How We Doubled in Size While Maintaining Engagement & Culture

Presented by:
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Create a more humane world by inspiring compassion, providing hope and advancing the welfare of animals and people.
Taking care of those who take care of animals and their people
INTRO & BACKGROUND

• 650 employees and 5,500 volunteers

• 7 years of growth: mergers, 12 city contracts

• Care for nearly 50,000 animals per year

• 90% employee engagement rate – Aug 2017
State of the American Workplace

U.S. EMPLOYEES

33% vs. 70%

WORLD'S BEST ORGANIZATIONS

ARE ENGAGED AT WORK
2 YEARS OUT
GOAL: BY JULY 1, 2018

• Twice as many City contracts (from 6 to 12)
• Additional leadership positions
• Transition Team
• 37 focus groups: need staff, training, tools
STAFF FOCUS GROUPS

Situation 1: Culture
Preserve our core values and close-knit culture while potentially doubling SDHS staff and capacity

Situation 2: Recruit, hire, train, retain
Recruit, hire and train at least 200 new employees; retain existing staff

Situation 3: Standard Operating Processes/Procedures
Our processes and procedures ensure animals and people alike have positive experiences with SDHS
WE GOT THIS!

BUILDING A CULTURE OF CARE
RECRUITING & SELECTION STRATEGIES
RECRUITMENT AND SELECTION

• Hire 200 in 2 months
• Humane law enforcement (HLE), veterinary, animal care, & guest relations
• Building interest
• Utilizing technology and resources
• Candidate screening and testing
• Training
6 MONTHS CAREERS WEBSITE

- Updated look
- Easily accessible list of openings
6 MONTHS CAREERS WEBSITE

• Veterinary professionals page
• Employee testimonials
6 MONTHS OUT
BUILDING INTEREST

- Collateral
- Local career fairs
- Host SDHS career fair
- PIMA partnership
- Conferences
Are you an animal lover? APPLY TODAY.

Our goal as one of the longest serving nonprofit organization in San Diego County is to end animal suffering with our mission to inspire compassion. We provide vital services to animals and people alike through:

- Sheltering and Adopting Animals
- Humane Law Enforcement
- Behavior and Training
- Kitten Nursery
- PAWs San Diego
- Project WaRRL
- Adult and Youth Education Programs
- Pet-Assisted Therapy
- Pet Wellness Services

Employment Opportunities

- Full Time: works at 40 hours a week.
- Part Time: work at 30+ hours a week.
- Per Hourly Need: on-call shifts
- Seasonal: March-November during kitten and wildlife baby seasons

Benefits & Perks

San Diego Humane Society thrives on a culture of care and we offer a comprehensive benefits package designed to help staff lead healthy and rewarding lifestyles – at work and at home.

Our generous benefits include:

- Paid time-off plan
- Paid holidays, including paid birthday holiday
- Medical, dental and vision insurance
- Long-term disability insurance
- Retirement savings plan with 5% match
- Flexible spending accounts
- Health and financial-wellness programs
- Discounts in our stores, classes and clinics and various VCA hospitals
- Discounts on pet insurance and pet food
- Discounts on kids’ camps and birthday parties
- Pet adoption program

Are you an animal lover? APPLY TODAY.

sdhumane.org/careers

OUR BENEFITS INCLUDE

- Paid time-off plan • Paid holidays • Part-time positions with full benefits • Medical, dental & vision insurance • Long-term disability insurance • Life-insurance • A retirement savings plan with 5% match • Wellness program • Employee discounts • Learning & development opportunities

WORK FOR US & CHANGE THE WORLD

sdhumane.org/careers
CONFERENCES
SOCIAL MEDIA

Facebook

LinkedIn

San Diego Humane Society

Sponsored

We are now hiring veterinarians and veterinary leadership.

San Diego Humane Society

2,344 followers

4d

Know someone looking for an opportunity in veterinary leadership or shelter medicine? We have several open medical opportunities to work in our new Center for Shelter Medicine! We have open positions for a Chief Medical Officer, Director of the Center for Shelter Medicine, a Director of Veterinary Education and a Hospital Director for the San Diego Campus, veterinarians and RVTs. Please help by sharing information about these open positions: https://lnkd.in/gQMfBmD
• Great employees attract the best candidates

• Rolled out in January 2018

• $250 bonus
“Collections” to build candidate pools

Pre-screen questions

Jobvite (applicant management system) accounts for internal applicants

Digital workflow reduce time to fill
Hiring managers trained in Jobvite

Employee Engagement team = recruitment team

Consistency, controls, compliance with offers and compensation
2 MONTHS OUT
TRACKING HIRES

Take a BITE out of SDHS
July 2018 Recruitment

Take a BITE out of SDHS
July 2018 Recruitment
CANDIDATE SCREENING & TESTING
2 MONTHS OUT
ATTRACTING THE RIGHT CANDIDATES

• Gathering data on key competencies required for each job

• Updating job descriptions

• Targeted pre-screen questions

Describe your customer service philosophy.*

Explain your knowledge of animal breeds, general care, and explain any related experience you may have.*

How do you feel about Euthanasia?*

Do you have professional or volunteer animal care/handling experience in a shelter or other animal-related facility? Please briefly explain.*

Why would you like to work for us?*

Are you available to work weekends? *
2 MONTHS OUT
LARGE GROUP INTERVIEWS

• Up to 30 candidates at once
• Include multiple hiring managers
• Involve managers from other teams
"Home base"
Start and finish: Intro, complete written questions and availability form

Station #1
5 minute interview: General questions

Station #2
5 minute interview: Job-specific questions

Station #3
5 minute interview: Behavior questions

Station #4
5 minute interview: Role playing scenarios

Station #5
5 minute practical exercise: Dog handling, surgical kit preparation
To the candidate: You are sitting in the Admissions area of the shelter and a guest approaches. This is an area where guests come to relinquish their pets into our care or request euthanasia services. Pretending I am the guest, please demonstrate how you would greet and assist with my questions or requests.

Interviewer instructions: Approach the candidate with a blank face and let them know you are here for a relinquishment appointment for your cat. Let them know your cat is in your car and you need to go get him.
We value ... 

COMPASSION  IMPACT  COURAGE  RESOURCEFULNESS  INTEGRITY

in everything we do!
• Getting hiring managers on board: interview debriefs
• Screen for culture
• Test learning abilities with instructional videos
• Assess core values
• Organization-wide input on candidates
COMMUNICATIONS STRATEGIES
CONSISTENT, TIMELY, RELEVANT

San Diego – May 22, 2018 – For San Diego Humane Society to be ready for the July 1 expansion, we need to expedite the hiring process. It is important we have enough people to support an increase in animal intake that comes with serving six new cities; for the animals for our current staff. Our goal is to hire 200 new positions by June 15.

**Expediting the Hiring Process**

Here are more facts for you to familiarize yourself with and share with the people who report directly to you:

**What You Need to Know**

We want to be choosy with our candidates, but not unreasonable. If our requirement list is long, we may discourage qualified candidates.

**Tips to Expedite the Hiring Process**

- Establish a concise set of criteria to help weed out the candidates not likely to fulfill requirements.
- Candidates who demonstrate ability to learn may be just as valuable as someone with experience. If they show potential and the right attitude, they may even bring a valuable fresh perspective.

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**Top 5 things you need to know this week and pass along to your staff**

1. **Encinitas Vote Makes it Final**

   Encinitas was the final city to vote unanimously to contract with San Diego Humane Society. Just like other cities, councilmembers in Encinitas expressed excitement about the additional services San Diego Humane Society will provide: less confusion for pet owners seeking services, expanded hours of operation, efficiencies in the care animals receive, continual humane law enforcement and strong volunteer support. We put together a timeline video of the six city council meetings for you to share with your staff. [Here](#).

2. **Behavior Training Courses on hiatus**

   In order to provide much-needed behavioral rehabilitation to the increased number of animals that will soon be in our care, we are temporarily discontinuing our public training classes through the remainder of the year. This will allow us to provide individualized care and attention to the new animals we will be responsible for. Be on the lookout for new training classes to begin January 2019. Our trainers are still available to help guests with behavior support needs. More details will be available in this Thursday’s The Inside Scoop.

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**We Have Six New Contracts!**

Last night, Encinitas was the final city to vote unanimously to contract with San Diego Humane Society. That means we will serve six new cities and an additional 20,000 animals come July 1.

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LEADERSHIP DEVELOPMENT
COMMON LANGUAGE FOR ALL TEAMS

The Five Behaviors of a Cohesive Team

- Results
- Accountability
- Commitment
- Conflict
- Trust
TRAINING NEW HIRES
REINFORCE TEAMBUILDING & DiSC
LEAN-SixSigma PROCESS IMPROVEMENT
CULTURE OF CARE STRATEGIES
Notes of encouragement
Timed goodies at all campuses
Hands on presence, include weekends and July 4 holiday
The Way We Were

SAFE NEUTRAL ZONE

The Way We Will Be

Learning Organization

-ended Saturday, June 30, 2018

Learning Now
4 months to a year

Future
TBD

confusion
mistakes
questions
injuries
temp roles
new SOPS
Managing Transitions

William Bridges, PhD with Susan Bridges

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• Transition includes mourning the way we were and finding our new normal together
• Asking questions
• Core values: especially courage
• Strategic Plan for future
3 MONTHS IN CELEBRATION & RECOGNITION

• Lunch
• Scavenger hunt selfies
• Teambuilding exercises
• Goodie bags
METRICS

• 50% internal promotions and transfers

• Average: 2-5 internal applicants per promotional opportunity

• Turnover 22% at end of first year after doubling in size

• 80% of 200 new hires still here after 1 year
Questions?