



# Compensation Study

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

Summary Report of Compensation Studies

June 2014

Knibbs/associates  
**HR Consulting**

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## Introduction

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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 Saskatchewan.

Four surveys were developed and sent to the follow sample groups:

1. National recreation associations (National);
2. Towns and cities within the province large enough to have positions in the recreation area (Municipal);
3. Provincial culture and recreation organizations (PCRO); and
4. School and health districts.

Municipalities, schools and health districts were asked compensation questions about recreation positions. Nation recreation associations and provincial culture and recreation organizations were asked compensation questions about a number of management and administration positions. Where the positions within the various surveys are common, a direct comparison will be made.

Good responses were received from National - 9 out of 16 (56%), Municipal - 39 out of 51 (75%), PCRO - 58 out of 67 (87%). No responses were received from the school and health districts so the survey was shortened and resent. Only two responses were received. Invitations and responses for all surveys were sent in May and June of 2014.

Individual specific compensation study reports were developed for the three well attended surveys. The purpose of this summary report is to review the data for the three surveys together, conduct a review of recreational positions salaries in the school and health districts with secondary research data, compare the results of this compensation study with past compensation studies, and provide recommendation on creating a competitive compensation position.

Due to the wide diversity of organizations, in addition to all data from a survey being presented, data will be presented from 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) were reviewed.

The surveys asked for minimum and maximum range wages. The results were averaged. The average mid-point of the range was determined by finding the mid-point between the minimum and maximum average points.

A glossary of terms is provided in [Appendix A](#).

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## Overview of Result

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This section reviews all the wage data from each survey. Below are three sets of tables, one set for each PCRO, National, and Municipal results. Within each set there are two tables, one with average results and one with median results. All tables within this report only contain data where the positions were identified as 50% or greater similarity matched. Positions descriptions are in [Appendix B](#).

### PCRO Average Hourly Wage Range Results

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

### PCRO Median Hourly Wage Range Results

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

National Recreation Association Average Hourly Wage Range Results

| National Rec Assoc.              | N | Average   |           |           |
|----------------------------------|---|-----------|-----------|-----------|
|                                  |   | Min Range | Mid Range | Max Range |
| <b>Executive Director</b>        | 8 | 43.95     | 48.27     | 52.59     |
| <b>Program Manager</b>           | 6 | 28.15     | 31.57     | 34.98     |
| <b>Communication Manager</b>     | 4 | 28.98     | 32.42     | 35.85     |
| <b>Consultants</b>               | 3 | 25.64     | 29.65     | 33.66     |
| <b>Consultants Communication</b> | 3 | 24.79     | 27.95     | 31.10     |
| <b>Business Administrator</b>    | 5 | 24.01     | 27.39     | 30.76     |
| <b>Executive Assistant</b>       | 4 | 14.23     | 15.69     | 17.15     |
| <b>Administration Assistant</b>  | 7 | 14.10     | 15.86     | 17.61     |

National Recreation Association Median Hourly Wage Range Results

| National Rec Assoc.              | N | Median    |           |           |
|----------------------------------|---|-----------|-----------|-----------|
|                                  |   | Min Range | Mid Range | Max Range |
| <b>Executive Director</b>        | 8 | 45.83     | 48.92     | 52.00     |
| <b>Program Manager</b>           | 6 | 29.86     | 33.76     | 37.65     |
| <b>Communication Manager</b>     | 4 | 29.05     | 32.82     | 36.58     |
| <b>Consultants</b>               | 3 | 28.21     | 29.98     | 31.75     |
| <b>Consultants Communication</b> | 3 | 28.21     | 29.98     | 31.75     |
| <b>Business Administrator</b>    | 5 | 23.12     | 26.49     | 29.86     |
| <b>Executive Assistant</b>       | 4 | 16.09     | 18.96     | 21.82     |
| <b>Administration Assistant</b>  | 7 | 14.84     | 17.30     | 19.76     |

Municipal Survey Average Hourly Wage Range Results

| Municipal                    | N  | Average   |           |           |
|------------------------------|----|-----------|-----------|-----------|
|                              |    | Min Range | Mid Range | Max Range |
| <b>Recreation Director</b>   | 32 | 21.91     | 25.81     | 29.71     |
| <b>Recreation Programmer</b> | 11 | 18.71     | 20.94     | 23.17     |

Municipal Survey Median Hourly Wage Range Results

| Municipal                    | N  | Median    |           |           |
|------------------------------|----|-----------|-----------|-----------|
|                              |    | Min Range | Mid Range | Max Range |
| <b>Recreation Director</b>   | 32 | 19.23     | 22.84     | 26.44     |
| <b>Recreation Programmer</b> | 11 | 18.27     | 20.68     | 23.08     |

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## Executive Director Review

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Since the same, or relatively the same, position summary descriptor was used for the National and PCRO survey, the results from these two surveys can be compared. There are two sets of tables, one for average results and one for median results. Results are also shown for different sized organizations, as determined by budget size.

### All Survey Average Hourly Wage Range Results

|                 | N  | Average   |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 8  | 43.95     | 48.27     | 52.59     |
| <b>PCRO</b>     | 49 | 26.65     | 30.56     | 34.47     |

### Organizations with \$500,000 or less Budgets Average Results

|                 | N  | Average   |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 3  | 27.42     | 28.10     | 28.78     |
| <b>PCRO</b>     | 29 | 21.09     | 24.14     | 27.18     |

### Organizations with \$500,000 to \$1,000,000 Budgets Average Results

|             | N  | Average   |           |           |
|-------------|----|-----------|-----------|-----------|
|             |    | Min Range | Mid Range | Max Range |
| <b>PCRO</b> | 12 | 28.12     | 31.66     | 35.19     |

### Organizations with \$1,500,000 or more Budgets Average Results

|                 | N  | Average   |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 5* | 53.86     | 60.46     | 67.05     |
| <b>PCRO</b>     | 8  | 44.48     | 52.16     | 59.84     |

\*One budget is between \$1,000,000 and \$1,500,000.



### All Survey Hourly Median Wage Range Results

|                 | N  | Median    |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 8  | 45.83     | 48.92     | 52.00     |
| <b>PCRO</b>     | 49 | 23.08     | 26.93     | 30.77     |

### Organizations with \$500,000 or less Budgets Median Results

|                 | N  | Median    |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 3  | 26.44     | 27.65     | 28.85     |
| <b>PCRO</b>     | 29 | 20.51     | 24.54     | 28.57     |

### Organizations with \$500,000 to \$1,000,000 Budgets Median Results

|             | N  | Median    |           |           |
|-------------|----|-----------|-----------|-----------|
|             |    | Min Range | Mid Range | Max Range |
| <b>PCRO</b> | 12 | 26.34     | 29.45     | 32.55     |

### Organizations with \$1,500,000 or more Budgets Median Results

|                 | N  | Median    |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 5* | 55.29     | 63.71     | 72.12     |
| <b>PCRO</b>     | 8  | 41.51     | 46.65     | 51.79     |

\*One budget is between \$1,000,000 and \$1,500,000.

- A few organizations pay bonuses, ranging from 3% to 5%, and others pay a fixed value up to \$1000.

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## Director and Manager Positions Review

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Direct comparison between the two surveys cannot be made due to different summary descriptors for each position. There are two sets of tables, one with results from the National and one from the Municipal. Within each of the tables, both average and median results are displayed.

### National Recreation Associations Survey Hourly Wage Range Results

| Program Manager<br>National | N | Average   |           | Median    |           |
|-----------------------------|---|-----------|-----------|-----------|-----------|
|                             |   | Min Range | Max Range | Min Range | Max Range |
| <b>All</b>                  | 6 | 28.15     | 34.98     | 29.86     | 37.65     |
| <b>&lt;1M</b>               | 2 | n/a       |           |           |           |
| <b>&gt;1M</b>               | 4 | 33.00     | 41.88     | 33.19     | 40.44     |

### National Recreation Associations Survey Hourly Wage Range Results

| Functional Manager*<br>National | N | Average   |           | Median    |           |
|---------------------------------|---|-----------|-----------|-----------|-----------|
|                                 |   | Min Range | Max Range | Min Range | Max Range |
| <b>All</b>                      | 4 | 28.98     | 35.85     | 29.05     | 36.58     |
| <b>&lt;1M</b>                   | 0 | n/a       |           |           |           |
| <b>&gt;1M</b>                   | 4 | 28.98     | 35.85     | 29.05     | 36.58     |

\*Communication, Information, and Research

Municipal Survey Hourly Wage Range Results

| Rec Director<br>Municipal | N  | Average   |           | Median    |           |
|---------------------------|----|-----------|-----------|-----------|-----------|
|                           |    | Min Range | Max Range | Min Range | Max Range |
| <b>All</b>                | 32 | 21.91     | 29.71     | 19.23     | 26.44     |
| <b>Towns</b>              | 27 | 18.49     | 26.20     | 18.68     | 25.27     |
| <b>Cities</b>             | 5  | 40.34     | 48.68     | 37.50     | 46.92     |

Municipal Survey Hourly Wage Range Results

| Rec Director<br>Municipal | N  | Average   |           | Median    |           |
|---------------------------|----|-----------|-----------|-----------|-----------|
|                           |    | Min Range | Max Range | Min Range | Max Range |
| <b>&lt;=3 facilities</b>  | 13 | 16.94     | 24.48     | 16.83     | 25.27     |
| <b>3+ facilities</b>      | 14 | 19.61     | 27.41     | 19.23     | 25.11     |
| <b>&lt;=6 staff</b>       | 11 | 16.30     | 24.72     | 16.48     | 24.73     |
| <b>6+ staff</b>           | 16 | 20.00     | 27.22     | 19.23     | 25.64     |

- A few organizations pay bonuses, ranging from 3% to 5%, and others pay a fixed value up to \$1000.

## Programming Positions Review

Direct comparison cannot be made due to different summary descriptors for each position used in the three surveys. There are three sets of tables, one set for results from the PCRO, one from National and one from Municipal. Within each of the tables, both average and median results are displayed.

### PCRO Survey Hourly Wage Range Results

| Program<br>Consultant<br>PCRO | N  | Average   |           | Median    |           |
|-------------------------------|----|-----------|-----------|-----------|-----------|
|                               |    | Min Range | Max Range | Min Range | Max Range |
| <b>All</b>                    | 25 | 19.44     | 23.28     | 19.77     | 21.74     |
| <b>&lt;500K budget</b>        | 13 | 18.03     | 21.07     | 19.10     | 21.39     |
| <b>&gt;500K budget</b>        | 10 | 19.25     | 23.97     | 19.16     | 24.39     |
| <b>&gt;1.5M budget</b>        | 2  | n/a       |           |           |           |

### National Recreation Association Survey Hourly Wage Range Results

| Consultants<br>National | N | Average   |           | Median    |           |
|-------------------------|---|-----------|-----------|-----------|-----------|
|                         |   | Min Range | Max Range | Min Range | Max Range |
| <b>All</b>              | 3 | 25.64     | 33.66     | 28.21     | 31.75     |
| <b>&lt;1M</b>           | 0 | n/a       |           |           |           |
| <b>&gt;1M</b>           | 3 | 25.64     | 33.66     | 28.21     | 31.75     |

### National Recreation Association Survey Hourly Wage Range Results

| Consultants<br>Communications<br>National | N | Average   |           | Median    |           |
|---|---|-----------|-----------|-----------|-----------|
|   |   | Min Range | Max Range | Min Range | Max Range |
| <b>All</b>                                | 3 | 24.79     | 31.10     | 28.21     | 31.75     |
| <b>&lt;1M</b>                             | 0 | n/a       |           |           |           |
| <b>&gt;1M</b>                             | 3 | 24.79     | 31.10     | 28.21     | 31.75     |

### Municipal Survey Hourly Wage Range Results

| Rec Programmer<br>Municipal | N  | Average   |           | Median    |           |
|-----------------------------|----|-----------|-----------|-----------|-----------|
|                             |    | Min Range | Max Range | Min Range | Max Range |
| <b>All</b>                  | 11 | 18.71     | 23.17     | 18.27     | 23.08     |
| <b>Towns</b>                | 6  | 14.51     | 18.16     | 14.00     | 17.63     |
| <b>Cities</b>               | 5  | 23.74     | 29.17     | 24.82     | 29.62     |

- A few organizations pay bonuses, ranging from 3% to 5%, and others pay a fixed value up to \$1000.

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## Business Administration Review

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Only the National Recreation Association survey had this type of position.

National Recreation Association Survey Hourly Wage Range Results

| Business Administration National | N | Average   |           | Median    |           |
|----------------------------------|---|-----------|-----------|-----------|-----------|
|                                  |   | Min Range | Max Range | Min Range | Max Range |
| <b>All</b>                       | 5 | 24.01     | 30.76     | 23.12     | 29.86     |
| <b>&lt;1M</b>                    | 1 | n/a       |           |           |           |
| <b>&gt;1M</b>                    | 4 | 24.82     | 31.51     | 25.72     | 30.77     |

 Rare to have bonuses.

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## Executive Assistant Review

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Since the same, or relatively the same, position summary descriptor was used in the PCRO and National survey, a direct comparison can be made. There are two sets of tables, one for average results and one for median results. Results are shown for all the survey data and by organizational budget.

### All Survey Average Hourly Wage Range Results

|                 | N  | Average   |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 4  | 14.23     | 15.69     | 17.15     |
| <b>PCRO</b>     | 18 | 18.76     | 21.83     | 24.89     |

### Organizations with \$500,000 or less Budgets Average Results

|                 | N | Average   |           |           |
|-----------------|---|-----------|-----------|-----------|
|                 |   | Min Range | Mid Range | Max Range |
| <b>National</b> | 1 | n/a       |           |           |
| <b>PCRO</b>     | 7 | 14.55     | 17.34     | 20.13     |

### Organizations with \$500,000 to \$1,000,000 Budgets Average Results

|             | N | Average   |           |           |
|-------------|---|-----------|-----------|-----------|
|             |   | Min Range | Mid Range | Max Range |
| <b>PCRO</b> | 5 | 20.12     | 23.07     | 26.02     |

### Organizations with \$1,500,000 or more Budgets Average Results

|                 | N  | Average   |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 3* | 14.67     | 15.93     | 17.18     |
| <b>PCRO</b>     | 6  | 22.53     | 26.02     | 29.50     |

\*One budget is between \$1,000,000 and \$1,500,000.

### All Survey Median Hourly Wage Range Results

|                 | N  | Median    |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 4  | 16.09     | 18.96     | 21.82     |
| <b>PCRO</b>     | 18 | 16.80     | 19.68     | 22.56     |

### Organizations with \$500,000 or less Budgets Median Results

|                 | N | Median    |           |           |
|-----------------|---|-----------|-----------|-----------|
|                 |   | Min Range | Mid Range | Max Range |
| <b>National</b> | 1 | n/a       |           |           |
| <b>PCRO</b>     | 7 | 14.42     | 16.83     | 19.23     |

### Organizations with \$500,000 to \$1,000,000 Budgets Median Results

|             | N | Median    |           |           |
|-------------|---|-----------|-----------|-----------|
|             |   | Min Range | Mid Range | Max Range |
| <b>PCRO</b> | 5 | 19.81     | 21.41     | 23.00     |

### Organizations with \$1,500,000 or more Budgets Median Results

|                 | N  | Median    |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 3* | 20.17     | 23.41     | 26.64     |
| <b>PCRO</b>     | 6  | 20.60     | 25.41     | 30.22     |

\*One budget is between \$1,000,000 and \$1,500,000.

- A few organizations pay bonuses, up to 5%, and others pay a fixed value up to \$500.



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## Administration Assistant Review

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Since the same, or relatively the same, position summary descriptor was used in the National and PCRO, a direct comparison can be made. There are two sets of tables, one for average results and one for median results. Results are shown for all the survey data and by organizational budget.

### All Survey Average Hourly Wage Range Results

|                 | N  | Average   |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 7  | 14.10     | 15.86     | 17.61     |
| <b>PCRO</b>     | 19 | 15.20     | 17.93     | 20.65     |

### Organizations with \$500,000 or less Budgets Average Results

|                 | N | Average   |           |           |
|-----------------|---|-----------|-----------|-----------|
|                 |   | Min Range | Mid Range | Max Range |
| <b>National</b> | 3 | 14.41     | 16.16     | 17.91     |
| <b>PCRO</b>     | 5 | 14.63     | 18.30     | 21.96     |

### Organizations with \$500,000 to \$1,000,000 Budgets Average Results

|             | N | Average   |           |           |
|-------------|---|-----------|-----------|-----------|
|             |   | Min Range | Mid Range | Max Range |
| <b>PCRO</b> | 9 | 15.09     | 17.40     | 19.71     |

### Organizations with \$1,500,000 or more Budgets Average Results

|                 | N | Average   |           |           |
|-----------------|---|-----------|-----------|-----------|
|                 |   | Min Range | Mid Range | Max Range |
| <b>National</b> | 4 | 13.91     | 15.67     | 17.42     |
| <b>PCRO</b>     | 5 | 15.97     | 18.51     | 21.05     |

### All Survey Median Hourly Wage Range Results

|                 | N  | Median    |           |           |
|-----------------|----|-----------|-----------|-----------|
|                 |    | Min Range | Mid Range | Max Range |
| <b>National</b> | 7  | 14.84     | 17.30     | 19.76     |
| <b>PCRO</b>     | 19 | 14.50     | 17.25     | 20.00     |

### Organizations with \$500,000 or less Budgets Median Results

|                 | N | Median    |           |           |
|-----------------|---|-----------|-----------|-----------|
|                 |   | Min Range | Mid Range | Max Range |
| <b>National</b> | 3 | 12.00     | 14.50     | 17.00     |
| <b>PCRO</b>     | 5 | 14.42     | 18.21     | 22.00     |

### Organizations with \$500,000 to \$1,000,000 Budgets Median Results

|             | N | Median    |           |           |
|-------------|---|-----------|-----------|-----------|
|             |   | Min Range | Mid Range | Max Range |
| <b>PCRO</b> | 9 | 14.50     | 16.95     | 19.40     |

### Organizations with \$1,500,000 or more Budgets Median Results

|                 | N | Median    |           |           |
|-----------------|---|-----------|-----------|-----------|
|                 |   | Min Range | Mid Range | Max Range |
| <b>National</b> | 4 | 15.32     | 17.92     | 20.51     |
| <b>PCRO</b>     | 5 | 17.19     | 18.89     | 20.58     |

- A few organizations pay bonuses, up to 5%, and others pay a fixed value up to \$500.

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## Schools and Health Districts Secondary Research

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Only two organizations responded to the school and health districts survey. The school and health district survey asked for compensation (wage) information about two positions: Consultant and Program Coordinator. To provide some reasonable estimate of wages of positions similar to the Consultant and Program Coordinator within school and health districts, information from the Saskatchewan Wage Survey Report 2011, by Saskatchewan Advanced Education, Employment and Immigration was used. The Wage Survey Report 2011 used the Canadian National Occupational Code (NOC). The NOC summary descriptions of the positions are included in [Appendix C](#). The NOC positions were selected as they are the most similar to the Consultant and Program Coordinator positions. Unless otherwise noted, the wage indicated is for all types of positions within that NOC.

To bring the 2011 wages in the Saskatchewan Wage Survey Report to 2014 wages, the wages have been increased by the percent change in the average Saskatchewan wage. See [Appendix D](#) for detailed information.

Saskatchewan Wage Survey Report 2011 Data for Positions Similar to Consultant and Program Coordinator

| <b>NOC Position</b>  | <b>2011 Wage Median</b> | <b>2011 Wage Median Aged to 2014</b> |
|--|-------------------------|--------------------------------------|
| Occupational Therapist (3143)  | 37.94                   | 41.98                                |
| Senior Manager – Health, Education, Social and Community Services and Membership Organizations (0311)                  | 50.05                   | 55.38                                |
| Senior Manager – Health, Education, Social and Community Services and Membership Organizations (0311) (Part-time only) | 36.69                   | 40.60                                |
| Health Policy Researchers, Consultants, and Program Officers (4165)  | 34.92                   | 38.64                                |
| Recreation, Sports and Fitness Program Supervisors and Consultants (4167)  | 20.21                   | 22.36                                |
| Program Leaders and Instructors in Recreation, Sport and Fitness (5254)  | 11.97                   | 13.24                                |
| Other professional occupations in therapy and assessment (3144)  | 32.91                   | 36.41                                |
| Other technical occupations in therapy and assessment (3235)   | 21.00                   | 23.24                                |

## Themes for Wage Changes and Benefits

Below is a table that reviews all of the information gathered from the three surveys regarding how wages change (increments) and benefits. Detailed information from each survey can be found in the respective survey reports.

|                                | <b>PCRO</b>   | <b>National Rec Associations</b>   | <b>Municipal</b>   |
|--------------------------------|---|--|--|
| <b>Increase wages annually</b> | Most frequent is indexed to cost of living (COL). Second in frequency is based on financial health of organization. | Most frequent is indexed to COL. Second in frequency is based on financial health.                               | Most frequent is a wider variety. Other popular answers: in-scope negotiated with union and out-of-scope get percentage based on financial health of organization. |
| <b>Pay above the range</b>     | Very rare   | None   | Rare   |
| <b>Offer retention bonus</b>   | Very rare   | Very rare  | Very rare  |
| <b>Automobile benefit</b>      | Most frequent is km payment. Second in frequency is no benefit.   | Km payment and no benefit are common.  | Most frequent is fixed allowance. Second in frequency is km payment.   |
| <b>Vacation</b>                | Most exceed labour standards in either number of days provided or granting additional days sooner than required.    | Many exceed labour standards in either number of days provided or granting additional days sooner than required. | Most exceed labour standards in either number of days provided or granting additional days sooner than required.   |

|                                   | <b>PCRO</b>   | <b>National Rec Associations</b>   | <b>Municipal</b>   |
|-----------------------------------|---|--|--|
| <b>Pension</b>                    | Most offer a benefit with the most frequent employer contribution being 7.5%.                       | Most offer a benefit with the most employer contribution up to 7.5%.                                       | Most offer a benefit with the most frequent employer contribution ranging from 5 to 9%.                    |
| <b>Maternity leave top up</b>     | A couple of organizations have this.  | A few organizations have this.   | A few organizations have this.   |
| <b>Health benefits</b>            | Most offer full benefits.   | Most offer full benefits.  | Most offer full benefits.  |
| <b>Paid sick leave</b>            | Most offer paid sick leave. Some provide carry over and no organization pays out unused sick leave. | Just about all offer paid sick leave. Some provide carry over and it is rare to pay out unused sick leave. | Just about all offer paid sick leave. Some provide carry over and it is rare to pay out unused sick leave. |
| <b>Christmas break*</b>           | Majority provide paid leave.  | Most provide paid leave.   | Few provide paid leave.  |
| <b>Cultural paid holiday time</b> | 22% indicate an assigned day or willingness to provide a day.                                       | 20% provide paid time other than statutory holidays.   | No specific days identified but some organizations provide floater days.                                   |
| <b>Professional development</b>   | Most provide some support for professional development.   | A few provide some support for professional development.   | Most provide some support for professional development.  |
| <b>Healthy life style</b>         | Some provide some type of benefit.  | Few provide some type of benefit.  | Very rare to find this benefit.  |
| <b>Creative benefit</b>           | Some provide some type of benefit, but no remarkable benefit was identified.                        | Some provide some type of benefit, but no remarkable benefit was identified.                               | Some provide some type of benefit, but no remarkable benefit was identified.                               |

\*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.

## Wage Range Spread

The tables below provide information on the average percent spread for the wage range. For example, if the minimum wage of the range was \$10.00 and the maximum of the range was \$12.50, the wage range has a 25% wage spread.

| Municipal Positions            | Average Wage Range Spread |
|--------------------------------|---------------------------|
| <b>Municipal Rec Director</b>  | 42%                       |
| <b>Recreational Programmer</b> | 26%                       |
| <b>Average</b>                 | <b>34%</b>                |

| PCRO Positions                  | Average Wage Range Spread |
|---------------------------------|---------------------------|
| <b>Executive Director</b>       | 30%                       |
| <b>Program Coordinator</b>      | 22%                       |
| <b>Executive Assistant</b>      | 35%                       |
| <b>Administration Assistant</b> | 38%                       |
| <b>Average</b>                  | <b>31%</b>                |

| National Rec Association Positions | Average Wage Range Spread |
|------------------------------------|---------------------------|
| <b>Executive Director</b>          | 19%                       |
| <b>Program Manager</b>             | 22%                       |
| <b>Communication Manager</b>       | 27%                       |
| <b>Consultants</b>                 | 36%                       |
| <b>Consultants Communication</b>   | 29%                       |
| <b>Business Administrator</b>      | 29%                       |
| <b>Executive Assistant</b>         | 24%                       |
| <b>Administration Assistant</b>    | 25%                       |
| <b>Average</b>                     | <b>26%</b>                |

Overall average of all averages is

**29%**

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## Recommendations for Competitive Compensation

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

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## Compare with Past Surveys

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There was an initial desire to compare the results of this 2104 survey with two past surveys, 1) 2009 Deloitte & Touche conducted a provincial study for the management and administration positions in not-for-profit arts organizations (Cultural Study), and 2) 2010 Inshtrix Recreation Compensation Survey (Recreation Survey). The Culture Study was produced in 2009 but contains 2008 information.

The purpose of the Cultural Study was to study practices and trends in compensation. The Cultural Study had a sample size of 134 Saskatchewan-based cultural organizations in the not-for-profit sector. Sixty six organizations responded (49% response rate). The data was reported in numerous ways, but for the purpose of comparing to this 2014 study, the closest data grouping is the data reported by budget value. The basis of the wage (base pay) collection and reporting was based on actual incumbents pay rates. This data was then reported in quartiles, (25, 50, 75) and average actual annual base pay.

There were 21 subject positions. They were as follows:

1. Executive Director / General Manager
2. Director / Manager Administrative Services
3. Office Administrator / Manager
4. Administrative Assistant
5. Receptionist / Clerk
6. Director / Manager, Finance
7. Finance Officer
8. Director / Manager, Marketing / Communications
9. Communications Coordinator
10. Marketing Coordinator
11. Director / Manager, Development (Fundraising)
12. Development Coordinator
13. Director / Manager, Human Resources
14. Human Resources Coordinator
15. Director / Manager, Information Technology
16. IT Technician
17. Director / Manager, Membership and/or Volunteer Relations
18. Director / Manager, Projects / Programs
19. Membership / Volunteer Coordinator
20. Director / Manager, Education / Outreach
21. Education / Outreach Coordinator

The purpose of the Recreation Survey was to collect wage data, determine education, experience, training, benefits, and scope of supervision for the positions; and to measure job vacancy. The recreation survey had a sample size of 336 organizations from across SRPA members, of which 127 participated (38% response rate). The data was reported for each of the subject positions. The basis of the wage (base pay) collection and reporting was based on actual incumbents pay rate. This data was then reported in minimum, maximum, and average hourly rates.

There were 18 subject positions based on National Occupation Code (NOC) descriptions. The positions were as follows:

1. 5254 - Program Leaders and Instructors in Recreation, Sport and Fitness
2. 6663 - Janitors, Caretakers and Building Superintendents
3. 8612 - Landscaping and Grounds Maintenance Labourers
4. 0721 - Facility Operation and Maintenance Managers
5. 4167 - Recreation, Sports and Fitness Program Supervisors and Consultants
6. 6671 - Operators and Attendants in Amusement, Recreation and Sport
7. 0513 - Recreation, Sports and Fitness Program and Service Directors
8. 1221 - Administrative Officers
9. 1453 - Customer Service, Information and Related Clerks
10. 4212 - Community and Social Service Workers
11. 4214 - Early Childhood Educators and Assistants
12. 8256 - Supervisors, Landscape and Horticulture
13. 4164 - Social Policy Researchers, Consultants and Program Officers
14. 1441 - Administrative Clerks
15. 0014 - Senior Managers – Health, Education, Social and Community Services and Membership Organizations
16. 1411 - General Office Clerks
17. 1222 - Executive Assistants
18. Non-recreation occupation

The purpose of this 2014 PCRO compensation study (current study) was to review and bench mark compensation ranges for selected positions. This information will be shared with an audience of the volunteer, non-profit culture, and recreation organizations. There was a goal to have this data to compare to similar studies.

The data for each of the subject positions was collected and reported based on wage ranges and information about the position, rather than the actual incumbent's wage. This data was then reported in wage minimum, maximum, and average hourly rates. As well, other information about positions and general benefit information was collected.

There were 13 subject positions based on the operations of the intended audiences' operations. [Appendix B](#) provides a summary of these positions and identifies which positions were in each of the unique surveys. The positions were as follows:

1. Executive Director
2. Program Manager
3. Communication, Information and Research Manager
4. Field Services Manager
5. Program Coordinator
6. Consultants
7. Consultants – Communication Area
8. Field Consultant
9. Business Administrator
10. Executive Assistant
11. Administration Assistant
12. Municipal Recreation Directors
13. Municipal Recreation Programmers

Comparing the three studies (PCRO 2014, Cultural 2009 and Recreation 2010) presents a number of challenges. The three studies had different: samples, subject positions, and reporting structures. If there was interest in a particular position, a detailed study of the information from the three reports could be made. There would be challenges in making direct comparisons, but some general information could be reviewed.

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## Compare Culture Study and Current Study

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The Culture Study and this current study have two positions reviewed in common; Executive Director and Administration Assistant. There are three major challenges comparing these two studies: 1) comparing 2008 wages with 2014 wages, 2) comparing annual to hourly wages, and 3) comparing average actual wage to average mid-point of band. The survey sample for both studies is different, but for the purposed of this report, the sub group of data from cultural organizations in the PCRO survey is the closest comparison to the Cultural Study. The hourly wages in the PCRO study will be annualized by multiplying the hourly rate by the average hours worked per week times 52 weeks.

The 2009 Cultural Study reported the wages in organizations with budget sizes of \$100,000 to \$250,000, \$250,000 to \$1,000,000, and \$1,000,000 to \$5,000,000. This PCRO study reported organizations with budgets less than \$500,000 and budgets from \$500,000 to \$1,500,000. To create similar grouping of organizations by budget size, different budget groupings for this comparison only will be created. The PCRO results for the cultural organizations will be regrouped into budget groups of less than \$250,000, \$250,000 to \$1,000,000, and more than \$1,000,000.

The below table is the original data from the Culture Survey.

Cultural Study 2009 Original Data

| Cultural Study Position           | Average Actual by Budget Category<br>2009 Data |                            |                              |
|-----------------------------------|--|----------------------------|------------------------------|
|                                   | \$100,000 -<br>\$250,000                       | \$250,000 -<br>\$1,000,000 | \$1,000,000 -<br>\$5,000,000 |
| <b>Administrative Assistant</b>   | \$29,553                                       | \$25,061                   | \$37,511                     |
| <b>Executive Director/General</b> | \$36,212                                       | \$47,181                   | \$86,500                     |

The below table has the PCRO study information. This information is the mid-point between the average minimum hourly rate and maximum hourly rate. The mid-point hourly rate was then multiplied by the average work week to get an annualized wage.

PCRO Study 2014 Mid-point Data

| PCRO Position                     | Range Mid-point by Budget Category<br>2014 Data |                            |                               |
|-----------------------------------|---|----------------------------|-------------------------------|
|                                   | \$100,000 -<br>\$250,000                        | \$250,000 -<br>\$1,000,000 | \$1,000,000 -<br>\$5,000,000* |
| <b>Administrative Assistant</b>   | n/a   | \$31,633                   | n/a                           |
| <b>Executive Director/General</b> | \$47,825  | \$52,457                   | n/a                           |

\*N=2, so no results are reported.

The below table shows the change from the actual average annual wage from the Culture Study to the average mid-point of the range in 2014.

Difference between Culture Study 2009 and PCRO Study 2014

| Position                          | Change from 2009 Cultural Study to 2014<br>Current Study |                            |                              |
|-----------------------------------|--|----------------------------|------------------------------|
|                                   | \$100,000 -<br>\$250,000                                 | \$250,000 -<br>\$1,000,000 | \$1,000,000 -<br>\$5,000,000 |
| <b>Administrative Assistant</b>   | n/a  | 26%                        | n/a                          |
| <b>Executive Director/General</b> | 32%  | 11%                        | n/a                          |

The general conclusions that can be drawn from this comparison are:

1. Small organizations have increased their Executive Director positions' wages greater than the mid-sized organizations; and
2. In mid-size organizations the Administration Assistants have seen a greater percent increase in wages than the Executive Director.

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## Compare Recreation Survey and PCRO Study

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The positions studied in the Recreation Survey in 2010 were not the focus of the PCRO study in 2014; thus the two surveys cannot be compared. For the Recreational Survey 2010, a general review of the positions' average hourly wages will be reviewed using secondary research data from the Saskatchewan Wage Survey Report 2011, by Saskatchewan Advanced Education, Employment and Immigration. This Saskatchewan wage report uses NOC. There are two things to consider with this general review: 1) the recreation survey was done with a select sample in the non-profit recreation environment. The Saskatchewan wage report is for all sector organizations in Saskatchewan; and 2) to bring the 2011 wages to 2014 wages, the wages have been increased by the percent change in the average Saskatchewan wage. See [Appendix C](#) for detailed information. Aging the data is only an estimate and not a true reflection of the actual mean wage of the position.

In the below table:

1. Column A is the NOC position used in the 2010 Recreation Survey;
2. Column B is the original information from the Recreation Survey in 2010;
3. Column C is the original information from the Saskatchewan Wage Survey Report 2011;
4. Column D is the wages in Column C increased for the average annual wage increase for 2012, 2013 and estimated 2014. See [Appendix D](#) for more detail; and
5. Column E is the percent change from the 2010 Recreation Survey to the aged Saskatchewan Wage Survey data (B/D)-1.

Comparison of Recreation Survey Results 2010 and Saskatchewan Wage Survey 2011

| <b>A</b>   | <b>B</b>                                    | <b>C</b>                             | <b>D</b>                                     | <b>E</b>                             |
|--|---|--------------------------------------|--|--------------------------------------|
| <b>Position in Recreation Survey</b>   | <b>Rec. Survey Average Hourly Rate 2010</b> | <b>SK Wage Survey Mean Wage 2011</b> | <b>SK Wage Survey Mean Wage Aged to 2014</b> | <b>2014 SK Wage/ Rec Survey 2010</b> |
| <b>5254 - Program Leaders and Instructors in Recreation, Sport and Fitness</b>   | 12.66                                       | 13.10                                | 14.49  | 14%                                  |
| <b>6663 - Janitors, Caretakers and Building Superintendents</b>                  | 13.52                                       | 18.61                                | 20.59  | 52%                                  |
| <b>8612 - Landscaping and Grounds Maintenance Labourers</b>                      | 13.04                                       | 16.53                                | 18.29  | 40%                                  |
| <b>0721 - Facility Operation and Maintenance Managers</b>                        | 16.87                                       | 35.84                                | 39.65  | 135%                                 |
| <b>4167 - Recreation, Sports and Fitness Program Supervisors and Consultants</b> | 17.21                                       | 21.32                                | 23.59  | 37%                                  |
| <b>6671 - Operators and Attendants in Amusement, Recreation and Sport</b>        | 11.93                                       | 14.48                                | 16.02  | 34%                                  |
| <b>0513 - Recreation, Sports and Fitness Program and Service Directors</b>       | 19.09                                       | 19.63                                | 21.72  | 14%                                  |
| <b>1221 - Administrative Officers</b>  | 18.41                                       | 24.50                                | 27.10  | 47%                                  |
| <b>1453 - Customer Service, Information and Related Clerks</b>                   | 12.76                                       | 18.54                                | 20.51  | 61%                                  |
| <b>4212 - Community and Social Service Workers</b>                               | 19.76                                       | 21.09                                | 23.33  | 18%                                  |
| <b>4214 - Early Childhood Educators and Assistants</b>                           | 15.00                                       | 14.85                                | 16.43  | 10%                                  |
| <b>8256 - Supervisors, Landscape and Horticulture</b>                            | 23.31                                       | 25.94                                | 28.70  | 23%                                  |



| A<br>Position in Recreation<br>Survey   | B<br>Rec.<br>Survey<br>Average<br>Hourly<br>Rate 2010 | C<br>SK<br>Wage<br>Survey<br>Mean Wage<br>2011 | D<br>SK Wage<br>Survey<br>Mean<br>Wage<br>Aged to<br>2014 | E<br>2014 SK<br>Wage/<br>Rec<br>Survey<br>2010 |
|---|---|--|---|--|
| <b>4164 - Social Policy<br/>Researchers, Consultants and<br/>Program Officers</b>   | 23.43   | 35.91  | 39.73   | 70%  |
| <b>1441 - Administrative Clerks</b>   | n/a   |  |   |  |
| <b>0014 - Senior Managers –<br/>Health, Education, Social and<br/>Community Services and<br/>Membership Organizations</b> | n/a   |  |   |  |
| <b>1411 - General Office Clerks</b>   | n/a   |  |   |  |
| <b>1222 - Executive Assistants</b>  | n/a   |  |   |  |

The general summary from this comparison is that all positions wages have increased, some remarkably more than others.

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## Appendix A. Glossary of Terms

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N - 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 assistance 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.

Secondary research - using others primary research in your own analysis. In this case an example of secondary research would be Saskatchewan Wage Survey Report 2011.

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## Appendix B. Survey Position Descriptions

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### Positions studied in the PCRO survey

#### Executive Director (CEO) Position Summary

Reporting to the board of directors, this position plans, organizes, directs, controls, and evaluates the mandate of the organization through middle managers, membership, and/or other organizations or institutions that receive funding and deliver the organization's services. They formulate policies which establish the direction to be taken by these organizations, either alone or in conjunction with the board. Key responsibilities are ensuring implementation of the board'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.

#### Positions studied in the National Recreational Organizations survey

##### Executive Director

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 executive director 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 executive director often represents the organization externally with funding bodies and the community. In smaller organizations, the executive director may have few or no subordinate staff.

##### Program Manager

Reporting to the CEO, this position provides leadership, coordination, and strategic direction to a program division, and is responsible for the management of a team of individuals who provide a variety of programs and services that focus on specific and general program delivery. The position is accountable for creating a team environment that contributes to the development and implementation of the vision, mission, values, and outcomes related to the strategic plan of the organization that develops, strengthens, supports, and advocates for the parks and recreation network in the province. This position

can be responsible for an advisory committee. A small number of program staff may directly report to the manager.

#### Communication, Information and Research Manager

Reporting to the CEO, this position provides leadership, coordination and strategic direction to the communication, information and research division and is responsible for the management of a team of individuals who provide a variety of services that focus on internal and external communication, marketing, social marketing, technology development and coordination, research and resource centre operations. The position is also responsible for the management of advisory committees related to communication, information sharing, privacy, technology services, information systems, research and analysis. Generally a small number of communication staff may directly report to the manager.

#### Field Services Manager

Reporting to the CEO, this position provides leadership, coordination, and strategic direction to several field offices, and is responsible for the management of a team of individuals who promote and facilitate SPRA programs and services across the province. The field offices work with districts, member and non-member communities, and provincial recreation associations to identify and meet their needs and to form links to resources and services within SPRA and beyond. This might include: community-based recreation programs, parks, recreation facilities, physical activity, Aboriginal leadership, education and training, community volunteer development, and support and engagement. Generally a small number of field staff may directly report to the manager.

#### Consultants

Reporting to the program manager, this position administers the strategic and tactical action for their portfolio (an organization-wide function such as communication, grant writing, leadership development, etc.). The position provides administrative and technical advice, training, resources, and assistance to the membership related to their portfolio. The position builds and fosters partnerships with critical external stakeholder groups, districts, and the membership to increase community capacity to participate in the broad parks and recreation agenda. The position is accountable for the outcomes related to their specific program area. No positions report directly to this position.

### Consultants – Communication Area

Reporting to the communication manager, this position administers the strategic and tactical action for their portfolio (internal and external communication, marketing, social marketing, technology development and coordination, research and resource centre operations). The position provides communication services related to their portfolio for the development, strengthening and support of the parks and recreation network. The position is accountable for the outcomes related to their specific program area. Contract staff, volunteer and/or administrative positions may report directly to this position.

### Field Consultant

Reporting to the field services manager, this position implements strategic and tactical action for their portfolio (a specific geographic location) and will be responsible to facilitate and enhance local community capacity initiatives, as well as being an active advocate of SPRA and the parks and recreation sector. The field consultant will work in collaboration with other external sport and culture organizations within their region. This position will provide support and advisory services to elected and non-elected authorities, along with local volunteers and recreation practitioners. The field consultant will disseminate information regarding SPRA programs and services, and develop partnerships with targeted populations, stakeholders, and related sectors. This position will build and foster partnerships with local parks and recreation organizations, government, and grass root organizations to increase sectorial leadership and to improve the quality of life in communities. This position has an administration assistant as a direct report.

### Business Administrator

Reporting to the 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

Reporting to the CEO, 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. A few administrative staff may directly report to this position.

### Administration Assistant

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, reports/minutes, assembling confidential information, coordinating meetings, making travel arrangements, and providing broad administrative support.

### Positions studied in the Municipal survey

#### Municipal Recreation Directors Position Summary

This position plans, organizes, directs, controls, and evaluates the operations of comprehensive recreational, sports, fitness programs, and services for the municipality. They will have a budget to develop and manage, and a number of programming staff to implement and oversee the strategic and tactical action of the recreation branch. Often this position oversees and manages recreational facilities and parks operations. Most of the time, this position has a number of direct reports.

#### Municipal Recreation Programmers Position Summary

Reporting to the director, this position implements strategic and tactical action for their portfolio and will be responsible to facilitate and enhance local community capacity initiatives. The programmer works in collaboration with other recreational stakeholders in their region in the planning and implementation of these strategic initiatives.

## Positions studied in the School and Health Districts survey

### Consultants Position Summary

Reporting to the program manager, this position administers the strategic and tactical action for their portfolio (an organizational-wide function such as communication, grant writing, leadership development, etc.). The position provides administrative and technical advice, training, resources, and assistance to the membership related to their portfolio. The position builds and fosters partnerships with critical external stakeholder groups, districts, and the membership to increase community capacity to participate in the broad parks and recreation agenda. The position is accountable for the outcomes related to their specific program area. No positions report directly to this position.

### Program Coordinator Position Summary

Reporting to the executive director, this position's primary responsibility is to implement an existing program of activities. This position is responsible for providing recommendations and suggestions to the executive director as to the 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.

### Administration Assistant Position Summary

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



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## **Appendix C. Secondary Research Positions Descriptions (NOC)**

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### 3143 - Occupational Therapists

Occupational therapists develop individual and group programs with people affected by illness, injury, developmental disorders, emotional or psychological problems, and ageing to maintain, restore, or increase their ability to care for themselves and to engage in work, school, or leisure. They also develop and implement health promotion programs with individuals, community groups, and employers. They are employed in health care facilities, in schools, and by private and social services agencies, or they may be self-employed.

### 0014 - Senior Managers - Health, Education, Social and Community Services and Membership Organizations

Senior managers in this group plan, organize, direct, control, and evaluate, through middle managers, membership and other organizations or institutions that deliver health, education, social, or community services. They formulate policies which establish the direction to be taken by these organizations, either alone or in conjunction with a board of directors. They are employed in health care organizations, educational services, social and community services, and membership organizations.

### 4165 - Health Policy Researchers, Consultants and Program Officers

Health policy researchers, consultants, and program officers conduct research, produce reports, and administer health care policies and programs. They are employed by government departments and agencies, consulting establishments, universities, research institutes, hospitals, community agencies, educational institutions, professional associations, non-governmental organizations, and international organizations.

### 4167 - Recreation, Sports and Fitness Policy Researchers, Consultants and Program Officers

This group includes those who oversee and administer recreation, sports and fitness programs and activities, provide consulting services, conduct research and develop programs and policies related to recreation, sports and physical fitness. They are employed

by federal, provincial and municipal governments, recreation, sports, fitness and health care facilities, retirement homes, community centres, sports and fitness consulting firms and organizations, or they may be self-employed.

#### 5254 - Program Leaders and Instructors in Recreation, Sport and Fitness

Program leaders and instructors in recreation, sport and fitness lead and instruct groups and individuals in recreational, sports, fitness or athletic programs. They are employed by community centres, sports and fitness clubs, outdoor centres, resorts, recreational facilities, health care facilities, retirement homes, correctional institutions, government departments, private businesses, tourism associations and similar establishments.

#### 3144 - Other Professional Occupations in Therapy and Assessment

This group includes specialized therapists not elsewhere classified who use techniques such as athletic, movement, art or recreational therapy to aid in the treatment of mental and physical disabilities or injuries. They are employed by establishments such as hospitals, rehabilitation centres, extended health care facilities, clinics, recreational centres, nursing homes, industry, educational institutions and sports organizations, or they may work in private practice.

#### 3235 Other Technical Occupations in Therapy and Assessment

This group includes workers, not elsewhere classified, who perform various technical therapy and assessment functions. Some may assist professionals such as audiologists, speech-language pathologists, ophthalmologists and physiotherapists. They are employed in hospitals, clinics, extended care facilities, rehabilitation centres, educational institutions and in the private practices of the professionals they assist. Massage therapists may also be self-employed.

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## Appendix D. Aging Wage Information

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To age the 2011 average wage from the Saskatchewan Wage Survey 2011 Report, it was multiplied by the percent increase from the previous year. For example, if 2011 average wage was \$10.00 it would be assumed to be \$10.72 in 2013 ( $10 \times 1.046 \times 1.025 = 10.72$ ). The below table shows the average Saskatchewan wage and percent increase from the previous year.

### Average Saskatchewan Wage and Increase

| Year <sup>1</sup>    | Average Sask. Wage | Percent Increase from Previous Year |
|----------------------|--------------------|-------------------------------------|
| <b>2010</b>          | \$22.43            |                                     |
| <b>2011</b>          | \$23.05            | 2.70%                               |
| <b>2012</b>          | \$24.11            | 4.60%                               |
| <b>2013</b>          | \$24.72            | 2.50%                               |
| <b>2014 estimate</b> | \$25.50            | 3.20%                               |

As a matter of interest, the below chart shows the consumer price index (CPI) for Saskatchewan which is often a base for increasing wages. That increase in wages is often called cost of living adjustment (COLA).

| Year <sup>2</sup> | Saskatchewan CPI |
|-------------------|------------------|
| <b>2009</b>       | 1.0%             |
| <b>2010</b>       | 1.4%             |
| <b>2011</b>       | 2.8%             |
| <b>2012</b>       | 1.6%             |
| <b>2013</b>       | 1.5%             |

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<sup>1</sup> Information provided by Doug Elliot of QED Information Systems. Based on the information from Saskatchewan wage information.

<sup>2</sup><http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/econ09i-eng.htm> ,Retrieved July 17,



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