

# Salary guidelines 2007

**MUSEUMS  
ASSOCIATION**

Pay in  
museums

►  
Image courtesy of Gallery Oldham  
Photographer: Joel Chester Fildes

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# Foreword

I am delighted to introduce the Museums Association's (MA's) best practice salary guidelines.

The guidelines are the result of several years of extensive research and consultation on pay in the sector by the MA, beginning with the Pay in Museums report in 2004. The conclusions of that report confirmed what members of the profession already suspected: museum pay is falling behind that of comparable sectors, and is barely keeping up with the cost of living.

Low pay, recruitment and retention problems, and a general lack of career progression are all crucial issues facing the museum sector. If museums are to attract new, dynamic people into the workforce and then retain them, something has to be done. If we want the best staff with the right skills then we need to pay at least comparably with related sectors. These guidelines give the opportunity to directly compare the pay of museum roles against similar sectors such as teachers, librarians and lecturers, to see what we are competing against.

The MA wants to see better pay in museums. It has produced these guidelines as a practical document. They will help determine salaries appropriate for the amount of experience,

knowledge and responsibility that is demanded of a post. Some museums will find their posts already fit within the job profiles and examples have been published with this document. Others may have a way to go before they reach these levels. But the important thing is that these guidelines are used to improve levels of pay across the sector.

Since the draft guidelines were piloted in 2005 there has been a positive response from individuals and organisations who have used them as an advocacy tool or as a practical guide for setting salaries. I hope that the impact of the salary guidelines will continue to grow, and future research will show museum salaries beginning to reflect the vast skills and dedication the workforce brings to this sector. Up-to-date information and developments regarding the guidelines will be available on the MA website.



**Mark Taylor**

Director, Museums Association

# Introduction

Museums are places of inspiration, engagement and creativity. Both the government<sup>1</sup> and the public<sup>2</sup> acknowledge the contribution they make to society. They preserve, research and illuminate the past and help us to make sense of the present and the future. Museums not only enrich our cultural life, they also make a valuable economic contribution.

This is only made possible through the work of museum staff. They bring the collections to life and enable the public to have access to, and engage with, their cultural heritage.

These best practice salary guidelines have been produced in response to the findings of the report *Pay in Museums*<sup>3</sup>, 2004, which highlighted the state of pay in the museum sector.

## Purpose of the guidelines

The guidelines are intended as a practical document to be used when setting starting salaries for posts within museums. They can also be used as an advocacy tool to raise the issue of pay with employers and funding bodies. Content includes suggested salaries for a range of museum posts, and comparisons of salaries of similar posts in related sectors. The guidelines seek to raise awareness of the issues surrounding pay within museums and generally improve levels of pay within the sector.

## How the guidelines were compiled

The guidelines and suggested salaries have been produced with information and advice gathered from:

- Pay in Museums report, 2004
- recent job descriptions
- local government and civil service banding
- personnel departments
- related sectors such as libraries and archives
- job evaluation schemes and competency frameworks.

Many groups within the sector contributed valuable input and advice, such as the Association of Independent Museums, the National Museum Directors' Conference Human Resources Forum and the Museum Professionals Group. From the MA, members of the council and in particular the professional development committee provided detailed guidance and suggestions. Members of staff who contributed comments and support include Mark Taylor, Maurice Davies, Caitlin Griffiths and Catrina Lucas. Nikola Burdon managed the project and prepared the text for the guidelines.

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'We in government are passionate about the importance of our cultural heritage, and its place in the wider world. I believe that museums and galleries are at the heart of this.' Estelle Morris, arts minister. *Understanding the Future: Museums and 21st-century life*. Department for Culture, Media and Sport, 2005

2

- The 2,500 museums in the UK receive more than 100 million visits each year, more than to all the country's live sporting events
- 37% of UK adult residents, over 17 million people, visit museums and galleries at least once a year. This is one of the highest proportions in Europe
- Research shows high public satisfaction levels with museums, rising from 73% in 2000 to 80% in 2002—one of the few increases in public satisfaction across all public services in that period.

*Manifesto for Museums*, 2004

3

The full report and summary can be downloaded from the MA's website: [www.museumsassociation.org](http://www.museumsassociation.org)







## Approach

This document is intended to be of use to all UK museums, whether a large national with over 500 staff or a small independent museum with one paid member of staff. Regardless of the type of museum or job title, it is knowledge, experience and most importantly responsibilities that should determine salaries.

It is recognised that museums have many different grading systems, job evaluation procedures and competency frameworks that they adhere to. Existing frameworks within a range of museums were taken into account when producing the guidelines. The guidelines are not intended to replace comprehensive evaluation and competency structures, but they will sit alongside and complement them.

The guidelines state a starting salary range; this range does not reflect the extent of the grade in which the post sits. Movement within grades is linked with the application of knowledge and skills, attitude and contribution to the organisation, which is usually monitored through internal appraisal systems.

## Introduction to job profiles

A series of generic job profiles has been compiled to determine progressive levels within the sector—Entry I, Entry II, Career I, Career II, Career III and Senior.

One of the key findings of Pay in Museums was the lack of career progression through the sector. The guidelines, and the job profiles contained within them, have been designed to map out a clear career progression structure to encourage this.

Inevitably there will always be exceptions and differing circumstances that should be taken into consideration when using the guidelines. For example, a person may have extra responsibilities such as managing large numbers of staff, caring for an important or large collection, or specific expertise. The job profiles should be used as a guideline and starting point with salaries adjusted to accommodate specific circumstances.

The job profiles section includes examples of posts advertised in the past year. This demonstrates that some museums are paying salaries at or near to the levels suggested in the guidelines, and that these salaries are achievable. The selection of examples has been made on the information available in the basic job description for the post released on application, not on the total package given by the employer. Please note, the examples are taken from the financial year 2006/07, unless stated otherwise.

## Parameters

The job profiles are limited to collections and learning and visitor services in the first instance. There is hard data to indicate existing levels of pay for these categories as they reflect those established in Pay in Museums, 2004. Conservators are not included within the job profiles. The Institute of Conservation (ICON) is the professional body for conservators and has expertise in this field, therefore it is a more appropriate source of information and advice.

Examples of posts at director/head of service level have been given, although no job profile has been described due to the extreme variability of such posts, depending on size and profile of an organisation.

It is recognised that the current range of job profiles is limited and does not reflect the wide range of posts held within museums. Further data needs to be gathered in areas such as fundraising and marketing in order to extend the scope of this document and better reflect the museum workforce. An extended pay survey is intended, with up-to-date information feeding into the guidelines in future years and ultimately producing a comprehensive range of job profiles.



## Other considerations

### Cost of living

The cost of living varies within the UK. London weighting and regional variants and markets will affect the setting of salary scales in general, and should be taken into account, where possible. Investigating the cost of living in your area will assist to set appropriate levels of pay, unfortunately there is often a lack of up-to-date research in this area.

### Hours of work

The guidelines assume a 37-hour working week (excluding lunch break). Consideration should be given for the number and nature of hours required for a post.

### Benefits package

In a sector where earnings are modest, a good benefits package can help attract the right person to the job.

Essential requirements of a benefits package:

- leave entitlement (annual, maternity, paternity, compassionate etc)
- pension.

Desirable requirements of a benefits package:

- childcare
- travel (discounts and loans)
- flexible working (job-share, flexitime, home working etc)
- opportunities for career break or sabbatical
- car benefits (parking, loan, mileage allowance)
- relocation packages
- discounts (shop, reduced/free entry, catering)
- leisure facilities.

## Training and development

It is essential for the museum profession that its workforce is trained to the highest levels in order to offer the best quality of service to users. Professional development also ensures that museum staff are able to meet the challenges of a constantly changing and evolving sector.

Good training and development leads to increased job mobility, opportunities for career progression and the development of skills such as management and leadership, which are all vital to create a dynamic sector and a committed workforce. It is the responsibility of all employers to ensure that their staff has access, opportunities and support to undertake training and development.

Many museum posts are on a fixed-term contract basis. It is recognised best practice that all staff, regardless of length or type of contract, should be able to access training and development opportunities, that will allow them to build skills and knowledge that will aid their career advancement.

## Updating the guidelines

The guidelines will be updated annually, with salary figures reviewed in line with inflation and current trends. The most up-to-date figures and information will be available via the MA website, [www.museumsassociation.org](http://www.museumsassociation.org)

Actual pay levels will be monitored and published on a regular basis, together with comments from relevant bodies, organisations and individuals. A follow up pay survey of the sector is intended to analyse the effect of these guidelines and keep abreast of current trends of pay.



## Job profiles

When creating a new post or reviewing an existing one within your museum:

- Match the responsibilities and requirements of the post to the most appropriate job profile and read the related salary range. The salary range is an indication of an appropriate starting salary for the level of knowledge, experience and responsibilities required.
- UK museums are extremely diverse and individual factors, such as the region and the total employment package, including pensions, should also be taken into account. Due to this variation a starting salary range has been given. See other considerations (p3) for more details.

## Collections and learning

### Entry I

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**A basic entry or trainee level role. It is not expected that candidates will have a postgraduate qualification, but they should expect to receive training through the workplace.**

**Starting salary range 2007/08: £15,500-£18,500**

**Professional knowledge**

Will have a basic level of professional competence and knowledge.

**Management of resources**

No significant budget or people management responsibilities.

**Decision making and influence**

Will be expected to deliver on short-term targets through an established work programme.

**Freedom to act**

Work will be undertaken with the advice and guidance of more senior colleagues.

**Communication and networking**

Ability to work as part of a team.  
Ability to engage with users/visitors to support learning and enjoyment.

**Qualifications**

Likely to have degree (or equivalent qualification/experience/training).

**Previous work experience**

Minimal or no relevant experience.

**Job examples 2006/07**

Museum collections assistant, Corinium Museum, Cotswold District Council, £15,310-£16,380

Assistant to the curator of pictures and sculptures, National Trust, £15,354 plus inner London weighting £4,465

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Starting salary for unqualified teacher, outside London – £14,391, inner London – £18,099, September 2006

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CILIP salary guide 2006: para-professional public librarian £15,000-£17,000, para-professional not-for-profit librarian £15,000-£17,000

### Entry II

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**An entry-level role that requires candidates to have more relevant general knowledge of the sector than Entry I, usually gained through a postgraduate qualification, or hands-on experience and training.**

**Starting salary range 2007/08: £19,000-£23,000**

**Professional knowledge**

Will have a good general level of professional competence and knowledge and some working knowledge in a particular professional discipline.

**Management of resources**

No significant budget or people management responsibilities.

**Decision making and influence**

Will be expected to deliver on short-term targets through an established work programme.

**Freedom to act**

Work will be undertaken with the advice and guidance of more senior colleagues.

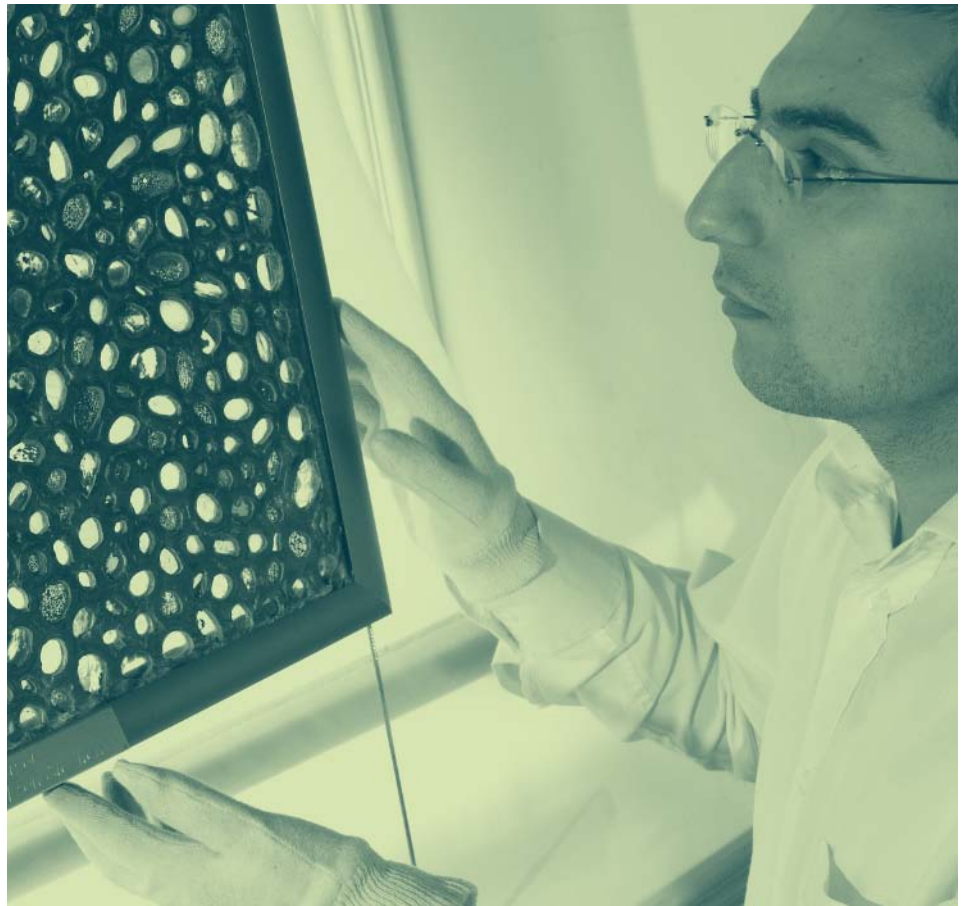
**Communication and networking**

Ability to work as part of a team.  
Ability to engage with users/visitors to support learning and enjoyment.

**Qualifications**

Likely to have degree and relevant postgraduate qualification (or equivalent qualification/experience/training).





### Previous work experience

Some relevant experience (up to one year)

### Job examples 2006/07

Documentation assistant (social history), Bristol Museums and Art Gallery Service, £18,450-£20,235

Science educator, Natural History Museum, London, £21,348

Starting salary for qualified teacher, outside London – £19,641, inner London – £23,577, September 2006

CILIP salary guide 2006: newly qualified public librarian £18,000-£22,000, newly qualified not-for-profit librarian £18,000-£20,000

## Career I

**This role requires two to three years' experience and knowledge to be able to take on reasonable responsibilities. Candidates will be starting to gain more focused knowledge or expertise in their chosen career path.**

**Starting salary range 2007/08: £23,500-£26,000**

### Professional knowledge

Will have working knowledge in a particular professional discipline and/or responsibility for a discrete area of work/collection.

### Management of resources

May occasionally play a team leader role. Likely to have supervisory responsibilities for volunteers and/or freelance staff. Will not have significant budgetary responsibility.

### Decision making and influence

Generally working as part of a team to deliver work targets. May be responsible for small projects.

### Freedom to act

Will work within set procedures and standards and report to more senior colleagues.

### Communication and networking

Likely to have good presentation skills. Ability to communicate well with the public, contractors and colleagues. Ability to engage with users/visitors to support learning and enjoyment.

### Qualifications

Likely to have degree and relevant postgraduate qualification (or equivalent qualification/experience/training), working towards Associateship of the Museums Association (AMA).

### Previous work experience

Demonstrable relevant experience (around two to three years).

### Job examples 2006/07

Community outreach officer, Colchester Museums, £19,592-£24,996

Assistant curator (Oceania, Americas, Africa), National Museums Scotland, £18,741-£23,245

Assistant curator (Chinese collections), Horniman Museum and Gardens, London, up to £24,477

Education and outreach officer, Huddersfield Art Gallery, Kirklees Museums and Galleries, £20,985-£22,293

Cataloguer (collections), British Postal Museum and Archive, London, £22,500-£24,500

Salary for teacher after three years, outside London – £24,660, inner London – £28,452, September 2006

# Collections and learning

Continued

## Career II

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**This role requires the development of some expertise in a chosen area. Candidates will begin to take on strategic and advocacy responsibilities and/or substantial staff and delivery responsibilities.**

**Starting salary range 2007/08: £26,000-£30,000**

### Professional knowledge

Will have considerable knowledge in a particular discipline and/or responsibility for a discrete area of work/collection.

### Management of resources

Likely to manage a team or discrete area of work.

Likely to have some budgeting input/responsibilities.

### Decision making and influence

Will have a degree of responsibility for projects and/or specialism.

Will contribute to the development of their area of work.

### Freedom to act

Will have procedures/standards to follow.

Will refer to a manager for guidance.

### Communication and networking

Will have well-developed and effective communication and presentation skills.

Ability to engage with users/visitors to support learning and enjoyment.

### Qualifications

Likely to have degree, relevant postgraduate qualification (or equivalent qualification/experience/training), AMA.

### Previous work experience

In-depth relevant experience (around four or more years).

### Job examples 2006/07

Education coordinator, Golden Hinde Educational Trust, London, £22,000-£26,000

Access and learning officer (adult), Museum of London, £27,474-£31,971

Curator (interiors), National Trust, £25,043-£28,833

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Salary for teacher after five years, outside London – £28,707, inner London – £32,820, September 2006

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CILIP salary guide 2006: chartered public librarian £22,000-£26,000, chartered not-for-profit librarian £22,000-£24,000

## Career III

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**This role requires candidates to have substantial knowledge, skills and experience. Candidates will have the ability to manage a discrete area or team, and contribute to the strategic development of the organisation.**

**Starting salary range 2007/08: £30,000-£35,000**

### Professional knowledge

Will have a high level of professional competence and knowledge relevant to the organisation.

Will have technical/specialist knowledge as well as a range of management skills.

### Management of resources

Will have supervisory responsibilities and will probably act as a team leader.

Will likely be assigned a budget.

### Decision making and influence

Will be responsible for public service delivery relevant to their role through project management and/or specialist input.

Will play a role in developing the organisation strategically.

### Freedom to act

Will have freedom to set team and own work targets, subject to meeting organisational objectives.

Will likely be responsible to a senior manager.







### Communication and networking

Will have good negotiation and influencing skills. Will be expected to have a range of contacts and represent the organisation externally. Ability to engage with users/visitors to support learning and enjoyment.

### Qualifications

Likely to have degree, postgraduate qualification (or equivalent qualification/experience/training), AMA, likely to be working towards Fellowship of the Museums Association (FMA).

### Previous work experience

Substantial relevant experience (around six or more years).

### Job examples 2006/07

Head of formal learning, National Maritime Museum, London, £27,000-£35,000

Temporary project curator, University of St Andrews, Fife, £26,015-£32,137

Curator of Egypt and the Sudan, Manchester Museum, £25,633-£31,525

University curator, Brunel University Arts Centre, London £26,327-£33,691

Start of upper pay scale for teachers, outside London – £31,098, inner London – £36,885, September 2006

## Senior

**This is primarily a management role. There are complex degrees of seniority depending on the level of responsibilities, and size and profile of the organisation.**

**Although one job profile has been described below, three salary brackets have been given to demonstrate the varying levels. Management level in a small museum will often equate to the responsibilities and pay at Career III, or not go beyond Senior level 1, whereas a management position in a large, high-profile museum may equate to the responsibilities and pay of a director elsewhere.**

### Starting salary range 2007/08:

**Level 1: £30,000-£35,000**

**Level 2: £35,000-£41,000**

**Level 3: £41,000-£66,500+**

### Professional knowledge

Will have the acknowledged authority and ability to draw on extensive experience to develop policy and solve complex issues. Will have leadership and extensive organisational skills.

### Management of resources

Likely to manage a complex function and department and act as team leader. Will probably manage a significant number of staff. Will have financial responsibility of whole function and have skills to balance conflicting demands.

### Decision making and influence

Will play a significant role in planning, setting standards for others to follow. Will be a decision maker for major teams and projects, and have the ability to justify decisions to directorate.

### Freedom to act

Will be able to introduce new practices under the guidance of agreed policy. Will be significantly involved with the formation and implementation of policy.

### Communication and networking

Will have advanced communication skills, often leading negotiations with important stakeholders and representing the museum. Ability to engage with users/visitors to support learning and enjoyment.

### Qualifications

Likely to have degree, relevant postgraduate qualification (or equivalent qualification/experience/training), and relevant management training, AMA, FMA.

### Previous work experience

Substantial relevant experience (around six years or more).

### Job examples 2006/07

#### Level 1:

Collections manager, Worcester Museums and Art Gallery, £28,221-£30,843

Learning and access manager, Florence Nightingale Museum, London, £24,011-£27,180

#### Level 2:

Head of adult learning, V&A, London, £33,623-£39,557

Documentation manager, Imperial War Museum, London, £28,300-£35,375

#### Level 3:

Head of education, Design Museum, London, £40,000

Head of learning and audiences, British Museum, London, £53,701-£69,469



# Visitor services



## Entry I

**A basic entry or trainee level role. It is not expected that candidates will have much knowledge of the sector, but they should expect to receive training through the workplace.**

**Starting salary range 2007/08:  
£14,000-£15,500**

### Professional knowledge

Will have a basic level of knowledge relevant to the role and organisation, including visitor care.

### Management of resources

No significant budget or people management responsibilities.

### Decision making and influence

Will be expected to deliver direct customer care through an established work programme.

### Freedom to act

Work will be undertaken with the advice and guidance of more senior colleagues.

### Communication and networking

Ability to work as part of a team.  
Ability to engage with users/visitors to support learning and enjoyment.

### Qualifications

Good standard of education.

### Previous work experience

Minimal or no relevant experience.

Job examples 2006/07

Museum assistant/enabler, Bradford Metropolitan District Council, £14,787-£15,825

Museum assistant, National Museum Wales, £12,598-£13,957

Visitor hosts, British Museum, £14,432 (plus additional allowance £2,921)

Museum assistant, Oxfordshire Museum, £14,340-£15,586

## Career I

**A role that requires moderate experience (two to three years) and knowledge to be able to take on a basic level of responsibilities and customer care.**

**Starting salary range 2007/08:  
£15,500-£18,500**

### Professional knowledge

Will have working knowledge and skills relevant to the role and organisation, including visitor care and access.

### Management of resources

May occasionally play a team leader role.  
May have small budgetary responsibility.

### Decision making and influence

Generally working as part of a team to deliver set work targets.  
Will deliver direct customer care.

### Freedom to act

Will work within set procedures and standards and report to more senior colleagues.

### Communication and networking

Will have the ability to communicate well with the public and colleagues.  
Ability to engage with users/visitors to support learning and enjoyment.

### Qualifications

Good standard of education and relevant professional training.

### Previous work experience

Some relevant experience (around two to three years).

### Job examples 2006/07

Visitor services supervisor, Roald Dahl Museum and Story Centre, Buckinghamshire, £16,000-£19,000

Museum assistant, Imperial War Museum, London, £14,377-£16,269

## Career II

**A role that requires some expertise in a chosen area. Candidates will begin to take on strategic and advocacy responsibilities and/or substantial staff and delivery responsibilities.**

**Starting salary range 2007/08:  
£18,500-£23,500**

### Professional knowledge

Will have considerable knowledge and skills relevant to the role and organisation, including operations, team management and visitor access.

### Management of resources

Likely to manage a team and/or discrete area of work, and be responsible for upholding standards.  
Likely to have some budgeting input/responsibilities.

### Decision making and influence

Will have a degree of responsibility for the delivery of workloads and customer care.  
Will contribute to the development of their area of work.

### Freedom to act

Will have procedures/standards to follow.  
Will refer to a manager for guidance.

### Communication and networking

Will have well-developed and effective communication and team-working skills.  
Ability to engage with users/visitors to support learning and enjoyment.

### Qualifications

Good standard of education and relevant professional training, working towards AMA.

### Previous work experience

Demonstrable relevant experience (around four or more years).

### Job examples 2006/07

Senior museum assistant, Blakesley Hall, Birmingham Museum & Art Gallery, £18,450-£20,235



## Director/heads of service

### Senior

**This is primarily a management role. There are complex degrees of seniority depending on the level of responsibilities, and size and profile of the organisation. Although one job profile has been described below, three salary brackets have been given to demonstrate the varying levels. Management level in a small museum will often not go beyond Senior level 1, whereas a management position in a large, high-profile museum may equate to the responsibilities and pay of a director elsewhere.**

**Starting salary range 2007/08:**

**Level 1: £23,500-£30,000**

**Level 2: £30,000-£35,000**

**Level 3: £35,000-£46,000+**

#### Professional knowledge

Will have the acknowledged authority and ability to draw on extensive experience to develop policy and solve complex issues. Will have leadership and extensive organisational skills.

#### Management of resources

Likely to manage a complex function and department and act as team leader. Will probably manage a significant number of staff. Will have financial responsibility of whole function and have skills to balance conflicting demands.

#### Decision making and influence

Will play a significant role in planning, setting standards for others to follow. Will be a decision maker for major teams and projects, and have the ability to justify decisions to directorate.

#### Freedom to act

Will be able to introduce new practices under the guidance of agreed policy. Will be significantly involved with the formation and implementation of policy.

#### Communication and networking

Will have advanced communication and team-building skills. Ability to engage with users/visitors to support learning and enjoyment.

#### Qualifications

Likely to have degree (or equivalent qualification/experience/training), and relevant management training, AMA and working towards FMA.

#### Previous work experience

Substantial relevant experience (around six or more years).

#### Job examples 2006/07

##### Level 1:

Visitor services manager, Warwickshire Museum Service, £26,187-£28,221

Audience services officer, Warrington Museum and Art Gallery, £23,175-£24,708

##### Level 2:

Head of visitor services, Whitworth Art Gallery, £25,633-£31,525

Head of operations, Coventry Transport Museum, £29,859-£39,132

##### Level 3:

No recent examples of level 3 were available at the time of publication.

### Director/heads of service

**Salaries of directors and heads of service are extremely dependent on the size and profile of the organisation. In order to give an indication of the level of starting salaries that are being offered compared with the size and type of museum, a selection of recently advertised positions is detailed below. The examples are cited to give an indication of levels and ranges of pay. General managers of very small museums, where there is often no more than one paid member of staff have been included in this section.**

#### Very small (one or two professional staff)

Director, Nothe Forte, Weymouth, £25,000  
\* independent

#### Small (up to 15 staff)

Shibden Hall and estate manager, Calderdale Council, £26,928-£29,010  
\* local authority

Director, Porthcurno Telegraph Museum, Cornwall, up to £35,000  
\* independent

#### Medium (up to 50 staff)

Museum and heritage manager, Hartlepool Council, £31,653-£34,146  
\* local authority

Chief executive, Thackray Museum, Leeds, £30,000-£35,000  
\* independent

Director, Tate St Ives, c £50,000 + benefits  
\* national

Director, Barber Institute and professor of fine arts, Birmingham, minimum £51,814  
\* university

#### Large (more than 50 staff)

Director, Fitzwilliam Museum, Cambridge, c £70,027-£81,180  
\* university

Salary range for head teachers in England and Wales, excluding London and the fringe – £38,559-£95,631, inner London – £45,006-£102,075, September 2006

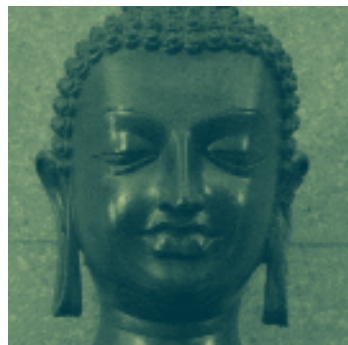
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head of libraries public sector £60,000+,  
head of libraries not-for-profit £35,000+



# MUSEUMS ASSOCIATION

▶ Image courtesy of  
Birmingham Museum and  
Art Gallery



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