

**V E R N O N**  
RESEARCH GROUP

American Cultural Resources Association

Salary Survey

Mountain West Region Report

July 31, 2023

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# Presentation Outline

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- ▼ Purpose and Methodology
- ▼ Organization Demographics
- ▼ Employees
- ▼ Benefits
- ▼ Compensation

# Purpose and Methodology

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- ▼ An online study was completed in order to gather information about salaries and benefits of employees in the Cultural Resources Management (CRM) industry.
- ▼ Participants were invited from throughout the United States.
- ▼ Both American Cultural Resources Association (ACRA) members and non-members provided information.
- ▼ The surveys for the Mountain West region (AZ, CO, ID, MT, NM, NV, UT, WY) were entirely completed by 12 organizations and partially completed by an additional 6 organizations.
- ▼ The data collection period was April 26 to June 9, 2023.
- ▼ The average (median) completion time was 32 minutes.

# Notes on Viewing the Report

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- ▼ The question respondents were shown is displayed on the bottom of the slide.
- ▼ Questions are not necessarily shown in the order they were asked to respondents but are presented in a way that makes the most sense for the narrative of the data.
- ▼ Be sure to pay attention to sample sizes ( $N$  or  $n$ ).  
 $N$  is used only when the question was able to be shown to the entire sample, while  $n$  is used when a question was only seen by a subgroup.
- ▼ Scales of the charts will change in relation to the results being shown in order to focus on the differences.

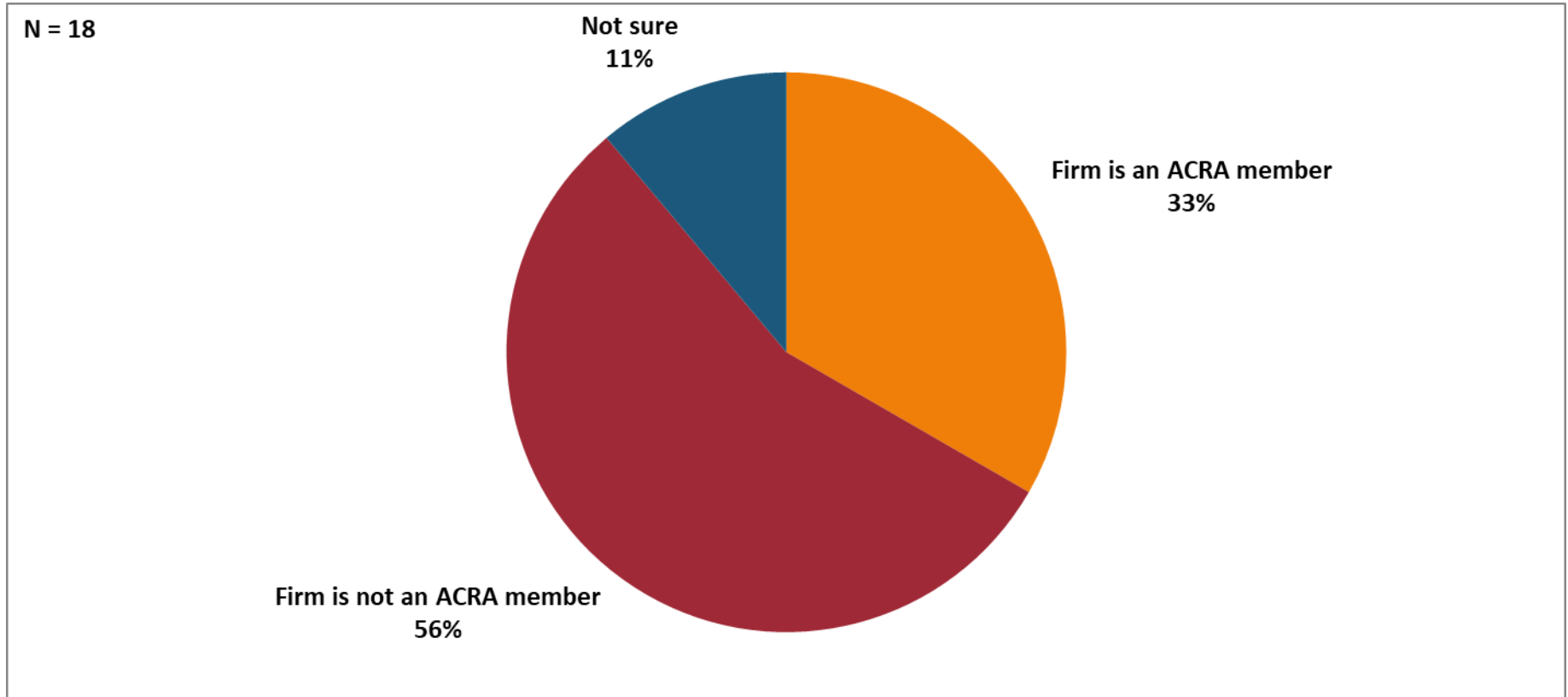
# Organization Demographics

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- ▼ ACRA Membership
- ▼ Headquarter Locations
- ▼ Branch Locations
- ▼ Work Locations
- ▼ Types of Work
- ▼ Organization Types
- ▼ Services Offered
- ▼ Federal Contracts

# ACRA Membership

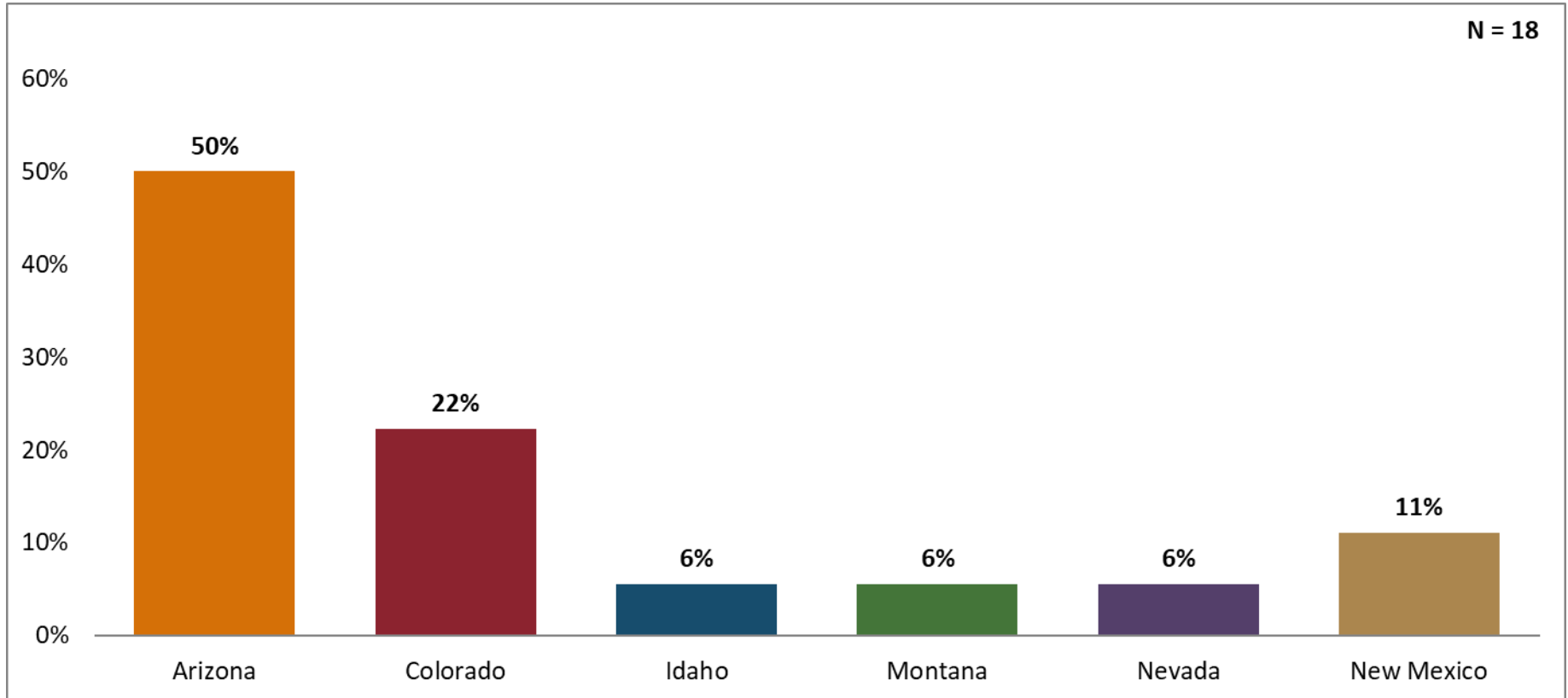
About half of the respondents (56%) were from organizations without an ACRA membership.



Q1. Is your organization currently an **ACRA member**?

# Headquarter Locations

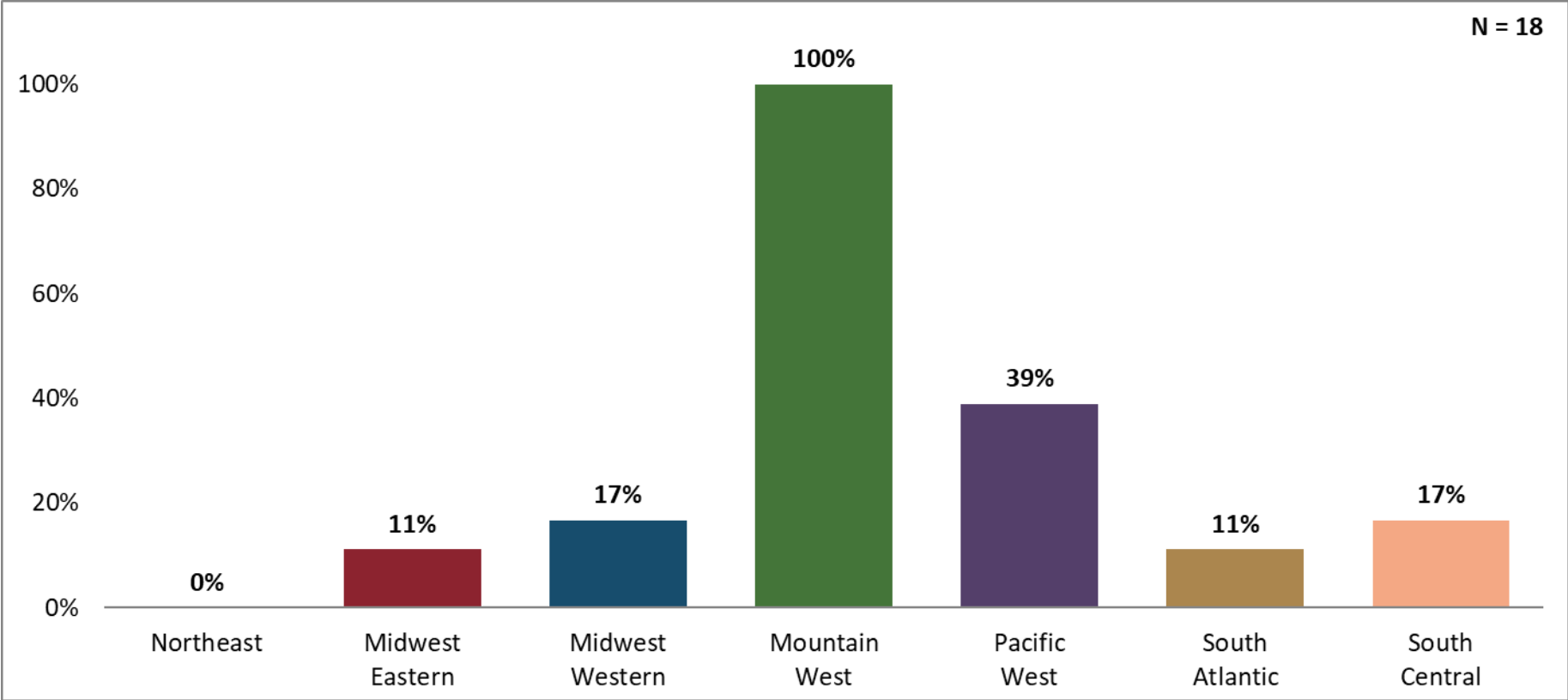
Arizona made up half of this region's representation.



Q2. In which state is your organization's **headquarters** located?

# Work Locations

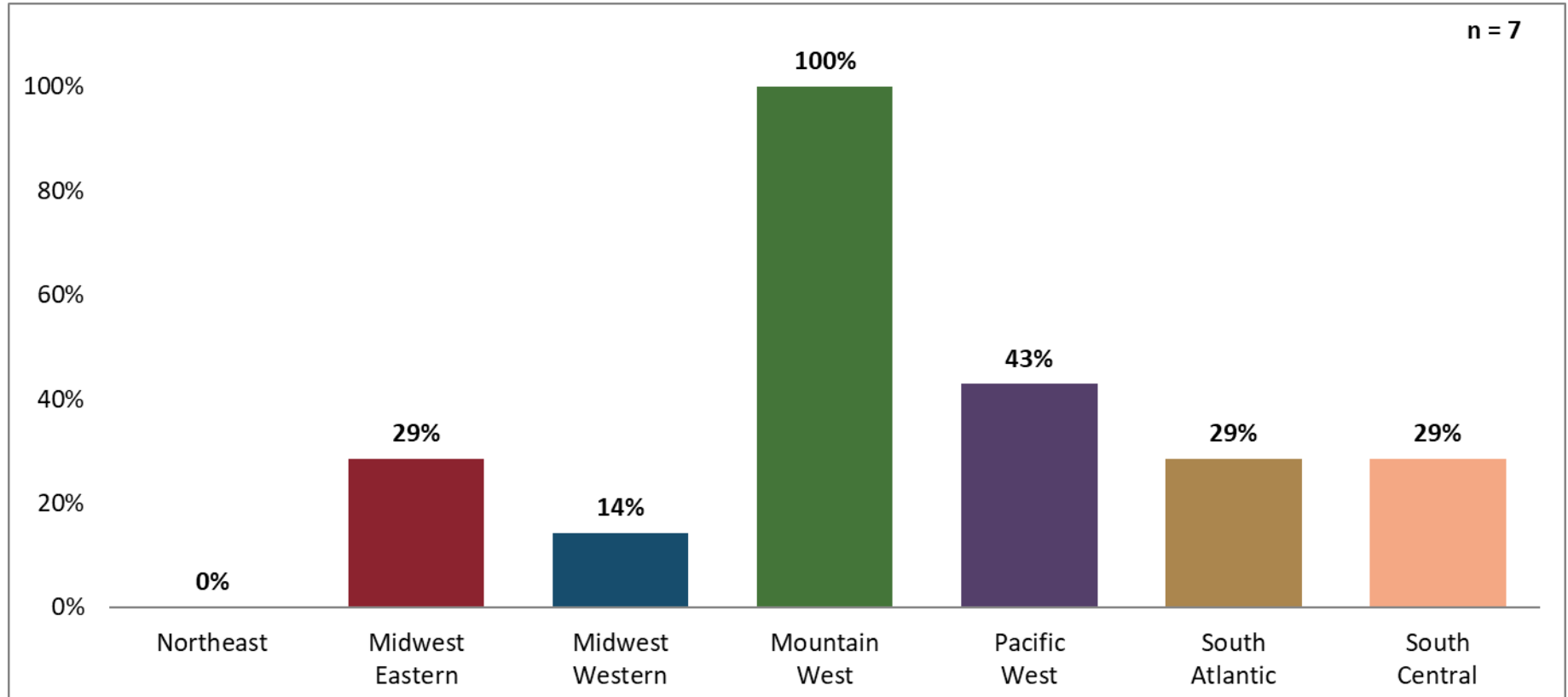
Organizations worked across all regions except Northeast.



Q4. Indicate all states in which your organization **did business** in 2022. *Select all that apply.*

# Branch Locations

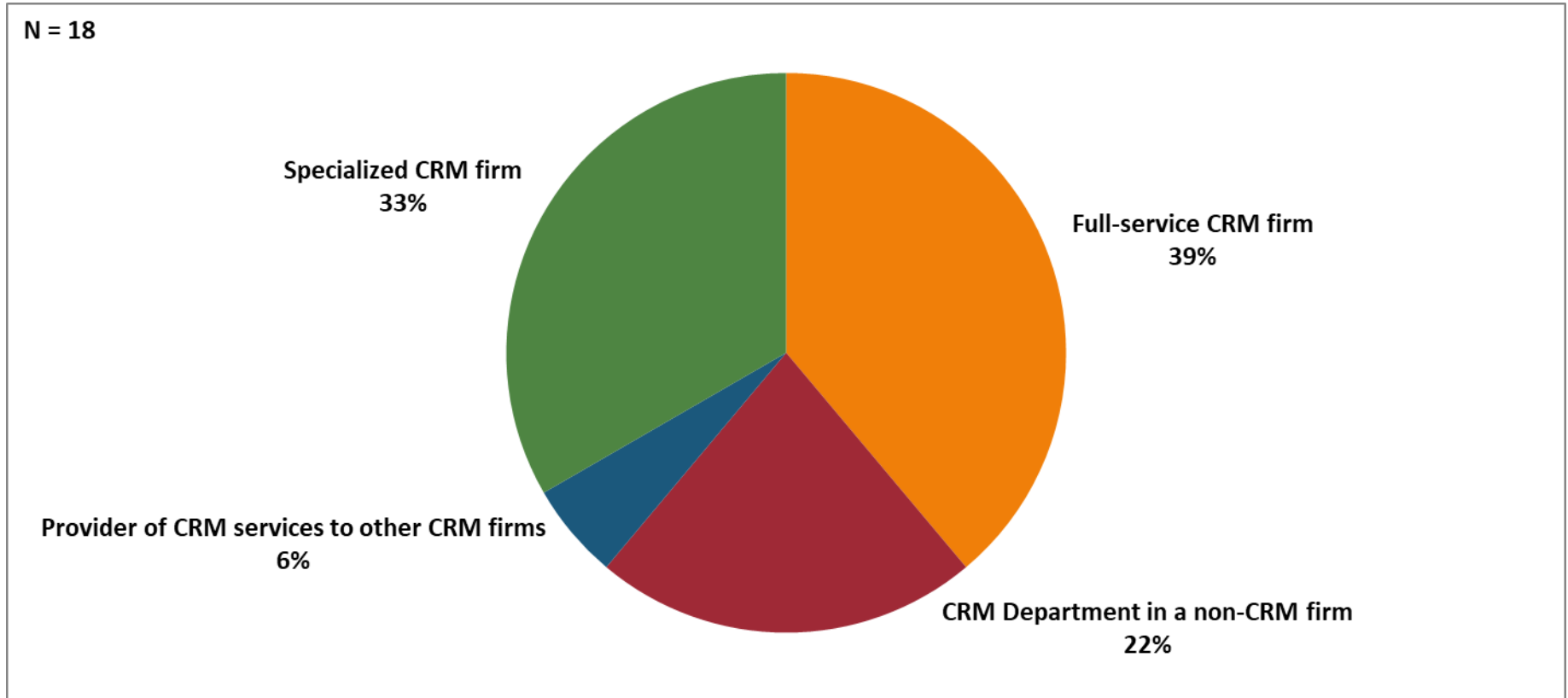
39% of the 18 organizations in the sample had at least one branch office.



Q3. In which states does your organization have **branch offices**? *Select all that apply.*

# Types of Work

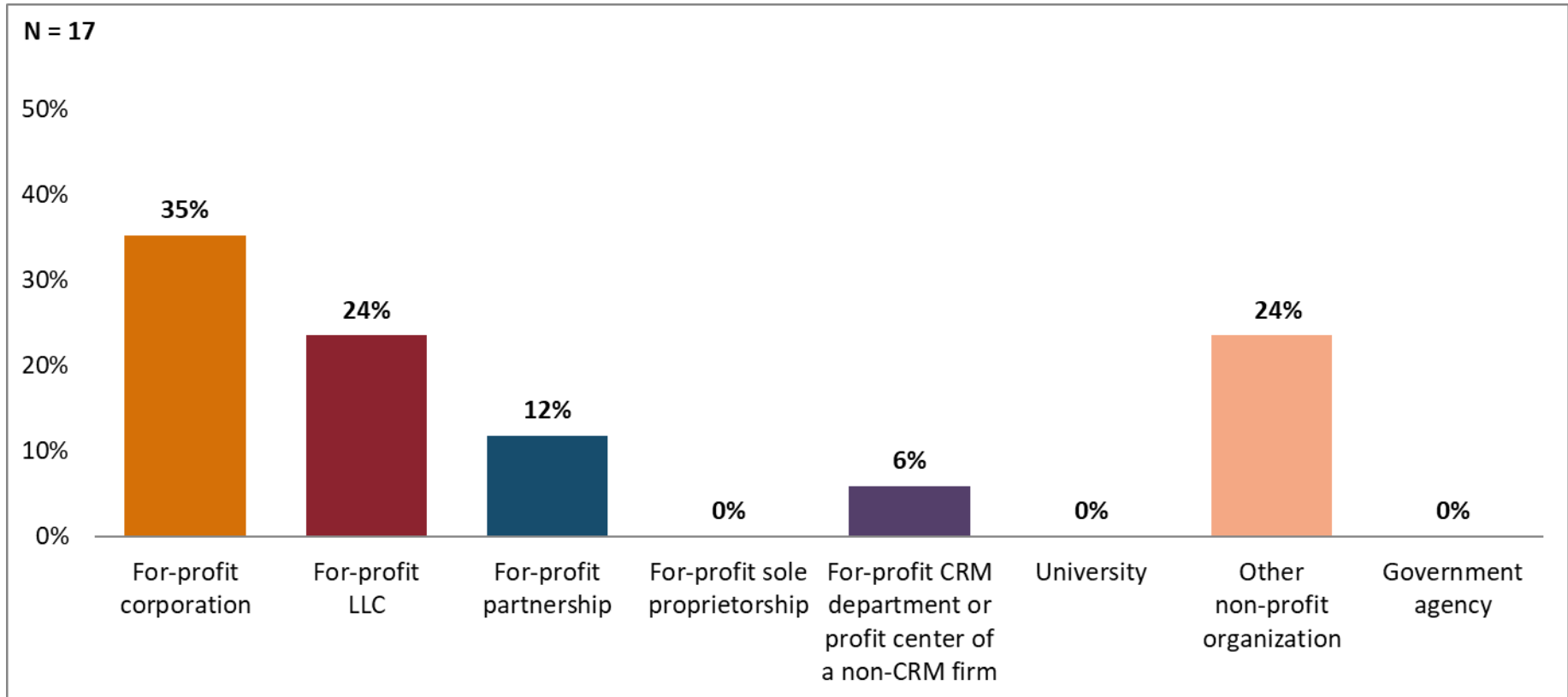
Full-service CRM firms, specialized CRM firms, and CRM departments accounted for almost all of the sample.



Q5. Which of the following best describes **your organization's work**?

# Organization Types

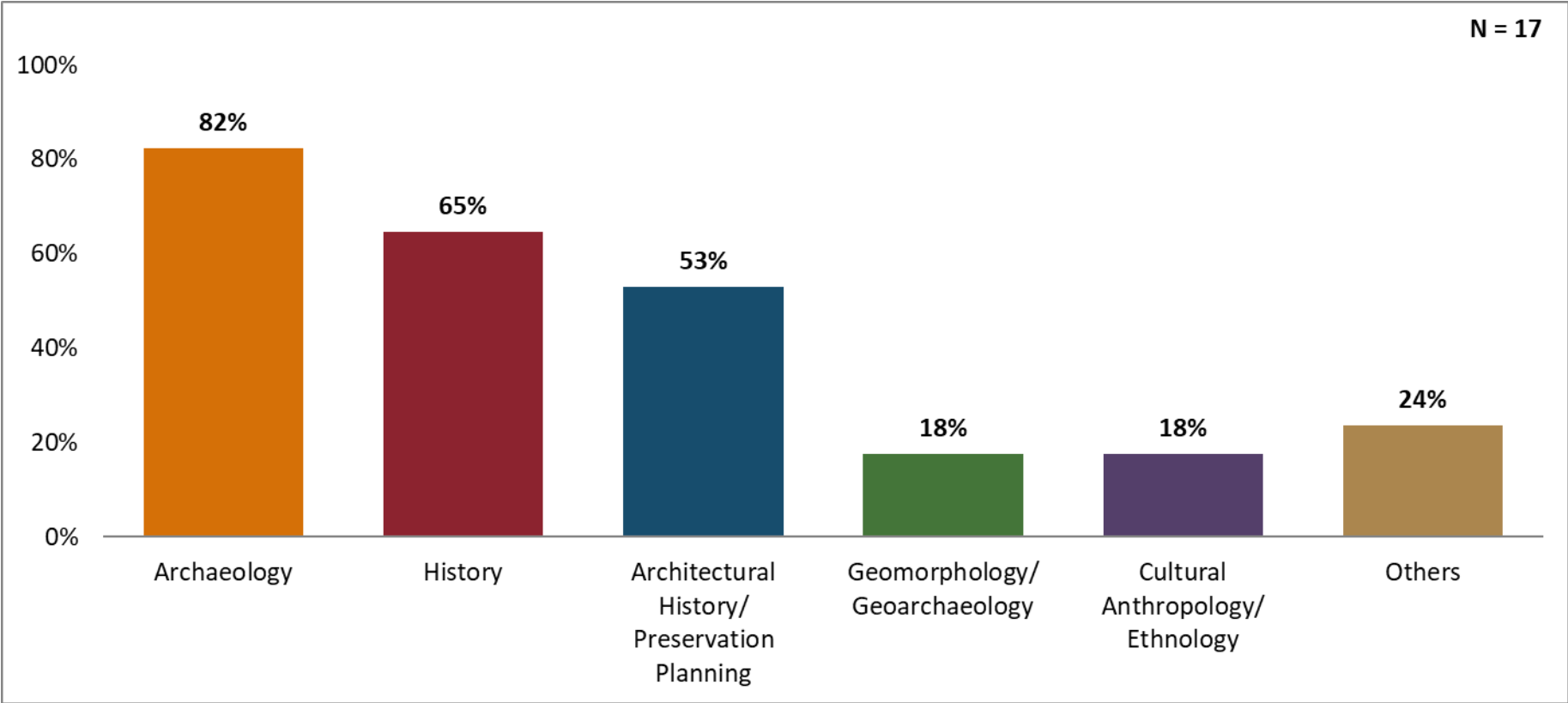
For-profit corporations made up the largest proportion of the sample, followed by for-profit LLCs and Other non-profit organizations.



Q7. Which of the following best describes your organization?

# Services Offered

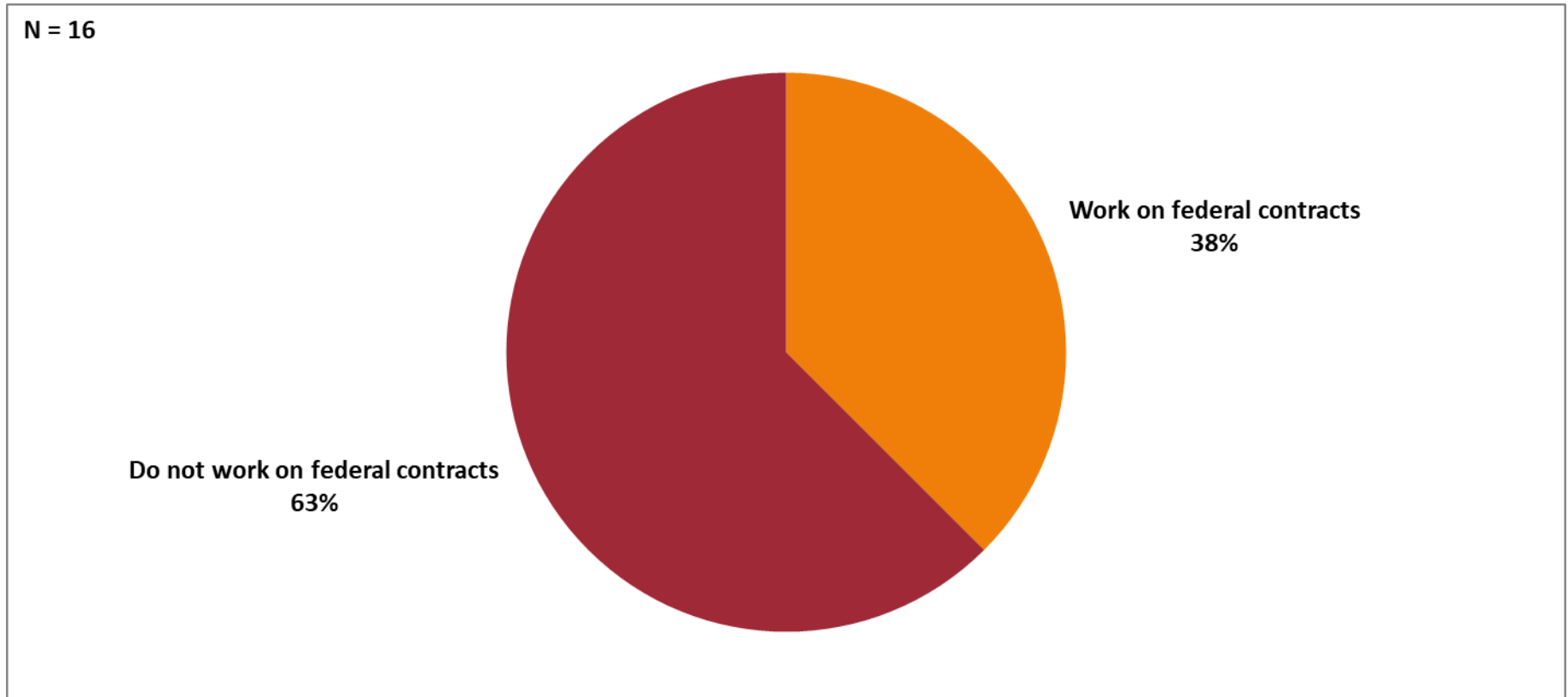
Most organizations offered archaeology, history, and architectural history/preservation planning.



Q6. Which of the following **services** do you offer? *Select all that apply.*

# Federal Contracts

Most of the organizations in the sample did not work on federal contracts that incorporate wage determinations.



Q9. Does your organization work on **federal contracts** that incorporate wage determinations?

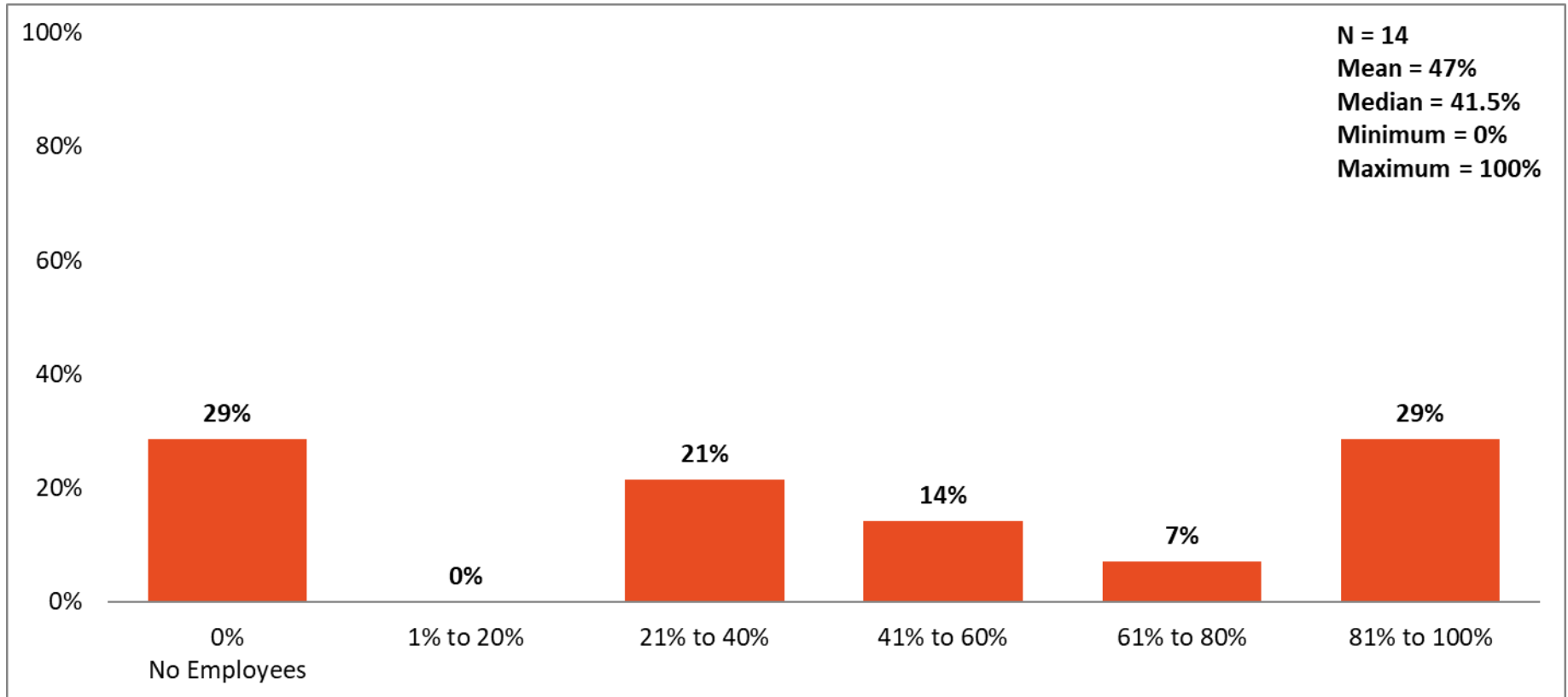
# Employees

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- ▼ Percentage of Employees
- ▼ Number of Hours Worked
- ▼ Number of Employees
- ▼ Level of Education

# Percentage of Employees Full-time Salaried

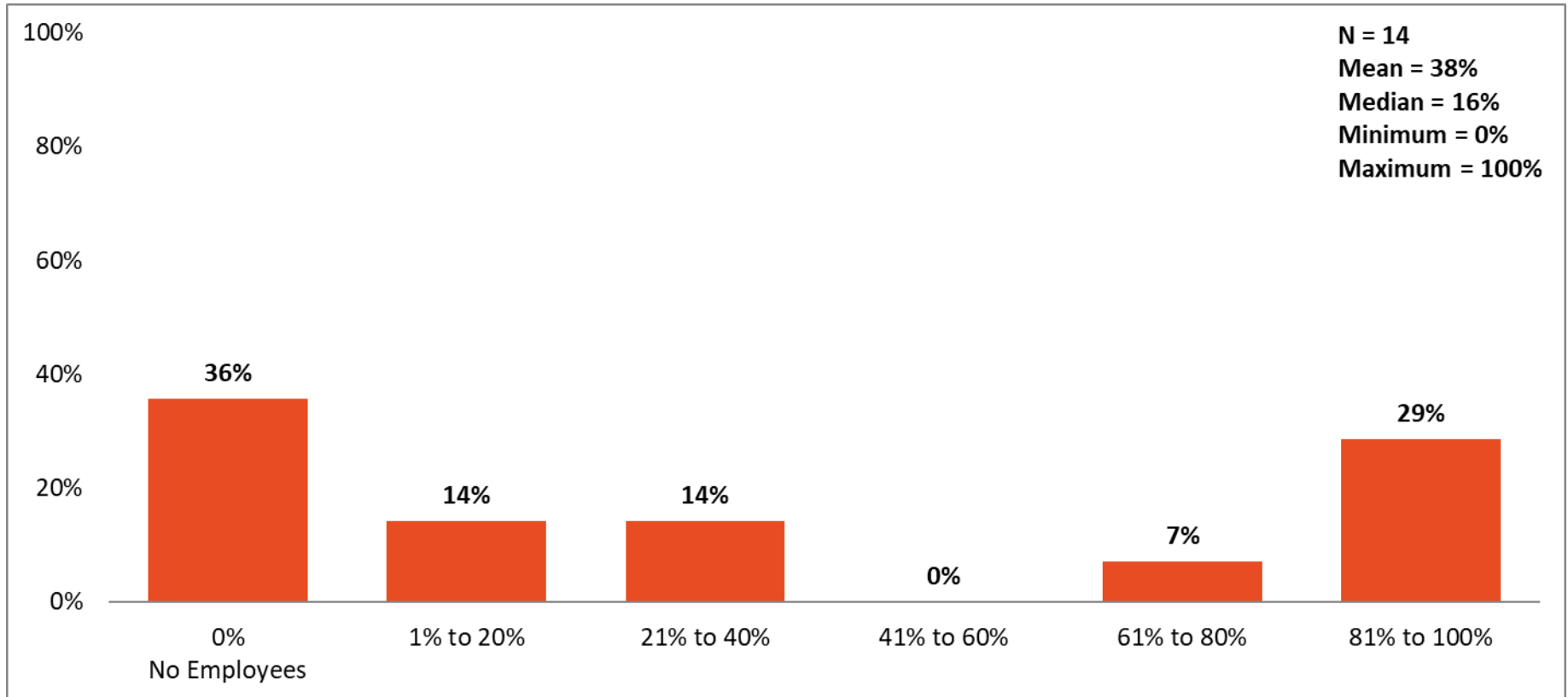
There was a wide spread of the percentages of regular employees who were permanent, full-time salaried employees.



Q10. On your payroll closest to September 30, 2022, what percentage of your employees were in each of these categories?

# Percentage of Employees Full-time Hourly

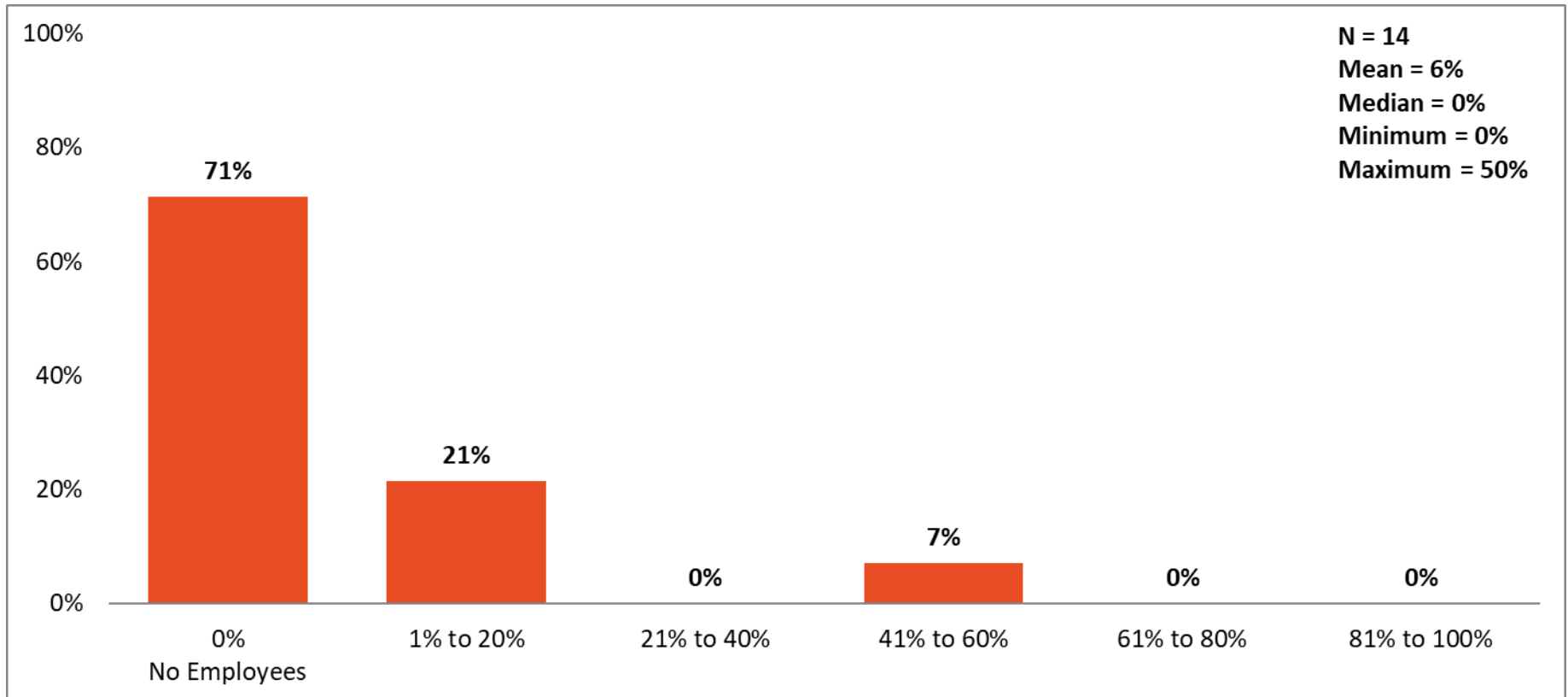
There was a wide spread of the percentages of regular employees who were permanent, full-time hourly employees.



Q10. On your payroll closest to September 30, 2022, what percentage of your employees were in each of these categories?

# Percentage of Employees Permanent Part-time

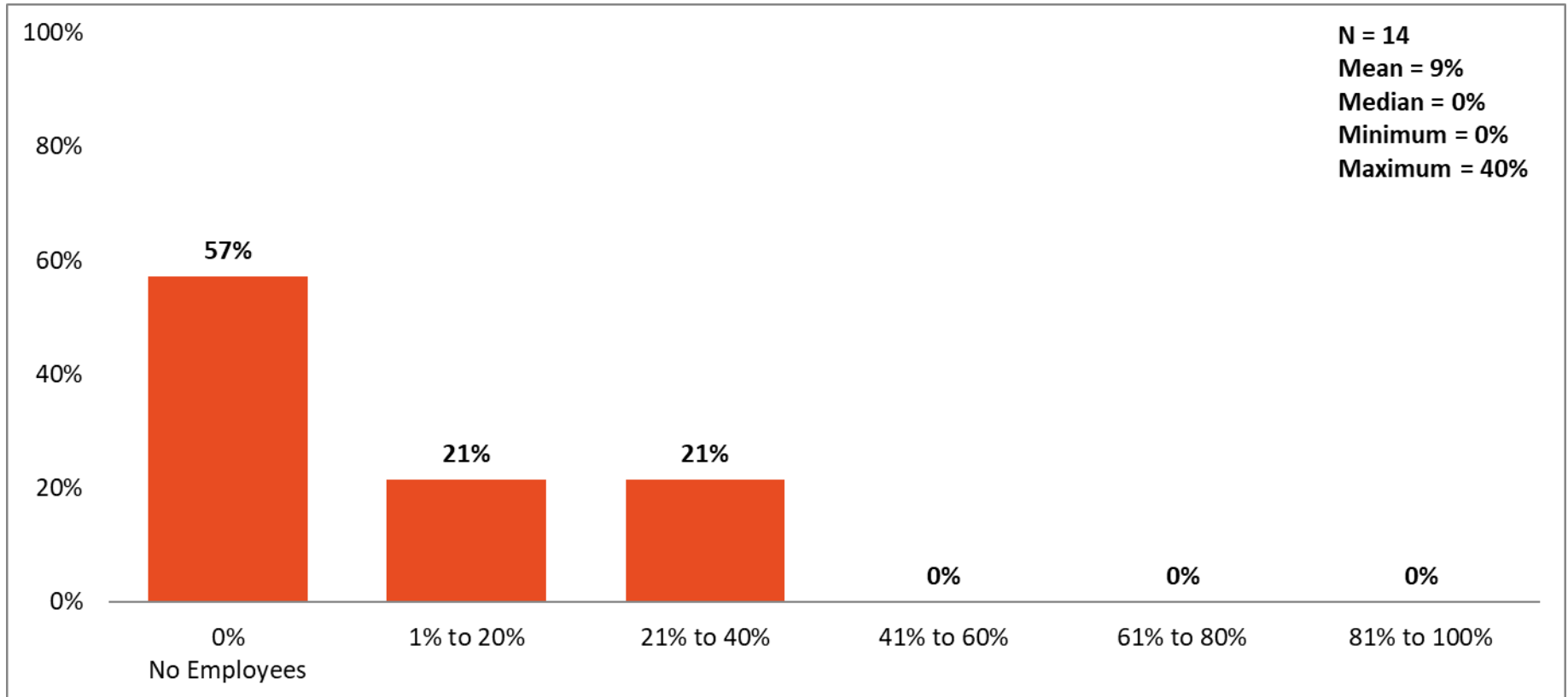
Most of the organizations had no permanent, part-time employees.



Q10. On your payroll closest to September 30, 2022, what percentage of your employees were in each of these categories?

# Percentage of Employees Temporary

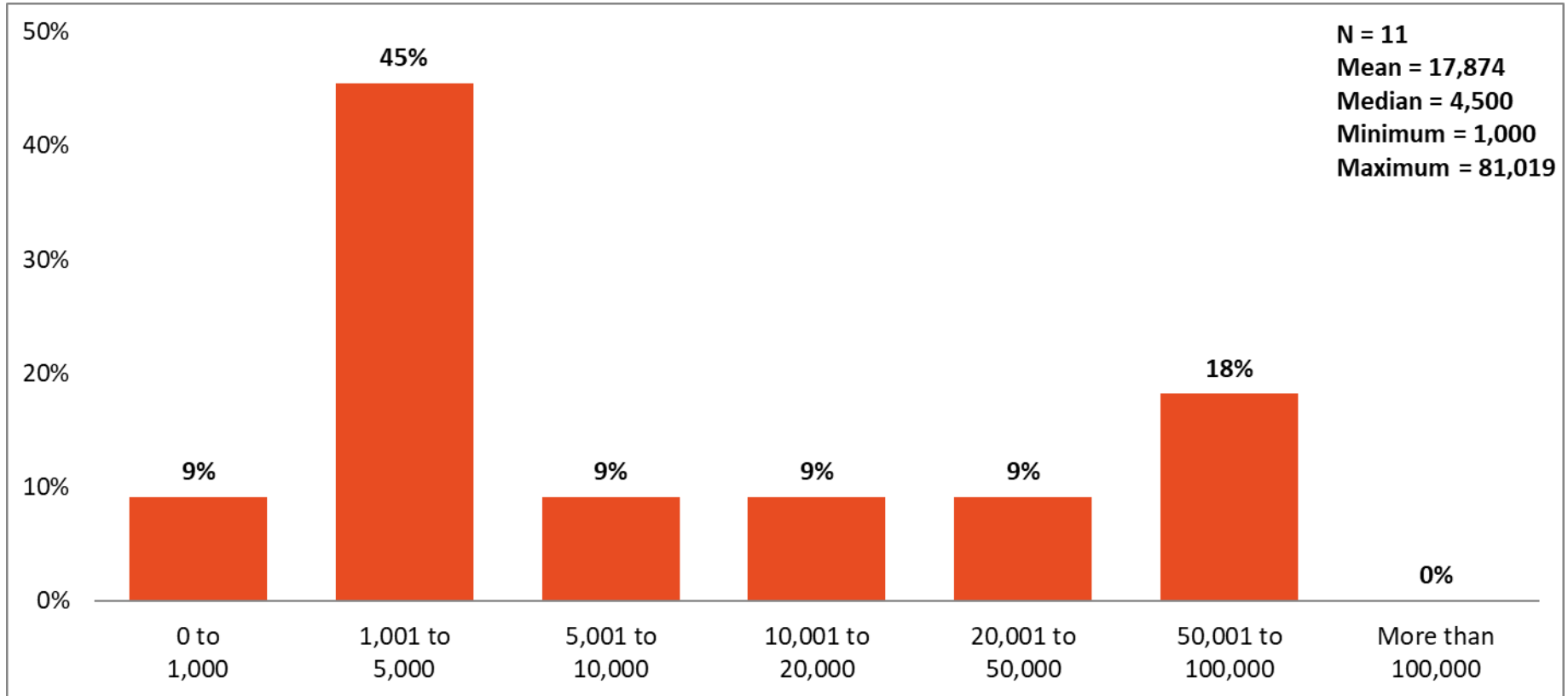
More than half (57%) of the organizations had no temporary employees.



Q10. On your payroll closest to September 30, 2022, what percentage of your employees were in each of these categories?

# Number of Hours Worked

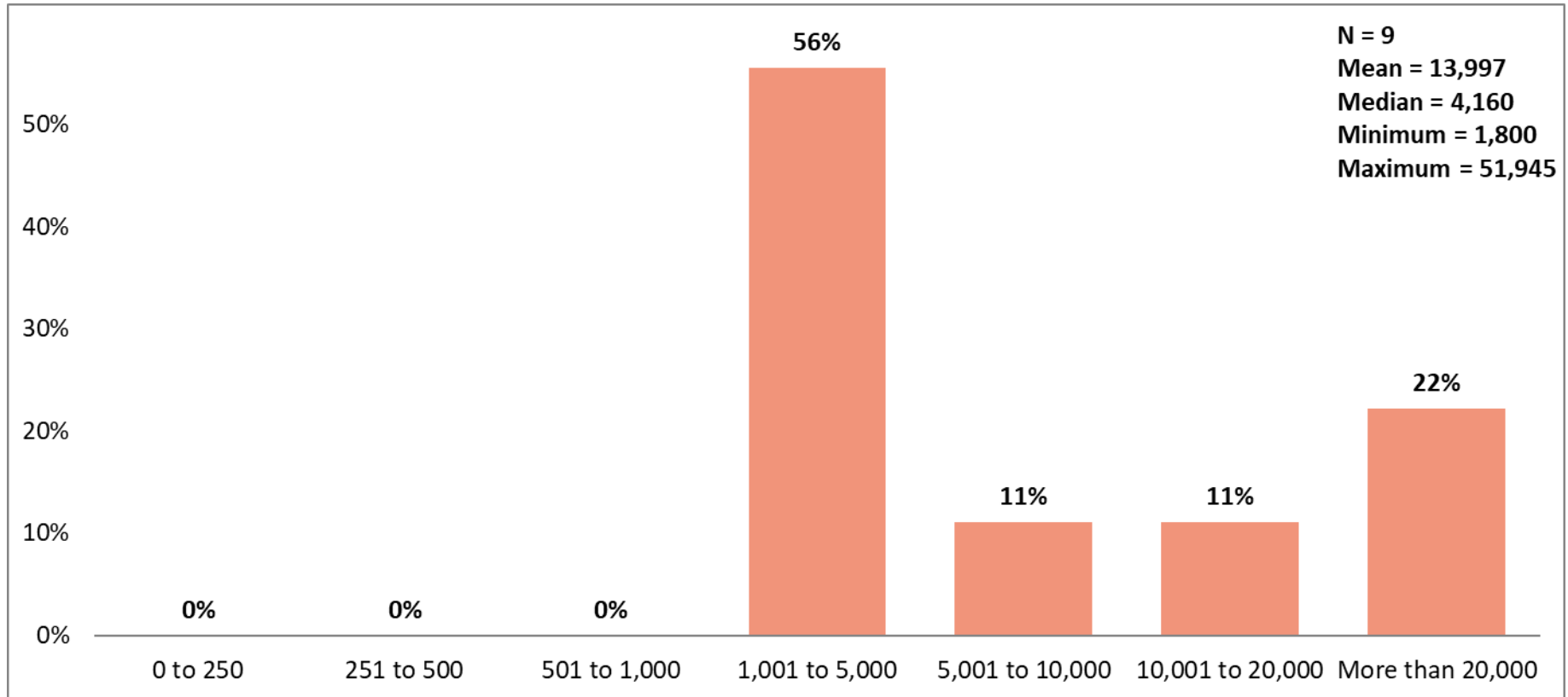
About half of the organizations reported 1,001 to 5,000 total hours worked.



Q13. In 2022, **how many total hours** did all employees work (assume one full-time employee works 2,080 hours in a year)?

# Number of Hours Worked Full-time Salaried

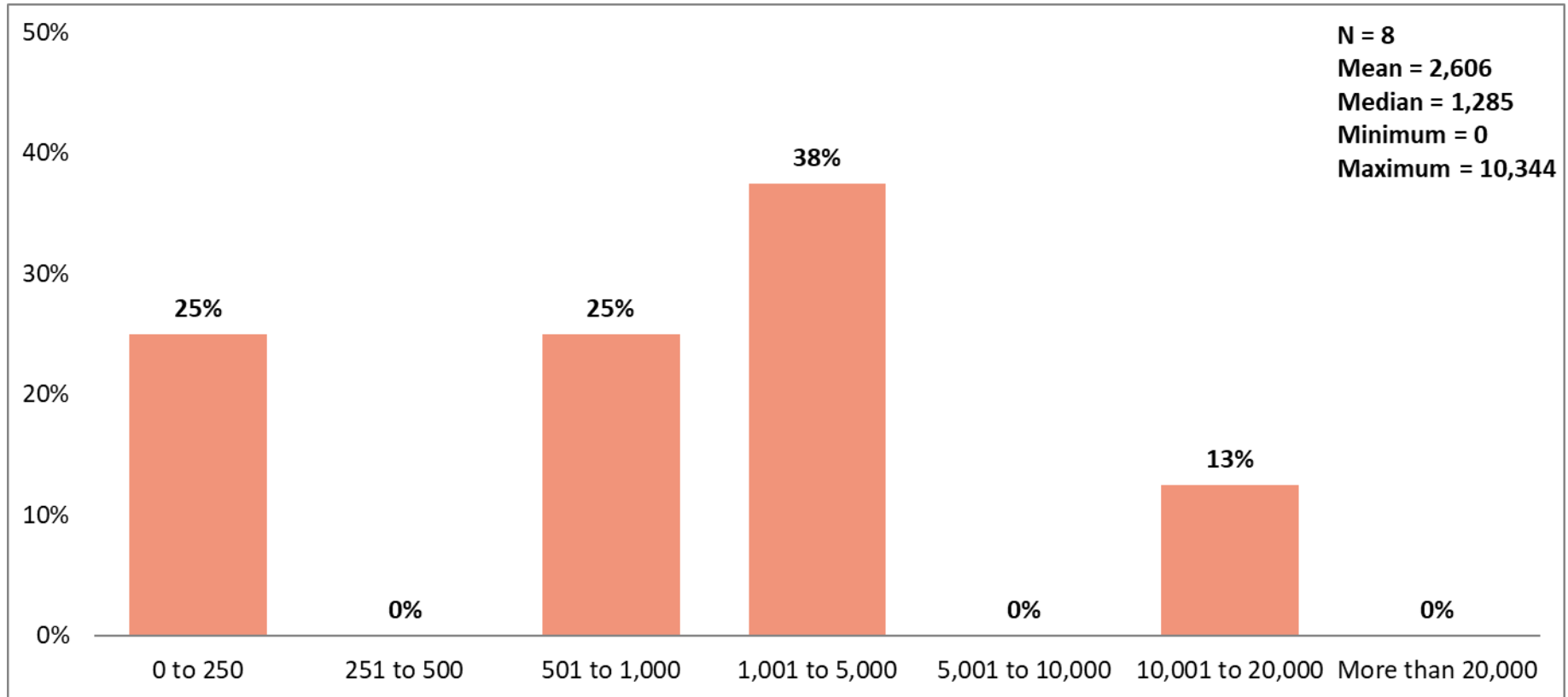
About half of organizations' permanent, full-time salaried employees worked 1,001 to 5,000 hours combined in 2022.



Q11. If the information is accessible, for all of 2022, how many **total hours were worked** by employees in each category?

# Number of Hours Worked Full-time Hourly

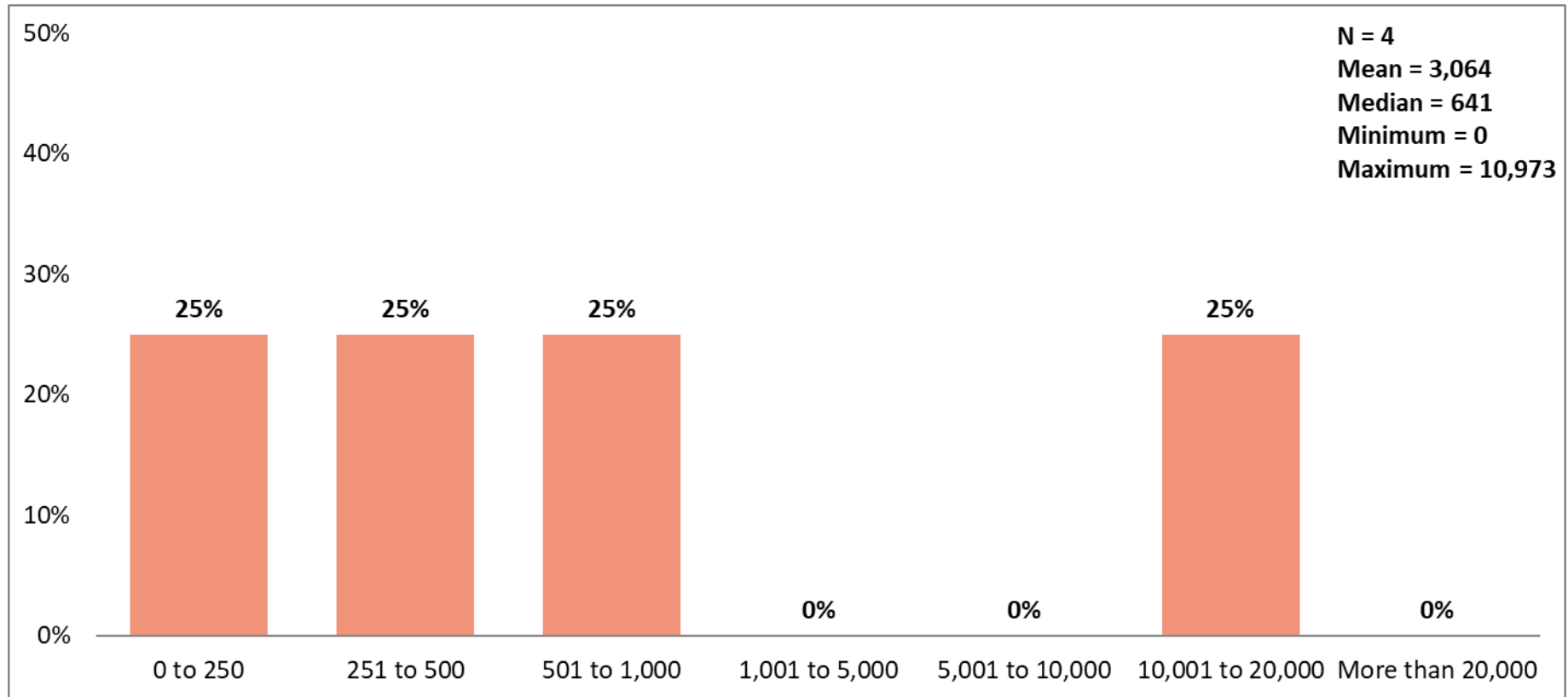
There was a wide spread of hours worked by permanent, full-time hourly employees.



Q11. If the information is accessible, for all of 2022, how many **total hours were worked** by employees in each category?

# Number of Hours Worked Permanent Part-time

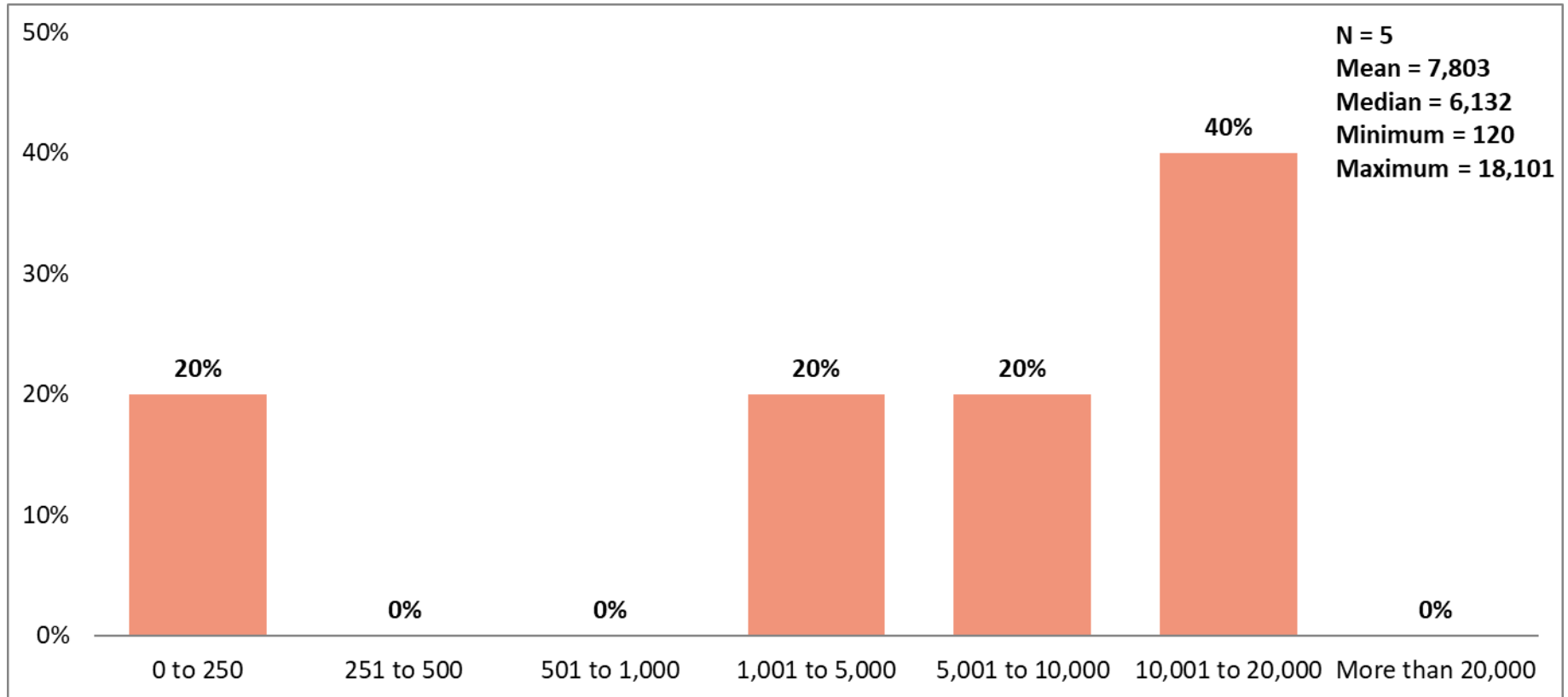
All but one of the organizations reported combined hours worked by permanent, part-time employees ranged between 0 and 1,000 hours.



Q11. If the information is accessible, for all of 2022, how many **total hours were worked** by employees in each category?

# Number of Hours Worked Temporary

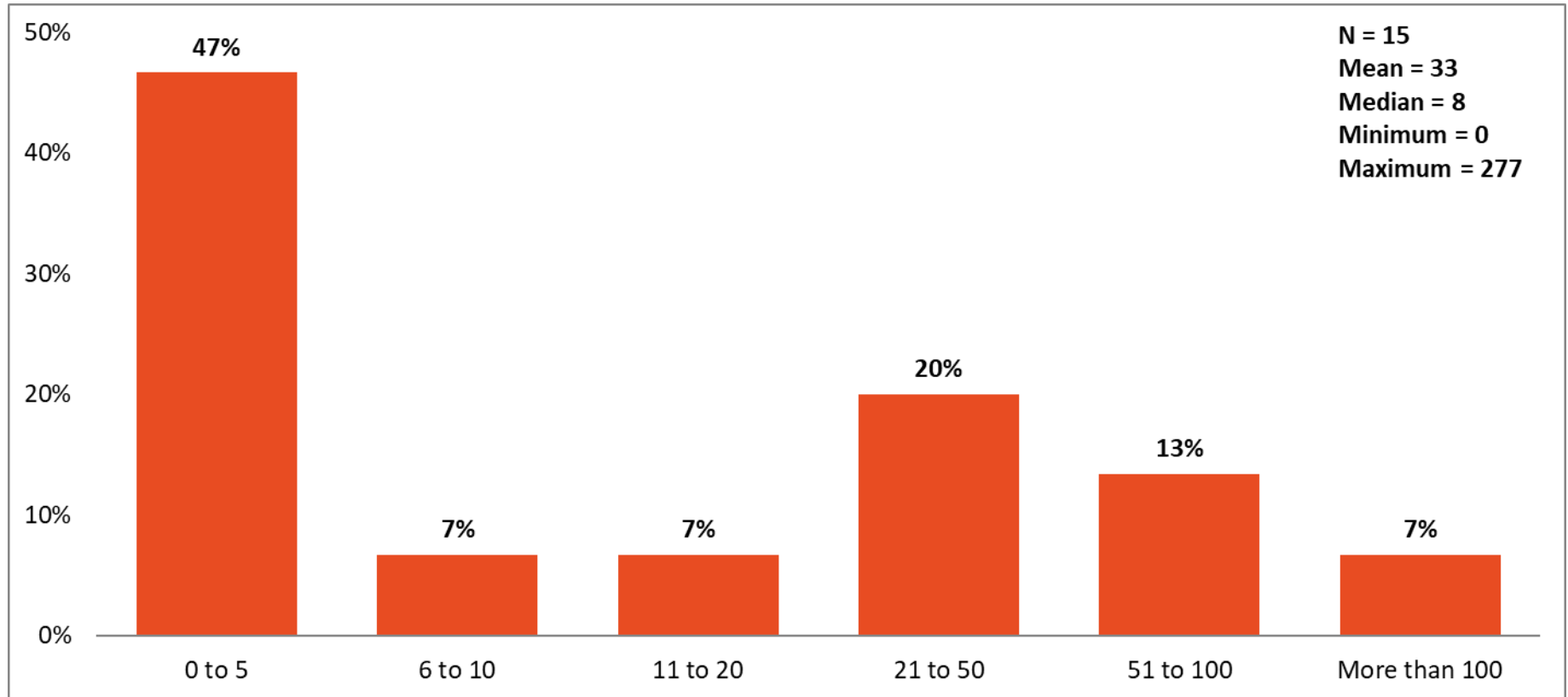
Most organizations reported temporary employees working 1,000 hours or more.



Q11. If the information is accessible, for all of 2022, how many **total hours were worked** by employees in each category?

# Number of Employees

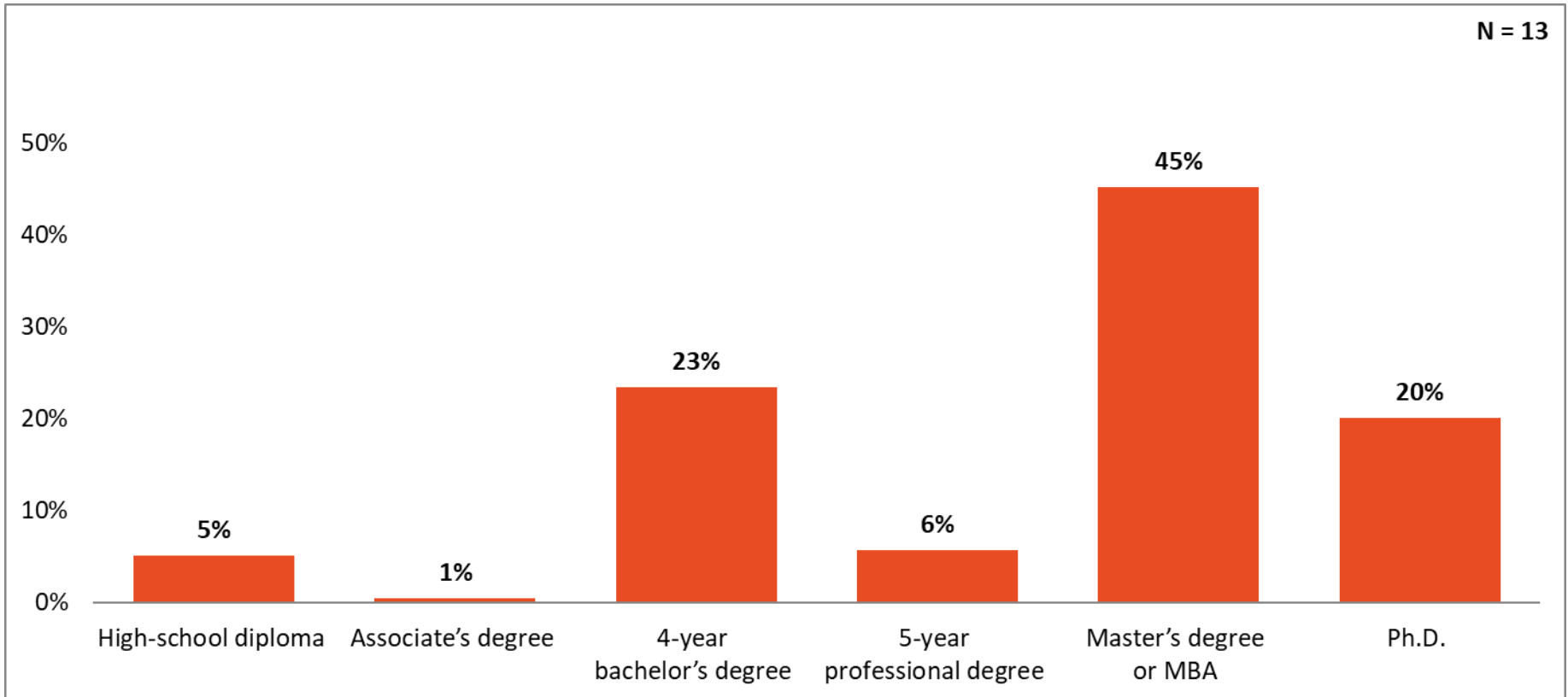
There was a wide spread of number of employees in each organization, but about half of the organizations had five or fewer.



Q12. In 2022, **how many individual employees** (whether they worked for an hour or 2,080 hours) did your organization have on payroll?

# Level of Education

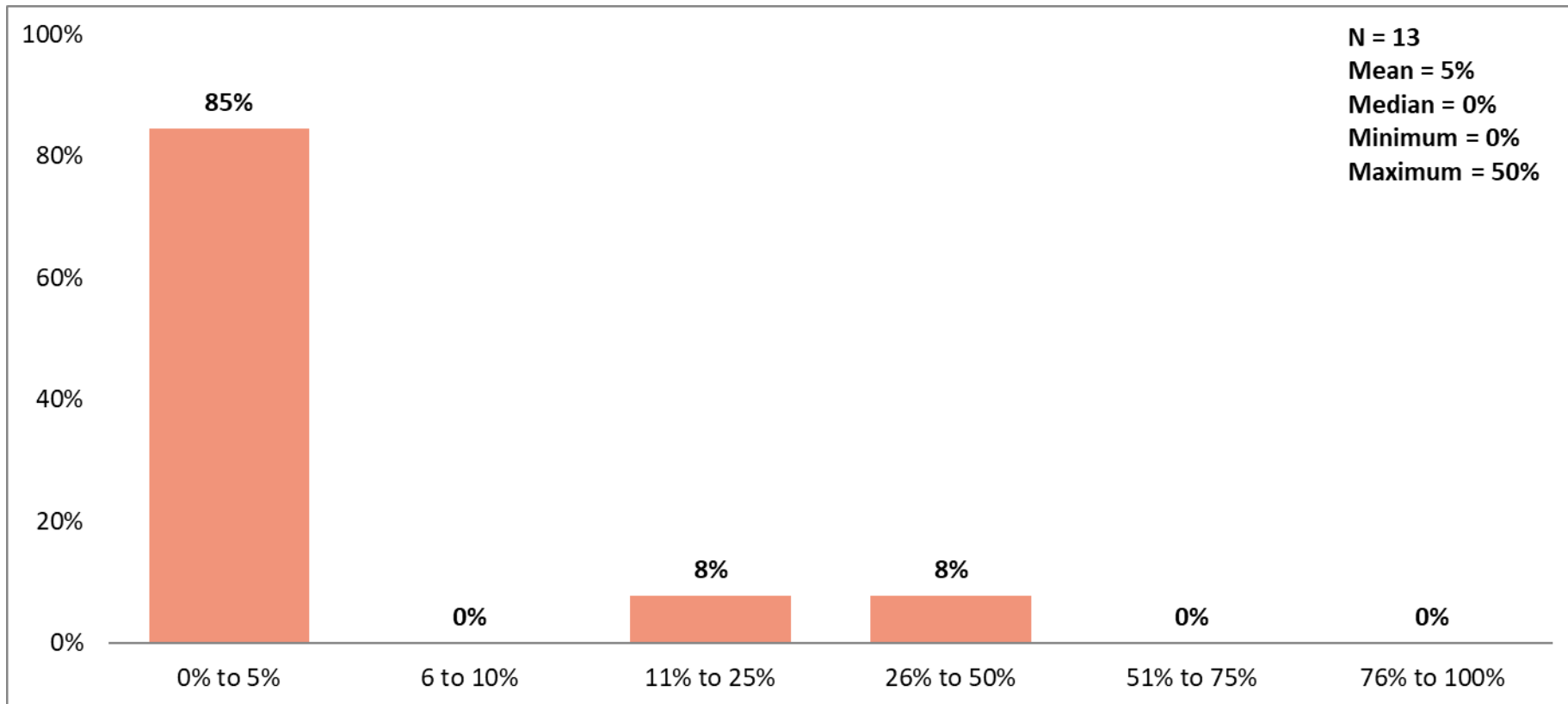
About half (45%) of the organizations had professional and management staff who had earned a master's or MBA as their highest degree.



Q14. What is the **highest educational level** attained by your organization's 2022 professional and management staff? Estimate the percentage of employees in your firm who fall into each category, based on their highest education level. The percentages should total 100%.

# Level of Education High School

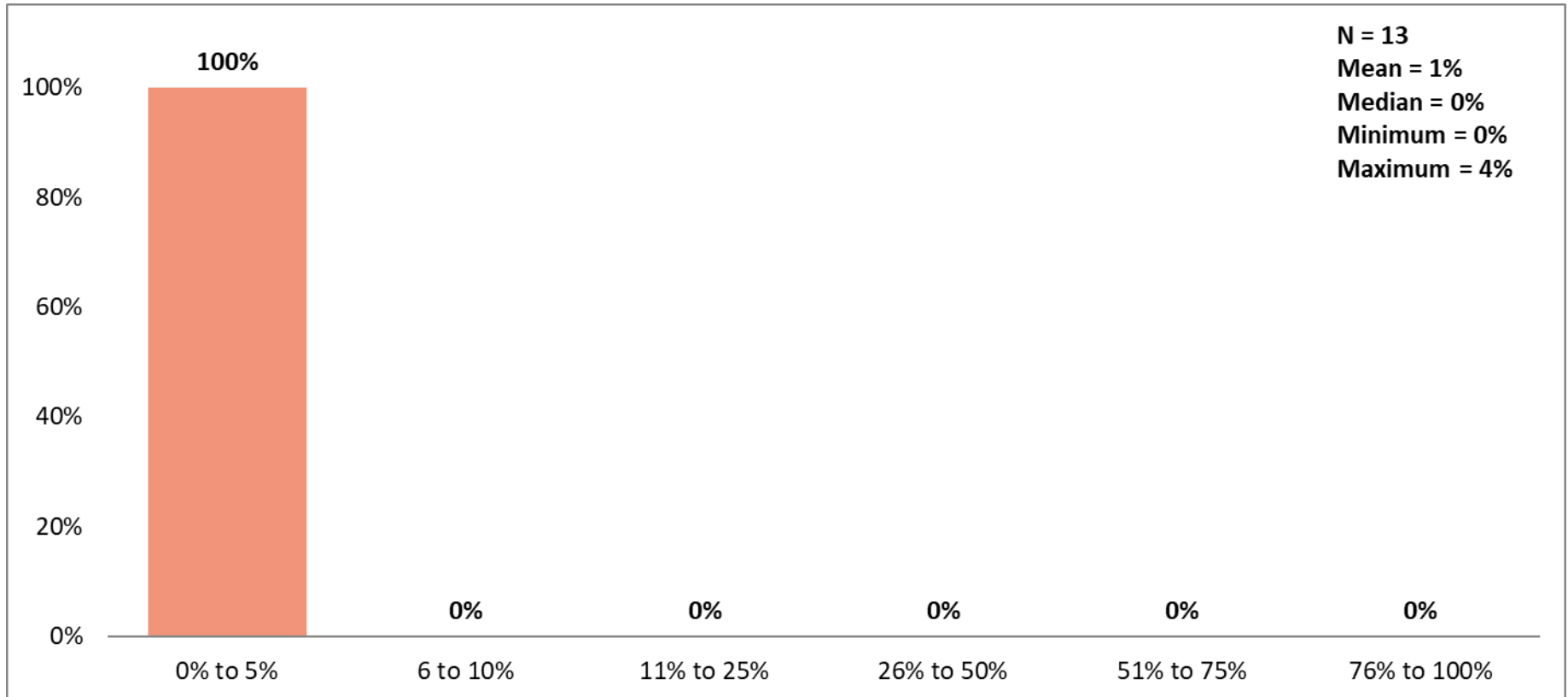
The majority of the organizations (77%) had no professional or management staff (0%) who had earned a high-school diploma as their highest degree.



Q14. What is the **highest educational level** attained by your organization's 2022 professional and management staff?  
*Estimate the percentage of employees in your firm who fall into each category, based on their highest education level.  
The percentages should total 100%.*

# Level of Education Associate's Degree

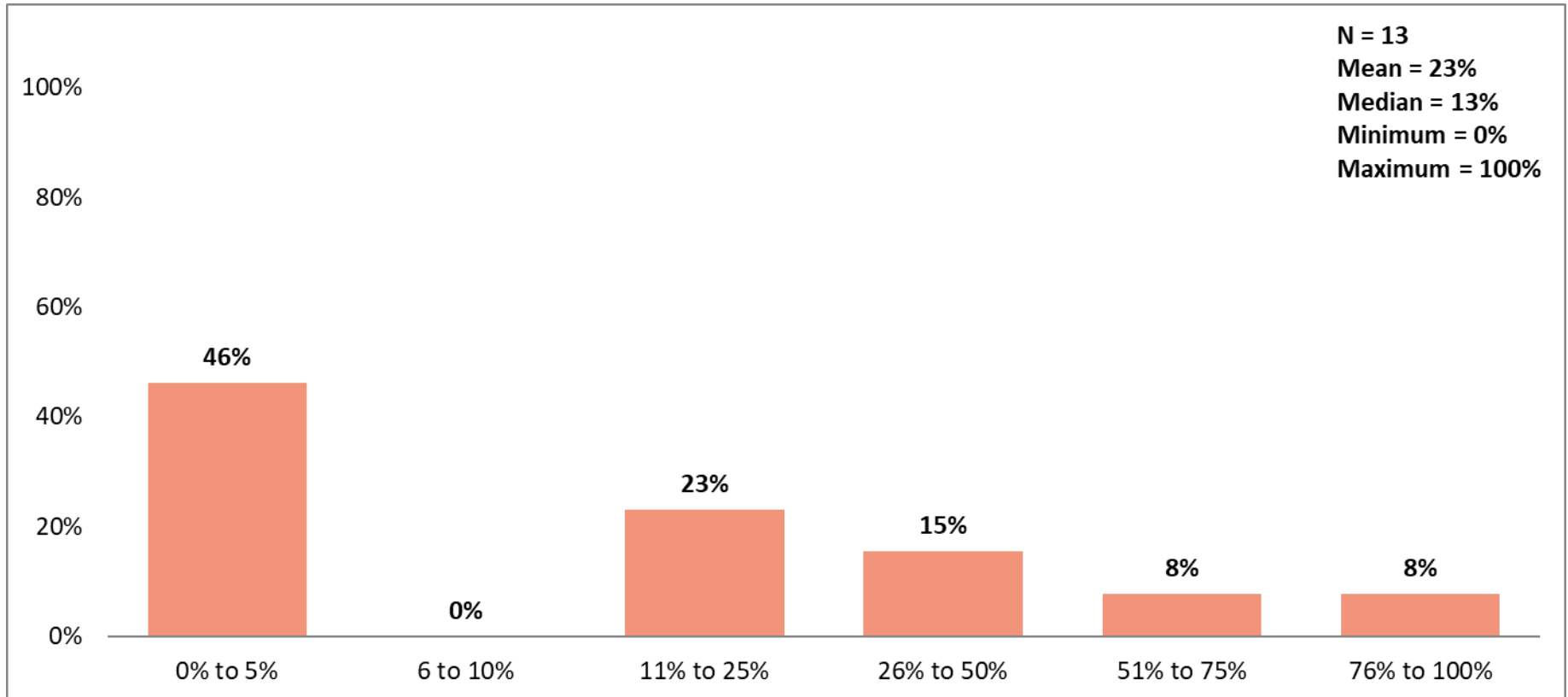
None of the organizations had professional or management staff (1% to 100%) who had earned an associate's degree as their highest degree.



Q14. What is the **highest educational level** attained by your organization's 2022 professional and management staff?  
*Estimate the percentage of employees in your firm who fall into each category, based on their highest education level.  
The percentages should total 100%.*

# Level of Education Bachelor's Degree

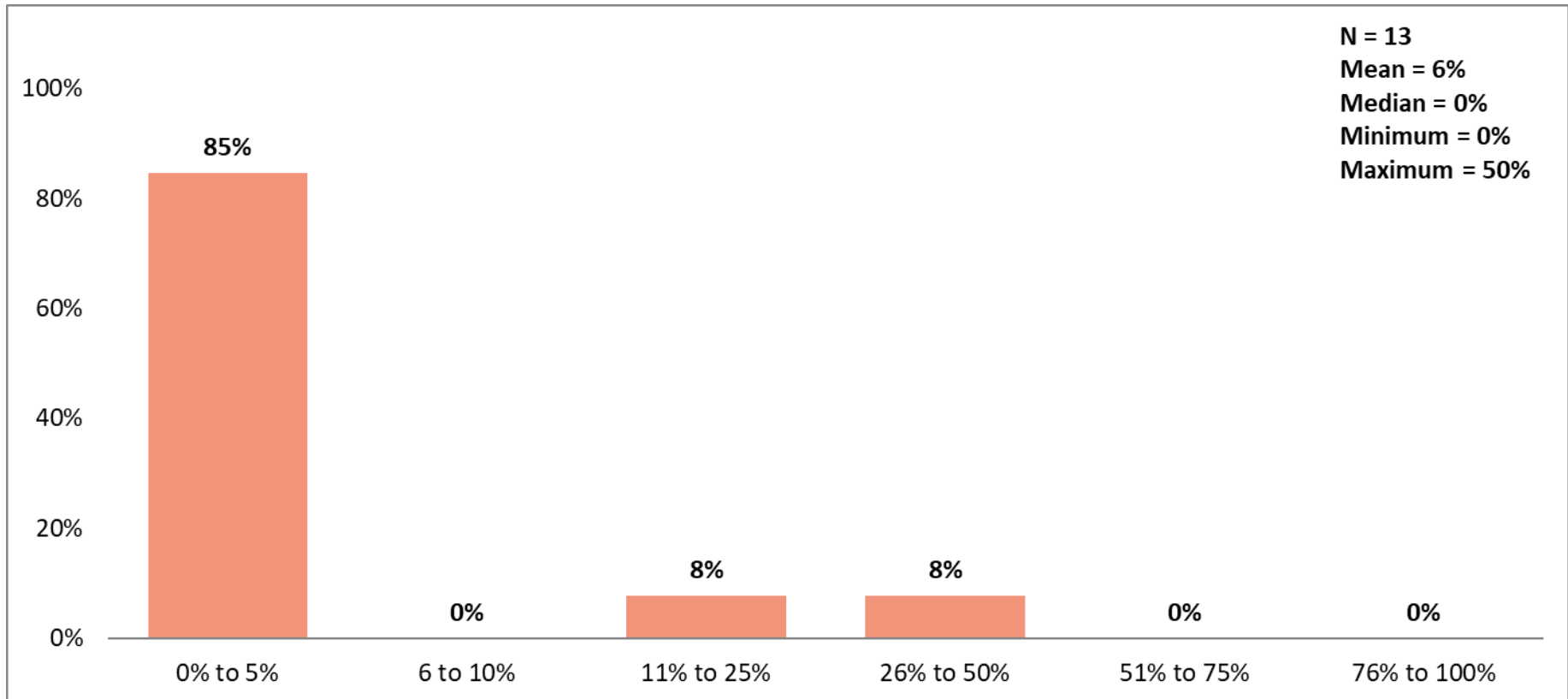
About half of the organizations (54%) had some professional or management staff (1% to 100%) who had earned a 4-year bachelor's degree as their highest degree.



Q14. What is the **highest educational level** attained by your organization's 2022 professional and management staff?  
*Estimate the percentage of employees in your firm who fall into each category, based on their highest education level.  
The percentages should total 100%.*

# Level of Education – 5-year Professional Degree

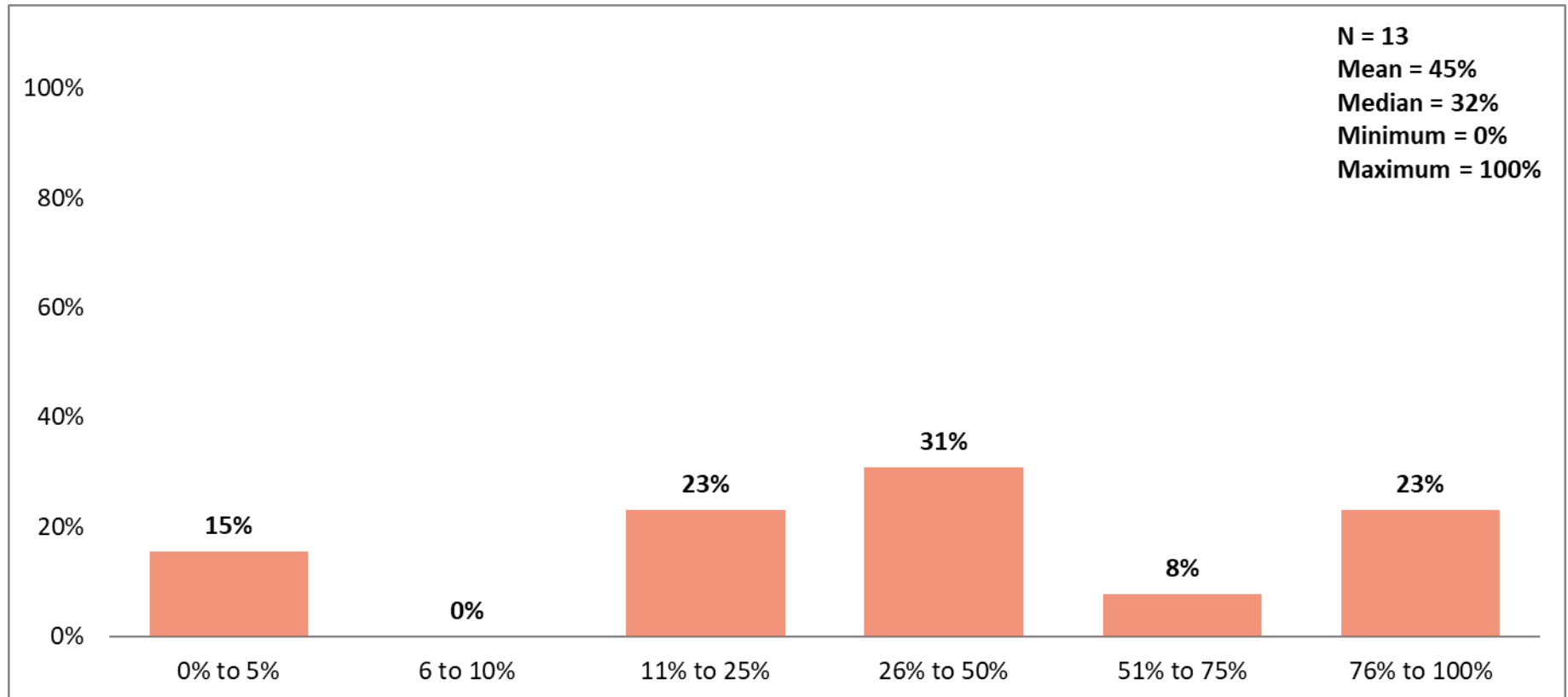
The majority of the organizations (85%) had no professional or management staff (0%) who had earned a 5-year professional degree as their highest degree.



Q14. What is the **highest educational level** attained by your organization's 2022 professional and management staff?  
*Estimate the percentage of employees in your firm who fall into each category, based on their highest education level.  
The percentages should total 100%.*

# Level of Education – Master’s Degree or MBA

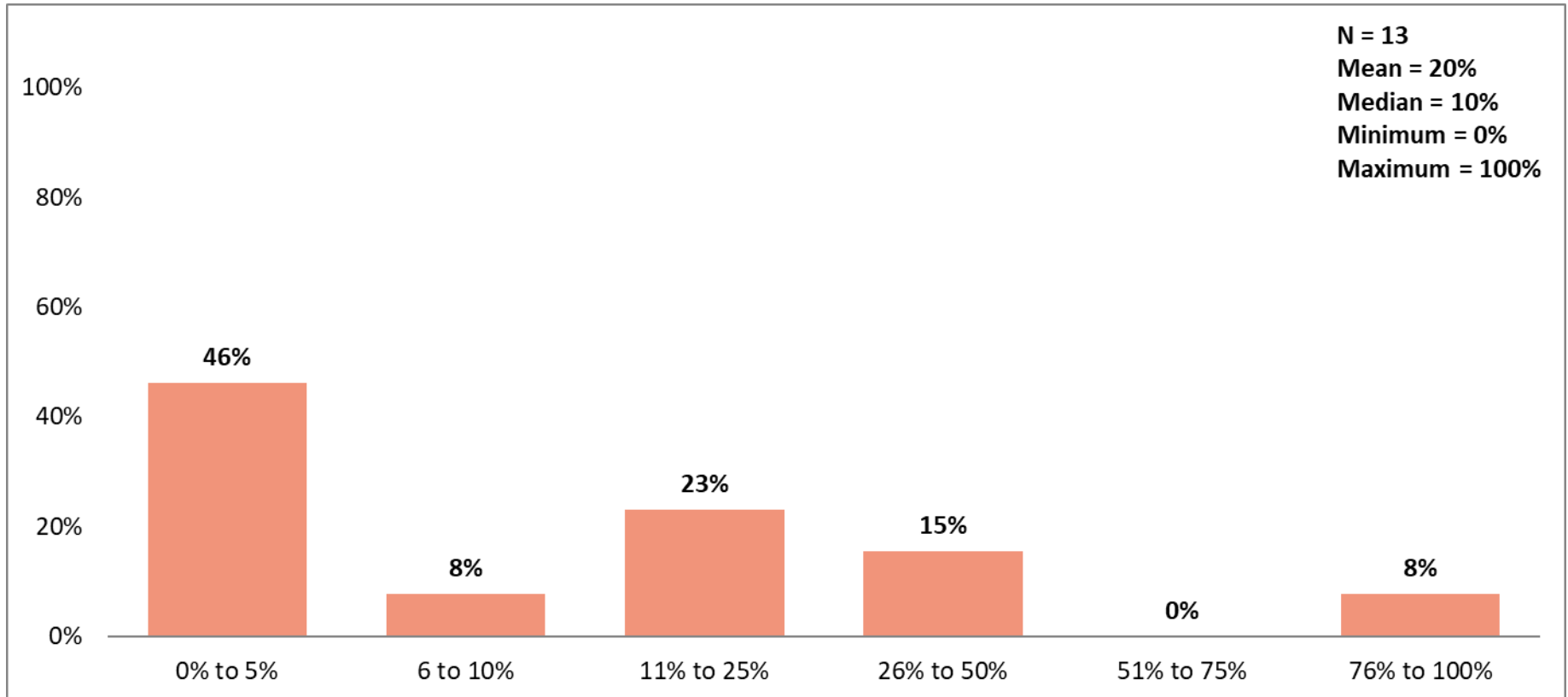
The majority of the organizations (85%) had some professional or management staff (1% to 100%) who had a Master’s degree or MBA as their highest level of education.



Q14. What is the **highest educational level** attained by your organization’s 2022 professional and management staff?  
*Estimate the percentage of employees in your firm who fall into each category, based on their highest education level.  
The percentages should total 100%.*

# Level of Education – Ph.D.

About half of the organizations (54%) had some professional or management staff (1% to 100%) who had earned a Ph.D. as their highest degree.



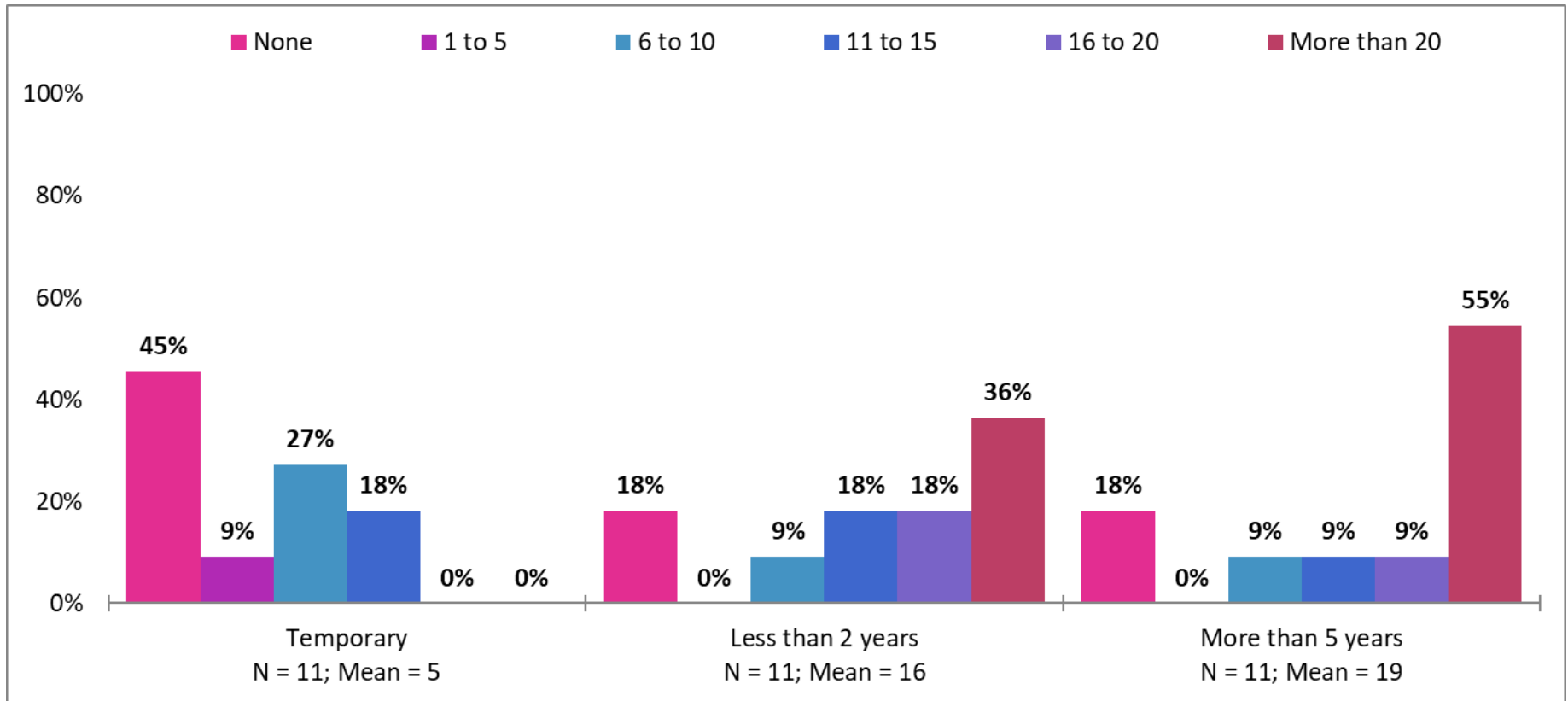
Q14. What is the **highest educational level** attained by your organization's 2022 professional and management staff? Estimate the percentage of employees in your firm who fall into each category, based on their highest education level. The percentages should total 100%.

# Benefits

- ▼ Total Time Off
- ▼ Vacation Days
- ▼ Personal Days
- ▼ Holidays
- ▼ Sick Days
- ▼ Consolidated Leave
- ▼ Paid Parental Leave
- ▼ Other Days
- ▼ Paid Parental Leave Variance by State
- ▼ Health Insurance Coverage
- ▼ Health Insurance Premiums
- ▼ Health Care Supplement
- ▼ Life Insurance Premiums
- ▼ Disability Insurance Premiums
- ▼ Retirement Plans
- ▼ Professional Development
- ▼ Employee Assistance Program
- ▼ Remote Work Options
- ▼ Maximum Remote Work

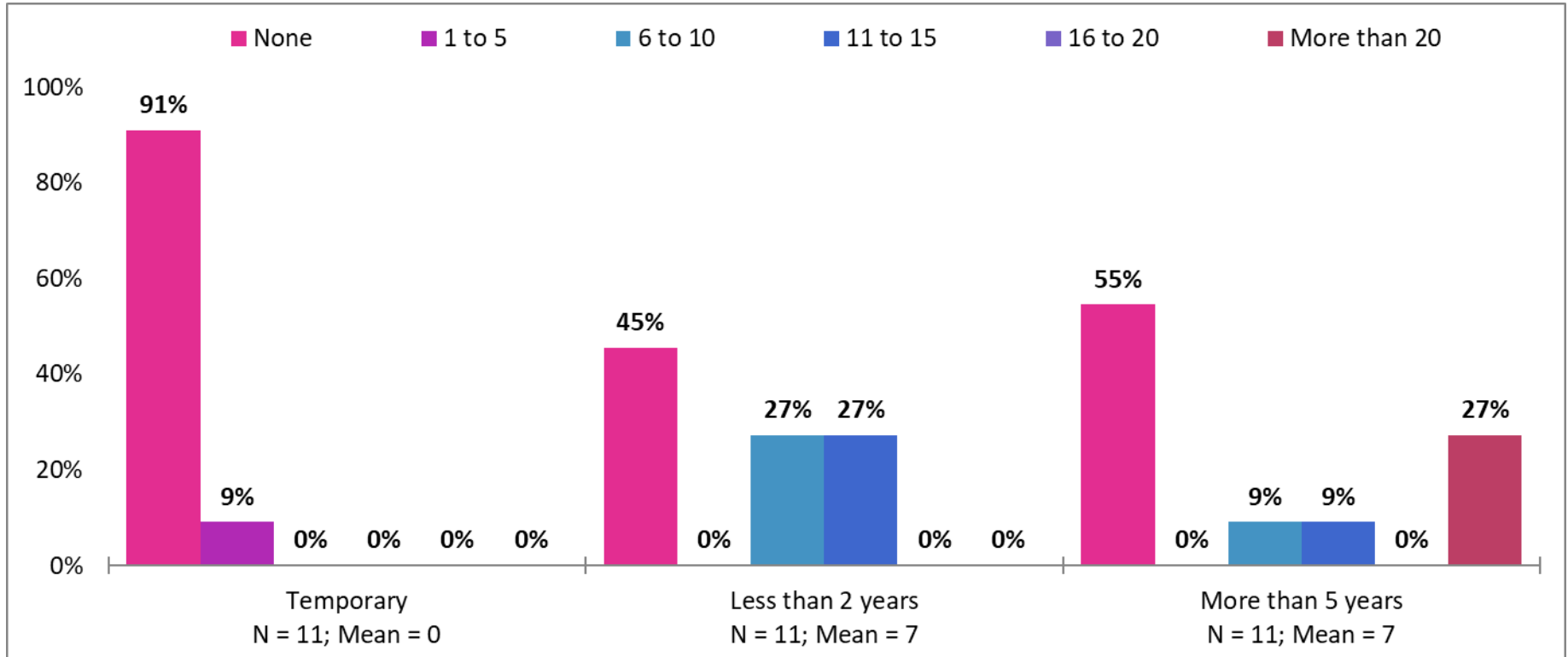
# Total Time Off

These values are the result of adding vacation days, personal days, sick days, consolidated days, and other days for organizations with more than one employee. Holidays and paid parental leave were not included.



# Vacation Days

Most organizations with more than one employee did not give temporary employees any paid vacation days, and about half did not give any to full-time employees.



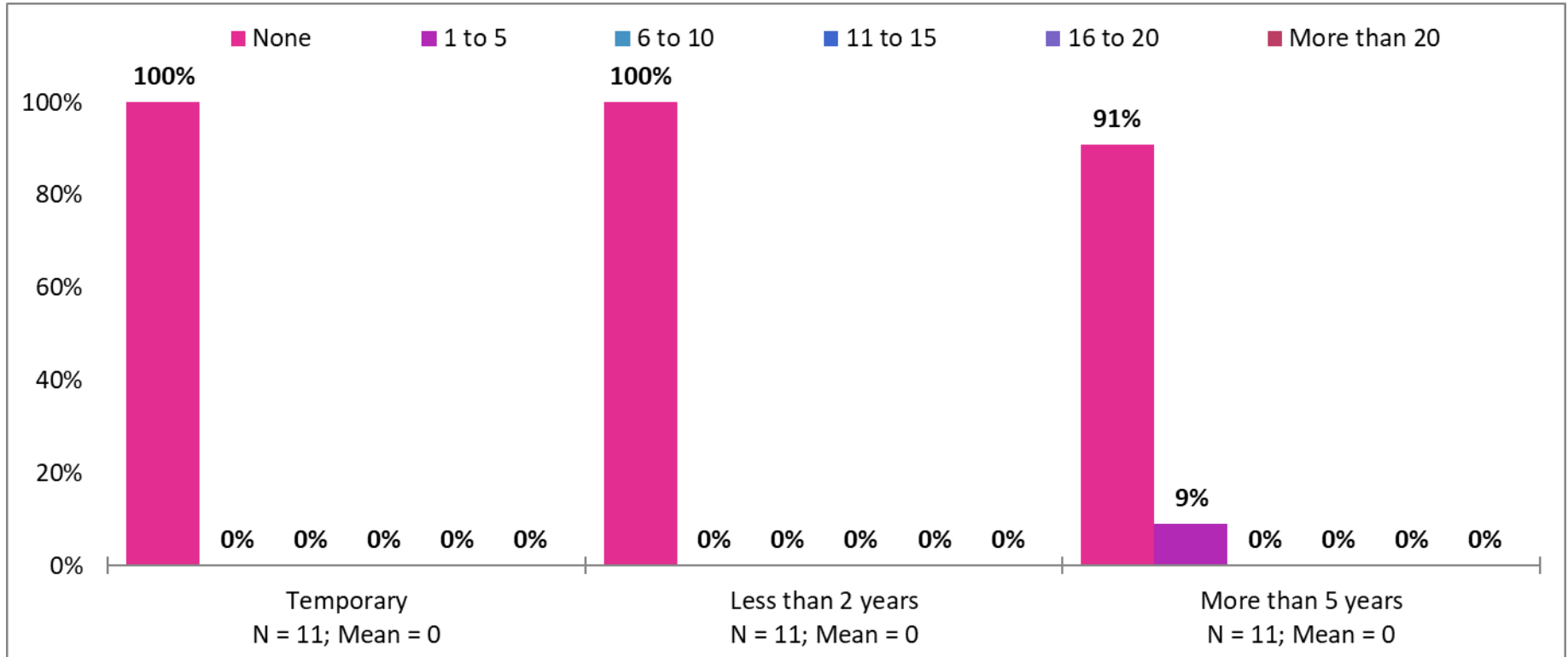
Q19. How many **days of paid time off** per year does your organization provide for temporary employees who work 40 hours per week while they are employed? *For this question, please answer using an annual rate of accrual even though they may not work for an entire year.*

Q15. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has less than two years with the organization?

Q16. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has five years with the organization?

# Personal Days

Only one organization with more than one employee offered paid personal days to full-time employees with five years or more.



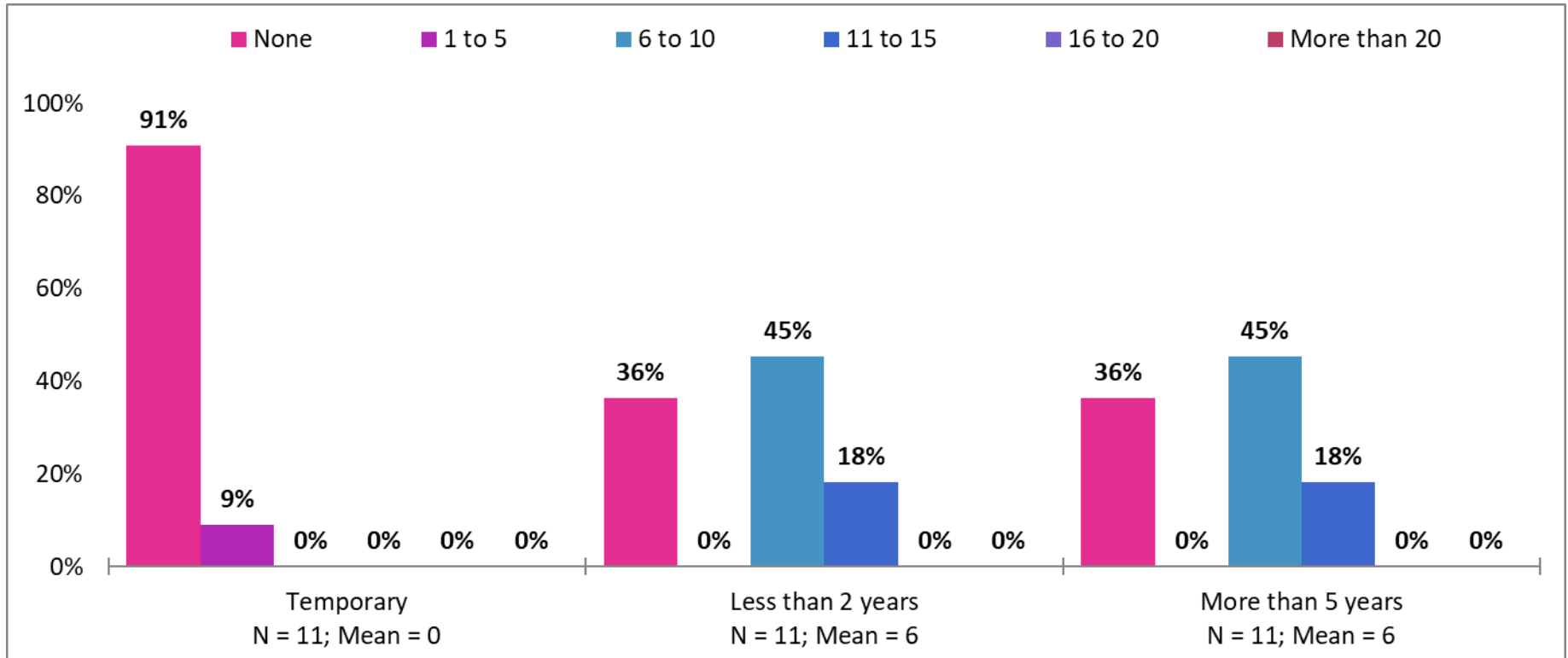
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Q16. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has five years with the organization?

# Holidays

For organizations with more than one employee, most temporary employees were not paid for holidays and most full-time employees had between 6 and 15 paid holidays.



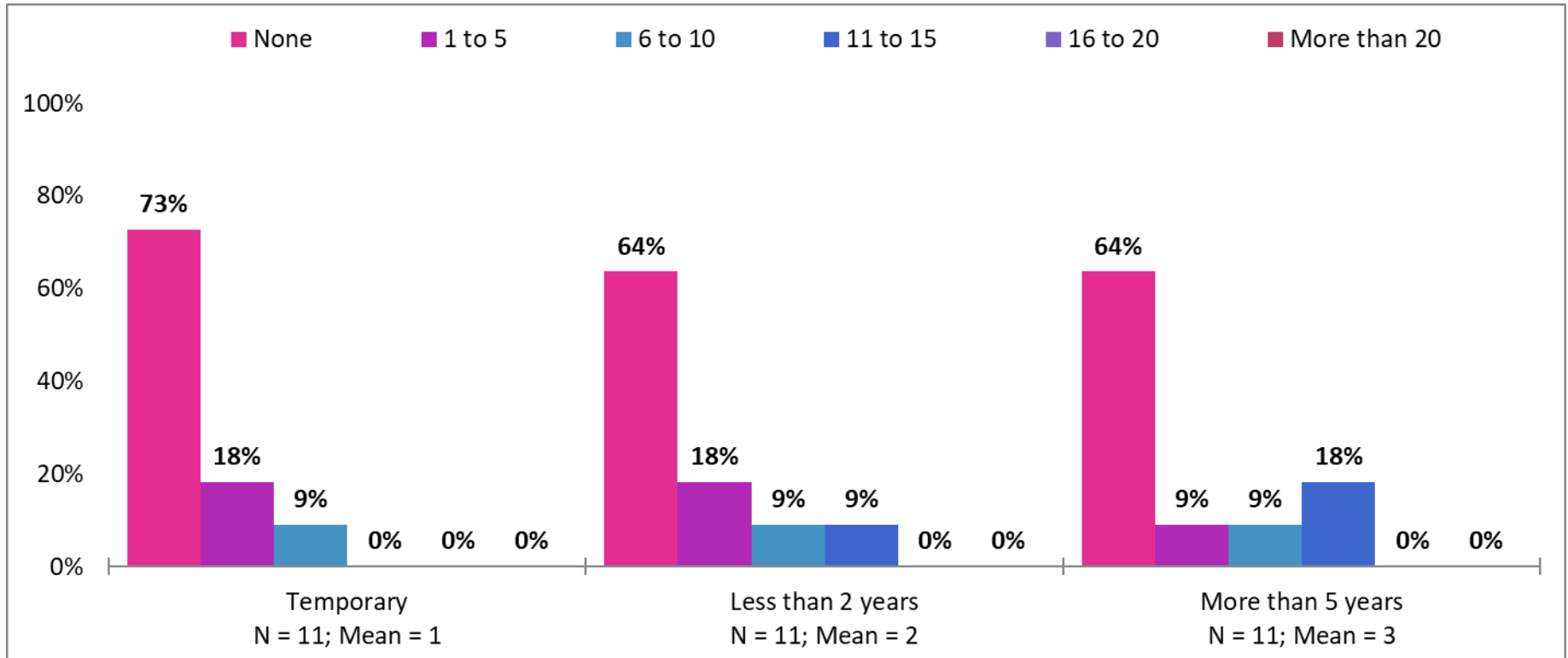
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Q16. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has five years with the organization?

# Sick Days

Most organizations with more than one employee did not offer paid sick days to temporary employees, and fewer than half of organizations offered them to full-time employees.



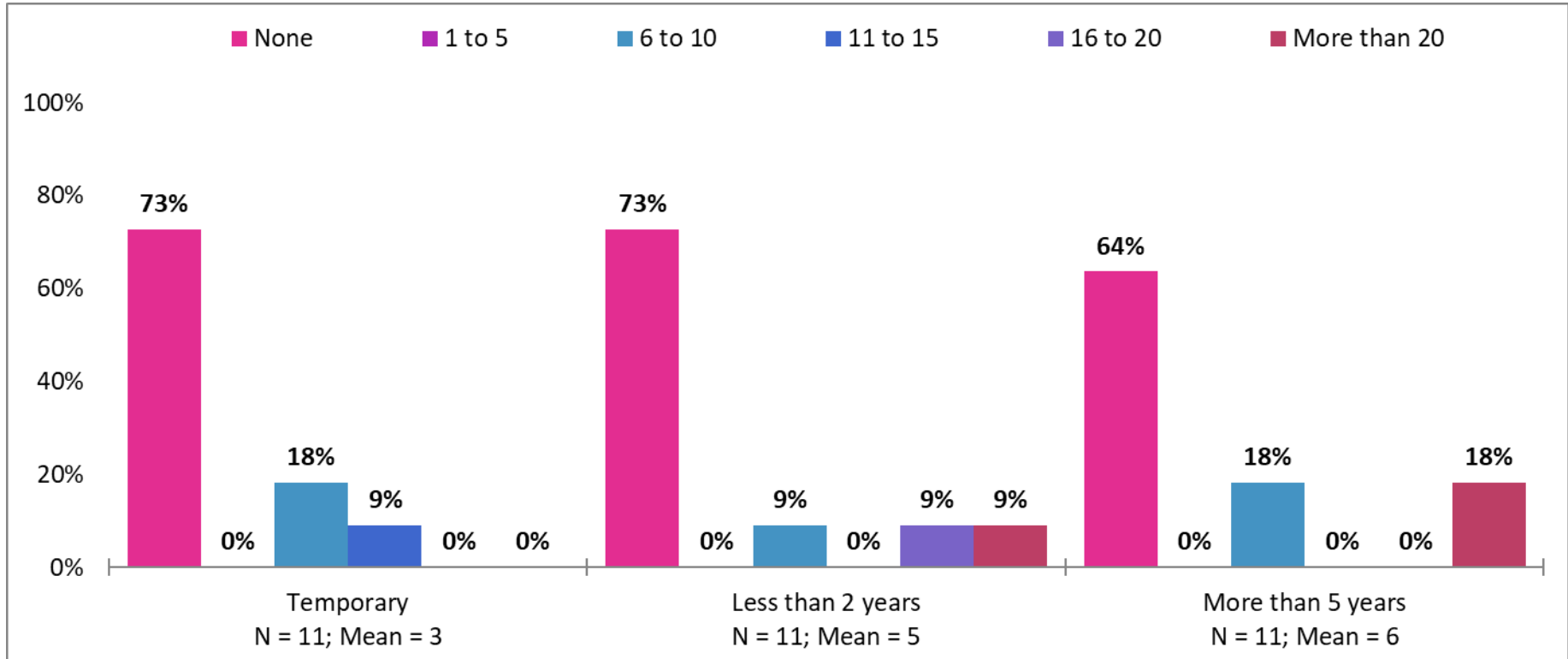
Q19. How many **days of paid time off** per year does your organization provide for temporary employees who work 40 hours per week while they are employed? *For this question, please answer using an annual rate of accrual even though they may not work for an entire year.*

Q15. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has less than two years with the organization?

Q16. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has five years with the organization?

# Consolidated Leave

Most organizations with more than one employee did not use consolidated leave with temporary workers, but they were more likely to with full-time employees.



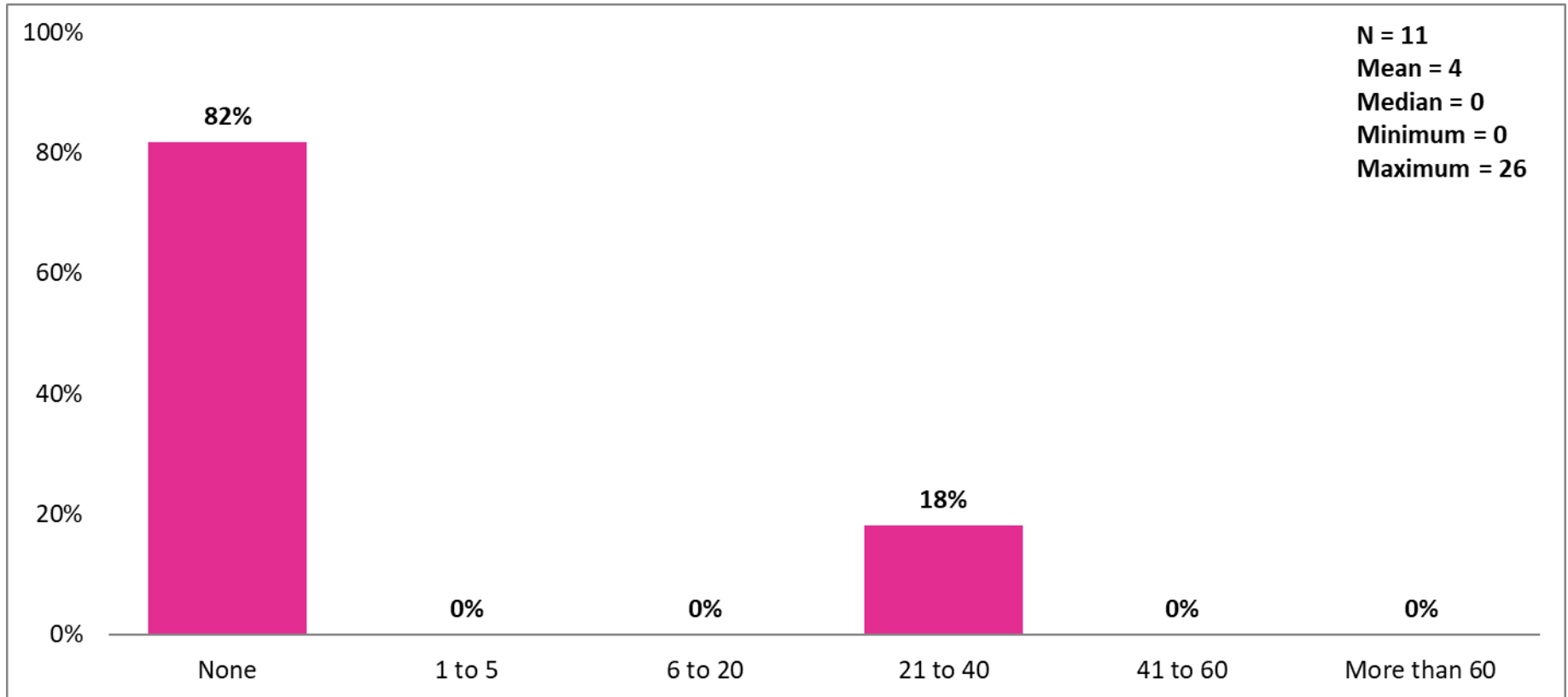
Q19. How many **days of paid time off** per year does your organization provide for temporary employees who work 40 hours per week while they are employed? *For this question, please answer using an annual rate of accrual even though they may not work for an entire year.*

Q15. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has less than two years with the organization?

Q16. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has five years with the organization?

# Paid Parental Leave

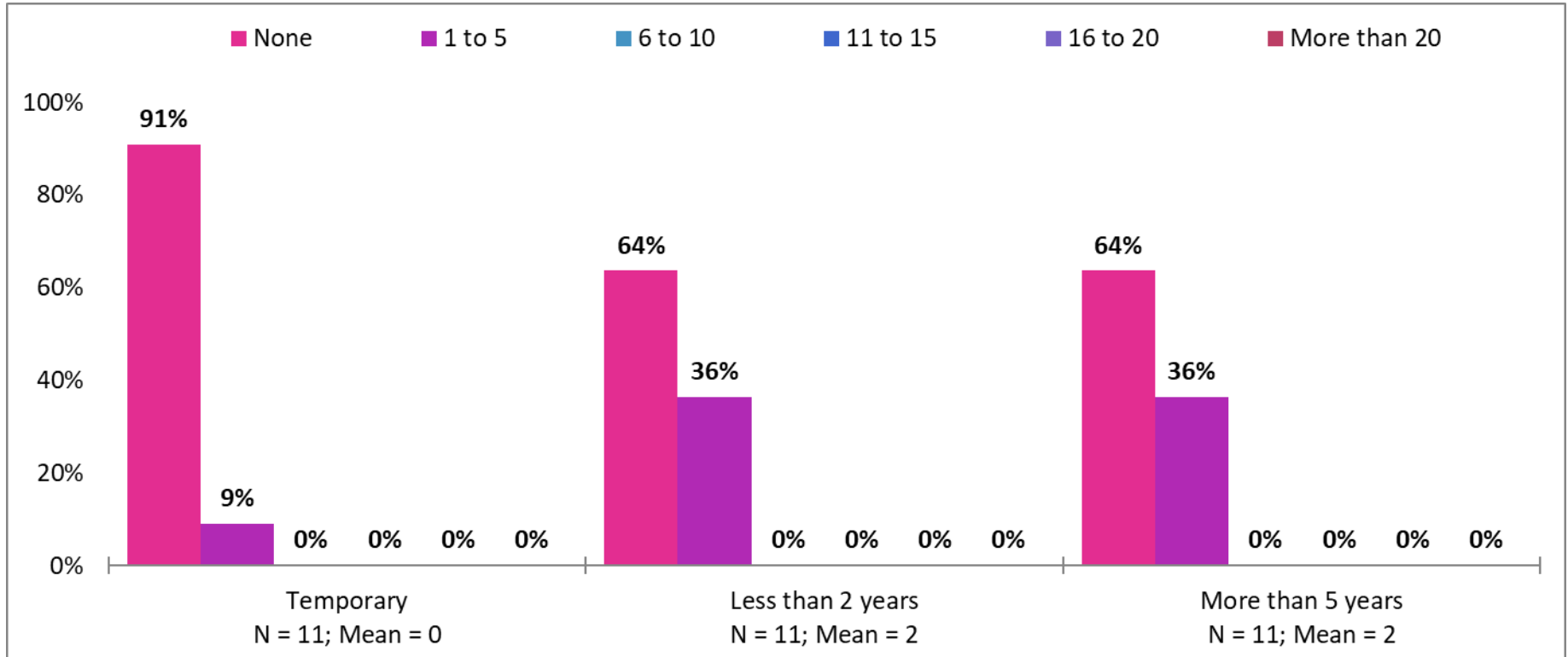
The majority of organizations with more than one employee offered no paid parental leave to full-time employees.



Q17. What is the maximum number of days of **paid parental leave** your organization provides for a full-time, permanent employee?

# Other Days

Most organizations with more than one employee did not give any other paid time off to employees, but it was more likely with full-time employees.



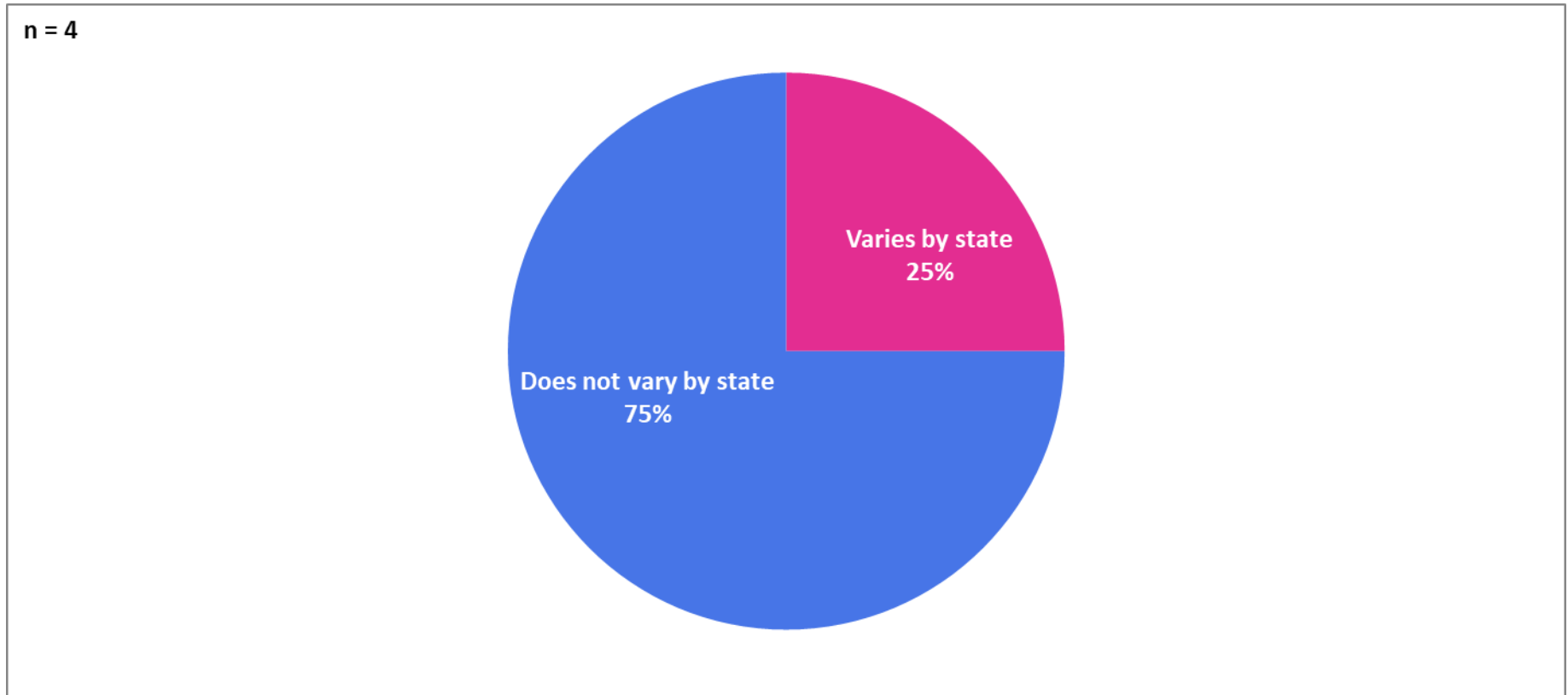
Q19. How many **days of paid time off** per year does your organization provide for temporary employees who work 40 hours per week while they are employed? *For this question, please answer using an annual rate of accrual even though they may not work for an entire year.*

Q15. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has less than two years with the organization?

Q16. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has five years with the organization?

# Paid Parental Leave Variance by State

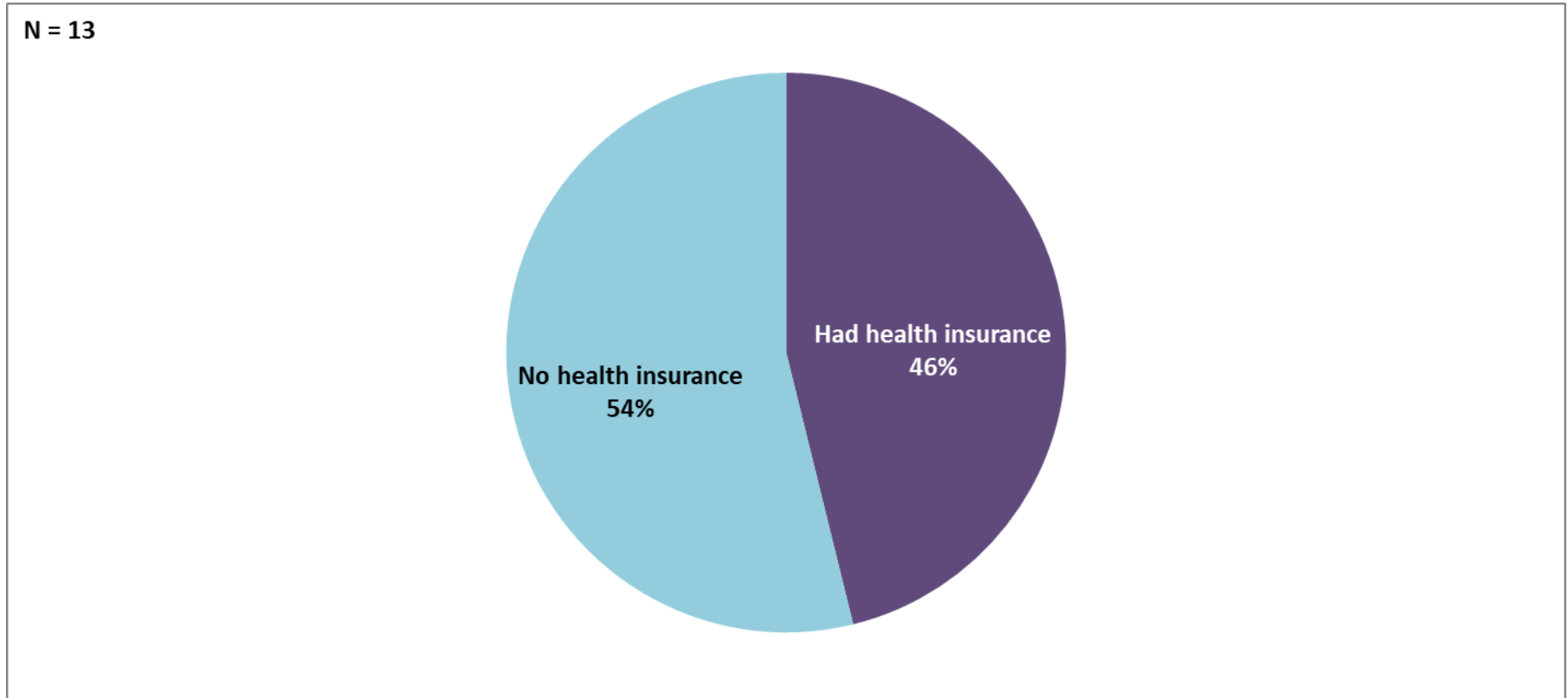
Only one of organizations that had branches in more than one state reported the number of paid parental leave days varies by state.



Q18. Does the number of paid parental leave days for your organization **vary by state**?

# Health Insurance Coverage

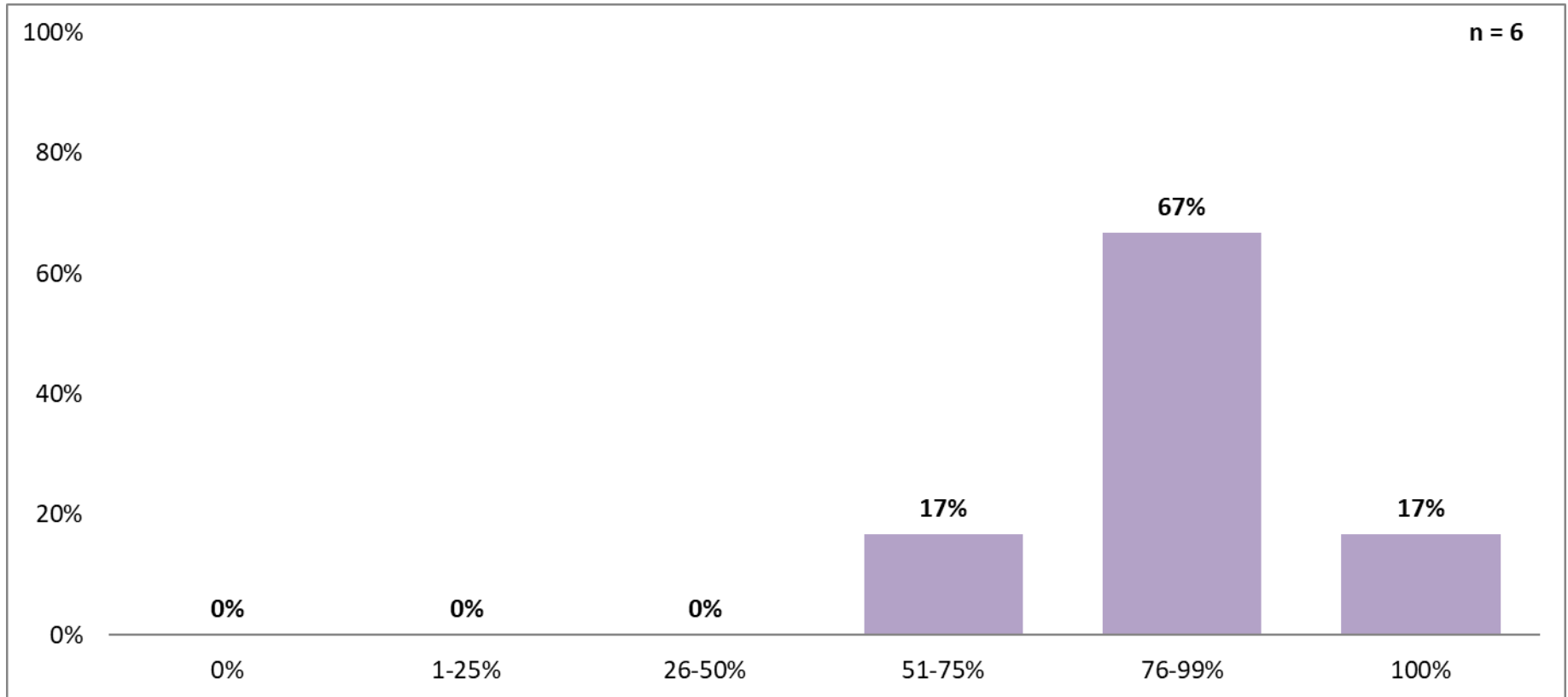
About half of the organizations (46%) cover health insurance for employees to some extent.



Q20. Does your organization provide **health insurance coverage** for its employees?

# Health Insurance Premiums

Most organizations that offer health insurance coverage paid for 76% to 99% of the premium.

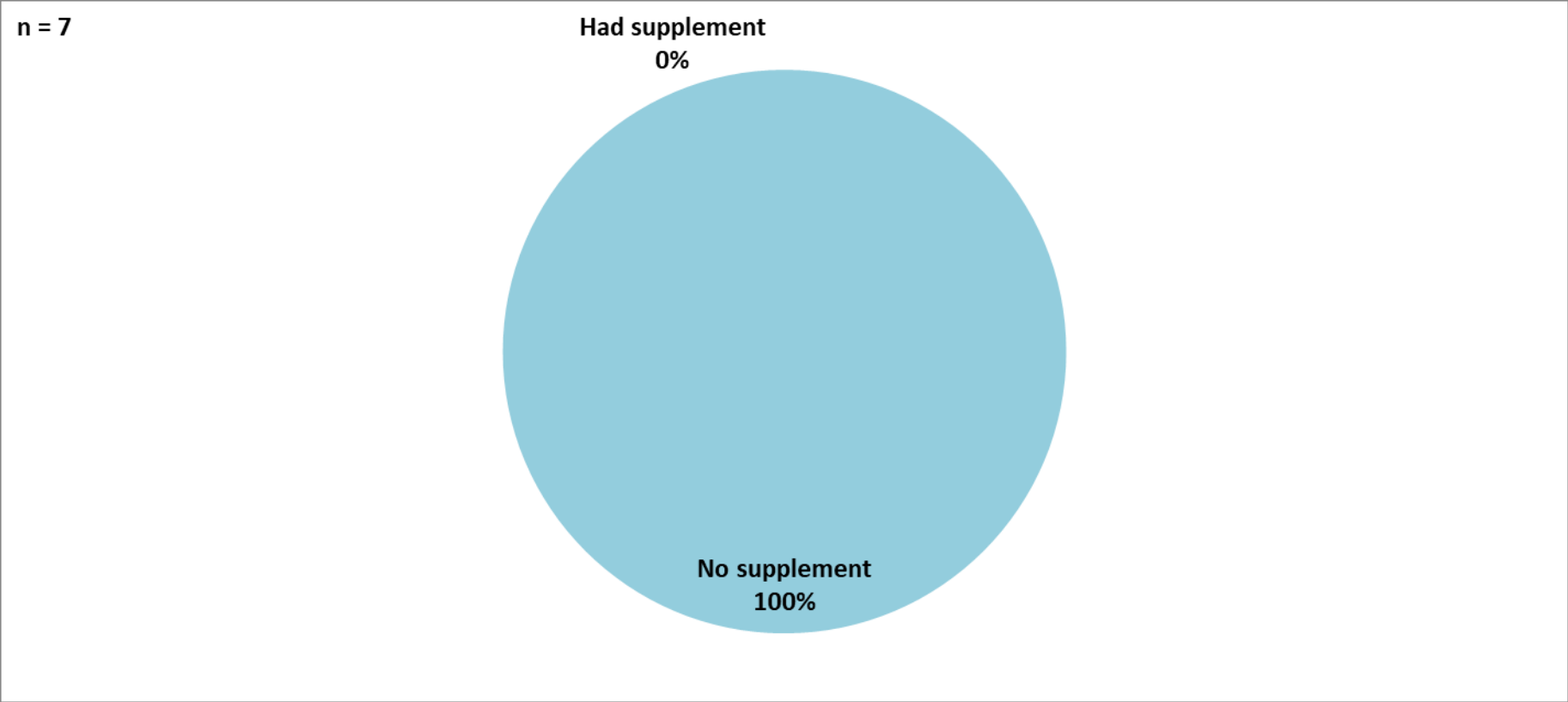


Q23. What percentage of employees' **health insurance premiums** did your organization pay in 2022?

*If you pay a flat rate with employees having the choice of multiple plans, please indicate the average percentage of payment.*

# Health Care Supplement

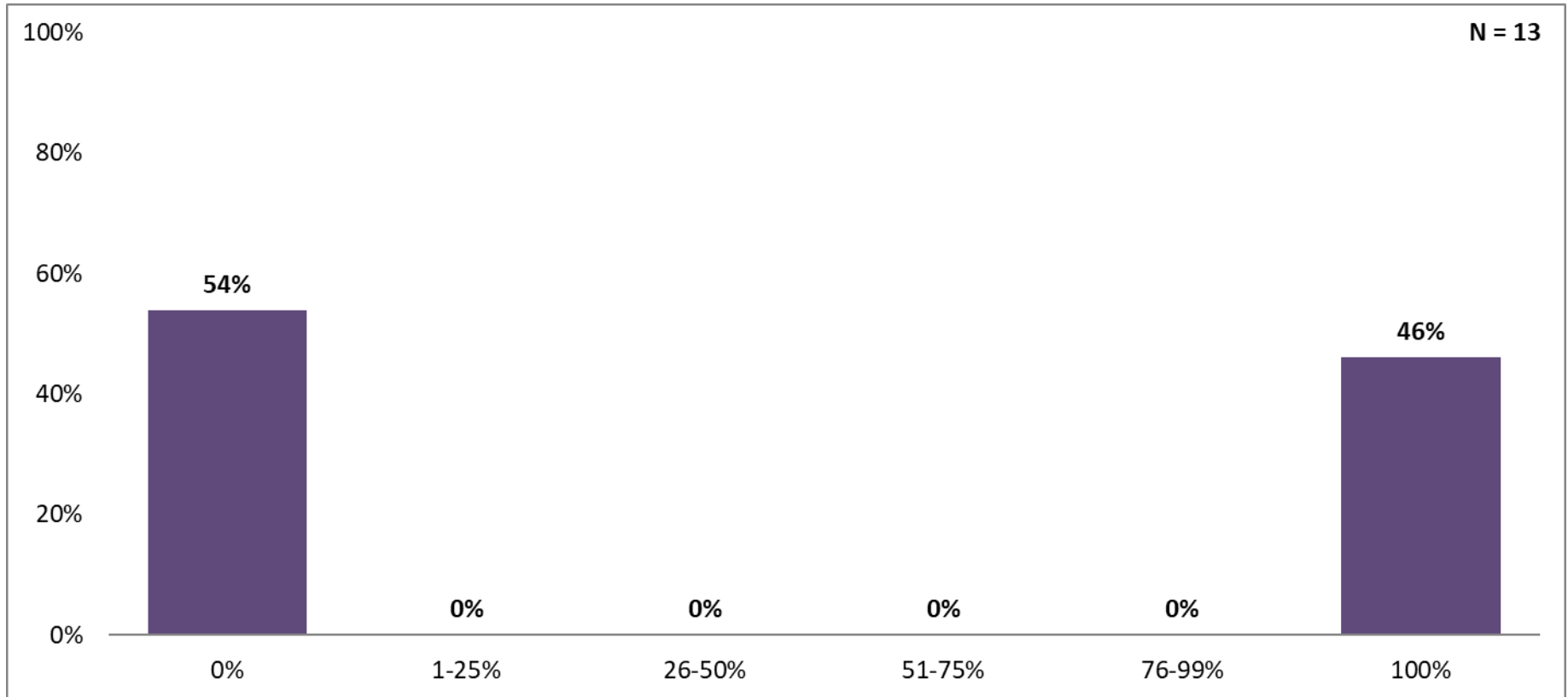
All of the organizations that do not offer health insurance coverage also do not assist using a supplement.



Q21. Does your organization pay employees a **defined supplement** in lieu of a group insurance plan to assist them in paying for health care?

# Life Insurance Premiums

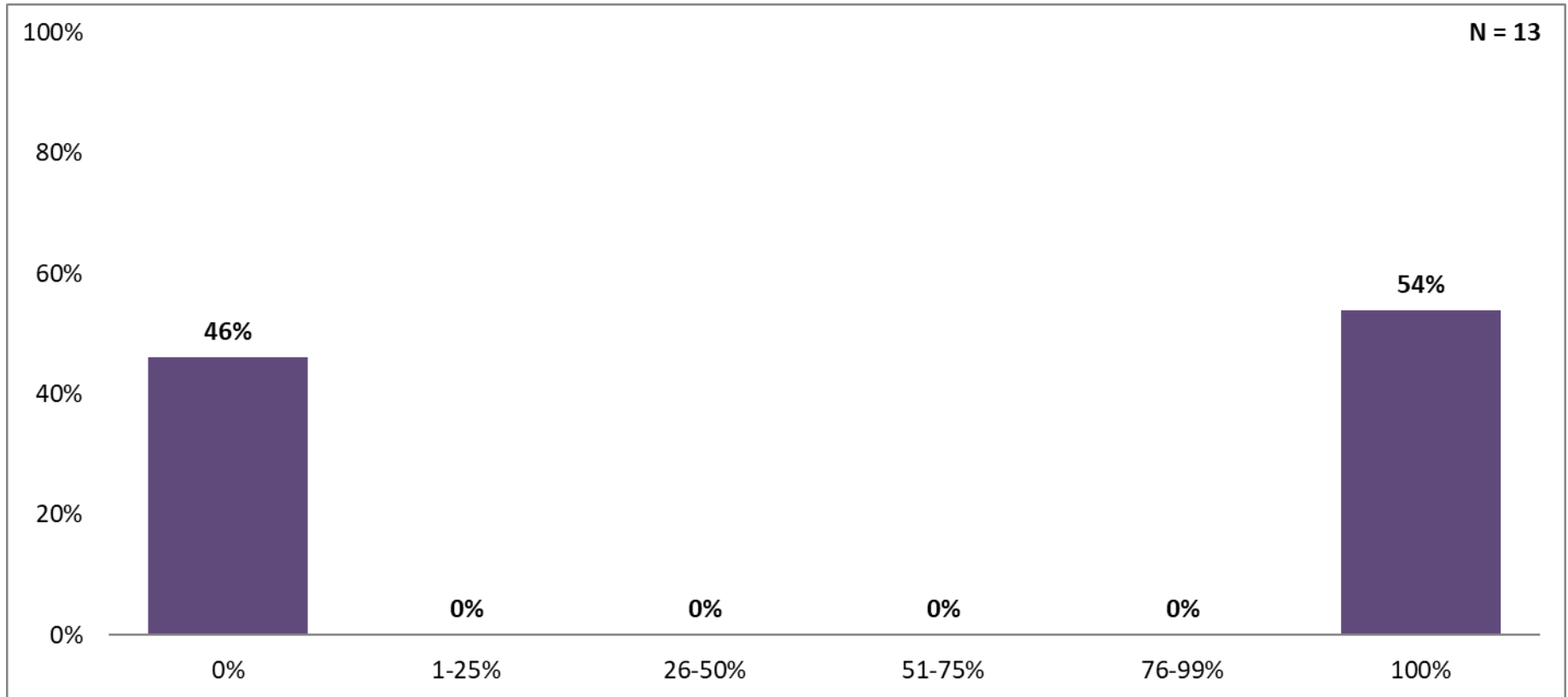
Organizations were split between paying for none of the life insurance premium and paying for the entire premium.



Q24. What percentage of employees' **life insurance premiums** did your organization pay in 2022?

# Disability Insurance Premiums

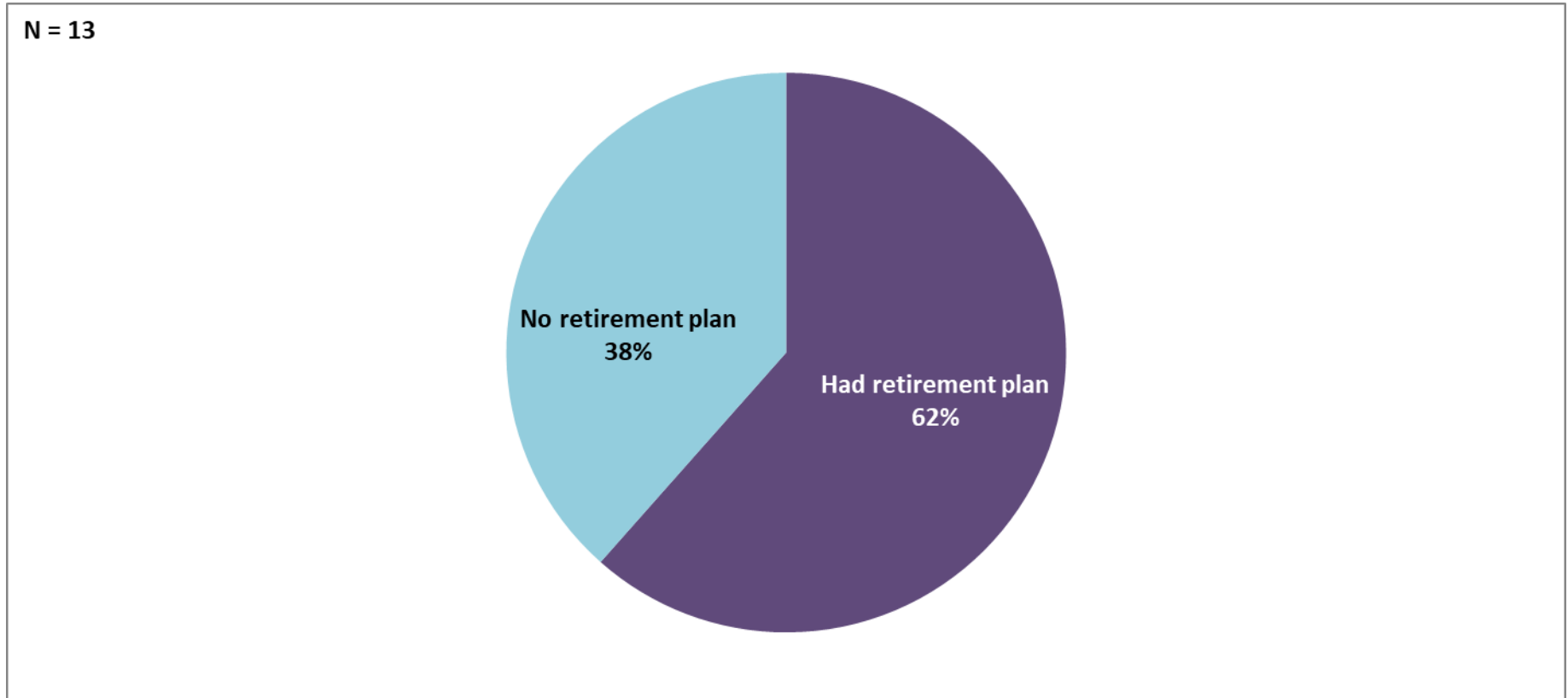
Organizations were split between paying for none of the premium and paying for the entire disability insurance premium.



Q25. What percentage of employees' **disability insurance premiums** did your organization pay in 2022?

# Retirement Plans

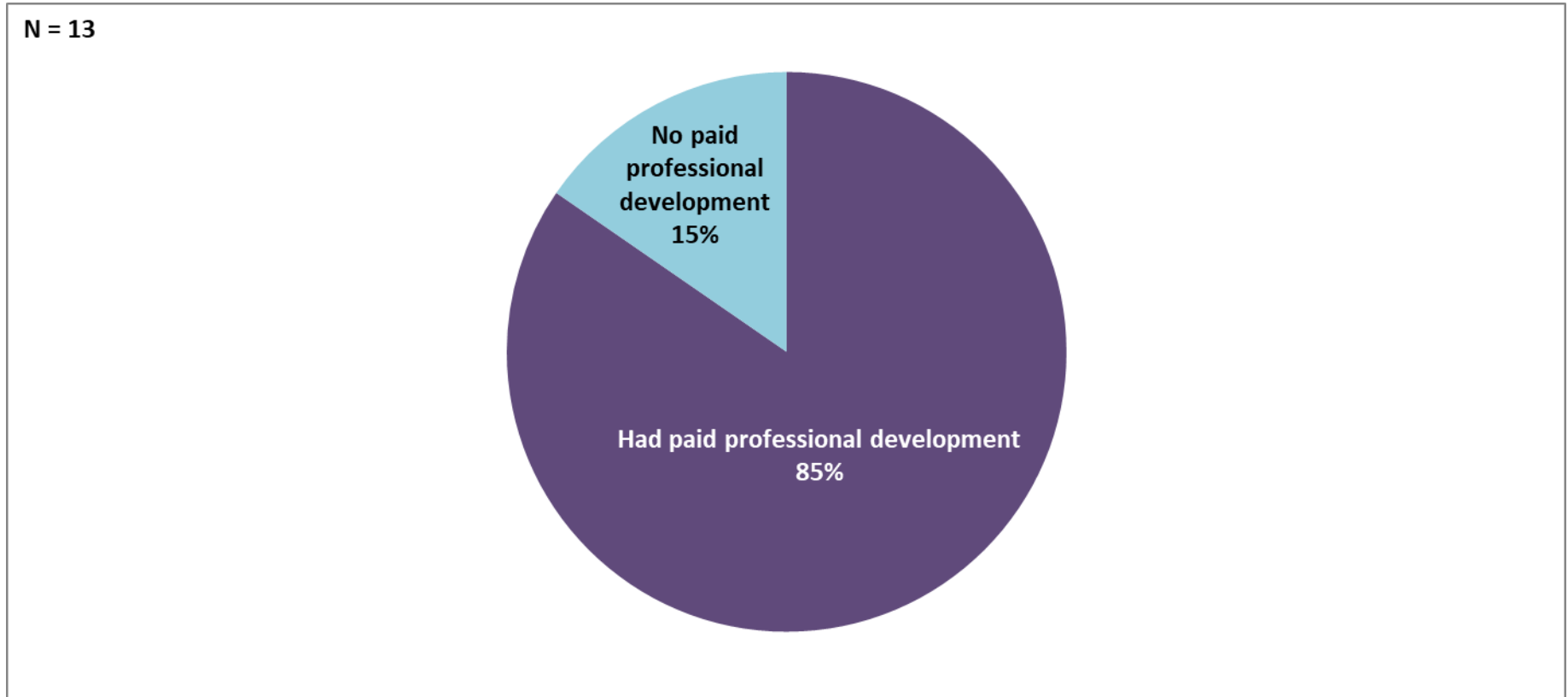
Most organizations (62%) offered a retirement plan.



Q26. Did your organization offer a **retirement** e.g., 401k or **profit-sharing plan** in 2022?

# Professional Development

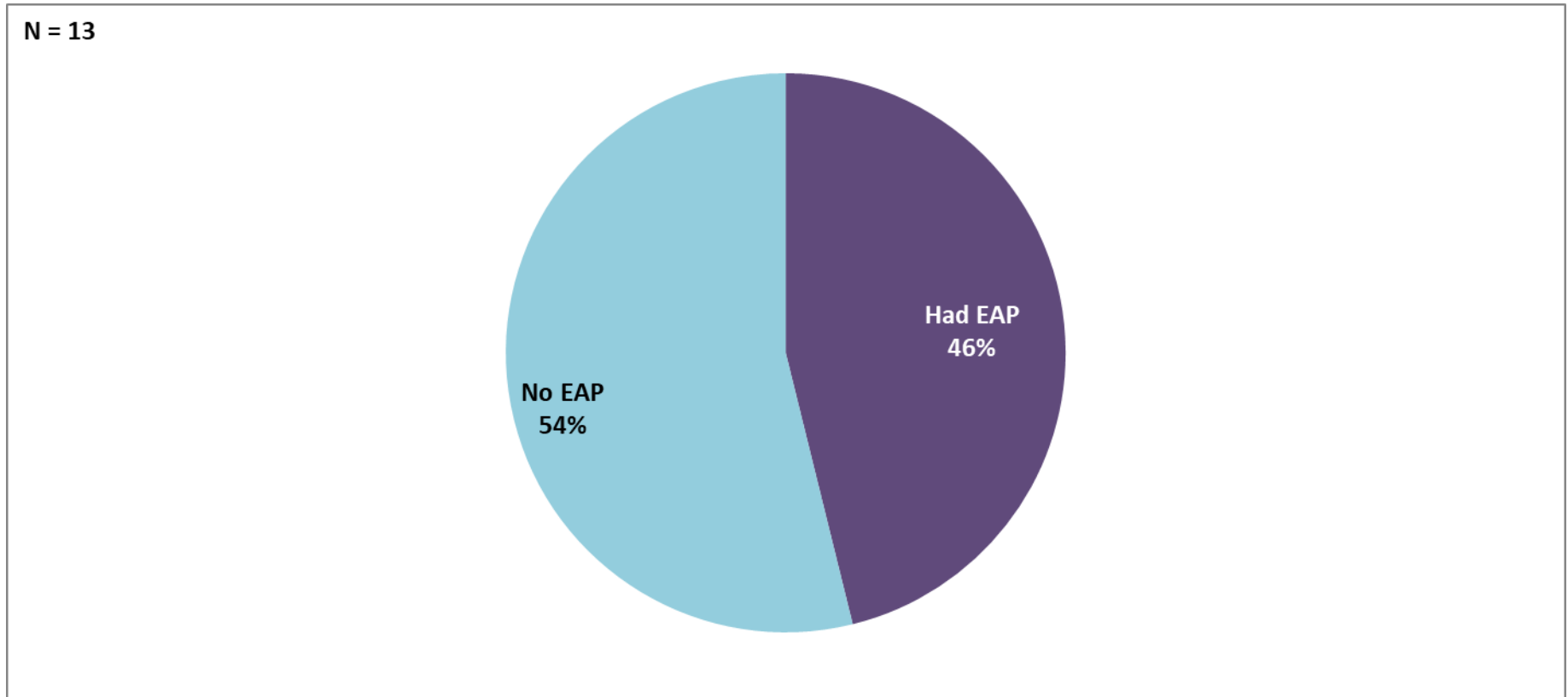
The majority of organizations (85%) offered support for employees' professional development.



Q27. Did your organization support and pay for employees' **professional development** in 2022? *Examples include professional registrations, professional association memberships, continuing education, professional service time, conference attendance.*

# Employee Assistance Program

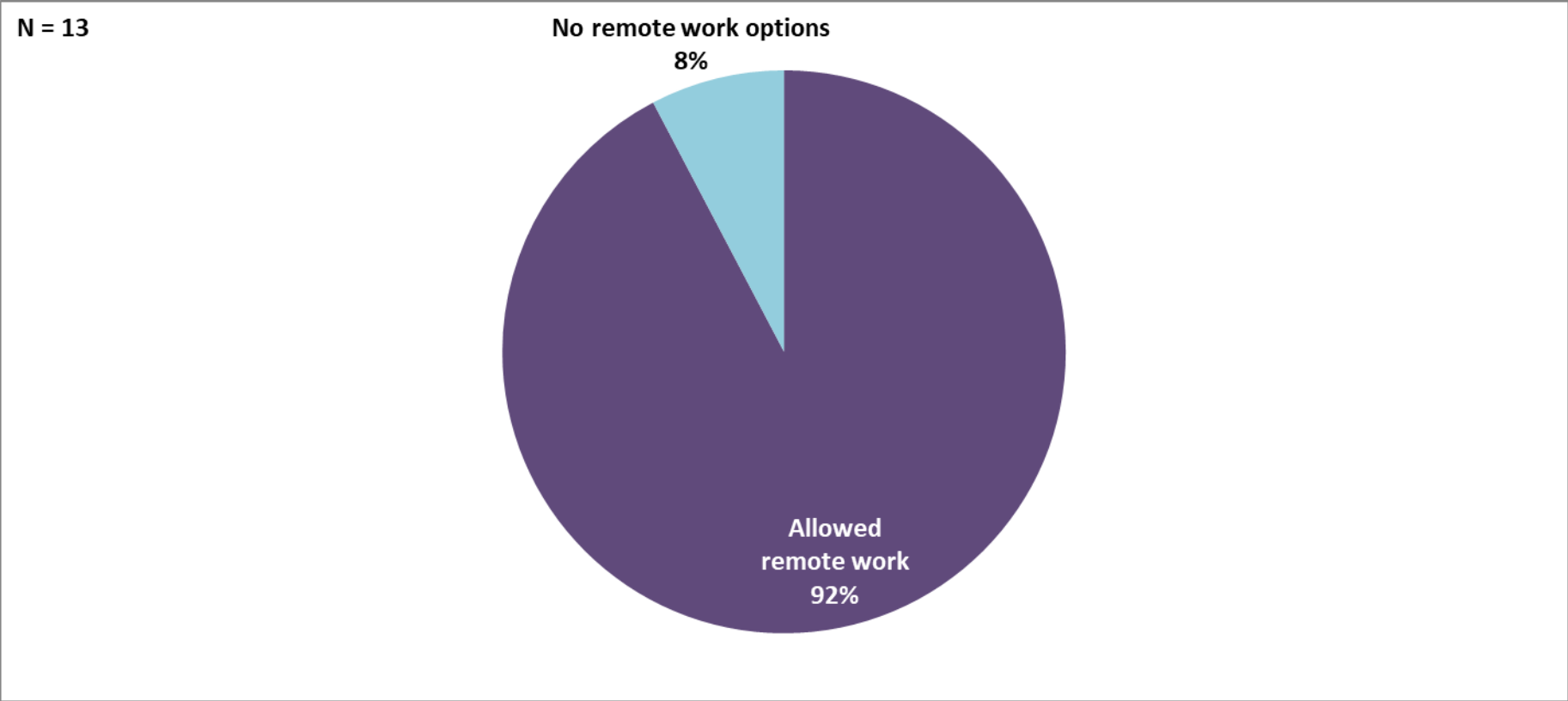
About half of the organizations (46%) offered EAPs or similar resources.



Q28. Does your organization offer an **Employee Assistance Program (EAP)** or similar resources (financial planning, therapy/counseling, etc.)?

# Remote Work Options

Only one organization did not allow employees to work remotely.



Q29. Does your organization offer **remote work options** when employees are not “in the field”?

# Compensation

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- ▼ Subcontractors
- ▼ In-house Employees
- ▼ Number of Employees Summary
- ▼ Wages Summary
- ▼ Salaries Summary

# Subcontractors

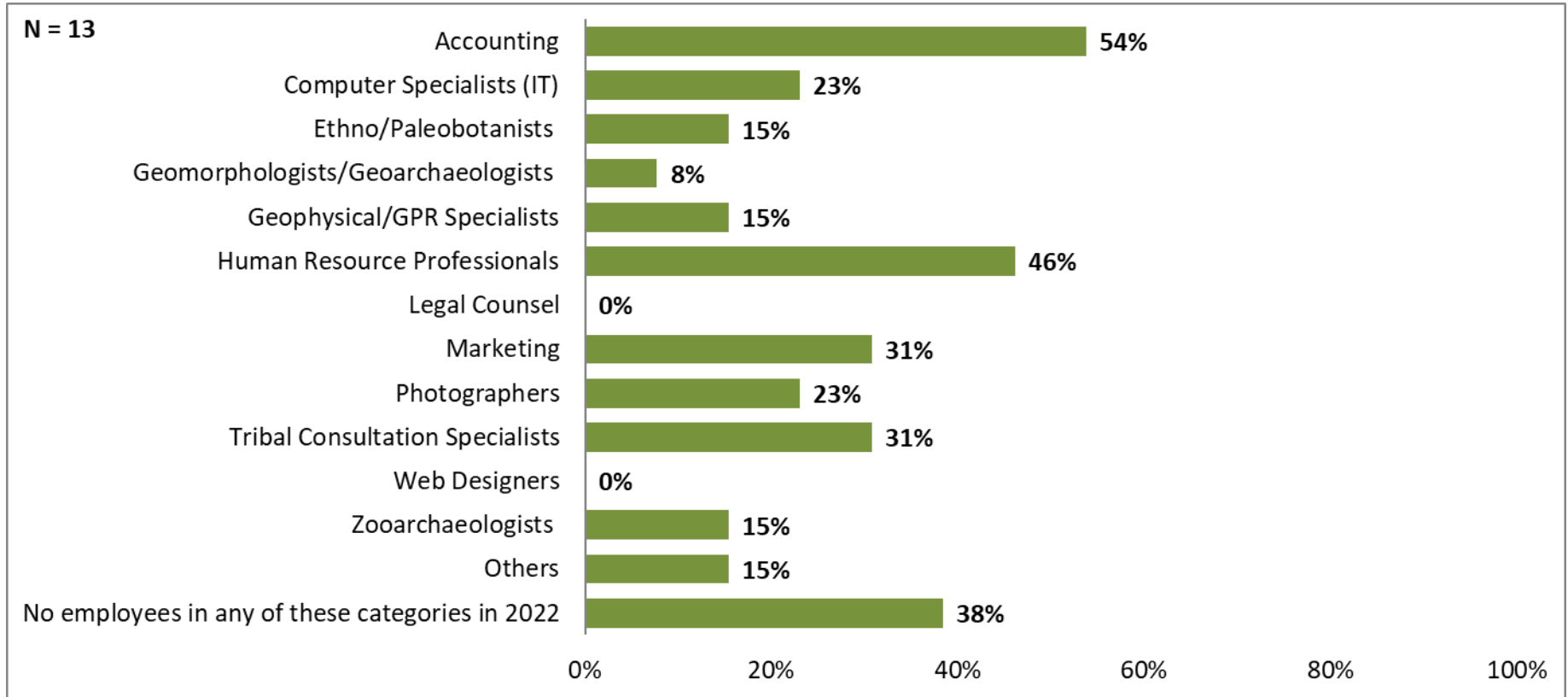
Responses that did not present an hourly wage amount were removed from the dataset.

	Sample Size	Mean	Median	Standard Deviation	Minimum	Maximum	Range
Archaeologists	5	\$97.60	\$96.00	\$58	\$25	\$177	\$152
Architectural Historians	3	\$107.00	\$108.00	\$19	\$88	\$125	\$37
Computer Specialists (IT)	1	\$100.00	\$100.00	\$0	\$100	\$100	\$0
Editors	2	\$122.50	\$122.50	\$110	\$45	\$200	\$155
Ethno/Paleobotanists	2	\$66.00	\$66.00	\$23	\$50	\$82	\$32
Ethnographers	1	\$65.00	\$65.00	\$0	\$65	\$65	\$0
Geomorphologists/Geoarchaeologists	3	\$73.33	\$95.00	\$42	\$25	\$100	\$75
Geophysical/GPR	2	\$87.50	\$87.50	\$18	\$75	\$100	\$25
GIS Specialists	2	\$81.50	\$81.50	\$23	\$65	\$98	\$33
Graphic Artists	2	\$55.00	\$55.00	\$7	\$50	\$60	\$10
Historians	0	\$0.00	\$0.00	\$0	\$0	\$0	\$0
Historic Preservation Planners	0	\$0.00	\$0.00	\$0	\$0	\$0	\$0
Human Resource Professionals	0	\$0.00	\$0.00	\$0	\$0	\$0	\$0
Legal Counsel	1	\$350.00	\$350.00	\$0	\$350	\$350	\$0
Marketing	0	\$0.00	\$0.00	\$0	\$0	\$0	\$0
Photographers	1	\$65.00	\$65.00	\$0	\$65	\$65	\$0
Tax Accounting	4	\$255.00	\$147.50	\$266	\$75	\$650	\$575
Other Accounting	1	\$150.00	\$150.00	\$0	\$150	\$150	\$0
Urban Planners	0	\$0.00	\$0.00	\$0	\$0	\$0	\$0
Web Designers	1	\$200.00	\$200.00	\$0	\$200	\$200	\$0
Zooarchaeologists	0	\$0.00	\$0.00	\$0	\$0	\$0	\$0
Others	1	\$65.00	\$65.00	\$0	\$65	\$65	\$0

Q31. What are the hourly **loaded bill-out fees your organization paid other companies** for the following consultants in 2022? *If you did not use these consultants in 2022 but did in the previous year, fill in the most recent hourly rates for consultants your organization has used. If you did not use a consultant in the past two years, leave the amount blank.*

# In-house Employees

62% of organizations had at least one in-house employee in one of these categories.



Q32. Did your organization have **employees** (in-house) in any of these categories in 2022? *Select all that apply.*

# Employee Compensation Instructions

The following instructions were presented to participants before they answered questions about the number, wage, and salary for employees in 18 different work roles.

The next section of the survey covers the **salaries or wages** your organization paid in 2022. If there is more than one employee in a category, please provide an average wage. **For salaried employees, please provide the average annual salary.**

Please note that we are now asking about actual salaries or wages, not bill-out rates. Please do not include additional fees or any overhead expenses. Please answer both the number of employees and the average base pay for each type of employee your firm had in 2022 company-wide.

*Note: If you have employees who fall into more than one category, pick the one category that describes the largest proportion of their work. When categorizing staff members, please pay attention to the job functions listed and categorize based on responsibilities more than strictly titles.*

# 2022 Number of Employees Summary

On average (using the median), organizations employed archaeological technicians (senior or not) more than any other position.

	Number of Organizations Responding	Mean Number of Employees	Median Number of Employees	Standard Deviation	Minimum Number of Employees	Maximum Number of Employees
Business Owner/Principal/C-Suite Executive	8	2	1	1	1	4
General Manager/Operations Manager	4	1	1	0	1	1
CRM Division/Department/Group Manager	4	2	2	1	1	2
Regional Office Manager/Office Director	1	1	1	0	1	1
Project Manager	6	3	2	2	1	6
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Historian/Senior Preservation Planner/Senior Ethnographer/Senior Project Director	7	3	2	2	1	5
Archaeologist/Field Director/ Project Director/Project Archaeologist	8	3	2	2	1	7
Historian/Architectural Historian/Preservation Planner	2	2	2	1	1	2
Cultural Anthropologist/Ethnographer/Oral Historian	1	3	3	0	3	3
Laboratory Director	6	1	1	0	1	1
Crew Chief	5	2	2	1	1	3
Senior Archaeological Technician	4	5	5	4	1	9
Archaeological Technician	8	6	5	7	1	21
Laboratory Technician	4	2	2	1	1	3
GIS Specialist/GIS Analyst	5	2	2	1	1	3
Graphic Artist	2	2	2	1	1	2
Editor	5	1	1	0	1	2
Production Assistant	2	1	1	0	1	1

Q33-Q50. Number of employees

# 2022 Wages Summary

The highest hourly wage, on average, was for the historians/architectural historians/preservation planners.

	Number of Organizations Responding	Mean Wage	Median Wage	Standard Deviation	Minimum Wage	Maximum Wage
Business Owner/Principal/C-Suite Executive	3	\$35	\$30	\$13	\$26	\$50
General Manager/Operations Manager	2	\$26	\$26	\$0	\$26	\$26
CRM Division/Department/Group Manager	1	\$25	\$25	\$0	\$25	\$25
Regional Office Manager/Office Director	0	\$0	\$0	\$0	\$0	\$0
Project Manager	1	\$25	\$25	\$0	\$25	\$25
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Historian/Senior Preservation Planner/Senior Ethnographer/Senior Project Director	5	\$50	\$28	\$43	\$23	\$125
Archaeologist/Field Director/Project Director/Project Archaeologist	5	\$34	\$24	\$23	\$22	\$75
Historian/Architectural Historian/Preservation Planner	1	\$47	\$47	\$0	\$47	\$47
Cultural Anthropologist/Ethnographer/Oral Historian	1	\$20	\$20	\$0	\$20	\$20
Laboratory Director	4	\$23	\$22	\$5	\$18	\$28
Crew Chief	3	\$21	\$23	\$3	\$18	\$23
Senior Archaeological Technician	4	\$21	\$21	\$3	\$18	\$24
Archaeological Technician	8	\$20	\$20	\$3	\$16	\$25
Laboratory Technician	4	\$19	\$18	\$4	\$16	\$24
GIS Specialist/GIS Analyst	2	\$25	\$25	\$1	\$24	\$26
Graphic Artist	0	\$0	\$0	\$0	\$0	\$0
Editor	3	\$29	\$25	\$13	\$18	\$43
Production Assistant	2	\$35	\$35	\$11	\$27	\$43

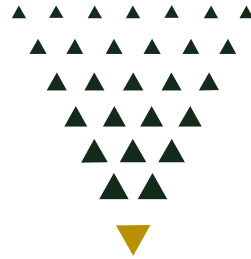
Q33-Q50. Average hourly rate to nearest dollar

# 2022 Salaries Summary

The highest salary, on average, was for the CRM division/department/group managers.

	Number of Organizations Responding	Mean Salary	Median Salary	Standard Deviation	Minimum Salary	Maximum Salary
Business Owner/Principal/C-Suite Executive	5	\$87,256	\$85,280	\$14,297	\$70,000	\$108,000
General Manager/Operations Manager	2	\$88,892	\$88,892	\$8,638	\$82,784	\$95,000
CRM Division/Department/Group Manager	3	\$106,449	\$114,348	\$14,249	\$90,000	\$115,000
Regional Office Manager/Office Director	1	\$79,664	\$79,664	\$0	\$79,664	\$79,664
Project Manager	5	\$59,907	\$61,000	\$23,896	\$24,000	\$82,784
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Historian/Senior Preservation Planner/Senior Ethnographer/Senior Project Director	3	\$74,303	\$78,000	\$6,708	\$66,560	\$78,350
Archaeologist/Field Director/Project Director/Project Archaeologist	3	\$61,427	\$60,000	\$6,106	\$56,160	\$68,120
Historian/Architectural Historian/Preservation Planner	1	\$62,500	\$62,500	\$0	\$62,500	\$62,500
Cultural Anthropologist/Ethnographer/Oral Historian	0	\$0	\$0	\$0	\$0	\$0
Laboratory Director	2	\$55,581	\$55,581	\$593	\$55,162	\$56,000
Crew Chief	2	\$53,000	\$53,000	\$1,414	\$52,000	\$54,000
Senior Archaeological Technician	1	\$50,000	\$50,000	\$0	\$50,000	\$50,000
Archaeological Technician	0	\$0	\$0	\$0	\$0	\$0
Laboratory Technician	1	\$51,000	\$51,000	\$0	\$51,000	\$51,000
GIS Specialist/GIS Analyst	3	\$69,480	\$63,440	\$13,550	\$60,000	\$85,000
Graphic Artist	2	\$54,000	\$54,000	\$2,828	\$52,000	\$56,000
Editor	3	\$61,024	\$59,072	\$6,234	\$56,000	\$68,000
Production Assistant	0	\$0	\$0	\$0	\$0	\$0

Q33-Q50. Average annual salary to nearest dollar



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