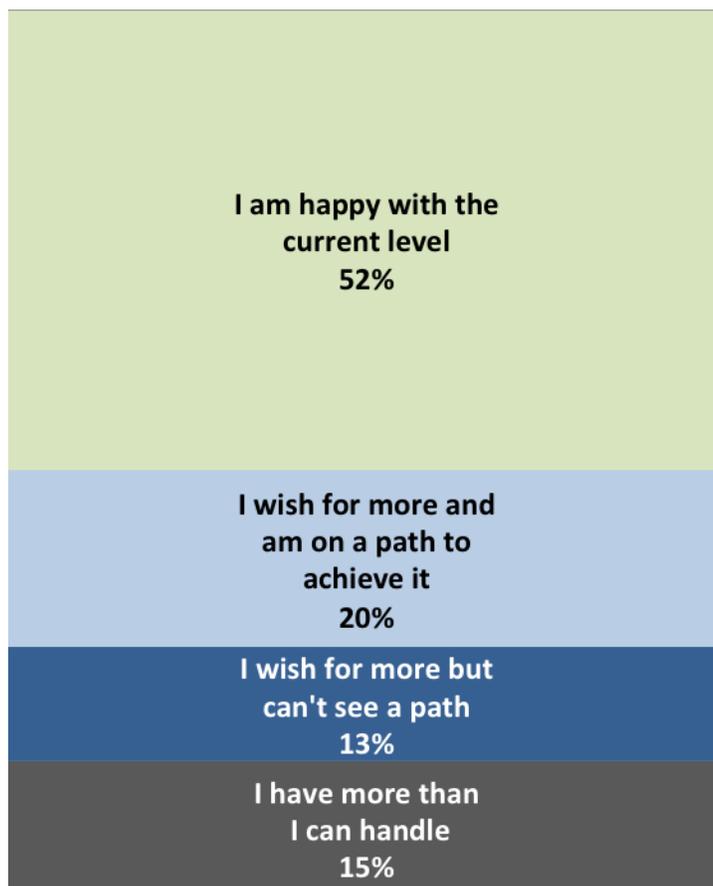


# Data Works Sheet: Level of Responsibility

*using survey data to launch reflection, discussion,  
and action in Minnesota theaters*

**We asked ...** Think about your current or most recent job in Minnesota theater. How do you feel about the amount of responsibility you have in your work?

**People said ...** Pretty good. Just over half of the 302 respondents to this question said they are happy with the level of responsibility in their current or most recent theater job. A third wish for more responsibility, with 20% feeling like they are on a path to achieve it and 13% looking for direction. The remaining 15% said they have more than they can handle.



## Breaking the data down ...

- Analysis by gender or race/ethnicity showed little pattern of difference among groups.
- As one would imagine, the rate of people who said they were happy with the current level was different by age brackets.
  - 37% for 18-29 year olds
  - 44% for 30-49 year olds
  - 71% for 50-69 year olds
  - 93% for 70+
- More of the younger people (18-29) reported wanting more responsibility AND having a plan to achieve it – 37%.
- Those looking for a path to increased responsibility were also more represented in the younger age brackets, with 19% of those 18-29 and 15% of those 30-49.
- Higher rates of looking for a path were also seen by those who work in performance roles (27%) and in production (24%).
- No clear patterns emerged around who says they have more responsibility than they can handle. It was 10-15% across all categories of demographics and type of work.

Source: The PAHRTS (Performing Arts Human Resources Toolkit Series) survey, funded by the Mardag Foundation and developed by a [Minnesota Theater Alliance](#) steering committee and consultant [Rachel Brown](#) was conducted in August 2015. Over 400 people who work in MN theater – in production, creation, and administration roles—responded to the 34-question survey. As a pilot study, this data is NOT representative of the field as a whole but provides a starting point for discussion and more research. For more information, see <http://www.pahrts.mntheateralliance.org>



## In their own words ...

*I often come up against management that is hesitant to delegate leadership opportunities.*

*It wasn't necessarily more responsibility than I can handle but I felt the goals set for me were often unachievable.*

*I am perfectly capable of my current level of responsibility. That's why I have it. BUT I have more responsibility than I am being paid for.*

*I have more responsibility than I am adequately compensated for, and that often results in burnout.*

*My current role is somewhat blurred. I have the title but not all of the authority.*

*I burned out, hard. I did everything ... I didn't set my boundaries well and worked all the time.*

*I am a student and have a lot of learning and growth experiences in front of me.*

*I'm comfortable with my responsibility and could handle more on paper. In practice, the workload is difficult to manage.*

*I am not in a management position, but due to my years of experience, I give a lot of advice and have more input into my processes than a less experienced worker would have.*

*I wish that my title and wages reflected my level of responsibility.*

*I want responsibilities in different areas and more specialized work.*

*... six months ago, the answer would have been "I don't have time to take this survey because I am drowning in responsibility with zero support and I'm having daily panic attacks."*

## Thoughts and Questions ...

### ... for Organizations

- How are the levels of responsibility in your organization? Are people happy with the level they have? Does their job description, including their responsibility level?
- Identify the people who are looking for more responsibility and are on a path to achieve it. How can you support them in their plans?
- Who are your path-seekers without a plan? How can you help them identify goals and action steps?
- Who is struggling with more responsibility than they want? What can you do to help?

### ... for Individuals

- How do you feel about the amount of responsibility you have in your theater work? If you have the level you want, celebrate! If not, know you are not alone.
- If you are looking for more responsibility and have a path, do your colleagues know what it is so they can support you?
- If you need help finding a path, ask for help from a mentor, peer, supervisor, or someone who is doing what you want to do.
- If you feel swamped, know you are not alone. Who will you ask for help?

## Leaders: How to Use this Data Works Sheet in Your Organization

1. Examine the data yourself and reflect on your responses to it.
2. Explain to staff the background of the data and its purpose – to help organizations improve management of their most important resource, the humans!
3. Ask staff to respond to the questions themselves. Let people keep their responses private.
4. Together, review the data presented in this Data Works Sheet. Given your organization's context, what is surprising? Obvious? Different? Affirming? Challenging?
5. What practices can you, as individuals and an organization, change to address the issues raised through these reflections?

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