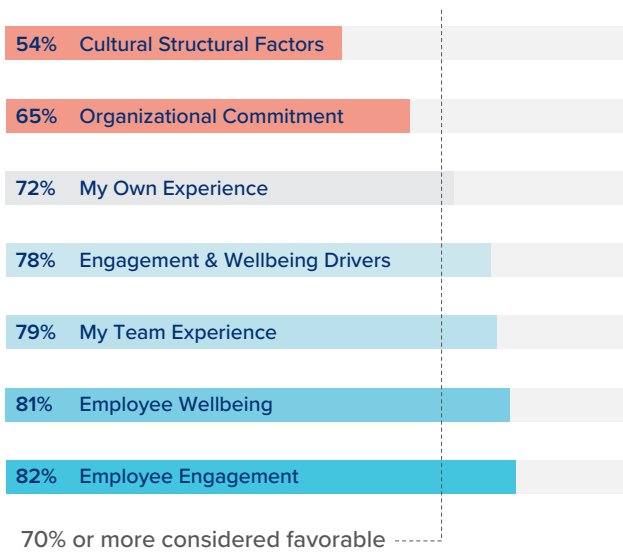


Barriers to Mobility: A Survey Snapshot

Canopy Strategic Partners, SSA Group, and other advisors collaborated with Global Aspect Human Capital Advisors to develop and administer a survey to over 2,300 individuals (managers or above) in AZA institutions located in the Americas. 717 Individual responses were received between December 2022 and January 2023.

Five survey categories related to **personal wellbeing and team experiences** were rated favorably, while two survey categories related to **work structure and culture** scored the lowest.

Survey categories and their favorability scores



The majority are proud of their institutions, express a strong sense of wellbeing, feel good about coworkers, and see a connection between their work and the organization's mission.



Potential areas for improvement include perceptions of leadership, culture, and opportunities for growth.



Just half of respondents felt their leadership could manage a diverse workforce.



Less than half of respondents agree that their hiring practices focus on attracting diverse candidates.



Just half of respondents agree that promotions and assignments are based on fair and objective assessments.

Survey demographics



62% Women
28% Men
3% LGBTQIA2S+
<1% Transgender/
Self-described/ gender
Non conforming*
6% Chose not to respond



80% White
4% Hispanic/Latinx
4% Black/African American
4% Multiracial
2% Asian
<1% Native American/ Middle
Eastern, North African*
7% Chose not to respond



142 Senior leaders
(CEO, COO, VP, etc.)
174 Directors
328 Supervisors/
Managers
74 Non-managers



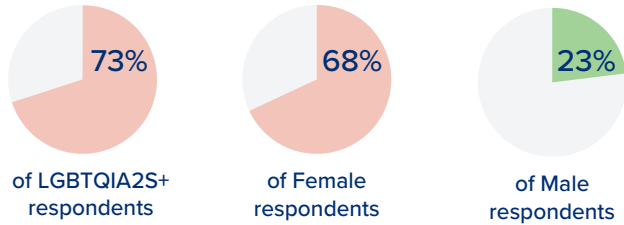
Seniority
9% <1 Year
31% 1-5 Years
21% 6-10 Years
14% 11-15 Years
25% 16+ Years

*Individual categories are not shown for demographic groups with very few responses

Barriers to Mobility: A Survey Snapshot

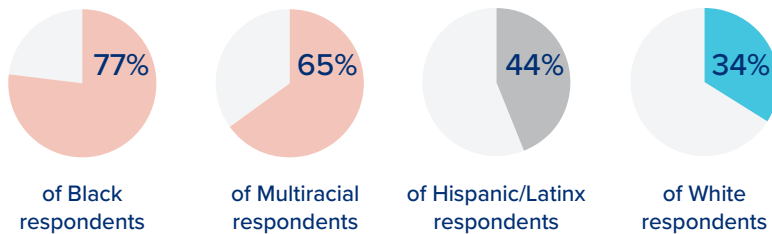
Canopy Strategic Partners, SSA Group, and other advisors collaborated with Global Aspect Human Capital Advisors to develop and administer a survey to over 2,300 individuals (managers or above) in AZA institutions located in the Americas. 717 Individual responses were received between December 2022 and January 2023.

Who has experienced gender-related barriers?*



*Respondents were asked to choose the gender and ethnicity they identify with.

Who has experienced ethnicity-related barriers?*



*Respondents were asked to choose the gender and ethnicity they identify with.

What barriers have respondents experienced?



No positions (flat structure, limited movement, etc.)

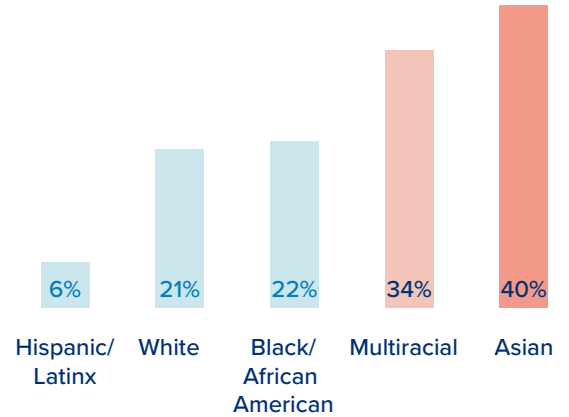


No paths (limited/not articulated planning, lack of clarity getting from point A to B, etc.)



Limited professional development opportunities and lack of mentors

Retention risk varies by ethnicity (based on response to turnover intention question)



Respondents suggested considering **mentors**, **professional development**, and **organizational restructuring** to facilitate upward mobility.

Focus groups **further explored** barriers and opportunities to improve upward mobility in AZA organizations. Sought to better understand the **What and Why**, and to **explore potential solutions**.

Barriers to Mobility: Focus Group Findings

Building on survey results, Canopy Strategic Partners, SSA Group, and other advisors collaborated with Global Aspect Human Capital Advisors to conduct 12 focus groups with over 80 participants between February and July 2023. Focus group sessions explored the survey results in depth to inform potential action items.

Focus group sessions explored:

- ◆ Survey findings
- ◆ Barriers not mentioned in the survey
- ◆ Priority barriers to address
- ◆ Advice for leaders in their organizations
- ◆ Advice for AZA to address as an organization

As an association, what can **AZA** do to minimize barriers?

① Opportunities for current and future leaders



Intentionally increase committee appointments for women and people of color

Expand access to ELDP or create an alternative (ELDP Jr.)

Encourage AZA members to provide support and be a sponsor/ally/mentor

Prioritize DEAL (and not just delegate)

Communicate to membership the opportunities and existing initiatives that support/promote women and people of color in leadership

② Reflect and Act



Think about who is not being heard

Look to AAM/ASTC for ideas and best practices

Create a dedicated AZA DEAL position to serve as a resource for organizations

Increase “teeth” for DEAL within accreditation process

What can **leaders** do to increase their pipeline and minimize barriers within their organization?

① Attract and hire for diversity



Evaluate the need for credentials, differentiating skills needed for entry vs skills that can be developed

Offer paid internships and/or apprentice programs to attract diverse candidates and increase the pipeline

Be clear and transparent about wages and wage progression; ensure equity

Advertise beyond the AZA site e.g., look to local community/cultural institutions for potential candidates

② Grow and develop from within



Create and communicate clear pathways for mobility

Create career pathways for those not interested in leadership positions

Establish mentors to provide advice, support, and (importantly) sponsorship

Help develop skills critical for effective leadership, such as clear communication and holding others accountable

Reinforce effective leadership competencies, such as competency- and evaluation-based upward appraisal

