Summary
This report summarises the ARA Pay Review Group’s ‘Salary Recommendations’ agreed by the ARA Board in August 2018. It covers the Group’s activities and outputs since it was established in February 2017 and includes a revised table of salary bands linked to ARA’s three Professional Development qualifications. A link to a separate document providing guidance for freelance archivists, records managers and conservators is also included in this report.

Activity and outputs
The Pay Review Group was established in February 2017, under the direction of the ARA Board, to undertake research into - and review – pay in the recordkeeping sector. It has sought to develop a methodology and policy basis for establishing a fairer pay structure on behalf of ARA members and the wider sector. Progress is as follows:

Appointment of ARA Board member with responsibility for the Salary Recommendations
- Vicki Wilkinson has continued to represent the Board on the PRG
- The PRG has consulted ARA staff members Jon Elliott and Chris Sheridan

Continued role of the ARA Pay Review Group
- The ongoing engagement and support of the Board in authorising the PRG to continue its work
- Four conference calls and one face-to-face meeting have taken place since November 2017
- Conservator Isobel Griffin joined the PRG for its face-to-face in April 2018 and gave valuable specialist advice

Undertake further research on daily rates/consultant fees
- Due to ARA member demand, a separate document providing guidance for colleagues working on a freelance basis has been compiled, largely on the basis of consultation with archivists/records managers and conservators with experience in the independent sector
- The assistance of Gillian Sheldrick, Jeannette Strickland and Tina Byrne in this work is gratefully acknowledged

Link salary recommendations to Professional Development
- The revised table now links the different salary bands to the three ARA Professional Development qualifications (Foundation, Registration and Fellowship)

Publish new ARA Salary Recommendations in 2018
- PRG Chair Andrea Waterhouse has written an article on the group’s work, published in the June 2018 edition of ARC Magazine, which included a contact email address: payreviewgroup@archives.org.uk
- The Group’s work will be launched formally in August 2018 and promoted at Conference in Glasgow.

Next Steps
- After ARA Board approval the revised table of Salary Recommendations will be circulated among sister bodies in the sector, such as ICON, CILIP, IRMS and the UK branch of ARMA
- Following ARA Board approval of an outline advocacy and marketing plan and budget in July 2018, development by October 2018 of a detailed implementation strategy for the Salary Recommendations with employers, HR professionals and wider stakeholders.
- The PRG will seek feedback and review its work regularly and once a year formally, eg by August 2019.
Introduction to revised Salary Recommendations table

The ARA PRG seeks to encourage recognition of the important roles of archivists, records managers and conservators in everything from organisational efficiency and public accountability to protecting and preserving the world’s cultural heritage. Consequently, the skills and knowledge required for these roles should be recognised in status and salary levels. The ARA, in supporting the professional development and interests of its members, advocates the principle of ‘parity across related professions’ when promoting the skills and value of archivists, records managers, conservators and other information management specialists and heritage professionals.

The following guidelines are for use by those working in archives, records management or conservation roles, and for their employers in the private, public and third sectors. The Group recognises that many in the sector have experienced low pay for some years and that it may take a little time for employers in some sectors to reach these recommended levels. The proposed salary groupings are also linked closely to the Foundation, Registration and Fellowship qualifications of the ARA’s Professional Development Programme.

<table>
<thead>
<tr>
<th>Level</th>
<th>Salary</th>
<th>Description</th>
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<tbody>
<tr>
<td>Para-professional</td>
<td>£20,000/€22,000 minimum</td>
<td>Eg: support staff, performing some tasks independently. Possibly working towards qualification as a Foundation Member of the ARA and/or towards a degree/diploma.</td>
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<tr>
<td>Lower Management</td>
<td>Level 1: Starting in the range of £27,000-£32,000 or €30,000-€35,000</td>
<td>Eg: responsible for a discrete area of work/delivers on short term targets. Basic level of responsibility. Recently completed a specialist degree and/or qualified as a Foundation Member of the ARA.</td>
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<tr>
<td></td>
<td>Level 2: £32,000 or €35,000 minimum</td>
<td>Eg: manages some resources, people and/or services; possibly working towards qualification as a Registered Member of the ARA.</td>
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<tr>
<td>Experienced – Middle Management</td>
<td>£40,000/€45,000 minimum</td>
<td>Eg: service delivery and resource leadership; specialist role, e.g. sole conservator; general consultant. May have qualified as a Registered Member of the ARA and may be working towards Fellowship qualification.</td>
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<tr>
<td>Senior Professional – Senior Management</td>
<td>£55,000/€60,000 minimum</td>
<td>Eg: multi-role, strategic, senior leadership position, substantial sector experience in the sector; specialist consultant and/or conservator. May have qualified as a Fellow of the ARA.</td>
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</tbody>
</table>
Notes

For guidelines on how to calculate approximate daily fee rates for freelance work in archives, records management and conservation roles, please download our separate report: Guidance for archives, records management and conservation freelancers (August 2018).doc

Please also note: graduate trainee, apprenticeship and internship posts are not explicitly included in the ARA Salary Recommendations. The Group advises employers (and ARA Members) to use these Recommendations to map and negotiate the skill levels, qualifications and nature of work required on the basis of reasonable approximation before establishing the salary range for such roles.

Research findings/methodology

The principal sources used by the PRG in arriving at its Salary Recommendations were:

- ARC Recruitment
- JISC Listserv
- CILIP salary guides (last updated 2014)
- ARA/CILIP Workforce Survey (UK) (2015)
- Sue Hill Knowledge and Information Management Salary Survey (2017)
- Business Archives Council (BAC) salary recommendations
- Museums Association salary guidelines (2009 and 2017)
- Icon’s ‘Conservation Labour Market Intelligence’ report (2013)
- Fórsa trade union salary scales webpage, which gives rates across the Irish public sector, including civil service, education, health and local authorities
- Job advertisements posted online across archives, libraries and heritage sectors
- Salary levels outside the heritage sector in professions such as teaching and law
- Salary band figures for ARA members (2017/2018)

We found a wide variance in salary levels, with the largest proportion of professionals working in the sector earning in the region of £22,000-£30,000 per annum (gross).¹ For example, the ARA/CILIP Workforce Survey (2015) found that 58.1% of those in supervisory roles earn under £25,001 per annum; at the same time 38.5% of respondents working at frontline or supervisory levels (which are likely to be entry-level positions for most archivists/records managers) were earning between £25,001-£30,000 per annum.²

The greatest concentration of ARA members (528 out of a total membership of 1563) are earning between £21,000-£31,000 per annum, with 326 earning £25,001-£31,000 per annum; however, 114 are earning £29,001-£31,000 while 127 are in the £39,000-£49,000 bracket (2017/2018 membership figures).³

In this context, a recommended minimum salary of £27,000 for a ‘beginner’ or newly-qualified professional, though pitched at the upper end of current average earnings in the sector, is not unreasonable and supported by comparisons in the wider workforce. Icon’s ‘Conservation Labour Market Intelligence’ report (2013) found the median salary for a professional conservator was £26,000, with 50% earning more than this and 50% less; however, the median for professional occupations in the wider workforce was £36,359.⁴

¹ ‘Job Title Research Document’ (Jan-Mar 2017) by Morwenna Roche
³ ARA Salary bandings report 2017/18 (Archives and Records Association)
Comparison with expected earnings in professions outside the heritage or records management sector in areas such as teaching and law is also useful. The career path for secondary school teachers, for example, is similar to that for archivists/records managers in that most enter the profession via a primary degree, followed by a postgraduate degree or diploma; the starting salary for a secondary school teacher in the Republic of Ireland is €35,958 (£31,505 approximately).\(^5\)

Entrants to another comparator group, the legal profession, can follow either an academic or apprenticeship route, and the existence of compulsory chartership is reflected in higher salaries; a newly-qualified solicitor in the UK can earn anything between £25,000-£40,000.\(^6\) It is also worth noting that many archivists and records managers are fully capable of fulfilling Data Protection Officer roles that have been coming on stream since the introduction of the GDPR, or combined records management/data protection positions, which can often be taken up by those with a legal qualification.

Note: more detailed documents generated by the PRG in the course of its research can be supplied on request.

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