



2022 Film Festival Staffing, Workforce, & Compensation Survey

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Overview

This report contains the results of Staffing, Workforce and Compensation survey conducted in 2022 by the Film Festival Alliance.



Topics/Objectives

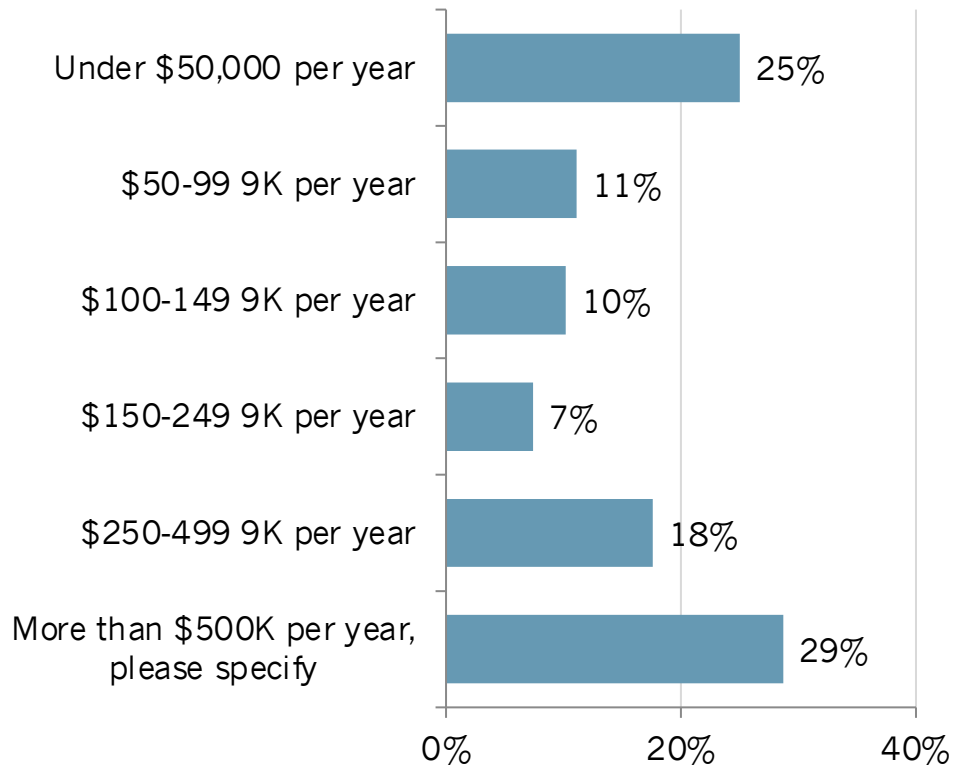
1. Learn from film festival leaders about their current approaches to using and compensating team members across a range of functions and roles.
2. Determine current policies toward work from home, pandemic response, diversity/equity/inclusion and other current issues.
3. Provide opportunities for film festival leaders to share best practices in hiring, retention and workplace morale.

Sources and Methods

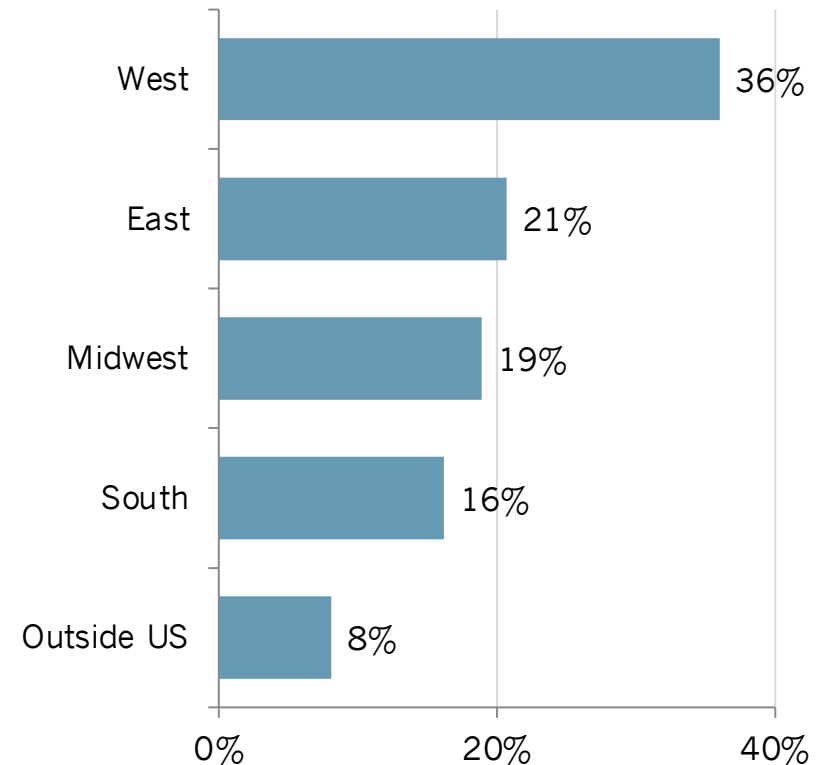
Data Collection

- Data was collected from January through February 2022
- Survey responses are anonymous and confidential
- 111 individuals representing 108 unique film organizations participated
- Many sizes of organizations from a variety of parts of the U.S. and beyond are represented

Prior Fiscal Year Cash Budget of Participating Organization

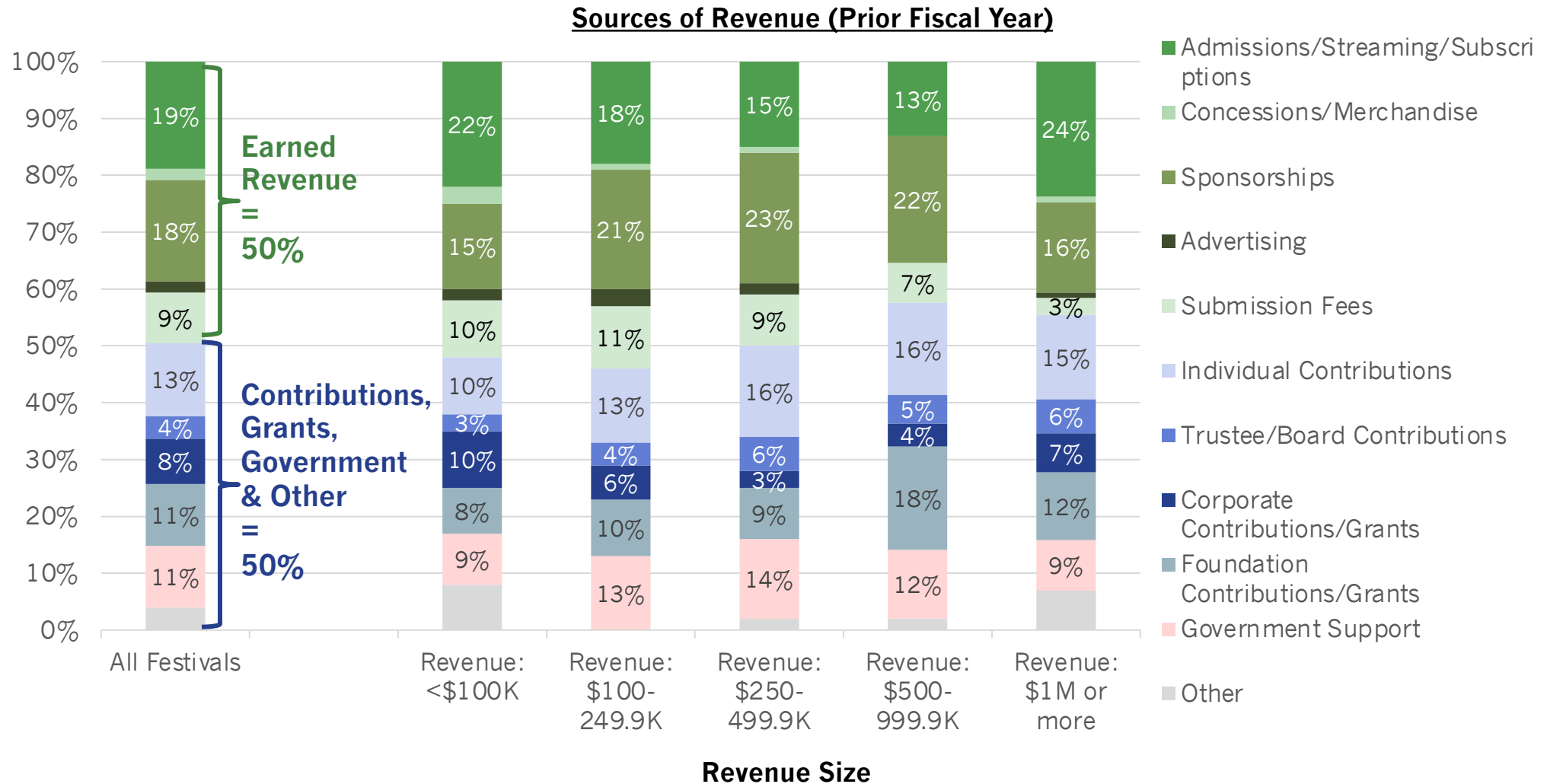


Region



Film festivals rely on varied sources of funding, from admissions/streaming to sponsorship to government support.

- Larger festivals tend to be able to secure a larger portion of their annual revenue through grants and contributions



Question: Approximately what % of your total revenue came from the following sources in your last fiscal year? Please ensure total adds up to 100%

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

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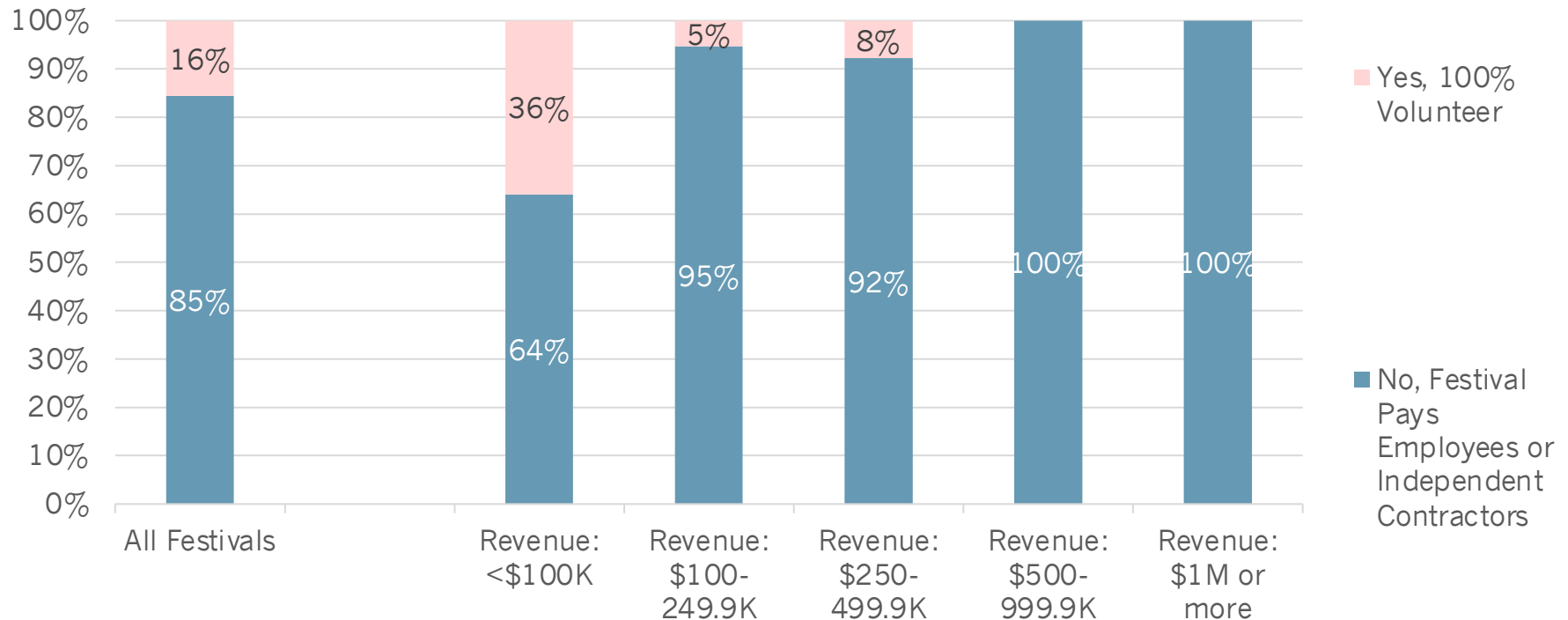
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HR Policies and Approaches

16% of participating festivals are entirely volunteer.

- These festivals were skipped past questions related to compensation

100% Volunteer Festivals (Note: excluded from subsequent salary and compensation questions)



Question: Is your festival 100% volunteer or do you pay employees (full-time, part-time or seasonal) or independent contractors?

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For festivals who pay employees or independent contractors, a variety of federal and state programs were widely used in the prior fiscal year.

- Only 19% of all festivals report using none of these programs for compensation or other staffing costs

**Participation in State and Federal Programs Re:
Payroll and Staffing Costs (Prior Fiscal Year)**

 = indicates 30%+ of respondents using

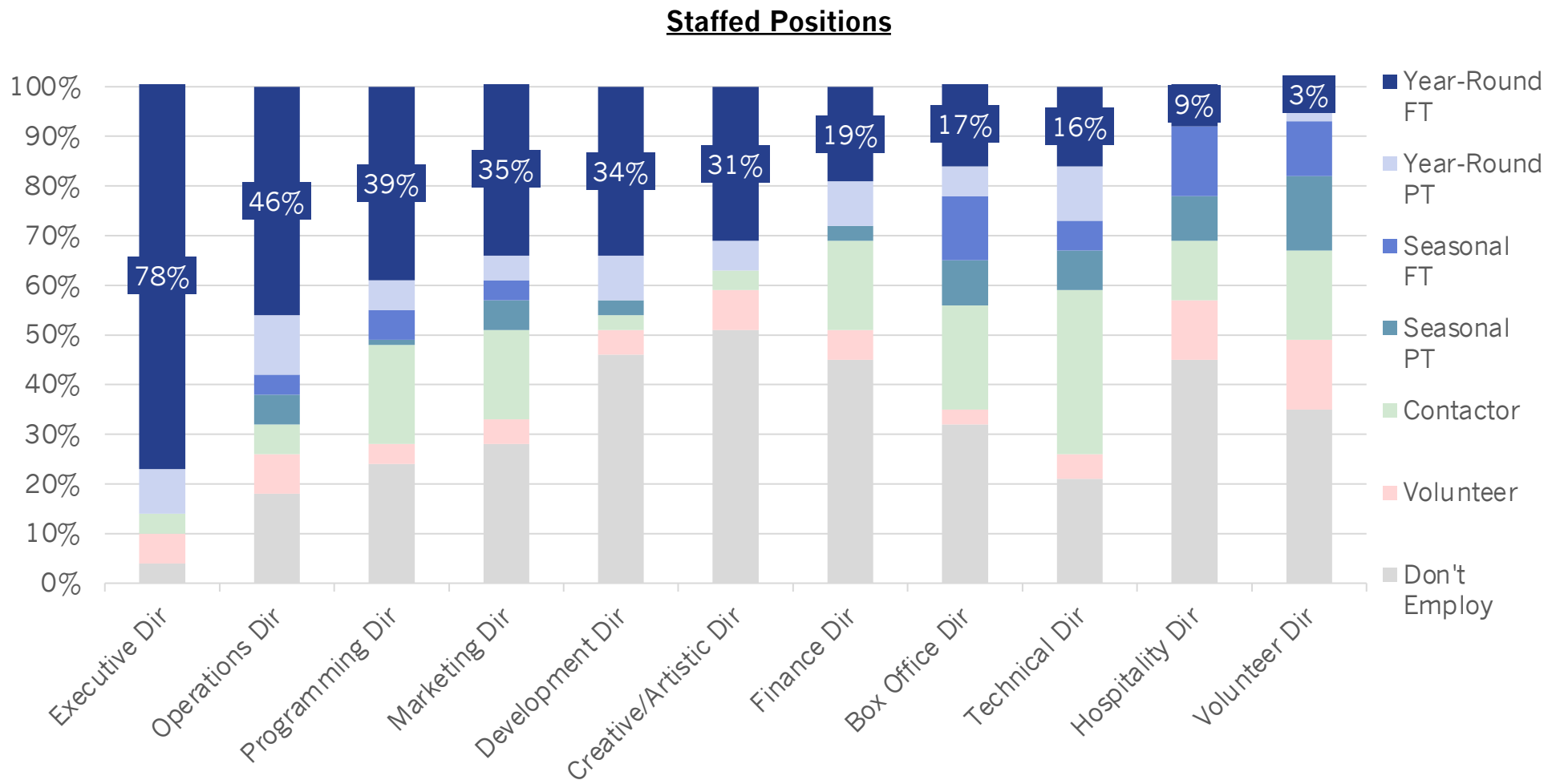
	All Festivals	<\$100K	\$100-249.9K	\$250-499.9K	\$500-999.9K	\$1M+
CARES	57%	33%	50%	64%	86%	80%
CRRSA	0%	0%	0%	0%	0%	0%
ARPA CCDBG	1%	0%	0%	0%	7%	0%
ARPA Stabilization Grant	2%	0%	6%	0%	7%	0%
Coronavirus State and Local Fiscal Recovery Funds	39%	25%	39%	46%	57%	30%
Other federal funds	31%	25%	28%	27%	57%	40%
Other state/local funds	17%	21%	22%	18%	0%	10%
None of these	19%	42%	17%	9%	0%	0%

Question: Which of the following federal programs have you used for compensation or other staffing costs in your last fiscal year? Please select all that apply

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Although most of these film organizations employ a full time Executive Director, they use many other approaches to full time employment to fill job roles.

- Relatively few festivals employ full time or part time Hospitality Directors or Volunteer Directors



Question: For which of the following roles does your festival pay compensation (wages or independent contractor fees)? Please select all that apply.

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On average, film festivals have 1.4 open positions they are seeking to fill.

- This represents 11% of full employment for these festivals

Average Staffing and Open Positions by Annual Organization Revenue (Prior Fiscal Year, unless otherwise noted)

	All Festivals	<\$100K	\$100-249.9K	\$250-499.9K	\$500-999.9K	\$1M+
Full-Time Employees	8.2	1.3	2.4	2.8	4.6	30.2
Part-Time Employees	3.1	1.2	1.6	2.5	1.4	7.4
Seasonal Employees	10.4	3.8	3.2	1.9	6.2	42.1
Independent Contractors	7.9	2.0	4.9	8.0	11.4	20.8
Overall FTEs	11.2	4.8	3.9	4.7	5.3	35.7
Current open (unfilled) positions you are trying to hire for	1.4	0.5	0.9	0.5	1.2	4.3
Unfilled Position Rate*	11%	9%	19%	10%	18%	11%

* Derived: Current Open Positions divided by (Overall FTEs + Open Positions); assumes all unfilled positions are for FTE = 1

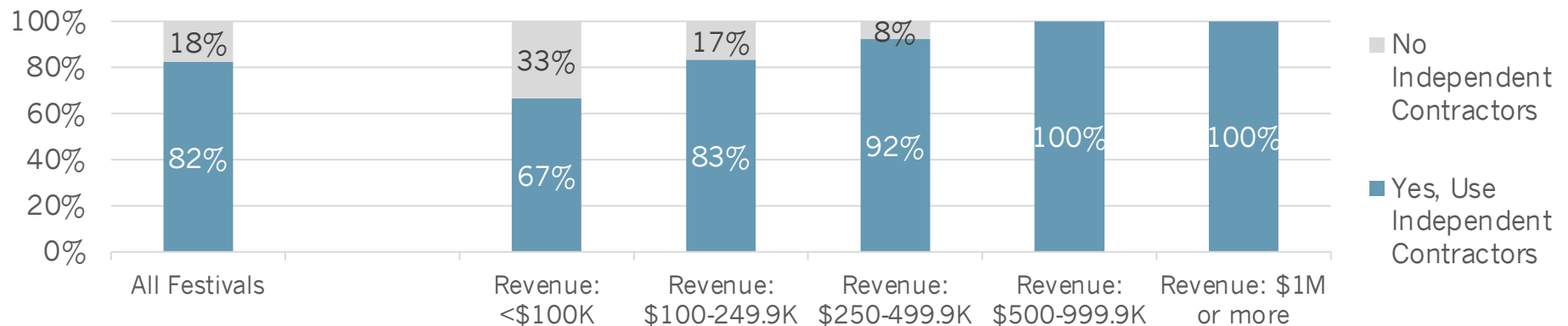
Questions: What is the total number of employees your festival employed in your last fiscal year? Please don't get bogged down in detailed calculations; provide the best approximation you can.

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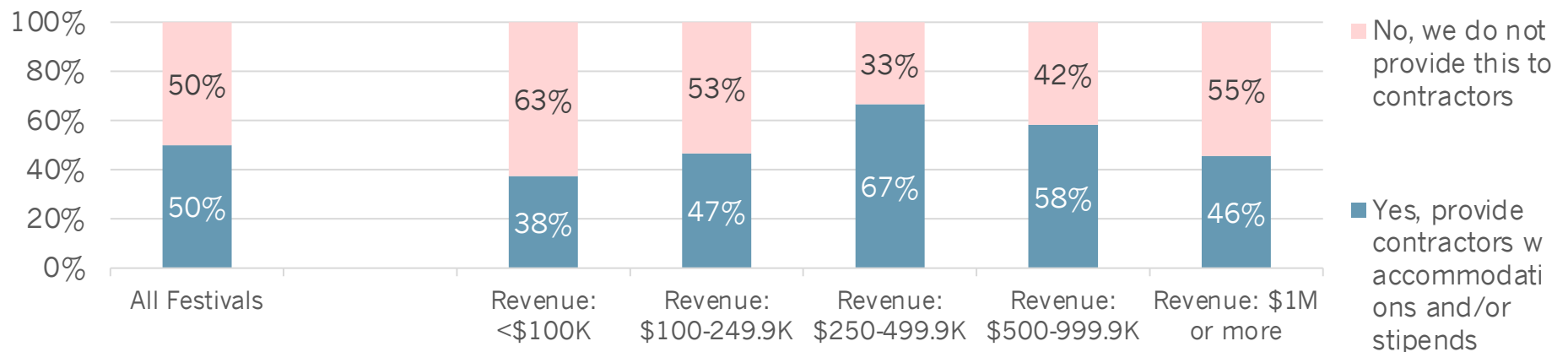
Most film festivals use independent contractors, and about half provide them with accommodations or stipends for hospitality.

- Providing these amenities does not appear to be driven by festival annual revenue

Use of Independent Contractors by Annual Organization Revenue



Accommodations or Stipends for Independent Contractors (if use) by Annual Organization Revenue



Questions: If you use independent contractors, do you provide these contractors with accommodations or stipends for hospitality?

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HR Policies and Approaches

If festivals use these positions at all, they tend to be salaried and exempt.

- The majority of all of these director-level positions are salaried

**If Festival Compensates Someone for This Position,
Salary/Hourly and Exempt/Non-Exempt**

	Salaried	Hourly	Exempt	Non-Exempt
Executive Director	97%	3%	78%	22%
Operations Director	87%	13%	77%	23%
Programming Director	93%	7%	83%	17%
Marketing Director	79%	21%	90%	10%
Development Director	88%	12%	100%	0%
Creative/Artistic Director	94%	6%	79%	21%
Finance Director	87%	13%	77%	23%
Box Office Director	62%	38%	79%	21%
Technical Director	79%	21%	82%	18%
Hospitality Director	78%	22%	50%	50%
Volunteer Director	62%	38%	43%	57%

Questions: For each of the following positions, please specify Hourly/Salaried and Exempt/Non-exempt

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Full Time Salaries Only: Those festivals paying year-round full-time salaries tend to pay at least \$45,000 per year on average.

- Although larger festivals tend to pay higher wages, the relationship between festival revenues and salaries is variable

Average Salaries of Staffed Positions (Full Time Salaries Only): by Annual Organization Revenue (Prior Fiscal Year)

	<\$100K	\$100-249.9K	\$250-499.9K	\$500-999.9K	\$1M+
Executive Director	\$69K	\$57K	\$78K	\$87K	\$187K
Operations Director	\$50K	\$48K	\$41K	\$61K	\$82K
Programming Director	\$83K	n/a	\$47K	\$52K	\$97K
Marketing Director	\$64K	\$45K	\$50K	\$56K	\$75K
Development Director	n/a	\$45K	\$56K	\$66K	\$109K
Creative/Artistic Director	\$76K	\$45K	\$77K	\$81K	\$112K
Finance Director	\$88K	\$80K	n/a	\$76K	\$107K
Box Office Director	\$55K	\$45K	n/a	\$46K	\$53K
Technical Director	n/a	\$52K	n/a	\$58	\$78K
Hospitality Director	n/a	n/a	n/a	n/a	\$60K
Volunteer Director	n/a	n/a	n/a	n/a	\$75K

Question: For which of the following roles does your festival pay compensation (wages or independent contractor fees)? Please select all that apply.

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Incorporating part-time, seasonal and contract compensation, many smaller festivals are paying well below \$45,000 per year for these functions.

- Regardless of festival revenue, average wages vary considerably

Annual Compensation of Staffed Positions (Year-Round FT, Year-Round PT, Seasonal FT, Seasonal PT and Contractor) by Annual Organization Revenue (Prior Fiscal Year)

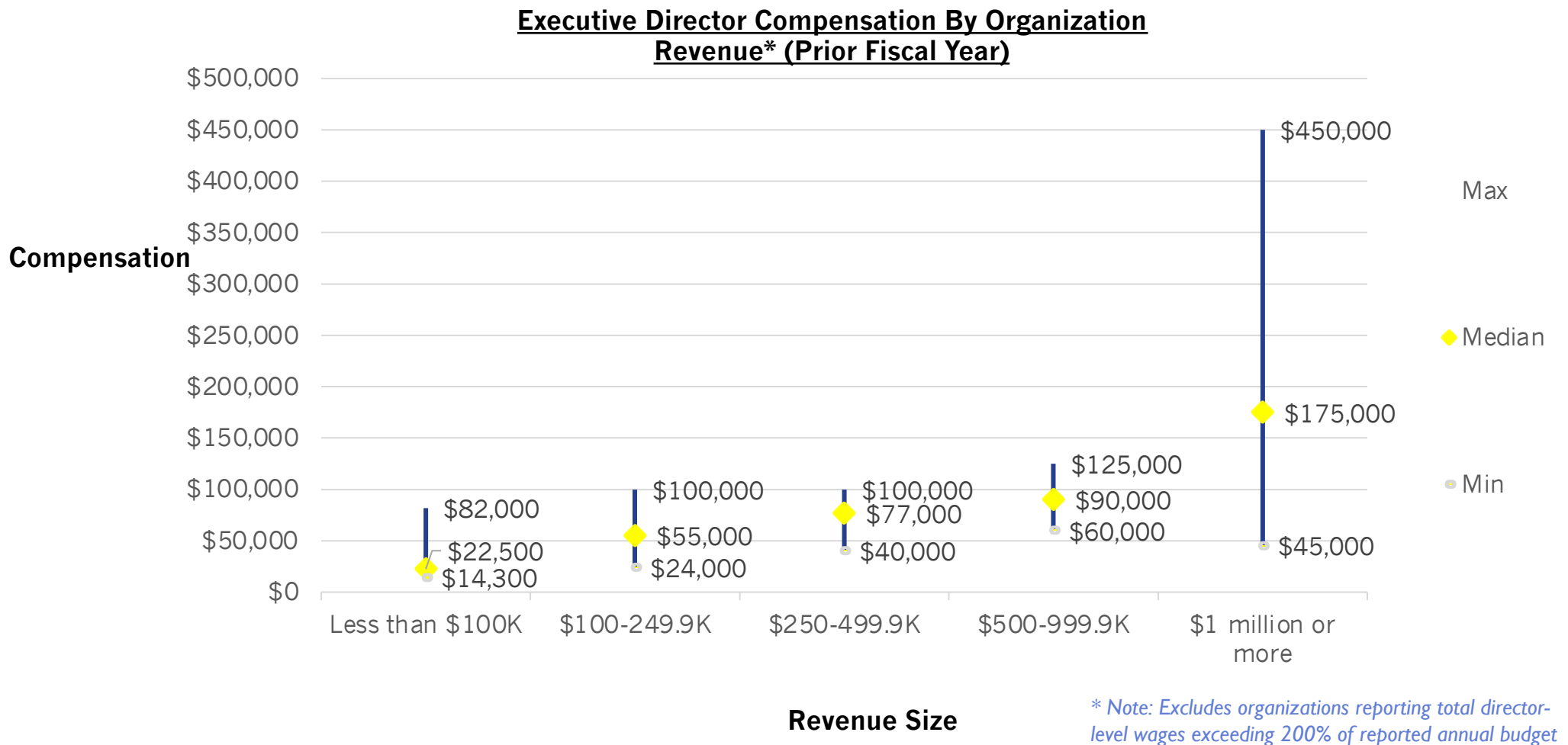
	<\$100K	\$100-249.9K	\$250-499.9K	\$500-999.9K	\$1M+
Executive Director	\$52K	\$54K	\$77K	\$87K	\$187K
Operations Director	\$32K	\$24K	\$39K	\$53K	\$82K
Programming Director	\$31K	\$28K	\$29K	\$46K	\$83K
Marketing Director	\$27K	\$18K	\$41K	\$46K	\$69K
Development Director	\$25K	\$27K	\$56K	\$60K	\$109K
Creative/Artistic Director	\$26K	\$25K	\$59K	\$81K	\$112K
Finance Director	\$58K	\$28K	\$19K	\$36K	\$85K
Box Office Director	\$20K	\$12K	\$16K	\$24K	\$38K
Technical Director	\$13K	\$19K	\$10K	\$23K	\$43K
Hospitality Director	n/a	\$3K	\$13K	\$4K	\$18K
Volunteer Director	\$2K	\$14K	\$3K	\$10K	\$29K

Question: For which of the following roles does your festival pay compensation (wages or independent contractor fees)? Please select all that apply.

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

Executive Director compensation ranges between a low of \$14K to a high of \$450K depending on the organization.

- Festival organizations with \$1M plus budgets report paying between \$45K and \$450K per year

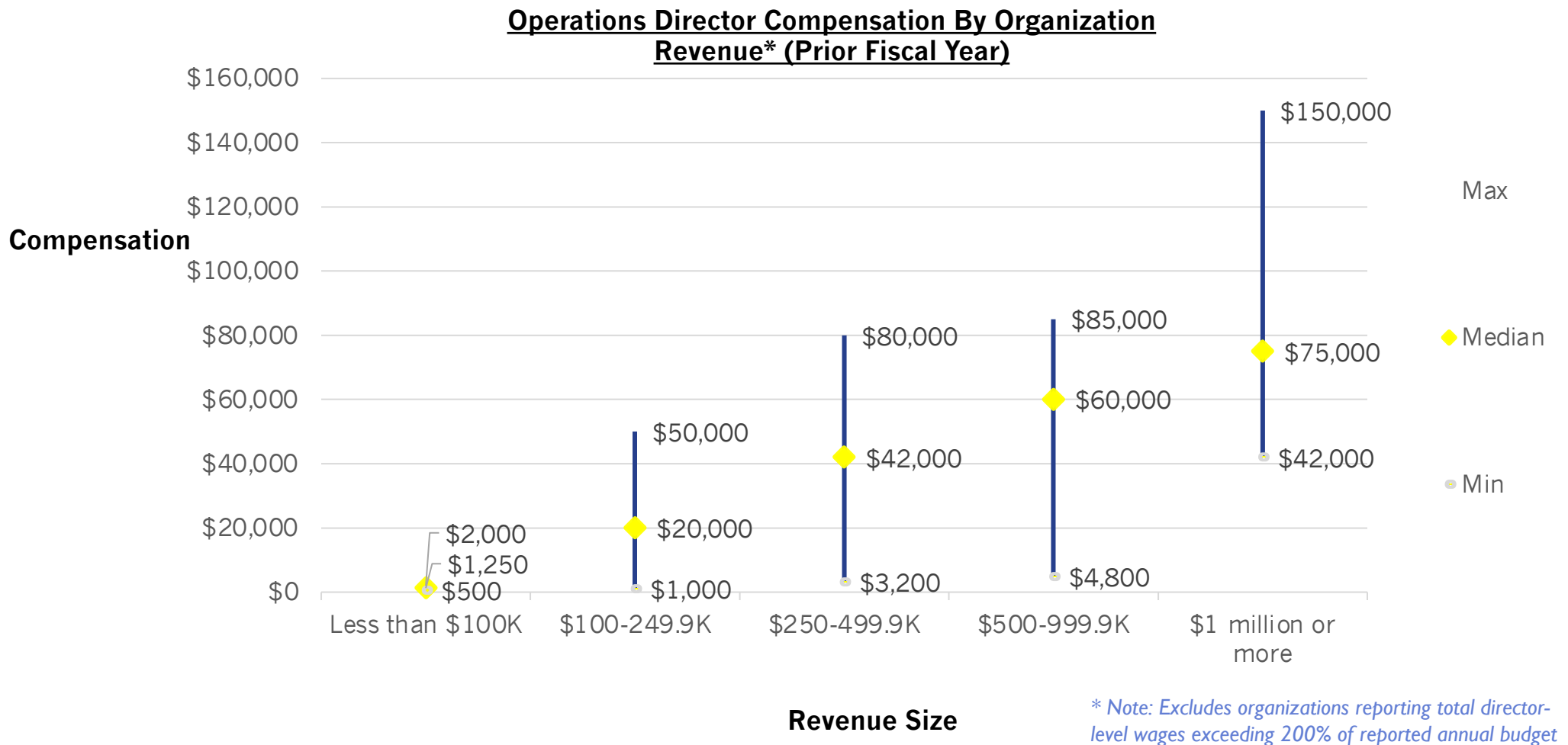


Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Executive Director

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

Operations Director compensation ranges between a low of \$500 to a high of \$150K depending on the organization.

- Festival organizations with \$1M plus budgets report paying between \$42K and \$150K per year

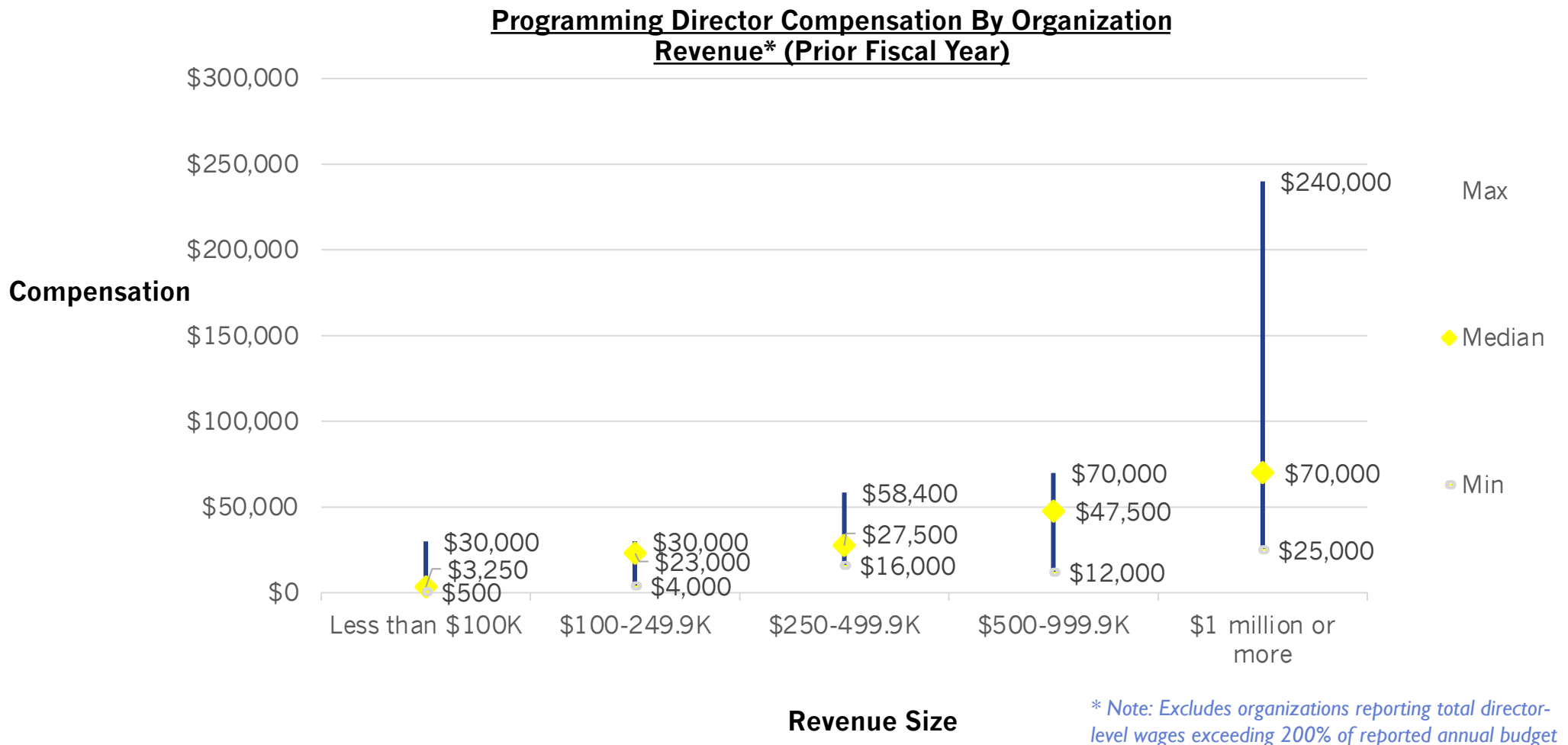


Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Operations Director

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Programming Director compensation ranges between a low of \$500 to a high of \$240K depending on the organization.

- Festival organizations with \$1M plus budgets report paying between \$25K and \$240K per year

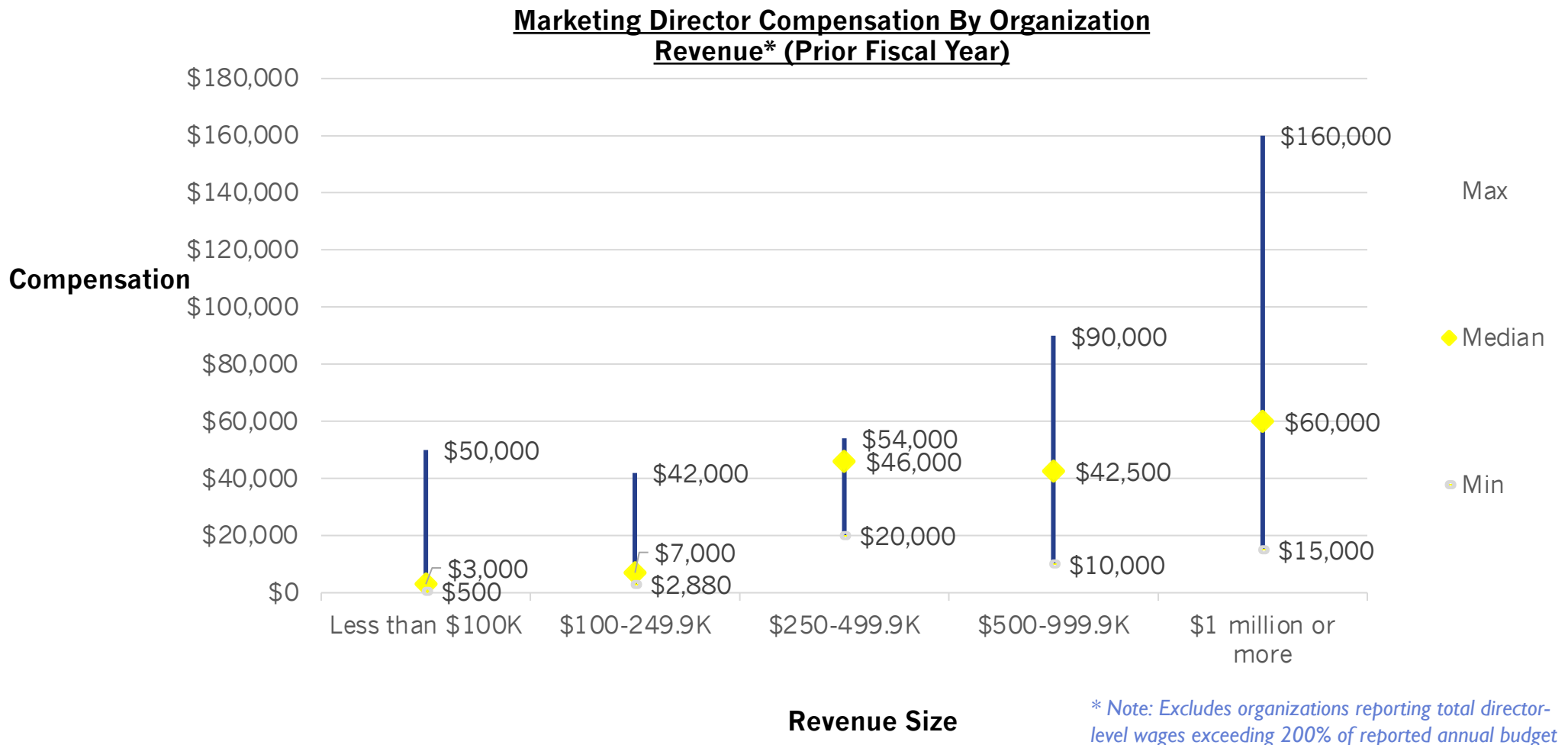


Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Programming Director

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Marketing Director compensation ranges between a low of \$500 to a high of \$160K depending on the organization.

- Festival organizations with \$1M plus budgets report paying between \$15K and \$160K per year

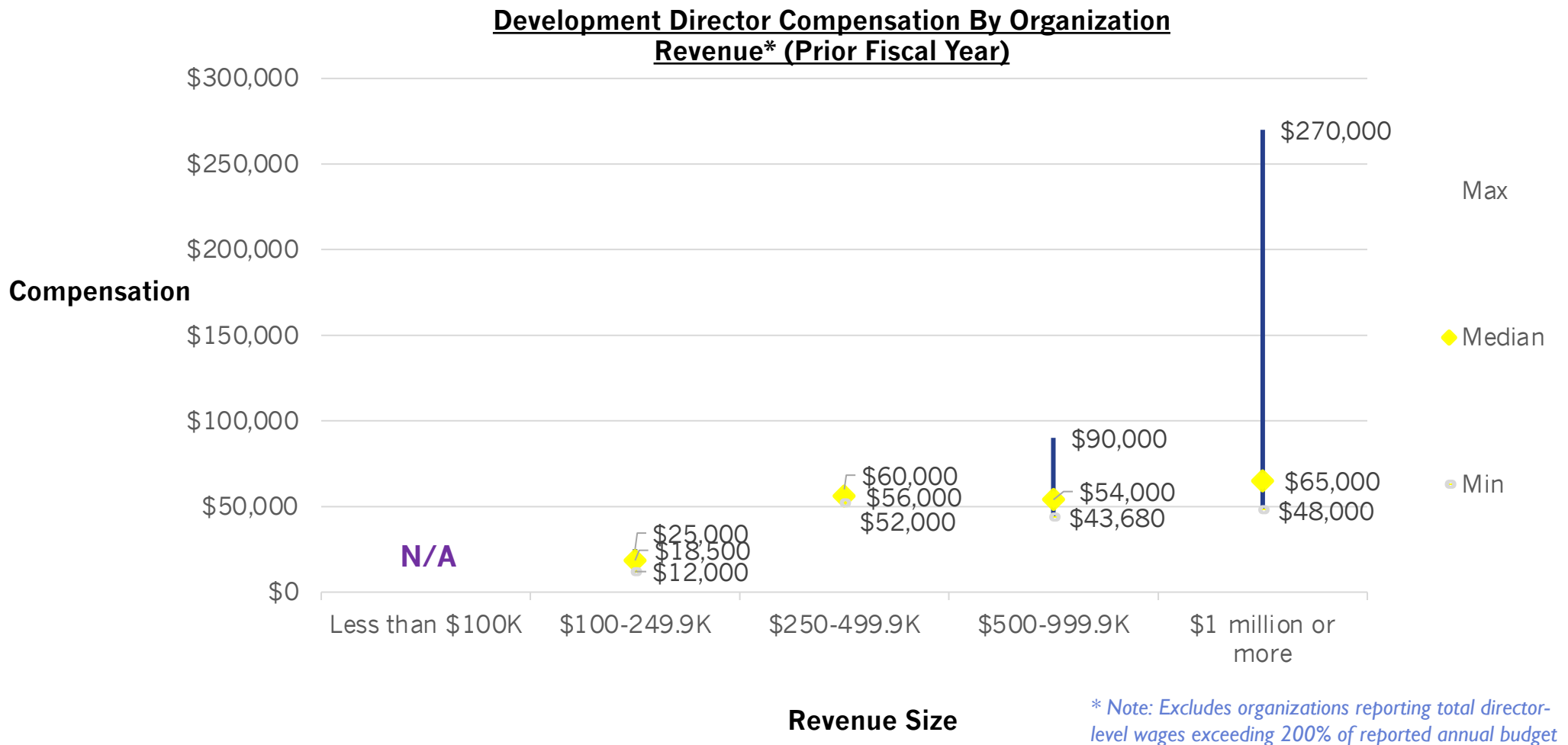


Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Marketing Director

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

Development Director compensation ranges between a low of \$12K to a high of \$270K depending on the organization.

- Festival organizations with \$1M plus budgets report paying between \$48K and \$270K per year

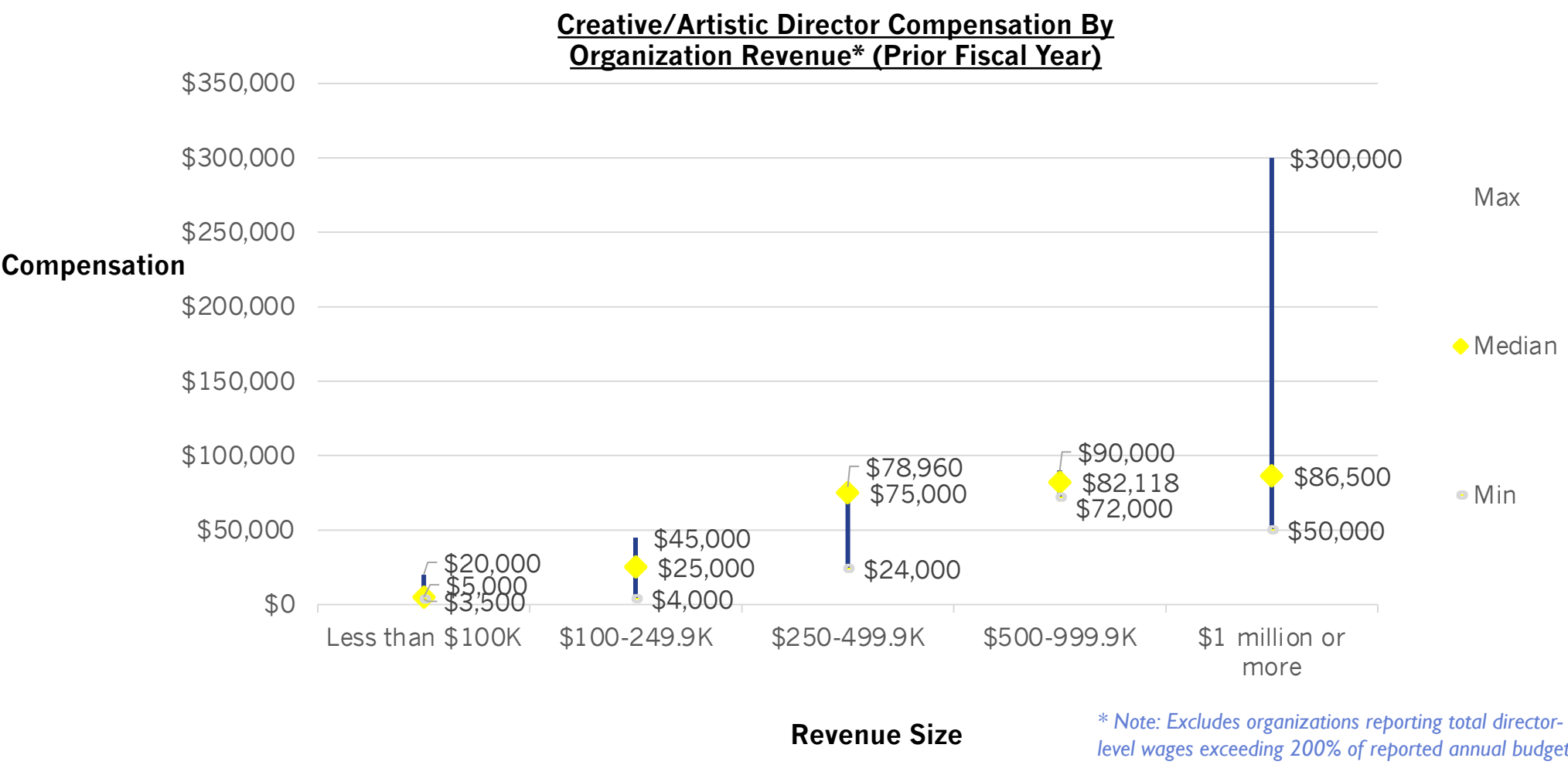


Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Development Director

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

Creative Director compensation ranges between a low of \$3.5K to a high of \$300K depending on the organization.

- Festival organizations with \$1M plus budgets report paying between \$50K and \$300K per year

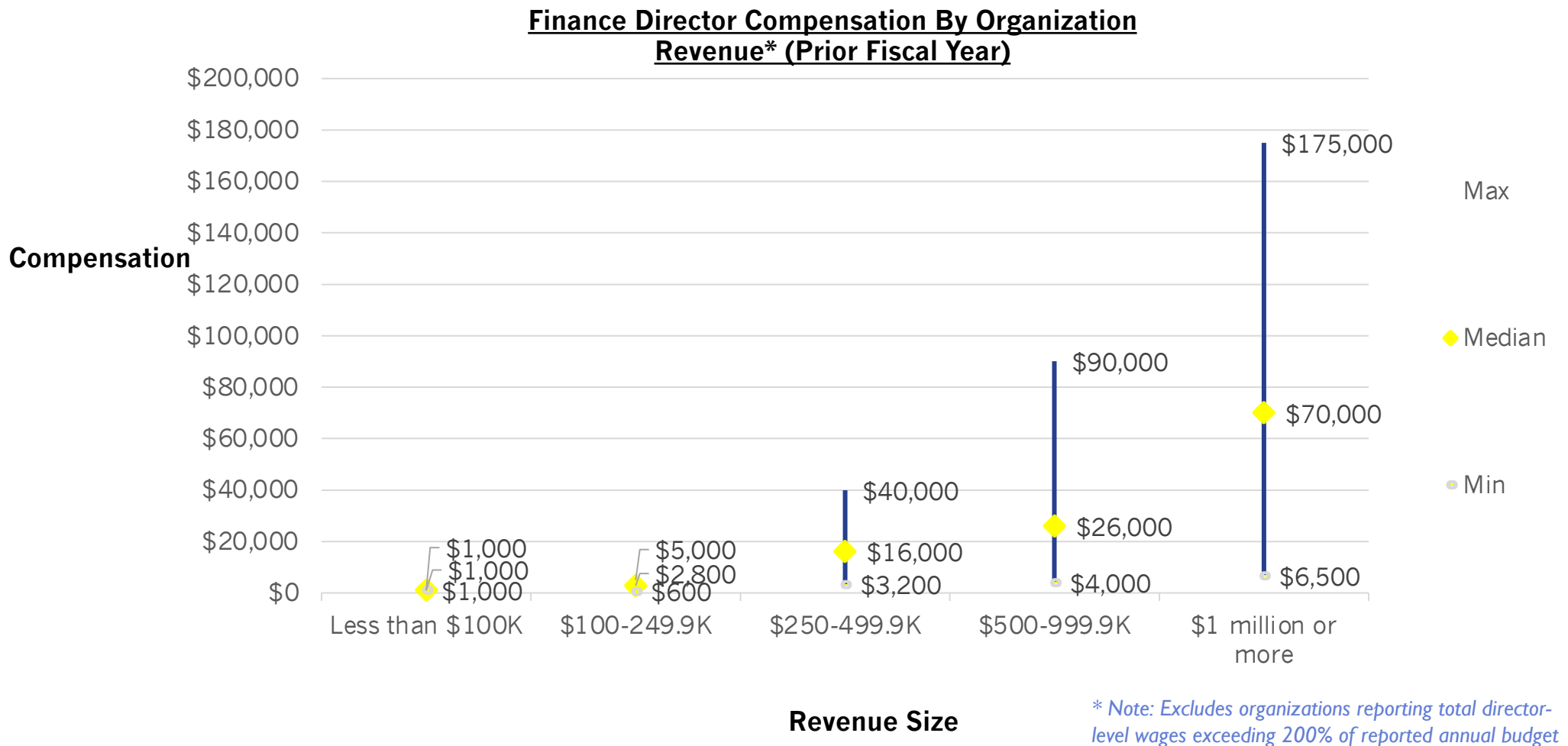


Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Creative/Artistic Director

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

Finance Director compensation ranges between a low of \$600 to a high of \$175K depending on the organization.

- Median results between \$1K and \$70K across organizations reflect the large number of festivals employing part-time or contract Finance Directors

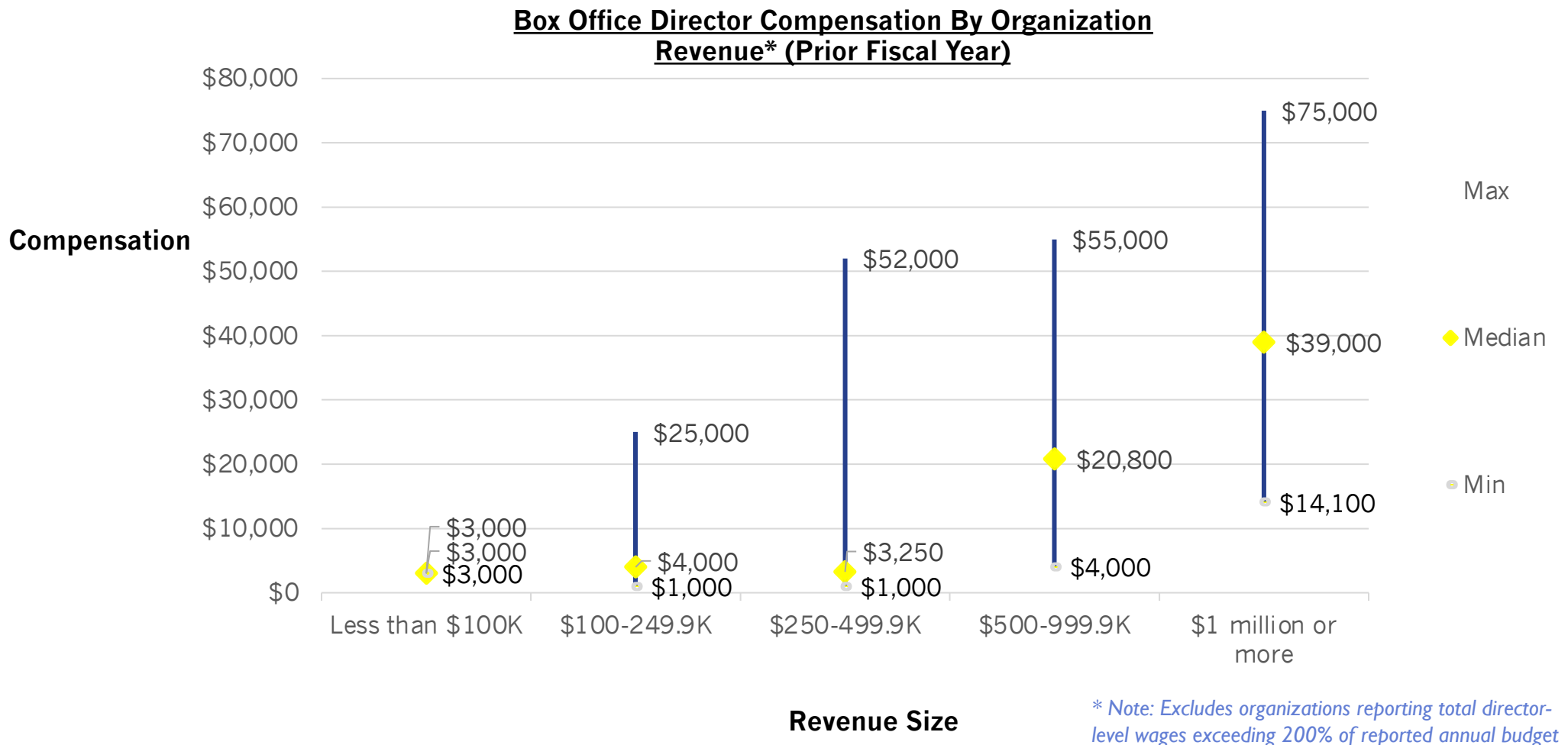


Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Finance Director

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

Box Office Director compensation ranges between a low of \$1K to a high of \$75K depending on the organization.

- Median results between \$3K and \$39K across organizations reflect the large number of festivals employing part-time or contract Box Office Directors

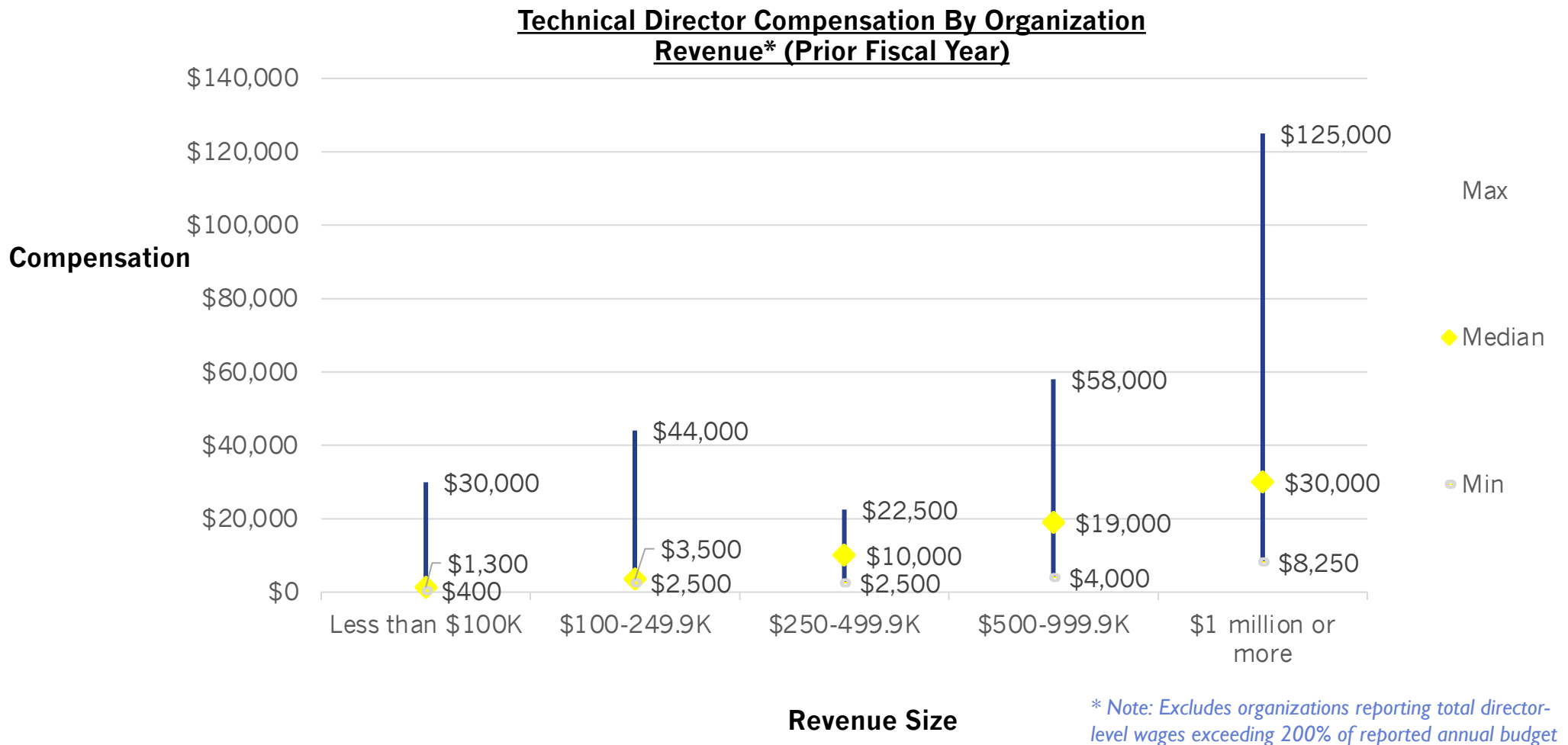


Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Box Office Director

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

Technical Director compensation ranges between a low of \$400 to a high of \$125K depending on the organization.

- Median results between \$1.3K and \$30K across organizations reflect the large number of festivals employing part-time or contract Technical Directors

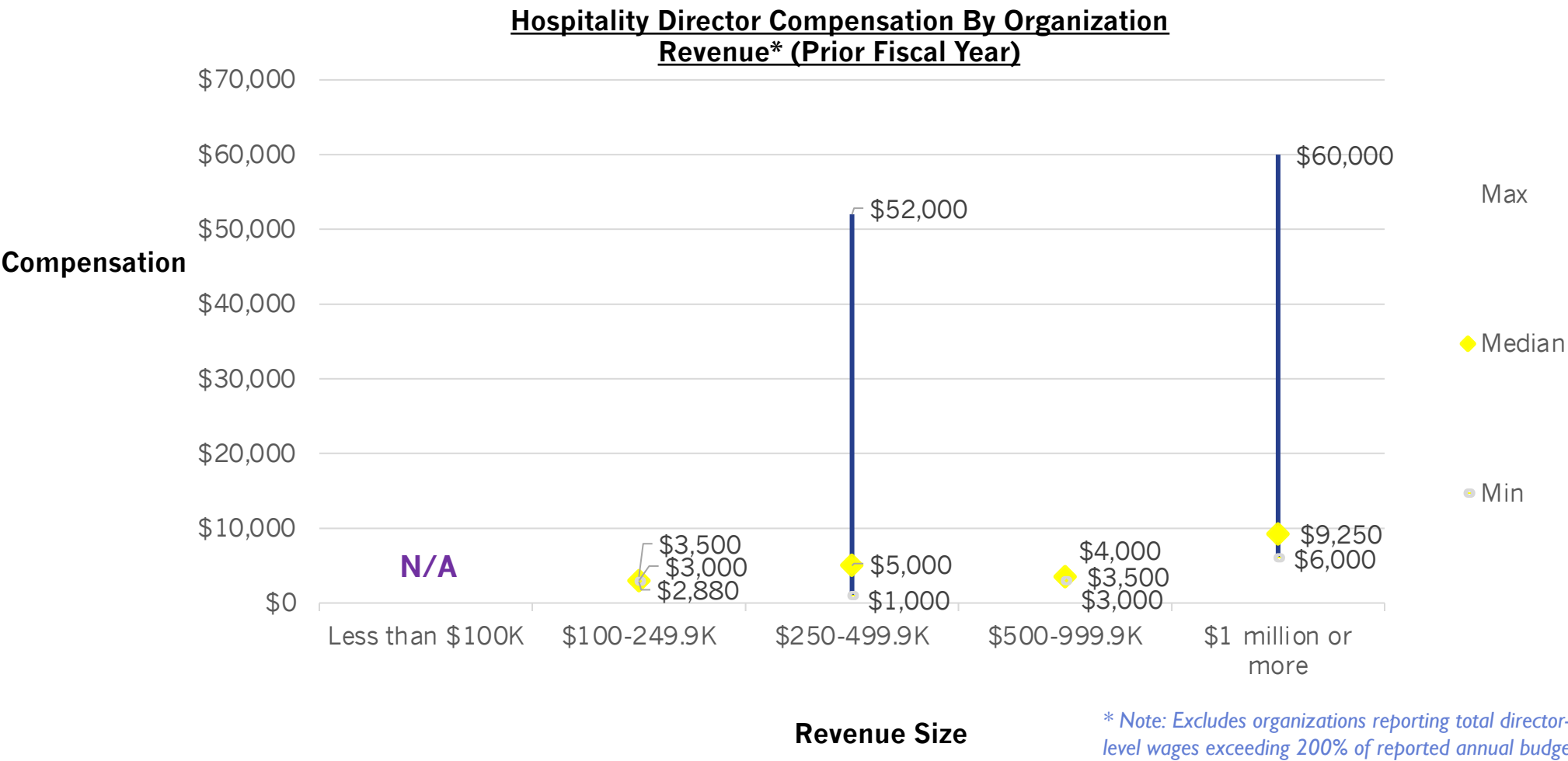


Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Technical Director

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

Hospitality Director compensation ranges between a low of \$1K to a high of \$60K depending on the organization.

- Since only 9% of festivals report employing full time Hospitality Directors, results reflect a high percentage of part-time and contract employment

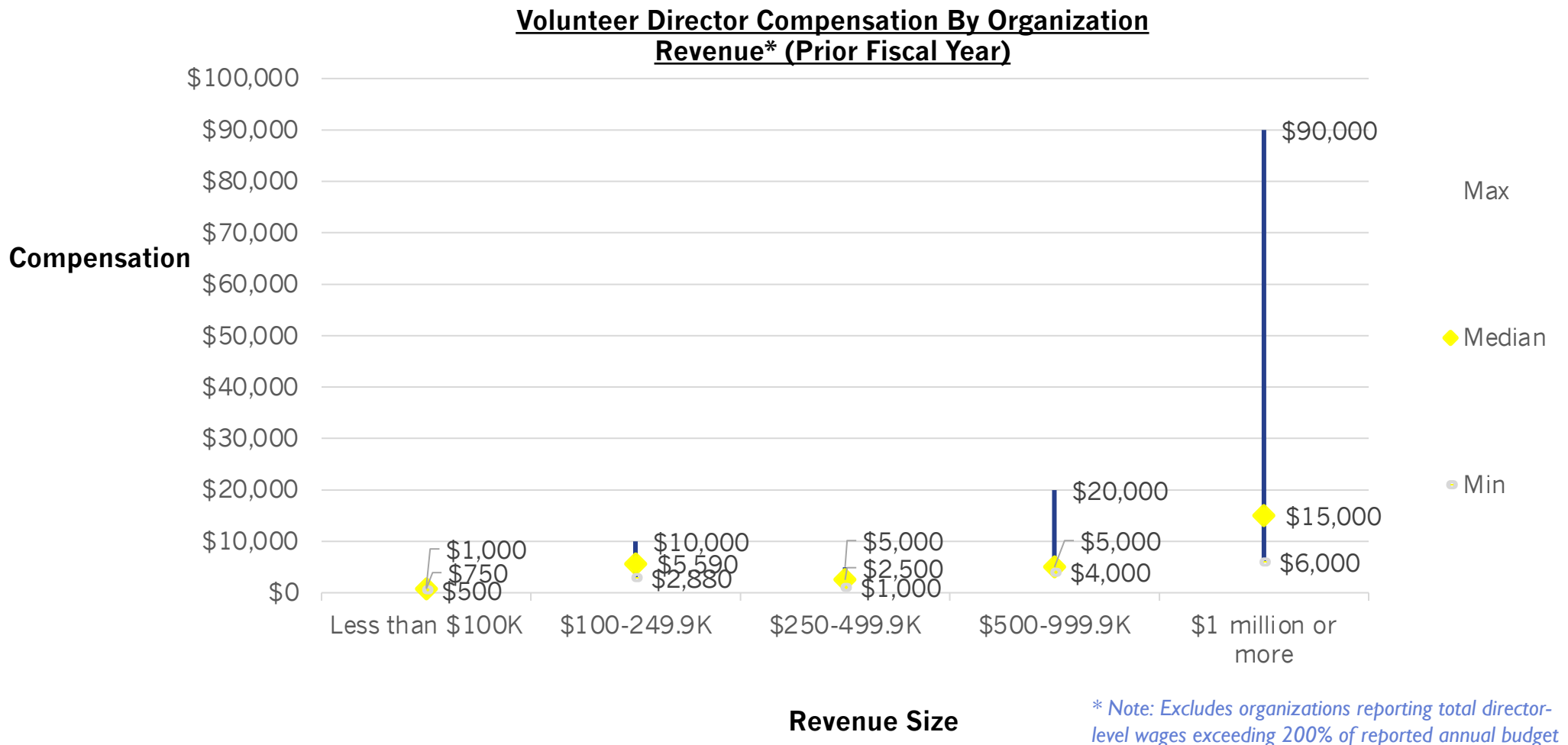


Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Hospitality Director

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

Volunteer Director compensation ranges between a low of \$500 to a high of \$90K depending on the organization.

- Since only 3% of festivals report employing full time Volunteer Directors, results reflect a high percentage of part-time and contract employment



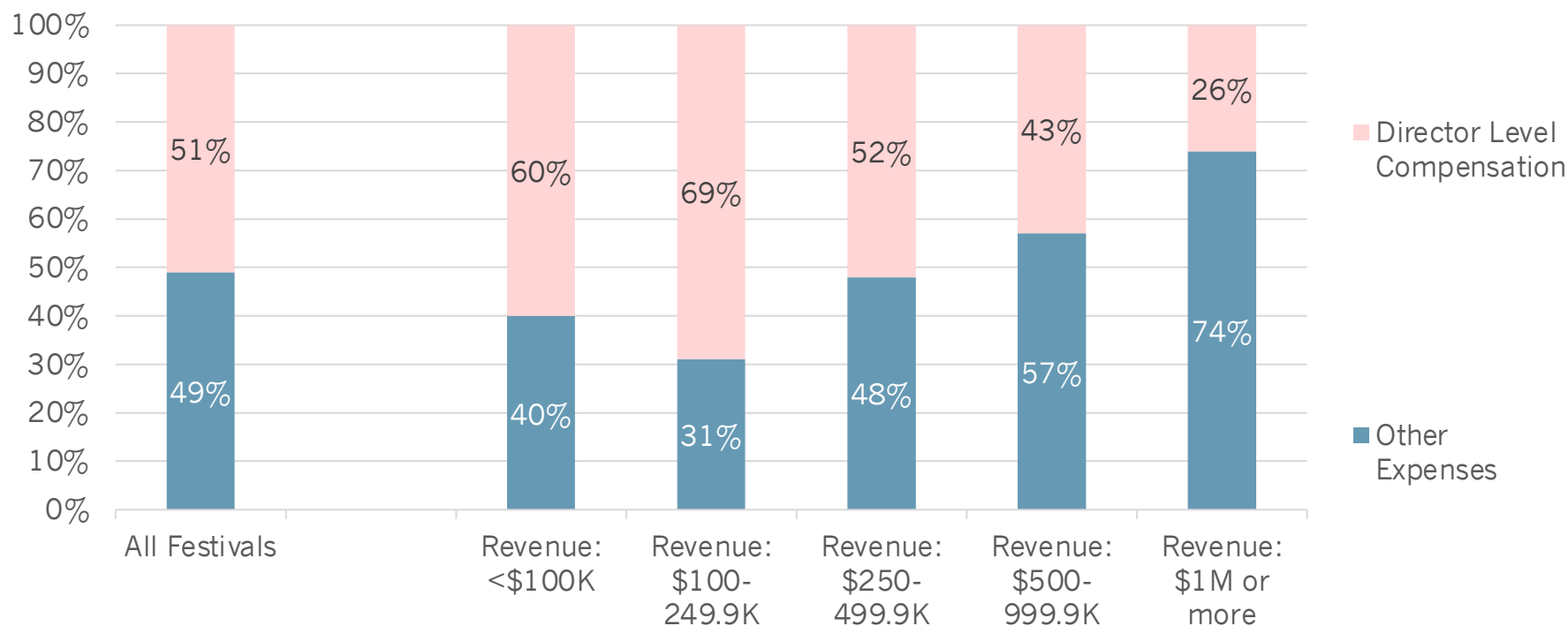
Question: For each of the following positions, please select the annual compensation as of your last fiscal year: Volunteer Director

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Film festivals tend to spend as much as half of their revenue on director-level compensation.

Note: In write-in comments, several respondents indicated that certain individuals fill multiple positions, so overall director-level compensation may be somewhat overstated

Average Director Level Compensation* as % of Annual Revenue By Annual Organization Level (Prior Fiscal Year)



** Derived: All totals for director level compensation added together, divided by self-reported annual revenue*

Questions: What was your festival's overall cash budget (gross revenue) in your last fiscal year? AND Total Director Compensation (all director level salaries summed)

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HR Policies and Approaches

Approaches to build and maintain morale range from informal check ins to more structured morale-building, wellness and tangible support.

Approaches to Build and Maintain Morale, Teamwork and Organizational Culture During the Pandemic

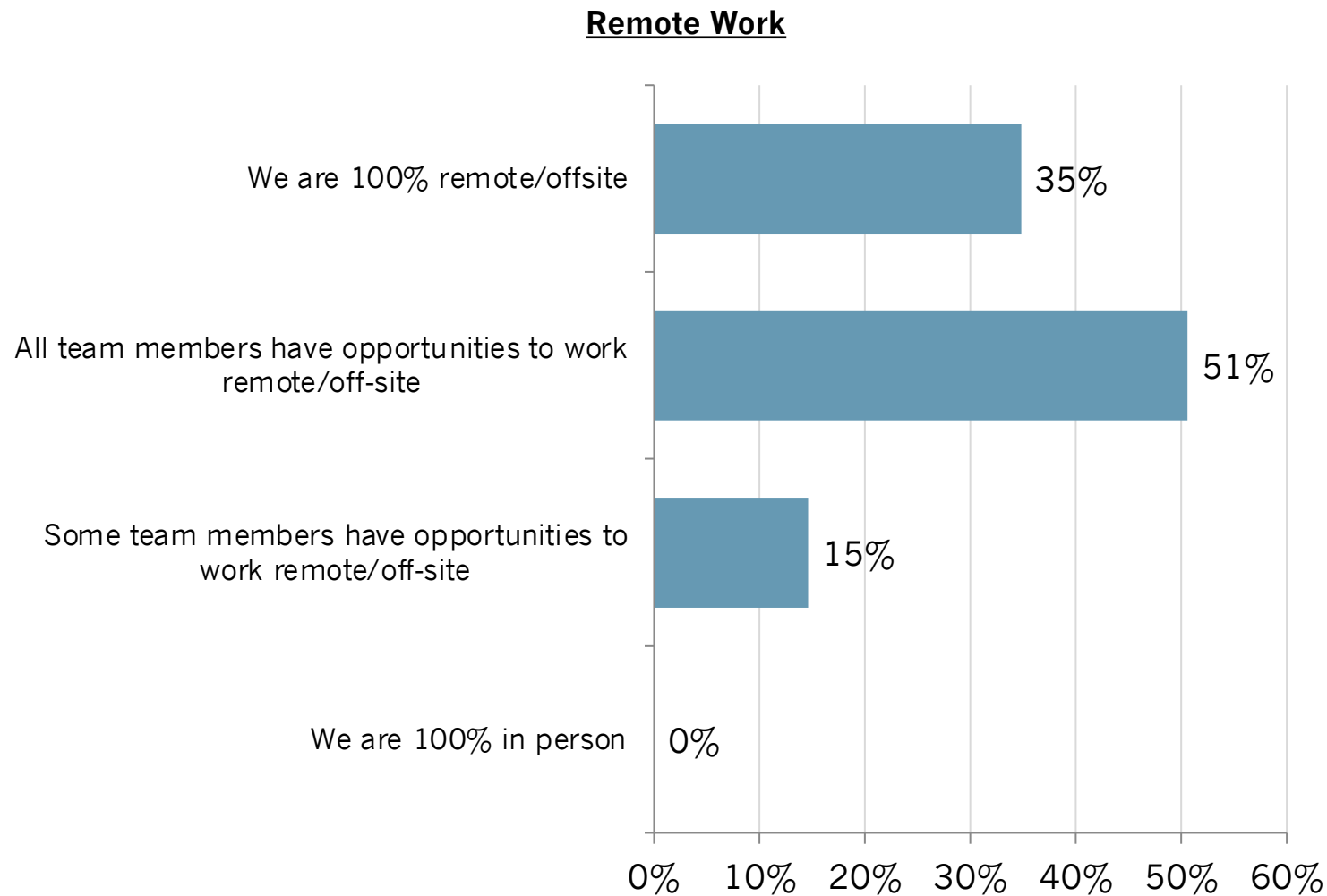
- *“**Listening** — and making sure that the team continues to see that its members have genuine stakes in our success”*
- *“Encouraging and **helping each other maintain balanced and healthy and fulfilling work environments.**”*
- *“**Flexible scheduling; flexible work at home** supports.”*
- *“Placed a **high value on staff ideas, opinions, input**”*
- *“We lean into **cross-departmental, project-based workgroups** and make sure that they are not all lead/organized by Senior Staff. This provides challenging opportunities for Junior team members and keeps senior leadership from being in an endless parade of meetings.”*
- *“Formed a **Equity & Inclusion Task Force to drive systemic change**”*
- *“**Happy hour when possible.** The ability to work from home once we came back to the office. More frequent staff meetings when we were working remotely so we could see each others faces!”*
- *“**Monthly staff games via video calls**”*
- *“**Met outside for lunch** a few times”*
- *“**Staff appreciation day** for core staff after our 2021 festival”*
- *“Introduced a **pilot program for a wellness app** which includes meditation, strength & cardio, sleep health, etc.”*
- *“**Raised all minimum wages** to \$15/hr.”*
- *“We have given **bonuses, food stipends,** and very flexible work schedule.”*
- *“**Professional development fund** for courses/trainings/etc.”*

Questions: *What approaches have you used to build and maintain morale, teamwork and organizational culture during the pandemic?*

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As of January/February 2022, no participating festival is back to being 100% in person.

- Festivals are providing a range of options to allow employees to work remotely

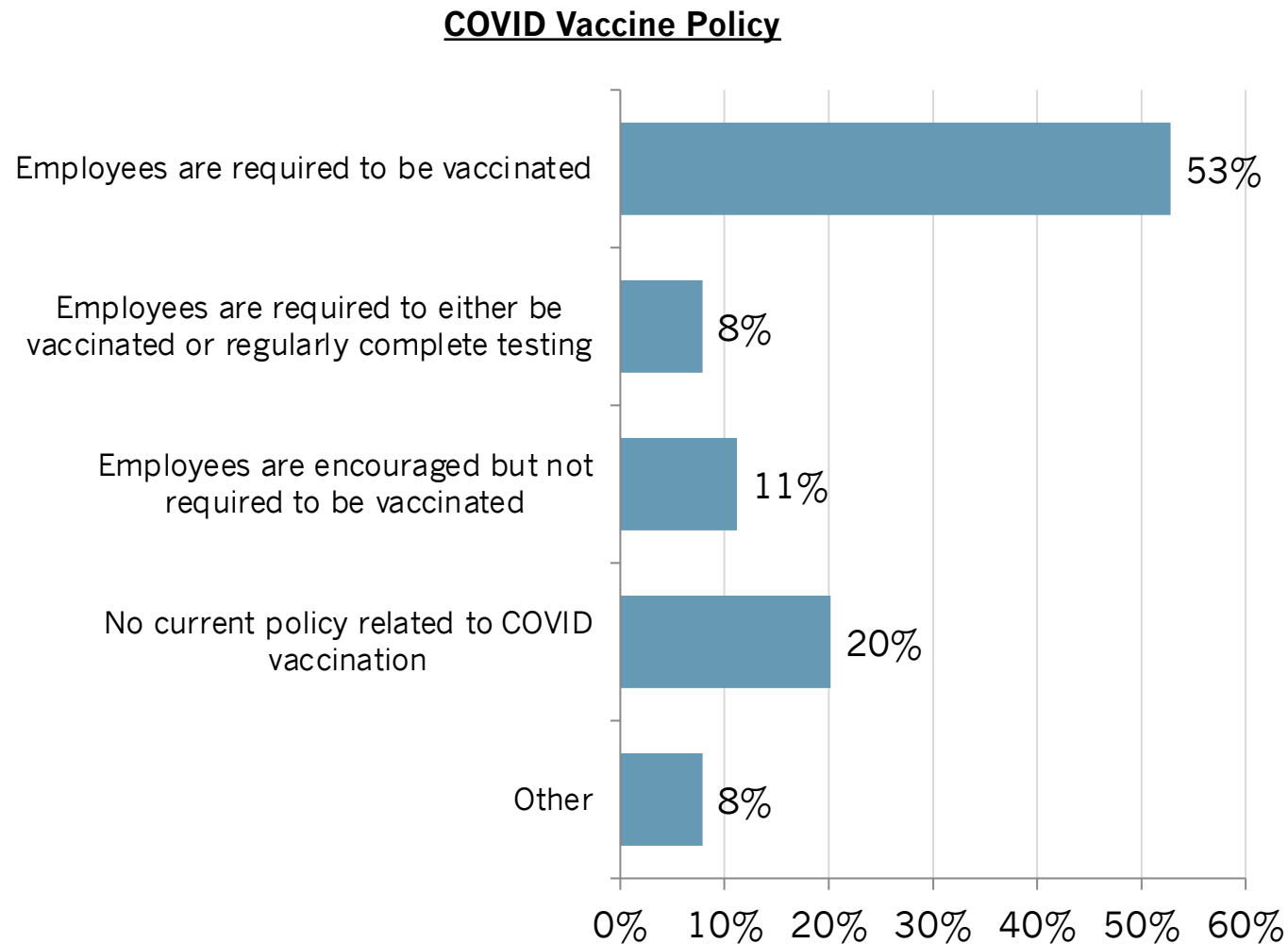


Question: Which of the following best describes your organization's current approach to remote work?

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About half of participating festivals are requiring COVID vaccination to be employed; others are using different approaches.

- About one in five festivals (20%) have no specific current policy related to COVID vaccination



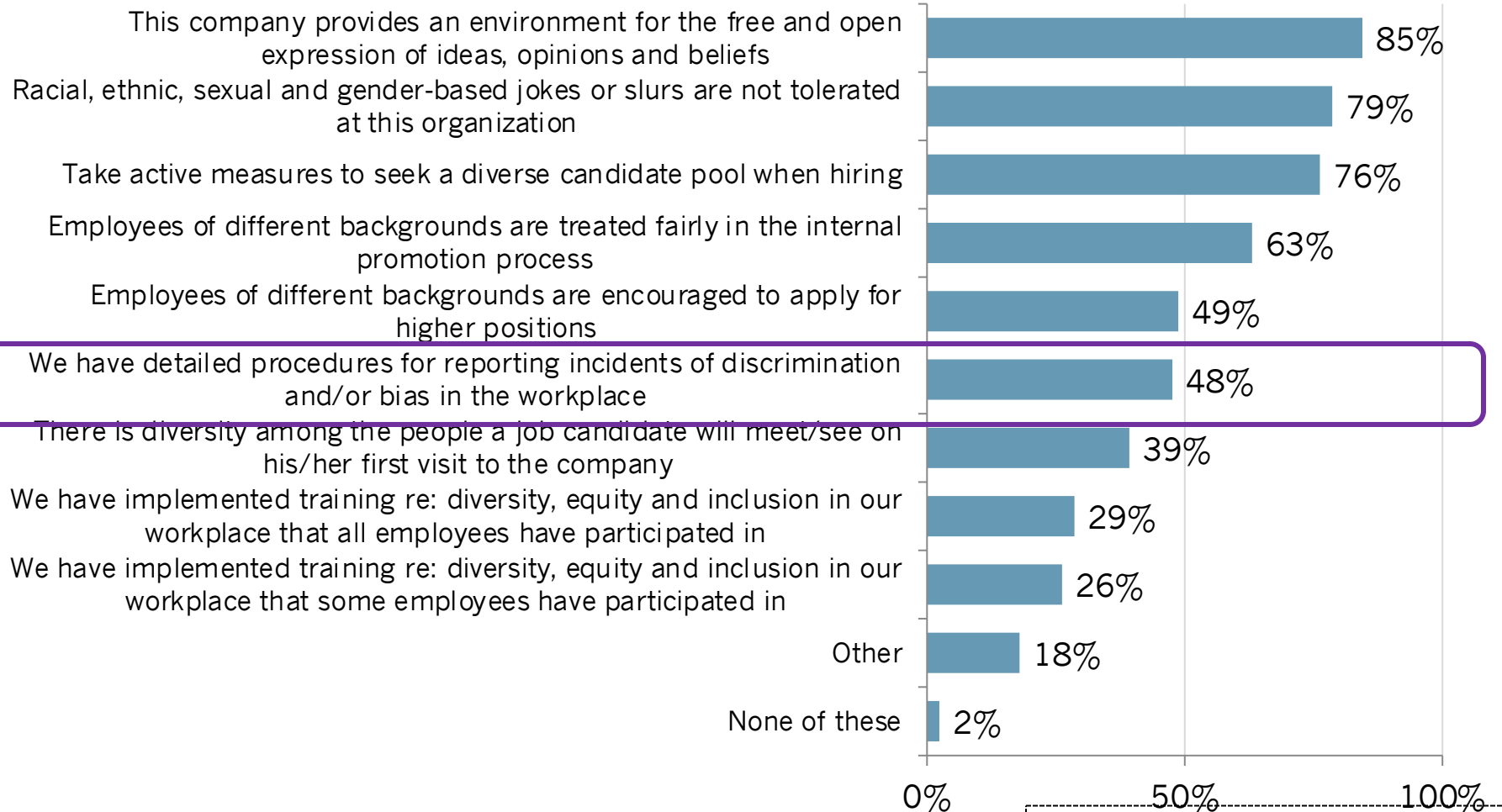
Question: Which of the following best describes your organization's current policy to COVID vaccination?

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Nearly all (98%) of these film organizations have one or more approaches to make progress toward goals of diversity, equity, inclusion and belonging.

- However, many film organizations lack specific policies for reporting incidents of discrimination and bias

Approaches to Diversity, Equity, Inclusion and Belonging (select all that apply)



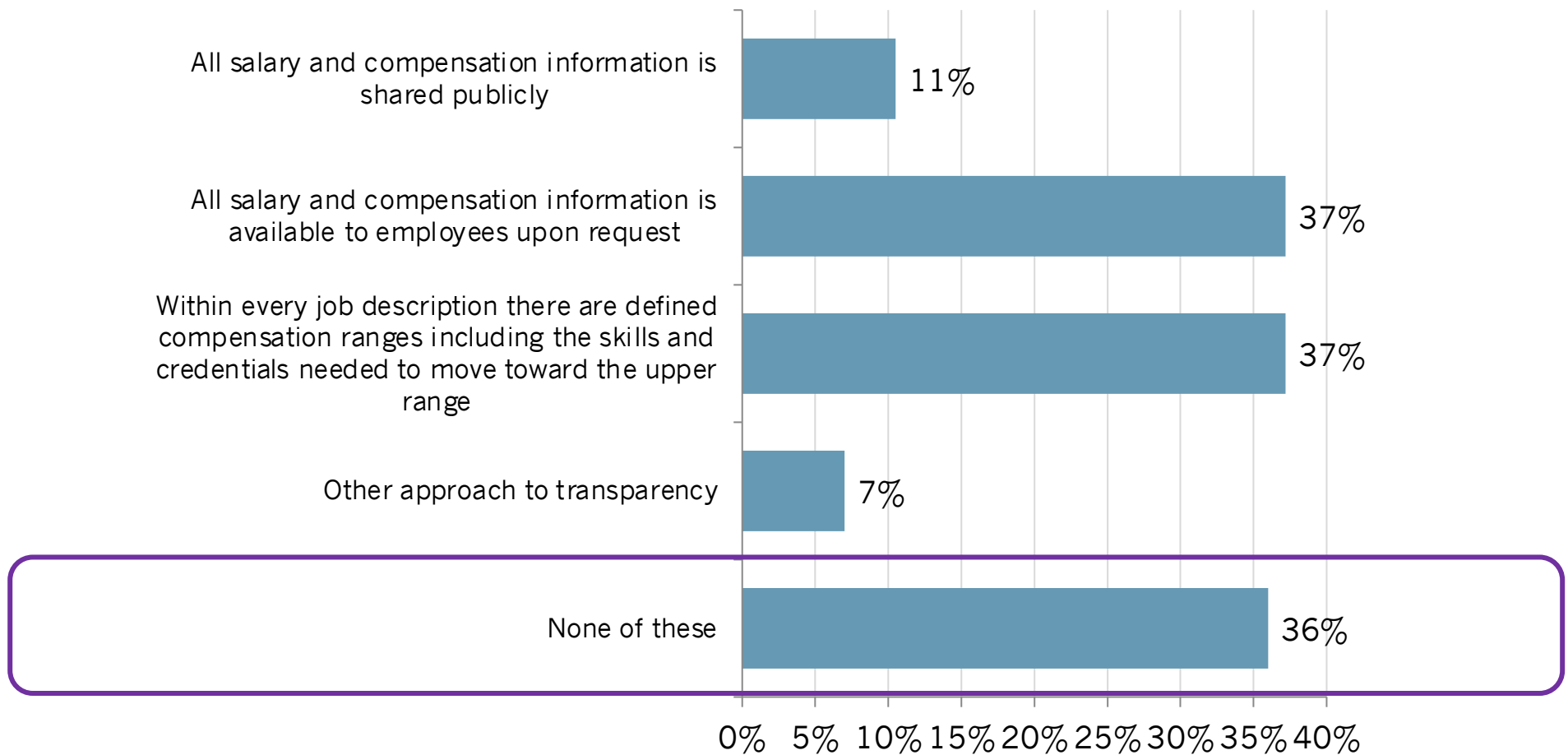
Question: Which of the following steps, if any, do you use to make progress toward goals of diversity, equity, inclusion and belonging? Please select all that apply.

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A relatively small number (11%) of festival organizations make all salary and compensation available publicly.

- 36% have no specific approach to wage transparency

Current Approaches to Wage Transparency (select all that apply)



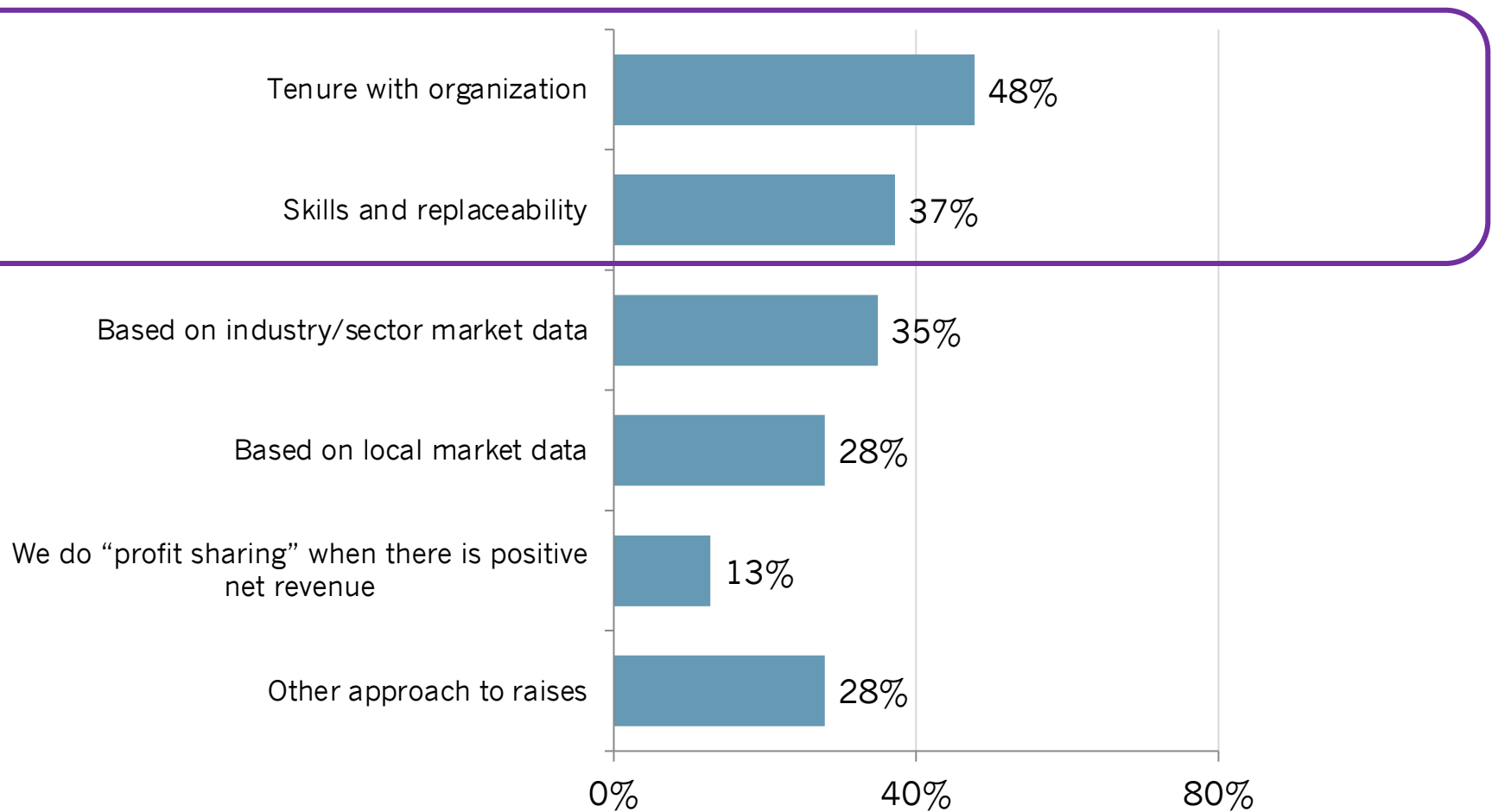
Question: Which of the following approaches, if any, do you use for pay transparency and career development within your organization? Please select all that apply

FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents

The most common approaches to raises are in response to tenure within the organization and employees skill levels.

- Fewer festivals are currently compiling information on comparable wages within the industry or within local markets

Current Approaches to Raises (select all that apply)



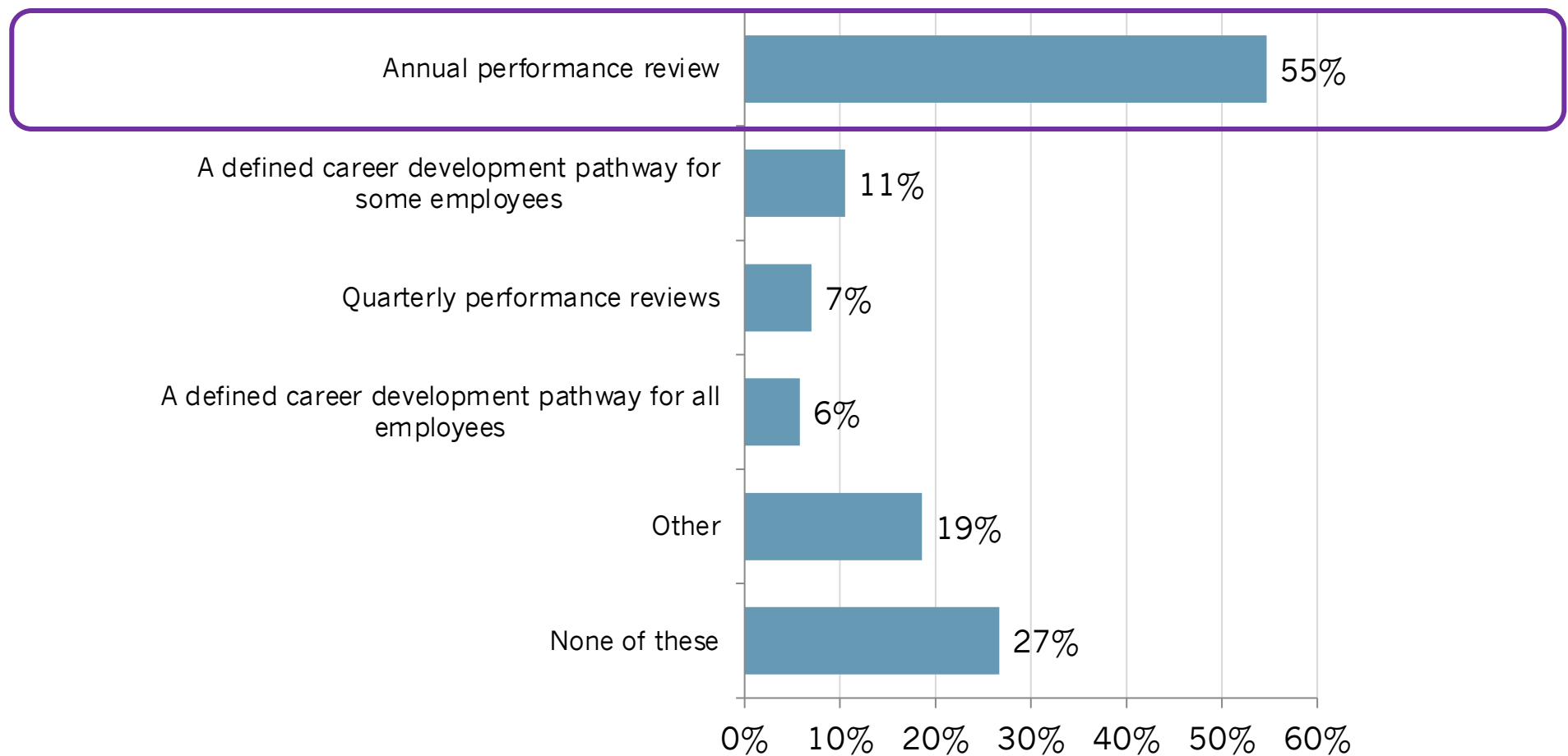
Question: Which of the following approaches, if any, do you use for pay transparency and career development within your organization? Please select all that apply

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More than half of festivals use an annual performance review, but relatively few have defined career pathways for employees

- Quarterly performance reviews are also rare

Current Approaches to Career Development (select all that apply)



Question: Which of the following approaches, if any, do you use for pay transparency and career development within your organization? Please select all that apply

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Festivals use a wide variety of approaches to hire and retain team members effectively from maintaining inclusive workplaces to providing tangible benefits and supports.

Approaches to Improve Talent Attraction and Retention, Organizational Culture and Human Resources

- “Recruit **student talent through a college film program**”
- “We like to **hire from attendees of the actual festival**”
- “This year we made an intentional effort to **ensure that our job descriptions were written in a way to avoid unnecessary job requirements and gender coding**, as well as emphasizing our commitment to an inclusive workplace.”
- “As servant leaders we really approach our employees via a **personal and professional growth lens** i.e. we try to support desired directions and the tools needed to get there. As an organization we are very collaborative. **The goal is for everyone to have a voice and a place to in the direction of our work.**”
- “I formed a **Programming Committee that includes 8 staff members defined by their role in the org** (either they program or they interact, market to audiences). We've opened the door wide for staff to submit/pitch programming ideas.”
- “**Bonuses/revenue sharing.**”
- “**Provide assistance in finding year-round housing.** There is a shortage of affordable housing in our market.”
- “**Provide health insurance.**”
- “Our jobs are divided into grades. We hire Mercer to perform salary reviews across all grades and offices every 3 years. **We try to bring everyone to a mid-range over a 3-year program**”
- “Our organization hired an **HR professional in 2021 to ensure best practices across-the-board and to further solidify an 'employer of choice' reputation.** We have publicly shared all of our efforts related to DEIB (internally- and externally-focused) on our website.”

Questions: Are there any approaches you have used over the last several years to improve talent attraction and retention, organizational culture, human resources, etc. that you would like to share with your Film Festival Alliance colleagues?

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Definitions used to prompt wage and staffing questions.

Staffed Positions (Definitions)

Executive Director OR Sole Operator – responsible for overall leadership and management of the festival

Operations Director – responsible for festival venues, ticketing systems, festival logistics and production of events

Programming Director – responsible for securing and planning films, panels and/or special events

Marketing Director - responsible for developing and executing marketing campaigns and strategies

Development Director - responsible for engaging with individuals and organizations to build philanthropic support for the festival

Creative/Artistic Director – responsible for defining and implementing the overall artistic vision of the festival

Finance Director – responsible for financial management, financial planning, bookkeeping and accounting

Box Office Director – responsible for processing ticket orders before and during a festival or event and coordinating volunteers and box office staff

Technical Director – responsible for technical details of in person and/or online screenings (projection, sound, etc.)

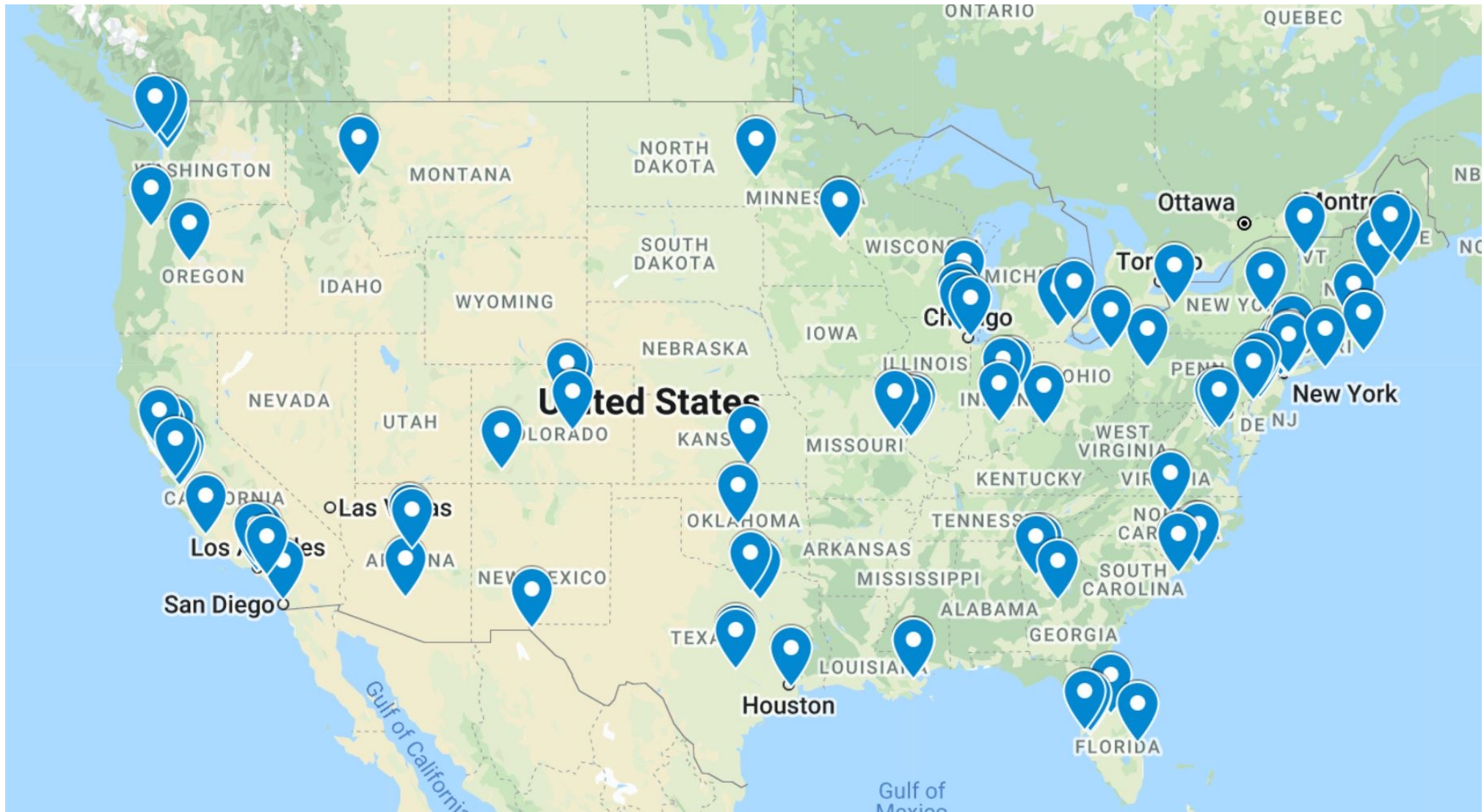
Hospitality Director – responsible for accommodations, transportation and other hospitality for visiting filmmakers and VIPs

Volunteer Director – responsible for recruiting, training and coordinating volunteers

Question: For which of the following roles does your festival pay compensation (wages or independent contractor fees)? Please select all that apply.

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Distribution of U.S. film organizations participating in study.



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