

History

- Survey established in 2014
- ~10,000 employees in ~75 institutions
- Reliable/valid industry norms
- Research presented at AZA, WAZA, AAM



Survey serves as a diagnostic tool and predictor of important outcomes



Core Survey Topics



- | | |
|---------------|-----------------------|
| Engagement | Wellbeing |
| Customer Srvc | Mission & Meaning |
| Leaders | Managers |
| Trust | 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 would you rec'd as top priorities?

Demographics = Additional Clarity

- Job function
- Job level/status
- Gender identity
- Ethnicity



Tools/Resources for Change

- Intuitive data reports
- Qualitative comment reports
- Manager's Guide for Change
- Manager briefs w/ priorities

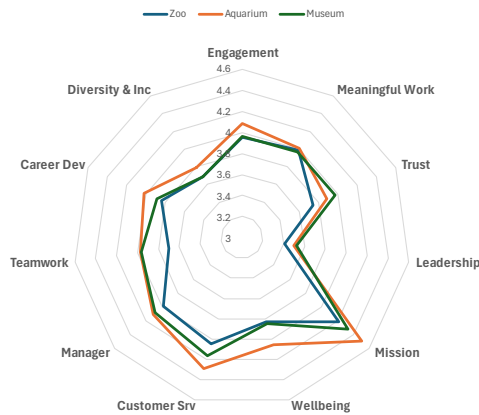


Sample of Participating Institutions

- | | | |
|-------------------------|----------------------|--------------------------|
| ✓ MOSAC | ✓ Kansas City Zoo | ✓ Shedd Aquarium |
| ✓ Los Angeles Zoo | ✓ Monterey Aquarium | ✓ Museum of Life+Science |
| ✓ Fresno Chaffee Zoo | ✓ Detroit Zoo | ✓ Lincoln Park Zoo |
| ✓ Phoenix Zoo | ✓ John Ball Zoo | ✓ Milwaukee Zoo |
| ✓ Tacoma Children's Mus | ✓ Denver Zoo | ✓ Zoo Knoxville |
| ✓ Sacramento Hist Mus | ✓ CA State RR Museum | ✓ St Paul Children's Mus |

"Survey Says?" – Snapshot of Recent Results

Zoo, Aquarium, Museum (ZAM) Comparisons



ZAMs - More Similar than Different

- ✓ Aquarium employees tend to be more positive, followed by Museums
- ✓ Similar pattern of results from Zoo, Aquarium and Museum employees

ZAMs Share a Common Set of Engagement & Wellbeing Drivers:

- ✓ Drivers have greatest impact on **Engagement** and **Wellbeing**
- ✓ **Meaningful Work, Trust, Senior Leadership**
- ✓ Significant correlation of drivers with organizational culture
 - ~65% describe culture as positive (*inclusive, family, fun, collaborative*)
 - ~35% describe culture as negative (*toxic, patriarchal, stuck, old-school*)

Current State of ZAM Employees

Survey Dimensions	% Favorable	Vs 2022
Outcomes		
Engagement	75	+2
Wellbeing	65	NA
Driver Dimensions		
Meaningful Work	74	+4
Trust	69	-1
Senior Leaders	53	-1
Other Dimensions		
Customer Service	81	+1
Training & Development	71	0
Immediate Manager	71	-7
Diversity	67	-1
Teamwork	66	-3
Accountability	52	NA

Note - Values represent % favorable (70+ is considered a strength); trend differences are significant if change is +/-4 points

Favorability Scores - Overall Impressions

- ✓ Strong scores on **Engagement** and **Mission** commitment
- ✓ Low on perceptions of **Senior Leaders** and **D&I**
- ✓ **Accountability** (follow-through) also low

Notable Trends from 2022

- ✓ Significant improvement on **Meaningful Work** (+4)
- ✓ Significant decline on **Immediate Managers** (-7)
- ✓ Little to no change on other dimensions

To Promote Engagement and Wellbeing

- ✓ Leverage the strengths - **Meaningful Work** (all functions)
- ✓ Address weaker areas - **Trust** and **Senior Leaders** (particularly for Living Collections, Education & Research groups)
- ✓ Negative culture commenters reference – Ineffective/unprofessional leaders/managers, lack of accountability/consistency, multiple sub-cultures/silos