

## GENERAL DIRECTIONS

This **Salary & Benefits** survey form is organized into 8 short sections:

- |                                   |                                |
|-----------------------------------|--------------------------------|
| 1. Museum Characteristics         | 5. General Comments            |
| 2. Workforce Size and Composition | 6. Full-time Employee Benefits |
| 3. Salary Information             | 7. Part-time Employee Benefits |
| 4. Hourly Employees               | 8. General Information         |

### To Complete the Survey

- Please complete all sections, following the instructions for each section. The survey can be found online at [www.surveymonkey.com/s/maamsalarysurvey](http://www.surveymonkey.com/s/maamsalarysurvey). **DEADLINE FOR RESPONSES IS JULY 1, 2011**
  - The first three sections refer to employment practices for *salaried or other regular professional employees, both full and part time*.
  - To respond to the salary information section you will need to refer to the job descriptions later in this document.
  - Section 4 covers *regular hourly paid employees*, such as guards, store clerks, and museum teachers.
  - Comments can be left at the end of the survey.

### Directions for Salary Information

- ❖ Match your positions to the titles and descriptions listed in the next section. If you have a similar position which you call something else, fill in the data using NEMA's title. Only the titles included here are valid. *Do not use other titles*. If duties include more than one job description, match your job to the position of higher authority or, in the case of positions with equal weight, choose the job which occupies the larger percentage of the employee's time. Match individuals to job descriptions primarily by job responsibilities and function. Academic and other qualifications are to be used as additional guidelines.
- ❖ There are many different job titles in the administrative area. If these are confusing, please call us.
- ❖ Please list positions which we have not included in this survey at the end of the survey.
- ❖ If you have multiple employees in a position, you may add those employees in a form near the end of the survey.
- ❖ Please use salaries in effect December 31, 2010. *Include* the value of living quarters, if provided as part of employee's compensation. *Exclude* the value of fringe benefits or overtime pay.

### Apples to Apples and Oranges to Oranges

The *Salary & Benefits Survey* will be used by museums all over the region and throughout the country. Numerous colleagues have phoned MAAM, wanting the association to conduct a survey such as this. So, working closely with the New England Museums Association, using their survey, definitions and methodology, we now not only have a survey but regional data to compare. By completing this survey, you assist so very many of your colleagues —this is a tremendous service to the museum field.

To thank you for completing the survey, we will send you a complimentary electronic copy of the publication as soon as it is available this Fall (a \$60 value).

If you have questions, please call the MAAM office at (202) 452-8040 or refer to the "Questions and Answers" section in this document.

## **Job Descriptions for Salaried Employees**

*(If you don't find your jobs here, check for hourly employees)*

**Director/CEO/President:** Provides institutional leadership; reports to and works with the board; plans, organizes, and directs museum activities; responsible for policy-making and funding, directs personnel and financial management; responsible for professional practices. Advanced degree in academic or related field; significant administrative experience. Additional qualifications and specific duties vary widely.

**Vice-President/Deputy/Associate/Assistant Director—Administration/Operations:** Responsible for several areas of administration, possibly including finance, restaurant, retail operations, personnel, information technology, buildings, and security; supervision of several administrative professionals. Typical qualifications: Business degree or administrative experience in majority of areas related to duties.

**Deputy/Associate/Assistant Director—Program:** Responsible for several programmatic areas including collections, exhibitions, education; supervision of several program area professionals. Typical qualifications: Advanced degree or administrative experience in majority of areas related to duties.

**Chief Financial Officer/Controller:** Responsible for overall financial management and accounting. Typical qualifications: Business or accounting degree or equivalent.

**Business Manager:** Responsible for one or more administrative functions (accounting, personnel, purchasing, etc.) Typical qualifications: Business degree or equivalent.

**Human Resources Director:** Responsible for all personnel functions including recruitment, hiring, compensation, and benefits; training, policy development and implementation, may supervise administrative staff or implement program directly. Typical qualification: Business or related degree or equivalent.

**Director/Manager of Information Services & Technology:** General administrative responsibility for information, technology, and network management; may provide direct systems support; may supervise several technical or data subordinates; may supervise web site. Typical qualifications: B.A. or B.S. with several years of related experience, understanding of museum needs, possible technical or management degree.

**Information Services & Technology B:** Provide direct support for museum hardware, software, and/or network systems. May act as a specialist supporting one system or as a generalist supporting several or all systems. Typical qualifications: Technical degree or several years of experience.

**Administrative Assistant to Director or Department/Division Head:** Assists director in a variety of ways. Responsibilities may include clerical duties as well as assistance on special projects. Typical qualifications: B.A. plus related experience.

**Office Manager:** Typically oversees and carries out various accounts payable and receivable processes; processes weekly payroll records; prepares monthly and quarterly financial reports; deals with Museum vendors; ensures that the central business office is adequately equipped with supplies and materials; performs wide variety of general secretarial duties as required. Typical qualifications: BA and two years related experience.

**Facilities Director:** Responsible for the operation and maintenance of the institution's buildings and facilities; may supervise security. Reports to director of administration or director. Typical qualifications: High School diploma, B.A. or B.S. plus advanced technical training in one or more appropriate fields, several years related experience.

**Chief of Security:** Responsible for security systems & procedures. Supervises & trains all security guards. May report to facilities director or director of administration. Typical qualifications: B.A. or B.S. plus several yrs related experience.

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## COLLECTIONS

**Archivist:** Physical & intellectual responsibility for archival collections, writing, maintaining automated databases, & providing research & reference use of materials. Typical qualifications: Advanced degree or equivalent, two years of related experience.

**Curator A/Chief Curator:** General administrative responsibility for curatorial affairs plus some museum administrative responsibilities; considerable public and donor contact; may supervise several curatorial departments or functions; prepare major exhibitions and accompanying catalogues; reports to director. Typical qualifications: Advanced degree or equivalent, several years of related experience, regional and national professional activities.

**Curator B/Senior Curator:** Curatorial responsibility for important collections; limited general administrative duties; primary responsibility for exhibitions, publications, and public and donor contacts related to collection; may supervise one or two curatorial staff; in smaller museums may implement program directly. Typical qualifications: Advanced degree.

**Curator C/Assistant Curator:** Entry level curatorial position; exhibition, publication and collections responsibilities under supervision; usually no supervision of other curatorial professionals. Typical qualifications: B.A. plus one year of related experience.

**Curatorial Assistant:** Provides assistance to curators in routine duties; assistance in implementation of ongoing programs and activities; duties in training to become curatorial professional. Typical qualifications: B.A. in related field.

**Registrar A/Collections Manager:** Registration of collections; development and maintenance of record systems; administration of loan transactions, including moving, storage, arranging shipping, maintenance of insurance records; may supervise several subordinates. Typical qualifications: B.A. plus specialized training, two years of related experience.

**Registrar B/Assistant Registrar:** Assists registrar in performance of duties. Typical qualifications: B.A. in related field or equivalent experience.

**Conservator A:** Responsible for conservation and restoration of a major collection; examination of collection and exhibits; preparation of conservation reports; supervision of professional assistant(s). Typical qualifications: B.S., formal conservation training or equivalent including apprenticeship, several years related experience.

**Conservator B:** Under supervision assists with conservation, restoration and documentation of objects; responsible for routine inspection of objects in the collections and on loan. Typical qualifications: B.S. plus formal conservation training.

**Head Librarian:** Develops and carries out library practices, policies and procedures; oversees acquisition of library materials; maintains the library collection and catalog, responds to public inquiries; provides reference and research materials as requested by staff. Typical qualifications: M.L.S. or B.A., plus several years of experience.

**Librarian Assistant:** Assists librarian in performance of duties. Typical qualifications: B.A., plus two years of related experience.

## EDUCATION / EXHIBITIONS / VISITOR SERVICES / VOLUNTEER MANAGEMENT

**Educator A/Director of Education:** Supervision of overall educational function of the museum; responsible for general program development; some museum admin. duties; considerable public contact; supervision of several educational professionals. Typical qualifications: Advanced degree or equivalent, several years of related experience, regional & national professional activities.

**Educator B:** Responsible for a specific interpretive program; budget management related to program area; preparation of written materials and packaging of other educational materials for program; volunteer and other attendant administrative concerns; may supervise one or two professional subordinates; in smaller museums, may implement program directly. Typical qualifications: Advanced degree or equivalent, two years of related experience.

**Educational Assistant:** Provides assistance to educators in routine duties; assistance in implementation of ongoing programs and activities; duties in training to become educational professional. Typical qualifications: B.A. in related field.

**Public Programs Manager/Outreach Coordinator:** Responsible for overall public program management and presentation; not limited to but including: special events, travel, functions, community relations, entertainment activities. Typical Qualifications: B.S., B.A.

**Visitor Services Manager:** Responsible for management and operations of front-line services such as tickets, information/orientation. Responsibilities may also include: café, store and gallery attendants. Typical Qualifications: B.S., B.A.

**Volunteer Coordinator:** Works with museum volunteer organization and solicits volunteer assistance from other sectors of the community; primary liaison between volunteers and staff; coordinates scheduling of volunteer work. Typical qualifications: two years related experience.

**Exhibition Designer/Chief of Exhibitions:** Responsible for planning, design & production of exhibits; may supervise technicians. Typical qualifications: Skill in planning and designing exhibits, M.A. or equivalent, several years related experience.

**Coordinator of Exhibitions:** Responsible for active exhibition program, including related publications; no responsibilities related to in-house collections; participates in budget planning for exhibitions; may supervise several staff. Typical Qualifications: B.A. plus curatorial experience.

**Technician/Preparator:** Installation of exhibits under supervision of curatorial personnel; movement of exhibition materials; preparation of materials for shipping Typical qualifications: Manual skills related to duties.

## EXTERNAL AFFAIRS

**Vice-President/Director of External Affairs:** Responsible for areas or departments related to external support of the museum such as marketing, membership, development, public relations, community relations and/or publications; May perform these functions directly or supervise others. Typical qualifications: B.A. plus several years of related experience.

**Director of Marketing:** Responsible for marketing the museum through all mediums: publications, website, social media, television and radio. May also assist Director of External Affairs with related programs. May perform these functions directly or supervise others. Typical qualifications: B.A. plus several years of related experience.

**Development A, Vice-President/Director of Development:** Directs fundraising activities of the institution. Develops fundraising strategies and responsible for areas of museum support including membership, grants, donor relations, capital programs and the planning of special fundraising events. Typical qualifications: B.A. degree plus several years development experience.

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**Development B:** Assists director of development in performance of duties that may include annual giving, major gifts, corporate programs, and grants. Typical qualifications: B.A. in related field.

**Major Gifts Officer:** Responsibilities include cultivation, solicitation of major gift prospects, oversight of fundraising events and special project funding. Typical qualifications: B.A. or B.S. plus several years of related experience.

**Grants Manager:** Responsible for researching, developing, writing and submitting proposals to secure foundation and government grants. Typical qualifications: B.A. or B.S. plus several years of related experience.

**Public Relations A, Director of Public Relations:** Responsible for public affairs and information activities of the institution. Directs media relations, publicity and customer relation activities of the organization. Typical qualifications: B.A. plus several years of related experience.

**Public Relations B:** Assists director of public relations in performance of duties. Typical qualifications: B.A. in related field.

**Membership A, Director of Membership:** Responsible for membership program; supervision of assistant(s). Establishes membership goals, oversees development and implementation of membership programs and services, directs campaigns to increase membership. Typical qualifications: B.A. plus several years of related experience.

**Membership B:** Assists director of membership in performance of duties. Typical qualifications: B.A. in related field or related experience.

**Director of Publications/Editor:** Responsible for management of publications, editorial and production functions. Typical qualifications: B.A. plus several years related experience.

**Museum Store Manager:** Responsible for operation of museum store including ordering merchandise, maintaining inventory, keeping financial records and training and supervising clerks. Typical qualifications: High School diploma with previous store management experience or B.A. plus related experience.

**Functions Manager (Rentals/Special Events):** Responsible for coordination and management of facility rentals and special events. May assist director of development in performance of duties. Typical qualifications: B.A., plus several years of related experience.

**Social Media Manager:** Responsible for implementing all social media and strategies for the museum. Typical qualifications: B.A. or B.S., plus two years of related experience.

**Web Manager:** Responsible for development, site management and content of the museum's website or online presence. May include social media outreach. Typical qualifications: B.A. or B.S., plus several years of related experience.

**Graphic Designer:** Responsible for conceptualizing and producing design projects for various museum departments. Coordinates print production with outside vendors Executes graphics for communications and marketing campaigns. Typical qualifications: B.A. or B.S. plus several years related experience

# Frequently Asked Questions | Salary & Benefits Survey

## The survey itself...

### **Why is the survey so detailed?**

Museums have various ways of classifying their workers. We have to include many alternative answers so that everyone can respond. In this way, the published survey will be helpful to the widest range of museums.

### **Why the questions about workforce?**

There are several reasons. We know that many museums have made changes to their workforce over the last three years, so we'd like to give you a sense of how other museums compare with yours. Some new staff positions may have been created and others cut or changed; staffing costs may have increased or been cut. Also, total salary and employment information can help argue the economic impact of the museum field.

### **What will be done to protect the confidentiality of this information?**

NEMA takes the issues of your confidentiality very seriously. No institutional names are used in the published survey. The data is only reported in aggregate. If there are few reports in a category, we will merge it with another category to protect confidentiality. The individual survey forms are never released.

### **We can't pay employees any more than we do now; why should I care about this?**

Frankly, although all museum employees think they're underpaid, many directors find that the salaries in their institutions are more competitive than they assume. Or, if salaries are at the bottom of the scale and increases are impossible, directors should be looking for other ways to be more competitive hirers. In the worst case, this data can help you be more realistic about who you will be able to attract as employees.

## Answering particular questions...

### **Why can't I just use the titles we use at this museum?**

To make sense of the hundreds of individual workers reported in this survey (typically over 2,000!), they need to be grouped consistently. You are in a better position to match these brief job descriptions with the jobs in your institution. However, if you're having trouble, call us. We can help you decide how to report particular job titles.

### **We have professional employees paid on an hourly basis. How do we treat them?**

If they hold one of the job titles covered by section 4 on hourly employees, please include them there, even if you consider them professionals.

If they are in a job covered by section 3 and you can total the hours worked and wages earned in a year, you can include them in that section, using an average number of hours worked per week. But if they are in fact contractors, do not include them in this survey. [One quick test: if you don't pay FICA and you report earnings on a 1099, you have classified the worker as a contractor.]

### **Our assistant education director is paid under a grant; should we include him?**

Include grant-funded professional positions if the employee follows the same schedule and work patterns as regular staff. However do not include short term or contract workers.

### **What's an FTE?**

In some cases, we ask you to convert part time workers to **full time equivalents**. To do this, divide the number of hours worked by all part time employees each week by the number of hours in the full time workweek. Example: the workweek is 40 hours. Two employees each work 30 hours per week.  $30 + 30 = 60$ , divided by  $40 = 1.5$ . These two part time employees together are 1.5 FTE. That number would be added to the number of full time employees to get total full time equivalents.

If you have questions, please call the MAAM office at (202) 452-8040 or refer to the "Questions and Answers" section in this document.

### **Why didn't you ask about \_\_\_\_\_? Can I fill it in?**

You are probably asking about a job title few institutions have (telemarketing supervisor, for example) or a position whose salary is set by a larger market than just museums (like restaurant manager). Please do not write in other job titles: we'd never get enough reports to analyze the data. List it under section 5; every year we do adjust the titles in future surveys.

### **Using the survey report...**

#### **So when I get the report, I take a job title, find my museum's budget, and set the salary at the mid point, right?**

We hope not. The survey is descriptive, not prescriptive. Use the survey to see how competitive your salaries are and consider if the result is consistent with your organization's goals. Some museums aim for the top 25%, knowing it will help them attract and keep top quality staff. You can also use the data to assess horizontal equity: how does your registrar's salary, for example, compare with the shop manager's? Is one in the bottom quarter and other near the top? Why? The survey is also useful for helping trustees compare museum salaries to wages in the business world. How, for example, does a senior curator compare with the head of the research department in the local bank?

#### **How else do people use this survey?**

We use it often for career counseling. If a classroom teacher, for example is considering a career change, he or she can determine what museum education pays. Directors use the data for planning and budgeting. They frequently need to estimate what it would cost to add a position to the budget. They can also find out how many museums of a given size have particular staff titles. We've also been comparing the data from one survey to the next to see how the field has changed. The NEMA salary survey is one of the best longitudinal databases in the field.

Thank you for your help.

If you have any further questions please contact Jennifer Bank at  
[admin@midatlanticmuseums.org](mailto:admin@midatlanticmuseums.org) or (202) 452-8040.

**DEADLINE TO RESPOND TO  
THE SURVEY IS JULY 1, 2011**

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