

# Delivering Employee Feedback & Reviews During COVID-19

Data from Fall 2020 Survey of Arts Executives



*Transforming Arts Organizations Worldwide*

# About the Survey

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## KEY FINDINGS:

- Transparency and connection to purpose primary tools to keep remote employees engaged and productive
- Leaders are providing employees with **MORE** feedback during remote work
- Most orgs plan to do year-end reviews as scheduled (even if that means delivering them virtually)
- New responsibilities taken on during **COVID** fair game for reviews

## METHODOLOGY:

Since the start of the global COVID-19 pandemic, the Advisory Board for the Arts has been regularly polling its large network of arts organization leaders to gather their insights and benchmark their experiences.

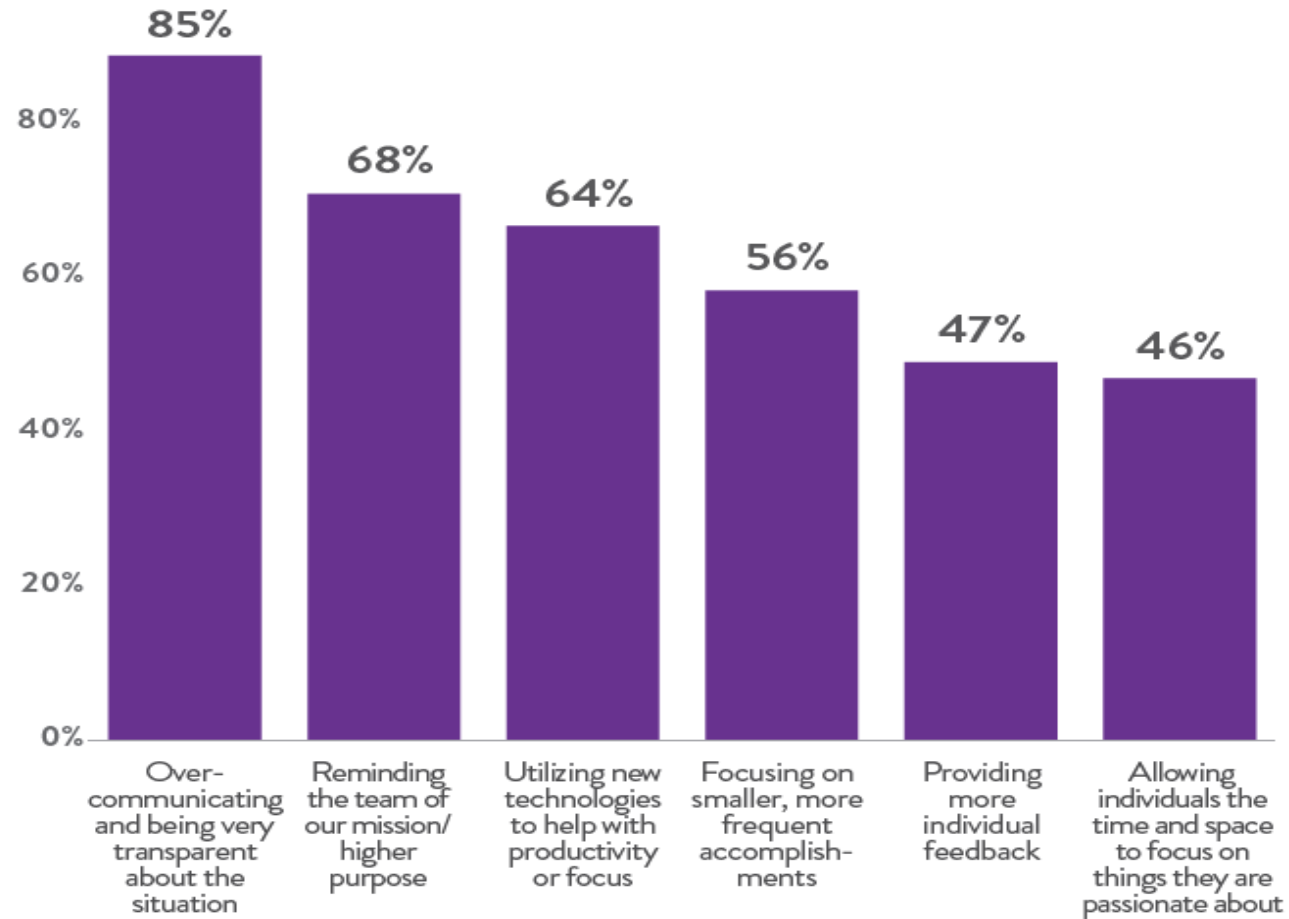
The poll includes data from executives from theatres, operas, symphonies, performing arts centers, museums, arts service organizations, museums, and more.

The most recent poll – which focused on motivating and engaging remote employees - was fielded online September 25-October 1, 2020 among approximately 60 arts leaders. At Carnegie Hall's request, ABA included a number of questions about employee feedback and reviews during these challenging times.

The results of those questions are detailed on the following pages.

# Leaders Keeping Teams Engaged with Communication and Connection

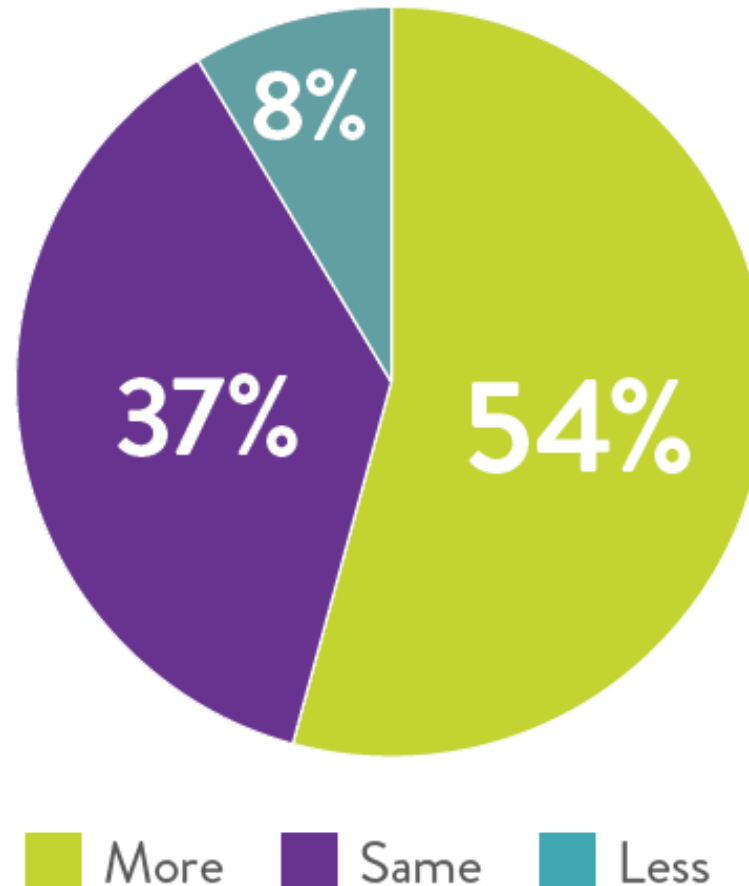
Q: Which, if any, of the following methods are you using to keep remote workers motivated and engaged?



N=59

# Most Leaders Giving More Feedback During Remote Work

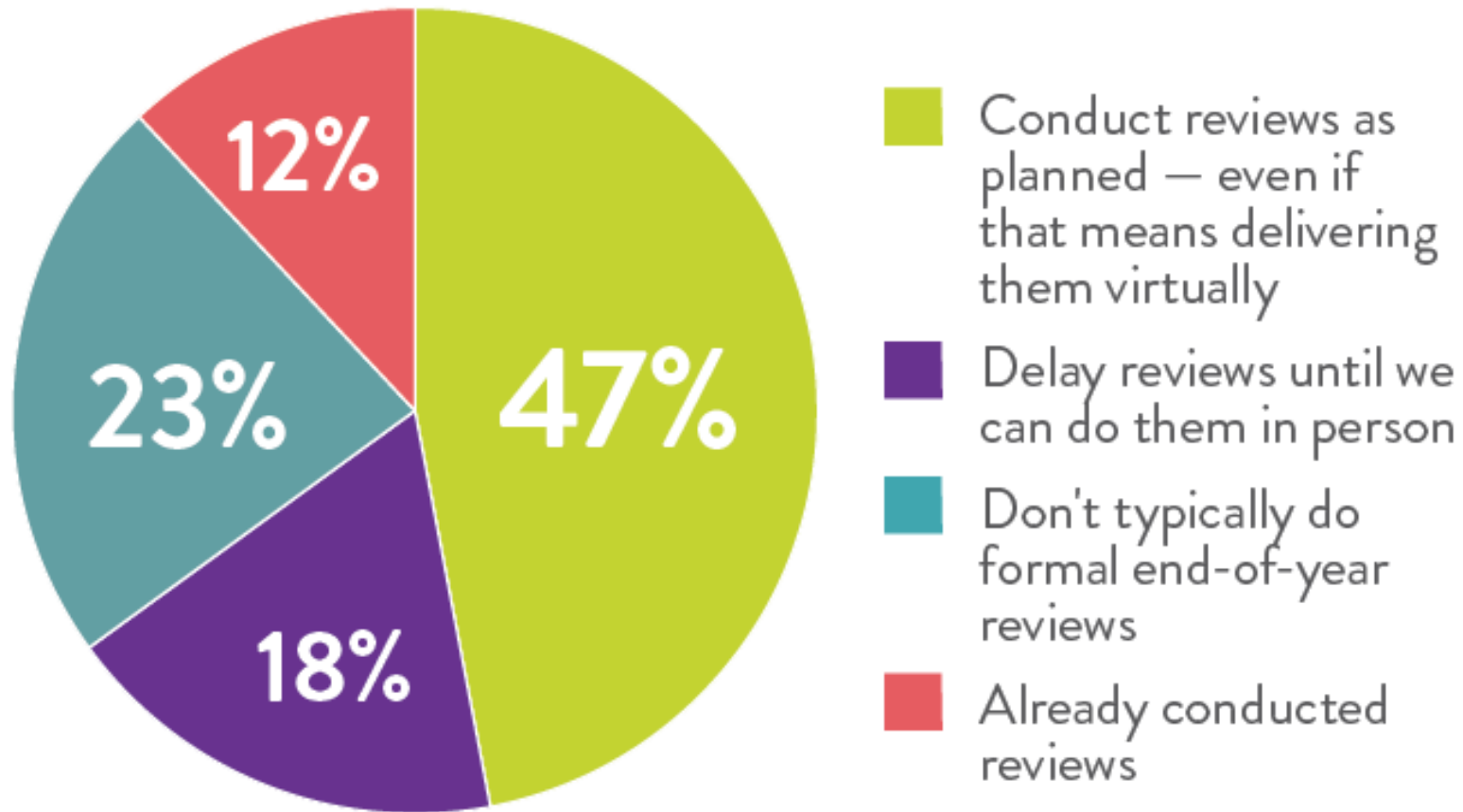
*Q: Overall, how much feedback are you providing to individuals on your team during remote working as compared to pre-pandemic when everyone was in the office?*



N=59

# End-of-Year Reviews to Happen Virtually if Needed

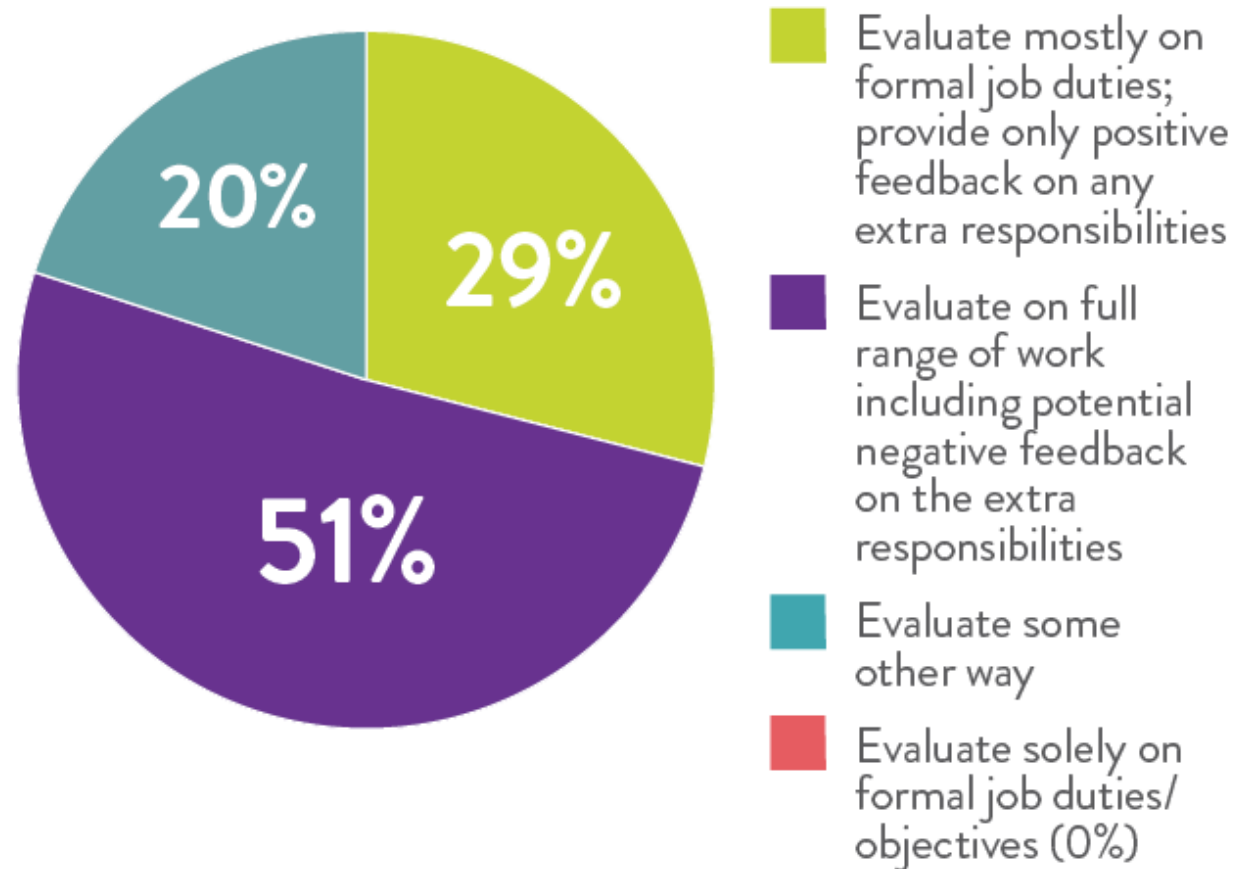
Q: With the end of the year approaching, some organizations are starting to think about formal performance reviews. Are you planning to...



N=57

# New Responsibilities to be Included in Reviews

*Q: During the past several months, many employees have taken on new responsibilities that fall outside of their formal objectives or job descriptions. Which of the following best describes how you plan to approach performance reviews?*



N=45

# Leaders are Adapting Feedback to Suit Remote Work

*Q: Monitoring employee performance and delivering feedback remotely can be challenging. What is one particularly successful way you've changed or adapted your approach to employee feedback during the past few months? (OPEN-END)*

Themes

More frequent team meetings/check-ins

Focus on projects vs. overall performance

Focus evaluation on improvement over time

Use a more casual/conversational tone

Share six key metrics to mark reopening progress

Deliver via phone/Zoom instead of email

Selected Quotes

“We have also started a regular managers’ meeting with HR to discuss performance, motivation and the changes we are facing. We issued a form that asked employees to evaluate their job description and add their development aspirations plus their additional duties that they have taken on since COVID.”

“We did a performance evaluation addendum at six months into the shelter-in-place to reassess individual performance and give kudos to those who have exhibited flexibility and productivity under new, difficult circumstances. This gave us a chance to acknowledge changes in individual goals and responsibilities, too.”

“I have allowed them to pursue the ideas they are passionate about. together we have created strategic plans for the upcoming year and I am letting them run with that plan and be in charge. We check in as a team of 7 three times a week, physically share our accomplishments in a to do list in the screen and discuss priorities and ways to help each other. I am allowing them to work at their own pace and at the times of the day where they are most creative.”

“It was really helpful to our whole staff to conduct an online team training with a consultant, who did a DiSC profiling of our entire staff top to bottom. The training focused on communication styles in person and remotely, and how to maintain feedback and relationships during a time when we aren't EVER all in the office at once together.”