



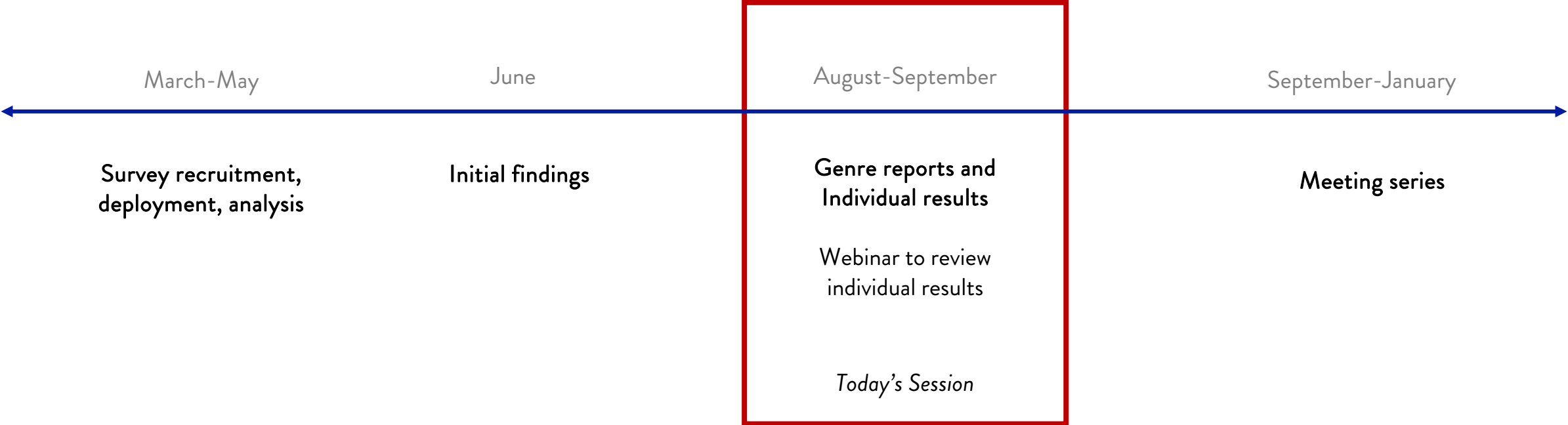
# Understanding Your Compelling Offer Survey Results

*September 8, 2022*

# Where Today's Webinar Fits

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# Sign Up for Our Meeting Series

## OVERVIEW

From its inception, the Advisory Board for the Arts has worked to create a unique community of arts and culture leaders who value both the force of new ideas and the power of working together. We are thrilled to bring this community together in person this Fall 2022 for our 2nd Annual Executive Roundtables.

Together we will deeply examine our latest quantitative findings from The Compelling Offer, explore case studies and other tools to turn those findings into action, and look towards the future challenges and opportunities within the arts and culture sector.

We hope you will join us for one of these unique cross-genre and cross-region learning and networking events!

## MEETING DATES & LOCATIONS



[Register for a session here.](#)

# Agenda for Today

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01

Refresher of  
ABA's  
Compelling  
Offer Survey

02

Interpreting  
your Custom  
Reports

03

Overview  
of Online  
Simulator

04

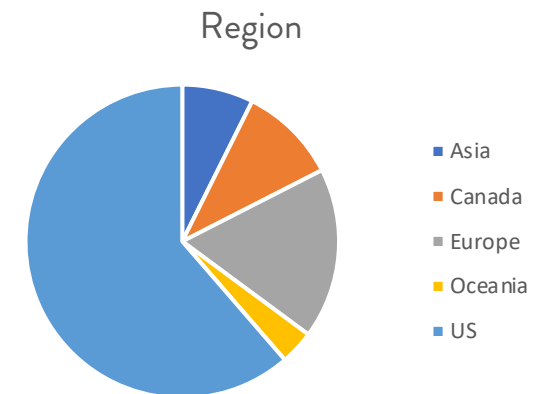
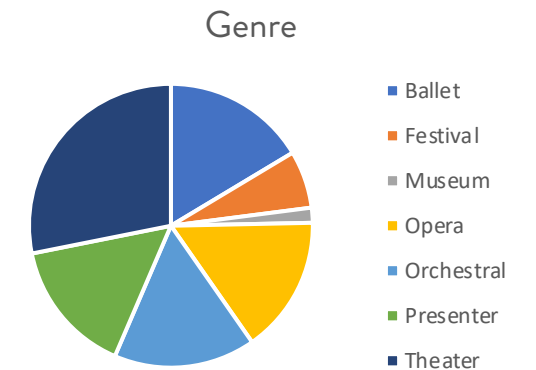
Question  
and Answer

# The Largest Arts Staff Survey Conducted

## Participating Organizations

- |                                 |                              |                                    |
|---------------------------------|------------------------------|------------------------------------|
| Adelaide Symphony Orchestra     | Nashville Symphony           | The Bass Museum of Art             |
| Alabama Shakespeare Festival    | Newcastle Theatre Royal      | The Old Globe                      |
| Alberta Ballet                  | Opera Omaha                  | The Santa Fe Opera                 |
| Alberta Theatre Projects        | Opera Theatre of St. Louis   | Thyssen-Bornemisza National Museum |
| Alley Theatre                   | Oregon Symphony              | Verbier Festival                   |
| Aspen Music Festival and School | Pasadena Playhouse           | Wellin Museum of Art               |
| Berkeley Repertory Theatre      | Philadelphia Ballet          | West Kowloon Cultural District     |
| Bravo! Vail                     | Pittsburgh Ballet Theatre    | Westport Country Playhouse         |
| Brevard Music Center            | Portland Opera               | Wolf Trap                          |
| Calgary Opera                   | Ravinia Festival             | Young Concert Artists              |
| Canadian Opera Company          | Richmond Symphony            |                                    |
| Charlotte Ballet                | ROCO                         |                                    |
| Dallas Symphony Orchestra       | Royal Albert Hall            |                                    |
| Grand Teton Music Festival      | Royal New Zealand Ballet     |                                    |
| Houston Grand Opera             | Royal Ontario Museum         |                                    |
| Joffrey Ballet                  | San Diego Opera              |                                    |
| Lyric Opera of Kansas City      | San Diego Repertory Theatre  |                                    |
| McCarter Theatre                | San Diego Symphony           |                                    |
| Melbourne Symphony Orchestra    | Sarasota Opera               |                                    |
| Midland Center for the Arts     | Scottish Ballet              |                                    |
| Minnesota Opera                 | Tasmanian Symphony Orchestra |                                    |

N=1493 staff globally



# Forcing Choices Gives a Window into Staff Preferences

## Example of Conjoint Analysis Applied to the Job Offer

Attribute/Feature	Job Offer #1	Job Offer #2
Base Pay	20% increase in pay	No increase in pay
Health Benefits	Company offers no benefits	Company offers full benefits
Manager Quality	Work for an average manager	Work for “best” manager
Org DEIA effort	Mostly performative	True commitment
Artistic Reputation	Known for artistic quality	Known for artistic innovation
Work from Home	1-2 days per week	No work from home

For several ‘rounds,’ employees choose between 3 job offers to reveal most valued elements in a job offer.

### Importance Scores

How important are changes in base pay compared to amount of vacation time?

### Utility Scores

How much more (or less) utility does an individual receive from an offer 20% above market compensation versus a market-level offer?

Source: ABA.

# Attributes for the Survey

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## Organizational

1. **Artistic reputation:** reputation for highest-caliber/innovative artists
2. **Inclusive decision-making:** extent to which decisions are collaborative
3. **Organizational transparency:** extent of communications/degree of participative decision-making
4. **Organizational recognition:** extent of performance recognition
5. **Organizational commitment to DEIA:** Commitment to improving diversity, equity, inclusion and accessibility
6. **Community impact:** extent to which organization is embedded in the community it serves

## Job

7. **Job accountability for outcomes:** clarity of job responsibilities and accountabilities across the organization
8. **Job schedule:** total number, predictability and flexibility of work hours
9. **Ability to work from home:** amount work allowed away from the office
10. **Manager quality:** degree of your manager's skills and coaching
11. **Opportunity to manage others:** the ability to delegate and support career development of others as part of your job responsibilities

## Job (Continued)

12. **Room for advancement:** opportunity to progress in responsibilities, skills, and salary
13. **Job Security:** endurance of job and reliability of income over time

## Benefits

14. **Onsite benefits:** Access to range of in-office amenities (e.g., fitness, coffee/snacks, free event tickets or memberships, or reimbursed parking)
15. **Office environment:** Extent of office environment spaciousness/privacy
16. **Technology:** the extent of technology to make your job easier
17. **Professional development:** the extent to which development opportunities (e.g., training, conferences) are offered/paid for
18. **Caregiving Leave:** the extent to which the company exceeds legally-required parental leave
19. **Healthcare support:** Generosity of healthcare benefits (beyond legal requirements)

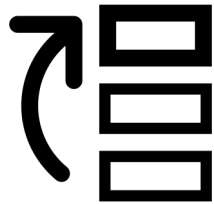
## Critical Comparison Point

20. **Base Salary:** Total annual compensation provided by the job

# Survey Structure

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1



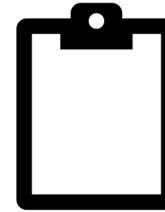
Ranking Attributes In Order of Importance

2



Conjoint Analysis (aka Trade-Off Analysis)

3



Descriptive Data on Top 6 Most Important Attributes, Other Work Relationship Opinions, and Demographics



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01 | Refresher of  
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04 | Question  
and Answer

# Two Report Types

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#1

## Conjoint Analysis Report: Utility and Importance Scores

*Produced from Sections 1 and 2 of the survey*

1



Ranking Attributes In Order of  
Importance

2



Conjoint Analysis (aka  
Trade-Off Analysis)

#2

## Distribution Report: Rating Your Current Organization

*Produced from Section 3 of the survey*

3



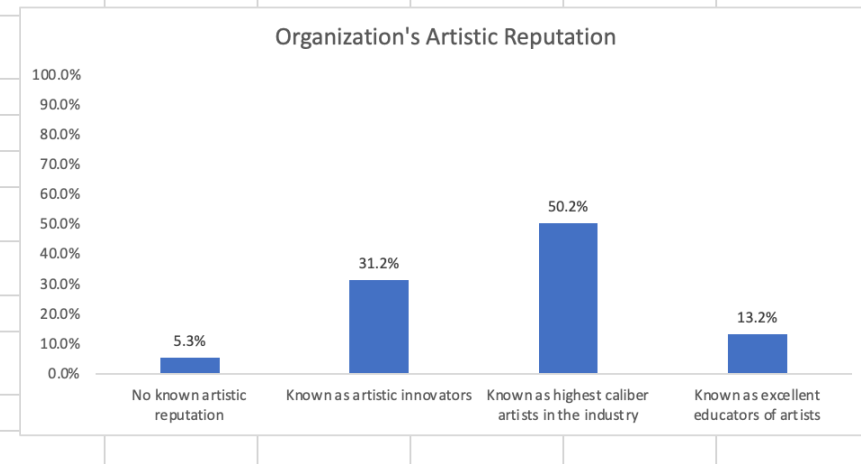
Descriptive Data on Top 6  
Most Important Attributes,  
Other Work Relationship  
Opinions, and Demographics

# Report #2: Distribution Results of Current Job Ratings

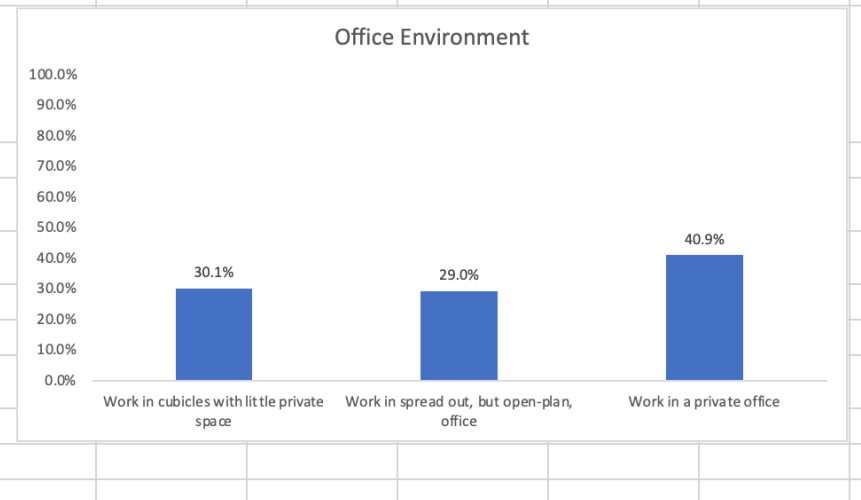
## Rating Your Current Job

Survey takers were asked to rate their current jobs on their TOP 6 most importantly ranked employment attributes.

Which of the following best describes your organization's artistic reputation?		
	Frequency	Percent
No known artistic reputation	35	5.3%
Known as artistic innovators	205	31.2%
Known as highest caliber artists in the industry	330	50.2%
Known as excellent educators of artists	87	13.2%
<b>SUBTOTAL</b>	<b>657</b>	<b>100.0%</b>
<i>Not Chosen As One of Top 6 Most Important Work Attributes</i>	836	-
<b>TOTAL</b>	<b>1493</b>	<b>-</b>



Which of the following best describes your office environment? While multiple options may be true across your organization, please choose the one that best describes your current office. If you work remotely, please describe your in-person office environment.		
	Frequency	Percent
Work in cubicles with little private space	28	30.1%
Work in spread out, but open-plan, office	27	29.0%
Work in a private office	38	40.9%
<b>SUBTOTAL</b>	<b>93</b>	<b>100.0%</b>
<i>Not Chosen As One of Top 6 Most Important Work Attributes</i>	1400	-
<b>TOTAL</b>	<b>1493</b>	<b>-</b>



# Report #2: Distribution Results of Current Job Ratings

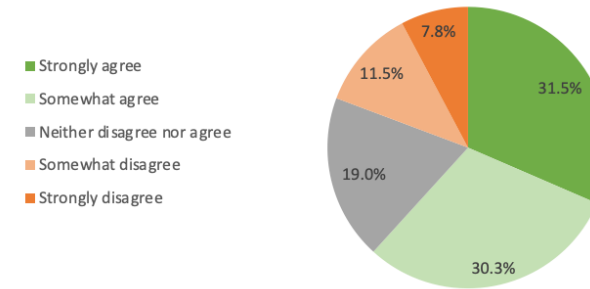
## Agreement + Recommendation

Survey takers indicated how well they agreed to statements regarding staying with the organization and organizational inclusivity. They were also asked to indicate their likelihood to recommend someone working at the organization.

Please indicate how much you agree or disagree with the following statement: **I intend to stay with my current organization for as long as possible.**

	Frequency	Percent
Strongly agree	470	31.5%
Somewhat agree	452	30.3%
Neither disagree nor agree	283	19.0%
Somewhat disagree	172	11.5%
Strongly disagree	116	7.8%
Blank	0	0.0%
<b>TOTAL</b>	<b>1493</b>	<b>100.0%</b>

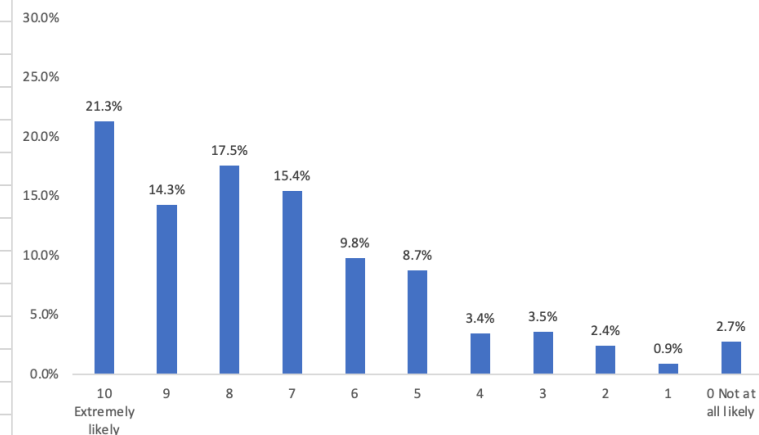
Agreement Level to "Intent to Stay with Current Organization for as Long as Possible"



How likely are you to recommend your current organization as a place to work?

	Frequency	Percent
10 Extremely likely	318	21.3%
9	213	14.3%
8	262	17.5%
7	230	15.4%
6	146	9.8%
5	130	8.7%
4	51	3.4%
3	53	3.5%
2	36	2.4%
1	13	0.9%
0 Not at all likely	41	2.7%
Blank	0	0.0%
<b>TOTAL</b>	<b>1493</b>	<b>100.0%</b>

Likelihood to Recommend Current Organization as a Place to Work



# Report #2: Distribution Results of Current Job Ratings

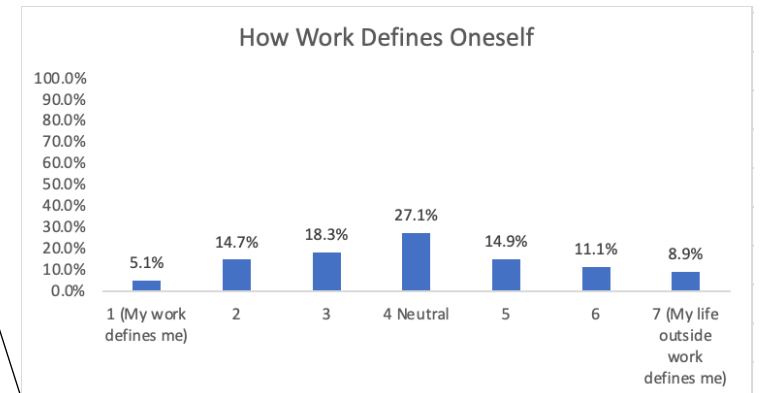
## Relationship to Work

Survey takers were presented a series of opposing statements about their relationship to work, in general. They had to select a position between the two statements that best describe them.



- **Work centrality:** How much of my identity and sense of meaning comes from work?
- **Financial orientation:** How much does my level of income impact my happiness?
- **Future orientation:** Do I prioritize investing in a better future or do I focus on living for today?
- **Status orientation:** How concerned am I about being perceived by others as successful?
- **Risk tolerance:** Am I willing to take risks to improve my life if I might end up worse off?
- **Variety:** Do I prefer change or predictability?
- **Autonomy:** How much do I value being in control of my own work?
- **Camaraderie:** Do I see work as primarily an individual or a team effort?
- **Mastery:** How much satisfaction do I find in the process of perfecting my craft?
- **Self-transcendence:** How important is it to me to make a positive difference in society?

	Frequency	Percent
1 (My work defines me)	76	5.1%
2	219	14.7%
3	273	18.3%
4 Neutral	404	27.1%
5	223	14.9%
6	165	11.1%
7 (My life outside work defines me)	133	8.9%
Blank	0	0.0%
<b>TOTAL</b>	<b>1493</b>	<b>100.0%</b>



Source: [The Working Future: More Human, Not Less. Bain & Company](#)

For overall ABA results of this section, see this article: [Work Attitudes in the Arts Sector: Lessons Learned from ABA's Compelling Offer Survey](#)

# Report #2: Distribution Results of Current Job Ratings

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## Advice/Free Response

*Survey takers were given the space to provide advice to their organization regarding recruiting or staff retention.*

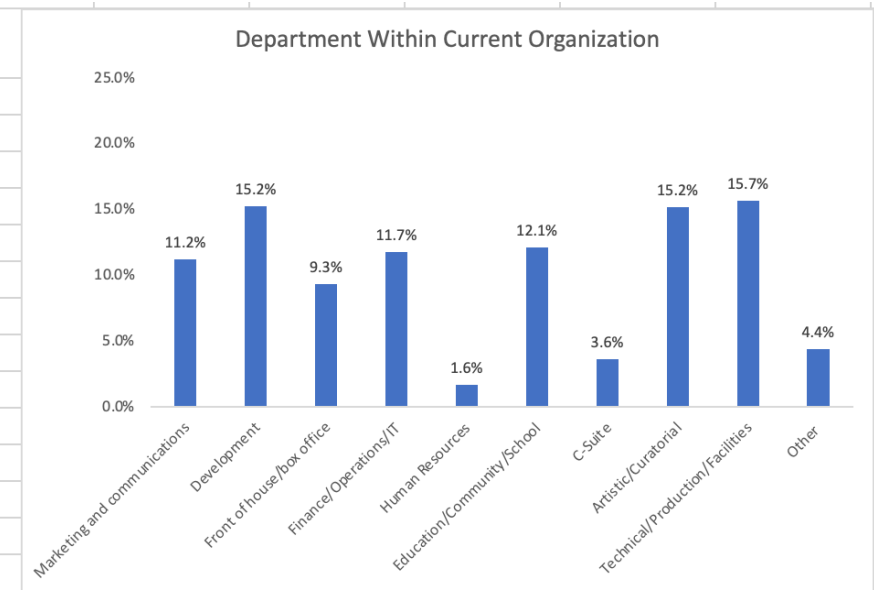
**What is one piece of advice you would give to your current organization when it comes to recruiting or retention of staff?**

# Report #2: Distribution Results of Current Job Ratings

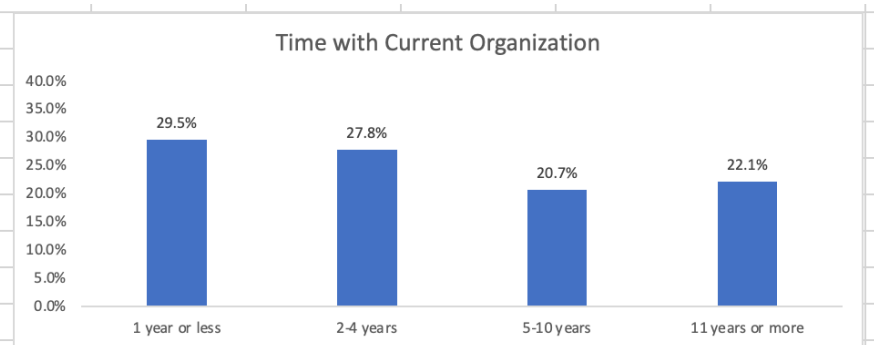
## Demographics + Job History

Survey takers answered standard demographic questions, department, and other segmenting questions like number of years worked.

Which of the following best describes your department within your current organization?		
	Frequency	Percent
Marketing and communications	136	11.2%
Development	185	15.2%
Front of house/box office	113	9.3%
Finance/Operations/IT	142	11.7%
Human Resources	20	1.6%
Education/Community/School	147	12.1%
C-Suite	44	3.6%
Artistic/Curatorial	184	15.2%
Technical/Production/Facilities	190	15.7%
Other	53	4.4%
<b>SUBTOTAL</b>	1214	100.0%
Blank	279	-
<b>TOTAL</b>	1493	-



How long have you worked for your current organization?		
	Frequency	Percent
1 year or less	294	29.5%
2-4 years	277	27.8%
5-10 years	206	20.7%
11 years or more	220	22.1%
<b>SUBTOTAL</b>	997	100.0%
Blank	496	-
<b>TOTAL</b>	1493	-



# Report #1: Conjoint Analysis Results

## Average Importance Values

Importance scores are determined by the ranking of the 20 attributes. These scores are the averages of each ranking. The higher the value, the more important that attribute is to staff.

Attribute	Importance		
	Total	Your Org	Other
Artistic reputation	5.86	4.60	5.87
Community impact	3.03	3.94	3.02
Organizational transparency	4.25	3.23	4.26
Organizational recognition	2.18	0.79	2.19
Inclusive decision-making culture	2.83	1.47	2.84
Org commitment to DEI&A	4.34	2.14	4.35
Job accountability	2.24	1.78	2.24
<b>Job schedule flexibility &amp; hours</b>	<b>6.39</b>	<b>10.38</b>	<b>6.36</b>
Ability to work from home	3.99	2.55	4.01
Manager quality	7.40	2.24	7.44
Opportunity to manage others	0.95	1.08	0.95
Room for advancement	4.09	2.41	4.10
Job security	6.59	5.72	6.59
Onsite benefits	0.78	0.00	0.78
Office space	0.54	1.32	0.54
Workplace investment in technology	1.06	1.67	1.05
Professional development	2.13	0.00	2.15
Family friendly leave	1.76	4.16	1.74
Healthcare benefits	10.78	20.81	10.69
Base salary	28.82	29.70	28.81

## Average Utility Values

Utility scores are determined from the trade-off section of the survey when staff were forced to choose between job offers that had different flavors of important attributes. Again, the higher the value, the more useful/valuable that attribute is to staff.

Label	Utility		
	Total	Your Org	Other
Respondent Count	1491	13	1478
Artistic Reputation: No known artistic reputation	-66.56	-51.13	-66.70
Artistic Reputation: Known as artistic innovators	23.89	18.28	23.94
Artistic Reputation: Known as highest caliber artists in the industry	42.55	36.26	42.60
Artistic Reputation: Known as excellent educators of artists	0.12	-3.42	0.15
Community Impact: Not known for community impact	-32.74	-42.18	-32.66
Community Impact: Emerging reputation for community impact	12.81	5.57	12.87
Community Impact: Strong reputation for community impact	19.93	36.61	19.79
Org Transparency: Little or no internal communications	-45.48	-36.05	-45.56
Org Transparency: Selective transparency around some items but not all	9.52	14.99	9.47
Org Transparency: Highly transparent internal communications, even on sensitive subjects	35.95	21.06	36.08
Org Recognition: Impersonal environment where staff contributions can go unnoticed	-23.20	-8.49	-23.33
Org Recognition: Mixed environment for recognizing and rewarding staff contributions	6.44	1.18	6.49
Org Recognition: Environment where staff contributions are valued and noticed	16.76	7.31	16.84
Decision-Making Culture: Top-down decision making culture	-28.55	-13.45	-28.68
Decision-Making Culture: Mixed decision-making, some inclusive and some top-down	10.58	-2.54	10.70
Decision-Making Culture: Inclusive decision-making culture	17.97	15.99	17.99
Org Commitment to DEI&A: DEI&A activities mostly performative	-45.43	-20.50	-45.65
Org Commitment to DEI&A: Organization making some progress on DEI&A commitments	10.16	3.98	10.21
Org Commitment to DEI&A: True commitment to the work of diversity, equity, inclusion and access	35.28	16.51	35.44
Job Accountability: Weak culture of holding staff accountable to outcomes	-23.67	-20.27	-23.70
Job Accountability: Mixed culture of accountability to outcomes for staff	4.25	4.89	4.24
Job Accountability: Strong culture of holding people accountable to outcomes	19.42	15.38	19.45
Job Hours: Flexibility to set work hours as long as work is completed	56.32	98.61	55.95
Job Hours: Work typically no more than 40 hours per week (or your contracted hours)	19.36	30.64	19.26
Job Hours: Work hours intense, but has known relaxed periods	-8.73	-28.44	-8.56
Job Hours: Work is consistently intense	-66.95	-100.82	-66.65



# Report #1: Conjoint Analysis Results

**Individual Utility Scores:** See an individual-by-individual breakdown of your staff's utility values.

ID	Fit	Artistic Reputation: No known ar	Artistic Reputation: Known as artistic inn	Artistic Reputation: Known as a	Artistic Reputation: Known as	Community Impact: Not kr	Community Impact: Emerging r	Community Impact: Strong	Org Transparency: Little or	Org Transparen
262	0.76	-143.13	103.13	53.60	-13.60	0.00	0.00	0.00	0.00	0.00
263	0.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
264	0.72	-179.24	45.34	57.70	76.19	-74.79	23.69	51.10	0.00	0.00
265	0.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
266	0.79	-118.63	7.46	158.99	-47.81	7.01	-4.44	-2.57	0.00	0.00
268	0.82	0.00	0.00	0.00	0.00	-16.87	1.30	15.56	0.00	0.00
269	0.84	-166.72	69.34	130.42	-33.03	0.00	0.00	0.00	-178.99	41.45
272	0.66	0.00	0.00	0.00	0.00	-140.45	83.90	56.54	-136.93	36.09
275	0.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-126.73	-0.29
284	0.73	-202.72	124.16	43.91	34.66	0.00	0.00	0.00	-117.25	-2.25
285	0.73	-186.24	66.57	105.42	14.26	-99.15	44.35	54.80	0.00	0.00
286	0.63	-182.30	147.90	-5.85	40.25	0.00	0.00	0.00	-134.43	7.83
287	0.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
288	0.74	-133.47	25.08	79.10	29.29	-111.03	26.14	84.89	0.00	0.00
289	0.70	0.00	0.00	0.00	0.00	-128.34	34.34	94.00	0.00	0.00
291	0.70	0.00	0.00	0.00	0.00	-39.66	9.67	29.98	0.00	0.00
292	0.73	-142.48	4.45	144.87	-6.83	0.00	0.00	0.00	0.00	0.00
294	0.83	0.00	0.00	0.00	0.00	-47.21	-1.18	48.40	-78.55	25.37
295	0.81	-124.54	80.41	51.85	-7.72	0.00	0.00	0.00	0.00	0.00
296	0.77	0.00	0.00	0.00	0.00	-47.67	-35.72	83.38	0.00	0.00
297	0.76	-181.61	154.45	62.51	-35.35	-153.39	58.18	95.21	0.00	0.00
298	0.62	-157.79	121.84	59.95	-23.99	-62.24	39.63	22.61	0.00	0.00
306	0.67	-286.84	163.44	166.58	-43.18	0.00	0.00	0.00	0.00	0.00
307	0.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-138.66	144.47
308	0.77	-172.37	108.37	93.57	-29.57	-78.62	8.18	70.45	-47.04	-40.61
311	0.53	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-75.71	-33.06
312	0.73	0.00	0.00	0.00	0.00	-34.96	8.92	26.04	0.00	0.00
325	0.85	0.00	0.00	0.00	0.00	-92.42	10.67	81.76	0.00	0.00
327	0.63	-181.28	95.82	148.26	-62.79	-59.74	31.37	28.37	0.00	0.00
328	0.82	-182.48	71.73	114.67	-3.92	-71.27	72.59	-1.32	0.00	0.00
330	0.82	0.00	0.00	0.00	0.00	-34.60	0.00	30.29	0.00	0.00
333	0.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-38.48	3.04
334	0.72	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-123.37	-15.58
335	0.81	-148.57	33.65	126.66	-11.74	0.00	0.00	0.00	9.57	-25.40

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# Why Do We Need Simulations?

## Respondents to hypothetical soda conjoint

		Respondent1	Respondent 2	<u>Average Utilities</u>	
	Coke	90	-100	Coke	-5
	Pepsi	-100	90	Pepsi	-5
	Sprite	10	10	Sprite	10

## Actual Choice When Purchasing

Which Soda would you choose?

Coke                      Pepsi                      Sprite

---

Respondent 1                      X

---

Respondent 2    X

Taking an average of utilities across respondents can mask how individuals will act when actually purchasing.

Source: <https://sawtoothsoftware.com/resources/blog/posts/market-simulators-and-why-you-should-use-one>

# Steps to Access the Online Simulator

Go to: <https://sawtoothsoftware.com/resources/software-downloads/choice-simulator>

And download the latest version of the Choice Simulator

**Latest Version**

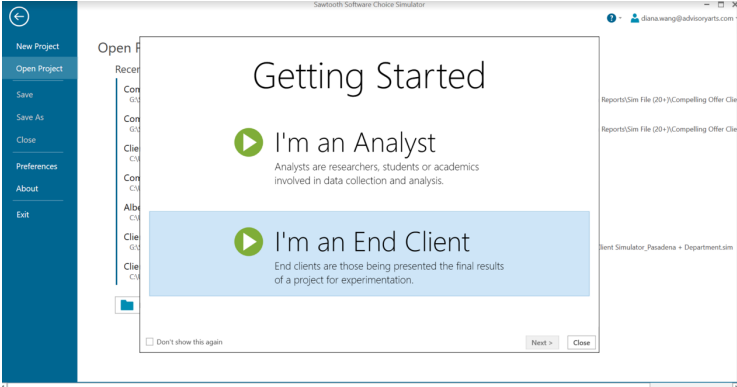
Choice Simulator 1.8.2205  
26 May 2022

[Download](#)

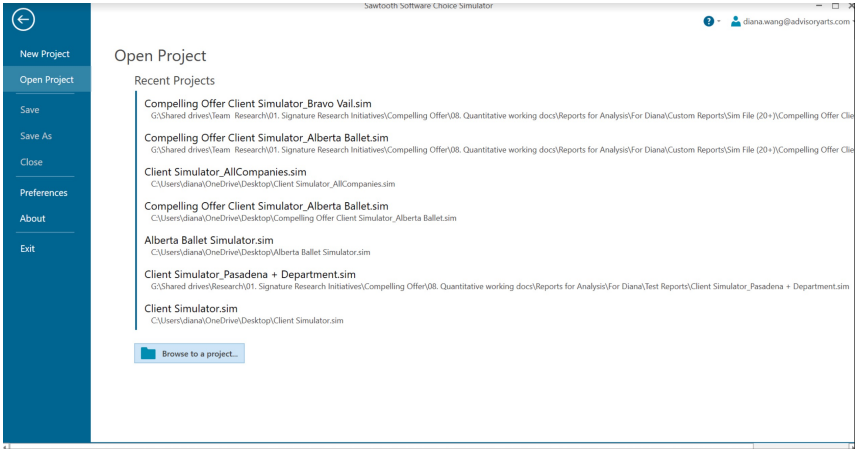
After downloading, the choice simulator will appear on your desktop as this icon.



Double click on the icon, and then select "I'm an End Client."



Label	Artistic reputation	Community impact	Organizational transparency	Organizational recognition	Inclusive decision-making culture	Org commitment
1 Average	OrgArtsRep:quality	OrgCommImpact:Emerging	OrgTransparency:Selective	OrgRecognition:Mixed	Mixed	OrgDEIA:Progress
2 Better Culture	OrgArtsRep:quality	OrgCommImpact:Emerging	OrgTransparency:High	OrgRecognition:Valued	Inclusive	OrgDEIA:Progress
3 Better Flexibility	OrgArtsRep:quality	OrgCommImpact:Emerging	OrgTransparency:Selective	OrgRecognition:Mixed	Mixed	OrgDEIA:Progress
4 DFIA & community	OrgArtsRep:quality	OrgCommImpact:Strong	OrgTransparency:Selective	OrgRecognition:Mixed	Mixed	OrgDFIA:True Commitme

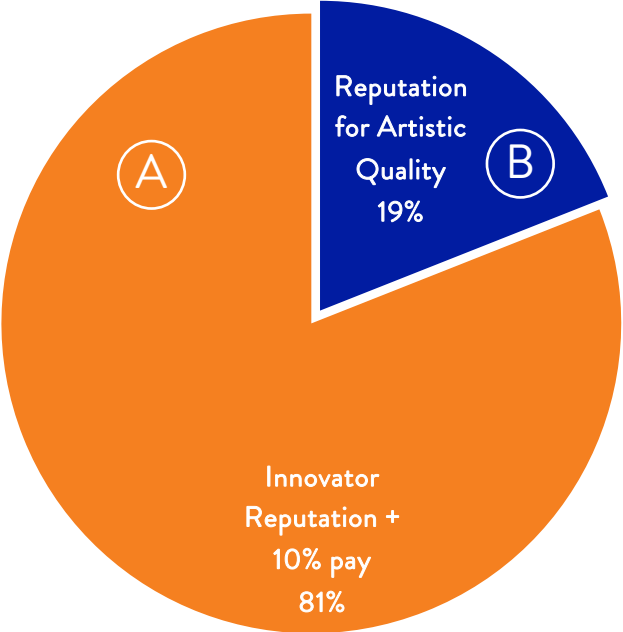


Browse to the .sim file you received over email and open.

# Simulation: Artistic Reputation v. Pay



Share of First Choice



81% of staff will go to an organization with an ‘innovator’ artistic reputation (vs. a reputation for highest quality) for a 10% pay increase

# Artistry v. Pay Scenario in the Online Simulator

Against Average x Pay vs Culture x Pay vs Flexibility x **Artistry vs Pay x**

Products  Simulate  Off

Label	Artistic reputation	Community impact	Organizational transparency	Organizational recognition	Inclusive decision-making culture	Org commitment to DEI&A	Job accountability	Job schedule flexibility & hours	Ability to work from home	Manager quality	Opportunity to manage others
1 Average	OrgArtsRep:quality	OrgCommImpact:Emerging	OrgTransparency:Selective	OrgRecognition:Mixed	Mixed	OrgDEIA:Progress	JobAccount:Mixed	JobHours:Balanced	JobWorkAtHome:1-2 days	JobMgrQuality:Good	JobManageOthers:Manage
2 No Arts Rep	OrgArtsRep:innovator	OrgCommImpact:Emerging	OrgTransparency:Selective	OrgRecognition:Mixed	Mixed	OrgDEIA:Progress	JobAccount:Mixed	JobHours:Balanced	JobWorkAtHome:1-2 days	JobMgrQuality:Good	JobManageOthers:Manage
+ <type a label>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>

Room for advancement	Job security	Onsite benefits	Office space	Workplace investment in technology	Professional development	Family friendly leave	Healthcare benefits	Base salary
JobAdvancement:Skills	JobSecurity:A Lot	BenOnsite:Tickets	BenOffice:Private	BenTech:Average	BenProfDev:Some	BenFamily:Average	BenHealthcare:Med	Pay the same as you are currently paid
JobAdvancement:Skills	JobSecurity:A Lot	BenOnsite:Tickets	BenOffice:Private	BenTech:Average	BenProfDev:Some	BenFamily:Average	BenHealthcare:Med	Pay 10% more than current salary
<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>

Results

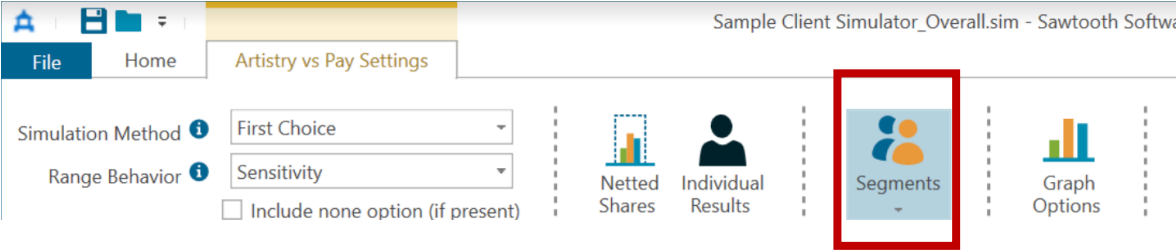
Simulation Results											
Segment Sizes	Total	Marketing and communications	Development	Front of house/box office	Finance/Operations/IT	Human Resources	Education/Community/School	C-suite	Artistic/Curatorial	Technical/Production/Facilities	
Respondent Count	1491	132	182	116	135	21	147	41	187		
Shares of Preference	Total	Marketing and communications	Development	Front of house/box office	Finance/Operations/IT	Human Resources	Education/Community/School	C-suite	Artistic/Curatorial	Technical/Production/Facilities	
Average	18.8%	11.4%	17.6%	16.4%	20.7%	19.0%	19.0%	31.7%	27.3%	16	
No Arts Rep	81.2%	88.6%	82.4%	83.6%	79.3%	81.0%	81.0%	68.3%	72.7%	83	
Standard Errors	Total	Marketing and communications	Development	Front of house/box office	Finance/Operations/IT	Human Resources	Education/Community/School	C-suite	Artistic/Curatorial	Technical/Production/Facilities	
Average	1.0%	2.8%	2.8%	3.5%	3.5%	8.8%	3.2%	7.4%	3.3%	2	
No Arts Rep	1.0%	2.8%	2.8%	3.5%	3.5%	8.8%	3.2%	7.4%	3.3%	2	
Product Specifications	Artistic reputation	Community impact	Organizational transparency	Organizational recognition	Inclusive decision-making culture	Org commitment to DEI&A	Job accountability	Job schedule flexibility & hours	Ability to work from home	Manager quality	
Average	OrgArtsRep:quality	OrgCommImpact:Emerging	OrgTransparency:Selective	OrgRecognition:Mixed	Mixed	OrgDEIA:Progress	JobAccount:Mixed	JobHours:Balanced	JobWorkAtHome:1-2 days	JobMgrQuality:Good	

Shares of Preference (Total)

# Change View of Segmentation

In order to change the segmentation of the simulation results, follow the below steps:

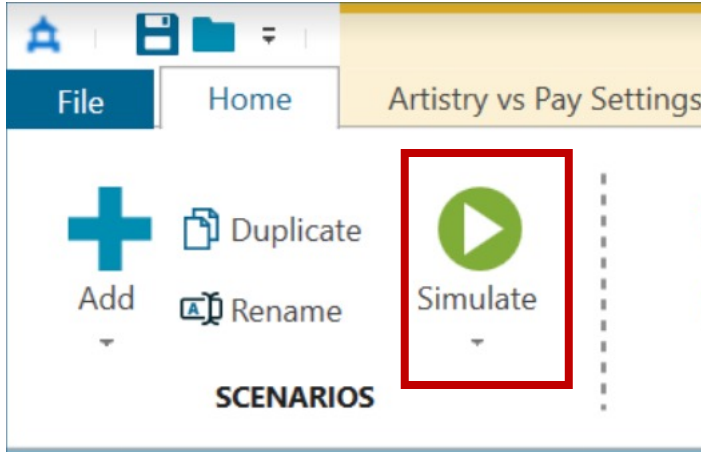
1 Navigate to the “Artistry vs. Pay Setting” tab on the top of the screen and click “Segments”



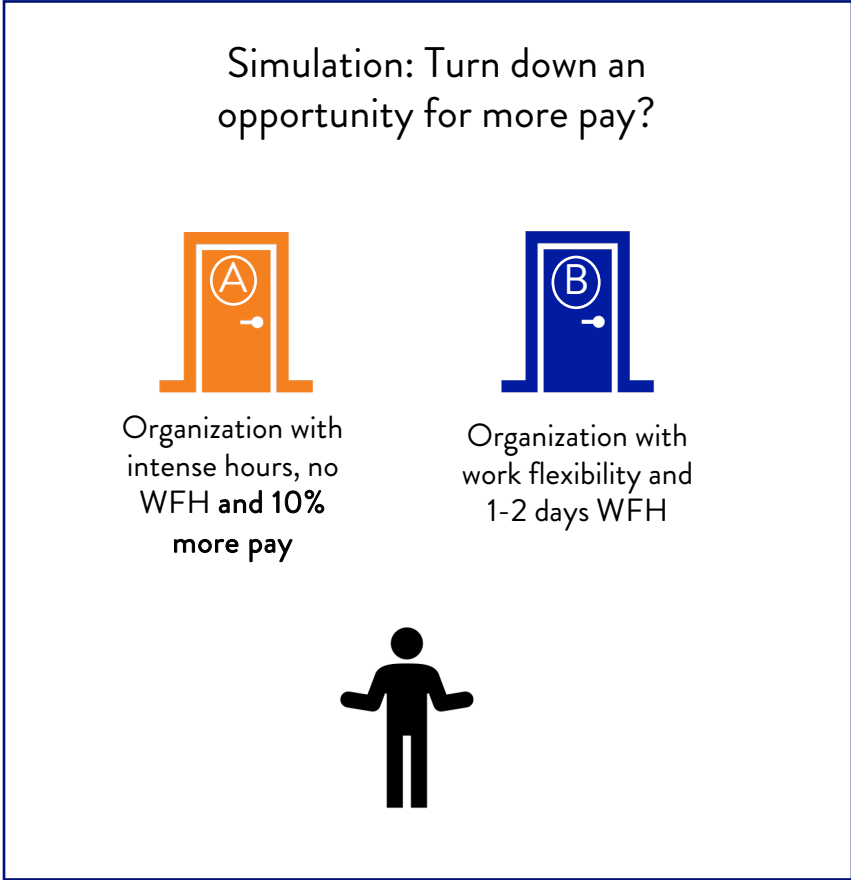
2 Choose any one of the segments that appear. We’ve screenshotted other helpful parameters below:

- |   |   |                                       |  |  |
|---|---|---------------------------------------|--|--|
| <input type="checkbox"/> TimeWithOrg      | <input type="checkbox"/> WorkforceYears     | <input type="checkbox"/> EmployersNo  | <input type="checkbox"/> Underrepresented  | <input type="checkbox"/> YearBorn          |
| <input type="checkbox"/> 1 year or less   | <input type="checkbox"/> less than 1 year   | <input type="checkbox"/> 1            | <input type="checkbox"/> Yes               | <input type="checkbox"/> 1997 or later     |
| <input type="checkbox"/> 2-4 years        | <input type="checkbox"/> 1-3 years          | <input type="checkbox"/> 2-3          | <input type="checkbox"/> No                | <input type="checkbox"/> 1981-1996         |
| <input type="checkbox"/> 5-10 years       | <input type="checkbox"/> 3-5 years          | <input type="checkbox"/> 4-6          | <input type="checkbox"/> Prefer not to say | <input type="checkbox"/> 1965-1980         |
| <input type="checkbox"/> 11 years or more | <input type="checkbox"/> 5-10 years         | <input type="checkbox"/> 7-10         |  | <input type="checkbox"/> 1946-1964         |
|   | <input type="checkbox"/> 10-15 years        | <input type="checkbox"/> 11-15        |  | <input type="checkbox"/> 1945 or earlier   |
|   | <input type="checkbox"/> 15-20 years        | <input type="checkbox"/> More than 15 |  | <input type="checkbox"/> Prefer not to say |
|   | <input type="checkbox"/> more than 20 years |                                       |  |  |

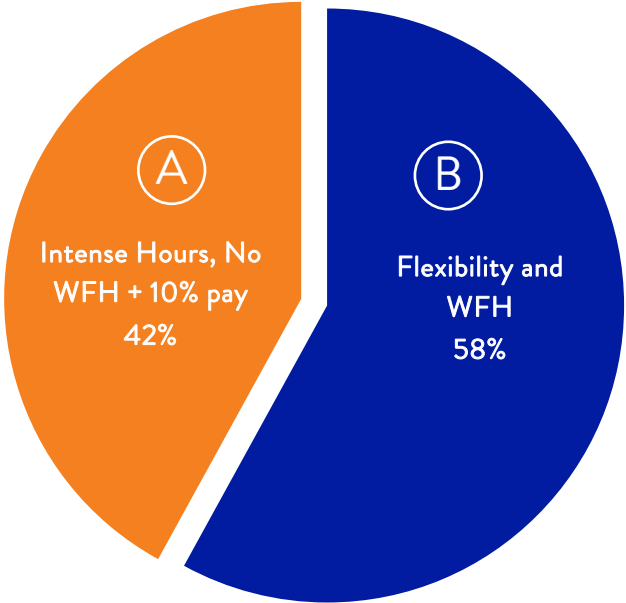
3 Go back to the first “Home” tab and click on the “Simulate” button to run the new segmentation.



# Simulation: Pay vs. Flexibility



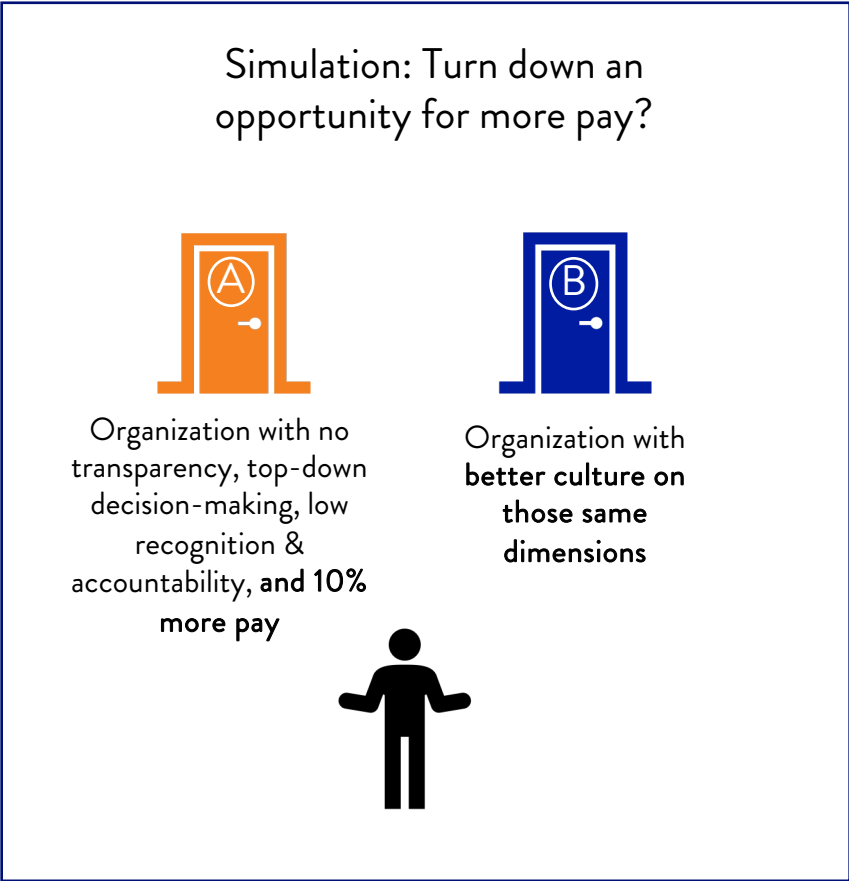
Share of First Choice



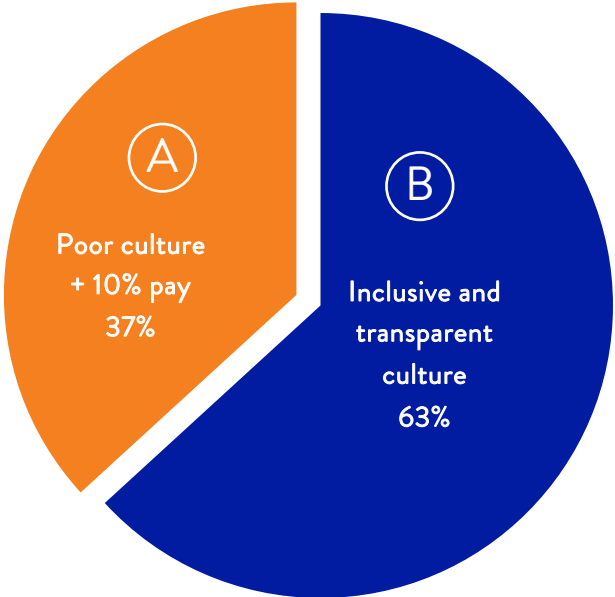
58% of staff will turn down a pay increase for flexibility improvements



# Simulation: Pay v. Inclusive & Transparent Culture



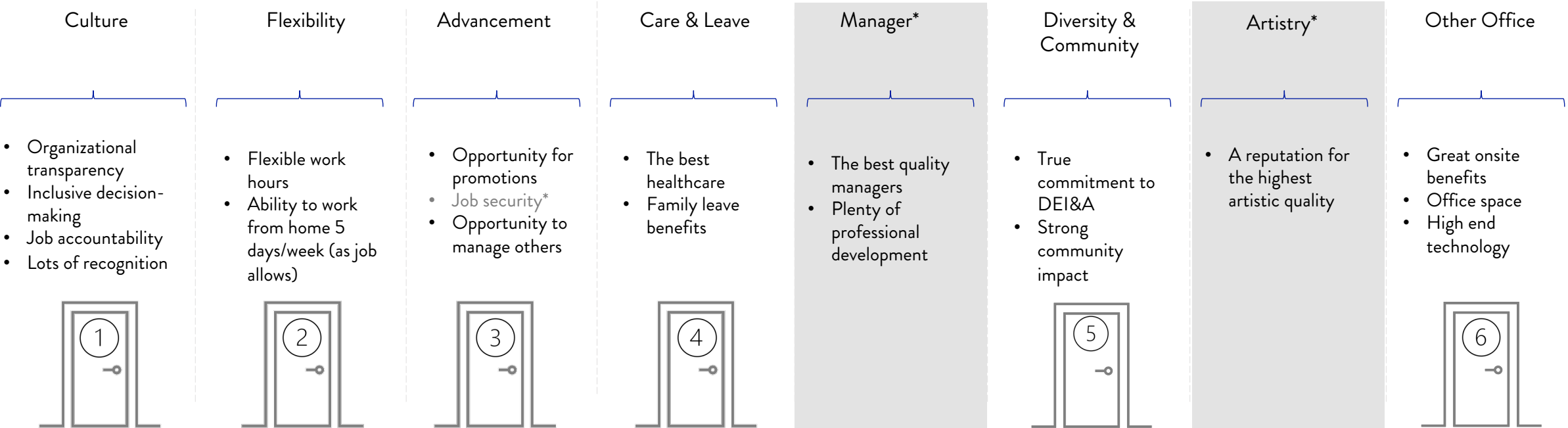
Share of First Choice



63% of staff will turn down a pay increase for an inclusive and transparent culture

# Simulation: Against Average

This simulation compares 6 different job value propositions against the “average” organization as defined by the option most chosen in each category across our survey.



**Antoine**  
 Fundraiser  
 Looking for a new job anywhere in the country  
 Has worked in the arts for 5 years

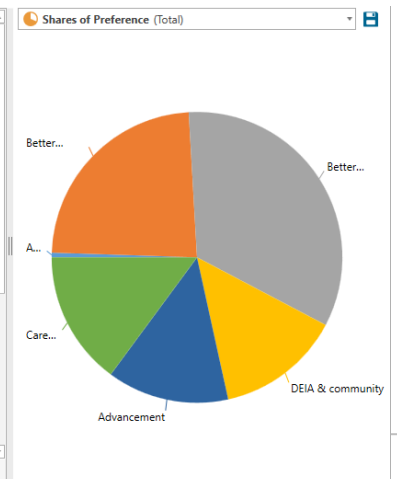
\*Comparison not possible because the “average” organization is already at the highest level

# Against Average Scenario in the Simulator

Label	Artistic reputation	Community impact	Organizational transparency	Organizational recognition	Inclusive decision-making culture	Org commitment to DEI&A	Job accountability	Job schedule flexibility & hours	Ability to work from home	Manager quality	Opportunity to manage others
1 Average	OrgArtsRep:quality	OrgCommImpact:Emerging	OrgTransparency:High	OrgRecognition:Valued	Inclusive	OrgDEIA:Progress	JobAccount:Strong	JobHours:Balanced	JobWorkAtHome:1-2 days	JobMgrQuality:Good	JobManageOthers:Manage
2 Better Culture	OrgArtsRep:quality	OrgCommImpact:Emerging	OrgTransparency:High	OrgRecognition:Valued	Inclusive	OrgDEIA:Progress	JobAccount:Strong	JobHours:Balanced	JobWorkAtHome:1-2 days	JobMgrQuality:Good	JobManageOthers:Manage
3 Better Flexibility	OrgArtsRep:quality	OrgCommImpact:Emerging	OrgTransparency:Selective	OrgRecognition:Mixed	Mixed	OrgDEIA:Progress	JobAccount:Mixed	JobHours:Flex	JobWorkAtHome:5 days	JobMgrQuality:Good	JobManageOthers:Manage
4 DEIA & community	OrgArtsRep:quality	OrgCommImpact:Strong	OrgTransparency:Selective	OrgRecognition:Mixed	Mixed	OrgDEIA:True Commitment	JobAccount:Mixed	JobHours:Balanced	JobWorkAtHome:1-2 days	JobMgrQuality:Good	JobManageOthers:Manage
5 Advancement	OrgArtsRep:quality	OrgCommImpact:Emerging	OrgTransparency:Selective	OrgRecognition:Mixed	Mixed	OrgDEIA:Progress	JobAccount:Mixed	JobHours:Balanced	JobWorkAtHome:1-2 days	JobMgrQuality:Good	JobManageOthers:Manage
6 Care & Leave	OrgArtsRep:quality	OrgCommImpact:Emerging	OrgTransparency:Selective	OrgRecognition:Mixed	Mixed	OrgDEIA:Progress	JobAccount:Mixed	JobHours:Balanced	JobWorkAtHome:1-2 days	JobMgrQuality:Good	JobManageOthers:Manage
<type a label>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>	<type or double click to select>

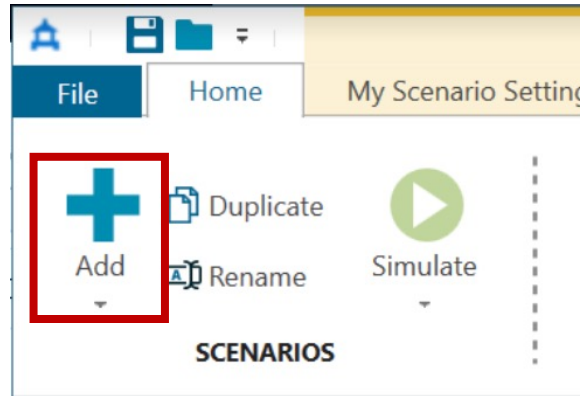
Label	Room for advancement	Job security	Onsite benefits	Office space	Workplace investment in technology	Professional development	Family friendly leave	Healthcare benefits	Base salary
1 Average	JobAdvancement:Skills	JobSecurity:A Lot	BenOnsite:Tickets	BenOffice:Private	BenTech:Average	BenProfDev:Some	BenFamily:Average	BenHealthcare:Med	Pay the same as you are currently paid
2 Better Culture	JobAdvancement:Skills	JobSecurity:A Lot	BenOnsite:Tickets	BenOffice:Private	BenTech:Average	BenProfDev:Some	BenFamily:Average	BenHealthcare:Med	Pay the same as you are currently paid
3 Better Flexibility	JobAdvancement:Skills	JobSecurity:A Lot	BenOnsite:Tickets	BenOffice:Private	BenTech:Average	BenProfDev:Some	BenFamily:Average	BenHealthcare:Med	Pay the same as you are currently paid
4 DEIA & community	JobAdvancement:Skills	JobSecurity:A Lot	BenOnsite:Tickets	BenOffice:Private	BenTech:Average	BenProfDev:Some	BenFamily:Average	BenHealthcare:Med	Pay the same as you are currently paid
5 Advancement	JobAdvancement:Promotions	JobSecurity:A Lot	BenOnsite:Tickets	BenOffice:Private	BenTech:Average	BenProfDev:Some	BenFamily:Average	BenHealthcare:Med	Pay the same as you are currently paid
6 Care & Leave	JobAdvancement:Skills	JobSecurity:A Lot	BenOnsite:Tickets	BenOffice:Private	BenTech:Average	BenProfDev:Some	BenFamily:High	BenHealthcare:High	Pay the same as you are currently paid

Simulation Results										
Segment Sizes	Total	Marketing and communications	Development	Front of house/box office	Finance/Operations/IT	Human Resources	Education/Community/School	C-suite	Artistic/Curatorial	Technical/Production/Faciliti
Respondent Count	1491	132	182	116	135	21	147	41	187	
Shares of Preference	Total	Marketing and communications	Development	Front of house/box office	Finance/Operations/IT	Human Resources	Education/Community/School	C-suite	Artistic/Curatorial	Technical/Production/Faciliti
Average	0.5%	0.9%	0.0%	0.7%	0.5%	1.2%	0.0%	0.0%	0.2%	0
Better Culture	23.6%	14.5%	24.2%	19.8%	21.1%	9.5%	22.4%	43.9%	26.2%	25
Better Flexibility	33.6%	44.1%	37.4%	34.1%	41.8%	61.9%	27.2%	17.1%	28.0%	29
DEIA & community	13.9%	12.7%	12.6%	13.4%	10.1%	6.0%	21.1%	12.2%	14.1%	15
Advancement	13.6%	13.3%	9.9%	16.0%	6.4%	20.2%	14.3%	4.9%	15.7%	10
Care & Leave	14.9%	14.5%	15.9%	16.0%	20.0%	1.2%	15.0%	22.0%	15.6%	19
Standard Errors	Total	Marketing and communications	Development	Front of house/box office	Finance/Operations/IT	Human Resources	Education/Community/School	C-suite	Artistic/Curatorial	Technical/Production/Faciliti
Average	0.1%	0.4%	0.0%	0.4%	0.3%	1.2%	0.0%	0.0%	0.2%	0
Better Culture	1.1%	3.1%	3.2%	3.7%	3.5%	6.6%	3.5%	7.8%	3.2%	3
Better Flexibility	1.2%	4.3%	3.6%	4.4%	4.2%	10.9%	3.7%	5.9%	3.3%	3



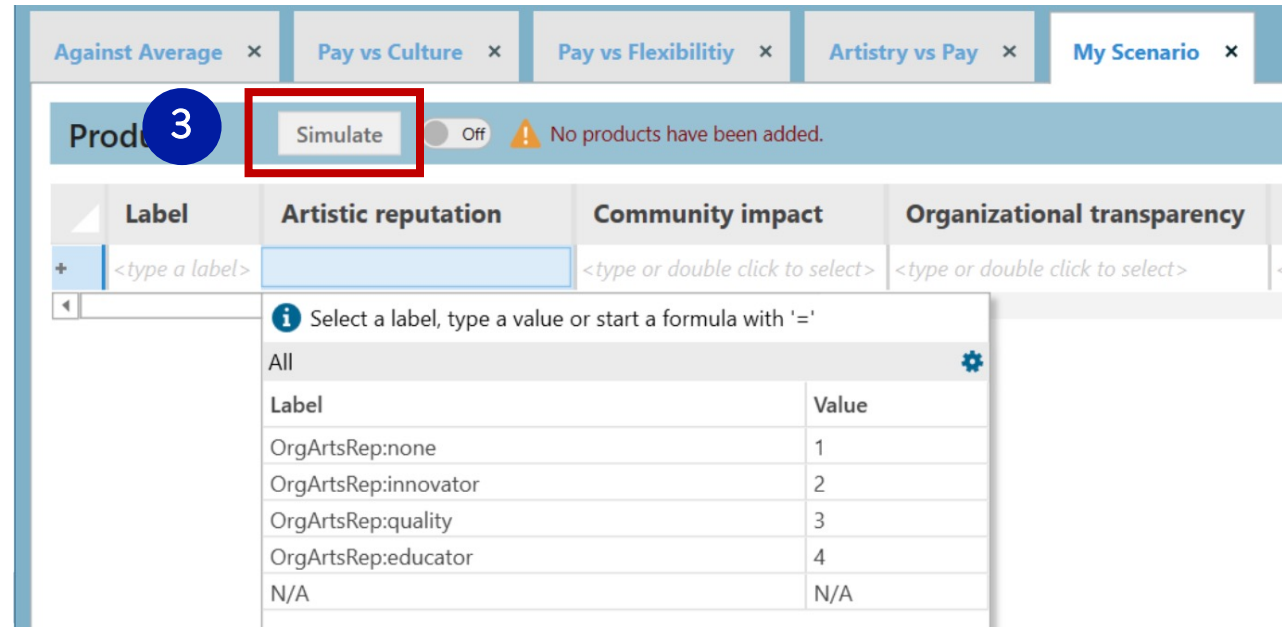
# How to Create a New Simulation

- 1 In the “Home” tab, click on the plus “Add” icon to create a new scenario.



- 2 Within your new scenario, you’ll click into each job attribute and assign which label you want.

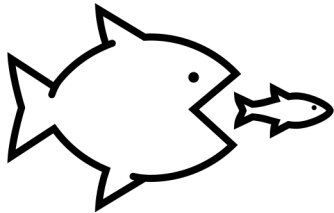
*Note: we will provide you a reference sheet that has the long form text for each label, so you understand each label in full. This reference sheet is also found on our website.*



# Ways You Can Use The Simulator

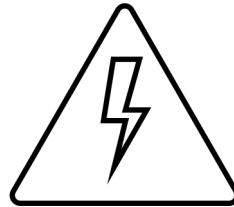
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1



Compare Your Organization's  
Responses to Perceived  
Competitors

2



Test What Happens When  
You Improve or Remove  
Elements

3



Try to Build A Package That  
Resists Competitor Salary  
Increases for Key Departments

# Agenda for Today

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01

Refresher of  
ABA's  
Compelling  
Offer Survey

02

Interpreting  
your Custom  
Reports

03

Overview  
of Online  
Simulator

04

Question  
and Answer

# Question and Answer

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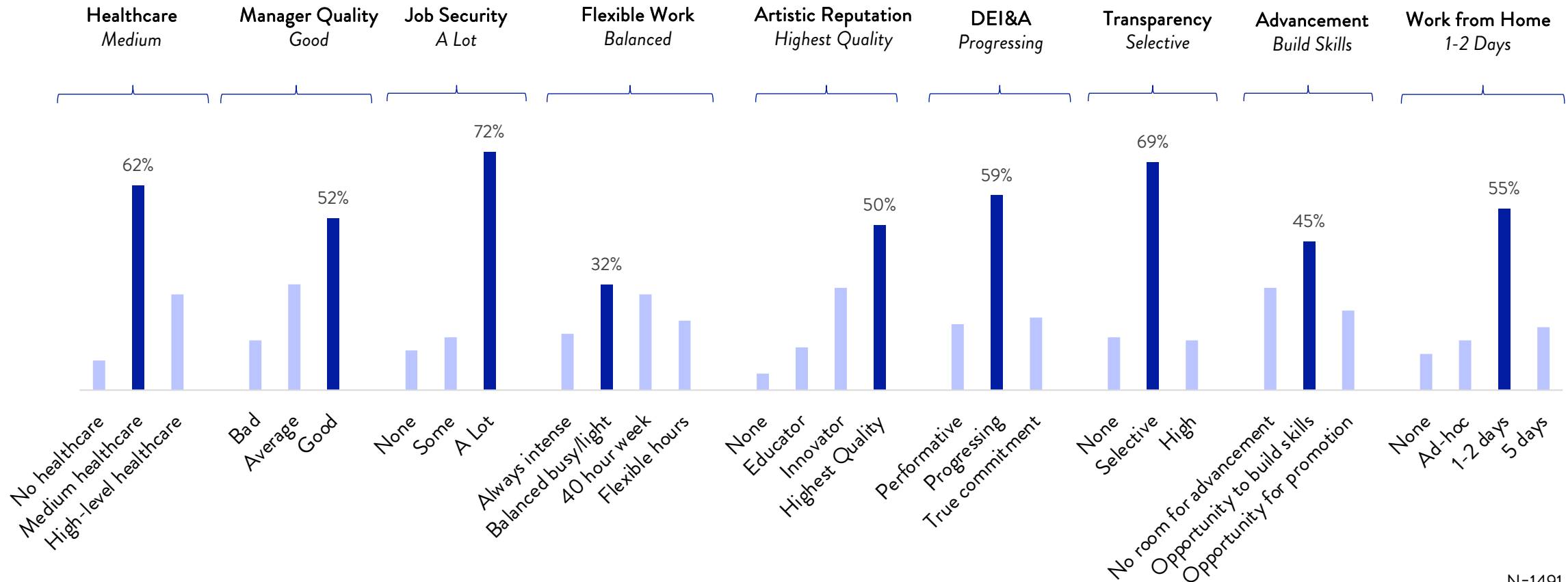
**Diana Wang**  
*Research Analyst*

[diana.wang@advisoryarts.com](mailto:diana.wang@advisoryarts.com)

# The Average Organization

## How Institutions Are Rated By Staff

*Most common answer in italics*



N=1491

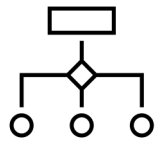


# Where We Expected Differences... But There Were Few

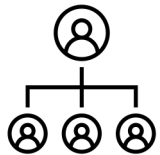
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Preferences are remarkably consistent across **genre**. Museums value artistic reputation less, festivals value community impact more.



Most **departments** have similar preferences overall, except for working from home (prioritized by marketing/development, not important to artistic/technical)



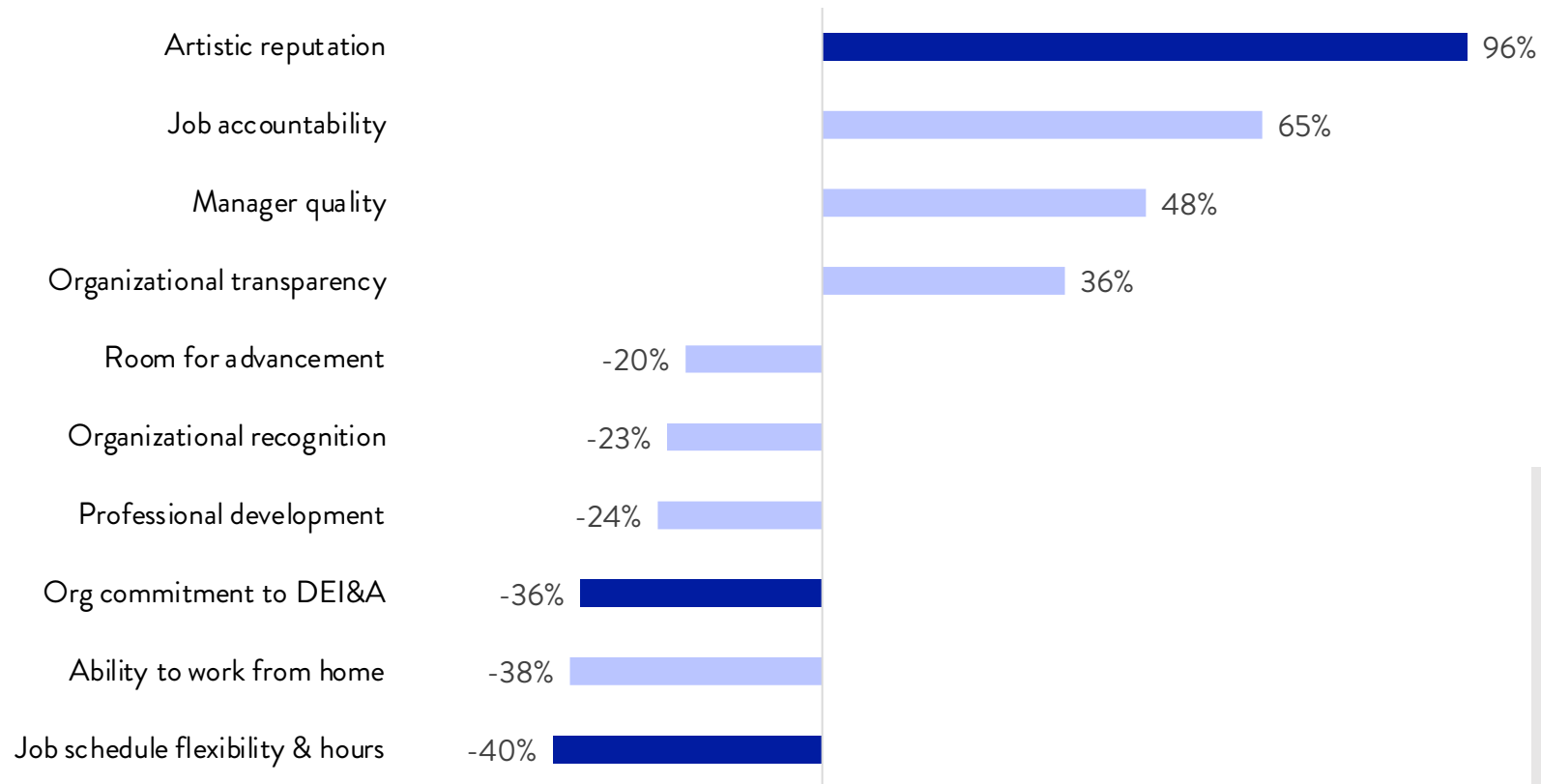
**Managers** and nonmanagers have similar preferences.



**High performing staff** (when identified) have similar preferences to others, with slightly higher priority on artistic reputation

# C-Suite Preferences Different from Other Departments

C-Suite Preferences  
Key % Differences from Mean

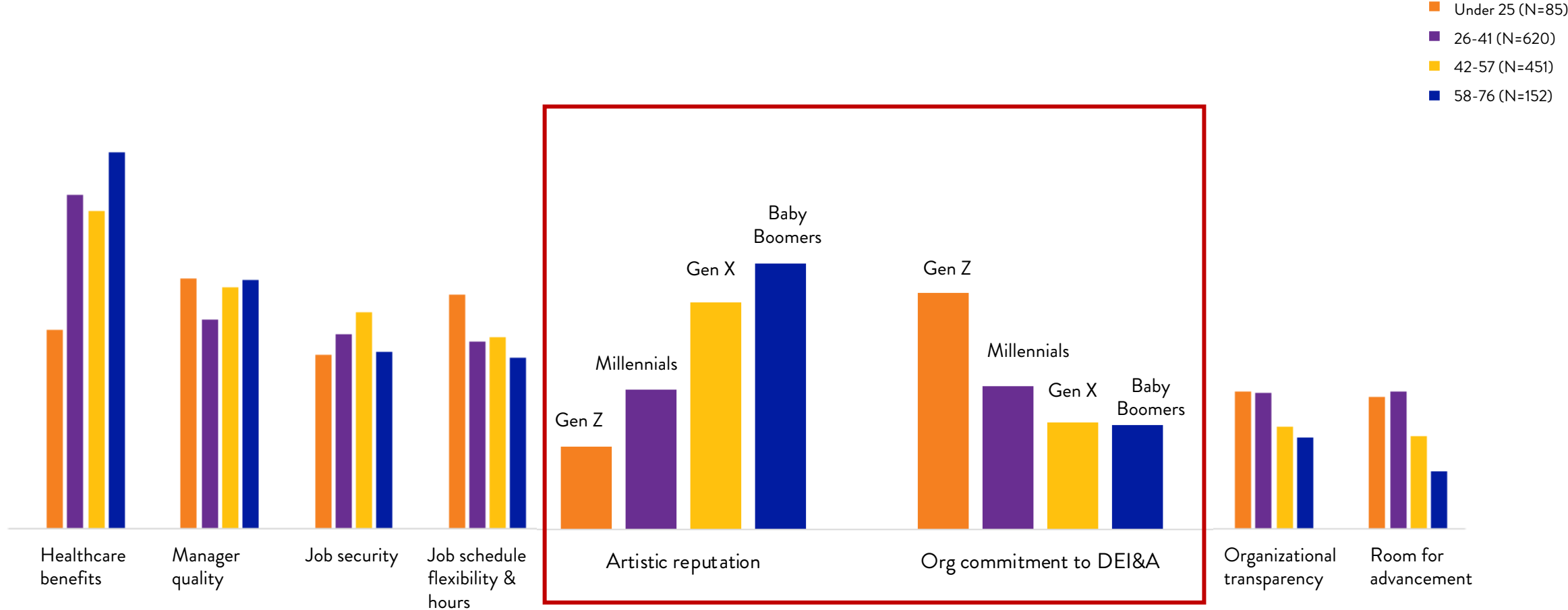


N=41

## HR Has Blind Spots Too

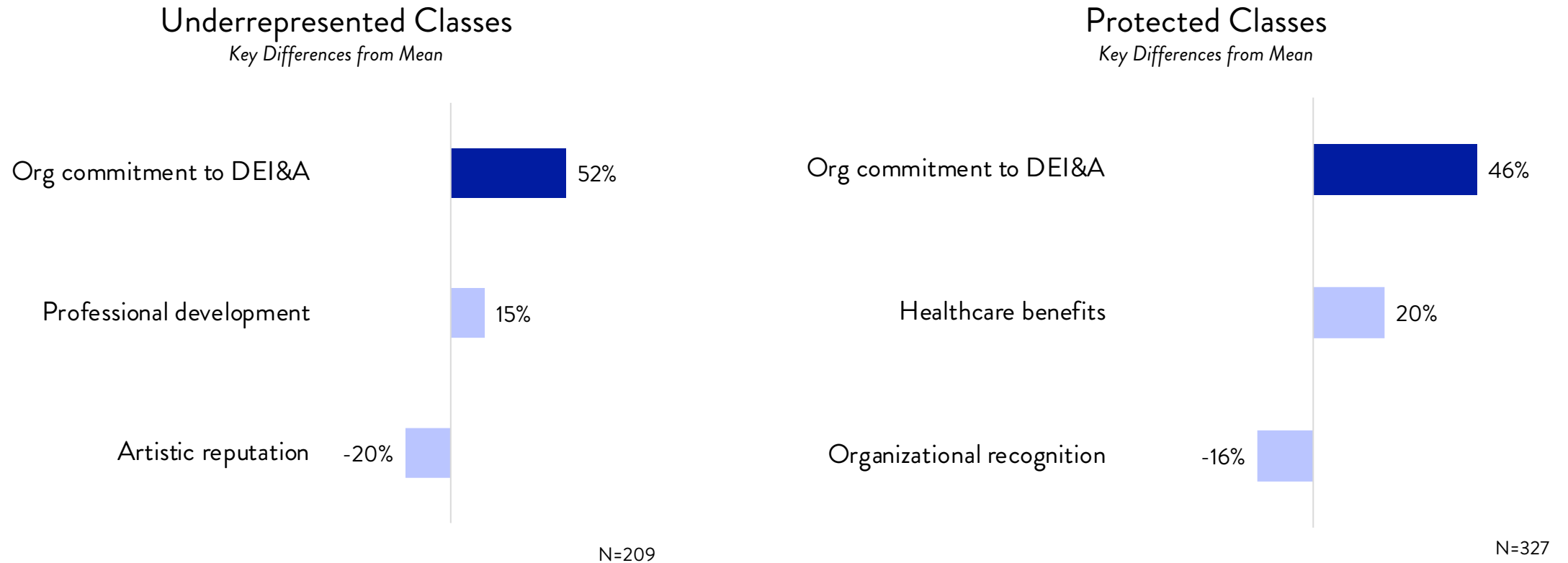
- HR staff care about job schedule flexibility 53% more than average

# Generational Differences Are Remarkable



N=1491

# DEI&A Commitment Critical to Protected Classes



## Definitions

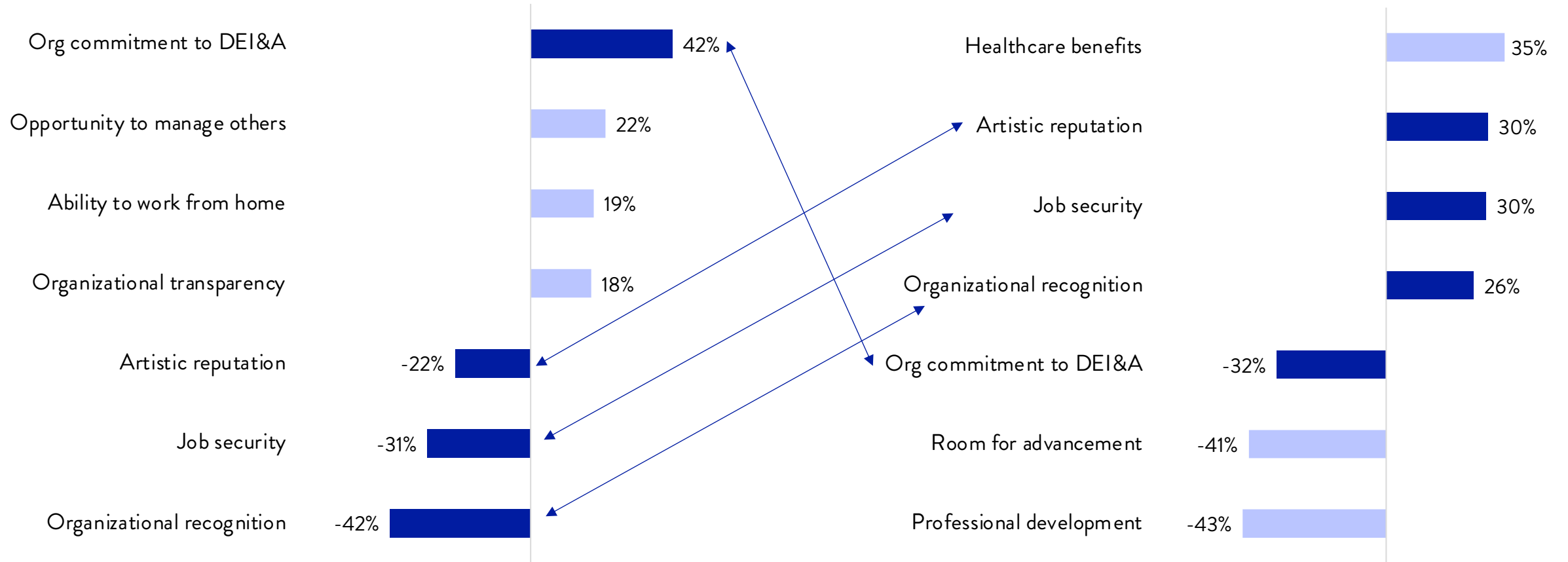
**Underrepresented:** Do you consider yourself part of a minority or underrepresented group in your country of residence, based on your race or ethnicity?

**Protected:** Do any of the following describe you: Member of the LBGTQ+ community; Have a disability that is evident in the workplace; The language you speak at work is your second language; Immigrated to your current country of residence; Wear religious dress (e.g., head covering) or practice religious rituals (e.g., prayer) in the workplace?

# Long-Timers & New Hires Very Different

New Hires (<1 year)  
Key % Differences from Mean

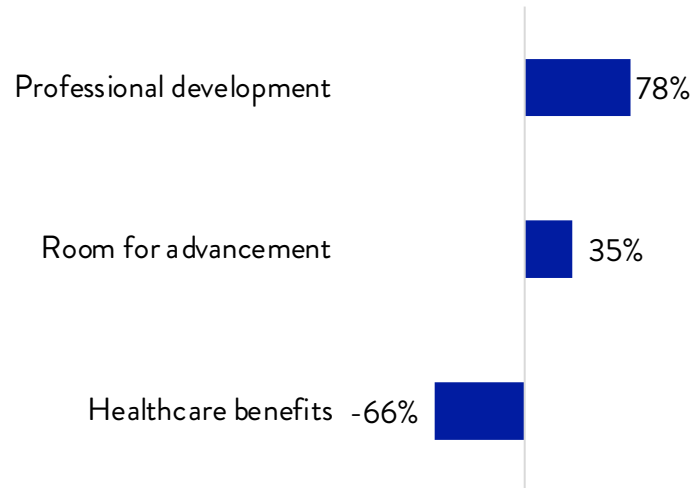
Long-Timers (11+ years)  
Key % Differences from Mean



# Regional Differences Were Clear

## Europe

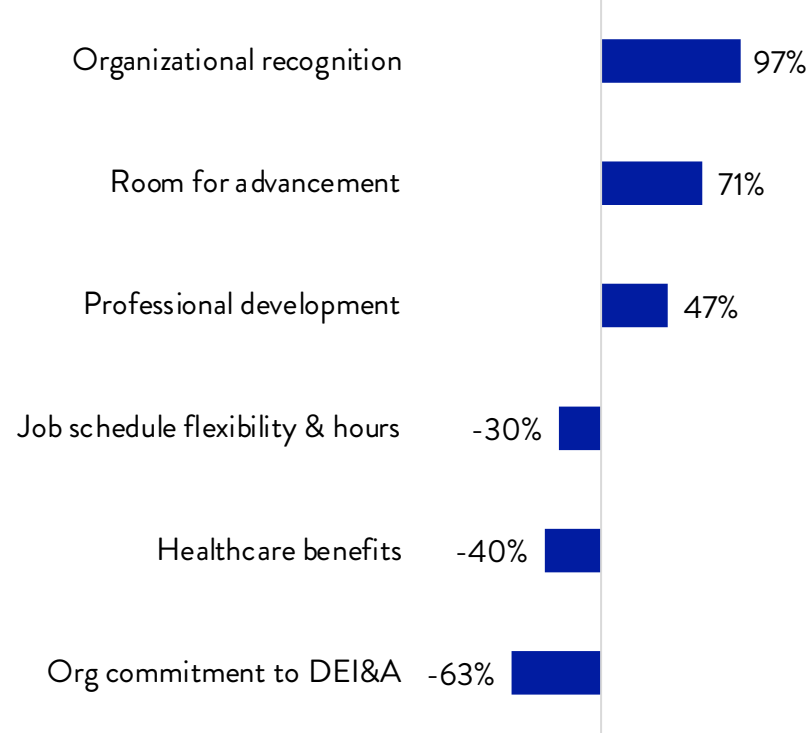
Key % Differences from Mean



N=221

## Asia

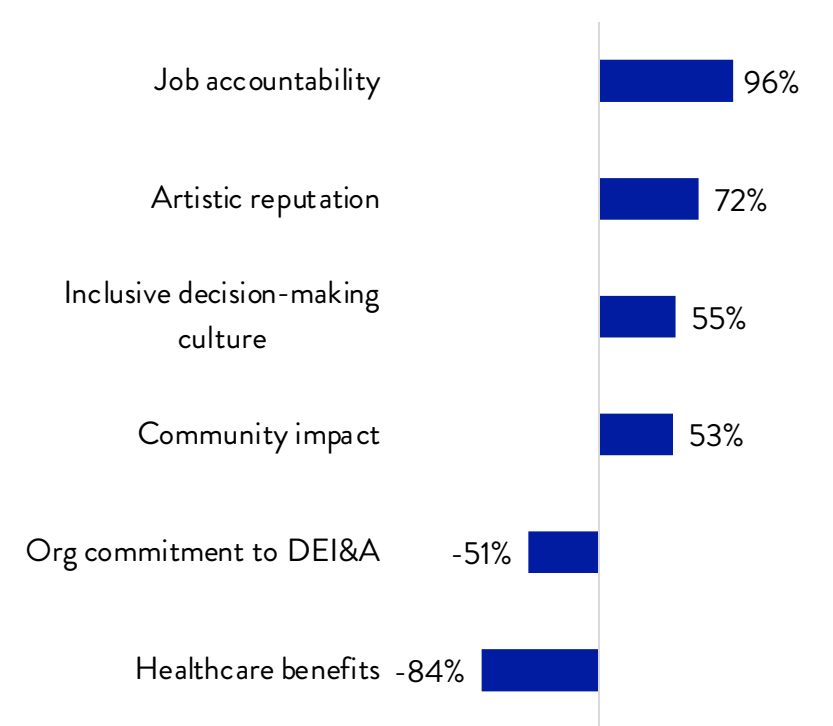
Key % Differences from Mean



N=68

## Oceania

Key % Differences from Mean



N=41

\*Canadian staff did not have meaningful differences from US staff