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Protecting Cultural Heritage

2022 AIC/FAIC Conservation Compensation Research

Overview Report, April 2022

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2022 AIC/FAIC Conservation Compensation Research Overview Report

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Introduction

Overview

As part of its mission to support conservation education, research, and outreach activities that increase understanding of our global cultural heritage, the Foundation for Advancement in Conservation (FAIC), with financial support from the Samuel H. Kress Foundation, conducted the *2022 FAIC Compensation and Benefits Survey of the Conservation Profession*. This research explores a wide range of compensation and benefits metrics, along with data on work and business practices in the conservation profession.

The 2022 survey builds upon similar studies conducted by FAIC in 2014 and 2009. The survey collected data from January to March 2022.

Research Methodology

Initial plans called for deployment of the survey in 2020. However, given the significant impact of the global pandemic on the conservation profession, the survey deployment was pushed back to January 2022.

The 2022 survey shares many commonalities with the 2009 and 2014 surveys to support tracking trends over time. New questions were added to explore emerging areas of interest, and some questions from prior surveys were modified to better reflect the present day realities of the conservation profession.

The survey form underwent a series of review/revision rounds, and was tested among AIC members and staff to elicit their feedback and comments prior to deployment. Hard copy representation of the online form is provided in Appendix A.

Invitation emails, with click-through access to the survey, were distributed by FAIC beginning in early January 2022. Reminder emails were distributed at regular intervals to encourage as many responses as possible. Additionally, posts and links to the survey were distributed by FAIC in a variety of conservation forums and newsletters. The survey remained open until March 2, 2022 to allow all who wished to participate the opportunity to do so.

The survey database was maintained by an independent third-party research firm to ensure strict respondent confidentiality. Respondent contact information was collected to allow FAIC to send the respondents a free summary of the research results. All contact information was separated from the survey responses to further ensure confidentiality. Additionally, all analyses are based on aggregate data, and structured to ensure responses cannot be related to a specific individual, company or organization.

A total of 929 individuals accessed the survey form. The survey included screening questions to ensure the sample was limited to individuals located in the U.S. or Canada who are currently employed in the conservation profession. A total of 43 individuals failed to meet the screening criteria and were removed from the analysis database. The remaining responses were examined for completeness and duplications. Removal of the substantially incomplete responses and duplicates left a total usable sample of 826 responses. Each retained response was reviewed. When appropriate, questions where the respondent selected “other” as a response were re-coded to an established response category. All monetary data that were provided in Canadian dollars were converted to US dollars using the exchange rate as of March 5, 2022 (1.00 CAD = 0.79 USD). Significant outlier responses were also examined and, in cases where they could not be verified, were removed to avoid skewing the data.

The surveys collected data for some numerical values by using ranges. For example, rather than ask for the respondent’s specific age, the survey asked if the individual fell into the “under 25,” “25 to 30,” etc., age bracket. This method speeds survey completion times and improves response rates. Averages for these data, however, must be computed using range mid-points. While accurate, it is less precise than working directly with a discrete value. Averages derived from range mid-points are noted as such in the report.

Whenever possible, the 2022 data are segmented using the same methods used in the 2014 and 2009 surveys to support trend tracking over time. Please refer to the 2014 and 2009 reports for details on the past research methodologies and analyses.

Report Organization

The report is divided into the following five sections:

- **Sample Demographics and Profile —** this section provides a synopsis of key demographics and professional issues across the full sample. Issues explored include demographics (age, gender, ethnic background), educational background, specialty areas, and how conservators allocate their time. The data are primarily segmented by employment setting, with additional breakouts for selected data.

- **Private Practice —** this section is limited to the private practice conservators. In addition to compensation and benefits data, business-related issues are explored including gross revenue, revenue trends, staffing, billing rates, client base, and others.

- **Museum/Historical Society —** this section is limited to those who are employed by a museum or historical society. The data are segmented by organization size and type using the 2014 survey analysis taxonomy.

- **Library/Archive —** this portion of the report focuses on conservators employed in a library or archive setting. The data are segmented by organization size and type using the 2014 survey analysis taxonomy.

- **All other settings —** there were insufficient responses from the remaining settings (nonprofit conservation centers/labs, universities, and government institutions) to support a detailed analysis. This section explores the data collected for each setting to as fine a degree as supportable by the sample sizes.

I. Sample Demographics and Profile

Conservation Involvement

Nearly 98% of the respondents report that that conservation work is their primary (or only) profession and their main source of income, virtually the same as in 2014. A small number of individuals (total of 19) consider themselves to be "secondary conservators" — they are engaged in conservation work, but only as a secondary occupation or side-line business (see Exhibit 1.1).

Exhibit 1.1: Conservation Involvement

	Percentage of sample	n=
Conservation work is my primary (or only) profession, and is the main source of my income	97.7%	807
I am involved in conservation work, but only as a secondary occupation or side-line business. Conservation work is NOT my primary source of income at present.	2.3%	19

These "secondary conservators" report that conservation work comprised a median of 20% of their 2020 total income, and a median of 13% of their 2021 total income. These respondents were instructed to limit all subsequent survey responses to their conservation work.

Geographic Distribution

The great majority of respondents (97.1%) are located in the U.S. Respondents are drawn from a total of 51 states and provinces. As in 2014, the top represented states are New York and California, with these two states accounting for nearly 29% of the total sample. Ontario is the best-represented province, accounting for 2.2% of the sample.

Segmenting the data by region shows the largest cluster of respondents are found in the Northeast and South Atlantic regions, which collectively account for about 60% of the total sample (see Exhibit 1.2 on the following page).

Canada 2.9%

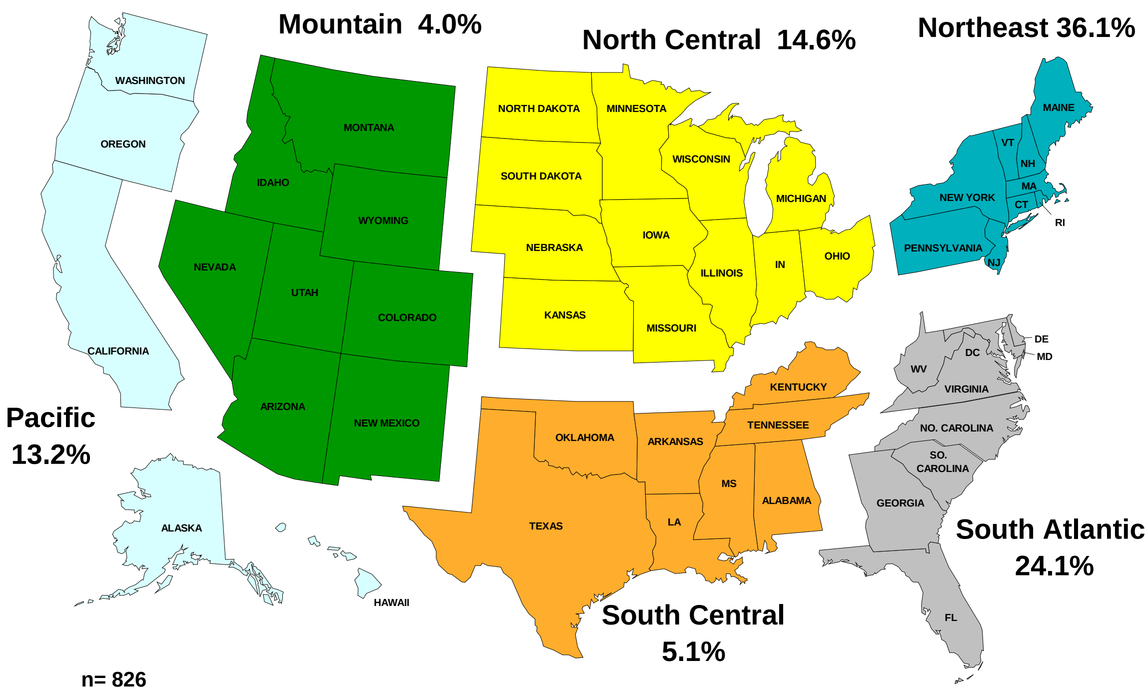

Exhibit 1.2: Regional Breakout

AIC Membership Status

A large majority of respondents (91.4%) are current AIC members. Most of the remaining respondents are former members, with only 2% reporting that they either have never been a member, or are unsure of their membership status (see Exhibit 1.3).

Exhibit 1.3:
AIC Membership Status

Current AIC member	91.4%
Former AIC member	6.5%
Never been a member	1.9%
Unsure of membership status	0.1%

Employment Setting

A museum or historical society that is not based at a university or college is the most common employment setting, accounting for slightly more than one-third of the sample. A conservation private practice/company is also a popular setting, accounting for about one-quarter of the sample. The full distribution is illustrated in Exhibit 1.4.

Exhibit 1.4: Employment Setting

	Percentage of sample	n=
Conservation private practice/company — This category includes for-profit companies that are engaged in conservation activities as their PRIMARY line of business. It also includes those who are self-employed in the conservation profession.	25.8%	213
Other private practice/company — This category includes for-profit companies that are engaged in conservation activities, but as a SECONDARY line of business (for example, an architectural firm that engages in conservation activities, a vendor of supplies/materials for the conservation field, etc.). As above, it also includes those who are self-employed.	3.1%	26
Museum or historical society — university- or college-based	6.7%	55
Museum or historical society — all others	34.7%	287
Library or archive — university- or college-based	11.5%	95
Library or archive — all others	6.4%	53
Nonprofit conservation center/lab (This category includes "regional conservation centers")	3.8%	31
University, college or other educational institution (*)	2.7%	22
Government institution (federal, tribal, state or local) that is NOT a museum, library, or any of the above choices	4.0%	33
Other non-profit organization not listed above	1.3%	11

(*) = Respondents employed at a museum or library at a university/college were instructed to <u>not</u> select this choice, but rather to select one of the museum or library choices.

While all of the employment settings are unique, some are represented by such a small number of respondents that it is statistically unreliable to analyze them separately. Thus, as in past surveys, the settings are grouped into the following working categories:

- Conservation private practice/company plus other private practice/company.
- Museum or historical society (both university and non-university based).
- Library or archive (both university and non-university based).
- Nonprofit conservation center/lab.
- University, college or other educational institution.
- Government institution.

These six categories are the same categories used in the 2014 analysis, and the distribution of responses between the two surveys are highly similar (see Exhibit 1.5).

Exhibit 1.5: Analysis Categories

	2022 Survey		2014 Survey	
	Percentage of sample	n=	Percentage of sample	n=
Conservation private practice/company plus other private practice company	28.9%	239	30.7%	265
Museum or historical society (both university-based and non university-based)	41.4%	342	43.1%	372
Library or archive (both university-based and non university-based)	17.9%	148	15.6%	135
Nonprofit conservation center/lab (*)	3.8%	31	4.6%	40
University, college or other educational institution	2.7%	22	2.3%	20
Government institution	4.0%	33	2.9%	25

(*) = Category named “Regional conservation center/lab” in the 2014 survey.

Demographic Trends

The 2022, 2014 and 2009 samples are highly analogous with regard to key criteria including location and work setting. This close correlation helps support drawing statistically-viable comparisons between the data sets (see Exhibit 1.6).

Exhibit 1.6: Sample Composition: Trends

		2022	2014	2009
Conservation work status	Conservation work is primary/only profession	97.7%	97.0%	96.9%
	Involved in conservation work as a secondary occupation	2.3%	3.0%	3.1%
AIC membership status	Member	91.4%	97.8%	97.1%
	Former member	6.5%	0.7%	1.1%
	Non-member	1.9%	1.0%	0.5%
	Not sure/no response	0.1%	0.4%	1.3%
Location	Northeast	36.1%	37.5%	35.2%
	South Atlantic	24.1%	23.6%	21.7%
	South Central	5.1%	5.0%	6.6%
	North Central	14.6%	11.9%	15.2%
	Mountain	4.0%	4.5%	3.4%
	Pacific	13.2%	12.6%	12.5%
	Canada	2.9%	4.4%	5.3%
	No response	0.0%	0.3%	0.2%
Work setting	Conservation private practice/company	25.8%	29.0%	27.6%
	Other private practice/company	3.1%	1.7%	2.4%
	Museum or historical society — university- or college-based	6.7%	7.3%	5.9%
	Museum or historical society — all others	34.7%	35.8%	36.6%
	Library or archive — university- or college-based	11.5%	8.3%	10.4%
	Library or archive — all others	6.4%	7.3%	5.6%
	Nonprofit conservation center/lab (*)	3.8%	4.6%	4.8%
	University, college or other educational institution	2.7%	2.3%	2.1%
	Government institution (federal, state or local) that is NOT a museum, library, or any of the above choices	4.0%	2.9%	3.7%
	Other non-profit organization not listed above	1.3%	0.7%	0.8%

n= 826 (2022); 863 (2014); 623 (2009)

(*) = This category was named "Regional conservation center/lab" in the 2009 and 2014 surveys.

Areas of Specialization

The respondents are involved in a wide range of specialty areas. While the categories of books and paper and objects are the most popular by a fair margin (each cited as a specialty area by greater than 30%), nine of the specialty categories are cited as an area of focus by 10% or more of the respondents. Fewer than 1% of the respondents state that they do not have a specialty area.

When asked to identify their main area of specialization, books and paper leads all others by a notable margin, cited by 26%. Objects and paintings are also popular main specialty areas, cited by 17.3% and 16% respectively. Overall responses are summarized in Exhibit 1.7.

Responses are highly consistent across the three survey years, with books and paper, objects, and paintings top-ranked as primary specialty areas in every sample. As expected, more significant variations are seen across employment settings, but books and paper and objects often remain highly ranked.

Responses segmented by survey year and work setting are provided in Exhibits 1.8 and 1.9 beginning on the following page.

Exhibit 1.7: Areas of Specialization

	All areas of specialization	Single primary area
Archaeological objects	13.2%	2.2%
Architecture	8.1%	5.7%
Books and paper	32.6%	26.0%
Collections care specialist	13.3%	1.0%
Conservation administration	12.8%	5.3%
Conservation education	9.9%	1.1%
Conservation science	4.4%	2.3%
Electronic media	2.2%	1.0%
Indigenous or anthropological collections	9.2%	2.1%
Natural history	2.9%	0.4%
Objects	30.9%	17.3%
Paintings	18.3%	16.0%
Photographic materials	9.4%	3.9%
Preventive conservation	22.3%	3.6%
Sculpture	14.8%	1.9%
Site conservation	4.5%	0.4%
Textiles	7.7%	5.2%
Wooden artifacts	10.0%	3.0%
Other	2.2%	1.2%
I have no specialty areas	0.5%	0.5%

n= 826

Exhibit 1.8: Areas of Specialization: Trends

Data are sorted by the single primary area for 2022.	2022 All areas of specialization	2022 Single primary area	2014 All areas of specialization	2014 Single primary area	2009 All areas of specialization	2009 Single primary area
Books and paper	32.6%	26.0%	34.5%	24.9%	36.1%	25.2%
Objects	30.9%	17.3%	33.8%	17.1%	33.5%	16.7%
Paintings	18.3%	16.0%	21.9%	16.8%	23.1%	16.2%
Architecture	8.1%	5.7%	7.0%	2.8%	6.7%	3.0%
Conservation administration	12.8%	5.3%	17.0%	6.5%	18.8%	7.5%
Textiles	7.7%	5.2%	7.6%	4.8%	7.7%	4.0%
Photographic materials	9.4%	3.9%	12.4%	3.9%	11.1%	2.7%
Preventive conservation	22.3%	3.6%	29.8%	3.2%	26.2%	2.1%
Wooden artifacts	10.0%	3.0%	11.8%	2.5%	12.2%	3.2%
Conservation science	4.4%	2.3%	5.6%	1.9%	5.6%	1.8%
Archaeological objects	13.2%	2.2%	15.3%	2.4%	17.0%	2.9%
Indigenous or anthropological collections (*)	9.2%	2.1%	14.3%	1.2%	14.9%	1.4%
Sculpture	14.8%	1.9%	18.1%	3.1%	14.9%	1.9%
Other	2.2%	1.2%	2.3%	0.5%	2.9%	0.6%
Conservation education	9.9%	1.1%	14.8%	1.5%	15.1%	1.1%
Collections care specialist	13.3%	1.0%	14.3%	0.7%	N/A	N/A
Electronic media	2.2%	1.0%	2.8%	0.7%	2.9%	0.2%
Site conservation	4.5%	0.4%	2.9%	0.1%	3.4%	0.0%
Natural history	2.9%	0.4%	3.5%	0.3%	3.4%	0.0%
I have no specialty areas	0.5%	0.5%	0.1%	0.1%	0.0%	0.0%
No response	0.0%	0.0%	0.5%	4.9%	0.0%	9.3%

n= 826 (2022); 863 (2014); 623 (2009)
(*) = listed as “Ethnographic objects” in the 2009 and 2014 surveys.
N/A = choice not offered in the 2009 survey.

Exhibit 1.9: Primary Area of Specialization by Work Setting

*The top two responses within each segment are noted in **bold**.*	Overall	Private practice	Museum/ historical society	Library/ archive	Nonprofit conservation center/lab	University/ college	Govt. institution
Books and paper	**26.0%**	**16.7%**	12.9%	**77.0%**	**22.6%**	9.1%	**15.2%**
Objects	**17.3%**	16.3%	**24.6%**	2.0%	**12.9%**	**22.7%**	**18.2%**
Paintings	16.0%	**24.7%**	**18.4%**	0.0%	**22.6%**	9.1%	3.0%
Architecture	5.7%	15.5%	0.6%	0.0%	6.5%	0.0%	**15.2%**
Conservation administration	5.3%	0.4%	6.4%	**10.1%**	**12.9%**	0.0%	6.1%
Textiles	5.2%	4.2%	8.5%	0.0%	3.2%	9.1%	3.0%
Photographic materials	3.9%	2.9%	4.7%	4.1%	3.2%	4.5%	3.0%
Preventive conservation	3.6%	2.9%	3.8%	3.4%	6.5%	4.5%	6.1%
Wooden artifacts	3.0%	4.6%	3.5%	0.0%	0.0%	0.0%	6.1%
Conservation science	2.3%	2.5%	2.0%	0.7%	3.2%	9.1%	3.0%
Archaeological objects	2.2%	0.0%	3.8%	0.0%	3.2%	0.0%	12.1%
Indigenous or anthropological collections	2.1%	1.3%	3.8%	0.0%	0.0%	0.0%	3.0%
Sculpture	1.9%	2.9%	2.3%	0.0%	0.0%	0.0%	0.0%
Other	1.2%	2.5%	1.2%	0.0%	0.0%	0.0%	0.0%
Conservation education	1.1%	0.0%	0.3%	0.0%	0.0%	**31.8%**	0.0%
Electronic media	1.0%	0.8%	1.5%	0.0%	0.0%	0.0%	0.0%
Collections care specialist	1.0%	0.4%	0.6%	2.7%	3.2%	0.0%	0.0%
I have no specialty areas	0.5%	0.8%	0.6%	0.0%	0.0%	0.0%	0.0%
Natural history	0.4%	0.0%	0.6%	0.0%	0.0%	0.0%	3.0%
Site conservation	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	3.0%
n=	826	239	342	148	31	22	33

Years of Experience

While respondents with all levels of experience are represented in the survey sample, the typical respondent tends to have considerable experience in the conservation profession. About two-thirds overall report more than ten years of experience; 40% have more than 20 years of experience. On average, respondents have 18.1 years of professional experience in the conservation field.

The experience distribution is highly consistent across survey years, with the average number of years of experience remaining in a tight range (18.0 to 18.6 years).

Segmenting responses by work setting shows those who are in private practice tend to have the most experience, reporting an average of 21.9 years. Average experience lengths by segment closely track the pattern seen in 2014 with the exception of those in a university/ college setting. The average number of years of conservation experience for these individuals drops from 20.1 years to 11.9 years. However, this variance may be influenced by the small sample size for this category.

Overall responses are illustrated in Exhibit 1.10; responses by work setting are provided in Exhibit 1.11 on the following page.

Exhibit 1.10: Years of Conservation Experience

	2022	2014	2009
Less than 1	0.1%	2.0%	0.6%
1 to 2	2.3%	3.8%	5.3%
3 to 5	9.9%	9.0%	9.1%
6 to 10	19.7%	16.1%	14.4%
11 to 15	16.7%	14.4%	12.4%
16 to 20	11.1%	9.4%	15.2%
21 to 25	12.3%	12.5%	13.0%
26 to 30	8.4%	10.0%	14.6%
31 to 35	9.3%	12.1%	10.8%
36+	10.0%	9.4%	3.2%
No response	0.0%	1.4%	1.3%
Average *(from range mid-points)*	18.1 years	18.6 years	18.0 years

Exhibit 1.11: Years of Conservation Experience by Work Setting

	Private practice	Museum/ historical society	Library/ archive	Nonprofit conservation center/lab	University/ college	Govt. institution
Less than 1	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%
1 to 2	2.1%	3.2%	1.4%	3.2%	0.0%	0.0%
3 to 5	5.9%	10.2%	13.5%	6.5%	31.8%	9.1%
6 to 10	16.3%	20.8%	17.6%	38.7%	22.7%	27.3%
11 to 15	8.8%	19.9%	22.3%	0.0%	22.7%	27.3%
16 to 20	12.1%	9.1%	12.8%	19.4%	4.5%	15.2%
21 to 25	12.6%	11.1%	16.2%	9.7%	9.1%	6.1%
26 to 30	8.8%	7.9%	10.1%	9.7%	4.5%	3.0%
31 to 35	13.8%	10.2%	3.4%	6.5%	0.0%	3.0%
36+	19.7%	7.3%	2.7%	6.5%	4.5%	9.1%
Average (2022)	21.9 years	17.1 years	15.8 years	16.3 years	11.9 years	15.3 years
Average (2014)	21.6 years	17.8 years	15.1 years	17.2 years	20.1 years	17.6 years
n=	239	342	148	31	22	33

Note: Averages are computed from range mid-points.

A new area of investigation for 2022 is the number of years of unpaid work experience[1] in the conservation field prior to the respondents' paid work. As summarized in Exhibit 1.12, more than three-quarters of the respondents report some level of unpaid work experience in the field. On average, respondents had 1.5 years of unpaid conservation work experience prior to their paid employment in the field.

Exhibit 1.12: Unpaid Conservation Work Experience

No unpaid work experience	22.6%
Less than 1 year	17.3%
1 year	16.6%
2 years	20.9%
3 years	11.0%
4 years	4.8%
5 years	4.2%
6 or more years	2.2%
No response	0.2%
Average (*)	1.5 years
n=	826

(*) = Average computed using values of: zero for the "No unpaid work experience" category; 0.5 years for the "Less than 1 year" category; and 6 years for the "6 or more years" category.

Segmenting responses by work setting shows modest differences across segments, with the average number of years remaining in the 1.3 to 1.9 year range. Those employed in the government institution setting are least likely to have unpaid work experience; those in the university/college setting are most likely to have unpaid work experience.

There are far more notable variations when the data are segmented by total years of paid conservation experience. The large majority (88.2%) of the "newcomers" to the field (those with less than six years of paid experience) report some level of unpaid work experience, and nearly one-third had three or more years of unpaid work experience (average length of 2.1 years). Both the incidence and length of unpaid work experience steadily declines with increasing paid experience. Those with greater than 30 years of paid experience are least likely to have had unpaid work experience, with 37.5% reporting no such experience.

Responses by segment are provided in Exhibits 1.13 and 1.14 on the following page.

1 Unpaid work experience was defined in the survey as consisting of work prior to paid employment, using examples such as volunteer work, unpaid intern/apprentice work, and unpaid pre-program work.

Exhibit 1.13: Unpaid Conservation Work Experience by Work Setting

	Private practice	Museum/ historical society	Library/ archive	Nonprofit conservation center/lab	University/ college	Govt. institution
No unpaid work experience	28.9%	17.0%	25.7%	16.1%	13.6%	33.3%
Less than 1 year	20.9%	14.9%	14.9%	16.1%	22.7%	24.2%
1 year	19.2%	16.4%	14.9%	12.9%	18.2%	12.1%
2 years	15.1%	23.1%	24.3%	25.8%	22.7%	15.2%
3 or more years	15.9%	28.4%	20.3%	29.0%	22.7%	15.2%
No response	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%
Average (*)	1.3 years	1.8 years	1.5 years	1.9 years	1.7 years	1.3 years
n=	239	342	148	31	22	33

(*) = Average computed using the full set of response categories, with values of: zero for the “No unpaid work experience” category; 0.5 years for the “Less than 1 year” category; and 6 years for the “6 or more years” category.

Exhibit 1.14: Unpaid Conservation Work Experience by Paid Experience

	Up to 5 years paid work	6 to 10 years paid work	11 to 20 years paid work	21 to 30 years paid work	>30 years paid work
No unpaid work experience	11.8%	16.0%	19.6%	25.7%	37.5%
Less than 1 year	13.7%	12.9%	17.4%	19.9%	21.3%
1 year	14.7%	15.3%	19.6%	19.3%	11.9%
2 years	27.5%	25.8%	23.0%	16.4%	13.8%
3 or more years	32.4%	30.1%	20.0%	18.1%	15.6%
No response	0.0%	0.0%	0.4%	0.6%	0.0%
Average (*)	2.1 years	1.9 years	1.5 years	1.3 years	1.1 years
n=	102	163	230	171	160

(*) = Average computed using the full set of response categories, with values of: zero for the “No unpaid work experience” category; 0.5 years for the “Less than 1 year” category; and 6 years for the “6 or more years” category.

In addition to the total years of professional experience, the respondents were asked to indicate the number of years they have been in their present position. The respondents were instructed to include the time at their current company/organization, plus time at any other places where they held the same position that they presently hold. As summarized in Exhibit 1.15, nearly one-half of the respondents (44.8%) have been in their present position for five years or less. On average, respondents have been in their present position for about ten years.

Segmenting the data by work setting shows those in a private practice setting have been in their present position for an average of nearly 16 years, about twice as long as respondents in most of the other settings. Respondents in the university/college setting stand out, with these individuals reporting an average of only 4.3 years in their present position (see Exhibit 1.16).

Exhibit 1.15: Years in Present Position

Less than 1 year	9.1%
1 to 2 years	12.0%
3 to 5 years	23.7%
6 to10 years	19.6%
11 to 15 years	9.7%
16 to 20 years	7.1%
21 to 30 years	8.4%
Greater than 30 years	7.4%
No response	3.0%
Average (*)	9.9 years
n=	734

* = Average computed from range mid-points.

Exhibit 1.16: Years in Present Position by Work Setting

	Private practice	Museum/ historical society	Library/ archive	Nonprofit conservation center/lab	University/ college	Govt. institution
Less than 1 year	4.1%	11.1%	8.1%	6.5%	22.7%	9.1%
1 to 2 years	7.5%	13.7%	12.2%	3.2%	27.3%	12.1%
3 to 5 years	16.3%	22.8%	27.7%	35.5%	31.8%	36.4%
6 to10 years	13.6%	19.3%	27.7%	29.0%	4.5%	12.1%
11 to 15 years	10.9%	11.4%	8.1%	6.5%	0.0%	3.0%
16 to 20 years	8.2%	6.4%	6.8%	6.5%	4.5%	9.1%
21 to 30 years	16.3%	6.7%	6.1%	9.7%	4.5%	6.1%
Greater than 30 years	23.1%	4.7%	1.4%	0.0%	0.0%	3.0%
No response	0.0%	3.8%	2.0%	3.2%	4.5%	9.1%
Average (*)	15.9 years	8.8 years	7.9 years	8.6 years	4.3 years	7.8 years
n=	147	342	148	31	22	33

* = Average computed from range mid-points.

Note: The following demographic questions were not completed by a significant number of respondents. To avoid an excessive use of the “no response” category and ensure the 2022 data could be accurately compared with past data, the 2022 sample size for the demographic questions (age, gender, race/ethnicity) was reduced to 684.

Age and Gender

The 2022 sample skews somewhat younger than the 2014 and 2009 samples. The average age drops to 41.5 years among the 2022 respondents compared with 47.2 years in 2014, and 46.3 years in 2009. The most significant age category shifts between the 2022 and 2014 samples occur in the 36-to-40 year segment (a gain of 6.6 percentage points in 2022) and the 56-to-60 year segment (a loss of 5.0 percentage points in 2022). Responses by survey year are illustrated in Exhibit 1.17.

Exhibit 1.17: Age

	2022	2014	2009
Under 25	0.4%	0.3%	0.8%
26 to 30	6.4%	8.2%	7.5%
31 to 35	14.5%	14.9%	11.4%
36 to 40	17.7%	11.1%	14.1%
41 to 45	14.3%	11.5%	12.0%
46 to 50	11.1%	12.4%	11.4%
51 to 55	10.1%	9.8%	14.3%
56 to 60	7.9%	12.9%	19.1%
61 to 65	8.3%	13.0%	5.6%
66 to 70	6.1%	3.7%	0.5%
71 or older	2.0%	1.6%	1.0%
Prefer not to respond	1.0%	0.5%	2.2%
Average *(from range midpoints)*	41.5 years	47.2 years	46.3 years
n=	684	863	623

As in all past surveys, a large majority of respondents identify as female. The percentage of female respondents has climbed from roughly three-quarters of the sample in 2009 and 2014, to nearly 85% in 2022 (see Exhibit 1.18).

Exhibit 1.18: Gender

	2022	2014	2009
Female	84.2%	77.4%	75.9%
Male	13.6%	19.5%	21.7%
Non-binary/third gender	1.0%	N/A	N/A
I use another term	0.0%	N/A	N/A
Prefer not to respond	1.2%	3.1%	2.4%
n=	684	863	623

N/A = Choice not offered in past surveys.

Race and Ethnicity

A new demographic metric examined in the 2022 survey involves race/ethnicity. As summarized in Exhibit 1.19, 92.3% of the respondents do not identify as Hispanic or Latino/a/x. Most (88.3%) identify their race or ethnicity as White. The only other category that receives a notable response level is Asian or Asian American, selected by 6.7%.

Exhibit 1.19: Race/Ethnicity

Do you identify as Hispanic or Latino/a/x?	Yes	5.4%
	No	92.3%
	Prefer not to respond	2.3%
	n=	684
Race or ethnicity identification *(Multiple selections were allowed.)*	Alaskan Native, First Nations, Indigenous or Native American	0.9%
	Asian or Asian American	6.7%
	Black or African American	0.9%
	Middle Eastern or North African	0.7%
	Native Hawaiian or Pacific Islander	0.1%
	White	88.3%
	Prefer to self identify	1.3%
	Prefer not to respond	5.3%
	n=	684

Segmenting the responses by work setting shows no consistent deviation from the overall sample pattern with regard to most demographic metrics. More significant differences are seen when the data are segmented by the amount of paid professional experience and age. For example, the percentage of respondents who identify as female increases from 70.8% in the 61 or older segment, to 91.5% among those in the 30 or under segment. The under 30 segment also shows the most significant diversity, with 10.6% identifying as Hispanic or Latino/a/x, and 78.7% identifying as White. In contrast, only 0.9% of those in the 61 or older segment identify as Hispanic or Latino/a/x, and 95.6% identify as White.

Responses segmented by work setting, work experience and age are provided in Exhibits 1.20 to 1.22 beginning on the following page.

Exhibit 1.20: Demographics by Work Setting

	Private practice	Museum/ historical society	Library/ archive	Nonprofit conservation center/lab	University/ college	Govt. institution
30 or under	2.8%	6.7%	7.8%	13.8%	20.0%	10.3%
31 to 40	16.9%	37.1%	36.2%	31.0%	35.0%	37.9%
41 to 50	21.8%	23.0%	31.2%	24.1%	20.0%	34.5%
51 to 60	26.8%	17.3%	16.3%	13.8%	20.0%	0.0%
61 or older	31.7%	14.7%	7.8%	13.8%	5.0%	13.8%
Prefer not to respond	0.0%	1.3%	0.7%	3.4%	0.0%	3.4%
Average (*)	48.0 years	40.6 years	38.9 years	37.9 years	36.7 years	38.0 years
Female	79.6%	85.0%	86.5%	82.8%	90.0%	86.2%
Male	19.7%	12.5%	11.3%	10.3%	5.0%	13.8%
Non-binary/third gender	0.7%	0.6%	1.4%	3.4%	5.0%	0.0%
Use another term	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Prefer not to respond	0.0%	1.9%	0.7%	3.4%	0.0%	0.0%
Identify as Hispanic or Latino/a/x	3.5%	5.4%	6.4%	10.3%	0.0%	6.9%
Do not identify as Hispanic or Latino/a/x	95.8%	91.1%	92.2%	86.2%	100.0%	89.7%
Prefer not to respond	0.7%	3.5%	1.4%	3.4%	0.0%	3.4%
Alaskan Native, First Nations, Indigenous or Native American	0.0%	0.6%	2.1%	0.0%	5.0%	0.0%
Asian or Asian American	5.6%	6.7%	7.1%	6.9%	10.0%	10.3%
Black or African American	0.0%	1.6%	0.7%	0.0%	0.0%	0.0%
Middle Eastern or North African	0.7%	0.6%	1.4%	0.0%	0.0%	0.0%
Native Hawaiian or Pacific Islander	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%
White	90.8%	86.3%	90.8%	89.7%	95.0%	82.8%
Prefer to self identify	0.0%	1.6%	0.7%	6.9%	0.0%	3.4%
Prefer not to respond	5.6%	5.1%	4.3%	3.4%	0.0%	10.3%
n=	142	313	141	29	20	29

(*) = The average is computed from the range mid-points using the full set of ranges (see Exhibit 1.17).

Exhibit 1.21: Demographics by Professional Experience

	Up to 5 years	6 to 10 years	11 to 20 years	21 to 30 years	>30 years
30 or under	41.0%	9.3%	0.5%	0.0%	0.0%
31 to 40	49.4%	75.2%	40.6%	0.0%	0.0%
41 to 50	8.4%	9.3%	50.0%	36.2%	0.0%
51 to 60	1.2%	4.7%	6.4%	51.0%	22.3%
61 or older	0.0%	1.6%	1.5%	11.4%	75.2%
Prefer not to respond	0.0%	0.0%	1.0%	1.3%	2.5%
Average (*)	28.7 years	32.1 years	37.3 years	48.0 years	59.5 years
Female	88.0%	86.8%	86.1%	84.6%	75.2%
Male	9.6%	8.5%	12.4%	13.4%	24.0%
Non-binary/third gender	1.2%	3.9%	0.5%	0.0%	0.0%
Use another term	0.0%	0.0%	0.0%	0.0%	0.0%
Prefer not to respond	1.2%	0.8%	1.0%	2.0%	0.8%
Identify as Hispanic or Latino/a/x	12.0%	7.8%	5.9%	2.0%	1.7%
Do not identify as Hispanic or Latino/a/x	84.3%	90.7%	92.1%	95.3%	95.9%
Prefer not to respond	3.6%	1.6%	2.0%	2.7%	2.5%
Alaskan Native, First Nations, Indigenous or Native American	1.2%	0.8%	2.0%	0.0%	0.0%
Asian or Asian American	10.8%	8.5%	7.9%	6.0%	0.8%
Black or African American	2.4%	0.0%	2.0%	0.0%	0.0%
Middle Eastern or North African	0.0%	0.8%	1.0%	0.0%	1.7%
Native Hawaiian or Pacific Islander	0.0%	0.0%	0.5%	0.0%	0.0%
White	81.9%	92.2%	82.2%	92.6%	93.4%
Prefer to self identify	3.6%	1.6%	2.0%	0.0%	0.0%
Prefer not to respond	6.0%	3.1%	7.9%	3.4%	5.0%
n=	83	129	202	149	121

(*) = The average is computed from the range mid-points using the full set of ranges (see Exhibit 1.17).

Exhibit 1.22: Demographics by Age Group

	30 or under	31 to 40	41 to 50	51 to 60	61 or older
Female	91.5%	85.9%	88.5%	86.2%	70.8%
Male	6.4%	10.0%	11.5%	12.2%	29.2%
Non-binary/third gender	2.1%	2.7%	0.0%	0.0%	0.0%
Use another term	0.0%	0.0%	0.0%	0.0%	0.0%
Prefer not to respond	0.0%	1.4%	0.0%	1.6%	0.0%
Identify as Hispanic or Latino/a/x	10.6%	8.2%	4.6%	4.1%	0.9%
Do not identify as Hispanic or Latino/a/x	85.1%	90.0%	93.7%	95.1%	98.2%
Prefer not to respond	4.3%	1.8%	1.7%	0.8%	0.9%
Alaskan Native, First Nations, Indigenous or Native American	0.0%	0.5%	2.3%	0.8%	0.0%
Asian or Asian American	10.6%	8.6%	6.9%	6.5%	1.8%
Black or African American	4.3%	1.4%	0.6%	0.0%	0.0%
Middle Eastern or North African	0.0%	0.9%	0.6%	0.8%	0.9%
Native Hawaiian or Pacific Islander	0.0%	0.0%	0.6%	0.0%	0.0%
White	78.7%	88.6%	87.4%	89.4%	95.6%
Prefer to self identify	4.3%	1.4%	2.3%	0.0%	0.0%
Prefer not to respond	8.5%	4.1%	5.7%	4.1%	2.7%
n=	47	220	174	123	113

Plans for Retirement

There's been a small increase since the 2014 survey in the number of respondents who say they plan to retire in the next ten years. As summarized in Exhibit 1.23, a total of 30.8% of the respondents are planning to retire in the next ten years, versus 28.6% who reported the same in the 2014 survey.

Exhibit 1.23: Retirement Plans

	2022	2014
Plan to retire in the next 1-2 years	3.9%	2.4%
Plan to retire in the next 3-5 years	10.3%	9.2%
Plan to retire in the next 6-10 years	16.6%	17.0%
n=	826	863

Those in a private practice setting are significantly more apt to report that they plan to retire in the next ten years, a situation cited by 41.4%. In contrast, between 18.2% and 28.4% of the respondents in other work settings report having retirement plans. While the reasons for considering retirement were not explored in the survey, the private practice respondents have the highest average age, which may account at least in part for the elevated rate. The percentage of private practice respondents with retirement plans was also elevated in the 2014 survey, but not to the extent seen in the 2022 survey.

Exhibit 1.24: Retirement Plans by Work Setting

	Private practice	Museum/ historical society	Library/ archive	Nonprofit conservation center/lab	University/ college	Govt. institution
Plan to retire in the next 1-2 years	5.9%	4.1%	0.7%	3.2%	0.0%	6.1%
Plan to retire in the next 3-5 years	12.1%	9.9%	9.5%	9.7%	4.5%	9.1%
Plan to retire in the next 6-10 years	23.4%	14.3%	13.5%	12.9%	13.6%	9.1%
Total percentage planning to retire by 2032	41.4%	28.4%	23.6%	25.8%	18.2%	24.2%
2014 survey: total percentage planning to retire by 2024	34.7%	27.9%	18.5%	22.5%	35.0%	36.0%
Average age	48.0 years	40.6 years	38.9 years	37.9 years	36.7 years	38.0 years
n=	239	342	148	31	22	33

Educational Background

A Master's level degree in conservation continues to be the most commonly held degree, cited by a majority of respondents in all three survey years. It reaches its highest level to date in the 2022 survey, rising to nearly 73%. A Bachelor's level degree in a field other than conservation also continues to be a popular situation (cited by nearly 44%), followed by a Master's level degree in a field other than conservation (cited by 24.3%).

Responses by survey year are provided in Exhibit 1.25.

Exhibit 1.25: Degrees Held

	2022	2014	2009
No degree – self- or community taught (*)	1.8%	2.7%	1.8%
No degree – apprenticeship training or program (**)	4.8%	6.4%	5.8%
Bachelor's level in Conservation	6.1%	4.1%	3.2%
Bachelor's level in any other field	43.9%	43.8%	34.8%
Post-Bachelor's Certificate or Diploma	9.0%	11.2%	N/A
Master's level in conservation	72.8%	67.4%	68.1%
Master's level in any other field	24.3%	21.2%	21.3%
Ph.D. in conservation	0.4%	0.7%	0.5%
Ph.D. in any other field	2.2%	1.6%	1.6%
Other	2.5%	1.9%	6.3%
No response	0.1%	1.0%	0.3%
n=	826	863	623

(*) = Listed as "No degree – self-taught" in the 2014 and 2009 surveys.
(**) = Listed as "No degree – apprenticeship program" in the 2014 and 2009 surveys.
N/A = Choice not offered in the 2009 survey.
Note: Data do not sum to 100% since the respondents could select more than one choice.

Segmenting the data by work setting shows a Master's level degree in conservation remains the most prevalent degree across all work settings by a significant margin, followed by a Bachelor's level degree in another field (see Exhibit 1.26).

Exhibit 1.26: Degrees Held by Work Setting

	Private practice	Museum/ historical society	Library/ archive	Nonprofit conservation center/lab	University/ college	Govt. institution
No degree – self- or community taught	4.2%	0.3%	2.7%	0.0%	0.0%	0.0%
No degree – apprenticeship training or program	6.7%	3.8%	6.1%	3.2%	0.0%	0.0%
Bachelor's level in Conservation	5.9%	7.0%	6.8%	3.2%	0.0%	0.0%
Bachelor's level in any other field	38.9%	41.8%	54.7%	41.9%	54.5%	51.5%
Post-Bachelor's Certificate or Diploma	8.4%	5.8%	15.5%	6.5%	18.2%	12.1%
Master's level in conservation	65.7%	80.4%	62.8%	80.6%	77.3%	75.8%
Master's level in any other field	23.0%	20.8%	34.5%	22.6%	13.6%	30.3%
Ph.D. in conservation	0.0%	0.3%	0.0%	0.0%	9.1%	0.0%
Ph.D. in any other field	0.8%	2.6%	2.0%	3.2%	9.1%	0.0%
Other	2.5%	2.3%	4.1%	3.2%	0.0%	0.0%
No response	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%
n=	239	342	148	31	22	33

Note: Data do not sum to 100% since the respondents could select more than one choice.

Work Activities

The respondents were asked to estimate the percentage of their time, in a typical week or month, that is spent on the following seven general areas:

- Treatment and treatment-related actions/functions.
- Conservation research.
- Other conservation actions/functions (e.g., surveys, preventive activities, etc.).
- Marketing/outreach.
- Teaching/higher education activities (e.g., classroom instruction, etc.).
- Administrative responsibilities.
- All others.

Overall, the respondents spend the most amount of their time (average of 37.2%) on treatment and treatment-related actions/functions. This is followed by administrative responsibilities (average of 23.1%) and other conservation actions/functions (average of 19.8%). Conservation research trails, accounting for an average of 10.8% of the respondents' time. All remaining activities account for 5% or less of their time. The overall response distribution is illustrated in Exhibit 1.27.

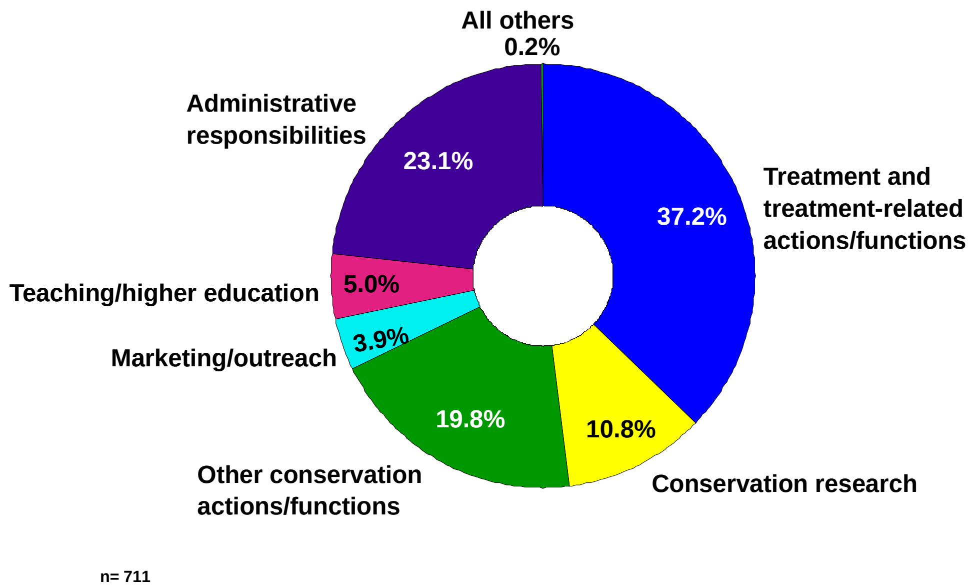

Exhibit 1.27: Work Activities

The 2022 response distribution is highly similar to the distributions seen in the 2014 and 2009 surveys, with treatment and treatment-related actions/functions accounting for the largest average slice of time. Note that the activity list was expanded in the 2022 survey to include marketing/ outreach, so detailed comparisons between survey years must be done with care. Even so, the data suggests there's been little change in how conservators spend their time over the three survey time periods. Comparisons are illustrated in Exhibit 1.28.

Exhibit 1.28: Work Activities: Trends

All data are averages. The most popular activity area is noted in ***bold***.	2022	2014	2009
Treatment and treatment-related actions/functions	**37.2%**	**40.4%**	**42.3%**
Conservation research	10.8%	9.9%	9.3%
Other conservation actions/functions	19.8%	18.1%	16.3%
Marketing/outreach	3.9%	N/A	N/A
Teaching/higher education activities	5.0%	5.8%	5.2%
Administrative responsibilities	23.1%	23.8%	23.9%
All others	0.2%	1.9%	3.0%
n=	711	850	605

N/A = Choice not offered in past surveys.

As expected, significant differences are seen based on work setting. Treatment and treatment-related actions/functions captures the greatest average share of time for most settings, and is especially pronounced among those in a private practice setting. Exceptions to this are those in a university/college setting, with teaching/higher education activities top-ranked, and those in a government institution setting, with administrative responsibilities top-ranked.

The response distribution is more consistent when the data are segmented by years of paid experience. Treatment and treatment-related actions/functions capture the largest average share of time for all segments, with the variation between segments relatively modest. The amount of time spent on other conservation actions/functions tends to drop somewhat with increasing experience, with a concomitant increase in the amount of time spent on administrative responsibilities. Responses by segment are illustrated in Exhibits 1.29 and 1.30.

Exhibit 1.29: Work Activities by Employment Setting

*All data are averages. The most popular activity area is noted in **bold**.*	Private practice	Museum/ historical society	Library/ archive	Nonprofit conservation center/lab	University/ college	Govt. institution
Treatment and treatment-related actions/functions	**52.0%**	**31.1%**	**39.3%**	**47.2%**	13.7%	30.2%
Conservation research	8.3%	12.6%	7.5%	7.5%	21.3%	11.6%
Other conservation actions/functions	17.2%	23.2%	18.6%	12.8%	11.0%	15.9%
Marketing/outreach	3.3%	4.2%	3.6%	5.4%	4.5%	4.6%
Teaching/higher education activities	2.5%	4.6%	3.5%	7.0%	**35.0%**	5.2%
Administrative responsibilities	16.4%	24.0%	27.3%	20.1%	14.5%	**32.3%**
All others	0.1%	0.2%	0.1%	<0.1%	0.0%	0.2%
n=	146	329	145	30	21	30

Exhibit 1.30: Work Activities by Years of Experience

*All data are averages. The most popular activity area is noted in **bold**.*	Up to 5	6 to 10	11 to 20	21 to 30	30+
Treatment and treatment-related actions/functions	**36.5%**	**42.3%**	**34.3%**	**36.2%**	**38.0%**
Conservation research	13.4%	11.9%	10.1%	10.8%	8.8%
Other conservation actions/functions	26.1%	21.3%	19.5%	16.4%	18.8%
Marketing/outreach	3.3%	4.1%	4.3%	4.1%	3.5%
Teaching/higher education activities	3.8%	4.2%	6.4%	5.3%	4.2%
Administrative responsibilities	16.7%	16.0%	25.4%	27.0%	26.6%
All others	0.2%	0.2%	0.1%	0.2%	0.2%
n=	86	138	207	155	125

II. Private Practice Conservators

A. Company Overview

Segmentation Approach

Company size is a highly important criterion when examining company operations and compensation, and is the primary way the private practice conservator data are segmented. Company size categories can be based on either revenue or staff count. As in the 2009 and 2014 surveys, staff count is used since far more respondents provided staffing information compared with revenue data.

Three groups were created:

- Solo practitioners — these are individuals who are the sole employee of their practice. This is the largest segment, accounting for nearly one-half of the private practice sample.

- Company size of 2 to 5 — these are respondents who indicated that their company has 2 to 5 total employees (including themselves). This segment accounts for about one-quarter of the private practice sample, and is called the "mid-size companies" in the report.

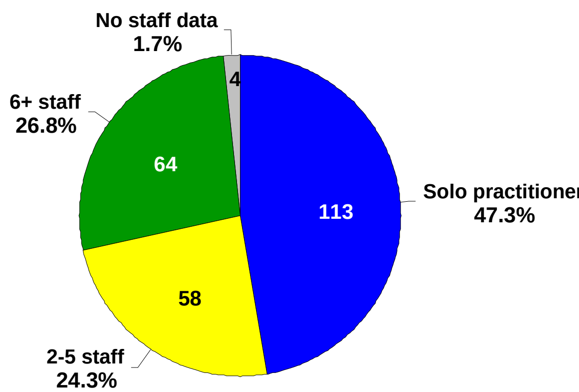

Exhibit 2.1: Private Practice Classification

- Company size of 6 or more — these are respondents who indicated that their company has six or more total employees (including themselves). This segment accounts for just over one-quarter of the private practice sample, and is called the "large companies" in the report.

Four respondents did not provide staffing information. Their responses are excluded from all size-based analyses.

Although the 2022 private practice setting sample is smaller than in 2014, the size distribution is generally analogous, albeit with an increase in the number of large companies, and a corresponding decrease in the number of solo practitioners (see Exhibit 2.2).

Exhibit 2.2: Company Size Categories

	2022 Survey		2014 Survey	
	Percentage of sample	n=	Percentage of sample	n=
Solo practitioners	47.3%	113	56.6%	150
2-5 staff	24.3%	58	26.4%	70
6+ staff	26.8%	64	17.0%	45

One important difference with the 2022 sample compared with the 2014 and 2009 samples is the completion rate. While all 239 private practice respondents provided sufficient data for their inclusion in the 2022 analysis sample, few completed the full set of private practice questions. Thus, while the private practice sample size remained generally consistent for all analysis points in the 2014 and 2009 data sets, the 2022 sample size will vary throughout this section. The provided sample size information should be considered when using these data.

Establishment Date

Nearly one-quarter of the private practice companies were formed in the 2010 to 2019 time span. The median establishment date overall is 2000. Median establishment dates vary by company size segment, ranging from 1990 among the large companies, to 2011 among the solo practitioners (see Exhibit 2.3).

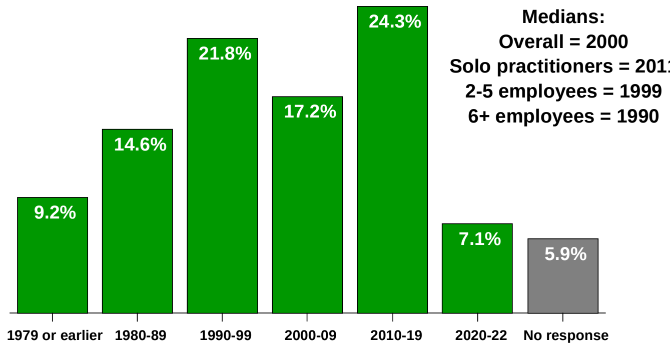

Exhibit 2.3: Establishment Date

Organizational Structure

A sole proprietorship is the most common organizational structure by a very small margin, cited by 29.7% of the respondents, followed closely by a limited liability company, cited by 29.3%. A sole proprietorship is the most common organizational structure for the solo practitioners; a Chapter S corporation is favored by the mid-size companies. While a plurality (34.4%) of the respondents from the large companies were unsure of their company's organizational structure, among those who could respond, roughly equal numbers cited an LLC, a Chapter S corporation or a Chapter C corporation. Responses are summarized in Exhibit 2.4.

Exhibit 2.4: Company Organizational Structure

	Overall	Solo	2-5 employees	6+ employees
Sole proprietorship/solo practitioner/ independent contractor	29.7%	54.0%	12.1%	4.7%
General Partnership	0.0%	0.0%	0.0%	0.0%
Limited Partnership	0.4%	0.0%	0.0%	1.6%
Limited Liability Partnership (LLP)	2.9%	1.8%	6.9%	0.0%
Limited Liability Company (LLC)	29.3%	37.2%	25.9%	18.8%
Corporation (Chapter S)	16.7%	6.2%	36.2%	18.8%
Corporation (Chapter C)	7.1%	0.9%	10.3%	15.6%
Other	1.7%	0.0%	0.0%	6.3%
Not sure/don't know/no response	12.1%	0.0%	8.6%	34.4%
n=	239	113	58	64

Ownership Levels

The solo practitioners are nearly always the sole owner of their company, with fewer than 5% reporting that they are a co-owner/partner. Those in the mid-size company segment are also typically the company owner or co-owner. Those in the large company segment, however, are usually at the staff level (see Exhibit 2.5).

Exhibit 2.5: Ownership Levels

	Overall	Solo	2-5 employees	6+ employees
I own 100% of the company, or am a one-person company or independent contractor	59.8%	95.6%	53.4%	6.3%
I am a co-owner/partner in the company	12.1%	4.4%	24.1%	12.5%
I am a shareholder in the company and have no other ownership interest	2.1%	0.0%	0.0%	7.8%
I am an employee and have no ownership interest	25.9%	0.0%	22.4%	73.4%
n=	239	113	58	64

Sample Composition Trends

The overarching demographics of the 2022, 2014 and 2009 samples are similar, with the typical respondent in all three samples being a solo practitioner with an ownership interest in their company. However, the 2022 sample somewhat shifts away from respondents with an ownership interest to respondents who are company employees. While a large majority (71.9%) of the 2022 respondents have an ownership stake in their company as either the sole owner or a co-owner, this represents a notable decline from the nearly 85% of the 2014 and 2009 respondents with a similar ownership stake. This is most likely a contributing factor to the lower completion rates for certain portions of the 2022 survey that relate to company operations, such as gross revenue. This difference does not preclude comparisons of past data with 2022 data, but it is important to note the sample size and composition when drawing conclusions.

A demographic comparison of the three samples is provided in Exhibit 2.6 on the following page.

Exhibit 2.6: Sample Composition Comparison

		2022	2014	2009
Size classification	Solo practitioners	47.3%	56.6%	57.8%
	2-5 employees	24.3%	26.4%	20.9%
	6+ employees	26.8%	17.0%	18.7%
	No data	1.7%	0.0%	2.7%
	Median company establishment date	2000	1997	1991
Organizational structure	Sole proprietorship/solo practitioner/ independent contractor	29.7%	41.1%	48.7%
	General Partnership	0.0%	0.8%	0.5%
	Limited Partnership	0.4%	1.1%	N/A
	Limited Liability Partnership (LLP)	2.9%	0.4%	1.1%
	Limited Liability Company (LLC)	29.3%	30.2%	21.9%
	Corporation (Chapter S)	16.7%	20.4%	16.0%
	Corporation (Chapter C)	7.1%	3.4%	7.5%
	Other	1.7%	0.4%	3.2%
	Not sure/don't know/no response	12.1%	2.3%	1.1%
Ownership status	I own 100% of the company, or am a one-person company or independent contractor	59.8%	72.1%	72.2%
	I am a co-owner/partner in the company	12.1%	12.8%	11.8%
	I am a shareholder in the company and have no other ownership interest	2.1%	0.4%	1.6%
	I am an employee and have no ownership interest	25.9%	13.6%	13.4%
	No response	0.0%	1.1%	1.1%

n= 239 (2022); 265 (2014); 187 (2009)

B. Work Activities and Responsibilities

Job Titles

The respondents have a variety of job titles, with the following most commonly cited:

- Assistant Conservator
- Associate Conservator
- Chief Conservator
- Senior Conservator
- Principal Conservator
- Conservator
- Owner
- President
- Principal
- Partner

In many cases, the title is attached to a specialty area (e.g., "Objects Conservator," "Painting Conservator," "Senior Book Conservator," etc.). This array of job titles follows the same patterns seen in the 2009 and 2014 data. As in the past, job titles are not used as a segmentation point in the analysis due to sample size constraints and the difficulty in determining the actual responsibilities embodied in a specific title.

Work Experience

The respondents typically have a significant amount of experience in their current position (which encompasses both time at their current company as well as other companies where they worked in the same position they presently hold). A plurality (23.1%) overall have greater than 30 years of experience; only 11.6% have fewer than three years of experience. Average experience level peaks at 19.3 years among those employed at mid-sized firms (see Exhibit 2.7).

Exhibit 2.7: Years of Experience in Current Position

	Overall	Solo	2-5 employees	6+ employees
Less than 1 year	4.1%	4.9%	2.4%	4.3%
1 to 2 years	7.5%	6.1%	9.5%	8.7%
3 to 5 years	16.3%	18.3%	9.5%	21.7%
6 to 10 years	13.6%	13.4%	7.1%	26.1%
11 to 15 years	10.9%	13.4%	7.1%	8.7%
16 to 20 years	8.2%	9.8%	9.5%	0.0%
21 to 30 years	16.3%	17.1%	19.0%	8.7%
Greater than 30 years	23.1%	17.1%	35.7%	21.7%
Average (from range midpoints)	15.9 years	14.9 years	19.3 years	13.0 years
n=	147	82	42	23

Work Activities

The respondents spend their largest share of time on treatment and treatment-related actions/functions, a situation that remains fairly constant across company size categories. There is a small dip in the amount of time spent on treatment actions/functions among those employed at the large companies, with a corresponding increase in the amount of time spent on administrative responsibilities.

Responses by segment are provided in Exhibit 2.8; additional data regarding work activities are provided in Section I of this report.

Exhibit 2.8: Work Activities

All data are averages.	Overall	Solo	2-5 employees	6+ employees
Treatment and treatment-related actions/functions	52.0%	54.4%	52.6%	42.9%
Conservation research	8.3%	8.2%	9.6%	6.8%
Other conservation actions/functions	17.2%	18.1%	13.6%	20.4%
Marketing/outreach	3.3%	2.5%	3.8%	4.9%
Teaching/higher education activities	2.5%	2.6%	2.3%	2.8%
Administrative responsibilities	16.4%	14.0%	18.1%	22.2%
All others	0.1%	0.2%	0.0%	0.0%
n=	146	81	42	23

C. Staffing

Staff Counts and Trends

The respondents who represent companies that have employees (e.g., everyone other than the solo practitioners) were asked to provide statistics as to staff numbers. The typical private practice setting consists of 5.0 full-time and 1.0 part-time paid employees. Only about one in ten respondents report having unpaid employees (either full- or part-time). There are a median of 4.0 paid conservation professionals (either full- or part-time) at these companies. The number of paid conservation professionals represents a median of 65.5% of the total paid employee count.

Having paid staff who directly support the work of conservation staff is not routine — the typical company has one such staff person, but nearly 50% have none. Support staff who directly support the work of conservation staff comprise a median of 16.7% of total staff (see Exhibit 2.9).

Exhibit 2.9: Number of Employees

	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Total number of full-time paid employees	1.0	2.0	**5.0**	11.0	74.1
Total number of part-time paid employees	0.0	0.0	**1.0**	2.0	4.7
Total number of paid employees	2.0	3.0	**6.0**	14.0	100.0
Total unpaid employees (full- or part-time)	0.0	0.0	**0.0**	0.0	1.0
Total employees (paid or unpaid)	2.0	3.8	**6.0**	14.3	100.0
Total number of paid conservation professionals (full- or part-time)	1.0	2.0	**4.0**	7.0	13.7
Number of paid conservation professionals as a percentage of total paid employees	8.5%	45.2%	**65.5%**	86.2%	100.0%
Total number of paid staff who directly support the work of conservation staff	0.0	0.0	**1.0**	3.0	5.0
Number of paid support staff as a percentage of total employees	0.0%	0.0%	**16.7%**	33.9%	50.0%

n=122

There have been some moderate changes in staff counts over time, with the median number of paid employees (full- or part-time) rising from a low of 4.0 in 2014 to the present level of 6.0. A similar increase is seen for the number of paid conservation professionals. The median number of paid support staff has remained constant at 1.0, as has the percentage of total paid employees who are conservation professionals (about two-thirds). The percentage of paid support staff as a percentage of total staff has declined a small amount since 2014, moving from 18.2% to 16.7%.

Responses from the three survey periods are summarized in Exhibit 2.10.

Exhibit 2.10: Number of Employees: Trends

	2022 (median)	2014 (median)	2009 (median)
Total number of paid employees	6.0	4.0	5.0
Total number of paid conservation professionals (full- or part-time)	4.0	3.0	3.0
Number of paid conservation professionals as a percentage of total paid employees	65.5%	66.7%	N/A
Total number of paid staff who directly support the work of conservation staff	1.0	1.0	N/A
Number of paid support staff as a percentage of total employees	16.7%	18.2%	N/A

n= 122 (2022); 107-114 (2014); 74-78 (2009).

Segmenting the data by company size shows the expected patterns. The total staff count (paid and unpaid) moves from 3.0 among the mid-size companies to 13.5 among the large companies. Three-quarters of the total paid employees in the mid-size companies are conservation professionals, versus 54.2% among the large companies. Mid-size companies typically have no paid support staff for conservators; large companies typically have 3.0 such staff.

Responses by company size are illustrated in Exhibit 2.11 on the following page.

Exhibit 2.11: Number of Employees by Company Size

All data are medians.	Overall	2-5 employees	6+ employees
Total number of full-time paid employees	5.0	2.0	11.0
Total number of part-time paid employees	1.0	1.0	2.0
Total number of paid employees	6.0	3.0	13.0
Total unpaid employees (full- or part-time)	0.0	0.0	0.0
Total number of employees	6.0	3.0	13.5
Total number of paid conservation professionals (full- or part-time)	4.0	2.0	7.0
Number of paid conservation professionals as a percentage of total paid employees	65.5%	75.0%	54.2%
Total number of paid staff who directly support the work of conservation staff	1.0	0.0	3.0
Number of paid support staff as a percentage of total employees	16.7%	0.0%	16.7%
n=	122	58	64

The respondents were asked to indicate how the number of paid staff overall, and the number of paid conservation professionals, have changed over the past two years at their company, and their expectation for staff changes for the next two years. While a plurality of respondents report that staff numbers did not change, it is clear that the past two years have taken some measure of a toll on staff counts. One-third of the respondents report there have been staff cuts over the past two years. In contrast, only 15.6% of the respondents reported prior-year staff cuts in the 2014 survey. A similar situation is seen when the question focuses on just paid conservation staff — 28.6% of the 2022 respondents report cuts over the past two years versus only 9.6% reporting the same in 2014.

To help summarize the data, an average trend index is created which ranges from 1.0 (a significant decrease in staff) to 5.0 (a significant increase in staff). A value of less than 3.0 indicates a staff decrease. The average trend index for all staff is 2.9 among the 2022 respondents versus 3.4 among the 2014 respondents. A similar situation is seen when the staff count is limited to conservation professionals (index of 2.8 versus 3.5).

The situation improves when respondents look to the future. While staff cuts are still cited by some, the number anticipating gains significantly outpaces the number who anticipate cuts. The average trend index for anticipated staff counts still lags the values seen in the 2014 survey, but the gap is quite narrow. Responses are illustrated in Exhibit 2.12 on the following page.

Exhibit 2.12: Staffing Trends: Near-Term Comparison

			Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index
"Past"	Total number of paid staff	2022	9.5%	23.8%	40.5%	15.1%	7.1%	4.0%	2.9
		2014	4.3%	11.3%	34.8%	20.9%	19.1%	9.6%	3.4
	Total number of paid conservation professionals	2022	7.1%	21.4%	48.4%	12.7%	4.0%	6.3%	2.8
		2014	2.6%	7.0%	47.8%	19.1%	19.1%	4.3%	3.5
"Future"	Total number of paid staff	2022	3.2%	5.6%	51.6%	27.0%	5.6%	7.1%	3.3
		2014	0.9%	4.3%	46.1%	27.0%	7.0%	14.8%	3.4
	Total number of paid conservation professionals	2022	4.8%	4.8%	54.8%	25.4%	3.2%	7.1%	3.2
		2014	0.9%	4.3%	52.2%	29.6%	3.5%	9.5%	3.3

n= 126 (2022); 265 (2014)
The average trend index is based on a 1 to 5 scale where 1 is "significant decrease" and 5 is "significant increase." Not sure/no response values are excluded from average score calculations.
"Past" encompasses the past two years for the 2022 respondents, and the past three years for the 2014 respondents.
"Future" encompasses the next two years for the 2022 respondents, and the next three years for the 2014 respondents.

Expanding the data scope back to 2009 again underscores the pronounced nature of staff cuts among the 2022 respondents for the past two years, with the average trend index for 2022 well below 2009 values. Looking forward, however, the 2022 respondents are somewhat more optimistic regarding staff gains than their 2009 counterparts (see Exhibit 2.13).

Exhibit 2.13: Staffing Trends: Long-Term Comparison

		Average trend index - 2022	Average trend index - 2014	Average trend index - 2009
"Past"	Total number of paid staff	2.9	3.4	3.3
	Total number of paid conservation professionals	2.8	3.5	3.2
"Future"	Total number of paid staff	3.3	3.4	3.1
	Total number of paid conservation professionals	3.2	3.3	3.1

n= 126 (2022); 265 (2014); 187 (2009).
The average trend index is based on a 1 to 5 scale where 1 is "significant decrease" and 5 is "significant increase." Not sure/no response values are excluded from average score calculations.
"Past" encompasses the past two years for the 2022 respondents, and the past three years for the 2014 and 2009 respondents.
"Future" encompasses the next two years for the 2022 respondents, and the next three years for the 2014 and 2009 respondents.

Segmenting the 2022 data by company size shows that the incidence of staff cuts over the past two years were somewhat more common among the mid-size companies compared with the large companies. While the large company respondents report staff cuts more often than staff gains, as many as 28.1% report adding staff, which raises their average trend index to 3.0 (versus 2.7 for the mid-size companies). The large companies are also far more likely to report that they anticipate adding staff over the next two years, with as many as 45.3% expecting to do so. While more of the mid-size companies expect to add, rather than cut staff over the next two years, their average trend index remains at 3.0, versus values of 3.4 to 3.6 among the large companies.

Staffing trends by company size are illustrated in Exhibit 2.14.

Exhibit 2.14: Staffing Trends by Company Size

*The most common response for each metric is noted in **bold**.*			Decrease	Remain the same	Increase	Not sure/no response	Average trend index (2022)	Average trend index (2014)
"Past"	Total paid staff	Overall	33.3%	**40.5%**	22.2%	4.0%	2.9	3.4
		2-5 employees	36.2%	**46.6%**	17.2%	0.0%	2.7	3.3
		6+ employees	32.8%	**37.5%**	28.1%	1.6%	3.0	3.7
	Total number of conservation professionals	Overall	28.6%	**48.4%**	16.7%	6.3%	2.8	3.5
		2-5 employees	31.0%	**53.4%**	12.1%	3.4%	2.7	3.3
		6+ employees	28.1%	**46.9%**	21.9%	3.1%	3.0	3.8
"Future"	Total paid staff	Overall	8.7%	**51.6%**	32.5%	7.1%	3.3	3.4
		2-5 employees	17.2%	**56.9%**	20.7%	5.2%	3.0	3.4
		6+ employees	1.6%	**50.0%**	45.3%	3.1%	3.6	3.5
	Total number of conservation professionals	Overall	9.5%	**54.8%**	28.6%	7.1%	3.2	3.3
		2-5 employees	17.2%	**56.9%**	22.4%	3.4%	3.0	3.3
		6+ employees	3.1%	**56.3%**	35.9%	4.7%	3.4	3.4

n=2022: 126 (overall); 58 (2-5 employees); 64 (6+ employees); 2014: 265 (overall); 70 (2-5 employees); 45 (6+ employees).
The average trend index is based on a 1 to 5 scale where 1 is "significant decrease" and 5 is "significant increase." Not sure/no response values are excluded from average score calculations.
"Past" encompasses the past two years for the 2022 respondents, and the past three years for the 2014 respondents.
"Future" encompasses the next two years for the 2022 respondents, and the next three years for the 2014 respondents.

Respondents who cited a decrease in total staff, conservator staff, or both for the past two years were asked to indicate the impact of the global pandemic as a driving force for these cuts. As summarized in Exhibit 2.15, about one-quarter report that their staff cuts were mostly or entirely influenced by the impact of COVID-19; an additional 45.7% say the cuts were partially influenced by COVID-19. Only 23.9% report that their staff cuts had little or nothing to do with the impact of the pandemic. This pattern remains consistent across company sizes (see Exhibit 2.16).

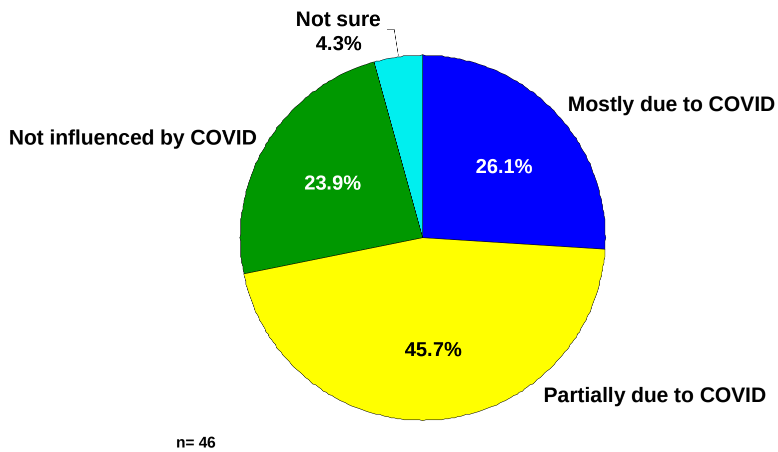

Exhibit 2.15: Pandemic Influence on Staff Cuts

Exhibit 2.16: Pandemic Influence on Staff Cuts by Company Size

	Overall	2-5 employees	6+ employees
Staff decrease mostly or entirely influenced by the impact of COVID-19	26.1%	26.1%	26.1%
Staff decrease partially influenced by COVID-19 but other factors substantially influenced the decision	45.7%	47.8%	43.5%
Staff decrease was not influenced to any significant degree by the impact of COVID-19	23.9%	21.7%	26.1%
Not sure/No response	4.3%	4.3%	4.3%
n=	46	23	23

Note: Response base is limited to respondents who indicated that a staff decrease occurred in the past two years.

D. Revenue

Gross Revenue

The respondents were asked to provide gross revenue data for their companies for 2019, 2020 and 2021. An overview summary (see Exhibit 2.17) shows the diversity of company operations, with 10th to 90th percentile ranges that span as much as $19,195 to $935,000. Examining the data by company size shows the expected variation, with median 2021 gross revenue of $50,000 among the solo practitioners, $179,700 among the mid-size companies, and $850,000 among the large companies (see Exhibit 2.18).

Exhibit 2.17: Gross Revenue: Overview

	n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Gross revenue 2019	130	$19,195	$35,000	**$75,750**	$222,320	$935,000
Gross revenue 2020	136	$15,000	$28,550	**$62,500**	$195,095	$656,500
Gross revenue 2021	141	$17,232	$38,000	**$80,000**	$203,252	$483,400

Exhibit 2.18: Gross Revenue by Company Size

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Total gross revenue for 2019	Overall	130	$19,195	$35,000	**$75,750**	$222,320	$935,000
	Solo	77	$10,000	$21,820	**$45,000**	$75,000	$127,000
	2-5 employees	39	$54,854	$120,000	**$200,000**	$400,000	$985,650
	6+ employees	14	$307,312	$733,500	**$975,000**	$2,075,000	$9,400,000
Total gross revenue for 2020	Overall	136	$15,000	$28,550	**$62,500**	$195,095	$656,500
	Solo	81	$12,000	$20,013	**$36,600**	$60,000	$123,000
	2-5 employees	40	$50,834	$91,750	**$177,500**	$337,500	$585,500
	6+ employees	15	$117,000	$310,000	**$950,000**	$1,900,000	$6,640,000
Total gross revenue for 2021	Overall	141	$17,232	$38,000	**$80,000**	$203,252	$483,400
	Solo	85	$9,271	$27,219	**$50,000**	$80,000	$105,400
	2-5 employees	40	$55,694	$109,750	**$179,700**	$296,665	$547,246
	6+ employees	16	$151,100	$303,067	**$850,000**	$2,166,750	$7,440,000

Comparing median gross revenue for the previous calender year across the three survey samples (see Exhibit 2.19) shows a fairly flat trend line for the solo practitioners and mid-size companies. Although there is a 13 year gap between the 2022 and 2009 surveys, the median gross revenue for solo practitioners has remained at $50,000, and has increased only a modest amount for the mid-size companies. Median gross revenue has consistently declined among the large companies, moving from a high of $1.1 million in the 2009 survey (for calender year 2008) to $850,000 in the 2022 survey (for calender year 2021).

Exhibit 2.19: Gross Revenue: General Trends

		2022 survey		2014 survey		2009 survey	
		n=	Median	n=	Median	n=	Median
Total gross revenue for previous year	Overall	141	$80,000	236	$75,000	163	$75,000
	Solo	85	$50,000	146	$44,500	103	$50,000
	2-5 employees	40	$179,700	61	$140,000	32	$165,000
	6+ employees	16	$850,000	29	$915,000	24	$1,125,000

It is important to keep in mind that this is not a tracking study (e.g., a study that includes the same participants each year). The variations shown in Exhibit 2.19 — or lack thereof — should be viewed only as a general indicator of how the private practice conservation field has performed in those three time periods. More detailed and accurate trending data are generated by examining the three calender years (2019, 2020 and 2021) that were addressed in the 2022 survey.

Doing so shows that the 2019 to 2020 time frame was challenging for many private practice firms, with a majority (56.9%) reporting a decline in their gross revenue. This decline was substantial for these companies, with a median loss of nearly 26% (which equates to $30,000 among the companies that reported a revenue decrease). Across the full sample, the typical private practice firm saw their revenue drop 7.6% from 2019 to 2020, with one in ten firms reporting a decrease of 58% or more.

However, about one-third of the respondents report that their company had a gross revenue gain for the 2019 to 2020 time period. The median gain was a 29% increase in revenue, which equates to a dollar gain of $15,500 for these companies.

The 2020 to 2021 time period was far better for most companies. A majority (59%) reported a gain in revenue, and the typical gain was substantial — an increase of 46.7%. Still, about one-third saw their revenue fall from 2020 to 2021, with a median loss of 26.3%. Examining the full sample shows that the typical private practice firm had a revenue gain of 13.6% from 2020 to 2021, with one in ten realizing a gain of 130% or more.

Short-term revenue trends are illustrated in Exhibit 2.20.

Exhibit 2.20: Gross Revenue: Short-Term Trends

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Gross revenue change, 2019-2020 (n=130)	Dollar amount		($99,800)	($33,678)	**($4,200)**	$10,000	$35,000
	% change		(58.0)%	(28.6)%	**(7.6)%**	13.6%	48.5%
Gross revenue change, 2020-2021 (n=134)	Dollar amount		($74,500)	($4,236)	**$6,500**	$32,385	$99,000
	% change		(44.0)%	(13.8)%	**13.6%**	58.8%	129.9%

	Increase				**Decrease**				
	% showing increase	Median increase: Dollars	Median increase: Percent	n=	% showing decrease	Median decrease: Dollars	Median decrease: Percent	n=	No change
Gross revenue change, 2019-2020	32.3%	$15,500	29.0%	42	56.9%	($30,000)	(25.7)%	74	10.8%
Gross revenue change, 2020- 2021	59.0%	$25,000	46.7%	79	32.8%	($30,000)	(26.3)%	44	8.2%

Exploring the revenue change by company size shows that, regardless of the company size, a majority of companies lost revenue in the 2019 to 2020 time frame, with the mid-sized companies taking the hardest hit (loss of 12.8%). While the financial picture is much brighter for the 2020 to 2021 time frame, the mid-size companies continue to lag their peers. The solo practitioners and large companies each report a revenue gain of greater than 23% for 2020 to 2021; the mid-size companies have a gain of only 1.6%. Responses by company size are summarized in Exhibit 2.21.

Exhibit 2.21: Gross Revenue: Short-Term Trends by Company Size

		n=	Median overall change	% showing increase	% showing decrease	% showing no change
Gross revenue change, 2019-2020	Overall	130	(7.6)%	32.3%	56.9%	10.8%
	Solo	77	(5.6)%	35.1%	55.8%	9.1%
	2-5 employees	39	(12.8)%	28.2%	61.5%	10.3%
	6+ employees	14	(6.3)%	28.6%	50.0%	21.4%
Gross revenue change, 2020-2021	Overall	134	13.6%	59.0%	32.8%	8.2%
	Solo	79	26.7%	62.0%	31.6%	6.3%
	2-5 employees	40	1.6%	50.0%	40.0%	10.0%
	6+ employees	15	23.5%	66.7%	20.0%	13.3%

The respondents were asked to indicate how their company's gross revenue is allocated, in a typical year, across the following three categories:

- Treatment work.
- Assessments, examinations, reports, surveys (no treatment).
- All other services.

Overall, the respondents report generating 67% of their revenue from treatment work, 22.5% from conservation work that does not involve treatment, and 10.5% from all other services. Treatment work accounts for a majority of revenue across all company size categories, but falls to just over 50% among the large companies. Responses are summarized in Exhibit 2.22.

Exhibit 2.22: Gross Revenue Allocation

	n=	Average % from treatment work	Average % from assessments, examinations, reports, surveys (no treatment)	Average % from all other services
Overall	161	67.0%	22.5%	10.5%
Solo	86	69.4%	20.4%	10.2%
2-5 employees	44	73.9%	20.5%	5.5%
6+ employees	31	50.6%	31.4%	18.0%

The 2022 survey collected more refined data by segmenting out conservation work that involves treatment from non-treatment conservation activities. In contrast, the 2014 and 2009 surveys tracked these two activities as a single category. Adjusting the data so it can be compared across survey years shows a generally consistent pattern for the solo practitioners and the mid-size companies, with the great majority of their revenue generated from conservation activities. The large companies stand out somewhat, with the percentage of revenue generated from conservation services moving from a low of 61.1% in the 2009 survey, to its present high of 82%. Responses by survey year are illustrated in Exhibit 2.23.

Exhibit 2.23: Gross Revenue Allocation: Trends

		2022 survey		2014 survey		2009 survey	
		n=	Median	n=	Median	n=	Median
Average percentage of gross from conservation services	Overall	161	89.5%	244	91.4%	166	88.9%
	Solo	86	89.8%	146	94.4%	102	95.9%
	2-5 employees	44	94.4%	65	90.8%	34	88.9%
	6+ employees	31	82.0%	33	78.8%	27	61.1%

Note: Data for the 2022 survey are the sum of percentage of gross revenue from treatment work, and the percentage of gross revenue from assessment, examinations, reports, surveys (no treatment).

Anticipated Gross Revenue Trends

The respondents were asked to indicate what change they expect will occur regarding their company's total gross revenue for 2022 compared with 2021. Responses are mixed — while a forecast of a revenue increase is far more common than a decrease (36% expecting an increase; 9.6% expecting a decrease) a plurality of respondents (38.1%) are uncertain of what the coming year will bring. This is especially the case among the large company respondents, with 64.1% unable to forecast their 2022 revenue. Across the full sample, those who were able to make a forecast expect to see their 2022 revenue increase an average of 7.2% over 2021 results.

With the exception of the large number who are uncertain about revenue for the upcoming year, the responses are generally in line with what was seen in the 2014 survey, with the percentage forecasting a gain significantly outpacing the percentage forecasting a loss.

Overall results by survey year are summarized in Exhibit 2.24; more detailed breakouts for the 2022 sample are provided in Exhibit 2.25 on the following page.

Exhibit 2.24: Gross Revenue Trends: Overview

What changes, if any, do you expect will occur regarding your company's total gross revenue for the coming year?

*The most common response for each metric is noted in **bold**.*		Increase	Decrease	Remain the same	Not sure/no response	Average change(*)	n= (**)
2022 survey	Overall	36.0%	9.6%	16.3%	**38.1%**	7.2%	109
	Solo	**40.7%**	13.3%	20.4%	25.6%	7.6%	62
	2-5 employees	**43.1%**	12.1%	15.5%	29.3%	5.4%	31
	6+ employees	23.4%	1.6%	10.9%	**64.1%**	9.1%	16
2014 survey	Overall	**55.8%**	17.4%	19.2%	7.5%	8.6%	210
	Solo	**56.0%**	19.3%	20.7%	4.0%	8.3%	127
	2-5 employees	**57.1%**	15.7%	20.0%	7.1%	12.0%	55
	6+ employees	**53.3%**	13.3%	13.3%	20.0%	3.6%	28
2009 survey	Overall	31.0%	**41.7%**	17.6%	9.6%	(4.7)%	134
	Solo	36.1%	**42.6%**	18.5%	2.8%	(3.6)%	82
	2-5 employees	23.1%	**46.2%**	17.9%	12.8%	(9.6)%	29
	6+ employees	28.6%	**37.1%**	11.4%	22.9%	(1.7)%	20

* = Averages computed using range midpoints. Please see Exhibit 2.25 for details on the ranges used.
** = The n= value refers to the number of responses that were able to be used to compute the average change.

Exhibit 2.25: Gross Revenue Trends: Detail

	Increase								
	>50%	40-49%	30-39%	20-29%	10-19%	5-9%	<5%	Increase, but not sure how much	Remain about the same
Overall	3.3%	2.5%	2.9%	3.3%	5.9%	3.8%	0.8%	13.4%	16.3%
Solo	6.2%	4.4%	4.4%	1.8%	6.2%	1.8%	0.0%	15.9%	20.4%
2-5 employees	0.0%	1.7%	3.4%	8.6%	6.9%	5.2%	3.4%	13.8%	15.5%
6+ employees	1.6%	0.0%	0.0%	1.6%	4.7%	6.3%	0.0%	9.4%	10.9%
	Decrease								
	>50%	40-49%	30-39%	20-29%	10-19%	5-9%	<5%	Decrease, but not sure how much	Not sure/no response
Overall	2.5%	0.4%	2.1%	1.3%	0.0%	0.0%	0.4%	2.9%	38.1%
Solo	3.5%	0.9%	4.4%	0.9%	0.0%	0.0%	0.0%	3.5%	25.6%
2-5 employees	3.4%	0.0%	0.0%	3.4%	0.0%	0.0%	1.7%	3.4%	29.3%
6+ employees	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	64.1%

n= 239 (overall); 113 (solo); 58 (2-5 employees); 64 (6+ employees).

E. Client base

Overall Client Base

While there have been some generally modest changes in the relative popularity of some client categories, the broad market scope of private practice companies remains true, with a significant number servicing a wide range of client types. The top client types remain museums/historical societies and individuals/private collections, the same situation seen in 2014 and 2009. The most significant variations from 2014 involve art and antique galleries/dealers (a drop of 10.8 percentage points in prevalence) and libraries/archives (a gain of 10.1 percentage points in prevalence). Variations for other client types are often below five percentage points when comparing 2022 and 2014 results (see Exhibit 2.26).

Exhibit 2.26: Client Base

	2022	2014	2009
Museums/historical societies	89.2%	87.2%	78.1%
Individuals/private collections (e.g., “consumers”)	87.3%	93.2%	85.0%
Art and antique galleries and dealers (*)	51.8%	62.6%	48.7%
Colleges/universities (other than museums or libraries)	41.6%	40.4%	43.3%
Insurance companies/agencies	41.6%	46.8%	43.9%
Libraries/archives	39.2%	29.1%	31.6%
Corporate collections	34.3%	43.4%	37.4%
Local/municipal governments (other than museums or libraries)	33.7%	33.6%	26.7%
Non-profits (other than those listed above)	30.7%	22.3%	23.0%
Federal government (other than museums or libraries)	30.1%	28.7%	26.2%
State governments (other than museums or libraries)	28.3%	23.4%	25.1%
Auction houses	25.3%	28.3%	25.7%
All other for-profit companies	22.3%	13.2%	23.5%
K-12 schools	6.6%	3.0%	7.0%
Foreign governments (other than museums or libraries)	4.8%	4.5%	4.3%
All others	3.0%	3.8%	1.1%
No response	1.8%	0.4%	1.6%
n=	166	265	187

(*) = Listed as “art galleries” in 2009.

Museums/historical societies and individuals/private collections remain the top-ranked client types across all company sizes. As expected, the large companies have the broadest client base: nine different client types are cited by a majority. In contrast, six client types receive a majority-level response among the mid-size companies; only two client types receive a majority-level response among the solo practitioners;. The response distribution by company size is provided in Exhibit 2.27.

Exhibit 2.27: Client Base by Company Size

	Overall	Solo	2-5 employees	6+ employees
Museums/historical societies	89.2%	84.4%	93.0%	97.0%
Individuals/private collections (e.g., “consumers”)	87.3%	83.3%	93.0%	90.9%
Art and antique galleries and dealers (*)	51.8%	43.3%	62.8%	60.6%
Colleges/universities (other than museums or libraries)	41.6%	25.6%	55.8%	66.7%
Insurance companies/agencies	41.6%	30.0%	60.5%	48.5%
Libraries/archives	39.2%	34.4%	51.2%	36.4%
Corporate collections	34.3%	18.9%	48.8%	57.6%
Local/municipal governments (other than museums or libraries)	33.7%	17.8%	39.5%	69.7%
Non-profits (other than those listed above)	30.7%	17.8%	41.9%	51.5%
Federal government (other than museums or libraries)	30.1%	21.1%	23.3%	63.6%
State governments (other than museums or libraries)	28.3%	12.2%	32.6%	66.7%
Auction houses	25.3%	12.2%	41.9%	39.4%
All other for-profit companies	22.3%	18.9%	16.3%	39.4%
K-12 schools	6.6%	2.2%	4.7%	21.2%
Foreign governments (other than museums or libraries)	4.8%	1.1%	9.3%	9.1%
All others	3.0%	5.6%	0.0%	0.0%
No response	1.8%	3.3%	0.0%	0.0%
n=	166	90	43	33

In addition to indicating all client types that their company services, the respondents were asked to indicate the one client type that accounts for the greatest share of their company's revenue. As summarized in Exhibit 2.28, individuals/private collections are the top revenue source for the solo practitioners and the large companies; the category is slightly edged out by museums/ historical societies among the mid-size firms.

The data for the primary revenue source shows the same pattern previously seen regarding the breadth of clients served, with the solo practitioners far more focused on only the individuals/ private collections and museums/historical societies sectors than the mid-size and large companies. Additionally, the solo practitioners derive two-thirds of their total revenue from their top client category, versus 56.4% among the mid-size companies and 46.1% among the large companies (see Exhibit 2.28).

Exhibit 2.28: Most Significant Revenue Source

	Overall	Solo	2-5 employees	6+ employees
Individuals/private collections (e.g., "consumers")	32.5%	34.4%	32.6%	27.3%
Museums/historical societies	27.7%	31.1%	34.9%	9.1%
Art and antique galleries and dealers (*)	6.6%	5.6%	14.0%	0.0%
Federal government (other than museums or libraries)	6.0%	3.3%	2.3%	18.2%
All other for-profit companies	4.8%	6.7%	0.0%	6.1%
Local/municipal governments (other than museums or libraries)	4.2%	3.3%	2.3%	9.1%
Non-profits (other than those listed above)	3.6%	5.6%	2.3%	0.0%
Insurance companies/agencies	3.0%	0.0%	9.3%	3.0%
Colleges/universities (other than museums or libraries)	1.2%	0.0%	0.0%	6.1%
Corporate collections	1.2%	1.1%	0.0%	3.0%
State governments (other than museums or libraries)	1.2%	1.1%	2.3%	0.0%
Auction houses	1.2%	0.0%	0.0%	6.1%
Libraries/archives	1.2%	2.2%	0.0%	0.0%
Foreign governments (other than museums or libraries)	0.0%	0.0%	0.0%	0.0%
K-12 schools	0.0%	0.0%	0.0%	0.0%
All others	0.6%	1.1%	0.0%	0.0%
Not sure/no response	4.8%	4.4%	0.0%	12.1%
Average percentage of total revenue from top client type	**61.2%**	**66.4%**	**56.4%**	**46.1%**
n= (*)	141	85	39	17

(*) = The sample size refers to the number of responses that were used for calculating the average percentage of total revenue. Averages are computed using range mid-points.

Individuals/private collections and museums/historical societies continue to be highly ranked when the respondents indicate their second most significant revenue source. The second most significant revenue source accounts for an average of between 20% and 27% of total company conservation revenue (see Exhibit 2.29).

Exhibit 2.29: Second Most Significant Revenue Source

	Overall	Solo	2-5 employees	6+ employees
Individuals/private collections (e.g., "consumers")	26.4%	30.6%	29.3%	12.1%
Museums/historical societies	23.3%	25.9%	19.5%	21.2%
Art and antique galleries and dealers	6.9%	9.1%	2.4%	6.1%
Colleges/universities (other than museums or libraries)	5.7%	2.4%	9.8%	9.1%
Federal government (other than museums or libraries)	5.0%	5.9%	4.9%	3.0%
Insurance companies/agencies	5.0%	4.7%	4.9%	6.1%
Libraries/archives	4.4%	5.9%	4.9%	0.0%
State governments (other than museums or libraries)	3.8%	2.4%	2.4%	9.1%
Local/municipal governments (other than museums or libraries)	3.8%	2.4%	0.0%	12.1%
Non-profits (other than those listed above)	3.1%	2.4%	7.3%	0.0%
Corporate collections	3.1%	0.0%	7.3%	6.1%
All other for-profit companies	1.9%	1.2%	2.4%	3.0%
Auction houses	1.9%	1.2%	4.9%	0.0%
K-12 schools	0.6%	1.2%	0.0%	0.0%
Foreign governments (other than museums or libraries)	0.0%	0.0%	0.0%	0.0%
All others	0.0%	0.0%	0.0%	0.0%
Not sure/no response/not applicable	5.0%	4.7%	0.0%	12.1%
Average % of total revenue generated from the second-most significant client	**24.0%**	**23.8%**	**26.2%**	**20.2%**
n= (*)	132	80	36	16

(*) = The sample size refers to the number of responses that were used for calculating the average percentage of total revenue. Averages are computed using range mid-points.

Comparing 2022 results with those seen in 2014 and 2009 shows fairly modest differences. The most significant revenue source continues to be individuals/private collections, accounting for 60% or more of total company revenue. The category of museums/historical societies is a close second, with all remaining client categories lagging well behind.

Responses by survey year are illustrated in Exhibit 2.30.

Exhibit 2.30: Revenue Sources: Trends

	Most significant			Second most significant		
	2022	2014	2009	2022	2014	2009
Individuals/private collections (e.g., "consumers")	32.5%	38.1%	35.3%	26.4%	25.7%	25.7%
Museums/historical societies	27.7%	21.5%	25.7%	23.3%	20.4%	18.7%
Art and antique galleries and dealers (*)	6.6%	5.7%	8.6%	6.9%	10.2%	5.9%
Federal government (other than museums or libraries)	6.0%	4.2%	4.8%	5.0%	3.8%	4.3%
All other for-profit companies	4.8%	2.3%	5.3%	1.9%	1.9%	4.8%
Local/municipal governments (other than museums or libraries)	4.2%	4.5%	3.7%	3.8%	3.4%	1.6%
Non-profits (other than those listed above)	3.6%	1.5%	4.3%	3.1%	1.9%	4.3%
Insurance companies/agencies	3.0%	3.8%	1.6%	5.0%	4.5%	2.7%
Colleges/universities (other than museums or libraries)	1.2%	1.1%	1.1%	5.7%	4.2%	6.4%
Corporate collections	1.2%	1.1%	0.5%	3.1%	3.4%	3.2%
State governments (other than museums or libraries)	1.2%	2.3%	1.6%	3.8%	3.0%	2.7%
Libraries/archives	1.2%	3.4%	2.1%	4.4%	1.9%	2.7%
Auction houses	1.2%	1.5%	1.1%	1.9%	1.1%	3.7%
K-12 schools	0.0%	0.0%	0.0%	0.6%	0.0%	0.5%
Foreign governments (other than museums or libraries)	0.0%	0.4%	0.0%	0.0%	0.4%	0.0%
All others	0.6%	1.5%	0.5%	0.0%	0.4%	0.0%
No response/Not sure/Not applicable	4.8%	7.2%	3.7%	5.0%	14.0%	12.9%
Average % of total revenue generated from this client type	**61.2%**	**63.1%**	**60.3%**	**24.0%**	**23.2%**	**24.8%**
n= (**)	141	235	170	132	216	164

(*) = Listed as "art galleries" in 2009.
(**) = The sample size refers to the number of responses that were used for calculating the average percentage of total revenue. Averages are computed using range mid-points.

F. Billing Rates

Billing Structure

Prior to examining specific billing rates, the respondents were asked to indicate which services are offered at an hourly fee, offered at no charge, offered for a non-hourly fee, or not offered. As summarized in Exhibit 2.31, the services most likely to be billed on an hourly schedule encompass treatment work by a senior conservator/company principal, written reports/ assessments, examinations without treatment, surveys/assessments, and travel time. Conservators are least likely to charge for estimates, with 28.6% stating that they offer this service at no charge.

Exhibit 2.31: Billing Structure: Overview

	Overall *(n=147)*					
	Do not offer this service	Offer, but do not charge	Offer, but do not charge by the hour	Offer, but unsure of the billing rate	Offer and charge by the hour (*see rates in following tables*)	No response
Treatment work by a senior conservator/company principal	3.4%	0.0%	2.0%	0.0%	91.8%	2.7%
Treatment work by an associate conservator	40.8%	0.0%	0.7%	0.7%	36.1%	21.8%
Treatment work by an assistant conservator	46.9%	0.0%	0.7%	0.0%	28.6%	23.8%
Treatment work by a conservation technician	42.9%	0.0%	0.7%	0.0%	35.4%	21.1%
Written report/assessment	2.7%	3.4%	12.9%	0.7%	69.4%	10.9%
Examination (no treatment)	3.4%	13.6%	11.6%	2.0%	57.8%	11.6%
Surveys or assessments	4.1%	0.7%	8.8%	2.0%	76.2%	8.2%
Estimate for treatment	5.4%	28.6%	11.6%	1.4%	40.1%	12.9%
Administrative work/office time	12.2%	15.6%	10.9%	8.8%	36.7%	15.6%
Travel time	4.8%	6.8%	14.3%	5.4%	57.8%	10.9%

Segmenting responses by company size shows no major deviations from the overall pattern with regard to the prevalence of services offered on an hourly fee schedule. The most consistent differences based on company size are the services offered. As expected, a majority of the solo practitioners offer treatment work only when it is performed by a senior conservator/company principal. Responses by segment are provided in Exhibit 2.32 beginning on the following page.

Exhibit 2.32: Billing Structure by Company Size

	Solo practitioners *(n=82)*					
	Do not offer this service	Offer, but do not charge	Offer, but do not charge by the hour	Offer, but unsure of the billing rate	Offer and charge by the hour (*see rates in following tables*)	No response
Treatment work by a senior conservator/company principal	2.4%	0.0%	2.4%	0.0%	90.2%	4.9%
Treatment work by an associate conservator	52.4%	0.0%	0.0%	1.2%	12.2%	34.1%
Treatment work by an assistant conservator	58.5%	0.0%	0.0%	0.0%	6.1%	35.4%
Treatment work by a conservation technician	51.2%	0.0%	0.0%	0.0%	14.6%	34.1%
Written report/assessment	3.7%	3.7%	14.6%	0.0%	61.0%	17.1%
Examination (no treatment)	2.4%	15.9%	11.0%	1.2%	54.9%	14.6%
Surveys or assessments	4.9%	1.2%	8.5%	1.2%	72.0%	12.2%
Estimate for treatment	3.7%	29.3%	14.6%	0.0%	34.1%	18.3%
Administrative work/office time	14.6%	22.0%	8.5%	9.8%	23.2%	22.0%
Travel time	6.1%	11.0%	14.6%	4.9%	48.8%	14.6%
	2-5 employees *(n=43)*					
	Do not offer this service	Offer, but do not charge	Offer, but do not charge by the hour	Offer, but unsure of the billing rate	Offer and charge by the hour (*see rates in following tables*)	No response
Treatment work by a senior conservator/company principal	4.7%	0.0%	2.3%	0.0%	93.0%	0.0%
Treatment work by an associate conservator	37.2%	0.0%	2.3%	0.0%	51.2%	9.3%
Treatment work by an assistant conservator	44.2%	0.0%	2.3%	0.0%	39.5%	14.0%
Treatment work by a conservation technician	34.9%	0.0%	2.3%	0.0%	55.8%	7.0%
Written report/assessment	2.3%	4.7%	9.3%	2.3%	79.1%	2.3%
Examination (no treatment)	7.0%	16.3%	11.6%	4.7%	51.2%	9.3%
Surveys or assessments	4.7%	0.0%	7.0%	4.7%	81.4%	2.3%
Estimate for treatment	7.0%	25.6%	9.3%	2.3%	48.8%	7.0%
Administrative work/office time	11.6%	9.3%	14.0%	4.7%	51.2%	9.3%
Travel time	4.7%	2.3%	14.0%	4.7%	67.4%	7.0%

Table continued on following page

Exhibit 2.32: Billing Structure by Company Size

	6+ employees *(n=22)*					
	Do not offer this service	Offer, but do not charge	Offer, but do not charge by the hour	Offer, but unsure of the billing rate	Offer and charge by the hour (*see rates in following tables*)	No response
Treatment work by a senior conservator/company principal	4.5%	0.0%	0.0%	0.0%	95.5%	0.0%
Treatment work by an associate conservator	4.5%	0.0%	0.0%	0.0%	95.5%	0.0%
Treatment work by an assistant conservator	9.1%	0.0%	0.0%	0.0%	90.9%	0.0%
Treatment work by a conservation technician	27.3%	0.0%	0.0%	0.0%	72.7%	0.0%
Written report/assessment	0.0%	0.0%	13.6%	0.0%	81.8%	4.5%
Examination (no treatment)	0.0%	0.0%	13.6%	0.0%	81.8%	4.5%
Surveys or assessments	0.0%	0.0%	13.6%	0.0%	81.8%	4.5%
Estimate for treatment	9.1%	31.8%	4.5%	4.5%	45.5%	4.5%
Administrative work/office time	4.5%	4.5%	13.6%	13.6%	59.1%	4.5%
Travel time	0.0%	0.0%	13.6%	9.1%	72.7%	4.5%

Billing Rates

Hourly billing rates are highly variable, but averages tend to fall in the $120 to $140 range for most services. Services with an average hourly rate equal to or greater than $140 encompass treatment work by a senior conservator/company principal, treatment work by an associate conservator, and treatment estimates. The only sub-$100 per hour service is treatment work by a conservation technician, with an average fee of $92. (see Exhibit 2.33 on the following page).

As in past surveys, it is important to keep in mind that the hourly fee averages are computed using range mid-points. The ranges[2] were designed to provide as accurate results as possible, but regardless, averages computed in this manner are less precise than those generated from numeric responses.

[2] See Question 30 in the survey form provided in Appendix A for the ranges used.

Exhibit 2.33: Hourly Billing Rates

	<$80	$81-$100	$101-$120	$121-$140	$141-$160	$161-$180	>$180	Average (*)	n=
Treatment work by a senior conservator/company principal	9.6%	17.8%	15.6%	17.8%	11.9%	6.7%	20.7%	**$141**	135
Treatment work by an associate conservator	15.1%	15.1%	13.2%	17.0%	13.2%	5.7%	20.8%	**$140**	53
Treatment work by an assistant conservator	21.4%	16.7%	19.0%	11.9%	9.5%	4.8%	16.7%	**$129**	42
Treatment work by a conservation technician	48.1%	23.1%	9.6%	3.8%	5.8%	0.0%	9.6%	**$92**	52
Written report/assessment	18.6%	19.6%	11.8%	16.7%	11.8%	4.9%	16.7%	**$127**	102
Examination (no treatment)	17.6%	18.8%	9.4%	15.3%	17.6%	4.7%	16.5%	**$130**	85
Surveys or assessments	11.6%	20.5%	10.7%	19.6%	15.2%	5.4%	17.0%	**$135**	112
Estimate for treatment	22.0%	11.9%	11.9%	11.9%	11.9%	1.7%	28.8%	**$142**	59
Administrative work/office time	33.3%	18.5%	13.0%	7.4%	11.1%	1.9%	14.8%	**$110**	54
Travel time	41.2%	14.1%	12.9%	8.2%	5.9%	2.4%	15.3%	**$112**	85

(*) = Averages computed using the full set of range midpoints (see Q. 30 in Appendix A for the range listing).

Comparing the average hourly rates for 2022 with those from the 2014 survey shows double-digit increases across all the categories tracked. The most significant increase is seen for treatment estimates, with the hourly fee increasing from $107 to $142, a 32.7% increase. Hourly fees for administrative work/office time and travel time also post increases of greater than 20%. Across all service categories, the 2014 to 2022 increase is 17.8%, versus a 7% increase from 2009 to 2014.

A summary of hourly rates from the three survey periods is provided in Exhibit 2.34.

Exhibit 2.34: Hourly Billing Rates: Trends

	2022		2014		2009		
	% who offer and charge hourly	Average hourly fee	% who offer and charge hourly	Average hourly fee	% who offer and charge hourly	Average hourly fee	% change, 2014 to 2022
Treatment work by a senior conservator/company principal	91.8%	$141	90.0%	$124	89.8%	$113	13.7%
Treatment work by an associate conservator	36.1%	$140	85.0%	$123	31.0%	$121	13.8%
Treatment work by an assistant conservator	28.6%	$129	80.0%	$110	21.9%	$101	17.3%
Treatment work by a conservation technician	35.4%	$92	70.0%	$83	31.6%	$76	10.8%
Written report/assessment	69.4%	$127	72.5%	$111	71.7%	$107	14.4%
Examination (no treatment)	57.8%	$130	60.0%	$116	49.2%	$104	12.1%
Surveys or assessments	76.2%	$135	70.0%	$119	73.3%	$108	13.4%
Estimate for treatment	40.1%	$142	47.5%	$107	33.7%	$100	32.7%
Administrative work/office time	36.7%	$110	52.5%	$91	43.9%	$86	20.9%
Travel time	57.8%	$112	47.5%	$89	62.6%	$86	25.8%
Overall average hourly fee	$126		$107		$100		17.8%

Note: Average hourly fees computed using range midpoints (see Q. 30 in Appendix A for the range listing). The overall average hourly fee is the average across the ten activities tracked in the survey.

As expected, hourly rates increase for all services as company size increases. For example, treatment work by a senior conservator/company principal is billed at an average of $118 per hour among the solo practitioners, $161 among the mid-sized companies, and $183 among the large companies. Similar variations are seen for most other services. However, as the response base for some services is constrained, hourly rate comparisons by company size should be interpreted with care. Responses are provided in Exhibit 2.35.

2.35: Hourly Billing Rates by Company Size

	Overall		Solo		2-5 employees		6+ employees	
	Average	n=	Average	n=	Average	n=	Average	n=
Treatment work by a senior conservator/company principal	$141	135	$118	74	$161	40	$183	21
Treatment work by an associate conservator	$140	53	$119	10	$135	22	$155	21
Treatment work by an assistant conservator	$129	42	$76	5	$128	17	$143	20
Treatment work by a conservation technician	$92	52	$64	12	$92	24	$115	16
Written report/assessment	$127	102	$108	50	$149	34	$140	18
Examination (no treatment)	$130	85	$110	45	$166	22	$138	18
Surveys or assessments	$135	112	$117	59	$159	35	$146	18
Estimate for treatment	$142	59	$109	28	$176	21	$163	10
Administrative work/office time	$110	54	$105	19	$121	22	$100	13
Travel time	$112	85	$90	40	$131	29	$133	16

Note: Averages computed using range midpoints (see Q. 30 in Appendix A for the range listing).

A majority of the respondents report that their company charges less than its standard rate at least some of the time for unsuccessful treatments and when working with non-profit clients. A substantial number, but less than a majority, charge less than the standard rate at least some of the time for partially successful treatments.

The large companies are somewhat more likely to always charge the standard rate for unsuccessful or partially successful treatments compared with their smaller company peers. However, only 18.2% of the large companies charge their standard rate for non-profit clients, compared with about 44% or more of the mid-size companies and solo practitioners (see Exhibit 2.36).

Exhibit 2.36: Billing Rate Variances

		Always charge standard rate	Sometimes charge lower rate	Usually charge lower rate	Always charge lower rate
Overall (n=140)	Unsuccessful treatments	30.7%	36.4%	12.1%	11.4%
	Partially successful treatments	49.3%	30.0%	7.1%	2.9%
	Non-profit clients	41.4%	43.6%	12.1%	2.1%
Solo (n=77)	Unsuccessful treatments	31.2%	31.2%	14.3%	14.3%
	Partially successful treatments	50.6%	26.0%	9.1%	2.6%
	Non-profit clients	46.8%	42.9%	7.8%	1.3%
2-5 employees (n=41)	Unsuccessful treatments	22.0%	43.9%	12.2%	7.3%
	Partially successful treatments	43.9%	36.6%	4.9%	0.0%
	Non-profit clients	43.9%	41.5%	12.2%	2.4%
6+ employees (n=22)	Unsuccessful treatments	45.5%	40.9%	4.5%	9.1%
	Partially successful treatments	54.5%	31.8%	4.5%	9.1%
	Non-profit clients	18.2%	50.0%	27.3%	4.5%

Comparing results from past surveys shows that the practice of always charging the standard rate has increased in prevalence for unsuccessful and partially successful treatments. For example, only 19.1% of the 2014 respondents and 23% of the 2009 respondents reported that their company always charges its standard rate for unsuccessful treatments. This increases to 30.7% among the 2022 respondents. Similar increases are seen for partially successful treatments. The data are more consistent with regard to non-profit clients, with the percentage always charging the standard rate remaining in the 41% to 44% range across all three survey periods.

Responses by survey year are provided in Exhibit 2.37.

Exhibit 2.37: Billing Rate Variances: Trends

		Always charge standard rate	Sometimes charge lower rates	Usually charge lower rates	Always charge lower rate
Unsuccessful treatments	2022 survey	30.7%	36.4%	12.1%	11.4%
	2014 survey	19.1%	26.0%	10.6%	11.0%
	2009 survey	23.0%	25.7%	12.3%	11.2%
Partially successful treatments	2022 survey	49.3%	30.0%	7.1%	2.9%
	2014 survey	35.0%	25.6%	6.1%	5.3%
	2009 survey	38.5%	24.1%	7.5%	3.2%
Non-profit clients	2022 survey	41.4%	43.6%	12.1%	2.1%
	2014 survey	41.5%	32.5%	10.6%	9.3%
	2009 survey	43.3%	26.2%	11.8%	3.2%

n= 140 (2022); 246(2014); 184 (2009)

Daily Rate

The prevalence of having a daily rate has dropped a small amount since 2014, with the percentage having a daily rate moving from 61.8% to 56%. The 2022 level is virtually the same level seen in 2009. As in the past, having a daily rate is far more pronounced among the solo practitioners and mid-size companies than the large companies (see Exhibit 2.38).

Exhibit 2.38: Presence of a Daily Rate

	2022	2014	2009
Overall	56.0%	61.8%	56.1%
Solo	55.4%	63.0%	63.0%
2-5 employees	67.4%	69.2%	59.0%
6+ employees	37.5%	44.7%	34.3%

n= 150 (2022); 249 (2014); 187 (2009)

The median daily rate overall is $1,000, but it has a substantial 10th to 90th percentile range of $700 to $2,000. The median daily rate increases with company size, moving from $900 among the solo practitioners to $1,500 among the large companies (see Exhibit 2.39).

Exhibit 2.39: Daily Rate

	n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Overall	84	$700	$800	**$1,000**	$1,500	$2,000
Solo	46	$588	$750	**$900**	$1,200	$1,500
2-5 employees	29	$800	$890	**$1,320**	$1,675	$3,000
6+ employees	9	**	$1,263	**$1,500**	$2,500	**

While the median daily rate did not change much between 2009 and 2014 (moving from a median of $800 to $820), it has increased substantially since then, reaching the present median level of $1,000. Similar increases are seen across all percentile groupings, indicating that the increase is wide-spread and not due to a small number of outliers in the 2022 data.

Trend data by year are provided in Exhibit 2.40.

Exhibit 2.40: Daily Rate: Trends

	n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile	**% with a daily rate**
2022 survey	84	$700	$800	**$1,000**	$1,500	$2,000	**56.0%**
2014 survey	154	$500	$700	**$820**	$1,200	$1,675	**61.8%**
2009 survey	105	$500	$645	**$800**	$1,000	$1,500	**56.1%**

G. Compensation

Compensation Method

As seen in past surveys, a draw is the most common compensation method among those in private practice. Taking a draw is cited by 64.6% overall, and by over 85% of the solo practitioners. Taking a draw remains at the majority-level among those in mid-size companies. It is far less common among the large company respondents, where it is cited by only 13%. Response patterns are consistent with 2014 and 2009 results (see Exhibit 2.41).

Exhibit 2.41: Compensation Method

	2022 (n=147)		2014 (n= 252)		2009 (n= 171)	
	Take a draw	On salary (either annual or hourly)	Take a draw	On salary (either annual or hourly)	Take a draw	On salary (either annual or hourly)
Overall	64.6%	35.4%	63.1%	36.9%	66.7%	33.3%
Solo	85.4%	14.7%	82.6%	17.4%	81.7%	18.3%
2-5 employees	52.4%	47.7%	52.2%	47.8%	67.7%	32.3%
6+ employees	13.0%	86.9%	12.2%	87.8%	17.3%	82.7%

Work Hours

The 2022 sample has a larger representation from those employed part-time (which, for the purpose of the survey, was defined as working fewer than 30 hours per week). The number of part-time employees has risen to one-third of the private practice sample, up from about one-quarter of the sample in 2014 and 2009. As in the past, part-time employees are far more likely to be solo practitioners (see Exhibit 2.42).

Exhibit 2.42: Employment Status

	2022 (n=143)		2014 (n=247)		2009 (n=157)	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Overall	66.4%	33.6%	74.1%	25.9%	74.5%	25.5%
Solo	50.6%	49.4%	59.3%	40.7%	59.1%	40.9%
2-5 employees	82.9%	17.1%	91.0%	9.0%	93.8%	6.2%
6+ employees	91.3%	8.7%	97.5%	2.5%	100.0%	0.0%

Note: "Full-time" is defined in the survey as working 30 or more hours per week; "Part-time" is defined as working less than 30 hours per week.

The typical full-time staff person works a median of 40 hours in a “normal” week, and a median of 50 hours in a “heavy” week. Responses across company size categories are fairly consistent for the “normal” week metric, but vary considerably when respondents report on the length of a “heavy” week. Median hours worked in a “heavy” week move from 45 among the solo practitioners, to 50 among the mid-size company respondents, and further up to 60 among the large company respondents.

Work hour data for part-time staff are more consistent — regardless of company size, part-time staff report working between 20 and 24 hours in a “normal” week, and 35 hours in a “heavy” week (see Exhibit 2.43).

The 2022 work hour data are generally in-line with the 2014 and 2009 data. Responses by survey year are provided in Exhibit 2.44.

Exhibit 2.43: Hours Worked

	Full-time individuals				Part-time individuals			
	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=
Overall	40.0	95	50.0	95	24.0	47	35.0	47
Solo	35.0	40	45.0	40	22.5	38	35.0	38
2-5 employees	37.0	34	50.0	34	20.0	7	35.0	7
6+ employees	40.0	21	60.0	21	**	2	**	2

** = Insufficient responses for tabulation.

Exhibit 2.44 Hours Worked: Trends

	Full-time individuals				Part-time individuals			
	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=
2022 survey	40.0	95	50.0	95	24.0	47	35.0	47
2014 survey	40.0	180	55.0	162	20.0	62	35.0	56
2009 survey	40.0	114	51.8	98	20.0	39	35.0	38

Compensation Statistics

The diversity of company sizes and the large number of self-employed individuals makes it challenging to provide a uniform compensation assessment of conservators in private practice. The analysis approach for the 2022 data follows the conventions used in 2014 and 2009, with the data first segmented by full-time and part-time status. Within each group, the data are further broken out by traditional compensation segmentation criteria such as years of experience, location, company size, and several others.

As seen previously, a majority of private practice conservators take a draw rather than receive an annual salary. This has a significant impact on compensation data since draw amounts often change year-to-year based upon company performance and market conditions. The draw amount is also often affected by overall company dynamics, such as the amount of revenue that is “fed back” into the business rather than taken as salary/profit. To help minimize variations, the respondents who take a draw were asked to indicate the draw taken in 2021, and the expected draw for 2022. These two values were averaged to help decrease data variability.

The number of compensation data breakouts must be balanced by not only the need to provide data that is specific and relatable to conservators, but also the need to do it in a way that maintains statistical reliability and ties to past data. This was especially challenging for the 2022 data given the smaller sample size compared with past surveys. Thus, some subsamples have weak sample sizes that can magnify outliers (individuals who reported an unusually large or an unusually small compensation amount). Accordingly, all small subsamples should be interpreted with care.

To help relate the data to specific situations and minimize the impact of outliers, segmentation criteria can be combined. For example, to determine the typical compensation for a full-time private practice conservator who is a sole proprietor, takes a draw, is located in the Northeast, has 13 years of professional experience, and holds a Master’s in conservation, the medians for each of these criteria from Exhibit 2.45 can be averaged:

- Solo practitioner — $41,250
- Draw — $50,000
- Northeast — $72,800
- 11-15 total years of experience — $66,500
- Master’s in conservation — $61,000
- **Average of above: $58,310**

While not precise, this method of combining categories makes maximum use of the data collected.

Compensation data for full-time individuals are provided in Exhibits 2.45 and 2.46; data for part-time individuals are provided in Exhibit 2.47. Due to the smaller sample size of part-time individuals, the data are limited to medians.

The 2022 and 2014 compensation data are compared to highlight trends. To help minimize spurious trends, comparative data (e.g., the percentage change in median compensation) are provided only for segments where there are at least 20 individuals in both the 2022 and 2014 data sets. Even so, there are segments with extreme 2022 versus 2014 variations, especially for the part-time individuals. These extreme variations are more likely due to outliers and/or sample composition issues rather than indicative of a verifiable trend.

The most statistically-trustworthy metric for compensation trends is to compare full-sample metrics. Doing so shows a 20% increase in median compensation from 2014 to 2022 for full-time individuals.

Exhibit 2.45: Compensation: Full-time Individuals

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
	Overall	**90**	**$21,600**	**$40,000**	**$60,000**	**$89,100**	**$120,000**
Company size	Solo	36	$17,615	$22,500	**$41,250**	$70,000	$96,500
	2-5 employees	33	$35,000	$47,296	**$60,000**	$104,600	$132,000
	6+ employees	21	$54,863	$58,500	**$85,500**	$102,500	$145,000
Compensation type	Draw	51	$18,988	$25,000	**$50,000**	$77,500	$120,000
	Salary	39	$46,592	$56,160	**$72,540**	$100,000	$120,000
Total years of professional experience	Up to 5 years	7	**	$46,592	**$56,160**	$70,000	**
	6-10 years	12	$15,265	$49,270	**$66,400**	$97,875	$120,000
	11-15 years	9	**	$50,500	**$66,500**	$90,000	**
	16-20 years	14	$20,118	$24,375	**$50,000**	$64,058	$86,000
	21-30 years	19	$21,337	$32,500	**$60,000**	$100,000	$140,000
	30+ years	29	$17,500	$42,003	**$65,000**	$114,150	$145,000
Years in present position	Up to 5 years	25	$24,000	$47,046	**$59,000**	$72,800	$108,000
	6-10 years	11	$29,240	$40,000	**$70,000**	$100,000	$116,600
	11-15 years	13	$13,494	$20,669	**$45,000**	$83,680	$101,200
	16-20 years	5	**	**	**$59,280**	**	**
	20+ years	36	$22,450	$41,754	**$63,500**	$109,800	$158,500
Gender	Male	25	$19,900	$31,275	**$62,000**	$94,400	$120,000
	Female	65	$22,035	$40,753	**$60,000**	$88,680	$120,000
	Non-binary	0	**	**	******	**	**
Degree (1)	No degree, self-taught	5	**	**	**$41,505**	**	**
	No degree, apprenticeship	6	**	$35,504	**$50,500**	$72,500	**
	Bachelor's in conservation or any other field	41	$22,500	$40,000	**$60,000**	$93,250	$118,000
	Post-Bachelor's Certificate or Diploma	6	**	$49,684	**$81,039**	$123,725	**
	Master's in conservation	60	$22,600	$40,000	**$61,000**	$88,440	$119,000
	Master's in any other field	21	$19,255	$52,040	**$60,000**	$106,100	$140,000

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Exhibit 2.45: Compensation: Full-time Individuals

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
	Overall	**90**	**$21,600**	**$40,000**	**$60,000**	**$89,100**	**$120,000**
Company age	Up to 5 years	17	$24,300	$39,250	**$62,077**	$98,750	$124,000
	6-10 years	8	**	$37,000	**$54,725**	$68,875	**
	11-20 years	17	$16,988	$21,918	**$56,000**	$80,000	$100,000
	20+ years	45	$22,100	$44,546	**$65,000**	$96,000	$145,000
Region	Northeast	31	$31,000	$54,080	**$72,800**	$110,000	$144,000
	South Atlantic	24	$27,419	$43,004	**$58,000**	$69,125	$91,180
	South Central	8	**	$31,500	**$59,500**	$113,726	**
	North Central	7	**	$25,000	**$62,000**	$72,800	**
	Mountain/Pacific	16	$15,250	$34,375	**$49,000**	$85,125	$133,440
	Canada	4	**	**	**$36,250**	**	**

(1) = Educational degree data are for all degrees held. Thus, a respondent who holds more than one degree will be included in multiple categories.
** = Insufficient response for tabulation.

Exhibit 2.46: Compensation Trends: Full-time Individuals

		2022 n=	2022 Median	2014 n=	2014 Median	Trend, 2014 to 2022
	Overall	**90**	**$60,000**	**164**	**$50,000**	**20.0%**
Company size	Solo	36	$41,250	70	$40,000	3.1%
	2-5 employees	33	$60,000	55	$50,000	20.0%
	6+ employees	21	$85,500	39	$62,500	36.8%
Compensation type	Draw	51	$50,000	97	$40,000	25.0%
	Salary	39	$72,540	67	$60,000	20.9%
Total years of professional experience	Up to 5 years	7	$56,160	13	$40,000	**
	6-10 years	12	$66,400	20	$46,910	**
	11-15 years	9	$66,500	17	$50,000	**
	16-20 years	14	$50,000	16	$39,250	**
	21-30 years	19	$60,000	45	$55,000	**
	30+ years	29	$65,000	51	$50,250	29.4%
Years in present position	Up to 5 years	25	$59,000	35	$40,000	47.5%
	6-10 years	11	$70,000	24	$52,993	**
	11-15 years	13	$45,000	19	$73,250	**
	16-20 years	5	$59,280	24	$47,500	**
	20+ years	36	$63,500	61	$53,000	19.8%
Gender	Male	25	$62,000	54	$64,500	(3.9)%
	Female	65	$60,000	109	$45,000	33.3%
	Non-binary	0	**		**	**
Degree (1)	No degree, self-taught	5	$41,505	11	$62,500	**
	No degree, apprenticeship	6	$50,500	16	$43,000	**
	Bachelor’s in conservation or any other field	41	$60,000	74	$44,185	35.8%
	Post-Bachelor’s Certificate or Diploma	6	$81,039	15	$45,000	**
	Master’s in conservation	60	$61,000	101	$50,000	22.0%
	Master’s in any other field	21	$60,000	39	$50,000	20.0%

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Exhibit 2.46: Compensation Trends: Full-time Individuals

		2022		2014		Trend, 2014 to 2022
		n=	Median	n=	Median	
	Overall	**90**	**$60,000**	**164**	**$50,000**	**20.0%**
Company age	Up to 5 years	17	$62,077	16	$37,000	**
	6-10 years	8	$54,725	19	$45,000	**
	11-20 years	17	$56,000	40	$47,500	**
	20+ years	45	$65,000	69	$53,000	22.6%
Region	Northeast	31	$72,800	67	$55,000	32.4%
	South Atlantic	24	$58,000	39	$46,500	24.7%
	South Central	8	$59,500	12	$35,680	**
	North Central	7	$62,000	9	$30,500	**
	Mountain/Pacific	16	$49,000	31	$40,000	**
	Canada	4	$36,250	5	$93,600	**

(1) = Educational degree data are for all degrees held. Thus, a respondent who holds more than one degree will be included in multiple categories.
** = Insufficient response for tabulation.

Exhibit 2.47: Compensation: Part-time Individuals

		2022 n=	2022 Median	2014 n=	2014 Median	Trend, 2014 to 2022
	Overall	**45**	**$28,000**	**57**	**$16,000**	**75.0%**
Company size	Solo	37	$22,500	50	$12,250	83.7%
	2-5 employees	6	$36,380	6	$25,000	**
	6+ employees	2	**	1	**	**
Compensation type	Draw	36	$23,750	43	$12,500	90.0%
	Salary	9	$32,500	14	$26,540	**
Total years of professional experience	Up to 5 years	1	**	4	$34,450	**
	6-10 years	7	$19,000	11	$12,000	**
	11-15 years	3	$43,000	11	$12,500	**
	16-20 years	4	$28,000	5	$10,000	**
	21-30 years	15	$32,760	12	$17,500	**
	30+ years	15	$22,500	11	$21,000	**
Years in present position	Up to 5 years	13	$43,000	17	$12,000	**
	6-10 years	7	$17,500	14	$19,986	**
	11-15 years	2	**	6	$17,500	**
	16-20 years	5	$20,452	4	$16,000	**
	20+ years	18	$26,466	16	$18,750	**
Gender	Male	3	$30,000	4	$17,500	**
	Female	40	$23,966	49	$17,472	37.2%
	Non-binary	1	**	0	**	**
Degree (1)	No degree, self-taught	2	**	3	$11,000	**
	No degree, apprenticeship	2	**	8	$12,250	**
	Bachelor’s (in conservation or any other field)	19	$32,500	27	$11,500	**
	Post-Bachelor’s Certificate or Diploma	3	$22,500	7	$11,000	**
	Master’s in conservation	31	$30,000	37	$17,500	71.4%
	Master’s in any other field	10	$22,726	8	$14,000	**

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Exhibit 2.47: Compensation: Part-time Individuals

		2022 n=	2022 Median	2014 n=	2014 Median	Trend, 2014 to 2022
	Overall	**45**	**$28,000**	**57**	**$16,000**	**75.0%**
Company age	Up to 5 years	11	$40,000	11	$21,000	**
	6-10 years	8	$21,250	11	$17,472	**
	11-20 years	7	$20,452	8	$17,250	**
	20+ years	19	$30,000	18	$12,000	**
Region	Northeast	19	$21,500	26	$19,250	**
	South Atlantic	7	$60,000	12	$13,500	**
	South Central	0	**	1	**	**
	North Central	8	$30,000	4	$9,000	**
	Mountain/Pacific	9	$22,500	7	$17,500	**
	Canada	2	**	7	$12,500	**

(1) = Educational degree data are for all degrees held. Thus, a respondent who holds more than one degree will be included in multiple categories.
** = Insufficient response for tabulation.

Draw Variations

As noted previously, individuals who take a draw were asked to indicate the draw taken in 2021 and their expected draw for 2022. The average of the two values was used in the compensation analysis. It is also helpful to explore the two draw data points individually for trends.

Doing so shows that an increase in the draw amount for 2022 is common, and is the majority situation among the part-time individuals. Only 16% of the full-time and 8.6% of the part-time individuals expect to take a smaller draw in 2022 versus 2021 (see Exhibit 2.48).

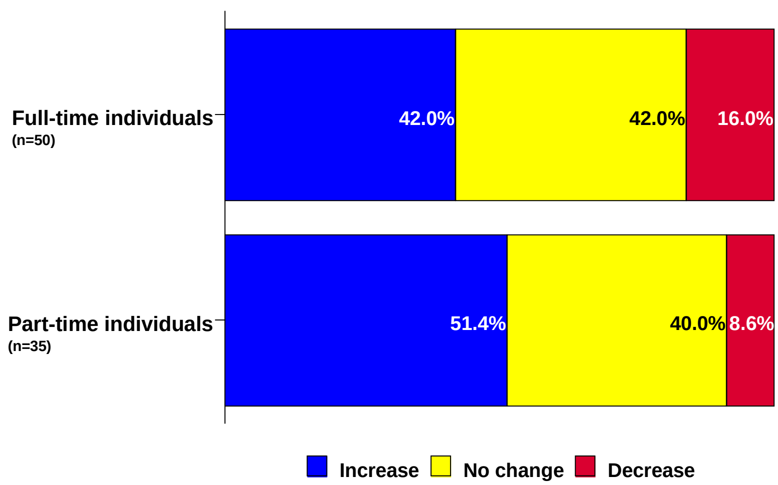

Exhibit 2.48: 2021 vs. 2022 Draw Trends

Salary Increases

Data pertaining to the incidence and magnitude of salary increases were collected among the salaried respondents. As summarized in Exhibit 2.49, 40.8% of the salaried employees received an increase in the past 12 months, with an average increase of 5.9%. Salary increases are especially common among those employed by large companies, with 65% receiving a salary increase (average of 5%).

The incidence of a salary boost has continually increased since 2009, rising from under 18% to the present level of nearly 41%. However, over this same period the typical increase has dropped from 11.5% to 5.9% (see Exhibit 2.50).

Exhibit 2.49: Salary Increases

	Overall	Solo	2-5 employees	6+ employees
Received a salary increase in the past 12 months (salaried individuals only)	40.8%	20.0%	26.3%	65.0%
Average increase received (*)	5.9%	**	8.9%	5.0%
n= (**)	20	2	5	13

(*) = Average computed using range midpoints.
(**) = The sample size refers to the number of individuals who provided their salary increase percentage.

Exhibit 2.50: Salary Increases: Trends

	2022	2014	2009
Received a salary increase in the past 12 months (salaried individuals only)	40.8%	31.2%	17.5%
Average increase received (*)	5.9%	7.5%	11.5%

(*) = The average for 2022 was computed using range midpoints; the 2014 and 2009 data are medians derived from discrete values.

Additional Compensation

The prevalence of receiving additional cash compensation[3] is somewhat uncommon, cited by only 18.2% overall. However, this jumps to 30.4% among the respondents from the large companies. This compensation is most often described as an annual bonus or profit-sharing. The median amount received was $8,000 across the full sample of those who received such a bonus, and equates to a median of 8.5% of the respondents' base compensation. Median amounts peak at $13,000 among those employed at the mid-size companies. Responses are summarized in Exhibit 2.51, and should be interpreted with care due to the very small sample sizes.

The overall incidence of receiving additional compensation has increased a small amount over time, rising from 13.4% in 2009 to the present 18.2% level. The median amounts have varied from $5,000 to $9,000 (see Exhibit 2.52).

Exhibit 2.51: Additional Compensation

	Overall	Solo	2-5 employees	6+ employees
Received additional cash compensation beyond base salary	18.2%	3.8%	17.1%	30.4%
Median amount received (dollar amount)	$8,000	$1,000	$13,000	$8,000
Median amount received (as percentage of base income)	8.5%	4.9%	18.8%	8.6%
n= (*)	25	3	6	16

(*) = The sample size refers to the number of individuals who provided the amount received as additional cash compensation.

Exhibit 2.52: Additional Compensation: Trends

	2022	2014	2009
Received additional cash compensation beyond base salary	18.2%	17.7%	13.4%
Median amount received (dollar amount)	$8,000	$9,000	$5,000
Median amount received (as percentage of base income)	8.5%	12.0%	N/A

N/A = Data not available for 2009.

3 This additional compensation was defined in the survey to exclude any benefits received or any monies earned outside of the company/firm.

Freelance Work

Fewer than one-quarter of the respondents were engaged in conservation freelance work[4] in 2020 or 2021; 7.0% are considering doing so in the future. The prevalence of freelance work peaks at 30.4% among the solo practitioners (see Exhibit 2.53).

Exhibit 2.53: Freelance Work

	Overall	Solo	2-5 employees	6+ employees
Engaged in freelance conservation work in 2020 or 2021	22.4%	30.4%	12.2%	13.0%
Considering doing so	7.0%	3.8%	7.3%	17.4%
No freelance involvement	70.6%	65.8%	80.5%	69.6%
n=	143	79	41	23

The typical individual who engages in freelance work bills their time at $90 per hour, but there is a substantial range, with a 10th to 90th percentile span of $35 to $266 per hour. Similar wide variations are seen for gross income realized.

The billing rate and gross income realized were used to approximate the number of billable hours for these individuals. To help smooth out variations, the gross income reported for 2020 and 2021 were averaged prior to calculating billable hours. Doing so shows that the typical individual had 121 billable hours for their freelance work. One in ten billed about 18 or fewer hours; one in ten billed in excess of 866 hours (see Exhibit 2.54).

Exhibit 2.54: Freelance Work: Financial Metrics

	n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Hourly billing rate	28	$35	$71	**$90**	$120	$266
Gross income, 2020	23	$2,101	$4,000	**$11,000**	$20,000	$50,000
Gross income, 2021	26	$1,740	$3,250	**$7,538**	$31,750	$69,500
Expected gross income, 2022	23	$1,800	$3,700	**$18,000**	$55,000	$68,000
Average number of billable hours, 20/21	26	18.3	49.4	**121.0**	270.3	866.7

[4] Freelance work was defined in the survey as taking on projects as an independent contractor, serving as a consultant, or other activities where the respondent is paid directly by the client and not through their [the respondent's] employer.

H. Benefits

Retirement Plans

While participating in a retirement plan is not particularly common among the solo practitioners (cited by 22.8%) it is a fairly common situation among those at mid-size (48.8%) and large companies (69.6%). An additional 8.7% of the large company respondents say that while a retirement plan is offered by their company, they do not participate in it, or are not eligible (see Exhibit 2.55).

Retirement plan participation has increased since 2014, moving from 29.4% participating to nearly 38%. Still, a majority of the respondents in both survey years report that their company does not offer a retirement plan (see Exhibit 2.56).

Exhibit 2.55: Retirement Plan Prevalence

	Overall	Solo	2-5 employees	6+ employees
Participate in retirement plan	37.8%	22.8%	48.8%	69.6%
Plan offered, but do not participate or not eligible for it	2.8%	2.5%	0.0%	8.7%
Company does not offer a retirement plan	58.0%	73.4%	48.8%	21.7%
Not sure	1.4%	1.3%	2.4%	0.0%
n=	143	79	41	23

Exhibit 2.56: Retirement Plan Prevalence: Trends

	2022	2014
Participate in retirement plan	37.8%	29.4%
Plan offered, but do not participate or not eligible for it	2.8%	3.2%
Company does not offer a retirement plan	58.0%	66.5%
Not sure	1.4%	0.8%
n=	143	248

An "investment account" (such as a 401k, a SEP-IRA or another type of defined contribution plan) is the most common retirement plan option by a wide margin, cited as a plan option by nearly all who presently participate in a retirement plan. A profit sharing plan trails with a 9.3% response overall, but increases to nearly 19% among the large company respondents. Response patterns for 2022 are consistent with the 2014 data (see Exhibits 2.57 and 2.58).

Exhibit 2.57: Retirement Plan Options

	Overall	Solo	2-5 employees	6+ employees
Traditional pension plan	3.7%	0.0%	5.0%	6.3%
Profit sharing plan	9.3%	0.0%	10.0%	18.8%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	96.3%	100.0%	95.0%	93.8%
Other	0.0%	0.0%	0.0%	0.0%
Not sure	0.0%	0.0%	0.0%	0.0%
n=	54	18	20	16

Note: Data limited to those who indicated that their company offers a retirement plan and they participate in it. Responses may not sum to 100% since more than one option could be selected.

Exhibit 2.58: Retirement Plan Options: Trends

	2022	2014
Traditional pension plan	3.7%	5.5%
Profit sharing plan	9.3%	12.3%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	96.3%	83.6%
Other	0.0%	0.0%
Not sure	0.0%	8.2%
n=	54	73

Note: Data limited to those who indicated that their company offers a retirement plan and they participate in it. Responses may not sum to 100% since more than one option could be selected.

General Benefits

The 2022 survey collected benefit-related data in a more detailed fashion than in the past to determine the employer contribution level for each benefit. However, given the large number of self-employed and solo practitioner individuals in the private practice sample, these benefits data are most accurately viewed in a binary fashion: is the benefit available (regardless of the level of employer subsidy) or is it not. For self-employed individuals the benefit is deemed “available” if it is paid for with company funds. This methodology also maintains compatibility with the 2014 and 2009 data sets to track trends.

Benefits available to a majority of the respondents overall encompass:

- AIC membership dues — 90.1%
- Other professional association membership dues — 84.4%
- Other professional meeting fees — 80.1%
- AIC Annual Meeting fees (registration, travel, etc.) — 79.4%
- On-going continuing education costs (non-degree) — 68.1%
- Professional liability insurance — 58.9%

As expected, there are variations for many benefits based on company size. Some of the strongest variations are seen with regard to health insurance. While available to 87% of those employed at large companies, it is available to only 37.7% of the solo practitioners and 43.9% of the mid-size company respondents. Similar strong gaps are seen in the availability of health insurance for spouse/partner/family, and health-related offerings such as dental and vision insurance.

Responses by company size are provided in Exhibit 2.59.

Exhibit 2.59: General Benefits Offered

Data are the percentage saying the benefit is available through or from their company with or without cost sharing.	Overall	Solo	2-5 employees	6+ employees
AIC membership dues	90.1%	89.6%	90.2%	91.3%
Other professional association membership dues	84.4%	87.0%	85.4%	73.9%
Other professional meeting fees	80.1%	80.5%	80.5%	78.3%
AIC Annual Meeting fees (registration, travel, etc.)	79.4%	80.5%	73.2%	87.0%
On-going continuing education costs (non-degree)	68.1%	72.7%	68.3%	52.2%
Professional liability insurance	58.9%	61.0%	65.9%	39.1%
Health insurance for myself	47.5%	37.7%	43.9%	87.0%
Dental insurance (self OR family)	27.7%	27.3%	12.2%	56.5%
Continuing education costs to pursue a degree	27.7%	31.2%	29.3%	13.0%
Health insurance for spouse/partner/family	24.8%	11.7%	24.4%	69.6%
Vision insurance (self OR family)	23.4%	18.5%	14.6%	52.2%
Short-term disability insurance	19.9%	14.3%	19.5%	39.1%
Long-term disability insurance	18.4%	11.7%	22.0%	34.8%
Life insurance	17.0%	15.6%	14.6%	26.1%
Child care/day care expenses	6.4%	6.5%	4.9%	8.7%
n=	141	77	41	23

Examining the data from past surveys shows that the availability of most benefits is up. To smooth out variations, trends were based on the average of 2014 and 2009 results compared with 2022 results. Several benefits show gains of greater than 10 percentage points; none show a decline. The peak gain is seen for continuing education costs to pursue a degree, with an increase of 19.2 percentage points over the rates seen in 2014/2009. The least change is seen for health insurance for the employee, with the availability of this benefit remaining virtually flat (change of less than one percentage point) from 2014/2009. Trend data are illustrated in Exhibit 2.60.

Exhibit 2.60: General Benefits Offered: Trends

Data are the percentage saying the benefit is available through or from their company with or without cost sharing. Data are sorted by the trend value.	2022	2014	2009	Trend
Continuing education costs to pursue a degree	27.7%	10.2%	6.9%	19.2%
Other professional meeting fees	80.1%	62.7%	62.2%	17.7%
AIC Annual Meeting fees (registration, travel, etc.)	79.4%	67.1%	60.4%	15.7%
Vision insurance (self OR family)	23.4%	8.0%	8.8%	15.0%
On-going continuing education costs (non-degree)	68.1%	47.6%	59.8%	14.4%
Professional liability insurance	58.9%	50.7%	40.9%	13.1%
Other professional association membership dues	84.4%	73.8%	72.9%	11.1%
Dental insurance (self OR family)	27.7%	16.9%	18.8%	9.9%
Long-term disability insurance	18.4%	9.3%	12.0%	7.8%
Short-term disability insurance	19.9%	11.6%	12.6%	7.8%
Health insurance for spouse/partner/family	24.8%	16.4%	20.1%	6.6%
AIC membership dues	90.1%	88.4%	86.2%	2.8%
Child care/day care expenses	6.4%	3.6%	5.1%	2.1%
Life insurance	17.0%	14.2%	17.6%	1.1%
Health insurance for myself	47.5%	48.9%	45.3%	0.4%
n=	141	225	159	

Note: “Trend” is the percentage point difference between the 2022 data and the average of 2009 and 2014 data.

Paid Time Off and Sabbaticals

Given the large proportion of solo practitioners, only limited data are available on paid time off (PTO) and sabbaticals. While the overall incidence of paid time off is low (cited by 25.9%) eliminating the solo practitioners from the sample shows paid time off increases to 41.5% among the mid-size companies, and to 87% among the large companies. Those receiving paid time off are about equally likely to have it structured into conventional categories (e.g., “vacation time,” “sick time,” etc.) or receive a set number of PTO days that can be used for any purpose.

Those receiving paid time off in conventional categories report a median of 15 days for vacation, 5 days for sick time, and 5 days for personal time. Those receiving PTO alone (or in combination with defined PTO categories) receive a median of 15 days (see Exhibit 2.61).

Exhibit 2.61: Paid Time Off

		Overall	2-5 employees	6+ employees
	Receive paid time off	25.9%	41.5%	87.0%
How paid time off is offered	Categorized into defined types	37.8%	35.3%	40.0%
	Receive set number of days that can be used for any purpose	37.8%	29.4%	45.0%
	Both	24.3%	35.3%	15.0%
Median number of days per year	Designated as vacation time	15.0	14.0	15.0
	Designated as sick time	5.0	6.0	5.0
	Designated as personal time	5.0	6.5	3.0
	Paid time off (PTO) days (not included above)	15.0	15.0	18.0

n=143 overall. Sample sizes for median number of days ranges from 15 to 21.

There has not been a significant shift in paid time off patterns since 2009, although the availability of paid time off has increased a small amount (offered to under 20% of the 2009 respondents versus 25.9% of the 2022 respondents). The median number of days received for each category has remained fairly stable as well. Trend data are summarized in Exhibit 2.62.

Exhibit 2.62: Paid Time Off: Trends

<table>
<tr><th></th><th></th><th>2022</th><th>2014</th><th>2009</th></tr>
<tr><td></td><td>Receive paid time off</td><td>25.9%</td><td>21.3%</td><td>19.3%</td></tr>
<tr><td rowspan="4">How paid time off is offered</td><td>Categorized into defined types</td><td>37.8%</td><td>46.2%</td><td>44.4%</td></tr>
<tr><td>Receive set number of days that can be used for any purpose</td><td>37.8%</td><td>34.6%</td><td>22.2%</td></tr>
<tr><td>Both</td><td>24.3%</td><td>17.3%</td><td>25.0%</td></tr>
<tr><td>No response</td><td>0.0%</td><td>1.9%</td><td>8.3%</td></tr>
<tr><td rowspan="5">Median number of days per year</td><td>Vacation</td><td>15.0</td><td>15.0</td><td>14.0</td></tr>
<tr><td>Sick time</td><td>5.0</td><td>5.0</td><td>5.0</td></tr>
<tr><td>Personal time (*)</td><td rowspan="2">5.0</td><td>5.0</td><td>10.0</td></tr>
<tr><td>Bereavement leave (*)</td><td>5.0</td><td>3.0</td></tr>
<tr><td>Paid time off (PTO) days (not included above)</td><td>15.0</td><td>12.0</td><td>12.0</td></tr>
</table>

(*) = For the 2022 survey, the category of "personal time" was expanded to include bereavement leave or any other purpose other than vacation or sick time.
Due to sample size limitations, the median days are based on aggregate data, and are not broken out by how the time off is offered (e.g., defined type versus general PTO). This approach is used for all survey years.

Sabbaticals are rarely offered — only 4.2% of the respondents report the availability of a sabbatical benefit, similar to what was seen in 2014 (3.7%) and 2009 (2.1%). As in the past, the availability of a sabbatical benefit increases for the large companies, reaching 21.7%. However, few respondents are presently eligible for a sabbatical benefit at their company (see Exhibit 2.63).

Data on the length of employment required to qualify for the sabbatical and the typical length of the sabbatical were collected. However, given that these results are based on only four respondents, the sample size is too small to report findings.

Exhibit 2.63: Sabbaticals

	Overall	2-5 employees	6+ employees
Company offers sabbaticals and individual is eligible	2.8%	2.4%	13.0%
Offers sabbaticals but the individual is not eligible	1.4%	0.0%	8.7%
n=	143	41	23

III. Museum/Historical Society Conservators

A. Organization Overview

Segmentation Approach

As in the 2014 and 2009 surveys, the major segmentation criterion for the museum/historical society sector is the total employee count. The 2022 analysis uses the same four categories used in the 2014 analysis, as follows:

- Small — up to 100 total staff.
- Medium — 101 to 250 total staff.
- Medium/Large — 251 to 500 total staff.
- Large — 501 or more total staff.

Three respondents did not specify the total number of staff at their museums, and are excluded from all size-based analyses.

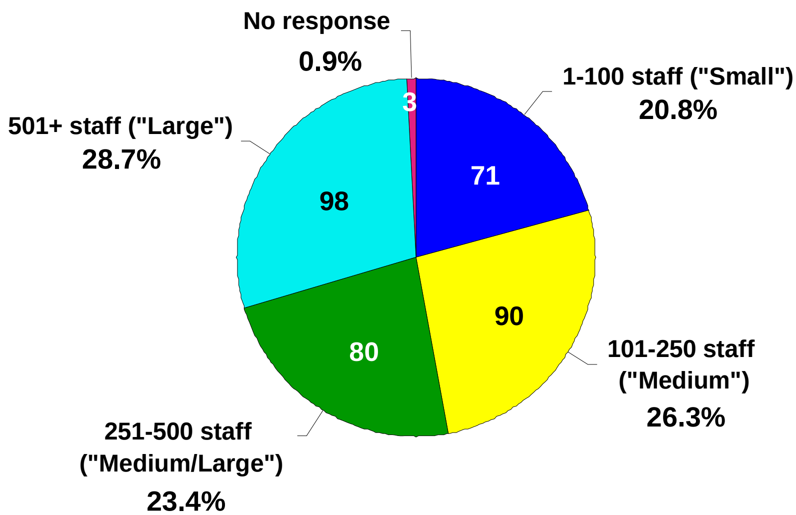

Exhibit 3.1: Museum Size Categories

As in the past surveys, the terms "small," "medium," and "large" are used for convenience and to maximize the utility of this specific data set. These definitions may not necessarily translate into specific or "official" definitions of museum sizes used within the museum/historical society profession.

The museum/historical society data are also segmented by type, using the categories of university- or college-based (referred to in the report as "university-based" for brevity) and "standalone," which encompasses all other museums/historical societies in the sample.

The segmentation categories are illustrated in Exhibits 3.1 and 3.2.

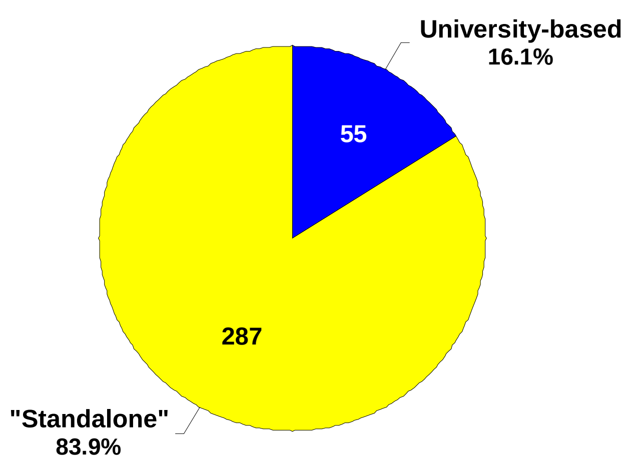

Exhibit 3.2: Museum Type Categories

The 2022 museum/historical society data correlate well with the 2014 data with regards to museum size and type (see Exhibit 3.3). But even though the overall 2022 sample size of 342 is quite close to the 372 sample size in 2014, the 2022 completion rate was not as robust. It is important to note sample sizes when interpreting the results.

Exhibit 3.3: Segment Sizes by Survey Year

	2022 Survey		2014 Survey	
	Percentage of sample	n=	Percentage of sample	n=
Small	20.8%	71	21.8%	81
Medium	26.3%	90	28.8%	107
Medium/Large	23.4%	80	19.6%	73
Large	28.7%	98	28.6%	106
University- or college-based	16.1%	55	16.9%	63
Standalone	83.9%	287	83.1%	309

Governing Authority

Nearly 70% of the respondents overall indicate their institution is organized as a private non-profit. The federal government is the only other governing authority cited by at least 10% of the respondents overall. While a private non-profit governing authority remains top ranked across all museum size and type segments, there is a notable increase in the prevalence of a state/provincial governing authority among the small museums and the university-based museums. There have been no significant changes in the data distribution over time.

Responses by segment are illustrated in Exhibit 3.4; responses from the three survey periods are provided in Exhibit 3.5 on the following page.

Exhibit 3.4: Governing Authority

	Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Municipal/county/local government	5.8%	4.2%	7.8%	8.8%	3.1%	1.8%	6.6%
State/provincial government	9.6%	21.1%	4.4%	6.3%	9.2%	21.8%	7.3%
Federal government	10.5%	8.5%	11.1%	6.3%	13.3%	1.8%	12.2%
Tribal	0.6%	2.8%	0.0%	0.0%	0.0%	0.0%	0.7%
Private non-profit	69.9%	57.7%	75.6%	78.8%	67.3%	69.1%	70.0%
For-profit	1.8%	2.8%	0.0%	0.0%	4.1%	3.6%	1.4%
Other	1.8%	2.8%	1.1%	0.0%	3.1%	1.8%	1.7%
n=	342	71	90	80	98	55	287

Exhibit 3.5: Governing Authority: Trends

	2022	2014	2009
Municipal/county/local government	5.8%	4.8%	7.2%
State/provincial government	9.6%	7.8%	9.8%
Federal government	10.5%	11.6%	9.8%
Tribal	0.6%	0.3%	0.4%
Private non-profit	69.9%	70.4%	66.0%
For-profit	1.8%	1.9%	3.0%
Other	1.8%	2.2%	2.6%
No response	0.0%	1.1%	1.1%
n=	342	372	265

Staff Counts and Trends

As noted previously, the museum/historical society data are roughly evenly divided among the four size categories (small, medium, medium/large and large). Examining the overall total staff count distribution shows that a plurality (26.3%) have a total staff count of 101 to 250, with nearly the same number reporting a total of 251 to 500 staff.

The university-based museums tend to be smaller, with only 9.1% reporting a total staff of greater than 500, compared with 32.4% of the standalone museums (see Exhibit 3.6).

Exhibit 3.6: Total Staff Count

	Overall	University-based	Standalone
Less than 10	1.8%	3.6%	1.4%
10–25	2.9%	7.3%	2.1%
26–50	4.4%	14.5%	2.4%
51–75	4.1%	9.1%	3.1%
76–100	7.6%	12.7%	6.6%
101–250	26.3%	29.1%	25.8%
251–500	23.4%	14.5%	25.1%
501–1,000	13.2%	1.8%	15.3%
1,000–2,500	12.3%	1.8%	14.3%
Greater than 2,500	3.2%	5.5%	2.8%
No response	0.9%	0.0%	1.0%
n=	342	55	287

More detailed staffing data were collected specific to conservators and related staff, with the respondents asked to indicate the number of paid and unpaid conservation professionals[5] at their museum, plus the number of conservation support staff.[6]

As summarized in Exhibit 3.7, the typical museum has 10.0 paid conservation professionals, no unpaid conservation professionals, and 2.0 conservation support staff. There is significant scope to the data, with the number of paid conservation professionals having a 10th to 90th percentile range of 2.0 to 50.0.

Exhibit 3.7: Number of Conservation Professionals: Overview

	n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Total number of paid conservation professionals	337	2.0	4.0	**10.0**	19.0	50.0
Total number of unpaid conservation professionals	294	0.0	0.0	**0.0**	2.0	5.0
Total number of conservation support staff	310	0.0	1.0	**2.0**	5.0	13.0

Segmenting the data by museum size shows the expected variations, with the paid conservation staff count moving in concert with the overall organization count. However, segmenting the data by museum type shows that even though the university-based museums tend to be smaller (in terms of total staff count) compared with the standalone museums, the median number of conservation staff remains the same — both segments have a median of 10.0 paid conservation staff, zero unpaid conservation staff, and 2.0 conservation support staff.

Although the number of paid conservation staff increases consistently across museum size categories, the presence of unpaid conservation staff remains fairly fixed. There is a median of zero unpaid conservation individuals in every museum size segment other than the medium/large museums, which report a median of 1.0.

Responses by segment are provided in Exhibit 3.8 beginning on the following page.

5 Respondents were asked to include all individuals (full- and part-time), including themselves, when indicating staffing levels. The category of unpaid conservation professionals was defined in the survey as “volunteers, interns, etc. who are primarily engaged in conservation work/activities.”

6 Defined in the survey as “Staff who directly support the work of conservation staff (e.g., database managers, clerical, photographer, etc.)”

Exhibit 3.8: Number of Conservation Professionals by Segment

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Overall	Total number of paid conservation professionals	337	2.0	4.0	**10.0**	19.0	50.0
	Total number of unpaid conservation professionals	294	0.0	0.0	**0.0**	2.0	5.0
	Total number of conservation support staff	310	0.0	1.0	**2.0**	5.0	13.0
Small	Total number of paid conservation professionals	69	1.0	1.0	**2.0**	6.5	12.0
	Total number of unpaid conservation professionals	58	0.0	0.0	**0.0**	1.0	2.1
	Total number of conservation support staff	64	0.0	0.0	**1.0**	3.0	5.0
Medium	Total number of paid conservation professionals	90	2.0	4.0	**6.0**	11.0	17.9
	Total number of unpaid conservation professionals	78	0.0	0.0	**0.0**	2.0	3.1
	Total number of conservation support staff	86	0.0	0.0	**2.0**	4.0	7.6
Medium/ Large	Total number of paid conservation professionals	80	5.0	7.3	**12.0**	16.8	31.8
	Total number of unpaid conservation professionals	72	0.0	0.0	**1.0**	2.0	4.7
	Total number of conservation support staff	75	0.6	1.0	**3.0**	6.0	14.0
Large	Total number of paid conservation professionals	96	7.0	13.3	**30.0**	57.5	100.0
	Total number of unpaid conservation professionals	83	0.0	0.0	**0.0**	5.0	20.0
	Total number of conservation support staff	83	1.0	1.0	**5.0**	13.0	46.0

Table continued on following page

Exhibit 3.8: Number of Conservation Professionals by Segment

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
University-based	Total number of paid conservation professionals	55	1.0	2.0	**10.0**	15.0	22.0
	Total number of unpaid conservation professionals	43	0.0	0.0	**0.0**	1.0	2.0
	Total number of conservation support staff	47	0.0	0.0	**2.0**	4.0	8.4
Standalone	Total number of paid conservation professionals	282	2.0	4.0	**10.0**	21.3	50.0
	Total number of unpaid conservation professionals	251	0.0	0.0	**0.0**	2.0	6.0
	Total number of conservation support staff	263	0.0	1.0	**2.0**	5.0	16.2

Comparing the 2022 results with the 2014 and 2009 data sets shows a steady increase in the number of paid conservation professionals, with the median number across the full sample moving from 7.0 in 2009, to 8.0 in 2014, and further up to 10.0 in 2022. Increases are seen in every segment except for the small and medium museums, with both showing a decrease in the median number of paid conservation professionals compared with their 2014 data. The most substantial increase is in the university-based segment, with the median doubling since 2014 (moving from 5.0 to 10.0).

The number of conservation support staff has remained unchanged overall, and has trended upward in most segments. The small museums stand out as the sole segment with a conservation support staff decline, with the median dropping from 2.0 in 2014 to 1.0 in 2022.

The number of unpaid conservation individuals/professionals bucks this trend. While the median overall count remained stable at 2.0 from 2009 to 2014, the median drops to zero in 2022. With the exception of the medium/large museums, all segments report a median of zero unpaid conservation individuals/professionals.

Trend data are provided in Exhibit 3.9.

Exhibit 3.9: Number of Conservation Professionals: Trends

		2022 (median)	2014 (median)	2009 (median)
Overall	Total number of paid conservation professionals	10.0	8.0	7.0
	Total number of unpaid conservation professionals	0.0	2.0	2.0
	Total number of conservation support staff	2.0	2.0	N/A
Small	Total number of paid conservation professionals	2.0	3.0	3.0
	Total number of unpaid conservation professionals	0.0	1.0	1.0
	Total number of conservation support staff	1.0	2.0	N/A
Medium	Total number of paid conservation professionals	6.0	7.0	6.0
	Total number of unpaid conservation professionals	0.0	2.0	2.0
	Total number of conservation support staff	2.0	1.0	N/A
Medium/ Large	Total number of paid conservation professionals	12.0	9.0	N/A
	Total number of unpaid conservation professionals	1.0	2.0	
	Total number of conservation support staff	3.0	2.0	
Large	Total number of paid conservation professionals	30.0	26.0	28.5
	Total number of unpaid conservation professionals	0.0	4.0	5.0
	Total number of conservation support staff	5.0	3.5	N/A
University-based	Total number of paid conservation professionals	10.0	5.0	N/A
	Total number of unpaid conservation professionals	0.0	1.0	
	Total number of conservation support staff	2.0	1.0	
Standalone	Total number of paid conservation professionals	10.0	8.0	N/A
	Total number of unpaid conservation professionals	0.0	2.0	
	Total number of conservation support staff	2.0	2.0	

N/A = Data not available from the 2009 survey.

As in 2014, ratios were computed to explore the relationship between paid conservation staff and the two other staff categories (conservation support staff and unpaid conservation professionals). For the typical museum, for every paid conservation professional there are 0.18 support staff, which compares well with the 0.19 ratio seen in 2014. However, in 2014 there were 0.21 unpaid conservation professionals for each paid conservation professional; in 2022 there are none. This ratio remains at a median of zero for every segment except for the medium/large museums, which post a ratio of 0.07 (versus 0.20 in 2014).

Median ratios for support staff across museum segments track the 2014 data closely except for the small museums and the university-based museums. The small museums show a significant decline — in 2014 there were 0.50 support staff for every paid conservation professional versus 0.21 in 2022. The inverse is seen for the university-based museums. The ratio moves from 0.11 support staff per paid conservation professional in 2014 to 0.21 in 2022 (see Exhibit 3.10).

Exhibit 3.10: Conservation Professionals Ratios

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile	2014 (median)
Overall	Ratio of unpaid to paid conservators	291	0.00	0.00	**0.00**	0.18	0.43	0.21
	Ratio of support staff to paid conservators	317	0.00	0.05	**0.18**	0.50	1.50	0.19
Small	Ratio of unpaid to paid conservators	58	0.00	0.00	**0.00**	0.23	1.00	0.20
	Ratio of support staff to paid conservators	64	0.00	0.00	**0.21**	1.00	2.00	0.50
Medium	Ratio of unpaid to paid conservators	78	0.00	0.00	**0.00**	0.20	0.50	0.25
	Ratio of support staff to paid conservators	86	0.00	0.00	**0.17**	0.71	1.43	0.17
Medium/ Large	Ratio of unpaid to paid conservators	72	0.00	0.00	**0.07**	0.18	0.35	0.20
	Ratio of support staff to paid conservators	77	0.00	0.08	**0.25**	0.44	1.50	0.21
Large	Ratio of unpaid to paid conservators	81	0.00	0.00	**0.00**	0.17	0.37	0.20
	Ratio of support staff to paid conservators	88	0.00	0.07	**0.16**	0.40	1.00	0.15
University-based	Ratio of unpaid to paid conservators	43	0.00	0.00	**0.00**	0.11	0.60	0.25
	Ratio of support staff to paid conservators	48	0.00	0.00	**0.21**	0.94	2.00	0.11
Standalone	Ratio of unpaid to paid conservators	248	0.00	0.00	**0.00**	0.18	0.40	0.20
	Ratio of support staff to paid conservators	269	0.00	0.06	**0.18**	0.50	1.50	0.20

To provide context to the "hard number" counts, the respondents were asked to describe how staffing levels for paid conservators, unpaid conservators and total staff have changed over the past two years at their museum, and their expectations of what will occur over the next two years. For the past two years, a plurality to majority say there has been no change in the number of paid conservation professionals. However, staff cuts were far more common than gains — 38% report that the total number of paid conservation professionals dropped in the past two years; only 13.2% report a gain. The most significant cuts are seen with regard to the total organization-wide staff count, with a majority (61.1%) reporting staff cuts.

To help summarize the data, an average trend index is created. This is a 1-to-5 scale with 1.0 equaling a significant decrease and 5.0 equaling a significant increase. A value of less than 3.0 indicates an overall decline. The average trend index for changes in the number of paid and unpaid conservation professionals over the past two years is 2.6; the average trend index for total staff is 2.2 for that same time period.

A brighter picture emerges when the respondents look two years into the future. While a majority do not expect to see a change in the number of paid or unpaid conservation professionals, the number envisioning an increase significantly outpaces the number expecting staff cuts. This raises the average trend index to 3.3 for paid conservation professionals, and to 3.0 for unpaid conservation professionals. The respondents are especially optimistic regarding the number of total staff, with a majority (51.2%) expecting the total staff count will increase. This pushes the average trend index to 3.5 (see Exhibit 3.11).

Exhibit 3.11: Staffing Trends: Short-Term

*The most common response for each metric is noted in **bold.***		Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index
Past two years	Total number of paid conservation professionals	11.1%	26.9%	**45.6%**	12.3%	0.9%	3.2%	2.6
	Total number of unpaid conservation professionals	14.0%	14.3%	**61.4%**	2.0%	0.3%	7.9%	2.6
	Total paid staff organization-wide	25.7%	**35.4%**	27.5%	6.7%	0.3%	4.4%	2.2
Next two years	Total number of paid conservation professionals	0.6%	5.3%	**57.9%**	33.0%	0.3%	2.9%	3.3
	Total number of unpaid conservation professionals	3.2%	4.7%	**71.9%**	12.6%	0.6%	7.0%	3.0
	Total paid staff organization-wide	0.9%	3.8%	41.5%	**48.5%**	2.6%	2.6%	3.5

n= 342.
The "average trend index" is based on a 1 to 5 scale where 1 is "significantly decrease" and 5 is "significantly increase." Not sure/no response values are excluded from average calculations.

Segmenting the data by museum size shows that the larger museums tend to have experienced staff cutbacks more so than the medium and small museums. This is especially the case for the total number of paid staff, with the average trend index dropping to 2.0 (large museums) and 2.1 (medium/large museums), the lowest index value of any segment. But regardless of museum size or staff category, average trend scores remain below 3.0 for every segment for the past two-year time period.

Responses are more consistent across museum size categories when respondents look to the upcoming two years. Average trend scores are the most robust for the total paid staff count, with every segment posting a score of 3.5. Scores never drop below 3.0 for any segment for the total number of paid and unpaid conservation professionals categories.

Responses segmented by museum size are provided in Exhibit 3.12 beginning below.

Exhibit 3.12: Staffing Trends by Organization Size

*The most common response for each metric is noted in **bold**.*

			Decrease	Remain the same	Increase	Not sure/ no response	Average trend index
Past two years	Total number of paid conservation professionals	Overall	38.0%	**45.6%**	13.2%	3.2%	2.6
		Small	22.5%	**60.6%**	15.5%	1.4%	2.8
		Medium	28.9%	**57.8%**	12.2%	1.1%	2.8
		Medium/Large	**46.3%**	33.8%	18.8%	1.3%	2.6
		Large	**52.0%**	34.7%	8.2%	5.1%	2.4
	Total number of unpaid conservation professionals	Overall	28.4%	**61.4%**	2.3%	7.9%	2.6
		Small	16.9%	**74.6%**	4.2%	4.2%	2.8
		Medium	26.7%	**68.9%**	1.1%	3.3%	2.6
		Medium/Large	38.8%	**53.8%**	3.8%	3.8%	2.4
		Large	30.6%	**53.1%**	1.0%	15.3%	2.5
	Total number of paid staff organization-wide	Overall	**61.1%**	27.5%	7.0%	4.4%	2.2
		Small	**54.9%**	29.6%	14.1%	1.4%	2.4
		Medium	**58.9%**	32.2%	6.7%	2.2%	2.3
		Medium/Large	**62.5%**	26.3%	7.5%	3.8%	2.1
		Large	**68.4%**	23.5%	2.0%	6.1%	2.0

Table continued on following page

Exhibit 3.12: Staffing Trends by Organization Size

*The most common response for each metric is noted in **bold**.*			Decrease	Remain the same	Increase	Not sure/ no response	Average trend index
Next two years	Total number of paid conservation professionals	Overall	5.8%	**57.9%**	33.3%	2.9%	3.3
		Small	5.6%	**71.8%**	21.1%	1.4%	3.1
		Medium	4.4%	**60.0%**	34.4%	1.1%	3.3
		Medium/Large	7.5%	**48.8%**	43.8%	0.0%	3.4
		Large	6.1%	**55.1%**	33.7%	5.1%	3.3
	Total number of unpaid conservation professionals	Overall	7.9%	**71.9%**	13.2%	7.0%	3.0
		Small	2.8%	**84.5%**	8.5%	4.2%	3.0
		Medium	6.7%	**78.9%**	10.0%	4.4%	3.0
		Medium/Large	10.0%	**66.3%**	22.5%	1.3%	3.1
		Large	11.2%	**63.3%**	12.2%	13.3%	3.0
	Total number of paid staff organization-wide	Overall	4.7%	41.5%	**51.2%**	2.6%	3.5
		Small	7.0%	39.4%	**53.5%**	0.0%	3.5
		Medium	4.4%	44.4%	**50.0%**	1.1%	3.5
		Medium/Large	2.5%	46.3%	**51.3%**	0.0%	3.5
		Large	5.1%	37.8%	**52.0%**	5.1%	3.5

n= 342 (Overall); 71(Small); 90 (Medium); 80 (Medium/Large); 98 (Large).
The "average trend index" is based on a 1 to 5 scale where 1 is "significantly decrease" and 5 is "significantly increase." Not sure/no response values are excluded from average calculations.

Segmenting the data by museum type shows a fairly consistent pattern for the past two years for changes in the number of paid conservation professionals, with an average trend index of 2.6 for both segments. Responses are also consistent with regard to the total staff count, with 60% or more reporting cuts. Responses diverge somewhat regarding unpaid conservation individuals/professionals, with the standalone museums more apt to report cuts than the university-based museums.

Looking ahead to the next two years again shows mostly consistent results, with a plurality to majority expecting their total organization-wide staff count to increase. A more modest number expect an increase in the number of paid conservation professionals. The number of unpaid conservation individuals/professionals is not expected to change for a significant majority of both the university-based and the standalone museums. Responses are illustrated in Exhibit 3.13.

Exhibit 3.13: Staffing Trends by Organization Type

*The most common response for each metric is noted in **bold**.*			Decrease	Remain the same	Increase	Not sure/ no response	Average trend index
Past two years	Total number of paid conservation professionals	Overall	38.0%	**45.6%**	13.2%	3.2%	2.6
		University-based	40.0%	**47.3%**	12.7%	0.0%	2.6
		Standalone	37.6%	**45.3%**	13.2%	3.8%	2.6
	Total number of unpaid conservation professionals	Overall	28.4%	**61.4%**	2.3%	7.9%	2.6
		University-based	18.2%	**72.7%**	1.8%	7.3%	2.7
		Standalone	30.3%	**59.2%**	2.4%	8.0%	2.5
	Total number of paid staff organization-wide	Overall	**61.1%**	27.5%	7.0%	4.4%	2.2
		University-based	**63.6%**	27.3%	7.3%	1.8%	2.3
		Standalone	**60.6%**	27.5%	7.0%	4.9%	2.2
Next two years	Total number of paid conservation professionals	Overall	5.8%	**57.9%**	33.3%	2.9%	3.3
		University-based	3.6%	**65.5%**	30.9%	0.0%	3.3
		Standalone	6.3%	**56.4%**	33.8%	3.5%	3.3
	Total number of unpaid conservation professionals	Overall	7.9%	**71.9%**	13.2%	7.0%	3.0
		University-based	5.5%	**80.0%**	7.3%	7.3%	3.0
		Standalone	8.4%	**70.4%**	14.3%	7.0%	3.0
	Total number of paid staff organization-wide	Overall	4.7%	41.5%	**51.2%**	2.6%	3.5
		University-based	1.8%	36.4%	**61.8%**	0.0%	3.6
		Standalone	5.2%	42.5%	**49.1%**	3.1%	3.5

n= 342 (Overall); 55 (University-based); 287 (Standalone).
The "average trend index" is based on a 1 to 5 scale where 1 is "significantly decrease" and 5 is "significantly increase." Not sure/no response values are excluded from average calculations.

Comparing the 2022 results on a short-term basis (comparison to 2014 data) and a long-term basis (comparison to 2014 and 2009) underscores the impact on staffing over the past two years, especially with regard to the total museum staff count. In 2014 only 23.6% reported a total staff decline occurring in the past versus 61.1% of the 2022 respondents. While average trend index scores did fall below 3.0 for paid staff in the 2009 survey, the scores are lower yet in the 2022 survey. Still, the 2022 respondents are more optimistic about their museums' future paid staff counts than their counterparts were in 2014 and 2009. Their optimism softens somewhat in comparison with past survey respondents with regard to unpaid conservation individuals/ professionals.

Responses are summarized in Exhibits 3.14 and 3.15 on the following page.

Exhibit 3.14: Staffing Trends: Short-Term Comparison

*The most common response for each metric is in **bold.***			Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index
"Past"	Total number of paid conservation professionals	2022	11.1%	26.9%	**45.6%**	12.3%	0.9%	3.2%	2.6
		2014	3.2%	13.7%	**50.0%**	21.2%	6.2%	5.6%	3.1
	Total number of unpaid conservation professionals	2022	14.0%	14.3%	**61.4%**	2.0%	0.3%	7.9%	2.6
		2014	1.9%	8.1%	**64.2%**	12.6%	1.1%	12.1%	3.0
	Total paid staff organization-wide	2022	25.7%	**35.4%**	27.5%	6.7%	0.3%	4.4%	2.2
		2014	4.8%	18.8%	**37.9%**	22.8%	4.8%	10.8%	3.0
"Future"	Total number of paid conservation professionals	2022	0.6%	5.3%	**57.9%**	33.0%	0.3%	2.9%	3.3
		2014	1.6%	9.1%	**56.5%**	24.5%	1.3%	7.0%	3.2
	Total number of unpaid conservation professionals	2022	3.2%	4.7%	**71.9%**	12.6%	0.6%	7.0%	3.0
		2014	1.1%	2.7%	**67.7%**	16.1%	0.8%	11.6%	3.2
	Total paid staff organization-wide	2022	0.9%	3.8%	41.5%	**48.5%**	2.6%	2.6%	3.5
		2014	0.8%	10.5%	**44.1%**	31.5%	1.3%	11.8%	3.3

n= 342 (2022) and 372 (2014).
The average trend index is based on a 1 to 5 scale where 1 is "significant decrease" and 5 is "significant increase." Not sure/no response values are excluded from average score calculations.
"Past" encompasses the past two years for the 2022 respondents, and the past three years for the 2014 respondents.
"Future" encompasses the next two years for the 2022 respondents, and the next three years for the 2014 respondents.

Exhibit 3.15: Staffing Trends: Long-Term Comparison

		Average trend index 2022	Average trend index 2014	Average trend index 2009
"Past"	Total number of paid conservation professionals	2.6	3.1	2.8
	Total number of unpaid conservation professionals	2.6	3.0	3.1
	Total number of paid staff organization-wide	2.2	3.0	2.4
"Future"	Total number of paid conservation professionals	3.3	3.2	2.9
	Total number of unpaid conservation professionals	3.0	3.2	3.1
	Total number of paid staff organization-wide	3.5	3.3	2.9

n= 342 (2022); 372 (2014); 265 (2009).
The average trend index is based on a 1 to 5 scale where 1 is "significant decrease" and 5 is "significant increase." Not sure/no response values are excluded from average score calculations.
"Past" encompasses the past two years for the 2022 respondents, and the past three years for the 2014 and 2009 respondents.
"Future" encompasses the next two years for the 2022 respondents, and the next three years for the 2014 and 2009 respondents.

The respondents who indicated a decrease in the number of paid staff (conservation staff, total staff or both) were asked to rate the impact of the global pandemic on these staff cuts. As summarized in Exhibit 3.16, a plurality (46.9%) state that their staff decrease was mostly or entirely influenced by the impact of COVID-19; an additional 35.4% said it was partially influenced by the impact of COVID-19. Only 8.8% did not identify COVID-19 as a significant contributing factor.

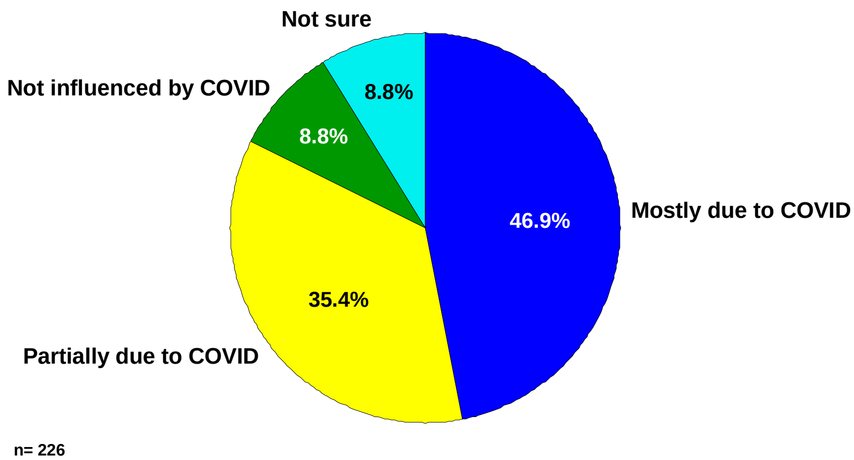

Exhibit 3.16: Pandemic Impact on Staff Cuts

Segmenting the responses shows that the large museums, the medium/large museums, and the standalone museums are most likely to attribute staff cuts mostly or entirely to the impact of COVID-19. Regardless of the museum size or type, a strong majority state that staff cuts were at least partially influenced by the impact of COVID-19 (see Exhibit 3.17).

Exhibit 3.17: Pandemic Impact on Staff Cuts by Segment

	Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Staff decrease mostly or entirely influenced by the impact of COVID-19	46.9%	26.8%	35.7%	58.2%	58.1%	31.6%	50.0%
Staff decrease partially influenced by COVID-19 but other factors substantially influenced the decision	35.4%	43.9%	51.8%	25.5%	25.7%	42.1%	34.0%
Staff decrease was not influenced to any significant degree by the impact of COVID-19	8.8%	17.1%	3.6%	10.9%	6.8%	10.5%	8.5%
Not sure/No response	8.8%	12.2%	8.9%	5.5%	9.5%	15.8%	7.4%
n=	226	41	56	55	74	38	188

Note: Response base is limited to the respondents who indicated that a decrease in the number of paid conservator staff and/or total paid staff occurred in the past two years.

B. Work Activities and Responsibilities

Job Titles

The respondents have a variety of job titles, with the following most commonly cited:

- Assistant Conservator
- Associate Conservator
- Chief Conservator
- Conservator
- Project Conservator
- Director of Conservation
- Fellow
- Specialist
- Head of Conservation
- Senior Conservator

In many cases, the title is attached to a specialty area (e.g., “Associate Conservator for Paintings,” “Assistant Objects Conservator,” “Head of Textile Conservation,” etc.), as seen in past surveys. Job titles are not used as a segmentation point in the analysis due to sample size constraints and the difficulty in determining the actual responsibilities embodied in a specific title (e.g., the role of an Associate Conservator at one museum may be much different than the role of a person with the same title at another museum).

Work Activities

The respondents were asked to estimate the percentage of their time in a typical week or month that is spent on the following general areas:

- Treatment and treatment-related actions/functions.
- Conservation research.
- Other conservation actions/functions (e.g., surveys, preventive activities, etc.).
- Marketing/outreach.
- Teaching/higher education activities (e.g., classroom instruction, etc.).
- Administrative responsibilities.
- All others.

Treatment and treatment-related actions/functions account for the largest share of time across all segments, followed by administrative responsibilities. The latter activity is especially significant among those at the medium/large museums, where it is nearly tied with treatment actions/functions. The category of other conservation actions/functions is also highly ranked, and surpasses administrative responsibilities among those at the small museums and the university-based museums. Responses by segment are provided in Exhibit 3.18.

Exhibit 3.18: Work Activities

All data are averages.	Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Treatment and treatment-related actions/functions	31.1%	33.8%	31.3%	27.7%	31.8%	33.8%	30.6%
Conservation research	12.6%	12.6%	12.1%	12.0%	13.7%	15.2%	12.1%
Other conservation actions/functions	23.2%	25.3%	23.2%	22.4%	22.5%	25.1%	22.9%
Marketing/outreach	4.2%	3.4%	4.1%	4.9%	4.3%	2.5%	4.5%
Teaching/higher education activities	4.6%	4.1%	5.0%	5.1%	4.1%	6.3%	4.2%
Administrative responsibilities	24.0%	20.8%	24.1%	27.4%	23.5%	16.9%	25.5%
All others	0.2%	0.0%	0.2%	0.4%	0.3%	0.2%	0.2%
n=	329	69	89	78	93	55	274

There have not been any significant shifts in how conservators spend their time when looking at the data distribution across the three survey time periods. However, as discussed in Section I, detailed comparisons between 2022 and 2014/2009 results must be done carefully since the 2022 activity list was expanded to include marketing/outreach.

Trend data are provided in Exhibit 3.19; comparisons with other sectors is provided in Section I.

Exhibit 3.19: Work Activities: Trends

All data are averages.	2022	2014	2009
Treatment and treatment-related actions/functions	31.1%	32.9%	37.3%
Conservation research	12.6%	12.6%	10.6%
Other conservation actions/functions	23.2%	22.1%	20.5%
Marketing/outreach	4.2%	N/A	N/A
Teaching/higher education activities	4.6%	5.5%	4.5%
Administrative responsibilities	24.0%	24.2%	23.6%
All others	0.2%	2.6%	3.5%
n=	329	372	265

N/A = Option not offered in the 2014 or 2009 surveys.

Responsibilities

It is important when examining compensation issues to determine the "authority" level of the respondent, since this often impacts compensation to the same degree as factors such as education and experience. The survey explored this issue using three metrics: staff supervision, level of independent work, and departmental budget authority.

A majority of the respondents (53.2%) have reporting staff. The most common situation for those with reporting staff is to have two or fewer direct reports, but an appreciable number (10.8%) have six or more reporting staff.

The presence of reporting staff is generally consistent, and at the majority-level, across all segments. As expected, those at larger museums tend to have more reporting staff, but regardless of museum size or type, the most common situation for supervisors is to have two or fewer direct reports. Responses by segment are provided in Exhibit 3.20.

Exhibit 3.20: Staff Supervision Responsibilities

	Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
No reporting staff	43.0%	40.8%	42.2%	47.5%	42.9%	45.5%	42.5%
1 reporting staff	19.0%	26.8%	15.6%	13.8%	21.4%	21.8%	18.5%
2 reporting staff	11.4%	9.9%	13.3%	12.5%	10.2%	10.9%	11.5%
3 reporting staff	5.6%	5.6%	8.9%	6.3%	2.0%	5.5%	5.6%
4-5 reporting staff	6.4%	5.6%	10.0%	3.8%	6.1%	7.3%	6.3%
6-10 reporting staff	7.6%	7.0%	7.8%	8.8%	7.1%	7.3%	7.7%
11 or more reporting staff	3.2%	1.4%	1.1%	5.0%	5.1%	1.8%	3.5%
No response	3.8%	2.8%	1.1%	2.5%	5.1%	0.0%	4.5%
n=	342	71	90	80	98	55	287

The 2022 respondents are less likely to have reporting staff. As summarized in Exhibit 3.21, the number without reporting staff moves from about one-third of the respondents in the 2014 and 2009 surveys, to 43% of the 2022 respondents. Across all survey years, the most common reporting situation is to have two or fewer direct reports.

Exhibit 3.21:
Staff Supervision Responsibilities: Trends

	2022	2014	2009
No reporting staff	43.0%	33.9%	31.3%
1 reporting staff	19.0%	20.2%	18.5%
2 reporting staff	11.4%	15.6%	16.2%
3 reporting staff	5.6%	7.0%	10.6%
4-5 reporting staff	6.4%	11.3%	6.8%
6-10 reporting staff	7.6%	5.4%	11.3%
11 or more reporting staff	3.2%	6.2%	4.5%
No response	3.8%	0.5%	0.8%
n=	342	372	265

About three-quarters of the respondents say they usually work independently, with only 20.5% reporting that they usually work under the direction/supervision of someone else at their museum. Across all segments, a large majority of respondents have an independent work situation (see Exhibit 3.22). The prevalence of independent work has remained constant over the three survey time periods (see Exhibit 3.23).

Exhibit 3.22: Level of Independent Work

	Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Usually work independently	75.7%	84.5%	78.9%	72.5%	71.4%	74.5%	76.0%
Usually work under the direction/ supervision of someone else at my organization	20.5%	12.7%	20.0%	25.0%	23.5%	25.5%	19.5%
No response	3.8%	2.8%	1.1%	2.5%	5.1%	0.0%	4.5%
n=	342	71	90	80	98	55	287

Exhibit 3.23: Level of Independent Work: Trends

	2022	2014	2009
Usually work independently	75.7%	76.3%	76.2%
Usually work under the direction/supervision of someone else at my organization	20.5%	22.8%	23.4%
No response	3.8%	0.8%	0.4%
n=	342	372	265

Fewer than 6% of the respondents are the final decision-maker for their departmental budget. Final decision-maker status peaks at only 8.5% among the small museums, and reaches as low as 1.3% among the medium/large museums. However, a majority overall have at least some input into their department's budget: 22.5% have "significant" input; 32.2% have "some" input. The percentage with little or no input increases somewhat among those in the large museums and the university-based museums, reaching as high as 45.5%. Responses by segment are illustrated in Exhibit 3.24.

Exhibit 3.24: Departmental Budget Authority

	Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
I am the final (or only) decision-maker when it comes to budgetary issues for my department	5.3%	8.5%	4.4%	1.3%	7.1%	5.5%	5.2%
I have significant input or control over budgetary issues, but someone else has the "final say" for my department	22.5%	25.4%	28.9%	23.8%	14.3%	18.2%	23.3%
I have some input into budgetary issues for my department	32.2%	31.0%	35.6%	33.8%	29.6%	30.9%	32.4%
I have little or no input into budgetary issues for my department	36.0%	32.4%	30.0%	37.5%	43.9%	45.5%	34.1%
No response	4.1%	2.8%	1.1%	3.8%	5.1%	0.0%	4.9%
n=	342	71	90	80	98	55	287

There has been a small decrease in the number with final decision-making budget authority, but overall, the 2022 response pattern is consistent with those seen in 2014 and 2009 (see Exhibit 3.25).

Exhibit 3.25: Departmental Budget Authority: Trends

	2022	2014	2009
I am the final (or only) decision-maker when it comes to budgetary issues for my department	5.3%	7.0%	7.9%
I have significant input or control over budgetary issues, but someone else has the “final say” for my department	22.5%	23.4%	29.8%
I have some input into budgetary issues for my department	32.2%	34.1%	27.5%
I have little or no input into budgetary issues for my department	36.0%	35.2%	34.7%
No response	4.1%	0.3%	0.0%
n=	342	372	265

C. Compensation

Overview

Nearly all (98.1%) of the respondents are employed on a full-time basis (defined in the survey as being employed for 30 or more hours per week), the same situation seen in past surveys. Since the part-time employee sample consists of only six individuals, most of the data in this section are limited to individuals who are employed on a full-time basis.

The full-time respondents work a median of 40 hours per week in a "normal" week, and 45 hours in a "heavy" week. These median values remain consistent across all segments except for the university-based museums, where individuals work a median of 38 hours in a "normal" week and 40 hours in a "heavy" week. The part-time respondents work a median of 16.5 and 18.5 hours in a "normal" and "heavy" week respectively (see Exhibit 3.26). There has been no change in these data for full-time individuals since 2009 (see Exhibit 3.27).

Exhibit 3.26: Hours Worked

	Full-time individuals				Part-time individuals			
	Median hours worked in a "normal" work week	n=	Median hours worked in a "heavy" work week	n=	Median hours worked in a "normal" work week	n=	Median hours worked in a "heavy" work week	n=
Overall	40.0	314	45.0	293	16.5	6	18.5	6
Small	40.0	61	45.0	57	*Insufficient data for tabulation*			
Medium	40.0	86	45.0	79				
Medium/Large	40.0	76	45.0	71				
Large	40.0	91	45.0	86				
University-based	38.0	50	40.0	48				
Standalone	40.0	264	45.0	245				

Exhibit 3.27: Hours Worked: Trends

	Full-time individuals				Part-time individuals			
	Median hours worked in a "normal" work week	n=	Median hours worked in a "heavy" work week	n=	Median hours worked in a "normal" work week	n=	Median hours worked in a "heavy" work week	n=
2022	40.0	314	45.0	293	16.5	6	18.5	6
2014	40.0	350	45.0	314	21.0	15	28.0	12
2009	40.0	250	45.0	215	24.0	15	28.0	13

Nearly all (89.5%) of the full-time respondents are classified as exempt employees (e.g., they are not paid for overtime hours). This is virtually the same as 2014, where exempt employees accounted for 91.2% of the full-time sample. This value remains consistent across all segments.

Compensation Data

As in the 2014 and 2009 surveys, the great majority of the respondents (91.2%) are paid an annual salary. The compensation data from the 29 respondents who are paid hourly were converted to an annual equivalent, based on the number of hours they reported working per week, since the sample of hourly-paid individuals was not large enough to be analyzed separately.

The compensation data are segmented by a variety of standard compensation-related criteria such as total years of experience, years in present position, location, education, organization size, etc., with the results provided in Exhibit 3.28. Job titles are not used as a segmentation basis due to the difficulty in determining the actual responsibilities embodied in a specific title. Instead, the segmentation criteria used are based on more uniform and standardized metrics. As noted previously, all compensation data are limited to those who are employed on a full-time basis.

It is important to note the sample sizes of the breakouts when examining the compensation data. While the overall sample size is robust, some segments consist of relatively few individuals, and may not provide a fully accurate depiction of compensation for that specific segment.

The utility of these results can be extended by combining multiple categories. For example, to determine the median compensation for an individual with a total of 18 years of professional experience, a Master's in conservation, employed at a small museum in the Northeast, and has no reporting staff, the median values for each of the criteria can be averaged, as follows:

- Small museum = $67,000
- Northeast = $70,489
- 16-20 total years of experience = $70,750
- Master's in conservation = $69,000
- No reporting staff = $61,667
- **Average = $67,781**

While not precise, this method of combining categories makes maximum use of the data collected.

A comparison of the 2022 and 2014 median compensation across all segments is provided in Exhibit 3.29. There has been a gain of 14.3% across the full sample since 2014, and most segments show positive movement. However, as noted previously, some segments are composed of relatively few respondents, resulting in a statistically weak comparison. The most reliable metric is the overall change (14.3%) since it is based on two fairly large samples.

Exhibit 3.28: Compensation (Full-time Individuals)

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
	Overall	315	$45,996	$56,498	**$71,500**	$92,000	$112,744
Museum size	Small	61	$47,090	$55,170	**$67,000**	$86,250	$94,900
	Medium	87	$44,800	$54,000	**$65,000**	$85,000	$103,000
	Medium/Large	76	$47,211	$55,798	**$67,000**	$84,672	$110,300
	Large	91	$45,200	$64,000	**$83,000**	$112,000	$148,238
Museum type	University/ college-based	50	$41,792	$47,875	**$62,970**	$85,000	$93,810
	Standalone	265	$47,886	$59,000	**$73,908**	$95,000	$120,000
Governing authority	Government (all levels)	85	$45,000	$54,870	**$74,000**	$93,307	$107,600
	Private non-profit	221	$47,543	$57,552	**$71,000**	$93,000	$116,000
Total years of professional experience	Up to 5	41	$37,000	$41,280	**$48,000**	$61,750	$77,435
	6-10	64	$45,500	$52,000	**$60,000**	$68,870	$81,214
	11-15	63	$48,400	$61,000	**$70,977**	$83,500	$93,008
	16-20	30	$55,049	$59,750	**$70,750**	$90,000	$98,000
	21-30	60	$58,150	$69,250	**$83,500**	$105,750	$124,600
	30+	57	$67,650	$84,000	**$101,000**	$127,921	$159,423
Years in present position	Up to 5	157	$41,527	$50,000	**$62,500**	$78,903	$93,520
	6-10	64	$55,620	$62,136	**$72,505**	$95,372	$127,500
	11-15	36	$45,292	$60,600	**$83,200**	$104,250	$123,300
	16-20	21	$56,100	$68,725	**$83,000**	$98,000	$126,867
	20+	37	$62,000	$76,500	**$101,000**	$122,500	$166,000
Gender	Male	38	$48,500	$57,625	**$86,500**	$103,875	$159,212
	Female	262	$45,253	$55,571	**$70,839**	$90,027	$110,700
	Non-binary	2	**	**	******	**	**

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Exhibit 3.28: Compensation (Full-time Individuals)

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
	Overall	315	$45,996	$56,498	**$71,500**	$92,000	$112,744
Degree (1)	No degree (self-taught or apprenticeship)	12	$46,375	$71,853	**$91,000**	$133,391	$173,700
	Bachelor's in conservation or any other field	148	$42,900	$54,005	**$68,500**	$84,263	$110,000
	Post-Bachelor's Certificate or Diploma	17	$34,488	$60,500	**$73,542**	$107,300	$142,471
	Master's in conservation	257	$46,800	$56,249	**$69,000**	$91,154	$110,000
	Master's in any other field	61	$47,972	$59,750	**$75,000**	$94,000	$124,000
	Ph.D. in conservation or any other field	9	**	$66,350	**$77,500**	$123,500	**
Number of reporting staff	None	140	$40,000	$49,250	**$61,667**	$75,000	$95,760
	1-3	119	$53,000	$61,000	**$74,000**	$88,000	$110,000
	4+	56	$66,100	$80,250	**$100,500**	$125,631	$164,300
Department budget responsibility	Have little or no input	121	$40,112	$48,000	**$62,000**	$74,775	$101,318
	Have some input	104	$50,500	$60,301	**$75,000**	$89,250	$104,800
	Have significant input or control	76	$53,400	$63,000	**$84,500**	$102,500	$125,252
	Final (or only) decision-maker	14	$66,500	$82,056	**$127,000**	$168,750	$189,000
Work responsibility	Usually work under supervision	67	$37,352	$45,000	**$54,000**	$72,700	$90,485
	Usually work independently	248	$50,900	$61,625	**$75,388**	$96,750	$120,100
Region	Northeast	118	$42,900	$54,755	**$70,489**	$93,788	$120,500
	South Atlantic	77	$43,600	$57,500	**$74,000**	$93,307	$106,800
	South Central	14	$47,500	$60,900	**$70,500**	$106,250	$137,000
	North Central	50	$46,567	$52,750	**$62,000**	$72,375	$92,891
	Mountain/Pacific	47	$49,701	$65,000	**$80,000**	$102,147	$126,200
	Canada	9	**	$64,932	**$78,806**	$98,457	**

** = Insufficient responses for tabulation.
(1) = Educational degree data are for all degrees held. Thus, a respondent who holds more than one degree will be included in multiple categories.

Exhibit 3.29: Compensation (Full-time Individuals): Trends

		2022		2014		
		n=	Median	n=	Median	Trend, 2014 to 2022
	Overall	**315**	**$71,500**	**353**	**$62,582**	**14.3%**
Museum size	Small	61	$67,000	76	$65,500	2.3%
	Medium	87	$65,000	104	$60,000	8.3%
	Medium/Large	76	$67,000	69	$70,000	(4.3)%
	Large	91	$83,000	100	$63,658	30.4%
Museum type	University/college-based	50	$62,970	59	$58,900	6.9%
	Standalone	265	$73,908	294	$63,608	16.2%
Governing authority	Government (all levels)	85	$74,000	84	$70,000	5.7%
	Private non-profit	221	$71,000	250	$60,000	18.3%
Total years of professional experience	Up to 5	41	$48,000	67	$35,000	37.1%
	6-10	64	$60,000	52	$49,570	21.0%
	11-15	63	$70,977	46	$60,000	18.3%
	16-20	30	$70,750	31	$68,000	4.0%
	21-30	60	$83,500	46	$69,500	20.1%
	30+	57	$101,000	106	$91,000	11.0%
Years in present position	Up to 5	157	$62,500	154	$48,500	28.9%
	6-10	64	$72,505	74	$70,000	3.6%
	11-15	36	$83,200	45	$70,000	18.9%
	16-20	21	$83,000	19	$76,000	9.2%
	20+	37	$101,000	58	$77,500	30.3%
Gender	Male	38	$86,500	62	$79,500	8.8%
	Female	262	$70,839	281	$58,240	21.6%
	Non-binary	2	**	**	**	**

Table continued on following page

Exhibit 3.29: Compensation (Full-time Individuals): Trends

		2022		2014		
		n=	Median	n=	Median	Trend, 2014 to 2022
	Overall	**315**	**$71,500**	**353**	**$62,582**	**14.3%**
Degree (1)	No degree (self-taught or apprenticeship)	12	$91,000	15	$58,000	56.9%
	Bachelor's in conservation or any other field	148	$68,500	170	$54,000	26.9%
	Post-Bachelor's Certificate or Diploma	17	$73,542	40	$67,500	9.0%
	Master's in conservation	257	$69,000	263	$61,201	12.7%
	Master's in any other field	61	$75,000	59	$60,000	25.0%
	Ph.D. in conservation or any other field	9	$77,500	8	$88,000	(11.9)%
Number of reporting staff	None	140	$61,667	115	$46,000	34.1%
	1-3	119	$74,000	154	$63,200	17.1%
	4+	56	$100,500	82	$90,000	11.7%
Department budget responsibility	Have little or no input	121	$62,000	119	$46,000	34.8%
	Have some input	104	$75,000	122	$62,000	21.0%
	Have significant input or control	76	$84,500	85	$85,000	(0.6)%
	Final (or only) decision-maker	14	$127,000	26	$106,000	19.8%
Work responsibility	Usually work under supervision	67	$54,000	80	$42,602	26.8%
	Usually work independently	248	$75,388	271	$69,000	9.3%
Region	Northeast	118	$70,489	125	$60,000	17.5%
	South Atlantic	77	$74,000	84	$64,000	15.6%
	South Central	14	$70,500	19	$52,000	35.6%
	North Central	50	$62,000	56	$56,500	9.7%
	Mountain/Pacific	47	$80,000	57	$65,728	21.7%
	Canada	9	$78,806	11	$76,000	3.7%

(1) = Educational degree data are for all degrees held. Thus, a respondent who holds more than one degree will be included in multiple categories.

Pay Increases

A majority (63.8%) of the respondents overall received a pay increase in the past 12 months. The prevalence of a pay increase remains at the majority level across all segments. It peaks at 72.4% among the medium museums, and falls to a low of 57.4% among the small museums. The average pay increase was 4.7% overall. Average increases range from a high of 5.5% at the medium/large museums, to a low of 3.7% among the university-based museums (see Exhibit 3.30).

Exhibit 3.30: Pay Increase

Data limited to those employed on a full-time basis.		Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Received a pay increase in the past 12 months		63.8%	57.4%	72.4%	65.8%	58.2%	64.0%	63.8%
Amount received	Average (*)	4.7%	4.9%	4.0%	5.5%	4.7%	3.7%	4.9%
	n=	200	35	63	49	53	32	168
	n=	315	61	87	76	91	50	265

(*) = Average computed from range mid-points.

The overall prevalence of a pay increase has remained consistent with the rate seen in the 2014 survey, and significantly greater than the rate seen in the 2009 survey. Due to differences in survey design it is not possible to precisely compare the amount of these pay increases from survey-to-survey, but it appears that the pay increases reported in the 2022 survey are somewhat larger than those reported in previous surveys. Trend data are provided in Exhibit 3.31.

Exhibit 3.31: Pay Increase: Trends

Data limited to those employed on a full-time basis.		2022	2014	2009
Received a pay increase in the past 12 months		63.8%	65.7%	31.6%
Amount received	Average (*)	4.7%	2.6%	3.0%
	n=	200	228	76
Did not receive a pay increase		36.2%	32.3%	66.4%
No response		0.0%	2.0%	2.0%
	n=	315	353	250

(*) = Due to differences in survey design, the average is used for 2022 data; medians are used for 2014 and 2009 data. Averages for 2022 data computed using range mid-points.

Additional Cash Compensation

Over one-quarter of the respondents overall report receiving additional cash compensation[7]. The prevalence of additional compensation is strongly tied to museum size — nearly 42% of those from large museums received additional compensation versus only 19.7% or less among those at the small or medium museums.

The typical award was $1,500, which equates to a median of 1.8% of the base salary of those who received the additional compensation. Awards have a considerable range of $35 to over $10,000.

This additional compensation is nearly always described as a bonus, with an annual bonus being the most common type. However, a variety of other bonus types are described, such as a holiday bonus, a "hazard pay" bonus due to the impact of COVID-19, a one-time bonus, a retention bonus, a performance bonus, a relocation bonus, and others. The overall response distribution is summarized in Exhibit 3.32.

Exhibit 3.32: Additional Cash Compensation

Data limited to those employed on a full-time basis.		Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Received additional cash compensation		27.9%	19.7%	16.1%	31.6%	41.8%	18.0%	29.8%
Amount received	Low	$35	$500	$150	$35	$360	$500	$35
	Median	$1,500	$1,250	$1,000	$1,000	$2,500	$1,500	$1,500
	Median as a % of base pay	1.8%	1.6%	1.5%	1.4%	2.6%	2.7%	1.7%
	High	$10,221	$3,500	$6,000	$7,500	$10,221	$2,000	$10,221
	n=	84	10	13	24	37	9	75
	n=	315	61	87	76	91	50	265

The prevalence of additional compensation has increased consistently over time, rising from being received by only 8.8% in the 2009 survey, to 27.9% in the 2022 survey. The median award has also increased over that same time period, moving from a low of $1,000 in 2014, to the present level of $1,500. Trend data are provided in Exhibit 3.33.

7 This additional compensation was defined in the survey to exclude any benefits received or any monies earned outside of the organization.

Exhibit 3.33: Additional Cash Compensation: Trends

Data limited to those employed on a full-time basis.		2022	2014	2009
	Received additional cash compensation	27.9%	18.7%	8.8%
Amount received	Low	$35	$200	$250
	Median	$1,500	$1,000	$1,200
	Median as a % of base pay	1.8%	1.9%	N/A
	High	$10,221	$30,000	$5,000
	n=	84	61	19
	No	72.1%	79.9%	91.2%
	No response	0.0%	1.4%	0.0%
	n=	315	353	250

Freelance Work

Nearly one-third of the respondents engaged in freelance work[8] in either 2020 or 2021; an additional 22.7% are considering doing so in the future. The number who have engaged in freelance work varies somewhat across segments, but does not adhere to a consistent pattern (see Exhibit 3.34).

The number of respondents engaged in freelance work has consistently dropped over time, down from its peak of 56.2% in the 2009 survey to the present level of 30.4% (see Exhibit 3.35).

Exhibit 3.34: Freelance Work

		Engaged in freelance conservation work in 2020 or 2021	Considering doing so	No freelance involvement	No response	n=
	Overall	30.4%	22.7%	45.4%	1.5%	326
Museum size	Small	30.3%	22.7%	45.5%	1.5%	66
	Medium	36.0%	28.1%	36.0%	0.0%	89
	Medium/Large	24.7%	19.5%	54.5%	1.3%	77
	Large	30.4%	20.7%	47.8%	1.1%	92
Museum type	University-based	25.9%	24.1%	46.3%	3.7%	54
	Standalone	31.3%	22.4%	45.2%	1.1%	272

8 Freelance work was defined in the survey as taking on projects as an independent contractor, serving as a consultant, or other activities where the respondent is paid directly by the client and not through their [the respondent's] employer.

Exhibit 3.35: Freelance Work: Trends

	2022	2014	2009
Engaged in freelance work in the past 1-2 years	30.4%	48.1%	56.2%
Considering doing so	22.7%	20.2%	16.2%
No freelance involvement	45.4%	30.4%	27.5%
No response	1.5%	1.3%	0.0%
n=	326	372	265

Respondents who engaged in freelance work billed their time at a median of $115 per hour. These freelance endeavors grossed a median of $3,000 in 2020 and $4,000 in 2021. The expected gross for 2022 is a median of $4,500. The income realized from freelance work varies considerably with, for example, a 10^{th} to 90^{th} percentile range of $600 to $22,500 (2020 data).

To provide more insight into freelance work operations, the average number of billable hours was approximated using the hourly rate and the average gross income[9] from 2020 and 2021. The result is a median of 32.3 billable hours.

Median values for the hourly billing rate, income and average billable hours vary from segment-to-segment without a consistent pattern. Responses by segment are provided in Exhibit 3.36.

[9] The average was used when data for both years were provided. Only the 2020 or 2021 gross was used for billable hour calculations when the data for only one year was provided.

Exhibit 3.36: Freelance Financial Metrics by Segment

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Overall	Hourly billing rate	93	$54	$90	**$115**	$150	$200
	Gross income, 2020	74	$600	$1,275	**$3,000**	$6,250	$22,500
	Gross income, 2021	83	$600	$1,200	**$4,000**	$9,000	$19,740
	Expected gross, 2022	71	$840	$1,500	**$4,500**	$10,000	$17,400
	Avg. billable hours, 20/21	88	7.0	17.0	**32.3**	69.2	136.0
Museum size: Small	Hourly billing rate	19	$28	$70	**$100**	$125	$150
	Gross income, 2020	13	$985	$1,500	**$3,000**	$7,000	$28,000
	Gross income, 2021	17	$610	$1,600	**$4,000**	$9,500	$23,200
	Expected gross, 2022	12	$650	$1,625	**$6,100**	$10,000	$36,600
	Avg. billable hours, 20/21	18	16.9	24.3	**34.0**	71.8	186.0
Museum size: Medium	Hourly billing rate	30	$51	$99	**$108**	$156	$200
	Gross income, 2020	24	$400	$1,200	**$4,250**	$8,500	$27,500
	Gross income, 2021	30	$532	$1,800	**$4,900**	$16,000	$20,000
	Expected gross, 2022	24	$1,000	$2,625	**$5,000**	$13,750	$25,000
	Avg. billable hours, 20/21	29	7.0	20.6	**40.0**	82.8	150.0
Museum size: Medium/ Large	Hourly billing rate	19	$50	$75	**$100**	$150	$200
	Gross income, 2020	15	$860	$1,000	**$3,000**	$4,000	$9,153
	Gross income, 2021	15	$300	$1,000	**$3,000**	$6,152	$14,800
	Expected gross, 2022	15	$420	$1,000	**$3,000**	$4,000	$8,800
	Avg. billable hours, 20/21	17	8.1	14.2	**20.0**	65.6	84.0
Museum size: Large	Hourly billing rate	25	$56	$100	**$125**	$188	$250
	Gross income, 2020	22	$510	$1,375	**$3,000**	$12,500	$25,000
	Gross income, 2021	21	$620	$1,000	**$2,500**	$9,500	$16,000
	Expected gross, 2022	20	$460	$1,125	**$4,700**	$12,000	$19,800
	Avg. billable hours, 20/21	24	4.2	10.0	**36.3**	77.9	147.7

Table continued on following page

Exhibit 3.36: Freelance Financial Metrics by Segment

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
University-based museum	Hourly billing rate	13	$28	$68	**$100**	$137	$180
	Gross income, 2020	11	$440	$600	**$2,400**	$3,000	$8,280
	Gross income, 2021	12	$354	$775	**$3,250**	$8,750	$14,100
	Expected gross, 2022	8	**	$1,000	**$1,750**	$5,300	**
	Avg. billable hours, 20/21	13	8.6	14.2	**32.0**	62.5	118.8
Standalone museum	Hourly billing rate	80	$60	$91	**$115**	$150	$200
	Gross income, 2020	63	$780	$1,300	**$3,500**	$9,000	$25,000
	Gross income, 2021	71	$620	$1,500	**$4,000**	$9,000	$20,000
	Expected gross, 2022	63	$880	$2,000	**$5,000**	$10,000	$19,200
	Avg. billable hours, 20/21	75	6.3	17.8	**37.3**	70.0	139.3

While the hourly billing rate has increased somewhat over time, the income received from freelance work has either dropped or remained flat. As summarized in Exhibit 3.37, the median hourly billing rate moves from $90 in 2009 to $100 in 2014, and further up to $115 in 2022. The average number of billable hours drops from 48.8 in 2014 to 32.3 in 2022.

Exhibit 3.37: Freelance Financial Metrics: Trends

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
2022 survey	Hourly billing rate	93	$54	$90	**$115**	$150	$200
	Gross income, 2020	74	$600	$1,275	**$3,000**	$6,250	$22,500
	Gross income, 2021	83	$600	$1,200	**$4,000**	$9,000	$19,740
	Expected gross income, 2022	71	$840	$1,500	**$4,500**	$10,000	$17,400
	Average billable hours, 20/21	88	7.0	17.0	**32.3**	69.2	136.0
2014 survey	Hourly billing rate	169	$50	$80	**$100**	$125	$180
	Gross income, 2013	157	$500	$1,500	**$5,000**	$12,000	$26,800
	Expected gross income, 2014	144	$500	$2,000	**$4,000**	$10,000	$30,000
	Average billable hours, 13/14	162	7.3	17.4	**48.8**	100.0	235.9
2009 survey	Hourly billing rate	140	$60	$75	**$90**	$100	$139
	Gross income, 2008	129	$500	$1,290	**$3,000**	$10,000	$19,000
	Expected gross income, 2009	127	$500	$1,400	**$3,500**	$10,000	$22,600
	Average billable hours				N/A		

N/A = Data not tracked in the 2009 survey.

D. Benefits

Retirement Plans

Nearly 90% of the respondents report that their museum offers a retirement plan of some sort and that they participate in it. An additional 9.2% say that a plan is available, but they do not participate in it, or are not eligible for participation. There is a small dip in the presence of a retirement plan among the small museums, but in general, having the museum offer a retirement plan is close to ubiquitous across all segments (see Exhibit 3.38).

Exhibit 3.38: Retirement Plan Prevalence

Data limited to those employed on a full-time basis.	Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Participate in retirement plan	88.9%	82.0%	93.1%	89.5%	89.0%	88.0%	89.1%
Plan offered, but do not participate or not eligible for it	9.2%	14.8%	6.9%	6.6%	9.9%	12.0%	8.7%
Organization does not offer a retirement plan	1.0%	3.3%	0.0%	1.3%	0.0%	0.0%	1.1%
Not sure	1.0%	0.0%	0.0%	2.6%	1.1%	0.0%	1.1%
n=	315	61	87	76	91	50	265

There are only minor variations in the response patterns when comparing 2014 and 2022 results, with a retirement plan available to virtually all respondents in both survey years (see Exhibit 3.39).

Exhibit 3.39: Retirement Plan Prevalence: Trends

Data limited to those employed on a full-time basis.	2022	2014
Participate in retirement plan	88.9%	84.1%
Plan offered, but do not participate or not eligible for it	9.2%	12.8%
Organization does not offer a retirement plan	1.0%	1.7%
Not sure	1.0%	1.4%
n=	315	352

An "investment account" plan, such as 401k, a 403b, or any other type of defined contribution plan, is the most common retirement plan option by a wide margin, cited by nearly 94% of those who participate in their museum's retirement plan. This type of plan remains the leading option by far across all segments. A traditional pension plan, the next most common option, is cited by 19.3% overall. These plans increase in prevalence a small amount among the large museums, but remain far less common than an investment account plan. A traditional pension plan is also the option that shows the greatest rate of change since 2014. While it was offered as an option for nearly one-third of the respondents in 2014, it is presently a plan option for fewer than one in five respondents.

Responses by segment are provided in Exhibit 3.40; trending data are provided in Exhibit 3.41.

Exhibit 3.40: Retirement Plan Options

	Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Traditional pension plan	19.3%	20.0%	11.1%	16.2%	29.6%	20.5%	19.1%
Profit sharing plan	1.8%	2.0%	2.5%	0.0%	2.5%	0.0%	2.1%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	93.9%	90.0%	95.1%	94.1%	95.1%	90.9%	94.5%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not sure	0.4%	2.0%	0.0%	0.0%	0.0%	2.3%	0.0%
n=	280	50	81	68	81	44	236

Note: Responses limited to individuals that participate in a retirement plan at their museum. Data may not sum to 100% since respondents could select more than one option.

Exhibit 3.41: Retirement Plan Options: Trends

	2022	2014
Traditional pension plan	19.3%	32.4%
Profit sharing plan	1.8%	1.4%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	93.9%	90.9%
Other	0.0%	0.0%
Not sure	0.4%	0.7%
n=	280	296

General Benefits

General benefits data were collected in a more detailed fashion in the 2022 survey. Rather than track only the availability of benefits, each benefit was examined as to the level of employer subsidy using three categories:

- No subsidy (employee pays the full cost of the benefit).
- Employer pays up to 50% of the cost of the benefit.
- Employer pays greater than 50% of the cost of the benefit.

While a no-subsidy situation can appear to run counter to the definition of a "benefit," there are some benefits, such as disability insurance and liability insurance, where it is difficult to either obtain the benefit as an individual or, if it is available, have an individual policy be reasonably priced. Having access to a group plan or group purchase through the employer can reduce the cost to the employee even without a monetary subsidy from the employer. Given this, and to relate the 2022 data to past data, a benefit is considered "offered" if it is available to the employee with or without an employer subsidy.

Dental and health insurance are the most popular benefits offered, each available to at least 90% of the full-time respondents across all segments. Other insurance benefits (vision insurance, life insurance and health insurance for spouse/partner/family) are also quite common, available to 80% or more of the respondents across all segments.

There are only modest differences in the availability of many of the benefits tracked in the survey across museum size categories. However, some benefits do show a size-based variation, with the strongest differential seen for professional meeting fees other than AIC, non-degree on-going education, and continuing education to pursue a degree. Each of these benefits are notably more commonly offered to large museum employees than small museum employees. On the flip side, professional liability insurance is offered by small museums at twice the rate it is offered by large museums.

Overall responses are summarized in Exhibit 3.42 on the following page.

Exhibit 3.42: General Benefits Offered: Overview

Data are the percentage saying the benefit is available through or from their employer with or without a subsidy.	Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Dental insurance (self OR family)	95.2%	93.3%	96.5%	96.1%	94.4%	96.0%	95.0%
Health insurance for myself	93.2%	90.0%	93.0%	96.1%	93.3%	92.0%	93.5%
Vision insurance (self OR family)	89.4%	88.3%	91.9%	90.8%	86.5%	94.0%	88.5%
Life insurance	86.5%	88.3%	84.9%	88.2%	85.4%	88.0%	86.2%
Health insurance for spouse/partner/family	85.5%	85.0%	81.4%	89.5%	86.5%	86.0%	85.4%
AIC Annual Meeting fees (registration, travel, etc.)	81.0%	80.0%	76.7%	76.3%	89.9%	80.0%	81.2%
Short-term disability insurance	77.5%	76.7%	82.6%	80.3%	70.8%	84.0%	76.2%
Long-term disability insurance	74.6%	75.0%	75.6%	76.3%	71.9%	76.0%	74.3%
Other professional meeting fees	71.7%	63.3%	64.0%	73.7%	83.1%	64.0%	73.2%
On-going continuing education costs (non-degree)	54.0%	55.0%	38.4%	51.3%	70.8%	74.0%	50.2%
AIC membership dues	45.7%	50.0%	43.0%	53.9%	38.2%	42.0%	46.4%
Other professional assn. membership dues	37.9%	43.3%	38.4%	36.8%	34.8%	32.0%	39.1%
Continuing education costs to pursue a degree	27.0%	28.3%	20.9%	17.1%	40.4%	52.0%	22.2%
Professional liability insurance	16.4%	23.3%	18.6%	15.8%	10.1%	20.0%	15.7%
Child care/day care expenses	12.5%	11.7%	14.0%	11.8%	12.4%	26.0%	10.0%
n=	311	60	86	76	89	50	261

Note: Data are limited to those who are employed full-time.

Examining trends over the three survey periods shows that the prevalence of all benefits is up. The biggest boost is for meeting fees (other than AIC) and the AIC Annual Meeting fees, with both showing greater than a 30 percentage point increase in prevalence compared with the average availability in 2014/2009. Most of the benefits show double-digit percentage point increases.

Benefit availability trends are summarized in Exhibit 3.43.

Exhibit 3.43: General Benefits Offered: Trends

Data are the percentage of full-time employees reporting that the benefit is available through or from their employer with or without a subsidy. Data are sorted by the trend value.	2022	2014	2009	Trend
Other professional meeting fees	71.7%	45.1%	35.0%	31.7%
AIC Annual Meeting fees (registration, travel, etc.)	81.0%	56.1%	45.1%	30.4%
Vision insurance (self OR family)	89.4%	68.6%	57.0%	26.6%
On-going continuing education costs (non-degree)	54.0%	27.4%	29.7%	25.5%
Long-term disability insurance	74.6%	50.9%	56.1%	21.1%
Short-term disability insurance	77.5%	56.7%	56.5%	20.9%
Other professional association membership dues	37.9%	22.0%	18.1%	17.9%
AIC membership dues	45.7%	30.2%	26.6%	17.3%
Continuing education costs to pursue a degree	27.0%	14.3%	13.5%	13.1%
Health insurance for myself	93.2%	84.1%	79.7%	11.3%
Life insurance	86.5%	75.9%	75.1%	11.0%
Health insurance for spouse/partner/family	85.5%	73.8%	77.6%	9.8%
Professional liability insurance	16.4%	10.7%	5.1%	8.5%
Child care/day care expenses	12.5%	6.1%	3.0%	8.0%
Dental insurance (self OR family)	95.2%	92.7%	88.6%	4.6%
n=	311	328	237	

Note: Data are limited to those who are employed full-time. “Trend” is the percentage point difference between the 2022 data and the average of 2009 and 2014 data.

Examining the 2022 data in greater detail shows that having the employer pay 50% or more of the cost of a benefit is usually the most common situation. There are exceptions, such as child care/day care expenses. While offered by 12.5% of the museums overall, most (9.6%) do not provide any monetary subsidy for the benefit. Even among the university-based museums, where it is offered by 26%, only 12% provide any level of cost sharing for the benefit.

There are typically only modest variations across museum size categories with regard to higher subsidy levels. The exceptions to this are most pronounced for the meeting- and education-related benefits. For example, the large museums are significantly more likely to subsidize 50% or more of the cost for the AIC Annual Meeting, other professional meetings, and continuing education than the small museums.

Responses by segment are provided in Exhibit 3.44 beginning on the following page.

Exhibit 3.44: General Benefits Offered: Detail

		Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Professional liability insurance	Offered, not paid	2.3%	3.3%	2.3%	1.3%	2.2%	4.0%	1.9%
	Offered, up to 50% paid	3.2%	1.7%	4.7%	5.3%	1.1%	0.0%	3.8%
	Offered, >50% paid	10.9%	18.3%	11.6%	9.2%	6.7%	16.0%	10.0%
	Total offered	**16.4%**	**23.3%**	**18.6%**	**15.8%**	**10.1%**	**20.0%**	**15.7%**
Health insurance for myself	Offered, not paid	4.8%	3.3%	2.3%	9.2%	4.5%	0.0%	5.7%
	Offered, up to 50% paid	22.8%	18.3%	29.1%	22.4%	20.2%	14.0%	24.5%
	Offered, >50% paid	65.6%	68.3%	61.6%	64.5%	68.5%	78.0%	63.2%
	Total offered	**93.2%**	**90.0%**	**93.0%**	**96.1%**	**93.3%**	**92.0%**	**93.5%**
Health insurance for spouse/partner/family	Offered, not paid	12.2%	8.3%	14.0%	18.4%	7.9%	2.0%	14.2%
	Offered, up to 50% paid	26.7%	28.3%	30.2%	25.0%	23.6%	28.0%	26.4%
	Offered, >50% paid	46.6%	48.3%	37.2%	46.1%	55.1%	56.0%	44.8%
	Total offered	**85.5%**	**85.0%**	**81.4%**	**89.5%**	**86.5%**	**86.0%**	**85.4%**
Dental insurance (self OR family)	Offered, not paid	14.1%	13.3%	11.6%	19.7%	12.4%	6.0%	15.7%
	Offered, up to 50% paid	28.0%	26.7%	33.7%	28.9%	22.5%	26.0%	28.4%
	Offered, >50% paid	53.1%	53.3%	51.2%	47.4%	59.6%	64.0%	51.0%
	Total offered	**95.2%**	**93.3%**	**96.5%**	**96.1%**	**94.4%**	**96.0%**	**95.0%**
Vision insurance (self OR family)	Offered, not paid	17.7%	16.7%	19.8%	22.4%	12.4%	20.0%	17.2%
	Offered, up to 50% paid	23.2%	21.7%	22.1%	22.4%	25.8%	18.0%	24.1%
	Offered, >50% paid	48.6%	50.0%	50.0%	46.1%	48.3%	56.0%	47.1%
	Total offered	**89.4%**	**88.3%**	**91.9%**	**90.8%**	**86.5%**	**94.0%**	**88.5%**
Life insurance	Offered, not paid	18.3%	21.7%	17.4%	22.4%	13.5%	10.0%	19.9%
	Offered, up to 50% paid	18.0%	11.7%	18.6%	18.4%	21.3%	20.0%	17.6%
	Offered, >50% paid	50.2%	55.0%	48.8%	47.4%	50.6%	58.0%	48.7%
	Total offered	**86.5%**	**88.3%**	**84.9%**	**88.2%**	**85.4%**	**88.0%**	**86.2%**
Short-term disability insurance	Offered, not paid	18.3%	15.0%	25.6%	18.4%	13.5%	14.0%	19.2%
	Offered, up to 50% paid	12.9%	8.3%	12.8%	11.8%	16.9%	12.0%	13.0%
	Offered, >50% paid	46.3%	53.3%	44.2%	50.0%	40.4%	58.0%	44.1%
	Total offered	**77.5%**	**76.7%**	**82.6%**	**80.3%**	**70.8%**	**84.0%**	**76.2%**
Long-term disability insurance	Offered, not paid	22.5%	21.7%	27.9%	22.4%	18.0%	24.0%	22.2%
	Offered, up to 50% paid	12.9%	13.3%	12.8%	13.2%	12.4%	8.0%	13.8%
	Offered, >50% paid	39.2%	40.0%	34.9%	40.8%	41.6%	44.0%	38.3%
	Total offered	**74.6%**	**75.0%**	**75.6%**	**76.3%**	**71.9%**	**76.0%**	**74.3%**

Table continued on following page

Exhibit 3.44: General Benefits Offered: Detail

		Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Child care/day care expenses	Offered, not paid	9.6%	5.0%	12.8%	9.2%	10.1%	14.0%	8.8%
	Offered, up to 50% paid	1.9%	5.0%	1.2%	2.6%	0.0%	10.0%	0.4%
	Offered, >50% paid	1.0%	1.7%	0.0%	0.0%	2.2%	2.0%	0.8%
	Total offered	**12.5%**	**11.7%**	**14.0%**	**11.8%**	**12.4%**	**26.0%**	**10.0%**
AIC membership dues	Offered, not paid	4.8%	6.7%	5.8%	3.9%	3.4%	2.0%	5.4%
	Offered, up to 50% paid	1.6%	1.7%	0.0%	3.9%	1.1%	2.0%	1.5%
	Offered, >50% paid	39.2%	41.7%	37.2%	46.1%	33.7%	38.0%	39.5%
	Total offered	**45.7%**	**50.0%**	**43.0%**	**53.9%**	**38.2%**	**42.0%**	**46.4%**
Other professional association membership dues	Offered, not paid	6.4%	8.3%	4.7%	9.2%	4.5%	8.0%	6.1%
	Offered, up to 50% paid	1.3%	1.7%	1.2%	0.0%	2.2%	2.0%	1.1%
	Offered, >50% paid	30.2%	33.3%	32.6%	27.6%	28.1%	22.0%	31.8%
	Total offered	**37.9%**	**43.3%**	**38.4%**	**36.8%**	**34.8%**	**32.0%**	**39.1%**
AIC Annual Meeting fees (registration, travel, etc.)	Offered, not paid	4.8%	10.0%	4.7%	1.3%	4.5%	2.0%	5.4%
	Offered, up to 50% paid	7.4%	11.7%	8.1%	3.9%	6.7%	10.0%	6.9%
	Offered, >50% paid	68.8%	58.3%	64.0%	71.1%	78.7%	68.0%	69.0%
	Total offered	**81.0%**	**80.0%**	**76.7%**	**76.3%**	**89.9%**	**80.0%**	**81.2%**
Other professional meeting fees	Offered, not paid	6.8%	13.3%	3.5%	3.9%	7.9%	4.0%	7.3%
	Offered, up to 50% paid	5.1%	8.3%	4.7%	6.6%	2.2%	6.0%	5.0%
	Offered, >50% paid	59.8%	41.7%	55.8%	63.2%	73.0%	54.0%	60.9%
	Total offered	**71.7%**	**63.3%**	**64.0%**	**73.7%**	**83.1%**	**64.0%**	**73.2%**
Continuing education costs to pursue a degree	Offered, not paid	3.5%	6.7%	1.2%	2.6%	4.5%	6.0%	3.1%
	Offered, up to 50% paid	11.3%	11.7%	12.8%	7.9%	12.4%	24.0%	8.8%
	Offered, >50% paid	12.2%	10.0%	7.0%	6.6%	23.6%	22.0%	10.3%
	Total offered	**27.0%**	**28.3%**	**20.9%**	**17.1%**	**40.4%**	**52.0%**	**22.2%**
On-going continuing education costs (non-degree)	Offered, not paid	4.2%	8.3%	1.2%	1.3%	6.7%	6.0%	3.8%
	Offered, up to 50% paid	13.8%	20.0%	9.3%	11.8%	15.7%	20.0%	12.6%
	Offered, >50% paid	36.0%	26.7%	27.9%	38.2%	48.3%	48.0%	33.7%
	Total offered	**54.0%**	**55.0%**	**38.4%**	**51.3%**	**70.8%**	**74.0%**	**50.2%**
	n=	311	60	86	76	89	50	261

Note: Data are limited to those who are employed full-time.

Paid Time Off and Sabbaticals

Nearly all (98.1%) of the full-time respondents report that their museum offers them paid time off (PTO) in some manner. This figure remains consistent across all museum size and type categories.

The most common option is to have paid time off categorized by the employer into defined types (such as "vacation time," "sick leave," etc.), a situation cited by about two-thirds of the respondents. The remaining receive either a set number of PTO days (cited by 15%) or a combination of defined and PTO days (cited by 17.6%). There are no consistent variations of this pattern across museum size categories.

The typical respondent who receives defined-type PTO reports a median of 20 vacation days, 12 sick leave days, and 3 personal time days. Those receiving only PTO days report a median of 25 days. Those who have a combination of the two approaches receive a median of 20 vacation days, 12 sick time days, 3 personal time days, and 6 PTO days (see Exhibit 3.45).

Exhibit 3.45: Paid Time Off

		Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
	Receive paid time off	98.1%	96.7%	100.0%	97.4%	97.8%	96.0%	98.5%
How paid time off is offered	Categorized into defined types	67.3%	72.4%	62.8%	63.5%	71.6%	62.5%	68.2%
	Receive set number of days that can be used for any purpose	15.0%	10.3%	25.6%	12.2%	10.2%	12.5%	15.5%
	Both	17.6%	17.2%	11.6%	24.3%	18.2%	25.0%	16.3%
	No response	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Median number of days per year (receive designated categories)	Designated as vacation time	20	20	20	20	21	20	20
	Designated as sick time	12	12	12	12	12	12	12
	Designated as personal time	3	4	3	4	3	3	4
Median days per year (receive only PTO)	Designated as PTO	25	33	21	26	23	29	24
Median days per year (receive both defined and PTO)	Designated as vacation time	20	20	24	20	20	24	20
	Designated as sick time	12	9	10	10	12	22	12
	Designated as personal time	3	3	5	3.0	3	3	4
	Designated as PTO (not included above)	6	3	11	5	8	3	8

Note: Data limited to those who are employed full-time (n=312).

The overall prevalence of paid time off has remained consistent across the survey years. There have, however, been shifts in how this time off is provided. The prevalence of having defined categories has declined, dropping from nearly 81% in the 2009 survey, to 67.3% in 2022. There has been a concurrent increase in the number receiving PTO only, or a combination of PTO and defined types. The median number of days received has remained generally constant since 2009. Comparative data are provided in Exhibit 3.46.

Exhibit 3.46: Paid Time Off: Trends

<table>
<tr><th></th><th></th><th>2022</th><th>2014</th><th>2009</th></tr>
<tr><td></td><td>Receive paid time off</td><td>98.1%</td><td>95.5%</td><td>98.0%</td></tr>
<tr><td rowspan="4">How paid time off is offered</td><td>Categorized into defined types</td><td>67.3%</td><td>76.5%</td><td>80.8%</td></tr>
<tr><td>Receive set number of days that can be used for any purpose</td><td>15.0%</td><td>13.3%</td><td>8.2%</td></tr>
<tr><td>Both</td><td>17.6%</td><td>8.4%</td><td>9.4%</td></tr>
<tr><td>No response</td><td>0.0%</td><td>1.8%</td><td>1.6%</td></tr>
<tr><td rowspan="5">Median number of days per year</td><td>Designated as vacation time</td><td>20</td><td>20</td><td>20</td></tr>
<tr><td>Designated as sick time</td><td>12</td><td>12</td><td>12</td></tr>
<tr><td>Designated as personal time (*)</td><td rowspan="2">3</td><td>3</td><td>3</td></tr>
<tr><td>Bereavement leave (*)</td><td>3</td><td>3</td></tr>
<tr><td>Paid time off (PTO) days (not included above)</td><td>6</td><td>10</td><td>10</td></tr>
</table>

Note: Data are limited to those who are employed full-time at their museum (overall sample of 312 for 2022; 353 for 2014; 250 for 2009). To maintain compatibility with past surveys, the 2022 data for median days are limited to respondents who receive both defined category and PTO days.
(*) = For the 2022 survey, the category of "personal time" was expanded to include bereavement leave or any other purpose other than vacation or sick time.

About one-third of the museums overall offer sabbaticals. The university-based museums are far more likely to do so, with nearly 72% offering sabbaticals. Across museum size categories, there's a small increase in sabbatical prevalence among the small museums, where they are offered by 41.4%.

While having the museum offer sabbaticals is not uncommon, fewer than 12% of the respondents report that they are eligible for a sabbatical. This metric drops as low as 3.4% among those employed at small museums, and peaks at 19.1% among those employed at large museums. Responses are consistent with the data from the 2014 survey (see Exhibit 3.47 and 3.48).

Exhibit 3.47: Sabbaticals

	Overall	Small	Medium	Medium/ Large	Large	University-based	Stand-alone
Museum offers sabbaticals	32.7%	41.4%	37.2%	17.1%	36.0%	71.4%	25.4%
Museum offers sabbaticals AND the respondent is eligible	11.7%	3.4%	10.5%	10.5%	19.1%	8.2%	12.3%
n= (*)	309	58	86	76	89	49	260

Exhibit 3.48: Sabbaticals: Trends

	2022	2014
Museum offers sabbaticals	32.7%	33.1%
Museum offers sabbaticals AND the respondent is eligible	11.7%	10.4%
n=	309	353

The small number of sabbatical-eligible respondents constrains the sample size for questions regarding sabbatical parameters. In general, it is most common to require that the employee have more than five years of work experience at the museum to qualify for a sabbatical. Sabbaticals are most commonly 5 to 8 weeks long, but can span as much as 20 or more weeks (see Exhibit 3.49).

Exhibit 3.49: Sabbatical Parameters

Length of employment to qualify for first sabbatical	1 year or less	2.8%
	1.1 to 3 years	2.8%
	3.1 to 5 years	13.9%
	5.1 to 7 years	36.1%
	7.1 to 10 years	16.7%
	Greater than 10 years	0.0%
	Not sure/no response	27.8%
Typical sabbatical length	Less than 2 weeks	0.0%
	2 to 4 weeks	8.3%
	5 to 8 weeks	41.7%
	9 to 12 weeks	5.6%
	13 to 16 weeks	0.0%
	17 to 20 weeks	2.8%
	Greater than 20 weeks	11.1%
	Not sure/no response	30.6%

Note: Response base consists of the 36 respondents who indicated that they are eligible for sabbaticals at their museum.

IV. Library/Archive Conservators

A. Organization Overview

Segmentation Approach

The total organization-wide employee count was used as the main breakout criterion, the same method used in past surveys. Two size-based categories were used (see Exhibit 4.1):

- Small/Medium —up to 250 total staff.
- Large — greater than 250 total staff.

One respondent did not specify the total number of staff at their organization and is excluded from all size-based analyses.

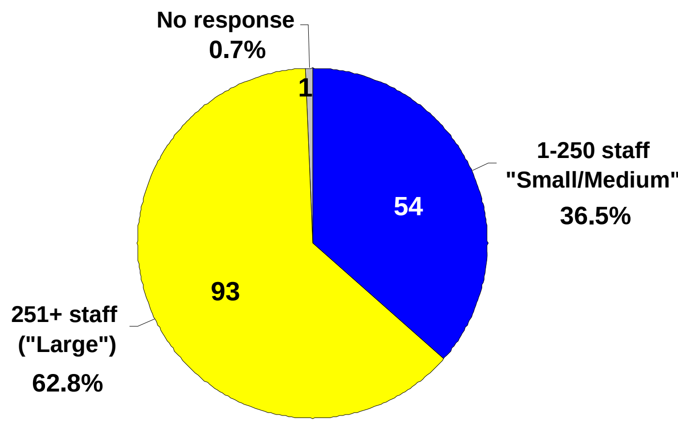

Exhibit 4.1: Library/Archive Size Categories

In addition to size, the library/archive sample was segmented based on type, again following the conventions used in the 2014 survey (see Exhibit 4.2):

- University- or college-based library/archive (referred to in the report as "university-based").
- All other libraries/archives (referred to in the report as "standalone.")

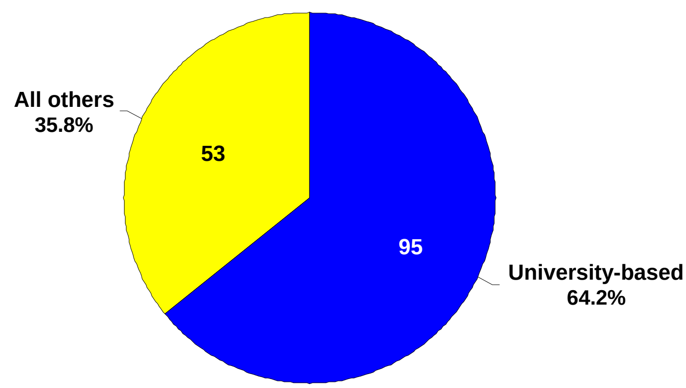

Exhibit 4.2: Library/Archive Type Categories

Note that the category names, such as small/medium and large, are used for convenience, and do not necessarily translate into specific or "official" definitions of library/archive sizes or types. Also, it is essential to keep in mind that the survey sample consists only of institutions that have conservators on staff. Thus, these data cannot be used to highlight generalizations about the library/archive sector as a whole, but rather only those that employ conservators.

Comparing the sample sizes with those of 2014 shows a fairly analogous situation, with both samples emphasizing large organizations and those that are university-based. This emphasis is more pronounced in the 2022 sample, but not to the extent that it prevents viable survey-to-survey comparisons. The data distribution for 2022 and 2014 are summarized in Exhibit 4.3 on the following page.

Exhibit 4.3: Segment Sizes by Survey Year

	2022 Survey		2014 Survey	
	Percentage of sample	n=	Percentage of sample	n=
Small/Medium	36.5%	54	41.5%	56
Large	62.8%	93	57.0%	77
University- or college-based	64.2%	95	53.3%	72
Standalone	35.8%	53	46.7%	63

Governing Authority

Overall, a plurality of respondents (45.9%) indicate that their organization's governing authority is private non-profit. However, while this remains the case for the large libraries/archives and those that are university-based, a slight plurality of the small/medium libraries/archives have a state/provincial government as their governing authority; the standalone libraries/archives most commonly are governed by the federal government (see Exhibit 4.4).

Exhibit 4.4: Governing Authority

	Overall	Small/ Medium	Large	University- based	Standalone
Municipal/county/local government	2.7%	1.9%	3.2%	0.0%	7.5%
State/provincial government	29.7%	44.4%	20.4%	40.0%	11.3%
Federal government	15.5%	3.7%	22.6%	0.0%	43.4%
Tribal government	0.0%	0.0%	0.0%	0.0%	0.0%
Private non-profit	45.9%	40.7%	49.5%	51.6%	35.8%
For-profit	4.7%	7.4%	3.2%	7.4%	0.0%
Other	1.4%	1.9%	1.1%	1.1%	1.9%
n=	148	54	93	95	53

The 2022 response pattern for governing authority closely matches the pattern seen in 2014, and is analogous to the pattern seen in 2009 (see Exhibit 4.5).

Exhibit 4.5: Governing Authority: Trends

	2022	2014	2009
Municipal/county/local government	2.7%	3.7%	4.0%
State/provincial government	29.7%	28.9%	35.0%
Federal government	15.5%	17.0%	11.0%
Tribal government	0.0%	0.0%	0.0%
Private non-profit	45.9%	44.5%	47.0%
For-profit	4.7%	4.4%	2.0%
Other	1.4%	0.7%	0.0%
No response	0.0%	0.7%	1.0%
n=	148	135	100

Staff Counts and Trends

As noted previously, the 2022 sample emphasizes larger organizations, with more than one-third reporting a total staff count of greater than 2,500 individuals. Segmenting the data by organization type shows a plurality in both segments represent organizations with greater than 2,500 staff, but the standalone libraries/archives tend to be smaller, with 34% reporting 100 or fewer staff. In contrast, only 12.7% of the university-based libraries/archives have 100 or fewer staff (see Exhibit 4.6).

Exhibit 4.6: Total Staff Count

	Overall	University-based	Standalone
Less than 10	0.7%	1.1%	0.0%
10–25	3.4%	2.1%	5.7%
26–50	4.7%	0.0%	13.2%
51–75	5.4%	2.1%	11.3%
76–100	6.1%	7.4%	3.8%
101–250	16.2%	23.2%	3.8%
251–500	16.2%	18.9%	11.3%
501–1,000	7.4%	9.5%	3.8%
1,000–2,500	4.1%	1.1%	9.4%
Greater than 2,500	35.1%	34.7%	35.8%
No response	0.7%	0.0%	1.9%
n=	148	95	53

More detailed staffing data were collected specific to conservators and related staff, with the respondents asked to indicate the number of paid and unpaid conservation professionals[10] at their library/archive, plus the number of conservation support staff.[11]

The typical library/archive has five paid conservation professionals, zero unpaid conservation professionals, and one conservation support staff person. There is considerable variability to the data, with a 10th to 90th percentile range for paid conservation professionals of 2.0 to 45.0 (see Exhibit 4.7).

Exhibit 4.7: Number of Conservation Professionals: Overview

	n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Total number of paid conservation professionals	147	2.0	3.0	**5.0**	10.0	45.0
Total number of unpaid conservation professionals	128	0.0	0.0	**0.0**	1.0	2.0
Total number of conservation support staff	133	0.0	0.0	**1.0**	4.0	6.0

Segmenting the data shows the expected increase in the number of paid conservation professionals and support staff when comparing the small/medium organizations to the large. The median number of unpaid conservation professionals remains at zero for both segments. The largest conservation staff counts are seen at the standalone libraries/archives, with these organizations reporting a median of 8.0 paid conservation professionals, 2.0 conservation support staff, but no unpaid conservation professionals.

Comparing the 2022 data to past surveys shows either no change or an increase in the number of paid conservation professionals across all segments. The strongest increase is seen among the standalone libraries/archives, with the median moving from 4.5 (2014) to 8.0 (2022). This is most certainly influenced by the greater concentration of larger organizations in the 2022 survey sample. The number of unpaid conservation professionals and conservation support staff either remain unchanged or decrease over the same time periods.

Responses for the 2022 survey by segment are provided in Exhibit 4.8; summary responses by survey year are provided in Exhibit 4.9.

10 Respondents were asked to include all individuals (full- and part-time), including themselves, when indicating staffing levels. The category of unpaid conservation professionals was defined in the survey as “volunteers, interns, etc. who are primarily engaged in conservation work/activities.”

11 Defined in the survey as “Staff who directly support the work of conservation staff (e.g., database managers, clerical, photographer, etc.)”

Exhibit 4.8: Number of Conservation Professionals by Segment

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Overall	Total number of paid conservation professionals	147	2.0	3.0	**5.0**	10.0	45.0
	Total number of unpaid conservation professionals	128	0.0	0.0	**0.0**	1.0	2.0
	Total number of staff who directly support the work of conservation staff	133	0.0	0.0	**1.0**	4.0	6.0
Small/ Medium	Total number of paid conservation professionals	54	1.5	2.0	**4.0**	5.3	10.0
	Total number of unpaid conservation professionals	44	0.0	0.0	**0.0**	1.0	2.5
	Total number of staff who directly support the work of conservation staff	47	0.0	0.0	**0.0**	4.0	6.2
Large	Total number of paid conservation professionals	92	2.0	4.3	**7.0**	23.8	45.0
	Total number of unpaid conservation professionals	83	0.0	0.0	**0.0**	1.0	2.0
	Total number of staff who directly support the work of conservation staff	85	0.0	0.0	**2.0**	4.5	6.0
University-based	Total number of paid conservation professionals	95	2.0	3.0	**5.0**	7.0	11.4
	Total number of unpaid conservation professionals	79	0.0	0.0	**0.0**	0.0	1.0
	Total number of staff who directly support the work of conservation staff	84	0.0	0.0	**1.0**	4.0	6.0
Standalone	Total number of paid conservation professionals	52	2.0	3.3	**8.0**	40.0	51.4
	Total number of unpaid conservation professionals	49	0.0	0.0	**0.0**	2.0	3.0
	Total number of staff who directly support the work of conservation staff	49	0.0	0.0	**2.0**	5.0	10.0

Exhibit 4.9: Number of Conservation Professionals: Trends

		2022 (median)	2014 (median)	2009 (median)
Overall	Total number of paid conservation professionals	5.0	5.0	4.0
	Total number of unpaid conservation professionals	0.0	0.0	1.0
	Total number of conservation support staff	1.0	2.0	N/A
Small/ Medium	Total number of paid conservation professionals	4.0	3.0	3.0
	Total number of unpaid conservation professionals	0.0	1.0	1.0
	Total number of conservation support staff	0.0	1.0	N/A
Large	Total number of paid conservation professionals	7.0	7.0	5.0
	Total number of unpaid conservation professionals	0.0	0.0	1.0
	Total number of conservation support staff	2.0	3.0	N/A
University-based	Total number of paid conservation professionals	5.0	5.0	N/A
	Total number of unpaid conservation professionals	0.0	0.0	
	Total number of conservation support staff	1.0	2.0	
Standalone	Total number of paid conservation professionals	8.0	4.5	N/A
	Total number of unpaid conservation professionals	0.0	1.0	
	Total number of conservation support staff	2.0	2.0	

N/A = Data not available from the 2009 survey.

To help put the data in context, ratios were computed to explore the relationship between paid conservation professionals and the other two staff categories (unpaid conservation professionals and support staff). The data show that for every paid conservation professional there are zero unpaid conservation professionals and 0.13 paid support staff. While the ratio for the unpaid conservation professionals remains unchanged from 2014, the support staff ratio has dropped a fair amount, moving from 0.33 support staff per conservator to the present level of 0.13 support staff per conservator.

Decreases are seen in every segment, with some of the most pronounced changes occurring among the small/medium libraries/archives. Staff ratios at these organizations have dropped from their 2014 levels of 0.14 (unpaid conservators) and 0.33 (support staff) to zero for both in 2022. Responses by segment are provided in Exhibit 4.10.

Exhibit 4.10: Conservation Professionals Ratios

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile	2014 (median)
Overall	Ratio of unpaid to paid conservators	128	0.00	0.00	**0.00**	0.04	0.25	0.00
	Ratio of support staff to paid conservators	135	0.00	0.00	**0.13**	0.67	1.40	0.33
Small/ Medium	Ratio of unpaid to paid conservators	44	0.00	0.00	**0.00**	0.10	0.67	0.14
	Ratio of support staff to paid conservators	49	0.00	0.00	**0.00**	1.00	2.00	0.33
Large	Ratio of unpaid to paid conservators	83	0.00	0.00	**0.00**	0.04	0.11	0.00
	Ratio of support staff to paid conservators	85	0.00	0.00	**0.13**	0.50	1.33	0.40
University-based	Ratio of unpaid to paid conservators	79	0.00	0.00	**0.00**	0.00	0.07	0.00
	Ratio of support staff to paid conservators	86	0.00	0.00	**0.14**	1.00	1.77	0.42
Standalone	Ratio of unpaid to paid conservators	49	0.00	0.00	**0.00**	0.14	0.75	0.09
	Ratio of support staff to paid conservators	49	0.00	0.00	**0.11**	0.40	1.25	0.25

To provide context to the “hard number” counts, the respondents were asked to describe how staffing levels for paid conservators, unpaid conservators and total staff have changed over the past two years at their organization, and their expectations of what will occur over the next two years.

A majority (or near majority) report that levels of all three staff categories have remained the same over the past two years, and are expected to continue to remain the same over the next two years. However, the past two years have seen a notable number of organizations cutting staff, especially their total staff count — 45.3% report that their total staff has declined over the past two years, nearly the same number (45.9%) that report no change.

To help summarize the data, an average trend index is created. This is a 1-to-5 scale with 1.0 equaling a significant decrease and 5.0 equaling a significant increase. A value of less than 3.0 indicates an overall decline. While the average trend index for the past two years for paid conservation professionals is at 3.0 (indicating no change), it drops to 2.8 for unpaid conservation professionals, and down further to 2.5 for total staff.

The respondents are fairly optimistic about the next two years, with average trend index scores remaining above 3.0 for all staff categories, and rising to 3.3 for both paid conservation professionals and total staff. While some still forecast staff cuts for the upcoming two years, the number anticipating staff gains far outpace the number expecting cuts.

Responses by segment are illustrated in Exhibit 4.11.

Exhibit 4.11: Staffing Trends: Short-Term

*The most common response for each metric is noted in **bold.***		Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index
Past two years	Total number of paid conservation professionals	6.1%	16.2%	**52.0%**	20.9%	2.7%	2.0%	3.0
	Total number of unpaid conservation professionals	7.4%	9.5%	**72.3%**	2.0%	0.0%	8.8%	2.8
	Total paid staff organization-wide	12.2%	33.1%	**45.9%**	5.4%	0.0%	3.4%	2.5
Next two years	Total number of paid conservation professionals	0.7%	4.7%	**60.8%**	30.4%	2.0%	1.4%	3.3
	Total number of unpaid conservation professionals	2.0%	0.7%	**78.4%**	12.8%	0.0%	6.1%	3.1
	Total paid staff organization-wide	0.7%	6.8%	**54.7%**	33.1%	1.4%	3.4%	3.3

n= 148.
The “average trend index” is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations.

A more detailed look at the data by library/archive segments shows decreases in the number of paid conservation professionals in the past two years was somewhat more acute among the university-based libraries/archives (27.4% reporting a decline) versus the standalone libraries/ archives (13.2% reporting a decline). The university-based libraries/archives are also the ones that most commonly report an overall staff decrease over the past two years, a situation cited by 61.1%. In sharp contrast, only 17% of the standalone libraries/archives reported an overall staff decrease. The average trend index for total staffing among the university-based libraries/archives is 2.3, the lowest trend index score for any segment across all staff categories examined in the survey.

Responses are generally consistent and positive when the respondents look two years into the future. Average trend index scores never fall below 3.1 and reach as high as 3.4. The latter is seen for the university-based libraries/archives with regard to their organizations' total staffing.

Responses by segment are provided in Exhibit 4.12 beginning below.

Exhibit 4.12: Staffing Trends by Organization Size and Type

*The most common response for each metric is noted in **bold**.*			Decrease	Remain the same	Increase	Not sure/no response	Average trend index
Past two years	Total number of paid conservation professionals	Overall	22.3%	**52.0%**	23.6%	2.0%	3.0
		Small/Medium	20.4%	**64.8%**	14.8%	0.0%	2.9
		Large	23.7%	**45.2%**	29.0%	2.2%	3.0
		University-based	27.4%	**52.6%**	18.9%	1.1%	2.9
		Standalone	13.2%	**50.9%**	32.1%	3.8%	3.2
	Total number of unpaid conservation professionals	Overall	16.9%	**72.3%**	2.0%	8.8%	2.8
		Small/Medium	16.7%	**72.2%**	3.7%	7.4%	2.8
		Large	17.2%	**73.1%**	1.1%	8.6%	2.7
		University-based	12.6%	**76.8%**	0.0%	10.5%	2.8
		Standalone	24.5%	**64.2%**	5.7%	5.7%	2.7
	Total number of paid staff organization-wide	Overall	45.3%	**45.9%**	5.4%	3.4%	2.5
		Small/Medium	44.4%	**51.9%**	3.7%	0.0%	2.5
		Large	**46.2%**	43.0%	6.5%	4.3%	2.5
		University-based	**61.1%**	31.6%	5.3%	2.1%	2.3
		Standalone	17.0%	**71.7%**	5.7%	5.7%	2.8

Table continued on following page

Exhibit 4.12: Staffing Trends by Organization Size and Type

*The most common response for each metric is noted in **bold**.*			Decrease	Remain the same	Increase	Not sure/no response	Average trend index
Next two years	Total number of paid conservation professionals	Overall	5.4%	**60.8%**	32.4%	1.4%	3.3
		Small/Medium	7.4%	**64.8%**	27.8%	0.0%	3.2
		Large	4.3%	**59.1%**	35.5%	1.1%	3.3
		University-based	6.3%	**56.8%**	35.8%	1.1%	3.3
		Standalone	3.8%	**67.9%**	26.4%	1.9%	3.2
	Total number of unpaid conservation professionals	Overall	2.7%	**78.4%**	12.8%	6.1%	3.1
		Small/Medium	1.9%	**77.8%**	14.8%	5.6%	3.1
		Large	3.2%	**79.6%**	11.8%	5.4%	3.1
		University-based	0.0%	**85.3%**	6.3%	8.4%	3.1
		Standalone	7.5%	**66.0%**	24.5%	1.9%	3.1
	Total number of paid staff organization-wide	Overall	7.4%	**54.7%**	34.5%	3.4%	3.3
		Small/Medium	13.0%	**50.0%**	37.0%	0.0%	3.2
		Large	4.3%	**58.1%**	33.3%	4.3%	3.3
		University-based	8.4%	**47.4%**	41.1%	3.2%	3.4
		Standalone	5.7%	**67.9%**	22.6%	3.8%	3.2

n = 148 (overall); 54 (Small/Medium); 93 (Large); 95 (University-based); 53 (Standalone).
The average trend index is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations.

Comparing the 2014 and 2022 results show that while a plurality of respondents in both surveys report “remain the same” as their staffing status for the past time periods, the 2022 respondents are more likely to report a decline, especially with regard to total organization-wide staffing. However, when looking to the future, the 2022 respondents are more optimistic with regard to gains in total paid conservation professionals and total organization-wide staffing than the 2014 respondents.

A similar picture is seen when comparing average trend index scores from 2009, 2014 and 2022. The 2022 respondents are more apt to report significant staff declines when looking to the past than their 2014 and 2009 peers, but are generally more optimistic about staff increases in the future.

Short-term trends are summarized in Exhibit 4.13; long-term trends are summarized in Exhibit 4.14.

Exhibit 4.13: Staffing Trends: Short-Term Comparison

*The most common response for each metric is noted in **bold.***		Survey	Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index
"Past"	Total number of paid conservation professionals	2022	6.1%	16.2%	**52.0%**	20.9%	2.7%	2.0%	3.0
		2014	8.1%	12.6%	**41.5%**	25.9%	6.7%	5.2%	3.1
	Total number of unpaid conservation professionals	2022	7.4%	9.5%	**72.3%**	2.0%	0.0%	8.8%	2.8
		2014	0.0%	8.9%	**63.0%**	8.1%	2.2%	17.8%	3.1
	Total number of paid staff organization-wide	2022	12.2%	33.1%	**45.9%**	5.4%	0.0%	3.4%	2.5
		2014	11.1%	21.5%	**35.6%**	18.5%	3.0%	10.4%	2.8
"Future"	Total number of paid conservation professionals	2022	0.7%	4.7%	**60.8%**	30.4%	2.0%	1.4%	3.3
		2014	1.5%	12.6%	**54.8%**	19.3%	3.0%	8.9%	3.1
	Total number of unpaid conservation professionals	2022	2.0%	0.7%	**78.4%**	12.8%	0.0%	6.1%	3.1
		2014	0.0%	2.2%	**68.1%**	13.3%	0.7%	15.6%	3.2
	Total number of paid staff organization-wide	2022	0.7%	6.8%	**54.7%**	33.1%	1.4%	3.4%	3.3
		2014	1.5%	11.1%	**54.1%**	18.5%	3.0%	11.9%	3.1

n= 148 (2022); 135 (2014)
The average trend index is based on a 1 to 5 scale where 1 is "significant decrease" and 5 is "significant increase." Not sure/no response values are excluded from average score calculations.
"Past" encompasses the past two years for the 2022 respondents, and the past three years for the 2014 respondents.
"Future" encompasses the next two years for the 2022 respondents, and the next three years for the 2014 respondents.

Exhibit 4.14: Staffing Trends: Long-Term Comparison

		Average trend index 2022	Average trend index 2014	Average trend index 2009
"Past"	Total number of paid conservation professionals	3.0	3.1	3.3
	Total number of unpaid conservation professionals	2.8	3.1	3.1
	Total number of paid staff organization-wide	2.5	2.8	2.7
"Future"	Total number of paid conservation professionals	3.3	3.1	3.0
	Total number of unpaid conservation professionals	3.1	3.2	3.0
	Total number of paid staff organization-wide	3.3	3.1	2.7

n= 148 (2022); 135 (2014); 265 (2009)
The average trend index is based on a 1 to 5 scale where 1 is "significant decrease" and 5 is "significant increase." Not sure/no response values are excluded from average score calculations.
"Past" encompasses the past two years for the 2022 respondents, and the past three years for the 2014 and 2009 respondents.
"Future" encompasses the next two years for the 2022 respondents, and the next three years for the 2014 and 2009 respondents.

The respondents who indicated a decrease in the number of paid staff (conservation staff, total staff or both) were asked to rate the impact of the global pandemic on these staff cuts. As summarized in Exhibit 4.15, 26% state that their staff decrease was mostly or entirely influenced by the impact of COVID-19; 45.2% state that staff cuts were partially influenced by the impact of COVID-19. About one in ten did not identify COVID-19 as a significant contributing factor.

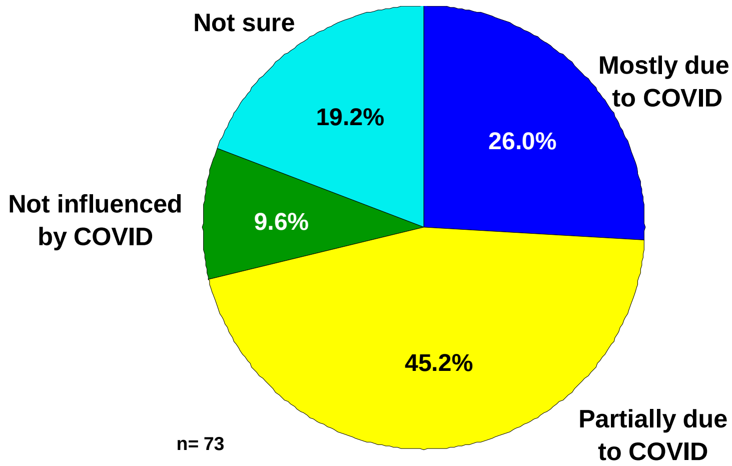

Exhibit 4.15: Pandemic Impact on Staff Cuts

Responses remain generally consistent across segments, with a plurality to majority reporting that their organizations' staff cuts were partially influenced by the impact of COVID-19, but other factors also came into play. The percentage attributing staff cuts mainly to the impact of COVID-19 remains below 29% for all segments, and drops to a low of 16.7% among the standalone libraries/archives (see Exhibit 4.16).

Exhibit 4.16: Pandemic Impact on Staff Cuts by Segment

	Overall	Small/ Medium	Large	University-based	Standalone
Staff decrease mostly or entirely influenced by the impact of COVID-19	26.0%	28.6%	24.4%	27.9%	16.7%
Staff decrease partially influenced by COVID-19 but other factors substantially influenced the decision	45.2%	39.3%	48.9%	42.6%	58.3%
Staff decrease was not influenced to any significant degree by the impact of COVID-19	9.6%	14.3%	6.7%	8.2%	16.7%
Not sure/No response	19.2%	17.9%	20.0%	21.3%	8.3%
n=	73	28	45	61	12

Note: Response base is limited to respondents who indicated that a decrease in the number of paid staff occurred in the past two years.

B. Work Activities and Responsibilities

Job Titles

The respondents have a variety of job titles, with the following most commonly cited:

- Assistant Conservator
- Book Conservator
- Chief Conservator
- Collections Conservator
- Conservation Librarian
- Conservation Manager
- Conservation Technician
- Conservator
- Director
- Head of Conservation
- Paper Conservator
- Conservation Fellow
- Senior Conservator
- Special Collections Conservator

Job titles are not used as a segmentation point in the analysis due to sample size constraints and the difficulty in determining the actual responsibilities embodied in a specific title (e.g., the role of an Associate Conservator at one organization may be much different than the role of a person with the same title at another organization).

Work Activities

The respondents were asked to estimate the percentage of their time that is spent on the following general areas in a typical week or month:

- Treatment and treatment-related actions/functions.
- Conservation research.
- Other conservation actions/functions (e.g., surveys, preventive activities, etc.).
- Marketing/outreach.
- Teaching/higher education activities (e.g., classroom instruction, etc.).
- Administrative responsibilities.
- All others.

As summarized in Exhibit 4.17, respondents in all segments spend the largest share of their time on treatment and treatment-related actions/functions, followed by administrative responsibilities. These two categories account for a majority of the respondents' time regardless of their work setting. The only other category that accounts for greater than 15% of total time is other conservation actions/functions.

Exhibit 4.17: Work Activities

All data are averages.	Overall	Small/ Medium	Large	University-based	Standalone
Treatment and treatment-related actions/functions	39.3%	41.3%	38.1%	38.0%	41.5%
Conservation research	7.5%	7.4%	7.5%	6.5%	9.3%
Other conservation actions/functions	18.6%	21.0%	17.2%	19.6%	16.8%
Marketing/outreach	3.6%	3.4%	3.7%	3.8%	3.3%
Teaching/higher education activities	3.5%	3.9%	3.3%	3.9%	2.9%
Administrative responsibilities	27.3%	22.9%	30.0%	28.0%	26.1%
All others	0.1%	0.1%	0.2%	0.2%	0.0%
n=	145	54	91	93	52

There does not appear to have been any significant shifts in how conservators spend their time when looking at the results of the 2014 and 2009 surveys. However, as discussed in Section I, detailed comparisons between 2022 and 2014/2009 results must be done carefully since the 2022 activity list was expanded to include marketing/outreach.

Trend data are provided in Exhibit 4.17; comparisons with other sectors is provided in Section I.

Exhibit 4.18: Work Activities: Trends

All data are averages.	2022	2014	2009
Treatment and treatment-related actions/functions	39.3%	39.5%	40.8%
Conservation research	7.5%	6.5%	6.0%
Other conservation actions/functions	18.6%	20.0%	15.9%
Marketing/outreach	3.6%	N/A	N/A
Teaching/higher education activities	3.5%	4.6%	5.0%
Administrative responsibilities	27.3%	26.8%	28.8%
All others	0.1%	2.6%	3.6%
n=	145	135	98

Responsibilities

It is important when examining compensation issues to determine the "authority" level of the respondent, since this often impacts compensation to the same degree as factors such as education and experience. The survey explored this issue using three metrics: staff supervision, level of independent work, and departmental budget authority.

A majority of respondents overall (58.1%), and a majority across all segments, report having staff supervision responsibilities. Those at university-based libraries/archives are most likely to have reporting staff (cited by 62.2%). Among those with staff supervision responsibilities, the most common situation is to have five or fewer direct reports (see Exhibit 4.19).

Exhibit 4.19: Staff Supervision Responsibilities

	Overall	Small/ Medium	Large	University-based	Standalone
No reporting staff	39.9%	42.6%	38.7%	35.8%	47.2%
1 reporting staff	15.5%	13.0%	17.2%	17.9%	11.3%
2 reporting staff	7.4%	9.3%	6.5%	7.4%	7.5%
3 reporting staff	8.8%	11.1%	7.5%	7.4%	11.3%
4-5 reporting staff	11.5%	14.8%	9.7%	13.7%	7.5%
6-10 reporting staff	6.8%	7.4%	6.5%	8.4%	3.8%
11 or more reporting staff	8.1%	1.9%	11.8%	7.4%	9.5%
No response	2.0%	0.0%	2.2%	2.1%	1.9%
n=	148	54	93	95	53

Comparing results with the 2014 data shows a generally similar picture, with virtually the same number in 2014 (57.1%) having staff supervision responsibilities compared with 2022 (58.1%). This represents a fairly large change from the 2009 survey, where 72% had reporting staff (see Exhibit 4.20).

Exhibit 4.20: Staff Supervision Responsibilities: Trends

	2022	2014	2009
No reporting staff	39.9%	41.5%	28.0%
1 reporting staff	15.5%	14.1%	16.0%
2 reporting staff	7.4%	8.9%	14.0%
3 reporting staff	8.8%	5.2%	11.0%
4-5 reporting staff	11.5%	12.6%	14.0%
6-10 reporting staff	6.8%	10.4%	14.0%
11 or more reporting staff	8.1%	5.9%	3.0%
No response	2.0%	1.5%	0.0%
n=	148	135	100

About three-quarters or more of the respondents say they usually work independently; the remaining respondents say they usually work under the direction/supervision of someone else at their library/archive. The proportion working independently remains fairly constant across organization size categories, but is somewhat elevated among respondents at standalone libraries/archives. The 2022 data closely tracks the patterns seen in the 2014 and 2009 surveys (see Exhibits 4.20 and 4.21).

Exhibit 4.21: Level of Independent Work

	Overall	Small/ Medium	Large	University-based	Standalone
Usually work independently	78.4%	77.8%	79.6%	73.7%	86.8%
Usually work under the direction/supervision of someone else at my organization	19.6%	22.2%	18.3%	24.2%	11.3%
No response	2.0%	0.0%	2.2%	2.1%	1.9%
n=	148	54	93	95	53

Exhibit 4.22: Level of Independent Work: Trends

	2022	2014	2009
Usually work independently	78.4%	78.5%	80.0%
Usually work under the direction/supervision of someone else at my organization	19.6%	20.0%	20.0%
No response	2.0%	1.5%	0.0%
n=	148	135	100

A plurality of respondents (43.9%) say they have little or no input into budgetary issues for their department. This is especially the case among those at standalone libraries/archives, where it is cited by nearly 55%. But, while fewer than 7% of the respondents in the full sample are the final decision-maker for budgetary issues, 23.6% have significant input, and an additional 23.6% have some input (see Exhibit 4.23). Responses are generally consistent with 2014 and 2009 data (see Exhibit 4.24).

Exhibit 4.23: Departmental Budget Authority

	Overall	Small/ Medium	Large	University-based	Standalone
I am the final (or only) decision-maker when it comes to budgetary issues for my department	6.8%	7.4%	6.5%	7.4%	5.7%
I have significant input or control over budgetary issues, but someone else has the "final say" for my department	23.6%	20.4%	25.8%	26.3%	18.9%
I have some input into budgetary issues for my department	23.6%	31.5%	19.4%	26.3%	18.9%
I have little or no input into budgetary issues for my department	43.9%	40.7%	46.2%	37.9%	54.7%
No response	2.0%	0.0%	2.2%	2.1%	1.9%
n=	148	54	93	95	53

Exhibit 4.24: Departmental Budget Authority: Trends

	2022	2014	2009
I am the final (or only) decision-maker when it comes to budgetary issues for my department	6.8%	5.9%	10.0%
I have significant input or control over budgetary issues, but someone else has the "final say" for my department	23.6%	21.5%	27.0%
I have some input into budgetary issues for my department	23.6%	26.7%	23.0%
I have little or no input into budgetary issues for my department	43.9%	45.2%	40.0%
No response	2.0%	0.7%	0.0%
n=	148	135	100

C. Compensation

Overview

Only three individuals are employed on a part-time basis at their library/archive (defined in the survey as being employed for 30 or more hours per week). Accordingly, all compensation and related analyses are limited to individuals who are employed on a full-time basis.

The full-time respondents report that they work a median of 40 hours regardless if it is a "normal" week or a "heavy" week. "Normal" week median values remain constant at 40 hours across all segments; "heavy" week median values rise to 42 or more hours among those employed at either large libraries/archives or university-based libraries/archives. The part-time employees work a median of 18 hours in a "normal" week and 20 hours in a "heavy" week (with the caveat that the work hour data are based on only three respondents).

Data by segment are provided in Exhibit 4.25.

Exhibit 4.25: Hours Worked

	Full-time individuals				Part-time individuals			
	Median hours worked in a "normal" work week	n=	Median hours worked in a "heavy" work week	n=	Median hours worked in a "normal" work week	n=	Median hours worked in a "heavy" work week	n=
Overall	40.0	141	40.0	127	18.0	3	20.0	3
Small/Medium	40.0	53	40.0	45				
Large	40.0	88	42.5	82				
University-based	40.0	91	42.0	83				
Standalone	40.0	50	40.0	44				

There has been no change in the median hours worked per week for a "normal" week among the full-time employees, with a value of 40 hours for all survey years. The median number of hours worked in a "heavy" week has dropped somewhat, moving from 45 hours in the 2014 and 2009 surveys, to the present level of 40 hours per week (see Exhibit 4.26).

As in all past surveys, a significant majority (84.4%) of the full-time respondents are classified as exempt (e.g., not paid for overtime hours).

Exhibit 4.26: Hours Worked: Trends

	Full-time individuals				Part-time individuals			
	Median hours worked in a "normal" work week	n=	Median hours worked in a "heavy" work week	n=	Median hours worked in a "normal" work week	n=	Median hours worked in a "heavy" work week	n=
2022	40.0	141	40.0	127	18.0	3	20.0	3
2014	40.0	120	45.0	104	22.0	8	24.0	7
2009	40.0	91	45.0	74	20.5	8	27.0	6

Compensation Data

As in the 2009 and 2014 survey, a large majority (91%) of the respondents are paid an annual salary. The data from the respondents who are compensated as hourly employees (total of 13) were converted to an annual equivalent, based on the number of hours they reported working per week, since there were too few in the sample to be analyzed separately.

The compensation data for full-time individuals are segmented by a variety of standard compensation-related criteria such as total years of experience, years in present position, location, education background, organization size, etc., with the results provided in Exhibit 4.27. Job titles are not used as a basis for compensation data segmentation due to the difficulty in determining the actual responsibilities embodied in a specific title. The segmentation criteria used are based on more uniform and standardized metrics.

It is important to note the sample sizes of the breakouts when examining the compensation data. While the overall sample size is reasonably robust, some segments consist of relatively few individuals, and may not provide a fully-accurate depiction of compensation for that specific segment.

The utility of these results can be extended by combining multiple categories. For example, to determine the median compensation for an individual employed by a university-based library/archive in the South Atlantic region with nine years of professional experience, a Master's in conservation, and has one direct report, the median values for each of the criteria can be averaged as follows:

- University-based = $67,000
- South Atlantic = $69,000
- 6-10 years of experience = $63,000
- Master's in conservation = $71,343
- 1-3 reporting staff = $66,500
- **Average = $67,369**

While not precise, this method of combining categories makes maximum use of the data collected.

A comparison of the 2022 and 2014 median compensation across all segments is provided in Exhibit 4.28. There has been a gain of 13% across the full sample since 2014, and most segments show positive movement. However, as noted previously, some segments are composed of relatively few respondents, resulting in statistically weak comparisons. The most reliable metric is the overall change (13%) since it is based on two reasonably sized samples.

Exhibit 4.27: Compensation (Full-time Individuals)

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
	Overall	**141**	**$45,082**	**$54,542**	**$68,908**	**$92,625**	**$109,800**
Library/ archive size	Small/Medium	53	$40,108	$50,000	**$58,000**	$76,500	$99,000
	Large	88	$46,358	$60,000	**$73,024**	$97,000	$117,550
Library/ archive type	University-based	91	$45,666	$55,000	**$67,000**	$84,000	$103,122
	Standalone	50	$44,298	$51,625	**$73,024**	$102,503	$117,950
Governing authority	Government (all levels)	69	$45,500	$54,076	**$67,958**	$97,374	$110,000
	Private non-profit	64	$44,978	$55,795	**$70,975**	$91,500	$103,716
Total years of professional experience	Up to 5	22	$32,000	$40,141	**$54,500**	$58,712	$71,435
	6-10	25	$44,561	$50,506	**$63,000**	$73,024	$85,290
	11-15	32	$47,092	$55,250	**$66,512**	$88,500	$100,862
	16-20	16	$46,597	$55,551	**$71,858**	$86,271	$105,712
	21+	46	$48,931	$70,085	**$93,500**	$110,000	$134,500
Years in present position	Up to 5	70	$40,675	$54,063	**$64,000**	$78,316	$104,344
	6-10	39	$45,500	$54,000	**$67,958**	$97,000	$106,000
	11-15	11	$41,523	$53,800	**$74,247**	$95,000	$101,018
	16+	21	$44,478	$66,202	**$95,000**	$110,000	$116,000
Gender	Male	16	$49,197	$54,250	**$66,012**	$95,629	$126,650
	Female	120	$45,068	$55,000	**$70,057**	$92,000	$110,000
	Non-binary	1	**	**	******	**	**
Degree (1)	No degree (self-taught or apprenticeship)	7	**	$45,200	**$51,500**	$90,000	**
	Bachelor's in conservation or any other field	83	$44,014	$50,500	**$62,600**	$82,150	$105,019
	Post-Bachelor's Certificate or Diploma	20	$40,433	$44,649	**$60,162**	$75,006	$108,500
	Master's in conservation	91	$52,852	$58,000	**$71,343**	$95,920	$110,000
	Master's in any other field	49	$43,000	$52,058	**$66,024**	$89,061	$103,335
	Ph.D. in conservation or any other field	3	**	**	**$103,335**	**	**

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Exhibit 4.27: Compensation (Full-time Individuals)

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
	Overall	**141**	**$45,082**	**$54,542**	**$68,908**	**$92,625**	**$109,800**
Number of reporting staff	None	56	$40,148	$48,648	**$56,846**	$72,468	$100,621
	1-3	47	$45,716	$55,000	**$66,500**	$85,000	$97,400
	4+	38	$59,600	$76,106	**$93,500**	$110,000	$145,500
Department budget responsibility	Have little or no input	63	$41,312	$50,000	**$63,000**	$82,150	$101,441
	Have some input	34	$44,298	$53,654	**$67,979**	$90,250	$102,500
	Have significant input or control	35	$53,050	$60,000	**$76,474**	$103,335	$119,300
	Final (or only) decision-maker	9	**	$75,012	**$97,000**	$119,313	**
Work responsibility	Usually work under supervision	29	$36,400	$50,000	**$56,368**	$80,633	$101,000
	Usually work independently	112	$45,097	$56,000	**$70,057**	$95,920	$110,000
Region	Northeast	39	$45,700	$68,908	**$78,000**	$93,250	$105,160
	South Atlantic	40	$44,373	$53,867	**$69,000**	$106,452	$121,550
	South Central	11	$25,440	$32,000	**$58,000**	$65,000	$96,260
	North Central	34	$41,594	$49,850	**$60,290**	$82,205	$101,000
	Mountain/Pacific	15	$51,901	$58,240	**$67,403**	$97,000	$117,400
	Canada	2	**	**	**	**	**

** = insufficient responses for tabulation.
(1) = Educational degree data are for all degrees held. Thus, a respondent who holds more than one degree will be included in multiple categories.

Exhibit 4.28: Compensation Trends (Full-time Individuals)

		2022		2014		
		n=	Median	n=	Median	Trend, 2014 to 2022
	Overall	**141**	**$68,908**	**124**	**$61,000**	**13.0%**
Library/ archive size	Small/Medium	53	$58,000	51	$53,000	9.4%
	Large	88	$73,024	71	$66,000	10.6%
Library/ archive type	University-based	91	$67,000	63	$58,000	15.5%
	Standalone	50	$73,024	61	$66,000	10.6%
Governing authority	Government (all levels)	69	$67,958	52	$60,500	12.3%
	Private non-profit	64	$70,975	64	$58,186	22.0%
Total years of professional experience	Up to 5	22	$54,500	18	$45,760	19.1%
	6-10	25	$63,000	33	$54,000	16.7%
	11-15	32	$66,512	25	$67,000	(0.7)%
	16-20	16	$71,858	17	$73,000	(1.6)%
	21+	46	$93,500	30	$81,000	15.4%
Years in present position	Up to 5	70	$64,000	50	$51,500	24.3%
	6-10	39	$67,958	46	$67,670	0.4%
	11-15	11	$74,247	14	$74,500	(0.3)%
	16+	21	$95,000	13	$67,439	40.9%
Gender	Male	16	$66,012	18	$66,220	(0.3)%
	Female	120	$70,057	102	$58,186	20.4%
	Non-binary	1	**	0	**	N/A
Degree (1)	No degree (self-taught or apprenticeship)	7	$51,500	9	$52,000	(1.0)%
	Bachelor’s in conservation or any other field	83	$62,600	54	$54,000	15.9%
	Post-Bachelor’s Certificate or Diploma	20	$60,162	18	$64,500	(6.7)%
	Master’s in conservation	91	$71,343	74	$64,000	11.5%
	Master’s in any other field	49	$66,024	36	$67,071	(1.6)%
	Ph.D. in conservation or any other field	3	$103,335	3	$89,600	15.3%

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Exhibit 4.28: Compensation Trends (Full-time Individuals)

		2022 n=	2022 Median	2014 n=	2014 Median	Trend, 2014 to 2022
	Overall	**141**	**$68,908**	**124**	**$61,000**	**13.0%**
Number of reporting staff	None	56	$56,846	48	$55,000	3.4%
	1-3	47	$66,500	37	$53,000	25.5%
	4+	38	$93,500	37	$82,000	14.0%
Department budget responsibility	Have little or no input	63	$63,000	52	$56,000	12.5%
	Have some input	34	$67,979	36	$59,000	15.2%
	Have significant input or control	35	$76,474	28	$66,170	15.6%
	Final (or only) decision-maker	9	$97,000	7	$94,143	3.0%
Work responsibility	Usually work under supervision	29	$56,368	27	$56,000	0.7%
	Usually work independently	112	$70,057	95	$65,000	7.8%
Region	Northeast	39	$78,000	38	$65,500	19.1%
	South Atlantic	40	$69,000	35	$79,000	(12.7)%
	South Central	11	$58,000	6	$45,950	26.2%
	North Central	34	$60,290	18	$49,500	21.8%
	Mountain/Pacific	15	$67,403	17	$58,000	16.2%
	Canada	2	**	9	$66,000	N/A

(1) = Educational degree data are for all degrees held. Thus, a respondent who holds more than one degree will be included in multiple categories.

Pay Increases

About three-quarters of the full-time respondents received a pay increase in the past 12 months. The number receiving an increase peaks at 82% among the respondents employed at standalone libraries/archives. The overall average increase was 2.9%, with average values remaining in the 2.7% to 3.2% range across all segments (see Exhibit 4.29).

Response patterns are highly similar to those seen in 2014. Both the 2022 and 2014 results show a sizeable increase in the prevalence of a pay increase compared with the 2009 data (see Exhibit 4.30).

Exhibit 4.29: Pay Increase

Data are limited to those employed full-time.		Overall	Small/ Medium	Large	University-based	Standalone
	Received a pay increase	75.2%	73.6%	76.1%	71.4%	82.0%
Amount received	Average (*)	2.9%	2.7%	3.0%	2.8%	3.2%
	n=	106	39	67	65	41
	n=	141	53	88	91	50

(*) = Average computed using range mid-points.

Exhibit 4.30: Pay Increase: Trends

Data are limited to those employed full-time.		2022	2014	2009
	Received a pay increase	75.2%	76.4%	47.8%
Amount received	Average (*)	2.9%	2.0%	3.0%
	n=	106	95	43
	Did not receive a pay increase	24.8%	23.6%	44.6%
	No response	0.0%	0.0%	7.6%
	n=	141	127	92

(*) = Due to differences in survey design, the average is used for 2022 data; medians are used for 2014 and 2009 data. Averages for 2022 data computed using range mid-points.

Additional Cash Compensation

Receiving additional cash compensation[12] is not a common situation, cited by just over one-quarter of the respondents overall. It does increase somewhat in prevalence among those employed at standalone libraries/archives, but peaks at just 36% who indicated they received additional cash compensation.

This compensation is typically described as an annual bonus, with a smaller number of respondents citing situations such as a performance bonus, “hazard pay” due to COVID-19, a one-time bonus, a signing bonus, or a holiday bonus.

The typical amount of additional cash compensation was $1,500. The amounts have a sizeable range from $50 to $5,000. Among those who received such compensation it equates to a median of 1.8% of their base salary. The median awards remain fairly constant across segments.

Responses are illustrated in Exhibit 4.31.

Exhibit 4.31: Additional Cash Compensation

Data are limited to those employed full-time.		Overall	Small/ Medium	Large	University-based	Standalone
	Received additional cash compensation	27.7%	24.5%	29.5%	23.1%	36.0%
Amount received	Low	$50	$50	$50	$200	$50
	Median	$1,500	$1,300	$1,500	$1,500	$1,500
	Median as % of base pay	1.8%	2.2%	1.7%	1.7%	1.8%
	High	$5,000	$5,000	$5,000	$5,000	$5,000
	n=	38	13	25	21	17
	n=	141	53	88	91	50

The 2022 respondents are slightly more likely to have received additional cash compensation compared with the 2014 and 2009 respondents. The median award has remained in the $1,200 to $1,500 range across the three surveys. Trend data are summarized in Exhibit 4.32.

12 This additional compensation was defined in the survey to exclude any benefits received or any monies earned outside of the organization.

Exhibit 4.32: Additional Cash Compensation: Trends

Data are limited to those employed full-time.		2022	2014	2009
	Received additional cash compensation	27.7%	19.7%	20.7%
Amount received	Low	$50	$200	$100
	Median	$1,500	$1,200	$1,440
	Median as % of base pay	1.8%	1.7%	N/A
	High	$5,000	$15,000	$12,500
	n=	38	22	17
	No	72.3%	76.4%	78.3%
	No response	0.0%	3.9%	1.1%
	n=	141	127	92

Freelance Work

About one in five respondents reported that they engaged in freelance work[13] in either 2020 or 2021. An additional 16.9% are considering doing so in the future. Those engaged in freelance work are most commonly employed at a small/medium library/archive or a standalone library/archive (see Exhibit 4.33).

Exhibit 4.33: Freelance Work

		Engaged in freelance conservation work in 2020 or 2021	Considering doing so	No freelance involvement	No response	n=
	Overall	20.3%	16.9%	60.1%	2.7%	148
Organization size	Small/Medium	25.9%	22.2%	50.0%	1.9%	54
	Large	17.2%	14.0%	66.7%	2.2%	93
Organization type	University-based	17.9%	22.1%	56.8%	3.2%	95
	Standalone	24.5%	7.5%	66.0%	1.9%	53

13 Freelance work was defined in the survey as taking on projects as an independent contractor, serving as a consultant, or other activities where the respondent is paid directly by the client and not through their [the respondent's] employer.

The prevalence of engaging in freelance work has consistently declined over time, dropping from a high of 44% in 2009, to 33.3% in 2014, and further down to the present level of 20.3% (see Exhibit 4.34).

Exhibit 4.34: Freelance Work: Trends

	2022	2014	2009
Engaged in freelance work in the past 1-2 years	20.3%	33.3%	44.0%
Considering doing so	16.9%	21.5%	23.0%
No freelance involvement	60.1%	42.2%	32.0%
No response	2.7%	3.0%	1.0%
n=	148	135	100

Those engaged in freelance activities in 2020 or 2021 report a median billing rate of $75 per hour, the same rate seen in the 2014 and 2009 surveys. While the median income realized from freelance work drops to $1,000 for 2021, the 2020 median income of $2,363 compares well with median incomes reported in past surveys. As in the past, freelance income varies significantly, with a 10th to 90th percentile range of $270 to $26,000 for 2021.

To provide more insight into freelance work operations, the average number of billable hours was approximated using the hourly rate and the average gross income[14] from 2020 and 2021. The result is a median of 24.2 billable hours among the 2022 survey respondents. This correlates well with the median of 28.7 hours reported by the 2014 survey respondents.

Responses are summarized in Exhibit 4.35. Due to the small number of individuals engaged in freelance work, only full-sample data are provided, along with comparative data from the 2014 and 2009 surveys.

14 The average was used when data for both years were provided. Only the 2020 or 2021 gross was used for billable hour calculations when the data for only one year was provided.

Exhibit 4.35: Freelance Financial Metrics: Trends

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
2022 survey	Hourly billing rate	29	$30	$55	**$75**	$120	$150
	Gross income, 2020	22	$300	$575	**$2,363**	$5,000	$17,000
	Gross income, 2021	23	$270	$350	**$1,000**	$7,000	$26,000
	Expected gross income, 2022	21	$320	$675	**$2,200**	$6,000	$15,000
	Average number of billable hours, 20/21	24	4.2	10.0	**24.2**	71.3	209.0
2014 survey	Hourly billing rate	39	$50	$60	**$75**	$120	$150
	Gross income, 2013	34	$550	$1,000	**$2,500**	$7,250	$23,000
	Expected gross income, 2014	38	$380	$1,000	**$2,150**	$5,000	$15,500
	Average number of billable hours, 13/14	38	7.1	13.5	**28.7**	58.9	192.0
2009 survey	Hourly billing rate	42	$40	$50	**$75**	$100	$150
	Gross income, 2008	39	$500	$750	**$3,000**	$7,000	$15,000
	Expected gross income, 2009	40	$500	$1,000	**$2,000**	$5,000	$14,550
	Average number of billable hours	N/A					

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D. Benefits

Retirement Plans

Nearly all (95.7%) of the full-time respondents report that they participate in a retirement plan offered by their employer. An additional 3.5% say that their employer offers a retirement plan, but they do not participate in it, or are not eligible for participation. Fewer than 1% say their organization does not offer a retirement plan. Responses remain consistent across all library/archive size and type categories (see Exhibit 4.36).

The overall availability of a retirement plan has not changed since the 2014 survey. There has, however, been a small increase in the participation rate, with the number of retirement plan participants moving 89.8% to 95.7% (see Exhibit 4.37).

Exhibit 4.36: Retirement Plan Prevalence

Data are limited to those employed full-time.	Overall	Small/ Medium	Large	University-based	Standalone
Participate in retirement plan	95.7%	94.3%	96.6%	94.5%	98.0%
Plan offered, but do not participate or not eligible for it	3.5%	5.7%	2.3%	4.4%	2.0%
Organization does not offer a retirement plan	0.7%	0.0%	1.1%	1.1%	0.0%
n=	141	53	88	91	50

Exhibit 4.37: Retirement Plan Prevalence: Trends

Data are limited to those employed full-time.	2022	2014
Participate in retirement plan	95.7%	89.8%
Plan offered, but do not participate or not eligible for it	3.5%	6.3%
Organization does not offer a retirement plan	0.7%	0.8%
Not sure/no response	0.0%	3.1%
n=	141	127

An “investment account” plan, such as 401k, a 403b, or any other type of defined contribution plan, is the most common retirement plan option by a wide margin, cited by 93.3% of the retirement plan participants. A traditional pension plan is the next most popular option, but is cited by only about one-quarter of the respondents overall. A traditional pension plan is most commonly seen among the standalone library/archive respondents, where it is cited by nearly 41%. In contrast, only 16.3% of the university-based libraries/archives offer a traditional pension plan (see Exhibit 4.38).

Comparing 2014 and 2022 responses shows a small decrease in the number of employers who offer a traditional pension plan option, with a corresponding increase in the number offering an investment account-based plan option (see Exhibit 4.39).

Exhibit 4.38: Retirement Plan Options

Data limited to those employed on a full-time basis.	Overall	Small/ Medium	Large	University-based	Stand-alone
Traditional pension plan	25.2%	16.0%	30.6%	16.3%	40.8%
Profit sharing plan	2.2%	2.0%	2.4%	1.2%	4.1%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	93.3%	92.0%	94.1%	91.9%	95.9%
Other	0.0%	0.0%	0.0%	0.0%	0.0%
n=	135	50	85	86	49

Responses limited to individuals that participate in a retirement plan at their library/archive. Data may not sum to 100% since respondents could select more than one option.

Exhibit 4.39: Retirement Plan Options: Trends

Data limited to those employed on a full-time basis.	2022	2014
Traditional pension plan	25.2%	28.9%
Profit sharing plan	2.2%	1.8%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	93.3%	88.6%
Other	0.0%	0.0%
Not sure	0.0%	1.8%
n=	135	114

Responses limited to individuals that participate in a retirement plan at their library/archive. Data may not sum to 100% since respondents could select more than one option. n=135 (2022); n=114 (2014)

General Benefits

General benefits data were collected in a more detailed fashion in the 2022 survey. Rather than track only the availability of benefits, each benefit was examined as to the level of employer subsidy using three categories:

- No subsidy (employee pays the full cost of the benefit).
- Employer pays up to 50% of the cost of the benefit.
- Employer pays greater than 50% of the cost of the benefit.

While a no-subsidy situation can appear to run counter to the definition of a “benefit,” there are some benefits, such as disability insurance and liability insurance, where it is difficult to either obtain the benefit as an individual or, if it is available, have an individual policy be reasonably priced. Having access to a group plan or group purchase through the employer can reduce the cost to the employee even without a monetary subsidy from the employer. Given this, and to relate the 2022 data to past data, a benefit is considered “offered” if it is available to the employee with or without an employer subsidy.

Health insurance for the employee, dental insurance, vision insurance and life insurance are the most commonly offered benefits, each cited by 90% or more of the respondents as general benefits offered by their employer. In many cases, benefits are more commonly offered by the large libraries/archives compared with the small/medium ones. This is especially the case for disability insurance (either long- or short-term) and child care/day care expenses. Conversely, the small/medium libraries/archives are more apt to offer AIC membership dues as a benefit compared with their larger counterparts.

Variations are also seen based on library/archive type with the greatest difference seen for continuing education costs to pursue a degree. As expected, this is far more likely to be offered as a benefit by a university-based library/archive (cited by 71.1%) versus a standalone library/archive (cited by 20.4%).

Overall responses are summarized in Exhibit 4.40.

4.40: General Benefits Offered: Overview

Data are the percentage saying the benefit is available through or from their employer with or without a subsidy.	Overall	Small/ Medium	Large	University-based	Stand-alone
Health insurance for myself	97.8%	94.2%	100.0%	97.8%	98.0%
Dental insurance (self OR family)	97.1%	94.2%	98.9%	96.7%	98.0%
Vision insurance (self OR family)	91.4%	84.6%	95.4%	91.1%	91.8%
Life insurance	90.6%	82.7%	95.4%	92.2%	87.8%
Health insurance for spouse/partner/family	84.9%	76.9%	89.7%	83.3%	87.8%
Long-term disability insurance	84.9%	73.1%	92.0%	86.7%	81.6%
Short-term disability insurance	82.7%	73.1%	88.5%	83.3%	81.6%
AIC Annual Meeting fees (registration, travel, etc.)	82.7%	82.7%	82.8%	86.7%	75.5%
Other professional meeting fees	77.7%	76.9%	78.2%	80.0%	73.5%
On-going continuing education costs (non-degree)	62.6%	59.6%	64.4%	71.1%	46.9%
Continuing education costs to pursue a degree	53.2%	55.8%	51.7%	71.1%	20.4%
Child care/day care expenses	25.2%	15.4%	31.0%	26.7%	22.4%
AIC membership dues	20.1%	26.9%	16.1%	18.9%	22.4%
Other professional association membership dues	18.0%	23.1%	14.9%	17.8%	18.4%
Professional liability insurance	16.5%	19.2%	14.9%	15.6%	18.4%
n=	139	52	87	90	49

Examining trends over the three survey periods shows that the prevalence of all benefits is up. The biggest boost is for meeting fees (both the AIC Annual Meeting and other professional meetings), with both showing a greater than 30 percentage point increase in prevalence compared with the average availability in 2014/2009. Nine of the 15 benefits tracked in the 2022 survey show a greater than 11 percentage point increase over the average availability in 2014/2009.

Benefit availability trends are summarized in Exhibit 4.41.

Exhibit 4.41: General Benefits Offered: Trends

Data are the percentage of full-time employees reporting that the benefit is available through or from their employer with or without a subsidy. Data are sorted by the trend value.	2022	2014	2009	Trend
Other professional meeting fees	77.7%	45.9%	41.8%	33.9%
AIC Annual Meeting fees (registration, travel, etc.)	82.7%	53.2%	47.7%	32.3%
Long-term disability insurance	84.9%	61.3%	62.8%	22.9%
Continuing education costs to pursue a degree	53.2%	31.5%	33.7%	20.6%
On-going continuing education costs (non-degree)	62.6%	41.4%	44.2%	19.8%
Short-term disability insurance	82.7%	68.5%	61.6%	17.7%
Child care/day care expenses	25.2%	14.4%	8.1%	14.0%
Vision insurance (self OR family)	91.4%	85.6%	70.9%	13.2%
Other professional association membership dues	18.0%	9.9%	3.5%	11.3%
AIC membership dues	20.1%	10.8%	12.8%	8.3%
Health insurance for myself	97.8%	91.9%	88.3%	7.7%
Dental insurance (self OR family)	97.1%	91.9%	90.7%	5.8%
Life insurance	90.6%	88.3%	82.6%	5.2%
Professional liability insurance	16.5%	11.7%	12.8%	4.3%
Health insurance for spouse/partner/family	84.9%	76.6%	84.8%	4.2%
n=	139	111	92	

Note: Data are limited to those who are employed full-time. “Trend” is the percentage point difference between the 2022 data and the average of 2009 and 2014 data.

Examining the 2022 data in greater detail shows that having the employer pay 50% or more of the cost of a benefit is usually the case. There are exceptions, such as for child care/day care expenses and continuing education costs to pursue a degree. For both of these benefits, the employer subsidy is typically 50% or less or, in the case of child care/day care, offered most often as a non-subsidized benefit.

Responses by segment are provided in Exhibit 4.42 beginning on the following page.

Exhibit 4.42: General Benefits Offered: Detail

		Overall	Small/ Medium	Large	University-based	Stand-alone
Professional liability insurance	Offered, not paid	3.6%	1.9%	4.6%	4.4%	2.0%
	Offered, up to 50% paid	1.4%	1.9%	1.1%	1.1%	2.0%
	Offered, >50% paid	11.5%	15.4%	9.2%	10.0%	14.3%
	Total offered	**16.5%**	**19.2%**	**14.9%**	**15.6%**	**18.4%**
Health insurance for myself	Offered, not paid	1.4%	0.0%	2.3%	0.0%	4.1%
	Offered, up to 50% paid	20.9%	17.3%	23.0%	15.6%	30.6%
	Offered, >50% paid	75.5%	76.9%	74.7%	82.2%	63.3%
	Total offered	**97.8%**	**94.2%**	**100.0%**	**97.8%**	**98.0%**
Health insurance for spouse/partner/family	Offered, not paid	7.2%	15.4%	2.3%	5.6%	10.2%
	Offered, up to 50% paid	23.0%	19.2%	25.3%	20.0%	28.6%
	Offered, >50% paid	54.7%	42.3%	62.1%	57.8%	49.0%
	Total offered	**84.9%**	**76.9%**	**89.7%**	**83.3%**	**87.8%**
Dental insurance (self OR family)	Offered, not paid	12.9%	17.3%	10.3%	8.9%	20.4%
	Offered, up to 50% paid	26.6%	21.2%	29.9%	26.7%	26.5%
	Offered, >50% paid	57.6%	55.8%	58.6%	61.1%	51.0%
	Total offered	**97.1%**	**94.2%**	**98.9%**	**96.7%**	**98.0%**
Vision insurance (self OR family)	Offered, not paid	16.5%	17.3%	16.1%	15.6%	18.4%
	Offered, up to 50% paid	20.9%	19.2%	21.8%	17.8%	26.5%
	Offered, >50% paid	54.0%	48.1%	57.5%	57.8%	46.9%
	Total offered	**91.4%**	**84.6%**	**95.4%**	**91.1%**	**91.8%**
Life insurance	Offered, not paid	20.1%	25.0%	17.1%	20.0%	20.4%
	Offered, up to 50% paid	18.0%	13.5%	20.7%	13.3%	26.5%
	Offered, >50% paid	52.5%	44.2%	57.5%	58.9%	40.8%
	Total offered	**90.6%**	**82.7%**	**95.4%**	**92.2%**	**87.8%**
Short-term disability insurance	Offered, not paid	20.1%	21.2%	19.5%	22.2%	16.3%
	Offered, up to 50% paid	16.5%	9.6%	20.7%	15.6%	18.4%
	Offered, >50% paid	46.0%	42.3%	48.3%	45.6%	46.9%
	Total offered	**82.7%**	**73.1%**	**88.5%**	**83.3%**	**81.6%**
Long-term disability insurance	Offered, not paid	23.0%	21.2%	24.1%	27.8%	14.3%
	Offered, up to 50% paid	18.7%	9.6%	24.1%	18.9%	18.4%
	Offered, >50% paid	43.2%	42.3%	43.7%	40.0%	49.0%
	Total offered	**84.9%**	**73.1%**	**92.0%**	**86.7%**	**81.6%**

Table continued on following page

Exhibit 4.42: General Benefits Offered: Detail

		Overall	Small/ Medium	Large	University-based	Stand-alone
Child care/day care expenses	Offered, not paid	15.8%	7.7%	20.7%	15.6%	16.3%
	Offered, up to 50% paid	7.2%	7.7%	6.9%	8.9%	4.1%
	Offered, >50% paid	2.2%	0.0%	3.4%	2.2%	2.0%
	Total offered	**25.2%**	**15.4%**	**31.0%**	**26.7%**	**22.4%**
AIC membership dues	Offered, not paid	6.5%	9.6%	4.6%	8.9%	2.0%
	Offered, up to 50% paid	0.0%	0.0%	0.0%	0.0%	0.0%
	Offered, >50% paid	13.7%	17.3%	11.5%	10.0%	20.4%
	Total offered	**20.1%**	**26.9%**	**16.1%**	**18.9%**	**22.4%**
Other professional association membership dues	Offered, not paid	5.8%	7.7%	4.6%	7.8%	2.0%
	Offered, up to 50% paid	0.7%	0.0%	1.1%	1.1%	0.0%
	Offered, >50% paid	11.5%	15.4%	9.2%	8.9%	16.3%
	Total offered	**18.0%**	**23.1%**	**14.9%**	**17.8%**	**18.4%**
AIC Annual Meeting fees (registration, travel, etc.)	Offered, not paid	2.9%	1.9%	3.4%	1.1%	6.1%
	Offered, up to 50% paid	21.6%	17.3%	24.1%	17.8%	28.6%
	Offered, >50% paid	58.3%	63.5%	55.2%	67.8%	40.8%
	Total offered	**82.7%**	**82.7%**	**82.8%**	**86.7%**	**75.5%**
Other professional meeting fees	Offered, not paid	3.6%	1.9%	4.6%	2.2%	6.1%
	Offered, up to 50% paid	23.7%	23.1%	24.1%	18.9%	32.7%
	Offered, >50% paid	50.4%	51.9%	49.4%	58.9%	34.7%
	Total offered	**77.7%**	**76.9%**	**78.2%**	**80.0%**	**73.5%**
Continuing education costs to pursue a degree	Offered, not paid	9.4%	11.5%	8.0%	11.1%	6.1%
	Offered, up to 50% paid	23.7%	23.1%	24.1%	32.2%	8.2%
	Offered, >50% paid	20.1%	21.2%	19.5%	27.8%	6.1%
	Total offered	**53.2%**	**55.8%**	**51.7%**	**71.1%**	**20.4%**
On-going continuing education costs (non-degree)	Offered, not paid	5.0%	7.7%	3.4%	7.8%	0.0%
	Offered, up to 50% paid	20.1%	26.9%	16.1%	18.9%	22.4%
	Offered, >50% paid	37.4%	25.0%	44.8%	44.4%	24.5%
	Total offered	**62.6%**	**59.6%**	**64.4%**	**71.1%**	**46.9%**
	n=	139	52	87	90	49

Paid Time Off and Sabbaticals

Virtually all respondents receive paid time off (PTO). It is most commonly offered as defined days (e.g., a specific number of "vacation days," "sick days," etc.); only 4.3% overall receive general PTO days that can be used for any purpose. About one in five respondents receive both defined and PTO days, a situation that's especially common among those at university-based libraries/archives (cited by 25.8%).

The typical respondent who receives defined-type PTO reports a median of 20 vacation days, 12 sick leave days, and 3 personal time days. Those receiving only PTO days report a median of 26 days. Those who have a combination of the two approaches receive a median of 20 vacation days, 12 sick time days, 3 personal time days, and 3 PTO days (see Exhibit 4.43).

Exhibit 4.43: Paid Time Off

		Overall	Small/ Medium	Large	University-based	Stand-alone
	Receive paid time off	99.3%	98.1%	100.0%	98.9%	100.0%
How paid time off is offered	Categorized into defined types	76.1%	76.5%	75.9%	73.0%	81.6%
	Receive set number of days that can be used for any purpose	4.3%	7.8%	2.3%	1.1%	10.2%
	Both	19.6%	15.7%	21.8%	25.8%	8.2%
Median number of days per year (receive designated categories)	Designated as vacation time	20	20	21	22	20
	Designated as sick time	12	12	13	12	13
	Designated as personal time	3	5	3	3	5
Median days per year (receive only PTO)	Designated as PTO	26	33	20	22	29
Median days per year (receive both defined and PTO)	Designated as vacation time	20	16	20	20	18
	Designated as sick time	12	12	12	12	11
	Designated as personal time	3	3	4	4	3
	Designated as PTO (not included above)	3	5	3	3	2

Note: Data limited to those who are employed full-time (n=139).

The prevalence of paid time off remains consistent over the past surveys, but there has been a consistent change in how this PTO is offered. The prevalence of defined-type PTO is steadily decreasing, down from 92.1% in 2009 to 76.1% in 2022. While a PTO-only approach has increased in prevalence only a small amount, there's been a more pronounced increase in the use of a combined approach (defined-type and PTO) since 2009. Trend data are summarized in Exhibit 4.44.

Exhibit 4.44: Paid Time Off: Trends

<table>
<tr><th colspan="2">Data are limited to those employed full-time.</th><th>2022</th><th>2014</th><th>2009</th></tr>
<tr><td></td><td>Receive paid time off</td><td>99.3%</td><td>99.2%</td><td>96.7%</td></tr>
<tr><td rowspan="4">How paid time off is offered</td><td>Categorized into defined types</td><td>76.1%</td><td>82.8%</td><td>92.1%</td></tr>
<tr><td>Receive set number of days that can be used for any purpose</td><td>4.3%</td><td>3.3%</td><td>1.1%</td></tr>
<tr><td>Both</td><td>19.6%</td><td>13.1%</td><td>6.7%</td></tr>
<tr><td>No response</td><td>0.0%</td><td>0.8%</td><td>0.0%</td></tr>
<tr><td rowspan="5">Median number of days per year</td><td>Designated as vacation time</td><td>20</td><td>20</td><td>20</td></tr>
<tr><td>Designated as sick time</td><td>12</td><td>12</td><td>12</td></tr>
<tr><td>Designated as personal time (*)</td><td rowspan="2">3</td><td>3</td><td>3</td></tr>
<tr><td>Bereavement leave (*)</td><td>3</td><td>3</td></tr>
<tr><td>Paid time off (PTO) days (not included above)</td><td>3</td><td>11</td><td>10</td></tr>
</table>

Note: Data are limited to those who are employed full-time (overall sample of 139 for 2022; 127 for 2014; 92 for 2009). To maintain compatibility with past surveys, the 2022 data for median days are limited to respondents who receive both defined category and PTO days.

(*) = For the 2022 survey, the category of "personal time" was expanded to include bereavement leave or any other purpose other than vacation or sick time.

A majority (57%) of the libraries/archives offer sabbaticals to their employees. This is especially common among the university-based libraries/archives, with 75.8% offering sabbaticals. In contrast, only 23.5% of the standalone libraries/archives so the same.

While offering sabbaticals is common, it is not common for the respondents to be eligible for a sabbatical. Only 12% of the respondents overall are eligible. The eligibility percentage never rises past 15.4% across all segments (see Exhibit 4.45). This is the same patterns seen in the 2014 survey (see Exhibit 4.46).

Exhibit 4.45: Sabbaticals

	Overall	Small/ Medium	Large	University-based	Standalone
Organization offers sabbaticals	57.0%	53.8%	58.9%	75.8%	23.5%
Organization offers sabbaticals AND the individual is eligible	12.0%	15.4%	10.0%	13.2%	9.8%
n=	142	52	90	91	51

Exhibit 4.46: Sabbaticals: Trends

	2022	2014
Organization offers sabbaticals	57.0%	54.6%
Organization offers sabbaticals AND the individual is eligible	12.0%	13.4%
n=	142	127

Given that only 17 respondents were able to provide details as to sabbatical parameters, these data should be interpreted with care. A plurality (47.1%) report that an individual must be employed at the organization for 5 to 7 years to qualify for a sabbatical. The typical sabbatical length is either 9 to 12 weeks (cited by 29.4%) or greater than 20 weeks (also cited by 29.4%). Responses are summarized in Exhibit 4.47.

Exhibit 4.47: Sabbatical Parameters

Length of employment to qualify for first sabbatical	1 year or less	0.0%
	1.1 to 3 years	23.5%
	3.1 to 5 years	5.9%
	5.1 to 7 years	47.1%
	7.1 to 10 years	5.9%
	Greater than 10 years	0.0%
	Not sure/no response	17.6%
Typical sabbatical length	Less than 4 weeks	0.0%
	5 to 8 weeks	5.9%
	9 to 12 weeks	29.4%
	13 to 16 weeks	5.9%
	17 to 20 weeks	11.8%
	Greater than 20 weeks	29.4%
	Not sure	17.6%

Note: Response base consists of the 17 respondents who indicated that they are eligible for sabbaticals at their organization.

V. All Other Conservators

A. Organization Overview

Introduction

This section of the report explores data collected from the following three work settings:

- Non-profit conservation center/lab — 31 individuals.
- University, college or other educational institution — 22 individuals.
- Government institution (federal, state or local) that is not a museum or library — 33 individuals.

The sample sizes for 2022 are similar to those seen in 2014 (see Exhibit 5.1) but still remain too small to permit any level of data segmentation. Thus, all data in this report section explores the survey results in aggregate within each of the three settings. It is important to keep the sample sizes in mind when interpreting the results as these data may not be reflective of the full setting population.

Exhibit 5.1: Sample Sizes by Survey Year

	2022 Survey Sample size	2014 Survey Sample size
Non-profit conservation center/lab	31	40
University/college	22	20
Government institution	33	25

Governing Authority

Governing authority data generally follow the patterns seen in past surveys. A majority of the non-profit conservation centers/labs are organized as private non-profits, as are universities/ colleges. The government institutions are usually under federal-level control (see Exhibit 5.2).

Exhibit 5.2: Governing Authority

	Nonprofit conservation center/lab			University/ college			Government institution		
	2022	2014	2009	2022	2014	2009	2022	2014	2009
Municipal/county/local government	0.0%	2.5%	0.0%	0.0%	0.0%	0.0%	18.2%	0.0%	4.3%
State/provincial government	12.9%	5.0%	13.3%	36.4%	55.0%	38.5%	18.2%	36.0%	26.1%
Federal government	3.2%	5.0%	3.3%	4.5%	0.0%	0.0%	63.6%	64.0%	69.6%
Tribal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Private non-profit	80.6%	87.5%	70.0%	50.0%	35.0%	38.5%	0.0%	0.0%	0.0%
For-profit	0.0%	0.0%	10.0%	4.5%	5.0%	7.7%	0.0%	0.0%	0.0%
Other	3.2%	0.0%	3.3%	4.5%	5.0%	15.4%	0.0%	0.0%	0.0%
n=	31	40	30	22	20	13	33	25	23

Staff Counts and Trends

The non-profit conservation centers/labs tend to be relatively small organizations, with 87.1% reporting 50 or fewer total staff. In contrast, one-half of the university/college respondents report their institution has greater than 2,500 staff. The government institutions tend to vary in size — while 21.2% have greater than 2,500 total staff, about the same number (27.3%) have 50 or fewer total staff (see Exhibit 5.3).

Exhibit 5.3: Total Staff Count

	Nonprofit conservation center/lab	University/ college	Government institution
Less than 10	29.0%	4.5%	3.0%
10–25	25.8%	9.1%	9.1%
26–50	32.3%	4.5%	15.2%
51–75	6.5%	4.5%	6.1%
76–100	3.2%	9.1%	9.1%
101–250	0.0%	0.0%	18.2%
251–500	0.0%	0.0%	12.1%
501–1,000	0.0%	18.2%	3.0%
1,000–2,500	3.2%	0.0%	3.0%
Greater than 2,500	0.0%	50.0%	21.2%
n=	31	22	33

The respondents were asked to indicate the number of paid and unpaid conservation professionals[15] at their organization, plus the number of staff who directly support the work of conservation professionals (defined in the survey as personnel such as database managers, clerical staff, photographers, etc.).

The median number of paid conservation professional peaks at 9.0 among the nonprofit conservation centers/labs, with the university/college and government institution organizations reporting a median of 7.0 and 6.0 respectively. All three segments report a median of zero unpaid conservation professionals/individuals. Support staff are more commonly seen among the nonprofit conservation centers/labs (median of 4.0) and the universities/colleges (median of 3.0), with the government institution respondents reporting a median of only 1.5 support staff. The response distribution is illustrated in Exhibit 5.4.

15 Respondents were asked to include all individuals (full- and part-time), including themselves, when indicating staffing levels. The category of unpaid conservation professionals was defined in the survey as “volunteers, interns, etc. who are primarily engaged in conservation work/activities.”

Exhibit 5.4: Number of Conservation Professionals

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Nonprofit conservation center/lab	Total number of paid conservation professionals	31	4.0	4.0	**9.0**	14.0	32.4
	Total number of unpaid conservation professionals	24	0.0	0.0	**0.0**	0.0	1.5
	Total number of staff who directly support the work of conservation staff	29	2.0	3.0	**4.0**	9.5	25.0
University/ college	Total number of paid conservation professionals	21	2.2	5.0	**7.0**	19.5	48.0
	Total number of unpaid conservation professionals	18	0.0	0.0	**0.0**	0.0	4.1
	Total number of staff who directly support the work of conservation staff	21	0.0	1.0	**3.0**	4.5	29.0
Government institution	Total number of paid conservation professionals	32	1.0	1.3	**6.0**	12.5	31.2
	Total number of unpaid conservation professionals	28	0.0	0.0	**0.0**	2.0	11.5
	Total number of staff who directly support the work of conservation staff	30	0.0	0.0	**1.5**	7.3	19.3

Some significant shifts are seen in terms of staff count for the nonprofit conservation centers/ labs. The median number of paid conservation professionals has dropped from 14.0 in the 2009 survey, to 12.0 in the 2014 survey, and further down to the present level of 9.0. The number of conservation support staff has also dropped, moving from a median of 7.5 in 2014 to 4.0 in 2022. Median staff counts for the university/college and government institution segments have remained more consistent, albeit with some declines in the number of unpaid conservation professionals/individuals and support staff among the government institutions. Trend data are summarized in Exhibit 5.5.

Exhibit 5.5: Number of Conservation Professionals: Trends

		2022 (median)	2014 (median)	2009 (median)
Nonprofit conservation center/lab	Total number of paid conservation professionals	9.0	12.0	14.0
	Total number of unpaid conservation professionals	0.0	0.0	1.0
	Total number of staff who directly support the work of conservation staff	4.0	7.5	N/A
University/college	Total number of paid conservation professionals	7.0	6.0	6.0
	Total number of unpaid conservation professionals	0.0	0.0	1.0
	Total number of staff who directly support the work of conservation staff	3.0	3.0	N/A
Government institution	Total number of paid conservation professionals	6.0	6.0	7.0
	Total number of unpaid conservation professionals	0.0	2.0	1.0
	Total number of staff who directly support the work of conservation staff	1.5	3.0	N/A

N/A = data not collected in the 2009 survey.

To help place staff counts in perspective, ratios were computed to explore the relationship between paid conservation professionals and the other two staff categories (unpaid conservation professionals and support staff). No change is seen in the median ratio of unpaid conservation professionals to paid conservation professionals for the nonprofit conservation centers/labs and the colleges/universities, with the median remaining at zero. However, the ratio has dropped for government institutions, from 0.25 in 2014 (i.e., there were 0.25 unpaid conservation professionals for each paid conversation professional) to the present level of zero.

The ratio of support staff to paid conservation professionals has remained either stable or has increased a small amount since 2014. Responses are summarized in Exhibit 5.6.

Exhibit 5.6: Conservation Professionals Ratios

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile	2014 (median)
Nonprofit conservation center/lab	Ratio of unpaid to paid conservators	24	0.00	0.00	**0.00**	0.00	0.47	0.00
	Ratio of support staff to paid conservators	29	0.27	0.30	**0.50**	1.10	2.00	0.50
College/ university	Ratio of unpaid to paid conservators	18	0.00	0.00	**0.00**	0.00	0.46	0.00
	Ratio of support staff to paid conservators	21	0.00	0.08	**0.38**	0.60	0.71	0.33
Government institution	Ratio of unpaid to paid conservators	28	0.00	0.00	**0.00**	0.32	1.35	0.25
	Ratio of support staff to paid conservators	31	0.00	0.00	**0.36**	1.00	4.60	0.20

To provide context to the “hard number” counts, the respondents were asked to describe how staffing levels for paid conservators, unpaid conservators and total staff have changed over the past two years at their organization, and their expectations of what will occur over the next two years. “Remain the same” is the most common response for all staff categories for the past two years, usually stated by a majority of the respondents across all three settings. The strongest decreases are reported by those employed at a university/college setting, with nearly 41% reporting a decrease in the number of paid conservation professionals, and 36.4% reporting a decrease in the total organization-wide staff count.

To help summarize the data, an average trend index is created. This is a 1-to-5 scale with 1.0 equaling a significant decrease and 5.0 equaling a significant increase. A value of less than 3.0 indicates an overall decline. The average trend index for paid conservators drops to a low of 2.5 among the university/college respondents. The same general pattern is seen for the total organization-wide staff count, with average scores notably lower among the university/college respondents. Across all segments, the average trend index scores are below 3.0 with regard to the number of unpaid conservation professionals/individuals.

The next two years appear to be more promising. While “no change” is again the most common response (and often cited by a majority), the percentage of respondents anticipating gains in the number of paid conservation professionals and total staff significantly outweigh the number expecting staff cuts.

Responses by work setting are provided in Exhibit 5.7.

Exhibit 5.7: Staffing Trends: Overview

*The most common response for each metric is noted in **bold**.*

			Decrease	Remain the same	Increase	Not sure/no response	Average trend index
Past two years	Total number of paid conservation professionals	Nonprofit conservation center/lab	22.6%	**64.5%**	12.9%	0.0%	2.9
		University/college	40.9%	**45.5%**	9.1%	4.5%	2.5
		Government institution	18.2%	**54.5%**	24.2%	3.0%	3.1
	Total number of unpaid conservation professionals	Nonprofit conservation center/lab	12.9%	**71.0%**	9.7%	6.5%	2.8
		University/college	9.1%	**77.3%**	0.0%	13.6%	2.9
		Government institution	24.2%	**69.7%**	0.0%	6.1%	2.6
	Total number of paid staff organization-wide	Nonprofit conservation center/lab	16.1%	**58.1%**	22.6%	3.2%	3.1
		University/college	36.4%	**54.5%**	4.5%	4.5%	2.6
		Government institution	18.2%	**45.5%**	33.3%	3.0%	3.2
Next two years	Total number of paid conservation professionals	Nonprofit conservation center/lab	3.2%	**58.1%**	38.7%	0.0%	3.4
		University/college	4.5%	**50.0%**	40.9%	4.5%	3.4
		Government institution	3.0%	**60.6%**	33.3%	3.0%	3.3
	Total number of unpaid conservation professionals	Nonprofit conservation center/lab	6.5%	**80.6%**	6.5%	6.5%	2.9
		University/college	4.5%	**77.3%**	4.5%	13.6%	3.0
		Government institution	3.0%	**78.8%**	15.2%	3.0%	3.2
	Total number of paid staff organization-wide	Nonprofit conservation center/lab	3.2%	**48.4%**	45.2%	3.2%	3.5
		University/college	0.0%	**68.2%**	27.3%	4.5%	3.3
		Government institution	6.1%	**48.5%**	42.4%	3.0%	3.4

n= 31 (nonprofit conservation center/lab); 22 (university/college); 33 (government institution).
The average trend index is based on a 1 to 5 scale where 1 is "significantly decrease" and 5 is "significantly increase." Not sure/no response values are excluded from average calculations.

Comparing the average trend index scores across the survey years shows a mixed picture. Some segments stand out, such as the university/college respondents with their 2.5 score for 2022 regarding the paid conservation staff count over the past two years, versus scores of 3.0 and 3.1 in 2014 and 2009 respectively. Other segments show more modest survey-to-survey variations. But given the small sample sizes for all three survey years for these work settings, these variations may be due to the inherent variability of small samples.

Responses by survey year are illustrated in Exhibit 5.8.

Exhibit 5.8: Staffing Trends: Long-Term Comparison

			Average trend index 2022	Average trend index 2014	Average trend index 2009
"Past"	Total number of paid conservation professionals	Nonprofit conservation center/lab	2.9	2.5	3.0
		University/college	2.5	3.0	3.1
		Government institution	3.1	2.5	2.9
	Total number of unpaid conservation professionals	Nonprofit conservation center/lab	2.8	3.0	3.0
		University/college	2.9	2.8	3.1
		Government institution	2.6	3.1	3.1
	Total number of paid staff organization-wide	Nonprofit conservation center/lab	3.1	2.6	3.1
		University/college	2.6	3.1	2.6
		Government institution	3.2	2.3	2.9
"Future"	Total number of paid conservation professionals	Nonprofit conservation center/lab	3.4	3.3	3.1
		University/college	3.4	3.1	3.0
		Government institution	3.3	2.9	2.9
	Total number of unpaid conservation professionals	Nonprofit conservation center/lab	2.9	3.1	3.1
		University/college	3.0	2.9	3.1
		Government institution	3.2	3.0	3.1
	Total number of paid staff organization-wide	Nonprofit conservation center/lab	3.5	3.2	3.1
		University/college	3.3	2.9	2.8
		Government institution	3.4	2.9	3.2

The average trend index is based on a 1 to 5 scale where 1 is "significant decrease" and 5 is "significant increase." Not sure/no response values are excluded from average score calculations.
"Past" encompasses the past two years for the 2022 respondents, and the past three years for the 2014 and 2009 respondents.
"Future" encompasses the next two years for the 2022 respondents, and the next three years for the 2014 and 2009 respondents.

The respondents who indicated a decrease in the number of paid staff (conservation staff, total staff or both) were asked to rate the impact of the global pandemic on these staff cuts. As summarized in Exhibit 5.9, the university/college respondents are the ones most apt to point to COVID-19 as a primary factor driving staff cutbacks, a situation cited by 36.4%. In sharp contrast, one-half of the nonprofit conservation center/lab respondents report that their staff cuts were not influenced to any significant degree by the impact of COVID-19. Again, however, these are very small samples since the data are limited to only those who reported staff cuts in the past two years, and may not be reflective of the three work sectors.

Exhibit 5.9: Pandemic Influence on Staff Cuts

	Nonprofit conservation center/lab	University/ college	Government institution
Staff decrease mostly or entirely influenced by the impact of COVID-19	12.5%	36.4%	22.2%
Staff decrease partially influenced by COVID-19 but other factors substantially influenced the decision	37.5%	27.3%	44.4%
Staff decrease was not influenced to any significant degree by the impact of COVID-19	50.0%	27.3%	11.1%
Not sure/No response	0.0%	9.1%	22.2%
n=	8	11	9

Note: Response base is limited to respondents who indicated that a decrease in the number of paid staff occurred in the past two years.

B. Work Activities and Responsibilities

Job Titles

The respondents have a variety of job titles, with the following most commonly cited:

Nonprofit Conservation Center/Lab:

- Associate Conservator
- Assistant Conservator
- Chief Conservator
- Director of Conservation
- Head Conservator
- Project Specialist
- Senior Conservator

University/College:

- Adjunct Instructor
- Assistant Professor
- Associate Project Specialist
- Conservator
- Professor
- Instructor
- Fellow

Government Institution:

- Conservator
- Fellow
- Senior Conservator
- Conservation Technician
- Preservation Officer

Work Activities

The respondents were asked to estimate the percentage of their time in a typical week or month that is spent on the following general areas:

- Treatment and treatment-related actions/functions.
- Conservation research.
- Other conservation actions/functions (e.g., surveys, preventive activities, etc.).
- Marketing/outreach.
- Teaching/higher education activities (e.g., classroom instruction, etc.).
- Administrative responsibilities.
- All others.

As summarized in Exhibit 5.10 on the following page, the nonprofit conservation center/lab respondents spend the greatest share of their time on treatment and treatment-related actions/functions. The average percentage, however, has dropped notably over time, moving from a high of 63.6% in 2009 to the present level of 47.2%. The university/college respondents spend the largest share of their time on teaching/higher education activities, with the average percentage remaining stable over the three surveys. The government institution respondents divide their time between treatment and administrative responsibilities, with the latter taking the top spot in 2022 by a small margin.

As discussed in Section I, detailed comparisons between 2022 and 2014/2009 results must be done carefully since the 2022 activity list was expanded to include marketing/outreach. Please see Section I for additional details on work activities and a comparison across other work settings.

Exhibit 5.10: Work Activities

All data are averages.	Nonprofit conservation center/lab			University/college			Government institution		
	2022	2014	2009	2022	2014	2009	2022	2014	2009
Treatment and treatment-related actions/functions	47.2%	57.4%	63.6%	13.7%	16.3%	17.3%	30.2%	38.6%	30.1%
Conservation research	7.5%	3.7%	3.2%	21.3%	14.4%	16.9%	11.6%	10.7%	19.3%
Other conservation actions/functions	12.8%	10.1%	9.4%	11.0%	8.0%	6.9%	15.9%	22.8%	17.9%
Marketing/outreach	5.4%	N/A	N/A	4.5%	N/A	N/A	4.6%	N/A	N/A
Teaching/higher education activities	7.0%	6.9%	4.8%	35.0%	37.5%	36.2%	5.2%	7.1%	6.3%
Administrative responsibilities	20.1%	20.8%	18.1%	14.5%	21.6%	20.0%	32.3%	19.6%	25.0%
All others	<0.1%	1.2%	0.9%	0.0%	2.3%	2.7%	0.2%	1.2%	1.3%
n=	30	40	30	21	20	13	30	25	23

Responsibilities

It is important when examining compensation issues to determine the “authority” level of the respondent, since this often impacts compensation to the same degree as factors such as education and experience. The survey explored this issue using three metrics: staff supervision, level of independent work, and departmental budget authority.

The number of respondents with staff supervision responsibilities has remained at the majority level among the nonprofit conservation center/lab respondents and the government institution respondents. There has, however, been a marked shift for those employed at a university/college, with the number with reporting staff dropping from the 54% to 60% range to just 28.6% in 2022 (see Exhibit 5.11).

Exhibit 5.11: Staff Supervision Responsibilities

	Nonprofit conservation center/lab			University/college			Government institution		
	2022	2014	2009	2022	2014	2009	2022	2014	2009
No reporting staff	37.9%	47.5%	43.3%	71.4%	40.0%	46.2%	50.0%	44.0%	47.8%
1 reporting staff	6.9%	7.5%	13.3%	9.5%	0.0%	7.7%	10.0%	16.0%	17.4%
2 reporting staff	24.1%	12.5%	16.7%	0.0%	15.0%	15.4%	6.7%	4.0%	0.0%
3 reporting staff	6.9%	5.0%	6.7%	9.5%	5.0%	7.7%	6.7%	24.0%	8.7%
4-5 reporting staff	13.8%	12.5%	10.0%	4.8%	10.0%	7.7%	13.3%	12.0%	8.7%
6-10 reporting staff	6.9%	10.0%	3.3%	0.0%	20.0%	7.7%	10.0%	0.0%	8.7%
11 or more reporting staff	3.4%	5.0%	6.6%	4.8%	10.0%	7.7%	3.3%	0.0%	8.7%
n=	29	40	30	21	20	13	30	25	23

A majority of respondents in all three work settings state that they usually work independently. This is especially the case with the government institution respondents, with only 18.2% stating that they usually work under the direction/supervision of someone else at their organization (see Exhibit 5.12).

Exhibit 5.12: Level of Independent Work

	Nonprofit conservation center/lab			University/college			Government institution		
	2022	2014	2009	2022	2014	2009	2022	2014	2009
Usually work independently	64.5%	65.0%	76.7%	68.2%	65.0%	92.3%	72.7%	84.0%	73.9%
Usually work under the direction/ supervision of someone else at my organization	29.0%	27.5%	20.0%	27.3%	35.0%	7.7%	18.2%	16.0%	26.1%
No response	6.5%	7.5%	3.3%	4.5%	0.0%	0.0%	9.1%	0.0%	0.0%
n=	31	40	30	22	20	13	33	25	23

A majority of the nonprofit conservation center/lab and university/college respondents have little or no input into budgetary issues for their department. The government institution respondents tend to have more budgetary input, with two-thirds reporting some level of input (see Exhibit 5.13).

Exhibit 5.13: Departmental Budget Responsibilities

	Nonprofit conservation center/lab			University/ college			Government institution		
	2022	2014	2009	2022	2014	2009	2022	2014	2009
I am the final (or only) decision-maker when it comes to budgetary issues for my department	10.3%	10.0%	10.0%	4.8%	25.0%	0.0%	3.3%	4.0%	8.7%
I have significant input or control over budgetary issues, but someone else has the “final say” for my dept.	20.7%	15.0%	23.3%	0.0%	10.0%	46.2%	33.3%	12.0%	26.1%
I have some input into budgetary issues for my department	17.2%	27.5%	6.7%	19.0%	30.0%	15.4%	30.0%	36.0%	26.1%
I have little or no input into budgetary issues for my department	51.7%	47.5%	60.0%	76.2%	35.0%	38.5%	33.3%	48.0%	39.1%
n=	29	40	30	21	20	13	30	25	23

C. Compensation

Overview

Only one individual in the nonprofit conservation center/lab segment, and three individuals in the university/college segment, are employed by their organization on a part-time basis. Given the small number of part-time staff, all compensation and related data are based only on the full-time staff.

There have been only modest changes in the median number of hours full-time staff work in a "normal" and a "heavy" week. Full-time respondents in all three work settings report working a median of 40 hours in a "normal" week. Median hours worked in a "heavy" week vary by segment, ranging from a low of 45 hours (nonprofit conservation center/lab respondents) to a high of 55 hours (university/college respondents). The response distribution across the three segments and survey years are provided in Exhibit 5.14.

Exhibit 5.14: Hours Worked

		Nonprofit conservation center/lab		University/ college		Government institution	
Data are limited to full-time staff.	Survey year	Median	n=	Median	n=	Median	n=
Hours worked in a "normal" week	2022	40.0	28	40.0	18	40.0	30
	2014	40.0	37	50.0	17	40.0	24
	2009	37.5	30	45.0	13	40.0	23
Hours worked in a "heavy" week	2022	45.0	25	55.0	18	46.5	28
	2014	45.0	32	65.0	14	45.0	21
	2009	45.0	24	60.0	13	50.0	20

A large majority of the nonprofit conservation center/lab respondents (85.7%) report that their position is classified as exempt (e.g., they are not paid for overtime). This increases to 100% among the university/college respondents. The percentage who are classified as exempt drops to 56.7% among the government institution respondents.

Compensation Data

Only a small number of respondents in any of the three work settings are paid on an hourly basis (two individuals in the nonprofit conservation center/lab segment, one respondent in the university/college segment, and three respondents in the government institution segment). The compensation data for the hourly-paid individuals were converted to annual amounts based on the number of hours per week the individuals reported working.

While the compensation data for other settings in this report are segmented by a variety of criteria, there are insufficient data to take the same approach with the data from the nonprofit conservation center/lab, university/college and government institution settings. Overall responses are summarized in Exhibit 5.15; comparative data from the 2009 and 2014 surveys are provided in Exhibit 5.16.

Exhibit 5.15: Compensation: Overview (Full-time Individuals)

	n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Nonprofit conservation center/lab	28	$39,120	$50,750	**$62,500**	$93,000	$130,200
University/college	18	$38,566	$49,500	**$60,000**	$92,125	$107,500
Government institution	30	$47,058	$57,971	**$79,000**	$95,524	$119,600

Exhibit 5.16: Compensation: Trends (Full-time Individuals)

	2022		2014		2009	
	n=	Median	n=	Median	n=	Median
Nonprofit conservation center/lab	28	$62,500	37	$51,000	30	$50,000
University/college	18	$60,000	18	$78,500	13	$74,000
Government institution	30	$79,000	24	$72,500	23	$62,000

Pay Increases

The prevalence of a pay increase in the past 12 months generally tracks the pattern seen in the 2014 survey for the nonprofit conservation center/lab and university/college respondents. There is a sizeable increase in the percentage of government institution respondents who received a pay increase in the past 12 months compared with the percentage reporting the same in 2014 or 2009.

The amount of the pay increase is generally in line with the values seen in past surveys, with the average increase ranging from 3.0% to 4.7% across the three settings (see Exhibit 5.17).

Exhibit 5.17: Pay Increases

Data limited to those employed on a full-time basis.		Nonprofit conservation center/lab			University/college			Government institution		
		2022	2014	2009	2022	2014	2009	2022	2014	2009
Received a pay increase in the past 12 months		71.4%	70.3%	33.3%	72.2%	77.8%	46.2%	70.0%	50.0%	47.8%
Amount received	Average (1)	4.7%	3.0%	3.0%	3.0%	3.0%	3.5%	3.5%	2.0%	3.0%
	n=	20	26	9	13	13	6	21	11	10
Did not receive a pay increase		28.6%	29.7%	56.7%	27.8%	22.2%	53.8%	30.0%	50.0%	39.1%
No response		0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.0%
n=		28	37	30	18	18	13	30	24	23

(1) = Due to differences in survey design, the average is used for 2022 data; medians are used for 2014 and 2009 data. Averages for 2022 data computed using range mid-points.

Additional Cash Compensation

The government institution respondents are the ones most apt to receive additional cash compensation,[16] a situation cited by 56.7%. This represents a sizeable increase from the levels seen in 2014 and 2009. In contrast, the percentage of university/college respondents who received additional cash compensation has fallen by half, with only 11.1% reporting receiving such an award. About one-third of the nonprofit conservation center/lab respondents received additional cash compensation, about the same level seen in 2014.

This additional cash compensation is most often described as an annual bonus by the respondents, but a few mention other types of awards including holiday bonuses, “hazard pay” due to COVID-19, one-time bonuses, and performance bonuses.

The median award ranges between $1,300 to $1,725 across the three work settings, but has a range as large as $50 to $6,000 (see Exhibit 5.18).

[16] This additional compensation was defined in the survey to exclude the value of any benefits received or any monies earned outside of the organization.

Exhibit 5.18: Additional Cash Compensation Received

Data limited to those employed on a full-time basis.		Nonprofit conservation center/lab			University/college			Government institution		
		2022	2014	2009	2022	2014	2009	2022	2014	2009
Received additional cash compensation		32.1%	29.7%	20.0%	11.1%	27.8%	23.1%	56.7%	29.2%	26.1%
Amount received	Low	$50	$500	$120	**	$500	$3,000	$500	$50	$260
	Median	$1,725	$2,200	$475	**	$2,000	$5,000	$1,300	$1,000	$1,800
	Median as % of base pay	2.1%	5.4%	N/A	**	4.0%	N/A	1.4%	1.0%	N/A
	High	$6,000	$46,000	$25,000	**	$70,000	$11,000	$3,145	$2,500	$5,000
	n=	8	10	6	2	5	3	16	7	6
No		67.9%	70.3%	80.0%	88.9%	66.7%	76.9%	43.3%	70.8%	73.9%
No response		0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%
n=		28	37	30	18	18	13	30	24	23

** = Insufficient data for tabulation.

Freelance Work

The nonprofit conservation center/lab respondents are unlikely to have engaged in freelance work,[17] a situation cited by only 6.9%. This continues the trend seen in previous surveys of lower freelance work engagement among these respondents. In contrast, nearly one-half of the university/college respondents and one-third of the government institution respondents have engaged in freelance work, close to the response patterns seen in previous surveys (see Exhibit 5.19).

[17] Freelance work was defined in the survey as taking on projects as an independent contractor, serving as a consultant, or other activities where the respondent is paid directly by the client and not through their [the respondent's] employer.

Exhibit 5.19: Prevalence of Freelance Work

		Engaged in freelance conservation work in current or prior year	Considering doing so	No freelance involvement	No response	n=
Nonprofit conservation center/lab	2022	6.9%	6.9%	86.2%	0.0%	29
	2014	25.0%	10.0%	62.5%	2.5%	40
	2009	10.0%	16.7%	73.3%	0.0%	30
University/college	2022	47.6%	23.8%	28.6%	0.0%	21
	2014	50.0%	10.0%	35.0%	5.0%	20
	2009	61.5%	23.1%	15.4%	0.0%	13
Government institution	2022	33.3%	23.3%	43.3%	0.0%	30
	2014	36.0%	20.0%	44.0%	0.0%	25
	2009	26.1%	26.1%	47.8%	0.0%	23

Only sparse data are available as to the financial parameters of this freelance work. The university/college respondents who are engaged in freelance work report a median income from these activities of $9,750 for 2020, $9,000 for 2021, and expect to realize $6,000 in 2022. The median hourly billing rate is $113, and the typical freelancer had 56 billable hours.[18] The government institution respondents were less active in their freelance activities, generating a median income of $2,500 for all years tracked in the survey. Their median hourly billing rate was $125, with a median of 35 billable hours.

An overview of freelance financial metrics is provided in Exhibit 5.20. Trending data, to the extent available, are provided in Exhibit 5.21.

18 The average number of billable hours was approximated using the hourly rate and the average gross income from 2020 and 2021. Only the 2020 or 2021 gross was used for billable hour calculations when the data for only one year was provided

Exhibit 5.20: Freelance Financial Metrics

		n=	10th percentile	25th percentile	**50th percentile (median)**	75th percentile	90th percentile
Nonprofit conversation center/lab	Hourly billing rate	2	**	**	******	**	**
	Gross income, 2020	2	**	**	******	**	**
	Gross income, 2021	2	**	**	******	**	**
	Expected gross income, 2022	2	**	**	******	**	**
	Average number of billable hours, 20/21	2	**	**	******	**	**
University/ college	Hourly billing rate	10	$62	$75	**$113**	$200	$245
	Gross income, 2020	8	**	$2,750	**$9,750**	$17,625	**
	Gross income, 2021	8	**	$2,250	**$9,000**	$19,000	**
	Expected gross income, 2022	7	**	$2,000	**$6,000**	$15,000	**
	Average number of billable hours, 20/21	9	**	29.2	**56.0**	137.5	**
Government institution	Hourly billing rate	8	**	$81	**$125**	$169	**
	Gross income, 2020	8	**	$625	**$2,500**	$5,900	**
	Gross income, 2021	9	**	$875	**$2,500**	$8,750	**
	Expected gross income, 2022	7	**	$1,500	**$2,500**	$12,000	**
	Average number of billable hours, 20/21	7	**	11.4	**35.0**	78.8	**

Exhibit 5.21: Freelance Financial Metrics: Trends

		2022		2014		2009	
		n=	Median	n=	Median	n=	Median
Nonprofit conservation center/lab	Hourly billing rate	2	**	9	$100	2	**
	Gross income, past year	2	**	7	$2,500	3	$1,000
	Gross income current year	2	**	7	$3,500	3	$1,200
	Average number of billable hours	2	**	8	60.0	N/A	
University/ college	Hourly billing rate	10	$113	11	$100	7	$100
	Gross income, past year	8	$9,750	9	$10,000	7	$10,000
	Gross income current year	8	$9,000	9	$10,000	7	$10,000
	Average number of billable hours	9	56.0	9	83.3	N/A	
Government institution	Hourly billing rate	8	$125	8	$95	6	$95
	Gross income, past year	8	$2,500	7	$5,000	6	$4,000
	Gross income current year	9	$2,500	6	$5,500	6	$4,000
	Average number of billable hours	7	35.0	7	60.0	N/A	

D. Benefits

Retirement Plans

A large majority of respondents across the three work settings report that their employer offers a retirement plan of some sort, and most respondents are participating in the plan. Participation slips somewhat among the university/college respondents — while nearly 95% state that a retirement plan is available, only 72.2% participate (see Exhibit 5.22).

The availability of a retirement plan has remained fairly stable since 2014, and participation rates, other than among the university/college respondents, are up (see Exhibit 5.23).

Exhibit 5.22: Retirement Plan Prevalence

Data limited to those employed on a full-time basis.	Nonprofit conservation center/lab	University/ college	Government institution
Participate in retirement plan	96.4%	72.2%	90.0%
Plan offered, but do not participate or not eligible for it	0.0%	22.2%	6.7%
Organization does not offer a retirement plan	3.6%	5.6%	3.3%
Not sure/no response	0.0%	0.0%	0.0%
n=	28	18	30

Exhibit 5.23: Retirement Plan Prevalence: Trends

Data limited to those employed on a full-time basis.		Nonprofit conservation center/lab	University/ college	Government institution
Participate in retirement plan	2022	96.4%	72.2%	90.0%
	2014	80.6%	88.2%	87.5%
Plan offered, but do not participate or not eligible for it	2022	0.0%	22.2%	6.7%
	2014	8.3%	5.9%	12.5%
Organization does not offer a retirement plan	2022	3.6%	5.6%	3.3%
	2014	8.3%	5.9%	0.0%
Not sure/no response	2022	0.0%	0.0%	0.0%
	2014	2.8%	0.0%	0.0%
n=	2022	28	18	30
	2014	36	17	24

An “investment account” plan, such as 401k, a 403b, or any other type of defined contribution plan, is the most common retirement plan option by a wide margin, cited by 92% or more of the respondents across the three work settings. A traditional pension plan is the next most common option, but lags in prevalence except among the government institution respondents, where it is cited by nearly 41%. Responses are analogous with those seen in 2014 (see Exhibit 5.24).

Exhibit 5.24: Retirement Plan Options

		Nonprofit conservation center/lab	University/ college	Government institution
Traditional pension plan	2022	11.1%	15.4%	40.7%
	2014	6.9%	20.0%	42.9%
Profit sharing plan	2022	0.0%	7.7%	0.0%
	2014	0.0%	0.0%	0.0%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	2022	96.3%	92.3%	92.6%
	2014	100.0%	93.3%	81.0%
Other	2022	0.0%	0.0%	0.0%
	2014	0.0%	0.0%	0.0%
Not sure	2022	0.0%	0.0%	0.0%
	2014	0.0%	0.0%	4.8%
n=	2022	27	13	27
	2014	29	15	21

Responses limited to the individuals that participate in a retirement plan. Data may not sum to 100% since respondents could select more than one option.

General Benefits

General benefits data were collected in a more detailed fashion in the 2022 survey. Rather than track only the availability of benefits, each benefit was examined as to the level of employer subsidy using three categories:

- No subsidy (employee pays the full cost of the benefit).
- Employer pays up to 50% of the cost of the benefit.
- Employer pays greater than 50% of the cost of the benefit.

While a no-subsidy situation can appear to run counter to the definition of a “benefit,” there are some benefits, such as disability insurance and liability insurance, where it is difficult to either obtain the benefit as an individual or, if it is available, have an individual policy be reasonably priced. Having access to a group plan or group purchase through the employer can reduce the cost to the employee even without a monetary subsidy from the employer. Given this, and to relate the 2022 data to past data, a benefit is considered “offered” if it is available to the employee with or without an employer subsidy.

Health insurance for the employee, health insurance for spouse/partner/family and dental insurance are the most commonly provided benefits, each cited as being offered by more than 80% of the respondents across all three work settings. Vision insurance is also popular, but lags somewhat in prevalence among the nonprofit conservation center/lab respondents. Of the 15 benefits examined, 10 to 13 are offered to a majority of the respondents across the three settings. The overall distribution is illustrated in Exhibit 5.25.

It is difficult to accurately discern trends from past surveys given the sample size limitations. In general, however, it appears that benefit availability has increased across all three work settings, with the availability of some benefits, such as disability insurance, professional meeting fees and continuing education, increasing significantly. Decreases, when present, tend to be minor. Trending data are provided in Exhibit 5.26.

Exhibit 5.25: General Benefits Offered: Overview

Data are the percentage saying the benefit is available through or from their employer with or without a subsidy. Data limited to full-time staff.	Nonprofit conservation center/lab	University/ college	Government institution
Professional liability insurance	42.9%	16.7%	16.7%
Health insurance for myself	92.9%	100.0%	93.3%
Health insurance for spouse/partner/family	82.1%	83.3%	83.3%
Dental insurance (self OR family)	92.9%	94.4%	93.3%
Vision insurance (self OR family)	64.3%	94.4%	90.0%
Life insurance	78.6%	77.8%	73.3%
Short-term disability insurance	67.9%	72.2%	70.0%
Long-term disability insurance	75.0%	66.7%	70.0%
Child care/day care expenses	10.7%	16.7%	16.7%
AIC membership dues	35.7%	72.2%	23.3%
Other professional association membership dues	28.6%	55.6%	26.7%
AIC Annual Meeting fees (registration, travel, etc.)	78.6%	77.8%	70.0%
Other professional meeting fees	78.6%	77.8%	66.7%
Continuing education costs to pursue a degree	17.9%	50.0%	40.0%
On-going continuing education costs (non-degree)	71.4%	66.7%	56.7%
n=	28	18	30

Exhibit 5.26: General Benefits Offered: Trends

Data are the percentage saying the benefit is available through or from their employer with or without cost sharing. Data limited to full-time staff.	Nonprofit conservation center/lab			University/college			Government institution		
	2022	2014	2009	2022	2014	2009	2022	2014	2009
Professional liability insurance	42.9%	16.1%	20.7%	16.7%	5.9%	8.3%	16.7%	8.7%	5.2%
Health insurance for myself	92.9%	87.1%	86.2%	100.0%	94.1%	83.3%	93.3%	91.3%	100.0%
Health insurance for spouse/partner/family	82.1%	64.5%	62.1%	83.3%	82.4%	91.7%	83.3%	78.3%	84.3%
Dental insurance (self OR family)	92.9%	83.9%	72.4%	94.4%	94.1%	100.0%	93.3%	73.9%	78.9%
Vision insurance (self OR family)	64.3%	35.5%	41.4%	94.4%	94.1%	100.0%	90.0%	73.9%	73.7%
Life insurance	78.6%	58.1%	65.5%	77.8%	58.8%	83.3%	73.3%	56.5%	63.2%
Short-term disability insurance	67.9%	29.0%	51.7%	72.2%	35.3%	66.6%	70.0%	43.5%	42.1%
Long-term disability insurance	75.0%	19.4%	34.4%	66.7%	52.9%	50.1%	70.0%	56.5%	42.1%
Child care/day care expenses	10.7%	0.0%	0.0%	16.7%	5.9%	0.0%	16.7%	4.3%	5.2%
AIC membership dues	35.7%	29.0%	44.8%	72.2%	23.5%	8.3%	23.3%	4.3%	10.5%
Other professional association membership dues	28.6%	6.5%	20.7%	55.6%	23.5%	16.7%	26.7%	8.7%	10.5%
AIC Annual Meeting fees (registration, travel, etc.)	78.6%	35.5%	48.3%	77.8%	47.1%	41.7%	70.0%	26.1%	47.3%
Other professional meeting fees	78.6%	32.3%	27.6%	77.8%	35.3%	33.4%	66.7%	21.7%	57.9%
Continuing education costs to pursue a degree	17.9%	3.2%	6.9%	50.0%	11.8%	41.7%	40.0%	8.7%	10.5%
On-going continuing education costs (non-degree)	71.4%	16.1%	34.4%	66.7%	23.5%	58.3%	56.7%	21.7%	21.1%
n=	28	31	29	18	17	12	30	23	23

Examining the provision of benefits in greater detail shows that, for most benefits, the employer pays more than 50% of the cost of the benefit. Still, for some benefits such as dental insurance, disability insurance, and health insurance for spouse/partner/family, as many as 35% of the respondents report a lack of an employer subsidy for the benefit. Breakouts by cost-sharing level are provided in Exhibit 5.27.

Exhibit 5.27: General Benefits Offered: Detail

		Nonprofit conservation center/lab	University/ college	Government institution
Professional liability insurance	Offered, not paid	3.6%	0.0%	3.3%
	Offered, up to 50% paid	3.6%	0.0%	0.0%
	Offered, >50% paid	35.7%	16.7%	13.3%
	Total offered	**42.9%**	**16.7%**	**16.7%**
Health insurance for myself	Offered, not paid	7.1%	16.7%	10.0%
	Offered, up to 50% paid	7.1%	11.1%	16.7%
	Offered, >50% paid	78.6%	72.2%	66.7%
	Total offered	**92.9%**	**100.0%**	**93.3%**
Health insurance for spouse/partner/family	Offered, not paid	21.4%	16.7%	20.0%
	Offered, up to 50% paid	7.1%	16.7%	3.3%
	Offered, >50% paid	53.6%	50.0%	60.0%
	Total offered	**82.1%**	**83.3%**	**83.3%**
Dental insurance (self OR family)	Offered, not paid	35.7%	22.2%	10.0%
	Offered, up to 50% paid	17.9%	27.8%	23.3%
	Offered, >50% paid	39.3%	44.4%	60.0%
	Total offered	**92.9%**	**94.4%**	**93.3%**
Vision insurance (self OR family)	Offered, not paid	14.3%	27.8%	13.3%
	Offered, up to 50% paid	7.1%	16.7%	20.0%
	Offered, >50% paid	42.9%	50.0%	56.7%
	Total offered	**64.3%**	**94.4%**	**90.0%**
Life insurance	Offered, not paid	14.3%	16.7%	26.7%
	Offered, up to 50% paid	7.1%	11.1%	16.7%
	Offered, >50% paid	57.1%	50.0%	30.0%
	Total offered	**78.6%**	**77.8%**	**73.3%**
Short-term disability insurance	Offered, not paid	28.6%	16.7%	26.7%
	Offered, up to 50% paid	7.1%	11.1%	10.0%
	Offered, >50% paid	32.1%	44.4%	33.3%
	Total offered	**67.9%**	**72.2%**	**70.0%**
Long-term disability insurance	Offered, not paid	21.4%	5.6%	30.0%
	Offered, up to 50% paid	7.1%	22.2%	10.0%
	Offered, >50% paid	46.4%	38.9%	30.0%
	Total offered	**75.0%**	**66.7%**	**70.0%**

Table continued on following page

Exhibit 5.27: General Benefits Offered: Detail

		Nonprofit conservation center/lab	University/ college	Government institution
Child care/day care expenses	Offered, not paid	3.6%	5.6%	6.7%
	Offered, up to 50% paid	3.6%	5.6%	3.3%
	Offered, >50% paid	3.6%	5.6%	6.7%
	Total offered	**10.7%**	**16.7%**	**16.7%**
AIC membership dues	Offered, not paid	0.0%	11.1%	3.3%
	Offered, up to 50% paid	10.7%	0.0%	0.0%
	Offered, >50% paid	25.0%	61.1%	20.0%
	Total offered	**35.7%**	**72.2%**	**23.3%**
Other professional association membership dues	Offered, not paid	3.6%	11.1%	3.3%
	Offered, up to 50% paid	3.6%	5.6%	3.3%
	Offered, >50% paid	21.4%	38.9%	20.0%
	Total offered	**28.6%**	**55.6%**	**26.7%**
AIC Annual Meeting fees (registration, travel, etc.)	Offered, not paid	0.0%	0.0%	16.7%
	Offered, up to 50% paid	14.3%	11.1%	6.7%
	Offered, >50% paid	64.3%	66.7%	46.7%
	Total offered	**78.6%**	**77.8%**	**70.0%**
Other professional meeting fees	Offered, not paid	0.0%	0.0%	13.3%
	Offered, up to 50% paid	21.4%	11.1%	6.7%
	Offered, >50% paid	57.1%	66.7%	46.7%
	Total offered	**78.6%**	**77.8%**	**66.7%**
Continuing education costs to pursue a degree	Offered, not paid	3.6%	5.6%	16.7%
	Offered, up to 50% paid	14.3%	27.8%	6.7%
	Offered, >50% paid	0.0%	16.7%	16.7%
	Total offered	**17.9%**	**50.0%**	**40.0%**
On-going continuing education costs (non-degree)	Offered, not paid	3.6%	5.6%	20.0%
	Offered, up to 50% paid	17.9%	16.7%	3.3%
	Offered, >50% paid	50.0%	44.4%	33.3%
	Total offered	**71.4%**	**66.7%**	**56.7%**
	n=	28	18	30

Paid Time Off and Sabbaticals

A large majority of all respondents receive paid time off (PTO), the same situation seen in past surveys. This paid time off is usually provided as categorized time off (e.g., days defined as "vacation days," "sick time," etc.), but a combination of defined days and general PTO is becoming increasingly common, especially among the university/college respondents. The median number of days received has remained generally stable over time (see Exhibit 5.28).

Exhibit 5.28: Paid Time Off

		Nonprofit conservation center/lab			University/college			Government institution		
		2022	2014	2009	2022	2014	2009	2022	2014	2009
	Receive paid time off	92.9%	91.7%	100.0%	77.8%	94.1%	84.6%	93.3%	100.0%	100.0%
How paid time off is offered	Categorized into defined types	88.5%	84.8%	66.7%	57.1%	81.3%	81.8%	71.4%	91.7%	78.3%
	Receive set number of days that can be used for any purpose	0.0%	0.0%	6.7%	7.1%	0.0%	0.0%	3.6%	8.3%	4.3%
	Both	11.5%	12.1%	26.7%	35.7%	18.8%	9.1%	25.0%	0.0%	8.7%
	No response	0.0%	3.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	8.7%
Median number of days per year (*)	Designated as vacation	20	20	20	20	15	20	15	20	17
	Designated as sick time	14	10	12	12	10	13	13	13	13
	Designated as personal time (1)	5	2	2	4	3	2	3	5	4
	Bereavement leave (1)		3	3		2	3		5	4
	Paid time off (PTO) days (not included above)	**	7	9	14	**	12	11	10	10

* = Due to sample size limitations, the median days are based on aggregate data, and are not broken out by how the time off is offered (e.g., defined type versus general PTO). This approach is used for all survey years.
** = Insufficient data for tabulation.
(1) = For the 2022 survey, the category of "personal time" was expanded to include bereavement leave or any other purpose other than vacation or sick time.

Sabbaticals are common in the university/college setting, cited as being offered by 82.3%, about the same rate seen in 2014. While the availability of sabbaticals has increased for respondents in the nonprofit conservation center/lab and government institution settings, the rates still substantially lag the university/college setting (see Exhibit 5.29).

Relatively few individuals, even among the university/college respondents, report that they are eligible for a sabbatical. Due to sample size limitations, no viable data are available as to sabbatical parameters (e.g., length of employment required and typical sabbatical length).

Exhibit 5.29: Sabbaticals

		Nonprofit conservation center/lab	University/ college	Government institution
Organization offers sabbaticals	2022	14.3%	82.3%	37.9%
	2014	2.9%	88.2%	12.5%
Organization offers sabbaticals AND the individual is eligible	2022	0.0%	23.5%	20.7%
	2014	2.9%	47.1%	0.0%

The overall sample sizes are 2022: 28 (nonprofit conservation center/lab); 17 (university/college); 29 (government institution); 2014: 40 (nonprofit conservation center/lab); 20 (university/college); 25 (government institution).

Appendix A: Survey Instrument

Note: This is a paper representation of an online form. As such, some questions have been adjusted from their original format.

1. Please indicate the country where you are located (e.g., your "work address"):
   - ❑ US
   - ❑ Canada
   - ❑ Other________________________ *[EXIT SURVEY]*

2. Please indicate the state/province where you are located (e.g., your "work address"):________________

3. [For Canadian respondents] Please indicate if you would prefer to provide answers to subsequent questions in this survey in US Dollars (USD) or Canadian Dollars (CAD):
   - ❑ I will provide answers in US Dollars (USD)
   - ❑ I will provide answers in Canadian Dollars (CAD)

4. Are you a member of AIC?
   - ❑ Yes, I am a current AIC member
   - ❑ No, but I was a member in the past
   - ❑ No, I have never been a member
   - ❑ Not sure

5. Please indicate your present level of involvement in the conservation field:
   - For purposes of this survey, "conservation" is defined as including examination, documentation, treatment, preventive care, research, and education.

   - ❑ Conservation work is my primary (or only) profession, and is the main source of my income
   - ❑ I am involved in conservation work, but only as a secondary occupation or side-line business. Conservation work is NOT my primary source of income at present *[SKIP TO SECTION A]*
   - ❑ I am involved in the conservation field, but do not perform conservation work professionally *[EXIT SURVEY]*
   - ❑ I have no involvement in the conservation field *[EXIT SURVEY]*

   Section A: 1) Approximately, how much of your total income for the following time periods was generated from conservation work? (Please limit your answer to your personal income and not your total household income)

   a) Percentage of your total 2020 income that was derived from conservation work:: _______%
   b) Percentage of your total 2021 income that was derived from conservation work:: _______%

   2) In addition to conservation work, please indicate the other fields/occupations in which you are involved that provide you with income:____

For the remainder of this survey, please limit your answers to encompass just your conservation work.

6. Please indicate which of the following areas you consider to be your areas of specialization in your conservation work:
   - ❑ Archaeological objects
   - ❑ Architecture
   - ❑ Books and paper
   - ❑ Collections care specialist
   - ❑ Conservation administration
   - ❑ Conservation education
   - ❑ Conservation science
   - ❑ Electronic media
   - ❑ Indigenous or anthropological collections
   - ❑ Natural history
   - ❑ Objects
   - ❑ Paintings
   - ❑ Photographic materials
   - ❑ Preventive conservation
   - ❑ Sculpture
   - ❑ Site conservation
   - ❑ Textiles
   - ❑ Wooden artifacts
   - ❑ Other:________________________
   - ❑ I have no specialty areas

7. Which ONE area do you consider to be your MAIN area of specialization (e.g., you do most of your work in this area, spend the most amount of your time in this area, etc.)? ____

8. How many years of professional experience do you have in the conservation field?
   - Please limit your answer to the number of years of paid conservation field experience.

❑ Less than 1	❑ 6 to 10	❑ 21 to 25	❑ 31 to 35
❑ 1 to 2	❑ 11 to 15	❑ 26 to 30	❑ 36+
❑ 3 to 5	❑ 16 to 20		

9. How many years, if any, of UNPAID work experience do you have in the conservation field prior to your paid work?
   - Please limit your response to unpaid conservation work experience PRIOR to your paid work.
   - Examples include volunteer work, unpaid intern/apprentice work, unpaid pre-program work, etc.

❑ No unpaid conservation work experience prior to my paid work	❑ Less than 1 year ❑ 1 year ❑ 2 years	❑ 3 years ❑ 4 years ❑ 5 years	❑ 6 or more years

10. Which of the following best describes your plans concerning retirement from the conservation field?
❑ I plan to retire from the conservation field within the next 1 to 2 years
❑ I plan to retire from the conservation field within the next 3 to 5 years
❑ I plan to retire from the conservation field in the next 6 to 10 years
❑ None of the above

11. Please indicate which of the following degrees you presently hold.
   - Select all that apply, but please DO NOT include degrees you may be presently pursuing.

❑ No degree — self- or community-taught
❑ No degree — apprenticeship training or program
❑ Bachelor's level in Conservation
❑ Bachelor's level in any field other than conservation
❑ Post-Bachelor's Certificate or Diploma
❑ Master's level in Conservation
❑ Master's level in any field other than conservation
❑ Ph.D. in Conservation
❑ Ph.D. in any field other than conservation
❑ Other: ________________________________

12. Which of the following best describes your primary employment situation (e.g., the setting that accounts for the greatest share of your income)?
   - Please read each choice carefully before making your selection.

❑ Conservation private practice/company — This category includes for-profit companies that are engaged in conservation activities as their PRIMARY line of business. It also includes those who are self-employed in the conservation profession.
❑ Other private practice/company — This category includes for-profit companies that are engaged in conservation activities, but as a SECONDARY line of business (for example, an architectural firm that engages in conservation activities, a vendor of supplies/materials for the conservation field, etc.). As above, it also includes those who are self-employed.
❑ Museum or historical society — university- or college-based
❑ Museum or historical society — all others
❑ Library or archive — university- or college-based
❑ Library or archive — all others
❑ Nonprofit conservation center/lab — This category includes "regional conservation centers"
❑ University, college or other educational institution — NOTE: If you are employed at a museum or library at a university/college, do not select this choice but rather select on the museum or library choices above.
❑ Government institution (federal, state or local) that is NOT a museum, library, or any of the above choices
❑ Other non-profit organization not listed above
❑ All other settings

Private Practice

This section of the survey was presented to only those who are in a private practice setting.

13. In what year was your company/firm founded? (If you are a “one person company” or an independent consultant, please indicate the date you first began offering your services.) _______________

14. How is your company organized?
    ❑ Sole proprietorship/solo practitioner/independent contractor
    ❑ General Partnership
    ❑ Limited Partnership
    ❑ Limited Liability Partnership (LLP)
    ❑ Limited Liability Company (LLC)
    ❑ Corporation (Chapter S)
    ❑ Corporation (Chapter C)
    ❑ Not sure/don’t know
    ❑ Other (please specify):____________________

15. What level of ownership interest do you have in your company/firm?
    ❑ I own 100% of the company/firm or am a “one person” company or an independent contractor
    ❑ I am a co-owner/partner in the company/firm
    ❑ I am a shareholder in my company/firm and have no other ownership interest
    ❑ I am an employee, and have no ownership interest in my company/firm
    ❑ Other (please specify)____

16. Does your company/firm have employees?
    ❑ Yes
    ❑ No, I am the only employee [Skip to Q XX]

17. Please indicate the number of employees (full time and part time), including yourself, that are presently employed by your company/firm as of January 2022:
    - If your company/firm has multiple locations, please indicate the total number of employees at all locations combined.
    - For purposes of this question, “full-time” are those who work 30 hours or more per week; “part-time” are those who work fewer than 30 hours per week.
    - Please include yourself in the appropriate category.
    - Enter a zero (0) if there are none in any given category.

    A. Total number of full-time paid employees:_______
    B. Total number of part-time paid employees:_______
    C. Total number of unpaid full- or part-time staff (volunteers, unpaid interns, etc.):_______

18. Please indicate the number of PAID employees (both full-time and part-time) within each of the following categories:
    - Please include both full- and part-time employees in your answer.

      A. Total number of conservation professionals: ______
      These are full- or part-time PAID employees who are solely or primarily engaged in conservation work.

      B. Total number of support staff:______
      These are full- or part-time PAID employees who directly support the work of conservation staff, such as database manager, clerical, photographer, etc.

19. Looking back on the past two years (January 2020 to December 2021) what changes, if any, have occurred regarding the total staff count of your company/firm?
    - Base your answer on the total paid staff count (sum of full- and part-time staff).

	Significantly decreased	Somewhat decreased	Remained about the same	Somewhat increased	Significantly increased	Not sure
Total number of paid staff	❏	❏	❏	❏	❏	❏
Total number of paid conservation professionals	❏	❏	❏	❏	❏	❏

20. If you indicated a staff decrease for 20/21 in the previous question, was this due to, or influenced by, the COVID-19 pandemic?
    - If your company/firm did not have a staff decrease, please select "not applicable."

❏ The staff decrease was mostly or entirely influenced by the impact of COVID-19
❏ The staff decrease was partially influenced by the impact of COVID-19, but other factors also substantially influenced the decision
❏ The staff decrease was not influenced to any significant degree by the impact of COVID-19
❏ Not sure
❏ Not applicable

21. Looking two years into the FUTURE (January 2022 to December 2023), what changes do you expect will occur regarding the total staff count of your company/firm?
    - Base your answer on the total paid staff count (sum of full- and part-time staff) .

	Will significantly decrease\	Will somewhat decrease	Will remain about the same	Will somewhat increase	Will significantly increase	Not sure
Total number of paid staff	❏	❏	❏	❏	❏	❏
Total number of paid conservation professionals	❏	❏	❏	❏	❏	❏

22. Please indicate the total gross revenue of your company/firm for the following years:
    - All data provided are completely confidential.

A. Gross revenue for calendar year 2019:___________________
B. Gross revenue for calendar year 2020:___________________
C. Gross revenue for calendar year 2021:___________________

23. In a typical year, what percentage of the total gross revenue of your company/firm is generated from the following services:
    - Your responses must total to 100%.
    - Please enter whole numbers only (no decimal points, percentage signs, or other non-numeric characters).

A. Percentage of gross revenue from treatment work: _________
B. Percentage of gross revenue from assessments, examinations, reports, surveys (no treatment):_______
C. Percentage of gross revenue from all other services:_________

24. What changes, if any, do you expect will occur regarding your company's total gross revenue for 2022 versus 2021?

❏ Increase by 50% or more
❏ Increase by 40–49%
❏ Increase by 30–39%
❏ Increase by 20–29%
❏ Increase by 10–19%
❏ Increase by 5–9%
❏ Increase by less than 5%
❏ Increase, but am unsure as to how much
❏ Remain about the same
❏ Decrease by 50% or more
❏ Decrease by 40–49%
❏ Decrease by 30–39%
❏ Decrease by 20–29%
❏ Decrease by 10–19%
❏ Decrease by 5–9%
❏ Decrease by less than 5%
❏ Decrease, but am unsure as to how much
❏ Not sure

25. Please indicate all the client types that your company provided conservation services for in the past 12 months:
- ❑ Individuals/private collections (e.g., "consumers")
- ❑ Corporate collections
- ❑ Art and antique galleries and dealers
- ❑ Auction houses
- ❑ Insurance companies/agencies
- ❑ All other for-profit companies (describe below)
- ❑ Museums/historical societies
- ❑ Libraries/archives
- ❑ Colleges/universities (OTHER THAN museums or libraries)
- ❑ K-12 schools
- ❑ Federal government (OTHER THAN museums or libraries)
- ❑ State governments (OTHER THAN museums or libraries)
- ❑ Local/municipal governments (OTHER THAN museums or libraries)
- ❑ Foreign governments (OTHER THAN museums or libraries)
- ❑ Non-profits (other than those listed above)
- ❑ All others (describe below)

26. Which client type accounted for the GREATEST share of your company's conservation revenue in the past 12 months?_________________________

27. Approximately what percentage of your company's total conservation revenue in the past 12 months was for the client type indicated above?

❑ Less than 5%	❑ 31% to 40%	❑ 71% to 80%	❑ 96% to 99%
❑ 6% to 10%	❑ 41% to 50%	❑ 81% to 90%	❑ 100%
❑ 11% to 20%	❑ 51% to 60%	❑ 91% to 95%	❑ Not sure
❑ 21% to 30%	❑ 61% to 70%		

28. Which client type accounted for the SECOND greatest share of your company's conservation revenue in the past 12 months?__________________________

28. Approximately what percentage of your company's total conservation revenue in the past 12 months was for the client type indicated above?

❑ Less than 5%	❑ 31% to 40%	❑ 71% to 80%	❑ 100%
❑ 6% to 10%	❑ 41% to 50%	❑ 81% to 90%	❑ Not sure
❑ 11% to 20%	❑ 51% to 60%	❑ 91% to 95%	
❑ 21% to 30%	❑ 61% to 70%	❑ 96% to 99%	

30. Please indicate the hourly billing rate (i.e., the rate charged to a client) for the following functions provided by your company/firm.
    - Please provide rates as of January 2022.
    - Many times, billing rates differ from client-to-client. Please enter the "typical" or "average" rate charged by your firm for each of the following.

a. Treatment work by a senior conservator/company principal:
b. Treatment work by an associate conservator:
c. Treatment work by an assistant conservator:
d. Treatment work by a conservation technician:
e. Written report/assessment:
f. Examination (no treatment):
g. Surveys or assessments:
h. Estimate for treatment:
i. Administrative work/office time:
j. Travel time:
k. Other (please describe below)

Response choices for Question 30:

❑ Do not offer this service/function
❑ Offer, but do not charge for this service/function
❑ Offer, but do not charge by the hour for this service/function
❑ Offer, but unsure of the billing rate
❑ $40 or less per hour
❑ $41 to $60 per hour
❑ $61 to $80 per hour
❑ $81 to $100 per hour
❑ $101 to $120 per hour
❑ $121 to $140 per hour
❑ $141 to $160 per hour
❑ $161 to $180 per hour
❑ $181 to $200 per hour
❑ $201 to $220 per hour
❑ $221 to $240 per hour
❑ $241 to $260 per hour
❑ $261 to $280 per hour
❑ $281 or more per hour

31. What is your company/firm's typical or customary DAILY rate (as of January 2022) for providing conservation services? If you do not offer a daily rate, please enter "NONE": $________________

32. Please indicate if your firm charges less than normal rates for any of the following situations or clients:

	Always charge standard rate	Sometimes charge lower rates	Usually charge lower rates	Always charge lower rates
Unsuccessful treatments	❑	❑	❑	❑
Partially successful treatments	❑	❑	❑	❑
Non-profit clients	❑	❑	❑	❑

Please describe any other situation(s) where you typically charge less than your standard rate(s):
____

33. Please indicate the percentage of your work time that you typically spend on the following functions. Please note the following:
    - Everyone's responsibilities vary from day-to-day and month-to-month. Please estimate the time you typically spend on each of these functions in a typical week or month.
    - These are broad, generalized categories that address most activities encountered by those in the conservation field. Please use the defined categories as best as possible before selecting the "other" category.
    - Your responses must total to 100%. Please enter whole numbers only (no decimal points, percentage signs, or other nonnumeric characters).

A. Treatment and treatment-related actions/functions: __________%
B. Conservation research: __________%
C. Other conservation actions/functions: (e.g., surveys, preventive activities, etc.) __________%
D. Marketing/outreach: ___________%
E. Teaching/higher education activities: (e.g., classroom instruction, etc.)__________%
F. Administrative responsibilities:__________%
G. All others (please describe below): __________%

34. What is your full job title? ____

35. How many years of experience do you have in your CURRENT position?
    - Please include the time at your current company, plus time at any other places where you have worked in the same position you presently hold:

❑ Less than 1 year
❑ 1-2 years
❑ 3-5 years
❑ 6-10 years
❑ 11-15 years
❑ 16-20 years
❑ 21-30 years
❑ 30+ years

36. How many people report to you?
   - Include both paid staff (full- and part-time) plus unpaid positions (volunteers, interns, etc.)

❑ None	❑ 2	❑ 4-5	❑ 11-20
❑ 1	❑ 3	❑ 6-10	❑ More than 20

37. Do you typically perform your conservation work independently, or are you usually under the supervision of a more senior staff person?
   ❑ I usually work independently
   ❑ I usually work under the direction/supervision of someone else at my company/firm

38. What level of control do you typically have over the budgetary process for your company/firm? Examples include:
   - Setting the budget for equipment/supply purchases.
   - Determining how much to spend on outsourcing services.
   - Setting or approving staff salaries/compensation.

   ❑ I am the final (or only) decision-maker when it comes to budgetary issues
   ❑ I have significant input or control over budgetary issues, but someone else has the "final say"
   ❑ I have some input into budgetary issues
   ❑ I have little or no input into budgetary issues

39. How are you compensated for your work?
   ❑ I take a draw
      A. Please indicate the total draw you took for 2021, and your expected draw for 2022:
         - Please do NOT include the value of any benefits, bonuses, or other monies received.

         a. Total draw for 2021:_________________
         b. Expected draw for 2022:______________

      B. In 2021 were you employed: ❑ Full-time (30 or more hours per week)
      ❑ Part-time (less than 30 hours per week)

   ❑ I am paid an annual salary by my company
      A. What was your total BASE salary as of December 2021?
         - Please do NOT include the value of any benefits, bonuses, or other monies received.

         a. Base annual salary as of December 2021:________________________________

      B) Are you employed: ❑ Full-time (30 or more hours per week)
      ❑ Part-time (less than 30 hours per week)

      C) Did you receive a salary increase in the past 12 months? ❑ Yes ❑ No

         IF YES: What percentage increase did you receive? ________%

   ❑ I am paid an hourly salary by my company
      A. What was your BASE hourly salary as of December 2021?
         - Please do NOT include the value of any benefits, bonuses, or other monies received.

         a. Base hourly salary as of December 2021:________________________________

      B. Approximately, how many hours do you work per week? _______________________

      C) Did you receive a salary increase in the past 12 months? ❑ Yes ❑ No

         IF YES: What percentage increase did you receive? ________%

40. Is your position:
❑ Exempt (you are NOT paid for overtime)
❑ Non-exempt (you are paid for overtime)
❑ Not applicable — self-employed

41. How many hours do you work:
In a “typical” week:_________
In a “heavy” week:_________

42. Did you receive any additional cash compensation beyond your base salary (such as a bonus, overtime pay, etc.) in the past 12 months?
- Do NOT include the value of any benefits (such as health insurance, retirement plans, etc.) or any monies you earned outside of your company.
  ❑ Yes
  ❑ No

IF YES: 1) What was the dollar amount of this additional cash compensation?_______________

2) Please describe what this compensation was (i.e., an annual bonus, a retention bonus, overtime pay, etc.):____

Non Private Practice

This section of the survey was presented to only those who are NOT in a private practice setting.

43. Please give a very short (less than 10 word) description of your employer: ______________________________

44. Which of the following best describes your institution's governing authority?
❑ Municipal/county/local government
❑ State/provincial government
❑ Federal government
❑ Tribal
❑ Private non-profit
❑ For-profit
❑ Other:___________________

45. Please indicate the number of individuals (full- and part-time), including yourself, at your organization that fall within the following categories:
- If your organization has multiple locations, please indicate the total number at all locations combined.

Total number of paid conservation professionals: _______________
Total number of unpaid conservation individuals/professionals: (e.g., volunteers, interns, etc. who are primarily engaged in conservation work/activities.) ______________
Total number of staff who directly support the work of conservation staff (e.g., database manager, clerical, photographer, etc.): _____________

46. How many people in total are employed by your organization at all locations?
- Include all full- and part-time staff.
- Exclude all unpaid individuals (such as interns, volunteers, etc.).
- If you do not have the exact number, please estimate as best as you can).

❑ Less than 10
❑ 10-25
❑ 26-50
❑ 51-75
❑ 76-100
❑ 101-250
❑ 251-500
❑ 501-1,000
❑ 1,000-2,500
❑ Greater than 2,500

47. Looking back on the past two years (January 2020 to December 2021) what changes, if any, have occurred regarding your organization's total staff count for the following categories?

	Significantly decreased	Somewhat decreased	Remained about the same	Somewhat increased	Significantly increased	Not sure
Total number of paid conservation professionals:	❏	❏	❏	❏	❏	❏
Total number of unpaid conservation individuals/professionals:	❏	❏	❏	❏	❏	❏
Total number of paid staff:	❏	❏	❏	❏	❏	❏

48. If you indicated a paid staff decrease for 20/21 in the previous question, was this due to, or influenced by, the COVID-19 pandemic?
- If your organization did not have a paid staff decrease, please select "not applicable."

❏ The paid staff decrease was mostly or entirely influenced by the impact of COVID-19
❏ The paid staff decrease was partially influenced by the impact of COVID-19, but other factors also substantially influenced the decision
❏ The paid staff decrease was not influenced to any significant degree by the impact of COVID-19
❏ Not sure
❏ Not applicable

49. Looking three years into the FUTURE (January 2022 to December 2023), what changes do you expect will occur regarding the following staff counts for your organization?

	Will significantly decrease\	Will somewhat decrease	Will remain about the same	Will somewhat increase	Will significantly increase	Not sure
Total number of paid conservation professionals:	❏	❏	❏	❏	❏	❏
Total number of unpaid conservation individuals/professionals:	❏	❏	❏	❏	❏	❏
Total number of paid staff:	❏	❏	❏	❏	❏	❏

50. What is your full job title?____

51. Please indicate the percentage of your work time that you typically spend on the following functions. Please note the following:
    - Everyone's responsibilities vary from day-to-day and month-to-month. Please estimate the time you typically spend on each of these functions in a typical week or month.
    - These are broad, generalized categories that address most activities encountered by those in the conservation field. Please try to use the four defined categories as best as possible before selecting the "other" category.
    - Your responses must total to 100%. Please enter whole numbers only (no decimal points, percentage signs, or other non-numeric characters).

Treatment and treatment-related actions/functions: __________%
Conservation research: __________%
Other conservation actions/functions: (e.g., surveys, preventive activities, etc.) __________%
Marketing/outreach: __________%
Teaching/higher education activities: (e.g., classroom instruction, etc.)__________%
Administrative responsibilities:__________%
All others (please describe below): __________%

52. How many years of experience do you have in your CURRENT position?
- Please include the time at your current organization, plus time at any other places where you have worked in the same position you presently hold:

❏ Less than 1 year	❏ 3-5 years	❏ 11-15 years	❏ 21-30 years
❏ 1-2 years	❏ 6-10 years	❏ 16-20 years	❏ 30+ years

53. How many people report to you?
- Include both paid staff (full- and part-time) plus unpaid positions (volunteers, interns, etc.)

❏ None	❏ 2	❏ 4-5	❏ 11-20
❏ 1	❏ 3	❏ 6-10	❏ More than 20

54. Do you typically perform your conservation work independently, or are you usually under the supervision of a more senior staff person

❏ I usually work independently
❏ I usually work under the direction/supervision of someone else at my organization

55. What level of control do you typically have over the budgetary process for your department? Examples include:
- Setting the budget for equipment/supply purchases.
- Determining how much to spend on outsourcing services.
- Setting or approving staff salaries/compensation.

❏ I am the final (or only) decision-maker when it comes to budgetary issues for my department
❏ I have significant input or control over budgetary issues, but someone else has the "final say" for my department
❏ I have some input into budgetary issues for my department
❏ I have little or no input into budgetary issues for my department

56. How are you compensated for your work?

❏ I am paid an annual salary by my organization

A. What was your total BASE salary as of December 2021?
- Please do NOT include the value of any benefits, bonuses, overtime, or other monies received.
Base annual salary as of December 2021: $_______________

B. Are you employed: ❏ Full-time (30 or more hours per week)
❏ Part-time (less than 30 hours per week)

C. Did you receive a salary increase in the past 12 months? ❏ Yes ❏ No
IF YES: What percentage increase did you receive? ________%

❏ I am paid an hourly salary by my company

A. What was your total base hourly salary as of December 2021?
- Please do NOT include the value of any benefits, bonuses, overtime, or other monies received.
Base hourly salary as of December 2021: $_______________

B. Approximately, how many hours do you work per week? _____________

C. Did you receive a salary increase in the past 12 months? ❏ Yes ❏ No
IF YES: What percentage increase did you receive? ________%

57. Is your position:

❏ Exempt (you are NOT paid for overtime)
❏ Non-exempt (you are paid for overtime)

58. How many hours do you work:
In a “typical” week:_________
In a “heavy” week:_________

59. Did you receive any additional cash compensation beyond your base salary (such as a bonus, overtime pay, etc.) in the past 12 months?
- Do NOT include the value of any benefits (such as health insurance, retirement plans, etc.) or any monies you earned outside of your organization.

❑ Yes
❑ No
IF YES: 1) What was the amount of this compensation?______________

2) Please describe what this compensation was (i.e., an annual bonus, a retention bonus, overtime pay, etc.):____

The remainder of the survey was presented to all respondents

60. In addition to your regular employment, do you engage in "freelance" work in the conservation field?
- Examples include taking on projects as an independent contractor, serving as a consultant, or other activities where you are paid directly by the client and are NOT working for your company/organization.

❑ Yes, did so in 2020 and/or 2021
❑ No, but am considering doing so in the future
❑ No

IF YES: Please provide the following values for your freelance work:
A. What is your hourly billing rate as of December 2021 (or the most recent date you engaged in freelance activities)?
- If your rate varies by type of project or client, please provide an overall average hourly rate.

Hourly billing rate: $____________
B. Please indicate your gross income from your freelance work for the following years:
Gross freelance income for 2020:_______________________________
Gross freelance income for 2021:_______________________________
Estimated gross freelance income for 2022:_______________________________

61. Does your company/organization offer a retirement plan of any type?
- If you are self-employed or a solo practitioner, please indicate if you have set up a retirement plan through your company.

❑ a. Yes, and I participate in it
❑ b. Yes, but I don’t participate in it or am not eligible for it
❑ c. No
❑ d. Not sure

IF PARTICIPATE: In which of the following retirement plans do you participate? (Check all that apply.)
❑ Traditional pension plan — this is a plan where your employer funds the plan WITHOUT any deduction from your pay
❑ Profit sharing plan — your employer funds the plan WITHOUT any deduction from your pay.
❑ Investment account — these are plans such as a 401k, 403(b), a SIMPLE plan, a SEP-IRE, Keogh, etc. where monies are deducted from your pay to fund the account. Your employer may or may not match or add to these funds.
❑ Other (please specify)____

62. Listed below are a variety of workplace benefits. For each please indicate if it is offered by your company/organization, and how much of the benefit cost is paid for by your company/organization:
   - If you are self-employed or a solo practitioner, use the column at the far right (in blue) to indicate the benefits you pay for using company funds. Only use the blue column if you are self-employed.

	Not offered (or I am not eligible)	Offered but not paid for by employer	Offered and employer pays up to 50% of cost	Offered and employer pays >50% of cost	Self employed only: benefit paid for with company funds
Professional liability insurance	❏	❏	❏	❏	❏
Health insurance for myself	❏	❏	❏	❏	❏
Health insurance for	❏	❏	❏	❏	❏
spouse/partner/family	❏	❏	❏	❏	❏
Dental insurance (self OR family)	❏	❏	❏	❏	❏
Vision insurance (self OR family)	❏	❏	❏	❏	❏
Life insurance	❏	❏	❏	❏	❏
Short-term disability insurance	❏	❏	❏	❏	❏
Long-term disability insurance	❏	❏	❏	❏	❏
Child care/day care expenses	❏	❏	❏	❏	❏
AIC membership dues	❏	❏	❏	❏	❏
Other professional association membership dues	❏	❏	❏	❏	❏
AIC Annual Meeting fees (registration, travel, etc.)	❏	❏	❏	❏	❏
Other professional meeting fees	❏	❏	❏	❏	❏
Continuing education costs to pursue a degree	❏	❏	❏	❏	❏
On-going continuing education costs (non-degree)	❏	❏	❏	❏	❏

60. Please describe any other significant benefits (other than those already indicated) offered by your organization/company:____

63. Do you receive paid time off?
   - Examples are vacation time, sick time, annual leave, etc.
   - It does NOT include holidays when your company/organization may be closed.

   ❏ Yes ❏ No

IF YES: Is this paid time off:

❏ Categorized into defined types, such as “vacation time,” “sick time,” etc. *[GOTO PART A]*
❏ I receive a set number of days that I can use for any purpose *[GOTO PART B]*
❏ Both *[GOTO PART C]*

PART A: Please indicate the number of days of paid time off you receive per year in the following categories:

- Please enter a zero if any of the categories are not applicable to your situation.
- If you accrue hours per pay period, please estimate the total number of days this would represent in a year (8 hours = 1 day).
- If you receive a fractional amount, please round to the closest whole number.

Number of days per year designated as “vacation time”: _______
Number of days per year designated as “sick time”: ______
Number of days per year designated as “personal time” or days used for purposes other than vacation or sick time (e.g., bereavement leave, professional development, etc.): _____

PART B. Please indicate the number of days of paid time off you receive per year:

- If you accrue hours per pay period, please estimate the total number of days this would represent in a year (8 hours = 1 day).
- If you receive a fractional amount, please round to the closest whole number.

Paid time off (PTO) days per year: _____________

PART C: Please indicate the number of days of paid time off you receive per year in the following categories:

- Please enter a zero if any of the categories are not applicable to your situation.
- If you accrue hours per pay period, please estimate the total number of days this would represent in a year (8 hours = 1 day).
- If you receive a fractional amount, please round to the closest whole number.

Number of days per year designated as “vacation time”: _______
Number of days per year designated as “sick time”: ______
Number of days per year designated as “personal time” or days used for purposes other than vacation or sick time (e.g., bereavement leave, professional development, etc.): _____
Paid time off (PTO) days not included above:_______

64. Does your company/organization offer sabbaticals for employees?
❏ Yes
❏ Yes, but my position is not eligible
❏ No
❏ Not applicable – self employer/solo practitioner

IF YES: A. Please indicate the length of time you have to be employed to qualify for your first sabbatical:
❏ 1 year or less
❏ 1.1 to 3 years
❏ 3.1 to 5 years
❏ 5.1 to 7 years
❏ 7.1 to 10 years
❏ 10.1 to 15 years
❏ Greater than 15 years

B. What is the typical length of the sabbatical?
❏ Less than 2 weeks
❏ 2 to 4 weeks
❏ 5 to 8 weeks
❏ 9 to 12 weeks
❏ 13 to 16 weeks
❏ 16 to 20 weeks
❏ Greater than 20 weeks

The following questions are optional, and do not need to be answered should you not feel comfortable doing so. These data will be used to help build a more complete profile of the profession to see where we presently stand, and where we should be striving to improve.

65. What gender best describes you?
- ❑ Female
- ❑ Male
- ❑ Non-binary/third gender
- ❑ I use another term (please specify)____________________
- ❑ I prefer not to answer

66. What is your age?

❑ 25 or under	❑ 41 to 45	❑ 56 to 60	❑ 71 or older
❑ 26 to 30	❑ 46 to 50	❑ 61 to 65	❑ I prefer not to answer
❑ 31 to 35	❑ 51 to 55	❑ 66 to 70	
❑ 36 to 40			

67. Do you identify as Hispanic or Latino/a/x?
- ❑ Yes
- ❑ No
- ❑ I prefer not to answer

68. Do you identify your race or ethnicity as (select all that apply):
- ❑ Alaskan Native, First Nations, Indigenous, or Native American
- ❑ Asian, or Asian American
- ❑ Black or African American
- ❑ Middle Eastern or North African
- ❑ Native Hawaiian or Pacific Islander
- ❑ White
- ❑ Prefer to self-identify (please specify:)___________________________
- ❑ I prefer not to answer

69. Any suggestions you may have on how FAIC could improve this survey would be appreciated. We would very much like your feedback concerning issues such as any questions you found difficult to answer, or any new topics you would like us to include in future surveys: ____