

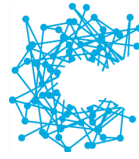
2018



# Talent & Workforce Development in the Arts

A COLLABORATIVE PROJECT OF HERITAGE WORKS,  
CULTURESOURCE, AND CREATIVE MANY

ROSEMARY LINARES, PRINCIPAL, CROSS MOVEMENT SOCIAL JUSTICE  
CONSULTING



CREATIVEMANY

## Initial Findings from the Collaborative Survey on Talent and Workforce Development in the Creative Industries

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June 28, 2018

### Introduction

Southeast Michigan is rich and growing in its creative talent and enterprises. To support this growth, Heritage Works, CultureSource, and Creative Many collaborated in a survey project to identify the talent, leadership, and workforce development needs of the creative industries. The findings from this project will help inform the deployment of resources and development of unique programming to address the workforce needs of the arts and culture sector.

The project partners engaged Cross Movement Social Justice Consulting to administer the survey and keep all responses in the strictest confidentiality. The survey was administered from April 6 through May 3, 2018. This summary report includes the results from the survey and will be made available publicly to help guide workforce development programming in the creative sector.

### Executive Summary

The information that the project partners collected is extensive and may warrant additional analysis than may published here. For this report, the authors present the aggregated data and also disaggregated certain items based on the nonprofit respondents (25% of respondents). In terms of geographic scope, 77% of respondents work in Wayne County. Three quarters of the nonprofit respondents' operating budgets \$500,000 or less.

**Nonprofit organizations are hiring the interns who work for them.** Over half of the nonprofit respondents (60%) currently participate in internship, fellowship, or job training programs. In the past three years, half of the nonprofits with these programs (28 organizations) have hired a minimum of 72 interns.

**Employers seek candidates who know how to communicate, think critically, and collaborate.** The top three skills that all respondents seek from successful candidates are 1) communication, 2) critical thinking/analytical/problem solving, and 3) collaboration

**The nonprofit arts and culture workforce will continue the overrepresentation of white employees unless action is taken to change the recruitment and hiring practices that promote candidates who are already located within the networks of those making the hiring decisions.** To cultivate a racially diverse arts and culture workforce, nonprofit employers need to broaden and diversify their personal and professional networks or identify alternative ways for recruiting and hiring candidates. Of the nonprofit respondents:

- Half said that the racial composition of their organizations is comprised of 80% or more white employees.

- Over a quarter did not know or commented “none of the above” regarding the racial composition of their organization.
- Only 15 percent said that their organization is comprised of 80% or more Black/African American employees.
- 75% said that they successfully recruit and hire candidates via word of mouth
- 47% strategically target and woo candidates
- 31% stated that they promote internal candidates

**Internship programs provide an effective leadership and talent development pipeline for nonprofit hiring.** Over the past three years, 28 nonprofit respondents hired at least 72 interns.

**Most nonprofits leverage internal professional development opportunities and may want to broaden more formal training for employees.** Offering professional development opportunities can serve as a strong incentive for skilled employees, and nonprofits may not remain competitive employers if they only offer internal, less formal types of development.

- 43% of nonprofit respondents offer mentoring/coaching and training opportunities led by internal employees

**Overall, nonprofit respondents identified fund development as their primary area of need for talent acquisition.** If nonprofit organizations could hire high performing entry level candidates, respondents stated that they would be able to increase their programming, impact, and sustainability, yet cited the lack of funding as a major barrier.

## Survey Methodology

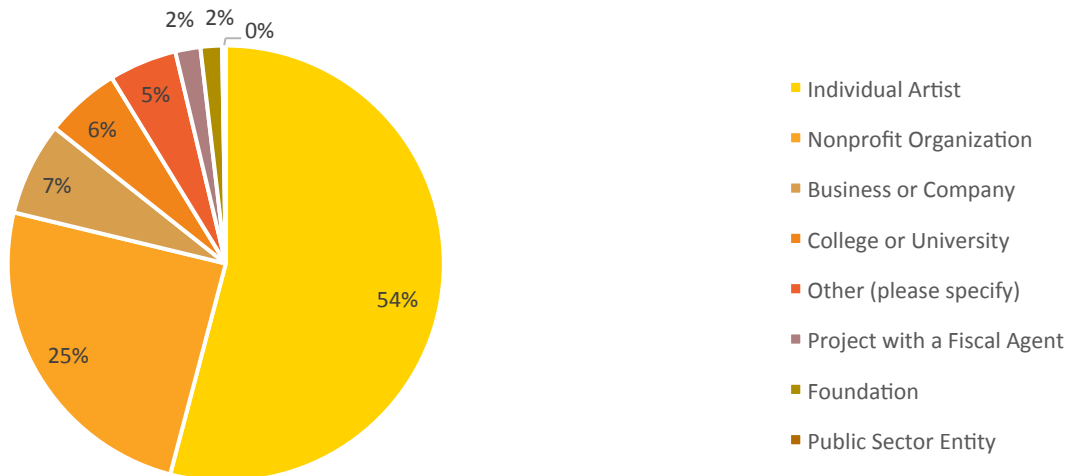
Using applied research to gain a deeper understanding of the talent and workforce development needs of the arts and culture sector, this survey was sent to an eclectic mix of representatives of nonprofit organizations, universities, businesses, government, funders, and individual artists. This survey sampling included members of the email lists of the project partners, after going through a manual de-duplication process. The survey was administered via SurveyMonkey over the span of 27 days. CultureSource (CS) provided hard copies for participants at an event, which were manually loaded into SurveyMonkey. A total of 2,251 email invitations were sent, of which 1,611 emails were opened and 464 recipients actually clicked through the survey. The total number of respondents was 380, giving this survey a response rate of 17 percent.

Survey Methodology Table	
Email Invitations	2,251
Responses via Online Survey Link	374
Responses via Hard Copies of Survey Completed at CS Event	6
<b>Total Respondents</b>	<b>380</b>
<b>Response Rate</b>	<b>17%</b>

## Respondent Profile

1)

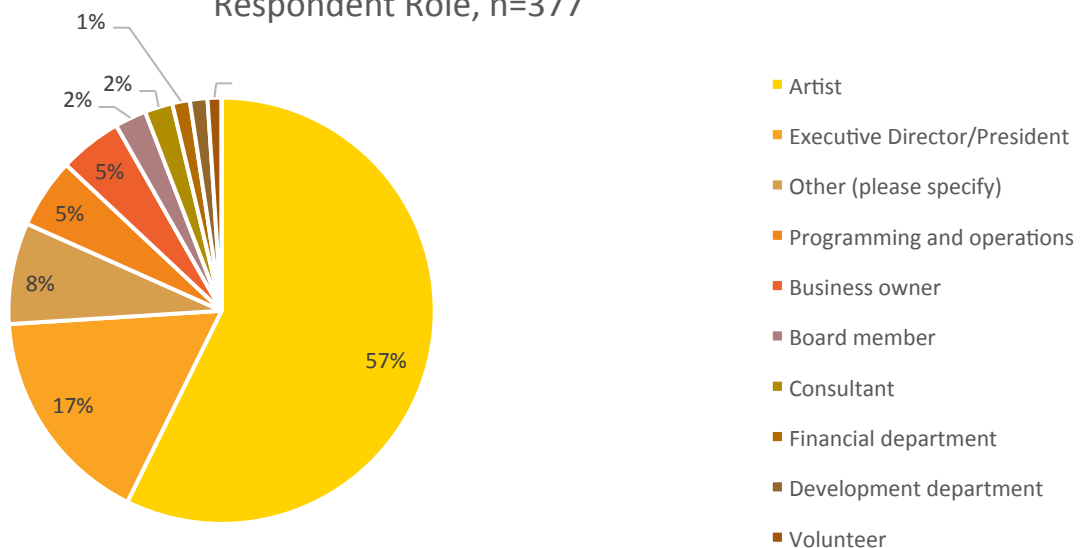
Classification of Respondent Affiliation, n=377



Category	Number of Respondents
Individual Artist	204
Nonprofit Organization	93
Business or Company	26
College or University	21
Other (please specify)	19
Project with a Fiscal Agent	7
Foundation	6
Public Sector Entity	1

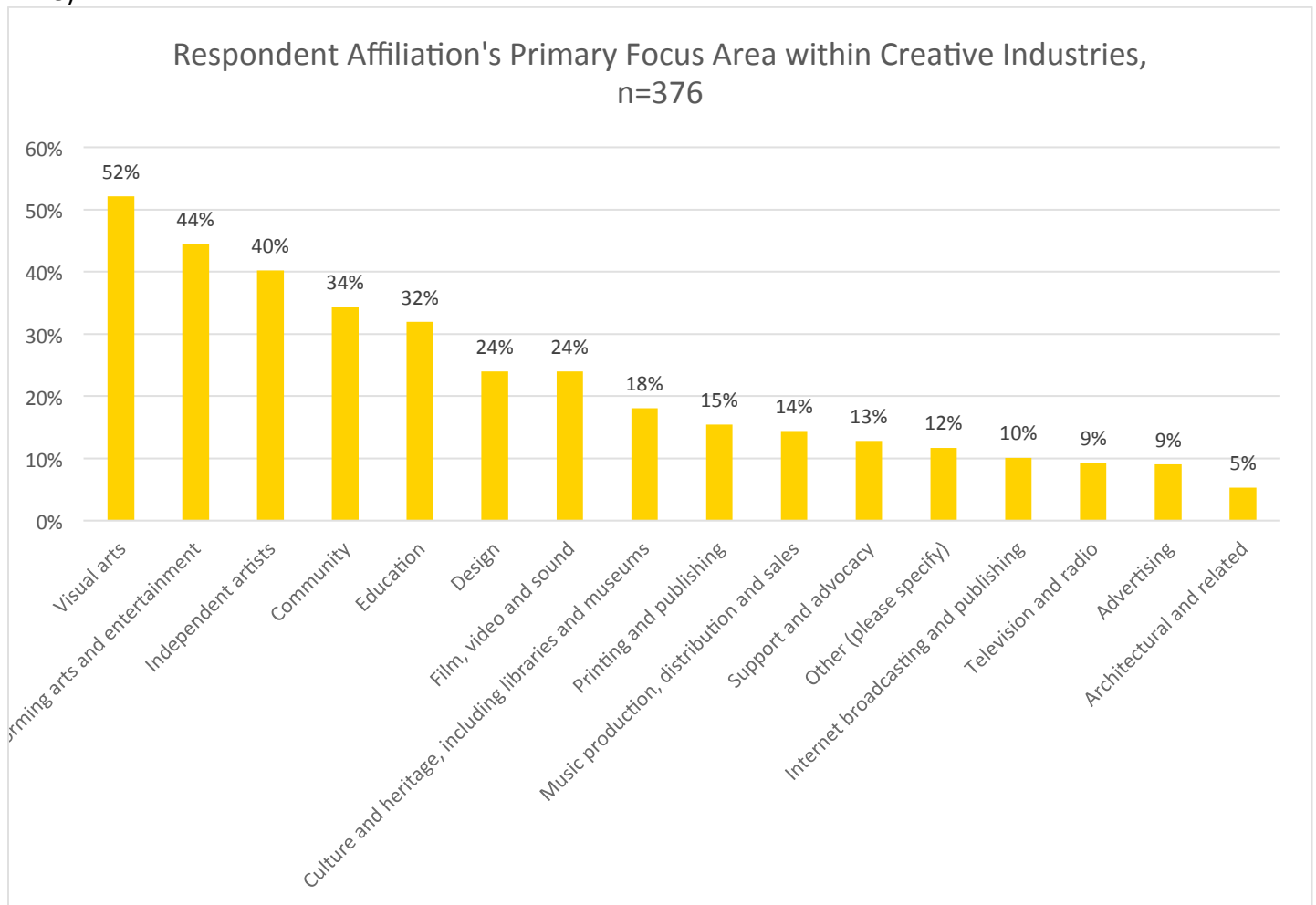
2)

Respondent Role, n=377



Responses	Individual Artists	Nonprofit Organization	Business or Company	College or University	Other
Artist	186	5	8	5	11
Board member	0	8	0	1	0
Business owner	6	2	8	0	2
Consultant	4	1	1	0	2
Development department	1	2	0	1	1
Executive Director/President	0	51	3	5	4
Financial department	0	5	0	0	0
H.R. department	0	0	0	0	0
Programming and operations	1	11	4	1	3
Volunteer	2	2	0	0	0
Other (please specify)	3	6	2	8	10

3)



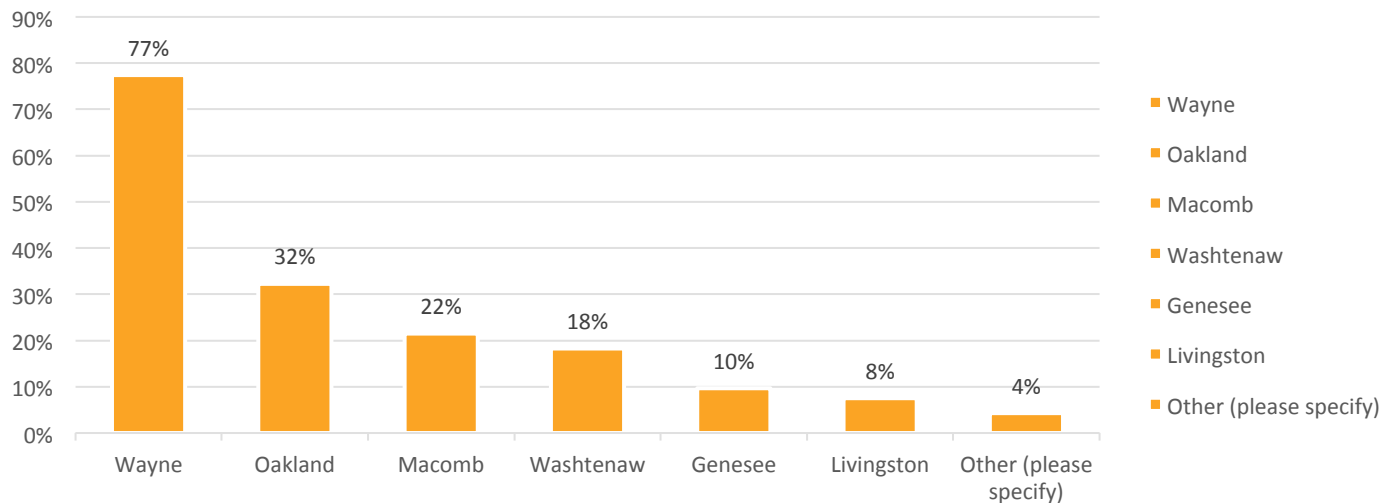
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Geographic Location of Respondent Affiliates, n=375



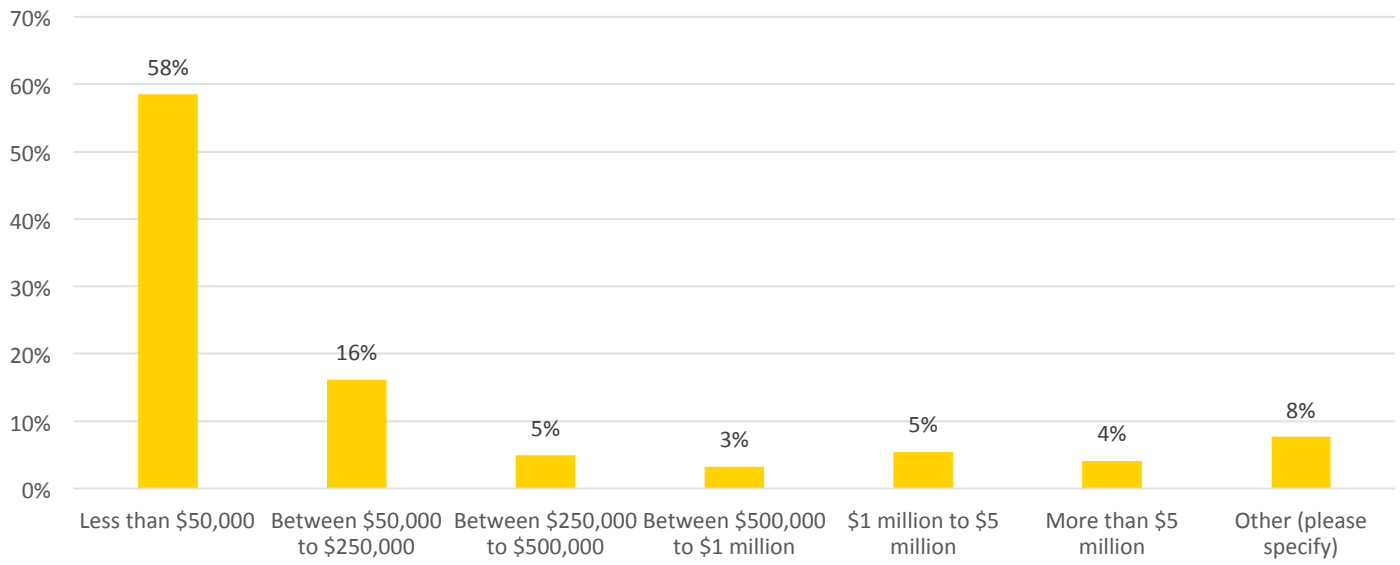
	Individual Artists	Nonprofit Organization	Business or Company	College or University	Other
Genesee	7	9	1	3	2
Livingston	5	7	1	3	3
Macomb	29	20	3	6	6
Oakland	95	30	7	10	9
Washtenaw	32	17	6	6	5
Wayne	150	72	10	23	24
Other (please specify)	10	4	1	0	5

Geographic Location of **Nonprofit** Respondent Affiliates, n=159



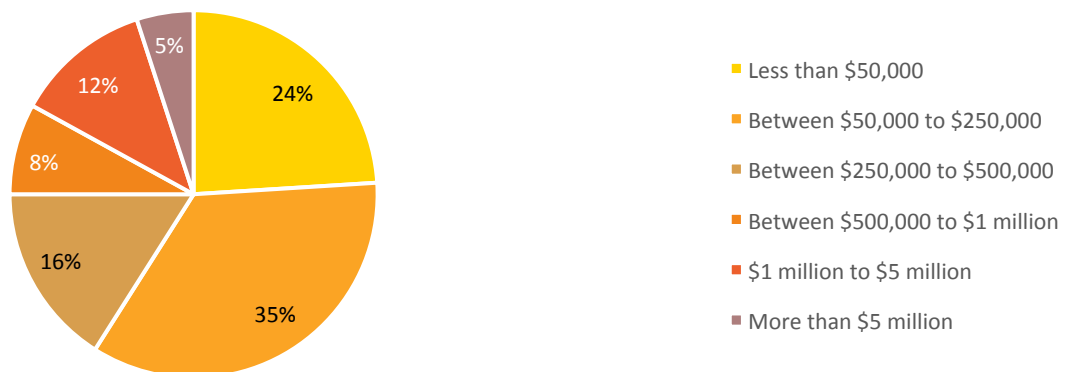
5)

### Operating Budget of Respondents' Affiliated Organizations, n=366



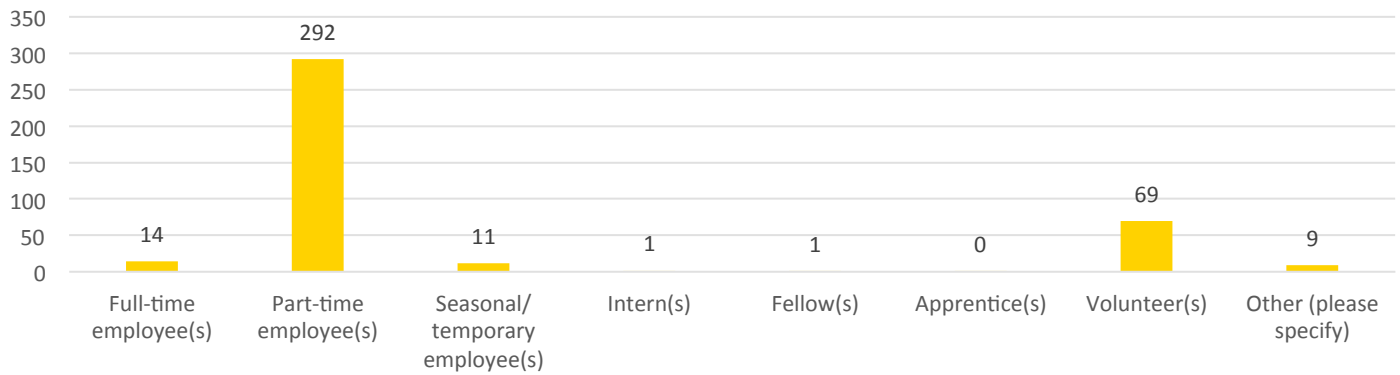
	Individual Artists	Nonprofit Organization	Business or Company	College or University	Other
Less than \$50,000	165	22	12	4	10
Between \$50,000 to \$250,000	14	32	7	0	6
Between \$250,000 to \$500,000	1	15	0	1	1
Between \$500,000 to \$1 million	0	7	1	3	1
\$1 million to \$5 million	1	11	1	3	4
More than \$5 million	0	5	2	7	1
Other (please specify)	17	0	0	3	8

### Nonprofit Resondents' Operating Budget, n=92



6)

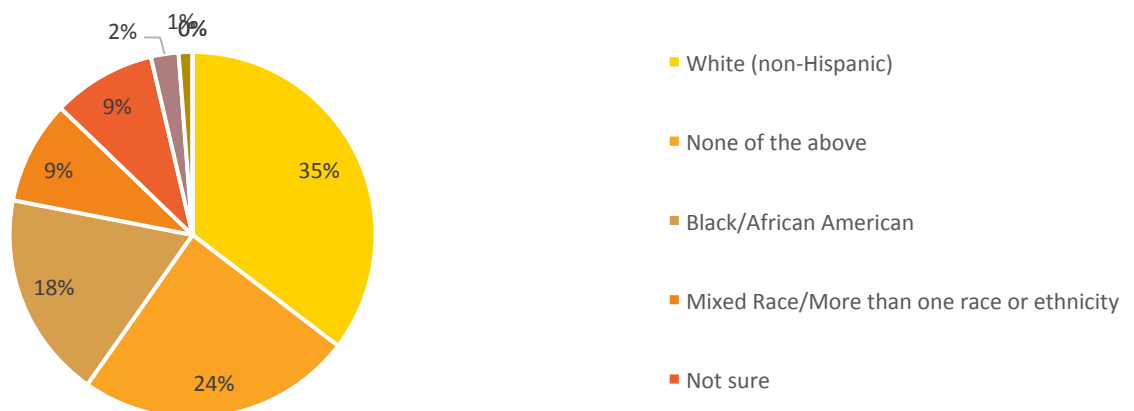
Average Number of Employees, n=277



Average Numbers by Classification	Individual Artists	Nonprofit Organization	Business or Company	College or University	Other
Full-time employee(s)	1	13	5	183	5
Part-time employee(s)	1	12	3,336	167	5
Seasonal/ temporary employee(s)	1	25	5	16	4
Intern(s)	0	2	3	1	1
Fellow(s)	0	1	0	2	3
Apprentice(s)	0	1	0	0	0
Volunteer(s)	5	134	1	65	28
Other (please specify)	6	19	1	20	1

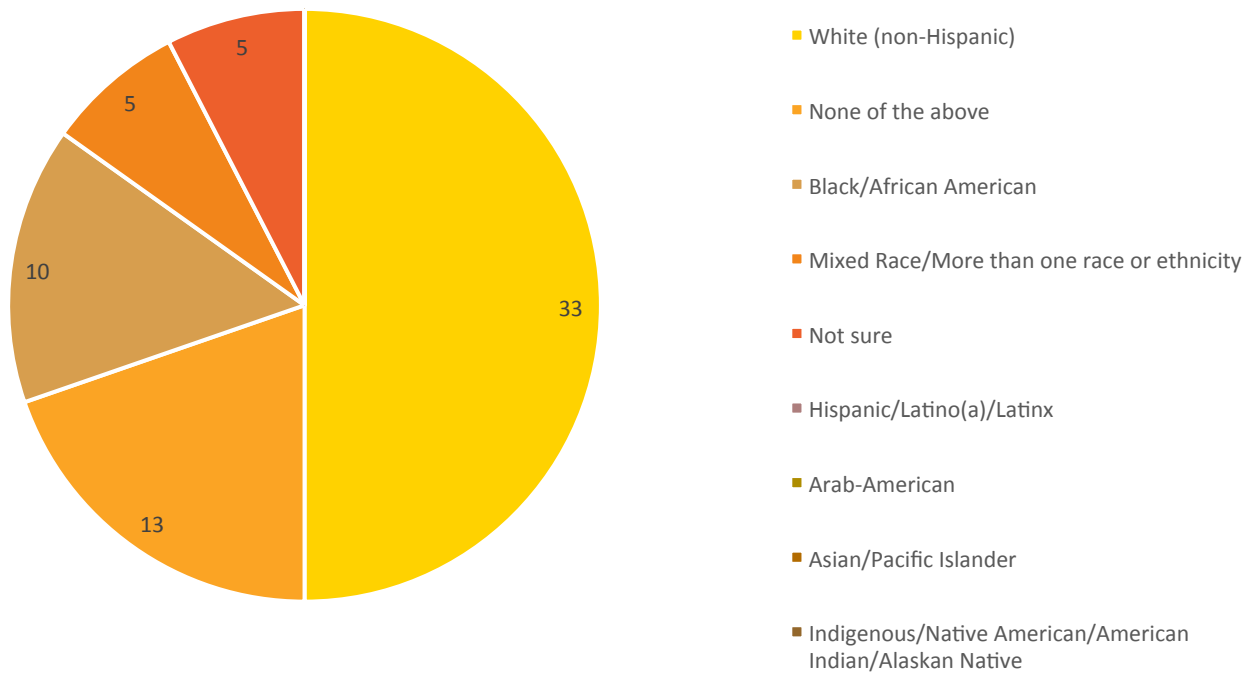
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80% or More of Staff of Respondents' Affiliated Organizations Identify as the Following: n=164





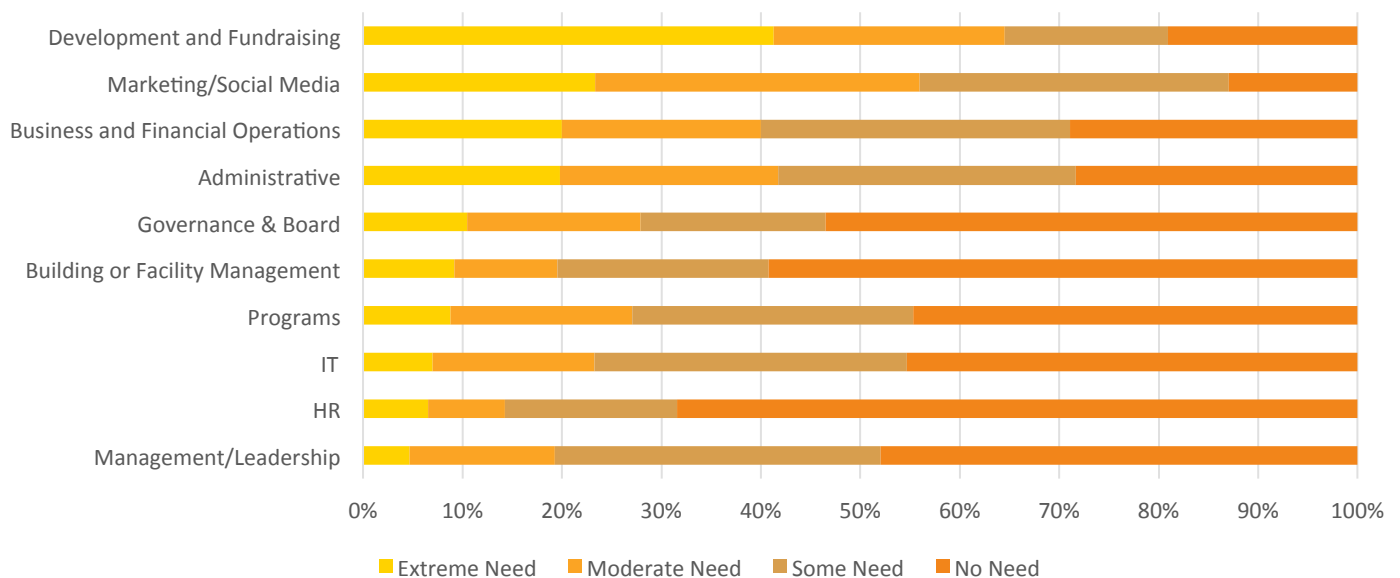
**Nonprofit Respondents' 80% or More of Staff of Respondents' Affiliated Organizations Identify as the Following: n=66**



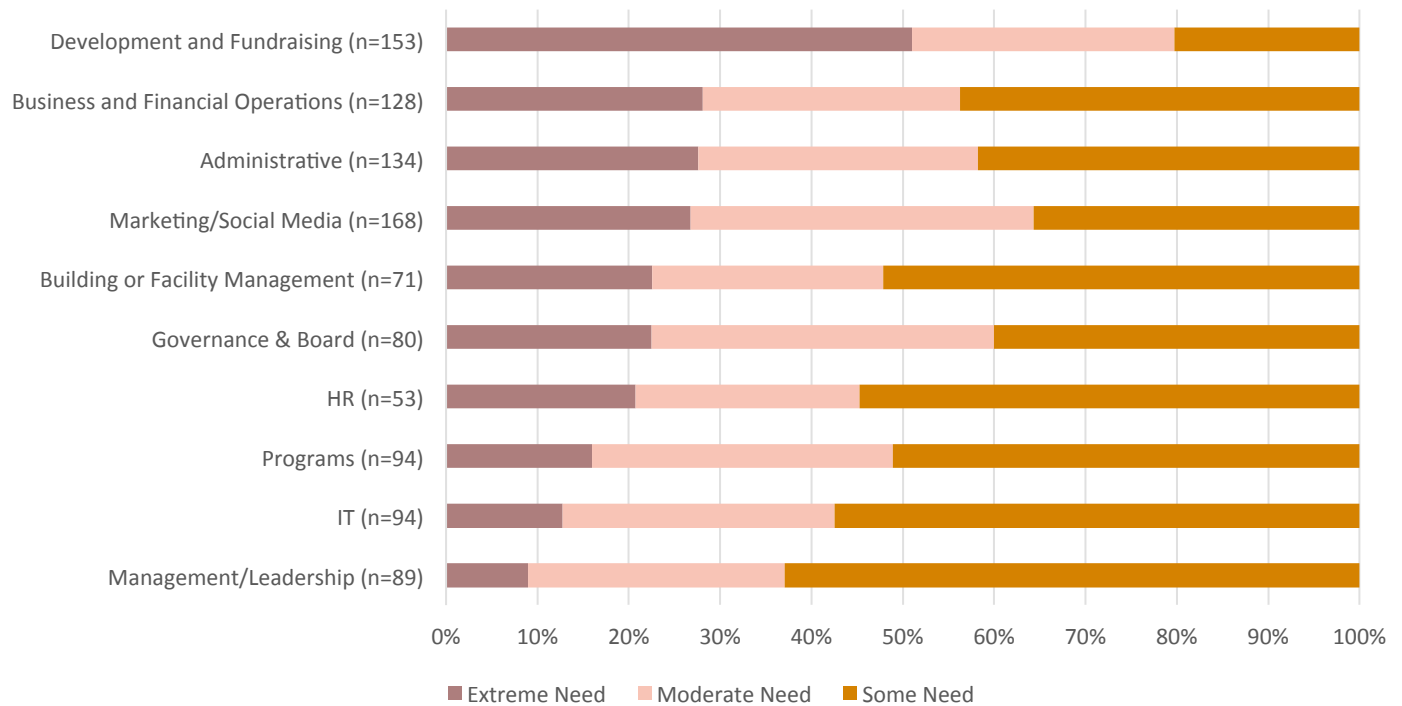
## Need for Talent Acquisition

8)

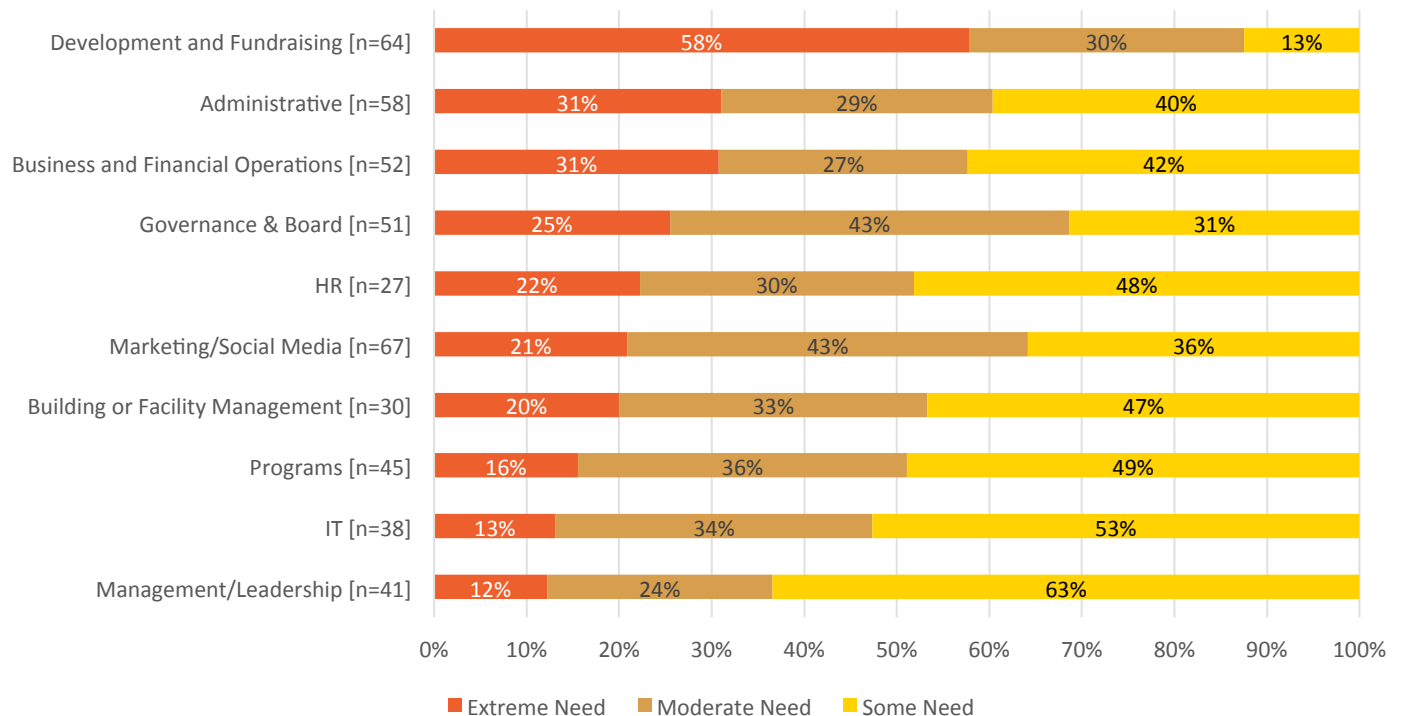
**Areas of Need for Talent Acquisition, n=199 (Including "No Need" Responses)**



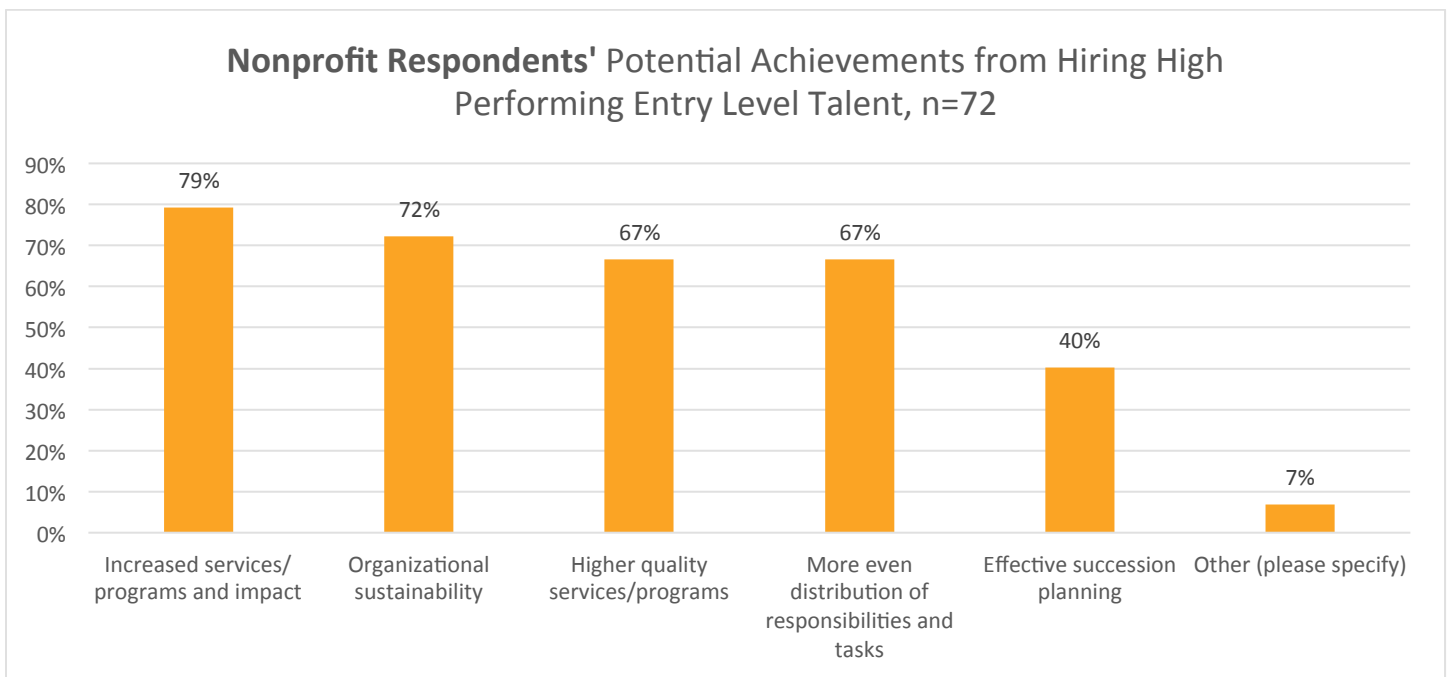
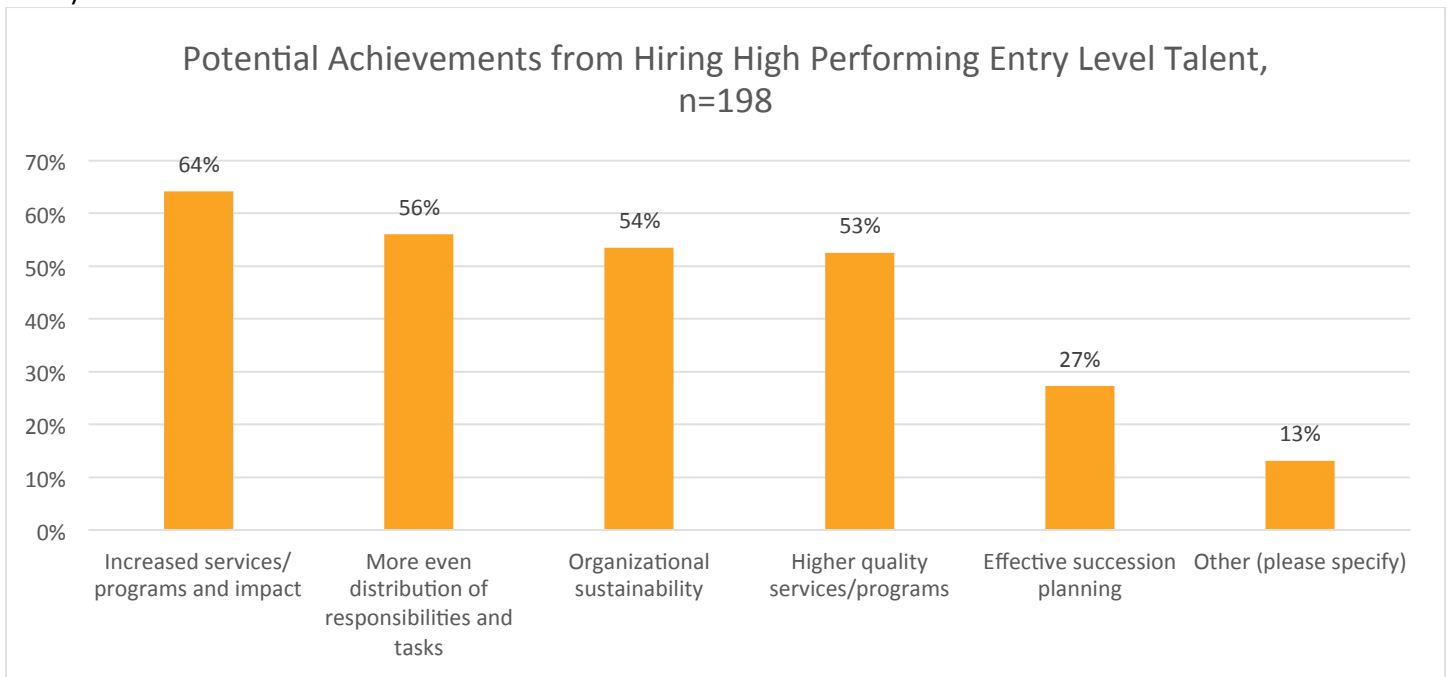
## Primary Areas of Need for Talent Acquisition (Excluding "No Need" Responses)



## Nonprofit Respondents' Primary Areas of Need for Talent Acquisition



9)



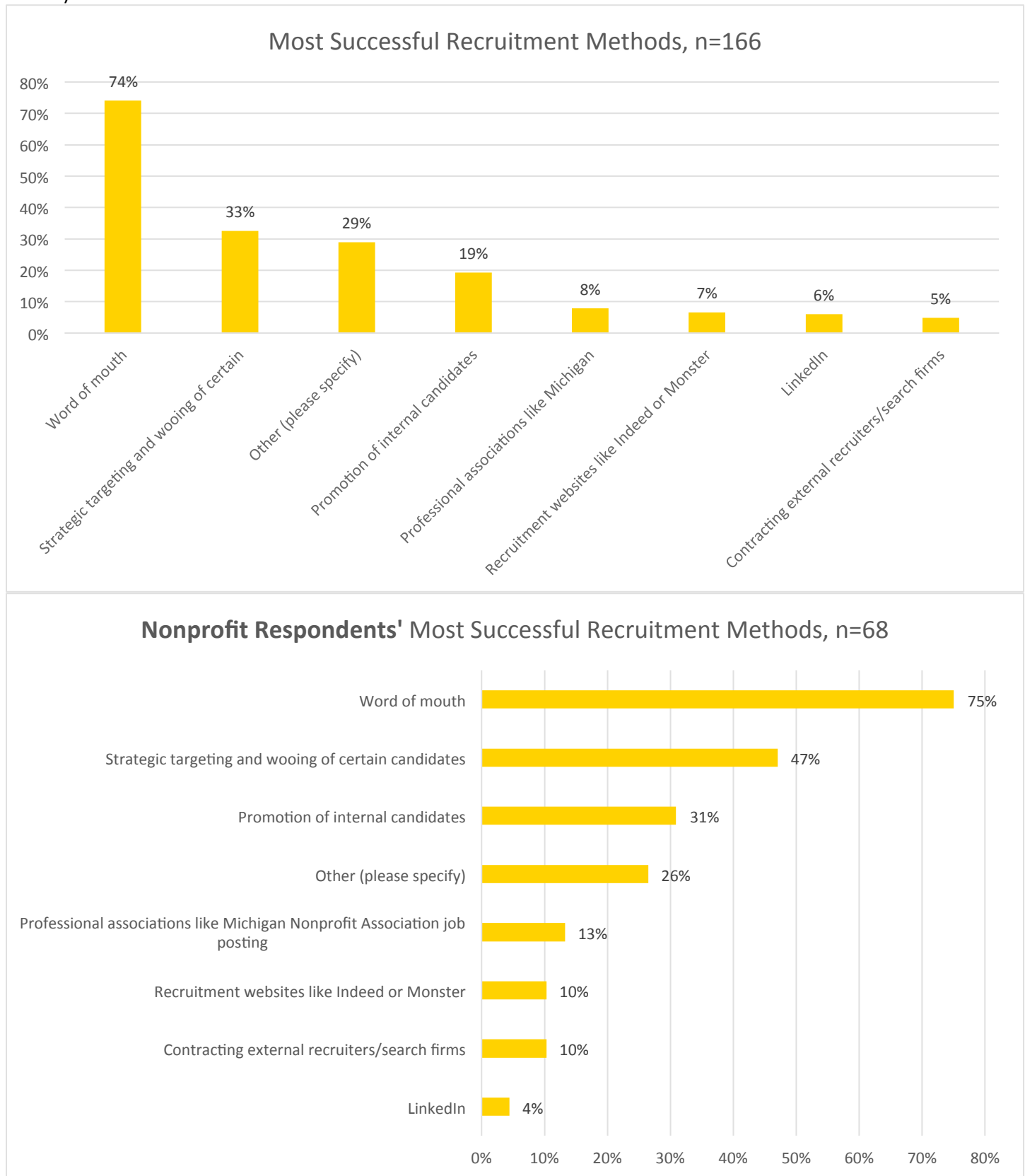
**Narrative Response:** What trends do you see influencing the talent needs of your organization in the next 3 years? [n=143 and of that 55 were nonprofit respondents]

**Themes from nonprofit respondents:**

- More staffing and ability to offer competitive compensation packages (21 comments)
- Need more funding/fundraising capacity (15 comments)
- Better marketing, especially social media (15 comments)

## Talent Recruitment

10)



**Narrative Response:** Please explain the biggest challenges your organization faces right now regarding hiring new talent: [n=162 and of that 61 are nonprofit respondents]

**Themes from nonprofit respondents:**

- Organizations lack necessary funding to hire new employees or offer competitive wages
- Challenge with regard to retention of new hires

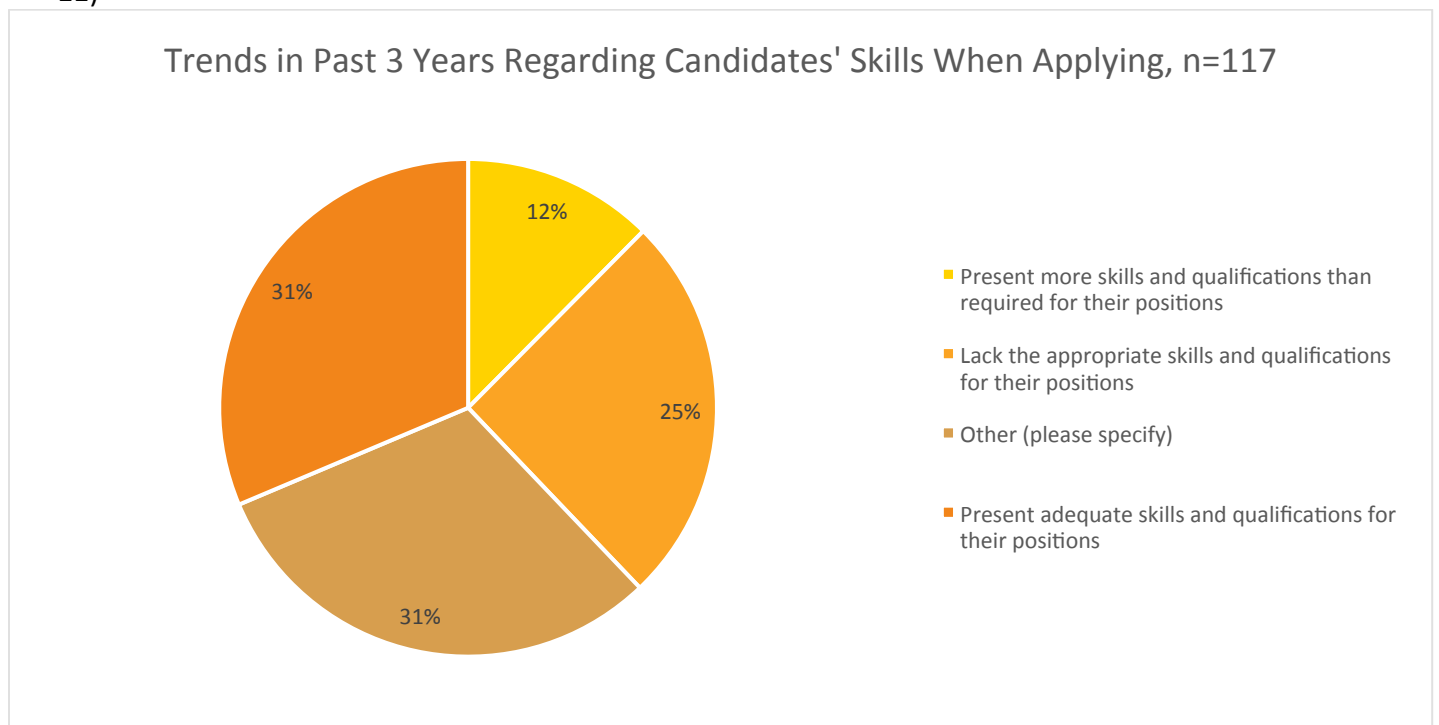
**Narrative Response:** What effective strategies has your organization implemented to attract younger or new employees, volunteers, and/or interns who, once hired by your organization, were prepared and high performing? [n=122 and of that 51 are nonprofit respondents]

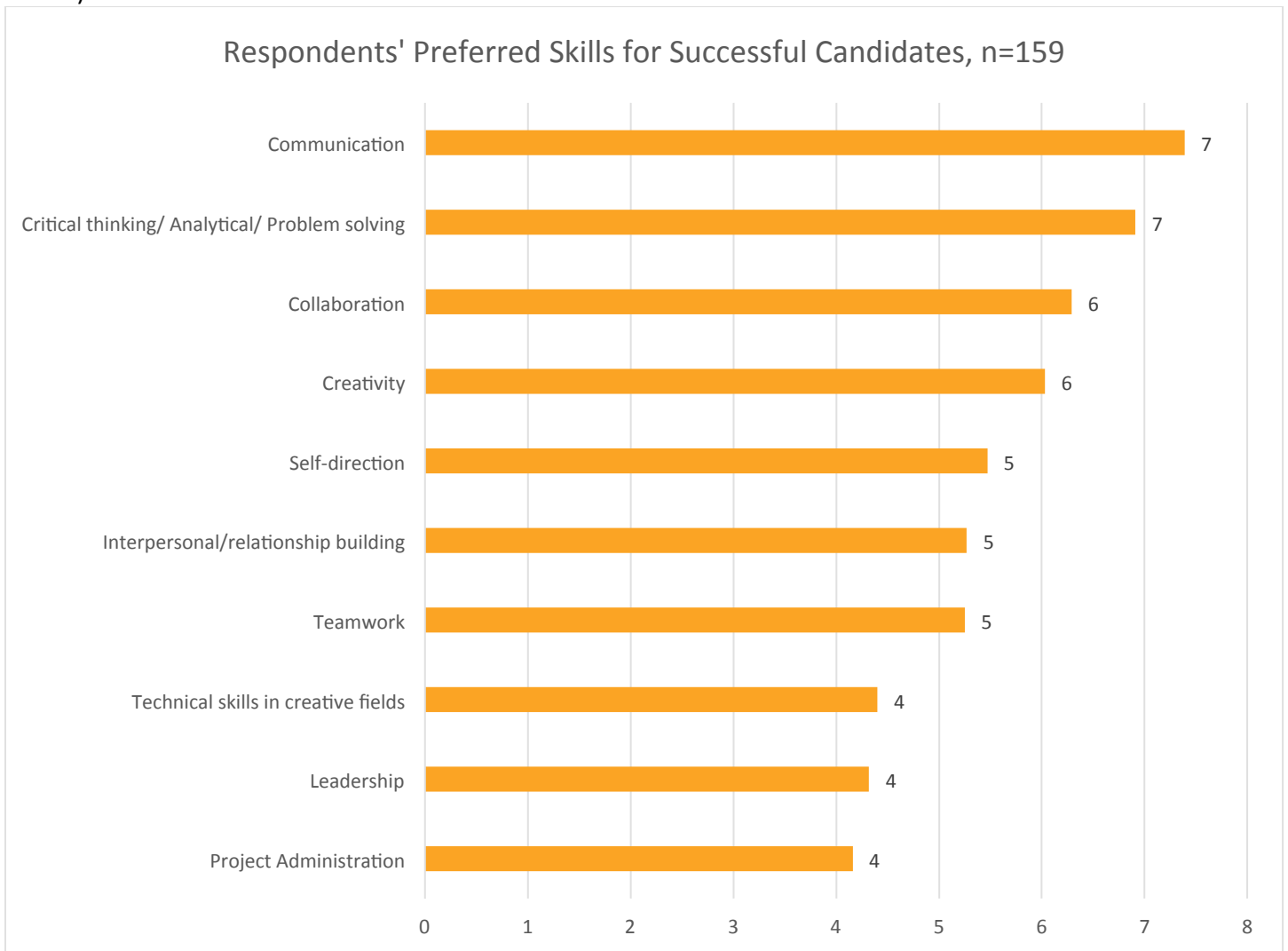
**Themes from nonprofit respondents:**

- Effective recruitment strategies, e.g. positive reputation, offering competitive benefits, waiting for the right candidate (11 comments)
- Recruitment of people from within network, e.g. personal relationships, hiring organizational volunteers or interns (7 comments)
- Outreach and partnerships (6 comments)
- Social media or online platforms like Indeed.com (5 comments)
- Training and mentorship (5 comments)
- Hiring search firm (2 comments)
- Effective local marketing (2 comments)

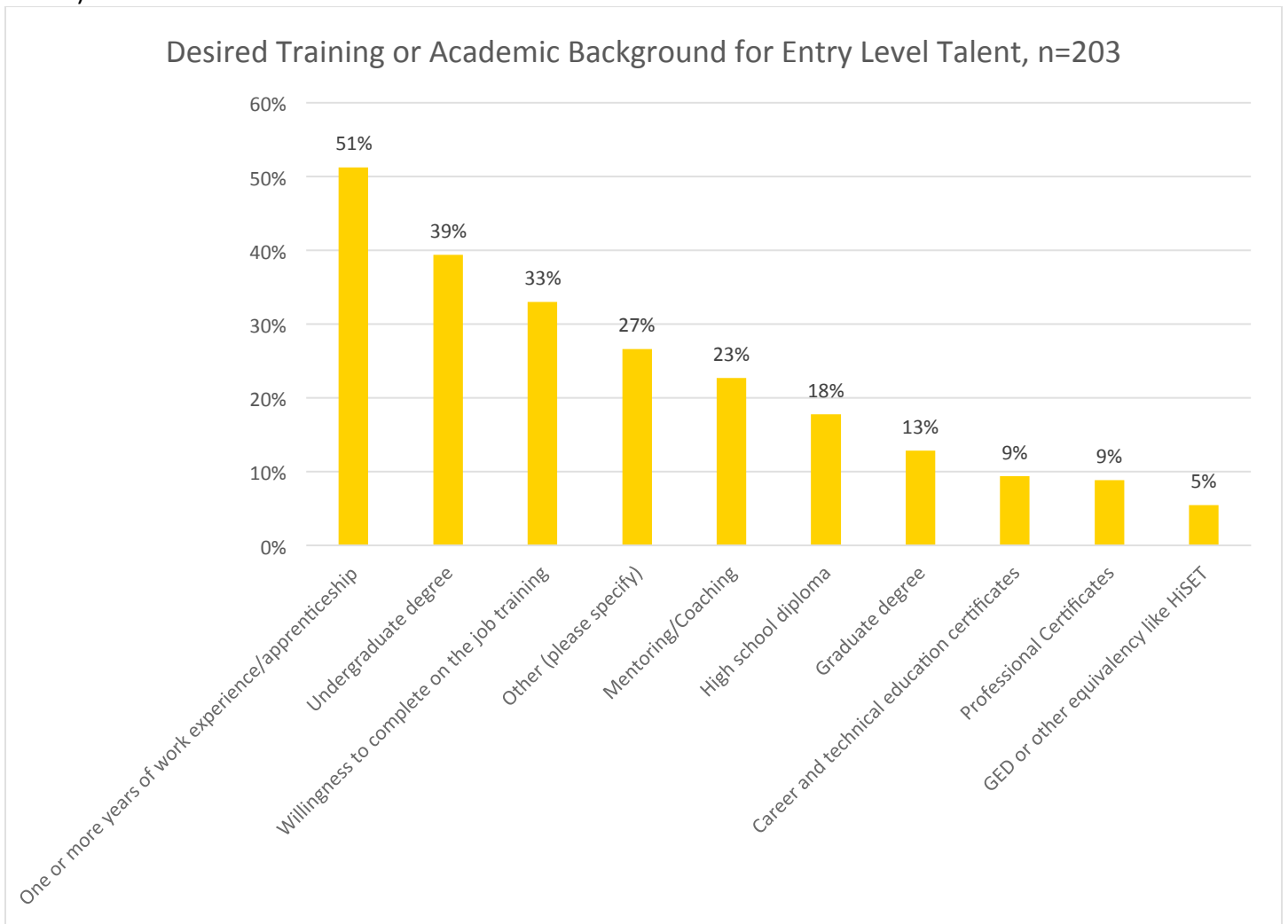
**Desired Candidate Skills & Training**

11)

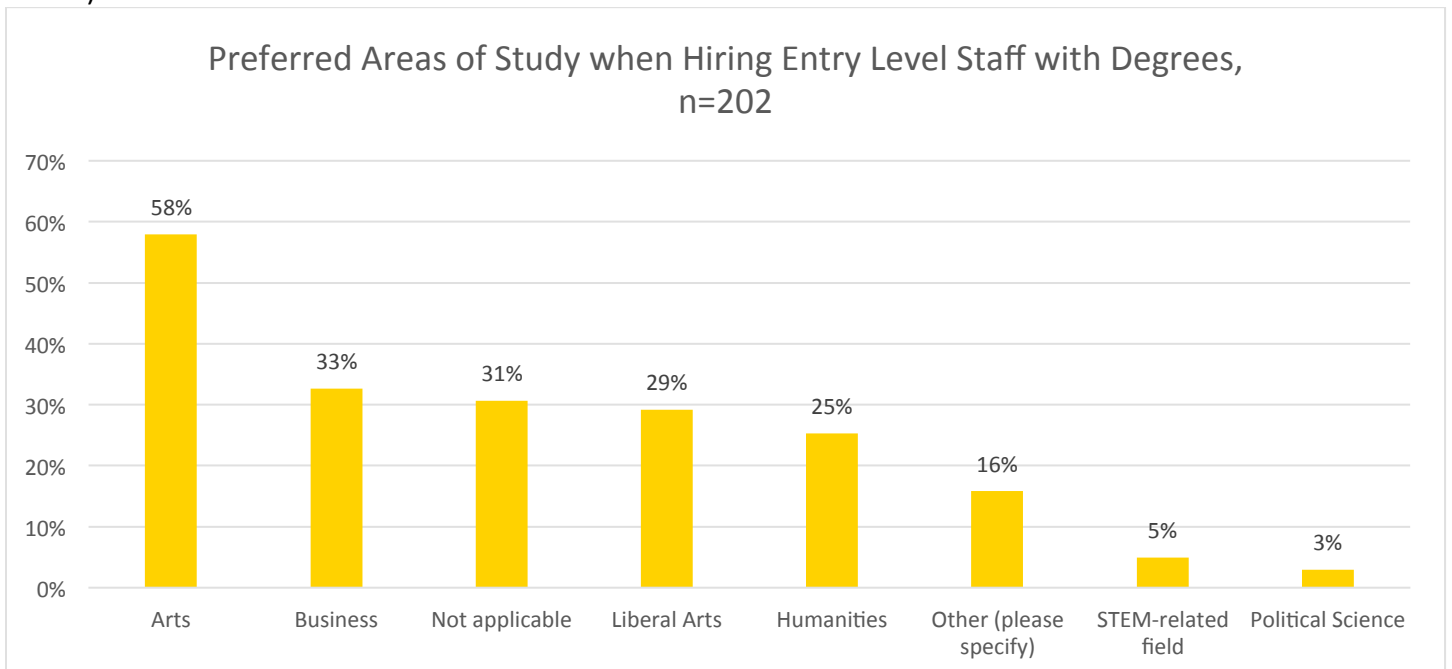




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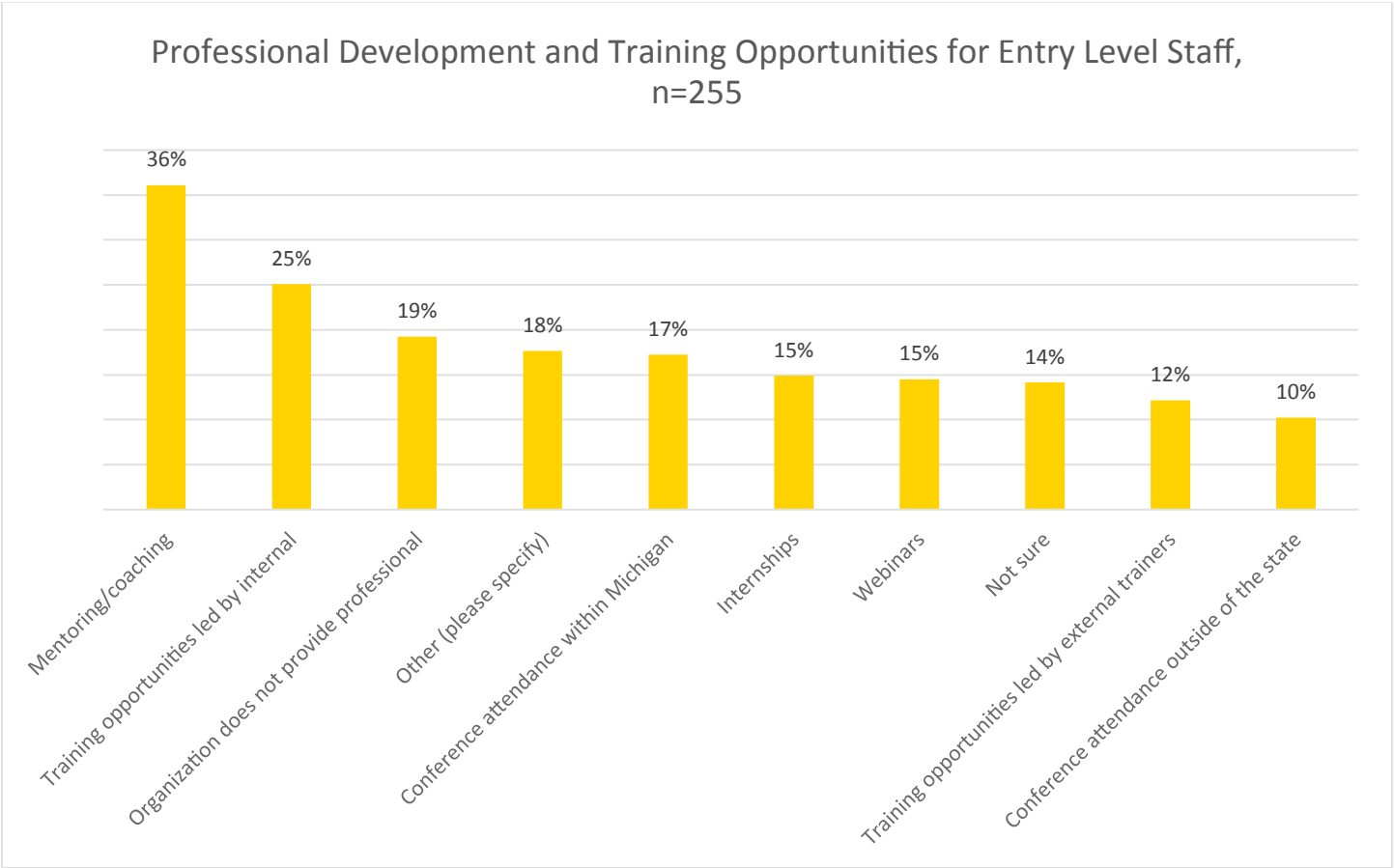


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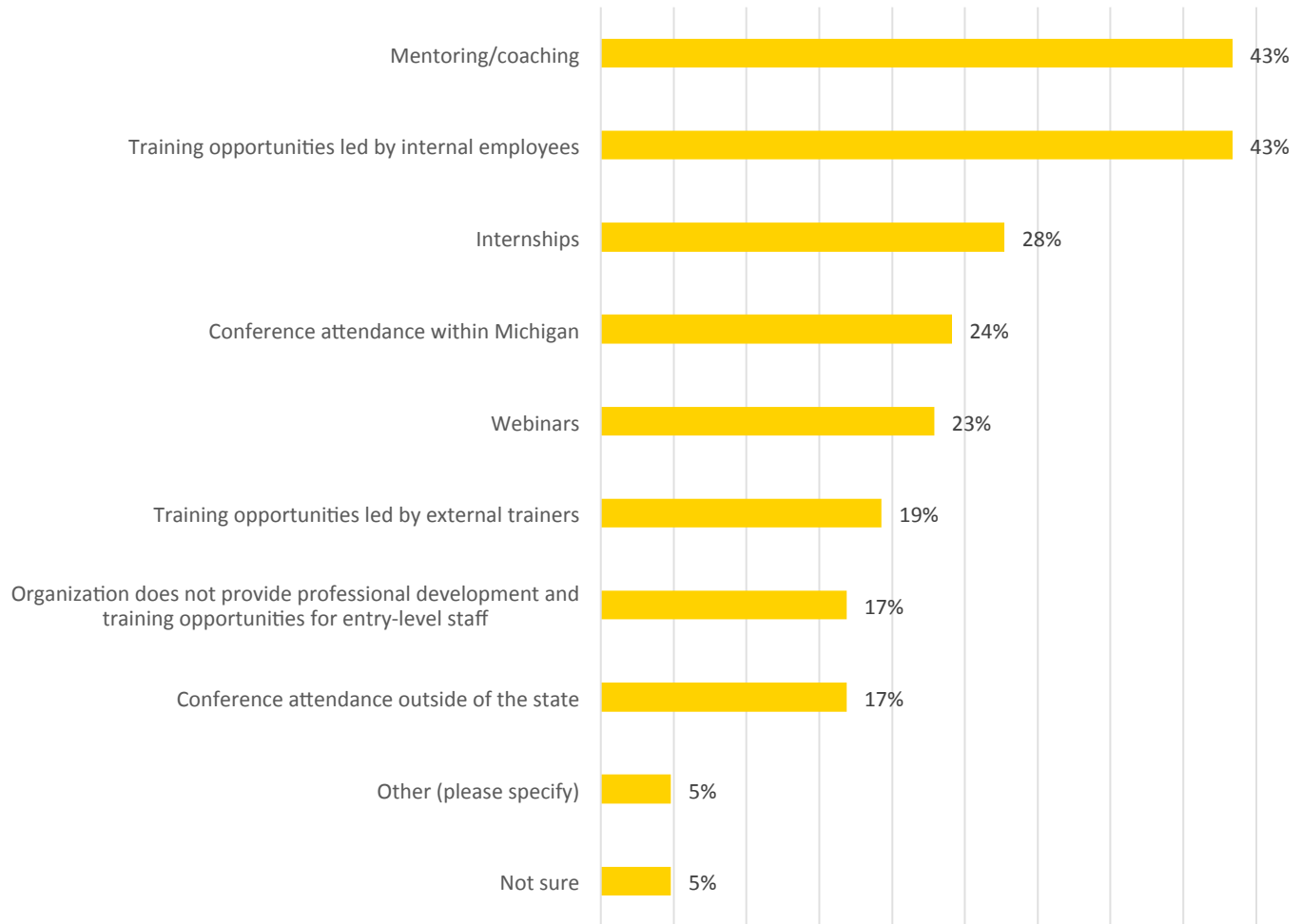
Training for Entry Level Employees

15)





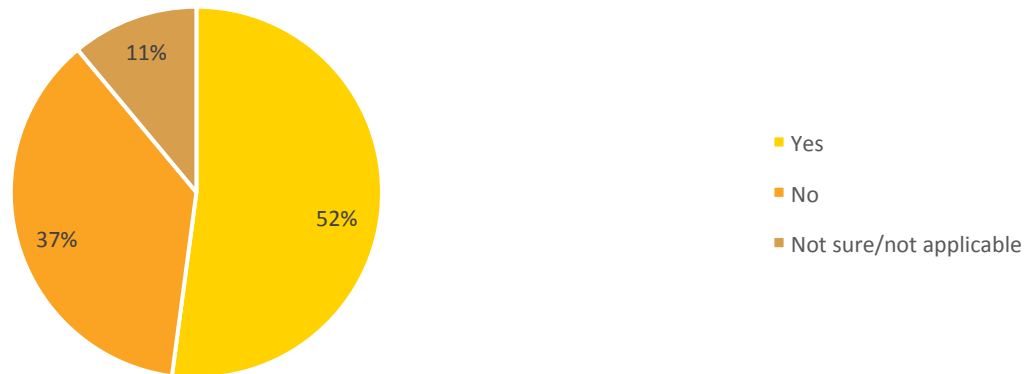
### Nonprofit Respondents' Professional Development and Training Opportunities for Entry Level Staff, n=83



## Internship, Fellowship, and Job Training Programs

16)

Respondents with Intern/Fellow/Job Trainee Programs in Past 3 Years,  
n=190

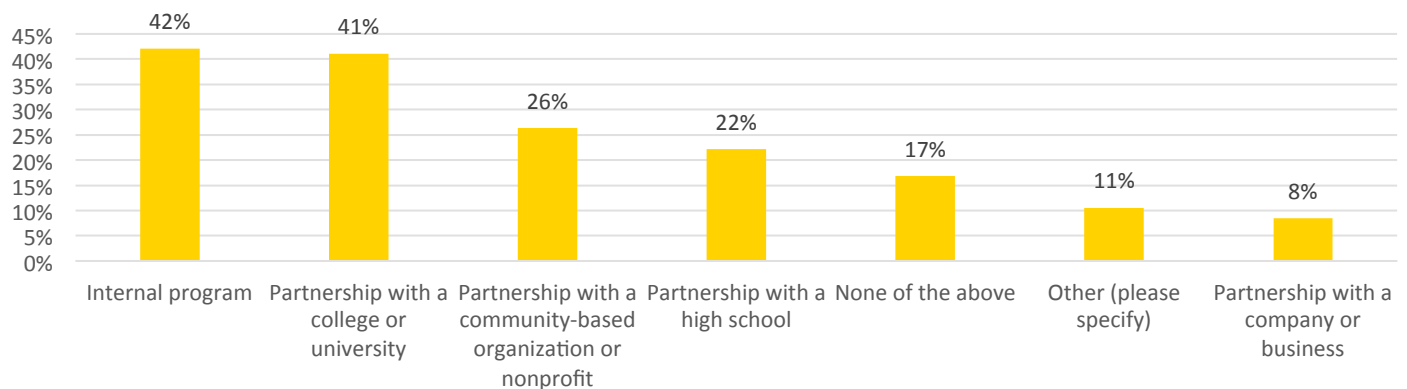


	Individual Artists	Nonprofit Organization	Business or Company	College or University	Other
Yes	19	56	10	4	10
No	41	15	4	0	8
Not sure/ not applicable	13	1	3	1	3

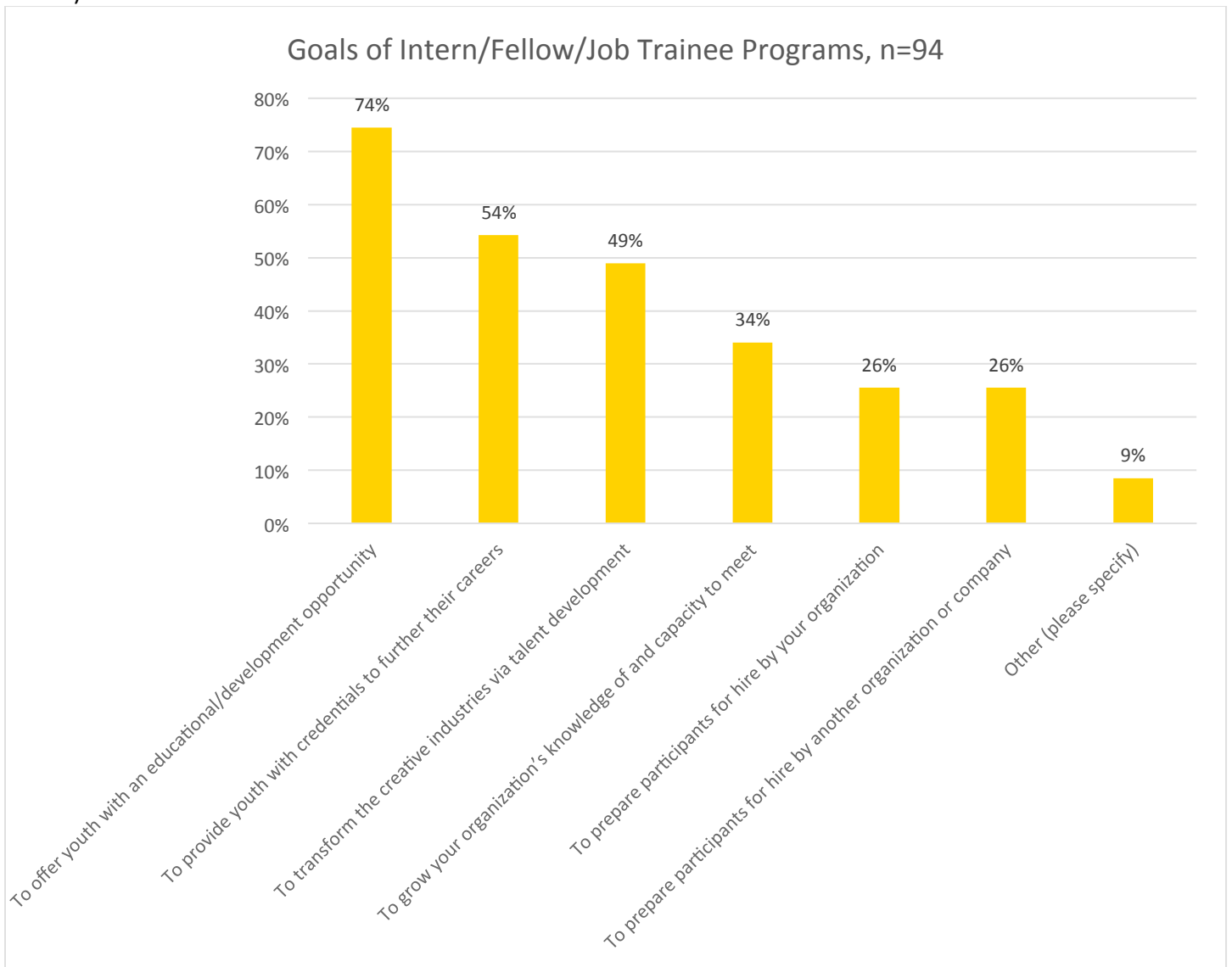
### Items 17 – 24 Pertain to Respondents' Intern/Fellow/Job Trainee Programs

17)

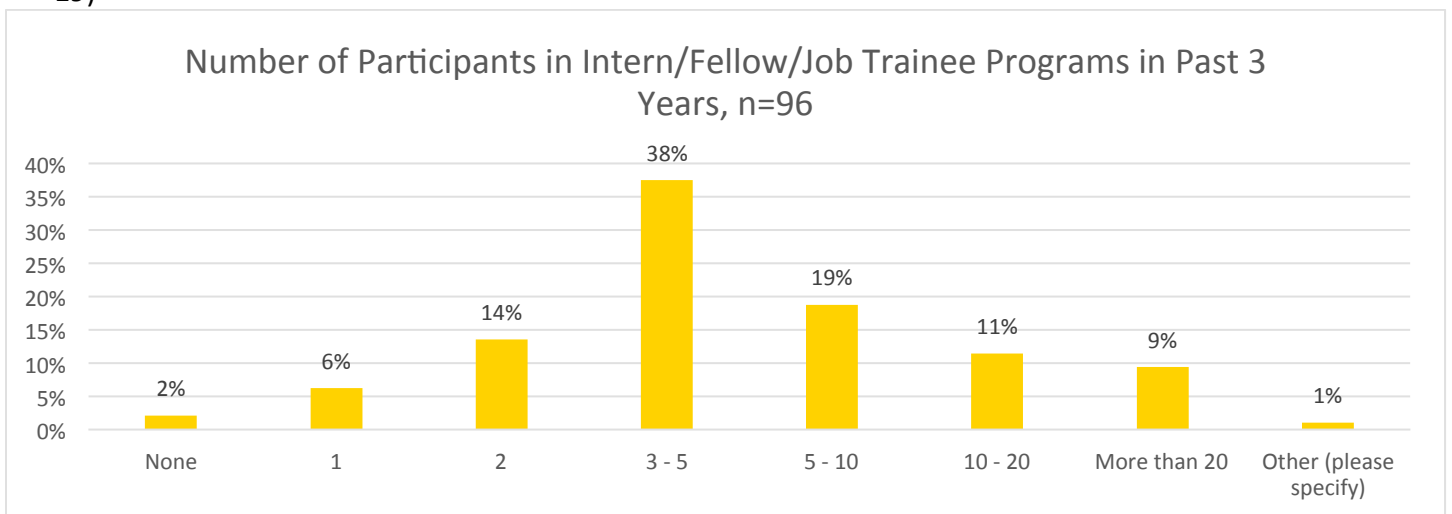
Respondents' Intern/Fellow/Job Trainee Programming Components, n=95



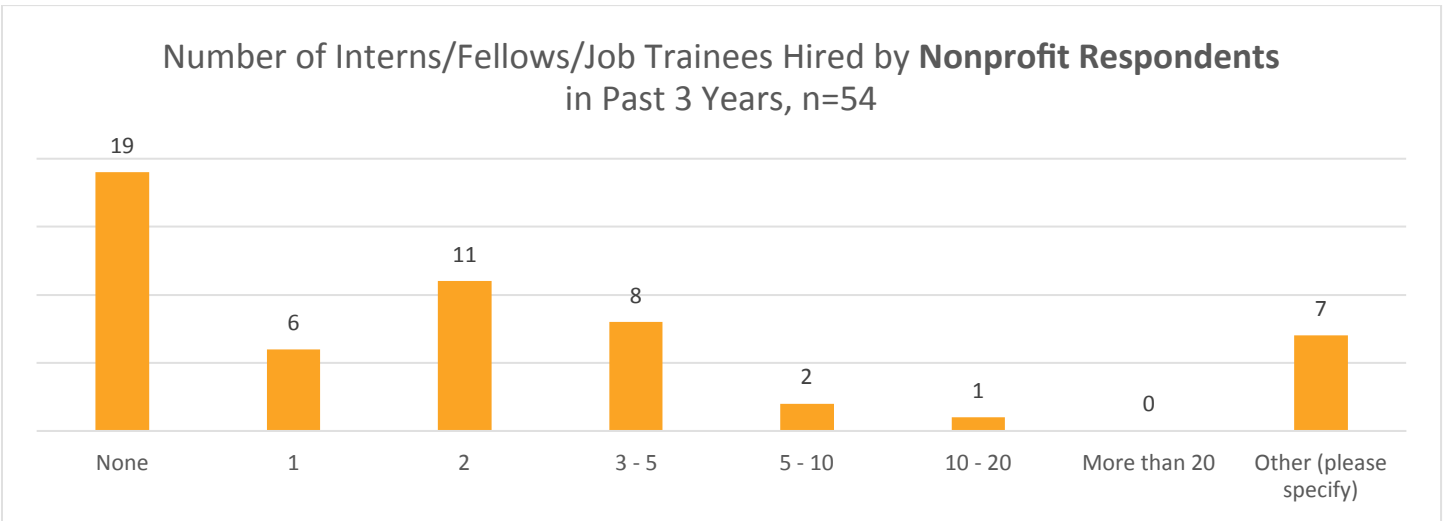
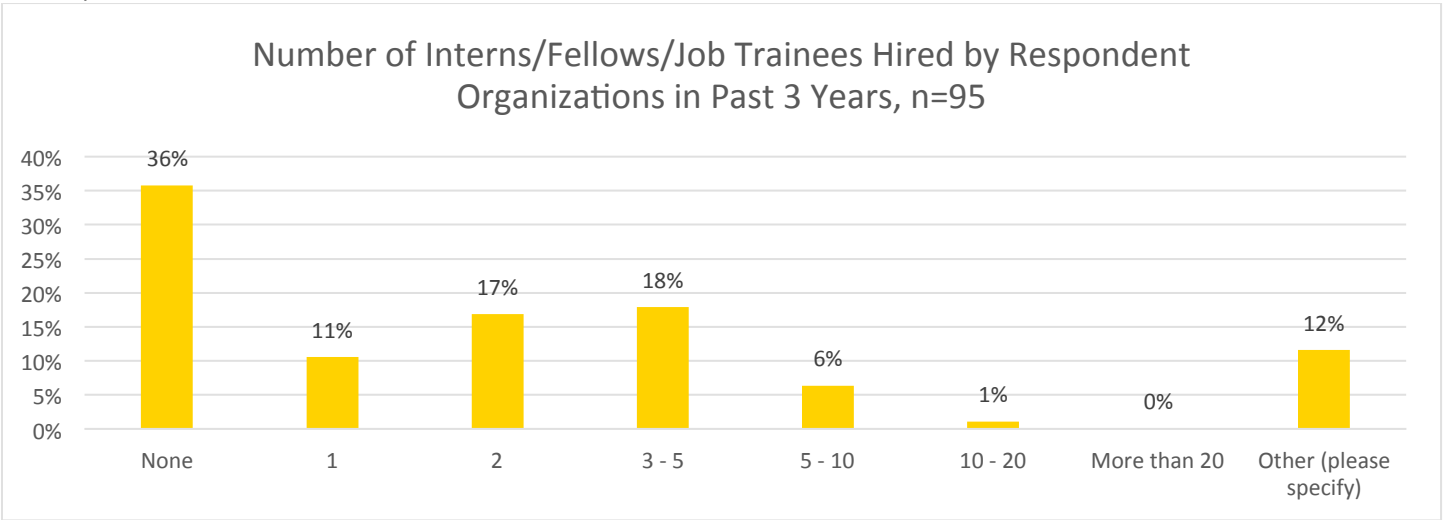
18)



19)



20)



## Respondent Follow Up

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