

# Salary Benchmarking Project

## ART CENTRE SALARY GUIDE

# Forward

The Salary Benchmarking Project: Art Centre Salary Guide and Report 2022 (Report) were developed in response to ongoing art centre requests for guidance around recruitment processes and appropriate remuneration. The brief for each document was specific to this need and we believe they will be useful in attracting and retaining staff suitable to the exacting nature of art centre roles, particularly at the management level.

ANKA acknowledges however, that for many decades remote art centre management has overwhelmingly comprised non-Aboriginal employees invited from outside of community. As the Report shows, many struggle with the complexity of their role. Attraction to these jobs is increasingly difficult - burnout is endemic and turnover is high. The insufficient support for both Indigenous and non-Indigenous art centre employees must be addressed to create a sustainable future for the remote Indigenous art sector.

Whilst beyond the scope of the Report, the research which underpins it highlights how few Aboriginal employees rise through the employment hierarchy to senior roles. The reasons for this are complex—in particular, many art centres identified having neither the time nor resources to support professional development opportunities or to devote appropriate time to mentoring and training motivated local employees. This situation must be addressed.

There is a strong desire within the sector for jobs to be made more sustainable for Indigenous and non-Indigenous staff. Sustainable art centre models are possible with appropriate resourcing and rethinking of assumptions concerning management frameworks. ANKA notes the success of models that value Indigenous expertise and traditional knowledge on their own terms. This includes but is not limited to, examples of co-management that value Indigenous and non-Indigenous knowledge and skills.

ANKA advocates for further practical support for the exploration of new art centre management models, elimination of excessive administration requirements and more support for professional development. Another factor that cannot be overlooked is the current recruitment crisis resulting from insufficient numbers of suitably skilled staff available to be recruited.

ANKA believes it is vital these issues be given more attention. They need to be resourced sufficiently for Aboriginal career advancement to become the norm rather than the exception, and for staff invited into the community to be adequately supported to work in remote cross-cultural settings. Both the Salary Benchmarking Project: Art Centre Salary Guide and Report 2022 are meant to be read with this firmly in mind.

The Salary Benchmarking Project: Art Centre Salary Guide and Report 2022 have been designed to work in conjunction with each other. The Art Centre Salary Guide is a practical resource that highlights a range of factors important to consider when recruiting and identifying appropriate salary and remuneration packages. The Report presents the findings of art centre and desktop research.

When considering the information in these documents it should be noted that since starting this project, inflation and other factors have increased the cost of living in Australia, particularly in remote communities.

ANKA thanks its core program and operational funders.



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# About the ANKA Art Centre Salary Benchmarking Project

In 2022, ANKA commissioned Matrix Consulting to undertake a salary benchmarking project for the Indigenous arts sector to examine current sector practices around salary and other benefits.

The project has two goals:

**Primary goal** – To produce a practical tool to assist art centre boards and managers to determine salary and remuneration for a range of positions in Northern Australian art centres; and

**Secondary goal** – To help art centres attract and retain skilled and suitable staff, whether from within their community or from elsewhere, by ensuring that remuneration is appropriate and sustainable in the context of the sector.

## How was the project conducted?

The project employed three methodologies to obtain data.

1. Primary data sourced from the ANKA art centre membership.
  - The 48 ANKA-supported art centres and artists groups were invited to participate in the project and contribute information through an online survey and completion of a spreadsheet.
  - 19 survey responses and 15 spreadsheets were received.

2. Desktop research.

- Salary and benefits practices from a selected range of employers and awards (see the ANKA Salary Benchmarking Project Report 2022 for details), exploring comparable positions that would appeal to the same target market:
  - i. arts institutions (government);
  - ii. relevant membership-based arts organisations;
  - iii. not-for-profit organisations via a sector salary survey; and
  - iv. alternative employment providers within communities.
- Background insights into employment conditions in the arts sector, and in remote and regional locations in general.

## What does the research show?

Results of the research are summarised in the ANKA Salary Benchmarking Project Report 2022. This Guide has been prepared based on the research findings.

# About The Guide

ANKA and Matrix Consulting prepared this Guide to assist art centre boards and management in their decision-making around salaries and benefits within their art centre. The information in the Guide falls broadly into three categories.

1. Guidance around appropriate remuneration practices for the art centre in general, providing a foundation to inform a Remuneration Policy, including:

- overall approach to remuneration;
- factors to consider in establishing an approach to benefits; and
- understanding and valuing a Total Remuneration Package.

2. An informed approach to setting competitive remuneration packages when recruiting for a manager/coordinator role, including:

- setting competitive and appropriate remuneration when advertising for manager/coordinator positions; and

- tailoring a Total Remuneration Package offer for the successful candidate.

3. A guide for art centre boards to oversee the steps required to recruit an Art Centre Manager.

The Guide draws on the findings of the ANKA arts centre salary project. For greater detail on the findings, please refer to the ANKA Art Centres Salary Benchmarking Project Report 2022. Note that this Guide does not address matters of compliance with the National Employment Standards and minimum award rates of pay.

## Who is the Guide intended for?

Parts 1 and 2 are intended for internal art centre use. Part 3 is for board directors, who may prefer a summarised version to use in conjunction with the art centre manager or an external party.

# How to use this Guide

## About Part 1: Salary and Benefits Framework

Part 1 will help you prepare an overall approach to remuneration that is tailored to your art centre. Read it carefully then use it as a discussion framework with the board to make decisions for the art centre as a whole.

This section will help you consider a number of factors that will influence salary and benefits for your art centre.

- Exploring the size and complexity of your art centre will guide how you position your salaries in comparison to other art centres and organisations that could employ the same people.
- By looking at the location and conditions that apply in your community, you can think about an approach to other benefits that may be appropriate for your location.
- Exploring Total Remuneration Packaging and salary sacrificing will help you understand how to describe the salary and benefits for each role in the most appealing way.

This overall approach to salary and benefits can then be captured in your art centre's

Remuneration Policy. ANKA can assist you to develop a Policy if your art centre does not already have one.

Your art centre's Remuneration Policy should be regularly reviewed at no more than three yearly intervals to ensure it is current and keeps pace with CPI and industry changes in salary levels.

## About Part 2: Setting Remuneration For A Position

Part 2 will help you make remuneration decisions when you need to recruit a new person into a senior or managerial role.

When a vacancy occurs in your art centre, there are two stages where you will need to consider the salary and benefits:

- when you define the position and decide what it will pay, so that you can advertise for people to apply for the job – you will also need to decide how to best tell the ‘money story’ for the job; and
- when you have chosen a preferred candidate, whether they are from within or outside the community – you will need to decide how the package may need to be tailored to this particular person.

## About Part 3: A Guide For Art Centre Boards

When there is a need to recruit a new Art Centre Manager (by whatever title) and the board will be the decision makers, this section will help to guide them through the process and make appropriate decisions.

# Glossary

The following terms are useful to know as you read the Guide.

## **BASE SALARY**

Refers to the amount that an employee earns before any extra allowances, payments or benefits are added, or payments such as taxation are deducted.

## **SALARY BAND**

Specifies the minimum and maximum salary recommended in this Guide for **Art Centre Manager** positions in small, medium or large art centres. **SALARY BANDS** are wide to enable each art centre to set the

## **SALARY RANGE**

**SALARY RANGE** Specifies the minimum and maximum salary recommended in this Guide for Art Centre Manager positions in small, medium or large art centres. **SALARY BANDS** are wide to enable each art centre to set the **SALARY RANGE** for a position in their art centre that is appropriate to their circumstances. **SALARY BANDS** are recommendations only.

## **TOTAL REMUNERATION PACKAGE (TRP)**

The total sum of an employee's annual compensation package, including **BASE SALARY** and all benefits. It includes financial benefits (such as superannuation, relocation assistance) and non-financial benefits (such as flexible work hours or access to employee counselling services).

## **SALARY SACRIFICE or SALARY PACKAGING**

A way of reducing how much income tax an employee will pay by arranging for some benefits to be paid directly to a third-party supplier by the employer from the employee's pre-tax salary, thereby reducing the employee's taxable income. This results in higher takehome pay for the employee.

# Part 1: Salary and Benefits Framework

The reward paid to an employee in return for their work is made up of a number of parts, including salary or wages, minimum employment entitlements, requirements under the relevant award and additional benefits that the organisation decides to pay or offer.

**Note: For the purposes of this Guide, it is assumed that your art centre is aware of and meeting all its regulatory and legal obligations with regard to pay and conditions of employment.**

In addition to these requirements, there is scope for the art centre to establish its own approach to salary and benefits that puts it in a good position to attract new staff when needed, and to support them to be successful in their role.

The overall cost of salaries and benefits for all staff will need to sit within your art centre's budget, or you may want to seek additional funding in order to provide more competitive salary and benefits conditions.

It's important to explain the salary and benefits in a way that is both appealing to candidates and current employees and enables them to understand the real value of their salary and benefits. Often the pay for a position is described only as the "base salary" and other benefits are not mentioned or given a dollar value, such as superannuation, salary sacrificing, location benefits, tax breaks, relocation and travel assistance, and accommodation.

When all the parts of the package are assigned a value and considered together, the **Total Remuneration Package (TRP)** for a remote location role can be much more attractive than for a city-based role, where fewer benefits may be available.

It's important to think carefully about what your art centre can offer and how best to tell the money story in order to attract the best candidates for any position.

This section of the Guide will help you identify what you can offer to make working at your art centre appealing to candidates.

## Factors to consider for your Art Centre Remuneration Framework



Important questions to consider that will be addressed in the following sections are:

### How big and complicated is the art centre?

Thinking about this will help you decide how you should position salaries in your centre to be competitive in the market, so that people with the right skills will be interested to work with you instead of elsewhere.

### What are the community and living conditions like?

If someone will be moving to your community to start a job in the art centre, thinking about what it will be like for them and how to help them settle in and be comfortable will assist them in doing a good job and staying on.

If someone already lives in the community and will be starting a job in the art centre, thinking about what they may need, such as stable housing, a supportive home environment and transport to work each day, will help them be ready to work.

### What benefits could be included?

Once you meet the minimum standards required by the Government, there is a lot of variety in the benefits art centres can choose to offer. You might be guided by what other organisations and art centres offer, and you may come up with some benefits unique to your situation. Not all benefits will cost a lot to provide.



# 1.1. How big and complicated is the art centre?

The complexity of your art centre will influence how you position the salary and benefits for new roles against what other organisations are paying.

The complexity of your art centre is made up of a number of factors. Assessment of these factors can be somewhat subjective. You can use the tool below to guide you.

Generally, the larger and more complicated the art centre, the more you will need to pay to be competitive with other organisations.

## Tool 1: Rating art centre size and complexity

For each row of the table, circle the item that best describes your art centre.

When you finish, you will probably have circles across at least two columns. There may be other factors that are unique to your place that could be considered too.

Talk about your responses and agree on what size you think best describes your art centre.

Generally, this description won't change, or will only change slowly, unless there is a major new project you are starting (such as a new business or a new building).

ART CENTRE SIZE AND COMPLEXITY	Small	Medium	Large
Turnover	Under \$500,000	\$500k-\$1M	Over \$1M
Staff numbers	Up to 7 staff	7-20 staff	over 20 staff
Business Units	1	1-3	More than 3
Parent organisation	Parent org. manages HR, finance, etc	Parent org. has minimal involvement	Stand-alone business
Where does it operate?	One main location	One main location, provides services to others	Multiple locations with physical facilities
External relationships	Small number of easy-to-manage relationships	Medium number of complex external relationships	Complex external relationships requiring significant management

### How to use your size and complexity rating

Your size and complexity will be used to choose the right SALARY BANDS for your art centre. The salaries you pay will then be competitive with those paid in similarly sized organisations elsewhere.

## 1.2. What are the community and living conditions like?

What challenges are entailed in living and working in your location for someone who is not already a local resident? Thinking about this will help you choose benefits that will be valued by people coming to your community and that will help them to succeed.

In addition, consideration should be given to specific challenges that may exist for a strong candidate from within the community to facilitate their transition into a senior role.

### Tool 2: Community and living conditions

For each row of the table, circle the item that best describes your art centre. When you finish, you might have circles in more than one column.

There may be other factors that are unique to your situation that could be considered too. Talk about your responses and agree on what best describes the location and living conditions of your art centre.

LOCATION	Easy	Medium	Challenging
Housing	Good quality housing provided; easy to rent something suitable; or the art centre has its own housing	Housing in need of maintenance/upgrade; renting can be difficult	Poor quality housing provided; very hard to rent
Transport	Serviced by commercial bus line or close to airport with regular commercial flights; bitumen roads	Serviced by bush bus, ferry or semi-regular air passenger service; dirt roads	Only accessible by 4WD and long drive to nearest town; road seasonally affected; weekly mail plane
Local facilities and services	In or close to regional town with supermarket, hospital and other shops/recreational options, school	Good community shop, clinic, school	No shop, no school, but has a clinic
Community conditions	Stable community, relatively safe, police on site	Some community challenges, police on site	Many community challenges, safety may be an issue, no police
Maintaining personal wellbeing	Population, facilities and access allows for good support systems outside the workplace	Some facilities and other agencies on community assist access to social activities	Challenging conditions make it important for staff to have regular breaks and maintain connections outside community

### How to use your community and living conditions rating

This rating will help you think about what benefits and employment conditions you can use to make it more attractive to work at your art centre, or for someone local to have support frameworks if taking up the role.

## 1.3. What benefits could be included?

Depending on the circumstances of your art centre, there are a range of benefits you can offer. Try to think creatively about what will be attractive to staff.

- Some benefits you might make available to all staff, and some might be for certain positions only.
- Some benefits may be of high value to staff without costing much to the art centre.
- Some benefits will be more expensive and will need to be considered in your overall budget.

The most common benefits are outlined below, along with other factors for consideration.

It is beyond the scope of this document to address these benefits in detail. Seek advice from your accountant before deciding on the list of benefits available to staff at various levels.

### Additional superannuation

The minimum superannuation requirement is the statutory rate (10.5% from 1 July 2022, increasing to 11% from 1 July 2023). Statutory superannuation is legally required when offering a salaried position and must be advertised as an additional amount over the base salary.

Your art centre may decide to pay superannuation at a rate higher than the statutory minimum requirement as a benefit.

### Regular salary reviews

Including a statement about when salary increases occur and how they are decided may be appealing to candidates. This might be a guaranteed annual CPI increase for all staff, or a statement that salaries are reviewed annually based on individual and overall art centre performance.

Note that in addition to your internal salary review policy and practices, you must ensure that any increases in the relevant award are monitored and passed on to all staff to whom it applies. Awards usually have regular pay increases that apply at six- or twelve-month intervals.

It's important also to monitor the economic environment to ensure that planning for salary reviews considers external issues such as inflation and impacts on cost of living.

### Salary sacrifice arrangements

Salary sacrificing is a notable benefit if available in your art centre. More information is provided in the next section.

### Remote location housing and associated benefits

If your art centre is in a remote location and provides accommodation and/or associated benefits like paying for utilities, ask your accountant to allocate a reasonable figure to include as part of the package.

The main benefit of this for the employee from a financial perspective is that they don't have to spend on these living expenses as they would need to if they worked elsewhere. It's hard to specify the amount the benefit gives to an individual, as what someone currently pays for in accommodation depends on such things as where they currently live.

Including a figure for these associated benefits in the salary package will add to the appeal for candidates.

For candidates who are already resident within the community, benefits should be offered that are similar to those on offer to a candidate for the same position from outside the community.

### Remote location income tax benefits

There generally are government allowances and tax incentives available for people living in remote regional areas. Ensure you know what these are and mention them in the package.

### Relocation assistance to commence or leave employment

Relocation assistance can depend on whether a new employee is relocating from elsewhere. It generally will not apply for people who already live in the community. There are a number of elements to consider when someone is relocating.

### **Start-of-employment travel costs**

An amount to cover the person's travel to commence work is important and should be included in the salary arrangements.

This may vary depending on the personal circumstances of the new employee (for example, if they will arrive by plane or will drive their own vehicle). The amount might be a fixed sum as a relocation allowance, or it may be described as "relocation costs reimbursed upon presentation of receipts" up to a certain value.

In either case, an allowance for these costs should be included, though it may vary as part of the negotiations with the person appointed.

### **Relocation of personal belongings**

An allowance to cover the costs of moving personal belongings will be helpful for the person to feel at home and supported outside their work hours. This might be a set figure or may be included in a total amount to go towards their relocation costs.

### **End-of-employment travel and relocation costs**

You may also include an allowance for the person to return to their home (or place of hire) at the end of their employment, which should include both personal travel costs and an allowance for relocation of their personal belongings.

This benefit may have conditions, such as they must have completed a minimum period in your employment. However, if the person breaks their contract early by their own choice or because things are not working out, it is good practice to help them to get home.

### **Transport**

Most people who come from elsewhere to work in your art centre will not have their own vehicle or, if they do, it may not be suitable for the road conditions.

Being able to leave the community for a break is very important for mental health and wellbeing. This might be to go camping, go to the nearest town for a long weekend or travel longer distances for a period to visit friends and family.

Some things you could consider to assist staff with transport include:

- providing a vehicle for exclusive use;
- allowing some use of work vehicles for personal purposes;
- providing a car allowance;
- providing an allowance for fuel and vehicle maintenance; and/or
- reimbursing costs of travel for regular breaks.

### **Benefits of permanent work over casual work**

Many local staff are employed on a casual basis. While this may allow for a higher hourly rate and flexibility of hours, there are significant benefits to permanent employment such as paid holidays and sick leave. These benefits should be clearly explained so that local staff are able to make an informed choice about accepting permanent appointments.

### **Professional development**

Particularly for senior staff, ongoing professional development beyond what may be available at the art centre may be important both to bolster their performance and to maintain contact with professional networks and support. Benefits could include:

- an annual allowance for professional development activities of their choice (or to be approved by the art centre);
- membership of a professional body or association (or reimbursement of cost);
- attending conferences or training relevant to their role; and/or
- professional mentoring, coaching or career support.

## Benefits that contribute to quality of life

When someone comes to live in your community and work for your art centre, they may be a far away from their home, family and friends. It is important to consider this and include in the salary arrangements benefits that will support them in maintaining contact with their networks. This will support their personal wellbeing, ensuring they can continue to do a good job and encourage employee retention.

Benefits for local candidates should be aligned with what would be offered to noncommunity candidates for the same role. For example, additional leave or travel allowance could be allocated to professional development opportunities and networking with peers.

Package benefits at a manageable cost to your art centre can include:

- allowing for personal use of a workplace mobile phone;
- providing paid internet access in their accommodation/at home;
- providing additional annual leave to enable someone to refresh and rejuvenate or to return home for holidays; and/or
- providing an annual travel allowance to help with the cost of travelling for such leave.

Some organisations are able to allow a person to work from another location at times. For example:

- work from home (e.g., within the community);
- work from another location (e.g., a town nearby); and/or
- work from their home city or location perhaps for a limited period a couple of times a year.

## Other benefits and considerations

### Accommodation

- For people coming from outside of the community, providing a short video to show them the accommodation and local facilities before they accept the role will help them to prepare.

- If accommodation is challenging to find, offer practical assistance to help locate suitable accommodation. You may be able to partner with other agencies with similar challenges (e.g., sharing accommodation with school or clinic staff).

### Personal safety

Personal safety may be a concern for some people coming into your community, and they may ask about this during the recruitment process. Things to help them feel safe might include:

- ensuring that accommodation is secure;
- providing an allowance for insurance of personal goods;
- installing a security alarm or security alarm signage;
- asking select senior members of the art centre if they could be a contact point for the new employees who might have safety or other concerns; and/or
- advising the police that you have a new staff member.

## 1.4. About salary sacrifice

This ATO incentive enables an employee of a Public Benevolent Institution (PBI) with Deductible Gift Recipient (DGR) status to reduce the income tax they pay, resulting in a higher take-home percentage of their salary.

If your art centre has PBI and DGR status, there are real benefits you can offer your employees in the form of salary sacrifice. Most art centres are eligible, but check with your accountant or bookkeeper if you are unsure.

Salary sacrifice involves using a portion of an employee's pre-taxed income to pay for select personal expenses (such as rent or professional development). The payment is administered by the employer, who pays the third-party supplier directly on the employee's behalf. The remainder of the employee's income is then taxed. This results in a **higher take-home wage** for employees.

It is important to note that how much benefit this brings **depends completely on the person's circumstances and how they choose to use this benefit and is subject.**

Generally, salary sacrificing arrangements deliver greater benefit to full-time staff at higher salary rates, however, it can be of value for all levels of staff. A key element in this is finding expenses that can be packaged that will be useful to the individual staff member.

It is important to get advice from an accountancy expert as to how best use this benefit for your employees.

Salary sacrifice can add up to an extra \$5,485 per year (\$105 per week) to take-home pay, but benefits are unique to the choices and circumstances of the person.

### What difference can salary sacrificing make for art centre employees?

The benefit an employee gains from salary sacrifice depends a great deal on their personal circumstances and other factors, such as if they have a HECS debt and how they choose to structure their package.

If your art centre plans to implement salary sacrificing, it's a good idea to contract with an external supplier to manage this for your employees on your behalf.

It's useful to understand how this could work and what difference it can make .

Generally, art centre employees who are eligible for salary sacrifice arrangements will be able to allocate up to \$15,899 of their base, pre-taxed salary in payments to third-party suppliers to be administered by their employer. In sacrificing this full amount, the employee may then be eligible for a maximum tax deduction of \$5,485 per annum, resulting in an increase to their take-home pay of \$105 per week.

Salary sacrifice benefits may also be valuable for arts workers and other local staff at the art centre, though it depends a great deal on their circumstances and what benefits they may be able to use.

Using salary sacrifice provisions can increase take-home pay for local workers, making their remuneration more competitive with other jobs they could have in the community, which may also assist with attraction and retention.

It may even be available for casual and part-time workers, which would need to be explored in the specific context of each art centre.

Before you consider offering this benefit, be sure to fully investigate it with a tax professional.

Some examples of how it can be used are given below.

### Example – Art Centre Manager

To illustrate, the table below shows how full salary sacrificing can increase the take-home pay for an Art Centre Manager using minimum, median and maximum salary figures from the Survey.

ART CENTRE MANAGER	Min.	Median	Max.
Base salary	70,000	88,920	112,000
Net pay (NO SS)	55,383	67,776	82,893
Net Pay (FULL SS)	60,868	73,261	88,378
Potential benefit	5,485	5,485	5,485
<b>Extra 'take-home' pay per week*</b>	<b>105</b>	<b>105</b>	<b>105</b>

## Example – Arts Worker

Using the minimum base salary from the Survey for a full-time permanent Arts Worker, the following is the maximum benefit from full salary sacrifice.

ARTS WORKER	
Base salary	42,355
Net pay (NO SS)	36,918
Net Pay (FULL SS)	40,257
Potential benefit	3,339
<b>Extra 'take-home' pay per week*</b>	<b>64</b>

*\*These figures are estimates only and have been calculated using the online calculator available at <https://firstnations.cbb.com.au/salary-packaging/>*

## How to explain salary sacrifice provisions

Because there are a lot of variables in how much an individual will benefit from salary sacrificing, it may be hard to explain the value this may bring in your job description and advertising.

People who are familiar with it may understand, but someone who hasn't had this benefit before may not, so it's good to be as clear as possible.

The next section explores how to tell the money story for the job in simple and appealing ways to help your art centre attract good candidates for positions you have available.

## 1.5. Telling the money story for the job

People who are interested in working in an art centre are often motivated by factors other than financial reward. However, adequate remuneration is likely to help with candidate attraction, employee retention and loyalty, contribute to an employee's sense of value and reduce the significant challenges of remote employment.

Often art centres will only use the base salary when advertising a position, which can make it sound like the job is not very well paid – especially compared to other jobs your candidates could apply for in a city.

It's important to make sure that you know what benefits will be included for each job. Describing the benefits in your recruitment advertising can create a significantly more attractive package compared to the base salary figure, especially for a senior role.

By outlining ALL the benefits as well as the base salary in a Total Remuneration Package (TRP), the money story for the job will be much more appealing to the right people.

### Show how the Total Remuneration Package compares with other organisations

Arts centres are uniquely placed to offer a wider array of benefits in their TRPs than other comparable organisations. Highlighting the number of benefits available can assist candidates to make an accurate comparison when considering employment with other organisations, while also increasing their interest in working for your art centre.

For example, other privately owned or government arts sector organisations may not be able to provide salary sacrifice provisions or accommodation and living on-costs benefits. Other not-for-profit organisations may not be able to provide additional leave and leave loading benefits.

Telling the money story regarding the additional benefits available for working in your art centre over other arts sector and not-for-profit organisations can assist you to attract and hire quality candidates.

The Pro Bono Not for Profit Salary Survey 2021 indicates that median TRP adds about \$11,000 in additional financial value (approximately 9–11%) over base salary for jobs in **not-for-profit organisations**.

For **art centres** where accommodation is provided, this can add **more than \$20,000** additional financial value over median base salary, an increase of **more than 20%**.

### Examples of Total Remuneration Packaging (TRP) for an Art Centre Manager

The figures in the following table for small and medium sized art centres are based on real examples drawn from the results of the ANKA Art Centres Salary Benchmarking Project 2022. The median salary example uses the median salary identified previously (p.17) for an Art Centre Manager and creates a possible package from common benefits to illustrate Total Remuneration Packaging.



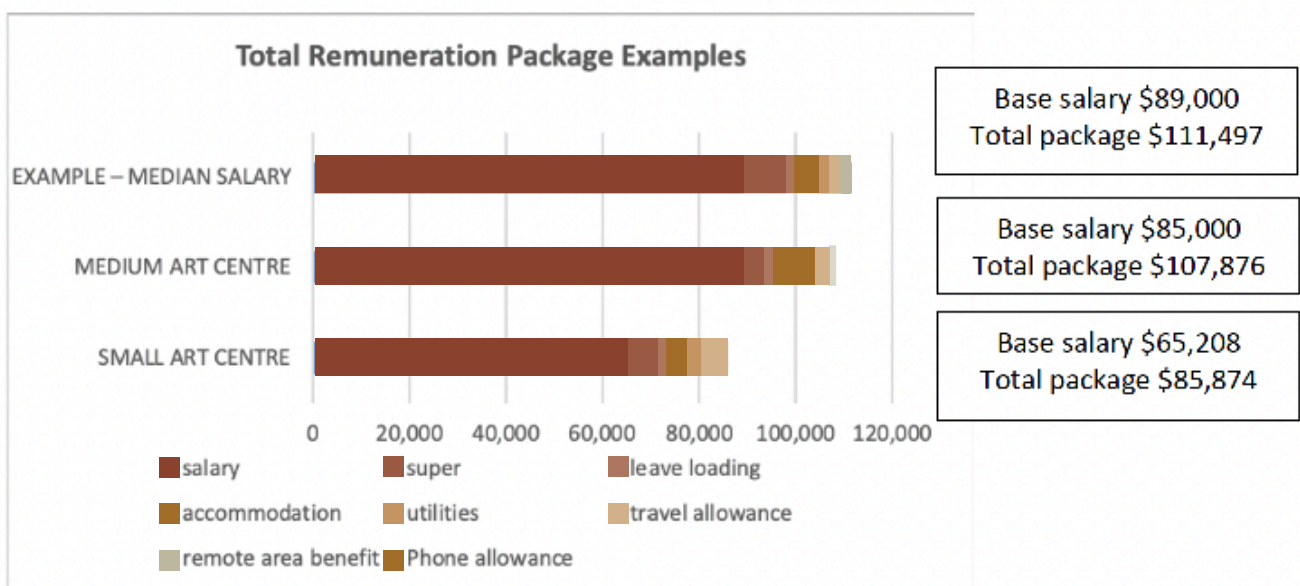
REMUNERATION BENEFITS	SMALL ART CENTRE (actual)	MEDIUM ART CENTRE (actual)	MEDIAN SALARY (example)
Salary	65,208	85,000	89,000
Superannuation (10%)*	6,521	8,500	8,900
Leave loading (XX%)	1,097	1,716	1,796
Accommodation	5,000	9,000	5,000
Utilities	2,500	XX	2,500
Travel allowance	5,548	3,000	2,500
Remote area benefit*	NA	NA	1,800
Phone allowance			
<b>TOTAL REMUNERATION PACKAGE</b>	<b>\$85,874</b>	<b>\$107,876</b>	<b>\$111,497</b>

\*In the examples, superannuation has been calculated at the previous statutory rate of 10%. \*

\*Seek accountant advice re: details of Remote area benefit

SMALL ART CENTRE	MEDIUM ART CENTRE	MEDIAN SALARY EXAMPLE
Base Salary \$65,208 Total package \$85,874 Benefits value \$20,666	Base Salary \$85,000 Total package \$107,876 Benefits value \$22,876	Base Salary \$89,000 Total package \$111,497 Benefits value \$22,497
<b>Increase over base salary:</b> <b>24%</b>	<b>Increase over base salary:</b> <b>21%</b>	<b>Increase over base salary:</b> <b>20%</b>

Or shown another way:



## **A good money story and how to tell it**

Here are some tips and examples for how to tell the money story.

- Decide on the base salary range or amount for the position.
- Make a list of ALL the benefits you might offer for the job – both those that can be given a dollar value, and those that are less quantifiable such as ‘lunch provided every day’.
- Ask your accountant or bookkeeper to provide you with a Total Remuneration Package value that includes all the relevant benefits.
- Include both the benefits list and total package value in the job description or candidate information pack. It’s good to provide this information upfront.

### **Use the highlights of the package when advertising the position. For example:**

*‘An appealing salary package around \$135,000 includes a base salary circa \$105–\$110k plus superannuation, salary sacrifice opportunities, a professional development allowance, relocation assistance and much more!’*

## Part 2: Setting the Remuneration for a Vacant Position

When a position becomes vacant in your art centre, especially at a senior level, there are **four main stages** in the process to appoint a new person to the job. Decisions about salary and benefits need to be made at TWO of these stages.

**The main decisions** are needed at **Stage 1 – Define the Role**, when you identify the characteristics of the job, the skills and experience needed to do the job well, and the salary and benefits that you will offer.

Another round of decisions is needed at **Stage 3 – Offer**, when you have chosen a preferred candidate. The offer that you make to them needs to be tailored to suit them. This will depend on their level of experience and capabilities, and their personal circumstances (such as an accompanying family).

These are also the stages at which, in consultation with art centre directors, you will need to consider shaping a job description and offer specifically tailored to potential candidates from within the community if interest has been expressed.



## 2.1 Steps to setting the **BASE SALARY** and **TOTAL REMUNERATION PACKAGE**



1. Look up the SALARY BAND for the position in Appendix 1

The recommended salary band for each art centre size is provided in Appendix 1 of this document. The salary band for each size of art centre stretches by \$20,000 and overlaps with the next band to allow flexibility.

2. Decide the SALARY RANGE for the job, within the recommended SALARY BAND and considering the CURRENT SITUATION

The salary range can be set within a \$5,000 to \$10,000 range for the job, depending on your budget, to allow flexibility for a range of candidates to be interested.

There are a few things to consider at this point.

### Context and current situation

Each time you are considering appointing a new senior person, you will need to consider the current circumstances of the centre.

You should also consider the external environment and current economic conditions. Note that salary ranges will increase over time due to inflation and other factors. Advice from your accountant, recruitment advisor or other advisors will help to ensure that the range you choose is appropriate.

These internal and external factors may affect the salary range you offer.

Is it 'business as usual' at the art centre? Then it's appropriate to stick to the lower to middle area of the range.

Or is there significant change in the near future that the new person will need to manage and direct? This may mean that it is more appropriate to go to the upper level of the range in order to attract candidates with the capabilities and skill level required to manage these challenges. Challenges may include:

- Financial wellbeing of the organisation – is it, for example, emerging from financial administration?
- Are there significant growth plans or opportunities to be pursued?
- Are there new buildings or physical facilities being built or commissioned?

For example, a centre that is generally rated as **small** that is preparing to come out of administration or about to start a major building project may set a salary range at the top end of the salary band.

Once the period of administration is complete or the new facilities are up and running, it may be appropriate to **reduce** the salary package when the position **next comes vacant**, as the circumstances have changed.

Tool 3 can be helpful in considering these decisions.

### Tool 3: Context and Current Situation

Current Circumstances	Examples	Salary considerations
'Business as usual'	Art centre operations are functional, board governance is compliant, manager and other staff are stable, and artists are engaged and happy.	<b>WITHIN the salary band</b> for art centre size (guided by budget, previous pay rate for role, peak body advice, etc.)
Somewhat challenging circumstances	There's been a period of management disruption, board are disengaged and there is a need for some rebuilding.	<b>MID TO HIGH END of the salary band</b> for art centre size
Very challenging circumstances	Organisation has been under administration and/or there is a significant building project and/or launching of new business unit/retail outlet.	<b>HIGH END of the salary band</b> for art centre size, <b>MAY need to move to the next size band.</b>

### **3. Confirm the BENEFITS**

It is important to make a list of ALL the benefits that will be included in the package for this position. You will probably already know what benefits are paid for positions in your art centre, and you will have thought about the employment benefits and conditions that will be important to help a new person to settle in and be comfortable living and working in your community.

Make sure all entitlements and benefits are included.

### **4. Confirm the TOTAL REMUNERATION PACKAGE**

Ask your accountant or bookkeeper for an estimated Total Remuneration Package value for the position.

### **5. Prepare the money story for the job**

- Include the whole money story in the information you provide to candidates during the recruitment process.
- Write an appealing 'highlights' summary to use in advertising for the position.

## 2.2 Deciding the offer to the successful candidate

Once you have identified your preferred candidate, you need to decide where in the salary range for the job to place them.

Through the recruiting process, you will have gathered information about the candidate's previous salary, their salary expectations and the specific benefits that may help to secure their appointment to the role.

Now you will need to prepare an offer that fits your salary package framework, your budget and the needs of the organisation, as well as appeal to the candidate.

### Questions to consider:

- How close is their level of experience to what is needed by the role?
- What salary are they accustomed to?
- What have they asked for?
- How much professional support might they need?
  - o training and development
  - o mentoring, coaching
- Do they have any special requirements?
  - o accompanying partner/family
  - o lifestyle or leave support
- How can you support them to do a good job?

The following table may help you decide where in the range you should place them.

### CANDIDATE EXPERIENCE LEVEL

Low end of range examples	Middle of range examples	High end of range examples
Recent graduate or arts worker new to the sector, limited experience	Mature candidate with some experience and transferable skills	Mature candidate with strong and recent art centre sector skills
Limited relevant experience but may be stepping up to a bigger role	Relevant experience in similar context	Very experienced in similar context
May need significant support and or training to be successful	Other than settling in, will need some ongoing professional development but will know how to do the job	Ongoing professional development only – fully capable in the job

### Benefits

You will also need to consider the specific details of the benefits to be paid to the successful candidate. There is some room to create an appealing package for the individual that accommodates their circumstances and is within the scope of the advertised salary and benefits package. For example:

- A candidate who will be travelling to start the position **with their partner** may appreciate some extra relocation allowance.
- A candidate who will be working in a **remote location** for the first time may benefit from extra leave and/or travel allowance for leave.
- Some candidates may value access to mentoring or coaching support, or an allowance for **professional development**.
- A local candidate may request and benefit from a tailored **mentoring** arrangement.
- A local candidate may have different **housing needs** to support them in working in the role.

Benefits for local candidates should be similar to those available to someone from outside the community for the same role, however the details may change.

## **Negotiations**

When it comes to negotiating the salary and benefits, there can be an advantage in having an independent third party (such as someone who has assisted in the recruiting process) discuss the proposed offer with the candidate to secure their verbal agreement before a letter of offer is issued.

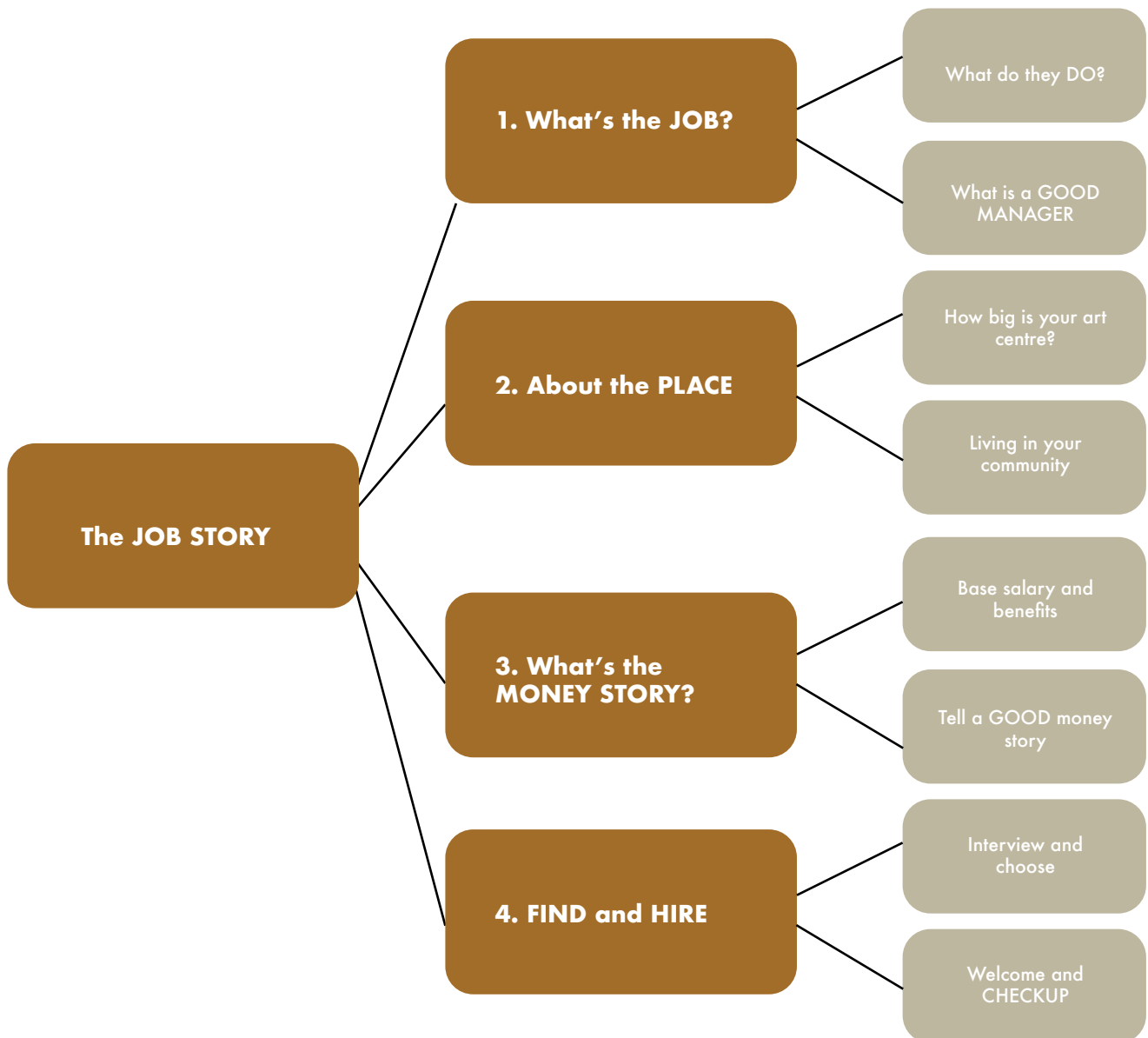
This allows for some discussion and exploration to come to an agreed offer that meets both the needs of the art centre and the candidate.

Once a verbal agreement is reached, you should prepare the written agreement as quickly as possible and forward it to the candidate for formal signed acceptance.



## Part 3: Art Centre Board Guide

### HIRING A NEW MANAGER



## 1. What's the JOB?

### What do they DO?

#### **LIST AND DESCRIBE ALL THE PARTS OF THE JOB**

##### THINGS TO TALK ABOUT:

- Activities
- Responsibilities
- Tasks

#### **USE THIS INFORMATION TO WRITE THE JOB DESCRIPTION**

### What is a GOOD MANAGER like?

#### **IF THEY ARE DOING A GOOD JOB, HOW WILL THEY ACT?**

##### THINGS TO TALK ABOUT:

- If they are very good at their job, what does that look like?
- How does a good manager behave?
- What relationships do they have?

#### **USE THIS INFORMATION TO DESCRIBE THE PERSON YOU WANT**

## 2. About the PLACE

### How big is your art centre?

#### HOW DOES THE SIZE OF THE ART CENTRE AFFECT THE JOB?

##### THINGS TO TALK ABOUT:

- What is the budget?
- How many staff?
- How many business units?
- Do we have a parent organisation?
- How many locations?

#### THE BIGGER OR MORE COMPLICATED THE ART CENTRE, THE HIGHER THE SALARY

### Living in your community

#### HOW EASY OR HARD IS IT TO LIVE AND WORK IN THIS PLACE?

##### THINGS TO TALK ABOUT:

- Housing
- Transport
- Facilities
- Community harmony
- Keeping well

#### CHOOSE BENEFITS THAT WILL HELP PEOPLE LIVE AND WORK HERE WELL

The tools on the next page can help you define your art centre's situation.

### Tool 1: Rating art centre size and complexity

For each row of the table, circle the item that best describes your art centre.

When you finish, you will probably have circles across at least two columns. There may be other factors that are unique to your place that could be considered too.

Talk about your responses things and agree on what size you think best describes your art centre.

Generally, this description won't change, or will only change slowly, unless there is a major new project you are starting (such as a new business or a new building).

ART CENTRE SIZE AND COMPLEXITY	Small	Medium	Large
Turnover	Under \$500,000	\$500K-\$1M	Over \$1M
Staff numbers	Up to 7 staff	7-20 staff	Over 20 staff
Business Units	1	1-3	More than 3
Parent organisation	Parent org. manages HR, finance, etc.	Parent org. has minimal involvement	Stand-alone business
Where does it operate?	One main location	One main location, provides services to others	Multiple locations with physical facilities
External relationships	Small number of easy-to-manage relationships	Medium number of complex external relationships	Complex external relationships requiring significant management

### How to use your size and complexity rating

Your size and complexity rating will be used to choose the right SALARY BANDS for your art centre. The salaries you pay will then be competitive with those paid in similarly sized organisations elsewhere.

## Tool 2: Community and living conditions

For each row of the table, circle the item that best describes your art centre. When you finish, you might have circles in more than one column.

There may be other factors that are unique to your situation that could be considered too. Talk about your responses and agree on what best describes the location and living conditions of your art centre.

LOCATION	Easy	Medium	Challenging
Housing	Good quality housing provided; easy to rent something suitable; or the art centre has its own housing	Housing in need of maintenance/upgrade; renting can be difficult	Poor quality housing provided; very hard to rent
Transport	Serviced by commercial bus line or close to airport with regular commercial flights; bitumen roads	Serviced by bush bus, ferry or semi-regular air passenger service; dirt roads	Only accessible by 4WD and long drive to nearest town; road seasonally affected; weekly mail plane
Local facilities and services	In or close to regional town with supermarket, hospital and other shops/recreational options, school	Good community shop, clinic, school	No shop, no school, but has a clinic
Community conditions	Stable community, relatively safe, police on site	Some community challenges, police on site	Many community challenges, safety may be an issue, no police
Maintaining personal wellbeing	Population, facilities and access allows for good support systems outside the workplace	Some facilities and other agencies on community assist access to social activities	Challenging conditions make it important for staff to have regular breaks and maintain connections outside community

### How to use your community and living conditions rating

This rating will help you think about what benefits and employment conditions you can use to make it more attractive to work at your art centre, or for someone local to have support frameworks if taking up the role.

### 3. What's the MONEY STORY

#### Base salary and benefits

##### **BASE SALARY**

- Use the table (page 33) to get the salary band for the size of your art centre
- Decide on the salary RANGE for the job
  - a range of \$5,000-\$10,000 is flexible for candidates
  - check it's within your budget

##### **BENEFITS**

- List ALL the benefits that you can offer
- Include things that help someone be comfortable in your community

#### Tell a good money story

##### **ASK YOUR ACCOUNTANT FOR:**

- A 'Total Remuneration Package' that includes the base salary and benefits
- Check what will be available to salary sacrifice

##### **TELL THE STORY**

- Include the full details in the Job Description
- Describe it well in the advertising

'The tool on the next page will help you decide on the SALARY RANGE, within the suggested SALARY BAND.'

### Tool 3: Context and Current Situation

CURRENT CIRCUMSTANCES	Examples	Salary Considerations
<b>'Business as usual'</b>	Art centre operations are functional, board governance is compliant, manager and other staff are stable, and artists are engaged and happy.	<b>WITHIN the salary band</b> for art centre size (guided by budget, previous pay rate for role, peak body advice, etc.)
<b>Somewhat challenging circumstances</b>	There's been a period of management disruption, board are disengaged and there is a need for some rebuilding.	<b>MID TO HIGH END of the salary band</b> for art centre size
<b>Very challenging circumstances</b>	Organisation has been under administration and/or there is a significant building project and/or launching of new business unit/retail outlet.	<b>HIGH END of salary band</b> for art centre size, <b>MAY need to move to the next size band.</b>

## 4. FIND and HIRE

### Interview and choose

#### **INTERVIEWS**

- Listen carefully
- Ask questions
- Ask for an interpreter if you need to

#### **CHOOSE**

- Think about how the person will match what you have agreed you want
- Each person will be good at some things - but maybe not all things
- Who could do the best job for you?

### Welcome and checkups

#### **WELCOME**

- Prepare for the person to arrive
- Help them settle in - to the job and the place
- Help them understand what you want
- Give them information and tools to do well

#### **CHECK UPS**

- Check up how they are going after 3 months and 6 months
- Think about how they are going
- Ask them how they think they are going
- Talk and agree on how to change or improve



# Appendix 1: Recommended Salary Bands 2022

Choose a **SALARY RANGE** for the position in your art centre of around **\$5,000–\$10,000** within these **SALARY BANDS**.

- Consider your budget and resources.
- Consider the external environment, such as inflation.
- Allow scope for annual or performance-based pay increases that will remain within the band.
- An appropriate range for a senior management or technical role is \$5,000–\$10,000.

### Examples

1. A small, stable art centre in a medium location might set a salary range for the role of art centre manager of \$75,000–\$80,000.
2. A large, complex art centre that is starting a major building project might set a salary range of \$105,000–\$112,000.

### ART CENTRE MANAGER

**Definition:** Most senior person in the organisation, reports to the board

**Titles:** Positions at this level may have a variety of different titles, including:

- Art Centre Manager
- Art Centre Coordinator
- Chief Executive Officer
- Executive Officer
- Manager/Mentor

## RECOMMENDED BASE SALARY BANDS 2022 \*

Small Centre			Medium Centre			Large Centre		
	Min	Max		Min	Max		Min	Max
<b>Annual</b>	75,000	95,000	<b>Annual</b>	85,000	105,000	<b>Annual</b>	95,000	115,000
<b>Weekly</b>	\$1,442.31	\$1,826.92	<b>Weekly</b>	\$1,634.62	\$2,019.23	<b>Weekly</b>	\$1,826.92	\$2,211.54

\* Salary bands have been established with a view to increasing art centre base salaries to be more competitive with comparable employment options. The bands are provided as a guide only, and art centres should consider their external and internal environment and circumstances.

## Appendix 2: ANKA Salary Benchmarking Findings – Summary of Current Actual Salaries

Where needed, annual salaries have been calculated based on a 38-hour week.

### Annual salaries

Role Type	# Positions Surveyed	Min	Median	Max
Art Centre Manager	17	70,000	88,920	112,000
Cultural Advisors	26	48,787	68,979	74,284
Studio Coordinator	14	49,600	65,208	76,000
Gallery Manager	8	48,214	59,280	88,920
Museum / Multimedia Centre Manager	6	48,214	66,990	98,800
Senior Arts Worker <sup>1</sup>	13	44,381	46,772	58,500
Arts Worker	45	42,355	49,664	61,591
Entry Level Arts Worker	13	42,900	42,900	45,645

### Hourly Rates

Role Type	# Positions Surveyed	Min	Median	Max
Cultural Tour Guides	5	\$22.56 ph	\$25.00 ph	\$33.00 ph
Admin and Support Workers	7	\$25.50 ph	\$27.00 ph	\$31.01 ph
Cleaners and Gardeners	5	\$22.56 ph	\$25.00 ph	\$25.00 ph

<sup>1</sup> Some art centres pay Arts Workers according to seniority without using the title Senior Arts Worker, leading to some anomalies in the comparative salary rates.

**ANKA** ARNHEM, NORTHERN  
AND KIMBERLEY ARTISTS  
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Working together to keep art, country and culture strong

**ANKA Salary Benchmarking Survey 2022**