

Creative Compensation:  
How Arts Organizations Can Recruit and  
Retain the Best People Using Quality of Life  
Incentives

By Jennifer Pratt Johnson

THESIS

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## ABSTRACT

There is a gap between what the for-profit sector pays and what the nonprofit sector pays for similar positions and experience. In order for nonprofit arts organizations to attract and retain the best employees, they must to consider what other incentives to include in their compensation packages. This thesis examines what fringe benefits, both common and unique, are currently being offered to employees in lieu of additional salary in both the for-profit and not-for-profit sectors, then presents the results of a survey of 328 arts administrators in the Greater Philadelphia area which shows what each of these benefits would be worth to them monetarily. This thesis then makes recommendations as to the average range of worth specific incentives may hold for a potential or current employee, the purpose of which is to aid nonprofit arts organizations in creating competitive compensation packages designed to attract and retain the best staff.

## DEDICATION

Dedicated to my wonderful family and friends, who supported me during the completion of this project. A very special thanks to my husband, Fred, my parents, Richard and Shirley, and my sister, Rebecca, for their steadfast support and encouragement.

## ACKNOWLEDGMENTS

First and foremost I would like to thank all of the members of the Philadelphia cultural community who generously donated their time by taking my survey in order to help me better understand which benefits are of the greatest interest to arts administrators today. You made this study possible. The surveys were anonymous or I would thank you all by name.

I would also like to thank all of the wonderful people involved in Drexel University's Arts Administration Graduate Program for, not to put too fine a point on it, everything.

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## INTRODUCTION

Knowing that there is a gap between what the for-profit sector pays and what the nonprofit sector pays for similar positions and experience<sup>1</sup>, it is important to consider what other incentives nonprofits can utilize to create more equitable compensation packages in order to ensure that the most skilled people are working in the arts. While many people choose to work in the arts because they love the work their organizations are doing, art organizations need to offer competitive compensation packages in order to appeal to, and subsequently keep, the best people. In many cases, love of an organization's mission, while important, may not be enough. Nonprofit organizations need to develop strategies to attract and retain skilled professionals and they need to understand the limitations that organizations face in offering alternatives to monetary compensation. If they are to compete with for-profit organizations and other nonprofit organizations for talented people, arts organizations need to offer prospective employees alternative incentive options to compensate for comparatively lower salaries.

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<sup>1</sup> According to research done at PayScale, a market leader in global online compensation data, nationally the median salary of people employed in nonprofit organizations is between 8% and 31% less than national median salaries by job title and between 16% and 27% less than national median salaries by years experience.

This is not a new idea. Our modern employer-based health insurance system was the result of companies offering such fringe benefits. During World War II, as factories ramped up production and needed to attract workers, the government simultaneously began rationing goods. But factory owners still needed a way to attract employees. So they turned to fringe benefits, offering more and more generous health plans as a means of luring workers to their factories.<sup>2</sup> It is a strategy nonprofits today must also consider in order to attract the people best qualified to help successfully implement their missions.

Literature on the subject agrees: nonprofit employees on average make less money than for-profit employees for comparable work. According to Peter Manzo, executive director of the Los Angeles-based Center for Nonprofit Management, “nonprofit leaders are sharply underpaid compared to CEOs of for-profit businesses of similar size. For instance, [in 2004] while the average pay for a chief executive of a Southern California nonprofit with a budget between \$5 million and \$9 million [was] \$124,437, the average compensation for CEOs of for-profit firms with similar budgets [was] \$200,295 - not including equity stakes, stock options, and other goodies nonprofits can’t offer.”<sup>3</sup>

However, something nonprofits can offer, and in great supply, is intrinsic motivation. Jed Devaro and Dana Brookshire, in their 2007 paper,

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<sup>2</sup> “Accidents Of History Created U.S. Health System,” by Alex Blumberg and Adam Davidson, [All Things Considered](#), National Public Radio (Philadelphia, PA: WHYY-FM, 20 Oct. 2009).

<sup>3</sup> Peter Manzo, “The Real Salary Scandal,” [Stanford Social Innovation Review](#) 2.3. 2004: 65.

*Promotions and Incentives in Nonprofit and For-Profit Organizations*, define 'intrinsically motivated effort' as effort a worker exerts in the absence of external rewards.<sup>4</sup> According to Sharon Jordan-Evans, a Los Angeles leadership consultant and co-author of *Love 'Em or Lose 'Em: Getting Good People to Stay*, businesses, "have to work harder to recognize that what matters most to people is not the stock options or wearing shorts and sandals to work. It's the passion for the work that they do."<sup>5</sup>

DeVaro had previously found that "recruiting campaigns in the nonprofit sector are longer in duration and involve more recruiting methods than those in the for-profit sector. One interpretation is that nonprofit employers seek to attract a particular type of worker who is sympathetic to and motivated by the organizational mission. The need for a highly specific match would necessitate a more vigorous recruitment campaign involving more methods and suggests that a longer search must be conducted, and more intensive screening methods applied, before finding the right person."<sup>6</sup> However it is just as important to be able to keep the right person, and when The Young Nonprofit Professionals Network conducted a survey of 1,100 charity workers in 2011 they found, "commitment to remaining in a nonprofit job weakened as employees got older."<sup>7</sup>

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<sup>4</sup> Jed DeVaro and Dana Brookshire, "Promotions and Incentives in Nonprofit and for-Profit Organizations," *Industrial & Labor Relations Review* 60.3. 2007: 330.

<sup>5</sup> Lisa Kosan, "The New Rules of Retention," *Network World* 17.8. 2000: 66.

<sup>6</sup> DeVaro and Brookshire 324.

<sup>7</sup> Jennifer C. Berkshire, "Fledgling Nonprofit Workers Love Their Jobs but Bear Financial Burdens," *The Chronicle of Philanthropy* 22 Jul. 2012. Web 27 Jul. 2012 <<http://philanthropy.com/article/Fledgling-Nonprofit-Workers/133001/>>.

So even the right people will realistically need greater incentives to stay than simply sympathy to, and motivation by, the mission. However, these incentives need not just be higher salaries. In fact, salaries are rarely the most important factor in attracting and retaining the right people. But what then are the most important factors? And can their worth to prospective and current nonprofit employees be determined quantitatively?

The purpose of this study was to determine what fringe benefits, both common and unique, could be offered to employees in lieu of additional salary and then survey Philadelphia arts administrations to see what each of these benefits would be worth to them monetarily. The study shows that while every employee is different, it is possible to put a basic range of worth on an incentive or group of incentives and thus allow employers to budget certain positions to include specific incentives in lieu of additional salary. When proper consideration is given to the life-stage and ultimate goals of the employee, it is possible for nonprofit employers to offer incentives other than just pure salary to attract and retain the best staff.

## Chapter 1: SO WHAT ARE OUR OPTIONS?

It's all very well and good to say that nonprofits need to look to creative compensation alternatives to attract and retain the best staff. However, even non-monetary benefits can be difficult to offer staff given the limited resources of most arts organizations. But, by planning ahead, it is possible to factor in fringe benefits for staff. This is a strategy an increasing number of for-profit businesses are already employing. In a 2008 article in *Black Enterprise*, Tamara E. Holmes found "one of the challenges small business owners face is hiring top talent with limited resources. However, by developing a strategy beforehand, there are ways to entice good workers to come on board."<sup>8</sup> Likewise, Lisa Kosan in her 2000 article, "The New Rules of Retention", notes, "Leading businesses recognize that they need a strategy for keeping valuable IT employees that goes beyond cash."<sup>9</sup> Clearly in order to attract the best employees, employers need to strategize in advance of hiring. They need to carefully consider what will attract potential employees to join their organization.

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<sup>8</sup> Tamara E. Holmes, "Get Creative with Compensation," *Black Enterprise* 38.11. 2008: 56.

<sup>9</sup> Kosan 66.

One of the best ways to do this is to talk to current employees. David Weldon, in his article "Perks and Paybacks" looked at what organizations are doing in order to come up with new incentives for employees. One of the businesses he studied, Helene Curtis Industries, Inc., was "looking to employees themselves for the solution. Four months ago, it formed a human resources task force to address creative compensation."<sup>10</sup> Another business, Pfizer Inc. in New York, "tested the employee morale waters a year ago to identify the top compensation concerns among employees."<sup>11</sup> Kosan also recommends talking to staff directly, a strategy that she feels can be beneficial with respect to potential future employees, but also with current employees. "Ask staffers what would keep them at your firm. Find out what will make workers stay, and what would entice them to leave. An employee who is asked feels valuable and valued."<sup>12</sup> "But," Jordan-Evans says, "most managers are too afraid to ask. They're afraid they will be asked for something they can't give, typically money."<sup>13</sup> However this is often not what employees really want.

Louisa Wah in a 1998 article in *Management Review*, reported that Cook Associates Inc., an executive search and recruitment firm based in Chicago, found that "the latest generation of executives who change positions do not view salary as the only or the top factor in the job-selection process. Companies that offer a creative compensation package stand a good chance

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<sup>10</sup> David Weldon, "Perks and Paybacks," Computerworld 28.24. 1994: 18.

<sup>11</sup> Weldon 19.

<sup>12</sup> Kosan 66.

<sup>13</sup> Kosan 66.

of attracting upper-level executives in a tight market.”<sup>14</sup> But what are the best incentives to offer to attract, and more importantly retain, the best people?

When faced with the dilemma of how to attract and retain the best people, Weldon argues, "throwing money at the problem is not the solution"<sup>15</sup> The Center for Healthcare Information Management, an association of more than 100 vendors and consulting firms based in Ann Arbor, MI, conducted a survey focused on suppliers of healthcare information services and found, "in a high-demand market for computer professionals, healthcare information technology companies and consulting firms are boosting salaries only moderately but are ladling nonsalary sweeteners onto base pay. This creative compensation not only helps attract talent during the workload crush but also keeps the extra costs out of annual salaries....91% offer flexible work schedules; 77% permit 'telecommuting,' working from home or another remote site by computer connection; and 31% allow the work week to be compressed into fewer days."<sup>16</sup> Clearly employees value other incentives as well as higher salaries.

Wah maintains that in order to retain top people, "long -term incentives can round out a compensation package as well, while making it difficult for upper-level executives to consider leaving the company."<sup>17</sup>

401(k) matching programs, and supplemental life and health insurance

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<sup>14</sup> Louisa Wah, "Make Your Compensation Package Stand Out," Management Review 87.5. 1998: 7.

<sup>15</sup> Weldon 18.

<sup>16</sup> John Morrissey, "Sweetening the Pot," Modern Healthcare 28.40. 1998: 120.

<sup>17</sup> Wah 7.

packages are all options available to motivate people to stay in the long-term.<sup>18</sup> Tracey B. Weiss, in her article, “Show Me More Than the Money” found “some employees will stay *despite* below-market pay if their company adheres to a history of providing safe, stable work and perhaps a set of perquisites like a four-day workweek and reserved parking.”<sup>19</sup> She asserts that empowering employees, and providing them with challenging and interesting work, job security, respectful treatment and recognition are all ways to retain an organization’s best employees. Weiss also believes that creating opportunities for advancement will motivate people to stay.<sup>20</sup> However, advancing people through traditional promotions can be difficult, especially in nonprofit organizations.

In 2007, Devaro and Brookshire analyzed data collected in the Multi-City Study of Urban Inequality, a cross-sectional employer survey collected between 1992 and 1995, in the four metropolitan areas of Atlanta, Boston, Detroit, and Los Angeles. The sample consisted of 3,510 nonprofit and for-profit organizations. In their paper, *Promotions and Incentives in Nonprofit and For-Profit Organizations*, they found that “the fraction of workers promoted by the survey date was twice as high in for-profits as in nonprofits (8.6% versus 4.3%). Similarly, more than 69% of workers were expected to be promoted in for-profits, versus only 56% in nonprofits.”<sup>21</sup> But they also concluded that “the incentive function of promotions [was] weaker in

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<sup>18</sup> Wah 7.

<sup>19</sup> Tracey B. Weiss, “Show Me More than the Money,” *HR Focus* 74.11. 1997: 4.

<sup>20</sup> Weiss 3-4.

<sup>21</sup> Devaro and Brookshire 313-314.



nonprofits than in for-profits.”<sup>22</sup> This was due to a number of factors, but, according to Devaro and Brookshire, “three conditions must generally hold for promotions to create strong incentives: promotions must be accompanied by wage increases, workers must believe a promotion is attainable within a reasonable length of time, and promotions must be based on worker performance in the prepromotion job.”<sup>23</sup> While wage increases associated with promotions were similar at both for-profit and nonprofit organizations, with regard to the other two conditions nonprofits fell below their for-profit counterparts. Not only were nonprofit employees less likely to be promoted, but “nonprofits were more likely than for-profits to report that no promotion was possible.”<sup>24</sup> Additionally there was evidence that “the relationship between performance and promotions was weaker in nonprofits” than in for-profits.<sup>25</sup>

Devaro and Brookshire theorized that, “the prominence of intrinsic motivation in nonprofits enables nonprofit employers to de-emphasize the incentive function of promotions and concentrate more on using promotions to achieve optimal job assignments.”<sup>26</sup> But as they state, “promotions create stronger incentives when they are closely tied to worker performance.”<sup>27</sup> So if nonprofits are less likely to promote, and indeed may have less opportunities for promotion in general, what alternative incentives can be

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<sup>22</sup> Devaro and Brookshire 332.

<sup>23</sup> Devaro and Brookshire 331.

<sup>24</sup> Devaro and Brookshire 317.

<sup>25</sup> Devaro and Brookshire 334.

<sup>26</sup> Devaro and Brookshire 330.

<sup>27</sup> Devaro and Brookshire 324.

used to reward employees for excellent performance if higher salaries are unlikely? In other words, as Weldon asks, “how does a budget-minded company reward...without impacting the bottom line?”<sup>28</sup>

According to Weiss, the most successful 'flat' organizations (those organizations with a limited promotional hierarchy where promotions for multiple employees within a reasonable amount of time would prove difficult), “replace the promotion ladder with new roles, challenging assignments and other opportunities for individual growth.”<sup>29</sup> One way to do this is to provide frequent opportunities for professional development. Weiss explains, “with thinner staffs, employees ‘wear more hats.’ Management’s role is to provide the growth opportunities, present the employee with challenging assignments, and provide the training and development tools necessary to take them on.”<sup>30</sup> Bell Atlantic Corp. in Arlington, VA even compensated employees for added training because they believed it was not only a performance reward for the employee, but also a way to make the company stronger by training staff to meet future needs through additional training.<sup>31</sup> Paul Avalone of RealTech Systems of New York agrees with this philosophy. He states, “we want to make our staff so qualified that everyone wants to steal them and so happy at RealTech that they never want to leave.”<sup>32</sup>

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<sup>28</sup> Weldon 18.

<sup>29</sup> Weiss 3.

<sup>30</sup> Weiss 4.

<sup>31</sup> Weldon 20.

<sup>32</sup> Kosan 66.

Another incentive that nonprofits can offer employees is a healthy and nurturing organizational culture. Weiss asserts, “pay is one factor in a person’s overall feeling of respectful treatment, security and opportunity.”<sup>33</sup> But it is certainly not the only factor. Managers need to be held accountable for staff turnover in nonprofits, because they influence greatly the organizational culture. And according to Janet Pennel, leader of Sears, Roebuck and Co.'s IT resource management group, even if you do train your employees well, “if they have the skills and that supportive work environment doesn't exist, they will leave.”<sup>34</sup>

Of course, there are limitations to how creative an organization can get. First and foremost organizations need to be aware of their legal requirements to their employees. With employees working more and more hours, and many of those employees being non-exempt (DEFINE), there are increasing opportunities for businesses to disregard labor laws, intentionally or unintentionally. Several major corporations have already faced lawsuits, including Taco Bell Corp. and Wal-Mart Stores, Inc.

According to Patrick J. McHale, a partner at Shipman & Goodwin, specializing in Labor and Employment Law, one of the former employees at Taco Bell “claims that managers would coax workers into cleaning up the store on days off in exchange for free pizza parties, as opposed to money. The barter system is a novel idea, but it’s completely illegal. The law says you’ve got to pay non-exempt employees their regular wages for the first 40 hours

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<sup>33</sup> Weiss 3.

<sup>34</sup> Kosan 66.

they work, and you've got to pay them time-and-a-half their regular rate of pay when they work more than 40 hours."<sup>35</sup> Not all salaried employees are exempt either. There are specific qualifications that dictate whether or not a person is exempt and a salaried position is just one of those qualifications. Additionally, hours worked are defined as hours permitted to work, so even if an employee stays of their own volition, to impress their boss or get extra work done, if they are non-exempt the law says they must be paid overtime. This is an area where nonprofits especially need to be careful, as employees are known to put in extra hours on a regular basis. This can mean major fines for the organization, or according to McHale, even criminal prosecution. "For willful violations, there are both criminal and civil penalties. It's very rare. The people who are targeted for criminal prosecution are the recidivists...but under federal law, there are penalties in the form of two times back pay - that's basic damages."<sup>36</sup>

There are also the realistic limitations to creative compensation. Even people who love what they do need to pay their bills, and they cannot do it with time off or professional development. According to Manzo, "no matter how much 'psychic income' a nonprofit worker gets from doing work he or she loves, it doesn't pay the rent."<sup>37</sup> And even if they are getting what they need financially from a job, if the organization doesn't have the resources to let them accomplish the goals they came there to accomplish, then that

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<sup>35</sup> Gillian Flynn, "Pizza as Pay? Compensation Gets Too Creative," *Workforce* 77.8. 1998: 91.

<sup>36</sup> Flynn 96.

<sup>37</sup> Manzo 66.

presents a problem as well. If people go into nonprofit work primarily to make a difference, then obstacles between them and that goal will lead them to rethink their decision. Nonprofits need to look at their infrastructures and resource allocation as much as their compensation options.<sup>38</sup> Manzo believes, “rather than crunching salary figures, we need to do more research into why people choose nonprofit careers, and think about ways to better support them when they do.”<sup>39</sup>

Weiss believes each organization should take a different approach to creative compensation “depending upon the organization's unique cultural and strategic strengths. As employee attitude data shows, corporate identity - shared culture, values and the way people are managed - is just as important to people working inside the organization as it is to customers.”<sup>40</sup> She continues, “the bottom line: the essence of a rewarding career goes far beyond the paycheck.”<sup>41</sup> Holmes’ advice to organizations is to emphasize the vision, explore benefits, be flexible, and get creative. In the end, this will benefit the organization as well as the employees, by attracting top talent, reducing staff turnover, and making the most of an organization’s resources. Holmes asserts that the ultimate goal “is creating a win-win for all involved.”<sup>42</sup>

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<sup>38</sup> Manzo 67.

<sup>39</sup> Manzo 66.

<sup>40</sup> Weiss 4.

<sup>41</sup> Weiss 4.

<sup>42</sup> Holmes 56.

## Chapter 2: DEVELOPING THE SURVEY

Inevitably, nonprofit arts organizations looking to attract and retain the best people will still try to find those people who believe in the mission of the organization because, according to Pennel, in the end, “those who will leave for more money will leave no matter what we do.”<sup>43</sup> And Manzo asserts that in addition to lower wages, “nonprofit employees also give up a good deal in terms of work environment and non-wage benefits.”<sup>44</sup> But this doesn’t have to be the case. Nonprofits have both the ability and the capacity to offer their employees a lot in terms of environment and alternative compensation. When looking for potential employees, nonprofits need to focus on talented people who want to join, but just need some more incentive. The purpose of the Creative Compensation Survey was to determine which incentives would be of the most value to potential employees.

The survey was limited to arts administrators in the Greater Philadelphia area because it was asking questions attached to specific dollar amounts and did not want to confuse the results with cost of living differences city to city.

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<sup>43</sup> Kosan 66.

<sup>44</sup> Manzo 66.

The survey was developed in two steps: first a list of possible incentives (all either offered somewhere already or advocated for by employment professionals) was created. Although there are an infinite number of alternative compensation options that could be offered, the survey was limited to those with the most previous success or interest in order to make realistic recommendations to the field. Next that list was taken to several Philadelphia area nonprofit arts executive and managing directors to receive feedback on the likelihood of their organizations being able to offer those incentives. The number one criticism of the incentives by these arts leaders was that they would be less likely to offer some of the incentives at hiring, but rather would be more likely to offer them later as incentives to retraining staff. This response varied by organization and specific benefit.

The survey was finalized through this process and the final survey included the following questions:

1. How long have you worked professionally in the arts?
2. Including the organization where you are presently employed, at how many arts organizations have you worked in the course of your career (not including internships)?
3. What was your starting salary at your first job in arts administration?
4. What year did you start working at your first job in arts administration?
5. What is your salary now?  
*Or if you would rather not answer*
6. Is your present salary lower, the same, somewhat higher, higher, or significantly higher than your starting salary at your first job in arts administration?
7. Do you make about the same, less or more than people in similar positions in other arts organizations?
8. What is your current position or rank in your organization?

9. Please rank each of these options as being very important, somewhat important, somewhat unimportant or very unimportant to you in your professional life.

- Insurance (health, dental, eye)
- Flexible working schedules – the ability to work a 40-hour week with reasonable flexibility with regards to hours (ex. work 11am – 7pm or 8am – 4pm M-F, etc.)
- The ability to work from home up to 20% of the time
- Paid Time Off (PTO) beyond two weeks guaranteed annually
- The ability to use unpaid leave (time off during which you are not paid that portion of your salary, but you are in no other way penalized)
- Child care provided to staff
- Guaranteed professional development opportunities regularly provided to staff
- Tickets to local events (concerts, plays, sporting events, etc.) regularly provided to staff
- Subscriptions of some kind (magazine, Netflix, etc.) regularly provided to staff
- Advancement in title (ex. Development Associate to Development Director)
- Opportunities to “home from work” (ex. having a local drycleaner pick up and drop off at your place of business or contracting with a housekeeping service to clean employees' homes at a group rate.)
- Retirement programs (such as 403(b) plans without employer contributions or 401(k) plans)
- Moving expenses provided (up to \$4,000)
- Staff appreciation events regularly held by the organization

10. How many weeks of paid vacation do you currently receive each year?

11. Does your organization offer retirement options?

12. Which of the following medical benefits (medical, dental, vision) do you currently receive through your organization or do you opt out of offered benefits?

13. Does your organization currently offer any other benefits?

*For questions 14 – 27, respondents were asked to consider the following scenario –you are choosing between job offers at two different organizations. Your belief in each organization’s mission is equal. Organization A is offering a larger starting salary, but no other incentives. Organization B is offering a lower starting salary but is including other incentives. For the following questions: what is the most amount of money you believe each of the following creative compensation initiatives would be worth in lieu of cash as part of a yearly compensation package from Organization B?*

14. Insurance (health, dental, eye)



15. Flexible working schedules – the ability to work a 40-hour week with reasonable flexibility with regards to hours (ex. work 11am – 7pm or 8am – 4pm M-F, etc.)
16. The ability to work from home up to 20% of the time
17. Paid Time Off (PTO) beyond two weeks guaranteed annually
18. The ability to use unpaid leave (time off during which you are not paid that portion of your salary, but you are in no other way penalized)
19. Child care provided to staff
20. Guaranteed professional development opportunities regularly provided to staff
21. Tickets to local events (concerts, plays, sporting events, etc.) regularly provided to staff
22. Subscriptions of some kind (magazine, Netflix, etc.) regularly provided to staff
23. Advancement in title (ex. Development Associate to Development Director)
24. Opportunities to “home from work” (ex. having a local drycleaner pick up and drop off at your place of business or contracting with a housekeeping service to clean employees' homes at a group rate.)
25. Retirement programs (such as 403(b) plans without employer contributions or 401(k) plans)
26. Moving expenses provided (up to \$4,000)
27. Staff appreciation events regularly held by the organization
28. What other initiative(s) would you like to see offered as part of a creative compensation package and what is the most amount of money you believe each initiative would be worth in lieu of cash as part of a yearly compensation package?
29. Is there anything else you would like to say about creative compensation initiatives?

According to research analysts at the Greater Philadelphia Cultural Alliance, based on their *2011 Portfolio* report there are 3,561 arts administration positions in the Greater Philadelphia area. A link to the full survey was sent via email to over 900 individual arts administrators working in over 80 organizations in the Greater Philadelphia area. It was also posted on various social media sites for Philadelphia area arts administrators and shared by respondents with their colleagues. A note that accompanied the survey told

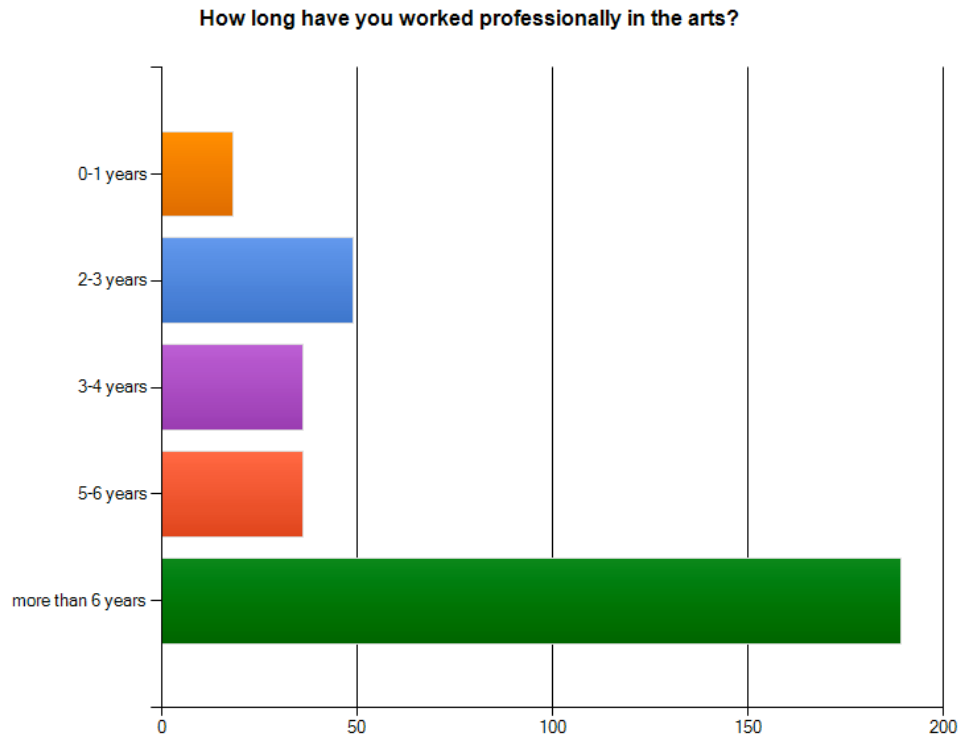
potential respondents, “With this survey, I am reaching out to members of the Philadelphia cultural community, those of us who work in local museums, theaters, dance companies, orchestras and other cultural institutions, to help me better understand which benefits are of the greatest interest to arts administrators today. “ All survey responses were and remain completely anonymous.

382 people began the survey, with 328 completing it. For all of the following results in this paper I only used completed responses. Therefore, the full results have a confidence interval (margin of error) of 5.16 percentage points with a 95% confidence level.

### Chapter 3: KEY SURVEY RESULTS

The complete results of the survey can be found in the appendices section of this paper. This section will only focus on some of the key results discovered.

57.6% of respondents had worked professionally in the arts for more than 6 years. Of those people, 35% had only worked at one or two organizations over the course of their careers. So clearly many arts administrators are likely to stay with their organizations over time, and are very likely to remain in the field of arts administration for many years.



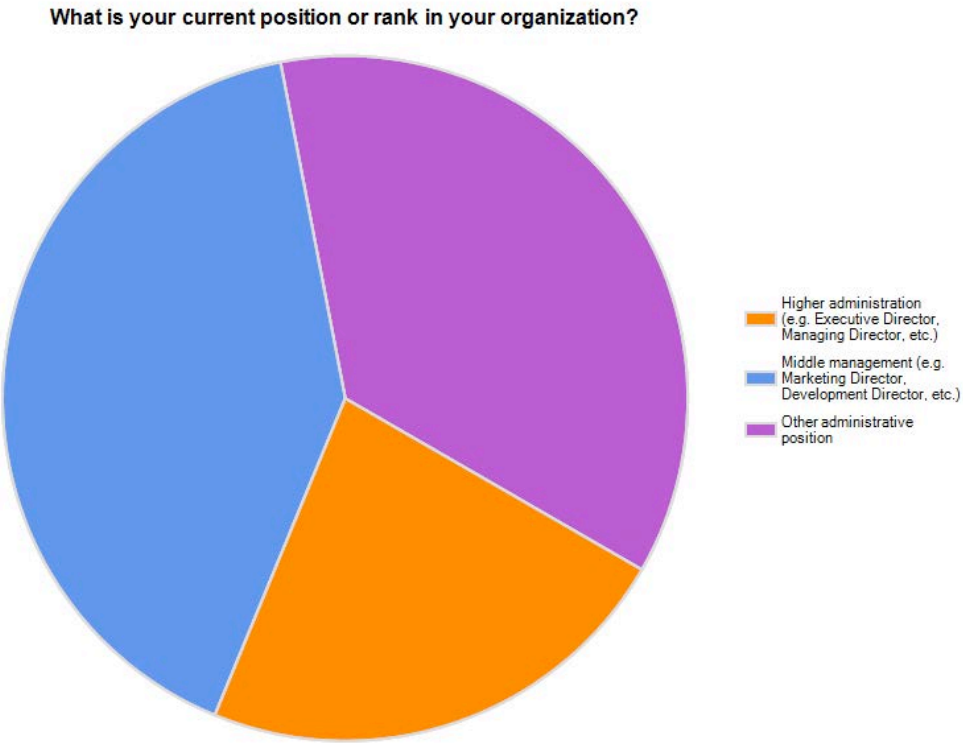
**Figure 1**

When asked “Do you make about the same, less or more than people in similar positions in other arts organizations?” respondents answered:

About the same	25.1%
Less	32.7%
More	6.7%
I don’t know	35.5%

These results indicate that the great majority of nonprofit employees do not believe they are making more than their counterparts at other organizations.

When asked, “What is your current position or rank in your organization?”, 22.9% self-identified as “Higher administration” (e.g. Executive Director, Managing Director, etc.); 40.8% as “Middle management” (e.g. Marketing Director, Development Director, etc.); and 36.4% as “Other administrative position.”



**Figure 2**

When asked, “What is your salary now?”

Respondents who self-identified as “Higher administration” answered:

I would rather not answer this	8.3%
less than \$30,000 a year	8.3%
\$30,000 to \$40,000 a year	8.3%
\$40,000 to \$50,000 a year	13.9%
\$50,000 to \$60,000 a year	9.7%
<b>more than \$60,000 a year</b>	<b>51.4%</b>

Respondents who self-identified as “Middle management” answered:

I would rather not answer this	8.5%
less than \$30,000 a year	12.3%
\$30,000 to \$40,000 a year	21.5%
\$40,000 to \$50,000 a year	17.7%
\$50,000 to \$60,000 a year	16.9%
<b>more than \$60,000 a year</b>	<b>23.1%</b>

Respondents who self-identified as “Other administrative position” answered:

I would rather not answer this	1.7%
less than \$30,000 a year	32.8%
<b>\$30,000 to \$40,000 a year</b>	<b>39.7%</b>
\$40,000 to \$50,000 a year	19.0%
\$50,000 to \$60,000 a year	6.0%
more than \$60,000 a year	0.9%

Over half of “Higher administration” respondents make more than \$60,000 a year. But, this also means that 40.3% of “Higher administration” respondents make less than \$60,000 a year. Additionally, 72.5% of respondents with “other administrative positions” make \$40,000 a year or less.

When asked to rank specific compensation as “Very important”, “Somewhat important”, “Somewhat unimportant” or “Very unimportant” to them in their professional lives, the following results were found:

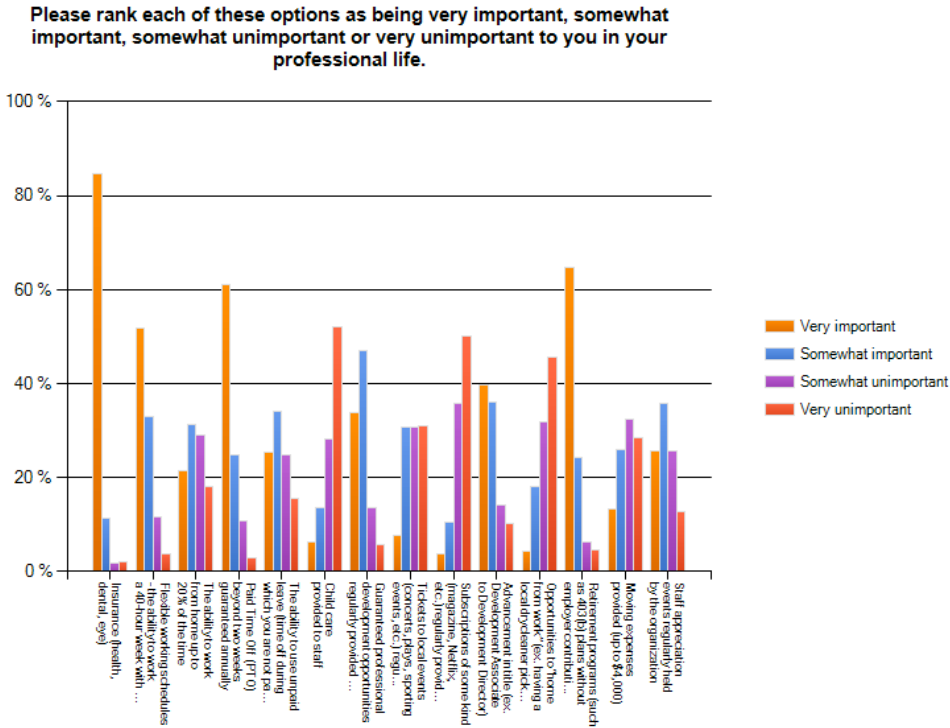


Figure 3

Some options were ranked similarly across all organization positions.

84.7% of all respondents ranked Insurance (health, dental, eye) as “Very important.”

45.7% of all respondents ranked Opportunities to “home from work” (ex. having a local drycleaner pick up and drop off at your place of business or contracting with a housekeeping service to clean employees' homes at a group rate.) as “Very unimportant”

50.2% of all respondents ranked Subscriptions of some kind (magazine, Netflix, etc.) regularly provided to staff “Very unimportant”.

Paid Time Off (PTO) beyond two weeks guaranteed annually were ranked by 61.2% of all respondents as “Very important” and 24.9% of all respondents as “Somewhat important”.

Retirement programs (such as 403(b) plans without employer contributions or 401(k) plans) were ranked by 64.8 % of all respondents as “Very important” and 24.2% of all respondents as “Somewhat important”.

Tickets to local events (concerts, plays, sporting events, etc.) regularly provided to staff were ranked by 31.0% of all respondents as “Very



unimportant”; 30.7% of all respondents as “Somewhat unimportant”  
30.7% of all respondents as “Somewhat important”

However, some options had very different responses depending on how respondents self-identified their current position or rank in their organization.

Advancement in title (ex. Development Associate to Development Director) was ranked as “Very important” by 49.1% of respondents who self-identified as “Other administrative position”; 41.4% of respondents who self-identified as “Middle management”; and 22.2% of respondents who self-identified as “Higher administration”.

Guaranteed professional development opportunities regularly provided to staff was ranked as “Very important” by 41.4% of respondents who self-identified as “Other administrative position”; 32.3% of respondents who self-identified as “Middle management”; and 23.9% of respondents who self-identified as “Higher administration”. It is logical that this incentive would be more important to less senior staff, as they are earlier in their careers and are looking to improve their skill sets and knowledge base for future positions, both inside and beyond their current organization.

Moving expenses provided (up to \$4,000) was ranked as “Very unimportant” by 21.7% of respondents who self-identified as “Other administrative position”; 24.8% of respondents who self-identified as “Middle management”; and 43.7% of respondents who self-identified as “Higher administration”. This seems a logical incentive to be less important to more senior staff, as they are typically more settled in their lives and less likely to move for a job.

The ability to use unpaid leave (time off during which you are not paid that portion of your salary, but you are in no other way penalized) was ranked as “Very unimportant” by 31.0% of respondents who self-identified as “Higher administration”. However, it was ranked either “Very important” or “Somewhat important” by 73.3% of respondents who self-identified as “Other administrative position” and 54.8% of respondents who self-identified as “Middle management”. Less senior staff members, who are most likely younger and may also have outside projects or other jobs, clearly appreciate the ability to take time off from an organization even if it is not paid.

Staff appreciation events regularly held by the organization was ranked as “Very unimportant” or “Somewhat unimportant” by 50.0% of respondents who self-identified as “Higher administration”. However, it was ranked either “Very important” or “Somewhat

important” by 70.7% of respondents who self-identified as “Other administrative position” and 60.8% of respondents who self-identified as “Middle management”. These numbers indicate that there is a significant difference between how senior management and their employees view staff appreciation events.

Clearly, the life-stage of an employee is a very important indicator of what benefits will be of the greatest significance to them.

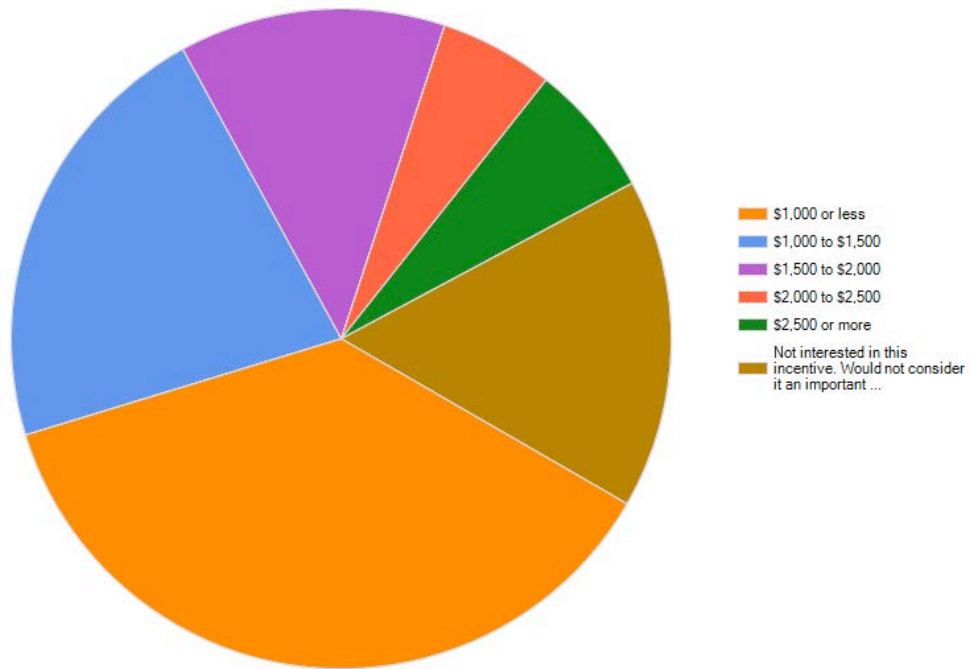
Respondents were also asked to consider the following scenario –they were choosing between job offers at two different organizations. Their belief in each organization’s mission is equal. Organization A is offering a larger starting salary, but no other incentives. Organization B is offering a lower starting salary but is including other incentives. For the following questions: what is the most amount of money you believe each of the following creative compensation initiatives would be worth in lieu of cash as part of a yearly compensation package from Organization B? Below are some of the key results.

Guaranteed professional development opportunities regularly provided to staff:

\$1,000 or less	37.0%
\$1,000 to \$1,500	21.7%

\$1,500 to \$2,000	13.0%
\$2,000 to \$2,500	5.6%
\$2,500 or more	6.5%
Not interested in this incentive.	16.1%

**Guaranteed professional development opportunities regularly provided to staff**



**Figure 4**

Flexible working schedules – the ability to work a 40-hour week with reasonable flexibility with regards to hours (ex. Work 11am – 7pm or 8am – 4pm M-F):

\$1,000 or less	18.3%
\$1,000 to \$1,500	14.9%
\$1,500 to \$2,000	15.5%
\$2,000 to \$2,500	12.1%

\$2,500 or more	19.2%
Not interested in this incentive.	20.1%

Flexible working schedules – the ability to work a 40-hour week with reasonable flexibility with regards to hours (ex. Work 11am – 7pm or 8am – 4pm M-F)

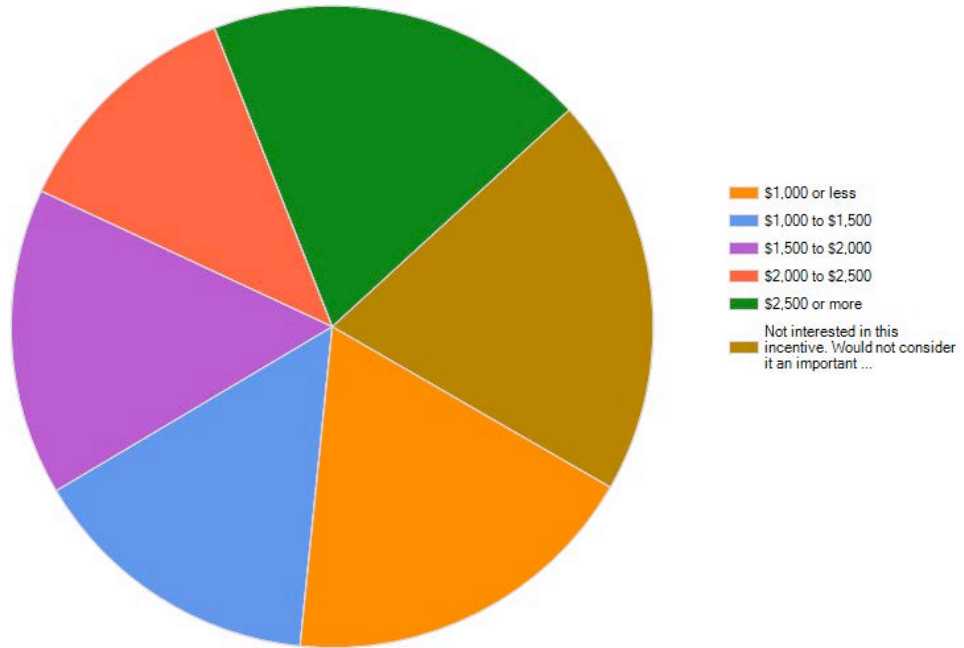


Figure 5

The choice to work from home up to 20% of the time:

\$1,000 or less	23.7%
\$1,000 to \$1,500	12.8%
\$1,500 to \$2,000	12.1%
\$2,000 to \$2,500	10.3%
\$2,500 or more	14.0%
Not interested in this incentive.	27.1%

The choice to work from home up to 20% of the time

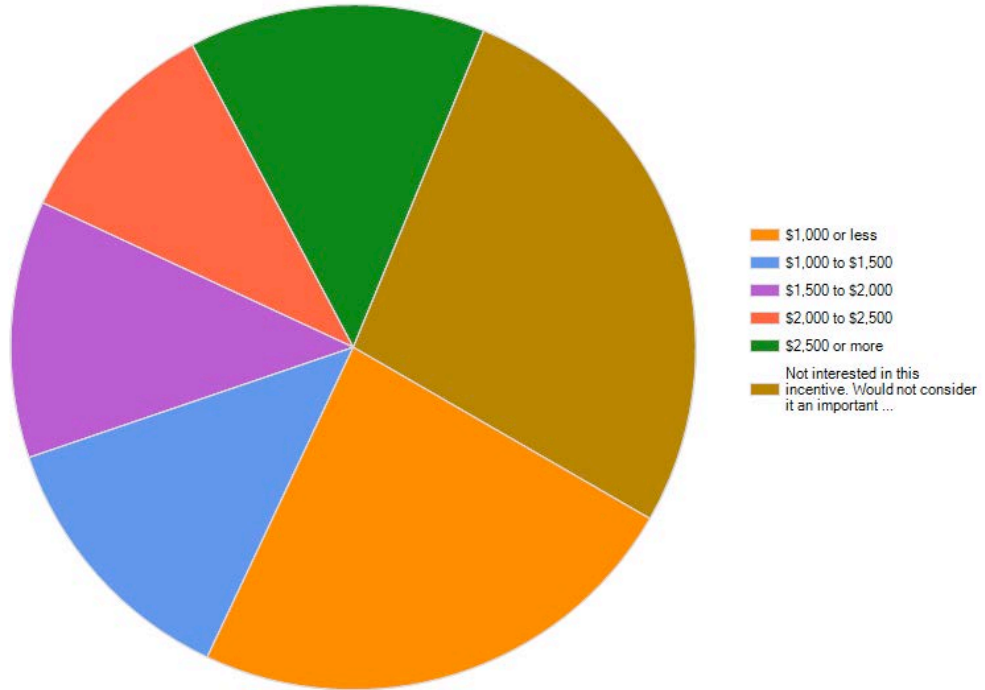
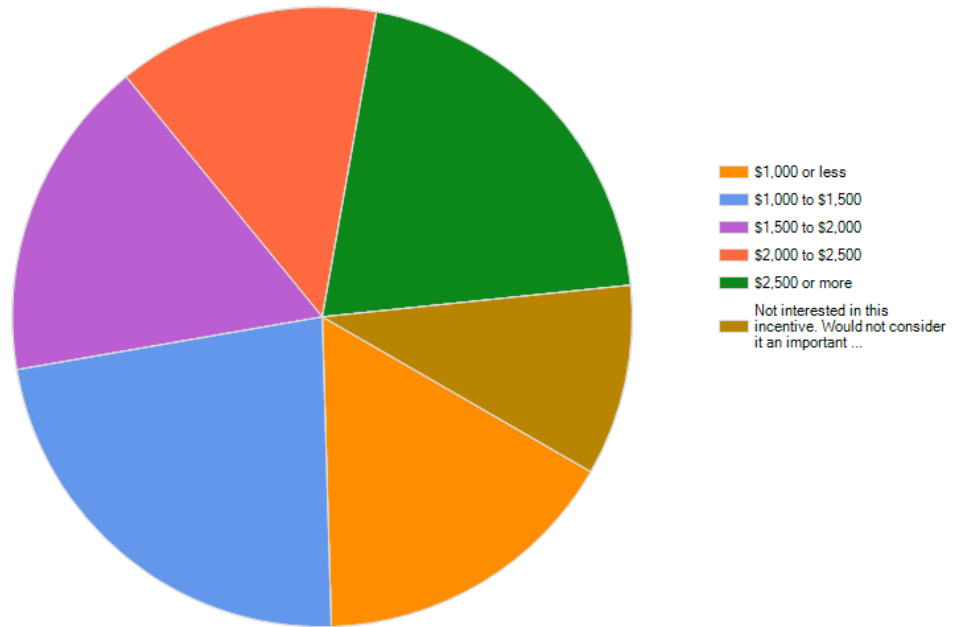


Figure 6

Paid Time Off (PTO) - Assuming that you are guaranteed two weeks of PTO a year from both organizations, please indicate below what you feel each additional week of sick/ personal days would be worth to you yearly:

\$1,000 or less	16.2%
\$1,000 to \$1,500	22.7%
\$1,500 to \$2,000	16.8%
\$2,000 to \$2,500	13.7%
\$2,500 or more	20.6%
Not interested in this incentive.	10.0%

**Paid Time Off (PTO) - Assuming that you are guaranteed two weeks of PTO a year from both organizations, please indicate below what you feel each additional week of sick/ personal days would be worth to you yearly**



**Figure 7**

**Advancement of title from current position (ex. Development Associate to Development Director)**

\$500 or less	8.7%
\$500 to \$1,000	11.2%
\$1,000 to \$1,500	14.0%
\$1,500 to \$2,000	11.8%
\$2,000 or more	28.6%
Not interested in this incentive.	25.8%

Advancement of title from current position (ex. Development Associate to Development Director)

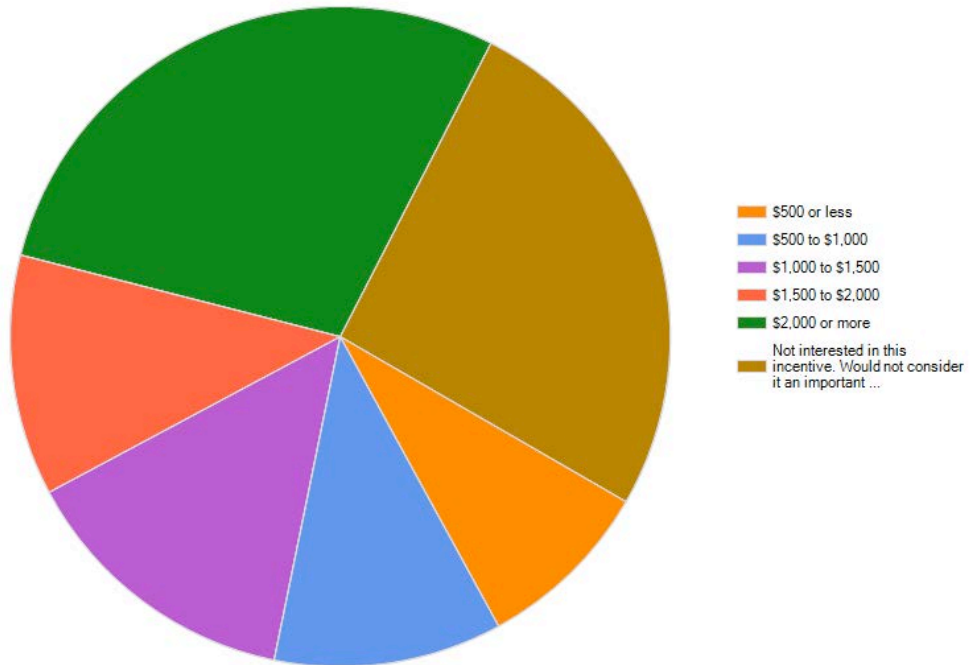


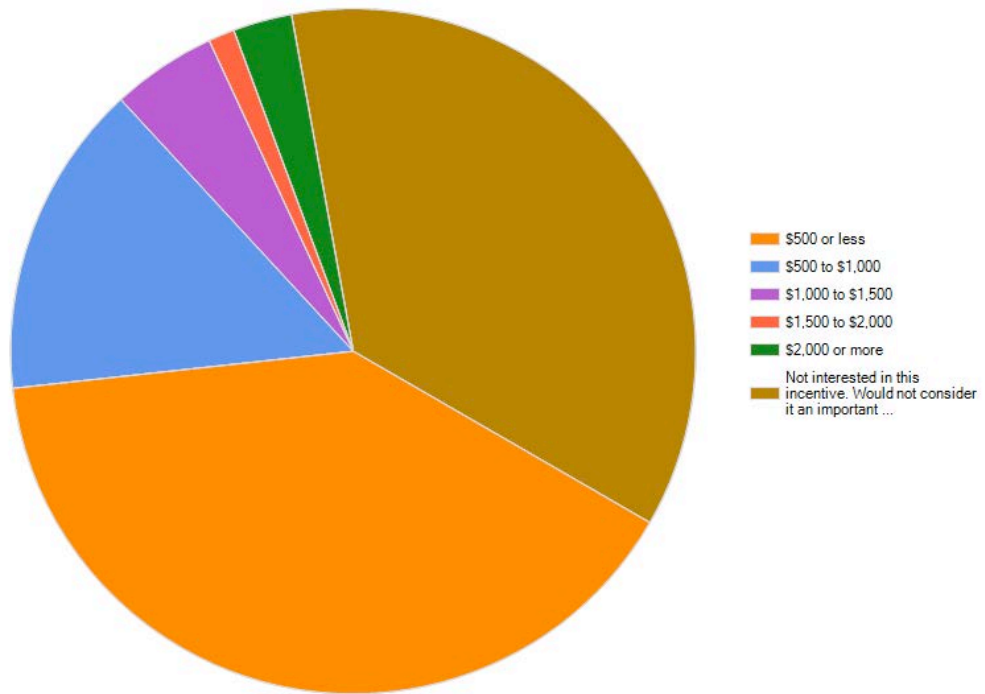
Figure 8

Staff appreciation events regularly held by the organization

\$500 or less	39.9%
\$500 to \$1,000	14.9%
\$1,000 to \$1,500	5.0%
\$1,500 to \$2,000	1.2%
\$2,000 or more	2.8%
Not interested in this incentive.	36.2%



**Staff appreciation events regularly held by the organization**



**Figure 9**

Respondents were also asked about benefits currently offered to them. Paid leave is a benefit most respondents (88.6%) already receive, but in different amounts. When asked, “How many weeks of paid vacation do you currently receive each year?”, applicants responded:

None	11.4%
1	5.5%
2	29.2%
3	23.4%
4	23.7%
5+	6.8%

When respondents were asked which of the following medical benefits they currently receive through your organization, the responses were as follows:

Medical	86.3%
Dental	74.3%
Vision	60.9%
Benefits are offered, but I opt out.	13.7%

When asked “Does your organization offer retirement options?”, 59.0% of respondents answered Yes.

When asked if their organization currently offered any other benefits, respondents listed the following:

SEPTA TransitChek program / A transportation stipend

Free parking

Maternity leave

Life insurance, short and long-term disability insurance

Group rates on auto and homeowners insurance via professional organizations

The option to bring in pets or children to the office if necessary

An Employee Home Ownership Program (financial support and access to programs aimed at putting home ownership within reach)

Tuition reimbursement

When asked what other initiative(s) they would like to see offered as part of a creative compensation package, respondents offered the options listed above as well as:

Comp days

Sabbaticals

Cost of living standard increase of 3% annually

Respondents also indicated that the culture of the organization was very important to them. For example, the ability to dress casually, or bring in pets or children when necessary, would play an important role in deciding where they decided to work.

## CONCLUSION

While every employee is different, it is possible to calculate the average range of worth a specific incentive may hold for a potential or current employee, and thus allow employers to budget and plan for certain positions to include those incentives in addition to a base salary. And it is vital to those employers that they work with employees to create an incentive and pay package that will work best for them in order to retain staff. When proper consideration is given to the life-stage and ultimate goals of the employee, it is possible for nonprofit employers to offer alternative incentives other than just pure salary to attract and retain the best staff.

While many people chose to work in the arts because they love the work their organizations are doing, in order to attract the best people, the arts need to offer fair and competitive compensation packages. Those drawn to working for nonprofits, the arts included, want to stay there. But they cannot survive on mission alone. Especially as college debt continues to increase. According to a 2012 survey by *The Chronicle of Philanthropy*, which tracked more than 900 people who have worked at nonprofits for less than five years, “eight out of 10 new workers want to continue working at a

nonprofit, even though 40 percent say they are dissatisfied with their pay. And about 65 percent said they have college-loan debt.”<sup>45</sup>

Most arts administration job descriptions ask for candidates to have a minimum of a bachelor’s degree, and according to the *New York Times*, today, “about two-thirds of bachelor’s degree recipients borrow money to attend college, either from the government or private lenders...by contrast, 45 percent of 1992-93 graduates borrowed money.”<sup>46</sup> Potential employees don’t just need to live on what they make, they often need to pay back what they have already spent on their education, which could be a significant amount. The Federal Reserve Bank of New York reported of student loans, “for all borrowers, the average debt in 2011 was \$23,300, with 10 percent owing more than \$54,000 and 3 percent more than \$100,000.”<sup>47</sup>

So the first step to hiring and retaining the best staff is to offer meaningful work and fair compensation that will allow employees to meet their financial obligations. But many organizations may still find themselves competing for the best people with similar organizations that also offer meaningful work and fair compensation. And they may not be able to pay more money in salary. In these situations, alternative incentives in addition to a fair salary can be a good method of recruiting and retaining staff, especially those who are already interested in the mission of the

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<sup>45</sup> Berkshire.

<sup>46</sup> Andrew Martin and Andrew W. Lehren, "Degrees of Debt," *New York Times* 12 May 2012, Web 27 Jul. 2012 <<http://www.nytimes.com/2012/05/13/business/student-loans-weighing-down-a-generation-with-heavy-debt.html?pagewanted=all>>.

<sup>47</sup> Martin and Lehren.

organization. This is also important for organizations to consider beyond the field of arts administration, as the global economy endures a recession, and more and more employers may need to look at options other than salary increases to attract and retain top employees. So which options are best?

The Creative Compensation Survey indicates that for the majority of Philadelphia arts administrators, certain options did not interest them at all, and therefore management should probably not spend time developing them. These included child care provided to staff (66.8% of respondents were not interested in this incentive), subscriptions of some kind regularly provided to staff (65.9% of respondents were not interested in this incentive), and opportunities to “home from work” (59.8% of respondents were not interested in this incentive).

There were, however, some incentives that arts organizations should definitely explore as they were highly valued by arts administrators. A flexible working schedule (the ability to work a 40-hour week with reasonable flexibility with regards to hours) was worth \$1,000 or less to 18.3% of respondents, and was worth \$1,000 to \$2,500 or more to 61.7% of respondents. An additional week of paid time off (beyond a two week minimum) was worth \$1,000 or less to 16.2% of respondents, and was worth \$1,000 to \$2,500 or more to 73.8% of respondents. Only 9.0% of respondents were not interested retirement programs (such as 403(b) plans without employer contributions or 401(k) plans), and the plurality (36.8%) thought that incentive was worth \$2,000 or more. And while more a retainment than

a recruitment incentive, advancement of title from current position was worth \$500 or less to 8.7% of respondents, and was worth \$500 to \$2,000 or more to 65.6% of respondents.

It is also worth noting that in many cases there were significant differences between what respondents who self-identified as “Higher administration”, “Middle management”, or “Other administrative position” found important. For example, when asked to consider the yearly value of staff appreciation events regularly held by the organization, 54.3% of respondents who self-identified as “Higher administration” were not interested in this incentive and would not consider it an important part of a compensation package. However, of respondents who self-identified as “Middle management” or “Other administrative position”, 41.8% said it would be worth \$500 or less and 17.6% said it would be worth \$500 to \$1,000. If they want to retain their employees, managers need to understand what is important to the people working for them, and not just what they consider important. They need to think like their employees.

These creative compensation options also contribute to the culture of an organization, which is something many of the respondents referenced in their responses. Beyond an organization’s dress code or policy regarding pets in the office, if an employer is willing to really work with their employees – with regard to time off, professional development, telecommuting, etc. – it creates a culture where everybody wins. When the organization invests in the employees by determining what they really need

to be happy at their jobs and then works with them to provide it, the employees will likewise invest more of themselves in that organization. In such an organization, productivity improves. Employees are less likely to want to leave and employers won't have as much turnover. It's win-win.

To create such a culture, organizations should emphasize the vision, explore benefits, be flexible, and get creative. The options outlined in this study can provide a good starting point. Utilizing this strategy, organizations can attract top talent, reduce staff turnover, and make the most of their resources, an approach which will benefit the organization as well as the employees.



## APPENDICES

APPENDIX A  
Creative Compensation Survey – Full Results<sup>48</sup>





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<sup>48</sup> Jennifer Pratt Johnson, "Creative Compensation – Thesis Survey," Last visited 3 Sept. 2012, <<http://www.surveymonkey.com/s/creativecomp>>.

**1. How long have you worked professionally in the arts?**







		Response Percent	Response Count
0-1 years		5.5%	18
2-3 years		14.9%	49
3-4 years		11.0%	36
5-6 years		11.0%	36
more than 6 years		57.6%	189
<b>answered question</b>			<b>328</b>
<b>skipped question</b>			<b>0</b>





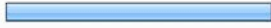
**2. Including the organization where you are presently employed, at how many arts organizations have you worked in the course of your career (not including internships)?**

		Response Percent	Response Count
1		32.4%	105
2		16.4%	53
3		20.4%	66
4		9.6%	31
more than 4		21.3%	69
<b>answered question</b>			<b>324</b>
<b>skipped question</b>			<b>4</b>

3. What was your starting salary at your first job in arts administration?			
		Response Percent	Response Count
less than \$20,000 a year		38.0%	124
\$20,000 to \$25,000 a year		22.7%	74
\$25,000 to \$30,000 a year		13.8%	45
\$30,000 to \$35,000 a year		8.9%	29
more than \$35,000 a year		16.6%	54
answered question			326
skipped question			2

4. What year did you start working at your first job in arts administration?	
	Response Count
	323
answered question	323
skipped question	5

<b>5. What is your salary now?</b>			
		Response Percent	Response Count
I would rather not answer this		5.8%	19
less than \$30,000 a year		19.6%	64
<b>\$30,000 to \$40,000 a year</b>		<b>25.1%</b>	<b>82</b>
\$40,000 to \$50,000 a year		17.4%	57
\$50,000 to \$60,000 a year		11.3%	37
more than \$60,000 a year		20.8%	68
<b>answered question</b>			<b>327</b>
<b>skipped question</b>			<b>1</b>

<b>6. Is your present salary lower, the same, somewhat higher, higher, or significantly higher than your starting salary at your first job in arts administration?</b>			
		Response Percent	Response Count
Lower		3.5%	3
The same		11.6%	10
Somewhat higher		7.0%	6
Higher		16.3%	14
<b>Significantly higher</b>		<b>61.6%</b>	<b>53</b>
<b>answered question</b>			<b>86</b>
<b>skipped question</b>			<b>242</b>

**7. Do you make about the same, less or more than people in similar positions in other arts organizations?**

		Response Percent	Response Count
About the same		25.1%	82
Less		32.7%	107
More		6.7%	22
I don't know		35.5%	116
answered question			327
skipped question			1

**8. What is your current position or rank in your organization?**





		Response Percent	Response Count
Higher administration (e.g. Executive Director, Managing Director, etc.)		22.9%	73
Middle management (e.g. Marketing Director, Development Director, etc.)		40.8%	130
Other administrative position		36.4%	116
Other (please specify)			91
answered question			319
skipped question			9

**9. Please rank each of these options as being very important, somewhat important, somewhat unimportant or very unimportant to you in your professional life.**



	Very important	Somewhat important	Somewhat unimportant	Very unimportant	Response Count
Insurance (health, dental, eye)	<b>84.7% (276)</b>	11.3% (37)	1.8% (6)	2.1% (7)	326
Flexible working schedules – the ability to work a 40-hour week with reasonable flexibility with regards to hours (ex. work 11am – 7pm or 8am – 4pm M-F, etc.)	<b>51.8% (170)</b>	32.9% (108)	11.6% (38)	3.7% (12)	328
The ability to work from home up to 20% of the time	21.5% (70)	<b>31.3% (102)</b>	29.1% (95)	18.1% (59)	326
Paid Time Off (PTO) beyond two weeks guaranteed annually	<b>61.2% (199)</b>	24.9% (81)	10.8% (35)	3.1% (10)	325
The ability to use unpaid leave (time off during which you are not paid that portion of your salary, but you are in no other way penalized)	25.5% (83)	<b>34.0% (111)</b>	24.8% (81)	15.6% (51)	326
Child care provided to staff	6.2% (20)	13.6% (44)	28.2% (91)	<b>52.0% (168)</b>	323
Guaranteed professional development opportunities regularly provided to staff	33.7% (110)	<b>46.9% (153)</b>	13.5% (44)	5.8% (19)	326
Tickets to local events (concerts, plays, sporting events, etc.) regularly provided to staff	7.7% (25)	30.7% (100)	30.7% (100)	<b>31.0% (101)</b>	326
Subscriptions of some kind (magazine, Netflix, etc.) regularly provided to staff	3.7% (12)	10.5% (34)	35.7% (116)	<b>50.2% (163)</b>	325
Advancement in title (ex. Development Associate to Development Director)	<b>39.7% (129)</b>	36.0% (117)	14.2% (46)	10.2% (33)	325
Opportunities to "home from work" (ex. having a local drycleaner pick up and drop off at your place of business or contracting with a housekeeping service to clean employees' homes at a group rate.)	4.3% (14)	18.1% (59)	31.9% (104)	<b>45.7% (149)</b>	326

Retirement programs (such as 403 (b) plans without employer contributions or 401(k) plans)	<b>64.8% (212)</b>	24.2% (79)	6.4% (21)	4.6% (15)	327
Moving expenses provided (up to \$4,000)	13.3% (43)	25.9% (84)	<b>32.4% (105)</b>	28.4% (92)	324
Staff appreciation events regularly held by the organization	25.7% (84)	<b>35.8% (117)</b>	25.7% (84)	12.8% (42)	327
<b>answered question</b>					<b>328</b>
<b>skipped question</b>					<b>0</b>

#### 10. How many weeks of paid vacation do you currently receive each year?





		Response Percent	Response Count
1		6.9%	18
2		35.4%	92
3		29.2%	76
4		28.5%	74
Other (please specify)			74
<b>answered question</b>			<b>260</b>
<b>skipped question</b>			<b>68</b>

#### 11. Does your organization offer retirement options?

		Response Percent	Response Count
Yes		59.0%	191
No		41.0%	133
<b>answered question</b>			<b>324</b>
<b>skipped question</b>			<b>4</b>



**12. Which of the following medical benefits do you currently receive through your organization? (check all that apply)**







		Response Percent	Response Count
Medical		86.3%	245
Dental		74.3%	211
Vision		60.9%	173
Benefits are offered, but I opt out.		13.7%	39
answered question			284
skipped question			44







**13. Does your organization currently offer any other benefits?**

	Response Count
	215
answered question	215
skipped question	113






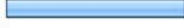
<b>14. Insurance (health, dental, eye)</b>			
		Response Percent	Response Count
\$1,000 or less		2.2%	7
\$1,000 to \$1,500		2.8%	9
\$1,500 to \$2,000		16.3%	52
\$2,000 to \$2,500		15.3%	49
\$2,500 or more		55.9%	179
Not interested in this incentive. Would not consider it an important part of a compensation package.		7.5%	24
answered question			320
skipped question			8

<b>15. Flexible working schedules – the ability to work a 40-hour week with reasonable flexibility with regards to hours (ex. Work 11am – 7pm or 8am – 4pm M-F)</b>			
		Response Percent	Response Count
\$1,000 or less		18.3%	59
\$1,000 to \$1,500		14.9%	48
\$1,500 to \$2,000		15.5%	50
\$2,000 to \$2,500		12.1%	39
\$2,500 or more		19.2%	62
Not interested in this incentive. Would not consider it an important part of a compensation package.		20.1%	65
answered question			323
skipped question			5

<b>16. The choice to work from home up to 20% of the time</b>			
		Response Percent	Response Count
\$1,000 or less		23.7%	76
\$1,000 to \$1,500		12.8%	41
\$1,500 to \$2,000		12.1%	39
\$2,000 to \$2,500		10.3%	33
\$2,500 or more		14.0%	45
Not interested in this incentive. Would not consider it an important part of a compensation package.		27.1%	87
answered question			321
skipped question			7

<b>17. Paid Time Off (PTO) - Assuming that you are guaranteed two weeks of PTO a year from both organizations, please indicate below what you feel each additional week of sick/ personal days would be worth to you yearly</b>			
		Response Percent	Response Count
\$1,000 or less		16.2%	52
\$1,000 to \$1,500		22.7%	73
\$1,500 to \$2,000		16.8%	54
\$2,000 to \$2,500		13.7%	44
\$2,500 or more		20.6%	66
Not interested in this incentive. Would not consider it an important part of a compensation package.		10.0%	32
answered question			321
skipped question			7

**18. Unpaid leave – time off during which you are not paid that portion of your salary, but you are in no other way penalized (please indicate below what you feel each WEEK of unpaid leave would be worth to you yearly)**

		Response Percent	Response Count
\$1,000 or less		28.9%	93
\$1,000 to \$1,500		12.7%	41
\$1,500 to \$2,000		9.3%	30
\$2,000 to \$2,500		2.8%	9
\$2,500 or more		5.3%	17
Not interested in this incentive. Would not consider it an important part of a compensation package.		41.0%	132
		answered question	322
		skipped question	6

19. Child care provided to staff			
		Response Percent	Response Count
\$1,000 or less		8.4%	27
\$1,000 to \$1,500		1.9%	6
\$1,500 to \$2,000		2.2%	7
\$2,000 to \$2,500		3.1%	10
\$2,500 or more		17.7%	57
Not interested in this incentive. Would not consider it an important part of a compensation package.		66.8%	215
answered question			322
skipped question			6

20. Guaranteed professional development opportunities regularly provided to staff			
		Response Percent	Response Count
\$1,000 or less		37.0%	119
\$1,000 to \$1,500		21.7%	70
\$1,500 to \$2,000		13.0%	42
\$2,000 to \$2,500		5.6%	18
\$2,500 or more		6.5%	21
Not interested in this incentive. Would not consider it an important part of a compensation package.		16.1%	52
answered question			322
skipped question			6

21. Tickets to local events (concerts, plays, sporting events, etc.) regularly provided to staff			
		Response Percent	Response Count
\$500 or less		43.1%	138
\$500 to \$1,000		8.4%	27
\$1,000 to \$1,500		2.8%	9
\$1,500 to \$2,000		0.3%	1
\$2,000 or more		0.9%	3
Not interested in this incentive. Would not consider it an important part of a compensation package.		44.4%	142
answered question			320
skipped question			8

22. Subscriptions of some kind (magazine, Netflix, etc.) regularly provided to staff			
		Response Percent	Response Count
\$500 or less		31.6%	101
\$500 to \$1,000		1.9%	6
\$1,000 to \$1,500		0.3%	1
\$1,500 to \$2,000		0.0%	0
\$2,000 or more		0.3%	1
Not interested in this incentive. Would not consider it an important part of a compensation package.		65.9%	211
answered question			320
skipped question			8

**23. Advancement of title from current position (ex. Development Associate to Development Director)**

		Response Percent	Response Count
\$500 or less		8.7%	28
\$500 to \$1,000		11.2%	36
\$1,000 to \$1,500		14.0%	45
\$1,500 to \$2,000		11.8%	38
\$2,000 or more		28.6%	92
Not interested in this incentive. Would not consider it an important part of a compensation package.		25.8%	83
		answered question	322
		skipped question	6

**24. Opportunities to “home from work” (ex. having a local drycleaner pick up and drop off at your place of business or contracting with a housekeeping service to clean employees’ homes at a group rate.)**

		Response Percent	Response Count
\$500 or less		20.2%	65
\$500 to \$1,000		11.8%	38
\$1,000 to \$1,500		5.0%	16
\$1,500 to \$2,000		1.6%	5
\$2,000 or more		1.6%	5
Not interested in this incentive. Would not consider it an important part of a compensation package.		59.8%	192
		answered question	321
		skipped question	7

**25. Retirement programs (such as 403(b) plans without employer contributions or 401(k) plans)**

		Response Percent	Response Count
\$500 or less		13.6%	44
\$500 to \$1,000		10.2%	33
\$1,000 to \$1,500		16.4%	53
\$1,500 to \$2,000		13.9%	45
\$2,000 or more		36.8%	119
Not interested in this incentive. Would not consider it an important part of a compensation package.		9.0%	29
answered question			323
skipped question			5

**26. Moving expenses provided (up to \$4,000)**

		Response Percent	Response Count
\$500 or less		10.4%	33
\$500 to \$1,000		8.8%	28
\$1,000 to \$1,500		6.6%	21
\$1,500 to \$2,000		4.1%	13
\$2,000 or more		17.6%	56
Not interested in this incentive. Would not consider it an important part of a compensation package.		52.5%	167
answered question			318
skipped question			10



**27. Staff appreciation events regularly held by the organization**

		Response Percent	Response Count
\$500 or less		39.9%	129
\$500 to \$1,000		14.9%	48
\$1,000 to \$1,500		5.0%	16
\$1,500 to \$2,000		1.2%	4
\$2,000 or more		2.8%	9
Not interested in this incentive. Would not consider it an important part of a compensation package.		36.2%	117
answered question			323
skipped question			5

**28. What other initiative(s) would you like to see offered as part of a creative compensation package and what is the most amount of money you believe each initiative would be worth in lieu of cash as part of a yearly compensation package?**

	Response Count
	103
answered question	103
skipped question	225

**29. Is there anything else you would like to say about creative compensation initiatives?**

	Response Count
	93
answered question	93
skipped question	235

Page 1, Q4. What year did you start working at your first job in arts administration?	
1	2007
2	2010
3	1977
4	1998
5	2004
6	2007
7	2004
8	1992
9	1994
10	2010
11	2012
12	1990
13	2002
14	I am a volunteer executive director at a nonprofit that aids jazz and blues musicians in crisis and presents concerts throughout the Greater Philly Metro area...I've also been a jazz musician for over 30 years
15	2000
16	1983
17	2005
18	2010
19	2001
20	2010
21	2008
22	1985
23	2011
24	2005
25	2006
26	2003

**Page 1, Q4. What year did you start working at your first job in arts administration?**

27	2006
28	2000
29	2001
30	2011
31	2007
32	1996
33	1987
34	1998
35	1973
36	2007
37	2004
38	2010
39	2006
40	2006
41	2006
42	1997
43	1998
44	2005
45	1990
46	2007
47	2004
48	2006
49	2007
50	1997
51	2003
52	2011
53	2009

**Page 1, Q4. What year did you start working at your first job in arts administration?**

54	2012
55	2012
56	1980
57	2010- the year after I graduated from college.
58	2009
59	2010
60	2000
61	2010
62	1990
63	2004
64	2008
65	2008
66	2005
67	2005
68	1988
69	1999
70	1998
71	1999
72	1989
73	1987
74	1995
75	2008
76	2008
77	2011
78	2009
79	2003
80	2005/06

Page 1, Q4. What year did you start working at your first job in arts administration?	
81	2010
82	2001
83	2008
84	2001
85	Full-time production staff, 2000; front-office staff, 2008.
86	1995
87	1986
88	2009
89	2012
90	2009
91	2010
92	2011
93	2005
94	2011
95	1991
96	1997
97	2004
98	2006
99	1994
100	2006
101	2003
102	2001
103	2010
104	2010
105	1999
106	2006
107	1998

**Page 1, Q4. What year did you start working at your first job in arts administration?**

108	1990
109	2000
110	2008
111	2010
112	2009
113	2011
114	1996
115	Beginning in 2001 I worked part time for Fleisher Art Memorial as a receptionist and admin. assistant
116	2010
117	1979
118	2010
119	2010
120	1988
121	1998
122	2012
123	1997
124	2003
125	2007
126	2006
127	2011
128	2001
129	2009
130	2007
131	1990
132	2007
133	2004
134	2002

Page 1, Q4. What year did you start working at your first job in arts administration?	
135	2011
136	2000
137	1997
138	2007
139	2010
140	1983
141	2011
142	1992
143	1993
144	1994
145	2005
146	2000
147	2010
148	1978
149	2008
150	1992
151	2010
152	2011
153	1975
154	2007
155	2009
156	1997
157	2008
158	2010
159	1985 as a exhibit preparator - not sure if you consider this "arts administration."
160	2009
161	2011

Page 1, Q4. What year did you start working at your first job in arts administration?	
162	2010
163	2005
164	1994
165	1970
166	1992
167	1982
168	1978
169	2007
170	1999
171	2003
172	2004
173	2010
174	2009
175	2001
176	2001 but more formally 2006
177	1992
178	2006
179	2007
180	2007
181	2008
182	2012
183	2007
184	2001
185	2002
186	1983
187	2008
188	2010



**Page 1, Q4. What year did you start working at your first job in arts administration?**

189	2007
190	2007
191	2002
192	2002
193	2005
194	2009
195	1998
196	1991
197	1986
198	2006
199	1997
200	1983
201	1988
202	2002
203	2007
204	1998
205	2000
206	1983
207	2010
208	2011
209	1995
210	1992
211	2008
212	1976
213	1985
214	2006
215	2010

Page 1, Q4. What year did you start working at your first job in arts administration?	
216	2001
217	2008
218	2010
219	1999
220	2010
221	1997
222	1976
223	1980
224	2004
225	2004
226	2008
227	1969
228	1998
229	1994
230	2011
231	2010
232	2006
233	2009
234	1986
235	1998
236	1990
237	2001
238	1992
239	2010
240	2003
241	2006
242	2003

Page 1, Q4. What year did you start working at your first job in arts administration?	
243	2000
244	2010
245	1999
246	2003
247	2006
248	This is my only job for a non profit company. I started in December 1998. I had a promotion after I was here a few years.
249	2009
250	2007
251	2005
252	1993
253	2008
254	2005
255	1997
256	2008
257	2010
258	1993
259	2000
260	2000
261	1996
262	2007
263	2001
264	1996
265	2008
266	2001
267	2010
268	2009. At my first organization, I was paid on a per-project basis so no annual salary.

**Page 1, Q4. What year did you start working at your first job in arts administration?**

269	2011
270	2005
271	2006
272	2007
273	2003
274	2004
275	1999
276	1993
277	2006
278	2001
279	2003
280	2001
281	2001
282	2006
283	2003
284	1976
285	2009
286	2009
287	2002
288	2005
289	2006
290	2001
291	1988
292	1998
293	2008
294	2007
295	1998

Page 1, Q4. What year did you start working at your first job in arts administration?	
296	2009
297	1979
298	2009
299	1998
300	2003
301	2009
302	1996
303	1996
304	2002
305	2010
306	1999
307	2001
308	2010. I have worked as an artist for numerous organizations for the past 5 years, though. Also, the salary in question 5 is in regards to my arts admin salary only. I supplement that income with performance fees and private lessons.
309	2004
310	2003
311	2006
312	2009
313	2011
314	2008
315	1999
316	2000
317	2011
318	2011
319	2011
320	2007
321	2009

Page 1, Q4. What year did you start working at your first job in arts administration?	
322	2008
323	2006

Page 3, Q8. What is your current position or rank in your organization?	
1	Development Assistant
2	admin asst
3	Curator
4	Artistic Associate
5	Program Associate
6	Operations Associate
7	lower management
8	Office Manager
9	Actual job is middle management, but title denotes support staff. This is a huge problem.
10	Associate Director
11	Program Coordinator
12	Marketing Manager
13	Education Director
14	Manager
15	and faculty and artist
16	Development Associate
17	customer service (not administration- entry level)
18	coordinator
19	Public Relations Associate
20	Coordinator
21	Coordinator
22	Manager
23	TEACHER
24	Development Associate
25	Marketing Coordinator (similar to Associate)
26	Executive Assistant to the Director and Board of Trustees
27	I would say I am more entry level - Office Manager

Page 3, Q8. What is your current position or rank in your organization?	
28	Coordinator
29	Manager
30	Development Assistant
31	"Junior Staff" i.e. Development Coordinator
32	Manager
33	Volunteer program coordinator - Report to VP of Museum
34	Coordinator
35	I am considered "junior staff" and work directly under our Director of Education and Operations
36	Executive, Marketing, and Box Office Assistant
37	Program associate
38	Communications and Grantwriting Associate
39	grantwriter
40	Assistant-level position
41	Manager
42	Artistic Associate
43	Art administrator/ Chorus director
44	Production Manager
45	Marketing Manager
46	Business Office Manager
47	Coordinator
48	Curator - you need to define your higharchy of ranks
49	Marketing Assistant
50	Manager
51	A combination of the Director's Assistant, Board Liasion, and Marketing and PR Assistant
52	Manager
53	Youth Development Manager

**Page 3, Q8. What is your current position or rank in your organization?**

54	Marketing and Communications Coordinator, which is more like Lower management
55	Membership Manager
56	Grants writer
57	Development Associate
58	Research
59	Grants Manager
60	Program Manager
61	Project Manager- is that middle management? We are super important to the organization.
62	Grants Coordinator
63	Marketing and Development Assistant
64	Group Sales Coordinator
65	My position is part time. Salary is not full time salary.
66	Audience Development Coordinator
67	Company Manager
68	Asst. Box Office Manager
69	Site Editor
70	Marketing Manager
71	Assistant Director (I got a promotion due to time on the job, but am still on the bottom tier)
72	studio programs coordinator
73	Program Manager of Education and Artist Services
74	Artistic Director
75	Operations and Events Manager
76	Assistant
77	Curator
78	Head of Conservation
79	Dev. & Donor Services Officer



**Page 3, Q8. What is your current position or rank in your organization?**

80	assistant
81	Associate Director
82	Marketing Coordinator and graphic design
83	assistant
84	Grants Manager
85	Membership Manager
86	Administrative Associate, entry-level position
87	Patron Services Manager
88	Development Coordinator
89	Entry level
90	Education Director
91	Registrar

**Page 4, Q10. How many weeks of paid vacation do you currently receive each year?**

1	none
2	0
3	none
4	0
5	none
6	0
7	5
8	N/A
9	5
10	4-6
11	5
12	None
13	0
14	none
15	5
16	0
17	0
18	4 weeks if you include floating holidays which are separate from PTO
19	We may have additional time that was carried over from the previous year.
20	0
21	0
22	None, I do contract work
23	0
24	10 days Vacation, 12 days Sick, 4 days personal
25	based on length of time here
26	5
27	None

**Page 4, Q10. How many weeks of paid vacation do you currently receive each year?**

28	5
29	five
30	None. I take time when I can. I basically work year round, and have no set time off
31	5
32	About 3 1/2
33	none I am part time.
34	None
35	5 and i don't use them all because i have too much to do.
36	I own/founded the company, so I don't really have any.
37	6
38	5 weeks
39	not specified
40	Its based on how long you've been
41	None -- I do not get paid vacation
42	5
43	10 days + 4 personal days
44	5
45	5
46	0
47	Nothing set - would like time for 2
48	5
49	4 weeks plus two additional weeks at the Christmas holiday
50	5
51	accumulate via pto
52	5
53	0
54	5 Weeks

**Page 4, Q10. How many weeks of paid vacation do you currently receive each year?**

55	4 (20 days), plus ~two weeks at the end of the calendar year when the school is closed
56	5
57	4+
58	none
59	I am eligible for 4 weeks of paid vacation but are rarely able to use it due to work responsibilities that inevitably intervene
60	paid hourly not full time staff
61	0
62	5
63	It's about 3, but we have to follow the work calendar rather than choose when to go on vacation.
64	none
65	I get 4 weeks from my day job, none from my arts admin job
66	none
67	5-6 weeks
68	16 days to use as I wish: vacation, sick days, personal days.
69	0
70	5
71	eleven days
72	None. I'm an hourly employee
73	none
74	None

Page 4, Q13. Does your organization currently offer any other benefits?	
1	none
2	No
3	Life insurance, short- and long-term disability, personal days, sick leave, holidays, and other leave times
4	yes
5	Housing
6	Life insurance = to one year of salary
7	No. And it's a problem for me that they do not.
8	no
9	free classes, professional travel, professional development opportunities
10	No benefits are offered. All volunteer org
11	403B match up to 5% of salary; disability and life insurance, aflac
12	Legal help discount Sporting club discount Disability Life insurance Health Advocate Merchant discounts Credit Union membership Free/discounted ticket offerings on some shows
13	403b, \$3000 Flex dollars for cafeteria plan benefits package, summer hours (Friday afternoon early closing), Christmas-New Year's week off fully paid
14	I do not get any benefits.
15	Personal days, paid sick days, vacation
16	SEPTA TransitChek program
17	no
18	Life insurance, pre-tax commuter, free classes, staff yoga class, retirement match
19	\$60 transportation stipend (in Transit Checks) per month for using public transit, plus ability to purchase more in pre-tax dollars if desired (I do not).
20	Employee Home Ownership Program -- financial support and access to programs aimed at putting home ownership within reach - grants up to \$9k Tuition Remission -- value is \$900/credit (avg. class is 3) Flexible Spending Accounts -- Health, Transit, Dependent Care
21	up to 5% match on 403b, ability to purchase Transit Checks with pre-tax dollars, and flexible medical spending account.
22	FSA, transit deduction

Page 4, Q13. Does your organization currently offer any other benefits?	
23	Gym membership Discount parking Free tickets
24	free parking
25	No.
26	No.
27	disability
28	Not that I'm aware
29	No, and we contribute 50% of the health insurance premium.
30	full membership to a gym
31	no
32	Free Counseling (5 sessions)
33	Life, LTD, STD
34	Yes.
35	- My moving expenses were covered - I receive an allotment of complimentary tickets to our own shows, plus there is a program in place for tickets beyond that - I received PAID maternity leave and we have an option to use additional unpaid time past the 12 weeks - Professional development compensation
36	Not that I know of
37	no
38	not that I know of. I'm not full-time staff, so I am unaware of these benefits.
39	No
40	n/a
41	no
42	Employee Assistance Program through benefit services provided; in-house retail discounts,
43	transit plan, healthcare FSA, EPA
44	I don't believe so or I just don't know about them.
45	TransitCheck (tax-free coupons for public transit) Parking Benefit Tax-Free Account for Medical Expenses ("cafeteria plan") ability to take some salary tax-free to pay child-care expenses
46	Short term disability

**Page 4, Q13. Does your organization currently offer any other benefits?**

47	Tuition Reimbursement, Health Club Reimbursement, Child Care Reimbursement, Extra Medical Expenses Coverage
48	No
49	Tuition benefit for college age children
50	Flexible Savings Plan, Disability- Short & Long Term, Life Insurance
51	Fitness Club membership, Parking discounts
52	no
53	no
54	Health Club Membership and un-reimbursed medical expenses (up to \$2,000)
55	I am not year round, but I know they offer some health co-pay
56	A free class a semester.
57	simple ira
58	Life insurance, long term disability, flexible spending account, transit checks, pre-tax deduction for parking expenses, concert tickets
59	3% match 403b
60	no
61	Flexible days off and vacation
62	Legal plan
63	no
64	We can contribute to retirement, but there is no contribution by employer
65	Life Insurance policy for \$50,000
66	We can pay into a Dental plan if we we want, but none of it is covered by our employer. Also, we don't have what I would call retirement options, but we can set up a 401K plan through our employer. After 2 years of employment our employer will start adding 1% of our salary into the 401K, after 5 years of employment our employer will start adding 3% with a 2% match, and after 10 years of employment our employer will start adding 5% with a 5% match.
67	healthy lifestyle programs commuter expense benefits flexplan
68	global fit
69	No.
70	Not that I know of

**Page 4, Q13. Does your organization currently offer any other benefits?**

71	Not that I am aware.
72	Partial Parking, Gym membership
73	yes, life insurance
74	SEPTA TransitChek
75	Transit checks for SEPTA regional rail.
76	free classes, flex-time, comp time. Plus as a member of senior management, I get a parking space.
77	No
78	No
79	Yes, medical advocate and free legal services for simple things like wills.
80	403B
81	Yes, but I'm part time.
82	professional development
83	reimbursement for use of personal PDA, FSA reimbursement, SEPTA discount, 8% match of employee contribution to retirement plans, matching gift program
84	Yes. In addition to health and dental insurance and a 401(k) plan with employer contributions, my organization's benefits include a prescription plan, health advocacy service, life insurance, 2:1 matching gift program for employees' charitable contributions over \$25, and a "cafeteria" plan with tiered choices including spouse health insurance coverage/adoption benefits/gym membership/declining balance for unreimbursed health expenses/tuition reimbursement.
85	Cafeteria plan in which staff can choose a range of options: Tuition reimbursement, pre-tax contribution to adoption account, dependent health care coverage, health club membership, etc. Employer matching gifts to other tax-exempt organizations. Flexible Spending Account (for healthcare).
86	Coverage of unreimbursed medical up to \$2,000 a year and life insurance for up to several years of my salary
87	yes, paid FMLA/maternity leave
88	no
89	Employee Assistance Program (mental health visits) offered to all employees
90	Flexible spending account, transit checks, life/ad&d/ftd
91	no



Page 4, Q13. Does your organization currently offer any other benefits?	
92	I believe they have life insurance and long-term disability insurance, but since I don't know for sure, I guess they aren't crucial to me!
93	No
94	No.
95	after one year of service, free or reduced music lessons for staff and family
96	no
97	Flexible working hours, staff appreciation events
98	Yes. Flex spending and Reimbursement(this includes health, health club, tuition and adoption), Life Insurance, Long Term Disability Insurance, and a health advocate resource.
99	no
100	no
101	no
102	FSA, co-pay reimbursement
103	Life and Disability Insurance
104	Short and long term disability coverage.
105	Life, ADD, STD, LTD
106	pretty slim here. I'm suprized at some of the options that you offered above - this is a 501c3 your talking about.
107	Nope.
108	No
109	Disability/Life Insurance
110	Life insurance, disability insurance
111	Long and short term disability, flexible spending account, Transit Check, retirement plan,
112	FSA, Transit Chek,
113	Yes
114	free museum admission to other institutions
115	- very reasonable monthly parking, deducted before taxes - pre-tax flex medical spending

Page 4, Q13. Does your organization currently offer any other benefits?	
116	Occasionally professional development workshops etc., paid for by organization
117	I don't think so
118	Disability, long term and short term, if needed
119	no paid overtime. Comp time - up to a maximum of 5 days only.
120	no
121	no
122	Not as far as I am aware.
123	life insurance and long term disability
124	life insurance 1x salary generous on holidays
125	Life, STD and LTD
126	NO
127	disability, accidental death, Flexible Savings Account
128	PSA Account, health club membership incentives, EPA Program.
129	dental is offered, but I opt out non-medical benefits include PD opportunities offered by virtue of having an organizational membership to GPCA, for instance
130	life insurance disability insurance - short and long term
131	Flexpay Corporate Perks
132	Not that I am aware of. We are signed up for the Trans Check program, but I don't believe there is any cost for the org.
133	no
134	Long-term disability, life insurance
135	We all work virtually
136	no
137	no
138	employer contribution 403-b pension plan in addition to employee contribution plan
139	Free classes for staff (up to 3 per year) = approx \$900 value total per year.
140	Workers comp, life insurance
141	professional development long term disability insurance additional (non vacation)

**Page 4, Q13. Does your organization currently offer any other benefits?**

	PTO organizational services free (classes) Networking Opportunities
142	Dental
143	no
144	Food
145	Disability & a small life insurance policy, sick & personal days
146	No
147	No.
148	EAP Flexible spending plan/HSA
149	No
150	Child and elder care tax credit; SEPTA transpass discount/pretax purchase; access to travel agency and legal support; Medical FSA
151	no
152	No
153	No
154	no
155	Simple IRA
156	Compensatory time off, complimentary tickets
157	life insurance, disability, parental leave
158	Short and Long Term Disability
159	FSA and HSA accounts, TransitChecks, comp time for hours worked beyond a normal work week
160	group rates on auto and homeowners insurance via professional organizations. Also, employee discounts in museum stores and classes offered by the organization.
161	No.
162	Matching 403B compensation up to \$800, flexibility to bring in pets or children to the office.
163	No.
164	No, but I can call out with on a moments notice with a sick kid and have no problems. Medical insurance is offered here, but in previous years has been very expensive.

Page 4, Q13. Does your organization currently offer any other benefits?	
165	life insurance, supplemental disability/long-term care insurance, a bunch of other things that I can't remember right now (travel assistance, will planning assistance service, things like that)
166	Life Insurance
167	no
168	not that I am aware of
169	LTD, Life Insurance, etc
170	none
171	There is a contribution on behalf of the employee for all benefits in every arts related job I've had. So the word "offer" is complicated.
172	403b retirement plan and match
173	Simple IRA with match
174	No benefits offered
175	No
176	No
177	yes
178	Aflac was made available to us at a discount for short term disability and sickness coverage. It is very reasonable.
179	No
180	Disability Life insurance Sick leave Floating holidays
181	Sick leave, one art class a semester free of charge, life insurance, short term disability insurance
182	Longterm disability
183	No
184	Not at this time.
185	No.
186	Carebridge
187	Disability insurance; requests for professional sabbaticals (unpaid) considered on case by case basis
188	No.

Page 4, Q13. Does your organization currently offer any other benefits?	
189	We are provided with a \$100/mo health ins stipend
190	no
191	yes, but I am part time, I get none of them.
192	tuition reimbursement, life insurance, disability insurance, public transit discounts, retirement plans
193	Ability to work from home some days
194	no
195	LTD, STD, Life Insurance, Snow daycare, parking,
196	Dental benefits are extremely small.
197	Tuition at UPenn
198	No
199	Life insurance
200	Transit/parking checks - taken out of pay check pre tax Flex medical spending accounts medical benefits for spouse and children
201	No
202	NO
203	staff discounts on classes/ shop purchases
204	no
205	No. I'm one of three part time employees.
206	I'm not sure.
207	no
208	no
209	No
210	FSA account of up to \$2000
211	no
212	Medical savings
213	NO!
214	Tuition reimbursement, discounted gym membership, FSA plans, matching donations to non-profit organizations, retirement, life insurance

Page 4, Q13. Does your organization currently offer any other benefits?	
215	Unsure.

**Page 7, Q28. What other initiative(s) would you like to see offered as part of a creative compensation package and what is the most amount of money you believe each initiative would be worth in lieu of cash as part of a yearly compensation package?**

1	Financial support to attend art events around the world.
2	Transportation offsets (TransitChek type things) or payment of tolls/parking - \$1,000-1,500
3	Comp time
4	Ongoing education and tuition subsidy = more than \$2500
5	Reduced hours.
6	Professional Development (Tuition Reimbursement/Assistance) \$2500
7	n/a
8	All things being equal, I would be more interested (about \$1500-2000 worth) in a position that had staff who directly reported to me and to whom I could delegate than a position that paid a little more and did NOT have that.
9	Fitness Center membership \$300
10	Home Internet access/hot spots - \$500-\$1,000 Subsidized food or meal plan options - \$1,000-\$1500
11	sabbaticals (this may be implied by the non-paid time off, but I think a partial pay period to take sabbatical, particularly for leadership. (\$3000) healthy food options/cafeateria (\$2000), gym memberships (\$500), data plans for cell phone (\$500), bonuses for merit based work, office culture (desks, open work space, creative rooms, etc...)
12	I think that beyond medical, vision and dental care are also very important and should be provided. I also feel that working beyond 40 hours per week can be acceptably made up for with compensatory time off not to be deducted from paid vacation days.
13	Technology \$500-1,000, maternity/paternity leave -\$2000-2500
14	Parking; exercise equipment; opportunities for creative initiative.
15	Pursuing creativity with paid/unpaid leave: allow artists to take a short residency in lieu of spending thousands on a conference which isn't even evaluated for learning outcomes.
16	Organization paying to send someone to school.
17	N/A
18	The opportunity to take classes, covered by my employer, at a local university: \$2,500
19	Upgraded healthcare package \$1,000

**Page 7, Q28. What other initiative(s) would you like to see offered as part of a creative compensation package and what is the most amount of money you believe each initiative would be worth in lieu of cash as part of a yearly compensation package?**

20	Short term disability -- More than \$2,500 yearly Life insurance coverage -- More than \$2,500 yearly
21	Health and wellness benefits (non-health insurance coverage) - \$2500 - \$3000
22	I think salary and health benefits are key, all other things are ways around increasing salary.
23	See below
24	Material stipend - \$1000 per year Studio space -\$2400 per year
25	Not sure, I am just starting my career. I think additional training for those working is important as needed. Also a workshops that help with organizational culture and collaboration between departments.
26	Reduced hours schedule - value depends on hours reduced
27	this covers everything
28	I agreed to work for the salary presented if they offered me a 35 hour/week instead of 40 hour/week.
29	Contribution by employer to retirement - worth half of contribution made by employer or \$1500/yr
30	none
31	Complementary or discounted gym membership, on- or slightly off-site exercise classes, parking or transit passes.
32	None
33	None
34	No amount of cash will make up for the fact that many of us make very little when compared to other industries. The sad truth is that even if we are able to make more money later in our careers, we are still unable to put away enough money to allow us to retire at some point in time. This makes old age and potential health issues that would impair our ability to work incredibly frightening.
35	Lunch Programs: \$2,000
36	I don't think any incentives can trump the cash up front. Salary is still the biggest deciding factor in two equal jobs.
37	Merit based compensation increases
38	Tuition reimbursement is great, if it's possible.
39	I think it is important for organizations to offer, with some match (even if it is small), a retirement package. Paid maternity/paternity leave can also be very

**Page 7, Q28. What other initiative(s) would you like to see offered as part of a creative compensation package and what is the most amount of money you believe each initiative would be worth in lieu of cash as part of a yearly compensation package?**

	important.
40	I think many arts administrators may also be artists themselves. Perhaps assistance with developing and/or promoting one's personal artistic initiatives (work done outside the company's work day)--something that helps you become a better artist. In a way, it is professional development, but I see this less as a "let's have a speaker come here or go to a convention" and more of a one-on-one networking or professional development meeting/planning session.
41	I'd gladly give up approximately \$2,500 in annual compensation in exchange for a private office.
42	Reimbursement Plan (Health, health club, etc.) - \$2,000. Life Insurance - \$300 Long Term Disability Insurance - \$300
43	Educational packages for improving skills
44	none
45	maternity leave/paternity leave
46	additional PAID timeoff
47	values can't be put on everything. its more about people and the climate of the workplace. the equation is more like the worker giving uncompensated time to the needy organization rather that the needy organization giving the employees what they don't have. Does your viewpoint reflect the expectations of the young workforce? Sorry to be so cranky....
48	\$1000
49	Cost of living standard increase of 3% annually. Pre-tax transportation program \$1,000 annually. "Bennie" card - assists with co-pays and some over the counter medical expenses free of charge to employees - \$1,000. Gym rebates - \$1,000
50	Autonomy in developing and cultivating artist's, partnerships, and projects with the ability to make clear decisions regardless of creative differences.
51	Travel and conference expenses for artistic research, \$5,000
52	sabbaticals
53	Not employee-at-will; some employment security
54	Pre-tax deductions for public transportation or bicycle-purchase costs.
55	Compensation packages should be personalized.
56	My answers, obviously, are affected by my life-stage. Earlier in life the child care would have been huge - worth \$2500 and more. Flex time also would have been higher; working at home lower. Additional vacation beyond 2 weeks - \$2000



**Page 7, Q28. What other initiative(s) would you like to see offered as part of a creative compensation package and what is the most amount of money you believe each initiative would be worth in lieu of cash as part of a yearly compensation package?**

57	Though it might not seem important at first, the ability to dress casually (jeans) is a popular benefit that is very much appreciated by employees, and I would say it would be worth \$1,000 - \$1,500 in lieu of cash.
58	Vision: \$500-\$1000
59	don't know
60	tuition reimbursement
61	Ability to "sell" vacation or sick days
62	Travel Stipends / Parking Re-imbusement
63	Short-term disability
64	Tuition reimbursement for school and the classes need not be associated with the current job/position - \$1500.00 yearly
65	Working from home office 100 percent is big incentive
66	can't think of any
67	1) Ability to adapt/broaden job description to take advantage of professional skills/interests (and a corresponding change of title). 2) Combining paid Sick and Vacation days to have one total amount of PTO (it is not fair to penalize those who remain healthy, or who do not have families, while other employees take multiple days off for chronic health issues or to care for children.)
68	None
69	sabbaticals (\$2000) matching gift programs (\$ 500) Life insurance (\$500) cultural exchange with other arts organizations (services) (\$500) family insurance coverage (\$4000) 403 b plan with match (\$4000) performance bonus opportunities (\$1000)
70	Provide a GAS card (\$1000 - \$1500)
71	45,000 with all listed cared for incentives.
72	A great work environment combined with opportunities to execute challenging creative projects are the best incentives of all.
73	Transportation reimbursement of some kind.
74	It's difficult to monetize these things. The existence of them is almost more important to me than how it "adds up" figuratively or literally.
75	I think it's odd to propose that the field trade these types of incentives for salary when salaries overall are so low to begin with in this field. I'd rather see salaries stay level or rise, while organizations offer more benefits, particularly those related to child care, elder care, medical insurance, and retirement.

**Page 7, Q28. What other initiative(s) would you like to see offered as part of a creative compensation package and what is the most amount of money you believe each initiative would be worth in lieu of cash as part of a yearly compensation package?**

76	Paid Maternity Leave. \$2,000
77	Extra vacation time bought in lieu of increase
78	N/A
79	Parking or transportation reimbursement - \$3000
80	None.
81	Comp time. Travel/meal reimbursement for time worked outside of regular hours.
82	None - just money. Luckily my wife has a good job with very good benefits other than having the ability to take time off especially on short notice.
83	401K or 403B with contribution from organization 2% of salary
84	Flexible Spending Accounts are great to be able to use on child care and health expenses and would probably be worth \$500 to have money taken out pre-tax for these specific purposes. Memberships and discounts when you are employed at museums (when applicable) are nice, as well; depending on the specific levels offered, could be worth up to \$500.
85	Nothing is worth "in lieu of cash." Traditionally, flexibility in work schedules and time off were the trade-off for lower paying nonprofit work. However, we all know that nonprofit employees often work long hours, don't take all their vacation time, and still are paid lower than their for profit counterparts. I couldn't care less if I was offered subscriptions or expected to go to a company picnic, especially if it meant continuing this expectation that nonprofit employees shouldn't be paid competitive rates because we believe in the mission.
86	none
87	My employer offers \$60 of transit checks (not just pre-tax, but basically free money) or a parking spot to every employee. It's a great benefit and I know it's much appreciated here.
88	Comp days for those times when you have to meet the needs of the organization outside regular working hours. \$2000
89	Paid parental leave for moms and dads for at least 6 months.
90	Being provided a healthy lunch once a week would be really nice.
91	Other health benefits such as gym membership (free or discounted) Commuter reimbursement
92	I think all the initiatives that I would want have been covered in this survey.
93	-payment for joining a gym--2,000.00 -offer yoga or meditation classes--1,000.00 -offer high quality coffee, tea and snacks at work--500.00 -commitment to team building and assessment of job satisfaction through use of outside OD

**Page 7, Q28. What other initiative(s) would you like to see offered as part of a creative compensation package and what is the most amount of money you believe each initiative would be worth in lieu of cash as part of a yearly compensation package?**

	professional on a routine basis---3,000.00
94	I have never had a job with health insurance, and at this point thinking about paid vacation time sounds like a dream. I believe us dance artists place our standards way too low, but regardless, all I hope for at this point are benefits and they are nowhere in sight.
95	artistic input
96	PUBLIC transportation 1000
97	n/a
98	Encouragement from superiors to pursue creative satisfaction (even if it means taking side work, as long as there is no conflict of interest). Training, mentoring, nurturing, hanging out. Autonomy.
99	Paid maternity/paternity leave -- at least partial salary for 8-12 weeks, would be worth \$5,000. Benefits such as travel compensation (SEPTA pass, car/gas/EZ Pass allowance) would be worth about \$1,000.
100	Résumé builders- certifications in an area (ie, nonprofit finance) attend conferences.
101	transportation / parking - \$2,000 per year gym membership - \$200 per year
102	Financial Planning service- \$2,000
103	Public Transportation passes and gym memberships (or a deal of some sort).

Page 7, Q29. Is there anything else you would like to say about creative compensation initiatives?

1	The emphasis by foundations on NOT contributing significantly toward general operations to organizations basically results in an underpaid workforce. Funders need to know that they can't keep asking organizations to do more and more with less.
2	Yes, I wish foundations and government grants would cover salaries more for nonprofits.
3	They are not an appropriate replacement for financial compensation.
4	no
5	no
6	I have found that with a Bachelors and the current job market, I am underpaid/undercompensated for the number of years of experience and contribution in this field. Love the work. Very disappointed with the compensation. Many orgs close leaving employees back out there through no performance or personality issues, to look for work. Very sad...
7	I love my job- and the benefits far outweigh the cash compensation.
8	I think this is possibly the most important thing an arts-based nonprofit can offer to its employees. Not only is there the monetary and emotional value of this (in feeling appreciated and valued) but it also engenders a culture of flexibility, constant evaluation, and forward-thinkingness that I think is missing from most organizations. This is the opportunity for organizations to move away from rigidity and create an institutional culture that benefits everyone -- employees and the organization itself -- and not get stuck in outdated modes of organizational development.
9	I feel like arts organizations large and small tend to overlook creative benefits that are not necessarily expensive (like the coffee service), but could really make employees feel good and valued. Care tends to be focused outward at the audience, not inwards towards retaining happy staff long-term.
10	I'd like to learn more about what the tech field is doing to keep employees happy and productive
11	Its really hard to work in the arts, no matter how much you love it. Both your job and your bank accounts stress you out.
12	No.
13	Being happy is more important than having money. It is the main reason I work in the arts instead of a corporate environment, where I would earn much more.
14	Seems like a good idea, as long as they are of real value to the actual employees.
15	Interesting idea and do see value but I also need to pay student loans and take care of myself so salary alone paired with work atmosphere (tattoos allowed is a must) for now has largely driven my decisions to take a job which took me out of Philadelphia and into New York. I'd love to come back to Philly but the salary

Page 7, Q29. Is there anything else you would like to say about creative compensation initiatives?

	isn't there and the arts admin. atmosphere is a bit stuffy and antiquated.
16	I think there is a difference between non-profit and for-profit creative compensation. I currently work for a for-profit arts company and the compensation etc. offered is much different than the non-profit arts companies I have worked for.
17	i dont understand this survey....how am i supposed to subscribe monetary values to working from home and other things when i don't know how much this "job" is paying me? This really doesn't make any sense as a way of collecting data. The idea of working from home is important to me and I hope to get compensated the same as office time and if possible I think summer fridays are an added benefit if you can be reached by phone and email. I'd like non-profits to reward at a similar rate as the corporate world with PTO and insurance and offer competitive packages. Netflix dry cleaning and magazine subscriptions and other perceived value services are exactly what I believe should not be included in packages. We should be fighting to pay our employees fairly, not offering them concert tickets in exchange for money.
18	N/A
19	I was a little unclear on this portion of the survey - I assessed every item from the perspective of: If you were going to offer me the following non-monetary compensation, how much LESS money would I be willing to take home in my paycheck. If that's not correct...please disregard my results! But generally: I think some creative compensation has little-to-no overhead and should be offered to staff in addition to their monetary compensation to help show appreciation and compensate for the often low salaries in the arts/nonprofit world - e.g., morale boosters, staff appreciation, professional development such as being a part of a committee, etc. I have found that a little goes a long way. That having been said, I don't believe those types of initiatives would/could replace monetary compensation which is likely already on the lower side, for an average arts employee.
20	I have to say that I haven't heard of some of these incentives as my place of employment offers nothing other than medical etc., and PTO. We have no home from work, no real staff appreciation, rarely tickets to events, no moving help, no thing. It's interesting to me that other places may offer this. I'm seeing just how little we are getting.
21	I answered that health benefits and retirement benefits were worth the highest level of choice offered, but I feel that they are worth A LOT MORE. Good health care benes are worth about \$10,000 per year to me, retirement worth at least 7,000. These are far and away the most valuable, frankly if an employer isn't offering them, I would not consider them a place that was serious about employee compensation and retention.
22	I would like to see more of a gender-blind parity in pay in the not-for-profits/arts sector.
23	I am an anomaly with regard to insurance as I am covered under my spouse's program - otherwise it would be very important.

**Page 7, Q29. Is there anything else you would like to say about creative compensation initiatives?**

24	It's important to note that not every additional benefit needs to be a cost to the employer. Trade agreements and in-kind contributions are additional ways to work with outside vendors to secure opportunities to pass on to employees as additional benefits.
25	Because I mostly work as a contracted hourly employee instead of a salaried employee, it is difficult for me to judge these initiatives, as I have never been in a situation to accept or deny a compensation package. I believe in general, I would prefer a higher salary to a complex benefits package. I also believe that job flexibility such as the ability to work from home or take unpaid leave should not affect your salary. It should be something an organization is willing to provide or not, regardless of what they are already paying you.
26	The previous questions are really false alternatives for anyone who is not at entry level. As someone with valuable skills, the higher salary often comes with more vacation, not less, and because I am paid more, I am perceived as more valuable, thus if I want to work from home sometimes, this is my right and something I would negotiate
27	Each organization needs to consider that the "artist" working for them will be happier at work if they have time for their studio practice. All the artist will help promote the organization while they are out in the community.
28	Nope, thanks!
29	no
30	no
31	Comp time is important b/c they over work non-profit employees. More employees should take their time owed to them, but they don't for fear of getting fired. Directors have gotten more interested in asking for as much as they can out of a person and not encouraging employees take the time to take care of themselves.
32	Honestly, I'm not really sure what this question means and what the impact on salary would be. I question whether I answered this series of questions properly.
33	none
34	No
35	I found it very difficult to assign cash values to most of the incentives.
36	No
37	Good to have but not essential for hiring.
38	no
39	For me, the most important benefits (apart from salary compensation) for my employer to provide are health insurance for myself and my spouse, paid vacation time, and some form of flexible work schedule (I am in grad school and need to leave early for class some days). Everything else I could do without. Of

Page 7, Q29. Is there anything else you would like to say about creative compensation initiatives?

those most-important benefits, health insurance for myself and my spouse is the one that (to me) most directly correlates to salary, because it's the only one that I would definitely pay for out-of-pocket if my employer didn't provide it. If I couldn't work flexible hours, I just wouldn't be able to take the job, so I can't really equate that with a monetary value. Vacation time is great, and I'd like to have as much of it as possible, but unless I can get a payout of an unused week, it has no monetary value to me; I would just make do with less vacation time if I had to--I wouldn't be especially willing to trade off a lot of salary for more vacation time because ultimately, I need the money more than I need the time off. Benefits are great (and very much appreciated), but I would have to be earning a much higher salary than I am currently earning in order to willingly trade off a chunk of salary for non-essential (to me) benefits like tickets to shows, subscriptions to Netflix, etc.

40 I'm not at a point in my career where advancing in title is very important to me (I'll be going back to grad school soon), but at some point in the future, as I work to build a career, I will be looking for opportunities for growth and advancement. The chance to increase responsibilities and title at the same organization will become very important. I know that many peers of mine look for this, too.

41 I noticed that titles were included, and I don't think there should be an "in lieu of cash" amount for an appropriate title for the job you are taking. Thanks!

42 As I get older, free time to pursue family/personal interests becomes more important to me. The ability to take vacation or even unpaid leave to spend time outside of work is very valuable to me, and more so now that I am in my 40s than it was when I was in my 20s.

43 I appreciate efforts by employers to compensate for lower salaries, however, if offered the choice between two jobs that I believe in equally, I would choose a higher monetary compensation over one with less money and a less-than-equivalent creative compensation, in terms of cash dollars to me - i.e. health coverage that I'd otherwise have to pay out of pocket for.

44 The only reason I didn't really indicate interest in the flexible working scheds is because it noted 40 hours a week - I don't know anybody who only works 40 hours a week in the arts - so the flexibility that most of us get is a result of working 50, 60, 70 hours a week, and is necessary to prevent burn-out.

45 Looking forward to seeing the results!

46 no

47 Health insurance is often not included in arts admin jobs unless you work for a very large company. It would be great to see more organizations offer this.

48 I think people in the arts should be compensated at the level of similar industries' demands for education and levels of competency. Anything else pretends that the arts are not work - they are and deserve that level of respect and salaries.

49 I think your project is a bit misguided in that you don't consider the rest of the staff. I also think that you have a odd idea that such compensations would be offered by 501c3 organizations. Your expectations and concepts of upward

Page 7, Q29. Is there anything else you would like to say about creative compensation initiatives?

	movement is for fitting for the private sector. I work here because i feel drawn and not the money -- and i don't come from money. I see myself more as a public servant - working for the good of the community.
50	I'm at the end of my career so a lot of what's included here really doesn't apply to me. But I do feel these benefits are needed by a number of employees and I'm all for them.
51	Can't wait to read it! I think this is a very important topic, and should be considered among arts orgs since salaries are typically low paying, but other out of pocket money saving and quality of life incentives help keep moral up and employees happy, even if pay is typically lower than average businesses and even some social service npo's.
52	Work culture is very important to me as well, I believe to be able to initiate innovative projects you must have people who understand the value of culture.
53	It can only do so much to ameliorate the low salaries that seem to come standard in this field. Healthcare costs for employers mean that full-time jobs are becoming more and more scarce, and part-time roles often come with no benefits.
54	Entry- and mid-level staff will not advance in administrative roles (development, marketing, etc.) if they are not willing to commit to full-time employment at the office. A lot of arts positions require evening and weekend work. That's just the way it is.
55	great idea for survey! I also value regular increases in pay (without title promotion) - even if small - to feel I am at least staying even with "the world" - something I have not had for years!
56	There should be basic initiatives that are not "creative" but necessary to life like health, dental and vision insurance, a 401 (k) plan with compensation from the organization, flexibility in terms of maternity leave and childcare whether it is working from home or help paying for childcare because the expense or the lacking of funds when taking unpaid time off is huge (2 months is not enough maternity leave time and I am surprised with the number of women in the field that it isn't a question in this survey), there should be at least 2 weeks paid vacation time, and professional development is a must and not considered enough at all- especially for my generation of workers--you might have asked for age in this survey as well.
57	they need to somehow entail a cash value/savings
58	nope
59	no
60	It is absolutely critical that professionals working at arts/culture institutions are compensated fairly and provided with adequate benefits. My current employer only provides 5 sick days per year, which needless to say, can be wiped out in one week by the flu. In addition, new employees are not allowed to take sick or vacation days within the first 3 months of work. This makes us feel like we do not



**Page 7, Q29. Is there anything else you would like to say about creative compensation initiatives?**

	have the trust or respect of our organizations. Its unlikely this would happen in the business/for-profit world. There are much better ways to save money than cutting corners on employee benefits/compensation.
61	None.
62	I think that creative compensation is interesting, but creating a positive supportive, friendly work environment would go a long way to compensating for the lack of salary. Not demanding more time (much more than 40 hours per week) from employees at no extra pay is not a great work environment. Organizations should make sure they do the basics right before getting "creative" with compensation.
63	Money and time off are always top compensations.
64	The work force. Having positive, creative people doing wonderful work is almost priceless.
65	Telecommuting is also an attractive benefit.
66	Love the group cleaning etc. May steal the idea.
67	In my opinion, an employer match to a retirement fund is a critical part of any plan. My current and most-recently-former places of employment both match employee contributions, and I would not consider another job that doesn't in any way match its employees' retirement contributions.
68	No
69	N/A
70	Due to our love of our work, we settle for a lot less compensation in pay or incentive than other professions. This can often be exploited by employers unfairly.
71	While I find your study interesting, I worry that placing focus on creative compensation models and not holding the arts community accountable to pay fair and competitive wages to their workforce put the administration of our arts organizations at risk. Unless the arts community address both creative and traditional compensation together, I think it will become harder to attract and retain the brightest employees. Even in a tough job market, I've noticed the caliber of applicant has dropped over the last year and I'm concerned this is due to our sector's stigma of low-paying positions.
72	The success of many of these initiatives seem dependent upon a certain type of employee lifestyle in association with a strong/positive work environment and culture.
73	I would like to see a standard set for salaries that is public to help employees in negotiating and boards in identifying where the employees fall in a spectrum. (I know this research exists nationally, but locally would be helpful and also advocacy to promote that this information is available). I don't think creative compensation should replace living, competitive wages for our cultural

**Page 7, Q29. Is there anything else you would like to say about creative compensation initiatives?**

	workforce, though that is often the case. We should feel proud of the work we do, not ashamed of the amount we are paid.
74	Part of what I love about my job right now is the feeling that they care about me and are taking care of me. It's not the specific benefits that are offered, but that 1) for every benefit they offer, they go all-out (not just health insurance, but good health insurance, with low cost to me) and 2) there are options - I can get the HMO, with premiums completely covered by the company (which suits my salary and needs now), or upgrade to a fancier plan and pay slightly more (which will be great in 10 years).
75	no
76	Paying for advanced degrees or coursework is also very important.
77	This title is a bit confusing--are you asking for compensation for creative positions or asking whether compensating people creatively (as in, non-monetarily) is important? There are several things that I expect from an underpaying position which are: flexible schedules, more time off, ability to modify a schedule to pick up higher paying work etc. but none of this is a replacement for a livable wage and base salary that is equivalent to my experience and job responsibilities. The situation is quite different for people administering small companies or founders of organizations--and as such I think it is difficult to compare these places to larger cultural institutions that follow a more "corporate" model. Involving employees in decisions and empowering them to be participants is ultimately important everywhere.
78	It's actually really tough to put a price tag on these options! In all honesty, I think I make my choices based mostly on fit, not on compensation--even creative compensation. If I believe I'll be happy and productive in a particular working environment and that I'll get along with the coworkers that come along with it, that carries a lot of weight--and in most cases, drives my decision-making regardless of other benefits. That said, I probably don't think about money quite as much as I should. :)
79	No, thank you.
80	Many of these incentives incur a substantial cost to the employer...I wonder if there are initiatives that have both great value to employees and little cost to employers. For example, how does one create and measure a positive work environment? If choosing between two jobs, the people are going to make the greatest difference to me.
81	No
82	Just because people work in the arts doesn't mean they should be paid in magazine subscriptions and chocolate bars. It's important to love what you do, but it's equally important for employers to be responsible for providing a wage that is commensurate with the time and work being performed. I firmly believe this is equally true regardless of whether you're working in financial, corporate, nonprofit, education, or other social science environments.
83	I am a choreographer who moonlights, in order to support myself, as an arts

Page 7, Q29. Is there anything else you would like to say about creative compensation initiatives?

	administration, and many of the questions were not applicable at the organization I work for, let alone speaking about dancers who are employed by organization dance companies. There are no salaries, no benefits, etc.
84	Many of these options should be standard in a creative industry, ie, it does not cost an organization anything to embrace flextime an flexspace. Awarding staff for accomplishments and providing training should be part of the cost of doing business not a perk on the table to be negotiated.
85	I think creative compensation is often the key to get people in the door - but if their salaries won't grow, it may not help with retention (in particular for people who live on a single income). On the flip side, when an organization is hitting a rough patch and might have to cut back on the routine of raises and such, creative compensation is a great effort to help with morale and might give people an incentive to stick through until things get better.
86	no
87	I find that creative compensation initiatives can be quite important, especially to people who work in non-profits. Since we are often paid at lower salaries than in other, comparable fields, creative compensation can provide an opportunity for organizations to show how much they appreciate their employees. Ultimately, you should compensate your employees well, I think they're the most important asset to any organization.
88	My organization claims to be open to providing some of these compensation initiatives (work from home, more time off, etc.) but when it comes down to it they don't. I believe a lot of non-profits know that to keep quality staff they should offer these compensation initiatives, but when push comes to shove they feel they need all hands on deck all the time in order to get the job done.
89	I work for my organization because of how committed we all are to the same set of values. I could make more in another field, but I wouldn't be as happy, and so I have figured out how much I need to live without panic. The rest feeds my soul, and I still have more fortune than many in the world.
90	n/a
91	As its name states "Creative Compensation" should be geared to each individual not blanket options across a company and should mature with an individual. Someone in there 30s would appreciate child care, but someone in there 50s or 60s wouldn't have a need for it, so there compensation could be different.
92	I believe creative compensation is crucial to an organization's employee satisfaction! In a profession where we don't expect high salaries, these benefits can usually be acquired by the organization in creative ways (trades, etc.) and go a long way towards making employee's feel appreciated. I also believe health care and retirement plans should be non-negotiables.
93	Saw a very interesting job in Colorado that has a great package. Had paid sick days and paid wellness days as well as the public transportation pass among other things. Was a great deal!

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