



League  
of American  
Orchestras

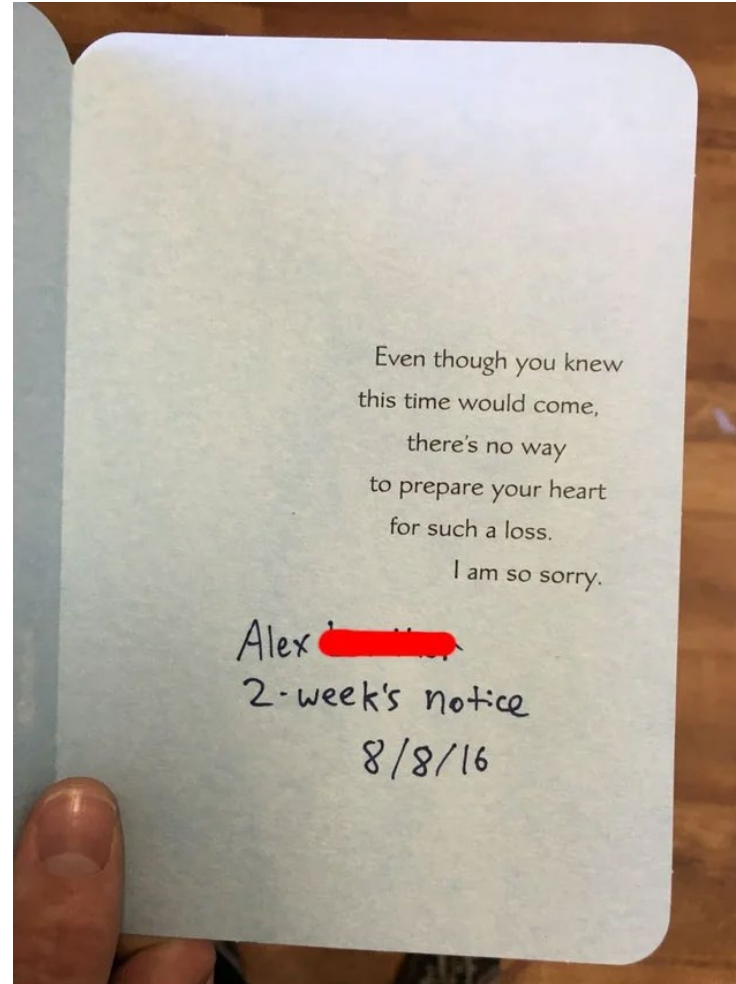


 **ADVISORY  
BOARD  
for the ARTS**  
*Transforming Arts Organizations Worldwide*

The Great Upgrade: Why Workforce  
Retention and Development Matters  
More Than Ever

# Hello! Let's talk about talent today

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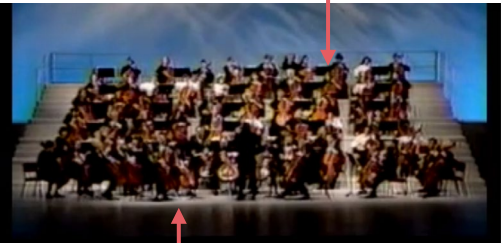


# Who We Are



Me

Me

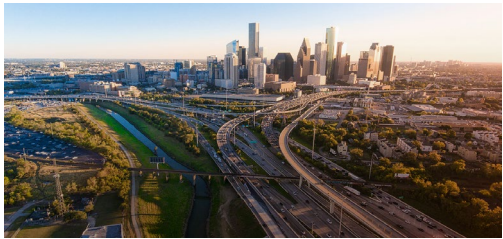


Yo Yo Ma



*Transforming Arts Organizations Worldwide*

# Who We Are

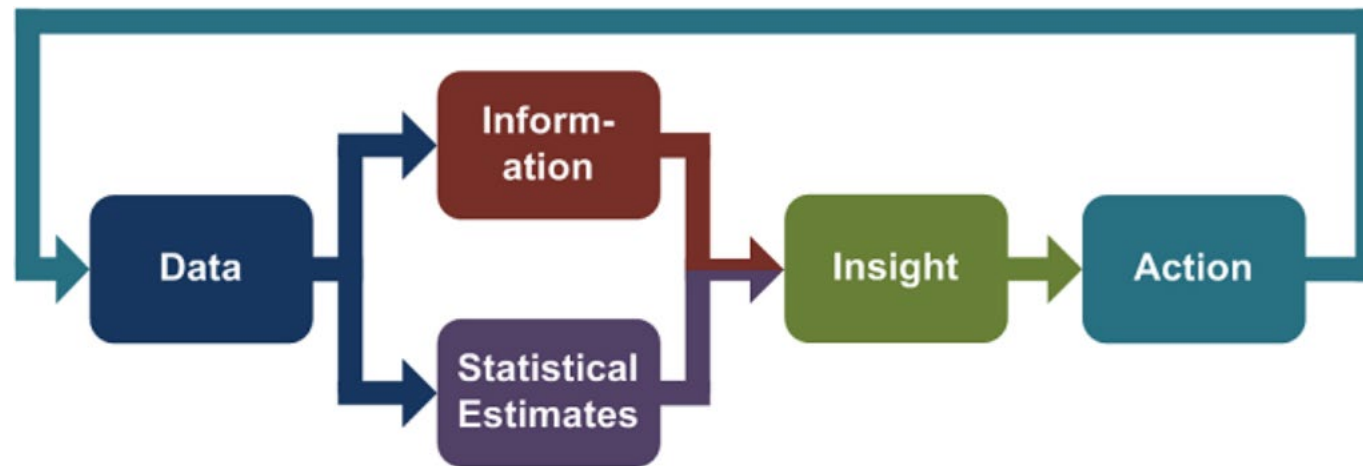


# Our Time Today

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The **“what so”**: What we will talk about today will give insight to research findings and trends

The **“so what”**: What you will get are suggestions to consider for your organization based on the data



# Agenda

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**1**

**The Current State of  
the Arts Workforce**

**2**

**Key Issues for  
Orchestra  
Administration**

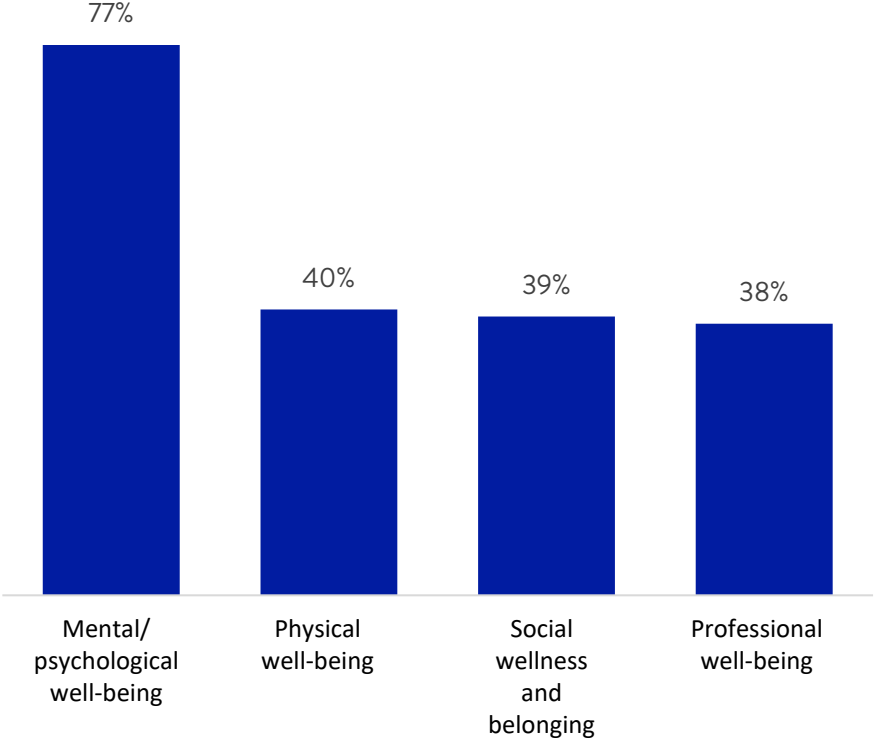
**3**

**Practical Advice to  
Improve the  
Situation**



# Pandemic Changes in Work Had Serious Mental Toll

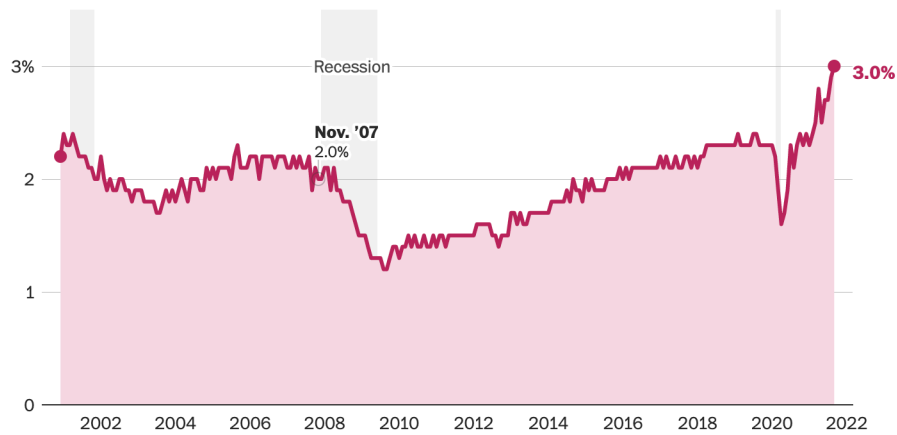
Which of the following are your top concerns regarding your well-being at work? [Select top three]



Source: <https://conference-board.org/press/survey-mental-toll-october21>

# The Great Resignation or the Great Renegotiation?

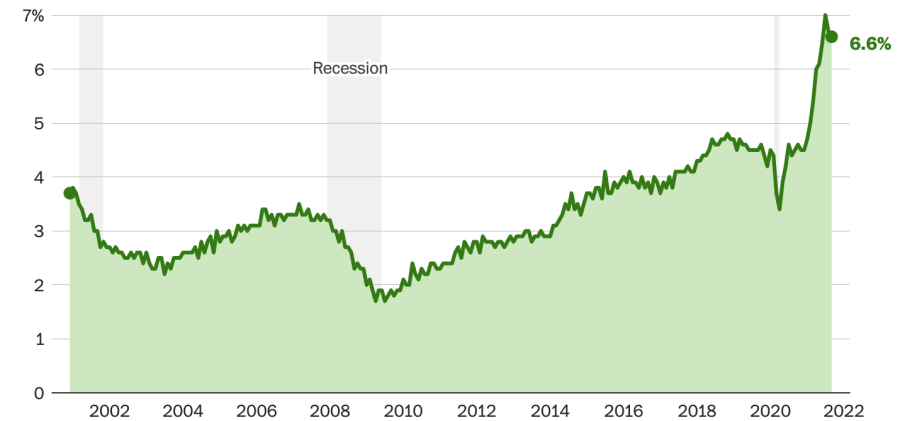
Voluntary (Non-Farm) Labor Force Quit Rate



**5.7%**

Percentage of arts, entertainment and recreation workforce quitting in *September 2021 alone*.

Rate of Job Postings as a Percentage of the Labor Force



**4.5M**

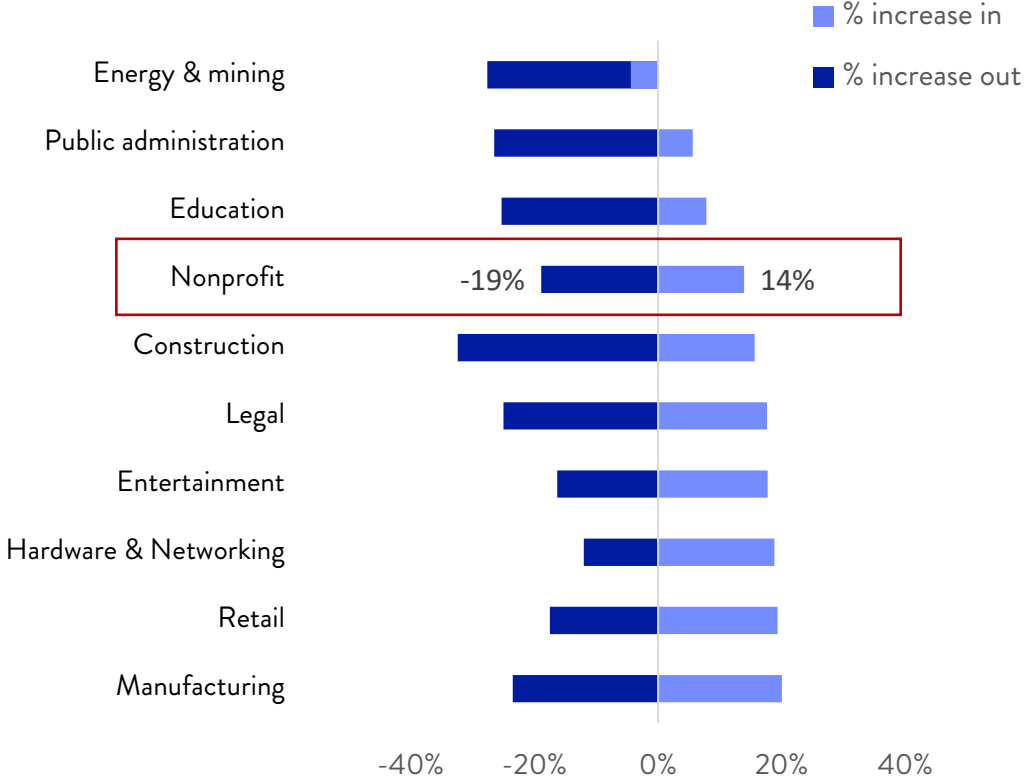
US workers who quit their jobs in March 2022

Source: Bureau of Labor Statistics.



# Can We Expect More Fluidity Within & Out of the Arts?

## Industries Struggling to Attract Outsiders



Source: LinkedIn News. First jobs, student jobs, side jobs and internships not included.

Theater · See more

LH @halvorsen · 16h

yesterday was my one-year anniversary at my non-theatre day job and a living wage & 40-hour work week has bolstered my physical & mental health so much that it's almost impossible to think about returning to theatre full-time

8 28 458

Show this thread

Tweet

lauren (ghosts are not real) @... · 52m

there's a lot to be said for having a job that is totally disconnected from your passion/creative impulse/personal interests. learning this was maybe the most valuable thing i got out of my late twenties

16 23 490

The Artist Formerly Known As Goose @TrevorWoggon

I used to be so distraught about not following my "passion" and now I am passionate about telling people how nice and tolerable my 9-5 job is.

MuteMeAfterMidnight @MtHoodMood

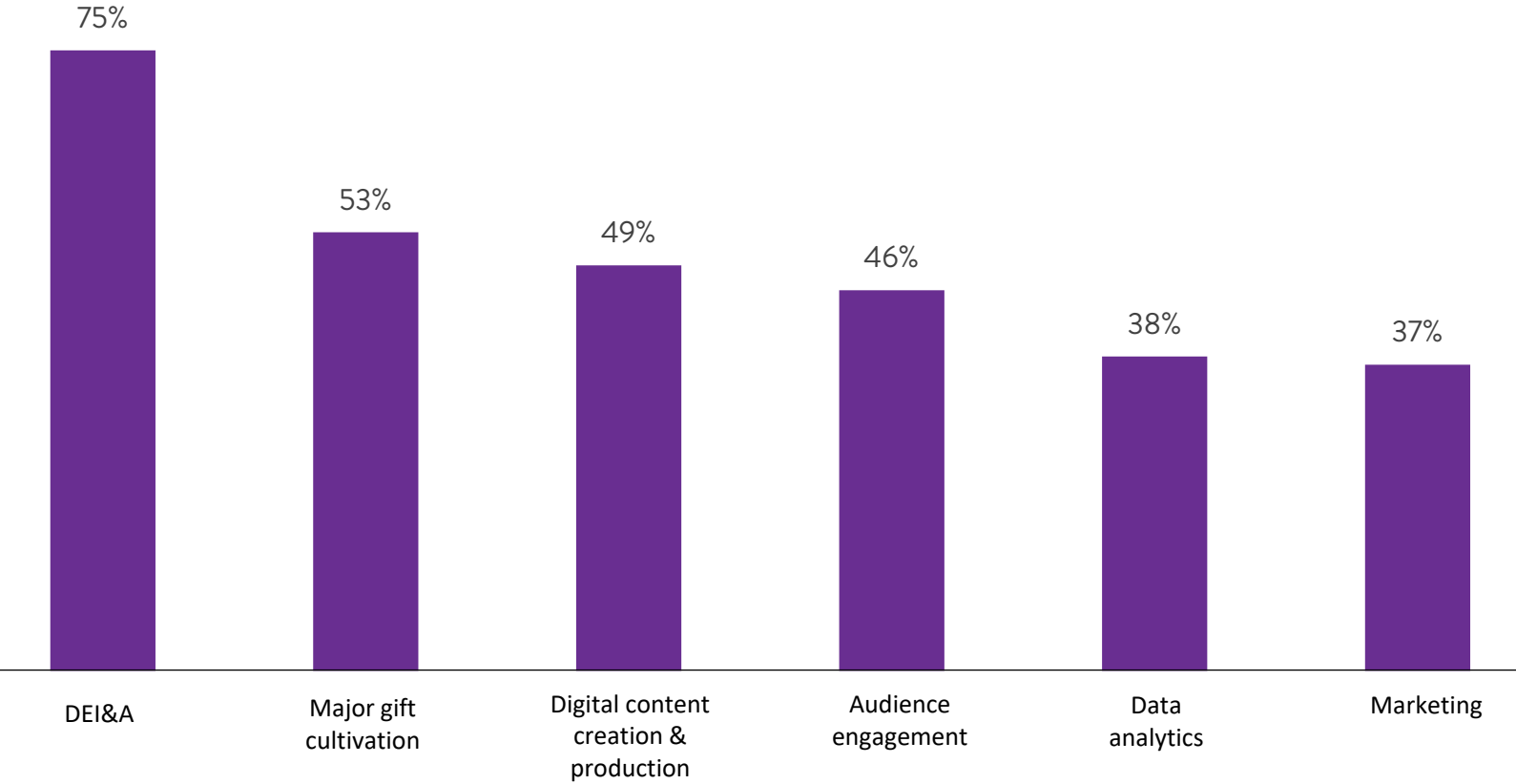
The Ashland 45-year-old quit his job in late 2020 as operations manager on the administrative team of [redacted] Symphony Orchestra to launch a new business, Scharen Cycles. It was a major life change, nudged in part by the pandemic.

mailtribune.com  
Bespoke Bikes  
It might be no surprise to learn a trombonist is an expert at tubing, but Will Scharen has taken the interest to a whole ...

Source: Twitter

# New Roles and Skills Needed

Staff Skills/Expertise Orgs Want to Enhance in 2022



N=68

New Roles Arts Orgs Are Planning to Create in Next 1-2 Years



Source: ABA Research.

# The Landscape for Talent Has Changed

## What Arts Organizations Needed from Employees in the Pandemic

Fluid Job  
Descriptions

Role  
Flexibility

Re-work  
and Re-  
planning

Furloughs  
and Work  
Breaks

## What Employees Are Asking for Emerging from the Pandemic

“Walking the  
Talk” on  
DEI&A

Organizational  
Statements on  
Current Events

A Bigger Voice in  
Decision-Making

Remote Work/  
Flexible  
Schedules

Pay Equity/  
Transparency

Fewer Hours

## Fundamental Questions Employees Are Now Asking

Is our mission (still) enough to keep me engaged?

Are we living up to our stated values?

Can I advance more quickly by leaving?

Does my family need more of my time?

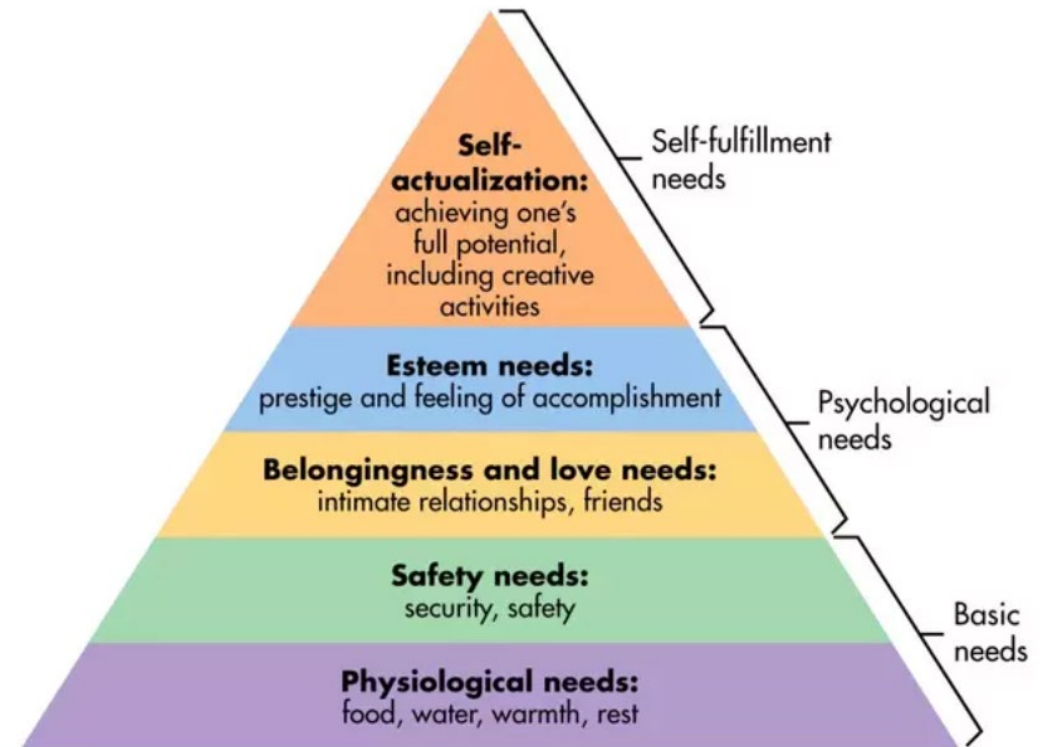
Source: ABA.

# Observations from a (relative) newcomer

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- What's love got to do with it?
- Competitors: family/life, other arts organizations, and even corporate America
- At our core, we are human

## Maslow's Hierarchy of Needs



# Agenda

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1

The Current State of the Arts  
Workforce

2

Key Issues for Orchestra  
Administration

3

Practical Advice to Improve the  
Situation

# How Do We Appeal Today?

## Employment Opportunities

The Orchestra offers a broad range of career opportunities in a wide variety of departments. We seek highly motivated individuals, dedicated to excellence and willing to contribute to the mission of the Orchestra.

We provide a comprehensive benefit package for our full-time employees, which includes health, dental, life and disability insurance; flexible spending accounts; pension and 403(b) plans, domestic partnership benefits, complimentary concert tickets and other discount programs.

In our goal to create and maintain a diverse workforce, we provide equal employment opportunities or practices on the basis of race, color, sex, religion, national origin, age, disability or other characteristic protected by law.

### Benefits Packages

...inate in employment  
...ual orientation or any

## Full-Time Positions

The Boston Symphony Orchestra has had a long tradition and commitment of bringing an array of musical experiences to the community and the world through our three brands—the BSO, Boston Pops, and Tanglewood. The key to our success has been our employees, from the musicians onstage

### Musical Experiences

## Careers

The New York Philharmonic is one of America's preeminent symphony orchestras, with a tradition of innovation that goes back to its founding, in 1842.

With the return to live performances, following the concert closures caused by the COVID-19 pandemic, and in anticipation of the reopening of the orchestra, the New York Philharmonic is ramping up to one

### Remarkable Legacy

The New York Philharmonic is pleased to be creating a number of new positions, and is looking for dedicated passionate professionals interested in contributing to its remarkable legacy.

### ORGANIZATIONAL PROFILE

The San Francisco Symphony is widely considered to be among the most artistically adventurous and innovative arts institutions in the United States, celebrated for its artistic excellence, creative performance concepts, active touring, award-winning recordings, and standard-setting education programs. In the 2020/21 season, the San Francisco Symphony welcomed conductor and composer Esa-Pekka Salonen as its twelfth Music Director and embarked on a new vision for the present and future of the orchestral landscape. This exciting artistic future builds on the remarkable 25-year tenure of Michael Tilson Thomas as the San Francisco Symphony's Music Director. Salonen's relationship with the Symphony as its first Music Director Laureate and his rich artistic innovation, like Esa-Pekka Salonen and the San Francisco Symphony have introduced a group of eight Collaborative Partners from a variety of cultural disciplines: Nicholas Britell, Julia Bullock, Claire Chase, Bryce Dessner, Pekka Kuusisto, Nico Muhly, Carol Reiley, and Esperanza Spalding. This group of visionary artists, thinkers, and doers joins with Salonen and the San Francisco Symphony to chart a new course of experimentation by collaborating on new ideas, breaking conventional rules, and creating unique and powerful experiences.

### Artistic Innovation

## Do you want to be part of the extraordinary experience that is The Cleveland Orchestra?

### Extraordinary [Musical] Experience

If you know The Cleveland Orchestra, you know it's extraordinary. The experience is like nothing else you've ever had. You can leave the

For decades The Cleveland Orchestra has been a universally admired and acoustically perfect and highly acclaimed orchestra. We welcome people of all ages, all walks of life, and invites them to experience something that is unique in the world. Reasonable ticket prices and the orchestra's groundbreaking Under 18s Free programs make it possible for today's, and tomorrow's, lovers of great music to always have a way to experience the greatest the world has to offer, right here in Cleveland.

We offer a competitive salary and excellent benefit package, including a 403(b) plan with employer match, generous paid time off, and the opportunity to work with our world-renowned Orchestra.

*The Cleveland Orchestra is an Equal Opportunity Employer.*

# A Few Look Different...

## Join the Oakland Symphony Team!

Looking for a great opportunity to make a difference in the community through music? Then consider joining the Symphony team! We are always looking for passionate, dedicated individuals to help us make the music happen.

“Make a difference in the community through music”

## Employment

The Dallas Symphony Orchestra is one of America's major orchestras in the United States. Just as the magnificent music produced by the Dallas Symphony Orchestra is the result of complementary arrangements of diverse instruments, we believe the blending of diverse individuals can produce the same harmonious results. Diversity brings a depth and richness to the organization that would be otherwise unattainable.

We offer a competitive salary and benefits package for full-time employees, a business casual work environment, free covered parking at the venue, and the opportunity to be a part of a world-class organization.

“We believe the blending of diverse individuals can produce harmonious results”

“Being a part of the arts has been something ingrained in my life since before I was born. Both sides of my family are very musically inclined: it's how my parents met; it's how I wrangled my rather exuberant personality, and how I bonded with my friends and family. I wasn't quite gifted with the musical talent the rest of my family has, but I discovered my gift was filmmaking and storytelling. I feel very lucky to take those skills and apply them here every day at the DSO to tell our story and share the mission and voices within the organization with a wider audience.”

- NATALIE BERGER, DSO VIDEO CONTENT SPECIALIST

“The arts is how I wrangled my rather exuberant personality...I feel lucky take [my gift to the DSO] to tell our story”

The Detroit Symphony Orchestra is a historic Orchestra at [dso.org/live](https://dso.org/live) for

The DSO's administrative offices are located at the Fisher Music Center, and flexible work arrangements are available. Hundreds of events are held alongside the DSO.

The DSO offers a unique working environment and an excellent compensation package. The Detroit Symphony Orchestra is an Equal Opportunity Employer. For more information on employment opportunities email [jobs@dso.org](mailto:jobs@dso.org).



# The Largest Arts Staff Survey Conducted

## Participating Organizations

### Adelaide Symphony Orchestra

Alabama Shakespeare Festival  
 Alberta Ballet  
 Alberta Theatre Projects  
 Alley Theatre

### Aspen Music Festival and School

Berkeley Repertory Theatre

### Bravo! Vail

### Brevard Music Center

Calgary Opera  
 Canadian Opera Company  
 Charlotte Ballet

### Dallas Symphony Orchestra

### Grand Teton Music Festival

Houston Grand Opera  
 Joffrey Ballet  
 Lyric Opera of Kansas City  
 McCarter Theatre

### Melbourne Symphony Orchestra

Midland Center for the Arts  
 Minnesota Opera

### Nashville Symphony

Newcastle Theatre Royal  
 Opera Omaha  
 Opera Theatre of St. Louis

### Oregon Symphony

Pasadena Playhouse  
 Philadelphia Ballet  
 Pittsburgh Ballet Theatre  
 Portland Opera  
 Ravinia Festival

### Richmond Symphony

### ROCO

Royal Albert Hall  
 Royal New Zealand Ballet  
 Royal Ontario Museum  
 San Diego Opera  
 San Diego Repertory Theatre

### San Diego Symphony

Sarasota Opera  
 Scottish Ballet

### Tasmanian Symphony Orchestra

The Bass Museum of Art

The Old Globe  
 The Santa Fe Opera  
 Thyssen-Bornemisza National Museum

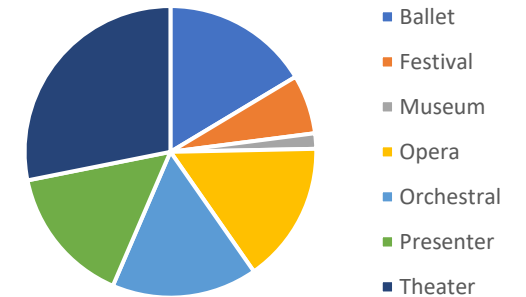
### Verbier Festival

Wellin Museum of Art  
 West Kowloon Cultural District  
 Westport Country Playhouse  
 Wolf Trap

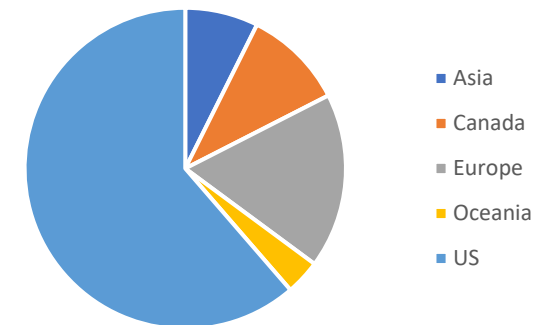
### Young Concert Artists

N=1500 staff globally

Genre



Region



# 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
Work Challenge	Less challenging work	Same challenge as now
Vacation	Two weeks per year	Four weeks per year
Work from Home	2-3 days per week	No work from home

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

### Conjoint Analysis Outputs

#### 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.

# Early findings – What Matters Most

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## **Top 10 most important attributes for US orchestra staff (after salary)**

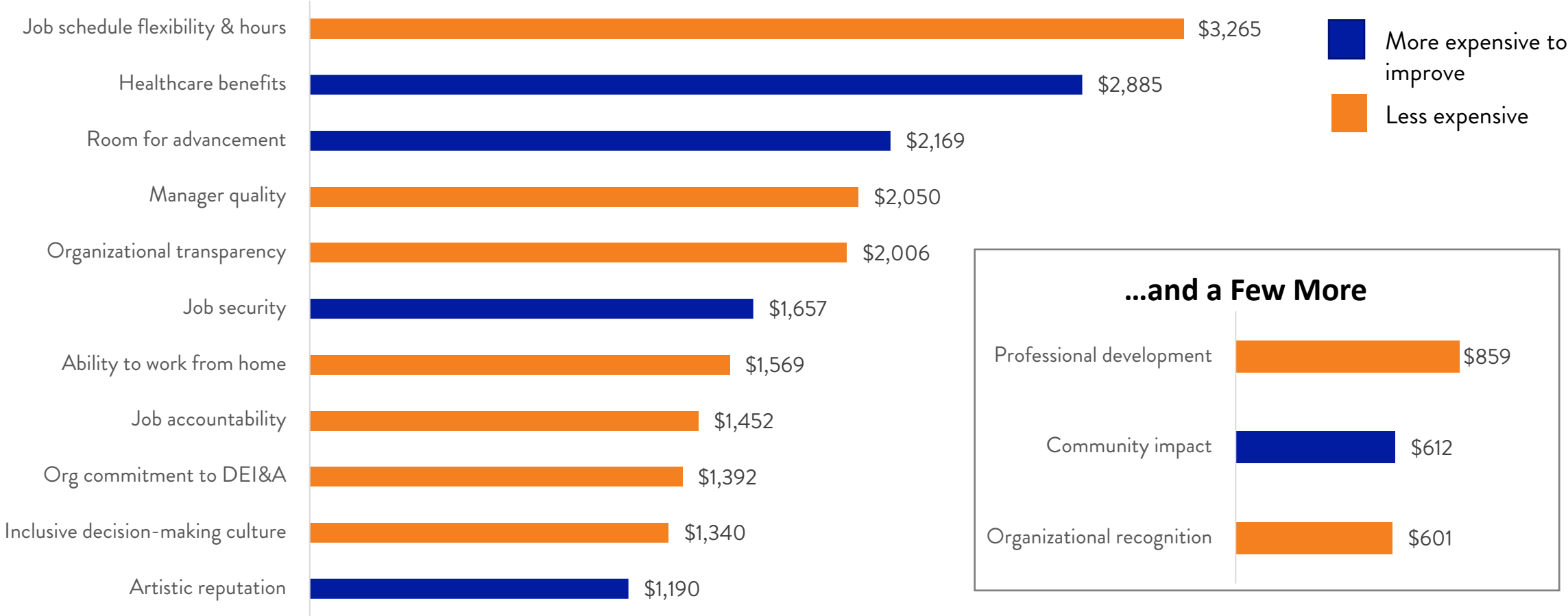
1. Healthcare benefits
2. Job security
3. Manager quality
4. Job schedule flexibility & hours
5. Artistic reputation
6. Ability to work from home
7. Organizational transparency
8. Room for advancement
9. Organization Commitment to DEI&A
10. Organizational community impact

N=229 orchestra staff members

# Opportunities to Improve Value Beyond the Cost

## Weighted Relative Impact of Moving to “Best”

*Per person per year, based on average salary level*

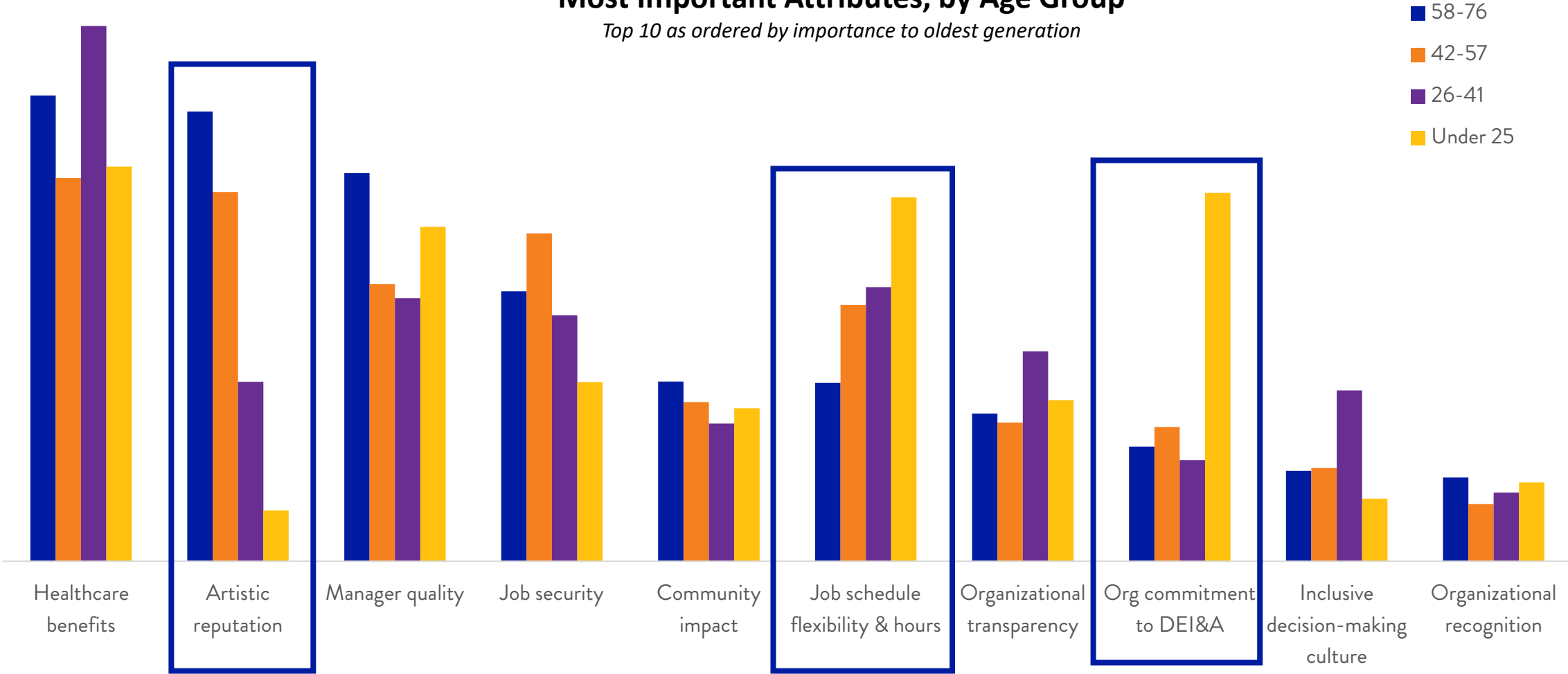


N=197 US orchestra staff members

# Early Findings: Generational Gap

## Most Important Attributes, by Age Group

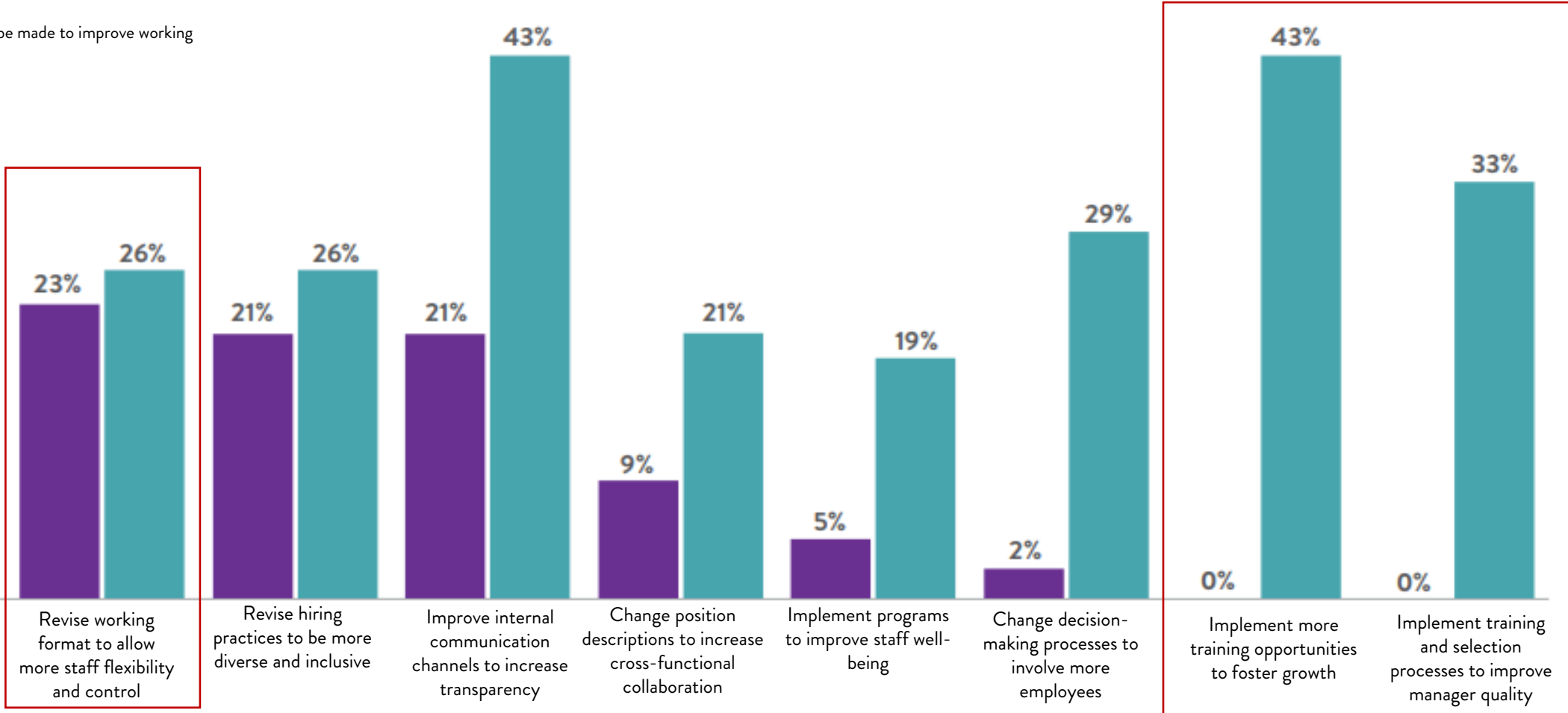
Top 10 as ordered by importance to oldest generation



# Many Areas Still Need Change to Improve Work Culture

Changes Made and Still to be Made in Workplace Culture

- Most important change made to improve working culture (N=43)\*
- Changes still to be made to improve working culture (N=42)



\*19% said they have not significantly changed any of these  
 \*\* 7% said “none of the above” or “no need to improve”

# Agenda

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**1**

**The Current State of the Arts  
Workforce**

**2**

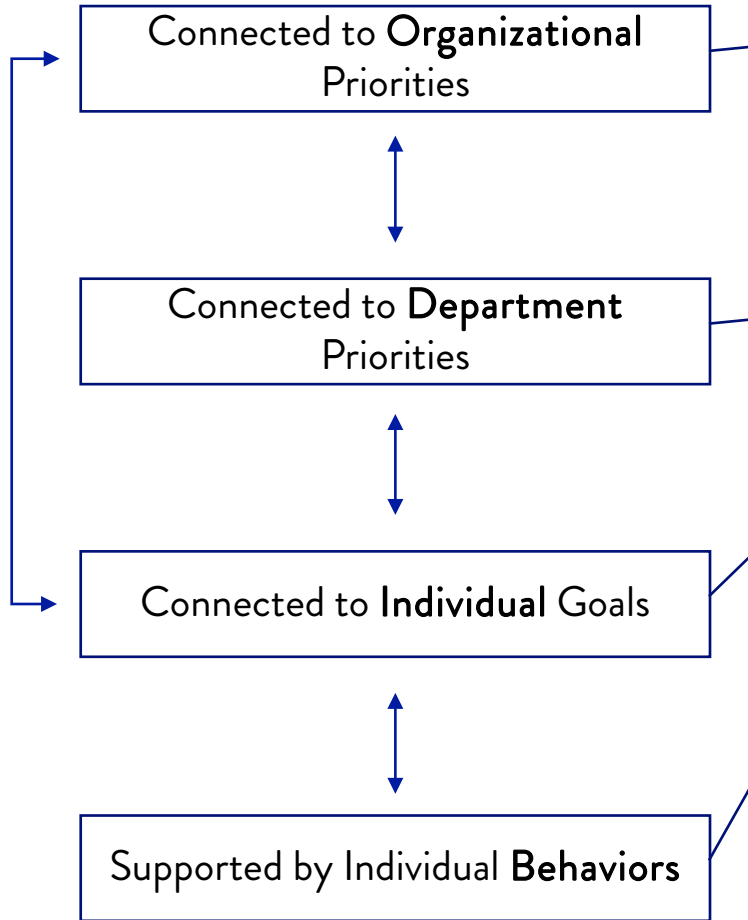
**Key Issues for Orchestras Today**

**3**

**Practical Advice to Improve the  
Situation**



# Making it Personal



**LA Phil** GUSTAVO DUDAMEL  
MUSIC & ARTISTIC DIRECTOR

**Performance Agreement: Goal Setting and Review Tool**

**LA Phil 2022 Priorities:**  
 1. Define and embrace leading edge practices on and off stage.  
 2. Expand internal and external access to and opportunities in what we create and how we create it.  
 3. Evolve and strengthen our digital capabilities in creating and disseminating content, engaging stakeholders, and enabling organizational activity.

<b>Focus on Essential Info</b> What is the goal? • How will you measure results? • Was it achieved?	<b>Maintain Balance of "What/How"</b> Behaviors critical to achieve these goals	<b>Reduce Unnecessary Info</b> Simple statement of what was achieved: Goals met, exceeded, etc.
--	--	--

**Goal Setting and Performance Agreements – 2022**

Name:	Title:
Dept:	Manager:

**Keep it SIMPLE: Specific, Important (business and employee), Measurable**

Department's 2022 Priorities:  
 1.  
 2.  
 3.

Goal #1	Metric	Results
Department-related individual goal		Employee completes prior to mid-year and annual reviews.
Goal #2	Metric	Results
Department-related individual goal		Employee completes prior to mid-year and annual reviews.
Goal #3	Metric	Results
Individual-assigned goal		Employee completes prior to mid-year and annual reviews.
Goal #4	Metric	Results
EDI Goal		Employee completes prior to mid-year and annual reviews.

Describe the two behaviors that are most critical to achieve the goals listed above.  
 A. \_\_\_\_\_ B. \_\_\_\_\_

**Summary Rating:**

<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Did Not Meet Expectations
---	---	--

**Manager's Comments:** Insert Manager Comments here

*We have agreed to these objectives at goal setting. A performance evaluation was conducted at mid / year-end review.*

Employer Signature	Date
Manager Signature	Date

**What Makes it Work**

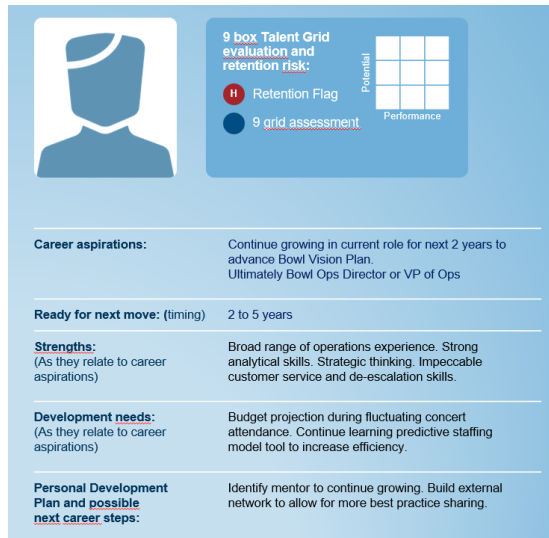
- Line of sight from individual goals to what makes the institution successful
- Allows everyone to see their impact
- Individual-assigned goal gives ownership

# A Deliberate Approach to People Planning

## Employee snapshot *Individual*

## 9 Box discussion *Team*

## Succession Planning *Organization*



**9 box Talent Grid evaluation and retention risk:**

Retention Flag: H

9 grid assessment

Potential:

Performance:

---

**Career aspirations:** Continue growing in current role for next 2 years to advance Bowl Vision Plan. Ultimately Bowl Ops Director or VP of Ops

---

**Ready for next move: (timing)** 2 to 5 years

---

**Strengths:** (As they relate to career aspirations) Broad range of operations experience. Strong analytical skills. Strategic thinking. Impeccable customer service and de-escalation skills.

---

**Development needs:** (As they relate to career aspirations) Budget projection during fluctuating concert attendance. Continue learning predictive staffing model tool to increase efficiency.

---

**Personal Development Plan and possible next career steps:** Identify mentor to continue growing. Build external network to allow for more best practice sharing.

	<b>New to Role</b> More time needed for true assessment. No signs of concern at this point in short tenure.	<b>Growth Employee</b> Does extremely well at current job with potential to do more; give stretch assignments to continue assessing and help prepare for next level.	<b>High Potential</b> Perennial exceptional performer with the ability to advance at least 2 roles beyond current position. Consistently performs well in a variety of assignments; superstar employee.
<b>Potential Increase</b>	<b>Improvement</b> With coaching, could progress within level; focus on stretch goals for this employee to determine true potential.	<b>Core Employee</b> May be considered for job enlargement at the same level but may have not performed as well when given other opportunities.	<b>High Impact Performer</b> Consistently gets job done at a high level and is critical to the company's success. Desire or specific role/skill set may limit ability to advance to higher levels in the organization.
<b>Stay</b>	<b>Lower Performer</b> May be a candidate for reassignment, reclassification to a lower level or to exit the organization.	<b>Solid Performer</b> Effective performer but may have reached career potential; try to coach employee on becoming more innovative, focus on lateral thinking.	<b>Key Performer</b> Experienced high performer but has reached limit of career potential. Still a valuable employee and leader must find way to maximize this employee's contributions.
	<b>Lower Performer</b>	<b>Performance</b>	<b>High Performer</b>

Name and role:	Rating:	Comments:	Short-term succession			Emergency successor
			Successors ready after current role	Successors ready after 1 more role	Successors ready after 2 or more role	
Imon Dennis		Consistent Performer but limited to current role and level of responsibility. Upgrade talent upon attrition.	Daniel Crayton Lutiff Amos Arnett Vaughn	Tia Fraser Zachary Foster	Maud Randon	Daniel Crayton Lutiff Amos Arnett Vaughn Pearl Williams
Colbert Alexander		Shows great promise to be future superstar. Need more exposure since he is new to this role.	Jennifer Sanders Byron Robinson	Chad Peterson	Art Wake Juanita Garcia	Jennifer Sanders Byron Robinson
Latonya Moore		Hands down most valuable player on team. Concern that we don't have strong pipeline which limits ability to promote her immediately.			Artice Smith	
Rachel Hernandez		Long term employee who lacks motivation. Need to find ways to motivate and increase pipeline of successors.		Greta Pierce	Nita Perkins Viet Nguyen	

Retention Risk: H Retention Flag: ● No Retention Risk

Succession Plan strength definitions:  
■ 2 successors ready, short-term  
■ 1 successor ready, short-term  
■ No successors ready, short-term

Source: <https://www.nakisa.com/blog/transformation/how-to-succeed-at-succession-planning-centered-approach>

# The Employee Snapshot

## Employee Snapshot

<b>Name:</b>	Theo Burns
<b>Current role:</b>	Operations Manager
<b>In role since:</b>	August 2007
<b>With LA Phil since:</b>	June 2000
<b>Previous 3 roles:</b>	Operations Supervisor Lead Usher Usher
<b>Educational background:</b>	Associates in Business Bachelor's in Business Administration
<b>Key achievements in current role:</b>	Transformed Ops department from tactical to strategic, forward-looking team. Bowl Centennial leader. Recipient of Ed Tom Leadership Award
<b>Professional Development:</b> (Internal and External)	Learned Spanish to better communicate with previous team and patrons. Self-taught Excel to proficiency level. Represented LA Phil in City Wide Arts Festival and received Leadership Certificate after completing their required course.
<b>Cross-Functional skills:</b>	Served as backup Parking Lot Manager. Spent two summers as Box Office team lead during staffing shortages. Previous Stagehand experience.
<b>Language skills:</b>	Fluent in Spanish and conversational in French



**9 box Talent Grid evaluation and retention risk:**

- H Retention Flag
- 9 grid assessment

Potential			

Performance

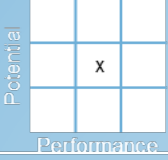
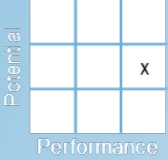
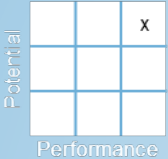
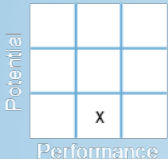
<b>Career aspirations:</b>	Continue growing in current role for next 2 years to advance Bowl Vision Plan. Ultimately Bowl Ops Director or VP of Ops
<b>Ready for next move: (timing)</b>	2 to 5 years
<b>Strengths:</b> (As they relate to career aspirations)	Broad range of operations experience. Strong analytical skills. Strategic thinking. Impeccable customer service and de-escalation skills.
<b>Development needs:</b> (As they relate to career aspirations)	Budget projection during fluctuating concert attendance. Continue learning predictive staffing model tool to increase efficiency.
<b>Personal Development Plan and possible next career steps:</b>	Identify mentor to continue growing. Build external network to allow for more best practice sharing.

- ### Career Aspirations
- We don't have to guess, we can ask
  - Shows how much we care
  - Not shoehorning them into a role that doesn't reflect their passions

# The 9 Box

<b>Potential</b>	<b>Accelerate</b>	<p><b>New to Role</b></p> <p>More time needed for true assessment. No signs of concern at this point in short tenure.</p>	<p><b>Growth Employee</b></p> <p>Does extremely well at current job with potential to do more; give stretch assignments to continue assessing and help prepare for next level.</p>	<p><b>High Potential</b></p> <p>Perennial exceptional performer with the ability to advance at least 2 roles beyond current position. Consistently performs well in a variety of assignments; superstar employee.</p>
	<b>Increase</b>	<p><b>Improvement</b></p> <p>With coaching, could progress within level; focus on stretch goals for this employee to determine true potential.</p>	<p><b>Core Employee</b></p> <p>May be considered for job enlargement at the same level but may have not performed as well when given other opportunities.</p>	<p><b>High Impact Performer</b></p> <p>Consistently gets job done at a high level and is critical to the company's success. Desire or specific role/skill set may limit ability to advance to higher levels in the organization.</p>
	<b>Stay</b>	<p><b>Lower Performer</b></p> <p>May be a candidate for reassignment, reclassification to a lower level or to exit the organization.</p>	<p><b>Solid Performer</b></p> <p>Effective performer but may have reached career potential; try to coach employee on becoming more innovative, focus on lateral thinking.</p>	<p><b>Key Performer</b></p> <p>Experienced high performer but has reached limit of career potential. Still a valuable employee and leader must find way to maximize this employee's contributions.</p>
		<b>Lower Performer</b>	<b>Performer</b>	<b>High Performer</b>
<b>Performance</b>				

# 9 Box Talent Grid Summary & Succession

Name and role:	Rating:	Comments:	Short-term succession			Emergency successor
			Successors ready after current role	Successors ready after 1 more role	Successors ready after 2 or more role	
Imon Dennis		Consistent Performer but limited to current role and level of responsibility. Upgrade talent upon attrition	Daniel Crayton Latiff Amos Arnett Vaughn	Tia Frasier Zachary Foster	Maud Randon	Daniel Crayton Latiff Amos Arnett Vaughn Pearl Williams
Colbert Alexander		Shows great promise to be future superstar. Need more exposure since he is new to this role.	Jennifer Sanders Byron Robinson	Chad Peterson	Art Wake Juanita Garcia	Jennifer Sanders Byron Robinson
Latonya Moore		Hands down most valuable player on team. Concern that we don't have strong pipeline which limits ability to promote her immediately.			Artice Smith	
Rachel Hernandez		Long term employee who lacks motivation. Need to find ways to motivate and increase pipeline of successors.		Greta Pierce	Nita Perkins Viet Nguyen	

**Retention Risk:** H Retention Flag ● No Retention Risk

Choose red if there is a retention flag issue on this person. Choose blue if there is no retention issues

**Succession Plan strength definitions:**

- 2 successors ready short-term
- 1 successor ready short-term
- No successors ready short-term

# Our Commitment to Flexibility

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Credit: NYTimes

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