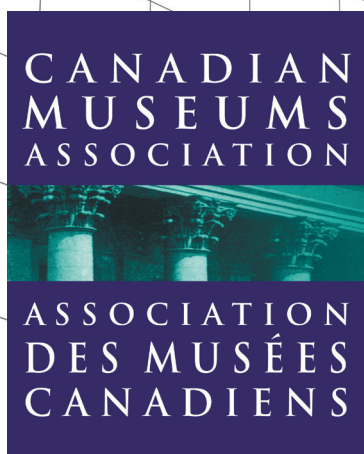
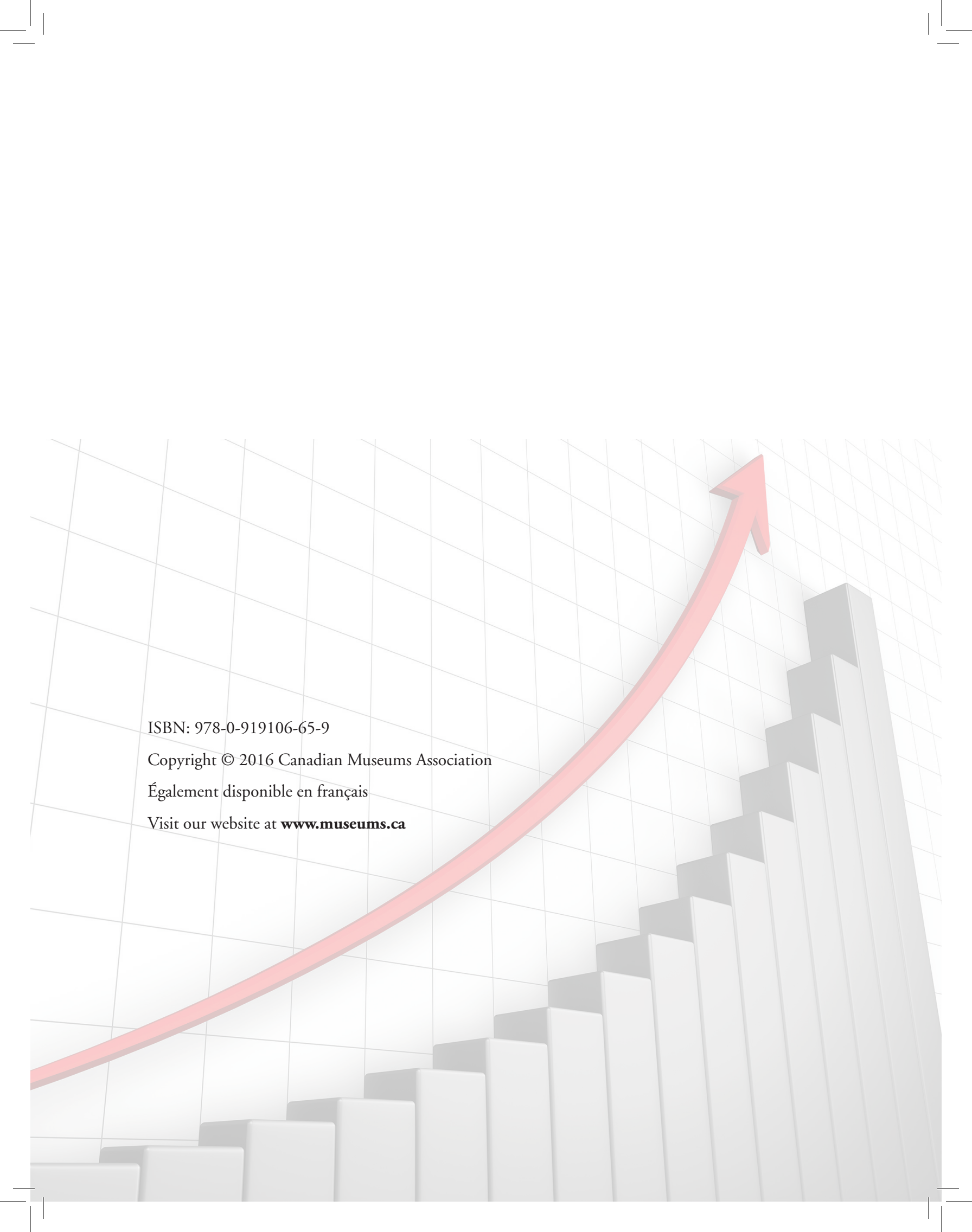


# National Compensation Survey Results 2016 Edition



A 3D bar chart with a red arrow pointing upwards, symbolizing growth. The chart is set against a light gray grid background. The bars are gray and increase in height from left to right. A thick red arrow starts from the bottom left and curves upwards to the top right, following the general trend of the bars.

ISBN: 978-0-919106-65-9

Copyright © 2016 Canadian Museums Association

Également disponible en français

Visit our website at **[www.museums.ca](http://www.museums.ca)**

# Table of contents

	Page
I. Introduction .....	4
II. Overview of Participants .....	5
III. Research Findings — Current Trends and Practices .....	6
IV. Research Findings – Base Salary .....	7
V. Research Findings – Salary Range Progression, Overtime, Bonus Plan .....	51
VI. Research Findings – Benefits and Perquisites .....	52
VII. Research Findings – Sick Time, Vacation .....	54
VIII. Research Findings – Human Resources Challenges, Professional Development .....	55
IX. Research Findings – Volunteer Duties, Volunteer Challenges .....	56
X. Part-time and Seasonal Employment .....	57
XI. Research Findings – Part-time positions .....	60
 <b>Appendix A — 2015 National Compensation Survey Questionnaire .....</b>	 <b>65</b>
 <b>Appendix B — Participating Organizations .....</b>	 <b>72</b>

# I → Introduction

## Canadian Museums Association

The Canadian Museums Association (CMA) is the national organization for the advancement of the Canadian museum sector, representing Canadian museum professionals both within Canada and internationally. The CMA works for the recognition, growth, and stability of the sector. It was established by a small group of people in Quebec City in 1947.

Today, the CMA has nearly 2,000 members, and supports them with training and professional development programs, conferences, publications, networking opportunities, a body of knowledge, and a dedicated staff.

CMA members include non-profit museums, art galleries, science centres, aquaria, archives, sport halls of fame, artist-run centres, zoos and historic sites across Canada. They range from large metropolitan galleries to small community museums. All are dedicated to preserving and presenting Canada's cultural heritage to the public. For over 60 years, Canada's museums have developed an international reputation for excellent programming, dedicated public service, and high standards of professionalism.

The CMA is governed by an elected Board of Directors and maintains a full-service secretariat in Ottawa.

## Survey and Report Overview

Recognizing that the success of its member organizations is largely dependent on the ability to attract and retain top calibre staff, and that the cultural sector is affected by increasingly scarce skill sets in the labour market, the CMA launched an updated version of its comprehensive national compensation survey — compensation being one of the most critical elements of an organization's ability to attract and retain talented employees.

The updated National Compensation Survey was conducted in-house by the CMA. It was launched online in English and French.

The survey was launched in May 2015, and organizations submitted their responses well into late summer. As with the 2011 survey, the deadline was extended to increase the response rate.

The survey focused on gathering data on base salary, incentive pay, employee benefits and perquisites as well as several other human resources issues, including key challenges facing organizations, attraction and retention, and the use of volunteers. This year, for the first time, respondents were given the option of providing figures for part-time or seasonal employment. This addition was made to better reflect the actual landscape of museum sector staffing, where 43% of the workforce is employed part-time or seasonally.

This report presents the results from the survey, beginning with a profile of the participating organizations and followed by data on current trends and practices as well as benefits and perquisites.

Following principally qualitative analysis, the remainder of the report provides details on base salaries or hourly wages for each of the selected benchmark position classes. In total, data was gathered on 40 position classes, which represented a larger number of position titles owing to variance in nomenclature.

While comparisons may be made with previous survey results, readers should be cautioned that the data sets are completely independent of each other and firm conclusions cannot be drawn.

**Appendix A** provides a copy of the survey as distributed to participants.

# II → Overview of Participants

In total, the CMA received 128 complete surveys and 13 incomplete or duplicate surveys from a total of 141 responses from organizations across the country. This figure is 57 fewer than for the survey conducted in 2011, but shows an increase in useable data over the 2011 survey, with fewer incomplete responses. The CMA hopes that the number of complete responses will continue to increase in future pollings.

An alphabetical listing of participating organizations can be found in **Appendix B**. Please note that percentages may not add up to 100% due to rounding.

## Participant Profile

Region	Percentage of Sample
Atlantic (NB, NL, NS, PE)	15%
Ontario	21%
Prairies (AB, SK, MB)	21%
Québec	25%
West/Northwest (BC, YT)	18%

Institution Type*	Percentage of Sample
Community museum/Historic house	41%
Multidisciplinary museum	16%
Science and technology Museum/Planetarium	2%
Natural history/Natural science	5%
Human history/Archaeology	8%
Maritime/Marine/Transportation museum	4%
Military or Fort site/museum	2%
Art gallery/Art museum	25%
Artist-run centre	2%
Archives	13%
Aquarium/Botanical garden/Zoo	3%
Nature/Conservation park	1%
Outdoor/Living history site	5%
Sports hall of fame	1%
Other	8%

\* Participants were allowed to select more than one category.

Annual Budget	Percentage of Sample
Under \$100,000	18%
\$100,000 to \$499,999	48%
\$500,000 to \$999,999	16%
\$1,000,000 to \$4,999,999	11%
\$5,000,000 to \$15,000,000	4%
Over \$15,000,000	4%

Governing Authority	Percentage of Sample
Federal	5%
Provincial or territorial	9%
Municipal	16%
University/College/School Board	5%
Aboriginal and/or band	2%
Incorporated body	49%
Other	13%

Full-time or Equivalent Employees	Percentage of Sample
1 to 3 (includes '0')	63%
4 to 10	23%
11 to 50	9%
Over 50	5%

Charitable Status	Percentage of Sample
Yes	84%
No	16%



# IV ➔ Research Findings – Base Salary

## Notes About Base Salary Tables

The tables on the following pages present the compiled results for base salary data figures provided by survey participants.

- Averages were calculated using the normal arithmetic mean, with each value weighted equally.
- Data are only presented where three or more results were submitted for a given position and segment, in order to preserve confidentiality and supply meaningful figures. The number of results averaged for 2015 in any given row is presented in the first column as  $(n=(x))$  where (x) is the number of responses averaged.
- For comparison, the 2011 data were provided only where data fulfilling the 2015 criteria were present.
- In instances where a number of respondents greater than three is stated and blank cells exist, fewer than three responses exist for those individual cells. For example, in a given 'Ontario' row with usable data from four respondents, where all respondents offered their *actual* salary figures for the position, but only two have provided data for *minimum* salary at their organization, the 'Average Minimum' cell will remain blank. Where blank cells exist in the 2011 data, despite 2015 data existing, the above rationale applies.
- Samples for minimum, maximum and actual salaries are averaged independently of each other; therefore, it is possible for the actual salary to be below the minimum or exceed the maximum reported salary based on some organizations having submitted data for some columns but not all.

---

## Positions

- |  |   |
|--|---|
| 01 ➔ Chief Executive Officer/Executive Director                                      | 24 ➔ Intermediate Curator                                 |
| 02 ➔ Director/Curator  | 25 ➔ Senior Curator                                       |
| 03 ➔ Deputy Director   | 26 ➔ Archivist  |
| 04 ➔ Director/Manager, Administrative Services                                       | 27 ➔ Registrar  |
| 05 ➔ Director/Manager, Human Resources   | 28 ➔ Conservator  |
| 06 ➔ Director/Manager, Finance   | 29 ➔ Conservation Technician                              |
| 07 ➔ Director/Manager, Information Technology  | 30 ➔ Librarian  |
| 08 ➔ Director/Manager, Marketing/Communications/<br>Public Relations                 | 31 ➔ Director/Manager, Education/Programming              |
| 09 ➔ Director/Manager, Development (Fundraising)                                     | 32 ➔ Director/Manager, Exhibitions                        |
| 10 ➔ Director/Manager, Facilities and Security                                       | 33 ➔ Exhibition Coordinator                               |
| 11 ➔ Director/Manager, Store Operations  | 34 ➔ Designer (Exhibition Display Officer)                |
| 12 ➔ Office Administration Supervisor/Officer  | 35 ➔ Exhibition Technician/Preparator                     |
| 13 ➔ Development Officer (Fundraising)   | 36 ➔ Educator (Education Officer, Interpreter)            |
| 14 ➔ Information Technologist (e.g. Web Designer,<br>Database/Network Administrator) | 37 ➔ Manager/Coordinator, Visitor Services                |
| 15 ➔ Communications/Public Relations/Social Media<br>Officer                         | 38 ➔ Manager/Coordinator, Special Events                  |
| 16 ➔ Marketing Officer   | 39 ➔ Manager/Coordinator, Volunteers                      |
| 17 ➔ Human Resources Officer   | 40 ➔ Outreach/Extension Officer (Community<br>Programmer) |
| 18 ➔ Finance/Accounting Officer  |   |
| 19 ➔ Executive Assistant   |   |
| 20 ➔ Administrative Assistant  |   |
| 21 ➔ Clerk (e.g. Receptionist, Front Desk/Admission<br>Clerk, Gift Shop Attendant)   |   |
| 22 ➔ Director/Manager of Collections   |   |
| 23 ➔ Junior Curator  |   |

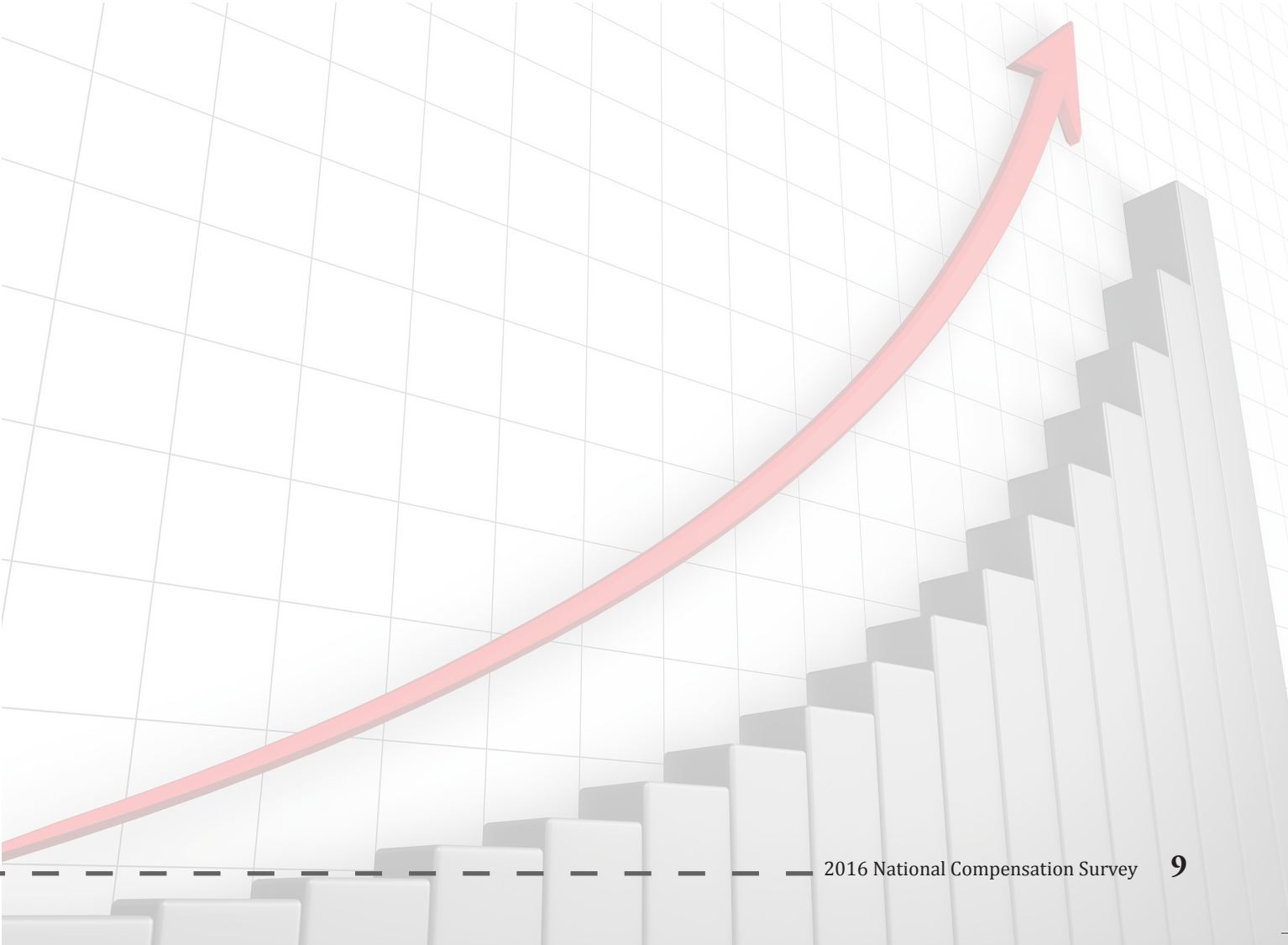
## Position 1 → Chief Executive Officer/Executive Director

Top leadership position. Has primary responsibility for the overall operation and development of the institution. Leads the development of institutional strategies and policies. Plans and directs all facets of institutional operations. Represents the institution externally as necessary and relevant.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=65)	68,431	85,396	86,229	64,831	80,093	79,172
<b>Region</b>						
Atlantic (n=4)			72,821			33,480
Ontario (n=14)	112,008	136,533	119,013	78,527	96,717	102,781
Prairies (n=11)	83,089	104,071	122,512	70,198	90,205	96,661
Quebec (n=24)	48,013	57,838	58,441	59,466	73,665	54,685
West/Northwest (n=12)	64,040	86,927	77,791			71,213
<b>Charitable Status</b>						
Yes (n=57)	68,934	85,926	87,948	67,573	86,892	78,890
No (n=8)	65,209	82,009	72,231	52,982	66,014	79,622
<b>Annual Budget</b>						
\$100,000 to \$499,999 (n=29)	46,582	57,240	51,300	41,999	51,794	49,309
\$500,000 to \$999,999 (n=16)	62,490	73,133	75,718	72,502	86,976	75,386
\$1,000,000 to \$4,999,999 (n=12)	94,566	112,298	109,657	96,544	121,312	97,945
\$5,000,000 to \$15,000,000 (n=5)			179,405			143,717
Over \$15,000,000 (n=3)			238,734			223,155
<b>Full-time Employees</b>						
1 to 3 (n=26)	46,347	58,197	53,100	39,647	49,942	50,929
4 to 10 (n=23)	60,911	70,620	74,472	67,737	79,783	71,799
11 to 50 (n=11)	105,404	137,840	134,899	94,697	125,902	108,951
Over 50 (n=5)			215,241			198,156
<b>Institution Type</b>						
Community museum/Historic house (n=14)	48,966	59,805	67,977	69,304	80,907	67,128
Multidisciplinary museum (n=15)	94,034	112,851	87,688	67,364	77,852	72,578
Natural history/Natural science museum (n=4)		91,567	84,175			128,721
Human history/Archaeology museum (n=8)	68,967	99,675	83,088			149,436
Art gallery/Art museum (n=19)	77,221	91,264	101,028	74,894	94,554	91,815
Artist-run centre (n=3)			44,500			
Archives (n=9)	66,521	90,924	77,525	69,410	76,293	59,889
Aquarium/Botanical Garden/Zoo (n=3)			87,283			
Outdoor/Living history site (n=5)	47,967	47,967	54,980			
Other (n=5)	47,700	59,500	52,858	54,090	56,415	58,035

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
<b>Governing Authority</b>						
Federal (n=3)			83,836			105,703
Provincial or territorial (n=9)	109,424	128,567	134,963			124,169
Municipal (n=6)	64,575	84,756	73,032	73,976	91,541	80,638
Incorporated body (n=36)	59,093	76,038	77,599	61,688	77,916	66,858
Other (n=8)	46,620	59,000	72,286			44,725

➡ 2015: Average minimum vacation weeks: 3.3
 ➡ 2015: Average maximum vacation weeks: 4.8



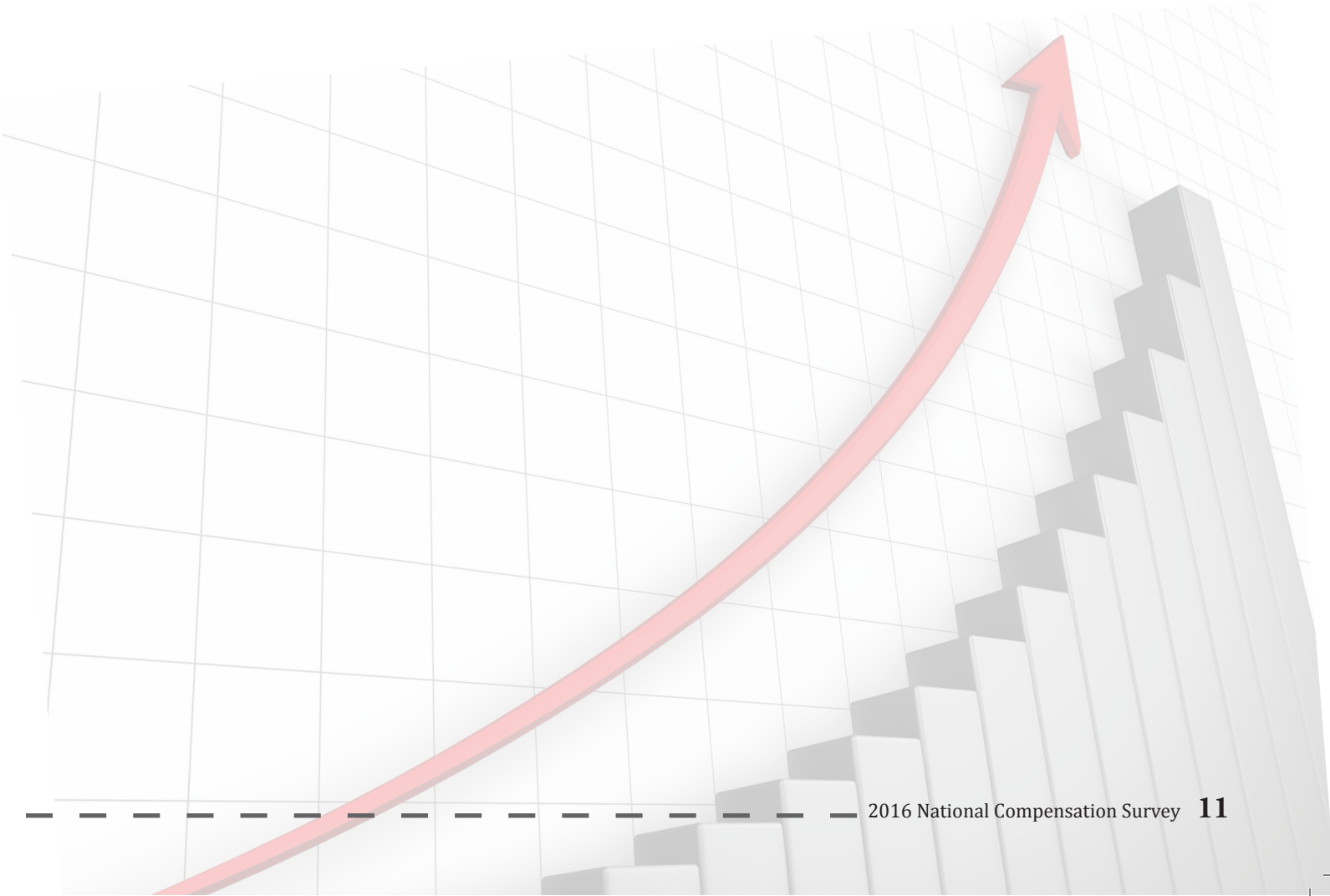
## Position 2 → Director/Curator

Usually found in smaller institutions, this top management position is responsible for directing all curatorial affairs and select administration/operational activities, such as finance and accounting, purchasing and office administration. Scope of responsibilities may include public and donor relations, developing and controlling the implementation of curatorial and operational policies and procedures, and coordinating the activities of curatorial and operational staff.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=48)	59,094	73,097	59,450	44,127	63,570	68,559
<b>Region</b>						
Atlantic (n=7)	65,612	76,435	45,564			43,631
Ontario (n=15)	56,756	69,432	64,870			77,922
Prairies (n=11)	65,084	84,302	70,819	50,752	79,992	67,569
Quebec (n=4)	62,780	71,167	62,324			76,493
West/Northwest (n=11)	49,357	59,250	48,484			68,205
<b>Charitable Status</b>						
Yes (n=38)	57,714	73,129	58,379	44,206	64,411	65,734
No (n=10)	63,431	73,006	63,524			81,826
<b>Annual Budget</b>						
Under \$100,000 (n=8)			26,953			44,816
\$100,000 to \$499,999 (n=28)	54,811	67,301	57,904	39,548	55,148	54,739
\$500,000 to \$999,999 (n=5)	69,750	82,750	71,888			106,456
\$1,000,000 to \$4,999,999 (n=4)			72,584			76,722
<b>Full-time Employees</b>						
1 to 3 (n=36)	53,886	66,072	50,423	34,963	48,805	48,284
4 to 10 (n=7)	68,923	81,210	72,695			89,162
11 to 50 (n=3)			82,542			70,864
<b>Institution Type</b>						
Community museum / Historic house (n=22)	56,233	69,009	50,532	35,917	48,555	59,516
Multidisciplinary museum (n=7)	55,612	68,101	53,906			
Maritime/Marine/Transportation museum (n=4)			38,690			32,062
Art gallery/Art museum (n=15)	60,433	74,975	76,142	58,538	83,318	84,972
Archives (n=5)			44,322	30,412	41,975	56,921
Other (n=3)	64,447		73,965	57,058	84,440	78,852

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
<b>Governing Authority</b>						
Provincial or territorial (n=3)			106,749			109,642
Municipal (n=11)	65,185	77,513	65,287			77,144
University (n=5)	64,025	74,556	71,061			96,259
Incorporated body (n=19)	55,955	71,389	50,731	35,312	52,468	50,652
Other (n=8)	53,000	71,000	47,379			49,901

➔ 2015: Average minimum vacation weeks: 2.4  
➔ 2015: Average maximum vacation weeks: 4.3



# Position 3 → Deputy Director

Usually found in larger institutions with an externally-focused Chief Executive Officer/Executive Director, the Deputy Director is the “second in command,” with primary responsibility for managing and coordinating institutional operations within and across all functional areas. Scope of responsibilities may include directing all facets of institutional operations and developing and controlling the implementation of operational strategies and policies.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=9)	115,526	143,205	123,612			87,147
<b>Region</b>						
Ontario (n=3)			153,337			
Prairies (n=4)			119,425			
<b>Charitable Status</b>						
Yes (n=8)	115,526	143,205	131,814			85,761
<b>Annual Budget</b>						
\$5,000,000 to \$15,000,000 (n=4)			119,425			
Over \$15,000,000 (n=3)			173,043			
<b>Full-time Employees</b>						
11 to 50 (n=3)			104,567			
Over 50 (n=4)			170,783			137,919
<b>Governing Authority</b>						
Provincial or territorial (n=3)			173,043			110,661
Incorporated body (n=4)			108,170			

- 2015: Average minimum vacation weeks: 4.2
- 2015: Average maximum vacation weeks: 5.3



# Position 4 → Director/Manager, Administrative Services

Top administration position. Has primary responsibility for managing and coordinating institutional operations within and across several functional areas, such as finance and accounting, purchasing, human resources, office administration and information technology. Develops and controls the implementation of operational strategies and policies.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=10)	48,267	56,669	67,908	69,438	101,756	67,805
<b>Region</b>						
Ontario (n=3)			97,694			54,420
<b>Charitable Status</b>						
Yes (n=9)	48,267	56,669	68,231	78,171	101,756	65,712
<b>Annual Budget</b>						
\$1,000,000 to \$4,999,999 (n=4)	56,884	68,375	58,872			59,563
<b>Full-time Employees</b>						
4 to 10 (n=5)	43,920	50,802	47,365			
11 to 50 (n=3)			68,057	63,222	81,000	68,844
<b>Institution Type</b>						
Community museum/Historic house (n=3)			53,071			
Art gallery/Art museum (n=8)	48,267	56,669	67,489	63,222	81,000	70,503
<b>Governing Authority</b>						
Incorporated body (n=6)	47,520	55,202	51,847			51,130

→ 2015: Average minimum vacation weeks: 2.8  
→ 2015: Average maximum vacation weeks: 5.0

# Position 5 → Director/Manager, Human Resources

Top human resources position. Has primary responsibility for developing and controlling the implementation of human resources strategies and policies. Scope of responsibilities may include job design, planning, labour relations and performance management, and overseeing job analysis, recruitment, selection, compensation, training, and health and safety.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=8)	91,076	123,846	110,483	78,189	107,314	92,398
<b>Region</b>						
Ontario (n=3)			120,851			
Prairies (n=3)			77,536			
<b>Charitable Status</b>						
Yes (n=7)	76,927	104,843	97,237	78,189	107,314	93,696
<b>Annual Budget</b>						
\$5,000,000 to \$15,000,000 (n=4)			83,777			74,454
Over \$15,000,000 (n=4)	108,861	141,444	137,190			122,133
<b>Full-time Employees</b>						
Over 50 (n=6)	108,861	141,444	123,660			112,712
<b>Governing Authority</b>						
Provincial or territorial (n=3)			115,184			97,293
Incorporated body (n=4)			83,777			

→ 2015: Average minimum vacation weeks: 3.7  
→ 2015: Average maximum vacation weeks: 5.8

# Position 6 → Director/Manager, Finance

Top finance and accounting position. Has primary responsibility for developing and controlling the implementation of finance and accounting strategies, policies and procedures. Scope of responsibilities may include budgeting, financial decision making and overseeing the maintenance of accounting records and preparation of financial statements.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=16)	80,330	104,637	98,263	69,181	91,719	86,653
<b>Region</b>						
Ontario (n=5)			94,555			
Prairies (n=6)	73,942	100,420	107,993	65,816	85,355	72,034
West/Northwest (n=3)	65,167	81,233	73,167			
<b>Charitable Status</b>						
Yes (n=14)	73,833	95,760	93,143	69,181	91,719	87,091
<b>Annual Budget</b>						
\$1,000,000 to \$4,999,999 (n=6)	67,268	83,228	74,872			
\$5,000,000 to \$15,000,000 (n=5)			113,273			79,239
Over \$15,000,000 (n=4)	102,771	132,491	121,717			123,174
<b>Full-time Employees</b>						
11 to 50 (n=9)	67,506	88,720	85,328	70,516	91,081	77,247
Over 50 (n=6)	102,771	132,491	124,161			105,687
<b>Institution Type</b>						
Multidisciplinary museum (n=4)	78,207	99,836	97,055			
Art gallery/Art museum (n=5)	70,655	93,276	81,450			82,664
<b>Governing Authority</b>						
Provincial or territorial (n=6)	76,634	96,156	91,881			109,966
Incorporated body (n=6)			89,514	56,535	74,256	61,775

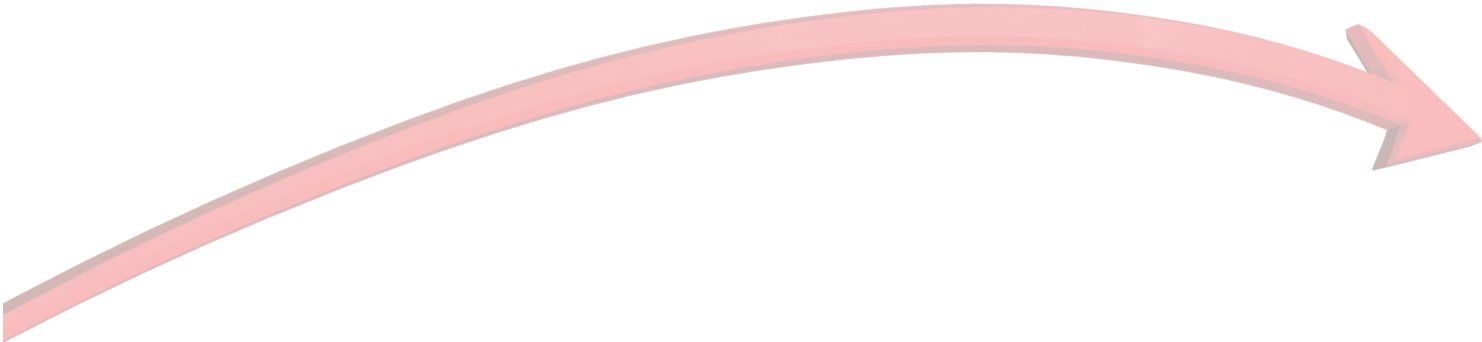
→ 2015: Average minimum vacation weeks: 3.4  
→ 2015: Average maximum vacation weeks: 5.1

# Position 7 → Director/Manager, Information Technology

Top information technology position. Has primary responsibility for developing and controlling the implementation of information technology strategies, policies and procedures. Scope of responsibilities may include information technology analysis, design and acquisition/development, and overseeing applications programming, network and database administration, and maintenance of information technology hardware and systems.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=7)	99,814	127,481	94,971	79,080	106,254	96,321
<b>Region</b>						
Ontario (n=3)			73,730			
<b>Charitable Status</b>						
Yes (n=6)			77,782	79,080	106,254	96,321
<b>Annual Budget</b>						
\$5,000,000 to \$15,000,000 (n=3)			84,167			
Over \$15,000,000 (n=3)	99,814	127,481	125,733			101,861
<b>Full-time Employees</b>						
Over 50 (n=5)	99,814	127,481	107,840			98,121
<b>Governing Authority</b>						
Incorporated body (n=3)			65,700			

- 2015: Average minimum vacation weeks: 3.4
- 2015: Average maximum vacation weeks: 3.6



## Position 8 → Director/Manager, Marketing/Communications/ Public Relations

Top position responsible for marketing and/or communications and/or public relations. Has primary responsibility for developing and controlling the implementation of marketing and/or communications and/or public relations strategies and policies. Scope of responsibilities may include leading product/service initiatives or changes to meet market requirements and overseeing market research, promotion, internal and external communications, and public relations.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=13)	93,521	132,317	95,973	84,410	116,646	88,524
<b>Region</b>						
Ontario (n=4)			113,825			103,345
Prairies (n=5)			75,309			67,664
<b>Charitable Status</b>						
Yes (n=12)	71,221	97,274	84,612	84,410	116,646	88,821
<b>Annual Budget</b>						
\$1,000,000 to \$4,999,999 (n=4)			49,186			64,574
\$5,000,000 to \$15,000,000 (n=5)			88,560			78,194
Over \$15,000,000 (n=4)	127,975	177,334	152,027			144,773
<b>Full-time Employees</b>						
11 to 50 (n=7)	59,067	87,300	59,221			69,488
Over 50 (n=6)	127,975	177,334	138,851			120,818
<b>Institution Type</b>						
Multidisciplinary museum (n=3)			88,572			
Art gallery/Art museum (n=5)			73,455			79,042
<b>Governing Authority</b>						
Provincial or territorial (n=3)			125,267			114,919
Incorporated body (n=6)	59,067	87,300	75,033			52,990

- 2015: Average minimum vacation weeks: 3.4
- 2015: Average maximum vacation weeks: 5.3

# Position 9 → Director/Manager, Development (Fundraising)

Top development position. Has primary responsibility for developing and controlling the implementation of developmental strategies and policies. Scope of responsibilities may include directing development staff, securing financial support and overseeing member and donor relations, capital programs and fundraising events.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=15)	74,634	102,845	106,612	61,753	83,992	89,804
<b>Region</b>						
Ontario (n=5)			143,373			144,549
Prairies (n=6)	71,799	100,283	81,907	54,045	75,455	74,224
<b>Charitable Status</b>						
Yes (n=14)	66,399	90,258	101,674	61,753	83,992	88,647
<b>Annual Budget</b>						
\$1,000,000 to \$4,999,999 (n=5)	65,865	82,649	68,088			58,234
\$5,000,000 to \$15,000,000 (n=5)			96,196			93,590
Over \$15,000,000 (n=4)			181,565			154,771
<b>Full-time Employees</b>						
11 to 50 (n=7)	65,279	88,570	78,725	60,391	79,783	66,214
Over 50 (n=6)			154,377			147,330
<b>Institution Type</b>						
Multidisciplinary museum (n=3)			126,667			
Art gallery/Art museum (n=7)	63,149	85,737	92,065			84,207
<b>Governing Authority</b>						
Provincial or territorial (n=5)	74,532	94,883	141,721			113,726
Incorporated body (n=6)	58,267	85,633	80,417			53,300

→ 2015: Average minimum vacation weeks: 3.4  
→ 2015: Average maximum vacation weeks: 5.3

# Position 10 → Director/Manager, Facilities and Security

Top facilities and security position. Has primary responsibility for establishing organizational facilities and security policies and procedures. Scope of responsibilities may include managing the design, modification and maintenance of organizational facilities and equipment and overseeing the protection and security of employees and assets.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=7)	89,680	119,216	100,345	56,809	67,999	61,509
Charitable Status						
Yes (n=6)	70,348	92,335	84,986	56,809	67,999	61,509
Annual Budget						
\$5,000,000 to \$15,000,000 (n=3)			84,700			
Over \$15,000,000 (n=3)	104,240	138,288	131,439			
Full-time Employees						
Over 50 (n=5)	104,240	138,288	112,683			
Governing Authority						
Incorporated body (n=3)			74,367			

- 2015: Average minimum vacation weeks: 3.5
- 2015: Average maximum vacation weeks: 5.0

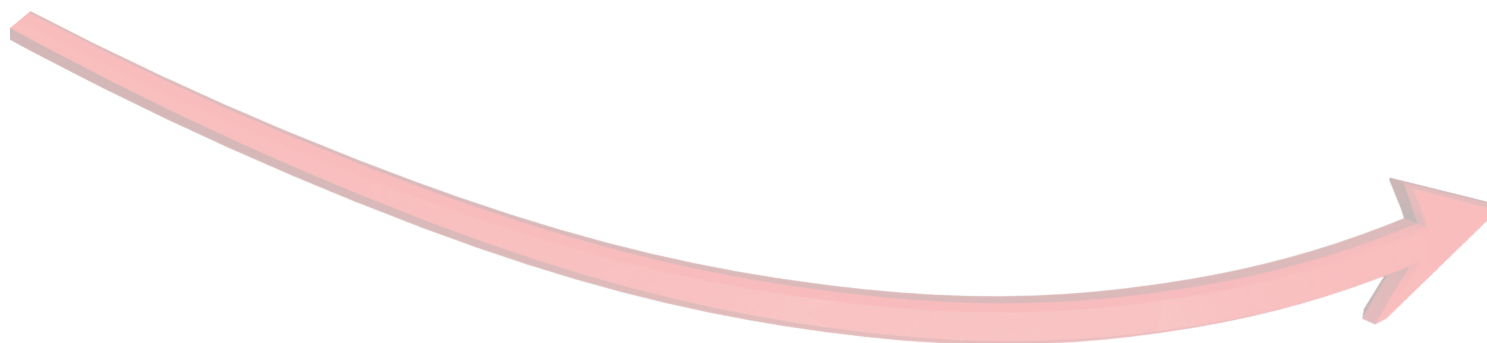
## Position 11 → Director/Manager, Store Operations

Top store operations position. Has primary responsibility for developing and controlling the implementation of store sales and operations strategies and policies. Scope of responsibilities may include budgeting, purchasing, sales and overseeing store staff.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=9)	53,131	67,317	59,054	48,604	63,307	50,113
<b>Region</b>						
West/Northwest (n=4)	32,038	38,038	41,794			35,686
<b>Charitable Status</b>						
Yes (n=8)	44,676	58,640	51,976	48,604	63,307	50,113
<b>Annual Budget</b>						
\$1,000,000 to \$4,999,999 (n=3)			48,687			41,395
<b>Full-time Employees</b>						
4 to 10 (n=3)			33,145			37,477
11 to 50 (n=3)			53,500	51,561	65,505	47,907
<b>Institution Type</b>						
Art gallery/Art museum (n=5)	48,345	63,300	56,509	42,885	60,973	51,909
<b>Governing Authority</b>						
Incorporated body (n=4)	33,705	47,038	36,469			40,249

→ 2015: Average minimum vacation weeks: 2.8

→ 2015: Average maximum vacation weeks: 4.2



## Position 12 → Office Administration Supervisor/Officer

The position responsible for supervising the efficient operation of administrative services within the guidelines and policies set by management. Scope of responsibilities may include coordinating and supervising the activities of office administration/ services staff and maintenance, custodial and security guard staff.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=17)	37,587	46,167	38,666	35,985	50,221	38,102
<b>Region</b>						
Ontario (n=4)			40,409			
Prairies (n=3)	35,830	41,179	39,846			
Quebec (n=3)	46,759	56,285	40,176			35,637
West/Northwest (n=6)	32,750	40,250	37,333			39,730
<b>Charitable Status</b>						
Yes (n=14)	35,724	44,753	38,304			35,251
No (n=3)			40,354			
<b>Annual Budget</b>						
\$100,000 to \$499,999 (n=6)	31,333	41,667	33,586			28,811
\$500,000 to \$999,999 (n=5)	34,872	40,884	36,807			39,544
Over \$15,000,000 (n=3)	49,991	60,434	56,924			
<b>Full-time Employees</b>						
1 to 3 (n=8)	31,500	41,250	31,689			27,076
4 to 10 (n=5)	35,830	41,179	40,607			38,865
Over 50 (n=3)	49,991	60,434	56,924			
<b>Institution Type</b>						
Community museum/Historic house (n=4)			30,788			31,893
Art gallery/Art museum (n=4)	42,738	53,005	47,872			
<b>Governing Authority</b>						
Incorporated body (n=9)	32,460	41,552	34,086			35,924

→ 2015: Average minimum vacation weeks: 2.2

→ 2015: Average maximum vacation weeks: 3.9

# Position 13 → Development Officer (Fundraising)

The position responsible for implementing established development strategies within the guidelines and policies set by management.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=14)	49,578	62,447	54,990	48,187	59,528	41,710
<b>Region</b>						
Ontario (n=4)			56,846			49,025
Prairies (n=5)	43,897	57,492	53,830	39,905	47,390	40,956
<b>Charitable Status</b>						
Yes (n=12)	48,518	61,580	56,835	48,187	59,528	43,061
<b>Annual Budget</b>						
\$1,000,000 to \$4,999,999 (n=4)	47,459	59,488	52,490	46,764	57,092	49,674
\$5,000,000 to \$15,000,000 (n=5)			55,455			
Over \$15,000,000 (n=4)	58,745	70,061	64,407			
<b>Full-time Employees</b>						
11 to 50 (n=7)	44,994	58,640	53,148	44,269	54,020	47,991
Over 50 (n=6)	58,745	70,061	62,138			
<b>Institution Type</b>						
Multidisciplinary museum (n=3)			57,954			
Art gallery/Art museum (n=5)	45,048	58,138	50,615	56,511	68,845	38,906
<b>Governing Authority</b>						
Provincial or territorial (n=6)	53,603	65,750	60,791	52,479	67,369	42,323
Incorporated body (n=6)	40,043	54,629	45,499			48,062

→ 2015: Average minimum vacation weeks: 2.9

→ 2015: Average maximum vacation weeks: 4.9

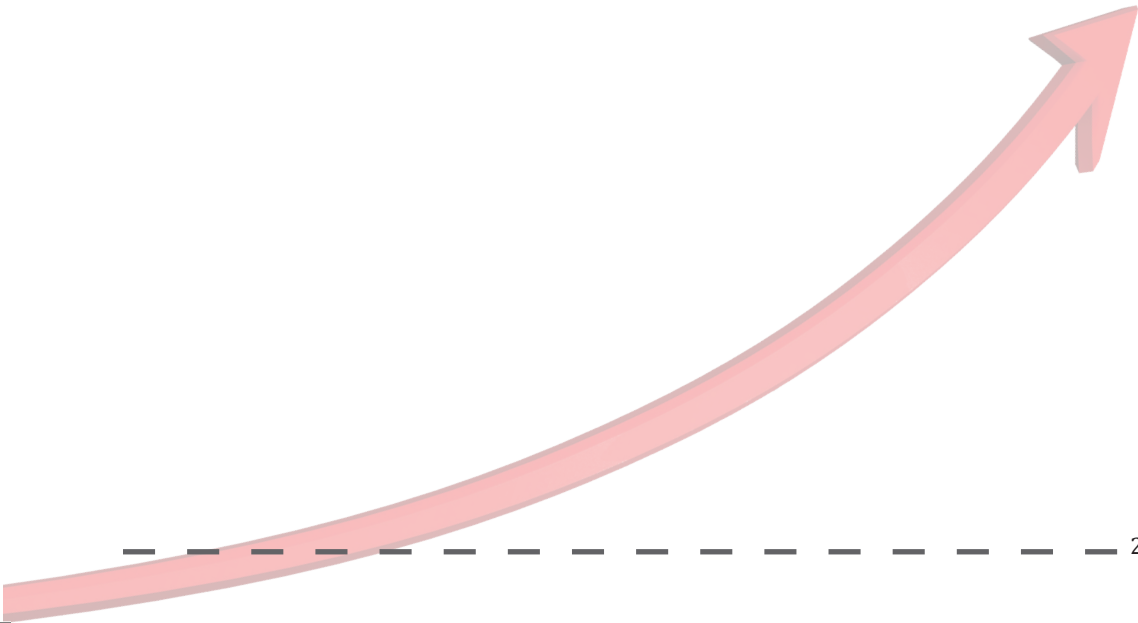
# Position 14 → Information Technologist

(e.g. Web Designer, Database/Network Administrator)

The position responsible for administering various aspects of one or several of the institution’s information technology applications or systems. Scope of responsibilities may include design, programming, documentation, data security and troubleshooting.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=7)	54,922	65,016	58,863	48,007	68,292	54,593
<b>Region</b>						
Ontario (n=3)			58,253			
<b>Charitable Status</b>						
Yes (n=6)	52,977	62,536	56,904	51,475	67,470	51,609
<b>Annual Budget</b>						
\$5,000,000 to \$15,000,000 (n=3)			48,389			60,820
Over \$15,000,000 (n=4)	57,370	67,798	66,719			
<b>Full-time Employees</b>						
Over 50 (n=6)	57,370	67,798	59,696	49,928	74,158	65,213
<b>Governing Authority</b>						
Provincial or territorial (n=3)	55,593	65,419	65,420	43,894	62,124	53,697
Incorporated body (n=3)			48,389			

→ 2015: Average minimum vacation weeks: 3.0  
→ 2015: Average maximum vacation weeks: 5.2



## Position 15 → Communications/Public Relations/ Social Media Officer

The position responsible for implementing established public relations and/or communications strategies within the guidelines and policies set by management. Scope of responsibilities may include liaising with news media and specific interest groups, preparing and circulating employee communications, preparing speeches, articles, brochures and public statements, updating social media and responding to public inquiries.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=25)	45,832	54,494	47,860	40,089	52,721	45,416
<b>Region</b>						
Ontario (n=6)	56,259	69,506	60,479			36,193
Prairies (n=9)	42,620	49,867	47,789	43,075	52,006	50,573
Quebec (n=7)	44,966	52,890	39,149	38,908	57,462	48,774
<b>Charitable Status</b>						
Yes (n=22)	44,291	53,110	46,393	40,385	50,765	43,595
No (n=3)	53,025	60,949	58,615			
<b>Annual Budget</b>						
\$500,000 to \$999,999 (n=8)	36,979	47,708	36,855			
\$1,000,000 to \$4,999,999 (n=6)	42,526	47,378	41,995			42,579
\$5,000,000 to \$15,000,000 (n=5)			53,377	39,967	55,495	55,495
Over \$15,000,000 (n=4)	65,604	78,229	78,233			
<b>Full-time Employees</b>						
4 to 10 (n=10)	37,000	45,092	37,269			34,579
11 to 50 (n=8)	43,288	49,654	43,959	40,954	52,221	49,163
Over 50 (n=6)	65,604	78,229	72,355	45,186	62,854	60,207
<b>Institution Type</b>						
Community museum / Historic house (n=3)			47,961			
Multidisciplinary museum (n=8)	43,195	48,817	41,639			
Art gallery/Art museum (n=11)	44,186	54,597	45,127	40,986	55,838	47,562
Archives (n=3)	47,102	51,654	49,635			
<b>Governing Authority</b>						
Provincial or territorial (n=8)	46,498	54,174	51,358	42,107	59,827	58,186
Incorporated body (n=11)	40,706	51,347	43,951	34,585	40,806	35,166

→ 2015: Average minimum vacation weeks: 3.1

→ 2015: Average maximum vacation weeks: 5.2

## Position 16 → Marketing Officer

The position responsible for implementing established marketing strategies within the guidelines and policies set by management. Scope of responsibilities may include conducting and analyzing market research and administering product/ service development and promotion initiatives.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=11)	47,183	56,157	52,018	45,591	55,385	47,439
<b>Region</b>						
Ontario (n=3)	47,369	56,311	52,426			
Prairies (n=4)			53,371	43,738	52,100	41,333
<b>Charitable Status</b>						
Yes (n=9)	44,966	53,474	52,474	45,591	55,385	49,398
<b>Annual Budget</b>						
\$5,000,000 to \$15,000,000 (n=4)			53,371			
Over \$15,000,000 (n=4)	56,566	66,879	64,641			
<b>Full-time Employees</b>						
11 to 50 (n=3)			49,328	43,456	50,336	40,905
Over 50 (n=5)	56,566	66,879	64,813	47,678	60,320	43,946
<b>Institution Type</b>						
Community museum / Historic house (n=3)			41,417			
Multidisciplinary museum (n=3)	47,578	55,954	54,287			
<b>Governing Authority</b>						
Provincial or territorial (n=3)	54,520	64,193	61,209			45,444
Incorporated body (n=6)	37,801	45,435	44,089			

→ 2015: Average minimum vacation weeks: 2.6

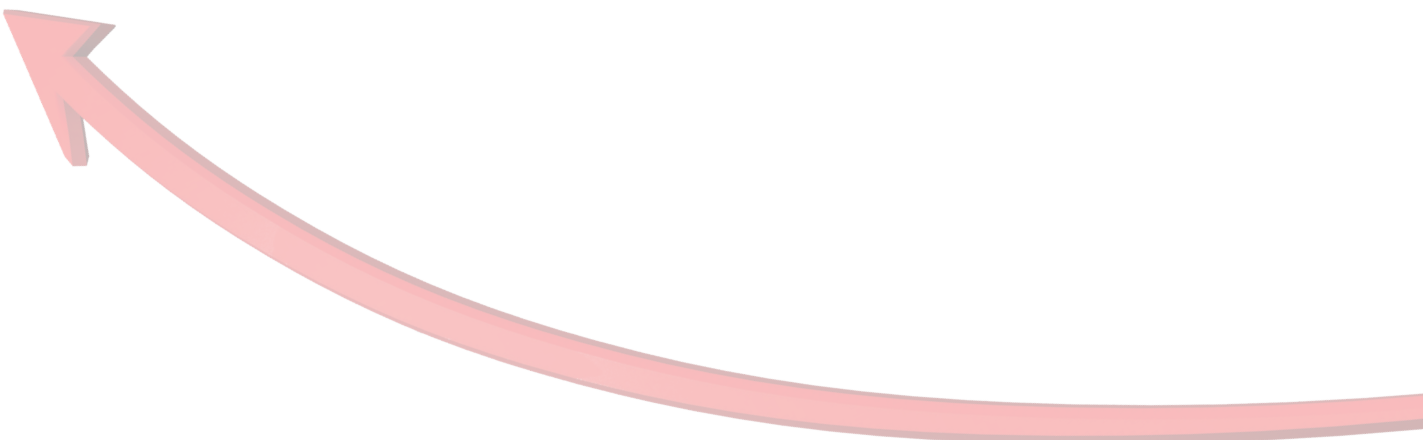
→ 2015: Average maximum vacation weeks: 4.4

# Position 17 → Human Resources Officer

The position responsible for implementing established human resource strategies within the guidelines and policies set by management. Scope of responsibilities includes conducting job analysis, recruitment, selection, training and compensation reviews, and providing advice and consultation on the application of human resources policies and practices.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=6)	58,042	69,217	63,984	48,757	63,991	55,426
Region						
Ontario (n=3)			71,938			
Charitable Status						
Yes (n=6)	58,042	69,217	63,984			
Annual Budget						
Over \$15,000,000 (n=3)	62,347	74,327	73,872			
Full-time Employees						
Over 50 (n=4)	62,347	74,327	68,004	48,757	63,991	55,565
Governing Authority						
Provincial or territorial (n=3)	62,347	74,327	73,872			

- ➡ 2015: Average minimum vacation weeks: 2.8
- ➡ 2015: Average maximum vacation weeks: 6.3



## Position 18 → Finance/Accounting Officer

The position responsible for administering finance and/or accounting procedures within the guidelines and policies set by management. Scope of responsibilities may include maintaining accounting records, preparing financial statements and performing financial analyses.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=13)	54,812	65,252	60,822	41,043	53,385	52,434
<b>Region</b>						
Ontario (n=3)			59,996			
Prairies (n=6)	48,763	58,059	60,933			
West/Northwest (n=3)			54,433			
<b>Charitable Status</b>						
Yes (n=12)	52,924	62,888	59,074	42,755	54,637	52,270
<b>Annual Budget</b>						
\$1,000,000 to \$4,999,999 (n=5)			49,467	42,158	54,373	49,126
\$5,000,000 to \$15,000,000 (n=4)			64,816			
Over \$15,000,000 (n=4)	59,553	70,710	71,023			
<b>Full-time Employees</b>						
11 to 50 (n=6)	48,763	58,059	58,766	42,158	54,373	49,126
Over 50 (n=5)	59,553	70,710	67,818	39,540	52,053	53,766
<b>Institution Type</b>						
Multidisciplinary museum (n=3)			59,906			
Art gallery/Art museum (n=6)	50,657	61,349	54,644			52,275
<b>Governing Authority</b>						
Provincial or territorial (n=4)	54,396	63,726	63,906	42,962	57,101	55,542
Incorporated body (n=3)			56,421			
Other (n=3)			65,667			

→ 2015: Average minimum vacation weeks: 2.9

→ 2015: Average maximum vacation weeks: 5.4

## Position 19 → Executive Assistant

The position responsible for providing administrative support to top management staff (i.e. Directors, Deputy Director, Executive Director). Scope of responsibilities may include generating memos, agendas and reports, assembling and analyzing highly confidential information, coordinating meetings and travel arrangements, and providing broad administrative support.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=17)	45,027	57,423	53,774	38,339	48,852	43,784
<b>Region</b>						
Ontario (n=4)			56,792			
Prairies (n=5)	46,209	58,636	59,536	42,864	50,120	48,673
Quebec (n=6)	38,142	49,141	43,541			36,429
<b>Charitable Status</b>						
Yes (n=15)	43,340	56,072	52,341	39,405	49,303	45,114
<b>Annual Budget</b>						
\$100,000 to \$499,999 (n=3)	31,767	40,000	37,087			
\$1,000,000 to \$4,999,999 (n=3)			50,513			36,947
\$5,000,000 to \$15,000,000 (n=5)			59,734	42,864	50,120	47,071
Over \$15,000,000 (n=4)	57,595	71,939	67,940			
<b>Full-time Employees</b>						
1 to 3 (n=3)	31,767	40,000	37,087			
4 to 10 (n=3)			44,297			
11 to 50 (n=5)	44,537	55,996	54,150	34,662	45,850	43,252
Over 50 (n=6)	57,595	71,939	66,543	43,987	52,638	49,862
<b>Institution Type</b>						
Multidisciplinary museum (n=5)	48,608	58,680	51,434			
Art gallery/Art museum (n=5)	47,725	61,451	49,426			42,800
<b>Governing Authority</b>						
Provincial or territorial (n=5)	51,059	63,898	60,459			51,237
Incorporated body (n=7)	35,621	48,245	48,132			36,647

→ 2015: Average minimum vacation weeks: 3.0

→ 2015: Average maximum vacation weeks: 5.1

## Position 20 → Administrative Assistant

The position responsible for providing administrative support to an individual or group. Scope of responsibilities may include generating memos, agendas and reports, coordinating meetings and travel arrangements, and providing broad administrative support.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=23)	39,663	47,444	41,862	34,224	42,691	38,111
<b>Region</b>						
Atlantic (n=4)	37,089	43,362	38,795			
Ontario (n=4)			44,393	34,870	44,311	38,620
Prairies (n=6)	38,448	44,659	43,597	37,227	44,265	42,352
Quebec (n=7)	42,517	52,096	41,303			30,523
<b>Charitable Status</b>						
Yes (n=20)	36,595	43,040	38,382	34,077	42,993	38,284
No (n=3)	52,955	65,061	65,061			
<b>Annual Budget</b>						
\$100,000 to \$499,999 (n=8)	40,460	48,968	39,857	26,274	33,864	31,620
\$500,000 to \$999,999 (n=3)			35,923	36,540	48,584	41,734
\$1,000,000 to \$4,999,999 (n=5)	37,839	41,826	37,844	32,772	39,796	35,800
\$5,000,000 to \$15,000,000 (n=3)			44,238	38,926	43,318	43,276
Over \$15,000,000 (n=4)	44,693	53,960	53,564			
<b>Full-time Employees</b>						
1 to 3 (n=5)	44,337	55,681	47,311			
4 to 10 (n=7)	31,791	35,721	31,577	34,640	45,523	38,599
11 to 50 (n=6)	39,131	44,323	41,261	33,877	40,987	39,493
Over 50 (n=5)	44,693	53,960	51,531	42,340	47,399	45,871
<b>Institution Type</b>						
Multidisciplinary museum (n=8)	44,594	52,538	48,658			
Art gallery/Art museum (n=9)	34,232	41,042	37,582	36,587	45,104	39,108
Archives (n=3)			43,676			30,711
<b>Governing Authority</b>						
Provincial or territorial (n=7)	38,871	44,976	42,992	40,695	47,002	46,970
University (n=3)			61,852			
Incorporated body (n=9)	36,879	44,217	35,780	27,853	35,597	31,577
Other (n=3)	31,000		34,889			

→ 2015: Average minimum vacation weeks: 2.7

→ 2015: Average maximum vacation weeks: 4.9

## Position 21 → Clerk

(e.g. Receptionist, Front Desk/Admission Clerk, Gift Shop Attendant)

The position responsible for performing either a variety of semi routine clerical activities or a series of specialized clerical activities. Scope of responsibilities may include selling tickets, directing visitors, maintaining files and records, directing calls, processing documents and preparing reports.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=14)	29,633	35,449	33,875	31,068	37,876	33,086
<b>Region</b>						
Ontario (n=3)			40,282			
Prairies (n=5)	32,699	37,988	37,160	34,663	40,761	39,523
Quebec (n=5)	24,282	30,182	27,999	25,387	30,995	24,726
<b>Charitable Status</b>						
Yes (n=12)	27,102	33,477	32,134	32,564	39,726	34,715
<b>Annual Budget</b>						
\$500,000 to \$999,999 (n=3)			27,688			
\$5,000,000 to \$15,000,000 (n=4)			36,096	30,007	35,987	34,686
Over \$15,000,000 (n=3)	35,661	42,431	43,792			
<b>Full-time Employees</b>						
4 to 10 (n=4)	23,887	30,523	27,516			
11 to 50 (n=5)	33,531	38,833	37,223	35,378	43,096	37,850
Over 50 (n=4)	35,661	42,431	40,844			
<b>Institution Type</b>						
Multidisciplinary museum (n=5)	34,993	39,648	34,552			
Art gallery/Art museum (n=4)	27,735	36,168	31,208	35,008	39,436	39,403
<b>Governing Authority</b>						
Provincial or territorial (n=3)	32,681	39,088	38,819	29,272	36,911	31,163
Incorporated body (n=6)	25,575	31,407	29,472	32,960	37,904	36,718
Other (n=3)			30,772			

→ 2015: Average minimum vacation weeks: 2.5

→ 2015: Average maximum vacation weeks: 4.7

## Position 22 → Director/Manager of Collections

Top collections position. Has primary responsibility for establishing and controlling the implementation of collections policies and procedures. Scope of responsibility may include acquisitions, public and donor relations and overseeing collections activities.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=20)	51,476	61,493	53,036	47,459	62,198	58,867
<b>Region</b>						
Ontario (n=3)			62,033	57,738	72,175	83,926
Prairies (n=6)	60,859	68,732	72,128	39,586	48,711	47,208
Quebec (n=5)	32,204	41,701	37,598			
West/Northwest (n=5)	47,529	58,704	48,772			50,577
<b>Charitable Status</b>						
Yes (n=17)	49,094	59,552	51,435	49,186	59,789	56,894
No (n=3)			62,107			
<b>Annual Budget</b>						
\$100,000 to \$499,999 (n=6)	37,447	41,775	37,799			36,814
\$500,000 to \$999,999 (n=6)	45,463	57,285	46,981	50,676	62,541	51,034
Over \$15,000,000 (n=3)	77,762	95,930	88,434			
<b>Full-time Employees</b>						
1 to 3 (n=5)	41,707	47,587	34,836			32,619
4 to 10 (n=9)	47,173	55,186	48,628	50,676	63,541	50,697
11 to 50 (n=4)	54,586	64,127	69,183	49,567	60,380	56,949
<b>Institution Type</b>						
Community museum/Historic house (n=7)	52,908	59,128	55,315	47,505	58,417	51,532
Multidisciplinary museum (n=5)	37,781	43,305	39,232			
Natural history/Natural science museum (n=3)			53,385			78,732
Human history/Archaeology museum (n=3)	46,535	62,386	57,620			94,131
Art gallery/Art museum (n=4)	54,435	63,774	59,275	49,546	62,637	56,176
Archives (n=3)	46,705	58,272	52,372	38,161	45,736	45,747
<b>Governing Authority</b>						
Provincial or territorial (n=4)	64,657	80,670	73,746	55,009	71,944	83,069
Municipal (n=3)			63,216	45,768	57,948	52,549
Incorporated body (n=9)	40,085	48,657	43,543			42,400
Other (n=3)			43,687			

→ 2015: Average minimum vacation weeks: 2.7

→ 2015: Average maximum vacation weeks: 4.5

# Position 23 → Junior Curator

Under direct supervision, this entry-level position is responsible for specific tasks related to collections and exhibitions development. Scope of responsibilities may include research in support of museum collections, documenting acquisitions, collections digitization and exhibition implementation.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=9)	51,106	63,904	53,919	40,273	53,650	42,243
Region						
Ontario (n=4)	49,158	65,795	55,335	49,887	62,241	
Prairies (n=3)			54,477			
Charitable Status						
Yes (n=8)	51,927	66,597	54,017	42,606	53,600	40,033
Annual Budget						
\$1,000,000 to \$4,999,999 (n=3)			47,659			
Full-time Employees						
4 to 10 (n=4)	49,536	54,870	56,577			
Institution Type						
Art gallery/Art museum (n=4)	54,867	63,409	61,671			

- 2015: Average minimum vacation weeks: 2.9
- 2015: Average maximum vacation weeks: 4.6

## Position 24 → Intermediate Curator

The working level position responsible for assigned areas of collections and exhibitions development. Scope of responsibilities may include research in support of museum collections, documenting acquisitions, exhibition planning, promotion and implementation, and ensuring the overall safety and longevity of collections.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=14)	53,490	66,404	55,207	50,673	65,336	51,151
<b>Region</b>						
Ontario (n=6)	60,035	75,041	61,262	61,174	77,062	
Prairies (n=3)			56,831			
West/Northwest (n=3)			45,187			
<b>Charitable Status</b>						
Yes (n=13)	53,757	66,999	55,115	53,423	64,884	51,794
<b>Annual Budget</b>						
\$500,000 to \$999,999 (n=3)			46,433			
\$1,000,000 to \$4,999,999 (n=6)	46,199	58,129	46,436			47,490
Over \$15,000,000 (n=3)	69,080	84,826	81,560			
<b>Full-time Employees</b>						
4 to 10 (n=3)	40,328	50,579	44,953			
11 to 50 (n=6)	51,670	64,457	52,228			
Over 50 (n=3)	69,080	84,826	81,560	59,808	81,459	
<b>Institution Type</b>						
Multidisciplinary museum (n=5)	58,453	75,665	57,028			
Art gallery/Art museum (n=7)	53,894	65,851	54,937	46,337	60,628	46,691
<b>Governing Authority</b>						
Provincial or territorial (n=5)	60,790	76,188	70,767	55,063	74,703	56,672
Incorporated body (n=5)			49,062			43,960

→ 2015: Average minimum vacation weeks: 2.9

→ 2015: Average maximum vacation weeks: 4.9

## Position 25 → Senior Curator

The senior position responsible for overall management and policy development for collections and exhibitions, including directing staff. Scope of responsibilities may include research in support of museum collections, selecting and documenting acquisitions, exhibition planning, promotion and implementation, and ensuring the overall safety and longevity of collections.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=28)	55,324	67,103	57,468	52,437	68,148	63,492
<b>Region</b>						
Atlantic (n=4)	50,338	66,186	50,447			
Ontario (n=5)			83,457	56,414	68,220	71,210
Prairies (n=9)	53,014	64,617	60,518	58,859	79,262	70,291
Quebec (n=6)	35,540	39,185	37,684	34,695	49,217	43,586
West/Northwest (n=4)	58,090	66,793	54,813			59,815
<b>Charitable Status</b>						
Yes (n=27)	54,233	66,666	56,819	54,802	70,151	66,271
<b>Annual Budget</b>						
\$100,000 to \$499,999 (n=7)	34,328	39,510	35,363	37,642	45,009	46,495
\$500,000 to \$999,999 (n=6)	36,530	44,980	38,225	54,895	78,391	59,629
\$1,000,000 to \$4,999,999 (n=10)	61,998	74,539	66,134	58,547	72,442	67,525
Over \$15,000,000 (n=3)	88,582	107,444	108,211			
<b>Full-time Employees</b>						
1 to 3 (n=7)	32,168	38,645	33,510			
4 to 10 (n=8)	40,242	46,607	44,229	47,917	65,254	55,306
11 to 50 (n=10)	65,077	80,716	69,605	56,232	69,301	66,337
Over 50 (n=3)	88,582	107,444	108,211	57,285	78,991	88,827
<b>Institution Type</b>						
Community museum/Historic house (n=5)	36,831	43,677	38,512	49,863	58,628	54,301
Multidisciplinary museum (n=9)	68,821	83,900	62,769			
Art gallery/Art museum (n=14)	59,474	72,260	62,228	60,518	82,629	65,786
Archives (n=4)	59,749	63,452	63,589			
<b>Governing Authority</b>						
Incorporated body (n=14)	47,123	57,616	48,583	47,822	58,321	55,801
Other (n=3)			48,060			

→ 2015: Average minimum vacation weeks: 2.6

→ 2015: Average maximum vacation weeks: 4.7

## Position 26 → Archivist

The position responsible for selecting, acquiring and registering items of a textual, visual or electronic nature. Scope of responsibilities may include storing and preserving records, classifying records, providing reference services, researching, identifying and authenticating records, and selecting records for publication and/or display.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=11)	58,252	67,297	61,800	45,481	56,675	47,675
<b>Region</b>						
Prairies (n=4)			63,381			
West/Northwest (n=3)			51,767			37,468
<b>Charitable Status</b>						
Yes (n=7)	53,187	64,243	59,457	45,481	56,675	47,482
No (n=4)	65,006	71,368	65,901			
<b>Annual Budget</b>						
\$1,000,000 to \$4,999,999 (n=3)			61,065	40,454	52,994	
Over \$15,000,000 (n=5)	58,650	69,601	69,502			
<b>Full-time Employees</b>						
11 to 50 (n=4)			61,074	40,454	52,994	
Over 50 (n=4)	60,315	72,676	72,552	53,830	67,206	
<b>Institution Type</b>						
Community museum/Historic house (n=3)			52,135	39,476	47,416	39,731
Multidisciplinary museum (n=4)	57,807	65,129	63,878	35,928	46,875	44,718
Archives (n=4)			57,574	40,486	48,916	40,441
<b>Governing Authority</b>						
Provincial or territorial (n=4)	53,187	64,243	64,245	52,576	67,558	

→ 2015: Average minimum vacation weeks: 3.1

→ 2015: Average maximum vacation weeks: 4.9

## Position 27 → Registrar

The position responsible for initiating and/or supervising the compilation of clear and accurate records of the collection, including all areas of collection and records management. Scope of responsibilities may include maintaining accessions books and numbering all items, cataloguing and maintaining classification, category and cross-reference cards, recording and making proper contractual arrangements for all gifts, loans and bequests, and planning and supervising the movement of all items in the collection or those borrowed from other institutions.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=19)	54,065	64,942	54,855	44,365	57,592	50,098
<b>Region</b>						
Ontario (n=5)	61,370	73,407	54,054	53,113	64,642	48,447
Prairies (n=6)	44,328	50,909	49,793	43,929	55,207	53,434
Quebec (n=3)			82,853			
West/Northwest (n=3)	42,633	49,767	46,125			
<b>Charitable Status</b>						
Yes (n=16)	45,791	54,327	48,313	44,988	56,773	49,233
No (n=3)			89,749			
<b>Annual Budget</b>						
\$100,000 to \$499,999 (n=3)			35,053			
\$500,000 to \$999,999 (n=4)			37,942	45,678	58,899	53,188
\$1,000,000 to \$4,999,999 (n=6)	45,534	51,028	44,651	44,161	58,233	49,162
Over \$15,000,000 (n=4)	85,633	107,690	104,525			
<b>Full-time Employees</b>						
4 to 10 (n=6)	43,227	51,008	42,633	45,678	58,899	46,044
11 to 50 (n=6)	44,463	50,666	46,196	41,912	53,806	53,806
Over 50 (n=4)	85,633	107,690	104,525	50,280	66,925	59,208
<b>Institution Type</b>						
Community museum/Historic house (n=3)			40,492	37,394	45,454	42,405
Multidisciplinary museum (n=4)	56,172	61,662	54,464			
Art gallery/Art museum (n=11)	43,081	51,707	45,783	46,465	60,757	51,086
Archives (n=3)			49,785			
<b>Governing Authority</b>						
Provincial or territorial (n=4)	56,464	66,725	65,689	46,525	63,092	57,624
Incorporated body (n=8)	40,880	48,122	41,928	45,090	52,143	44,866
Other (n=3)			39,401			

→ 2015: Average minimum vacation weeks: 2.9

→ 2015: Average maximum vacation weeks: 4.8

## Position 28 → Conservator

The position responsible for planning, coordinating and participating in the conservation and restoration of collection artifacts and/or works of art. Scope of responsibilities may include determining conservation and restoration treatments, conserving and restoring artifacts and works of art, advising curators regarding identification, authenticity and conditions of artifacts and/or works of art, advising curators concerning environmental and travel needs, and researching and evaluating new conservation and restoration techniques.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=8)	57,879	69,924	65,198	47,422	59,655	57,702
<b>Region</b>						
Prairies (n=4)	51,667	61,635	55,192	45,456	55,535	54,745
<b>Charitable Status</b>						
Yes (n=8)	57,879	69,924	65,198	48,473	58,872	55,928
<b>Annual Budget</b>						
\$5,000,000 to \$15,000,000 (n=3)			51,061	40,666	56,519	55,659
Over \$15,000,000 (n=3)	67,870	79,854	79,854			
<b>Full-time Employees</b>						
11 to 50 (n=5)	50,385	62,476	56,404	45,264	55,526	54,137
Over 50 (n=3)	67,870	79,854	79,854	52,483	69,447	67,826
<b>Institution Type</b>						
Multidisciplinary museum (n=3)	53,893	66,293	62,583			
Art gallery/Art museum (n=3)	57,624	69,929	69,778	48,640	63,884	61,340
<b>Governing Authority</b>						
Provincial or territorial (n=5)	62,004	74,520	73,680	48,098	64,491	59,591

→ 2015: Average minimum vacation weeks: 3.0

→ 2015: Average maximum vacation weeks: 5.1

# Position 29 → Conservation Technician

The position responsible for performing specific, established conservation procedures, including preventative and restorative conservation of artifacts and/or works of art. Scope of responsibilities may include undertaking condition reports, monitoring and maintaining appropriate storage environments and undertaking appropriate procedures for packing and transferring objects.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=4)	43,597	50,242	54,236			45,523
Charitable Status						
Yes (n=4)	43,597	50,242	54,236			45,981

- ➡ 2015: Average minimum vacation weeks: 2.7
- ➡ 2015: Average maximum vacation weeks: 5.3

## Position 30 → Librarian

The position responsible for ensuring the efficient and effective operation of library services. Scope of responsibilities includes developing and implementing library policies and procedures, maintaining catalogue and inventory of library materials and responding to internal and external inquiries.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=7)	76,967	103,984	83,453	56,581	70,098	65,112
<b>Region</b>						
Prairies (n=3)			56,733	47,380	58,687	58,687
<b>Charitable Status</b>						
Yes (n=6)	56,482	68,400	66,219	56,581	70,098	65,112
<b>Annual Budget</b>						
Over \$15,000,000 (n=4)	91,872	127,255	103,493			
<b>Full-time Employees</b>						
11 to 50 (n=3)			56,733			
Over 50 (n=4)	91,872	127,255	103,493	64,603	80,567	
<b>Institution Type</b>						
Multidisciplinary museum (n=3)			68,971			
Art gallery/Art museum (n=3)			59,472	55,945	70,231	
<b>Governing Authority</b>						
Provincial or territorial (n=3)	62,698	75,705	75,706	62,478	76,727	

- 2015: Average minimum vacation weeks: 3.7
- 2015: Average maximum vacation weeks: 5.4

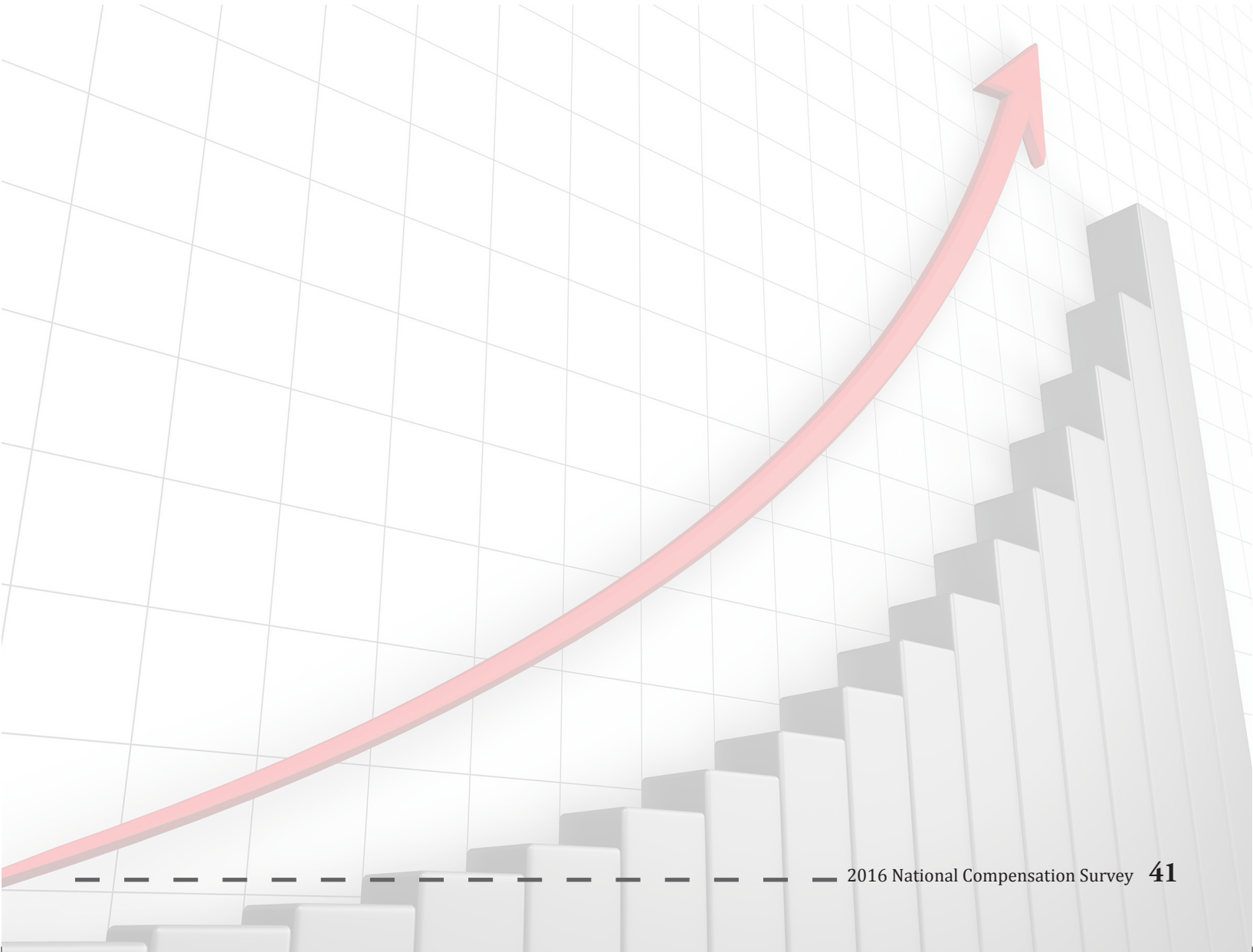
## Position 31 → Director/Manager, Education/Programming

Top education/programming position. Has primary responsibility for establishing and controlling the implementation of all education/programming policies and procedures. Scope of responsibilities may include directing several educational departments or programs, educational program design and development, and overseeing education/programming staff.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=29)	46,539	58,363	57,481	57,407	70,957	60,053
<b>Region</b>						
Ontario (n=10)	51,885	61,452	66,599	82,346	93,972	72,360
Prairies (n=7)	56,635	73,368	67,419	43,025	48,538	54,418
Quebec (n=6)	33,348	44,620	37,199			
West/Northwest (n=5)	46,333	54,900	49,565			43,252
<b>Charitable Status</b>						
Yes (n=27)	45,960	57,788	57,519	59,075	70,442	59,044
<b>Annual Budget</b>						
\$100,000 to \$499,999 (n=7)	37,670	46,584	40,622			
\$500,000 to \$999,999 (n=7)	45,317	56,116	48,480	52,917	64,772	53,145
\$1,000,000 to \$4,999,999 (n=7)	43,163	53,282	50,632	40,111	52,615	56,831
\$5,000,000 to \$15,000,000 (n=5)			72,843			70,375
Over \$15,000,000 (n=3)			108,192	96,276	112,375	
<b>Full-time Employees</b>						
1 to 3 (n=7)	40,172	50,730	41,122			
4 to 10 (n=10)	42,342	51,463	47,989	52,917	64,772	51,996
11 to 50 (n=7)	48,722	67,836	60,092	42,608	54,437	59,523
Over 50 (n=5)			95,710	82,616	102,110	83,044
<b>Institution Type</b>						
Community museum/Historic house (n=7)	42,724	51,754	52,802	47,753	59,618	53,773
Multidisciplinary museum (n=5)	56,040	66,736	58,321			
Human history/Archaeology museum (n=3)			49,214	59,520	73,083	68,989
Art gallery/Art museum (n=12)	46,613	59,861	61,147	66,912	78,165	62,982
Archives (n=3)			54,233			

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
<b>Governing Authority</b>						
Provincial or territorial (n=4)			87,774	68,980	82,951	69,650
Municipal (n=3)			51,811			
Incorporated body (n=16)	41,966	55,005	50,589	42,422	50,641	52,328
Other (n=5)	44,167	51,667	59,196			

➡ 2015: Average minimum vacation weeks: 2.5  
 ➡ 2015: Average maximum vacation weeks: 4.5



## Position 32 → Director/Manager, Exhibitions

Top exhibitions position. Has primary responsibility for establishing and controlling the implementation of exhibitions policies and procedures. Scope of responsibilities may include developing and managing special programs related to temporary exhibitions and exhibition schedules, overseeing exhibitions staff and ensuring the accuracy and availability of exhibition calendars.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=7)	61,167	76,909	73,774	53,360	71,497	63,609
<b>Region</b>						
Prairies (n=3)	42,310	53,358	48,663			
<b>Charitable Status</b>						
Yes (n=7)	61,167	76,909	73,774	56,493	75,948	63,634
<b>Annual Budget</b>						
\$500,000 to \$999,999 (n=3)			42,922			
Over \$15,000,000 (n=3)			111,255			
<b>Full-time Employees</b>						
4 to 10 (n=3)			42,922			
Over 50 (n=3)			111,255			82,946
<b>Institution Type</b>						
Multidisciplinary museum (n=3)			70,011			
Art gallery/Art museum (n=3)			73,629			63,802
<b>Governing Authority</b>						
Provincial or territorial (n=4)	72,902	90,219	93,967			66,171
Incorporated body (n=3)			46,850			45,186

→ 2015: Average minimum vacation weeks: 3.6

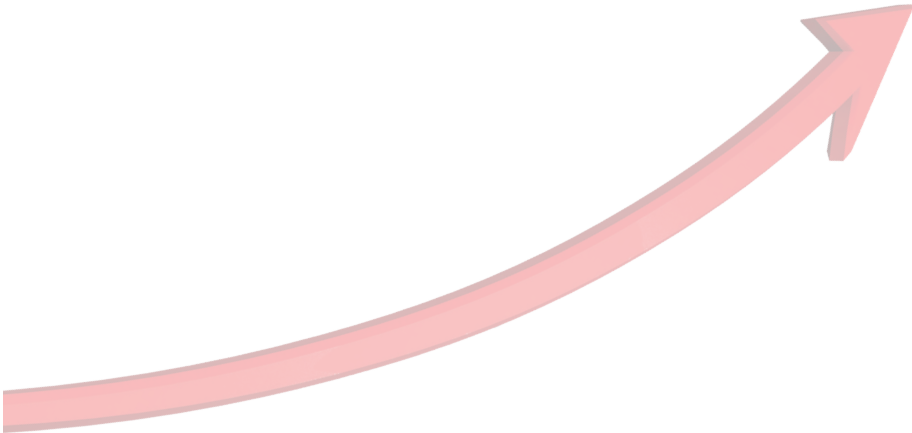
→ 2015: Average maximum vacation weeks: 4.8

# Position 33 → Exhibition Coordinator

The position responsible for coordinating the logistical components of temporary exhibits within the guidelines and policies set by management. Scope of responsibilities includes scheduling temporary exhibits, maintaining exhibitions calendars and administering special programs related to exhibitions and exhibition schedules.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=9)	46,614	57,943	49,440	36,494	44,565	38,151
<b>Region</b>						
Quebec (n=4)			37,175			
<b>Charitable Status</b>						
Yes (n=7)	46,554	56,127	49,980	38,150	49,966	40,289
<b>Annual Budget</b>						
\$100,000 to \$499,999 (n=3)	39,190	50,380	48,880	26,364	32,004	28,319
<b>Full-time Employees</b>						
4 to 10 (n=4)			34,575			
<b>Governing Authority</b>						
Incorporated body (n=3)			34,560			

- 2015: Average minimum vacation weeks: 2.7
- 2015: Average maximum vacation weeks: 5.0



## Position 34 → Designer (Exhibition Display Officer)

The position responsible for the design, construction and installation of new exhibits. Scope of responsibilities may include developing working drawings, models and graphic layouts, receiving and advising on job estimates and contracts, coordinating the technical aspects of exhibit production and advising on or developing exhibition catalogue layouts.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=8)	51,699	59,820	59,958	49,483	62,788	57,482
<b>Region</b>						
Prairies (n=5)	49,992	56,439	57,335	43,132	53,454	53,454
<b>Charitable Status</b>						
Yes (n=7)	49,769	59,243	59,484	49,483	62,788	57,482
<b>Annual Budget</b>						
\$1,000,000 to \$4,999,999 (n=3)	52,280	57,289	57,096			
\$5,000,000 to \$15,000,000 (n=3)			55,129	43,132	53,454	53,454
<b>Full-time Employees</b>						
11 to 50 (n=5)	48,394	55,151	55,035			
Over 50 (n=3)			68,162	53,963	69,413	62,839
<b>Institution Type</b>						
Art gallery/Art museum (n=4)	47,247	56,968	56,825	46,425	58,337	
<b>Governing Authority</b>						
Provincial or territorial (n=3)	57,162	67,191	66,999	49,939	59,682	
Incorporated body (n=4)	42,376	51,296	53,847			

→ 2015: Average minimum vacation weeks: 3.0

→ 2015: Average maximum vacation weeks: 5.6

## Position 35 → Exhibition Technician/Preparator

The position responsible for constructing and/or preparing all support materials for exhibits, including cases, display furniture, models, mats and frames. Scope of responsibility may also include mounting and preparing objects for display, installing lighting equipment, cleaning and maintaining displays, and packing and unpacking objects and exhibits.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=22)	42,549	50,698	43,461	43,731	54,273	48,483
<b>Region</b>						
Atlantic (n=3)			46,309			
Ontario (n=5)	46,322	54,190	50,491	44,181	53,493	50,119
Prairies (n=6)	40,712	49,518	46,369	44,636	57,277	51,584
Quebec (n=3)			28,896			
West/Northwest (n=5)	41,300	49,500	39,972			
<b>Charitable Status</b>						
Yes (n=22)	42,549	50,698	43,461	43,731	54,273	48,392
<b>Annual Budget</b>						
\$500,000 to \$999,999 (n=8)	38,965	49,567	35,347			
\$1,000,000 to \$4,999,999 (n=8)	40,815	48,033	44,127	40,710	48,721	42,057
Over \$15,000,000 (n=3)	52,248	61,115	61,117			
<b>Full-time Employees</b>						
1 to 3 (n=3)			34,667			
4 to 10 (n=10)	38,396	47,474	40,991			48,953
11 to 50 (n=6)	40,891	49,148	43,148	39,746	47,696	44,650
Over 50 (n=3)	52,248	61,115	61,117	44,520	53,871	
<b>Institution Type</b>						
Multidisciplinary museum (n=4)			37,298			
Art gallery/Art museum (n=17)	39,749	47,854	43,616	41,985	53,957	46,559
<b>Governing Authority</b>						
Provincial or territorial (n=5)	48,861	57,387	55,537	43,881	53,731	
Municipal (n=3)			47,678			
Incorporated body (n=7)	37,232	47,482	39,790			38,185
Other (n=4)			38,583			

→ 2015: Average minimum vacation weeks: 2.6

→ 2015: Average maximum vacation weeks: 4.7

## Position 36 → Educator (Education Officer, Interpreter)

The position responsible for coordinating and administering/conducting educational programs. Scope of responsibilities may include planning and teaching program curricula in the museum and/or in the classroom and preparing learning materials for teachers and students.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=31)	42,382	49,260	43,512	39,767	49,764	41,944
<b>Region</b>						
Atlantic (n=3)	33,476	42,805	36,476			
Ontario (n=7)	53,067	60,552	48,943	51,893	64,016	58,899
Prairies (n=10)	44,359	50,587	50,004	40,229	49,730	45,911
Quebec (n=8)	30,623	34,623	30,250			28,413
West/Northwest (n=3)			51,600			35,852
<b>Charitable Status</b>						
Yes (n=27)	40,810	47,925	43,597	39,991	49,867	40,251
No (n=4)	50,768	56,380	42,935			
<b>Annual Budget</b>						
\$100,000 to \$499,999 (n=8)	38,895	41,561	40,038			33,352
\$500,000 to \$999,999 (n=7)	35,858	45,192	33,754			
\$1,000,000 to \$4,999,999 (n=8)	40,757	49,801	42,329	37,559	47,600	41,941
\$5,000,000 to \$15,000,000 (n=5)			51,112	37,053	45,721	43,884
Over \$15,000,000 (n=3)	58,468	66,032	66,032	48,966	59,476	
<b>Full-time Employees</b>						
1 to 3 (n=6)	40,300	43,500	42,613			
4 to 10 (n=12)	39,827	46,406	37,683			40,361
11 to 50 (n=9)	41,117	50,840	46,060	38,483	48,034	44,371
Over 50 (n=4)			56,614	44,502	54,476	
<b>Institution Type</b>						
Community museum/Historic house (n=7)	43,255	47,873	46,389			46,888
Multidisciplinary museum (n=5)	42,512	50,313	44,733			
Art gallery/Art museum (n=14)	39,401	46,324	42,026	41,344	51,133	40,750
<b>Governing Authority</b>						
Provincial or territorial (n=6)	46,590	54,663	50,977	49,446	60,581	51,931
Municipal (n=5)	55,268	58,546	53,728			
Incorporated body (n=18)	36,658	43,924	37,900	35,754	45,154	36,054

→ 2015: Average minimum vacation weeks: 2.7

→ 2015: Average maximum vacation weeks: 4.6

## Position 37 → Manager/Coordinator, Visitor Services

The position responsible for planning and coordinating visitor services and visitor services staff. Scope of responsibilities may include overseeing the operations of visitor services, guiding visitor services staff and researching and developing new visitor services.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=21)	41,832	50,058	45,814	47,742	62,974	47,336
<b>Region</b>						
Ontario (n=8)	48,427	59,397	47,702	55,467	67,800	61,219
Prairies (n=6)	40,818	47,739	53,816			
Quebec (n=4)			29,695			51,454
West/Northwest (n=3)			46,267			
<b>Charitable Status</b>						
Yes (n=18)	40,986	49,454	47,836	49,299	62,316	45,707
No (n=3)			33,681			
<b>Annual Budget</b>						
\$500,000 to \$999,999 (n=7)	35,001	42,172	35,932			
\$1,000,000 to \$4,999,999 (n=4)			37,961			36,255
\$5,000,000 to \$15,000,000 (n=4)			60,670			
Over \$15,000,000 (n=4)	58,936	69,303	64,509			
<b>Full-time Employees</b>						
4 to 10 (n=9)	36,419	43,423	38,292			32,062
11 to 50 (n=5)			48,784	31,811	39,999	36,825
Over 50 (n=5)	61,251	73,302	63,106	63,740	86,602	77,162
<b>Institution Type</b>						
Community museum/Historic house (n=5)	42,278	48,927	49,558	31,793	39,054	35,901
Human history/Archaeology museum (n=4)			43,823			
Art gallery/Art museum (n=7)	39,142	48,272	40,841	46,407	66,148	41,996
Archives (n=3)			40,008			
<b>Governing Authority</b>						
Provincial or territorial (n=5)	49,981	59,734	54,819	51,730	68,331	55,839
Incorporated body (n=11)	35,664	43,163	40,166			32,062

→ 2015: Average minimum vacation weeks: 2.6

→ 2015: Average maximum vacation weeks: 4.9

## Position 38 → Manager/Coordinator, Special Events

The position responsible for planning and coordinating all special events. Scope of responsibilities may include scheduling, sourcing and coordinating the transportation of lecturers, objects and/or exhibits, establishing contracts, managing budgets and overseeing the effective operation of special events.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=12)	44,678	57,586	48,988	44,653	58,863	44,356
<b>Region</b>						
Prairies (n=6)	41,782	57,472	50,419	39,865	47,452	45,901
West/Northwest (n=3)			47,067			
<b>Charitable Status</b>						
Yes (n=12)	44,678	57,586	48,988	43,696	54,785	43,489
<b>Annual Budget</b>						
\$5,000,000 to \$15,000,000 (n=5)			48,257	38,638	53,247	51,123
<b>Full-time Employees</b>						
4 to 10 (n=3)			42,116			46,193
11 to 50 (n=5)	41,043	49,296	48,457	38,669	46,378	44,801
Over 50 (n=4)			54,806	47,840	67,137	
<b>Institution Type</b>						
Art gallery/Art museum (n=4)	45,804	58,254	54,506	42,695	56,123	46,585
<b>Governing Authority</b>						
Provincial or territorial (n=3)	48,538	57,739	56,075	45,332	62,181	50,844
Incorporated body (n=7)	41,782	57,472	45,748			43,257

→ 2015: Average minimum vacation weeks: 2.8

→ 2015: Average maximum vacation weeks: 4.8

# Position 39 → Manager/Coordinator, Volunteers

The position responsible for coordinating and guiding one or more volunteer groups. Scope of responsibilities may include liaising between staff and volunteers, recruiting volunteers and providing ongoing advice regarding optimal use of volunteer resources.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=6)	49,463	59,139	49,585			37,715
<b>Region</b>						
Ontario (n=3)			48,140			
<b>Charitable Status</b>						
Yes (n=6)	49,463	59,139	49,585			38,609
<b>Full-time Employees</b>						
Over 50 (n=3)			55,513			
<b>Governing Authority</b>						
Incorporated body (n=4)			43,492			

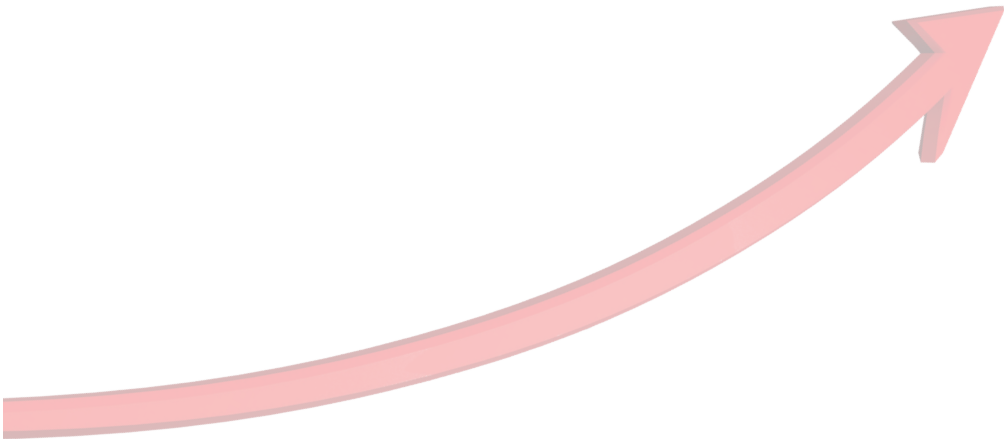
- ➡ 2015: Average minimum vacation weeks: 2.7
- ➡ 2015: Average maximum vacation weeks: 5.0

# Position 40 → Outreach/Extension Officer (Community Programmer)

The position responsible for coordinating outreach programming. Scope of responsibilities includes liaising with institutions and other organizations for the coordination and delivery of programs and travelling exhibits, including developing schedules, criteria, objectives and interpretive material.

	Base Salary - 2015			Base Salary - 2011		
	Average Minimum	Average Maximum	Average Actual	Average Minimum	Average Maximum	Average Actual
National (n=7)	47,353	54,601	48,549	45,831	65,979	40,236
<b>Region</b>						
Prairies (n=4)	51,725	56,193	52,405			
<b>Charitable Status</b>						
Yes (n=5)	39,725	47,575	44,368			
<b>Annual Budget</b>						
\$1,000,000 to \$4,999,999 (n=4)	50,332	55,530	52,491			
<b>Full-time Employees</b>						
11 to 50 (n=4)	50,332	55,530	52,491			
<b>Institution Type</b>						
Art gallery/Art museum (n=5)	39,725	47,575	44,368			

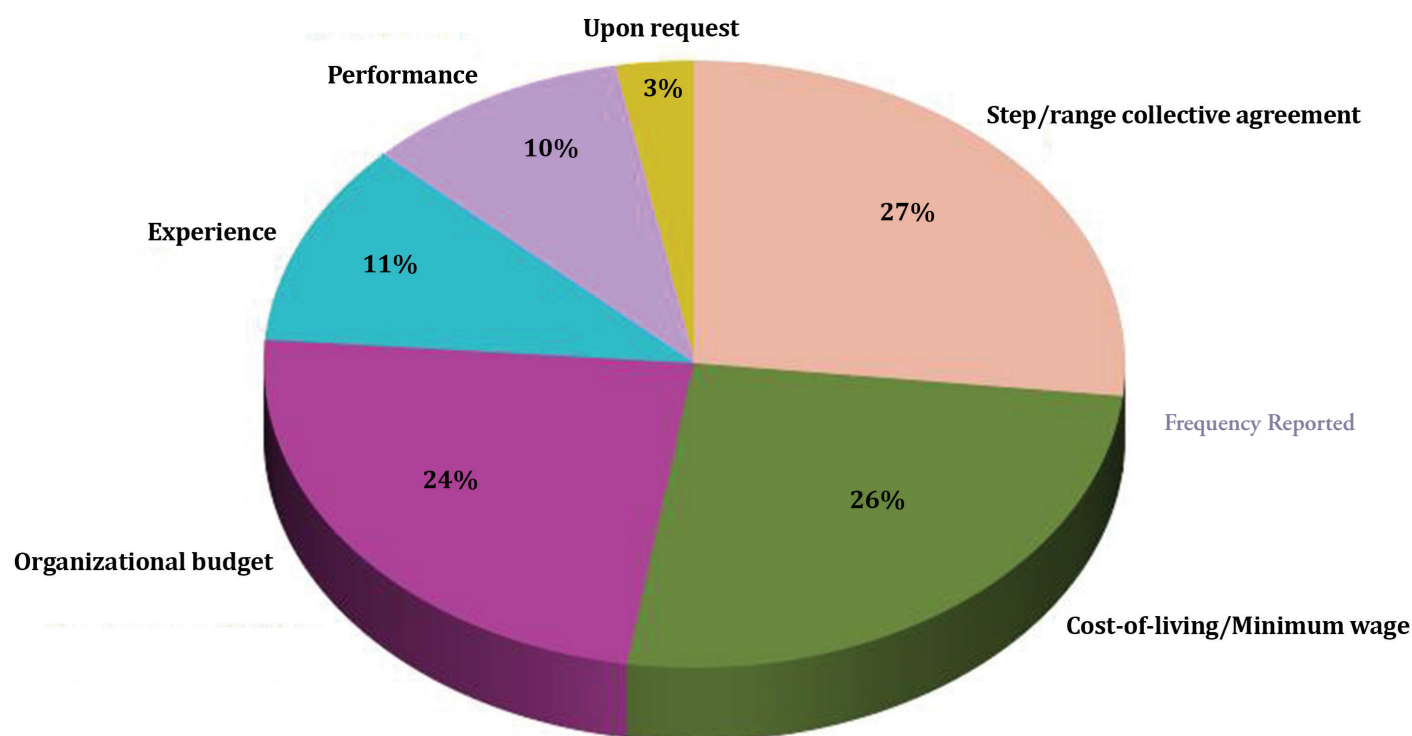
- 2015: Average minimum vacation weeks: 3.2
- 2015: Average maximum vacation weeks: 5.0



# V → Research Findings – Salary Range Progression, Overtime, Bonus Plan

Participants were asked which criteria were factors in establishing **salary range progression**. For 2015, reasons other than performance or experience made up the strong majority of factors identified by respondents, with **80%** basing their salary increases on time, cost of living, budget, or simply upon employee request. **26%** of respondents indicated that salary range is determined by the **cost of living or provincial minimum wage increases**, 14% increase over the 2011 result. Performance-based salary progression sees a sharp decline with only **10%** of respondents affirming, barely more than a quarter of the 2011 result of 38%.

## Basis of salary range progression



**44%** of respondents stated that their organization allows the **accumulation of overtime**;  
**56%** stated their organization does not.

Of respondents that are allowed to accumulate overtime, **82%** of respondents stated that **all employees were eligible** to accumulate overtime.

The remaining **18%** only offer overtime accumulation to **some employees**.

**80%** of respondent organizations stated that overtime is compensated using **banked time (time off in lieu)**, with only **20%** offering paid overtime.

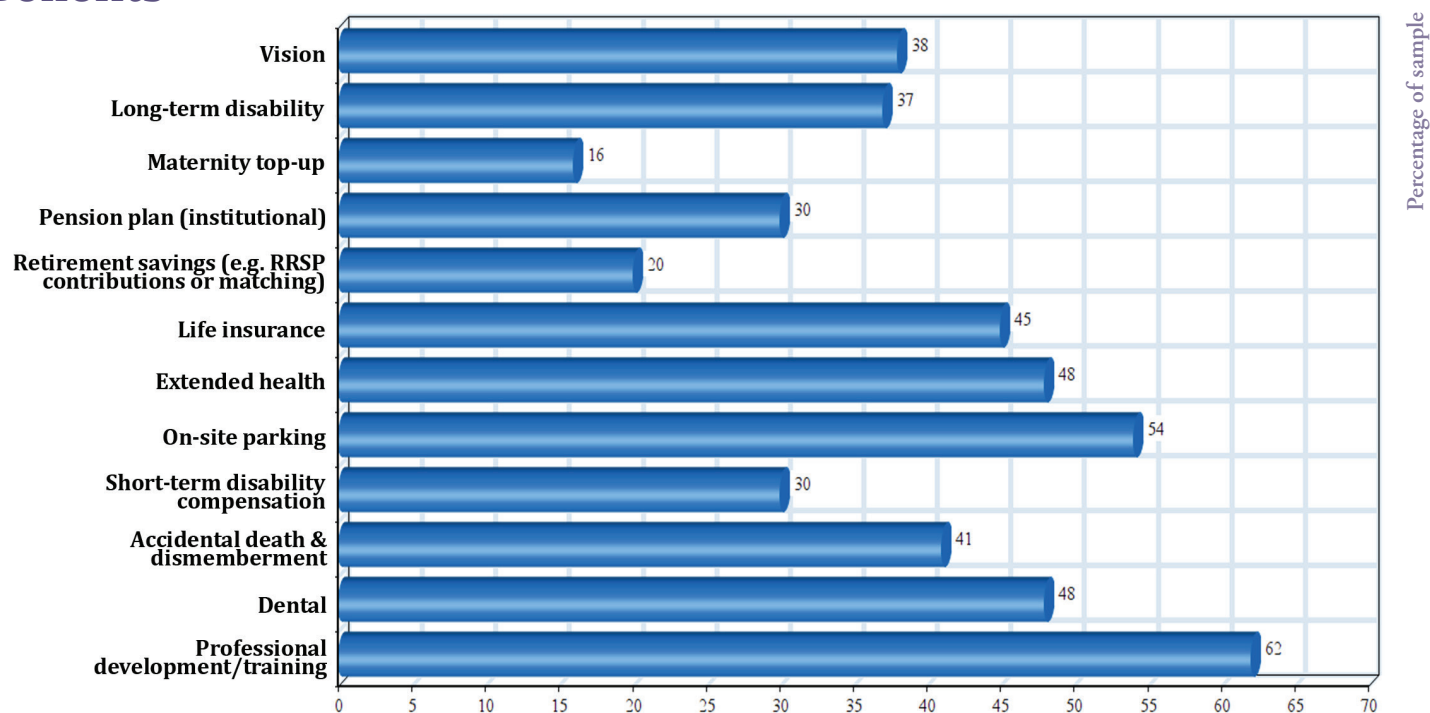
The **average number of allowed overtime hours**, per year, per employee, was **55.5**.

**94%** of respondents stated they do not have a **bonus plan** in place, leaving only **6%** that offer such a plan.

## VI → Research Findings – Benefits and Perquisites

Participants were asked to identify which **benefits and perquisites** were **offered to paid staff**.

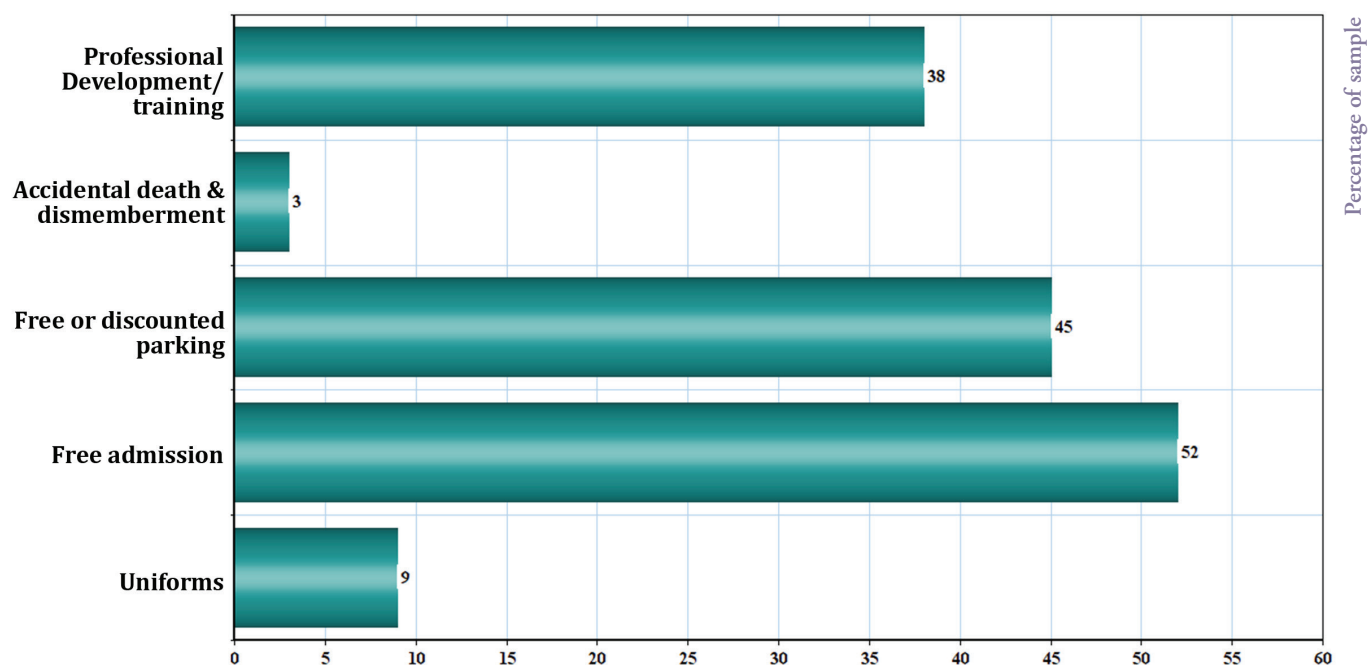
### Benefits



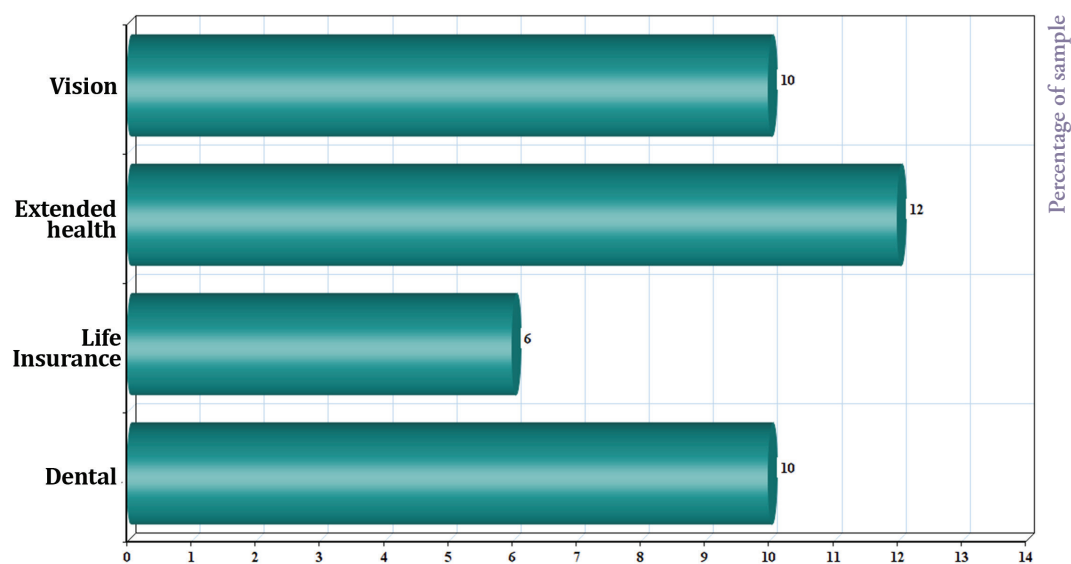
Additionally, participants that reported a benefit were asked how the benefit was paid – solely by the employee, entirely by the employer, or a mix of both.

Benefit	Average paid by employer	Percentage of sample where 100% Employee Paid	Percentage of sample where 100% Employer Paid
Accidental death & dismemberment	79.2% of premiums	6%	57%
Dental	78.8% of premiums	2%	48%
Extended health	79.7% of premiums	3%	48%
Onsite parking	86.6% of expense	12%	83%
Life insurance	77.8% of premiums	9%	56%
Long-term disability	51.4% of premiums	34%	34%
Maternity top-up	Top-up to 74.9% of salary	5%	10%
Pension plan (institutional)	43.3% of contributions	3%	10%
Professional development/training	91.0% of expense	1%	81%
Retirement savings (e.g. RRSP) contributions or matching	34.4% of contributions	16%	12%
Short-term disability compensation	69.3% of premiums	10%	41%
Vision	78.7% of premiums	2%	45%

Survey participants were asked which of the following benefits were offered to their **volunteer** staff; free admission and parking were the most common options.

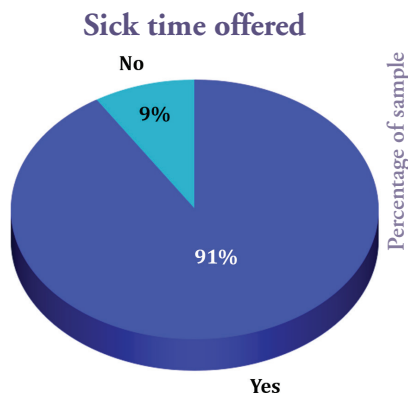


Additionally, we asked if any **post-employment benefits** were offered (ie: after retirement).

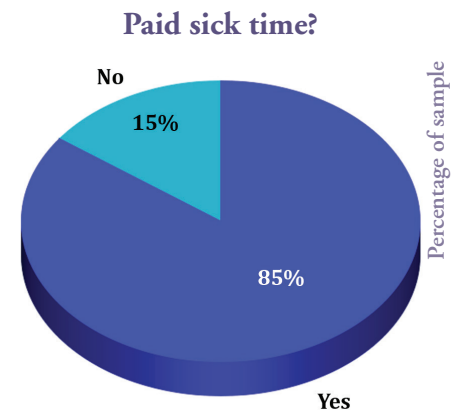
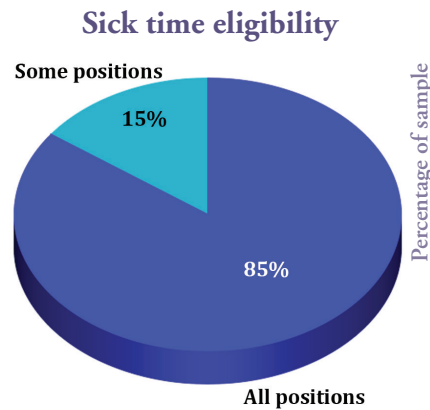


## VII → Research Findings – Sick Time, Vacation

Survey participants were asked if their organization offers **sick time (or personal emergency leave)**; the majority (91%) indicating they do.

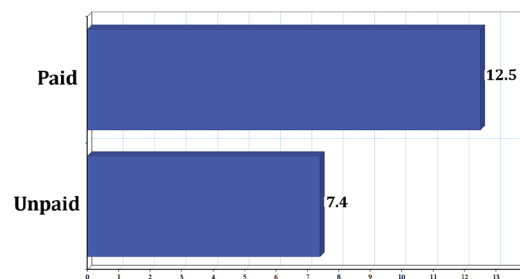


Among the organizations that offer sick time, we asked if it was **paid**, whether **all positions were eligible**, and if a **maximum paid or unpaid sick leave time** was offered.



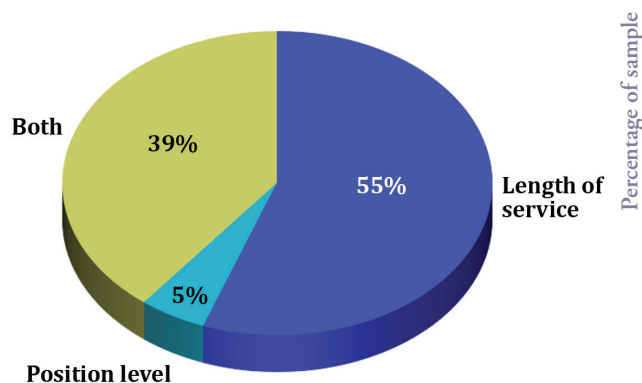
Finally, the national average number of statutory holidays is **9.47 days**.

**Average maximum annual days**

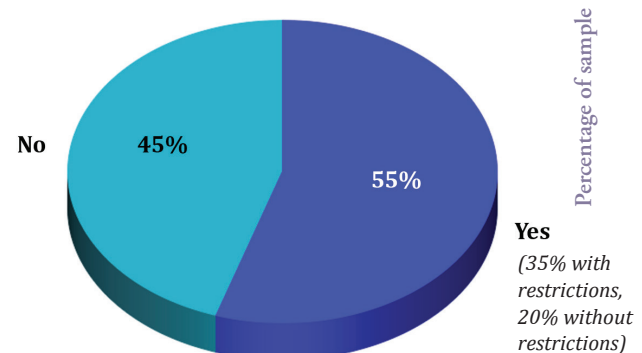


Participants were asked **how increases in vacation time were determined** (length of service, position level, or both), **how many statutory holidays were offered**, and **whether or not vacation days were allowed to carry forward** from year to year.

**Basis for increasing annual vacation time**

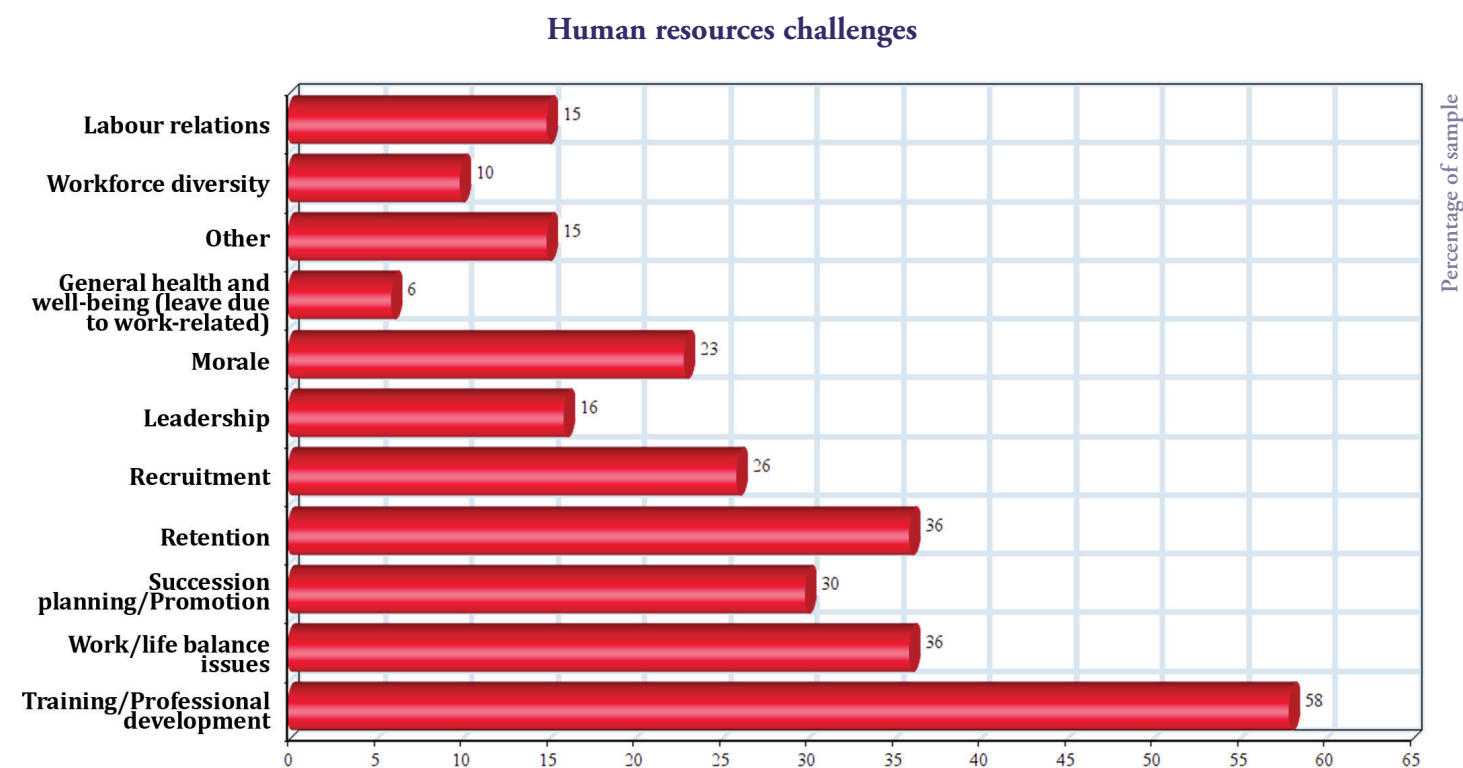


**Vacation time carries over**



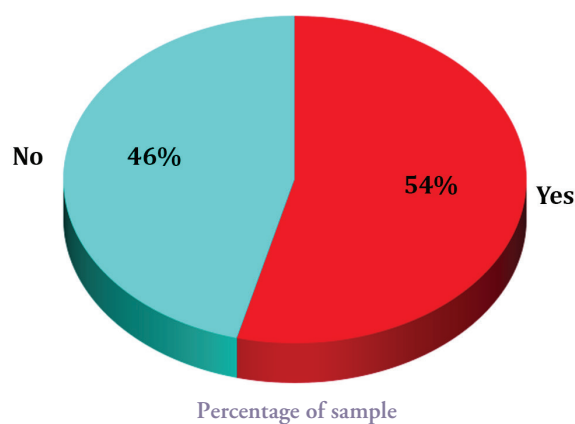
# VIII → Research Findings – Human Resources Challenges, Professional Development

Participants were asked to identify their **primary human resources challenges** for paid staff. Respondents were allowed to select more than one response.

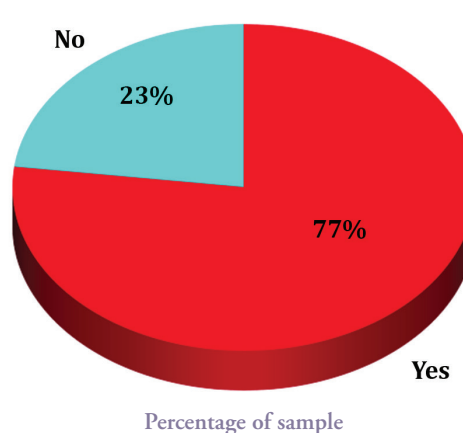


Participants were also asked whether there was a **policy for professional development** in place at their organization, whether or not there was a distinct **professional development budget**, and if there was, what was the amount (expressed as a percentage of operating budget, or a dollar amount).

**Professional development policy in place**



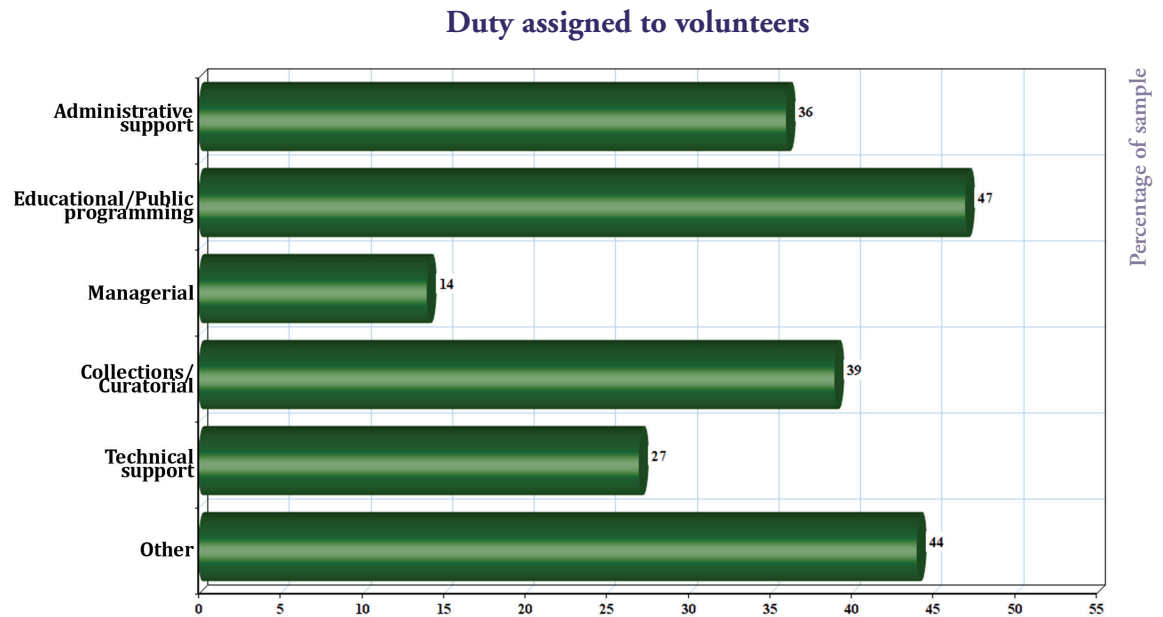
**Professional development budget**



Among organizations that reported that a policy was in place, the **average percentage value of the professional development budget**, as a portion of the overall budget, was **2.67%**. The **average dollar amount** was **\$6,693**.

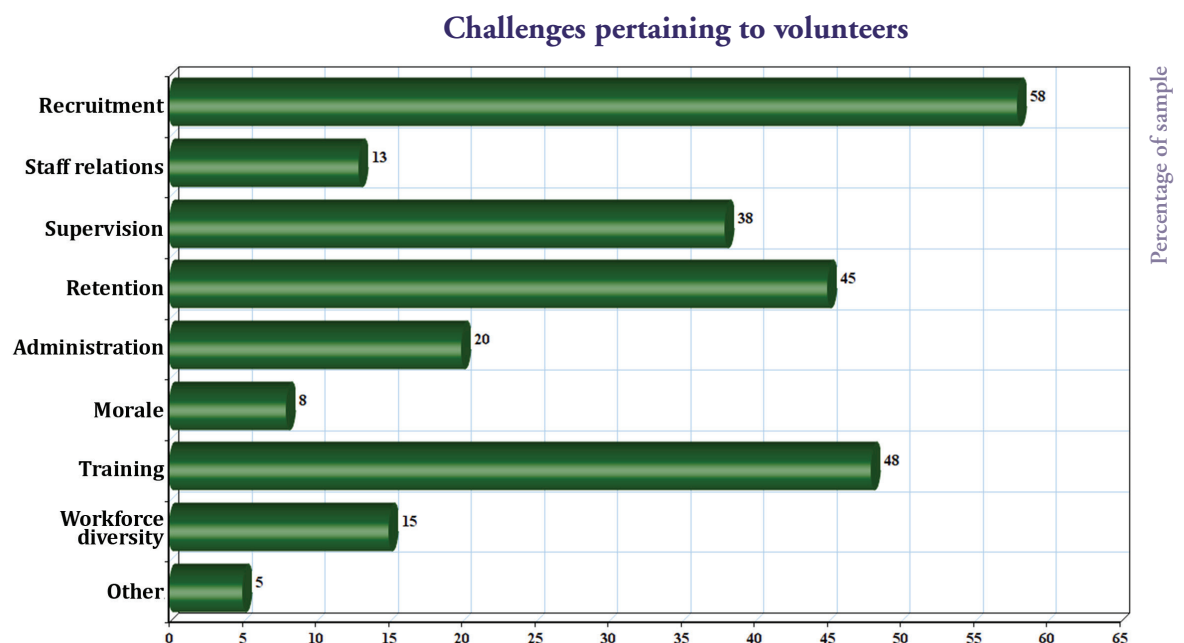
## IX → Research Findings – Volunteer Duties, Volunteer Challenges

Participants were asked what **duties** are **assigned to volunteers** at their organization, and what **proportion of the organization's workforce** they represent. With a **29.7% average percentage of the workforce across respondent organizations**, and frequent results for administrative-support and public-programming positions staffed by volunteers, volunteer resources continue to be important to a significant number of survey participants.



Finally, participants were asked what were their **primary challenges pertaining to volunteers**.

Of note, when compared to the human resources challenges faced where paid staff are concerned, maintaining morale appears to be less of an issue (8% for volunteers versus 23% for paid staff), while recruitment is a challenge reported by more than twice the proportion of respondents (58% reported it a challenge they face with regard to volunteers, compared to 26% for paid staff).



# X → Part-time and Seasonal Employment – Overview

The updated edition of the National Compensation Survey added questions pertaining to part-time and seasonal employment. Feedback from the 2011 survey indicated that many organizations make extensive use of part-time and seasonal staff, paid on an hourly basis. The new results confirm this, with 229 sets of wage averages recorded across four position categories: managerial, collections/curatorial, education/public programming, and technical support.

Education and public programming positions were the most abundantly represented in the results at 84 wage-average sets, with administrative support and collections/curatorial positions nearly tying for second-most represented with 53 and 51 sets, respectively. Part-time, hourly technical support positions were reported by 31 organizations. Managerial averages were scarcer, but still present with 10 organizations reporting part-time management wage figures.

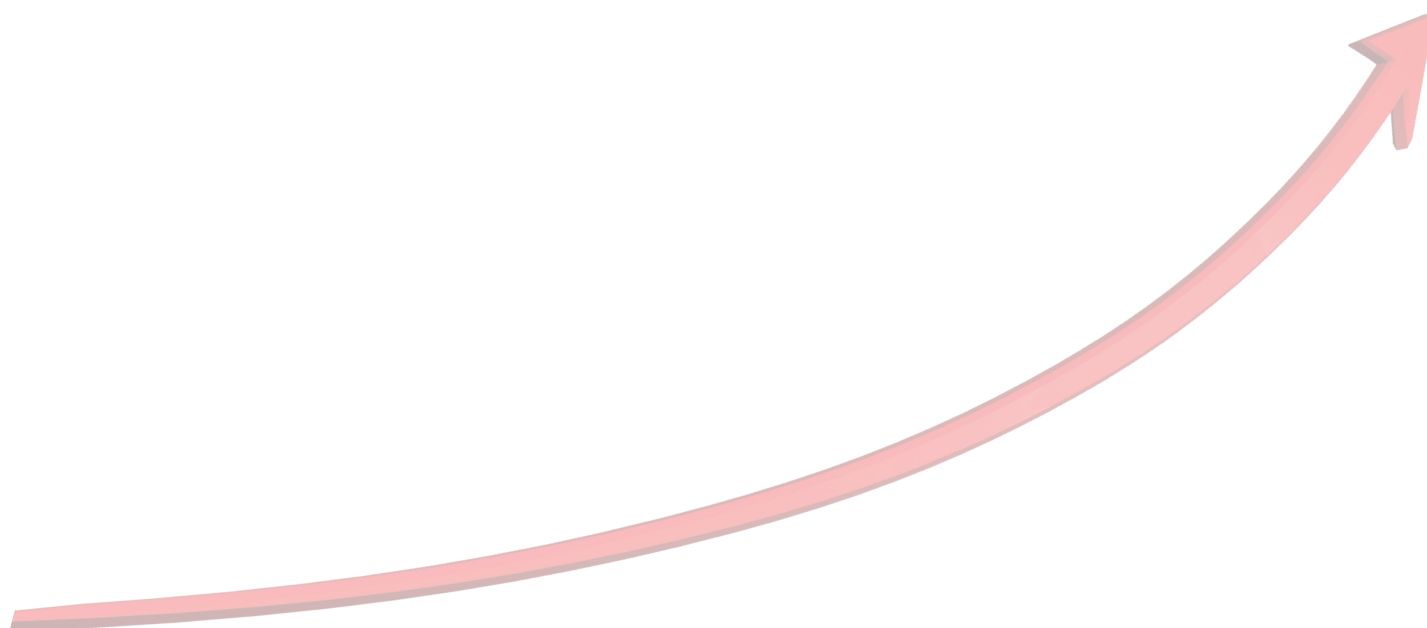
## Human Resources Challenges for Part-Time and Seasonal Positions, Versus Full-Time Positions

The survey asked employers to report their human resources challenges for part-time and seasonal positions separately from those for full-time positions, providing an opportunity for comparison. (Again, respondents were allowed to select more than one challenge, so totals will exceed 100%.)

Training and professional development was the most commonly reported challenge in both the full- and part-time categories, only slightly more frequently reported for part-time staffing, with 67% reporting it as the primary challenge (versus 58% for full-time staffing).

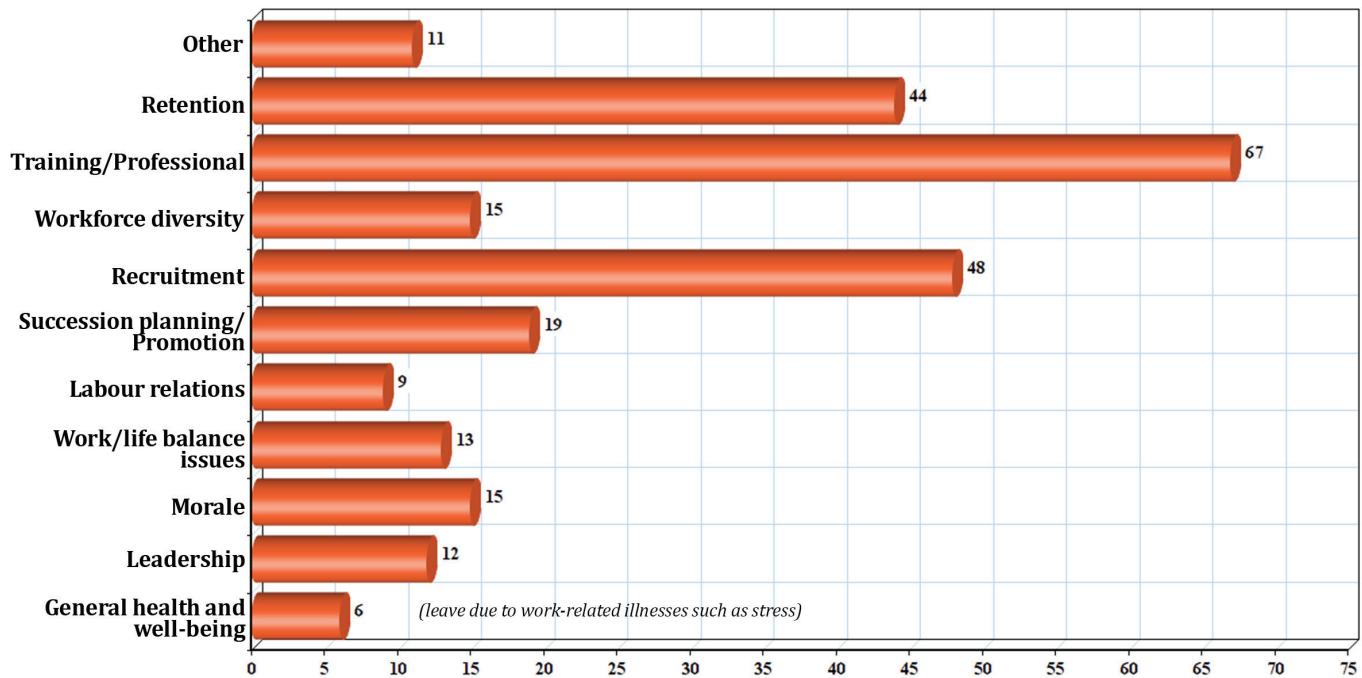
Where recruitment is concerned, however, the gap between the part-time and full-time responses is considerably wider. Recruitment was cited as a challenge by 48% of respondents, nearly twice as frequently than for full-time positions (at 26%), indicating greater difficulty in finding suitable candidates for part-time and seasonal positions.

With part-time employment, work/life balance issues appear to be a less common challenge, with only 13% of respondents identifying them as a challenge.

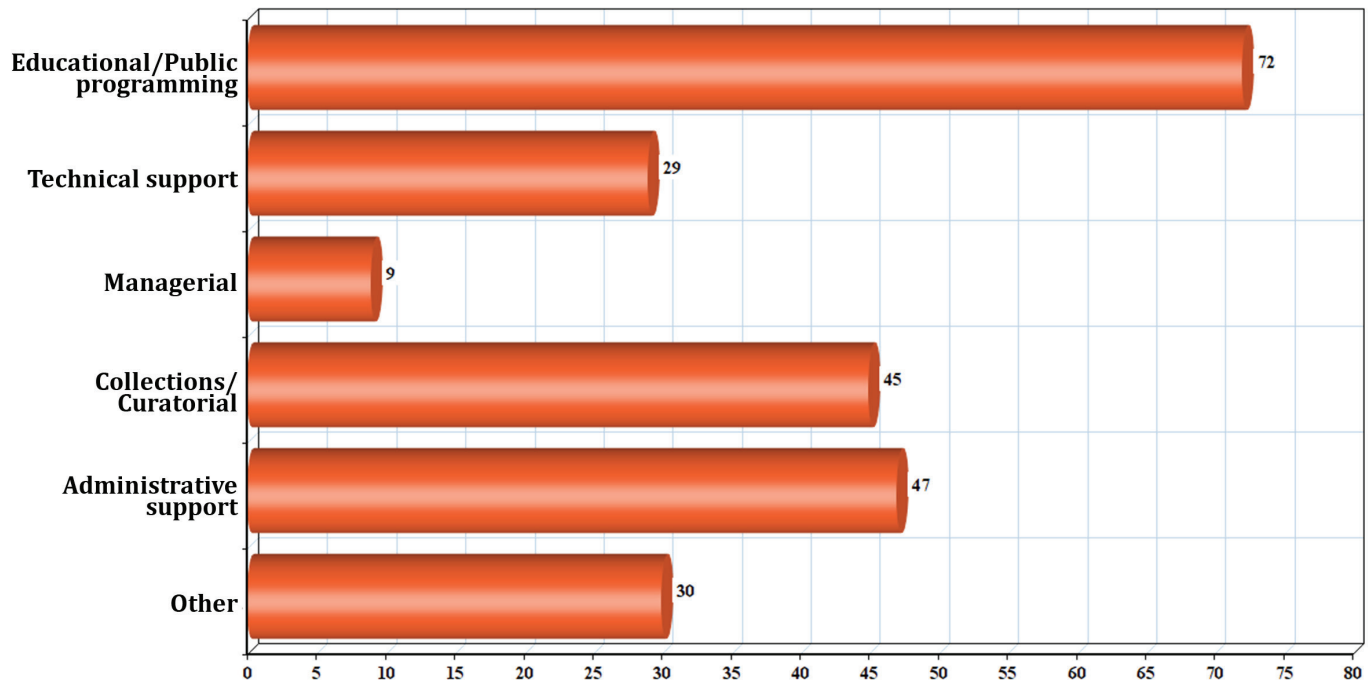


# Part-time and Seasonal Employment – Human Resources Challenges, Duties Assigned

Human resources challenges



Duty assigned to part-time/seasonal employees

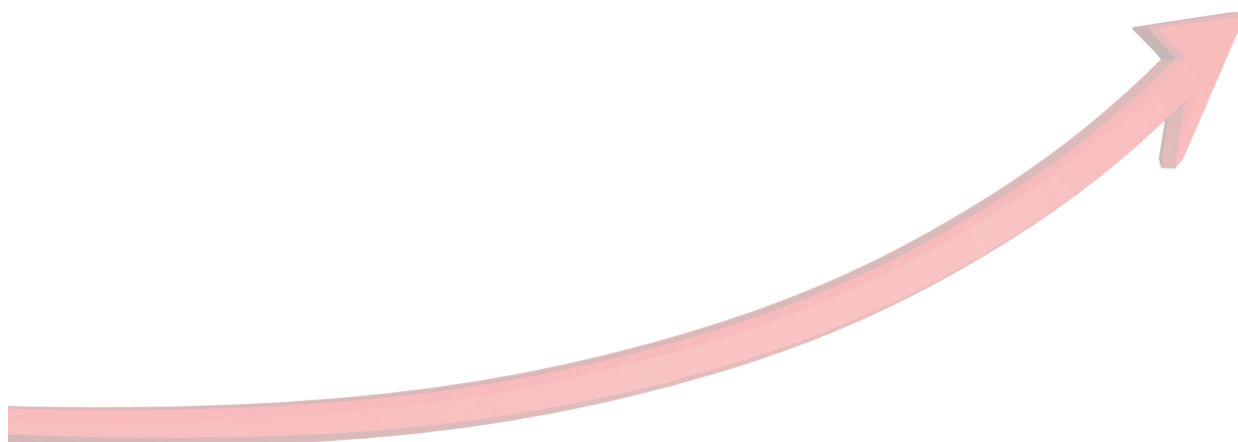


## Provincial minimum hourly wage rates

Province/ Territory	Minimum hourly wage (as of April 1, 2015)	Minimum hourly wage (as of October 1, 2015)
Alberta	10.20	11.20
British Columbia	10.25	10.45
Manitoba	10.70	11.00
New Brunswick	10.30	10.30
Newfoundland and Labrador	10.25	10.50
Northwest Territories	10.00	12.50
Nova Scotia	10.40	10.60
Nunavut	11.00	11.00
Ontario	11.00	11.25
Prince Edward Island	10.35	10.50
Quebec	10.35	10.55
Saskatchewan	10.20	10.50
Yukon	10.72	10.86

# XI → Research Findings – Part-time positions

Managerial	Base Salary - 2015		
	Average Minimum Hourly Wage	Average Maximum Hourly Wage	Average Actual Hourly Wage
National (n=10)	17.73	20.36	19.85
<b>Region</b>			
Ontario (n=4)	20.75	24.67	
<b>Charitable Status</b>			
Yes (n=9)	15.83	18.78	17.66
<b>Annual Budget</b>			
Under \$100,000 (n=6)	17.60	20.60	21.00
<b>Full-time Employees</b>			
1 to 3 (n=8)	16.57	19.43	18.70
<b>Institution Type</b>			
Community museum/Historic house (n=7)	17.33	20.17	19.88
Art gallery/Art museum (n=4)	17.90	20.06	18.98
<b>Governing Authority</b>			
Incorporated body (n=7)	16.37	19.04	18.39



<b>Part-time collections/curatorial</b>	<b>Base Salary – 2015</b>		
	<b>Average Minimum Hourly Wage</b>	<b>Average Maximum Hourly Wage</b>	<b>Average Actual Hourly Wage</b>
National (n=51)	14.53	16.99	15.46
<b>Region</b>			
Atlantic (n=11)	11.24	13.25	12.35
Ontario (n=12)	14.10	17.05	14.97
Prairies (n=10)	15.86	17.11	16.28
Quebec (n=5)	16.99	20.94	18.09
West/Northwest (n=13)	15.90	18.79	17.05
<b>Charitable Status</b>			
Yes (n=44)	14.39	16.79	15.35
No (n=7)	15.38	18.17	16.28
<b>Annual Budget</b>			
Under \$100,000 (n=10)	11.70	13.78	12.69
\$100,000 to \$499,999 (n=19)	13.73	16.68	14.96
\$500,000 to \$999,999 (n=10)	15.77	17.26	15.33
\$1,000,000 to \$4,999,999 (n=7)	16.57	18.71	17.48
\$5,000,000 to \$15,000,000 (n=3)	16.31	17.72	16.31
<b>Full-time Employees</b>			
1 to 3 (n=30)	13.13	16.03	14.21
4 to 10 (n=10)	15.24	16.01	15.43
11 to 50 (n=9)	16.77	18.90	17.47
<b>Institution Type</b>			
Community museum/Historic house (n=26)	12.54	15.37	13.73
Multidisciplinary museum (n=10)	17.61	19.31	16.88
Human history/Archaeology museum (n=7)	15.57	16.57	15.93
Maritime/Marine/Transportation museum (n=4)	17.00	19.00	18.00
Art gallery/Art museum (n=13)	14.74	16.56	15.51
Archives (n=11)	15.73	17.16	16.66
Outdoor/Living history site (n=3)	13.67	16.00	14.33
<b>Governing Authority</b>			
Provincial or territorial (n=6)	16.44	19.96	17.94
Municipal (n=6)	16.06	17.39	16.56
Incorporated body (n=30)	13.45	16.14	14.36
Other (n=6)	13.70	16.20	15.33

Part-time education and public programming positions	Base Salary - 2015		
	Average Minimum Hourly Wage	Average Maximum Hourly Wage	Average Actual Hourly Wage
National (n=84)	13.32	16.93	14.63
<b>Region</b>			
Atlantic (n=15)	10.68	12.33	11.78
Ontario (n=20)	14.34	18.79	16.25
Prairies (n=15)	15.55	18.07	16.52
Quebec (n=17)	11.75	17.65	12.64
West/Northwest (n=17)	13.95	17.40	15.55
<b>Charitable Status</b>			
Yes (n=73)	13.24	16.44	14.63
No (n=11)	13.86	19.96	14.61
<b>Annual Budget</b>			
Under \$100,000 (n=14)	11.04	12.49	11.81
\$100,000 to \$499,999 (n=39)	12.61	16.96	14.06
\$500,000 to \$999,999 (n=13)	13.16	16.71	14.60
\$1,000,000 to \$4,999,999 (n=11)	16.86	18.30	17.14
\$5,000,000 to \$15,000,000 (n=5)	14.77	17.93	15.54
<b>Full-time Employees</b>			
1 to 3 (n=51)	12.15	16.09	13.54
4 to 10 (n=19)	14.54	16.25	15.07
11 to 50 (n=10)	15.32	18.44	16.51
Over 50 (n=4)	17.19	26.20	20.65
<b>Institution Type</b>			
Community museum/Historic house (n=38)	12.74	16.44	14.10
Multidisciplinary museum (n=11)	13.12	17.26	14.16
Human history/Archaeology museum (n=6)	12.92	14.67	13.92
Maritime/Marine/Transportation museum (n=4)	11.64	15.19	12.58
Art gallery/Art museum (n=23)	15.15	18.15	16.34
Archives (n=11)	12.74	15.04	14.40
Outdoor/Living history site (n=5)	12.17	16.75	15.33
Other (n=7)	13.39	17.04	14.30
<b>Governing Authority</b>			
Federal (n=3)	16.92	19.00	18.00
Provincial or territorial (n=7)	16.09	22.70	18.84
Municipal (n=13)	15.67	16.91	15.96
Incorporated body (n=47)	12.02	16.00	13.43
Other (n=11)	13.57	17.53	14.94

<b>Part-time Administrative support</b>	<b>Base Salary - 2015</b>		
	<b>Average Minimum Hourly Wage</b>	<b>Average Maximum Hourly Wage</b>	<b>Average Actual Hourly Wage</b>
National (n=53)	13.32	16.49	14.78
<b>Region</b>			
Atlantic (n=6)	11.78	13.72	12.88
Ontario (n=15)	13.98	17.21	15.96
Prairies (n=14)	13.71	16.16	14.30
Quebec (n=5)	12.48	16.88	13.80
West/Northwest (n=13)	13.29	17.31	15.25
<b>Charitable Status</b>			
Yes (n=45)	13.37	16.58	14.91
No (n=8)	13.10	16.02	14.05
<b>Annual Budget</b>			
Under \$100,000 (n=7)	13.14	14.86	14.08
\$100,000 to \$499,999 (n=26)	12.84	16.18	14.60
\$500,000 to \$999,999 (n=7)	14.09	17.00	14.71
\$1,000,000 to \$4,999,999 (n=6)	14.58	16.19	14.42
\$5,000,000 to \$15,000,000 (n=4)	13.57	16.02	14.06
Over \$15,000,000 (n=3)	13.43	22.94	19.33
<b>Full-time Employees</b>			
1 to 3 (n=30)	12.63	15.80	14.21
4 to 10 (n=14)	14.59	16.58	15.23
11 to 50 (n=6)	13.68	16.97	14.58
Over 50 (n=3)	13.17	21.53	18.18
<b>Institution Type</b>			
Community museum/Historic house (n=24)	13.75	17.19	15.51
Multidisciplinary museum (n=8)	12.52	17.28	15.60
Natural history/Natural science museum (n=3)	14.50	17.67	
Human history/Archaeology museum (n=5)	13.40	15.20	14.70
Maritime/Marine/Transportation museum (n=3)	12.53	13.29	12.90
Art gallery/Art museum (n=19)	13.22	15.87	14.08
Archives (n=10)	12.06	14.41	14.11
Outdoor/Living history site (n=3)	13.50	15.67	
<b>Governing Authority</b>			
Provincial or territorial (n=4)	14.09	21.68	18.29
Municipal (n=9)	16.04	17.89	16.83
Incorporated body (n=30)	12.82	16.32	14.27
Other (n=7)	12.16	14.46	13.61

Technical Support	Base Salary - 2015		
	Average Minimum Hourly Wage	Average Maximum Hourly Wage	Average Actual Hourly Wage
National (n=31)	13.68	18.01	15.80
<b>Region</b>			
Atlantic (n=3)	10.63	14.17	13.00
Ontario (n=8)	16.17	19.41	18.03
Prairies (n=4)	14.50	18.05	16.09
Quebec (n=12)	11.93	16.94	13.95
West/Northwest (n=4)	15.00	21.68	18.85
<b>Charitable Status</b>			
Yes (n=27)	13.83	17.41	15.67
No (n=4)	12.73	23.07	16.95
<b>Annual Budget</b>			
Under \$100,000 (n=4)	11.53	16.00	14.00
\$100,000 to \$499,999 (n=14)	12.57	17.24	14.87
\$500,000 to \$999,999 (n=7)	14.80	17.33	15.33
\$1,000,000 to \$4,999,999 (n=4)	14.63	20.72	17.42
<b>Full-time Employees</b>			
1 to 3 (n=17)	12.77	18.52	15.68
4 to 10 (n=11)	14.20	16.50	15.00
<b>Institution Type</b>			
Community museum/Historic house (n=11)	14.02	18.71	16.61
Multidisciplinary museum (n=6)	15.00	19.30	15.81
Natural history/Natural science museum (n=3)	12.92		16.00
Human history/Archaeology museum (n=4)	12.75	16.00	13.38
Art gallery/Art museum (n=11)	14.52	17.37	15.70
Archives (n=3)	13.00	16.33	13.83
Outdoor/Living history site (n=3)	12.60		16.83
Other (n=3)	11.68	14.33	12.83
<b>Governing Authority</b>			
Municipal (n=4)	15.08	23.72	18.56
Incorporated body (n=16)	12.42	16.89	14.70
Other (n=7)	12.78	13.92	13.26

# CMA Salary Survey 2015 – Survey Questionnaire

## Organization Profile

- Organization Name
- Contact Name
- Email
- Province/Territory
- Telephone
- Type of institution (select all that apply)
  - Community museum (local interest) / Historic house
  - Multidisciplinary museum
  - Science and technology museum / Planetarium
  - Natural history / Natural science museum
  - Human history / Archaeology museum
  - Maritime / Marine / Transportation museum
  - Military or Fort site/museum
  - Art gallery / Art museum
  - Artist-run centre
  - Archives
  - Aquarium / Botanical Garden / Zoo
  - Nature/Conservation park
  - Outdoor / Living history site
  - Sports hall of fame
  - Other, please specify
- Governing Authority
  - Federal
  - Provincial or territorial
  - Municipal
  - University/College/School Board
  - Aboriginal and/or band
  - Incorporated body (including incorporated heritage and historical societies)
  - Other, please specify
- Does your organization hold Charitable Status? (Yes or No)
- Annual operating budget, excluding capital funds
  - Under \$100,000
  - \$100,000 to \$499,999
  - \$500,000 to \$999,999
  - \$1,000,000 to \$4,999,999
  - \$5,000,000 to \$14,999,999
  - Over \$15,000,000
- Does your institution have a separate foundation for fundraising purposes? (Yes or No)
- Please indicate the number of employees in your organization.
  - Full-time (at least 30 hours per week for MORE than 6 consecutive months):
    - None
    - 1 to 3
    - 4 to 10
    - 11 to 50
    - 51 to 200
    - Over 200
  - Seasonal (at least 30 hours per week for LESS than 6 consecutive months):
    - None
    - 1 to 3
    - 4 to 10
    - 11 to 50
    - 51 to 200
    - Over 200
  - Part-time (less than 30 hours per week):
    - None
    - 1 to 3
    - 4 to 10
    - 11 to 50
    - 51 to 200
    - Over 200
  - Volunteers:
    - None
    - 1 to 3
    - 4 to 10
    - 11 to 50
    - 51 to 200
    - Over 200
  - Volunteer hours per week (total)

# Position Selection

## Executive and General Management Positions

### Chief Executive Officer / Executive Director

Top leadership position. Has primary responsibility for the overall operation and development of the institution. Leads the development of institutional strategies and policies. Plans and directs all facets of institutional operations. Represents the institution externally as necessary and relevant.

### Director-Curator

Usually found in smaller institutions, this top management position is responsible for directing all curatorial affairs and select administration/operational activities, such as finance and accounting, purchasing and office administration. Scope of responsibilities may include public and donor relations, developing and controlling the implementation of curatorial and operational policies and procedures, and coordinating the activities of curatorial and operational staff.

### Deputy Director

Usually found in larger institutions with an externally-focused Chief Executive Officer/Executive Director, the Deputy Director is the “second in command,” with primary responsibility for managing and coordinating institutional operations within and across all functional areas. Scope of responsibilities may include directing all facets of institutional operations and developing and controlling the implementation of operational strategies and policies.

### Director/Manager, Administrative Services

Top administration position. Has primary responsibility for managing and coordinating institutional operations within and across several functional areas, such as finance and accounting, purchasing, human resources, office administration and information technology. Develops and controls the implementation of operational strategies and policies.

### Director/Manager, Human Resources

Top human resources position. Has primary responsibility for developing and controlling the implementation of human resources strategies and policies. Scope of responsibilities may include job design, planning, labour relations and performance management, and overseeing job analysis, recruitment, selection, compensation, training, and health and safety.

### Director/Manager, Finance

Top finance and accounting position. Has primary responsibility for developing and controlling the implementation of finance and accounting strategies, policies and procedures. Scope of responsibilities may include budgeting, financial decision making and overseeing the maintenance of accounting records and preparation of financial statements.

### Director/Manager, Information Technology

Top information technology position. Has primary responsibility for developing and controlling the implementation of information technology strategies, policies and procedures. Scope of responsibilities may include information technology analysis, design and acquisition/development, and overseeing applications programming, network and database administration, and maintenance of information technology hardware and systems.

### Director/Manager, Marketing/Communications/Public Relations

Top position responsible for marketing and/or communications and/or public relations. Has primary responsibility for developing and controlling the implementation of marketing and/or communications and/or public relations strategies and policies. Scope of responsibilities may include leading product/service initiatives or changes to meet market requirements and overseeing market research, promotion, internal and external communications, and public relations.

### Director/Manager, Development (Fundraising)

Top development position. Has primary responsibility for developing and controlling the implementation of developmental strategies and policies. Scope of responsibilities may include directing development staff, securing financial support and overseeing member and donor relations, capital programs and fundraising events.

### Director/Manager, Facilities & Security

Top facilities and security position. Has primary responsibility for establishing organizational facilities and security policies and procedures. Scope of responsibilities may include managing the design, modification and maintenance of organizational facilities and equipment and overseeing the protection and security of employees and assets.

### Director/Manager, Store Operations

Top store operations position. Has primary responsibility for developing and controlling the implementation of store sales and operations strategies and policies. Scope of responsibilities may include budgeting, purchasing, sales and overseeing store staff.

## Administration Positions

### Office Administration Supervisor/Officer

The position responsible for supervising the efficient operation of administrative services within the guidelines and policies set by management. Scope of responsibilities may include coordinating and supervising the activities of office administration/services staff and maintenance, custodial and security guard staff.

### Development Officer (Fundraising)

The position responsible for implementing established development strategies within the guidelines and policies set by management.

### Information Technologist (e.g. Web Designer, Database/Network Administrator)

The position responsible for administering various aspects of one or several of the institution's information technology applications or systems. Scope of responsibilities may include design, programming, documentation, data security and troubleshooting.

### Communications/Public Relations/Social Media Officer

The position responsible for implementing established public relations and/or communications strategies within the guidelines and policies set by management. Scope of responsibilities may include liaising with news media and specific interest groups, preparing and circulating employee communications, preparing speeches, articles, brochures and public statements, updating social media and responding to public inquiries.

### **Marketing Officer**

The position responsible for implementing established marketing strategies within the guidelines and policies set by management. Scope of responsibilities may include conducting and analyzing market research and administering product/service development and promotion initiatives.

### **Human Resources Officer**

The position responsible for implementing established human resource strategies within the guidelines and policies set by management. Scope of responsibilities includes conducting job analysis, recruitment, selection, training and compensation reviews, and providing advice and consultation on the application of human resources policies and practices.

### **Finance/Accounting Officer**

The position responsible for administering finance and/or accounting procedures within the guidelines and policies set by management. Scope of responsibilities may include maintaining accounting records, preparing financial statements and performing financial analyses.

### **Executive Assistant**

The position responsible for providing administrative support to top management staff (i.e. Directors, Deputy Director, Executive Director). Scope of responsibilities may include generating memos, agendas and reports, assembling and analyzing highly confidential information, coordinating meetings and travel arrangements, and providing broad administrative support.

### **Administrative Assistant**

The position responsible for providing administrative support to an individual or group. Scope of responsibilities may include generating memos, agendas and reports, coordinating meetings and travel arrangements, and providing broad administrative support.

**Clerk** (e.g. Receptionist, Front Desk/Admission Clerk, Gift Shop Attendant)

The position responsible for performing either a variety of semi routine clerical activities or a series of specialized clerical activities. Scope of responsibilities may include selling tickets, directing visitors, maintaining files and records, directing calls, processing documents, sale of merchandise and preparing reports.

## **Collections Positions**

### **Director/Manager of Collections**

Top collections position. Has primary responsibility for establishing and controlling the implementation of collections policies and procedures. Scope of responsibility may include acquisitions, public and donor relations and overseeing collections activities.

### **Junior Curator**

Under direct supervision, this entry-level position is responsible for specific tasks related to collections and exhibitions development. Scope of responsibilities may include research in support of museum collections, documenting acquisitions, collections digitization and exhibition implementation.

### **Intermediate Curator**

The working level position responsible for assigned areas of collections and exhibitions development. Scope of responsibilities may include research in support of museum collections, documenting acquisitions, exhibition planning, promotion and implementation, and ensuring the overall safety and longevity of collections.

### **Senior Curator**

The senior position responsible for overall management and policy development for collections and exhibitions, including directing staff. Scope of responsibilities may include research in support of museum collections, selecting and documenting acquisitions, exhibition planning, promotion and implementation, and ensuring the overall safety and longevity of collections.

### **Archivist**

The position responsible for selecting, acquiring and registering items of a textual, visual or electronic nature. Scope of responsibilities may include storing and preserving records, classifying records, providing reference services, researching, identifying and authenticating records, and selecting records for publication and/or display.

### **Registrar**

The position responsible for initiating and/or supervising the compilation of clear and accurate records of the collection, including all areas of collection and records management. Scope of responsibilities may include maintaining accessions books and numbering all items, cataloguing and maintaining classification, category and cross-reference cards, recording and making proper contractual arrangements for all gifts, loans and bequests, and planning and supervising the movement of all items in the collection or those borrowed from other institutions.

### **Conservator**

The position responsible for planning, coordinating and participating in the conservation and restoration of collection artifacts and/or works of art. Scope of responsibilities may include determining conservation and restoration treatments, conserving and restoring artifacts and works of art, advising curators regarding identification, authenticity and conditions of artifacts and/or works of art, advising curators concerning environmental and travel needs, and researching and evaluating new conservation and restoration techniques.

### **Conservation Technician**

The position responsible for performing specific, established conservation procedures, including preventative and restorative conservation of artifacts and/or works of art. Scope of responsibilities may include undertaking condition reports, monitoring and maintaining appropriate storage environments and undertaking appropriate procedures for packing and transferring objects.

### **Librarian**

The position responsible for ensuring the efficient and effective operation of library services. Scope of responsibilities includes developing and implementing library policies and procedures, maintaining catalogue and inventory of library materials and responding to internal and external inquiries.

## **Programming Positions**

### **Director/Manager, Education/Programming**

Top education/programming position. Has primary responsibility for establishing and controlling the implementation of all education/programming policies and procedures. Scope of responsibilities may include directing several educational departments or programs, educational program design and development, and overseeing education/programming staff.

**Director/Manager, Exhibitions**

Top exhibitions position. Has primary responsibility for establishing and controlling the implementation of exhibitions policies and procedures. Scope of responsibilities may include developing and managing special programs related to temporary exhibitions and exhibition schedules, overseeing exhibitions staff and ensuring the accuracy and availability of exhibition calendars.

**Exhibition Coordinator**

The position responsible for coordinating the logistical components of temporary exhibits within the guidelines and policies set by management. Scope of responsibilities includes scheduling temporary exhibits, maintaining exhibitions calendars and administering special programs related to exhibitions and exhibition schedules.

**Designer** (Exhibition Display Officer)

The position responsible for the design, construction and installation of new exhibits. Scope of responsibilities may include developing working drawings, models and graphic layouts, receiving and advising on job estimates and contracts, coordinating the technical aspects of exhibit production and advising on or developing exhibition catalogue layouts.

**Exhibition Technician/Preparator**

The position responsible for constructing and/or preparing all support materials for exhibits, including cases, display furniture, models, matts and frames. Scope of responsibility may also include mounting and preparing objects for display, installing lighting equipment, cleaning and maintaining displays, and packing and unpacking objects and exhibits.

**Educator** (Education Officer, Interpreter)

The position responsible for coordinating and administering/ conducting educational programs. Scope of responsibilities may include planning and teaching program curricula in the museum and/or in the classroom and preparing learning materials for teachers and students.

**Manager/Coordinator, Visitor Services**

The position responsible for planning and coordinating visitor services and visitor services staff. Scope of responsibilities may include overseeing the operations of visitor services, guiding visitor services staff and researching and developing new visitor services.

**Manager/Coordinator, Special Events**

The position responsible for planning and coordinating all special events. Scope of responsibilities may include scheduling, sourcing and coordinating the transportation of lecturers, objects and/or exhibits, establishing contracts, managing budgets and overseeing the effective operation of special events.

**Manager/Coordinator, Volunteers**

The position responsible for coordinating and guiding one or more volunteer groups. Scope of responsibilities may include liaising between staff and volunteers, recruiting volunteers and providing ongoing advice regarding optimal use of volunteer resources.

**Outreach/Extension Officer** (Community Programmer)

The position responsible for coordinating outreach programming. Scope of responsibilities includes liaising with institutions and other organizations for the coordination and delivery of programs and travelling exhibits, including developing schedules, criteria, objectives and interpretive material.

**Salary Information**

For each full-time position selected, you will be asked to provide the following.

Job title	Standard hours per week	Minimum Annual Salary	Maximum Annual Salary	Actual Annual Salary	Minimum Annual Vacation (no. weeks)	Maximum Annual Vacation (no. weeks)

# Salary Range Progression, Overtime, Bonuses

Please note that questions presented in *italics* are dependent on a previous answer in the survey and may not appear.

- Do you have a bonus plan? (Yes or No)
- What is the primary basis for base salary range progression?
  - Cost-of-Living / Minimum Wage Increases
  - Experience
  - Performance
  - Organizational budget
  - Step / Range / Collective Agreement
  - Upon Request
  - Other
- Do you allow overtime in your organization? (Yes or No)
- Are all Full-time Employees entitled to work overtime? (Yes or No)
- How is overtime compensated?
  - Paid
  - Time off in lieu (banked time)
- On average how many hours of overtime are compensated/accumulated (paid or time off) per employee per year?

# Benefits & Perquisites

Benefit	Coverage level	Your response
Accidental death & dismemberment insurance	percentage (%) of premiums paid by the employer	
Dental Coverage	percentage (%) of premiums paid by the employer	
Extended health	percentage (%) of premiums paid by the employer	
Onsite parking	percentage (%) of onsite parking paid by the employer (employee paid is 0%; free parking is 100%)	
Life insurance	percentage (%) of premiums paid by the employer	
Long-term disability	percentage (%) of premiums paid by the employer	
Maternity top-up	percentage (%) of salary to which the employer will top-up	
Pension plan (institutional)	percentage (%) of contributions paid by the employer	
Professional development/training	percentage (%) of expenses paid by the employer	
Retirement savings (e.g. RRSP) contributions or matching	percentage (%) of contributions paid by the employer	
Short-term disability compensation	percentage (%) of premiums paid by the employer	
Vision Coverage	percentage (%) of premiums paid by the employer	
Other	Please specify benefit	

- Post-retirement, which of the following do you provide?
  - Dental Coverage
  - Extended health
  - Life insurance
  - Vision Coverage
  - Other
- For your volunteers, which of the following do you provide?
  - Accidental death & dismemberment insurance
  - Free Admission
  - Free or discounted parking
  - Training/professional development
  - Uniform
  - Other

## Vacation and Sick Time

Please note that questions presented in *italics* are dependent on a previous answer in the survey and may not appear.

- How many statutory/public holidays are offered?
- Are vacation entitlements a function of length of service or position level?
  - Length of service
  - Position level
  - Both
- Does your organization allow employees to “carry” unused vacation time forward into the new fiscal year?
  - No
  - Yes, without restrictions
  - Yes, with restrictions (please indicate maximum weeks)

- Do you offer sick time (personal emergency leave)?
  - Yes – paid
  - Yes – unpaid
  - No
- *For sick time, are all full-time positions eligible to receive this benefit? (Yes or No)*
- *For paid sick time, please indicate the maximum annual number of days eligible under your policy.*
- *For unpaid sick time, please indicate the maximum annual number of days eligible under your policy.*

## Supplementary question: HR challenges/priorities

Please note that questions presented in *italics* are dependent on a previous answer in the survey and may not appear.

- From the provided list, please identify your organization’s **top 3** Human Resources priorities/challenges:
  - Training/Professional development
  - Morale
  - Leadership
  - Recruitment
  - Retention
  - Succession planning/Promotion
  - General health and well-being (leave due to work-related illnesses such as stress)
  - Work/life balance issue
  - Labour relations
  - Workforce diversity
  - Other, please specify

- Do you have a policy on professional development? (Yes or No)
- Do you have a budget for professional development? (Yes or No)
- *If your professional development budget is a percentage of the salary budget, please state the percentage.*
- *If your professional development budget is a fixed dollar amount, please state amount in dollars.*

## Supplementary questions: Volunteer Staff

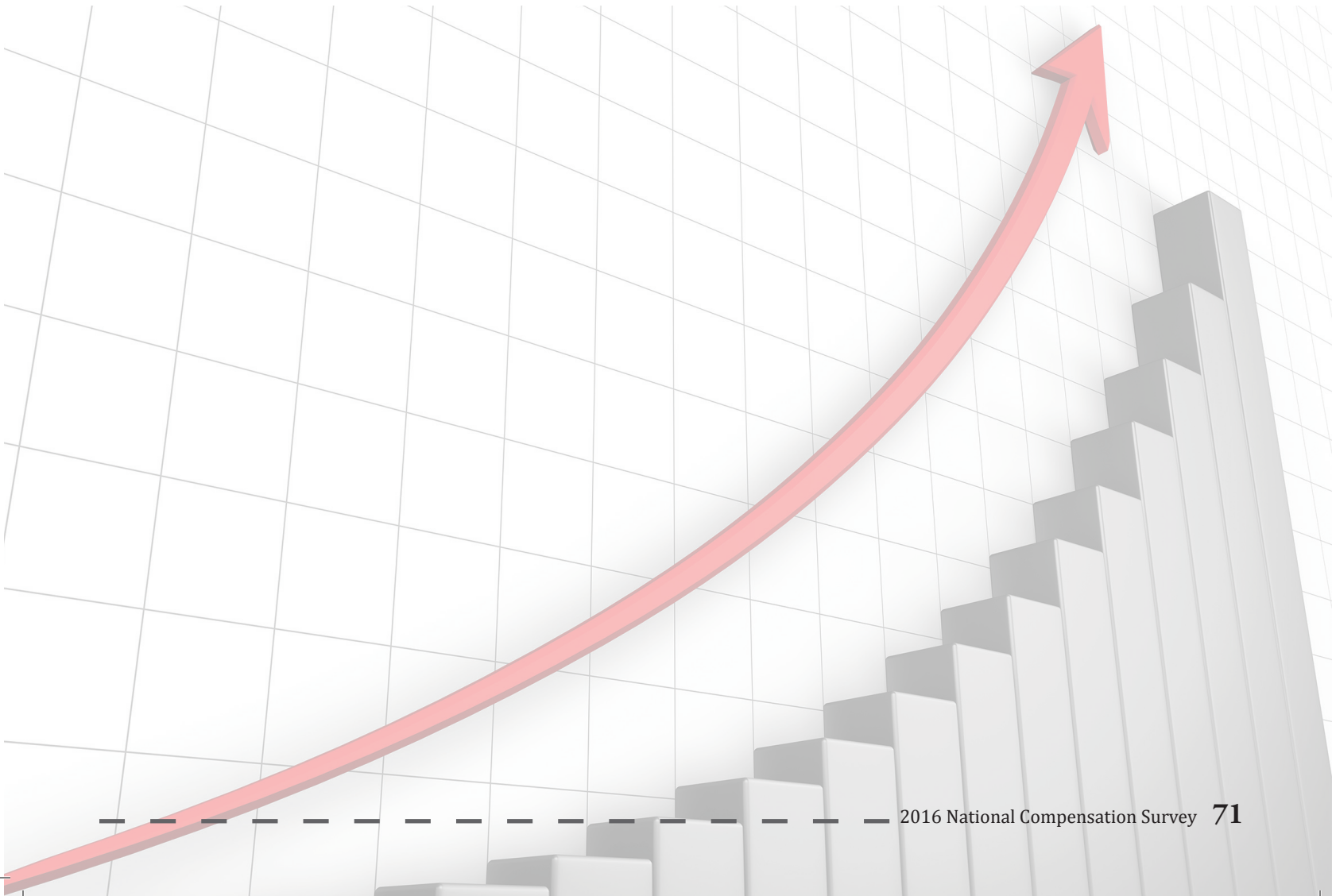
- Approximately what percentage of your overall workforce do volunteers represent?
- What are the general functions performed by volunteer staff?
  - Administrative support
  - Technical support
  - Educational/Public programming
  - Collections/Curatorial
  - Managerial
  - Other, please specify

- From the provided list, please identify your organization’s **top 3** volunteer priorities/challenges:
  - Training
  - Morale
  - Recruitment
  - Retention
  - Supervision
  - Administration
  - Staff relations
  - Workforce diversity
  - Other, please specify

# Supplementary questions: Part-time/Seasonal Staff

- Approximately what percentage of your overall workforce do part-time/seasonal staff represent?
  - What are the general functions performed by part-time/seasonal staff?
    - Administrative support
    - Technical support
    - Educational/Public programming
    - Collections/Curatorial
    - Managerial
    - Other, please specify
- From the provided list, please identify your organization's **top 3** Human Resources priorities/challenges for part-time/seasonal staff:
    - Training/Professional development
    - Morale
    - Leadership
    - Recruitment
    - Retention
    - Succession planning/Promotion
    - General health and well-being (leave due to work-related illnesses such as stress)
    - Work/life balance issue
    - Labour relations
    - Workforce diversity
    - Other, please specify

Part-time/Seasonal position	minimum hourly wage	maximum hourly wage	average hourly wage
Administrative support			
Technical support			
Educational/Public programming			
Collections/Curatorial			
Managerial			



# Participating Organizations

8th Hussars Museum  
Albert County Museum  
Alberta Sports Hall of Fame and Museum  
Allen Sapp Gallery  
Arnprior & District Museum  
Art Gallery of Greater Victoria  
Art Gallery of Ontario  
Beaverbrook Art Gallery  
Biggar Museum and Gallery  
Bulkley Valley Historical and Museum Society  
Burnaby Art Gallery  
Canadian Automotive Museum  
Canadian Canoe Museum  
Centre d'artistes vaste et Vague  
Centre d'exposition de l'Université de Montréal  
Centre d'interprétation de la Côte-de-Beaupré  
Centre d'interprétation de la diversité biologique  
du Québec à Bécancour  
Centre national d'exposition  
CISA Droulers/Tsionhiakwatha  
Clearwater County  
Cole Harbour Rural Heritage Society/Heritage  
Farm Museum  
Concordia University  
Confederation Centre Art Gallery  
Corporation du Musée régional de Rimouski  
Corporation du parc régional de Val-Jalbert  
Dawson City Museum  
Domaine Mackenzie-King  
Dunlop Art Gallery  
Eptek Centre - Prince Edward Island Museum  
and heritage Foundation  
Esplanade Museum  
Exploramer  
Fanshawe Pioneer Village  
Fondation François-Lamy  
Fort Ingall  
Fred Light Museum  
Galerie d'art Foreman de l'Université Bishop's  
Galerie d'art Louise-et-Reuben-Cohen de  
l'Université de Moncton  
Gallery 1C03, The University of Winnipeg  
Galt Museum and Archives -City of Lethbridge  
Garden of the Gulf Museum  
Grand Manan Museum  
Greville Bay Shipbuilding Museum Society  
Haida Gwaii Museum  
Heritage Hillsborough Inc.  
Huble Homestead/Giscome Portage Heritage  
Society  
Jasper Cultural & Historical Centre  
John R. Park Homestead Conservation Area  
Jordan Historical Museum  
Kaatza Historical Society  
Kamloops Art Gallery

Kitimat Museum & Archives  
Lake Charlotte Area Heritage Soc.  
Lambton Heritage Museum  
Lucan Area Heritage  
MacKenzie Art Gallery  
Mahone Bay Museum  
Maison de la culture Notre-Dame-de-Grâce  
Maison Léon-Provancher  
McAdam Historical Restoration Commission,  
Inc.  
Miles Canyon Historic Railway Society  
Mississippi Valley Textile Museum  
Modern Fuel Artist-Run Centre  
Montreal Holocaust Memorial Centre  
Musée acadien de Caraquet  
Musée de Charlevoix  
Musée de la Mer inc.  
Musée de pêche à la mouche du Canada Inc.  
Musée des beaux-arts de Sherbrooke  
Musée des religions du monde  
Musée du Bas-Saint-Laurent  
Musée du Fort Saint-Jean  
Musée François-Pilote  
Musée maritime du Québec  
Musée régional d'Argenteuil  
Musée régional de la Côte-Nord  
Musée régional de Vaudreuil-Soulanges  
Museum of Natural Sciences  
Museum of the Highwood  
National Music Centre  
Nelson and District Museum, Archives, Art  
Gallery and Historical Society  
Niagara Historical Society & Museum  
Nova Scotia Highlanders Regimental Museum  
Okanagan School of the Arts, Shatford Centre  
Oliver and District Heritage Society  
Orillia Museum of Art & History  
Penetanguishene Centennial Museum & Archives  
Plein sud, centre d'exposition en art actuel à  
Longueuil  
Port Edward Historical Society  
Quaco Museum  
Red Deer Museum + Art Gallery  
Royal Botanical Gardens  
Royal British Columbia Museum  
Royal Ontario Museum  
Sam Waller Museum  
Saskatchewan Craft Council  
Shuswap District Arts Council  
Site historique et archéologique de Pabos  
Société rimouskoise du patrimoine  
Sooke Region Musuem  
Squamish Lil'wat Cultural Centre  
Station Gallery  
Sturgis Station House Museum Incorporated

Sunshine Coast Museum & Archives  
TELUS Spark, the new Science Centre  
The Art Gallery of Grande Prairie  
The Art Gallery of Windsor  
The Aylmer-Malahide Museum & Archives  
The Chocolate Museum  
The Kitchener Waterloo Art Gallery  
The Manitoba Museum  
The Mann Art Gallery Inc.  
The Maritime Museum of BC  
The New Brunswick Museum  
The RCA Museum  
The Robert McLaughlin Gallery  
The Royal Canadian Regiment Museum at  
Wolseley Barracks  
Theatre Museum  
Town of Okotoks  
University of Waterloo Art Gallery  
Virden Pioneer Home Museum  
West Parry Sound District Museum  
Whistler Museum and archives Society  
Whyte Museum of the Canadian Rockies  
Windsor's Community Museum  
Winnipeg Art Gallery  
Yukon Transportation Museum

An additional two organizations chose to remain anonymous.





Canadian Museums Association  
400-280 Metcalfe Street  
Ottawa, Ontario K2P 1R7  
Tel.: 613-567-0099  
Fax: 613-233-5438  
[info@museums.ca](mailto:info@museums.ca)  
[www.museums.ca](http://www.museums.ca)