



**Southern  
Ontario  
Library  
Service**

# **Chief Executive Officer Salary Survey Report, 2014**

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For The Southern Ontario Library Service  
June, 2014**



**Chief Executive Officer**  
**Salary Survey Report, 2014**  
June 02, 2014  
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## **Executive Summary**

Through February and March of 2014, the Southern Ontario Library Service (SOLS) conducted a survey of library CEO salaries across Ontario, for the first time, including northern libraries. Of the total 315 libraries, 153 completed the survey, representing a 49% participation rate overall.

### Key findings:

- Over the six years since the last salary survey, the average maximum salary for full time library CEOs has gone up by 26%, which is more than the 9.7% increase in the Consumer Price Index.
- The highest average salaries for full time library CEOs were earned in municipalities with populations greater than 150,000, high operating expenditures and larger staffs. (Section 1, 2 and 3)
- Part-time CEOs generally served populations of 15,000 or less and earned an average of \$26.57/hr. (Section 1)
- CEOs with additional responsibilities (e.g. for a municipal department) do not make more on average than their counterparts without additional responsibilities. In fact, they make 10.12% less than the average maximum salary of full time respondents. This is a notable difference from the 2008 report, which noted 21.45% higher salaries for respondents with municipal responsibilities. (Section 5)
- The majority of respondents reported a progression from their minimum to maximum salary by an average of five pre-determined steps. Only nine indicated that they were eligible for bonuses over their maximum salaries. (Section 6)
- The majority of CEO salaries were determined by a comparator on municipal grids. (Section 7)
- The minimum education level required for the job, in almost half of responses, was an MLS/MLIS. 20% of respondents indicated EXCEL as a minimum requirement, up from 12% as assessed in the 2008 report. (Section 8)
- 71% of staff does not work in unionized libraries, compared to 75% as assessed in the 2008 report. (Section 9)
- 69% of CEOs are provided with benefits packages, with the most common perquisites being parking and compensating time equal to time worked. (Section 10)
- The average number of vacation days for full time staff remains 27, and part time staff have an average of 19 days. (Section 10)
- 76% of CEOs reported salaries were adjusted within the last year. (Section 12)
- 18% of CEOs reported they are currently eligible to retire, with another 17% eligible to retire within 1 to 4 years. (Section 12)

- CEOs of libraries within the Golden Horseshoe region are paid 58% more than the overall average. The region of Southwestern Ontario is the only other where earnings are above the overall average rather than below.

## Introduction

In March 2014 Southern Ontario Library Service (SOLS) libraries and Ontario Library Service – North (OLSN) libraries were invited to complete an online survey regarding salary and benefits received in 2013. Of the total 315 libraries, 153 completed the survey, yielding a 49% participation rate. Split into their respective regions, SOLS libraries had a completion rate close to 63%, and OLS-N libraries nearly 27%. Of 45 First Nations libraries within SOLS and OLSN, four responded with a 9% participation rate. A list of respondents is shown in Appendix A.

Salary surveys of libraries in SOLS were undertaken in 2003 and 2008, comparing salaries against a number of factors. The present report repeats the charts in the most recent 2008 document, including data on benefits, years of service and years to retirement, comparison between the salaries of CEOs and their highest subordinates, and any additional functions performed by CEOs, as added in the 2008 report. The most notable difference is the inclusion of the OLSN libraries. The inclusion of this data gives us province-wide context.

Population	Total SOLS Libraries	Respondents	Participation rate	
Over 150,000	14	8	57.14%	62.50%
100,000 to 149,999	10	7	70.00%	
50,000 to 99,999	21	16	76.19%	73.53%
30,000 to 49,999	16	13	81.25%	
15,000 to 29,999	31	20	67.74%	
5,000 to 14,999	51	34	66.67%	56.70%
Under 5000	46	21	45.65%	
Totals	189	119	62.96%	
Population	Total OLSN Libraries	Respondents	Participation rate	
Over 150,000	1	0	0%	0%
100,000 to 149,999	1	0	0%	
50,000 to 99,999	2	0	0%	25.00%
30,000 to 49,999	1	0	0%	
15,000 to 29,999	1	1	100.00%	
5,000 to 14,999	14	6	42.86%	27.50%
Under 5000	106	27	25.47%	
Totals	126	34	26.98%	
<b>Grand Total</b>	315	153	48.57%	

The information collected through the survey gives CEOs a sense of how their remuneration compares with that of their colleagues, considering factors such as budget, number of staff and branches and so on. The questions about length of service and projected years to retirement also contribute to other demographic research about the profession.

## **Method**

Elizabeth Mens, Projects Consultant, was asked to administer and analyze this survey, mirroring the 2008 and 2003 reports. The survey was distributed electronically to SOLS and OLSN libraries, with a deadline of March 17<sup>th</sup> 2014. The data requested was for 2013. When responses were unlikely or contradictory the respondent was contacted and responses verified or amended.

The index below divides the findings into sections, which represent the data through a series of tables and additional commentary. In the interest of maintaining confidentiality, individual libraries are not identified and data is consolidated to reveal overall trends. For definitions of terms used in the tables please see Appendix B. Where the total number of respondents is equal to 153, all respondents have been grouped together. If part time or First Nations library CEO information is tabulated separately, it is noted in the charts.

Of note: the present report defines full-time as a regular work week of 30 hours or more, in accordance with Statistics Canada definitions. This definition differs from that in the 2008 report, which defined full time as a regular work week of 35 hours or more.

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## **Section 1**

### **Maximum Salary by Population Group**

The table below shows maximum salaries organized by population served and broken down by full-time positions, part-time positions, and with another category altogether for First Nations libraries. Full-time salaries are compared as annual earnings while part-time and First Nations salaries are compared as hourly wages. This is the only table where First Nations salary information is grouped separately, but in the coming years this may prove useful for those developing compensation packages for First Nations library staff.

The data below differs from the corresponding table in the 2008 report as respondents who were not titled CEOs are included. These respondents are included because they were not noted to have significant difference in responsibility according to survey questions numbering 10, 11 and 12 (See Appendix C).

<b>Full Time</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	8	\$148,459	\$157,696	\$182,182	\$81,172	
100,000 to 149,999	7	\$139,774	\$144,482	\$155,000	\$123,581	
50,000 to 99,999	16	\$130,792	\$131,177	\$163,452	\$91,860	
30,000 to 49,999	13	\$111,689	\$109,779	\$139,869	\$87,500	
15,000 to 29,999	21	\$92,073	\$89,798	\$133,280	\$65,048	
5,000 to 14,999	30	\$67,222	\$71,764	\$97,381	\$34,580	
Under 5000	18	\$46,486	\$42,943	\$82,700	\$26,520	
Total / Average	113	\$104,378	\$106,806			
<b>Part Time</b>						
		<b>Annual 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	1	\$29.45	\$29.45	\$29.45	\$29.45	
5,000 to 9,999	8	\$31.66	\$29.50	\$47.42	\$17.69	
2,500 to 4,999	7	\$25.07	\$25.33	\$33.92	\$15.00	
Under 2,500	20	\$20.09	\$20.17	\$38.46	\$11.00	
Total / Average	36	\$26.57	\$26.11			
<b>First Nations</b>						
		<b>Annual Maximum Salary</b>				
<b>Population</b>	<b>Respondents</b>	<b>Average</b>	<b>Median</b>	<b>Highest</b>	<b>Lowest</b>	
Under 10,000	4	\$18.67	\$13.23	\$35.71	\$12.50	

Of the four First Nations libraries surveyed, two served populations under 1000. Two First Nations libraries were southern and two were northern. Two First Nations respondents were full-time while two were part-time.

## Section 2

### Maximum Salary by Operating Expenditure

Expenditure	Respondents	Annual Maximum Salary			
		Average	Median	Highest	Lowest
Over \$5 million	13	\$150,666	\$153,572	\$182,182	\$123,581
\$2 to \$5 million	24	\$123,993	\$122,048	\$163,452	\$87,500
\$1 to \$2 million	11	\$109,858	\$107,487	\$133,359	\$89,798
\$500,000 to \$1 million	21	\$87,734	\$84,935	\$134,165	\$65,048
\$300,000 to \$499,999	16	\$67,808	\$73,150	\$86,598	\$28,221
\$100,000 to \$299,999	36	\$43,821	\$41,792	\$81,738	\$10,000
\$50,000 to \$99,999	18	\$26,971	\$25,671	\$49,317	\$12,878
Under \$50,000	13	\$25,449	\$14,040	\$93,020	\$4,004
Blank	1	\$23,660			
Totals	153				

Data under Lowest Annual Maximum Salary reflects part-time staff, working as few as seven hours a week.

## Section 3

### Maximum Salary by Number of Paid Subordinate Staff as Full-time Equivalents

The table below defines full time as 30 hours or more per week.

Total paid subordinate staff	Respondents	Annual Maximum Salary			
		Average	Median	Highest	Lowest
Over 100	5	\$164,350	\$161,045	\$182,182	\$150,000
40 to 99	12	\$141,374	\$143,769	\$159,285	\$123,581
20 to 39	21	\$122,246	\$121,634	\$163,452	\$87,500
10 to 19	14	\$91,898	\$100,361	\$133,359	\$28,221
5 to 9	26	\$79,607	\$82,279	\$134,165	\$16,016
3 to 4	18	\$57,320	\$53,668	\$84,722	\$33,488
1 to 2	30	\$39,752	\$38,090	\$86,598	\$4,004
Less than 1	27	\$30,315	\$26,158	\$82,700	\$8,892
Total	153				

There is a clear positive correlation between number of paid staff and average salary. CEOs with larger employee bases earn more.

## Section 4

### Maximum Salary by Number of Library Branches

The table below includes the main branch in the number of library branches.

Library Branches	Respondents	Annual Maximum Salary			
		Average	Median	Highest	Lowest
Over 10	10	\$134,918	\$138,455	\$167,971	\$91,860
6 to 9	8	\$135,471	\$141,514	\$182,182	\$96,721
3 to 5	27	\$87,907	\$89,190	\$149,920	\$10,296
2	28	\$69,980	\$71,764	\$159,285	\$10,000
1	80	\$58,983	\$50,698	\$163,452	\$4,004
Total	153				

There is some positive correlation between higher salary and number of library branches; however, this is not the rule. As in the 2008 report, some CEOs in libraries with many branches have lower salaries and some with fewer branches have higher salaries. Township amalgamations and counties that cover broad geographic areas can account for some of the discrepancies here.

## Section 5

### Job Title

Of the 153 respondents, 139 (91%) reported their job title to be "CEO." The remaining 9% reported titles including Chief Librarian, Director of Community and Cultural Services, Director of Library Service, Director of Corporate Services, General Manager, Library Coordinator, and Librarian.

Of the total 153 respondents, 146 reported having senior executive responsibilities for the library, reporting directly to a board. Those reporting responsibility for the daily management of the library numbered 143. Eleven respondents reported responsibility for one or more municipal services in addition to the library. Examples given for additional responsibilities included: Director of Archives and Museums, Head of Civic Art Galleries and Head of the Integrated Cultural Division. The average salary of respondents responsible for additional municipal services is \$93,814, 10.12% less than the \$104,378 average maximum salary of full time respondents. This is a notable difference from the 2008 report, which noted 21.45% higher salaries for respondents with municipal responsibilities

## Section 6

### Salary Range

Of the 153 survey respondents, 107 reported their salaries annually while 46 reported single pay rates. Reported full-time positions numbered 115 while 38 were part-time. Of the total respondents, 101 reported a minimum and maximum salary while 52 reported only maximum salaries. Of those who defined the minimum of their salary range, 78 reported an annual salary while 23 reported single pay rates.

	<b>Average Difference</b>	<b>Median</b>	<b>Largest</b>	<b>Smallest</b>
Variance in Annual Salary	\$15,401	\$14,224	\$42,000	\$2265
Percentage of Maximum Salary	17.26%	16.67%	45.49%	2.44%

### Annual Progression

In response to the question on an annual progression from minimum to maximum salary, 95 reported a progression predetermined by an average of 5.56 steps. Among these 95, seven reported progression dependant on performance evaluations. Two reported annual percentage increases alongside predetermined steps. Three reported Cost of Living increases alongside predetermined steps. Other increases reported in parallel with predetermined steps included pay equity, municipal salary scale, and union increases.

Of those reporting no predetermined steps, six reported performance evaluations, three reported Cost of Living increases, two reported educational increases, and two reported years of service calculated for part time positions (1 year = 1820 to 1885 hours). Other increases depended on the discretion of the board, paralleling other municipal staff, percentage increase, collective agreements, and pay equity.

Finally, 15 respondents did not provide a response to this question.

### Salary Bonus

In response to the question regarding eligibility for bonuses above the listed maximum, 130 respondents said no, nine said yes, and fourteen did not respond.

## Section 7

### Market or Municipal Grid Comparison

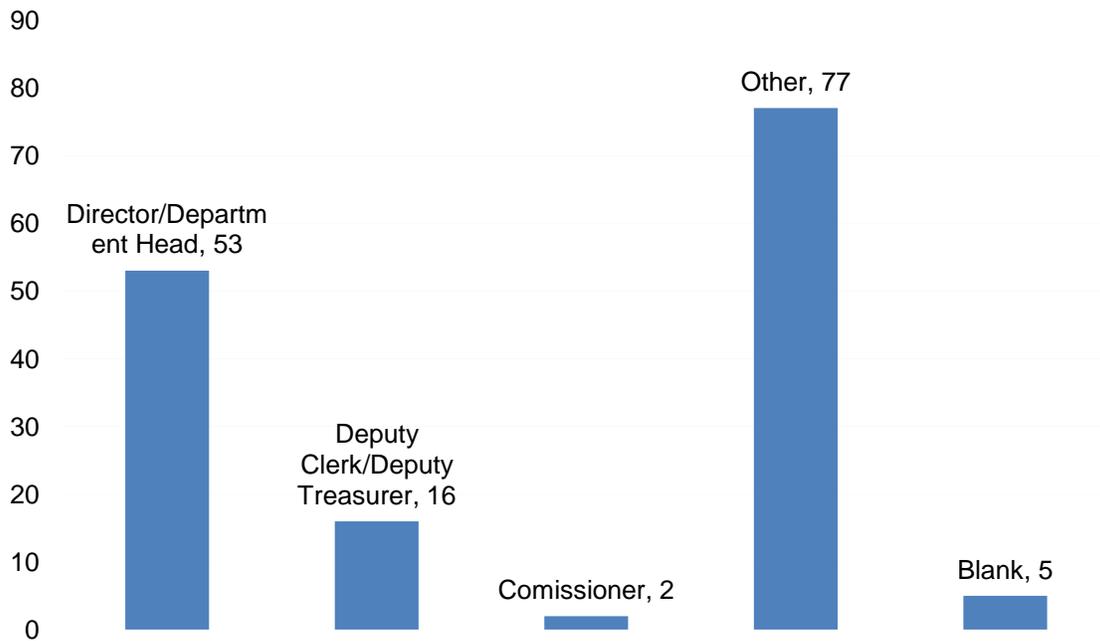
In response to the question regarding the basis of the CEO's salary, seventeen respondents reported it to be based on the market, 96 reported it was compared on a grid to other municipal jobs, 35 responded with other, and five did not respond.

Some common examples of comments under the "other" section include:

- What is allowed by budget
- Decided by board
- Compared with other libraries/municipalities
- Pay equity

### Municipal Equivalent

Respondents were asked to identify municipal positions considered equivalent to their own positions:



Equivalent Title	Average Maximum Salary of Respondents
Director/Department Head	\$104,283
Deputy Clerk/Deputy Treasurer	\$60,582
Commissioner	\$136,538
Other	\$54,418
Blank	\$104,997

Examples of the titles give under “other” included:

Title	Respondents
Foreperson	4
General Labourer	2
Deputy Fire Chief	3
Fire Chief	2
Bookkeeper	2
CAO	2
Manager of Planning	2

Of note: Two of the four First Nations libraries noted “not applicable.” Three libraries described using a points system, rather than equivalency.

## Section 8

### Highest Education Level Required

Education Level	Respondents	Annual Maximum Salary			
		Average	Median	Highest	Lowest
MBA	1	\$104,000	-	-	-
MLS/MLIS	75	\$107,251	\$105,105	\$182,182	\$22,225
BA	8	\$61,259	\$50,642	\$139,869	\$24,219
College	5	\$35,542	\$40,090	\$57,470	\$10,000
Lib. Tech. Dip	8	\$50,736	\$51,280	\$73,500	\$16,016
EXCEL	31	\$37,527	\$34,320	\$86,598	\$10,920
Grade 12	13	\$24,139	\$23,660	\$51,000	\$4,004
Other or Blank	12	\$65,495	\$56,198	\$161,045	\$8,892
Total	153				

Two respondents within “other” noted experience as an employment requirement.

## Section 9

### Union Membership

Of the 153 respondents asked

- 109 responded with no
- 36 responded with yes
- 8 did not respond

The average maximum salaries of CEOs whose staff belong to unions is \$54,892 more than those whose staff are not unionized. However, unionized libraries tended to serve larger populations which is a significant third variable in this data.

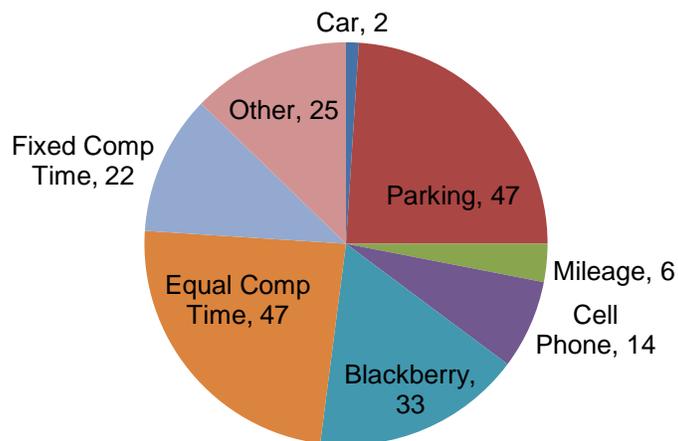
## Section 10

### Benefits Plan

Of the 153 respondents asked if there were benefits provided:

- 43 responded with no
- 105 responded with yes
- 5 did not respond

Respondents were asked to identify which of a list of benefits and perquisites they were entitled to, as charted below.



Benefits and perquisites noted under “Other” included iPads, Christmas bonuses, yearly sick days, professional development opportunities, hospital medical benefits, group life insurance, Long Term Disability, OMERS and 4-6% in lieu of benefits.

## Vacation Days

Respondents were asked the maximum number of vacation days the job could earn each year, with maximum years of experience.

Vacation Days	Respondents	Full Time	Part Time	First Nations
35 or more	22	21	1	0
30 to 34	50	47	2	1
25 to 29	17	13	4	0
20 to 24	16	11	5	0
15 to 19	7	5	2	0
10 to 14	9	2	7	0
5 to 9	8	6	2	0
1 to 4	2	1	0	1
None	16	1	13	2
Blank	6	5	1	0
Total	153	112	37	4
Average No. of Vacation Days	23	27	19	8

## Section 11

### Comparison to Highest Paid Subordinate

Participants were asked for the title and maximum salary of their highest paid subordinate. Five reported no paid subordinate staff, while sixteen did not respond. Of the remaining 132 respondents, common job titles included assistant librarian, assistant CEO, branch head, branch librarian, children's librarian, deputy CEO, director, head librarian, and manager. The average maximum salary for subordinates was \$24.00 hourly, compared to the CEO average hourly wage of \$43.40 who are paid 80.83% more than their highest paid subordinates. This data is limited by the large variance between the differences in salary of subordinates and CEOs. As well, subordinate salaries reported as annual salaries were converted to hourly wages using the hours worked per week of the CEO, which may limit the reliability of this data.

**Section 12**

**Demographic Data**

<b>Years of Service</b>	<b>Respondents</b>	<b>Years to Retire</b>	<b>Respondents</b>
30 or more	12	Post-retirement	2
25 to 29	17	0	28
20 to 24	13	1 to 4	26
15 to 19	18	5 to 9	20
10 to 14	23	10 to 14	12
5 to 9	23	15 to 19	15
1 to 4	37	20 to 24	11
Less than 1	2	25 to 35	8
Blank	8	Blank	31
Total	153		153

**Salary Maintenance**

Participants were asked to report the number of years that had passed since their position description had been renewed and since their salary had been adjusted. Of the 153 respondents 75.81% reported their salaries had been adjusted in the past year. More detailed results are shown in the table below.

<b>Years since Position Renewed</b>	<b>Respondents</b>	<b>Years since Salary Adjusted</b>	<b>Respondents</b>
15 or more	3	5	2
10 to 14	8	4	3
5 to 9	30	3	2
3 to 4	24	2	7
2	29	1 or less	116
1 or less	51	Annually based on COL	5
Blank	8	Blank / Unknown	18
Total	153	Total	153

## Section 13

### Geographic Regions

Geographic regions for Southern Ontario were determined by referring to those used in the 2008 report, maps and Wikipedia. It was determined that for the purposes of this survey, Western Ontario would include the stretch of territory from Guelph to Windsor. Central Ontario includes The area east of Guelph across to Oshawa, where Eastern Ontario begins. The Golden Horseshoe region borders Lake Ontario and meets each of other regions in Southern Ontario. For libraries within the OLSN region, the Client Area Networking and Training list was used.<sup>1</sup>

Region	Respondents	Annual Maximum Salary				Percent compared to Total/Avg
		Average	Median	Highest	Lowest	
Central Ontario	32	\$70,366	\$67,101	\$139,869	\$10,000	-6.26%
Eastern Ontario	34	\$59,585	\$59,948	\$161,045	\$4,004	-20.61%
First Nations North	2	\$18,330	\$18,330	\$23,660	\$13,000	-75.58%
Golden Horseshoe	33	\$118,611	\$128,189	\$182,182	\$10,296	58.02%
Kirkland Lake	6	\$40,940	\$38,668	\$70,727	\$21,393	-45.46%
Manitoulin	2	\$52,810	\$52,810	\$81,738	\$23,881	-29.65%
Near North	7	\$27,188	\$26,158	\$38,857	\$12,636	-63.78%
North Shore	4	\$15,770	\$13,834	\$26,520	\$8,892	-78.99%
Parry Sound	3	\$45,370	\$38,610	\$65,000	\$32,500	-39.56%
Southwestern Ontario	20	\$107,237	\$107,348	\$155,000	\$20,280	42.86%
Thunder Bay	10	\$37,061	\$31,718	\$84,935	\$11,102	-50.63%
Total / Average	153	\$75,062				

<sup>1</sup> This document is available on the OLSN website.

## **Section 14**

### **Comparison over Six Years**

The present report is based on salaries for 2013, marking a six-year time span from the 2008 salary survey which collected salary information from 2007.

- The average annual maximum salary for full time CEOs in the 2008 report was \$82,598 and \$104,378 in the present report, a difference of 26.37%, compared to a difference of 15.80% between the 2007 and 2002 data
- The average hourly maximum salary for part time CEOs in the 2008 report was \$19.73 and \$26.57 in the present report, a difference of 34.67%, compared to a difference of 16.38% between 2007 and 2002 data

The present report was the first to analyze the data of First Nations libraries separately and therefore no comparison is available.

## Appendix A

### List of Libraries that Responded to the Salary Survey in Dec 2013

Ajax Public Library	Bruce Mines & Plummer	Essa Public Library
Alnwick-Haldimand	Additional Union Public	Essex County Library -
Public Library	Library	Administration
Arnprior Public Library	Burk's Falls , Armour	Fort Erie Public Library
Asphodel-Norwood	and Ryerson Union	French River Public
Twp. Public Library	Public Library	Library
Assignack Public	Burlington Public Library	Front of Yonge
Library	Caledon (Town of)	Township Public Library
Athens (Township Of)	Public Library	Georgian Bay
Public Library	Cambridge Public	(Township of) Public
Augusta Township	Library	Library
Public Library	Cavan Monaghan Public	Georgina Public Library
Aurora Public Library	Library	Grand Valley Public
Bancroft Public Library	Centre Hastings Public	Library
Barrie Public Library	Library	Greenstone Public
Belleville Public Library	Champlain (Twp. of)	Library
and John M. Parrott Art	Public Library	Grey Highlands Public
Gallery	Clarington Public Library	Library
Black River-Matheson	Clearview Public Library	Grimsby Public Library
Public Library	Cornwall Public Library	Guelph Public Library
Bonfield Public Library	Cramahe Township	Haldimand County
Bonnechere Union	Public Library	Public Library
Public Library	Deep River Public	Haliburton County
Bracebridge Public	Library	Public Library
Library	Deseronto Public	Halton Hills Public
Bradford West	Library	Libraries
Gwillimbury Public	Douro-Dummer Twp.	Hamilton Public Library
Library	Public Library	Hanover Public Library
Brampton Public Library	Ear Falls Public Library	Head, Clara & Maria
Brighton Public Library	East Gwillimbury Public	Twp. Public Library
Brock Township Public	Library	Hearst Public Library
Library	Edwardsburgh/Cardinal	Hilton Union Public
Brockville Public Library	(Twp of) Public Library	Library
Bruce County Public	Elgin County Library	Huron Shores Public
Library - Administration	Emo Township Public	Library
	Library	Innisfil Public Library -
	Espanola Public Library	Administration

Kanhiote-Tyendinaga Territory First Nation Public Library  
Kenora Public Library  
Killaloe, Hagarty and Richards (Twp. Of) Public Library  
King Township Public Library  
Kirkland Lake Public Library  
La Nation, Bibliothèque publique de - Succursale de St-Isidore  
Lake of Bays Public Library  
Lambton County Public Library  
Lincoln Public Library  
London Public Library  
Madawaska Valley Public Library (aka Barry's Bay & Area)  
Markham (Town Of) Public Library - Administration  
Markstay-Warren Public Library  
Meaford Public Library  
Merrickville Public Library  
Middlesex County Library - Administration  
Milton Public Library  
Mississippi Mills Public Library  
Moonbeam Public Library  
Muskoka Lakes Township Library

New Tecumseth Public Library - Administration  
Newmarket Public Library  
Niagara Falls Public Library  
Niagara-on-the-Lake Public Library  
Nipigon Public Library  
Norfolk County Public Library  
North Kawartha Public Library  
North Perth Public Library  
Orangeville Public Library  
Orillia Public Library  
Oshawa Public Library  
Otonabee-South Monaghan Public Library  
Ottawa Public Library  
Owen Sound & North Grey Union Public Library  
Parry Sound Public Library  
Penetanguishene Public Library  
Perth and District Union Public Library  
Perth East Public Library  
Petawawa Public Library  
Peterborough Public Library  
Pickering (City Of) Public Library

Port Colborne Public Library  
Powassan & District Union Public Library  
Prescott Public Library  
Prince Edward (County of) Public Library  
Rainy River Public Library  
Ramara Township Public Library  
Renfrew Public Library  
Rideau Lakes Library  
Russell, Bibliothèque publique du canton de Schreiber Public Library  
Scugog Memorial Public Library  
Serpent River First Nation Public Library  
Severn Twp. Public Library  
Simcoe County Library Cooperative  
Sioux Narrows Public Library  
Six Nations Public Library (First Nation)  
South Algonquin (Township of) Public Library  
Springwater Township Public Library  
St. Catharines Public Library  
St. Charles Public Library  
St. Thomas Public Library  
Stirling-Rawdon Public Library

Stormont, Dundas & Glengarry County Library - Administration	Tweed Public Library	Whitchurch-Stouffville Public Library
Stratford Public Library	Tyendinaga Township Public Library	White River Public Library
Sundridge-Strong Union Public Library	Val Rita-Harty Public Library	Whitestone-Hagerman Memorial Public Library
Temiskaming Shores Public Library	Wainfleet Township Public Library	Whitewater Region (Twp. Of) Public Library
Thessalon Union Public Library	Wasauksing First Nation Public Library	Wollaston & Limerick Union Public Library
Thorold Public Library	Waterloo Public Library	Woodstock Public Library
Trent Hills Public Library	Wawa Public Library	
Trent Lakes Public Library (formerly Galway-Cavendish & Harvey)	Welland Public Library	
Tudor & Cashel Public Library	Wellington County Library - Administration	
	West Lincoln Public Library	
	West Perth Public Library	

**Appendix B**  
**Definitions of Terms Use in the Salary Survey Report**

Average – calculated by dividing the sum of values in a set by the number of those values

Median – the value lying at the midpoint of a range of values organized numerically; the response with 50% of the data below it 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 data cluster
- Lowest Maximum Salary – the response with the lowest maximum salary in the data cluster

Full Time – A regular work week of 30 hours or more

Part Time – A regular work week of less than 30 hours

## Appendix C

### Library CEO Questionnaire December 2013

**CEO Questionnaire, Feb. 2014**

You should fill in the questionnaire with the 2013 fiscal year in mind. Items marked with an asterisk are mandatory, but we would appreciate as much information as you can provide.  
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.

**\* 1. Your full name:**

**2. Please enter your:**  
**Phone Number:**

**\* 3. Library name:**

**\* 4. Resident population served (include area under contract):**

**5. Does your resident population fluctuate? If yes, please explain:**

**\* 6. Total operating expenditures for most recent year:**

**\* 7. Total number of paid subordinate staff (Full Time Equivalents based on 35 hrs/wk):**

**\* 8. Number of library branches including main:**

## RESPONSIBILITIES

**\*9. What is your job title?**

CEO

Other (please specify)

**\*10. Do you have senior executive responsibilities for the library and report directly to the Board?**

Yes

No

**11. Are you responsible for one or more municipal services in addition to the library?**

Yes

No

**\*12. Are you responsible for the daily management of the library?**

Yes

No

Optional space for additional comments about your library's organizational structure:

## 2013 SALARY

**\*13. Is the pay base:**

Hourly

Annual

**\*14. Regular work hours per week:**

**\*15. Does the job have a salary range?**

Yes

No

**16. Minimum of salary range:**

**\* 17. Maximum of Salary Range (or single pay rate):**

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

- Yes  
 No

**19. Is annual progression from minimum to maximum by percentage?**

- Yes  
 No

If yes, how much each year? (%)

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

- Yes  
 No

If yes, how many steps (including min & max steps)?

**21. Is annual progression calculated by another means? If yes, please describe below.**

## COMPENSATION

**\* 22. Is your pay:**

- Based on the market. OR
- Compared on a grid to other municipal jobs. OR
- Other (please specify)

**\* 23. What municipal position is considered equivalent to your job (e.g. under the pay equity plan)?**

- Commissioner
- Director/Department Head
- Deputy Clerk/Deputy Treasurer
- Other (please specify)

**\* 24. What education level is required by the job? Please specify the minimum requirement as in your job spec, even if you have additional qualifications.**

- MBA/MPA
- MLS/MLIS/MIS
- BA
- College
- Library Tech Diploma
- EXCEL
- Grade 12
- Other (please specify)

**\* 25. Is there a benefits plan provided for this job?**

- Yes
- No

**\* 26. What is the maximum number of vacation days this job can earn each year (with maximum years of experience)?**

**\* 27. Indicate other benefits or perquisites provided for your job?**

- Car
- Parking
- Comp Time Off (equal to time worked)
- Comp Time (as fixed number of days off)
- Cell Phone
- Blackberry
- Other (please specify)

## GENERAL

**\* 28. Does your library staff belong to a union?**

- Yes  
 No

Comments

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

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

\$

**31. Is the response to question 29 an hourly amount, or annual salary?**

- Hourly  
 Annual

**\* 32. What is your length of service?**

Years:

**\* 33. How many years until you are eligible to retire with an unreduced pension?**

Years:

**34. If you would like to add any other details regarding your pension (ie. if you are not eligible), please do so below.**

**\* 35. When was your position description last renewed?**

Year:

**36. Is your salary adjusted annually?**

- Yes  
 No

If no, when was it last adjusted?

## Thank you!

Thank you very much for completing the survey. Results will be made available as a report in the Spring of 2014.  
If you have any questions, please contact [bmens@sols.org](mailto:bmens@sols.org).