

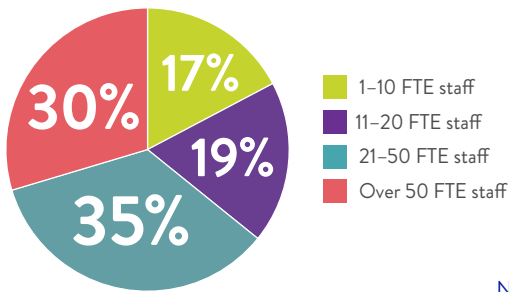
MAY 30, 2023

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 **May 15–24, 2023**. This is the seventy-fourth survey of the series and was designed to help arts leaders benchmark themselves on the current state of staff morale and turnover rates, and adjoining HR policies and practices to support wellbeing and avoid the risks of burnout.

## STAFF NUMBERS & TURNOVER RATES

### A Range of Full-Time Staff

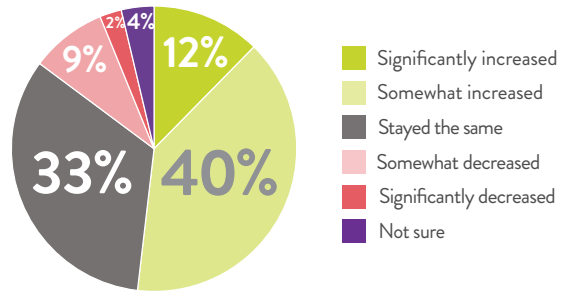
Number of Full-Time Equivalent Staff



N=81

### Turnover Rates have Increased Post-Pandemic

Compared to pre-pandemic, how have staff turnover rates changed?



N=81

### Employees Seek Better Compensation

What are the main causes for employee departure?

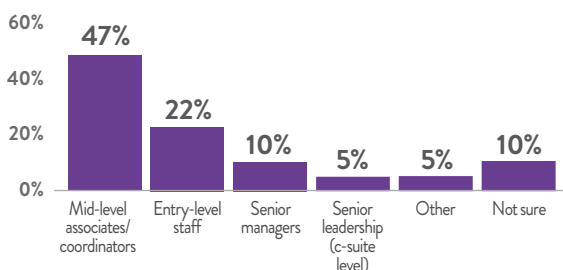


N=42

## DEPARTMENTAL STAFF CHANGES

### Mid-level Associates Leave at Highest Rates

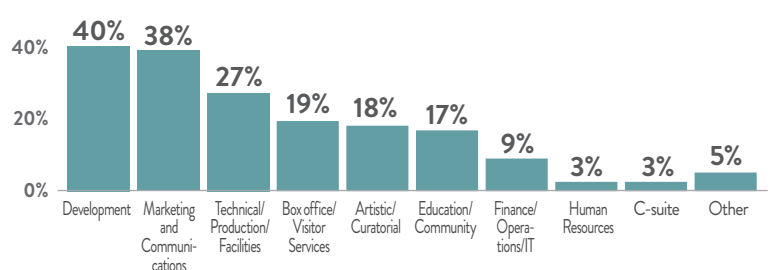
Which type of staff is leaving at the highest rate?



N=77

### Development Has Highest Turnover

Which departments have the highest turnover since 2020?



N=78

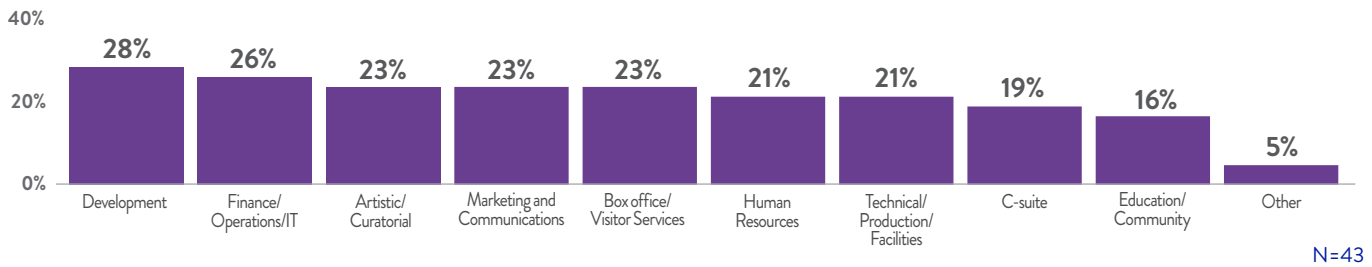
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## DEPARTMENTAL STAFF CHANGES

### Many Departments Have New Leadership

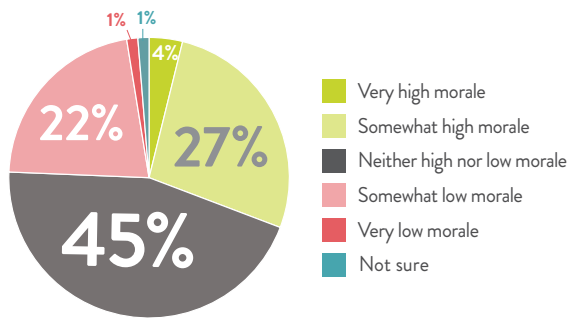
Have any leadership been in place for < 6 months?



## STAFF MORALE

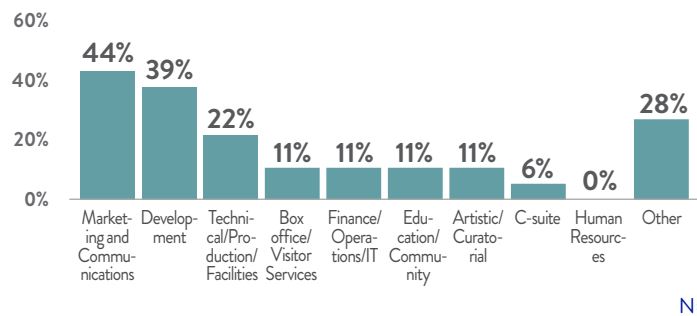
### Morale is Middling

How would you rate overall staff morale?



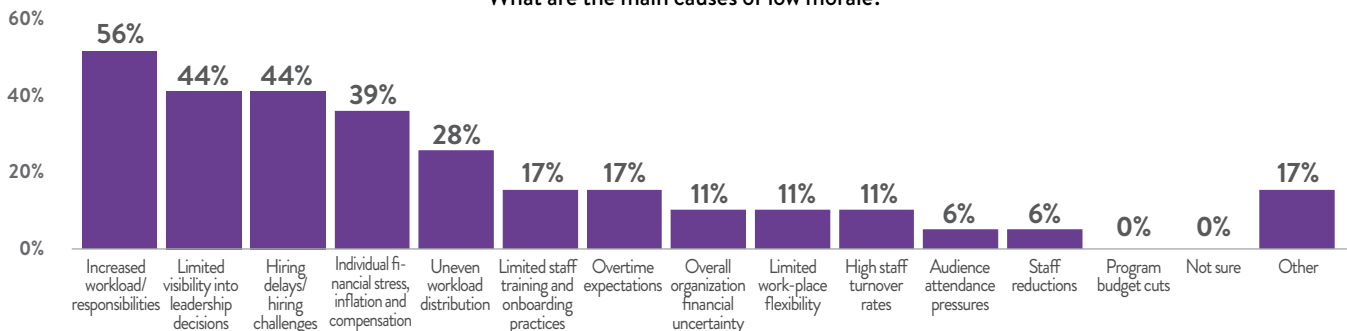
### Marketing & Comms Have Lowest Morale

Which departments have the lowest morale?



### Increased Workload Drives Low Morale

What are the main causes of low morale?



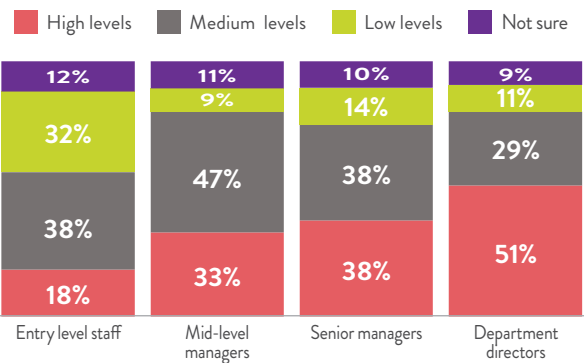
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## STAFF BURNOUT

### High Burnout Increases with Seniority

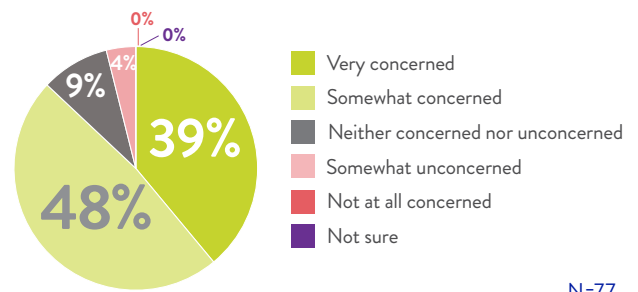
How has your staff at different levels experienced burnout?



N=77

### Leadership are Concerned About Staff Burnout

To what extent are department heads & senior leadership concerned about staff burnout?

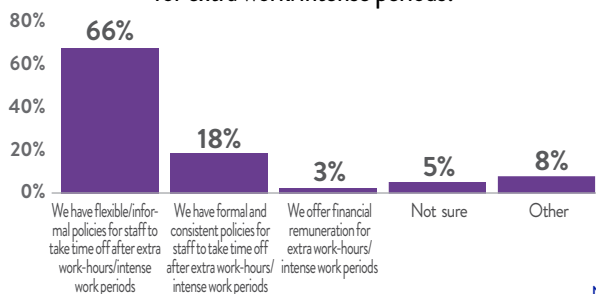


N=77

## HR POLICIES & PRACTICES TO SUPPORT STAFF WELLBEING

### Most Offer Flex Hours Following Intense Periods

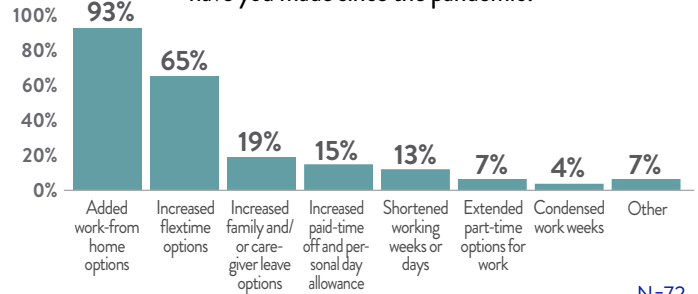
Which describes your policies around staff compensation for extra work/intense periods?



N=76

### Most Offer Work-From-Home and Flextime

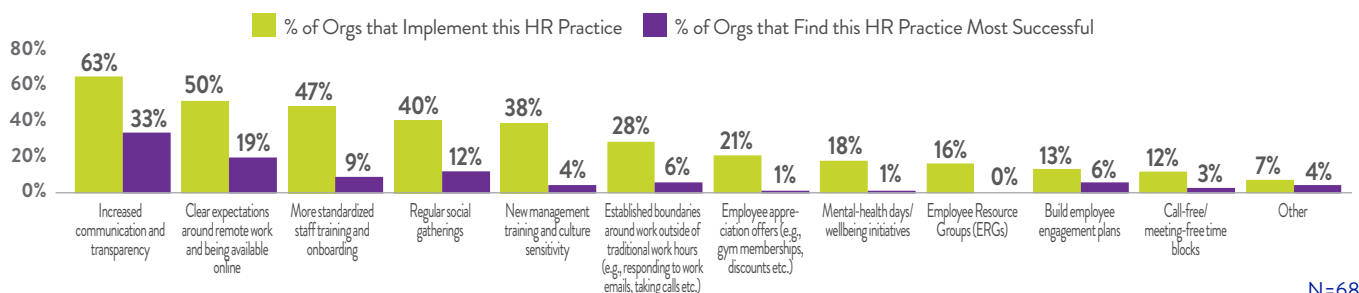
Which working hours & flexibility workplace changes have you made since the pandemic?



N=72

## Orgs Have Increased Communication for Burnout and Plurality Find This To be Most Successful

HR Practices Implemented to Avoid Burnout Culture and Most Successful



N=68