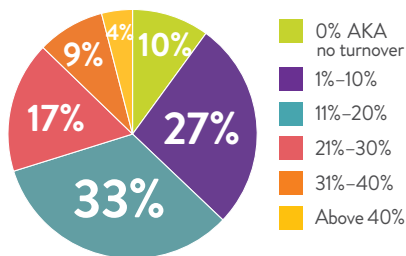# Arts Organization Leader Benchmarking

FEBRUARY 21, 2023

The Advisory Board for the Arts regularly surveys leaders at arts organizations — including operas, ballets, symphonies, festivals, theaters, venues, schools, advocacy organizations, and museums — about issues relevant to the arts world. This online survey was fielded **February 6–15, 2023**. This is the sixty-seventh survey of the series and was designed to help arts leaders benchmark themselves on how they are handling their workplace policies — especially around remote work and other flexible models — and what results those policies have yielded.

STAFF TURNOVER & SENTIMENT

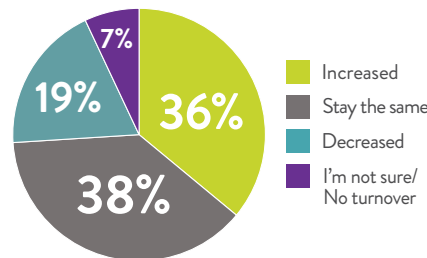## Range of Staff Turnover Rates in Past Year

% FTE Individuals Leaving Org in Past 12 Months

- 10% — 0% AKA no turnover
- 27% — 1%–10%
- 33% — 11%–20%
- 17% — 21%–30%
- 9% — 31%–40%
- 4% — Above 40%

N=174

About Equal Split Experiencing Same and Increased Staff Turnover

Staff Turnover Currently v. Last Year

- 36% — Increased
- 38% — Stay the same
- 19% — Decreased
- 7% — I'm not sure/No turnover

N=177

Hiring Climate Feels the Same for Majority

Hiring Climate Currently v. 6 Months Ago

- 19% — Better
- 53% — About the same
- 21% — Worse
- 7% — I'm not sure/Not currently hiring
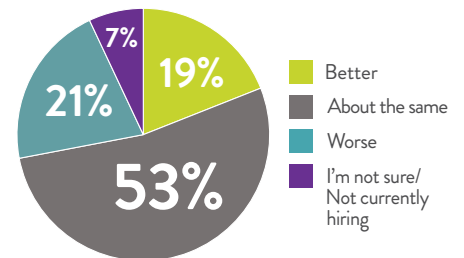
N=176

Variety of Emotions Describing Overall State of Staff Currently

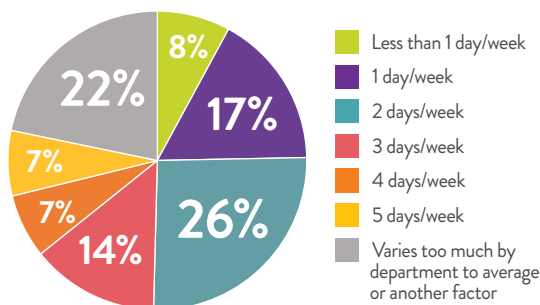| Stressed	Overwhelmed	Determined	Engaged	Hopeful	Burnt-out	Anxious	Enthusiastic	Satisfied	Checked-out	Relieved	Tired
51%	47%	46%	43%	33%	30%	24%	22%	12%	7%	2%	1%
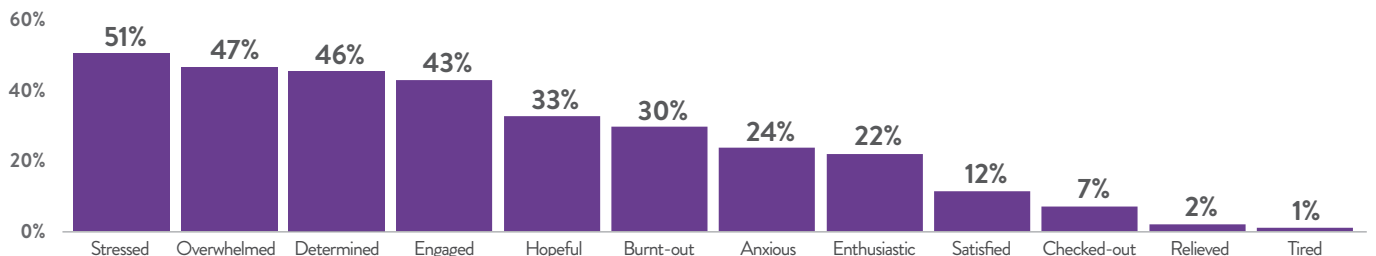
N=175

REMOTE WORK POLICIES

Large Range in # Work In-Person Days

Average Policy for Remote Work for Eligible Staff

- 8% — Less than 1 day/week
- 17% — 1 day/week
- 26% — 2 days/week
- 14% — 3 days/week
- 7% — 4 days/week
- 7% — 5 days/week
- 22% — Varies too much by department to average or another factor
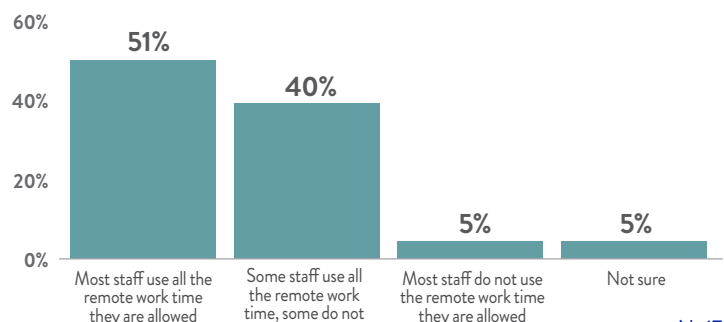
N=174

Half of Staff Take Advantage of All Remote Days

Extent To Which Staff Use Remote Opportunities Enabled by Org

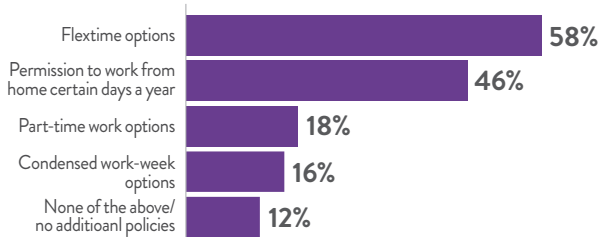| Most staff use all the remote work time they are allowed	Some staff use all the remote work time, some do not	Most staff do not use the remote work time they are allowed	Not sure
51%	40%	5%	5%

N=172

FEBRUARY 21, 2023

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REMOTE WORK POLICIES

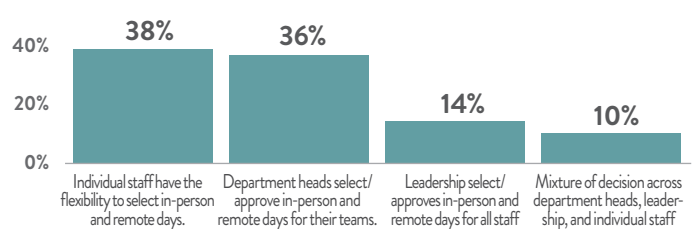## Over Half Provide Flextime Options for Necessary On-Site Staff

Alternative Remote Options Provided for On-Site Positions

Flextime options	58%
Permission to work from home certain days a year	46%
Part-time work options	18%
Condensed work-week options	16%
None of the above/ no additioanl policies	12%

N=154

Equal Split Between Individual Staff and Department Heads and Deciding Remote Days

Decider of In-Person and Remote Days at Organization

- 38% — Individual staff have the flexibility to select in-person and remote days.
- 36% — Department heads select/ approve in-person and remote days for their teams.
- 14% — Leadership select/ approves in-person and remote days for all staff
- 10% — Mixture of decision across department heads, leadership, and individual staff

N=168

Majority Will Revisit Remote Policies Only When Needed

Frequency of Revisiting Remote Work Policies

- 15% Once a year
- 13% Once every 6 months
- 9% Once every 3 months
- 55% Ad-hoc, only if there are indications of business need
- 8% I don't know/No policy in place
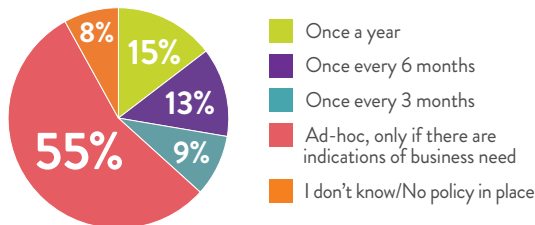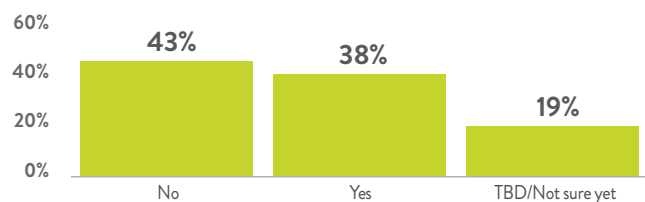
N=168

About 40% Have or Plan to Implement Permanent Remote Policies

Plans to Implement Permanent Remote Policies
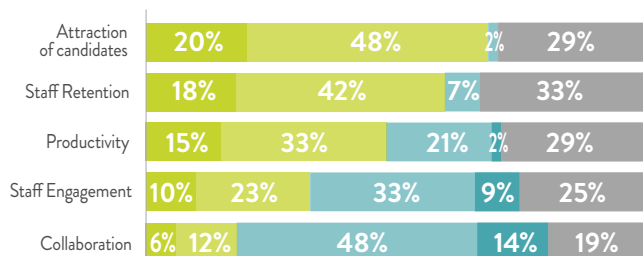
- No: 43%
- Yes: 38%
- TBD/Not sure yet: 19%

N=167

IMPACT OF REMOTE POLICIES

Majority See Improvement in Attracting and Retaining Staff from Remote Work

Impact of Remote Work on Staff in Different Areas

	Significantly improved	Somewhat improved	Somewhat worsened	Significantly worsened	N/A no impact
Attraction of candidates	20%	48%	2%		29%
Staff Retention	18%	42%	7%		33%
Productivity	15%	33%	21%	2%	29%
Staff Engagement	10%	23%	33%	9%	25%
Collaboration	6%	12%	48%	14%	19%

Legend:
- Significantly improved
- Somewhat improved
- Somewhat worsened
- Significantly worsened
- N/A no impact

N=163

Lessons Learned from Implementing Remote Working Policies

Identifying alternatives to company culture and collaboration is essential to do before moving to hybrid.

Having one day a week in the office on Wednesdays gives us an opportunity to collaborate closely but also provides flexible work schedules and locations for employees.

Some folks do great with remote work and it helps balance retention and burnout; however, your policies also need to provide tools for managing staff who underperform in a remote setting.

Flexibility with remote work is one benefit we can offer when competitive salaries and benefits are challenging to accommodate.

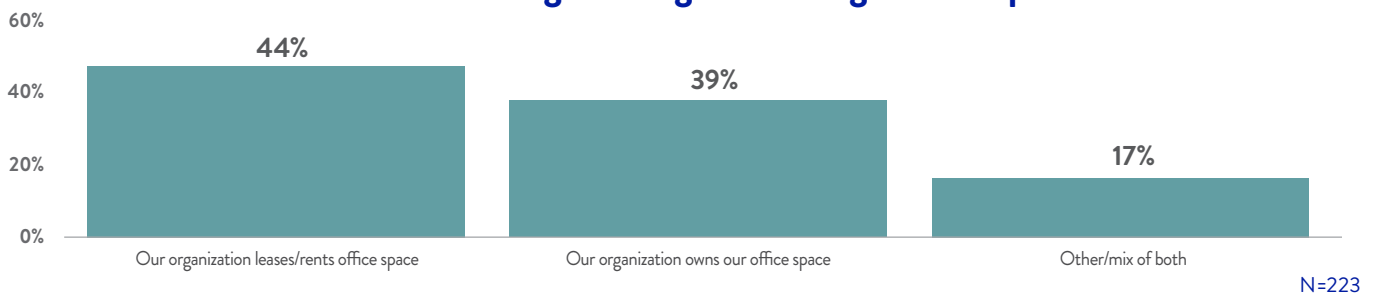*Equity is a concern when creating remote policies.*

A set schedule is essential, so we know which days particular staff will be working in the office or remotely.

Arts Organization Leader Benchmarking

ADVISORY BOARD for the ARTS
Transforming Arts Organizations Worldwide

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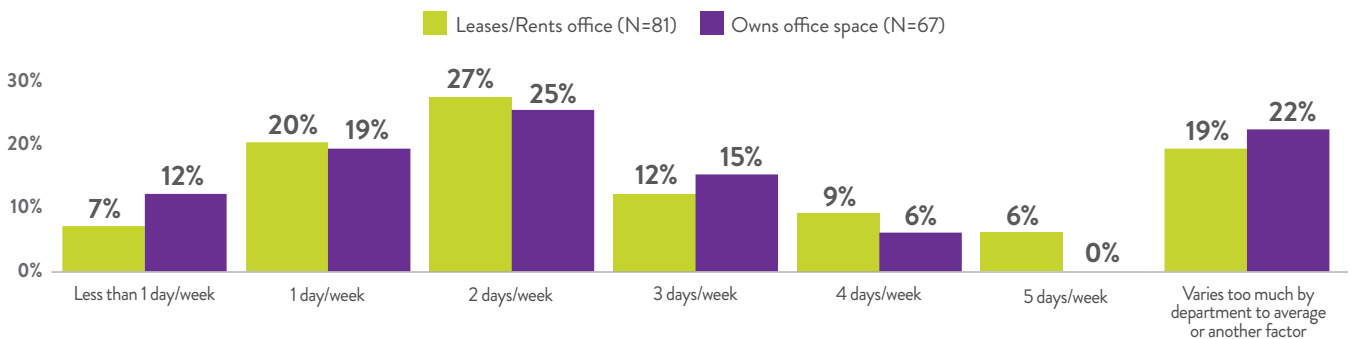
RENT V. OWN SPACE + REMOTE POLICIES

Status of Renting/Leasing or Owning Office Space

- Our organization leases/rents office space: 44%
- Our organization owns our office space: 39%
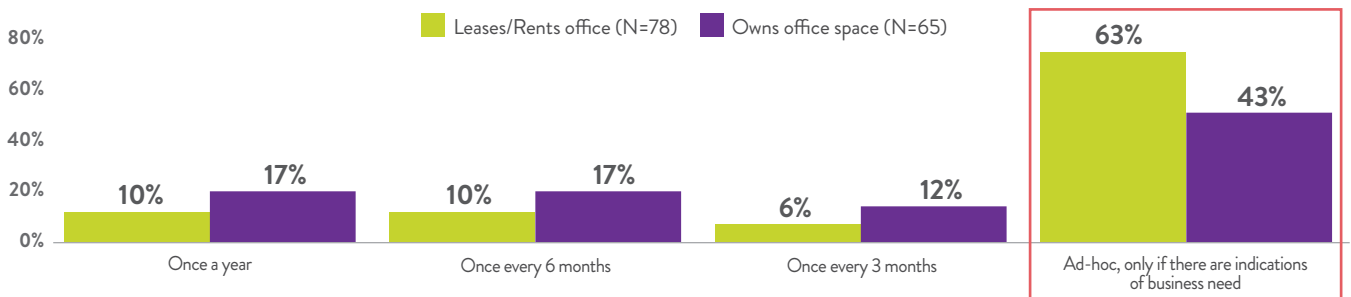- Other/mix of both: 17%

N=223

No Significant Difference in Remote Work Policies for Orgs that Own v. Rent Office Space

Effect of Leasing/Renting v. Owning Space on Average Remote Work Policy for Eligible Staff

Leases/Rents office (N=81) — Owns office space (N=67)

	Leases/Rents office	Owns office space
Less than 1 day/week	7%	12%
1 day/week	20%	19%
2 days/week	27%	25%
3 days/week	12%	15%
4 days/week	9%	6%
5 days/week	6%	0%
Varies too much by department to average or another factor	19%	22%

Orgs that Rent/Lease Office Space More Likely to Revisit Remote Policies on an Ad Hoc Basis Than Those Who Own Their Space

Effect of Leasing/Renting v. Owning Space on Revisitng Remote Work Policies

Leases/Rents office (N=78) — Owns office space (N=65)

	Leases/Rents office	Owns office space
Once a year	10%	17%
Once every 6 months	10%	17%
Once every 3 months	6%	12%
Ad-hoc, only if there are indications of business need	63%	43%

Red box shows statistically significant differences between groups (p ≤ 0.05)