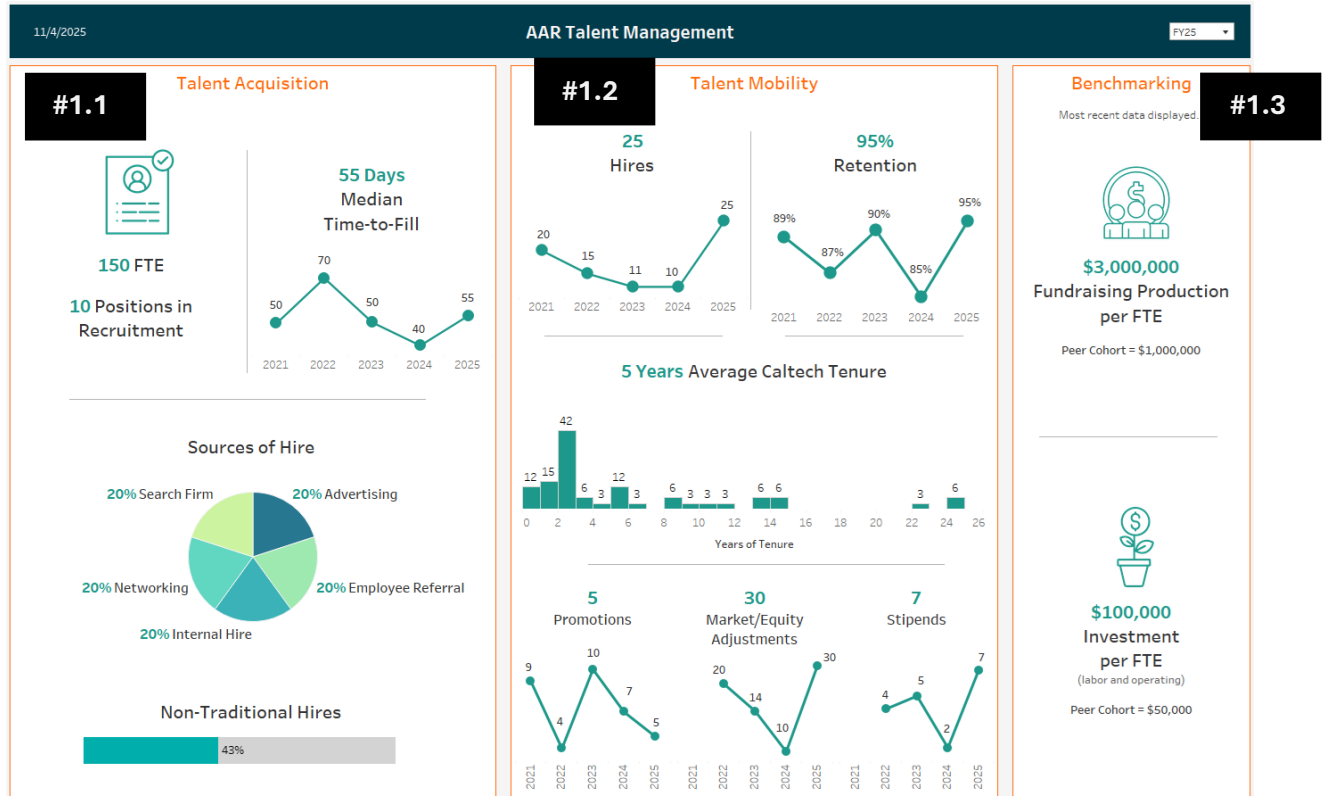


AAR Talent Management Dashboard

Key to Data (for confidentiality reasons, displayed data is fictional)

Page 1: Staffing



Filters: FY filter to toggle between years

Data elements:

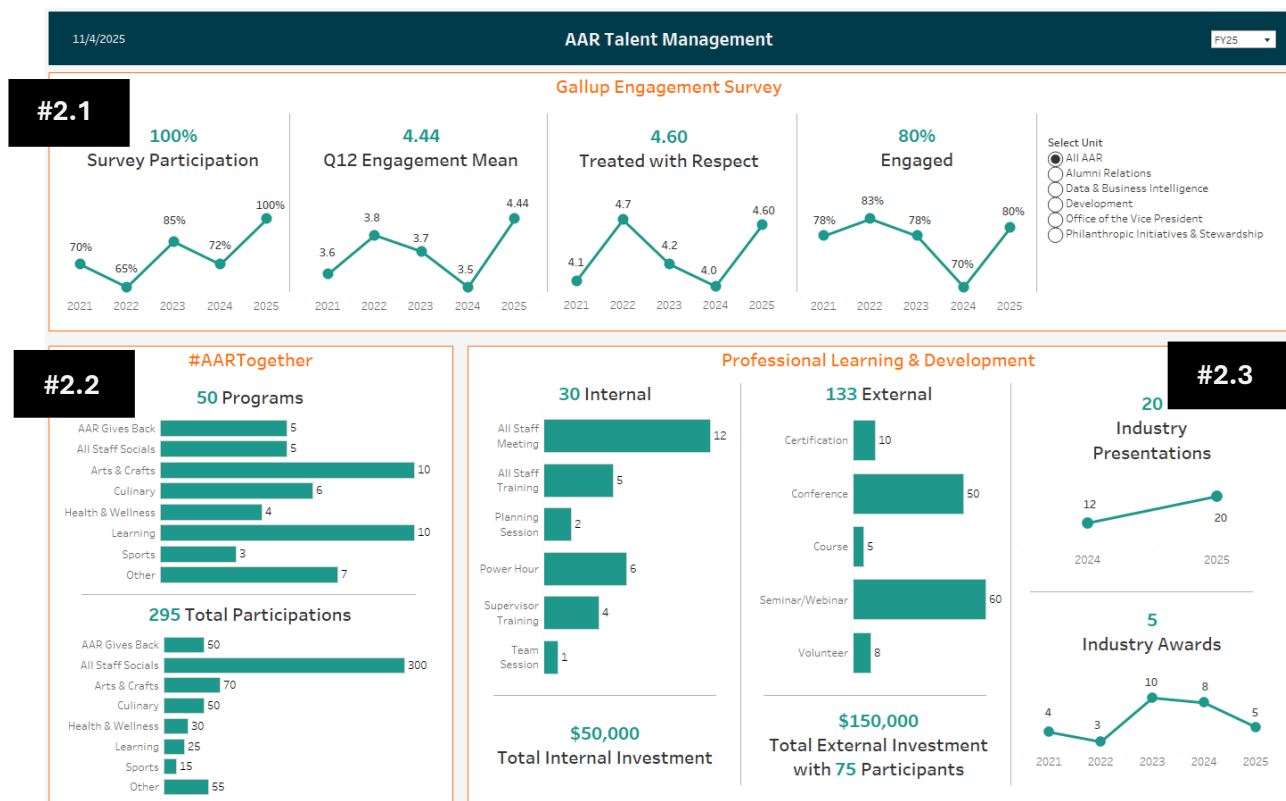
#1.1 – Talent Acquisition – This first section provides context about the size of our organization and our recruitment process and outcomes. It includes the number of FTEs (full-time employees), a count of actively recruiting positions, the median time to fill a position, sources of hire, and the percentage of non-traditional hires. The time-to-fill metric informs further examination of the recruitment process including attractiveness of our brand, workplace culture, compensation, and external factors in the industry. The pie chart showing sources of hire offers a measure of return on investment (ROI) for recruitment efforts and helps validate the need to be strategic and proactive in hiring. The percentage of non-traditional hires (hires from outside the higher education, nonprofit, or advancement sectors) provides insight into the job market, the diversity and inclusivity of our candidate pool, and recognition of the value of transferable skills.

#1.2 – Talent Mobility – The second component focuses on employee movement and continuity. Hiring and retention trends over time tell a story about workplace culture, onboarding and support,

engagement, industry conditions, economic factors, and internal hiring patterns. These trends prompt questions about why hiring increased or decreased and help evaluate hiring goals. Tenure data speaks to longevity and staff diversity. AAR is strong because of the combination of new perspectives and fresh ideas with deep institutional knowledge. While industry turnover is often high in fundraising, AAR has many long-tenured fundraisers on the team, suggesting an enduring positive culture. Finally, salary increases through promotions, market adjustments, and stipends transparently illustrate opportunities for advancement, recognition and attention to equity among staff.

#1.3 –Benchmarking – Benchmarking allows us to view our progress in context and compare our performance with peer organizations. Fundraising Production per FTE (full-time employee) emphasizes our lean, high-performing team and our focus on transformational gifts. AAR is precise and intentional in its approach to hiring, fundraiser portfolios, and fundraising outreach. The Investment per FTE indicates how AAR optimizes resources for labor and operating expenditures.

Page 2: Engagement



Filters: FY filter to toggle between years

Data elements:

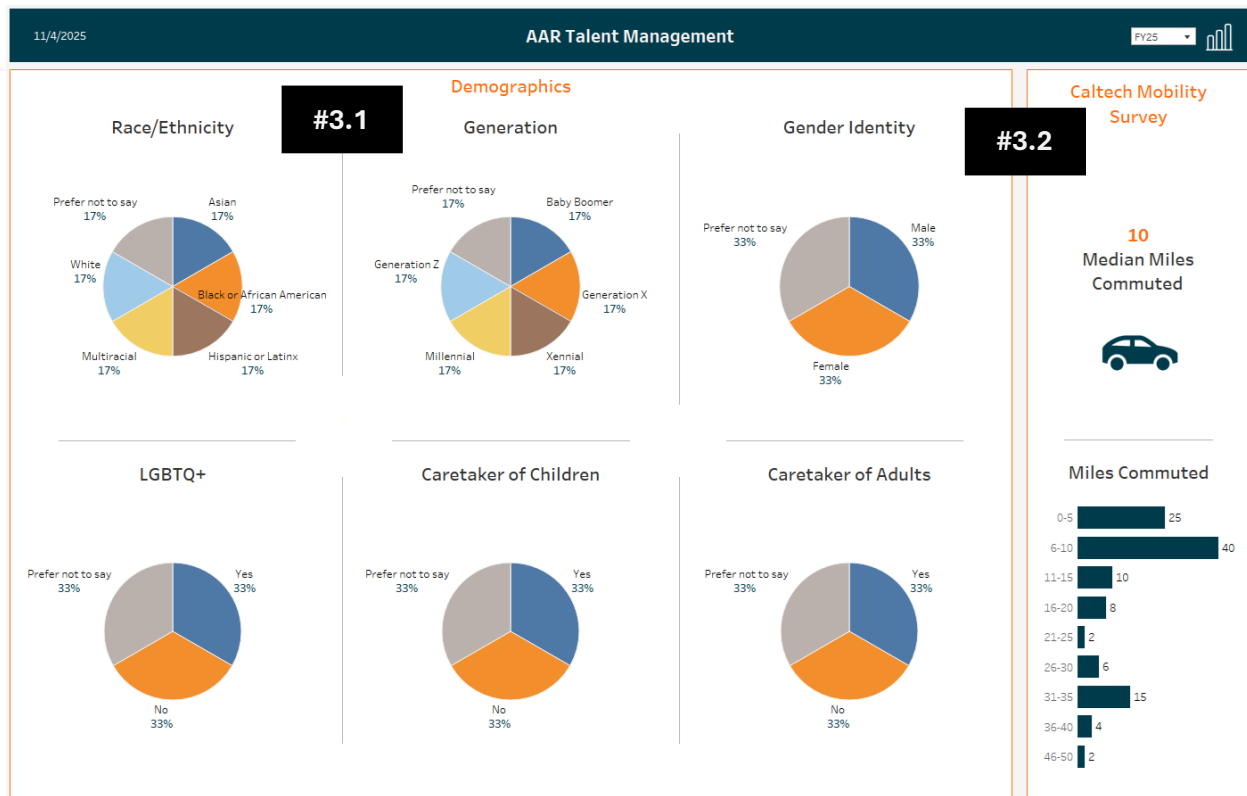
#2.1 – Gallup Engagement Survey – This annual survey assesses staff engagement through 12 questions that are highly predictive of team performance. Supplemental questions provide

additional insight into the employee experience. The first box shows overall survey participation. The engagement mean and the question measuring whether employees feel respected are both on a scale from 1 to 5, with 5 representing the highest score. The final chart shows the percentage of employees who are engaged according to Gallup’s model. Line graphs for each section visualize trends over time, indicating our growth and maturity as a department. The unit filter allows users to explore engagement within different teams.

#2.2 – #AARTogether – An award-winning employee culture program, #AARTogether is staff-led and hosts a wide range of fun and educational events. The bar charts display the number of programs and participants across categories from sports (such as the softball team) to volunteering through AAR Gives Back. These counts highlight AAR’s vibrant culture and the diversity of interest areas.

#2.3 – Professional Learning & Development – This section highlights both internal talent management facilitated trainings and external professional development opportunities, along with their associated investments. It demonstrates AAR’s strong commitment to employee growth, equitable access to learning opportunities, and the priority placed on professional development. The right-hand boxes also demonstrate AAR’s community engagement through industry presentations and awards. Presentations and awards are counted once, with the speakers or award recipients listed on the related detail page, which can be accessed by clicking the line chart values or count.

Page 3: Demographics



Filters: FY filter to toggle between years

Data elements:

#3.1 – Demographics – The pie charts display self-reported employee demographics from the annual employee engagement survey. Trends over time can be accessed by selecting the bar chart icon in the upper-right corner. Data on staff caretaking responsibilities can inform the need for additional flexibility and support.

#3.2 – Caltech Mobility Survey – This annual survey asks staff how far they commute to work. The median represents the typical commute length (half of staff commute less than the distance and half commute more). The ranges show the distribution of commute distances in miles, indicating that while most staff live close to campus, others travel longer distances. This information led to the expansion of the relocation assistance program, helping current staff move closer to campus and supporting retention.