



Compensation Study

SaskCulture, Saskatchewan Parks and Recreation Association, and Saskatchewan Association of Recreation Professionals

Provincial Culture and Recreation Organizations

June 2014

Knibbs/associates
HR Consulting

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Executive Summary

SaskCulture Inc. (SC), the Saskatchewan Parks and Recreation Association (SPRA) and Saskatchewan Association of Recreation Professionals (S.A.R.P.) – and collectively referred to as the SC/SPRA/S.A.R.P. engaged Knibbs/associates HR Consulting (Kn/a) to conduct a comprehensive study that encompassed the salary and compensation levels for a defined group of positions within the culture and recreation sectors in the Province of Saskatchewan.

Discussions between Kn/a and SC/SPRA/S.A.R.P. were held to develop the survey framework. Kn/a developed the survey which was reviewed and modified based on SC/SPRA/S.A.R.P. input. Within the survey, 5 positions were described and respondents were asked specific compensation questions related to each position. The wage data for each position is only compared to positions that were rated 50% similar or greater. The last section of the survey asked questions about wage movement and benefits.

The provincial culture and recreation organizations were invited to participate in this study. In total, 58 of 67 groups participated (87%). Budgets ranged from \$30,000 to \$9.6 million. The average budget was \$804,163 and median budget was \$335,000. Full time equivalent (FTE) staff count ranged from 0.25 to 31, with 5 average FTE's and 3 median FTE's.

Kn/a reviewed the data and obvious errors were corrected. The data was collected in May and June of 2014. Average and median results are presented. With a small sample size, it is best to look at both the average and median.

The summary of hourly wage results is:

All Positions Average Hourly Wage Range

	N	Min Range	Average Mid Range	Max Range
Executive Director	49	26.65	30.56	34.47
Program Coordinator	25	19.44	21.36	23.28
Executive Assistant	18	18.76	21.83	24.89
Administration Assistant	19	15.20	17.93	20.65

All Positions Median Hourly Wage Range

	N	Min Range	Median Mid Range	Max Range
Executive Director	49	23.08	26.93	30.77
Program Coordinator	25	19.77	20.76	21.74
Executive Assistant	18	16.80	19.68	22.56
Administration Assistant	19	14.50	17.25	20.00

Highlights of wage movement and benefits results are:

1. Most common way to adjust wage scales is by cost of living (COL) increases. Second most common is based on the financial health of the organization.
2. Almost no organization pays above the range or offers a retention bonus.
3. Most common automobile benefit is a per kilometer payment.
4. Almost 2/3 of participants exceed labour standards for vacation leave.
5. Most organizations provide pension and health insurance benefit to employees.
6. Maternity leave top up is not common.
7. Most organizations have a paid sick leave that allows for some carry over from year to year, but no organization pays out unused sick leave.
8. Many offer additional paid days at Christmas.
9. Although a few are willing, only some organizations have specific culture paid days off, other than current statutory holidays.

10. Few organizations offer a “healthy life style” benefit. Most of these organizations are part of the sport, culture and recreation districts.
11. Although identified, some organizations indicated that creative benefits are provided but the benefits themselves are not new or uncommon (flex time, additional days off, funds or bonuses, etc.)

Introduction

SC/SPRA/S.A.R.P. engaged Kn/a to conduct a comprehensive study that encompassed the salary and compensation levels for a defined group of positions within the culture and recreation sectors in the Province of Saskatchewan. The study, Provincial Culture and Recreation Organization (PCRO) study, engaged culture and recreation organizations within the Province of Saskatchewan.

Purpose

The purpose of the compensation study was to review and benchmark the current compensation ranges for selected positions within Saskatchewan culture and recreation sectors. SC/SPRA/S.A.R.P. intends to share the information with volunteer, non-profit culture, and recreation organizations so they may have current data to be used when making competitive compensation decisions.

Methodology

Discussion between Kn/a and SC/SPRA/S.A.R.P. were held to develop the framework of the survey. Kn/a then developed the survey which was reviewed and modified based on SC/SPRA/S.A.R.P. input.

Within the survey, 5 positions were described and respondents were asked specific compensation questions related to each position. The participants were provided with a short summary description of each position. They were then asked to rate the similarity of their organization's positions to the positions described in the survey. Three choices were provided: less than 50% similar, 50 to 70% similar, and more than 70% similar, to ensure there was a reasonable similarity between the positions. The data for the wages will only

be compared to positions that were rated 50% similar or greater. The last section of the survey asked questions about wage movement and benefits.

Two Executive Directors positions were provided, one for smaller organizations and one for larger organizations. Participants did not always select the appropriate Executive Director position or selected both. For the Executive Director position, the data was merged together and analysed based on budget size. Thus, the two Executive Director positions will be collapsed into one.

The PCRO survey was sent to three major stakeholder groups: 26 provincial culture organizations, 32 provincial recreation associations, and 9 sport, culture and recreation districts.

Kn/a reviewed the data and obvious errors were corrected. The data was collected in May and June of 2014. This report was produced by Kn/a and reviewed by SC/SPRA/S.A.R.P.

Response Rate

Kn/a sent email invitations to 67 organizations to participate in the survey. Follow up emails were also sent. SC/SPRA/S.A.R.P. also encouraged participation through direct and general communications. In total, 60 organizations participated in the survey. The data from 58 of the 60 participants will be used, as this group of 58 is within the intended sample. As well as receiving a participant's report, a prize of one free registration to the Provincial Parks and Recreation conference and a free annual membership to SaskCulture was offered as an incentive.

The response rate from each stakeholder group is as follows:

- 21/26 (80%) provincial culture organizations,
- 28/32 (88%) provincial recreation associations, and
- 9/9 (100%) sport, culture and recreation districts.

The overall response rate was 58/67 (87%). [Appendix A](#) has a list of respondents.

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 mitigated by allowing the respondents to rate the similarity and then not using the positions that are less than 50% similar.

Another limitation is the interpretation of the questions. The amount of instruction and definitions provided in the survey was balanced with creating a reasonable sized survey. Where Kn/a believes that the questions or information was not interpreted correctly and may have impacted the results, it has been noted.

The PCRO survey was one of three surveys for a comprehensive compensation study. A few of the participants responded to another of the three surveys. Due to the very parallel nature of the three surveys, the data was transferred from the incorrect survey to this survey and added to this sample.

Position Summaries

The following are the descriptions of the positions that were included in the survey. Results for two Executive Directors positions are combined.

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's developed strategic plan and overseeing the operational budget. This position can have a number of managers, directors, or other senior positions directly reporting to them.

Executive Director (ED) Position Summary

Reporting to the Board of Directors, this position is responsible for sound and efficient operation of the organization; in particular, it's 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.

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.

Results

The results are listed for each of the 4 positions that were in the survey. The data will be presented for each key stakeholder group:

1. Provincial Culture Organizations,
2. Provincial Receptions Associations, and
3. Sport, Culture and Recreation Districts.

The final section will be presented with all the data collectively.

Due to the range of size of the organizations, the results will be shown for each stakeholder group and where enough data is available within the stakeholder sections, the data will be grouped by the organization's budget size: less than \$500,000 (<500K), \$500,000 and up to \$1,500,00 (>500K), and \$1.5 million or more (>1.5M).

Average and median results are presented. When a small sample is used, often the average can be unduly influenced by one extreme number. Thus, it is best to look at both the average and median.

In the following pages, the position results tables with wage information include data for responses with 50% or great similarity to the survey positions. Tables with information on the position requirements and benefits include all responses. This can lead to a different response number (N) for the tables within in the reporting for one position. A glossary of terms is provided in [Appendix B](#).

Recommendations for creating competitive compensation are included in [Appendix C](#). These recommendations are a part of the summary report that considers results and trends from the overall Culture, Recreation and Sport Compensation Study which includes the result from this specific report, PCRO report, as well as information from two other reports,

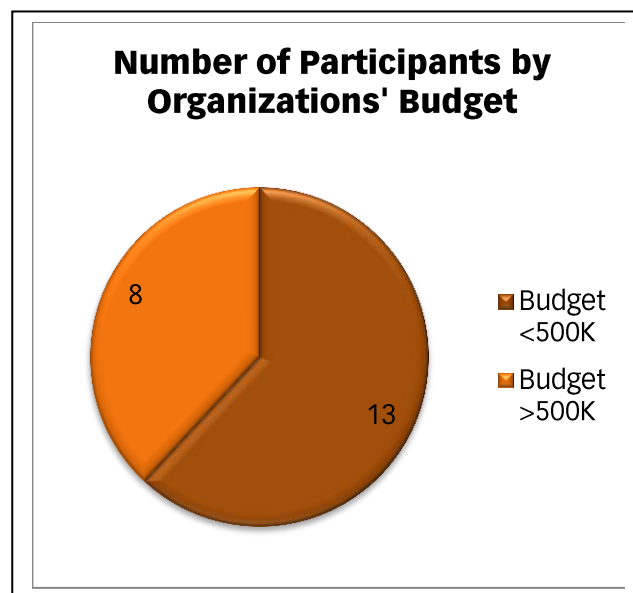
National Recreation Associations survey and Municipal survey, that were a part of the overall compensation study. These recommendations are very applicable for PCRO.

Provincial Culture Organization Results

A wide diversity of organizations responded. Where enough data is available, the results will be shown for three groups; all, organizations with budgets under \$500,000 (<500K), and organizations with budgets \$500,000 or greater (>500K).

Demographics Results

- 21 organizations responded to this survey - 62% have budgets <500K and 38% have budgets >500K.
- Overall budget for all participating organizations was an average of \$468,718 and median of \$365,026.
- Organizations with budget of <500K (N=13), average was \$285,063 and median of \$260,000.
- Organizations with budget >500K (N=8), average was \$767,159 and median of \$643,579.
- Full time equivalent (FTE) staff count for all was an average of 4 and median of 2.
- FTE's for organizations with <500K budget, the average and median was 2 FTE's.
- FTE's for organizations with >500K budget, the average and median was 7 FTE's.



Executive Director

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	21	22.62	29.60	21.63	30.46
<500K budget	13	20.47	27.98	19.79	28.57
>500K budget	8	26.23	32.22	26.14	30.74

Compare Position Requirements

	N	Education	Years of Experience	Years of Experience
			Average	Median
All	21	<ul style="list-style-type: none"> 6 (28%) Masters or more 8 (38%) Bachelor 14 (33%) up to 2 years PS 	3	3
<500K budget	13	<ul style="list-style-type: none"> 5 (38%) Masters or more 3 (23%) Bachelor 	3	3
>500K budget	8	<ul style="list-style-type: none"> 2 (25%) Masters 5 (63%) Bachelor 	5	4

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> 21
Hours of work	<ul style="list-style-type: none"> 38 hour week average and median.
Union	<ul style="list-style-type: none"> 0 unionized.
Steps in the range	<ul style="list-style-type: none"> 12 (57%) do not have steps in the range. 6 (29%) have 5 or more steps.
Movement within range	<ul style="list-style-type: none"> 8 (38%) assign percentage based on performance. 8 (38%) move a step each year. Other increases are based on funds available, board decision or other.
Bonus	<ul style="list-style-type: none"> 7 (21%) paid a bonus based on organization, individual and team/division performance with maximum value of up to \$3000, but most frequently \$1000 or 3% to 5%.

Program Coordinator

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	14	18.42	22.18	17.21	20.76
<500K budget	6	16.60	19.33	15.93	19.87
>500K budget	8	19.78	24.31	19.55	25.12

Compare Position Requirements

	N	Education	Years of Experience	Years of Experience
			Average	Median
All	14	<ul style="list-style-type: none"> • 7 (50%) Bachelor • 3 (21%) 1 year PS 	2	2
<500K budget	6	<ul style="list-style-type: none"> • 4 (67%) Bachelor 	1	1
>500K budget	8	<ul style="list-style-type: none"> • 4 (50%) Bachelor or Masters 	3	3

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 14
Hours of work	<ul style="list-style-type: none"> • 36 hour week average and median.
Union	<ul style="list-style-type: none"> • 0 unionized
Steps in the range	<ul style="list-style-type: none"> • 9 (64%) have no set steps. • 4 (29%) have 5 or more steps.
Movement within range	<ul style="list-style-type: none"> • 5 (36%) move a step each year. • 5 (36%) assign percentage based on performance.
Bonus	<ul style="list-style-type: none"> • 3 (21%) paid a bonus based on mostly individual performance with maximum value of 3% or \$1000.

Executive Assistant

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	5	15.14	21.73	12.31	18.54
<500K budget	3	12.34	18.20	12.02	18.54
>500K budget	2	n/a			

Compare Position Requirements

	N	Education	Years of Experience	Years of Experience
			Average	Median
All	5	<ul style="list-style-type: none"> • 1 (20%) HS • 1 (20%) 1 year PS • 1 (20%) 2 years PS • 2 (45%) Bachelor 	2	2
<500K budget	3	• HS to Bachelor	2	2
>500K budget	2	• n/a		

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 5
Hours of work	<ul style="list-style-type: none"> • 30.6 hour week average and 35 hour week median.
Union	<ul style="list-style-type: none"> • 0 unionized.
Steps in the range	<ul style="list-style-type: none"> • 2 (40%) have 5 or more steps. • 3 (60%) have no steps.
Movement within range	<ul style="list-style-type: none"> • 2 (40%) move a step each year. • 3 (60%) assign percentage based on performance.
Bonus	<ul style="list-style-type: none"> • 2 (40%) based on individual or team performance. • Payment is 3%, up to \$500.

Administration Assistant

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	9	14.02	19.79	13.74	19.78
<500K budget	2	n/a			
>500K budget	7	14.18	19.00	13.74	19.40

Compare Position Requirements

	N	Education	Years of Experience Average	Years of Experience Median
All	10	<ul style="list-style-type: none"> 6 (60%) HS 4 (40%) 1 or 2 years PS 	2	2
<500K budget	3	<ul style="list-style-type: none"> 1 (33%) HS 	2	2
>500K budget	7	<ul style="list-style-type: none"> 5 (%) HS 	1	1

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> 10
Hours of work	<ul style="list-style-type: none"> 34 hour week average and 36 hour week median.
Union	<ul style="list-style-type: none"> 0 unionized
Steps in the range	<ul style="list-style-type: none"> 5 (50%) have no steps 3 (30%) have more than 5 steps.
Movement within range	<ul style="list-style-type: none"> 5 (50%) move a step each year. 5 (50%) assign percentage based on performance.
Bonus	<ul style="list-style-type: none"> 3 (30%) pay a bonus based on individual performance with maximum value of 5% or \$300.

General Range Movement and Benefits Results

Questions regarding how wages are increased, if payments above ranges are made, if there are bonuses, and a number of questions related to benefits were asked.

Notes	
Total responses	<ul style="list-style-type: none"> • 20
Increase wages annually	<ul style="list-style-type: none"> • 6 (30%) based on financial health of organization. • 8 (40%) indexed to cost of living (COL).
Pay above the range	<ul style="list-style-type: none"> • None.
Offer retention bonus	<ul style="list-style-type: none"> • None.
Automobile benefit	<ul style="list-style-type: none"> • 3 (15%) have no benefit. • 13 (65%) pay employees a rate per kilometre • 1 (5%) has a company lease.
Vacation	<ul style="list-style-type: none"> • 6 (30%) start with 20 days. • 4 (20%) move to 20 days after 5 years. • 9 (45%) offer more than labour standards at the top end – 1 offers 40 days, 5 offer 30 days.
Pension	<ul style="list-style-type: none"> • 9 (45%) RRSP's. • 8 (40%) defined contribution. • 2 (10%) no pension. • 1 (5%) defined benefit pension. • Employer contribution ranges from 2 to 15% with the most frequent being 7.5%
Maternity leave top up	<ul style="list-style-type: none"> • 1 (5%) organization has this benefit.
Health benefits	<ul style="list-style-type: none"> • 19 (95%) offer a full slate of benefits (ADD, dental, extended health, LTD, and most have vision).
Paid sick leave	<ul style="list-style-type: none"> • 18 (90%) offer paid sick leave, ranging from .1 to 1.5 days/month. Most frequent is 1.25 days/month. • 11 (55%) allow carry over from of 5 to 100 days/year. • 0 groups pay out sick leave.
Christmas break	<ul style="list-style-type: none"> • 13 (65%) provide paid time off. • Range of days is from 1 to 7 days*.
Cultural holiday paid leave	<ul style="list-style-type: none"> • 7 (35%) indicate an assigned day or willingness to provide a day.

Notes	
Professional development	<ul style="list-style-type: none"> • 8 (40%) provide up to \$400. • 7 (35%) provide up to \$1000. • 1 (5%) does not provide a paid benefit. • 3 (15%) provide a benefit based on % of wage.
Healthy life style	<ul style="list-style-type: none"> • 2 (10%) provide a benefit. • Benefit is extended lunch time for fitness and flex-time.
Creative benefit	<ul style="list-style-type: none"> • 3 (15%) offer some benefit – cell phone, paid benefits while on leave, and working from home.

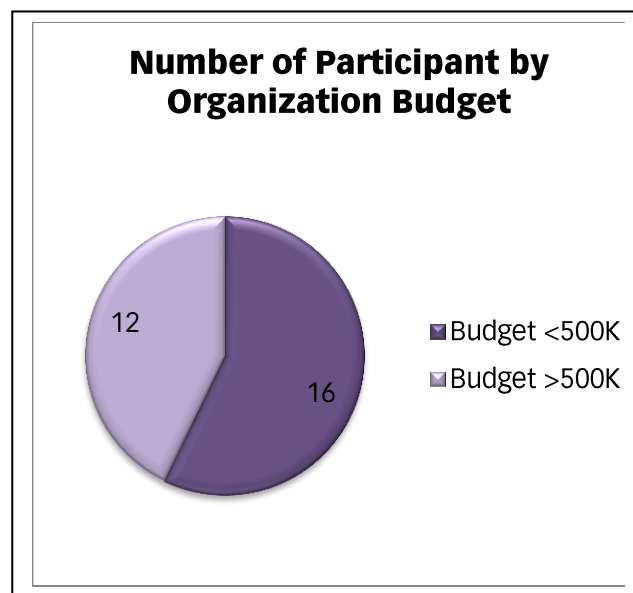
*The question that asked about paid time off during the Christmas season did not specify if those days were in addition to statutory holidays, so these numbers may include the two statutory holidays.

Provincial Recreation Associations Results

A wide diversity of organizations responded. Where enough data is available, the results will be shown for three groups; all, organizations with budgets under \$500,000 (<500K), and organizations with budgets \$500,000 or greater (>500K).

Demographics Results

- 28 organizations responded to this survey - 57% have budgets <500K and 43% have budgets >500K.
- Overall budget for all participating organizations was an average of \$1,144,942 and median of \$297,500.
- Organizations with a budget <500K (N=16), average was \$146,904 and median of \$96,144.
- Organizations with a budget >500K (N=12), average was \$2,475,659 and median of \$2,002,522.
- Full time equivalent (FTE) staff count for all was an average of 7 and median of 3.
- FTE's for organizations with <500K budget, 1 FTE was the average and median.
- FTE's for organizations with >500K budget, 14 FTE's was the average and 13 the median.



Executive Director

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	22	30.77	40.49	25.97	33.09
<500K budget	10	19.25	24.76	19.23	25.76
>500K budget	12	40.37	53.61	34.18	43.96

Compare Position Requirements

	N	Education	Years of Experience	Years of Experience
			Average	Median
All	23	<ul style="list-style-type: none"> 4 (17%) Masters or more 10 (43%) Bachelor 3 (14%) 2 years PS 	5	5
<500K budget	11	<ul style="list-style-type: none"> 2 (18%) 2 years PS 2 (18%) Bachelor 7 (64%) HS to 1 year PS 	4	5
>500K budget	12	<ul style="list-style-type: none"> 7 (58%) Bachelor 4 (33%) Masters 	7	6

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> 23
Hours of work	<ul style="list-style-type: none"> 34 hour week average and 35 hour week median.
Union	<ul style="list-style-type: none"> 0 unionized.
Steps in the range	<ul style="list-style-type: none"> 13 (59%) do not have steps in the range. 8 (34%) have 5 or more steps.
Movement within range	<ul style="list-style-type: none"> 10 (45%) assign percentage based on performance. 8 (34%) have steps each year. Other increases are based on funds available, board decision or other.
Bonus	<ul style="list-style-type: none"> 4 (18%) paid a bonus based on organization, and individual. In one case the team/division performance was identified. With maximum value of up to \$6,000 but most frequently 10%.

Program Coordinator

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	6	20.80	26.31	19.88	25.11
<500K budget	2	n/a			
>500K budget	4	23.32	28.41	23.07	28.03

Compare Position Requirements

	N	Education	Years of Experience Average	Years of Experience Median
All	9	<ul style="list-style-type: none"> • 4 (44%) HS • 2 (22%) Bachelor 	3	2
<500K Budget	5	<ul style="list-style-type: none"> • 3 (60%) HS 	2	2
>500K Budget	4	<ul style="list-style-type: none"> • 1 (25%) HS • 1 (25%) 2 years PS • 1 (25%) Bachelor • 1 (25%) Masters 	5	4

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 9
Hours of work	<ul style="list-style-type: none"> • 28 hour week average and 35 hour week median*. • For >500K, 35 hour week average and median**.
Union	<ul style="list-style-type: none"> • 1 (11%) unionized.
Steps in the range	<ul style="list-style-type: none"> • 6 (67%) have no set steps. • 3 (33%) have more than 5 steps.
Movement within range	<ul style="list-style-type: none"> • 2 (22%) move a step each year. • 3 (33%) assign percentage based on performance.
Bonus	<ul style="list-style-type: none"> • 1 (11%) paid a bonus based on individual and organization's performance with maximum value of \$500.

*N=7 **N=4

Executive Assistant

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	13	20.15	26.11	19.23	23.08
<500K budget	4	16.20	21.59	15.19	21.06
>500K budget	9	21.90	28.12	19.81	27.47

Compare Position Requirements

	N	Education	Years of Experience	Years of Experience
			Average	Median
All	14	<ul style="list-style-type: none"> • 4 (29%) 1 year PS • 4 (29%) 2 years PS • 3 (21%) HS 	3	3
<500K budget	4	<ul style="list-style-type: none"> • 3 (75%) 1 year PS 	3	2
>500K budget	10	<ul style="list-style-type: none"> • 4 (40%) 2 years PS • 3 (30%) Bachelor 	4	4

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 14
Hours of work	<ul style="list-style-type: none"> • 37 hour week average and 38 hour week median*.
Union	<ul style="list-style-type: none"> • 0 unionized
Steps in the range	<ul style="list-style-type: none"> • 6 (43%) have 5 or more steps. • 6 (43%) have no steps
Movement within range	<ul style="list-style-type: none"> • 8 (50%) move a step each year. • 5 (36%) assign percentage based on performance.
Bonus	<ul style="list-style-type: none"> • 2 (14%) based on organizational and/or individual performance. • Payment up to \$500.

*N=13

Administration Assistant

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	8	16.35	22.31	15.85	20.86
<500K budget	1	n/a			
>500K budget	7	16.62	21.37	17.19	20.58

Compare Position Requirements

	N	Education	Years of Experience	Years of Experience
			Average	Median
All	10	<ul style="list-style-type: none"> 6 (60%) 1 year PS 3 (30%) HS 	2	2
<500K budget	2	<ul style="list-style-type: none"> 2 (100%) 1 year PS 	2	2
>500K budget	8	<ul style="list-style-type: none"> 4 (50%) 1 year PS 1 (13%) Bachelor 	2	2

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> 10
Hours of work	<ul style="list-style-type: none"> 35 hour week average and 36 hour week median.
Union	<ul style="list-style-type: none"> 2 (20%) unionized.
Steps in the range	<ul style="list-style-type: none"> 3 (30%) have no steps. 6 (60%) have more than 5 steps.
Movement within range	<ul style="list-style-type: none"> 6 (60%) move a step each year. 4 (40%) assign percentage based on performance.
Bonus	<ul style="list-style-type: none"> 1 (10%) paid a bonus based on organizational, individual and team/department performance with maximum value of 5%.

General Range Movement and Benefits Results

Questions regarding how wages are increased, if payments above ranges are made, if there are bonuses, and a number of questions related to benefits were asked.

	Notes
Total responses	<ul style="list-style-type: none"> • 28
Increase wages annually	<ul style="list-style-type: none"> • 12 (43%) indexed to cost of living (COL). • 7 (25%) based on financial health of organization.
Pay above the range	<ul style="list-style-type: none"> • 1 (4%) pays above the range.
Offer retention bonus	<ul style="list-style-type: none"> • 1 (4%) provides more paid time off.
Automobile benefit	<ul style="list-style-type: none"> • 3 (11%) have no benefit. • 18 (64%) pay employees a rate per kilometre. • 4 (14%) pay employees a fixed allowance.
Vacation	<ul style="list-style-type: none"> • 4 (14%) start with 20 days or more. • 12 (43%) move to 20 days after as few as 2 years. • 12 (43%) offer more than labour standards at the top end – 25 to 30 days.
Pension	<ul style="list-style-type: none"> • 12 (43%) no pension. • 7 (25%) RRSP's. • 6 (21%) defined contribution. • 3 (11%) defined benefit pension. • Employer contribution ranges from 1.13 to 7.25% or up to \$1000.
Maternity leave top up	<ul style="list-style-type: none"> • 1 (4%) organization has this benefit.
Health benefits	<ul style="list-style-type: none"> • 12 (44%) do not offer health benefits. Most of those are >500K. • 15 (54%) offer a full slate of benefits (ADD, dental, life, LTD, and many have extended health and vision).

	Notes
Paid sick leave	<ul style="list-style-type: none"> • 10 (36%) do not offer paid sick leave. All are in the >500K group. • 17 (61%) offer paid sick leave, ranging from .5 to 1.5 days/month. Most frequent is 1.25 days/month. • 10 (36%) allow carry over from of 1 to 90 days/year. Average is 40 days. • 0 organizations pay out sick leave.
Christmas break	<ul style="list-style-type: none"> • 11 (39%) provide paid time off. • Range of days is from 1 to 5 days*.
Cultural holiday paid leave	<ul style="list-style-type: none"> • 2 (7%) indicate an assigned day or willingness to provide a day.
Professional development	<ul style="list-style-type: none"> • 12 (43%) provide up to \$400. • 2 (7%) provide up to \$700. • 3 (11%) provide up to \$1000. • 1 (4%) provides more than \$1000. • 7 (25%) do not provide a paid benefit. • 3 (11%) provide a benefit based on % of wage.
Healthy life style	<ul style="list-style-type: none"> • 1 (4%) provides benefit of reduced gym membership.
Creative benefit	<ul style="list-style-type: none"> • 8 (29%) offer some benefit – reduced work load, flexible hours, working from home, extra days off, partial payment of personal health insurance, reduced program cost.

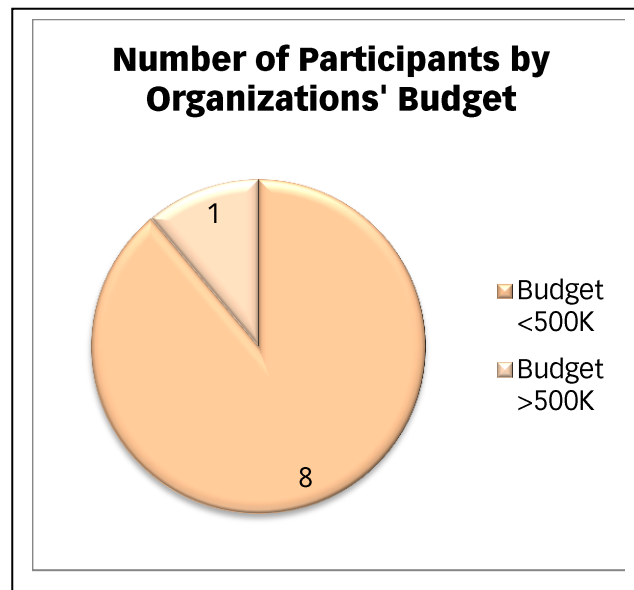
*The question that asked about paid time off during the Christmas season did not specify if those days were in addition to statutory holidays, so these numbers may include the two statutory holidays.

Sport, Culture and Recreation Districts Results

Most of the organizations that responded had a budget of less than \$500,000. Where enough data is available, the results will be shown for three groups; all, organizations with budgets under \$500,000 (<500K), and organizations with budgets \$500,000 or greater (>500K).

Demographics Results

- 9 organizations responded to this survey - 8 (89%) have budgets <500K and 1 (11%) has a budget >500K.
- Overall budget for all participating organizations was an average of \$526,667 and median of \$350,000.
- Organizations with a budget <500K (N=8), average was \$305,000 and median of \$325,000.
- Full time equivalent (FTE) staff count for all was an average and median of 3.
- FTE's for organizations with <500K budget, 3 FTE's was the average and median.



Executive Director

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All*	6	25.65	29.64	26.97	30.51
<500K budget	6	25.65	29.64	26.97	30.51
>500K budget	0	n/a			

*some participants did not indicate a wage amount.

Compare Position Requirements

	N	Education	Years of Experience Average	Years of Experience Median
All	9	<ul style="list-style-type: none"> 8 (89%) Bachelor 1 (11%) 2 years PS 	7	5
<500K budget	8	<ul style="list-style-type: none"> 7 (88%) Bachelor 1 (13%) 2 years PS 	8	7
>500K budget	1	<ul style="list-style-type: none"> n/a 		

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> 8
Hours of work	<ul style="list-style-type: none"> 38 hour week average and median*.
Union	<ul style="list-style-type: none"> 1 (11%) unionized*.
Steps in the range	<ul style="list-style-type: none"> 7 (88%) have 5 or more steps. 1 (13%) has no step.
Movement within range	<ul style="list-style-type: none"> 1 (13%) assigns percentage based on performance. 8 (100%) have a wage increase of a step each year.
Bonus	<ul style="list-style-type: none"> 0 pay a bonus.

*N=9

Program Coordinator

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	5	20.66	22.74	21.11	22.50
<500K budget	5	20.66	22.74	21.11	22.50
>500K budget	0	n/a			

Compare Position Requirements

	N	Education	Years of Experience Average	Years of Experience Median
All	6	• 4 (66%) Bachelor	2	2
<500K budget	6	• 4 (66%) Bachelor	2	2
>500K budget	0			

Other information

Question	All Responses
Total responses	• 6
Hours of work	• 34 hour week average and 38 hour week median.
Union	• 0 unionized
Steps in the range	• 6 (100%) have 5 or more steps.
Movement within range	• 5 (83%) move a step each year. • 1 (17%) movement is subject to funding.
Bonus	• 0 pay a bonus.

Executive Assistant

There were no organizations with a similar position.

Administration Assistant

There were two organizations with a similar position which is not enough data to report on. Results will be included in the "all organizations" sections.

General Range Movement and Benefits Results

Questions regarding how wages are increased, if payments above ranges are made, if there are bonuses, and a number of questions related to benefits were asked.

	Notes
Total responses	<ul style="list-style-type: none"> 8
Increase wages annually	<ul style="list-style-type: none"> 4 (50%) indexed to cost of living (COL). 3 (38%) based on financial health of organization. 1 (13%) other.
Pay above the range	<ul style="list-style-type: none"> None.
Offer retention bonus	<ul style="list-style-type: none"> None.
Automobile benefit	<ul style="list-style-type: none"> 1 (13%) has no benefit. 6 (75%) pay employees a rate per kilometre. 1 (13%) other.
Vacation	<ul style="list-style-type: none"> 1 (13%) starts with 20 days or more. 4 (50%) move to 20 days after as few as 2 years. 6 (75%) offer more than labour standards at the top end – 25 to 30 days.
Pension	<ul style="list-style-type: none"> 2 (25%) RRSP's. 4 (50%) defined contribution. 1 (13%) no pension. 1 (13%) defined benefit pension. Employer contribution ranges from 3 to 7.5%.
Maternity leave top up	<ul style="list-style-type: none"> 0 organizations have this benefit.
Health benefits	<ul style="list-style-type: none"> 7 (88%) offer a mostly full slate of benefits (ADD, dental, extended health, LTD, and vision).
Paid sick leave	<ul style="list-style-type: none"> 8 (100%) offer paid sick leave, ranging from 1 to 1.5 days/month. Most frequent is 1.25 days/month. 7 (88%) allow carry over from of 7 to 90 days/year. Most frequent is 7 days/year. 0 groups pay out sick leave.
Christmas break	<ul style="list-style-type: none"> 7 (88%) provide paid time off. Range of days is from 1 to 5 days*.

Notes	
Cultural holiday paid leave	<ul style="list-style-type: none"> 3 (38%) indicate an assigned day or willingness to provide a day.
Professional development	<ul style="list-style-type: none"> 2 (25%) provide up to \$400. 2 (25%) provide up to \$700. 3 (38%) provide up to \$1000. 1 (13%) does not provide a paid benefit.
Healthy life style	<ul style="list-style-type: none"> 5 (62%) provide benefits. Benefit is extended lunch time for fitness, flex-time, and financial support.
Creative benefit	<ul style="list-style-type: none"> 3 (38%) offer some benefit. Benefit is paid outings, leave, loyalty reward and moving expenses.

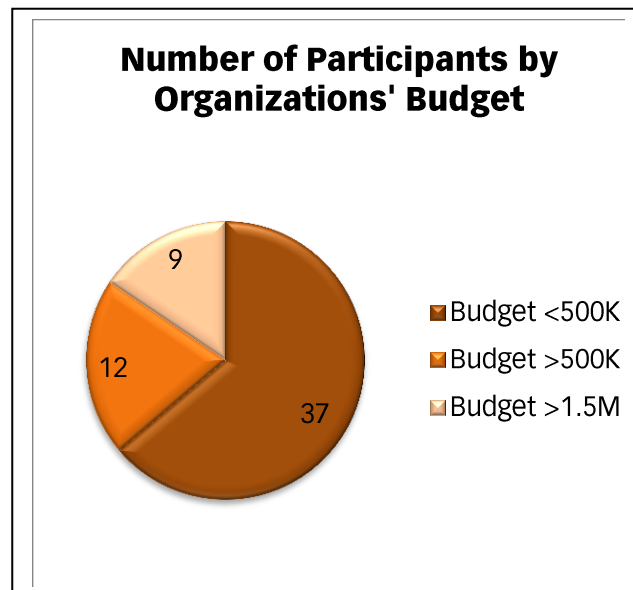
*The question that asked about paid time off during the Christmas season did not specify if those days were in addition to statutory holidays, so these numbers may include the two statutory holidays.

All Survey Participants' Results

A wide diversity of organizations responded. Where enough data is available, the results will be shown for three groups; all, organizations with budgets under \$500,000 (<500K), organizations with budgets \$500,000 or greater (>500K), and organizations with a budget of \$1,500,000 or more (>1.5M).

Demographics Results

- 58 organizations responded to this survey - 65% have budgets <500K, 21% have budgets >500K, and 16% have budgets >1.5M.
- Overall budget for all organizations was an average of \$804,163 and median of \$335,000.
- Organizations with a budget <500K (N=37), average was \$229,629 and median of \$240,000.
- Organizations with a budget >500K (N=12), average was \$765,189 and median of \$650,000.
- Organizations with a budget >1.5M (N=9), average was \$3,218,101 and median of \$2,300,000.
- Full time equivalent (FTE) staff count for all was an average of 5 and median of 3.
- FTE's for organizations with <500K budget, average and median was 2 FTE's.
- FTE's for organizations with >500K budget, 5 FTE's was the average and 6 median.
- FTE's for organizations with >1.5M budget, 17 FTE's was the average and 16 median.



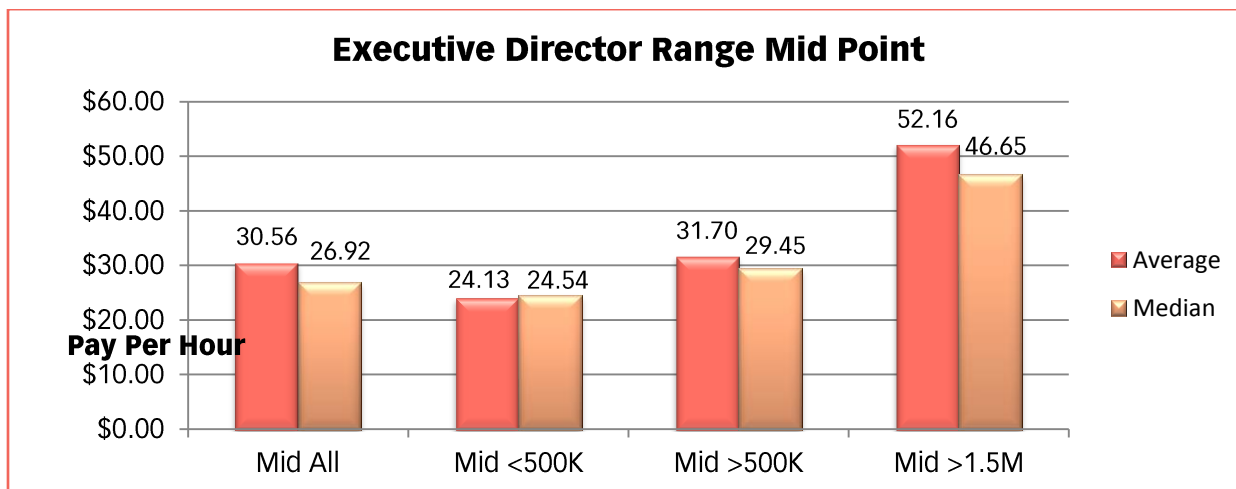
Executive Director

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	49	26.65	34.47	23.08	30.77
<500K budget	29	21.09	27.18	20.51	28.57
>500K budget	12	28.12	35.19	26.34	32.55
>1.5M budget	8	44.48	59.84	41.51	51.79

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 42
Bonus	<ul style="list-style-type: none"> • 11 (26%) paid a bonus based on organization, and individual performance with some also considering team/division performance. • Maximum value was \$3,000. • Maximum percent was 10%.



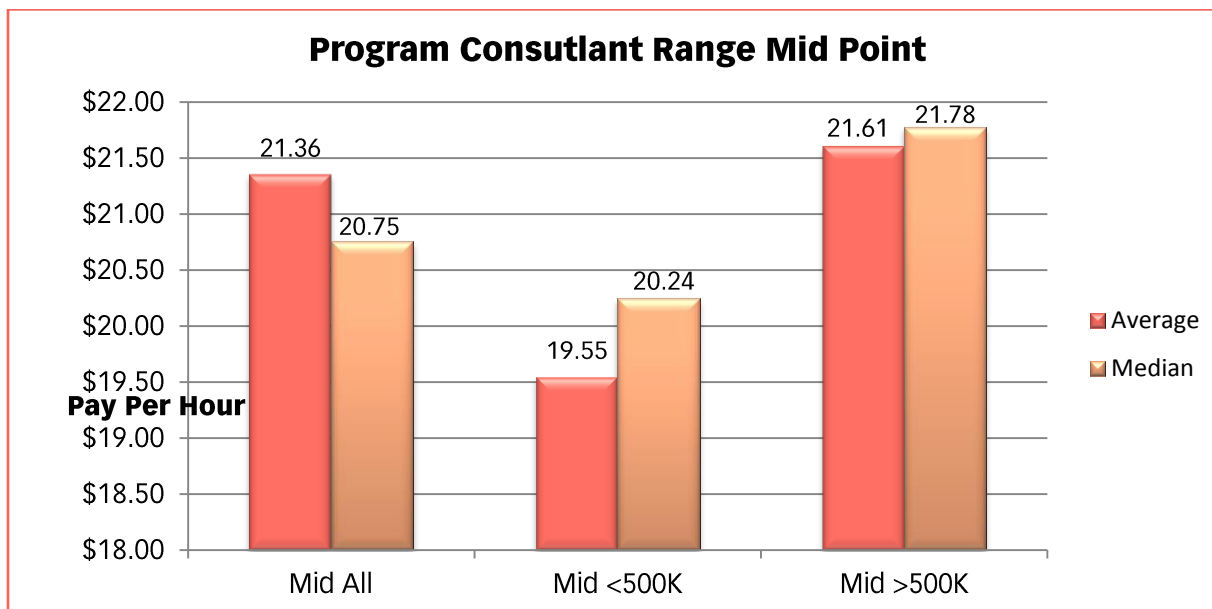
Program Consultant

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	25	19.44	23.28	19.77	21.74
<500K budget	13	18.03	21.07	19.10	21.39
>500K budget	10	19.25	23.97	19.16	24.39
>1.5M budget	2	n/a			

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 29
Bonus	<ul style="list-style-type: none"> • 4 (14%) paid a bonus mostly based on individual performance • Maximum value of 3% or \$1000. Mode is \$500.



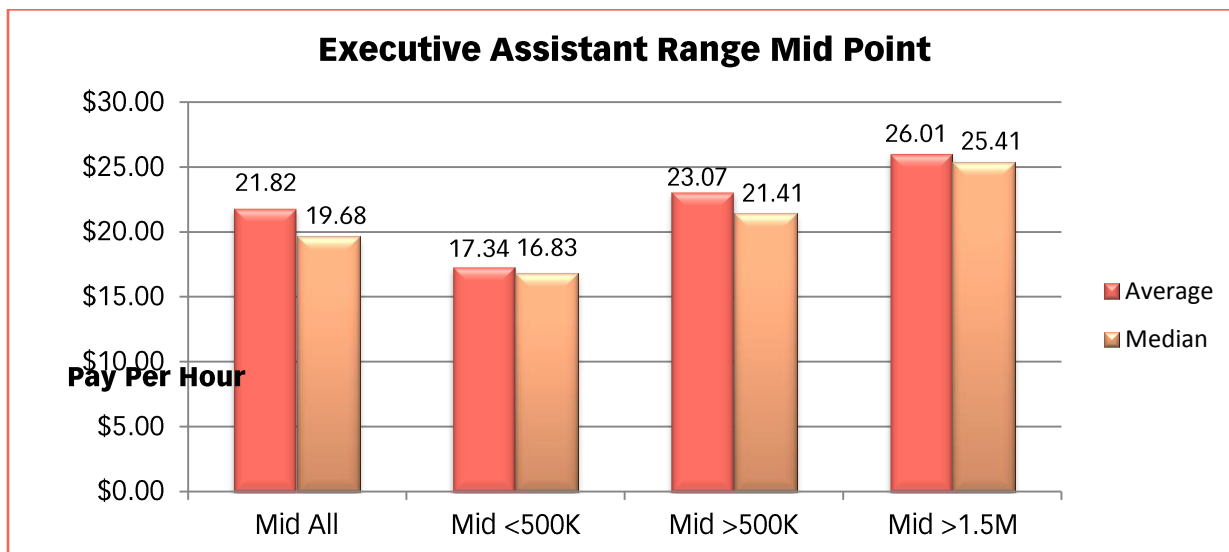
Executive Assistant

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	18	18.76	24.89	16.80	22.56
<500K budget	7	14.55	20.13	14.42	19.23
>500K budget	5	20.12	26.02	19.81	23.00
>1.5M budget	6	22.53	29.50	20.60	30.22

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 19
Bonus	<ul style="list-style-type: none"> • 4 (21%) based on individual, organizational, or team/department performance. • Payment was 3% to \$500.



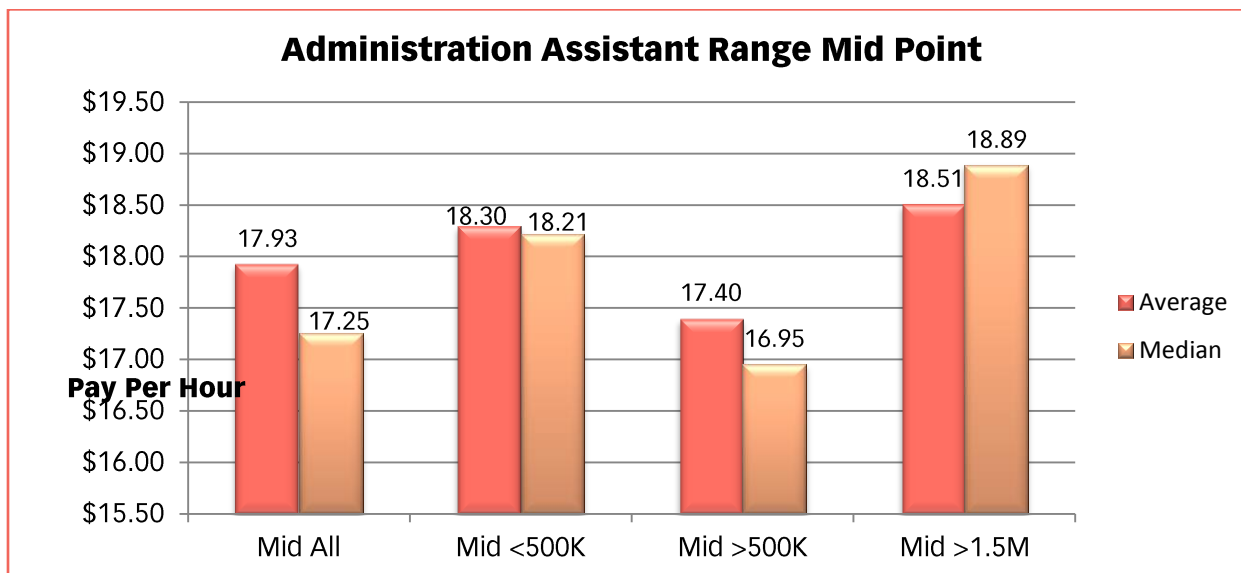
Administration Assistant

Compare Rate/hour (50% or greater similarity)

	N	Average		Median	
		Min Range	Max Range	Min Range	Max Range
All	19	15.20	20.65	14.50	20.00
<500K budget	5	14.63	21.96	14.42	22.00
>500K budget	9	15.09	19.71	14.50	19.40
>1.5M budget	5	15.97	21.05	17.19	20.58

Other information

Question	All Responses
Total responses	<ul style="list-style-type: none"> • 22
Bonus	<ul style="list-style-type: none"> • 4 (18%) paid a bonus based on mostly individual performance • Maximum value of 5% or \$300.



General Range Movement and Benefits Results

Questions regarding how wages are increased, if payments above ranges are made, if there are bonuses, and a number of questions related to benefits were asked.

	N	Notes
Increase wages annually	54	<ul style="list-style-type: none"> 16 (30%) based on financial health of organization. 24 (44%) indexed to cost of living (COL).
Pay above the range	40	<ul style="list-style-type: none"> 1 (3%) pays above range.
Offer retention bonus	40	<ul style="list-style-type: none"> 1 (3%) has this bonus.
Automobile benefit	56	<ul style="list-style-type: none"> 7 (13%) have no benefit. 37 (66%) pay employees a rate per kilometre. 4 (7%) pay employees a fixed allowance.
Vacation	56	<ul style="list-style-type: none"> 36 (64%) exceed labour standards in either number of days provided or granting additional days sooner than required.
Pension	56	<ul style="list-style-type: none"> 15 (26%) do not offer a pension. 41 (73%) provide some type of benefit. Mode value of employers' contribution is 7.5%.
Maternity leave top up	56	<ul style="list-style-type: none"> 2 (4%) organizations have this benefit.
Health benefits	56	<ul style="list-style-type: none"> 15 (26%) do not offer. 41 (73%) offer mostly a full slate of benefits.
Paid sick leave	56	<ul style="list-style-type: none"> 12 (22%) do not offer paid sick leave. Mode value of sick leave earned is 1.25 days/month. 28 of the 43 (65%) that offer sick leave allow sick leave carry over. Average number of days carried over is 33. 0 groups pay out sick leave.
Christmas break	56	<ul style="list-style-type: none"> 31 (55%) provide some paid time at Christmas*.
Cultural holiday paid leave	56	<ul style="list-style-type: none"> 12 (21%) indicate an assigned day or willingness to provide a day.

	N	Notes
Professional development	56	<ul style="list-style-type: none"> 47 (84%) provide some support for professional development.
Healthy life style	56	<ul style="list-style-type: none"> 8 (14%) provide some type of benefit.
Creative benefit	56	<ul style="list-style-type: none"> 14 (25%) offer some benefit.

*The question that asked about paid time off during the Christmas season did not specify if those days were in addition to statutory holidays, so these numbers may include the two statutory holidays.

Appendix A – Participant List

Provincial Culture Organizations

1. Saskatchewan Elocution and Debate Association
2. Saskatchewan Orchestral Association
3. Saskatchewan Library Association
4. CARFAC Saskatchewan
5. Saskatchewan Drama Association
6. Saskatchewan German Council Inc.
7. Theatre Saskatchewan Inc.
8. Saskatchewan Archaeological Society
9. Saskatchewan Choral Federation
10. Saskatchewan Music Festival Association
11. Saskatchewan Band Association
12. Saskatchewan Music Festival Association
13. Saskatchewan Organization for Heritage Languages Inc. (SOHL)
14. Dance Saskatchewan Inc.
15. Ukrainian Canadian Congress - Saskatchewan Provincial Council, Inc.
16. Museums Association of Saskatchewan
17. Saskatchewan Music Educators Association
18. Saskatchewan Cultural Exchange Society Inc.
19. Saskatchewan Writers Guild
20. Nature Saskatchewan
21. Organization of Saskatchewan Arts Councils

Provincial Recreation Associations

1. St. John Ambulance
2. Canadian National Institute for the Blind
3. The Duke of Edinburgh's Award
4. Saskatchewan ATV Association
5. Saskatchewan Square and Round Dance Federation
6. Air Cadet League of Canada, Sask Provincial Committee
7. Battleford's Boys and Girls Club
8. Saskatchewan Trails Association
9. Saskatchewan Camping Association

10. Boys & Girls Clubs of Saskatoon
11. Saskatchewan Seniors Mechanism
12. Saskatchewan Outdoor and Environmental Education Association
13. Canadian Mental Health Association
14. The Navy League of Canada Saskatchewan Division
15. Saskatchewan Physical Education Association Inc.
16. Saskatchewan Wildlife Federation
17. Lifesaving Society
18. Saskatchewan Snowmobile Association
19. Saskatchewan Underwater Council Inc.
20. The Army Cadet League of Canada (SK Branch)
21. Girl Guides-Saskatchewan Council
22. Canadian Ski Patrol
23. Saskatchewan Abilities Council-Camp Easter Seal
24. Camp Grizzly
25. Wakamow Valley Authority
26. Meewasin Valley Authority
27. Parks and Recreation Ontario
28. Saskatchewan Association of Recreation Professionals

Sport, Culture and Rec Districts

1. Regina Sport District
2. Saskatoon District Sports Council
3. Northern Sport, Culture and Recreation District
4. Lakeland District for Sport, Culture and Recreation
5. Prairie Central District for Sport, Culture and Recreation
6. Rivers West District for Sport, Culture and Recreation Inc.
7. Parkland Valley Sport, Culture and Recreation District
8. South West District for Culture, Recreation and Sport Inc.
9. Southeast Connection Sport, Culture and Recreation District

Appendix B - Glossary of Terms

HS – high school

PS – post secondary

N - is the number of the number of data points (responses)

Average – the sum of the wage rates in a sample divided by the total number of wage rates 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.

Healthy Life Style benefit - extra time at lunch for physical activities, annual allocation to be spent on fitness equipment, etc. This does not include employee assistant programs.

Primary research - research conducted first hand. The surveys and resulting research and data analysis that were sent in this study would be considered primary research.

Appendix C - Recommendations for Competitive Compensation

1. **Wage Range:** Due to the diversity of the wage ranges, the mid-point median of the range can provide a reasonable point of reference and mitigate some of the extremes. The mid-point median is created by taking the mid-point between the minimum and maximum range median. Using the median mid-point of the range and creating a range of around 30% in total (15% on either side of the mid-point), a reasonable market range would be created.
2. **Bonus:** Bonuses are not common, but are part of the compensation in a few organizations. Tip: If an organization was only able to pay at the lower end of the competitive wage range, they may want to consider implementing a bonus contingent on performance and financial health of the organization.
3. **In Range Wage Movement:** There was a lot of diversity within this area. If an organization had steps in the wage range, typically the number of steps was at least 5, and typically the position wage was increased one step each year. Cost of living and adhoc yearly-movement-based financial health of organization were also common ways for in-range movement. Very few organizations in these surveys were unionized but most of the unionized organizations negotiated with the union and then management received a different amount. The common theme is that most organizations have some trigger that allows for in-range movement each year; so to be competitive and ensure yearly in-range movement.
4. **Above Range Payment:** Payment above range is rare, so it is not required to be competitive.
5. **Automobile Benefit:** An automobile benefit of a fixed value or amount per kilometer payment is the competitive position.
6. **Vacation:** More vacation or granting more days sooner is common. Providing more vacation is a no-cash cost benefit to the organization and one that typically is



enjoyed by the employee. This is a good competitive benefit. It should be noted that if replacement workers have to be hired, there is a cost to the organization. There is also the cost of lost production time.

7. Pension and Health Benefits: Pension and a relatively full set of health benefits are common and thus required to be competitive.
8. Sick Leave: Paid sick leave is common. The number of days ranges, but frequently the amount is 1 or 1.25 days a month. A carryover of some amount of sick leave from year to year is required to be competitive. However, there is no need to have a policy that pays out unused sick leave to be competitive.
9. Holidays: Additional days at Christmas are common. Primarily in the cultural sector there are a few organizations providing some consideration of other cultural or religious holidays. Providing additional days off is a no-cash cost benefit to the organization and one that typically is enjoyed by the employee. This is a good competitive benefit. Tip: It should be noted that if replacement workers have to be hired, there is a cost to the organization. Also, with days off, although there is no cash cost there is cost of lost production time.
10. Professional Development: Most organizations provide some support for professional development (PD). So to be competitive, some PD support should be provided. Tip: It is reasonable for the organization to request a return service agreement from the employee if large amounts of PD are provided.
11. Healthy Life Style: If there is a benefit it is typically time off and/or small fund that can be used for purchases. This benefit is mostly found in an organization that focuses on recreation. Much like the cultural organization providing additional holidays for other cultures because they value culture, healthy life style is a value of a recreation organization and thus an appropriate benefit. It can be a low-cash cost benefit if it is paid time off.
12. Creative Benefits: There were no profound benefits in this area, but in the organizations that were providing a benefit; the benefit was more often flexible time, working at home, and/or additional days off. All of which can be a low-cash cost benefit. Most of the organizations that will benefit from this study are small

organizations and may have the ability to be flexible. Being flexible can be a competitive advantage and often has a low-cash cost.

