion training programs in promoting a more inclusive work environment for museum staff from diverse backgrounds.*
- *Examine the potential impact of mentorship and professional development programs in supporting the career advancement of landed immigrants within the museum sector.*
- *Evaluate the representation of diverse cultural perspectives and experiences in museum exhibitions, programming, and overall messaging, and how this may influence the engagement and participation of all immigrants in the sector.*
- *Compare the experiences and career trajectories of landed immigrants working in the museum sector with those of Canadian-born professionals to identify potential disparities and areas for improvement.*
- *Investigate and compare the appeal of the museum sector as a career path for landed immigrants in contrast to other industries such as IT, healthcare, or banking and finance.*

Persons Living with Disability

Are you a person living with disability (%; n=281)

4%   10%

85%

■ No   ■ Prefer not to say   ■ Yes
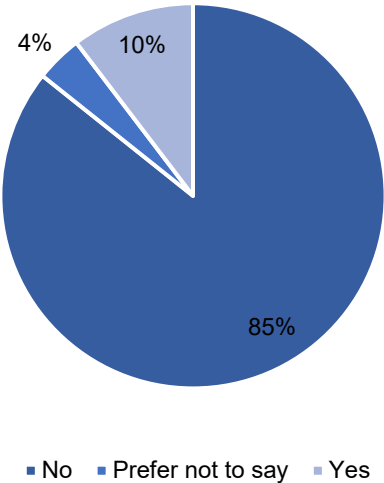
The CMA Workplace Diversity Survey sought to understand the representation of persons living with disabilities among its respondents, using the Canadian Survey on Disability's (CSD) social model of disability as a guiding framework. This model defines disability as the relationship between bodily function and structure, daily activities, and social participation, while also acknowledging the role of environmental factors. In alignment with this framework, the survey considered individuals with visible and invisible disabilities, including those experiencing limitations in their daily activities due to long-term conditions or health problems, as well as those facing difficulty in performing specific tasks.

Disability types encompassed in the survey include pain-related, flexibility, mobility, mental health-related, seeing, hearing, dexterity, learning, memory, and developmental disabilities.

Among the survey respondents, 85% (240 individuals) indicated that they were not living with a disability, while 10% (29 individuals) identified as persons living with disabilities. A smaller percentage, 4% (11 individuals), preferred not to disclose their disability status, and only one respondent (0.4%) left this question blank.

***Potential avenues for further research:***

- *Explore the availability and effectiveness of accommodations and support services provided by museums for employees with disabilities, including assistive technologies, flexible work arrangements, and training for staff on disability awareness.*
- *Examine the recruitment, hiring, and retention practices in the museum sector to identify potential biases and opportunities for improvement in attracting and supporting a diverse workforce, including individuals with disabilities.*
- *Evaluate the impact of inclusive and accessible museum environments on the experiences and satisfaction of employees with disabilities, as well as the overall work culture and performance of the organization.*
- *Assess the current training, resources, and professional development opportunities available for museum professionals to increase their understanding and ability to support colleagues and visitors with disabilities.*

Visible Minorities

For this survey, visible minority refers to whether a person is a visible minority or not, as defined by the Employment Equity Act. The Employment Equity Act defines visible minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour". The visible minority population consists mainly of the following groups: South Asian, Chinese, Black, Filipino, Arab, Latin American, Southeast Asian, West Asian, Korean, and Japanese. However, for the purpose of this survey, we acknowledge that a person can self-identify as Indigenous while also being a Visible Minority per the Employment Equity Act.

Do you identify as a visible minority?
(%; n=281)

13

87

■ No ■ Yes

Among the survey respondents, 87% (244 individuals) indicated that they did not identify as visible minorities, while 13% (37 individuals) identified
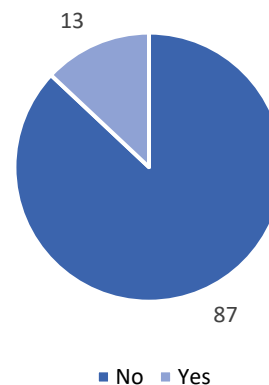
themselves as belonging to a visible minority group. Of those 37 individuals, 3 identified as both Indigenous and as a Visible Minority.

As part of Statistics Canada's efforts to modernize the national statistical system, the "visible minorities" standard is presently being reevaluated. Statistics Canada is dedicated to engaging with partners, stakeholders, and the general public to develop appropriate terminology and classification for describing the population and addressing data requirements. Despite the ongoing review, based on 2016 statistics that adhere to the Employment Equity Act's definition of visible minority, visible minorities constituted 22% of the population.
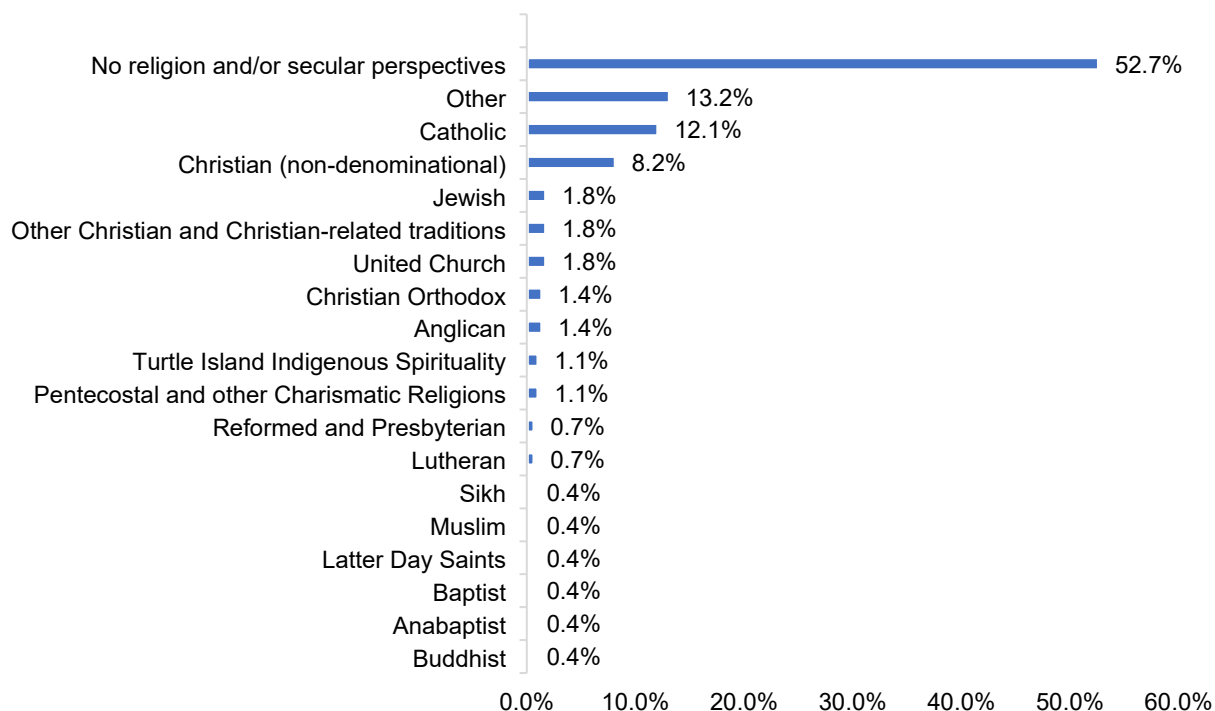
The representation of visible minorities in the survey sample is lower than the 2016 Canadian average. Nonetheless, since the survey sample cannot claim to be representative of all museum workers in Canada, and because the definition of visible minority is itself in constant flux, it is necessary to approach these findings with nuance. Nonetheless, it does point to some interesting avenues of further research.

Potential avenues for further research:

- *Explore how the museum sector can better support the recruitment, retention and professional development of individuals from visible minority backgrounds.*
- *Analyze the extent to which museum programming and exhibitions reflect the diverse perspectives and lived experiences of visible minority communities in Canada.*

Religion

How do you identify in terms of religion or spirituality (%; n=281)

Category	Percentage
No religion and/or secular perspectives	52.7%
Other	13.2%
Catholic	12.1%
Christian (non-denominational)	8.2%
Jewish	1.8%
Other Christian and Christian-related traditions	1.8%
United Church	1.8%
Christian Orthodox	1.4%
Anglican	1.4%
Turtle Island Indigenous Spirituality	1.1%
Pentecostal and other Charismatic Religions	1.1%
Reformed and Presbyterian	0.7%
Lutheran	0.7%
Sikh	0.4%
Muslim	0.4%
Latter Day Saints	0.4%
Baptist	0.4%
Anabaptist	0.4%
Buddhist	0.4%

The CMA Workplace Diversity Survey also sought to gain a broader understanding of diversity in the sector by examining the religious and spiritual affiliations of its respondents. The results revealed a wide range of religious and spiritual beliefs, with the majority (52.7% or 148 individuals) identifying as having no religion and/or holding secular perspectives.

In comparison, the 2021 census reported 53.3% of Canada's population as Christian, with 34.6% having no religion or following secular perspectives, and 12% reporting other religions. Over the past 20 years, the proportion of Canadians with no religious affiliation or secular perspectives has more than doubled, rising from 16.5% in 2001 to 23.9% in 2011 and reaching 34.6% in 2021.

When examining the religious affiliations of the survey respondents, 12.1% identified as Catholic and 8.2% as non-denominational Christians. Other Christian denominations were also represented, including Anglican (1.4%), Christian Orthodox (1.4%), United Church (1.8%), and other Christian and Christian-related traditions (1.8%). Smaller numbers of respondents identified with other religious affiliations such as Buddhism (0.4%), Judaism (1.8%), Islam (0.4%), and Sikhism (0.4%). Additionally, 1.1% of respondents identified with Turtle Island Indigenous Spirituality. Of note, however, the representation of Muslim (1 respondent) and Hindu respondents (no respondent) in the survey appears to be lower than the Canadian average in 2021 (4.9% and 2.3% respectively).

Additionally, 13.2% of respondents identified with other religions and spiritual traditions not explicitly listed in the survey options, such as Agnostic, Atheist, Wiccan, and Possibilitarian.

In conclusion, the survey results highlight a higher proportion of respondents with no religious affiliation or secular perspectives and an underrepresentation of certain religious groups, such as Muslims and Hindus, compared to the Canadian average.

Potential avenues for further research:

- *Investigating the impact of religious and spiritual diversity on museum programming and exhibitions.*
- *Exploring how museums can create inclusive spaces for visitors and employees with diverse religious and spiritual backgrounds, particularly for underrepresented groups.*
- *Analyzing the representation of different religious and spiritual affiliations in museum leadership and decision-making roles.*
- *Examining the role of museums in promoting interfaith and intercultural understanding through their work, as well as combating bigotry, Islamophobia and antisemitism.*
- *Assessing potential barriers to entry for visibly religious individuals in the museum sector.*

Appendix

Survey Questions

1. Enter your museum/institution name (info: The survey is asking for the name of your institution to ensure statistically significant responses per participating institution, as well as to enable us to conduct our analysis by institution type (e.g. national museum, provincial museum, regional museum)

2. Enter your year of birth

3. Enter the year in which you started working in the institution

4. Enter the number of promotions you have received thus far from your time of joining (info: as applicable)

5. Select the department in which you are working (click all that apply)
    a. Human Resources
    b. Finance
    c. Marketing
    d. Communications
    e. Operations/Administration
    f. IT
    g. Security
    h. Facilities Management
    i. Conservation
    j. Collections Management
    k. Curation
    l. Retail
    m. Education
    n. Membership Development (including events)
    o. Guest Services (including Visitor Experience)
    p. Exhibition Design
    q. Research
    r. Publications
    s. Business Development
    t. Strategy
    u. Policy
    v. Outreach (including Community Engagement)
    w. Sponsorship/Fundraising
    x. Other (please specify)

6. Select Employment Type
    a. Permanent – Full-time
    b. Permanent – Part-time
    c. Contract (term-limited) – Full-time
    d. Contract (term-limited) – Part-time
    e. Intern
    f. Volunteer

7. Select Level of Seniority (info: this will vary by institution)
   a. Senior-level (CEOs, managers, directors and above)
   b. Mid-level (e.g., supervisors, coordinators)
   c. Entry-level (e.g., front-line)
   d. Not applicable (info: for example, if you are an intern or volunteer and not part of the organization's formal structure)

8. Is your position unionized?
   a. Yes
   b. No

9. Please indicate your level of education (select all that apply)
   a. No certificate, diploma, or degree
   b. Secondary (high) school diploma or equivalency certificate
   c. Apprenticeship or trades certificate or diploma
   d. College, CEGEP, or other non-university certificate or diploma
   e. University certificate or diploma below bachelor level
   f. University certificate or diploma at bachelor level
   g. University certificate at master's level
   h. In-progress PhD/All but Dissertation (ABD)
   i. PhD
   j. Other (please specify)

10. What is your current salary range?
    a. n/a
    b. Under $5,000
    c. $5,000 - $9,999
    d. $10,000 - $14,999
    e. $15,000 - $19,999
    f. $20,000 - $24,999
    g. $25,000 - $29,999
    h. $30,000 - $34,999
    i. $35,000 - $39,999
    j. $40,000 - $44,999
    k. $45,000 - $49,999
    l. $50,000 - $59,999
    m. $60,000 - $69,999
    n. $70,000 - $79,999
    o. $80,000 - $89,999
    p. $90,000 - $99,999
    q. $100,000 – $149,999
    r. $150,000 - $199,999
    s. Above $200,000

11. Please select your gender
    a. Cisgender man (info: persons who have reported that their sex assigned at birth is the same as their current gender)

b. Cisgender woman (info: persons who have reported that their sex assigned at birth is the same as their current gender)
c. Trans man
d. Trans woman
e. Gender non-binary (info: persons who do not identify with a gender binary)
f. Questioning (info: a person who is questioning their gender roles)
g. Gender fluid (info: a person whose gender identity is not fixed and may move between genders)
h. None of the above (please specify if you identify as per a category we have not included in this survey)
i. Prefer not to say

12. Do you identify as 2SLGBTQI+? (info: The Government of Canada uses the acronym 2SLGBTQI+ as an inclusive term. 2S at the front, recognizes Two-Spirit people as the first 2SLGBTQI+ communities; L - Lesbian; G - Gay; B - Bisexual; T - Transgender; Q - Queer; I - Intersex, considers sex characteristics beyond sexual orientation, gender identity and gender expression; + is inclusive of people who identify as part of sexual and gender diverse communities, who use additional terminologies.)
a. Yes
b. No
c. Prefer not to say

13. Are you a landed immigrant? (Info: Persons who are, or who have been, landed immigrants or permanent residents in Canada. Such persons have been granted the right to live in Canada permanently by immigration authorities. Immigrants who have obtained Canadian citizenship by naturalization are included in this group. This includes economic immigrants, immigrants sponsored by family as well as refugees. This excludes non-permanent residents (i.e., persons in Canada who have a work or study permit or who are refugee claimants)
a. Yes
b. No

14. Are you a person living with disability? (info: According to the Canadian Survey on Disability's (CSD) social model of disability, disability is defined as the relationship between bodily function and structure, daily activities and social participation, while recognizing the role of environmental factors. In keeping with this framework, the CSD definition of disability includes anyone who reported being "sometimes," "often" or "always" limited in their daily activities due to a long-term condition or health problem, as well as anyone who reported being "rarely" limited if they were also unable to do certain tasks or could only do them with a lot of difficulty. The disability types are as follows: pain-related, flexibility, mobility, mental health-related, seeing, hearing, dexterity, learning, memory, or developmental.)
a. Yes
b. No
c. Prefer not to say

15. Do you identify as Indigenous?
a. Yes
b. No

16. Do you identify as a Visible Minority? (info: Visible minority refers to whether a person is a visible minority or not, as defined by the Employment Equity Act. The Employment Equity Act defines visible minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour". The visible minority population consists mainly of the following groups: South Asian, Chinese, Black, Filipino, Arab, Latin American, Southeast Asian, West Asian, Korean, and Japanese. However, for the purpose of this survey, we acknowledge that a person can self-identify as Indigenous while also being a Visible Minority per the Employment Equity Act.)
    a. Yes
    b. No

17. How do you identify in terms of religion/spirituality? (info: religious categories sources from Canada's census)
    a. Buddhist
    b. Christian (non-denominational)
    c. Anabaptist
    d. Anglican
    e. Baptist
    f. Catholic
    g. Christian Orthodox
    h. Jehovah's Witness
    i. Latter Day Saints
    j. Lutheran
    k. Methodist and Wesleyan (Holiness)
    l. Pentecostal and other Charismatic Religions
    m. Reformed and Presbyterian
    n. United Church
    o. Other Christian and Christian-related traditions (please specify if you wish)
    p. Hindu
    q. Jewish
    r. Muslim
    s. Sikh
    t. Turtle Island Indigenous Spirituality (please elaborate if you wish)
    u. Other religions and spiritual traditions (please specify if you wish)
    v. No religion and/or secular perspectives (please elaborate if you wish)

18. Please specify what additional information related to diversity, equity, and inclusion in future surveys you would like us to capture that could better enable CMA to conduct an intersectional analysis of diversity within the heritage sector (max 500. characters)

19. If you would like to be contacted to participate in any round-table discussions, focus groups or case studies that may emerge from this survey, please use the space below to leave your contact information (optional)