

Summary of 「Survey of Supply and Demand for Professionals in the Field of Performing Arts Planning and Management」

(Korea Arts Management Service, 2007)

The goal of this research is to encapsulate the whole picture of the Performing Arts Planning and Management workforce labor market. It was carried on with in-depth interviews of the currently active Planning Management workforce, Educational Institutions producing the workforce, and the experts working on sight.

Survey Methodology

Time of survey: 2007

Subject of survey

- Performance Institutions/Organizations: 615 establishments
(Performance facilities, organizations, agencies etc.)
- Educational institutions: 53 establishments
- In-depth interviews: 104 experts

Performing Arts workforce demand and supply status

The characteristics of the labor market

On the average, 3 employees are part of the Planning Management workforce for the surveyed Performance Institutions(Organizations). If we classify the Institutions(Organizations) according to their characteristics, the average number of workforce in performance facilities is 4.8 people, 2.5 people for Performance Organizations, and 3.2 for the Performance agencies. In addition, a unique characteristic of the survey was that the Planning Management workforce was 1 person which accounted for 40% of the surveyed Agencies(Organizations), and 2 people accounted for 21.3%.

Second, the ratio of the Planning Management employees with advanced degrees was high in the performing arts field. Most of the workforce had college degrees and there were significant number of employees with graduate and doctorate degrees. Arts and Humanities majors were relatively common than others.

Third, the configuration of the Planning Management Workforce was centered around the experienced. According to the employment survey, the Planning Management Workforce had an average of 9.1 years of experience, and 2/3 of the entire workforce had over 5 years of experience.

Fourth, the monthly average wage for those with higher than 0 won from the sample pool of 734 people were about \$1,640(1.769 million won), and the distribution of the lowest to highest wage was from \$92(one hundred thousand won) to \$7,690(8.3 million won). Hence, the low wage level can create an obstacle in the development of Performing Arts as the workforce with advanced skills will be unlikely to stay, and in turn this can create a selection effect where the workforce will be left with employees with low skills responding to the low wage.

Fifth, Although, the common perspective in the level of wage/compensation, working hours, job security, and fringe benefits etc. were relatively poor, the view of individual development potential, social reputation of the job, and job prospects were optimistic. It seems, these kinds of characteristics are working as a compensatory gap in overcoming such poor working conditions and low wages.

If I were to summarize the characteristics of Korea Performing Arts Planning and Management workforce labor market, it would be duality. There are large-scaled Performance Institutions(Organizations) with stable employment, relatively high compensation level, and subdivision and specialization of tasks; on the other hand of extreme, there are small-scaled Performance Institutions(Organizations) with high employee turn-over rates due to unstable employment, and the employees were forced to undertake almost all of the tasks which should have been divided.

Educational Institutions of Arts Management

70% of 53 Educational Institutions(Colleges) are located in the metropolitan area and 57% of these institutions have opened subjects in Arts Management. 64.6% of the enrolled students are currently employed in the field, where 60% of the freshmen have normally enrolled in Arts Management related studies right out of high school, and the rest were found to have transferred to the field after acquiring college or higher degrees from other institutions. In addition, there are many cases where Arts Management majors are double

majoring or minoring in Arts, Cultural contents, and Humanities. Therefore, 500~700 students majoring in Arts Management are produced every year and 41.9% of these students are currently employed in the related workforce, and the level of students continuing into the field of Planning Management after graduation were found to be around 28.2%.

Workforce shortages and employment plans

There is mutual awareness in the prospects of the Performing Arts field by Performance Institutions(Organizations) and Educational Institutions, which leads to the potential increase in the workforce of Performing Arts. A unanimous opinion is formed in most of the Performance Institutions(Organizations) that the Performance Planning workforce must increase to satisfy the demand.

The 56.6% of the surveyed Institutions(Organizations) answered that there is insufficient amount of Planning Management workforce and the average number of people needed was 3.4 persons. However, only 32.1% of the Institutions(Organizations) that answered as lacking workforce had plans to hire further employees in the next 3 years. This means that over 2/3 of the Institutions(Organizations) have no plans for employment even when they are in need of employees. But, contrastingly, almost 90% of these establishments have shown interest in hiring additional employees if there were funding from the government or regional private organizations, which proves there is a considerable constraint coming from labor costs.

From the fact that the Educational Institutions have a more optimistic view on the growth potential of the Performing Arts than the Performance Institutions/Organizations, a speculation of the increase in the production of students with Performance Management major can be made. In this light, it is not without concern that there will be excess supply of students with Performance Management major.

Skills, knowledge, and abilities required for Planning Management workforce

While there were no attempts of job analysis targeting Performing Arts Planning Management field in Korea, this survey will follow the KSA(Knowledge, Skill, and Ability) format of the US O*NET(Online The Occupational Information Network). But, the KSA analysis range for this survey was limited to only knowledge, skill, and ability.

The skills were categorized into 6 different skills of basic skills, complex problem solving skills, resource management skills, social skills, systems skills, and technical skills. The result showed that the most important skill was the problem solving skill, and the next in line was the resource management and social skills. Contrastingly, it was found that the importance of technical skill was relatively less. The problem solving skill was found to be the most important skill required in the tasks of Public Relations Marketing, CEO, and Performance Planning. It was apparent that the task of CEO demanded problem solving and social skills the most, while the task of Artistic Director required system skills the most.

There were 5 sub-categories of abilities such as recognition, idea innovation, physical and mental exercise, and sensibility. From these abilities, the most important abilities for the workforce of Performing Arts Planning Management were found to be the idea innovation, and recognition which was just as important. The sensibility was placed around the middle and the control of the limbs was placed fairly low.

Out of the 33 knowledge domain, areas recognized as important were ordered as arts (4.44, 5-point scale, the same hereinafter), communications and media (4.36), office work (4.29), the administrative management (4.20), foreign language (4.15), services (4.14), Korean (4.07), and marketing (4.03).

The different views between Performance Institutions(Organizations) and Educational Institutions

First of all, there are differences in the opinion of Performing Arts development potential. Even though there is mutual recognition among the two sides, the optimistic view of the growth in Performing Arts is relatively higher for Educational Institutions than Performance Institutions(Organizations), and from this it can be speculated that there will be increase in the output of the workforce. But, because there is no prospect of employment from the Performance Institutions(Organizations), unlike the hopes of some, there is a good chance that the possibility of the increased majors in Arts Management will lack the chance of becoming a part of the workforce in the field than ever before.

Secondly, the qualitative inconsistency among the two can be pointed out. The differences between the work performed(task) on site and the education from the Educational Institutions are acknowledged by both Performance Institutions(Organizations)

and Educational Institutions, and these differences are found to be the biggest during on site work. Furthermore, the Performance Institutions(Organizations) blame this inconsistency mostly(59.4%) on the mismatch in the program, but the Educational Institutions see the shortage in number of professors as the biggest cause.

Thirdly, the mismatch can be seen in the knowledge, skills, and ability. In the skills area, it was found that the average detail skill points of the demanding institutions was higher than the points of the supplying institutions who had been emphasizing the importance of the points. The average point of ability was shown to be higher in the supplying institutions rather than the demanding institutions. After the comparison of the survey results on the importance of the 31 different knowledges needed for supplying and demanding institutions, it was found that the level of importance that was emphasized by the supplying institutions during the education process was surpassed by the importance that was felt by the demanding institutions.

Division of regions

An important fact realized through this survey was that there are several differences that occur from the regions, especially between metropolitan and non-metropolitan areas, among all Performance Institutions(Organizations) and Educational Institutions. There were regional differences among the following: wages, working conditions (severance pay, overtime pay, bonuses, vacations, paid maternity leave, paid sick leave etc.), employment stability, working hours, individual development potential, social reputation, and job prospects. The regional mismatch was seen in the development potential in Performing Arts as well, and it pointed out that there was more growth potential in the suburb area than that in Seoul area. Differences in the actual labor shortages among regions were also apparent. Seoul showed relatively higher percentage of having plans to hire further workforce among the surveyed institutions(organizations), but interestingly, the number of personnel for employment according to establishment's agenda was similar across the whole nation.

This was also reflected in the Educational Institutions of Performing Arts, where the growth potential in the metropolitan area was evaluated higher than that of suburb institutions. Also, the employment rate among the graduates from the metropolitan area was fairly high. If we consider these circumstances, than the difference in perspectives, surrounding growth potential and employment rate, of Performance

Institutions(Organizations) and Educational Institutions according to each regions is far greater than expected. It can be said that this will lead to more intense differentiation in the regional supply and demand of the workforce in the labor market of Performing Arts Planning Management.

Policy Support Measures

Reinforcement of University-industry collaboration

The government support for reinforcing the university-industry collaboration should clearly set the direction of the following objectives. First, strengthen on-site education for the students in Educational Institutions through university-industry collaboration; second, implement re-education for the existing workforce; third, secure faculties for Performance Management major and strengthen on-site experiential learning; fourth, attract new recruits to meet the demands of the labor market; fifth, increase the employment rate of the graduates and recognition of the labor markets among the professors through direct collaboration of professors in the employment of the graduates.

Providing employment information

Establishment of a system that can help the new workforce to make practical preparation for the Planning Management task is needed. Giving them rich on-site experience during the school years would be a priority, and providing continuous information on the labor market for Arts Planning and Management would be next. This will take on the role of eliminating any vague expectations that might be present in the students, and also informing the students of the realities of the supply and demand in the labor market, will serve as an effective tool in helping the students to adapt to the employment realities.

Providing re-education program

Although, there is a need for re-education for the small-scaled Arts Organizations such as plays or dance, there is not enough workforce nor financial funding in the current state. These organizations are requesting diverse education programs and training for learning advanced systems within the public sectors such as government.

Culture & Arts Planning/Management human resources development project

The workforce training project of Planning Management(Provided part of the labor wage and educational programs) which was sponsored by the Ministry of Culture and Tourism and administered by the Korea Arts Management Services since 2007 received overall evaluation that it played a positive role, but there are some opinions that are requesting partial improvements. The opinions for improvements are as follows: First, the increase of the target applicants should be decided after an objective review of the influence on the labor market by the labor project, consideration of regional Performance Institutions(Organizations), directing the goal of the project towards emphasis on workforce training, and inducement for stable settlement in the field of Planning Management workforce.

Establishing statistics database

The comprehension of the Planning Management workforce within the Performing Arts is impossible with the existing statistics. This is because there is no independent industry classification of Performing Arts and no occupation classification of Planning Management workforce. I hope there can be an establishment of related statistics in the future based on this research.

Improving Arts Management education programs

It seems there needs to be an implementation of an examination that can test the Abilities part of the Knowledge excluding the Arts section of the 8 categories presented by KSA, or there should be an additional policy review on the method of measuring Abilities. Surely, this kind of achievements should be reflected in the education programs for Arts Management. Also, there needs to be a measurement of Knowledge for each position according to the primary Knowledge content presented for each position by the KSA analysis. On the basis of these measured primary knowledge content, there should also be consideration for a plan to be utilized for the establishment of Off-JT(Off the Job Training) education program at the site.