

## 2023 ACM-ASTC Workforce Survey

### Getting Started Guide

#### Survey Goals

The Association of Children's Museums (ACM) and Association of Science and Technology Centers (ASTC) are pleased to once again partner on a survey describing the workforce of our member institutions. The two associations last conducted such a survey in 2016, providing you with information about the staff positions, salaries, and benefits within our field.

The world has changed since our last analysis. This year, ACM and ASTC are again requesting your assistance in providing data about the workforce at your institution at several points in time (mostly 2019 and 2022) so we can understand how the workforce has changed in the intervening period of time.

Your participation has never been more important. Your responses will help ensure that the survey results are broadly representative of our field and allow you to assess and benchmark your institution against others. We know that recruiting and retention are of particular concern to you, and these data will provide you with actionable information to assess how your operations compare to others in our field.

*To help provide you with the most current data, we ask you to share your information by February 28, 2023.*

Each institution that completes the survey will receive a complimentary copy of the subsequent report (value of \$199)

#### Survey Overview

The survey asks for data about your institution and your team, including aggregate salary and benefits information about more than 25 job roles common in our field. To assist you in compiling the information needed to complete the survey, we encourage you to print or share this guide with relevant colleagues.

We know that the survey asks for a lot of information, but you've told us that you need this level of detail is needed to make the survey results most helpful to you.

#### *Sections of the survey*

- **Baseline Institution Data**  
Basic information about your institution, including your institution type, budget, attendance, size, and staff.
- **Institution Staff**  
Information for more than 25 job roles common in our field, including number of staff, compensation, and education required or preferred. (See below for a list of job roles and questions you will be asked.)
- **Additional Workforce Positions**  
Information about seasonal workers, contractors, volunteers, and interns—including data about roles, compensation, and non-monetary benefits.

- **Benefits and Time Off**  
Information about benefits available to full-time and part-time staff, including insurance, retirement, holidays, and paid time off.
- **Demographics [OPTIONAL]**  
This OPTIONAL section asks for information about any demographic data you collect and are able to share on these aspects: age, gender, race/ethnicity, sexual orientation, and educational attainment.

## Relevant Documents and Information

To assist in your compilation of data requested in the survey, you may wish to collect the following:

- Details about your institution, including the physical size (interior and exterior) and operating expenses
- Attendance numbers for your most recent fiscal year
- Most recent IRS Form 990 (as relevant)
- Organizational chart
- Position descriptions, education requirements, and salary ranges
- Current and recent (2019-2023) information about staff (full-time, part-time, and seasonal), contractors, volunteers, and interns, including total numbers and demographic information (if collected and shareable)
- Details about CEO benefits, term, etc. (if different than other staff)
- Employment policies, benefits and Paid Time-Off (PTO)
- Board of Directors information
- Hiring/recruitment and retention strategies/policies
- Current position vacancies
- Current remote and in-person numbers

## Definitions

- **Actual salary.** The actual compensation for an individual during the given year. This is likely to be the number reported on an employee's W-2 or 1099 form.
- **Base salary.** The salary band or range for a given position. This would generally be the salary range listed on a job description.
- **Fiscal year.** The annual budget year for your institution. Often runs January 1-December 31 or July 1-June 30.
- **Entry-Level Staff.** Entry-level professional on a project or work team, works under close supervision, assignments initially routine in nature, limited decision-making.
- **Leadership Staff.** Directs through subordinate Managers multiple large and complex critical programs impacting broad constituencies, identifies objectives, manages very significant functions. Staff considered part of the institution's leadership team, and report directly to the President / CEO / Executive Director.
- **Mid-Level Management.** Provides direct supervision to professionals or skilled technical employees at entry or intermediate level, functions as advisor to administration and sets goals and objectives, exercises judgment within defined procedures and policies

- **Total operating expenses.** Expenses related to admissions, education, exhibits, programs, membership, ancillary income, and overhead. Do NOT include depreciation, capital expenditures, or expenses covered by in-kind contributions.

### Tips for Completing the Survey

- Some areas of the survey will ask for information as of several points in time. Please double-check the years for which data is requested, as those may differ in different questions.
- Compile as much of the information you need before sitting down to complete the survey, as you may need data from multiple sources within your institution.
- You do not have to complete the survey in one sitting; you can pick up where you left off by clicking the same link again.
- The survey link is specific to your institution, but multiple individuals at your organization can use the same link to access your institution's response. (Please note that this link will provide access to the entire survey including any data previously entered.)
- To minimize the chance of data loss, do not use the back and forward buttons in your web browser; instead use the navigation links within the survey itself.

## Job Roles

Map your organization's positions or entities to this list:

- **President/CEO/Executive Director**  
Provides leadership in all aspects of museum management. Guides the institution in its mission and vision. Duties include strategic planning, budget oversight, hiring and directing staff, implementing policies, fundraising, Board relations, public relations, and oversight of internal and external programming.
- **Executive Vice President/Deputy Director/Chief Operating Officer**  
Oversees the institution's overall operations and internal processes. Participates in institutional planning, budget development, and program supervision. Advises on financial decision making and monitors financial performance. Responsibilities include contract negotiations, human resource management, and institutional relationship management.
- **Director of Finance/Controller**  
Oversees all financial operations, procedures, and reporting systems. Responsibilities include development of the budget, supervision of accounting personnel, establishment of the financial reporting practice, and presentation to the Board.
- **Vice President/Director of Development**  
Develops and oversees fundraising activities. Responsibilities include donor cultivation, grant writing and reporting, strategic planning, policy development, capital campaigns, prospect research, fundraising events, annual fund appeals, and planned giving.
- **Vice President/Director of Communications/PR/Marketing**  
Oversees advertising, promotions, communications, public relations, research, and sales. Also oversees branding and development of all graphics, social media, and Web presence on behalf of all departments.
- **Vice President/Director of Education**  
Oversees development, execution, and evaluation of programs, events, curricula, and resources for the general public and other external audiences.
- **Vice President/Director of Exhibits**  
Directs and evaluates exhibitions and other interpretive programs; oversees planning, design, fabrication, and installation of exhibits; and ensures the maintenance, security, and preservation of exhibits and exhibit items.
- **Vice President/Director/Manager of Human Resources/Organizational Development**  
Guides and manages the overall provision of Human Resources services, policies, and programs, including recruitment. Works in partnership with the leadership team, provides strategic vision for human and institutional capacity. Responsibilities include employee orientation, development, and training, hiring and termination processes, employment and compliance to regulatory concerns, employee policy development and documentation, performance management and improvement systems, compensation and benefits administration, and employee safety, welfare, wellness, and health.
- **Vice President/Director of Visitor/Guest Services**  
Responsible for all aspects of customer service related to the visitor experience. Oversees the management of visitor services and daily operation of the museum.
- **Research/Evaluation Director/Manager**  
Develops and implements program evaluation and research plans for the institution. Develops front-end evaluation for new programs or to support grant requests. Develops metrics for programs to measure impacts and outcomes. Executes evaluation and research plans as required for grant projects.
- **Membership Director/Manager**  
Processes and manages all aspects of the membership program. Responsibilities include acquisition of new

members, managing renewals, maintaining the membership database, generating membership reports, developing member events, corresponding with members, and actively engaging in member outreach.

- **Development Manager/Associate**  
Responsible for managing donor accounts, grant writing, coordinating fundraising events, and tracking and acknowledging gifts.
- **Education Manager/Specialist**  
Responsible for coordinating, developing, instructing, and evaluating public programming for multiple ages. May include hiring, supervising, and training education staff.
- **Early Childhood Coordinator**  
Responsible for developing programming for young children and their families. May supervise early childhood spaces within the institution.
- **Science Specialist/Advisor/Curator**  
Serves as a science content "expert." Creates and revises content for exhibits and programs and works with staff in education, exhibits, marketing, development, and visitor services to ensure accurate presentation of science programming. Assimilates and communicates science content in different media (exhibits, programs, marketing).
- **Program Manager/School Program Manager**  
Coordinates program and outreach efforts, develops and instructs curriculum-based programs aligned with educational standards, both on and off-site. May conduct program evaluation and be responsible for hiring, supervising, and training staff.
- **Community Outreach Coordinator/Liaison**  
Develops and manages partnerships with schools and other community organizations, coordinates with schools and community groups to develop programs and events, and prepares materials for public relations and outreach. May include development and implementation of programming and events.
- **Communications/Digital Media Specialist**  
Develops and manages online and digital content, creates digital materials for use in exhibits and programming, and participates in various social media platforms on behalf of the institution.
- **Manager/Developer of Exhibits**  
Facilitates project phases of design, evaluation, prototyping, engineering, fabrication, production, sourcing, staging, installation, repair, and maintenance of new and current exhibits, including project and department budgeting, accounting, timelines, labor analyses, cost estimating, and operating forecasts.
- **Exhibit Designer/Builder**  
Designs and constructs displays for institution collections, exhibits, and special projects. Researches ideas and materials for exhibits, recommends solutions for design problems, and utilizes design techniques to produce desired visual effect and educational message.
- **Exhibit Technician**  
Maintains exhibits in good working order.
- **Manager of Theater (projection, not stage)/Planetarium Programs**  
Oversees theater (projection, not stage) and/or planetarium programs and staff, including projection staff, ushers, and concessions staff.
- **Visitors Services Manager**  
Oversees Visitors Services staff including admissions/box office staff and floor staff. May manage ticketing/admissions systems and procedures.
- **Floor/Operations Manager**  
Oversees the day-to-day operation of the museum. Responsible for coordinating staff and volunteers and

assisting visitors. May assist in delivering activities or programs supporting the visitor experience. May help to plan new exhibits and special events. May be responsible for managing security.

- **Volunteer Coordinator**  
Recruits volunteers to help with programming and events, trains volunteers, evaluates volunteers, manages volunteers' schedules, and maintains a volunteer database.
- **Special Events Manager**  
Plans and manages most social and special events, including coordinating outside vendors and handling contracts. May supervise the institution's facilities rental program, acts as a liaison between renters and caterers.
- **Floor/Frontline Staff**  
Performs operational duties, monitors the museum floor for guest enjoyment and safety, presents working knowledge of policies, exhibits, and programs. May be part-time or full-time, but not seasonal.
- **Facilities/Maintenance Staff**  
Maintains facilities, grounds, buildings, and equipment. Responsible for the custodial care of the physical space. Ensures a safe and clean environment for staff and guests.
- **Seasonal Staff**  
A seasonal employee is an employee who is hired into a position for which the customary annual employment is six months or less and for which the period of employment begins each calendar year in approximately the same part of the year, such as summer or winter.
- **Contractors**  
A contractor is a business or entity that agrees to perform work under terms of a contract. Contractors are distinct from employees in that they are generally in charge of how work will be performed and are obligated to provide a specified result for the employer or are employees of another organization independent of your institution.
- **Volunteers**  
Only include information about unpaid volunteers.
- **Interns**  
A student or trainee who works, with or without pay, within an organizational internship program in order to gain work experience.
- **Other Staff**

## Questions to Expect about Each Job Role

*Note: Pay attention to the years for which information is asked for in each section.*

For each position at your institution (full-time, part-time or seasonal), you will be asked the following:

1. How many individuals work(ed) in this position? (in a given year)
2. Provide salary information for full-time or part-time employees in this position (as of a given year).
3. Are there currently any openings for this position?
4. How can employees in this position work? (onsite/in-person, some telework, remote)
5. Indicate the required and preferred education levels for this position.

For 2019 and 2023:

1. What is the base salary for this position? If the base salary is a range, please provide the average.

2. What has been the change in base salary over the past 12 months for this position?  
Express as a positive or negative percentage. If more than one person is in the position, please enter the average change.
3. If more than one person holds the position, please enter the salary range.  
(Lowest: \$\_\_\_\_\_per , Highest: \$\_\_\_\_\_ per )