



SASKATCHEWAN
CULTURAL SECTOR
COMPENSATION STUDY
FOR MANAGEMENT & ADMINISTRATION IN
NOT-FOR-PROFIT ORGANIZATIONS

MARCH 2009

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1. Executive Summary

In November and December of 2008, SaskCulture Inc. conducted a study focusing specifically on Saskatchewan-based cultural organizations to identify practices and trends influencing compensation, as well as a number of other pertinent human resource issues. A total of 66 organizations participated. This report presents the findings of the study.

There were many cultural disciplines represented in the study, the largest grouping 45%, classified themselves in the Performing and Literary Arts category. The majority of organizations (87%) had operating budgets under \$1,000,000 with a large percentage of employee effort coming from part-time contract employees and volunteers.

A total of 21 reported positions were reviewed. The most commonly reported positions were Executive Director/General Manager and Administrative Assistant. The results show that organizations with larger operating budgets typically offer higher base salaries, and that cultural based organizations tend to be operating with minimal staff, with the Executive Director and Administrative roles performing a wide variety of functions in support of the organization's mandate.

With respect to benefits, larger organizations were two times more likely to offer a comprehensive benefits package than smaller organizations. The most common health-related benefits offered include dental, extended health and long term disability. However, the study found that the frequency with which Saskatchewan based cultural organizations pay 100% of the cost of a benefit when compared to other industry sectors is proportionately lower.

The study highlights several challenges faced by cultural organizations. Overall, participating organizations consistently noted that there is a general inability to offer competitive levels of compensation and benefits to their employees. Organizations cited understaffing/overwork and compensation/benefits as their top areas of priority. Additionally, organizations believe that it is difficult to accomplish their mandate, and attract and retain talented staff with their limited resources.

Yet, even though organizations are finding it difficult to accomplish their goals with their limited resources, they have successfully employed alternative methods to attract and retain employees. The most common are non-health-related benefits which include flex-time and working from home arrangements. Furthermore, these methods are likely contributing to the low average turnover rate of 10% observed for participating organizations, which is lower than both the national average for the voluntary turnover rate in the not-for-profit sector (12.1%) and all sectors in Saskatchewan (15.7%).

Additionally the study reviewed a subset of 25 Provincial Cultural Organizations (PCOs) on the Minister's Eligibility List. The subset produced similar findings to the results from the overall survey with respect to compensation, benefits, and general management concerns such as the belief that cultural organizations are understaffed and overworked, and that it is difficult to accomplish their mandates with limited resources.

In conclusion, while it can be seen from this study that low operating budgets make it more difficult to compete with other industry sectors on compensation alone, Saskatchewan-based cultural organizations are being creative in order to attract and retain the talent they require. Compensation and benefits will continue to be a challenge for these organizations, and will need a continued focus in order to support the long-term sustainability of the cultural not-for-profit sector in Saskatchewan.

2. Introduction

2.1 SaskCulture Inc.

SaskCulture Inc. is a provincial, non-profit organization that strives to build a culturally vibrant future in which all citizens of Saskatchewan individually and collectively, celebrate, value and support participation in and access to the cultural experience. SaskCulture Inc. represents the cultural community as a whole and works with over 100 organizations, groups and individuals, and provides programs and services in the areas of: funding, cultural networking, organization development, advocacy, and community development.

2.2 Study Background

SaskCulture Inc. felt it was important and timely to conduct a study focusing specifically on Saskatchewan-based cultural organizations. This study will be used to identify practices and trends in relation to multiple factors influencing compensation, and aid SaskCulture in having a more in-depth understanding of the practices in the organizations they fund throughout Saskatchewan. Furthermore, it will provide cultural organizations information on the development of their own compensation and human resources practices.

Originally performed for the Cultural Human Resources Council (CHRC) in 2003, and again in 2008, the study was developed due to a growing sense of urgency in the arts sector about the imminent crisis in the arts management labour force; the pioneer generation of managers was retiring and many more leaving the sector prematurely due to stress or burnout or for better pay, benefits and working conditions elsewhere. The focus on compensation was due to the fact that it is one of the most critical elements of an organization's ability to attract and retain a talented workforce.

2.3 Methodology

SaskCulture Inc. retained Deloitte to assist in undertaking a comprehensive compensation study of Saskatchewan-based cultural organizations in the not-for-profit sector.

The study was conducted in November and December of 2008. In total, 134 organizations throughout Saskatchewan were invited to participate, and 66 organizations responded.

The study focus included data on base salary, short term incentive pay, employee benefits and perquisites, as well as a number of other topics, including key human resource challenges facing organizations.

This report presents the results from the study, beginning with a profile of the participant organizations, followed by base salary data for each of the selected benchmark positions. In total, data was gathered on 21 positions (please see Appendix A for a profile of each of the positions). Individual job matching was conducted by each participating organization.

All data went through a "cleansing" process to identify erroneous data and outliers before undertaking data analysis. This process is required to ensure that the data are of the highest quality, fully defensible and relevant. Data are current as of November and December 2008 (reporting period).

Following this largely quantitative analysis, the report then provides details on current trends/practices, benefits and perquisites. Furthermore, an identical analysis was then conducted on 25 Provincial Cultural Organizations on the Minister's Eligibility List (PCOs). The analysis of these organizations is in a separate section following the primary analysis of all respondents.

Appendix B provides a copy of the templates used to collect the data.

3. Participant Profile

In total, 66 organizations throughout Saskatchewan participated in this study, representing a response rate of 49%, given that 134 organizations were invited to participate in the study. The following table provides a summary profile of the participant organizations:

Cultural Disciplines	Number of Responses	Percentage of Sample
Visual and Media Arts (including Artist-run Centres and Galleries)	10	15%
Performing and Literary Arts (Dance, Festivals, Music, Performance Arts, Theatre)	30	45%
Service Organizations	15	23%
Heritage Organizations	11	17%
Total	66	100%

Annual Budget	Number of Responses	Percentage of Sample
Under \$100,000	3	5%
\$100,000 to \$250,000	31	47%
\$250,000 to \$1,000,000	24	36%
\$1,000,000 to \$5,000,000	7	11%
Over \$5,000,000	1	2%
Total	66	100%

Annual Budget	Number of Employees by Type				
	Average Full-time Permanent	Average Full-time Contract	Average Part-time Permanent	Average Part-time Contract	Average Volunteers
Under \$100,000 (n=3)	0	0	0.5	0	28
\$100,000 to \$250,000 (n=31)	1.2	1.5	0.6	2.6	175
\$250,000 to \$1,000,000 (n=24)	2.7	0.8	2.0	8.0	104
\$1,000,000 to \$5,000,000 (n=7)	9.3	1.3	0.3	13.5	177

The large portion of respondent organizations, 45%, fall within the Performing and Literary Arts category, additionally 87% of the cultural organizations in Saskatchewan have operating budgets under \$1,000,000. When observing the number of employees broken down by the various budget

categories, organizations under \$1 million on average employ very few full-time permanent, full-time contract and part-time contract employees. In each category, the majority of labour is part-time contract employees and volunteers.

Please see Appendix C for an alphabetical listing of the participant organizations (PCOs are noted in bold font).

4. Research Findings – Base Salary

4.1 Section Overview

This section of the report summarizes the key quantitative observations emerging from the research study, focusing on market average actual base salary practices. Where applicable, for each position (see page 9 for a list of positions and a corresponding page reference), summary data are provided for the average actual base salary, and the 25th, 50th and 75th percentile. Percentiles are values that divide a set of observations into 100 equal parts. The percentile is determined by the number of values that are smaller than it. For example, the 25th percentile number would be the value that 25% of the total number of observations are less than, the 50th percentile number would be the value that 50% of the total number of observations are less than, and so on.

All summary data for each position is sorted by the annual operating budget of the organization. Additionally, the data has been sorted by cultural discipline.

Please note that in all cases, data are not reported where less than three observations were available, in order to ensure participant confidentiality. As a result, data are not provided for all specific data profiles for each position. It is important to note that for many of the smaller organizations, data was provided for only one or two positions. When this is the case, the position has not been included in the report.

Additionally, in some instances, particular observations have not been used as they were deemed to be highly anomalous given the profile of the remaining observations.

4.2 Considerations for Using the Base Salary Results

Pay will vary with such factors as tenure within an organization, time in a position, individual and organization performance, and market demand for particular skill sets. Compensation levels within plus or minus 10% of an organization's target market positioning are generally considered to be within competitive norms for professional level positions.

Although organizations may approach compensation and benefits from different perspectives, they may ultimately end up with the same total compensation package. What differs is the mix of components of total compensation.

Organizations often focus on base salary to determine whether or not they are competitive against the external marketplace, when in fact they should evaluate the entire compensation package (total rewards) they offer to employees.

Please note that all data are subject to statistical error and this should be taken into consideration.

4.3 Summary Profile

Position	2008 Base Pay			
	Average Actual	P25	P50	P75
Organizations with Operating Budgets \$100,000 - \$250,000				
Administrative Assistant (n=5)	\$29,553	\$27,500	\$28,232	\$31,000
Director/Manager, Administrative Services (n=4)	\$34,297	\$29,797	\$30,000	\$34,500
Director/Manager, Projects/Programs (n=4)	\$23,222	\$19,050	\$25,711	\$29,882
Executive Director/General Manager (n=25)	\$36,212	\$35,000	\$36,250	\$42,840
Finance Officer (n=3)	\$22,642	\$19,252	\$23,993	\$26,708
Office Administrator/Manager (n=6)	\$24,816	\$19,900	\$23,737	\$30,012

Position	2008 Base Pay			
	Average Actual	P25	P50	P75
Organizations with Operating Budgets \$250,000 - \$1,000,000				
Administrative Assistant (n=11)	\$25,061	\$22,523	\$24,900	\$28,500
Communications Coordinator (n=4)	\$38,583	\$36,049	\$37,800	\$40,334
Director/Manager, Administrative Services (n=3)	\$32,167	\$24,750	\$30,000	\$38,500
Director/Manager, Education/Outreach (n=4)	\$34,841	\$32,920	\$37,500	\$39,421
Director/Manager, Projects/Programs (n=11)	\$35,255	\$31,900	\$33,600	\$41,343
Education/Outreach Coordinator (n=6)	\$32,354	\$28,796	\$34,625	\$36,591
Executive Director/General Manager (n=23)	\$47,181	\$42,000	\$46,765	\$52,050
Finance Officer (n=4)	\$33,488	\$29,946	\$33,094	\$36,636
Marketing Coordinator (n=3)	\$30,549	\$29,225	\$29,450	\$31,324
Office Administrator/Manager (n=5)	\$32,183	\$28,135	\$29,203	\$32,000
Receptionist/Clerk (n=5)	\$22,772	\$16,939	\$18,179	\$20,309

Position	2008 Base Pay			
	Average Actual	P25	P50	P75
Organizations with Operating Budgets \$1,000,000 - \$5,000,000				
Administrative Assistant (n=5)	\$35,904	\$36,397	\$37,000	\$37,511
Director/Manager, Administrative Services (n=3)	\$50,833	\$45,600	\$52,000	\$56,650
Director/Manager, Development (Fundraising) (n=3)	\$61,741	\$44,800	\$48,000	\$71,812
Director/Manager, Education/Outreach (n=4)	\$52,653	\$46,593	\$51,791	\$57,852
Director/Manager, Marketing/Communications (n=5)	\$48,446	\$41,600	\$46,000	\$48,000
Director/Manager, Projects/Programs (n=6)	\$57,647	\$48,573	\$57,495	\$66,182
Education/Outreach Coordinator (n=4)	\$40,927	\$36,250	\$37,922	\$42,599
Executive Director/General Manager (n=7)	\$72,878	\$58,250	\$70,000	\$86,500

Actual Average for Positions across Operating Budget Categories

Position	Average Actual by Budget Category		
	\$100,000 - \$250,000	\$250,000 - \$1,000,000	\$1,000,000 - \$5,000,000
Administrative Assistant	\$29,553	\$25,061	\$37,511
Communications Coordinator	N/A	\$38,583	N/A
Director/Manager, Administrative Services	\$34,297	\$32,167	\$56,650
Director/Manager, Development (Fundraising)	N/A	N/A	\$71,812
Director/Manager, Education/Outreach	N/A	\$34,841	\$57,852
Director/Manager, Marketing/Communications	N/A	N/A	\$48,000
Director/Manager, Projects/Programs	\$23,222	\$35,255	\$66,182
Education/Outreach Coordinator	N/A	\$32,354	\$42,599
Executive Director/General Manager	\$36,212	\$47,181	\$86,500
Finance Officer	\$22,642	\$33,488	N/A
Marketing Coordinator	N/A	\$30,549	N/A
Office Administrator/Manager	\$24,816	\$32,183	N/A
Receptionist/Clerk	N/A	\$22,772	N/A

Key Trends

After reviewing the quantitative research findings, the following key trends can be observed, specifically that:

- organizations with larger operating budgets typically offer higher base salaries, except in the case of both the Administrative Assistant and the Director/Manager, Administrative Services;
- the most common position reported is the Executive Director / General Manager with 57 of the total 66 organizations reporting this position; and,
- overall General Management and Other positions were most commonly reported (see below table for categories); whereas, functional areas such as Finance and Accounting, Human Resources, and Information Technology had limited responses.

These findings would suggest that organizations are operating with minimal staff, and that the Executive Director and Administrative roles are performing a wide variety of functions in support of the organization's mandate.

4.4 Table of Positions

Position Group	Page
General Management	
Executive Director / General Manager	10
Director / Manager Administrative Services	11
Office Administrator / Manager	12
Administrative Assistant	13
Receptionist Clerk	13
Finance & Accounting	
Director/Manager, Finance	N/A
Finance Officer	14
Marketing/Communications/Development	
Director/Manager, Marketing/Communications	15
Communications Coordinator	15
Marketing Coordinator	15
Director/Manager, Development (Fundraising)	16
Development Coordinator	N/A
Human Resources	
Director/Manager, Human Resources	N/A
Human Resources Coordinator	N/A
Information Technology	
Director/Manager, Information Technology	N/A
IT Technician	N/A
Other	
Director/Manager, Membership and/or Volunteer Relations	N/A
Director/Manager, Projects/Programs	17
Membership/Volunteer Coordinator	N/A
Director/Manager, Education/Outreach	18
Education/Outreach Coordinator	18

4.5 General Management

4.5.1 Executive Director / General Manager

Organizations with Operating Budgets \$100,000 - \$250,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=25)	\$36,212	\$35,000	\$36,250	\$42,840
Cultural Discipline				
Heritage Organization (n=7)	\$36,751	\$35,000	\$38,000	\$42,345
Service Organizations (n=5)	\$47,121	\$42,840	\$44,266	\$53,000
Visual and Media Arts (n=4)	\$38,750	\$34,500	\$37,500	\$41,750
Performing and Literary Arts (n=9)	\$28,604	\$24,000	\$35,000	\$35,700

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=23)	\$47,181	\$42,000	\$46,765	\$52,050
Cultural Discipline				
Heritage Organization (n=4)	\$46,666	\$39,875	\$44,582	\$51,373
Visual and Media Arts (n=4)	\$49,303	\$45,067	\$48,040	\$52,275
Performing and Literary Arts (n=13)	\$46,714	\$42,000	\$46,765	\$52,100

Organizations with Operating Budgets \$1,000,000 to \$5,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=7)	\$72,878	\$58,250	\$70,000	\$86,500
Cultural Discipline				
Service Organizations (n=3)	\$70,716	\$54,750	\$61,500	\$82,074
Performing and Literary Arts (n=3)	\$67,667	\$62,500	\$70,000	\$74,000

4.5.2 Director Manager / Administrative Services

Organizations with Operating Budgets \$100,000 - \$250,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=4)	\$34,297	\$29,797	\$30,000	\$34,500

Organizations with Operating Budgets \$250,000 - \$1,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=3)	\$32,167	\$24,750	\$30,000	\$38,500

Organizations with Operating Budgets \$1,000,000 - \$5,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=3)	\$50,833	\$45,600	\$52,000	\$56,650

4.5.3 Office Administrator / Manager

Organizations with Operating Budgets \$100,000 - \$250,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=6)	\$24,816	\$19,900	\$23,737	\$30,012
Cultural Discipline				
Performing and Literary Arts (n=3)	\$18,733	\$17,100	\$19,200	\$20,600

Organizations with Operating Budgets \$250,000 to \$1,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=5)	\$32,183	\$28,135	\$29,203	\$32,000
Cultural Discipline				
Performing and Literary Arts (n=4)	\$32,928	\$26,566	\$30,068	\$36,430

4.5.4 Administrative Assistant

Organizations with Operating Budgets \$100,000 - \$250,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=5)	\$29,553	\$27,500	\$28,232	\$31,000

Organizations with Operating Budgets \$250,000 - \$1,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=11)	\$25,061	\$22,523	\$24,900	\$28,500
Cultural Discipline				
Performing and Literary Arts (n=7)	\$23,247	\$22,141	\$22,675	\$24,950

Organizations with Operating Budgets \$1,000,000 - \$5,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=5)	\$35,904	\$36,397	\$37,000	\$37,511

4.5.5 Receptionist Clerk

Organizations with Operating Budgets \$250,000 - \$1,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=5)	\$22,772	\$16,939	\$18,179	\$20,309

4.6 Finance & Accounting

4.6.1 Finance Officer

Organizations with Operating Budgets \$100,000 - \$250,000

	2008 Base Salary			
Position	Average Actual	P25	P50	P75
Saskatchewan (n=3)	\$22,642	\$19,252	\$23,993	\$26,708

Organizations with Operating Budgets \$250,000 - \$1,000,000

	2008 Base Salary			
Position	Average Actual	P25	P50	P75
Saskatchewan (n=4)	\$33,488	\$29,946	\$33,094	\$36,636

4.7 Marketing / Communications / Development

4.7.1 Director/Manager, Marketing/Communications

Organizations with Operating Budgets \$1,000,000 - \$5,000,000

	2008 Base Salary			
Position	Average Actual	P25	P50	P75
Saskatchewan (n=5)	\$48,446	\$41,600	\$46,000	\$48,000
Cultural Discipline				
Performing and Literary Arts (n=3)	\$41,200	\$38,800	\$41,600	\$43,800

4.7.2 Communications Coordinator

Organizations with Operating Budgets \$250,000 - \$1,000,000

	2008 Base Salary			
Position	Average Actual	P25	P50	P75
Saskatchewan (n=4)	\$38,583	\$36,049	\$37,800	\$40,334

4.7.3 Marketing Coordinator

Organizations with Operating Budgets \$250,000 - \$1,000,000

	2008 Base Salary			
Position	Average Actual	P25	P50	P75
Saskatchewan (n=3)	\$30,549	\$29,225	\$29,450	\$31,324

4.7.4 Director/Manager, Development (Fundraising)

Organizations with Operating Budgets \$1,000,000 - \$5,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=3)	\$61,741	\$44,800	\$48,000	\$71,812
Cultural Discipline				
Performing and Literary Arts(n=3)	\$61,741	\$44,800	\$48,000	\$71,812

4.8 Other

4.8.1 Director/Manager, Projects/Programs

Organizations with Operating Budgets \$100,000 - \$250,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=4)	\$23,222	\$19,050	\$25,711	\$29,882

Organizations with Operating Budgets \$250,000 - \$1,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=11)	\$35,255	\$31,900	\$33,600	\$41,343
Cultural Discipline				
Visual and Media Arts (n=3)	\$39,262	\$37,627	\$42,032	\$42,283
Performing and Literary Arts (n=5)	\$34,107	\$31,800	\$33,600	\$35,000

Organizations with Operating Budgets \$1,000,000 - \$5,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=6)	\$57,647	\$48,573	\$57,495	\$66,182
Cultural Discipline				
Service Organizations (n=3)	\$51,322	\$43,695	\$49,991	\$58,283

4.8.2 Director/Manager, Education/Outreach

Organizations with Operating Budgets \$250,000 - \$1,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=4)	\$34,841	\$32,920	\$37,500	\$39,421

Organizations with Operating Budgets \$1,000,000 - \$5,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=4)	\$52,653	\$46,593	\$51,791	\$57,852

4.8.3 Education/Outreach Coordinator

Organizations with Operating Budgets \$250,000 - \$1,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=6)	\$32,354	\$28,796	\$34,625	\$36,591
Cultural Discipline				
Visual and Media Arts (n=3)	\$32,190	\$30,271	\$33,222	\$34,625

Organizations with Operating Budgets \$1,000,000 - \$5,000,000

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=4)	\$40,927	\$36,250	\$37,922	\$42,599
Cultural Discipline				
Service Organizations (n=3)	\$42,436	\$37,622	\$39,444	\$45,754

5. Research Findings – Benefits and Perquisites

5.1 Section Overview

This section of the report summarizes the key quantitative observations emerging from the research study, focusing on practices in the areas of benefits and perquisites. For each benefit and perquisite, frequency data are provided.

5.2 Benefits

After reviewing the research it is found that larger cultural organizations are two times more likely to offer a comprehensive benefits package than smaller organizations. Smaller organizations are more likely to offer a limited benefits package.

As summarized below, the most common benefits, offered by both small and larger cultural organizations include dental, extended health, long term disability and life insurance. Few organizations offer maternity top-up programs and supplemental EI programs.

Frequency of Health-Related Benefits

Provision	Frequency (% of organizations with operating budgets under \$1,000,000 [n=58])	Frequency (% of organizations with operating budgets over \$1,000,000 [n=8])
Accidental Death & Dismemberment Insurance	45%	75%
Dental	59%	75%
Extended Health	53%	88%
Life Insurance	52%	75%
Long Term Disability	53%	88%
Maternity Top-Up	2%	25%
Retirement Savings - Group RRSP	12%	38%
Retirement Savings - Pension Plan	41%	63%
Supplemental EI Program	3%	13%
Vision	34%	50%

As summarized below, the most popular non-health related benefit offerings for all sizes of organizations include flex-time, training or professional development, and work from home arrangements. Organizations are using non-monetary incentives to alternatively attract and compensate employees.

Similar to health-related benefits, larger organizations have a tendency to more frequently offer non-health related benefits than smaller organizations. However, there were some cases in which the size of the organization did not affect the benefit offering, these areas include the use of a laptop, parking, home computer or hospitality.

Frequency of Non-Health-Related Benefits

Provision	Frequency (% of organizations with operating budgets under \$1,000,000 [n=58])	Frequency (% of organizations with operating budgets over \$1,000,000 [n=8])
Training/ Professional Development (Financial or Time-off)	52%	100%
Flex-Time	48%	100%
Parking	34%	38%
Laptop Use	31%	25%
Work from Home Arrangements	31%	75%
Cell Phone Use	21%	63%
Membership or Other Dues/Fees (Professional/Associations)	12%	88%
Airline/Travel Points (Personal Accumulation)	9%	38%
Membership or Other Dues/Fees (Social)	5%	38%
Sabbatical (Unpaid Leave of Absence)	5%	25%
Job Sharing	3%	25%
Membership or Other Dues/Fees (Fitness/Leisure)	2%	38%
Moving/Relocation Allowances	2%	50%
Access to all production equipment and facilities free of charge	2%	0%
Home Computer	0%	0%
Hospitality (occasional meals)	0%	0%

With respect to the below table, it can be seen that the majority of benefits are paid through employee and employer contributions. However, with respect to maternity top-up and retirement pension plans, higher frequencies of organizations pay these benefits in full.

A 2007 national study of benefit and employment practices suggest that many sectors often pay 100% of several employee benefits. The study found that, on average, 77% of employers pay 100% of the premium for life insurance and AD&D benefits; 74% of organizations pay 100% of health benefits for salary employees and 70% for hourly employees; and, 51% of organizations pay 100% of Dental benefits for salaried and hourly employees. Therefore, the frequency with which Saskatchewan-based organizations pay 100% of the benefit when compared to other industry sectors is proportionately lower.¹

Percentage of Benefits Paid by Employee / Employer

Provision	100% Employee Paid	100% Employer Paid	Employee/Employer Combination
Accidental Death & Dismemberment Insurance (n=25)	4%	20%	76%
Dental (n=30)	3%	13%	83%
Extended Health (n=29)	3%	21%	76%
Life Insurance (n=28)	4%	14%	82%
Long Term Disability (n=30)	7%	7%	86%
Maternity Top-up (n=3)	0%	100%	0%
Retirement Savings - Group RRSP (n=8)	0%	25%	75%
Retirement Savings - Pension Plan (n=20)	5%	45%	50%
Vision (n=17)	0%	24%	76%

¹ "Compensation and Benefits Survey Series, 2007, Benefits and Employment Practices Survey". *Toronto Board of Trade*, 2007.

6. Research Findings – Current Trends and Practices

6.1 Section Overview

This section of the report identifies and describes key qualitative observations emerging from the research study including:

- compensation design and administration;
- general management;
- recruitment and retention; and,
- volunteer resources.

Please refer to Appendix D for a glossary of key terminology.

6.2 Compensation Design and Administration

6.2.1 Short-Term Incentive Pay

Of the total sixty-six organizations that responded, only one organization offered short-term incentive pay (e.g. a bonus plan).

6.2.2 Base Salary Progression

Fifty-five of the total sixty-six organizations responded to this question. As can be observed in the table below, for respondents the most common basis for base salary progression is the financial situation of the organization, an incremental step approach, and performance based respectively.

Deloitte’s “leading practices” research suggests that performance-based pay is the most effective process for recognizing and encouraging excellence. Increasingly, with the exception of unionized environments, organizations are embracing performance based salary range progression mechanisms.

Base Salary Progression

Type	Number of Responses	Percent
Financial Situation of the Organization	17	31%
Incremental Step	17	31%
Performance Based	12	22%
Ad Hoc	6	11%
Other: Cost of Living Increases	2	4%
Competency Based	1	2%
Total	55	100%

6.3 General Management

The study asked participants to select from a predefined list their top three human resource priorities and/or challenges. While the priorities were spread across many categories, the top four areas of focus that emerged were understaffing/overwork, compensation/benefits, career advancement opportunities, and work-life balance with 18%, 14%, 9%, and 9% respectively. Other commonly stated priorities and challenges included training, succession planning, leader transition, and general recruitment.

Respondents were then asked to provide information on their most significant management challenges. Many respondent organizations stated that the difficulties faced as a not-for-profit organization is trying to balance limited operational funding with the need to attract and retain talented staff. Furthermore, a significant portion of the organizations believe that their employees have excessive workloads. They feel that their organization is trying to accomplish its mandate with limited resources, and it is difficult to fairly compensate individuals for the effort that they exert.

On the issue of training initiatives, organizations stated a wide variety of priorities. The most common priority identified was the need for training in the area of information technology (35%). Training in the areas of marketing and communications, leadership, and fundraising were also mentioned.

With respect to human resources policies, study participants were asked several questions. Of the respondent organizations, 84% reported having formal job descriptions, 83% use formal employment contracts, 79% document their human resource policies (e.g. vacation, training, compensation, benefits, hours of work etc.), and 60% have a formal performance evaluation program.

When asked about their organization's overtime policies, respondents indicated that employees, on average, work approximately two hours of overtime in a week. The majority of the organizations, 71%, indicated that they compensate these overtime hours as time-in-lieu. An additional 17% of organizations indicated that these hours were unpaid overtime. Overall, management on average works slightly less overtime (2 hours) than non-management (4 hours) in a given week.

Upon hire, managers are typically entitled to three weeks of vacation, and non-management staff are typically entitled to two weeks of vacation.

6.4 Recruitment and Retention

The questionnaire asked respondents to indicate their organization's typical voluntary turnover rate. Among respondent organizations, the average turnover rate was 10% with many of the organizations having little to no turnover in a given year. This rate is lower than the average national voluntary turnover rate of 12.1% in the not-for-profit sector, as well as the average voluntary turnover rate of 15.7% for all industries in Saskatchewan.²

Respondents identified that the Executive Director/General Manager and Administrative Support positions were the most difficult to attract and retain. Respondents felt that their most significant challenges with respect to attraction was their limited ability to pay competitive salaries (37%), skill shortages in the labour market (15%) and excessive workload (14%) faced by employees. With respect to retention, non-competitive salaries (31%), excessive workload (13%) and work life balance issues (13%) were identified as the top three challenges.

In order to successfully attract and retain employees, respondent organizations reported employing a variety of successful strategies. The three most commonly stated were an overall strong compensation package that included salary increases, vacation and health benefits; flexible hours that contributed to fostering work-life balance; and, a positive work environment.

² Conference Board of Canada. Compensation Planning Outlook 2009. (Voluntary turnover is turnover defined as employee-initiated departure and excludes retirements, dismissals, severances, redundancies, transfers, deaths and leaves.)

6.5 Volunteer Resources

The vast majority of respondent organizations reported using volunteer resources in some capacity to keep operations running effectively and in a cost sensitive manner. Volunteers comprise anywhere from 0% to 100% of an organization's overall workforce. Both small and large organizations use volunteers to support their operations.

As can be seen in the table below, volunteers are most often used for public programming, administrative support and "other". The most common "other" uses for volunteers included event staffing and boards of directors.

Uses for Volunteer Resources

Type	Number of Responses	Percent
Other (specify):	20	28%
Public Programming	19	27%
Administrative Support	16	23%
Technical Support	11	15%
Managerial	5	7%
Total	71	100%

*Participants able to select more than one response

7. Provincial Cultural Organizations on the Minister’s Eligibility List (PCOs)

7.1 Section Overview

This section of the report focuses on a specific subset of organizations within Saskatchewan, PCOs. It summarizes the key quantitative observations for this group, focusing on market average actual base salary practices. Where applicable, for each position, summary data are provided for the average actual base salary, and the 25th, 50th and 75th percentile. All summary data for each position is sorted by the annual operating budget of the organization. Additionally, the data has been sorted by cultural discipline.

Please note that in all cases, data are not reported where less than three observations were available, in order to ensure participant confidentiality. Additionally, the budget categories for this group of study participants have been adjusted to increase the number of reportable positions. Two budget categories are used – organizations with operating budgets below \$1,000,000 and organizations with operating budgets above \$1,000,000.

7.2 PCOs - Participant Profile

There were a total of 26 PCOs asked to participate, and 25 of these organizations responded. Almost half of these organizations fall under the Visual and Media Arts cultural discipline and the majority have operating with budgets under \$1,000,000.

Cultural Disciplines	Number of Responses	Percentage of Sample
Visual and Media Arts (including Artist-run Centres and Galleries)	0	0%
Performing and Literary Arts (Dance, Festivals, Music, Performance Arts, Theatre)	12	48%
Service Organizations	6	24%
Heritage Organizations	7	28%
Total	25	100%

Annual Budget	Number of Responses	Percentage of Sample
Under \$100,000	0	0%
\$100,000 to \$250,000	13	52%
\$250,000 to \$1,000,000	11	44%
\$1,000,000 to \$5,000,000	1	4%
Over \$5,000,000	0	0%
Total	25	100%

7.3 PCOs - Summary Profile

Position	2008 Base Pay			
	Average Actual	P25	P50	P75
Organizations with Operating Budgets Under \$1,000,000				
Administrative Assistant (n=11)	\$26,988	\$22,550	\$27,500	\$28,687
Communications Coordinator(n=4)	\$37,284	\$34,750	\$37,800	\$40,334
Director/Manager, Administrative Services (n=3)	\$35,233	\$29,350	\$39,200	\$43,100
Director/Manager, Education/Outreach (n=3)	\$33,454	\$29,839	\$36,000	\$38,343
Director/Manager, Projects/Programs (n=7)	\$34,412	\$31,900	\$33,600	\$39,043
Education/Outreach Coordinator (n=5)	\$32,151	\$30,263	\$35,800	\$36,778
Executive Director/General Manager (n=24)	\$44,179	\$39,250	\$44,278	\$48,291
Office Administrator/Manager (n=3)	\$39,140	\$33,850	\$35,700	\$42,710

*There were no reportable positions for organizations with operating budgets above \$1,000,000.

Budget categories were collapsed under \$1,000,000 to increase the number of reportable positions. After further investigation into the differences in base salary between categories, it was found that there was a significant difference for only one position, the Executive Director / General Manager.

Position	Average Actual by Budget Category	
	\$100,000 - \$250,000 (n=11)	\$250,000 - \$1,000,000 (n=12)
Executive Director / General Manager	\$35,826	\$49,827

7.4 PCOs - Base Salary

Organizations with Operating Budgets under \$1,000,000

7.4.1 Administrative Assistant

	2008 Base Salary			
Position	Average Actual	P25	P50	P75
Saskatchewan (n=11)	\$26,988	\$22,550	\$27,500	\$28,687
Cultural Discipline				
Performing and Literary Arts (n=7)	\$27,733	\$22,550	\$25,000	\$30,071

7.4.2 Communications Coordinator

	2008 Base Salary			
Position	Average Actual	P25	P50	P75
Saskatchewan (n=4)	\$37,284	\$34,750	\$37,800	\$40,334

7.4.3 Director/Manager, Administrative Services

	2008 Base Salary			
Position	Average Actual	P25	P50	P75
Saskatchewan (n=3)	\$35,233	\$29,350	\$39,200	\$43,100

7.4.4 Director/Manager, Education Outreach

	2008 Base Salary			
Position	Average Actual	P25	P50	P75
Saskatchewan (n=3)	\$33,454	\$29,839	\$36,000	\$38,343

7.4.5 Director/Manager, Projects/Programs

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=7)	\$34,412	\$31,900	\$33,600	\$39,043
Cultural Discipline				
Service Organizations (n=3)	\$30,933	\$27,700	\$32,000	\$34,700
Performing and Literary Arts (n=3)	\$35,362	\$32,700	\$33,600	\$37,143

7.4.6 Education/Outreach Coordinator

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=5)	\$32,151	\$30,263	\$35,800	\$36,778

7.4.7 Executive Director/General Manager

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=24)	\$44,179	\$39,250	\$44,278	\$48,291
Cultural Discipline				
Heritage Organization (n=7)	\$44,378	\$40,750	\$42,689	\$46,727
Service Organizations (n=5)	\$43,121	\$42,000	\$42,840	\$44,266
Performing and Literary Arts (n=12)	\$44,503	\$36,113	\$45,883	\$50,650

7.4.8 Office Administrator / Manager

Position	2008 Base Salary			
	Average Actual	P25	P50	P75
Saskatchewan (n=3)	\$39,140	\$33,850	\$35,700	\$42,710

7.5 PCOs – Benefits and Perquisites

When compared to the results from the overall study, on average, PCO's offer slightly more health-related benefits than their provincial counterparts. However, similar to the respondent organizations in the overall study, the most common benefits offered by PCOs are extended health, life insurance, long term disability and dental.

Frequency of Health-Related Benefits

Provision	PCOs	All Survey Respondents
	Frequency (% of organizations with operating budgets under \$1,000,000 [n=24])	Frequency (% of organizations with operating budgets under \$1,000,000 [n=58])
Extended Health	75%	53%
Life Insurance	71%	52%
Long Term Disability	71%	53%
Dental	63%	59%
Accidental Death & Dismemberment Insurance	58%	45%
Retirement Savings - Pension Plan	58%	41%
Vision	42%	34%
Retirement Savings - Group RRSP	17%	12%
Maternity Top-Up	4%	2%
Supplemental EI Program	4%	3%

Similar to the results from the broader provincial study, the most popular non-health related benefit offerings for all sizes of organizations include training or professional development and flex-time. Overall, PCOs generally offer a greater amount of non-health-related benefits. There is a fairly significant gap, however, in which PCOs offer on average more benefits in the areas of laptop use, training, and parking.

Frequency of Non-Health-Related Benefits

Provision	PCOs	All Survey Respondents
	Frequency (% of organizations with operating budgets under \$1,000,000 [n=24])	Frequency (% of organizations with operating budgets under \$1,000,000 [n=58])
Training/ Professional Development (Financial or Time-off)	67%	52%
Flex-Time	50%	48%
Laptop Use	46%	31%
Parking	46%	34%
Work from Home Arrangements	38%	31%
Cell phone Use	25%	21%
Membership or Other Dues/Fees (Professional/Associations)	17%	12%
Airline/Travel Points (Personal Accumulation)	8%	9%
Sabbatical (unpaid leave of absence)	8%	5%
Job Sharing	4%	3%
Membership or Other Dues/Fees (Social)	4%	5%
Membership or Other Dues/Fees (Fitness/Leisure)	0%	2%
Moving/Relocation Allowances	0%	2%
Access to all production equipment and facilities free of charge	0%	2%
Home Computer	0%	0%
Hospitality (occasional meals)	0%	0%

The majority of benefits are paid through employee and employer contributions, as noted in the table below. However, the employer is more likely to pay for 100% of the benefit for retirement savings (both group RRSPs and pension plans). When comparing these results with the overall study, the distribution of frequencies among the three categories is similar; however, PCO employees are more likely to pay for their benefits in the areas of accidental death and dismemberment insurance, dental, extended health, life insurance and long term disability.

Provision	100% Employee Paid	100% Employer Paid	Employee/Employer Combination
Accidental Death & Dismemberment Insurance (n=13)	8%	8%	84%
Dental (n=14)	7%	7%	86%
Extended Health (n=11)	9%	9%	82%
Life Insurance (n=14)	7%	7%	86%
Long Term Disability (n=14)	7%	7%	86%
Retirement Savings - Group RRSP (n=3)	0%	33%	67%
Retirement Savings - Pension Plan (n=10)	0%	50%	50%
Vision (n=8)	0%	12%	88%

7.6 PCOs – Current Trends and Practices

7.6.1 Base Salary Progression

As noted in the table below, the most common basis for base salary progression is the incremental step approach, performance based approach, and the financial situation of the organization. When compared with the results from the overall study, similarly, these three categories makeup approximately 85% of the progression approaches used.

Type	Number of Responses	Percent
Incremental Step	9	38%
Performance Based	6	25%
Financial Situation of the Organization	5	21%
Ad Hoc	2	8%
Competency Based	1	4%
Other	1	4%
Total	24	100%

7.7 General Management

The study asked participants to select from a predefined list their top three human resources priorities and/or challenges. Similar to the overall survey respondents, priorities were spread across many categories. The top three areas of focus for PCOs that emerged were understaffing/overwork, work-life balance and compensation/benefits with 20%, 16% and 12% respectively. Other commonly stated priorities and challenges included succession planning and leader transition, and training. These results are similar to the results from the overall survey.

Respondents were then asked to provide information on their most significant management challenges. The statements obtained from PCOs were identical to the results from the overall survey. PCOs believe that employees have excessive workloads, their organizations trying to accomplish mandates with limited resources, and that it is difficult to fairly compensate employees.

On the issue of training initiatives, PCO organizations stated a variety of priorities and needs based on their specific organizations. However, like the overall survey respondents the most common priority identified was the need for training in the area of information technology.

With respect to human resources policies, study participants were asked several questions. Of the PCO respondent organizations, 80% reported having formal job descriptions, 80% use formal employment contracts, 86% document their human resource policies (e.g. vacation, training, compensation, benefits, hours of work etc.), and 76% have a formal performance evaluation program. This is similar to the overall survey responses of 84%, 83%, 79% and 60% respectively. The largest gap can be observed in the area of performance evaluation programs, where it can be seen that PCO organizations tend to more often have a formal program.

When asked about their organization's overtime policies, respondents indicated that employees, on average, work approximately two hours of overtime in a week. PCO organizations work slightly less, with 1.5 hours of overtime in a week. The majority of the PCO organizations (69%) indicated that they compensate these overtime hours as time-in-lieu, this is similar to 71% of all respondent organizations. Both management and non-management work on average the same amount of overtime per week.

Upon hire, managers are typically entitled to anywhere from three to six weeks of vacation, and non-management staff is typically entitled to two to three weeks of vacation. With respect to management positions, PCO organizations receive more vacation than their overall survey counterparts.

7.8 Recruitment and Retention

The questionnaire asked respondents to indicate their organization's typical voluntary turnover rate. Among overall survey respondent organizations, the average turnover rate was 10%. PCO organizations were slightly higher with an average turnover rate of 14% with many of the organizations actually have little to no turnover in a given year.

Similar to the overall survey, respondents identified that the Executive Director/General Manager and Administrative Support positions were the most difficult to both attract and retain. Respondents felt that their most significant challenges with respect to attraction was their limited ability to pay competitive salaries (46%), skill shortages in the labour market (21%) and excessive workload (13%) faced by employees. With respect to retention, non-competitive salaries (28%), work life balance issues (24%) and a skills shortage in the labour market (16%) were identified as the top three challenges. While the prioritization of challenges was similar to the overall survey respondents, with respect to attraction, on average more PCO organizations felt that these were the top three challenges.

In order to successfully attract and retain employees, PCO respondent organizations reported a variety of successful strategies. The three most commonly stated were an overall strong compensation package that included salary increases, vacation and health benefits; flexible hours that contributed to

fostering work-life balance; and, a positive work environment. Again this was very similar to the overall survey results.

7.9 Volunteer Resources

The vast majority of respondent organizations reported using volunteer resources in some capacity to keep operations running effectively and in a cost sensitive manner. Both small and large organizations use volunteers to support their operations.

As can be seen in the table below, volunteers are most often used for public programming, administrative support and "other". The most common "other" uses for volunteers included event staffing and boards of directors. While almost identical to the overall survey respondents, PCOs on average more often used volunteers for administrative support.

Type	Number of Responses	Percent
Managerial	2	8%
Technical Support	3	12%
Other (specify):	6	24%
Administrative Support	7	28%
Public Programming	7	28%
Total	25	100%

*Participants able to select more than one response

8. Conclusions

While compensation is only one of many dimensions that serve to attract and retain staff to the cultural sector, it is an important component that if not managed effectively, could represent a strategic risk to the longer term sustainability of the sector. Like all industry sectors, the ability to attract and retain the best possible talent directly contributes to the longer term viability of an organization.

The results of this survey indicate that the majority (87%) of cultural organizations are operating with a budget of under \$1,000,000 and that a very significant portion of staffing comes from part-time contract employees and volunteers. This data indicates that low operating budgets have an impact on the amount and type of employees cultural not-for-profits can hire, and that employees are likely to be performing a wide variety of functions.

The study highlights several challenges faced by cultural organizations. Participating organizations consistently noted that there is a general inability to offer competitive levels of compensation and benefits to their employees. Organizations cited understaffing/overwork and compensation/benefits as their top areas of priority. Additionally, organizations believe that it is difficult to accomplish their mandate, and attract and retain talent staff with their limited resources.

Yet, even though organizations are finding it difficult to accomplish their goals with their limited resources, they have successfully employed alternative methods to attract and retain employees. The most popular of these methods are alternative and flexible working arrangement leading practices and a positive and supportive work environment. Furthermore, these methods are likely contributing to the low average turnover rate of 10% observed for participating organizations, and the fact that many of the respondent organizations actually had little to no turnover.

While low operating budgets make it more difficult to compete with other industry sectors on compensation alone, Saskatchewan-based cultural organizations are being creative in order to attract and retain the talent they require. Additionally, many of these organizations are taking advantage of a large population of volunteers willing to dedicate their time. Compensation will continue to be a challenge for these organizations, and will need a continued focus in order to support the long-term sustainability of the cultural not-for-profit sector in Saskatchewan.

Appendix A – Benchmark Profiles

General Management Positions

Executive Director/General Manager

Senior-most administrative position in organization, reporting directly to the Board of Directors. Has primary responsibility for the sound and efficient operation of the organization, in particular its overall administrative and financial development and operation. Leads the development of strategies and policies. 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, contract negotiations. Often represents the organization externally with funding bodies and the cultural community.

Titles may include: Executive Director, General Manager, President/CEO, Executive Producer, Administrative Director, Coordinator, Administrative Coordinator, Managing Director, Company Manager, Business Manager, Director of Operations, etc.

In smaller organizations, the senior administrator may have few or no subordinate staff or any middle layer “management positions”.

Director/Manager, Administrative Services

Has primary responsibility for managing and coordinating organizational operations within and across several functional areas. Scope of responsibility may include directing or overseeing areas such as finance, human resources, office administration, information technology. Develops and controls the implementation of operational plans and policies.

Position is often titled “Administration and Finance”.

Office Administrator/Manager

Responsible for supervising the efficient operation of administrative services within guidelines/policies set by management. Scope of responsibility may include coordinating and supervising the activities of office staff, maintaining office equipment and supplies, and ensuring the orderly performance of administrative functions.

Administrative Assistant

Responsible for providing direct administrative support to an individual or group, normally managers. Scope of responsibility may include generating memos, agendas and reports, assembling and analyzing confidential information, coordinating meetings and travel arrangements, and providing broad administrative support.

Receptionist/Clerk

Responsible for performing a variety of semi-routine clerical activities or a series of specialized clerical activities. Scope of responsibility may include directing visitors, maintaining files and records, directing calls, processing documents, preparing reports, maintaining files, coordinating supplies.

Finance and Accounting

Director/Manager, Finance

Has primary responsibility for developing and controlling the implementation of financial policies, procedures and plans. Scope of responsibility may include directing or overseeing financial planning and control, budgeting, financial decision-making, maintaining accounting records, overseeing/approving expenditures, preparing financial statements.

Position is often titled "Administration and Finance".

Finance Officer

Responsible for administering financial and/or accounting procedures within guidelines and policies set by management. Scope of responsibilities may include maintaining accounting records, preparing financial statements, performing financial analysis, overseeing expenditures, remitting required payments, etc.

Specific titles might include accounting officer, bookkeeper, comptroller.

Marketing/Communications/Development

Director/Manager, Marketing/Communications

Has primary responsibility for marketing/communication. Develops and controls the implementation of marketing and communication campaigns, strategies and plans. Scope of responsibility may include directing or overseeing marketing strategies, market research, rental and sale campaigns, promotion and promotional materials in various media as well overseeing communications with public, media and other stakeholders.

Marketing and development are frequently combined in a single position.

Communications Coordinator

Responsible for implementing communications plans within guidelines/policies set by management. Scope of responsibility may include liaising with media and specific interest groups, preparing and distributing speeches, articles and other publications, responding to public and media inquiries.

Specific titles might include publicist, PR officer, media relations officer, editor/writer.

Marketing Coordinator

Responsible for implementing established marketing plans within guidelines/policies set by management. Scope of responsibilities may include conducting and analyzing market research, preparing and distributing promotion materials, working with specific community groups to promote the organization and help develop audiences.

Director/Manager, Development (Fundraising)

Has primary responsibility for developing and controlling the implementation of development policies and plans, overseeing and directing the organization's fundraising activities. Scope of responsibilities may include directing or overseeing campaigns to secure financial support from individuals, corporations, foundations and the like, member and donor initiatives, sponsorship development, patron services, capital programs and fundraising events.

Development and marketing are frequently combined in one position.

Development Coordinator

Responsible for implementing established development plans within guidelines/policies set by management. Scope of responsibility may include fundraising functions in general or (in larger

organizations) specific areas such as major gifts, planned giving, annual fund, sponsorship development, etc.

Human Resources

Director/Manager, Human Resources

Has primary responsibility for developing and controlling the implementation of human resource policies, plans and procedures. Scope of responsibility may include directing or overseeing job design, planning, labour relations, performance management, contractual agreements, job analysis, recruitment, selection, compensation, training and health and safety.

This position is rare except in large or government-operated arts organizations.

Human Resources Coordinator

Responsible for implementing established HR plans within guidelines/policies set by management. Scope of responsibility may include labour relations, artists' relations, contracts, and payroll, copyright, job analysis, recruitment, selection, training and compensation reviews, and providing internal advice on the application of HR policies and practices. Few arts organizations have this position.

Information Technology

Director/Manager, Information Technology

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

Except in large arts organizations, this position is rare, and website management and very basic IT responsibilities are joined with other position functions such as communications or member services.

IT Technician

Responsible for administering various aspects of one or more of the organization's IT applications/systems within guidelines/policies set by management. Scope of responsibility may include design, programming, documentation, data security, troubleshooting, website management, etc. May also be responsible for fixing equipment.

Other

Director/Manager, Membership and/or Volunteer Relations

Has primary responsibility for membership and/or volunteer relations. Scope of responsibility may include directing or overseeing liaison with members and/or volunteers, recruitment, membership services, volunteer training and volunteer deployment.

Membership is a function particularly in arts service organizations. Sometimes membership is linked to development or marketing positions. In large organizations, there may be two separate positions responsible for members and for volunteers.

Director/Manager, Projects/Programs

Has primary responsibility for controlling the implementation of projects/programs. Scope of responsibility may include directing or overseeing of projects or programs within the mandate of the organization—meeting organizing, contracting, setting timelines and objectives etc.

The content of this position is highly dependent on the nature of the organization's activities and the art form, and titles vary considerably.

Membership/Volunteer Coordinator

Responsible for administering various aspects of the organization's membership and/or volunteer programs within guidelines/policies set by management. Scope of responsibility may include maintenance of member/volunteer databases, recruitment, provision of membership services, development and provision of training programs for volunteers, overseeing use of volunteers, etc.

Director/Manager, Education/Outreach

Has primary responsibility for establishing and controlling the implementation of outreach plans and programs. Scope of responsibility may include directing or overseeing outreach initiatives, distribution of cultural products, and educational or audience development activities.

The content of this position is highly dependent on the nature of the organization's activities and the art form, and titles vary considerably. It may involve distributing cultural products, organizing/coordinating tours or school bookings, organizing community programs, administering professional development workshops, providing member access to services, etc.

Education/outreach is sometimes linked with marketing or communications.

Audience development is sometimes a responsibility linked to education/outreach. It may also be linked to the marketing or communications position or to a cultural programming position not included in these benchmarks.

Education/Outreach Coordinator

Responsible for implementing established outreach plans and activities within guidelines/policies set by management. Scope of responsibility may include tour or school booking management/coordination, distribution of cultural products, community relations initiatives, or other education programs. As noted above, titles vary considerably in different art forms.

Appendix B – Study Template

In total, 66 of organizations throughout Saskatchewan participated in this study.

SaskCulture Compensation Study for Management and Administration	
Section 1 - Organization Profile	
Organization Name	_____
Contact Name	_____ Telephone No. _____
Title	_____ Fax No. _____
e-Mail	_____
Mailing Address	_____ _____
Organization Size*	Full-Time (Permanent) Employees _____ Annual Operating Budget \$ _____
	Full-Time (Contract, including seasonal) _____
	Part-Time (Permanent) Employees _____
	Part-Time (Contract, including seasonal) _____ Number of Volunteers _____
	Total _____ Total Volunteer Hours/Week _____
Type of Organization	<input type="checkbox"/> Theatre <input type="checkbox"/> Media Arts <input type="checkbox"/> Dance <input type="checkbox"/> Interdisciplinary and Performance Art <input type="checkbox"/> Music <input type="checkbox"/> Art Gallery <input type="checkbox"/> Festivals (including Literary) <input type="checkbox"/> Service Organization <input type="checkbox"/> Artist-Run Centre <input type="checkbox"/> Other (specify) _____ <input type="checkbox"/> Heritage Organization <input type="checkbox"/> Other (specify) _____
*Employee Status Definitions: Full-Time: Paid employees who work at least 30 hours per week for MORE than 6 consecutive months. Seasonal: Paid employees who work at least 30 hours per week for LESS than 6 consecutive months. Part-Time: Paid employees who work less than 30 hours per week.	
ONCE YOU HAVE COMPLETED THE STUDY PLEASE RETURN BY E-MAIL TO saskculturecompstudy@deloitte.ca	

Section 2 - Study Positions and Clusters

INSTRUCTIONS

This study is organized into clusters or groupings of positions, as illustrated below. To determine the positions for which you might be able to provide information, please review the listed positions and proceed to Section 3, Position Profiles, for descriptions of the relevant position profiles. To ensure that appropriate position matches are made, please read and consider the position profiles carefully, as opposed to relying solely on position titles. For example, although the actual title may be Director, Finance, depending on job content, the best position match may be Director/Manager, Administrative Services. Where there is overlap between the specified positions, please provide information on the one position that best represents the role (i.e. the position that encompasses the majority of duties). We would ask that you read the position profiles and indicate in the space provided on the data collection tool the quality of the match. "Quality of Match" refers to whether the position you have selected as a match is less than, equal to or greater than the benchmark position in terms of roles and responsibilities.

Please feel free to provide any additional comments, either separately or directly on the data collection tool, to assist in developing strong matches. We also understand that smaller organizations may only have one or two employees who perform the duties of many of the listed positions. Accordingly, please provide information on those one or two relevant positions.

Once you have identified possible matching positions for study completion, please go to Section 4, Study Template: Base Pay, Rewards and Recognition, Benefits, and provide the requested information, if applicable.

Finally, please fill out Section 5, Human Resources Issues, to complete the study.

I. General Management

Executive Director/General Manager
Director/Manager, Administrative Services
Office Administrator/Manager
Administrative Assistant
Receptionist/Clerk

II. Finance & Accounting

Director/Manager, Finance
Finance Officer

III. Marketing/Communications/Development

Director/Manager, Marketing/Communications
Communications Coordinator
Marketing Coordinator
Director/Manager, Development (Fundraising)
Development Coordinator

IV. Human Resources

Director/Manager, Human Resources
Human Resources Coordinator

V. Information Technology

Director/Manager, Information Technology
IT Technician

VI. Other

Director/Manager, Membership and/or Volunteer Relations
Director/Manager, Projects/Programs
Membership/Volunteer Coordinator
Director/Manager, Education/Outreach
Education/Outreach Coordinator

Section 3 - Position Profiles

I. General Management

Executive Director/General Manager

Senior-most administrative position in organization, reporting directly to the Board of Directors. Has primary responsibility for the sound and efficient operation of the organization, in particular its overall administrative and financial development and operation. Leads the development of strategies and policies. 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, contract negotiations. Often represents the organization externally with funding bodies and the artistic community.

Titles may include: Executive Director, General Manager, President/CEO, Executive Producer, Administrative Director, Coordinator, Administrative Coordinator, Managing Director, Company Manager, Business Manager, Director of Operations, etc.

In smaller organizations, the senior administrator may have few or no subordinate staff or any middle layer "management positions".

Director/Manager, Administrative Services

Has primary responsibility for managing and coordinating organizational operations within and across several functional areas. Scope of responsibility may include directing or overseeing areas such as finance, human resources, office administration, information technology. Develops and controls the implementation of operational plans and policies.

Position is often titled "Administration and Finance".

Office Administrator/Manager

Responsible for supervising the efficient operation of administrative services within guidelines/policies set by management. Scope of responsibility may include coordinating and supervising the activities of office staff, maintaining office equipment and supplies, and ensuring the orderly performance of administrative functions.

Administrative Assistant

Responsible for providing direct administrative support to an individual or group, normally managers. Scope of responsibility may include generating memos, agendas and reports, assembling and analyzing confidential information, coordinating meetings and travel arrangements, and providing broad administrative support.

Receptionist/Clerk

Responsible for performing a variety of semi-routine clerical activities or a series of specialized clerical activities. Scope of responsibility may include directing visitors, maintaining files and records, directing calls, processing documents, preparing reports, maintaining files, coordinating supplies.

II. Finance & Accounting

Director/Manager, Finance

Has primary responsibility for developing and controlling the implementation of financial policies, procedures and plans. Scope of responsibility may include directing or overseeing financial planning and control, budgeting, financial decision-making, maintaining accounting records, overseeing/approving expenditures, preparing financial statements.

Position is often titled "Administration and Finance".

Finance Officer

Responsible for administering financial and/or accounting procedures within guidelines and policies set by management. Scope of responsibilities may include maintaining accounting records, preparing financial statements, performing financial analysis, overseeing expenditures, remitting required payments, etc. Specific titles might include accounting officer, bookkeeper, comptroller.

III. Marketing/Communications/Development

Director/Manager, Marketing/Communications

Has primary responsibility for marketing/communication. Develops and controls the implementation of marketing and communication campaigns, strategies and plans. Scope of responsibility may include directing or overseeing marketing strategies, market research, rental and sale campaigns, promotion and promotional materials in various media as well as overseeing communications with public, media and other stakeholders.

Marketing and development are frequently combined in a single position.

Communications Coordinator

Responsible for implementing communications plans within guidelines/policies set by management. Scope of responsibility may include liaising with media and specific interest groups, preparing and distributing speeches, articles and other publications, responding to public and media inquiries. Specific titles might include publicist, PR officer, media relations officer, editor/writer.

Marketing Coordinator

Responsible for implementing established marketing plans within guidelines/policies set by management. Scope of responsibilities may include conducting and analyzing market research, preparing and distributing promotion materials, working with specific community groups to promote the organization and help develop audiences.

Director/Manager, Development (Fundraising)

Has primary responsibility for developing and controlling the implementation of development policies and plans, overseeing and directing the organization's fundraising activities. Scope of responsibilities may include directing or overseeing campaigns to secure financial support from individuals, corporations, foundations and the like, member and donor initiatives, sponsorship development, patron services, capital programs and fundraising events.

Development and marketing are frequently combined in one position.

Development Coordinator

Responsible for implementing established development plans within guidelines/policies set by management. Scope of responsibility may include fundraising functions in general or (in larger organizations) specific areas such as major gifts, planned giving, annual fund, sponsorship development, etc.

IV. Human Resources

Director/Manager, Human Resources

Has primary responsibility for developing and controlling the implementation of human resource policies, plans and procedures. Scope of responsibility may include directing or overseeing job design, planning, labour relations, performance management, contractual agreements, job analysis, recruitment, selection, compensation, training and health and safety.

This position is rare except in large or government-operated arts organizations.

Human Resources Coordinator

Responsible for implementing established HR plans within guidelines/policies set by management. Scope of responsibility may include labour relations, artists' relations, contracts, and payroll, copyright, job analysis, recruitment, selection, training and compensation reviews, and providing internal advice on the application of HR policies and practices. Few arts organizations have this position.

V. Information Technology

Director/Manager, Information Technology

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

Except in large arts organizations, this position is rare, and website management and very basic IT responsibilities are joined with other position functions such as communications or member services.

IT Technician

Responsible for administering various aspects of one or more of the organization's IT applications/systems within guidelines/policies set by management. Scope of responsibility may include design, programming, documentation, data security, troubleshooting, website management, etc. May also be responsible for fixing equipment.

VI. Other

Director/Manager, Membership and/or Volunteer Relations

Has primary responsibility for membership and/or volunteer relations. Scope of responsibility may include directing or overseeing liaison with members and/or volunteers, recruitment, membership services, volunteer training and volunteer deployment.

Membership is a function particularly in arts service organizations. Sometimes membership is linked to development or marketing positions. In large organizations, there may be two separate positions responsible for members and for volunteers.

Director/Manager, Projects/Programs

Has primary responsibility for controlling the implementation of projects/programs. Scope of responsibility may include directing or overseeing of projects or programs within the mandate of the organization - meeting organizing, contracting, setting timelines and objectives etc.

The content of this position is highly dependent on the nature of the organization's activities and the art form, and titles vary considerably.

Membership/Volunteer Coordinator

Responsible for administering various aspects of the organization's membership and/or volunteer programs within guidelines/policies set by management. Scope of responsibility may include maintenance of member/volunteer databases, recruitment, provision of membership services, development and provision of training programs for volunteers, overseeing use of volunteers, etc.

Director/Manager, Education/Outreach

Has primary responsibility for establishing and controlling the implementation of outreach plans and programs. Scope of responsibility may include directing or overseeing outreach initiatives, distribution of artistic products, and educational or audience development activities.

The content of this position is highly dependent on the nature of the organization's activities and the art form, and titles vary considerably. It may involve distributing artistic products, organizing/coordinating tours or school bookings, organizing community programs, administering professional development workshops, providing member access to services, etc.

Education/outreach is sometimes linked with marketing or communications.

Audience development is sometimes a responsibility linked to education/outreach. It may also be linked to the marketing or communications position or to an artistic programming position not included in these benchmarks.

Education/Outreach Coordinator

Responsible for implementing established outreach plans and activities within guidelines/policies set by management. Scope of responsibility may include tour or school booking management/coordination, distribution of artistic products, community relations initiatives, or other education programs. As noted above, titles vary considerably in different art forms.

Section 4 - Study Template: Base Pay, Rewards and Recognition, Benefits and Perquisites

BASE PAY

Notes:
 (1) For **Quality of Match**, please indicate "a" if your position is of smaller scope; "b" if your position is of equal scope; or "c" if your position is of larger scope.
 (2) For **Other Duties**, if the position is accountable for significant responsibilities in another function, please indicate the applicable functional areas as listed (e.g. single incumbent with multiple roles).
 (3) For **Salary Range**, please indicate a minimum and maximum where formal ranges are in place. If salary ranges do not exist, please indicate the actual salary of the current incumbent (where multi-incumbent, use the average). You may report hourly or annual rates. For part-time employees, please report part-time salaries; do not annualize salaries.

Benchmark Position Title	Your Applicable Matching Position Title	Quality of Match (1)	Other Duties (2) Select one of: 1 - Finance 2 - Marketing 3 - HR 4 - IT 5 - Other	Status (Full-Time, Seasonal or Part-Time)	Standard Paid Hours Per Week (excluding over-time)	Months Per Year	Salary Range (3)			Effective Date	Anticipated Salary Increase for Next Fiscal Year (%)
							Min	Max	Actual		
<i>Example:</i> Marketing Officer	Marketing Assistant	c	3	Full-Time	35	12	23,000	33,000		1/1/2008	1
General Management											
Executive Director/General Manager											
Director/Manager, Administrative Services											
Office Administrator/Manager											
Administrative Assistant											
Receptionist/Clerk											
Finance & Accounting											
Director/Manager, Finance											
Finance Officer											
Marketing/Communications/Development											
Director/Manager, Marketing/Communications											
Communications Coordinator											
Marketing Coordinator											
Director/Manager, Development (Fundraising)											
Development Coordinator											
Human Resources											
Director/Manager, Human Resources											
Human Resources Coordinator											
Information Technology											
Director/Manager, Information Technology											
IT Technician											

Other											
Director /Manager, Membership and/or Volunteer Relations											
Director/Manager, Projects/Programs											
Membership/Volunteer Coordinator											
Director/Manager, Education/Outreach											
Education/Outreach Coordinator											

Section 4 - Study Template: Base Pay, Rewards and Recognition, Benefits and Perquisites

REWARDS & RECOGNITION

Which of the following rewards are used to recognize outstanding performance within your organization?

Gifts/Certificates Complimentary Event Tickets
 Company/Organization Merchandise Cash Bonuses (Please indicate the typical amount) \$ _____
 Paid Time-off Other _____

Does your organization have a bonus plan? (e.g. merit pay, short-term incentives)

Yes
 No

If yes, please indicate which employee groups are eligible, the target payout and actual payout for the last fiscal year:

Position	Target (as a % of Base Pay)	Actual Payout (as a % of Base Pay)
<input type="checkbox"/> ED/GM	_____ %	_____ %
<input type="checkbox"/> Management	_____ %	_____ %
<input type="checkbox"/> Non-Management	_____ %	_____ %
<input type="checkbox"/> Other _____	_____ %	_____ %

What are the key performance measures for determining bonus payouts?

What is the primary basis for base salary range progression ?

Incremental Step Ad Hoc
 Performance-Based Financial Situation of Organization
 Competency-Based Other

Section 4 - Study Template: Base Pay, Rewards and Recognition, Benefits and Perquisites

BENEFITS AND PERQUISITES

Do you provide?	<i>Staff Covered (all or specify, for example, Part-time or Full-time)</i>	<i>% of Premium that is Employee Paid</i>	<i>% of Premium that is Employer Paid</i>	<i>Maximum Value (\$) of Benefit/Year</i>
<input type="checkbox"/> Accidental Death & Dismemberment Insurance	_____	%	%	_____
<input type="checkbox"/> Life Insurance	_____	%	%	_____
<input type="checkbox"/> Extended Health	_____	%	%	_____
<input type="checkbox"/> Dental	_____	%	%	_____
<input type="checkbox"/> Vision	_____	%	%	_____
<input type="checkbox"/> Long Term Disability	_____	%	%	_____
<input type="checkbox"/> Retirement Savings - Pension Plan	_____	%	%	_____
<input type="checkbox"/> Retirement Savings - Group RRSP	_____	%	%	_____
<input type="checkbox"/> Supplemental EI Program	_____	%	%	_____
<input type="checkbox"/> Maternity Top-up	_____	%	%	_____
<input type="checkbox"/> Other (specify): _____	_____	%	%	_____
<input type="checkbox"/> Other (specify): _____	_____	%	%	_____

BENEFITS AND PERQUISITES

Do you provide?	<u>Scope of Provision</u>	<u>Positions Included</u>
<input type="checkbox"/> Work from Home Arrangements	_____	_____
<input type="checkbox"/> Job Sharing	_____	_____
<input type="checkbox"/> Flex-Time	_____	_____
<input type="checkbox"/> Membership or Other Dues/Fees (Social)	_____	_____
<input type="checkbox"/> Membership or Other Dues/Fees (Professional/Associations)	_____	_____
<input type="checkbox"/> Membership or Other Dues/Fees (Fitness/Leisure)	_____	_____
<input type="checkbox"/> Training/ Professional Development (Financial or Time-off)	_____	_____
<input type="checkbox"/> Moving/Relocation Allowances	_____	_____
<input type="checkbox"/> Parking	_____	_____
<input type="checkbox"/> Airline/Travel Points (Personal Accumulation)	_____	_____
<input type="checkbox"/> Sabbatical (unpaid leave of absence)	_____	_____
<input type="checkbox"/> Cell phone Use	_____	_____
<input type="checkbox"/> Laptop Use	_____	_____
<input type="checkbox"/> Other (specify): _____	_____	_____

Section 4 - Study Template: Base Pay, Rewards and Recognition, Benefits and Perquisites

BENEFITS AND PERQUISITES

Please indicate the number of years of service required to accrue the following vacation entitlements. For example, if managers receive 4 weeks of vacation after 10 years of service, enter 10 in the corresponding box.

Vacation Entitlement	Years of Service Required	
	All Positions	Management (If different from "All Positions")
1 week	_____	_____
2 weeks	_____	_____
3 weeks	_____	_____
4 weeks	_____	_____
5 weeks	_____	_____
6 weeks	_____	_____

Upon hire, managers are typically entitled to ____ weeks of vacation.

Upon hire, non-management staff are typically entitled to ____ weeks of vacation.

Does your organization allow employees to "carry" unused weeks of vacation forward into the new fiscal year?

- No
 Yes (Please indicate maximum allowable weeks) _____

Section 5 - HR Issues

Please outline your organization's overtime policies and practices.

All Positions		Management (If different from "All Positions")	
OT Policy	Typical OT Hours/Week per employee	OT Policy	Typical OT Hours/Week per employee
<input type="checkbox"/> Paid OT	_____	<input type="checkbox"/> Paid OT	_____
<input type="checkbox"/> Time in Lieu	_____	<input type="checkbox"/> Time in Lieu	_____
<input type="checkbox"/> Unpaid OT	_____	<input type="checkbox"/> Unpaid OT	_____

Does your organization have formal job descriptions?

- Yes
 No

Does your organization provide employees with formal employment contracts?

- Yes
 No

Does your organization generally document its human resource policies (e.g. vacation, training, compensation, benefits, hours of work, etc.)?

- Yes
 No

Does your organization have a formal performance evaluation program?

- Yes
 No

What are the managerial or administrative positions that are most difficult to attract?

What are the reasons for this difficulty?

- | | |
|--|--|
| <input type="checkbox"/> Excessive Workload | <input type="checkbox"/> Seasonal Nature of Work |
| <input type="checkbox"/> Non-competitive Salaries | <input type="checkbox"/> Skill Shortage in Labour Market |
| <input type="checkbox"/> Inadequate Benefit Packages | <input type="checkbox"/> Lack of Training Opportunities |
| <input type="checkbox"/> Lack of Job Security | <input type="checkbox"/> Lack of Career Opportunities |
| <input type="checkbox"/> Work/Life Balance Issues | <input type="checkbox"/> Other: _____ |

What are the managerial or administrative positions that are most difficult to retain?

What are the reasons for this difficulty?

- | | |
|--|--|
| <input type="checkbox"/> Excessive Workload | <input type="checkbox"/> Seasonal Nature of Work |
| <input type="checkbox"/> Non-competitive Salaries | <input type="checkbox"/> Skill Shortage in Labour Market |
| <input type="checkbox"/> Inadequate Benefit Packages | <input type="checkbox"/> Lack of Training Opportunities |
| <input type="checkbox"/> Lack of Job Security | <input type="checkbox"/> Lack of Career Opportunities |
| <input type="checkbox"/> Work/Life Balance Issues | <input type="checkbox"/> Other: _____ |

If you have experienced success in attracting and/or retaining employees, what are some of the strategies that you have found to be useful?

Please estimate your organization's typical voluntary turnover rate among managers and administrative staff.

(For example, given a staff of 15, 2 employees leave voluntarily each year, turnover equals 2 divided by 15, or 13.3%)

Per Year _____
% of Total Staff _____ %

From the list below, please identify your organization's top 3 Human Resources priorities/challenges.

- | | |
|--|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Work/Life Balance Issues |
| <input type="checkbox"/> Morale | <input type="checkbox"/> Health & Safety |
| <input type="checkbox"/> Leadership | <input type="checkbox"/> Labour Relations |
| <input type="checkbox"/> Recruitment (in General) | <input type="checkbox"/> Workforce Diversity |
| <input type="checkbox"/> Recruitment of Next Generation Management | <input type="checkbox"/> General Health and Well-being (leave due to work-related illness such as stress) |
| <input type="checkbox"/> Succession Planning/Promotion | <input type="checkbox"/> Relations Between Artistic and Administrative Personnel |
| <input type="checkbox"/> Succession Planning/Leader Transition | <input type="checkbox"/> Other (specify): _____ |
| <input type="checkbox"/> Staff Turnover | <input type="checkbox"/> Other (specify): _____ |
| <input type="checkbox"/> Understaffing/Overwork | <input type="checkbox"/> Other (specify): _____ |
| <input type="checkbox"/> Compensation/Benefits | |
| <input type="checkbox"/> Career Advancement Opportunities | |

What would you identify as your top organization-wide training needs/priorities?

What are your most significant management challenges?

Volunteer Staff

If applicable, what functions are performed by volunteer staff?

- Administrative Support
- Technical Support
- Public Programming
- Managerial
- Other (specify): _____

Appendix C – Participant Organization

In total, 66 organizations throughout Saskatchewan participated in this study. Please note that bolded organizations are the 25 PCOs.

- 25th Street Theatre Centre Inc.
- CARFAC SASKATCHEWAN
- Chapel Gallery
- Common Weal Community Arts
- **Conseil culturel fransaskois**
- **Dance Saskatchewan Inc.**
- Dancing Sky Theatre Inc.
- Duck Lake Historical Museum Society Inc.
- Festival of Words
- Flicks International Film Festival for Young People
- Friends of the Broadway Theatre Inc
- Globe Theatre Society
- Godfrey Dean Art Gallery
- Hostelling International-Saskatchewan
- John Arcand Fiddle Fest Inc.
- MacKenzie Art Gallery
- Moose Jaw Art Museum Incorporated
- **Multicultural Council of Saskatchewan**
- **Museums Association of Saskatchewan**
- Neutral Ground Inc
- New Dance Horizons Inc.
- Northern Sport, Culture and Recreation District
- **Organization of Saskatchewan Arts Councils (OSAC)**
- PAVED Arts
- Regina Plains Museum
- Regina Symphony Orchestra
- **Saskatchewan Archaeological Society**
- **Saskatchewan Architectural Heritage Association**
- Saskatchewan Arts Alliance
- Saskatchewan Arts Board
- Saskatchewan Association for Multicultural Education
- **Saskatchewan Band Association**
- **Saskatchewan Choral Federation**
- **Saskatchewan Council for Archives and Archivists**
- Saskatchewan Craft Council
- **Saskatchewan Cultural Exchange Society**
- **Saskatchewan Drama Association**
- **Saskatchewan Elocution and Debate Association**
- Saskatchewan Express
- Saskatchewan Filmpool Cooperative
- **Saskatchewan Genealogical Society**
- **Saskatchewan German Council Inc.**
- **Saskatchewan History & Folklore Society Inc.**
- Saskatchewan Intercultural Association
- **Saskatchewan Library Association**
- Saskatchewan Motion Picture Association
- **Saskatchewan Music Educators Association**
- **Saskatchewan Music Festival Association**
- **Saskatchewan Orchestral Association, Inc.**
- **Saskatchewan Organization for Heritage Languages (SOHL)**
- Saskatchewan Playwrights Centre
- **Saskatchewan Society for Education Through Art**
- Saskatchewan Sports Hall of Fame and Museum
- **Saskatchewan Writers Guild**
- Saskatoon Jazz Society
- Saskatoon Opera
- Saskatoon Symphony Orchestra
- SaskCulture Inc.
- Sundog Arts Society
- **Theatre Saskatchewan**
- **Ukrainian Canadian Congress - Saskatchewan Provincial Council Inc.**
- University of Saskatchewan Community Arts Program
- Weyburn & District Multicultural Council
- Wide Open Theatrical Escapades Inc
- Yorkton Short Film and Video Festival
- Youth Ballet Company of Saskatchewan

Appendix D – Glossary

25th Percentile – The salary rate within the average minimum to maximum salary range which is higher than 25% of the average rates reported.

50th Percentile – The salary rate within the average minimum to maximum salary range which is higher than 50% of the average rates reported.

75th Percentile – The salary rate within the average minimum to maximum salary range which is higher than 75% of the average rates reported.

Average – Sum of the salary rates in a sample divided by the total number of salary rates in the sample.

Base Salary – The fixed compensation paid to an employee for performing specific job responsibilities. It is typically paid as an annual salary, hourly rate, or piece rate. In this report it is presented as an annual salary.

Median (or P50) – 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.

Percentiles – Percentiles are values that divide a set of observations into 100 equal parts. The percentile rank is the proportion of values in a distribution that a specific value is greater than or equal to (e.g. P25 would therefore correspond to the value below which 25% of the values fall).

Sabbatical – An extended leave allowance for the purpose of study or research. Sabbaticals may be 100% employer paid or 100% employee paid. In the latter circumstance, an employee may work for several years at a reduced salary to receive a given paid period of leave.

Short-Term Incentive – An after-the-fact reward or payment based on the performance of an individual, a group of workers operating as a unit, a division or business unit, or an entire work force. It may be based on a formula or be at the discretion of management. Its time horizon is typically within twelve months. Payments may be made in cash, share options or other items of value.

Total Cash Compensation – The sum of all cash payments made to an individual for employment services during a given year. Comprised of base pay and variable pay, also called short-term incentive. Does not include long-term incentives (e.g. stock options, restricted stock, stock appreciation rights), perquisites, pension and benefits.

Total Rewards – All of the tools available to the employer that may be used to attract, retain and motivate employees. Total rewards are everything the employee perceives to be of value resulting from the employment relationship. It includes both tangible (e.g. cash, benefits, and bonus) and intangible rewards (e.g. flexible schedule, working conditions, and location).



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