



# Report: Employee Benefits Survey 2012

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The following report reflects data from the 154 theatres that responded to TCG's 2012 Employee Benefits Survey. The breakdown of participants by budget group is as follows:

Budget Group	Annual Expenses	# of Theatres
1	\$499,999 and less	17
2	\$500,000 - \$999,999	18
3	\$1 million - \$2,999,999	48
4	\$3 million - \$4,999,999	22
5	\$5 million - \$9,999,999	26
6	\$10 million and above	23

The Employee Benefits Survey was a snapshot survey meant to be completed in half an hour or less. Participants only answered questions that were applicable to them. Responses were reviewed but not verified. Throughout this report, data is presented by groups: small theatres (Budget Groups 1-2), midsize theatres (Budget Groups 3-4) and large theatres (Budget Groups 5-6). Please note that for some questions, theatres were asked to select all that apply, so percentage totals will not necessarily equal 100%. In some places, there may be slight discrepancies in the totals due to rounding. For ease of reading, shading was used to highlight top answer choices.

## GENERAL HEALTH PLAN INFORMATION

Which of the following health plan types are offered by your theatre?				
	All (154)	Small Theatres (35)	Midsize Theatres (70)	Large Theatres (49)
HMO	43%	29%	43%	53%
PPO	54%	29%	60%	63%
Dual Option or POS	14%	0%	9%	31%
Indemnity Plan	4%	3%	1%	8%
No health plan, but offer stipend towards health costs	3%	11%	1%	0%
No health plan or stipend	7%	26%	1%	0%
Other	4%	6%	4%	2%

"Other" responses included: EPO, membership to a reduced health clinic for those who haven't been full-time for three years, theatre pays healthcare through a secondary source and theatre currently offers an individual plan to one person.

### Definition of Terms:

- **HMO (Health Maintenance Organization):** Employees must receive care from an HMO physician and, provided they do so, expenses are usually covered in full.
- **PPO (Preferred Provider Organization):** Physician and facility access is limited to those in the defined network.
- **Dual Option or POS (Point of Service):** Employees are reimbursed for services received out of the network, but have a primary gatekeeper or physician who serves as an initial contact for care and referrals and must approve the use of certain services.
- **Indemnity Plan:** Employees can go to any physician or hospital they choose; there is usually a deductible and coinsurance above the deductible.

The following questions are based on the 139 theatres that reported that they provide health coverage.

**To which types of employees do you offer health coverage?**

	All (139)	Small Theatres (22)	Midsize Theatres (68)	Large Theatres (49)
<b>Full-Time/Year-Round</b>	99%	96%	100%	100%
<b>Part-Time/Year-Round</b>	18%	18%	15%	22%
<b>Full-Time/Seasonal</b>	31%	0%	18%	63%
<b>Part-Time/Seasonal</b>	5%	0%	2%	12%

Note: One small theatre does not offer coverage to full-time, year-round employees because it is not currently able to pay any employee a full-time wage.

77% of the 139 theatres (59% of small theatres, 75% of midsize theatres and 88% of large theatres) responded that health coverage eligibility was set by a minimum number of hours worked per week. The minimum required number of hours per week was 18, the maximum was 40 and the average was 32.

39% of the 139 theatres (27% of small theatres, 43% of midsize theatres and 39% of large theatres) responded that health coverage eligibility was set by a minimum number of weeks worked per year. The minimum required number of weeks per year was 12, the maximum was 52 and the average was 43. Several theatres noted that those weeks must be consecutive.

**When is a new employee eligible to enroll in your theatre’s healthcare plan?**

	All (139)	Small Theatres (22)	Midsize Theatres (68)	Large Theatres (49)
<b>First Day of Hire</b>	30%	41%	28%	27%
<b>One Month</b>	30%	18%	22%	47%
<b>Two Months</b>	11%	0%	10%	16%
<b>Three Months</b>	25%	36%	32%	8%
<b>Other</b>	5%	5%	7%	2%

Note: “First day of hire” includes responses that employees are eligible on the first day of the month after hire. “One month” includes responses that employees are eligible on the first day of the month after 30 days. “Two months” includes responses that employees are eligible on the first day of the month after 60 days.

“Other” responses (1 or 2 theatres each) included: first day of the month after 45 days, after one season, after six months, on the insurance anniversary date in December and n/a because only one employee currently gets coverage.

**MOST-USED HEALTH PLAN**

The 139 theatres that reported having health plans were asked which health plan covers the most employees and then responded to a set of questions based on that plan.

**Which health plan covers the most employees?**

	All (139)	Small Theatres (22)	Midsize Theatres (68)	Large Theatres (49)
<b>HMO</b>	40%	41%	38%	41%
<b>PPO</b>	48%	46%	54%	41%
<b>Dual Option or POS</b>	7%	0%	6%	10%
<b>Indemnity Plan</b>	3%	5%	0%	6%
<b>Other</b>	3%	9%	2%	2%

<b>What is the name of the health plan/carrier?</b>	
Blue Cross/Blue Shield (via local member companies)	32%
United Health Care (via local member companies)	17%
Aetna	9%
Humana	6%
Kaiser Permanente	5%
Harvard Pilgrim HealthNet	4% each
Cigna Keystone Health	3% each
Coventry Group Health Medica	1-2% each
California Choice Capital District Physician's Health Plan COSE Medical Mutual Health New England HealthComp HealthPartners open access MVP Neighborhood Health Plan Pompco Preferred One Providence Health Plan Qualchoice of Arkansas San Luis Valley HMO South Carolina Health Cooperative Unity Health Insurance UPMC WPS	<1% each

<b>How long has your theatre been with this health plan/carrier?</b>				
	<b>All (139)</b>	<b>Small Theatres (22)</b>	<b>Midsize Theatres (68)</b>	<b>Large Theatres (49)</b>
<b>Less Than 2 Years</b>	24%	50%	19%	18%
<b>2 to 5 Years</b>	35%	18%	43%	33%
<b>6 to 9 Years</b>	22%	18%	21%	27%
<b>10+ Years</b>	19%	14%	18%	22%

Of the 139 theatres that offer a health plan, 22% of them report that their most-used health plan is a High Deductible Health Plan (23% of small theatres, 24% of midsize theatres and 18% of large theatres). Of those theatres with a High Deductible Health plan, 45% offer a Health Savings Account (HSA) and 16% offer a Health Reimbursement Account (HRA) in conjunction with it. In the case of an HSA, employees can pay for health costs through a fully-insured, tax-exempt savings account to which the employer may contribute. With an HRA, the employer reimburses employees for a set amount. Some of the providers of those accounts are Aetna, AmeriFlex, Anthem, Comprehensive Insurance Providers, Cora Brown, ConnectYourCare, Difference Card, Medcom, NYCON, Preferred One, and various specific banks.

The average increase that theatres have experienced on the most-used health plan was 8.2% from FY10 to FY11 and 6.7% from FY11 to FY12. Some theatres saw a decrease from year to year due to changing plans/providers.

## **FULL-TIME EMPLOYEE COVERAGE**

In the following section, the 139 theatres reported based on full-time, year-round employees, and on the health plan used by the majority of those employees.

### **How much of the employee's MEDICAL insurance premium does the theatre cover?**

	<b>All (139)</b>	<b>Small Theatres (22)</b>	<b>Midsize Theatres (68)</b>	<b>Large Theatres (49)</b>
<b>Theatre Pays 100% of Cost</b>	43%	77%	47%	22%
<b>Theatre Pays a Percentage of Cost</b>	57%	23%	53%	78%

No theatre requires the employee to pay 100% of the medical insurance premium.

For those theatres that pay a percentage of the insurance premium, that percentage ranged between 40% and 95%, with an average of approximately 77%. Note: Some theatres increase the percentage paid based on the employee's length of service. The highest percentage reported was used for the purposes of this report.

### **Does the theatre pay for DENTAL insurance for employees?**

	<b>All (139)</b>	<b>Small Theatres (22)</b>	<b>Midsize Theatres (68)</b>	<b>Large Theatres (49)</b>
<b>Yes, Theatre Pays 100% of Cost</b>	36%	55%	32%	33%
<b>Yes, Theatre Pays a Percentage of Cost</b>	25%	5%	16%	45%
<b>No, but Theatre Offers an Elective Plan for which Employee Pays 100% of Cost</b>	24%	9%	29%	22%
<b>No</b>	16%	32%	22%	0%

For those theatres that pay a percentage of the dental insurance, that percentage ranged between 25% and 90%, with an average of approximately 68%.

### **Does the theatre pay for OPTICAL insurance for employees?**

	<b>All (139)</b>	<b>Small Theatres (22)</b>	<b>Midsize Theatres (68)</b>	<b>Large Theatres (49)</b>
<b>Yes, Theatre Pays 100% of Cost</b>	22%	46%	12%	27%
<b>Yes, Theatre Pays a Percentage of Cost</b>	11%	0%	10%	16%
<b>No, but Theatre Offers an Elective Plan for which Employee Pays 100% of Cost</b>	17%	5%	15%	25%
<b>No</b>	50%	50%	63%	33%

For those theatres that pay a percentage of the optical insurance, that percentage ranged between 10% and 90%, with an average of approximately 64%.

## **DEPENDENT COVERAGE**

### **Which type of DEPENDENTS coverage is available to employees?**

	<b>All (139)</b>	<b>Small Theatres (22)</b>	<b>Midsize Theatres (68)</b>	<b>Large Theatres (49)</b>
<b>Employee's Family</b>	85%	59%	84%	98%
<b>Employee's Spouse/Domestic Partner</b>	76%	50%	72%	92%
<b>Employee's Child</b>	71%	46%	65%	92%
<b>None</b>	12%	36%	12%	0%

For the 123 theatres that make dependent coverage available to their employees:

<b>How much of the MEDICAL insurance premium does the theatre cover for employee dependents?</b>				
	<b>All (123)</b>	<b>Small Theatres (14)</b>	<b>Midsize Theatres (60)</b>	<b>Large Theatres (49)</b>
<b>Theatre Pays 100% of Cost</b>	6%	14%	8%	0%
<b>Theatre Pays a Percentage of Cost</b>	26%	14%	12%	47%
<b>Employee Pays 100% of Cost</b>	68%	71%	80%	53%

For those theatres that pay a percentage of the cost, the percentage ranged between 3% and 95%, with an average of approximately 64%.

<b>Does the theatre pay for DENTAL insurance for employee dependents?</b>				
	<b>All (123)</b>	<b>Small Theatres (14)</b>	<b>Midsize Theatres (60)</b>	<b>Large Theatres (49)</b>
<b>Yes, Theatre Pays 100% of Cost</b>	2%	7%	2%	2%
<b>Yes, Theatre Pays a Percentage of Cost</b>	17%	0%	7%	35%
<b>No, but Theatre Offers an Elective Plan for which Employee Pays 100% of Cost</b>	55%	50%	60%	49%
<b>No</b>	26%	43%	32%	14%

For those theatres that pay a percentage of the cost, the percentage ranged between 25% and 90%, with an average of approximately 66%.

<b>Does the theatre pay for OPTICAL insurance for employee dependents?</b>				
	<b>All (123)</b>	<b>Small Theatres (14)</b>	<b>Midsize Theatres (60)</b>	<b>Large Theatres (49)</b>
<b>Yes, Theatre Pays 100% of Cost</b>	3%	7%	2%	4%
<b>Yes, Theatre Pays a Percentage of Cost</b>	7%	0%	5%	10%
<b>No, but Theatre Offers an Elective Plan for which Employee Pays 100% of Cost</b>	33%	29%	25%	45%
<b>No</b>	57%	64%	68%	41%

For those theatres that pay a percentage of the cost, the percentage ranged between 10% and 90%, with an average of approximately 55%.

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For theatres that offer an elective dental and/or optical plan, providers of those plans included: Aetna, Allied Dental Plan, Assurant, Avesis Advantage Plus, Blue Cross Blue Shield, Beta Health Association, Companion Health Care, Concordia, Davis Vision, Delta Dental, Denex Dental, DentaQuest, EyeMed, Guardian, Humana, LifeMap, Lincoln Dental Connect, Metlife, Northeast Delta Dental, NYCON, ODS, Premier Access, Principal, SC Health Cooperative, SecureCare Dental, Superior Vision, UCCI, United Healthcare and VSP.

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## OTHER HEALTH-RELATED BENEFITS

### Does your theatre offer any of the following?

	All (154)	Small Theatres (35)	Midsize Theatres (70)	Large Theatres (49)
Medical Expense FSA	36%	14%	21%	74%
Dependent Care FSA	34%	9%	19%	74%
None	60%	86%	76%	18%
Other	6%	0%	6%	10%

“Other” included AFLAC.

### Which of the following “wellness” benefits does your theatre offer FREE OF CHARGE to employees?

	All (154)	Small Theatres (35)	Midsize Theatres (70)	Large Theatres (49)
EAP (Employee Assistance Program)	19%	0%	9%	47%
Health Club Membership/Onsite Fitness Center	6%	6%	6%	6%
Yoga/Fitness Class	3%	0%	3%	6%
Massage Therapy	3%	0%	4%	2%
Access to Nutritionist/Other Healthcare Consultant	5%	0%	0%	16%
CPR & First Aid Training	29%	9%	26%	47%
None	59%	86%	66%	31%
Other	6%	9%	0%	12%

“Other” included: flu shots, chiropractic care, PSA testing, mammography van and wellness seminars and webinars.

### Which of the following “wellness” benefits does your theatre offer AT A DISCOUNT to employees?

	All (154)	Small Theatres (35)	Midsize Theatres (70)	Large Theatres (49)
EAP (Employee Assistance Program)	1%	0%	0%	2%
Health Club Membership/Gym Reimbursement	21%	0%	14%	47%
Yoga/Fitness Class	8%	3%	3%	20%
Massage Therapy	7%	6%	1%	16%
Access to Nutritionist/Other Healthcare Consultant	4%	0%	3%	8%
CPR & First Aid Training	1%	3%	1%	0%
None	75%	91%	84%	49%
Other	2%	3%	0%	4%

“Other” included: flu shots and wellness services through the insurance plan.

## PENSION/RETIREMENT

**Does your theatre CURRENTLY offer employee participation in a pension plan/tax deferred annuity (403B, 401K, etc.)?**

	All (154)	Small Theatres (35)	Midsize Theatres (70)	Large Theatres (49)
<b>No</b>	27%	63%	27%	0%
<b>Yes - Self-Contributed Only</b>	41%	26%	47%	43%
<b>Yes, Theatre Contributes, No Match Required (Employee Can Also Contribute Up to the Legal Amount)</b>	16%	3%	11%	33%
<b>Yes, Theatre Contributes, Employee Must Contribute Some Amount</b>	22%	9%	21%	33%
<b>Yes, Theatre Contributes, No Employee Contribution Possible (as in Profit Sharing Plans)</b>	2%	0%	0%	6%

Please note that some theatres offer more than one type of plan, so the percentage totals above do not necessarily equal 100%.

Theatres that contribute to the plan were asked whether those contributions were connected to any criteria. 72% selected “years of service,” 24% selected “none,” 8% selected “position” and 6% selected “other,” such as full-time/part-time status, the number of hours worked per year and the minimum amount earned per year. The amount of time required before an employee is eligible for a contribution and/or match ranged from three months to two years, with one year being the most common response.

Theatres were asked the average percentage that they contribute towards employees’ pensions. The minimum amount was 1.25% of salary, the maximum was 10% of salary and the average was approximately 4.23% of salary. Some theatres specified a dollar amount rather than a percentage and were not included in the above calculation. It was noted by some theatres that they provide a certain amount and then an additional amount is available as a matching contribution. A few theatres reported that the contribution increases and/or the plan changes with the employee’s years of service. One theatre reported that it contributes \$500 annually when possible, generally when the fiscal year ends in a surplus. One theatre noted that its policy is to contribute, but that it has not been able to do so in a number of years.

Some theatres provided details about their matching contributions. More than half reported that they will match an employee’s contribution, dollar-for-dollar, up to the maximum allowed, which ranged from 2% to 5%. The remaining theatres reported that they will match 25% or 50% up to the maximum allowed, which ranged from 3% to 6%. For several theatres, the match changes based on the amount the employee contributes. For example, the theatre will match the employee’s contribution dollar-for-dollar up to 3% and then it will match 50% of anything above that, usually up to a maximum amount.

At some theatres, employees are required to make some kind of contribution. Examples of these requirements included at least \$20 per month and between 1% and 6% of salary.

<b>Does your theatre offer any additional retirement benefits to founding leaders?</b>				
	All (154)	Small Theatres (35)	Midsize Theatres (70)	Large Theatres (49)
<b>No</b>	92%	94%	93%	88%
<b>Yes</b>	8%	6%	7%	12%

Additional benefits include: SSDC membership, back salary, \$10,000 per year additional contribution, small pension contribution through AEA, defined pension plan, 401(K) with 3% company match, deferred compensation plan, supplemental retirement plan, 457(b) top hat retirement plan, 457(b) and (f) plans to which the employee and theatre contribute.

**Does your theatre offer any additional retirement benefits to any other employees?**

	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>No</b>	85%	94%	93%	67%
<b>Yes</b>	15%	6%	7%	33%

Additional benefits include: deferred compensation plan for executive and artistic directors, defined contribution plan, payment of 7% of gross salary for artistic director, top hat retirement plan for executives, 10% retirement for artistic and managing director and supplemental executive retirement plan for key employees.

**LIFE INSURANCE/DISABILITY**

**Does your theatre offer life insurance benefits?**

	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>No</b>	46%	80%	54%	10%
<b>Yes</b>	54%	20%	46%	90%

**Life insurance benefit amounts**

	<b>All</b>	<b>Small Theatres</b>	<b>Midsize Theatres</b>	<b>Large Theatres</b>
<b>Lowest Benefit</b>	\$10,000	\$15,000	\$10,000	\$10,000
<b>Highest Benefit</b>	\$300,000	\$100,000	\$100,000	\$300,000
<b>Average Benefit</b>	\$45,962	\$53,333	\$30,000	\$57,143

Please note that figures above only represent responses indicating pay out of a specific dollar amount. There were only a few responses from small theatres. If the benefit was based on a variable, such as an annual salary, but an upper limit was in place, that limit was used to calculate these figures. 11 survey participants offer life insurance with benefit based purely on salary with no specified upper limit in place. Several theatres offer supplemental options to employees to increase their benefit. A few theatres noted that life insurance is basic with health insurance or is part of an insurance package. In some cases, theatres limit eligibility to only the artistic and managing leaders or based on criteria such as full-time status and length of service. 9 theatres reported that life insurance is voluntary and 100% employee paid.

**Does your theatre offer long-term disability?**

	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>No</b>	60%	91%	74%	16%
<b>Yes</b>	40%	9%	26%	84%

Most theatres reported paying a percentage of the disabled employee's salary, with 60% being the most common amount. Some imposed a monthly cap on the benefit, ranging between \$5,000 and \$10,000. Many theatres noted eligibility requirements such as full-time status and length of service. One theatre noted long-term disability as basic to health insurance. 11 theatres reported long-term disability as 100% employee paid.

**Does your theatre offer short-term disability?**

	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>No</b>	64%	86%	69%	43%
<b>Yes</b>	36%	14%	31%	57%



The percentage of the employee’s salary paid ranged between 50% and 100%, with 60% being most common. For some theatres, the percentage paid increases depending on the employee’s length of service. Some theatres have a maximum weekly benefit, ranging between \$170 and \$1,500. Short-term disability kicks in after varying numbers of days, ranging from 5 to 30, and can last for varying numbers of days, ranging from 20 to 130. Some theatres require the use of accrued sick and/or vacation time first. Some theatres noted that short-term disability is subject to state laws. 12 theatres reported short-term disability as a 100% employee paid option.

## **PAID LEAVE**

On average, theatres observe (i.e. close) 9 holiday days.

Five theatres indicated that they do not offer paid leave. For the remaining 149 theatres, paid leave time is based on the following criteria:

- Number of years served (76%)
- Position (28%)
- Exempt/non/exempt status (17%)
- Other (14%)—such as permanent versus temporary, year-round versus seasonal, full-time versus part-time and number of hours worked per week

46 theatres (31%) offer general paid leave, while 103 theatres (69%) offer specified types of paid leave.

<b>For theatres offering GENERAL paid leave time, the average number of PAID days leave (excluding holidays) are as follows:</b>		
	<b>Average Minimum Paid Leave:</b>	<b>Average Maximum Paid Leave:</b>
<b>Artistic Leaders</b>	16	24
<b>Managing Leaders</b>	14	20
<b>Department Heads</b>	13	19
<b>Support Staff</b>	12	18

For 17% of the 46 theatres which offer general paid leave, that time can be accumulated indefinitely. For 35%, it can be accumulated for a specified period of time. For 48%, employees lose it after one year.

<b>For theatres offering SPECIFIED TYPES of paid leave, those types include:</b>	
<b>Vacation</b>	100%
<b>Personal</b>	76%
<b>Sick/Family Emergency</b>	90%
<b>Maternity</b>	36%
<b>Paternity</b>	27%
<b>Bereavement</b>	72%
<b>Birthday</b>	4%
<b>Other</b>	27%

“Other” included: jury duty, floating holidays, paid emergency medical leave, time to vote, military leave and religious observance.

For the 103 theatres with SPECIFIED TYPES of paid leave, the following three tables reflect the average number of PAID days leave (excluding holidays).

<b>PAID days leave for ARTISTIC/MANAGING LEADERS:</b>		
	<b>Average Minimum Paid Leave:</b>	<b>Average Maximum Paid Leave:</b>
<b>Vacation</b>	13	21
<b>Personal Leave</b>	4	4
<b>Sick Leave</b>	8	16
<b>Maternity Leave</b>	26	43
<b>Paternity Leave</b>	15	25
<b>Bereavement</b>	3	4

<b>PAID days leave for DEPARTMENT HEADS:</b>		
	<b>Average Minimum Paid Leave:</b>	<b>Average Maximum Paid Leave:</b>
<b>Vacation</b>	10	19
<b>Personal Leave</b>	4	4
<b>Sick Leave</b>	8	16
<b>Maternity Leave</b>	27	43
<b>Paternity Leave</b>	14	25
<b>Bereavement</b>	3	4

<b>PAID days leave for SUPPORT STAFF:</b>		
	<b>Average Minimum Paid Leave:</b>	<b>Average Maximum Paid Leave:</b>
<b>Vacation</b>	9	19
<b>Personal Leave</b>	4	4
<b>Sick Leave</b>	8	16
<b>Maternity Leave</b>	24	41
<b>Paternity Leave</b>	14	23
<b>Bereavement</b>	3	4

Note: For bereavement leave, some theatres reported “unlimited” because they offer a certain number of days per occurrence. Theatres also reported days off for jury duty (usually 3-5 days), birthdays, floating holidays and hospital days (separately from sick leave).

<b>Is paid leave “use it or lose it”?</b>			
	<b>Vacation Leave</b>	<b>Personal Leave</b>	<b>Sick Leave</b>
<b>No, it can be accumulated indefinitely</b>	4%	0%	15%
<b>No, it can be accumulated for a specified period of time</b>	48%	3%	23%
<b>Yes, you lose it after one year</b>	48%	76%	56%
<b>N/A</b>	1%	21%	6%

For 19% of the 149 theatres with paid leave time, the annual basis for leave time is the calendar year, for 54% it is the fiscal year and for 26% it is the start of employment (and not pro-rated to one of the former).

Regarding maternity/paternity leave: Some theatres noted that maternity leave is provided as required by the Family and Medical Leave Act (FMLA). However, the data collected in these charts reflects paid leave, and the FMLA only guarantees unpaid job protection for a period of 12 weeks, not paid time off. Therefore, if survey participants only reported meeting FMLA standards, we considered the number of paid days to be zero. Some theatres stated that

maternity/paternity leave utilizes any unused vacation, personal and sick leave first and then moves into unpaid leave. Some theatres also noted that maternity leave is for primary caregivers and paternity leave is for non-primary caregivers. In certain cases, then, male employees are entitled to paid leave as per the theatre’s maternity leave policy.

Additional comments regarding paid leave: Several theatres noted they have a fairly liberal leave policy and let employees responsibly take whatever time they need.

## SABBATICALS

<b>Does your theatre offer ARTISTIC LEADERS the opportunity to take a sabbatical?</b>				
	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>No</b>	80%	80%	86%	71%
<b>Yes, with Full Compensation</b>	10%	11%	7%	14%
<b>Yes, with Partial Compensation</b>	10%	9%	7%	14%

<b>Does your theatre offer MANAGING LEADERS the opportunity to take a sabbatical?</b>				
	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>No</b>	90%	94%	91%	84%
<b>Yes, with Full Compensation</b>	3%	3%	1%	4%
<b>Yes, with Partial Compensation</b>	8%	3%	7%	12%

<b>Does your theatre offer DEPARTMENT HEADS the opportunity to take a sabbatical?</b>				
	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>No</b>	92%	94%	94%	86%
<b>Yes, with Full Compensation</b>	2%	3%	1%	2%
<b>Yes, with Partial Compensation</b>	7%	3%	4%	12%

<b>Does your theatre offer SUPPORT STAFF the opportunity to take a sabbatical?</b>				
	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>No</b>	94%	94%	99%	88%
<b>Yes, with Full Compensation</b>	1%	3%	0%	2%
<b>Yes, with Partial Compensation</b>	5%	3%	1%	10%

Participants seemed to interpret these questions in different ways. Some theatres with no set policy responded “no,” while others responded, “yes, with partial compensation” and noted that things would be determined on a case by case basis. Some of those noted that the sabbatical would likely be allowed, but would be unpaid. Several theatres noted that they allow accumulated leave to be used or require it, after which time the leave would become unpaid. One theatre allows extended time off (1-3 months) for long-term staff, but did not consider that a sabbatical. Several theatres noted that they have a personal leave policy that they consider different than a sabbatical policy.

For those theatres that do offer sabbaticals, many only provide the option to employees who have been at the theatre for a certain amount of time (5 to 7 years was common); some also restrict the option to senior employees and/or those with contractual requirements. One small theatre noted that it does not have enough staff to allow for sabbaticals, while another noted that it, nonetheless, has found it critical to remain flexible on the issue. Examples of policies regarding sabbaticals include: artistic leaders are allowed up to two months per fiscal year for other artistic endeavors; three-month sabbaticals are available to all staff members who have been with the theatre for seven years; and one sabbatical could be allowed per season, with the requirement that the goal be clearly articulated.

## PROFESSIONAL DEVELOPMENT

For this section, the top three answer choices for each question have been shaded.

<b>The following professional development opportunities are offered to ARTISTIC AND MANAGING LEADERS:</b>				
	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>Seminars/Conferences</b>	90%	86%	90%	92%
<b>Computer Training</b>	31%	20%	31%	37%
<b>Human Resources Training</b>	30%	11%	31%	41%
<b>Classes/Further Education</b>	36%	40%	39%	29%
<b>Professional Associations</b>	76%	66%	77%	82%
<b>Mentorships</b>	18%	26%	13%	18%
<b>None</b>	5%	11%	3%	4%
<b>Other</b>	5%	3%	4%	8%

<b>The following professional development opportunities are offered to DEPARTMENT HEADS:</b>				
	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>Seminars/Conferences</b>	84%	71%	84%	94%
<b>Computer Training</b>	38%	20%	40%	47%
<b>Human Resources Training</b>	25%	6%	20%	47%
<b>Classes/Further Education</b>	39%	40%	43%	33%
<b>Professional Associations</b>	63%	43%	66%	74%
<b>Mentorships</b>	14%	14%	13%	14%
<b>None</b>	10%	26%	7%	4%
<b>Other</b>	6%	6%	4%	8%

Note: Three small theatres responded "n/a," since they do not have these positions. Their responses are reflected above as "none."

<b>The following professional development opportunities are offered to SUPPORT STAFF:</b>				
	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>Seminars/Conferences</b>	64%	46%	70%	69%
<b>Computer Training</b>	40%	17%	43%	51%
<b>Human Resources Training</b>	19%	3%	17%	33%
<b>Classes/Further Education</b>	38%	31%	44%	33%
<b>Professional Associations</b>	36%	29%	37%	39%
<b>Mentorships</b>	17%	17%	16%	18%
<b>None</b>	20%	43%	16%	8%
<b>Other</b>	6%	3%	4%	10%

Note: Two small theatres responded "n/a," since they do not have these positions. Their responses are reflected above as "none."

"Other" professional opportunities included: \$1,000 tuition reimbursement, professional training/continuing education, webinars and mandatory sexual harassment training. For each level of employee, five to six theatres reported that professional development opportunities are dealt with on a case by case basis and are permitted based on financial availability.

The average amount that theatres are spending in total per year on these kinds of professional development activities is \$8,037 for all theatres, \$3,118 for small theatres, \$5,424 for midsize theatres and \$15,150 for large theatres.

### **ADDITIONAL BENEFITS**

For this section, the top three answer choices for each question have been shaded.

#### **The following additional benefits are offered to ARTISTIC AND MANAGING LEADERS:**

	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>Opportunity to direct at other theatres</b>	69%	74%	67%	67%
<b>Opportunity to teach at universities or other schools</b>	62%	63%	61%	61%
<b>Parking/parking allowance</b>	36%	31%	30%	49%
<b>Car/car allowance</b>	7%	3%	11%	2%
<b>Public transportation program/allowance</b>	12%	9%	7%	20%
<b>Housing/housing allowance</b>	5%	6%	3%	6%
<b>Cell phone/Cell phone allowance</b>	35%	20%	24%	61%
<b>Travel Allowance</b>	36%	34%	36%	39%
<b>Complimentary tickets</b>	84%	69%	87%	92%
<b>Ticket Allowance</b>	26%	14%	23%	39%
<b>Discount on concessions</b>	36%	29%	34%	43%
<b>Flex hours/flex week</b>	57%	69%	61%	43%
<b>Remote working/telecommuting</b>	57%	66%	59%	49%
<b>None</b>	3%	6%	4%	0%
<b>Other</b>	5%	0%	1%	12%

#### **The following additional benefits are offered to DEPARTMENT HEADS:**

	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>Opportunity to direct at other theatres</b>	27%	23%	33%	20%
<b>Opportunity to teach at universities or other schools</b>	44%	29%	43%	55%
<b>Parking/parking allowance</b>	29%	20%	26%	39%
<b>Car/car allowance</b>	3%	3%	1%	4%
<b>Public transportation program/allowance</b>	11%	6%	7%	20%
<b>Housing/housing allowance</b>	2%	6%	1%	0%
<b>Cell phone/Cell phone allowance</b>	20%	3%	7%	49%
<b>Travel Allowance</b>	14%	17%	11%	16%
<b>Complimentary tickets</b>	81%	60%	87%	90%
<b>Ticket Allowance</b>	16%	6%	16%	22%
<b>Discount on concessions</b>	33%	23%	31%	43%
<b>Flex hours/flex week</b>	48%	54%	51%	39%
<b>Remote working/telecommuting</b>	48%	49%	51%	43%
<b>None</b>	8%	23%	6%	0%
<b>Other</b>	6%	0%	3%	14%

Note: Two small theatres responded "n/a," since they do not have these positions. Their responses are reflected above as "none."

**The following additional benefits are offered to SUPPORT STAFF:**

	All (154)	Small Theatres (35)	Midsize Theatres (70)	Large Theatres (49)
Opportunity to direct at other theatres	15%	26%	14%	8%
Opportunity to teach at universities or other schools	20%	23%	21%	16%
Parking/parking allowance	21%	11%	20%	29%
Car/car allowance	3%	6%	3%	0%
Public transportation program/allowance	10%	3%	7%	20%
Housing/housing allowance	2%	6%	1%	0%
Cell phone/Cell phone allowance	12%	3%	6%	27%
Travel Allowance	10%	11%	10%	10%
Complimentary tickets	80%	57%	87%	86%
Ticket Allowance	12%	6%	11%	16%
Discount on concessions	30%	17%	29%	41%
Flex hours/flex week	39%	54%	37%	31%
Remote working/telecommuting	24%	29%	26%	18%
None	10%	26%	9%	2%
Other	7%	0%	3%	16%

Note: Two small theatres responded “n/a,” since they do not have these positions. Their responses are reflected above as “none.”

“Other” included:

- Discounts on drama school classes/camps
- Complimentary or discounted admissions throughout associated organizations
- Discounts on rehearsal rental rooms
- Access to university facilities
- Free tuition
- Zipcar
- Bike share
- CSA program
- Software discounts
- Laptops
- Private club membership
- Entertainment budget

For each level of employee, a couple of theatres noted that additional benefits are only granted on a case by case basis. Several theatres noted that certain benefits are only provided if they are part of the job requirement.

**Does your theatre offer additional benefits of any kind specifically to founding leaders and/or long-standing staff?**

	All (154)	Small Theatres (35)	Midsize Theatres (70)	Large Theatres (49)
No	91%	86%	93%	92%
Yes	9%	14%	7%	8%

Additional benefits include:

- 2 free tickets to special events for employees in newly created “emeritus” category
- Grandfathered vacation and sick time relative to earlier version of the employee handbook
- Additional health savings stipend for the artistic director
- Complimentary tickets
- Liberal sick leave policy
- Memberships at associated organizations
- Discount at cafeteria
- \$1 million life insurance for artistic director and managing director
- Ability to bring dog to work
- Flexible benefits

**For employees who are not eligible for “regular” benefits, does your theatre offer benefits of any kind?**

	All (154)	Small Theatres (35)	Midsize Theatres (70)	Large Theatres (49)
No	61%	74%	64%	47%
Yes	39%	26%	36%	53%

Benefits include:

- Staff priced tickets
- Discount classes/tuition discounts
- Discount concessions
- Complimentary/discounted admissions through associated organizations
- Use of source materials (scripts/library)
- Discounted/free prop and costume rentals
- Public transportation program
- 401(k), 403(b)
- Vacation, sick and holidays hours for some part-time employees and seasonal staff
- Opportunity to pursue outside artistic endeavors
- Low cost, employee paid, limited medical plan for some part-time employees
- Staff events— picnic, holiday party, staff happy hour
- Supplemental coverage options
- Access to university services
- Discounted parking/parking allowance
- Flex hours/Remote work
- Access to health center for people earning under a certain amount, where healthcare is on a sliding scale
- AFLAC
- Bereavement leave
- Holiday pay
- Part-time staff can opt into the health plan and have it taken out pre-tax

**Does your theatre offer benefits of any kind to guest artists?**

	All (154)	Small Theatres (35)	Midsize Theatres (70)	Large Theatres (49)
No	51%	66%	44%	51%
Yes	49%	34%	56%	49%

These include:

- Free access to health club/fitness classes
- Access to university services
- Per Diem
- Housing/housing allowance
- Transportation/use of company vehicle
- Complimentary tickets
- Staff-priced tickets for family and friends
- Ticket allowance
- Parking
- Discount on concessions
- Complimentary or discounted admission throughout associated organizations
- Discount on academy classes
- Use of meeting rooms
- Ability to purchase commuter checks for pre-tax transit needs
- Free tickets to local movie theatre
- Massage therapy
- Access to physician
- Travel stipends
- Zipcar
- Bike share
- CSA program
- Software discounts

A number of theatres noted that they offer benefits as mandated by the respective unions.

## CONTRACTS AND MANUALS

<b>Which of the following positions are covered by formal written contracts or simple letters of agreement?</b>				
	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>Artistic Leaders</b>	57%	40%	47%	82%
<b>Managing Leaders</b>	55%	37%	51%	74%
<b>Department Heads</b>	39%	40%	37%	41%
<b>Support Staff</b>	40%	51%	34%	39%
<b>None</b>	30%	37%	39%	12%
<b>Other</b>	9%	9%	6%	14%

“Other” included: Shop staff, stage crew, actors, designers, directors, choreographers, musical directors, interns and acting apprentices. Some theatres provide contracts only for artistic and managing leaders, while all other employees sign letters of agreement.

<b>Does your theatre have an employee manual outlining the benefits that you offer?</b>				
	<b>All (154)</b>	<b>Small Theatres (35)</b>	<b>Midsize Theatres (70)</b>	<b>Large Theatres (49)</b>
<b>No</b>	26%	54%	24%	8%
<b>Yes</b>	74%	46%	76%	92%

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## CHANGES/CONCERNS

Theatres had the option of sharing significant changes that they have experienced and/or enacted with their benefits in recent years. The responses varied greatly, with theatres adding, eliminating and altering benefits. The regular financial challenges associated with benefits have been compounded by the recent economic recession. Unsurprisingly, many theatres have struggled with rising health costs and some have had to increase employees’ contributions to health costs or decrease coverage. Dental plans that were once funded by some theatres are now employee paid. For some theatres, there is a longer period of time before employees become eligible for coverage. Theatres have eliminated or reduced contributions to employees’ pension plans. Additional benefits, such as parking allowances, have been eliminated.

At the same time, responses indicate that theatres are committed to their employees and are finding ways to maintain or add benefits while protecting the theatre. A number of theatres have changed health care providers. Several theatres have adopted High Deductible Health Plans with Health Savings Accounts or Health Reimbursement Accounts in an attempt to keep co-pays low. Some have seen reductions in premiums. Theatres have added flexible spending plans and added dental and vision benefits. Several have added pension plans, while others are slowly working to reinstate or bring pension contributions back to pre-recession levels. Some theatres have added life insurance plans as a theatre-paid or elective benefit, as well as long-term and short-term disability. Theatres are trying to expand benefits to cover part-time and seasonal employees. They are also adding professional development opportunities and additional benefits, such as parking allowances. Theatres reported that they are actively working to clarify their policies for staff and are revising and creating employee manuals.

Participants were also invited to share current issues or concerns. Some theatres have made commitments to keeping employee deductibles low, but worry about sustaining that. Responses indicate that small theatres are weighing the benefits of a health plan versus health stipend, and find it difficult to have any bargaining power. While pension plans are being established at some theatres, others would like to do so but cannot afford it. There is an interest in flexible hours and remote working. Theatres are eager to learn more about low or no cost benefits that they can add.