**Independent
Media Arts Alliance
Alliance des arts
médiatiques indépendants**

**mdr
burgess**
consultants

Recommended Rate Structure for Employment Positions and Other Human Resources Tools

Table of Contents

1. Preamble

Under the guidance of its Employment Standards committee, the IMAA commissioned MDR- Burgess Consultants to undertake a comprehensive examination of the employment standards in IMAA member organizations.

This document is an excerpt from the final report as it makes recommendations for a rate structure for employment positions for use by members of the IMAA, as well as policies, best practices and other tools.

Low wages, a lack of benefits, high workloads and burnout are contributing to a high rate of turnover in artist-run media arts organizations. This in turn creates a vicious cycle of overwork and is a key obstacle to growth and capacity building of organizations.

It is hoped by the members of IMAA that a national rate structure can help organizations in advocating for and achieving equitable compensation in member organizations for the benefit of employees and of the sector as a whole.

The recommendation on a rate structure was guided by an analysis of national and regional benchmarks for current rates of compensation. The proposed policies, best practices and other tools are based on a review of current literature generally in the arts and cultural sector on human resource policies and practices.

2. Recommended Rate Structure

General Criteria Used for Rate Structure

The following recommended rate structure has considered the results of the current rate structure being used by members of the IMAA, studies undertaken both by the IMAA and other organizations as well as benchmarks that presently exist for comparable positions. The consultants were guided by a number of considerations in proposing rates for the various positions.

The consultants took an approach of limiting the number of position titles that could be entered for essentially similar sets of responsibilities. Ten categories of positions defined for the survey form the basis of this report (see page 7). Data relating to a number of these position categories were subsequently grouped together, based on their similarity as defined in existing job profile information for the Media Arts sector, in order to assure sufficient sample sizes to conduct the analysis.

In determining proposed rates for Artistic Directors, we have compared the average hourly rates for Directors of Programs and Projects as the nearest matching employment profile.

In determining proposed rates for Directors of Communications, we have compared average hourly rates for this position as well as for that of Director of Development and Director of Education and Outreach, as these positions were assessed together for the purposes of establishing average rates amongst IMAA members.

In determining proposed rates for Directors of Operations, we compared average salaries for technical and operational occupations reported by Statistics Canada in 2006 as the low end of the scale, and looked to the CHRC's 2009 survey data relating to Office Administrators and Managers as the closest fitting occupation for the high end of the scale.

Remuneration rates for administrative staff have been compared to data on administrative assistants as the nearest matching employment profile. Similarly, technical staff rates have been compared to data on IT technicians.

Considerations

Cost of Living Adjustments in Different Labour Markets

In adopting the proposed rate structure, organizations may wish to evaluate their current operating budget and capacity for employee compensation, as well as the cost of living in their region. A cost of living index provides a benchmark against which organizations may wish to assess the average salaries presented in this report and make necessary adjustments for their own use. A number of cost of living index tools are discussed below.

The Consumer Price Index (CPI) produced by Statistics Canada provides an annual report on the cost of living in Canada. The CPI is used widely, including to calculate annual adjustments to payments made through the Canada Pension Plan and Old Age Security. The CPI is based on detailed tracking of approximately 600 goods and services from an average household's expenditure, such as food, housing, transportation, furniture, clothing and recreation. Prices are measured against a base year, which is given the value of 100.

The following link provides data for 18 major Canadian cities for 2011: http://www40.statcan.gc.ca/l01/cst01/econ45a-eng.htm.

MoneySense Magazine publishes a detailed database of cost of living indicators for 180 Canadian cities and towns with populations over 10,000. The report, Canada's Best Places to Live, rates Canadian cities based on home affordability, climate, prosperity, crime rates, access to health care and lifestyle, with subcategories in each area. Detailed spreadsheets avail-able at the site provide average incomes and costs of major purchases such as homes in these markets. This tool can be found at http://list.moneysense.ca/rankings/best-places-to-live/2011/Default.aspx?sp2=1&d1=a&sc1=0

Size of Operating Budget and Ability to Meet Salary Targets

A number of analyses are provided in this document, comparing compensation levels according to different operating budget levels. In determining their rate structure, organizations may be guided by their overall operating budget, to set targets commensurate with their capacity to meet employee compensation rates in keeping with average rates in their budget range. Generally, our observations show that member rates fall within the ranges recommended.

Recommended Minimum Rate Structure that Media Artist Run Organizations should Endeavor to meet or to exceed

Position	Current			Comparison		Recommend	
Executive Director	High	Low	Average	Comparison L	Comparison H	Low	High
	$33.33	$15.00	$23.84	$22.00	$28.37	$22.00	$28.35
	$60,660	$27,300	$43,389	$40,040	$51,633	$40,040	$51,597

Position	Current			Comparison		Recommend	
Administrative Director	High	Low	Average	Comparison L	Comparison H	Low	High
	$29.74	$13.00	$20.96	$17.31	$24.17	$17.30	$24.15
	$54,127	$23,660	$38,147	$31,504	$43,989	$31,486	$43,953

Position	Current			Comparison		Recommend[1]	
Artistic Director	High	Low	Average	Comparison L	Comparison H	Low	High
	$28.00	$15.90	$20.26	$18.99	$20.71	$19.80	$24.15
	$50,960	$28,938	$36,873	$34,562	$37,692	$36,036	$43,953

Position	Current			Comparison		Recommend	
Director of Communications/ Development	High	Low	Average	Comparison L	Comparison H	Low	High
	$23.08	$11.83	$18.60	$19.81	$22.70	$19.80	$22.70
	$42,006	$21,531	$33,852	$36,054	$41,314	$36,036	$41,314

Position	Current			Comparison		Recommend	
Director of Operations	High	Low	Average	Comparison L	Comparison H	Low	High
	$29.74	$15.52	$19.61	$18.80	$20.21	$18.80	$20.20
	$54,127	$28,246	$35,690	$34,216	$36,782	$34,216	$36,764

Position	Current			Comparison		Recommend	
Technical Director	High	Low	Average	Comparison L	Comparison H	Low	High
	$19.00	$10.61	$16.95	n/a	$21.07	$16.95	$21.05
	$34,580	$19,310	$30,849		$38,347	$30,849	$38,311

Position	Current			Comparison		Recommend	
Administrative staff	High	Low	Average	Comparison L	Comparison H	Low	High
	$38.50	$10.26	$16.76	$13.82	$17.91	$13.82	$17.90
	$70,070	$18,673	$30,503	$25,152	$32,596	$25,152	$32,578

Position	Current			Comparison		Recommend	
Technical staff	High	Low	Average	Comparison L	Comparison H	Low	High
	$50.00	$13.00	$19.38	13.37	18.97	13.37	$19.38
	$91,000	$23,660	$35,272	$24,335	$34,517	$24,333	$35,272

Job Title Definitions

Management Positions:

Administrative Director/General Manager/Executive Director - An employee of an organization who is assigned the principle responsibility for administering the organization.

Artistic Director - The chief person responsible for the artistic decisions of an arts organization, including overall artistic vision and programming choices.

Other Director – May include a Director of Operations, Director of Communications, Technical Director or other employee responsible for leadership, decision-making and/or managing staff in an arts organization.

Staff Positions:

Administrative staff – Supports the organization's administration

Artistic staff – Supports the organization's artistic activities

Dissemination staff – Supports the organization's dissemination activities

Technical staff – Supports the organization's technical needs

Documentation staff – Supports the documentation efforts of the organization

Production staff – Supports the production efforts of the organization

Other staff – All other staff reporting to a Director and supporting an activity of the organization.

3. Recommended Human Resource Tools

Policies and Policy Development

Handbook of Management Skills for Artist-Run-Centres, published by RCAAQ, 2010

Dictionnaire de compétences des travailleurs culturels dans les organismes en arts média-tiques, published by the CQAM and the CQRHC, 2011

The HR Council for the Not-for-Profit Sector website, http://hrcouncil.ca/about-the-sector/home.cfm, has an array of tools to assist with Human Resources management, includ-ing an HR Toolkit and HR Management Standards.

Best Practices

Organizations operate in a context of significant challenges with respect to human resources management. In lieu of financial resources, organizations can and do find innovative ways to meet their human resources management needs. Below are some of these strategies, which the report identifies as best practices employed by media arts organizations.

• **Sharing Information to Set Base Salaries**
In some regions, organizations share employment information in order to establish base salaries. This was the case with the *Prairie NWT Region Media Arts Organizations Compensation Review and Recommendations (*Araneda, 2007)*.* In Newfoundland, a regional committee meets regularly to exchange employment information and set regional employment standards. Other organizations share information more informally. Some organizations compare their salaries to those in the not-for-profit community-based sector.

• **Offering Alternative Forms of Compensation for Overtime Hours**
In the absence of financial resources, organizations offer alternative rewards to compensate overtime hours. Time off is a popular alternative, most often on par with the hours worked. Some organizations allow employees to bank their time off and/or choose when to take it; others provide access to services in lieu of financial reward. Still others provide access to equipment and facilities and/or training.

• **Attracting And Retaining Staff through Flexible Work Hours**
Flexible working hours is a popular strategy employed by organizations to compensate for lower wages. This is seen to be attractive to artists seeking to find time to create. Some organizations offer paid leaves, though most are unpaid. Some organizations choose to offer part time employment or flex time recognizing the needs of artists and wishing to attract them to work in their centre.

• **Offering Compensation Packages Where Possible**
Some organizations offer health and dental benefits. A few offer matching RRSP contributions. Others have developed compensation policies that include terms for salary increases.

• **Offering Opportunities for Professional Development**
Professional development and mentoring opportunities are seen to be an attractive incentive in lieu of high salaries. Employees typically participate in media arts events and conferences. Some offer access to training. Others involve staff in committee work, or in strategic planning.

• **Evaluating the Perfomance of Employees**
Employees receive performance evaluations. This is an important way for staff members to communicate the priorities and goals of the organization and to outline ways for employees to improve in key areas.