

About the Zoo and Aquarium Benchmark Survey

History

- Online survey established 2014
- ~6,500 employees and ~60 institutions surveyed
- Reliable/valid industry norms
- Insights shared w/ industry



Employees provide a lens on critical issues



Content



Engagement	Wellbeing
Guest Focus	Mission & Meaning
Leaders	Managers
Trust & Fairness	Diversity & Inclusion
Career Growth	Teamwork

15 MINUTES

AVERAGE TIME TO THE COMPLETE ONLINE SURVEY

70-80%

AVERAGE RESPONSE RATE



Comments = Valuable Context

- How would you describe the culture?
- What do you enjoy most/least?
- What should be 2-3 year priorities?

Segmentation = Additional Clarity

- Job function
- Job level
- Gender identity
- Ethnicity



Tools/Resources for Change

- Data reports
- Comment reports
- Specific recommendations
- Support for change

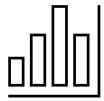


Sample of Participating Organizations

- | | | |
|----------------------|----------------------------|--------------------|
| ✓ Kansas City Zoo | ✓ Museum of Life + Science | ✓ Shedd Aquarium |
| ✓ Los Angeles Zoo | ✓ Monterey Bay Aquarium | ✓ Denver Zoo |
| ✓ Fresno Chaffee Zoo | ✓ Santa Barbara Zoo | ✓ Detroit Zoo |
| ✓ Columbus Zoo | ✓ Brevard Zoo | ✓ Lincoln Park Zoo |
| ✓ John Ball Zoo | ✓ Riverbanks Zoo | ✓ Milwaukee Zoo |



For over 10 years, Global Aspect Human Capital Advisors has been supporting zoos, aquariums, and cultural institutions in organizational assessment and change. Our propriety norms provide valuable context and are combined with deep consulting expertise and a data-driven approach to create sustainable organizational change. To learn more, contact info@globalaspect-hca.com.



What the data tell us

Engagement remains strong in Zoos and Aquariums

- ✓ Scores declined during pandemic but have since rebounded
- ✓ 74% of employees are engaged
- ✓ 91% say they are proud to work for their organization

Scores vary by job function

- ✓ Most positive – Business Services (HR, IT, etc.) and Education
- ✓ Least positive – Animal Care and Operations

Mixed views on organizational culture

- ✓ 75% describe culture with positive terms – family, inclusive, warm, fun
- ✓ 25% describe culture with negative terms – toxic, siloed, punitive
- ✓ Even within institutions, descriptions can vary widely

Culture matters

- ✓ Significant correlation between culture and other perceptions:
- ✓ Negative workplace culture associated with – disengagement, intent to turnover, and lower energy, satisfaction, and psychological safety
- ✓ Positive workplace culture associated with – commitment, feeling trusted and respected, belongingness, and effective communication
- ✓ Negative culture is evident in all job functions, but more frequently in Animal Care and Education



What leaders can do



General advice - Best practices to promote engagement and a positive workplace culture:

- ✓ Solicit employees' input on regular rhythm
- ✓ Identify important themes – Overall and segment-specific (function, tenure, etc.) strengths/opportunities/trends
- ✓ Leverage benchmarks for context – Determine if results are unique or similar to industry peers
- ✓ Determine current state of culture; take proactive steps to close gap between current and desired culture
- ✓ Identify and address other skill gaps
 - Competency assessment - Evaluate leaders on critical competencies (i.e., implement 360-feedback program)
 - Leader development - Offer coaching/mentoring/development for those in need

Specific advice – Ensure factors that lead to engagement and positive culture are present:

- ✓ Work that is meaningful and makes an impact
- ✓ Communication that conveys trust and respect
- ✓ Diverse, inclusive, and psychologically safe workplace
- ✓ Senior leaders that are present, approachable, and that listen
- ✓ Hold employees and leaders accountable for poor performance and negative/toxic workplace behavior

