



# Chief Executive Officer Salary Survey Report 2008

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For Southern Ontario Library Service  
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CEO Salary Survey Report 2008  
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## **Executive Summary**

In December 2007, Southern Ontario Library Service (SOLS) conducted a survey of CEO salaries. 133 out of a possible 191 libraries in SOLS returned completed questionnaires representing a 70% participation rate.

### Key Findings:

- Over the five years since the last salary survey, the average maximum salary for full time library CEOs has gone up by 16%, which is more than the 11% increase in the Consumer Price Index but less than the 21% increase in average hourly wages reported by Statistics Canada for Ontario. (See Section 14)
- There is a positive correlation between higher maximum salaries for the CEO and 1) higher population, 2) higher operating expenditure and 3) more staff. (Sections 1, 2, and 3)
- The positive correlation is not so clear between higher maximum salaries and the number of library branches. That is, some CEOs in libraries with many branches have lower salaries and some with fewer branches have higher salaries. (Section 4)
- Respondents who identified themselves as having control of a municipal service are paid 21% more than other full time CEOs responsible for the library only. (Section 5)
- Most respondents reported a salary range for the CEO with about 20% difference between the minimum and the maximum rate. The most common type of progression from minimum to maximum was by an average of five pre-determined steps in the range. The majority of CEOs are not eligible for salary bonuses above the maximum of their ranges. (Section 6)
- 64% of respondents reported that their salaries are based on comparison with other municipal jobs. The most frequent comparator was Director/ Department Head (40%); although there was a large number who chose the “other” category and their titles were varied. (Section 7)
- Half of the respondents identified an MLS/MLIS as the education level required by the job and they had the highest salaries. 12% reported that EXCEL is required. (Section 8)
- Most respondents (75%) do not work in unionized libraries. Full time CEOs whose staff belong to unions earn 33% more than those in non-union libraries. However, since most unionized libraries are in large communities, the higher salaries may be a factor of size rather than union status. (Section 9)
- The majority of CEOs (77%) have benefit plans. Compensating time equal to time worked was the most frequently mentioned additional perquisite. Full time CEOs are eligible for 27 vacation days per year on average and half get between 30 and 34 days per year. (Section 10)
- On average, CEOs are paid 45% more than their highest paid subordinates. However, the differences of salary between the highest paid subordinate and the CEO vary a great deal, as do the titles. (Section 11)
- 11% of CEOs reported that they are eligible to retire now. A total of 27% can retire within four years. (Section 12)
- Over half of the respondents had their job descriptions updated one or two years ago, and 85% had their salaries adjusted within the last year. (Section 12)
- Libraries located in the Golden Horseshoe region of Ontario are paid 26% higher than the overall average, with Western, Central and Eastern Ontario regions paid less than the average. (Section 13)

**Introduction**

In December 2007, all Southern Ontario Library Service (SOLS) libraries and First Nations libraries province-wide were asked to complete an online salary and benefits survey. 133 out of a possible 191 SOLS libraries returned completed questionnaires representing a 70% participation rate overall. Medium sized libraries serving populations from 15,000 to 99,999 had the best response rate at 85%. Small libraries serving populations under 15,000 had a response rate of 65%, while large libraries serving over 100,000 had a 50% participation rate. First Nations libraries did not participate to the same extent, with five of eighteen in SOLS and four of thirty in OLSN responding. The list of respondents is shown as Appendix 1.

Population	Total SOLS Libraries	Respondents	Participation Rate	
Over 150,000	14	7	50.00%	50.00%
100,000 to 149,999	10	5	50.00%	
50,000 to 99,999	17	17	100.00%	85.25%
30,000 to 49,999	13	11	84.62%	
15,000 to 29,999	31	24	77.42%	
5,000 to 14,999	53	38	71.70%	65.09%
Under 5000	53	31	58.49%	
Totals	191	133	69.63%	

In spring 2003, the first salary survey to give a comprehensive database for libraries in SOLS was undertaken. It provided comparisons of pay and selected compensation issues with other libraries in the same size category. This report repeats the charts of the earlier document, but with salaries from five years later.

In addition, SOLS canvassed libraries for suggestions of new issues to be addressed. As a result, some additional benefits were identified and respondents were asked if they are eligible to receive any of them. Respondents were asked for the title and pay of the CEO's highest subordinate so that it could be compared to the CEO's pay. Demographic data was also requested, such as length of service and years to retirement, to aid succession planning.

Another new feature of this survey was a question about libraries where the executive and operations functions are split. In addition, respondents performing a significant additional function, such as control of another municipal service, were asked to identify themselves so that they could be contrasted with a CEO responsible for the library alone.

**Method**

Miriam Irwin was hired to design, administer and analyze the survey, repeating the work she did on the 2003 survey. After being tested by a sample group, a survey questionnaire was distributed electronically to all SOLS libraries with a deadline for return of December 11, 2007, later extended to calendar year end. First Nations libraries in the north were also invited to participate. The salary data requested was for 2007. Where responses were inconsistent or unlikely (e.g. paid staff of 74,392), the respondent was contacted and corrections made.

The following sections present the findings through a series of tables and commentary. Individual libraries are not identified in the report and confidentiality is maintained by aggregating the data into similar groupings. SOLS will run the data based on a specified group of libraries on request.

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**Note**

Where the total respondents in any chart in this report number:

- 137, all 133 SOLS libraries and four northern First Nations are included.
- 133, all SOLS CEOs are included (full and part time).
- 96, only full time SOLS CEOs are included.
- 32, only part time SOLS CEOs are included.

**Section 1****Maximum Salary by Population Group**

The first chart shows the maximum salaries paid to CEOs, grouped by population categories, starting with full time CEOs, part time CEOs, and then First Nations. For the full time chart, any hourly salaries were converted to annual. For the part time and First Nations charts any annual salaries were converted to hourly. For definitions of terms used in the chart, please see Appendix 2.

<b>Full Time CEOs</b>					
		<b>Annual Maximum Salary</b>			
<b>Population</b>	<b>Respondents</b>	<b>Average</b>	<b>Median</b>	<b>Highest</b>	<b>Lowest</b>
Over 150,000	7	\$132,596	\$138,265	\$144,801	\$101,997
100,000 to 149,999	5	\$106,553	\$105,995	\$122,140	\$93,262
50,000 to 99,999	17	\$107,262	\$113,606	\$127,422	\$79,512
30,000 to 49,999	11	\$87,603	\$91,309	\$104,960	\$59,605
15,000 to 29,999	24	\$76,092	\$76,264	\$110,000	\$44,335
5,000 to 14,999	24	\$60,707	\$64,471	\$76,639	\$33,200
Under 5000	8	\$49,774	\$44,986	\$80,000	\$39,125
Total/Average	96	\$82,598	\$78,765		
<b>Part Time CEOs</b>					
		<b>Hourly Maximum Salary</b>			
<b>Population</b>	<b>Respondents</b>	<b>Average</b>	<b>Median</b>	<b>Highest</b>	<b>Lowest</b>
10,000 to 14,999	4	\$24.24	\$24.95	\$26.47	\$20.57
5,000 to 9,999	10	\$20.75	\$21.09	\$28.65	\$14.40
2,500 to 4,999	11	\$21.19	\$20.80	\$30.77	\$10.95
Under 2,500	7	\$13.38	\$12.00	\$19.83	\$8.00
Total/Average	32	\$19.73	\$19.53		
<b>First Nations</b>					
		<b>Hourly Maximum Salary</b>			
<b>Population</b>	<b>Respondents</b>	<b>Average</b>	<b>Median</b>	<b>Highest</b>	<b>Lowest</b>
Under 5,000	9	\$13.52	\$12.50	\$25.57	\$10.00

Five of the nine First Nations libraries are in communities with populations under 1,000. Of the nine First Nations respondents, five are from the south, four from the north. There are a total of eighteen FN libraries in the south and thirty in the north. The four northern FN libraries are only shown on this chart and the Benefits chart. Other charts cover SOLS only.

## Section 2 Maximum Salary by Operating Expenditure

Expenditure	Respondents	Annual Maximum Salary			
		Average	Median	Highest	Lowest
Over \$5 million	8	\$133,289	\$137,977	\$144,801	\$118,000
\$2 to \$5 million	14	\$107,730	\$104,498	\$127,422	\$93,262
\$1 to \$2 million	20	\$95,514	\$95,471	\$119,544	\$71,378
\$500,000 to \$1 million	14	\$82,543	\$80,209	\$95,904	\$63,550
\$300,000 to \$499,999	24	\$59,333	\$61,796	\$75,422	\$32,091
\$100,000 to \$299,999	32	\$41,063	\$39,414	\$80,000	\$6,000
\$50,000 to \$99,999	9	\$25,447	\$26,281	\$40,000	\$1,123
Under \$50,000	12	\$10,872	\$12,246	\$17,161	\$2,496
Totals	133				

Low salaries under Lowest Annual Maximum Salary reflect part time staff who report less than 10 hours a week.

## Section 3 Maximum Salary by Number of Paid Subordinate Staff as Full time Equivalents (Based on 35 Hours a Week)

Total paid staff	Respondents	Annual Maximum Salary			
		Average	Median	Highest	Lowest
Over 100	6	\$137,696	\$139,437	\$144,801	\$122,259
40 to 99	8	\$108,138	\$109,801	\$122,140	\$93,262
20 to 39	17	\$101,904	\$102,557	\$127,422	\$54,000
10 to 19	19	\$88,118	\$91,309	\$110,000	\$33,200
5 to 9	18	\$66,651	\$70,770	\$95,543	\$18,954
3 to 4	24	\$53,913	\$58,247	\$80,000	\$11,000
1 to 2	16	\$33,621	\$36,293	\$66,248	\$1,123
1 or less	25	\$24,338	\$20,904	\$53,100	\$2,496
Total	133				

## Section 4 Maximum Salary by Number of Library Branches including Main Branch

Library Branches	Respondents	Annual Maximum Salary			
		Average	Median	Highest	Lowest
Over 10	15	\$107,750	\$102,557	\$144,801	\$79,512
6 to 9	6	\$105,964	\$105,983	\$142,552	\$54,000
3 to 5	28	\$66,967	\$61,944	\$140,608	\$1,123
2	22	\$63,319	\$72,206	\$119,544	\$12,535
1	62	\$51,941	\$48,293	\$127,422	\$2,496
Totals	133				

## **Section 5**

### **Job Title**

Looking at the 96 full time CEOs, a review of the answers provided under the job title question show two thirds marked the choice “CEO” and one third marked the “other” category. Job titles under “other” include Chief Librarian, Head Librarian, and Director of Library Services.

We asked questions to identify organizations where the executive and operating functions of the library are split or where the executive is also responsible for other municipal services. Nine respondents reported additional municipal duties, with such titles as Director of Cultural Services, Director of Community Services, CAO/CEO, Archives, Museums and Culture. The average salary for these nine respondents is \$100,313. This figure is 21.45% higher than the \$82,598 average maximum salary of full time CEOs.

## **Section 6**

### **Salary Range**

Of the 133 respondents to the survey:

- 83 quoted their salaries on an annual basis and 50 on an hourly basis.
- 96 had full time library CEOs and 37 had part time.
- 95 had salary ranges with minimum and maximum salaries 38 did not have salary ranges but quoted single (maximum) rates.

For the 95 respondents that reported salary ranges, 69 had annual salaries and 26 had hourly rates. For the 69 that had annual salaries the average minimums were compared to average maximums and the difference was \$14,338 or 19.49%. For the 26 that quoted hourly salaries, the same calculation yielded a difference of \$5.81 or 21.93%.

### **Annual Progression**

Of the 95 respondents that reported salary ranges, fifteen did not state how they progressed through their ranges. The remaining 80 reported on their methods of annual progression:

- five progress only by percentage increases of from 1% to 3% with an average of 2.25%.
- 52 progress only by pre-determined steps varying from two to eight with an average of 5.28 steps.
- 23 progress by both percentage and predetermined steps.

### **Salary Bonus**

We asked respondents if they are eligible for salary bonuses or salaries above those listed as the maximum of the range:

- nine said Yes
- 102 said No
- 22 did not respond

**Section 7****Market or Municipal Grid Comparison**

According to survey respondents, the CEO's salary is based on the following comparison:

- 12 compared to market
- 85 compared to municipal grid
- 31 compared to "other"
- 5 did not respond

Some examples of comments under the "other" section:

- Both market value and municipal job comparison
- Adopted by Board
- What budget allows, least possible

**Municipal Equivalent**

The respondents were asked to identify municipal positions considered equivalent to their own positions:

<b>Equivalent Title</b>	<b>Respondents</b>	<b>Avg. Max. Salary of CEO</b>
Commissioner	2	\$99,000
Director/Dept. Head	38	\$98,190
Deputy Clerk/Deputy Treas.	8	\$62,526
Manager	10	\$93,796
Other	19	\$61,923
Blank	19	\$72,934
Total	96	

The equivalent titles given under "other" were varied. Examples are:

<b>Title</b>	<b>Respondents</b>
Fire Chief	4
Public Works, Facilities Supervisor	2

## Section 8 Highest Education Level Required

Education level	Respondents	Maximum Salary	Annual Maximum Salary		
		Average	Median	Highest	Lowest
MLS/MLIS	64	\$92,785	\$93,266	\$144,801	\$40,000
BA	8	\$51,890	\$34,568	\$140,608	\$17,161
College	9	\$36,452	\$36,135	\$66,248	\$9,048
Lib. Tech. Dip	17	\$52,231	\$50,603	\$72,654	\$18,954
EXCEL	16	\$30,381	\$31,819	\$72,415	\$1,123
Grade 12	8	\$14,405	\$14,794	\$24,989	\$2,496
Other or Blank	11	\$51,569	\$44,335	\$115,900	\$6,000
Total	133				

One respondent who identified an MBA/MPA is included with MLS/MLIS. One respondent in the “other” category has a master’s degree in a non-library discipline. Low salaries under Lowest Annual Maximum Salary reflect part time staff who report less than 10 hours a week.

## Section 9 Union Membership

The survey asked if the library staff belong to a union:

- 31 said Yes
- 101 said No
- 1 did not respond

If we restrict our review to the 96 full time CEOs, and ask if their staff belong to unions:

- 30 said Yes, and they had an average salary maximum of \$99,910
- 65 said No, and they had an average salary maximum of \$75,061
- 1 did not respond

The average maximum salary of CEOs whose staff belong to unions is 33.10% more than those whose staff are not unionized. However, it should be noted that unionized libraries are more likely to be in large communities. In other words, the higher salaries may be a factor of the size of the library rather than its union status.

## Section 10 Benefits Plan

In data regarding benefits and vacations, we have included the four northern First Nations libraries for a total of 137 respondents:

- 105 have benefit plans
- 29 do not have benefit plans
- 3 did not respond

**Other Benefits and Perquisites**

Respondents were asked to indicate if they are entitled to any of a number of other benefits or perquisites. Six were specified and a space was left for "other".

<b>Benefits and Perquisites</b>	<b>Entitled Respondents</b>
Car	1
Parking	25
Cell Phone	15
Blackberry	18
Equal Comp Time	34
Fixed Comp Time	19
Other	10

"Equal Comp Time" refers to compensating time off equal to time worked. "Fixed Comp Time" means a fixed number of days as compensating time off.

Some of the benefits specified under "other" are flexible hours, conference attendance, association membership dues paid.

**Vacation Days**

We asked for the maximum number of vacation days to which the respondent is entitled per year, i.e. with maximum years of experience.

<b>Vacation Days</b>	<b>All Respondents</b>	<b>Full Time</b>	<b>Part Time</b>	<b>First Nations</b>
35 or more	9	9		
30 to 34	50	48		2
25 to 29	24	18	6	
20 to 24	15	9	6	
15 to 19	5	2	2	1
10 to 14	5		4	1
5 to 9	9	5	2	2
1 to 4	1	1		
0	14		11	3
Blank	5	4	1	
Total	137	96	32	9
Average	22	27	12	11

**Section 11****Comparison to Highest Subordinate**

The respondents were asked for the title of the highest paid subordinate reporting to the CEO and for that subordinate's maximum salary. There were fourteen respondents who reported no paid subordinate staff and seven who did not fill in the salary of the subordinate.

The remaining 112 reported average maximum salaries for subordinates of \$28.30 and for CEOs of \$40.90. Therefore, on average, CEOs are paid 44.54% more than their highest paid subordinates. However, the differences of salary between the highest paid subordinate and the CEO vary a great deal. Some of the titles of the highest paid subordinates are: Deputy CEO, Children's Librarian, Branch Librarian, Library Clerk, Library Assistant, Casual Labourer. In addition, in order to calculate the average maximum salaries, all salaries were converted to hourly using the hours per week for the CEO. Because we did not ask the work hours per week of the subordinate and used the hours per week of the CEO, some part time subordinate staff whose salaries were quoted on an annual basis, may have their salaries shown as lower or higher than they actually are.

**Section 12****Demographic Data**

<b>Years of Service</b>	<b>Respondents</b>
30 or more	10
25 to 29	17
20 to 24	18
15 to 19	19
10 to 14	14
5 to 9	23
1 to 4	24
Less than 1	4
Blank	4
Total	133

<b>Years to Retire</b>	<b>Respondents</b>
0	15
Less than 1	1
1 to 4	20
5 to 9	19
10 to 14	16
15 to 19	11
20 to 24	6
30 years	1
Blank	44
	133

### Salary Maintenance

The survey asked how many years had elapsed since the position description of the incumbent had been renewed. Several respondents replied with a date, e.g. 2006 instead of the number of years e.g. 2. The data was adjusted so it shows number of years. The same adjustment was made, where necessary, in the data for years since the salary was adjusted. The majority of respondents, 113, or 85%, said that their salaries had been adjusted within the last year. The chart below shows the pattern; fifteen have had salary adjustments from two to eight years ago, and five have never had salary adjustments or left the answer blank.

Years since Position Renewed	Respondents
10 to 15	6
5 to 9	29
3, 4	19
2	22
1	46
Unknown never	5
Blank	6
Total	133

Years since Salary Adjusted	Respondents
8	1
6	1
5	1
4	5
3	4
2	3
1	113
Never or Blank	5
Total	133

### Section 13

#### Geographic Region in Southern Ontario

Geographic Region	Respondents	Annual Maximum Salary				Percent compared to Total/Avg
		Average	Median	Highest	Lowest	
Golden Horseshoe	26	\$104,409	\$111,803	\$142,552	\$57,942	26.41%
Western Ontario	21	\$81,431	\$93,262	\$104,960	\$38,984	-1.41%
Central	26	\$73,038	\$74,574	\$114,550	\$33,200	-11.57%
Eastern Ontario	23	\$69,813	\$62,626	\$144,801	\$39,125	-15.48%
Total/Average	96	\$82,598				

Responding libraries were placed in one of the four geographic regions shown in the chart above. The address of the main branch of the library as shown in the *Ontario Public Library Directory* was used to locate it. The map of southern Ontario that was used had twenty-one equal zones. If the library fell within zones 1 to 7, it was deemed to be western, if within 8 to 13, central, and if within 14 to 21, eastern. The Golden Horseshoe definition was taken from Wikipedia, and extends from Niagara Falls to Oshawa including Barrie and Peterborough.

## **Section 14**

### **Comparison over Five Years**

The report of 2003 collected salaries for 2002, while those in this report were for 2007. The time span between reports is, therefore, five years.

- The average annual maximum salary for full time CEOs in the first report was \$71,325 and \$82,598 in this one, a difference of 15.80%.
- The average hourly maximum salary for part time CEOs in the first report was \$16.95 and \$19.73 in this one, a difference of 16.38%.

Very few First Nation libraries reported and so no comparison is provided.

### **Other Comparators**

It is useful to compare the average salary increase for CEOs over five years to the increase in the Consumer Price Index (CPI) over the same period. Statistics Canada produces CPI data which represents the increase (or decrease) in a core basket of goods for consumers each month. With 2002 as 100, the December 2007 CPI for the province of Ontario is 111.1. The 16% increase for full time and part time CEO salaries exceeds the 11.1% increase in CPI.

However, the CEO hourly wage increase is less than the increase for average hourly wages reported by Statistics Canada, which indicates that, in Ontario, the average wage rose from \$17.96 in 2002 to \$21.76 in December 2007, which represents a 21% increase.

## Appendix 1

### List of Libraries that Responded to the Salary Survey in Dec 2007

Addington Highlands Public Library	Fort Erie Public Library	Perth and District Union Public Library
Ajax Public Library	Front of Yonge Township	Perth East Public Library
Alfred-Plantagenet, Bibliothèque publique du canton	Gananoque Public Library	Petawawa Public Library
Alnwick-Haldimand Public Library	Georgian Bay (Township of) Public Library	Port Hope Public Library
Amprior Public Library	Georgina Public Library	Prescott Public Library
Asphodel-Norwood Twp. Public Library	Grand Valley Public Library	Prince Edward (County of) Public Library
Athens and Rear of Yonge and Escott Public Library	Gravenhurst Public Library	Ramara Township Public Library
Augusta Township Public Library	Greater Madawaska Public Library	Renfrew Public Library
Aurora Public Library	Grey Highlands Public Library	Rideau Lakes Union Library
Bancroft Public Library	Grimsby Public Library	Russell, Bibliothèque publique du canton de
Barrie Public Library	Haldimand County Public Library	Saugeen First Nation Public Library
Belleville Public Library	Haliburton County Public Library	Smith-Ennismore-Lakefield Public Library
Bkejwanong First Nations Public Library	Halton Hills Public Libraries	Smiths Falls Public Library
Bonnechere Valley Public Library	Hanover Public Library	Southgate-Ruth Hargrave Memorial Public Library
Bracebridge Public Library	Hastings Highlands Public Library	Springwater Township Public Library
Bradford West Gwillimbury Public Library	Head, Clara & Maria Twp. Public Library	St. Marys Public Library
Brampton Public Library	Huron County Library	St. Thomas Public Library
Brant (County of) Public Library	Innisfil Public Library	Stirling-Rawdon Public Library
Brighton Public Library	Kawartha Lakes Public Library	Stormont, Dundas & Glengarry County Library
Brock Township Public Library	Killaloe, Hagarty and Richards (Twp. Of) Public Library	Tay Township Public Library
Brockville Public Library	Kingston Frontenac Public Library	Thorold Public Library
Bruce County Public Library	Kitchener Public Library	Tillsonburg Public Library
Burlington Public Library	Lake of Bays Public Library	Trent Hills Public Library
Cambridge Public Library	Lambton County Public Library	Tudor & Cashel Public Library
Carlow-Mayo Public Library	Laurentian Hills Public Library	Tweed Public Library
Cavan Monaghan Public Library	Leeds and the Thousand Islands Public Library	Tyendinaga Township Public Library
Centre Hastings Public Library	Lincoln Public Library	Vaughan Public Libraries
Champlain (Twp. of) Public Library	Madawaska Valley Public Library	Wainfleet Township Public Library
Chatham-Kent Public Library	Meaford Public Library	Wasaga Beach Public Library
Chippewas of Kettle and Stoney Point First Nation Library	Merrickville Public Library	Waterloo (Region of) Public Library
Chippewas of Mnjikaning First Nation Public Library	Middlesex County Library	Welland Public Library
Clarence-Rockland, Bibliothèque publique de	Midland Public Library	Wellington County Library
Clarington Public Library	Mississauga Library System	West Lincoln Public Library
Clearview Public Library	Mississippi Mills Public Library	West Perth Public Library
Collingwood Public Library	Muskoka Lakes Township Library	Westport Public Library
Cornwall Public Library	New Tecumseth Public Library	Whitchurch-Stouffville Public Library
Cramahe Township Public Library	Newmarket Public Library	Whitewater Region (Twp. Of) Public Library
Curve Lake First Nation Public Library	Niagara Falls Public Library	Wollaston & Limerick Union Public Library
Deep River Public Library	Niagara-on-the-Lake Public Library	Woodstock Public Library
Deseronto Public Library	North Grenville Public Library	
East Gwillimbury Public Library	North Kawartha Public Library	First Nations Libraries in Northern Ontario
Elgin County Public Library	North Perth Public Library	Aundeck Omni Kaning First Nation
Elizabethtown/Kitley Township Public Library	Orangeville Public Library	Constance Lake First Nation
Essa Public Library	Orillia Public Library	Magnetawan First Nation
Essex County Library	Ottawa Public Library	Serpent River First Nation
	Owen Sound & North Grey Union Public Library	
	Oxford County Public Library	
	Pelham (Town of) Public Library	
	Penetanguishene Public Library	

## **Appendix 2**

### **Definitions of Terms Used in the Salary Survey Report**

**Average** – The arithmetic mean, the numerical result obtained by dividing the sum of two or more responses by the number of those responses.

**Median** – The middle number in a series arranged in order of size, the response with 50% below and 50% above it.

**Maximum Salary** – the top step in a salary range or the single rate earned where no range exists

- **Highest Maximum Salary** – The response with the highest maximum salary in the size group.
- **Lowest Maximum Salary** – the response with the lowest maximum salary in the size group.

**Respondents** – The number of libraries that completed and returned the questionnaire in each size group.

**Full Time** – A regular work week of 35 hours or more.

**Part Time** – A regular work week of less than 35 hours.

## Appendix 3

### LIBRARY CEO QUESTIONNAIRE November 2007

Please fill out the form and click on the Submit button at the bottom. Items marked with a \* are mandatory but we would appreciate as much information as you can provide.

#### Person answering questions

Name:  \*

Phone Number:  \*(please include your area code and extension)

1. Library Name \*

2. Resident Population Served (include area under contract) \*

Numbers, commas & periods only

3. Total Operating Expenditures for most recent year \*

Numbers, commas & periods only

4. Total Paid Subordinate Staff (Full Time Equivalents based on 35 hrs/wk)

5. Number of Library Branches including main \*

Numbers, commas & periods only

#### RESPONSIBILITIES

6. What is your job title? \*

CEO

Other

If Other please specify

7. Do you have senior executive responsibilities for the library and report directly to the Board?

Yes

No

8. Are you responsible for one or more municipal service in addition to the library?

Yes

No

9. Are you responsible for the daily management of the library?

Yes

No

If, in your library, the CEO and the manager of library operations are two separate

positions, please have the CEO fill out one copy of this questionnaire, and the manager fill out another copy and submit both of them.

Optional space for additional comments about your library organization

**2007 SALARY**

10. Is the pay base \*

Hourly OR

Annual?

11. Regular work hours per week \*

*Numbers, commas & periods only*

12. Does the job have a salary range?\*

Yes

No

**If the job has a single pay rate, list it under Maximum**

13. Minimum of Salary Range (start rate)

\$

14. Maximum of Salary Range \*

\$  *Numbers, commas & periods only*

If the job does not have a salary range, jump to question 18

15. Is this job eligible for a bonus above the listed maximum?

Yes

No

16. Is annual progression from minimum to maximum by percentage?

Yes

No

How much each year

%

17. Is annual progression from minimum to maximum by predetermined steps?

Yes

No

How many steps (including min & max steps)

**COMPENSATION**

18. Is your pay based on

Market OR

Compared on a grid to other municipal jobs OR

Other  
If other please specify

19. What municipal position is considered equivalent to your job? (e.g. under the pay equity plan)

Commissioner  
 Director/ Dept Head  
 Deputy Clerk/ Deputy Treasurer  
 Other  
If Other please specify

20. What education level is required by the job? (Please give the minimum requirement as in your job spec even if you have additional qualifications)

MBA/MPA       MLS/MLIS       BA       College  
 Library Tech Diploma       EXCEL       Grade 12       Other  
If Other please specify

21. Is there a benefits plan provided for this job?

Yes  
 No

22. What is the maximum number of vacation days this job can earn each year? i.e. with maximum years of experience

23.

24. Indicate other benefits or perquisites provided for your job.

Car       Parking       Cell Phone       Blackberry  
 Comp Time off equal to time worked       Comp Time as fixed number of days off       Other

If Other please specify

25. Does your library staff belong to a union?

Yes  
 No

26. What is the job title of your highest paid subordinate?

27. What is the maximum salary of your highest paid subordinate?

\$  *Numbers, commas & periods only*

Please use the same hourly or annual pay base as your job.

28. What is your length of service?(in years)

29. How many years until you are eligible to retire with an unreduced pension?

30. When was your position description last renewed? (How many years ago)

31. Is your salary adjusted annually

Yes

No

If No, when was it last adjusted (How many years ago)