

Work-Life Balance in Professional Dance

Rheanna C. Fontenot, University of Louisiana at Lafayette

Adoree E. McRaney, University of Louisiana at Lafayette

Olivia T. Larkins, University of Louisiana at Lafayette

Jeremy J. Foreman, University of Louisiana at Lafayette

Abstract

Dancers are susceptible to overtraining caused by work demands, leading to both mental and physiological burn out. The purpose of this research is to formulate an overtraining prevention plan for dancers through the use of periodization models and work-life balance programs. The work-life balance benefits within similarly demanding organizations as well as work-life benefit exemplar organizations were analyzed and used to evaluate how similar programming could be implemented for professional dancers. Respite, disability/illness, educational/career transition, disaster/emergency relief, parental, and counseling/healthcare policies and benefits were examined. The results of this comprehensive examination revealed several policies that could be implemented for dancers.

Introduction

In sport, athletes are susceptible to the risk of overtraining (Fry et al., 1991; Meeusen et al., 2013). Due to the physical demands of the activity, athletes, such as dancers, are susceptible to experiencing various injuries throughout their careers (Angioi et al., 2010; Koutedakis, 2000; Wyon, 2010). The main priority for dance companies is the dancer's readiness to perform each night during a season, whereas the main priority for a dance training school is to prepare dancers for the diverse demands of a company (Wyon, 2010). Although the physical demands for dancers are similar to those of professional athletes (Koutedakis & Jamurtas, 2004), dancers do not have a governing body overseeing their individual needs outside of performing. For example, stage and screen actors report to the Screen Actors Guild (SAG), the largest American actor's union, to ensure satisfactory work conditions, wages, and benefits (SAG-AFTRA, n.d.a). The National Football League (NFL) has a player's association that promotes quality of life, personal development, and professional development for athletes. Additionally, the National Collegiate Athletic Association (NCAA) has policies limiting the number of hours a student-athlete commits to his or her sport during and after a season. Large corporations such as Google, Starbucks, and Costco are renowned for generous employee benefits (Comparably, n.d.). Finally, the United States Coast Guard (USCG) prepares members for civilian life after service (United States Coast Guard, n.d.e).

Professional dancers are in a unique predicament in which they endure the same hardships, demands, and constraints as similarly situated occupations, but lack access to resources to adequately overcome the adverse experiences they endure in their line of work. Additionally, the dance industry is highly susceptible to injuries and illness that could lead to burnout and/or partial or total disability. As a result, dance companies should consider adopting policies centered on injury prevention and treatment. Therefore, the purpose of this research is to identify resources needed for dancers to properly prepare for normative transitions within their industry. To conduct this research, we examine the resources provided to similarly situated

occupations, including professional and student-athletes, military personnel, and stage and screen actors. Additionally, we examine benefits provided by firms identified as leaders in work-life balance initiatives such as Costco, Google, and Starbucks. These companies have a reputation of demonstrating leadership and commitment to establishing a work-life balance for their employees as well as providing numerous other benefits for the health and well-being on their employees (Comparably, n.d.).

We find several key areas where resources provided to similarly situated occupations or by leaders in work-life balance initiatives can be implemented for professional dancers: (a) rest days, (b) counseling, (c) disability and illness accommodations, (d) parental support, (e) emergency and disaster relief, and (f) education and career transition. Dance companies and their dancers have the potential to benefit from this research in order to improve the efficiency of their training programs, the overall health of their dancers, and quality of life during and after their careers. Recommendations are provided for how to implement these resources for the professional dance industry.

Theoretical Framework

Transition for athletes possesses great interest among sport researchers in terms of the development of athletes once they are removed from active competition (Arvinen-Barrow et al., 2017, 2019; Gordon & Lavalley, 2011; Hong & Coffee, 2018; Knights et al., 2016, 2019; Park et al., 2013; van Rens & Filho, 2020; Wylleman et al., 2004). Schlossberg (1981) defines transition as “an event or nonevent which results in a change in assumptions about oneself and the world and thus requires a corresponding change in one’s behavior and relationships” (p. 5). Assisting athletes with a transition is a frequent issue encountered by coaches, sport psychologists, counselors, and other managers working within sport (Grove et al., 1997; Stephan, 2003).

Within sport, Park et al. (2013) identify two different types of transitions for athletes. The first type is considered an anticipated or normative transition, which references any changes to the level of competition (Franck et al., 2016; Pummell et al., 2008). Typically, these changes involve an athlete exiting one stage and entering another. Wylleman et al. (2004) argue normative transitions occur due to a sequence of age-related biological or social events or changes (e.g., junior to senior year; amateur to professional). Gordon and Lavalley (2011) also suggest normative events also include occurrences that an athlete anticipates but does not occur (e.g., not making a team). While these events can be good or bad for athletes depending on the result, normative transitions are anticipated and predictable occurrences which provide individuals the opportunity to prepare accordingly (Hollings et al., 2014). The second type of transition is described as nonnormative (Schlossberg, 1984). These transitions occur from events happening in an athlete’s life that are unexpected, unpredictable, and involuntary. Examples include having a season-ending injury, dismissal of a coach, or unanticipated dismissal from a team (Moesch et al., 2012; Wylleman et al., 2004).

Though researchers have acknowledged several reasons that a transition can occur (e.g., injury, age, deselection, voluntary retirement), athletes experiencing a transition is viewed as a critical event with several life changing adjustments (Samuel & Tenenbaum, 2011). For example, Schlossberg’s (1981) adoption model is influenced by cognitive appraisals of the transition, personal factors, and environmental characteristics. Further, athletes dealing with a transition may experience emotional conflict (Giannone et al., 2017), identity change (Lally, 2007), or lack of self-confidence and life satisfaction (Martin et al., 2014). Similarly, retiring athletes face physical changes, which can potentially have a negative effect on their body image

and self-esteem (Stephan et al., 2007). Based on the literature, it is evident that athletes will experience challenges as they face the potential of a normative or non-normative transition.

Though many researchers have explored factors associated with the transition of life after sport due to non-normative transitions (Arvinen-Barrow et al., 2017, 2019; Gordon & Lavalley, 2011; Knights et al., 2016, 2019; Park et al., 2013; van Rens & Filho, 2020; Wylleman et al., 2004), research is needed to explore elements associated with athletes experiencing anticipated normative transitions and identify the resources available to help prepare them for the occurrence while remaining within their sport. In particular, elements such as injuries due to overtraining could be prevented and minimized through developing policies designed around the normative transitions surrounding athletes. Additionally, this study explores a novel research area as there is a dearth of scholarly work regarding the dance industry and potential transitions among dancers. As there is not a governing body over all dancing, there is a need to identify resources that are needed for this particular industry segment.

Literature Review

There are several similarities between the challenges athletes and dancers face during their careers. Both athletes and dancers are subject to high physical demands on their bodies (Middleton & Middleton, 2017). As a result, there is high commonality with experiences between athletes and dancers in terms of exhaustion, fatigue, overtraining, burnout, and injuries (Lavalley & Robinson, 2007; Willard & Lavalley, 2016). Additionally, both athletes and dancers may be susceptible to various mental challenges such as depression and anxiety that can be developed from their performance and maintaining focus and concentration (Grove et al., 1997; Knights et al., 2016; Lally, 2007; Park et al., 2013). Athletes and dancers also share a mentality to perform while suffering from routine performance pain but not chronic pain that can cause further injury (Addison et al., 1998; Harrison & Ruddock-Hudson, 2017). Finally, Fisher and Ménard (2016) argue success in sport and dance requires detailed planning performance perfection. For sport, this task would involve practicing a particular strategy to win a contest or improve an athlete's skills. Likewise, dancers must train to be physically capable of performing moves and practice to perfect routines. However, individuals engaged in dancing may face bigger psychological issues compared to their athlete counterparts.

Impact of Dancing

Several studies examined the physiological effects of dancing and performing (e.g., Angioi et al., 2010; Beam et al., 2012; Fontenot et al., 2018). There was a significant increase in the fatigue index of dancers after a production (Beam et al., 2012). Similarly, the salivary cortisol to testosterone ratio of dancers participating in a performance showed a significant increase after the ballet production, which is indicative of an anabolic state (or the building up) of the body, and a significantly less depressive state of mind after the production (Fontenot et al., 2018).

Dancers perceive their injury rate to be the result of fatigue, overworking, evolving choreography, and demanding schedules (Laws et al., 2005). Principal dancers are at the highest ranking of the company, followed by soloists, then first artists, and finally the corps de ballet (Angioi et al., 2010). The ranking of the dancer within a company impacts the workload of the dancer with respect to their rehearsal schedule, practice intensity, and amount of rest. The results showed soloists as having the greatest workload and work intensity of the company, and principals and soloists obtaining "less than half a minute at rest for every minute danced" (Angioi et al., 2010, pp. 129-130). Moreover, many professional dancers in the United Kingdom are not

provided with the minimum amount of rest required by law (Angioi et al., 2010), which may be similar in other developed countries as well.

Burnout

According to Meeusen et al. (2013), overtraining is caused by the inability to balance overreaching or overload training and adequate recovery. Overtraining results in physiological and psychological decrements for long periods of time, such as the inability to sustain or increase the typical training load (Fry et al., 1991). Koutedakis (2000) uses the term “burnout” as a synonym for “overtraining,” stating that the tendency for burnout to occur for dancers is a result of “increased commitments [...] and [occurs] in individuals whose daily practices produce an imbalance between physical activity and recovery from it” (p. 123). Triggers of overtraining syndrome can include imbalanced load and recovery, monotonous training, excessive competitions or events, psychological problems, and occupational demands (Meeusen et al., 2013).

Burnout is influenced by various external pressures (e.g., family, personal relationships, work conditions, financial issues) as well as the motivation and personality of the individual (Delecta, 2011; Koutedakis, 2000). Individuals who are highly motivated and establish lofty standards for themselves are most susceptible to reaching burnout (Koutedakis, 2000). There are two main personality types. An individual with Type A personality is more work-oriented and competitive, whereas a person with a Type B personality is calmer and more patient (Delecta, 2011). Because Type A personalities are considered to be more driven to achieve than Type B, there is the potential for a negative work-life balance and the inaccurate belief or feeling that taking time off will diminish a dancer’s abilities (Delecta, 2011; Koutedakis, 2000). This inaccurate belief of diminished abilities can lead a dancer to refrain from taking time to recover, which can potentially lead to the burnout or injury. Monitoring and adjusting dance-related stressors, such as classes and rehearsal schedules, should be incorporated for up to four months in an attempt to avoid relapse of burnout (Koutedakis, 2000).

Benefits of Periodization Models

With an exercise training session, minor muscle damage occurs and must be restored before the next cycle of training (Koutedakis, 2000). Inability to allow adequate repair-adaptation time can lead to many symptoms including decreased muscular strength and injury risk (Koutedakis, 2000). Periodization models are a training technique used to prevent overtraining. These models employ overreaching, or over stressing a specific energetic or system of exercise (e.g., strength, power, endurance, flexibility), with an unloading phase to allow recovery (Matveev, 1965; Ozolin, 1971; & Verkhoshansky, 1998). The “tapering” portion of the periodization model allows an athlete to recover from fatigue while maintaining the integrity of the intensity (Matveev, 1965; Ozolin, 1971; & Verkhoshansky, 1998). Periodization is effective when the year is divided into blocks with specific goals or concentrations. During periodization models, exercise intensity should be maintained or increased and the volume decreased as the performance or event approaches (Wyon, 2010). In order to alleviate psychological stress, younger or inexperienced members of the dance company can participate in the performance acclimation. The acclimation model would begin with a performance for a small audience consisting of family and friends and shift to a performance in different venues for longer performance periods of various audiences (Wyon, 2010).

Companies could provide information about “guidelines on exercise loads, recovery times, nutrition, or pharmacological intervention [... helping] prevent the development of burnout in dancers (Koutedakis, 2000, p. 126). Additionally, cognitive functions, such as concentration, overall well-being, and the quality of exercise performance can be affected by inadequate sleep. According to Meeusen et al. (2013), the four most common overtraining screening methods include retrospective questionnaires, training diaries recorded by the athletes, psychological screening, and direct observation. Periodization models have been conducted throughout a variety of sports, and should offer the same potential benefits for dancers since periodization is dynamic and capable of adapting to the changing performance schedules and fitness levels (Wyon, 2010). Without periodization, individuals would not be able to sustain continuous work at high physical and mental intensities and continue to develop. Specifically, the tapering method of reducing training prior to performance improved the athlete’s performance during a competition. Wyon (2010) also noted:

Implementing supplemental training within the company’s schedule is vital for building and maintaining the dancer’s fitness, and due to the short time periods available, Verkhoshanky’s model of periodization needs to be applied since it promotes training multiple fitness components simultaneously (aerobic, anaerobic, strength, power, and flexibility) (p. 69).

This aspect can be achieved through retaining the intensity of the dance but reducing the volume of dancing time as well as the reduction of the volume of supplemental training two weeks prior to the start of production season and the cessation of supplemental training the week prior to the productions. One’s rehearsal schedule should also be monitored and coordinated with all coaches to prevent dancers from conducting intense rehearsals regularly (Wyon, 2010).

Benefits of Work-Life Balance Programs

Delecta (2011) noted individuals achieving balance among their work, family, and social environment are assured to achieve the life balance, eliminating any potential imbalance. According Jackson and Schuler (1983), idealistic expectations of how the company/organization will work, optimal job and career goals, and the feeling personally responsible for little to no accomplishments are personal characteristics that interact with organizational characteristics, resulting in employee burnout. Jackson and Schuler (1983) incorporate Kramer’s (1974) “anticipatory socialization programs” that allows an employee to experience the reality of a position to encounter the positives and negatives of that job and to develop strategies to cope with unanticipated reality issues. Kramer’s (1974) program goes through phases in which an individual experiences incidents experienced by others in that field, faces negative experiences of that position in order to actively think how to handle certain situations, learns what is expected of them from others, and finally learns conflict resolution and negotiations (Jackson & Schuler, 1983; Kramer, 1974).

Methods

To properly analyze the resources for normative transition preparation, the researchers utilized an inductive content analysis of various documents created by other organizations to determine the best implementation of similar programming for professional dancers. A content analysis is a method of analysing documents in a systematic and objective means of describing and quantifying phenomena (Downe-Wamboldt, 1992; Elo & Kyngäs, 2008). Its main objective is to

make replicable and valid inferences from data to their context in order to provide knowledge, new insights, and fact representation (Krippendorff, 1980). It can be used with either qualitative or quantitative data as well as an inductive or deductive way. This study utilizes an inductive approach as there is fragmented knowledge regarding programs that can assist dancers to handle normative transitions within the dance industry (Elo & Kyngäs, 2008). It is comprised of three main phases: (a) preparation phase; (b) organization phase; and (c) reporting phase.

Within the preparation phase, the researchers select a unit of analysis, which can be a letter, word, sentence, portion of pages or words, the number of participants in discussion, or the time utilized for discussion (Polit & Bedck, 2004; Robson, 1993). However, Graneheim and Lundman (2004) noted whole documents are more suitable as a unit of analysis within this methodology since they can be considered as a whole but adjusted for contextual meaning. For this study, the researchers searched for documents affiliated with the NFL, NCAA, SAG, the USCG, Costco, Google, and Starbucks containing the following terms: (a) physiological demands; (b) time dedication; (c) physical health; and (d) career transitions. These companies were chosen because they consistently demonstrate leadership in employee work-life balance benefits compared to other large companies (Comparably, n.d.). In addition, SAG has a well-documented history of fighting for its employees' freedom and quality of life (SAG-AFTRA, n.d.a). We acquired and examined over 100 types of documents including company policy guides, collective bargaining agreements, promotional materials, and human resource webpages related to these search terms.

After establishing the unit of analysis, the researchers organized the data through open coding, creating categories, and abstraction. Elo and Kyngäs (2008) describe open coding to mean that any notes or headings are discovered while reading documents. Headings are identified in order to describe the content in a detailed manner (Hsieh & Shannon, 2005). Once enough headings are collected, the researchers begin to create categories and group them under higher order headings (Burnard, 1991; Downe-Wamboldt, 1992). By grouping under higher order headings, categories are classified through comparing similarities and differences within the higher order (Elo & Kyngäs, 2008). The overall rationale for creating categories is to assist in describing phenomenon, increase understanding, and generate knowledge (Cavanagh, 1997). Dey (1993) also noted researchers decide through interpretation as to what things need to be put in the same category. Finally, abstraction calls for the formulation of the general description of the research topic through category generation (Polit & Beck, 2004; Robson, 1993). Each category is identified through content-characteristic words. As such, subcategories with similarities are grouped together as generic categories, which are then grouped as a main category (Dey, 1993; Elo & Kyngäs, 2008; Robson, 1993). This process continues as long as the researchers determine it is reasonable and possible.

Table 1 provides a summary of the categories identified regarding the process of reducing overtraining and improving work-life balance for dancers. Subcategories were then assigned to categories that best matched the general perspective of normative transitions. In particular, the researchers identified six general categories in reference to normative transitions: (a) rest days, (b) counselling, (c) disability and illness accommodations, (d) parental support, (e) emergency and disaster relief, and (f) education and career transition. Through these categories, the researchers analysed the documents and identified specific subcategories to reflect the subject of study in a reliable manner (Kyngäs & Vanhanen, 1999). The researchers constantly compared categories until code saturation was achieved within the data set. The goal of this process is to seek convergence and corroboration through triangulation and reduce any potential biases (Bowen, 2009). Eisner (1991) described data triangulation allows researchers

to provide “a confluence of evidence that breeds credibility” (p. 110). Additionally, triangulation helps researchers protect against the accusation that findings are based upon a single source, method, or investigator bias and allowing for agreement on data and categories.

Table 1: Summary of Generated Categories

Raw Themes	Sub-Categories	Main Category
Overtraining	Rest Days	Normative Transition in the Dance Industry
Balance between Work and Recovery		
Work and Personal Time		
Injuries		
Medical Treatment		
Practice Limits		
Minimum Break Time		
Annual Leave	Counseling	Normative Transition in the Dance Industry
Reduce Stress		
Anxiety		
Burnout		
Fear		
Crisis Management		
Marriage/Family Counseling		
Grief		
Emotional Regulation		
Anger Management		
Mental Health	Disability and Illness	Normative Transition in the Dance Industry
Addiction		
Health and Wellness		
Life Management		
Medical Support	Parental Support	Normative Transition in the Dance Industry
Financial Support		
Insurance and Deductibles		
Short Term Disability		
Sick Leave		
Fatherhood and Motherhood	Emergency and Disaster Relief	Normative Transition in the Dance Industry
Parental Skills		
Pregnancy		
Maternity		
Child Care	Education and Career Transition	Normative Transition in the Dance Industry
Adoption		
Unemployment		
Emergency Assistance		
Financial Need		
Death and Funeral Costs	Education and Career Transition	Normative Transition in the Dance Industry
Scholarships/Grant		
Degree Completion		
Academic Progress		
Networking	Education and Career Transition	Normative Transition in the Dance Industry
Career Transition		

Results

Rest Days

Rest days are important for maintaining balance between work and recovery, and for preventing overtraining. Policies similar to those implemented in similarly situated organizations could benefit dancers by allowing them to balance work hours and personal time. The policies of each examined organization are displayed in Table 2.

The NFL implemented the bye week in each team's schedule, which allows players a total of four consecutive days off during its 17-week season (NFL Operations, n.d.). The NFL has a Collective Bargaining Agreement (CBA) between the league's Management Council and the Players' Association. Within the latest CBA is Article 24 Section 2 which states that "during any regular season bye week period [...], players will be given a minimum of four consecutive days off" (NFL Players Association [NFLPA], 2011, p. 143). Additionally, if the player is injured, they are required to attend medical or rehabilitation treatment during this time off.

The NCAA's (n.d.b) 20/8-hour rule for Division I athletes mandates a maximum for schools of practice hours in-season, being four hours per day, 20 hours per week, and out-season, being eight hours per week. It also guarantees athletes one day per week of rest in-season and two days per week of rest out-season to combat overtraining (NCAA, n.d.b). These precautions could improve not only the athlete's mental health, but physical health as well, reducing the risk of injury. Overuse, re-injury and re-aggravation injuries, ailments incredibly common and potentially detrimental in student athletics, are covered by the NCAA's insurance program Group Basic Medical (NCAA, n.d.d).

Table 2: Rest Days

Organization	Benefits Provided
NFL	Players must be granted at least four consecutive days off during the in-season "bye week," to ward off overtraining.
NCAA	The Division I 20/8 Rule requires practice to be no more than 4 hours daily and 20 hours weekly in-season, and no more than 8 hours weekly off-season.
SAG	Actors are guaranteed 56 hours of rest during a workweek, and 12 consecutive hours of rest between work days.
Starbucks	Employees accrue PTO and receive several paid holidays during the year. Two paid personal days are awarded annually.
Costco	All warehouses are closed for national holidays.
Google	The "20% time" policy encourages employees to spend 20% of their work hours pursuing their personal interests.
USCG	Employees receive annual leave to use for personal or family needs.

The unconventional duties of film may also lead to unconventional shifts. In order to protect actors from unfair work hours, minimum breaks and rest days are required, with monetary penalties to be paid to the performers if said guidelines are broken. Generally, actors must be granted 12-hours between daily shifts, and one 56-hour rest period per week (SAG-AFTRA, n.d.b). SAG members have a minimum duration of no less than 30 minutes for meal breaks and a maximum of six hours between meal breaks (SAG-AFTRA, n.d.c).

Starbucks' management are responsible for maintaining compliance with the Fair Labor Standards Act by ensuring that employees receive a bona fide rest period of 30 minutes for meals during a shift exceeding five hours worked (Mirando, 2013). Costco employees receive two paid 15-minute breaks, in addition to thirty minutes for lunch during eight hour shifts (Cain, 2018). Both Costco and Starbucks are closed on major holidays, such as Christmas and Thanksgiving, allowing employees to spend time with their families.

The USCG provides information and contact information for specialists in many areas imperative to a healthy balance of life, including family resource specialists, health promotion managers, transition/relocation managers, suicide and sexual assault issues, among other issues and concerns (CG SUPRT, n.d.). The USCG (n.d.a) allots annual leave to all employees, in addition to providing leave for personal or familial illness and bereavement as needed.

Counseling

As athletes and professionals, dancers experience physical and emotional hardships as an integral part of their careers. Counseling assists “with reducing stress and anxiety, overcoming fear of failure and success, and burn-out” (Hinkle, 1994, p. 2). Counseling services provided by the organizations examined are displayed in Table 3. NFL players receive various counseling services as a part of their benefits package, including 24-hour access to NFL Lifeline, a crisis management hotline. The NFL's Cigna Employee Assistance Program covers both medical coverage for players and their spouses and dependents, in addition to a diverse range of counseling services including marriage and family counseling, grief counseling, sports psychology, emotional regulation, and anger management (NFLPA, n.d.a).

Student athletes have access to counseling services through their university, as well as NCAA services such as mental health, academic, nutritional, and injury prevention counseling (Thompson & Sherman, 2007). While that program covers more minor, less expensive injuries, more extreme circumstances that accrue medical expenses in excess to the deductible (\$90,000) are covered by the Catastrophic Injury Insurance Program (NCAA, n.d.d). It covers injuries that occur during competitions, team conditioning, practices and official activities. In addition, athletes suffering from partial or total disability may get funds for rehabilitation and individual/family counseling to deal with long term trauma from the incident.

The SAG offers mental health and addiction counseling in the medical insurance benefits package (SAG-AFTRA Health Plan, 2017). Starbucks' (2012) Employee Assistance Program offers short-term counseling to all employees, regardless of their benefits status. Costco's Care Network supplies employees with six counseling sessions, in addition to assisting them with getting connected with professionals to maintain their care long term (Costco, n.d.). Google offers employees on-site health and wellness services including internal medicine, chiropractic, physical therapy, massage therapy, and counseling (Dienstman, 2018). USCG's Work-Life program connects employees to counseling services based on their personal needs (United States Coast Guard, n.d.c). Additionally, the USCG SUPRT (n.d.) program offers experienced counseling for issues about stress, life management, family or marital issues, alcohol and drug issues, work related difficulties, among others.

Table 3: Counseling

Organization	Benefits Provided
NFL	NFL Lifeline provides 24-hour crisis management via telephone. EAP insurance plan covers several types of counseling services, such as individual counseling, family/marriage counseling, and anger management.
NCAA	Mental health, physical health, nutrition, injury prevention, and academic counseling services are available to all student athletes.
SAG	In addition to standard medical insurance, substance abuse and mental health counseling services are included in the benefits package.
Google	Benefits include on-site health care services including general medicine, physical therapy, chiropractic, counseling, and massage therapy.
Costco	The Care Network provides employees with six counseling sessions and connects employees with professionals in financial, legal, mental health matters etc.
Starbucks	The Employee Assistance Program (EAP) offers short-term counseling services to employees and their dependents, regardless of benefit-status.
USCG	The Work-Life program connects its employees to specialists in management of family, health, traumatic events etc., as well as counseling for such subject through the SUPRT Program.

Disability and Illness Accommodations

Precautions implemented to prevent disability could improve an individual's mental and physical health while reducing the risk of injury. Disability and illness benefits provided by the examined organizations are displayed in Table 4. The NFL Player Care Foundation, an independent organization, provides medical, emotional, and financial support to players who suffered an injury resulting in disability to improve quality of life after retirement (NFL Alumni Association, n.d.).

Overuse, re-injury and re-aggravation injuries, ailments incredibly common and detrimental in athletics, but for student-athletes, can be covered by Group Basic Medical, the NCAA's (n.d.d) insurance program. While that program covers more minor, less expensive injuries, more extreme circumstances that accrue medical expenses in excess to the deductible (\$90,000) are covered by the Catastrophic Injury Insurance Program (NCAA, n.d.d). It covers injuries that occur during competitions, team conditioning, practices and official activities. In addition, athletes that suffer partial or total disability may get funds for rehabilitation as well as family counseling and training to deal with long term trauma from the incident.

Starbucks (2012) employees can receive up to 26 weeks of reduced pay if they are unable to work due to disability. Costco employees may receive short term disability money tax-free if they are unable to work, and pay at a rate of 60% of income if disability causes them to be out of work for longer than 180 days (Costco, n.d.). In addition to accruing sick leave, USCG personnel receive disability as determined by the Medical Administration Branch for mental or physical impairment (USCG, n.d.b).

Table 4: Disability and Illness

Organization	Benefits Provided
NFL	Line of Duty Disability, Total and Permanent Disability, and Neuro-cognitive disability are offered to all qualifying NFL alumni. The NFL Player Care Foundation is an independent organization dedicated to helping retired players improve their quality of life by addressing all aspects of life by providing programs and assistance with medical, emotional, financial, social and community issues.
NCAA	The Catastrophic Injury Insurance Program pays medical expenses that are in excess to the deductible (\$90,000) are covered for injuries that occur during “covered events,” including competitions, team conditioning, practices and official activities. In addition, athletes that suffer partial or total disability may get funds for rehabilitation, family counseling etc. The Group Basic Medical insurance program offered to NCAA student-athletes is for less expensive and more minor injuries than those covered by the Catastrophic Injury Insurance Program. This includes overuse, re-injury and re-aggravation injuries, ailments incredibly common and potentially detrimental in student athletics.
SAG	Catastrophic Health Fund provides financial grants for members and their dependents affected by devastating illnesses and injuries.
Starbucks	Employees are given 26 weeks of partial pay if a disability causes them to be unable to work.
Costco	Employees working over 10 hours a week are automatically provided a short-term disability insurance that gives tax-free income in the case a disability impedes their ability to work. In addition, long-term help is provided with up to 60% of pay if the employee must be out past 180 days.
USCG	The Medical Administration Branch evaluates military personnel to determine if severance is deemed necessary due to mental or physical disability. Sick leave is accumulated based on number of hours worked, however special arrangements can be made due to personal illness, illness of a family member, or bereavement.

Parental Support

Parental support benefits from each of the examined organizations are displayed in Table 5. The NFL partners with All Pro Dad, an organization founded by former coach Tony Dungy, which brings focus to parenting skills and fatherhood for players (All Pro Dad, n.d.). The NCAA implemented the Model Pregnancy and Parenting Policy to relay information regarding the resources available to pregnant student athletes (Hogshead-Makar & Sorensen, 2008). The SAG’s Paid Family Leave Act grants employees up to ten weeks of paid leave for maternity, military service, or medical emergencies (SAG-AFTRA, 2019).

Starbucks’ Care@Work program provides employees with 10 days of subsidized childcare annually. Employees are also reimbursed up to \$10,000 for the adoption of a child. Additionally, employees can receive up to six weeks of maternity leave paid at a rate of 100% salary, or twelve weeks of unpaid paternity leave (Starbucks, 2019a). The Dependent Care Assistance Plan offers Costco’s employees the option to pay for childcare with pre-taxed income (Costco, n.d.). In addition to come Google offices hosting on-site child care, employees can request up to 22 weeks of maternity leave and 7 weeks of paternity leave (Lotze, 2019). The USCG (n.d.d) implemented the Child Care Subsidy Benefit which assists active duty members and reservists with child care expenses.

Table 5: Parental Support

Organization	Benefits Provided
NFL	All Pro Dad, founded by former coach Tony Dungy, brings focus to fatherhood and effective parenting techniques.
NCAA	The Model Pregnancy and Parenting Policy supports pregnant student athletes via information and resources.
SAG	The Paid Family Leave Act provides employees with a maximum of 10 of weeks paid leave for maternity/paternity leave, personal or familial illness, or for military service.
Starbucks	Adoption expense reimbursement of up to \$10,000 are provided for employees who decide to adopt. Maternal leave of six weeks at 100% pay is available for all those working more than 20 hours a week. Paternal leave of varying length and pay replacement is offered to employees, but all employees working part-time or more have 12 weeks unpaid leave on top of the paid leave they receive. Starbucks is also partnered with Care@work to offer 10 days of subsidized child or adult care per year.
Costco	The Dependent Care Assistance Plan offers employees the ability to pay for child/adult care with pre-tax money
Google	Google offers 18-22 weeks maternity leave and seven weeks paternity leave. The Googleplex also offers on-site child care.
USCG	The Child Care Subsidy Benefit

Emergency and Disaster Relief

Emergency and disaster relief benefits provided by the examined organizations are displayed in Table 6. The NFLPA's Professional Athletes Foundation (n.d.) provides players and their families with emergency assistance during crises. The NCAA (n.d.c) implemented the Student Assistance Fund, which provides student athletes with essential needs from its \$86 million annual budget. The SAG's Emergency Assistance, Disaster Relief, and Catastrophic Health funds all provide swift financial support for crucial needs of members and their families in the case of unanticipated situations. The Emergency Assistance Fund may provide rent, utility and medical bills, car insurance, and social services. The Disaster Relief and Catastrophic Health funds do much of the same, but specifically for those affected by natural disaster or by devastating illnesses and injuries, respectively (SAG-AFTRA Foundation, n.d.a, n.d.b). Starbucks' Caring Unites Partners (CUP) fund is available for all employees to provide financial aid in times of need, from natural disasters, to family illnesses and death. For example, CUP provided 270 grants amounting to \$200,000 during Hurricane Sandy in 2012 (Starbucks, 2019a).

Table 6: Emergency and Disaster Relief

Organization	Benefits Provided
NFL	The NFL's Professional Athletes Association allocates funding for players and their families in the case of a natural disaster or other unforeseen circumstance.
NCAA	The Student Assistance Fund allocates nearly \$86 million annually to assist student athletes with their essential needs.
SAG	The Disaster Relief fund aids those affected by natural disaster and The Emergency Assistance Fund provides rent, utility, car insurance, and social services in such situations.
Starbucks	The "Caring Unites Partners (CUP) Fund" is available for all employees to provide financial aid in times of need, from natural disasters, to family illnesses and death. During Hurricane Sandy, for example, CUP provided 270 grants amounting to \$200,000.
USCG	The Critical Incident Stress Response (CISR) program provides mental health services to individuals exposed to traumatic incidents, and focuses on reducing the harmful side effects of stressful events.

Education and Career Transition

Continuing education and career transitions are areas of concern for professional dancers and similarly situated professionals. Table 7 displays education and career transition benefits for each of the examined organizations. The NFL's Player Tuition Assistance Plan reimburses up to \$60,000 for continuing education (NFLPA, n.d.b). Similarly, the NCAA (n.d.e) has degree completion grants for athletes who are within 30 hours of their undergraduate degree. The Athlete Network (n.d.) is an online service that assists student athletes with networking and securing employment outside of athletics. However, the majority of student-athletes choose to pursue a non-athletic career after collegiate athletics.

Table 7: Education and Career Transition

Organization	Benefits Provided
NFL	The NFL Player Tuition Assistance Plan allows active members up to \$20,000 reimbursement and former members up to \$60,000 reimbursement based on the number of seasons played.
NCAA	NCAA Division I and Division II Degree Completion Grants gives Division I athletes within 30 hours of completing their baccalaureate degree financial aid. The Walter Byers Scholarship, Jim McKay Scholarship, Ethnic Minority and Women's Enhancement Scholarship offer 2, 2, and 26 scholarships per year, respectively. 174 additional \$7,500 postgraduate scholarships are awarded each year divided equally among men and women, as well as fall, winter and spring sports. A free and exclusive online service for former student-athletes to connect them with companies and job opportunities at a variety of levels and industries across the country. The program is meant to aid in the successful transition from student-athlete to other career paths through provided job postings, networking and related articles/stories of student-athletes career pursuit.
SAG	John L. Dales Standard Scholarship/ George Heller Memorial Standard Scholarship provides scholarships for members and dependents for pursuit of higher education in universities, colleges, trade/vocational schools etc. The John L. Dales Transitional and George Heller Memorial Transitional Scholarship provides scholarships for members to further pursue other careers in entertainment or new career paths.
Starbucks	Under the Starbucks College Achievement Plan, full and part-time employees can receive a bachelor's degree online with completely covered tuition. Over 70 undergraduate degrees are available, regardless of their application to a career at Starbucks or elsewhere.
Google	The Global Education Leave program allows Google employees to take a leave of absence in pursuit of further education and covers tuition.
USCG	The Transition Assistance Program offers employees transitional tools to move from active duty to alternate career paths.

To monitor current academic performance the academic performance program assesses Division I athletes as a team in scores based on academic progress rate (APR) and graduation success rate (GSR). APR is calculated based on the proportion of athletes who are eligible academically and continuing onto the next term. NCAA Division I and Division II athletes who have been competing for five years may receive financial aid towards their baccalaureate degree with NCAA degree completion grants. The NCAA (n.d.e) also offers a multitude of post-graduate scholarships, including the Walter Byers Scholarship, Jim McKay Scholarship, and Ethnic Minority and Women's Enhancement Scholarship. Altogether, the NCAA awards 126 post-graduate scholarships annually, which are divided equally among men and women competing in fall, winter, and spring sports.

The SAG offers scholarships for both members and their dependents to pursue higher education, which may help with the transition out of the entertainment industry (SAG-AFTRA, n.d.c). The organization also offers scholarships to their members and their dependents, with the John L. Dales Standard and Transitional Scholarships and the George Heller Memorial Standard and Transitional Scholarships for the pursuit of higher education, or to pursue new career paths (SAG-AFTRA, n.d.c). Starbucks employees can use the College Achievement Plan to fund their bachelor's degree online, regardless if the area of study is applicable to their career with the company (Starbucks, 2019a). Google's Global Education Leave program provides employees with a leave of absence to pursue further education (Investopedia, 2019). The USCG Transition Assistance Program offers employees transitional tools to move from active duty to alternative paths or new career goals (Military One Source, 2020).

Discussion

Though they can be considered unexpected or ill-timed, injuries in dance are commonly expected due to the nature of the activity (Laws et al., 2005). As noted, dancers are subject to greater fatigue from demanding schedules and evolving choreography. Further, the general hierarchies of dance companies can create increased workloads for certain individuals and limit the amount of rest needed for recovery (Angioi et al., 2010). During these intensified training periods, there is a high correlation between under recovery and the signs of overreaching, short-term decrements in performance (Bruin, 1994).

To prevent burnout and overtraining, dance companies should implement periodization models and incorporate required time off for their dancers similar to the companies researched in this analysis. For example, NFL players experience much physical stress through their engagement with the sport of football but are required to receive a minimum rest time based on the week or season. Particularly, players receive a mandatory four days off for bye week periods, aiding in the prevention of the risk of burnout, overtraining, and injury. Similarly, the NCAA mandates student-athletes receive one day each week in-season and two days per week out of season for recovery (NCAA, n.d.b). Though the number of hours may be different, dance companies can still provide a similar measure to their dancers throughout production season through a cast rotation system. This tactic would give dancers mandatory days off to recover from injuries. Additionally, a tapering method could be employed to reduce the risk of injury and burnout. Wyon (2010) proposed a theoretical tapering plan, suggesting a normal rehearsal schedule occurring in a production's first four days and then reducing it over the next three days.

Similar to injuries, dancers may feel overwhelmed with the amount of training required and struggle to accomplish normal routines. For example, Wyon (2010) described one dancer's daily schedule as including a class in the morning, followed by a filmed dress rehearsal, after which the film would be reviewed by the dancers and critiqued by the company's artistic director. If the artistic director is concerned about certain performance elements, a short, second rehearsal may occur immediately. Anticipatory socialization programs similar to Kramer's (1974) can be and is incorporated into many professional dance schools and companies through professional division levels and second companies. These levels in the school and alternate companies acclimates the dancer for the rigorous structure of dancing full-time and allow the dancer to experience a moderated company dancer lifestyle.

Since burnout is influenced by stressors including marital and familial life, personality types, work conditions, finances, among others, companies should consider incorporating programs

that offer assistance. Work-life balance programs should be incorporated so dancers are better equipped to leave any dance-related issues at the work place and not allow it to interfere with their family and social life. Models of this system can be built similar to the NFL's Cigna Employee Assistance Program (n.d.), the USCG's (n.d.e) *Work-Life Program* and SUPRT program (CG SUPRT, n.d.), Costco's (n.d.) Care Network, and Starbucks' (2012) Employee Assistance Program. These programs all offer counseling on health and image issues, stress management, time management, work-related issues, social and family issues, sexual assault issues, and mental health issues. However, the key aspects to these programs are the promotion of enhanced accessibility of counseling, and the straightforward connection to specialists. Any program adopted by dance companies should emphasize these characteristics in order to provide effective, lasting care for one's mental health.

Additionally, Koutedakis (2000) suggested provision of information by companies about exercise loads, recovery times, and nutrition for dancers. Koutedakis (2000) also stressed the role of both counseling as stress-relieving regenerative techniques. Considering the importance of breaks and rest days for physical and mental recovery, SAG makes special considerations to ensure its employees have adequate time to sleep and eat (SAG-AFTRA, n.d.a, n.d.b). By requiring a minimum number of consecutive hours between shifts from one day to the next, a minimum amount of time working before a meal break, and a minimum amount of time for the meal break employees can maintain regular sleep and eating habits without undue rush or stress. As Koutedakis (2000) states, a diet of sufficient caloric quantity and vitamin and mineral quality is integral to preventing burnout. Maintaining adequate time for meals combats this common problem within the female athlete triad, encouraging the value of ample food in an active dancer's life.

Another major concern in dance, partially associated with burnout, is the risk of injury, leading to partial or total disability. Dance has among the highest rates of injury and illness among all occupations (Bureau of Labor Statistics [BLS], 2019). With this element in mind, it is reasonable to expect precautions to be taken by employers and employees in injury prevention and treatment. Not only should there be rules in place to maintain safe work environments, but insurance programs for both minor and major illnesses, like those provided by Costco (n.d.) and the NCAA (n.d.d), should be present as well. Further, injury insurance could potentially cover immediate medical expenses as well as rehabilitation and counseling to ensure the total health of the athlete before return to the sport. Additionally, job security and temporary partial/total disability pay as Costco, Starbucks and SAG give may be invaluable to dancers in recovery.

Family is another key aspect of life, especially during young adulthood, as many performing dancers are (BLS, 2019.) As the U.S. only mandates 12 weeks of unpaid maternal leave according to the United States Department of Labor (n.d.), additional benefits are needed to be granted from other sources, like the paid and paternal leave provided by aforementioned companies like Starbucks. Assistance in child care, by providing pre-taxed money or direct connections to reduced cost care, can aid a dancer in attaining their standard time and energy commitment to dance quicker while not worrying about issues surrounding his or her child.

Certain occupations with a high turnover rate, such as those with a high proportion of lower-paying jobs mostly consisting of young adults (e.g., Costco, Starbucks, etc.), those in a unique, dynamic and unpredictable field (e.g., SAG), and those with high, competitive physical demands (e.g., the NFL, NCAA, and dance) should put special emphasis on education and career transition. Typically, the assumption in these companies is that most of their employees will not be involved in that career for a lifetime. SAG offers scholarships for further education and

specifically for career transition (SAG-AFTRA, n.d.c). However, a better model for dance companies may be the one Starbucks (2019b) utilizes; they provide employees with tuition assistance for online degrees. This type of model may be more appropriate for dance companies as it is less likely to create scheduling conflicts with the production schedule as it may have irregular periods of training intensity and practice duration throughout a year in no accordance with normal school semesters.

Similarly, the NCAA offers many of its scholarships to its student-athletes to pursue their degree after expending their eligibility for athletics-related financial aid. Perhaps dance companies could do the same, setting a minimum of years served or performances participated in to receive scholarships for a bachelor's degree, with the intent they can begin their educational pursuit after their dance career. Programs like the NCAA's (n.d.a) *After the Game Career Center* could also be of great aid for dancers who may suffer the same career and identity confusion as their athletic career ends. When a company puts forth effort in other career aspects of an employer's life it shows an investment in not their ability to work, but to the person overall. In dance, investing in a dancer's education and career shows they will not just be rewarded for their performance in dance, but the other aspects that contribute to dance and to life, their drive, passion, intellect and overall character.

Among dancers, approximately one third work for performing arts companies and one quarter are self-employed (BLS, 2019). As over half of dancers fall into one of these statuses, effective change in work-balance regulations and benefits must be applicable to both. Upon reviewing the services provided by large companies such as Starbucks and Costco it is evident similar programs should not only be feasible within performing arts companies, but expected. However, advancements need to be made outside of companies, as such a substantial amount of dancers are self-employed. Only one major labor union, the American Guild of Musical Artists (AGMA), currently exists that is applicable to dancers, though it also applies to opera singers, concert singers, and production personnel in concert and dance companies. Though they help dancers negotiate contracts for fair wages, reasonable work hours, safe environments, and so on, no set regulations for all dancers are in place, as there are in the NFL, NCAA and SAG (American Guild of Musical Artists, n.d.).

Maximum limits on daily and weekly practice durations, as well as minimums on rest times provided between practices and performances, must be in place for all members of the union. There must also be regulated penalties of employers that disobey these regulations, possibly a penalty to pay to the dancer as SAG does. Perhaps a portion of the penalty paid could be disbursed to labor union in charge of regulating and investigating rest periods for dancers, so dancers are not faced with enforcement problems, as NCAA student-athletes experience. However, these penalties to employers that could provide benefits to dancers will ultimately need to be determined by a labor union or similar regulatory and investigative body.

As previously stated, dance is a field incredibly unique in the type and extent of its demands. With this in mind, perhaps an entirely new labor union should be started specifically for dancers only. Many concerns, especially those characteristic of athletics, such as overtraining and injuries, differentiate dance from other musical artists enough to call for their own organization. Perhaps creating a new organization would also increase the speed and specialization of advancement for work-balance in dance.

Ultimately, the world of dance has incredible potential to provide a positive career for many impassioned people. There is no shortage of people driven to the field as the number of people

pursuing dance far out numbers the amount of job openings (BLS, 2019). Instead, this demand has led to an intensely competitive environment which, coupled with under regulation, leads employers and employees to expect an excessive level of commitment to work. As such, some type of regulation is needed to handle the normative transitions that routinely occur. Though further commitment may mean greater success in dance, in being hired by dance companies, dancing in more performances, or being placed in bigger roles, it should not be done to the detriment of other aspects of one's life.

Outside of the activity, dancers are people who put their energy and time into their own finances, family, health, and career aspects. Considering most dancers stop performing in their mid-30s due to the physical demands, dancers also must keep in mind their future educational and/or career plans as well (BLS, 2019). Because many dancers begin practicing as early as elementary school and start professional careers before age 18, it may be difficult to appreciate other pursuits in life. Both employers and employees must recognize the value of work-balance for any real, effective change to occur. The environment of dance should be a source of support, not stress. Hopefully with the aforementioned changes in place dancers can be healthy, happy, safe and successful, in both their time spent performing, and their life after.

Conclusion

Although professional dancers endure the same demands and constraints as athletes, stage actors, and various corporate occupations, they lack the resources to adequately overcome the adverse experiences they endure in their line of work. As a result, dancers are susceptible to overtraining due to the poor balance between practice, performance, and recovery schedules. The review of similarly situated occupations and their resources revealed that programming implemented in those other occupations could potentially be highly beneficial if applied to professional dancers. By creating and implementing policies for work-life balance, dance companies can promote enhanced quality of life for both the working and retired professional dancers.

Implementing and enforcing guidelines for rest periods or even full rest days could allow dancers time to recover and prevent overtraining and injury. Additionally, enforcing policies to reduce overtraining could result in lower prevalence of disability and illness. Access to on-site counseling services could help dancers continue to perform at a satisfactory level during major life events, grief, or other mental health concerns. Supporting dancers who are parents through on-site child care and additional financial assistance could allow them to perform better as well as encourage them to retain their position in the dance company. By providing career transition services and opportunities for continuing education, dancers could feel less stressed about pursuing a new path. Career transition policies could reduce the cost of organizational changes incurred by a productivity decrease during the outplacement process. Enhancing quality of life for dancers could make them feel more valued by the dance company and result in increased productivity with reduced stress levels, less absenteeism, better mental and physical health, and greater loyalty.

For a more personal insight into the plight of professional dancers, future research should conduct interviews on professional dancers to discuss the impact of these normative transitions, the resources available to them currently, and elements they need to perform at an efficient manner. This perspective would offer more detailed accounts, perceptions, and opinions about the lack of programming and would allow for professional dancers to give suggestions about

what specifically they desire to be implemented in their companies. Interviews would add a new dimension to the research, and could be used for strategic planning purposes.

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