

SaskCulture Inc., Sask Parks and Recreation Association, and Sask Sport Inc.

Combined Compensation Survey Report

June 2019



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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 culture and recreation sectors in the Province of Saskatchewan.

Discussions between Kn/a HR and Joint Committee were held to confirm the surveys for a number of groups. Within each survey, positions were described and respondents were asked specific compensation questions related to each position. The last section of the surveys asked questions about benefits. This report combines the results for four surveys that had similar positions.

Joint Committee provided contact information for 138 sport, cultural, and/or recreation organizations that were invited to the survey with 102 responses received. The response rate was 74%. 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
Executive Director	84	\$29.79	\$39.39	\$27.88	\$36.49
Program Coordinator	43	\$23.90	\$31.52	\$23.08	\$30.22
Executive Assistant	16	\$22.56	\$28.21	\$19.70	\$26.79
Admin Assistant	21	\$17.31	\$22.18	\$17.00	\$20.88

Only one survey captured the results for the Business Administrator position, SaskCulture Inc..

Market Study Report

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., SPRA, and Sask Sport Inc., conducted a compensation survey for a select group of cultural groups.

Purpose

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

Response Rate

SaskCulture Inc., SPRA, and Sask Sport Inc. sent introductory emails to the select 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, 102 responses were received from the sample of 138. The response rate was 74%.

The response rate was 95%.

Methodology

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 the purposes of this combined report, results are grouped as below:

- Up to 1M
- Over 1M

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).

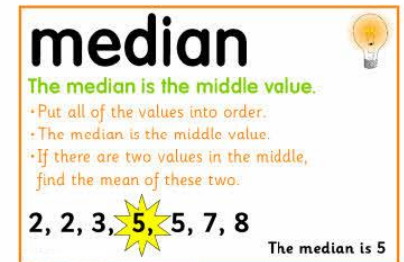
The last section of the survey asked questions about benefits provided by the organization. The benefits were not specific to any position.

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., SPRA, and Sask Sport Inc.

Study Limitations

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 positions 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.



Positions

The following positions were included in the surveys:

- Executive Director
- Executive Assistant
- Program Coordinator
- 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.

Position Results

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

Results will be shown for each stakeholder group and where enough data is available within the budget categories

The number of responses is 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” is for the maximum value. When there were less than 3 respondents (N<3), no information is provided in this report. Less than three data points does not provide valid data.

Only one of the four surveys captured the results for the Business Administrator position. The results from the Business Administrator position are in [Appendix C](#).

Demographics of Results

- Majority of the organizations were under \$1M budget.
- Full time equivalent (FTE) staff count for all was an average of 5.67 and a median of 3.

Executive Director

Rate/hour for 50% similarity or greater

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	84	\$29.55	\$38.51	\$27.55	\$35.64
Up to 1M	75	\$27.84	\$36.67	\$26.44	\$33.85
1M up	9	\$43.58	\$53.89	\$38.46	\$50.48

Executive Director (CEO) other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 84
Education	<ul style="list-style-type: none"> • 1 (1%) More than Master's degree • 6 (7%) Master's degree • 57 (68%) Bachelor's degree • 13 (15%) Certificate • 7 (8%) High School
Hours of work	<ul style="list-style-type: none"> • 37.95 hours/week average • 37. hours/week median
Union	<ul style="list-style-type: none"> • 0 unionized
Movement within range	<ul style="list-style-type: none"> • 15 (18%) advancing a step in the grid • 15 (18%) cost of living increase applied • 16 (19%) cost of living applied and advancing a step in the grid • 22 (26%) negotiated • 16 (19%) other
Steps in the range	<ul style="list-style-type: none"> • 31 (37%) have steps in the range <ul style="list-style-type: none"> ◦ Most had 6 to 8 steps in the range
Bonus	<ul style="list-style-type: none"> • 25 (30%) are eligible for bonus <ul style="list-style-type: none"> ◦ Most are based on individual performance ◦ Majority are a fixed amount ranging from \$500 to \$10,000 with the median \$5,000

Program Coordinator

Rate/hour for 50% similar or greater

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	43	\$23.90	\$31.52	\$23.08	\$30.22
Up to 1M	28	\$22.35	\$29.20	\$22.82	\$28.21
1M up	15	\$26.79	\$35.85	\$24.11	\$35.99

Program Coordinator other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 43
Education	<ul style="list-style-type: none"> • 1 (4%) Master's degree • 28 (65%) Bachelor's degree • 8 (19%) Certificate • 6 (14%) high school
Hours of work	<ul style="list-style-type: none"> • 37.32 hours/week average • 37.5 hours/week median
Union	<ul style="list-style-type: none"> • 1 (25) unionized
Movement within range	<ul style="list-style-type: none"> • 9 (21%) advancing a step in the grid • 9 (21%) cost of living allowance applied • 13 (30%) cost of living applied and advancing a step in the grid • 6 (14%) negotiated • 6 (14%) other
Steps in the range	<ul style="list-style-type: none"> • 22 (51%) have steps <ul style="list-style-type: none"> ○ Most had 6 to 8 steps in the range
Bonus	<ul style="list-style-type: none"> • 9 (21%) are eligible for a bonus⁴ <ul style="list-style-type: none"> ○ majority paid are based on individual performance
Bonus amount	<ul style="list-style-type: none"> • Most range from \$250 to \$500

Executive Assistant

Rate/hour for 50% similarity or greater

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	16	\$22.56	\$28.21	\$19.70	\$26.79
Up to 1M	6	\$17.53	\$23.20	\$17.95	\$21.54
1M up	10	\$25.08	\$31.21	\$22.36	\$28.40

Executive Assistant other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 16
Education	<ul style="list-style-type: none"> • 7 (44%) Bachelor degree • 6 (38%) Certificate • 3 (19%) high school
Hours of work	<ul style="list-style-type: none"> • 38.04 hours/week average • 37.5 hours/week median
Union	<ul style="list-style-type: none"> • 0 unionized
Movement within range	<ul style="list-style-type: none"> • 2 (13%) advancing a step in the grid • 4 (25%) cost of living increase applied • 6 (38%) cost of living applied and advancing a step in the grid • 2 (13%) negotiated • 2 (13%) other
Steps in the range	<ul style="list-style-type: none"> • 8 (50%) had steps in the grid <ul style="list-style-type: none"> ◦ Most had 6 to 8 steps in the range
Bonus	<ul style="list-style-type: none"> • 2 (13%) are eligible for a bonus

Administration Assistant

Rate/hour for 50% similarity or greater

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	21	\$17.31	\$22.18	\$17.00	\$20.88
Up to 1M	17	\$16.74	\$21.18	\$16.83	\$20.88
1M up	4	\$19.73	\$26.45	\$18.71	\$26.52

Administration Assistant other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 21
Education	<ul style="list-style-type: none"> • 3 (14%) Bachelor's degree • 10 (48%) Certificate • 8 (38%) high school
Hours of work	<ul style="list-style-type: none"> • 37.5 hours/week average and median
Union	<ul style="list-style-type: none"> • 1 (8%) unionized
Movement within range	<ul style="list-style-type: none"> • 7 (33%) advancing a step in the grid • 1 (5%) cost of living increase applied • 1 (5%) cost of living applied and advancing a step in the grid (number of steps not identified) • 7 (33%) negotiated • 5 (24%) other
Steps in the range	<ul style="list-style-type: none"> • 8 (38%) have steps <ul style="list-style-type: none"> ○ Most had 6 to 8 steps in the range
Bonus	<ul style="list-style-type: none"> • 6 (29%) are eligible for a bonus <ul style="list-style-type: none"> ○ Most are based on individual performance
Bonus amount	<ul style="list-style-type: none"> • Bonuses with identified amounts ranging from \$400 to \$2,000

Benefits

Question	All Responses
Number	<ul style="list-style-type: none"> 91
Vacation	<ul style="list-style-type: none"> 15 days after 1 year is the median 20 days after 5 years is the median 25 days after 10 years is the median 30 days after 15 years is the median
Automobile	<ul style="list-style-type: none"> 71 (78%) have an automobile policy <ul style="list-style-type: none"> 54 (76%) paid by the kilometer
Pension	<ul style="list-style-type: none"> 64 (70%) have a pension benefit <ul style="list-style-type: none"> 37 (58%) based on contributions and investment earnings 15 (23%) are RRSP or some other type of plan 8 (13%) defined benefit 4 (6%) other <p>Employer contributions range from 2 - 9% with the median is 7%</p>
Christmas break	<ul style="list-style-type: none"> 42 (46%) offer additional time off at Christmas <ul style="list-style-type: none"> number of additional days ranges from 2 to 6 or more with majority (17) providing 3 additional days
Interpersonal violence	<ul style="list-style-type: none"> 7 (8%) has an interpersonal violence policy
Work from home	<ul style="list-style-type: none"> 32 (35%) have a work from home policy
Extended health care*	<ul style="list-style-type: none"> 61 (68%) offer an extended health care plan
Paid sick leave*	<ul style="list-style-type: none"> 66 (73%) offer paid sick leave <ul style="list-style-type: none"> amounts range from less than 1 day to more than 2 with majority (50) providing 1.25 days per month
Maternity top up*	<ul style="list-style-type: none"> 6 (7%) offer maternity or parental leave top up
Wellness policy*	<ul style="list-style-type: none"> 16 (18%) offer a wellness policy <ul style="list-style-type: none"> Most offer a fixed amount for equipment
Professional development	<ul style="list-style-type: none"> 78 (86%) support for professional development <ul style="list-style-type: none"> amounts range from \$100 to \$1000 with most frequent (27) offering up to \$400
Floater days	<ul style="list-style-type: none"> 35 (38%) offer floater days <ul style="list-style-type: none"> average was 11 and median was 10 days
Creative benefits	<ul style="list-style-type: none"> 13 (15%) offer a creative benefit <ul style="list-style-type: none"> Flexible time Additional leaves Working from home others

*N=90

Appendix A - Position Summaries

The following are the descriptions of the positions that were included in the survey. The participant indicated they had a similar position to one of these three Executive Director position summaries.

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/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. The ED/CEO 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/CEO often represents the organization externally with funding bodies and the community. In smaller organizations the ED may have few or no subordinate staff. In larger organizations, 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.

Appendix B - Glossary of Terms

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.

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