2022 Film Festival Staffing, Workforce, & Compensation Survey

Supported by:
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.
**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**

- Under $50,000 per year: 25%
- $50-99 9K per year: 11%
- $100-149 9K per year: 10%
- $150-249 9K per year: 7%
- $250-499 9K per year: 18%
- More than $500K per year, please specify: 29%

**Region**

- West: 36%
- East: 21%
- Midwest: 19%
- South: 16%
- Outside US: 8%
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.

**Sources of Revenue (Prior Fiscal Year)**

**Revenue Size**

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

1. Staffing
2. Compensation
3. HR Policies and Approaches
16% of participating festivals are entirely volunteer.

- These festivals were skipped past questions related to compensation.

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

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

**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

**FFA 2022 Film Festival Staffing, Workforce & Compensation Survey: 111 Respondents**
Relatively few festivals employ full time or part time Hospitality Directors or Volunteer Directors.
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

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

* 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.
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**

- **All Festivals**: 82% No, 18% Yes
- **Revenue: <$100K**: 67% No, 33% Yes
- **Revenue: $100-249.9K**: 83% No, 17% Yes
- **Revenue: $250-499.9K**: 92% No, 8% Yes
- **Revenue: $500-999.9K**: 100% No, 0% Yes
- **Revenue: $1M or more**: 100% No, 0% Yes

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

- **All Festivals**: 50% No, 50% Yes
- **Revenue: <$100K**: 38% No, 62% Yes
- **Revenue: $100-249.9K**: 47% No, 53% Yes
- **Revenue: $250-499.9K**: 67% No, 33% Yes
- **Revenue: $500-999.9K**: 58% No, 42% Yes
- **Revenue: $1M or more**: 46% No, 54% Yes

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

1. Staffing
2. Compensation
3. HR Policies and Approaches
The majority of all of these director-level positions are salaried.

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

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

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

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

### Executive Director Compensation By Organization Revenue* (Prior Fiscal Year)

<table>
<thead>
<tr>
<th>Revenue Size</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $100K</td>
<td>$82,000</td>
</tr>
<tr>
<td>$100-249.9K</td>
<td>$100,000</td>
</tr>
<tr>
<td>$250-499.9K</td>
<td>$100,000</td>
</tr>
<tr>
<td>$500-999.9K</td>
<td>$125,000</td>
</tr>
<tr>
<td>$1 million or more</td>
<td>$450,000</td>
</tr>
</tbody>
</table>

**Min** | **Median** | **Max**
--- | --- | ---
$14,300 | $55,000 | $175,000
$22,500 | $77,000 | $450,000
$24,000 | $90,000 | $45,000

* Note: Excludes organizations reporting total director-level wages exceeding 200% of reported annual budget

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

**Released June 22, 2022**

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

*Note: Excludes organizations reporting total director-level wages exceeding 200% of reported annual budget*
Festival organizations with $1M plus budgets report paying between $25K and $240K per year.

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

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

*Note: Excludes organizations reporting total director-level wages exceeding 200% of reported annual budget*
Festival organizations with $1M plus budgets report paying between $15K and $160K per year

### Marketing Director Compensation By Organization

<table>
<thead>
<tr>
<th>Revenue* (Prior Fiscal Year)</th>
<th>Min</th>
<th>Median</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $100K</td>
<td>$3,000</td>
<td>$7,000</td>
<td>$2,880</td>
</tr>
<tr>
<td>$100-249.9K</td>
<td>$50,000</td>
<td>$42,000</td>
<td>$46,000</td>
</tr>
<tr>
<td>$250-499.9K</td>
<td>$54,000</td>
<td>$20,000</td>
<td>$500-999.9K</td>
</tr>
<tr>
<td>$500-999.9K</td>
<td>$90,000</td>
<td>$42,500</td>
<td>$1 million or more</td>
</tr>
<tr>
<td>$1 million or more</td>
<td>$160,000</td>
<td>$60,000</td>
<td>$160,000</td>
</tr>
</tbody>
</table>

*Note: Excludes organizations reporting total director-level wages exceeding 200% of reported annual budget

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

Released June 22, 2022
Festival organizations with $1M plus budgets report paying between $48K and $270K per year.

### Development Director Compensation By Organization

<table>
<thead>
<tr>
<th>Revenue* (Prior Fiscal Year)</th>
<th>0</th>
<th>$12,000</th>
<th>$25,000</th>
<th>$52,000</th>
<th>$60,000</th>
<th>$54,000</th>
<th>$43,680</th>
<th>$48,000</th>
<th>$52,000</th>
<th>$60,000</th>
<th>$90,000</th>
<th>$54,000</th>
<th>$65,000</th>
<th>$48,000</th>
<th>$1 million or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>N/A</td>
<td>$25,000</td>
<td>$12,000</td>
<td>$25,000</td>
<td>$56,000</td>
<td>$52,000</td>
<td>$43,680</td>
<td>$48,000</td>
<td>$52,000</td>
<td>$56,000</td>
<td>$60,000</td>
<td>$90,000</td>
<td>$65,000</td>
<td>$48,000</td>
<td>$1 million or more</td>
</tr>
</tbody>
</table>

*Note: Excludes organizations reporting total director-level wages exceeding 200% of reported annual budget.

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

<table>
<thead>
<tr>
<th>Organization Revenue* (Prior Fiscal Year)</th>
<th>Max</th>
<th>Median</th>
<th>Min</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $100K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100-249.9K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$250-499.9K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500-999.9K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$1 million or more</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Excludes organizations reporting total director-level wages exceeding 200% of reported annual budget

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.

**Finance Director Compensation By Organization**

<table>
<thead>
<tr>
<th>Revenue* (Prior Fiscal Year)</th>
<th>Min</th>
<th>Median</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>$0</td>
<td>$1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Less than $100K</td>
<td>$1,000</td>
<td>$5,000</td>
<td>$16,000</td>
</tr>
<tr>
<td>$100-249.9K</td>
<td>$2,800</td>
<td>$4,000</td>
<td>$26,000</td>
</tr>
<tr>
<td>$250-499.9K</td>
<td>$3,200</td>
<td>$40,000</td>
<td>$90,000</td>
</tr>
<tr>
<td>$500-999.9K</td>
<td>$3,200</td>
<td>$6,500</td>
<td>$175,000</td>
</tr>
<tr>
<td>$1 million or more</td>
<td>$6,500</td>
<td>$70,000</td>
<td></td>
</tr>
</tbody>
</table>

*Note: Excludes organizations reporting total director-level wages exceeding 200% of reported annual budget.

**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

Released June 22, 2022
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.

**Box Office Director Compensation By Organization**

<table>
<thead>
<tr>
<th>Revenue* (Prior Fiscal Year)</th>
<th>Min</th>
<th>Median</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $100K</td>
<td>$3,000</td>
<td>$4,000</td>
<td>$5,200</td>
</tr>
<tr>
<td>$100-249.9K</td>
<td>$3,000</td>
<td>$25,000</td>
<td>$52,000</td>
</tr>
<tr>
<td>$250-499.9K</td>
<td>$1,000</td>
<td>$3,250</td>
<td>$55,000</td>
</tr>
<tr>
<td>$500-999.9K</td>
<td>$4,000</td>
<td>$20,800</td>
<td>$75,000</td>
</tr>
<tr>
<td>$1 million or more</td>
<td>$14,100</td>
<td>$39,000</td>
<td>$75,000</td>
</tr>
</tbody>
</table>

* Note: Excludes organizations reporting total director-level wages exceeding 200% of reported annual budget.

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

**Technical Director Compensation By Organization**

*Revenue* (Prior Fiscal Year)

- $30,000
- $44,000
- $22,500
- $58,000
- $125,000
- $1,300
- $3,500
- $10,000
- $19,000
- $8,250
- $0

**Revenue Size**

- Less than $100K: $30,000, $1,300
- $100-249.9K: $44,000, $3,500
- $250-499.9K: $22,500, $10,000
- $500-999.9K: $58,000, $19,000
- $1 million or more: $125,000, $8,250

*Note: Excludes organizations reporting total director-level wages exceeding 200% of reported annual budget

**Question:** For each of the following positions, please select the annual compensation as of your last fiscal year: Technical Director
Since only 9% of festivals report employing full time Hospitality Directors, results reflect a high percentage of part-time and contract employment.
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.

**Volunteer Director Compensation By Organization**

Revenue* (Prior Fiscal Year)

<table>
<thead>
<tr>
<th>Revenue Size</th>
<th>Min</th>
<th>Median</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $100K</td>
<td>$500</td>
<td>$1,000</td>
<td>$750</td>
</tr>
<tr>
<td>$100-249.9K</td>
<td>$1,000</td>
<td>$2,580</td>
<td>$5,990</td>
</tr>
<tr>
<td>$250-499.9K</td>
<td>$2,500</td>
<td>$5,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>$500-999.9K</td>
<td>$500</td>
<td>$20,000</td>
<td>$90,000</td>
</tr>
<tr>
<td>$1 million or more</td>
<td>$6,000</td>
<td>$15,000</td>
<td>$20,000</td>
</tr>
</tbody>
</table>

*Note: Excludes organizations reporting total director-level wages exceeding 200% of reported annual budget.

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

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

Released June 22, 2022
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)**

<table>
<thead>
<tr>
<th>Revenue:</th>
<th>Director Level Compensation</th>
<th>Other Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Festivals</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>$&lt;100K</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>$100-249.9K</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td>$250-499.9K</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>$500-999.9K</td>
<td>43%</td>
<td>57%</td>
</tr>
<tr>
<td>$1M or more</td>
<td>26%</td>
<td>74%</td>
</tr>
</tbody>
</table>

* 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)

Released June 22, 2022
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?
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.

**Remote Work**

- 35% are 100% remote/offsite
- 51% have all team members with opportunities to work remote/offsite
- 15% have some team members with opportunities to work remote/offsite
- 0% are 100% in person

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

**COVID Vaccine Policy**

- Employees are required to be vaccinated: 53%
- Employees are required to either be vaccinated or regularly complete testing: 8%
- Employees are encouraged but not required to be vaccinated: 11%
- No current policy related to COVID vaccination: 20%
- Other: 8%

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

- **We have detailed procedures for reporting incidents of discrimination and/or bias in the workplace**: 48%
- **Racial, ethnic, sexual and gender-based jokes or slurs are not tolerated at this organization**: 79%
- **Take active measures to seek a diverse candidate pool when hiring**: 76%
- **Employees of different backgrounds are treated fairly in the internal promotion process**: 63%
- **Employees of different backgrounds are encouraged to apply for higher positions**: 49%
- **There is diversity among the people a job candidate will meet/see on his/her first visit to the company**: 39%
- **We have implemented training re: diversity, equity and inclusion in our workplace that all employees have participated in**: 29%
- **We have implemented training re: diversity, equity and inclusion in our workplace that some employees have participated in**: 26%
- **Other**: 18%
- **None of these**: 2%

**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.
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)**

- All salary and compensation information is shared publicly: 11%
- All salary and compensation information is available to employees upon request: 37%
- Within every job description there are defined compensation ranges including the skills and credentials needed to move toward the upper range: 37%
- Other approach to transparency: 7%
- None of these: 36%

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

**Current Approaches to Raises (select all that apply)**

- Tenure with organization: 48%
- Skills and replaceability: 37%
- Based on industry/sector market data: 35%
- Based on local market data: 28%
- We do “profit sharing” when there is positive net revenue: 13%
- Other approach to raises: 28%

**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
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)**

- Annual performance review: 55%
- A defined career development pathway for some employees: 11%
- Quarterly performance reviews: 7%
- A defined career development pathway for all employees: 6%
- Other: 19%
- None of these: 27%

**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]
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?
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.

Released June 22, 2022
Distribution of U.S. film organizations participating in study.