
Arts Sector

Summary of Bespoke Remuneration Report 2021

Table of Contents

Introduction	1
Executive Summary	2
Survey Database	3
Policies and Practices Findings	4
Employment Agreements	4
Contractor Payment Method	4
Internship	4
Leave Entitlements	4
Employee Turnover	5
Recruitment trend	5
Recruitment Strategy / Policy	5
Work / Life Balance	6
Volunteers	7
Health and Safety	7
Pandemic Business Response	8
Market Data: Contractor Pay	9

Copyright

Strategic Pay is a specialist pay consulting company offering guidance and advice to clients in all aspects of reward management. This report has been developed for the client and is copyright to Strategic Pay Limited. No part of it may be reproduced, either manually or electronically for the purpose of disclosure to any third party.

Disclaimer / Limitation of Liability

This report is designed to provide a summary of current pay and policy data amongst participating organisations, and as such does not purport to be conclusive or to provide specific guidelines. No responsibility can be accepted for loss occasioned to any person, or organisation, acting, or refraining from acting, as a result of any statement in this publication.

Introduction

Strategic Pay was commissioned by Creative New Zealand to research market pay practices for a number of roles in the Creative Arts sector. This is the second time that this study has been undertaken, with the first being in September 2018. The 2021 survey was undertaken from August to November 2021.

Creative New Zealand encourages, promotes and supports the arts in New Zealand for the benefit of all New Zealanders through funding, capability building, an international programme and advocacy.

The specific objectives of the project were, to gain market intelligence on remuneration/pay packages (quantum and components) offered to specified roles in the identified areas, and to gain information on specific employment policies and practices as applied to this sector.

This document is a summary of the second Arts Sector Remuneration Report and draws on detailed remuneration data for 1,566 individuals representing 52 organisations, particularly operating in the arts sector. Data for this survey is current as at 1 November 2021.

- 42 organisations provided data for employees.
- 21 organisations provided independent contractors data.
- 49 organisations provided responses to the policy and practices questionnaire.

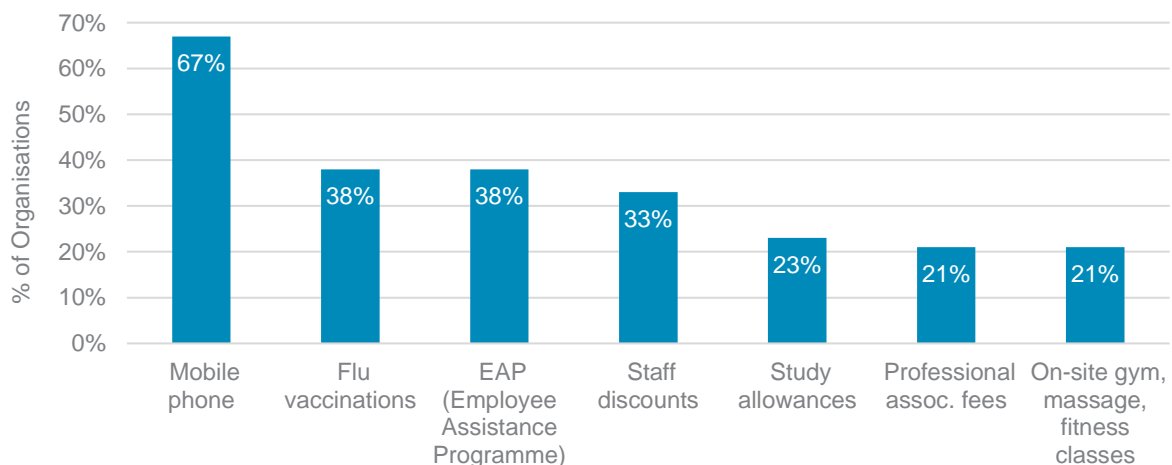
We are thankful to all participating organisations for their contribution to this valuable resource. Organisations who have submitted data to the survey receive a complimentary copy of the full report.

Executive Summary



- Overall salary increases for the past 12 months, as reported by participants, have been very low or no increase. As a result, the median salary increase applied to base salary in the past year was 0%.
- The expected base salary increase for the next year is predicted to be 2% for management roles, 1.7% for other staff, and 0% for artists.
- The majority of organisations (89%) conduct forward planning for their people costs, with 46% planning one year ahead.
- Arts sector organisations tend to invest in the career development of their workforce with 81% of organisations providing financial support of some kind, with a median of \$5,500 allocated for skills and career development in the last year.
- Interns are engaged in various job functions, but predominantly in artists roles. Sixty-five percent of organisations with interns provide payment of some kind for the roles.
- The average employee turnover is 21% per annum which is that same overall turnover as the wider Not for Profit sector.
- Forty percent of organisations reported they are expecting an increase in overall staff numbers in the coming 12 months and only 3% reported they are expecting a decrease.
- One third of organisations (33%) have a formal recruitment strategy to attract employees.
- Thirty-three percent of organisations reported they have a recruitment policy or strategy that directly relates to the 'focus' and/or 'community' that their organisation serves.
- Just 11% of organisations reduced paid staff hours due to COVID-19.
- The majority of organisations (88%) were able to maintain full pay for staff during the period of the Covid-19 Level 4 lockdown in 2020.

MOST COMMON BENEFITS PROVIDED TO EMPLOYEES (OTHER THAN KIWISAVER)



This data is current as at 1 November 2021.

Survey Database

Participating organisations are represented by art form and staff numbers below.

PARTICIPANTS BY SECTOR

Not for Profit organisations make up 86% of the participants in this survey, 8% are Public Sector organisations and the remaining 6% are Private Sector.

PARTICIPANTS BY REGION

Forty-four percent of participating organisations are based in Wellington while 36% are based in Auckland, 6% are based in Waikato and 6% are based in Christchurch, with the remaining 8% in other North Island locations.

PARTICIPANTS BY ARTFORM

• Music	29%
• Theatre	13%
• Visual Art / Crafts / Objects	21%
• Literature	12%
• Dance	12%
• Multi	13%

PARTICIPANTS BY STAFF NUMBER

• Up to 10	61%
• 11 to 30	25%
• 31 to 70	7%
• 70 and above	7%

Of the 1,566 individuals for which remuneration data was provided, 576 individuals are employed on a full-time or part time-basis and 990 individuals are independent contractors.

DISTRIBUTION OF STAFF ACROSS FUNCTIONS

The chart below illustrates the distribution of staff across the eight functions in the overall sample of employee and contractor remuneration data. Artist is by far the predominant function in these organisations, representing 60% of the overall sample.



Policies and Practices Findings

EMPLOYMENT AGREEMENTS

The majority of organisations (83%) have their staff on individual employment agreements. The rest have other types of employment agreements, such as collective agreement and independent contractor agreements.

Only 10% of organisations provided further information on which staff levels were under a collective agreement.

CONTRACTOR PAYMENT METHOD

- 81% of organisations engage contractors by event or show.
- 43% pay contractors by the hour.
- 5% pay contractor per day (or daily rate).
- 24% indicated they have other pay arrangements for contractors (e.g. pay per job (as required), per month and per week).

Note: The percentages total more than 100% because some organisations use more than one method to pay their contractors.

INTERNSHIP

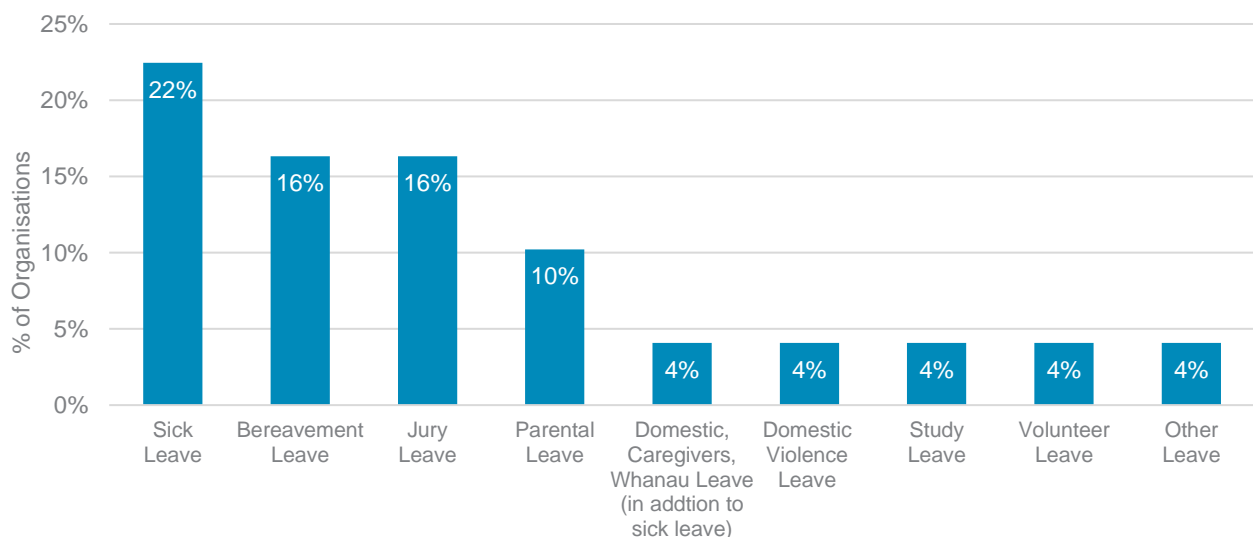
Forty-seven percent of organisations reported they have an internship programme in place for artists. Of these, 65% provide payment of some kind – most common is an hourly rate. Where interns are paid per hour, the average hourly rate is \$22.43 per hour.

LEAVE ENTITLEMENTS

Additional Leave Over and Above Statutory Entitlements

All organisations are required to provide a minimum level of leave and benefits according to law. Organisations were asked to provide information about additional leave they provide above the legislated minimum. The graph below summarises paid leave provided above the legislated minimums. Forty-nine organisations submitted data for this question; the breakdown of the information is as follows.

ADDITIONAL LEAVE



EMPLOYEE TURNOVER

For organisations with full time / part time employees, as a percentage of total employee numbers the average employee turnover is 21% per annum. In comparison, overall voluntary turnover in the Not for Profit sector is 21% (as reported in the Strategic Pay 2021 Not for Profit Remuneration Report).

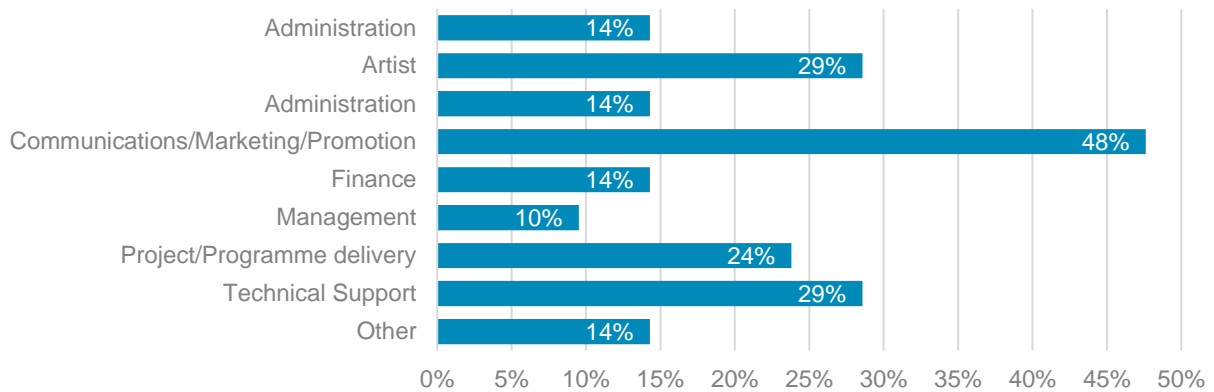
The highest turnover figures are found in technical support roles with average turnover of 29%. Followed by project / programme delivery with turnover of 25%. Artist turnover is 7%.

RECRUITMENT TREND

Fifty-seven percent of organisations reported they have no vacancies while 29% are just as busy with recruitment as a year ago, 12% are actively recruiting but less than a year ago and 2 indicated they have a recruitment freeze.

Participants were asked to indicate which areas they are currently experiencing difficulty in recruiting. The communications / marketing / promotion function is the most in demand with 48% of organisations reporting difficulty in recruiting for those roles.

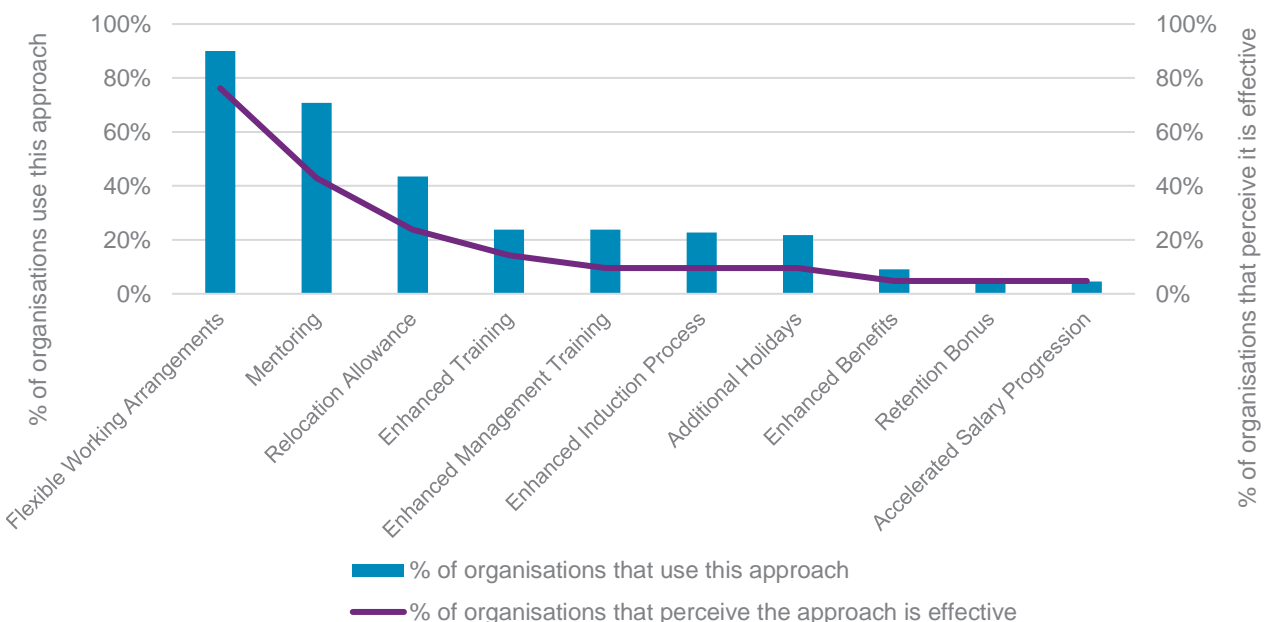
RECRUITMENT DIFFICULTY



RECRUITMENT STRATEGY / POLICY

One third of organisations (33%) have a formal recruitment strategy to attract employees. The graph below shows which recruitment and retention approaches organisations use and how effective these are perceived to be.

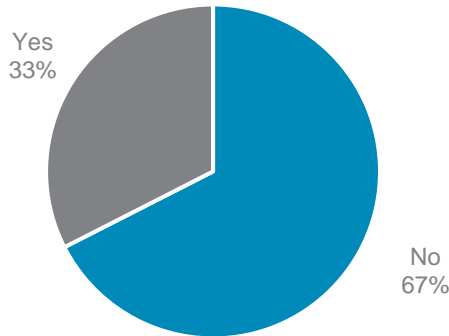
APPROACHES USED TO ATTRACT AND RETAIN EMPLOYEES



Community Focus

Thirty-three percent of organisations reported they have a recruitment policy or strategy that directly relates to the 'focus' and/or 'community' that their organisation serves.

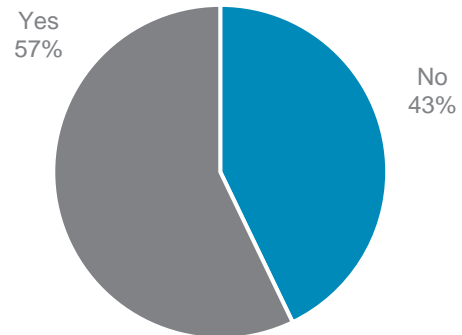
COMMUNITY FOCUS POLICY



Diversity and Inclusion Policy

Fifty-seven percent of organisations reported they have a diversity and inclusion policy.

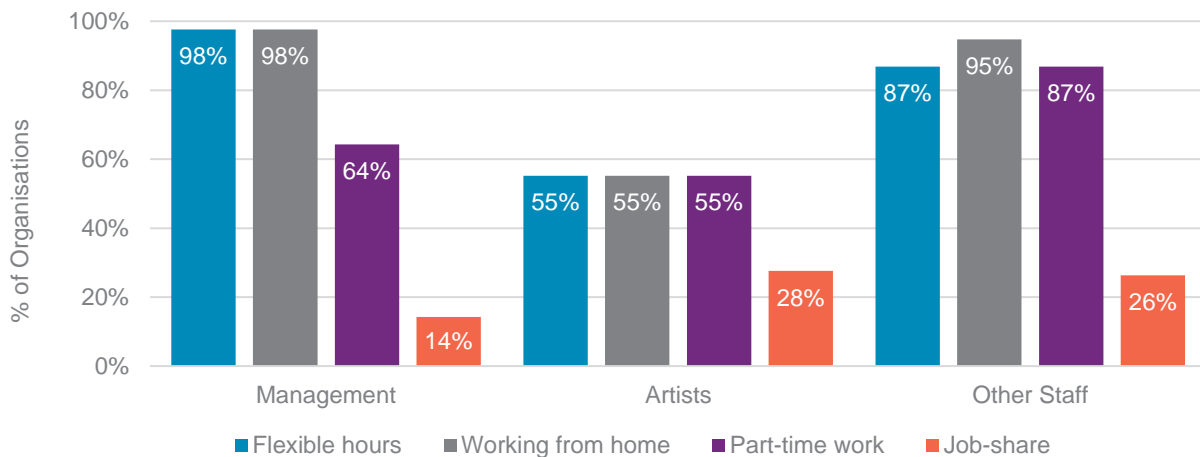
DIVERSITY AND INCLUSION POLICY



WORK / LIFE BALANCE

Organisations were asked to provide detail about flexible work arrangements offered to their employed staff. The following graphs illustrate the overall response from organisations on work / life balance initiatives. Percentages relate only to those organisations that do offer some form of such initiative. Flexible hours and working from home are generally the most common initiatives offered.

WORK / LIFE BALANCE INITIATIVES OFFERED TO EMPLOYEES, ACROSS EMPLOYEE CATEGORY



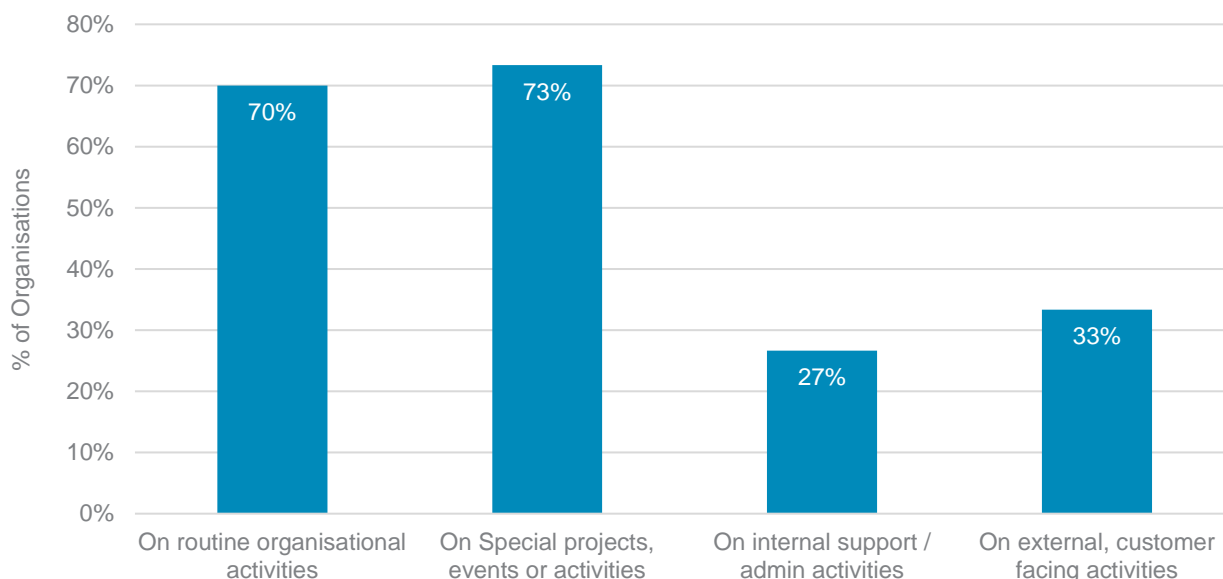
Note: Percentages may add up to more than 100% as organisations may offer multiple initiatives to employees.

Roles within the Artists category seem less likely to be offered work / life balance arrangements compared to management and other staff categories. This may be more reflective of the roles within the artist category that are employees as opposed to contractor artist roles.

VOLUNTEERS

Seventy-five percent of organisations indicated they regularly engage volunteers in their ongoing activities. Within those organisations, the chart below details the percentages that utilise volunteers in each activity.

DISTRIBUTION OF ORGANISATIONS THAT ENGAGE VOLUNTEERS IN ACTIVITIES / EVENTS



Note: Percentages may add up to more than 100% as organisations may engage volunteers for multiple types of activities / events.

HEALTH AND SAFETY

We asked the participants a set of questions around health and safety management. The table below outlines the approaches from participants relating to their commitment to the vital area of health and safety management in the workplace.

HEALTH AND SAFETY MEASURES

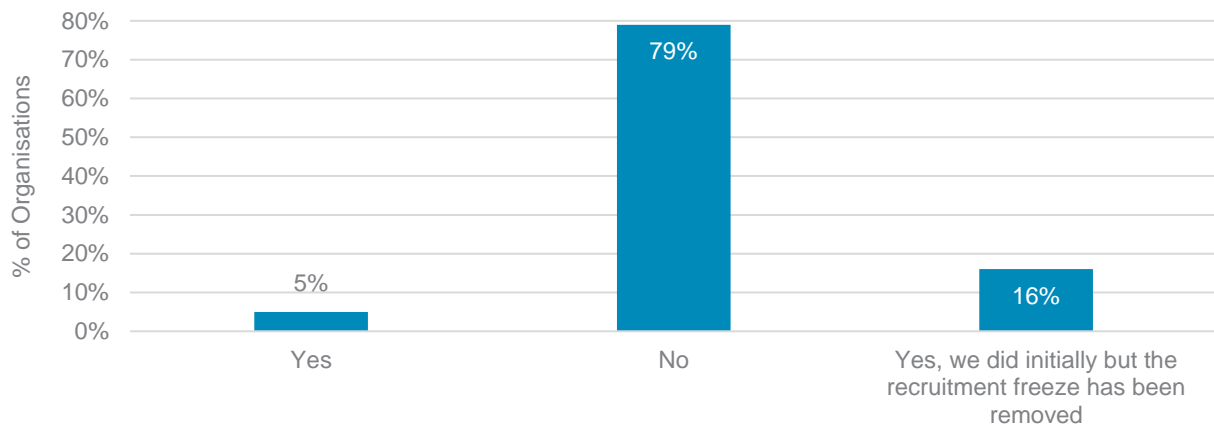
Questions	Percentage of Organisations Who Provide These Measures
Generally, within your organisation, is there an active and consultative commitment to address issues on all areas of health and safety management in the workplace?	100%
Does your organisation have an up-to-date and well-documented health and safety policy?	96%
Do you consider injury prevention and health risk issues at senior management meetings?	93%
Does your organisation have a system or set of policies to analyse incident and injury data (and report results to management and staff)?	77%
Does your organisation have a 'code of conduct' document that is communicated to all staff?	72%
Does your organisation have a policy in place for dealing with sexual harassment?	59%
Does your organisation have a wellbeing policy?	37%
Do you have a policy in place to help injured employees make the transition back to work?	36%

PANDEMIC BUSINESS RESPONSE

Recruitment

A total of 21% of organisations put a recruitment freeze in place due to COVID-19 however most of these have now removed the freeze. Seventy-nine percent of organisations did not put a recruitment freeze in place.

RECRUITMENT FREEZE DUE TO COVID-19



Staff Hours

Just 11% of organisations reduced paid staff hours due to COVID-19. Other affects on staff hours that were noted by participants were:

- Most staff worked their usual hours from home. Staff with public-facing roles were given research/archive project work.
- More flexibility offered.
- Artistic Residencies were affected by lockdowns, in that residence could not always be in Wellington, but in those cases the residencies took place at home.
- Many staff are unable to teach unless they try and take online classes which is quite challenging.
- Additional hours required to enable "pivoting" to deliver core business requirements.
- Some volunteered to temporary reduction in hours during initial lockdown, but this was not an organisational request, and quite short term.

Staff Pay

The majority of organisations (88%) were able to maintain full pay for staff during the period of the Covid-19 Level 4 lockdown in 2020.

Other Changes

Organisations reported the following other changes within their organisation as a result of the pandemic:

- Encourage staff to work from home if they feel under the weather or to support wellbeing.
- Encourage staff to take sick leave, annual leave, and openly support work/life balance.
- Allowances or subsidies for staff to work from home for the use of electricity and internet data while working from home.
- More flexible working hours; work from home much more regularly.
- We will require mandatory vaccination to work.
- We split one full time role into two with increased hours to cope with high workloads. Funding dependency can make it difficult to effect changes.
- Projects have been postponed or moved online.

Market Data: Contractor Pay

The full report provides detailed analysis of pay data for permanent employees and/or contractors for 54 individual roles.

The following pages include a summary of five roles with analysis of contractor pay data only.

Each benchmark role shows the job code, benchmark job title, number of organisations that contributed pay data, and number of contractors in the sample for the benchmarked role. A summary job description of the benchmark job title is provided along with ratio percentage of gender split for the role.

Each benchmark role provides insight into the sample size, and the reported pay data is classified into lower quartile, median, upper quartile, and average hourly rate for contractors.

Please note the following:

- No. of Orgs is the total number of organisations that provided pay data for the particular job code.
- No. of Contractors is the total number of contractors classified under the particular job code with pay data by organisations.
- Percentages of genders do not total 100% as gender data was not supplied for all contractors.
- Lower Quartile: The 25th percentile at which 25% of the data is lower than this point.
- Median: The 50th percentile at which 50% of the data is higher and 50% of the data is lower than this point.
- Upper Quartile: The 75th percentile at which 25% of the data is higher than this point.
- Average: The arithmetic mean of the data; the sum of the data divided by the sample size.
- The 'Calculated Hourly Rate (\$/hr)' is the 'Total Fee' divided by 'Total Number of Hours'.
- The currency applied in this job code chart is New Zealand Dollars.

Musician (Emerging)					AS15c				
Position Summary Includes classical and contemporary music; orchestral, taonga pūoro, choral, and band; opera; jazz and improvised; sound art; contemporary popular; 'world' music; and traditional and contemporary Māori and Pacific music. Includes roles such as: Instrumentalist, Vocalist, Accompanist, Music Producer.					SP Grade	N/A			
					SP10 Points	N/A			
					SP Band	N/A			
Total Sample			Pay Data						
No. of Orgs	No. of Contractors	Gender			Lower Quartile	Median	Upper Quartile	Average	Range
		M	F	Other					
3	234	11.5%	3.0%	-					
Overall Sample									
Total Fee Paid per Contract Payment Period (\$)					\$ 500	\$ 750	\$ 1 218	\$ 1 002	\$50 - \$7500
Total Number of Hours Spent per Period (hr)					19 hr	35 hr	56 hr	46 hr	1 hr - 405 hr
Calculated Hourly Rate (\$/hr)					\$ 23 / hr	\$ 25 / hr	\$ 26 / hr	\$ 32 / hr	\$11/hr - \$500/hr

Contractor Pay – continued

Performing Artist (Senior)					AS16a				
Position Summary Includes classical and contemporary theatre, kapa haka, all genres of theatre such as comedy, drama, physical, devised, street and musical theatre, circus, puppetry, mask and theatre for children, Māori, Pacific, Asian, Black, Indigenous and people of colour theatre. Includes roles such as: Kaihaka, Actor, Comedian, Circus Performer, Circus, Puppetry, Spoken Word Artist, Performance Poet.					SP Grade		N/A		
					SP10 Points		N/A		
					SP Band		N/A		
Total Sample					Pay Data				
No. of Orgs	No. of Contractors	Gender			Lower Quartile	Median	Upper Quartile	Average	Range
		M	F	Other					
6	20	55.0%	30.0%	-					
Overall Sample									
Total Fee Paid per Contract Payment Period (\$)					\$ 1 175	\$ 1 1750	\$ 1 813	\$ 2 522	\$600 - \$7500
Total Number of Hours Spent per Period (hr)					50 hr	50 hr	50 hr	76 hr	3 hr - 200 hr
Calculated Hourly Rate (\$/hr)					\$ 32 / hr	\$ 35 / hr	\$ 38 / hr	\$ 66 / hr	\$30/hr - \$400/hr

Visual Artist (Overall)					AS17				
Position Summary Includes work within the following or other Visual Arts genres: drawing, moving-image arts projects, installation, kōwhaiwhai, painting, performance within a visual arts context, photography, printmaking, tā moko, sculpture. Craft/Object genres could include, but are not limited to, ceramics, furniture, glass, jewellery, object making, studio-based design, raranga, tāniko, tapa making, textiles, tivaevae, typography, and weaving. Includes roles such as: Visual Artist including Visual Art and Craft/Object genre. Note: This position summary excludes Curators. Data on these roles were captured under the benchmark job title Museum/Gallery Curator (code IM41).					SP Grade		N/A		
					SP10 Points		N/A		
					SP Band		N/A		
Total Sample					Pay Data				
No. of Orgs	No. of Contractors	Gender			Lower Quartile	Median	Upper Quartile	Average	Range
		M	F	Other					
5	58	24.1%	27.6%	-					
Overall Sample									
Total Fee Paid per Contract Payment Period (\$)					\$ 200	\$ 400	\$ 1 175	\$ 1 201	\$100 - \$8770
Total Number of Hours Spent per Period (hr)					1 hr	2 hr	2 hr	2 hr	1 hr - 2 hr
Calculated Hourly Rate (\$/hr)					\$ 133 / hr	\$ 169 / hr	\$ 200 / hr	\$ 162 / hr	\$50/hr - \$250/hr

Contractor Pay – continued

Community Artist (Established)					AS19b				
Position Summary Works with communities, groups and individuals (e.g. within Creative Spaces facilities) to support their creative learning, expression and realisation of creative projects. May include shaping and/or facilitating and/or collaborating artistically on creative projects, teaching creative skills, facilitating wider community engagement, including bringing together partnerships to support the project. May be project / programme lead and/or employed as part of a wider programme of community engagement. Note: This position summary excludes community project/programme development, promotion and/or advisory roles. Data on these roles were captured under the benchmark job titles Education Outreach Manager/Coordinator (AS45/AS43) and Senior Community/Recreation Advisors (CS15)					SP Grade		N/A		
					SP10 Points		N/A		
					SP Band		N/A		
Total Sample					Pay Data				
No. of Orgs	No. of Contractors	Gender			Lower Quartile	Median	Upper Quartile	Average	Range
		M	F	Other					
6	35	11.4%	17.1%	-					
Overall Sample									
Total Fee Paid per Contract Payment Period (\$)					\$ 450	\$ 665	\$ 1 220	\$ 1 228	\$140 - \$7800
Total Number of Hours Spent per Period (hr)					5 hr	8 hr	15 hr	13 hr	2 hr - 62 hr
Calculated Hourly Rate (\$/hr)					\$ 50 / hr	\$ 72 / hr	\$ 100 / hr	\$ 80 / hr	\$40/hr - \$350/hr

Technician 2					AS28				
Position Summary Undertakes assignments related to the installation, maintenance and operation of lighting, sound, audio-visual equipment, and sets based on a plan/design. Includes roles such as: Operator including: Camera, sound, lighting.					SP Grade		9 - 11		
					SP10 Points		236 - 312		
					SP Band		D - E		
Total Sample					Pay Data				
No. of Orgs	No. of Contractors	Gender			Lower Quartile	Median	Upper Quartile	Average	Range
		M	F	Other					
8	63	33.3%	4.8%	-					
Overall Sample									
Total Fee Paid per Contract Payment Period (\$)					\$ 950	\$ 1 750	\$ 2 803	\$ 2 575	\$78 - \$17806
Total Number of Hours Spent per Period (hr)					21 hr	56 hr	102 hr	87 hr	2 hr - 460 hr
Calculated Hourly Rate (\$/hr)					\$ 27 / hr	\$ 35 / hr	\$ 40 / hr	\$ 34 / hr	\$27/hr - \$48/hr