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## Redefining Corporate Culture: A San Diego Zoo Case Study

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## Agenda

- About San Diego Zoo Global
- Creating a World-Class Workforce
- Talent Management History at the Zoo
- A Culture Shift
- Organizational Goals & Drivers
- Big Picture Plan for the Future
- Sustaining a High-Performance Culture
- Employee Engagement Programs
- Q&A

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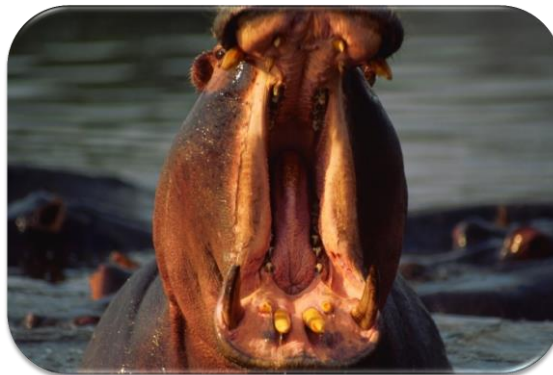
## Company Overview

- San Diego Zoo Global is a 3200-employee organization that operates:
  - The San Diego Zoo
  - San Diego Zoo's Safari Park
  - San Diego Zoo's Institute for Conservation Research
- Organization has been around over 96 years
- Not-for-profit



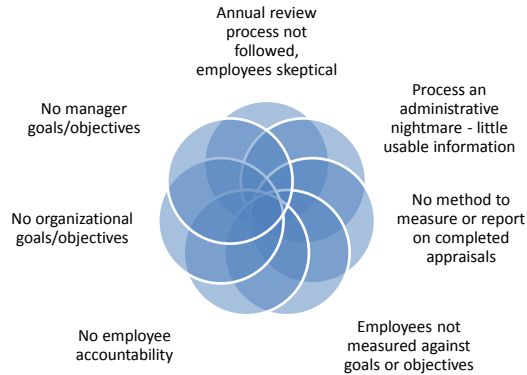
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## Our Talent Management System Before



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## Our Talent Management System Before



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## No Big Picture Plan for the Future



## A Culture Shift

- Six years ago, we created a new Strategic Plan
  - **Vision:** To become a world-class leader in connecting people to wildlife and conservation
  - Detailed a new, aggressive list of our company's strategic high-level goals and priorities



## Identifying Organizational Goals & Drivers

- Both internal & external
- Examples:
  - Competition in our industry
  - Labor market
  - Employee engagement/satisfaction issues
  - Legal consideration
  - Technology/Budgetary constraints

## Conducting a Gap Analysis

- Where was our organization at, compared with where it wanted to be?

- Example:

### Gap: Succession Planning

- World leading programs had them
- We did not

### Risk: Retention of Talent

- Continue status quo
- Not be prepared to promote from within
- Lose people

## A Big Picture Plan for the Future

- Accountability & Pay for Performance
- Better communication
- SMART goals
- Succession planning
- Leadership development

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## Creating a World-Class Workforce

- Needed to automate our talent management processes to:
  - Tightly map talent management strategy to our strategic plan
  - Introduce a pay-for-performance system tied to goals
  - Increase goal alignment
  - Increase employee accountability, recruitment & retention

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## Creating a World-Class Workforce

Needed a talent management solution that could...

- Objectively measure employee performance
- Link performance to compensation
- Be easy-to-use for our non-tech savvy employees

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## Creating a World-Class Workforce

- In 2005, found the right automated performance management system for our business and culture
  - Gradual, methodical implementation
  - More than 200 managers collaborated on key goals and competencies
- Within 3 months the solution was running



Appraisal Score Overall Score:  / 5.0

### 2011 Annual Review Process - Managers

Name:   
 Job Title:   
 Location:   
 Last Appraisal Date:   
 Employee ID:   
 Department:

### Rating Guide

Goals and Competencies will be evaluated using the following Rating Guide: 5 = Outstanding: Consistently demonstrated exemplary leadership behavior in this area, routinely going significantly above and beyond what is expected; serves as a role model for others. 4 = Exceeded Expectations: Demonstrated strong leadership behaviors in this area, often going above and beyond what was expected. 3 = Met Expectations: A job well done; demonstrated acceptable and appropriate leadership behavior in this area. 2 = Did Not Meet Expectations: Did not demonstrate acceptable and appropriate leadership behavior in this area; further development is needed. 1 = Unsatisfactory: Failed to demonstrate appropriate and acceptable leadership behaviors in this area; immediate and significant improvement is needed.

### Leadership Competencies

San Diego Zoo Global's Leadership Competencies identify the components of effective performance - what it takes to be a successful leader at our organization. Each competency is considered critical to the success of our organization, as well as the accomplishment of The Lynx Strategic Plan.

Leadership Employee Score:  Manager Score:  / 5.0 (9%)

Competency Factors	Rating Scale	Employee Score	Manager Score
Sets clear direction, priorities, and achievable goals for work group.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)
Communicates clear expectations for employee performance.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)
Develops employees through empowerment and effective delegation.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)
Holds employees accountable for performance.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)

Holds employees accountable for performance.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)
Mentors staff in order to cultivate future leaders.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)

### Leadership

Self: N/A  
 Comments:

SDZGlobal Mission and Customer Focus Employee Score:  Manager Score:  / 5.0 (9%)

Competency Factors	Rating Scale	Employee Score	Manager Score
Engages in employees how their responsibilities and contributions support SDZGlobal's mission.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)
Works to align departmental goals with SDZGlobal's mission.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)
Empowers employees to accommodate reasonable requests by co-workers and guests.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)
Considers the customer/guest perspective in decisions that affect quality of service.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)
Motivates employees to incorporate a customer-focused approach into daily activities.	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/>	<input type="text"/> (0%)

### SDZGlobal Mission and Customer Focus

Self: N/A  
 Comments:

Professionalism Employee Score:  Manager Score:  / 5.0 (9%)

Competency Factors	Rating Scale	Employee Score	Manager Score
Models desired behavior by conducting oneself in an ethical and appropriate manner, both in the workplace and in the community, as a representative of San Diego Zoo Global.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Fosters a positive work environment that promotes trust and integrity.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Follows through on commitments.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Accepts responsibility for mistakes and holds self accountable for decisions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Bases decisions on what is best for the organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Professionalism**

Self: N/A

Comments:

**Teamwork** Employee Score: Manager Score: / 5.0 (8%)

Competency Factors	Rating Scale	Employee Score	Manager Score
Creates opportunities for inter and intra-departmental collaboration and teamwork.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Encourages team members to share their expertise, ideas, and opinions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Implements and supports team decisions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Meets personal commitments to the team.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Creates partnerships with other work groups to accomplish the goals of the organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Communication** Employee Score: Manager Score: / 5.0 (8%)

Competency Factors	Rating Scale	Employee Score	Manager Score
Keeps others informed of decisions and information that may affect them.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Shares accurate information and expertise with employees in a timely manner.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Minimizes the potential for mixed messages by speaking in a manner consistent with what is communicated to staff.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Asks questions that generate dialogue in order to encourage employees to share their views without fear of retaliation.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Practices management by walking around in order to stay in touch with what is happening in department(s).	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Interpersonal Relations** Employee Score: Manager Score: / 5.0 (8%)

Competency Factors	Rating Scale	Employee Score	Manager Score
Treats employees and guests alike with courtesy and respect.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Actively listens and empathizes with the opinions of others, regardless of her status, position, background, or point of view.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Maintains appropriate confidentiality of sensitive information.	<input type="text"/>	<input type="text"/>	<input type="text"/>

Acts to resolve conflicts as they arise.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Maintains composure in tense situations.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Interpersonal Relations**

Self: N/A

Comments:

**Total Leadership Competency Score** Score: / 5.0 (0%)

**Goal Scoring Guide**

Goals will be evaluated using the following Scoring Guide (use whole numbers only): 5 = Outstanding: Far exceeded performance objective on every level. 4 = Exceeded Expectations: Exceeded performance objectives. 3 = Met Expectations: A job well done. Met performance objectives. 2 = Did Not Meet Expectations: Did not meet performance objectives. 1 = Unsatisfactory: Failed to demonstrate success whatsoever in meeting these objectives.

2011 Goals	Employee Score	Manager Score	Score	Weight
Self: N/A	N/A	N/A	N/A	N/A
Title:	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Self: N/A	N/A	N/A	N/A	N/A
Title:	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Self Appraisal Instructions - Please Read!**

2012 Goals will be set by your manager. Leave this section blank in your self appraisal.

**2012 Society-Defined Goals - Choose 3**

Using the chainlink icon to the left, choose the 3 most important goals you want this employee to focus on in 2012.

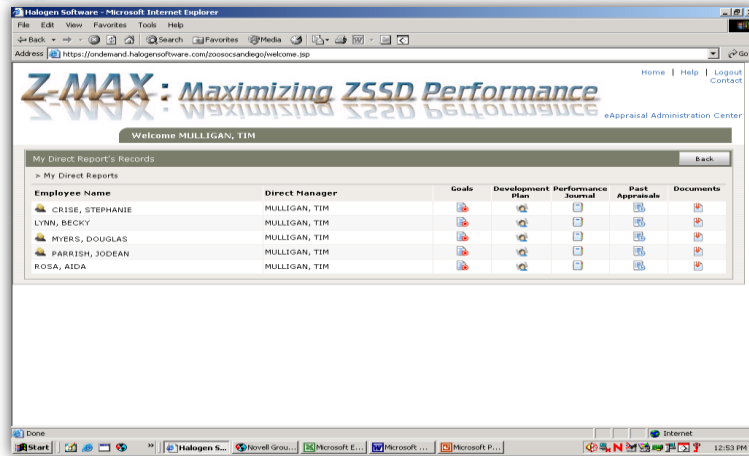
Goals:	Weight
Self: N/A	N/A
Title:	<input type="text"/>
Self: N/A	N/A
Title:	<input type="text"/>
Self: N/A	N/A
Title:	<input type="text"/>





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## Employee Records Page



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## Appraisal Form Screen Shot

The screenshot shows the "Z-MAX: Maximizing ZSSD Performance" Exempt Annual Review Form. It includes fields for Name, Job Title, Location, Last Appraisal Date, Hire Date, Employee ID, and Department. Below these fields is a "Rating Guide" section and a "Leadership Competencies" section.

**Appraisal Score** Overall Score:  / 5.0

**Name:**  **Hire Date:**

**Job Title:**  **Employee ID:**

**Location:**  **Department:**

**Last Appraisal Date:**

**Rating Guide**

Goals and Competencies will be evaluated using the following Rating Guide (use whole numbers):

- 5 = Outstanding: Consistently demonstrated exemplary leadership behavior in this area, serves as a role model for others.
- 4 = Exceeded Expectations: Demonstrated strong leadership behaviors in this area.
- 3 = Met Expectations: Demonstrated acceptable and appropriate leadership behavior in this area.
- 2 = Did Not Meet Expectations: Did not demonstrate acceptable and appropriate leadership behavior in this area, further development is needed.
- 1 = Unsatisfactory: Failed to demonstrate appropriate and acceptable leadership behaviors in this area, immediate and significant improvement is needed.

**Leadership Competencies**

The ZSSD's Leadership Competencies identify the components of effective performance - what it takes

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## Appraisal Form Screen Shot

**Leadership Competencies**

The ZSSD's Leadership Competencies identify the components of effective performance - what it takes to be a successful leader at the ZSSD. Each competency is considered critical to the success of our organization, as well as the accomplishment of The Lynx Strategic Plan.

**Leadership** Employee Score: Manager Score: /5.0 (0%)

Competency Factors	Rating Scale	Employee Score: 0.0	Manager Score: 0.0
Set clear direction, priorities, and achievable goals for work group.			(0%)
Communicates clear expectations for employee performance.			(0%)
Develops employees through empowerment and effective delegation.			(0%)
Holds employee accountable for performance.			(0%)
Mentors staff in order to cultivate future leaders.			(0%)

**Leadership**

Self: N/A

Comments:

## Appraisal Form Screen Shot

**Leadership Competencies**

The ZSSD's Leadership Competencies identify the components of effective performance - what it takes to be a successful leader at the ZSSD. Each competency is considered critical to the success of our organization, as well as the accomplishment of The Lynx Strategic Plan.

**Leadership** Employee Score: Manager Score: /5.0 (0%)

Competency Factors	Rating Scale	Employee Score: 0.0	Manager Score: 0.0
Set clear direction, priorities, and achievable goals for work group.			(0%)
Communicates clear expectations for employee performance.	Outstanding Exceeds Expectations Meets Expectations Did Not Meet Expectations Unsatisfactory		(0%)
Develops employees through empowerment and effective delegation.			(0%)
Holds employee accountable for performance.			(0%)
Mentors staff in order to cultivate future leaders.			(0%)

**Leadership**

Self: N/A

Comments:

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## Appraisal Form Screen Shot

**Suggested Comments for Leadership**

SubCategory: Providing regular feedback

Comment Level: Defining roles and responsibilities  
Delegating responsibility  
Encouraging employees to take on more responsibility  
Accepting and correcting mistakes  
Ensuring employees understand their level of accountability  
Providing support for employees  
Identifying areas for development  
Motivating employees to develop skills  
Finding training or development activities/resources  
Communicating responsibilities and performance standards

Subject's gender: (He/She) provide

performance is: understand their

Nuance: ▲ ▼

Final Text: He displays good judgment in determining the necessary support to provide to employees as they accept ownership of projects/issues. He provides feedback so that employees understand their roles and know how their performance is perceived.

Cancel Clear OK

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## Appraisal Form Screen Shot

organization, as well as the accomplishment of The Lynx Strategic Plan.

**Leadership** Employee Score: Manager Score: /5.0

Competency Factor	Rating Scale	Employee Score /5.0	Manager Score /5.0
Self clear direction, priorities, and achievable goals for work group.	Exceeds Expectations	4.0	4.0
Communicates clear expectations for employee performance.	Outstanding	5.0	5.0
Develops employee through empowerment and effective delegation.	Did Not Meet Expectations	2.0	2.0
Holds employee accountable for performance.	Meets Expectations	3.0	3.0
Mentor staff in order to cultivate future leaders.	Exceeds Expectations	4.0	4.0

**Leadership**

Self: N/A

Comments: He takes an active role in identifying core competencies on which to rate each employee. He is involved in determining the performance expectations for each level of employee. He always takes the lead in defining roles and responsibilities.

**ZSSD Mission and Customer Focus** Employee Score: Manager Score: /5.0

Competency Factor	Rating Scale	Employee Score /5.0	Manager Score /5.0
Explains to employees how their responsibilities and contributions support the			

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# Appraisal Form Screen Shot

**Total Leadership Competency Score** Score:  / 5.0 (0%)

**Individual Development Plan**

Based on ratings given on the above Leadership Competencies for 2005, identify three competency factors to work on in 2006. State the specific developmental need and an action plan to address the need. Use the clipboard icon below for ideas.

**Development Objectives**

Set: N/A

Title:

Set: N/A

Title:

Set: N/A

Title:

**2005 Goals (Optional for 2005 only)**

Goals Accomplishments

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# Administrative Screen Shot

**Performance Management Process**

2005 Annual Review - Microsoft Internet Explorer

**eAppraisal**

Appraisal Process Properties

Options

Properties

Appraisal Steps

Warning: We recommend that the appraisal steps not be changed because this process is currently open to participants. Changes may result in data loss, workflow breaks, and process temporary slowdowns. If changes must be made, we recommend that these be made outside the regular working hours. Close the process, backup the database and complete the change.

Appraisal Step	Start Date: 12/14/2005	End Date: 12/31/2005	Due Date	Day #
<input type="checkbox"/> Employee Writes Self Appraisal			12/31/2005	26
<input type="checkbox"/> Manager Writes Appraisal			01/01/2006	47
<input type="checkbox"/> Second Level Manager Approves Appraisals			01/11/2006	57
<input type="checkbox"/> Manager Meets with Direct Report			01/30/2006	76
<input type="checkbox"/> Employee Adds Final Comments			01/31/2006	77
<input type="checkbox"/> Employee Sign-Off			01/31/2006	77
<input type="checkbox"/> Manager Sign-Off			01/31/2006	77

Return to Appraisal Center

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## Our Talent Management Program Today

Appraisal results linked to compensation:

- Overall Score: 50% Objectives, 50% Leadership Competencies
- Pay-for-performance
- Score plugged into Performance Matrix
  - Position salary range & appraisal results
  - High Performers have capability to achieve 200 % more increase then previous years prior to pay-for-performance system

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## Our Talent Management Program Today

- “World Famous” brand applied to employees
  - Employees challenged to be their best
  - Zoo University & advanced leadership training
  - Commitment to develop our people
    - All people managers & above hired internally



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## Our Talent Management Program Today



ROAR LOUDER  
SERIES



ROAR STRONGER  
SERIES

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ACADEMY



EXTRAORDINARY  
LEADERSHIP  
TRAINING PROGRAM



MAXIMIZING LEADERSHIP  
PERFORMANCE PROGRAM

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## Our Talent Management Program Today

- Increased organizational alignment
- Supports a high-performance culture
  - Accountability directly tied to compensation
  - All supervisors/managers now participating in a formal pay-for-performance program
- Increased employee engagement
  - Engagement scores have increased 30%

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## Our Talent Management Program Today

### RULES OF ENGAGEMENT SDZG Code of Conduct



#### 1 Use Your Word Wisely

- We think and speak about what we want to have happen.
- We communicate clearly and often.
- We avoid the "downward spiral" and 3 C's - criticizing, condemning, and complaining.

#### 2 Be Accountable

- We take full ownership and responsibility.
- We look for what WE can do to improve situations.

#### 3 Focus

- We focus on what's important and use our time and energy wisely to achieve our goals.
- We stay 100% engaged at work.

#### 4 Mine the Gold

- We bring out the best in ourselves and others.

#### 5 Strive for Balance

- We are healthy, energized and vital.
- We take time for recovery and renewal.
- We sharpen our saws - stay engaged and at the top of our game!

#### 6 Lighten Up

- We remember not to take ourselves so seriously!
- We bring laughter, joy and fun to our workday.
- We are constantly making other people's day.

#### 7 Go for the Roar

- We delight every customer, always wear a smile, and give GRRREAT customer service!



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## Additional Benefits

- Better at recruiting / retaining our employees
- Consistent & formal appraisal process
  - Review Scores can be used for bonus programs
  - 100% completion rate on appraisals!!!
- Better reporting
- Year-round performance journals & ongoing feedback



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## The Results

- Established a coaching culture
  - Managers & employees have regular performance discussions
- **Goals are regularly revisited**
- Employee development & career progression a priority

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## The Results

- Positive feedback from managers & employees
- Specific questions added to employee satisfaction/  
employee engagement surveys
- Effectively communicate the results

**Employees Know What is Expected of Them!**

## Return on Mission (ROM)

- Non-financial ROM
  - Manager:
    - More efficient
    - Like review and annotations
    - Like performance journal
    - More accountable
    - Streamline process

## Return on Investment (ROM)

- Non-financial ROM
  - Administration/HR:
    - More management accountability
    - HR/VP can monitor performance appraisal status
    - Increase security of data
    - Eliminate manual processing of increases
    - Better control over bonus programs

## Return on Investment (ROI)

- Non-financial ROM:
  - Employee:
    - Performance journal
    - Ability to make comments
    - Access to past evaluations

## The Zoo's High-Performance Culture

- Employees are...
  - Focused on customer service
  - Committed to the success of the organization
- The result is a sustained, highly engaged workforce

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## Other HR “Branded Premium Products”



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## LEADERSHIP BRAND

We are fiercely committed to being ambassadors for wildlife, with unwavering focus on global collaboration and advocacy, innovation, development of our employees, and unrelenting passion for what we do.

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## Training



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## Training



BEHAVIORAL  
INTERVIEWING



COLLEGE RELATIONS  
PROGRAM



ROAR STRONGER  
SERIES



ROAR LOUDER  
SERIES



MAXIMIZING LEADERSHIP  
PERFORMANCE PROGRAM



EXTRAORDINARY  
LEADERSHIP  
TRAINING PROGRAM

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## Performance Management

**Z-MAX**: Maximizing ZSSD Performance

**Z-MAX**

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## Roaring Rewards Incentive Program



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## Roaring Rewards Incentive Program



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## Employee Feedback



Site Actions ▾ Browse Page Sign In

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Insider San Diego Zoo Safari Park Institute for Conservation Research San Diego Zoo Global Search this site...

## Welcome to the San Diego Zoo Global Insider


**About Us**

**INSIDER:** The San Diego Zoo Global Intranet Portal **Insider** houses information for the SDZG internal community. Sharepoint is designed to provide an environment to effectively manage collaboration, information, calendars and organizational news in a secure environment. By using Sharepoint, staff contributors from all areas will be able to easily share up-to-date information with the rest of us. Insider will be under development throughout 2012.

Clicks **HERE** for **Frequently Asked Questions (FAQs)** about Insider. If you encounter a **sign-in pop-up** when opening documents, just cancel it twice and the document will open.

**News**

Announcement




**RULES OF ENGAGEMENT ANNOUNCED:**

1. Use Your Word Wisely ~
2. Be Accountable ~
3. Focus ~
4. Mine the Gold ~
5. Strive for Balance ~
6. Lighten Up ~
7. Go for the Roar

For more information contact your local Human Resources department!

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**Weather**

71°F San Diego Zoo Wednesday, June 06, 2012 2:45 PM	76°F Safari Park Wednesday, June 06, 2012 2:45 PM
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**EZ Self-Service**



Local Intranet

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## Branded Benefit Programs

# HEALTH LYNX

## Roar \$marter



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## Other Branded HR Premium Products

**ZAP!**

San Diego Zoo's  
**WILD** Ideas

**Zoo Wa**

SAN DIEGO ZOO'S  
**keeper**  
**sleeper**



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## QUESTIONS?

**Tim Mulligan, JD**

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