



**SaskCulture Inc.**  
**Cultural Organizations**  
**Compensation Survey Report**



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## Executive Summary

SaskCulture Inc., Sask Parks and Recreation Association (SPRA), and Sask Sport Inc. (Joint Committee) engaged Kn/a HR Consulting (Kn/a HR) to conduct a comprehensive study that encompassed the salary/wage and benefits (compensation) for a defined group of positions within the sport, culture and recreation sectors in the Province of Saskatchewan.

Discussions between Kn/a HR and Joint Committee were held to confirm the survey. Within the survey, six positions were described and respondents were asked specific compensation questions related to each position. The last section of the survey asked questions about benefits.

SaskCulture Inc. provided contact information for 32 cultural organizations to be invited to the survey with 30 responses received. The response rate was 93.75%. To support comparison between similar sized organizations, survey participants were placed in budget categories.

Kn/a HR reviewed the data and obvious errors were corrected or data omitted. The data was collected in May and June of 2019. Average and median results are presented. With a small sample size, it is best to look at the median.

Position	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
<b>Executive Director (CEO)</b>	11	\$34.82	\$44.32	\$28.21	\$38.46
<b>Executive Director (ED)</b>	19	\$28.56	\$36.05	\$26.96	\$32.82
<b>Program Coordinator</b>	16	\$21.94	\$27.60	\$21.54	\$26.41
<b>Business Administrator</b>	5	\$25.90	\$35.12	\$28.57	\$36.54
<b>Executive Assistant</b>	5*	\$21.70	\$24.11	\$19.30	\$22.34
<b>Administration Assistant</b>	12	\$16.92	\$20.55	\$16.51	\$20.70

\*N=4 for minimum

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## Market Study Report

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The dynamic labour market in Saskatchewan challenges organizations to be competitive with their wages and benefits. As a service to members in the Saskatchewan sport, culture and recreation sectors, Kn/a HR Consulting, on behalf of SaskCulture Inc. conducted a compensation survey for a select group of cultural groups.

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### Purpose

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The purpose of the compensation study was to provide information on current compensation ranges for selected positions within Saskatchewan sport, culture and recreation sectors. SaskCulture Inc. intends to share the information with the select group of cultural groups so they have current data to use when making competitive compensation decisions.

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### Response Rate

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SaskCulture Inc. sent an introductory email to 32 selected organizations, outlining the process. Kn/a HR sent email invitations to the participants. Follow up reminder emails were also sent on three separate occasions. In total, 30 useable responses were received. The response rate was 93.75%.

*The response rate was 93.75%.*

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## Methodology

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Discussions between Kn/a HR and Joint Committee were held to develop the framework of the survey. Kn/a HR developed the online survey which was reviewed by Joint Committee. The survey asked questions about the size of the organization (budget), salaries/wages, benefits and other information for a selected set of positions.

Participants selected the appropriate budget category for their organization. The results for the survey were grouped within the four categories below; similar organizations were compared. The budget categories were:

- Less than \$500,000
- \$500,000 to \$1M
- \$1M to \$3M
- Over \$3M

For each of the positions in the survey, participants were provided with a summary description and asked to rate the similarity of their organization's position compared to the survey position. Participants were given three choices:

- Few similarities - less than 50%
- Somewhat similar - 50 to 70%
- Very similar - greater than 70%

Only data for respondents' positions that were rated 50% similar or greater were used in the analysis.

Respondents reported salary in terms of annual, monthly, or hourly amounts. To compare the data, all amounts were converted to hourly amounts based on the number of work hours in a week the participants provided. Where participants indicated a work week of more than 40 hours, a work week of 40 hours was used for calculation purposes. Data was not used where participants indicated a work week of less than 35 hours, and did not give hourly wages. Average and median hours of work were calculated on full time positions only (35 hours a week or more).

The last section of the survey asked questions about benefits provided by the organization. The benefits were not specific to any position.

Kn/a HR reviewed the data, and obvious errors were corrected. The data was collected in May and June of 2019. This report was produced by Kn/a HR and reviewed by SaskCulture Inc..

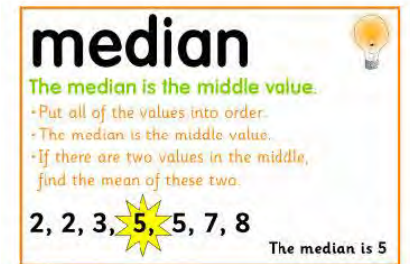
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## Study Limitations

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As with all compensation studies, there are possible errors on ensuring the comparison positions are similar to those in the participants' organization. This error is somewhat mitigated by allowing the respondents to rate the similarity and then removing responses that were less than 50% similar.

A limitation of the survey is the small sample size. Some responses will be considered a small sample. In a small sample, one extreme number can impact the average significantly. For small samples, the median rather than average is a better statistic.



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## Positions

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The following positions were included in the survey:

- Executive Director (CEO)
- Executive Director (ED)
- Program Coordinator
- Business Administrator
- Executive Assistant
- Administration Assistant

Position summaries can be found in [Appendix A](#).

*Respondents were asked to rate the similarity of the position in their organization with the job summary of the position in the survey. Only results that indicated a similarity of 50% or greater were used.*

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## Position Results

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Results are listed for each of the positions from the survey.

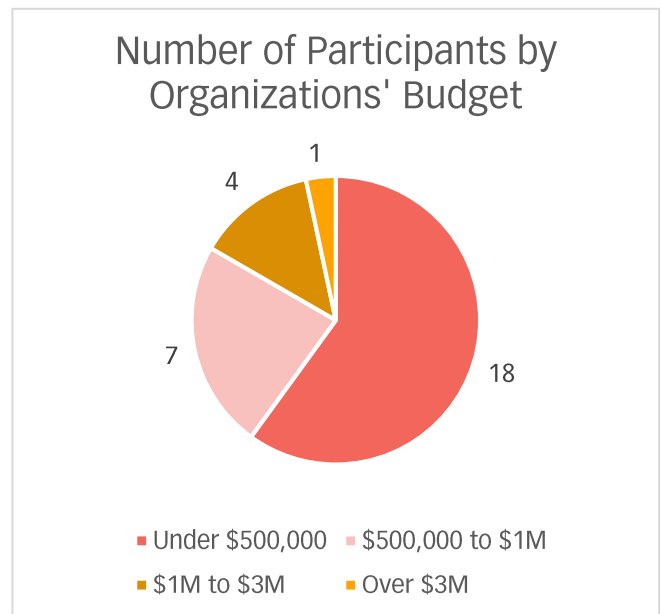
The number of responses in each group are indicated as "N". A glossary of terms is provided in [Appendix B](#). There were times when range maximum but not minimum was provided, thus the N for the two numbers (range minimum and maximum) may be different. When there were less than three respondents (N<3), no information is provided in this report. Less than three data points does not provide valid data.

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## Demographics of Results

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- 30 organizations responded to this survey. 60% have budgets under \$500,000.
- Full time equivalent (FTE) staff count for all was an average of 5.2 and a median of 2.7.
- FTE for organizations with a budget under \$500,000 had an average of 1.8 and a median of 2.0.
- FTE for organizations with a budget from \$500,000 to \$1M had an average of 5.3 and a median of 6.0. FTE for organizations with a budget from \$1M to \$3M had an average of 9.5 and a median of 9.4.





## Executive Director (CEO)

Rate/hour for 50% similarity or greater

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	11	\$34.82	\$44.32	\$28.21	\$38.46
Under \$500,000	5	\$25.99	\$36.17	\$25.00	\$33.65
\$500,000 to \$1M	3	\$30.09	\$37.32	\$32.21	\$38.46
\$1M to \$3M	2	Insufficient data			
Over \$3M	1	Insufficient data			

Executive Director (CEO) other information

Question	All Responses
<b>Total responses</b>	<ul style="list-style-type: none"> <li>• 11</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• 2 (18%) Master's degree</li> <li>• 6 (55%) Bachelor's degree</li> <li>• 3 (27%) Certificate</li> </ul>
<b>Hours of work</b>	<ul style="list-style-type: none"> <li>• 38.6 hours/week average</li> <li>• 40 hours/week median</li> </ul>
<b>Union</b>	<ul style="list-style-type: none"> <li>• 0 unionized</li> </ul>
<b>Movement within range</b>	<ul style="list-style-type: none"> <li>• 3 (27%) advancing a step in the grid</li> <li>• 1 (9%) cost of living increase applied</li> <li>• 1 (9%) cost of living applied and advancing a step in the grid</li> <li>• 5 (46%) negotiated</li> <li>• 1 (9%) other</li> </ul>
<b>Steps in the range</b>	<ul style="list-style-type: none"> <li>• 4 (36%) have steps in the range               <ul style="list-style-type: none"> <li>○ There are 4 or 5 steps in the range</li> </ul> </li> </ul>
<b>Bonus</b>	<ul style="list-style-type: none"> <li>• 6 (55%) are eligible for bonus               <ul style="list-style-type: none"> <li>○ 2 (33%) individual performance</li> <li>○ 1 (17%) team/department</li> <li>○ 3 (50%) other including board evaluation, organizational and as negotiated</li> </ul> </li> </ul>
<b>Bonus amount</b>	<ul style="list-style-type: none"> <li>• Maximum bonus limit was \$10,000 and minimum was \$250</li> <li>• All but one bonus was based on a fixed amount</li> </ul>

## Executive Director (ED)

Rate/hour for 50% similar or greater

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	19	\$28.56	\$36.05	\$26.96	\$32.82
Under \$500,000	11	\$25.22	\$29.50	\$25.22	\$29.43
\$500,000 to \$1M	5	\$31.27	\$43.24	\$31.87	\$39.56
\$1M to \$3M	3	\$35.16	\$48.13	\$35.71	\$50.48
Over \$3M	0	No data			

Executive Director (ED) other information

Question	All Responses
<b>Total responses</b>	<ul style="list-style-type: none"> <li>19</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>1 (5%) more than Master's degree</li> <li>2 (10.5%) Master's degree</li> <li>12 (63.5%) Bachelor's degree</li> <li>2 (10.5%) Certificate</li> <li>2 (10.5%) high school</li> </ul>
<b>Hours of work</b>	<ul style="list-style-type: none"> <li>38.6 hours/week average</li> <li>40 hours/week median</li> </ul>
<b>Union</b>	<ul style="list-style-type: none"> <li>0 unionized</li> </ul>
<b>Movement within range</b>	<ul style="list-style-type: none"> <li>3 (16%) advancing a step in the grid</li> <li>4 (21%) cost of living increase applied</li> <li>2 (11%) cost of living applied and advancing a step in the grid</li> <li>6 (32%) negotiated</li> <li>4 (21%) other including percentage increase 3 - 5%, depending on budget or board recommendation; varies from year-to-year dependent on budget</li> </ul>
<b>Steps in the range</b>	<ul style="list-style-type: none"> <li>5 (26%) have steps <ul style="list-style-type: none"> <li>2 (40%) 4 steps in the wage range</li> <li>2 (40%) 5 steps</li> <li>1 (20%) more than 8 steps</li> </ul> </li> </ul>
<b>Bonus</b>	<ul style="list-style-type: none"> <li>5 (26%) are eligible for a bonus <ul style="list-style-type: none"> <li>100% of bonuses are a fixed amount</li> </ul> </li> </ul>
<b>Bonus amount</b>	<ul style="list-style-type: none"> <li>Amounts range from \$250 to \$5,000</li> </ul>

## Program Coordinator

Rate/hour for 50% similar or greater

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	16	\$21.94	\$27.60	\$21.54	\$26.41
Under \$500,000	6	\$20.68	\$23.16	\$20.26	\$23.48
\$500,000 to \$1M	6	\$22.77	\$30.29	\$23.63	\$31.78
\$1M to \$3M	4	\$22.59	\$30.21	\$22.82	\$27.81
Over \$3M	0	No data			

Program Coordinator other information

Question	All Responses
<b>Total responses</b>	<ul style="list-style-type: none"> <li>• 16</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• 1 (4%) Master's degree</li> <li>• 9 (56%) Bachelor's degree</li> <li>• 3 (19%) Certificate</li> <li>• 3 (19%) high school</li> </ul>
<b>Hours of work</b>	<ul style="list-style-type: none"> <li>• 36.3 hours/week average</li> <li>• 35 hours/week median</li> </ul>
<b>Union</b>	<ul style="list-style-type: none"> <li>• 0 unionized</li> </ul>
<b>Movement within range</b>	<ul style="list-style-type: none"> <li>• 4 (25%) advancing a step in the grid</li> <li>• 4 (25%) cost of living allowance applied</li> <li>• 3 (19%) cost of living applied and advancing a step in the grid</li> <li>• 2 (13%) negotiated</li> <li>• 3 (19%) other including percentage increase as budget allows 3 - 5% and dependent on budget from year-to-year</li> </ul>
<b>Steps in the range</b>	<ul style="list-style-type: none"> <li>• 6 (38%) have steps <ul style="list-style-type: none"> <li>○ 2 (33.3%) 3 steps in the grid</li> <li>○ 2 (33.3%) 6 to 8 steps in the grid</li> <li>○ 2 (33.3%) more than 8 steps in the grid</li> </ul> </li> </ul>
<b>Bonus</b>	<ul style="list-style-type: none"> <li>• 4 (25%) are eligible for a bonus<sup>4</sup> <ul style="list-style-type: none"> <li>○ 100% of the bonuses paid are based on individual performance</li> </ul> </li> </ul>
<b>Bonus amount</b>	<ul style="list-style-type: none"> <li>• Range from \$250, 3%, and unknown % of wage</li> </ul>

## Business Administrator

Rate/hour for 50% similarity or greater

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	5	\$25.90	\$35.12	\$28.57	\$36.54
Under \$500,000	0	No data			
\$500,000 to \$1M	3	\$26.37	\$36.26	\$28.57	\$40.11
\$1M to \$3M	2	Insufficient data			
Over \$3M	0	No data			

Business Administrator other information

Question	All Responses
<b>Total responses</b>	<ul style="list-style-type: none"> <li>• 5</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• 1 (20%) Bachelor's degree</li> <li>• 4 (80%) Certificate</li> </ul>
<b>Hours of work</b>	<ul style="list-style-type: none"> <li>• 36.5 hours/week average</li> <li>• 35 hours/week median</li> </ul>
<b>Union</b>	<ul style="list-style-type: none"> <li>• 0 unionized</li> </ul>
<b>Movement within range</b>	<ul style="list-style-type: none"> <li>• 2 (40%) advancing a step in the grid</li> <li>• 1 (20%) cost of living increase applied</li> <li>• 1 (20%) cost of living applied and advancing a step in the grid</li> <li>• 1 (20%) negotiated</li> </ul>
<b>Steps in the range</b>	<ul style="list-style-type: none"> <li>• 2 (40%) 6 to 8 steps</li> </ul>
<b>Bonus</b>	<ul style="list-style-type: none"> <li>• 2 (40%) are eligible for a bonus               <ul style="list-style-type: none"> <li>◦ 100% of bonuses are based on individual performance</li> </ul> </li> </ul>
<b>Bonus amount</b>	<ul style="list-style-type: none"> <li>• 100% of bonuses are a fixed percentage of their wage</li> </ul>

## Executive Assistant

Rate/hour for 50% similarity or greater

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	5*	\$21.70	\$24.11	\$19.30	\$22.34
Under \$500,000	2	Insufficient data			
\$500,000 to \$1M	0				
\$1M to \$3M	2	Insufficient data			
Over \$3M	1	Insufficient data			

\*N=4 for minimum

Executive Assistant other information

Question	All Responses
<b>Total responses</b>	<ul style="list-style-type: none"> <li>5</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>3 (60%) Certificate</li> <li>2 (40%) high school</li> </ul>
<b>Hours of work</b>	<ul style="list-style-type: none"> <li>38.75 hours/week average and median</li> </ul>
<b>Union</b>	<ul style="list-style-type: none"> <li>0 unionized</li> </ul>
<b>Movement within range</b>	<ul style="list-style-type: none"> <li>1 (20%) advancing a step in the grid</li> <li>2 (40%) cost of living increase applied</li> <li>1 (20%) cost of living applied and advancing a step in the grid</li> <li>1 (20%) negotiated</li> </ul>
<b>Steps in the range</b>	<ul style="list-style-type: none"> <li>3 (60%) more than 5 steps in the grid</li> </ul>
<b>Bonus</b>	<ul style="list-style-type: none"> <li>none are eligible for a bonus</li> </ul>

## Administration Assistant

Rate/hour for 50% similarity or greater

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	12	\$16.92	\$20.55	\$16.51	\$20.70
Under \$500,000	5	\$15.70	\$17.77	\$16.10	\$18.60
\$500,000 to \$1M	6	\$16.83	\$21.72	\$16.43	\$20.88
\$1M to \$3M	0	No data			
Over \$3M	1	Insufficient data			

Administration Assistant other information

Question	All Responses
<b>Total responses</b>	<ul style="list-style-type: none"> <li>• 12</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• 1 (8%) Bachelor's degree</li> <li>• 5 (42%) Certificate</li> <li>• 6 (50%) high school</li> </ul>
<b>Hours of work</b>	<ul style="list-style-type: none"> <li>• 36.9 hours/week average</li> <li>• 37.5 hours/week median</li> </ul>
<b>Union</b>	<ul style="list-style-type: none"> <li>• 1 (8%) unionized</li> </ul>
<b>Movement within range</b>	<ul style="list-style-type: none"> <li>• 4 (33%) advancing a step in the grid</li> <li>• 1 (8%) cost of living increase applied</li> <li>• 1 (8%) cost of living applied and advancing a step in the grid (number of steps not identified)</li> <li>• 5 (42%) negotiated</li> <li>• 1 (8%) no set wage increase</li> </ul>
<b>Steps in the range</b>	<ul style="list-style-type: none"> <li>• 4 (33%) have steps <ul style="list-style-type: none"> <li>○ 1 (25%) 3 steps in the range</li> <li>○ 1 (25%) 5 steps in the range</li> <li>○ 2 (50%) 6 to 8 steps in the range</li> </ul> </li> </ul>
<b>Bonus</b>	<ul style="list-style-type: none"> <li>• 4 (33%) are eligible for a bonus <ul style="list-style-type: none"> <li>○ 4 (100%) of bonuses are based on individual performance</li> </ul> </li> </ul>
<b>Bonus amount</b>	<ul style="list-style-type: none"> <li>• Bonuses with identified amounts ranging from \$400 to \$2,000</li> </ul>

## Benefits

Question	All Responses
<b>Number</b>	<ul style="list-style-type: none"> <li>• 27</li> </ul>
<b>Vacation</b>	<ul style="list-style-type: none"> <li>• 15 days after 1 year is the median</li> <li>• 20 days after 5.5 years is the median</li> <li>• 25 days after 10 years is the median</li> <li>• 29 days after 15 years is the median</li> </ul>
<b>Automobile</b>	<ul style="list-style-type: none"> <li>• 21 (78%) have an automobile policy               <ul style="list-style-type: none"> <li>○ 18 (86%) paid by the kilometer</li> <li>○ 3 (14%) receive fixed allowance, fixed amount plus paid per kilometre, or another form of automobile benefit</li> </ul> </li> </ul>
<b>Pension</b>	<ul style="list-style-type: none"> <li>• 22 (81%) have a pension benefit               <ul style="list-style-type: none"> <li>○ 9 (41%) based on contributions and investment earnings</li> <li>○ 6 (27%) are RRSP or some other type of plan</li> <li>○ 4 (18%) based on a formula</li> <li>○ 3 (14%) did not provide specifics</li> </ul> </li> </ul> <p>Employer contributions range from 2 - 7.5% with the majority at 7.5%</p>
<b>Christmas break</b>	<ul style="list-style-type: none"> <li>• 17 (63%) offer additional time off at Christmas               <ul style="list-style-type: none"> <li>○ number of additional days ranges from 2 to 6 or more with majority (10) providing 3 additional days</li> </ul> </li> </ul>
<b>Interpersonal violence</b>	<ul style="list-style-type: none"> <li>• 1 (4%) has an interpersonal violence policy</li> </ul>
<b>Work from home</b>	<ul style="list-style-type: none"> <li>• 10 (37%) have a work from home policy</li> </ul>
<b>Extended health care</b>	<ul style="list-style-type: none"> <li>• 21 (78%) offer an extended health care plan</li> </ul>
<b>Paid sick leave</b>	<ul style="list-style-type: none"> <li>• 22 (81%) offer paid sick leave               <ul style="list-style-type: none"> <li>○ amounts range from less than 1 day to more than 2 with majority (18) providing 1.25 days per month</li> </ul> </li> </ul>
<b>Maternity top up</b>	<ul style="list-style-type: none"> <li>• 2 (7%) offer maternity or parental leave top up</li> </ul>
<b>Wellness policy</b>	<ul style="list-style-type: none"> <li>• 4 (15%) offer a wellness policy</li> </ul>
<b>Professional development</b>	<ul style="list-style-type: none"> <li>• 23 (85%) support for professional development               <ul style="list-style-type: none"> <li>○ amounts range from \$100 to \$1000 with most frequent (10) offering up to \$400</li> </ul> </li> </ul>
<b>Floater days</b>	<ul style="list-style-type: none"> <li>• 9 (33%) offer floater days               <ul style="list-style-type: none"> <li>○ average is 7.4 days and median is 5 days</li> </ul> </li> </ul>
<b>Creative benefits</b>	<ul style="list-style-type: none"> <li>• Family annual pass to museum</li> <li>• Post conference paid day off/compensation in lieu of OT, often 1.5 hours earned per 1 hour worked</li> <li>• Leave for professional development of art</li> </ul>

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## Appendix A - Position Summaries

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The following are the descriptions of the positions that were included in the survey.

### Executive Director (CEO) Position Summary

Reporting to the board of directors, this position plans, organizes, directs, controls, and evaluates the mandate of the organization through middle managers, membership, and/or other organizations or institutions that receive funding and deliver the organization's services. They formulate policies which establish the direction to be taken by these organizations, either alone or in conjunction with the board. Key responsibilities are ensuring implementation of the board-developed strategic plan and overseeing the operational budget. This position can have a number of managers, directors, or other senior positions directly reporting to them.

### Executive Director (ED) Position Summary

Reporting to the board of directors, this position is responsible for sound and efficient operation of the organization; in particular, its overall administrative and program operation. The ED leads the development of strategies and policies; and plans and directs all facets of administration, which may include financial planning and control, facility management, marketing, development, government/funder relations, public relations, audience services, staff relations, and contract negotiations. The ED often represents the organization externally with funding bodies and the community. In smaller organizations, the ED may have few or no subordinate staff.

### Program Coordinator Position Summary

Reporting to the ED, this position's primary responsibility is to implement an existing program of activities. This position is responsible for providing recommendations and suggestions to the ED as to program activities, direction, and implementation. The Coordinator will work in collaboration with other external organizations in the planning and implementation of program initiatives. This position will provide support and advisory services, and disseminate information related to their programming area to membership organizations. Much of this position's work is accomplished by building and fostering partnerships with other organizations. Typically, this position does not supervise other staff.

### Business Administrator Position Summary

Reporting to the ED/CEO, this position develops and implements the strategic direction of the financial operations and systems of the organization and is responsible for the coordination, development, and



implementation of the association's budget, assets, and financial system. The position provides the coordination and administration of accounting, payroll, banking, purchasing, computers, furniture, and equipment. The position builds and fosters relationships with the staff and is accountable for the financial administrative support outlined in the strategic directions of the organization. A few accounting staff may directly report to this position.

### Executive Assistant Position Summary

Reporting to the CEO or ED, this position oversees head office operations and systems and is responsible for the coordination, development, and implementation of the clerical, administration, and customer services of the office. The position provides advice, training, and resources to head office staff and provides direct support to the CEO and board of directors. The position builds and fosters relationships with the board, committees, membership, and staff and is accountable for the administrative support for the strategic directions outlined by the CEO and the board. Other administrative staff may directly report to this position.

### Administration Assistant Position Summary

Reporting to a senior level position, this position provides direct administrative support to a position or group of positions. The scope of responsibility may include generating memos, agendas and reports/minutes, assembling confidential information, coordinating meetings and travel arrangements, and providing broad administrative support.

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## Appendix B - Glossary of Terms

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N	The number of data points (responses).
Average	The sum of the sample divided by the total number of data points in the sample.
Median	The middle item in a set of ranked data points containing an odd number of items. When an even number of items are ranked, the median is the average of the two middle items.
Bonus	A payment paid above and beyond base pay. Bonuses are not guaranteed each year, and payment is generally subject to a specific performance level.
Primary research	Research conducted first hand. The surveys and resulting research and data analysis that were performed in this study would be considered primary research.