

# How We Doubled in Size While Maintaining Engagement & Culture

Presented by:

Ashley Frank, SPHR, Employee Engagement Generalist







# Mission

Create a more humane world by  
inspiring compassion, providing  
hope and advancing the welfare  
of animals and people





# CULTURE OF CARE

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



GALLUP®

# State of the American Workplace

U.S. EMPLOYEES

WORLD'S BEST  
ORGANIZATIONS

33% vs. 70%

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ARE ENGAGED AT WORK

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# 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





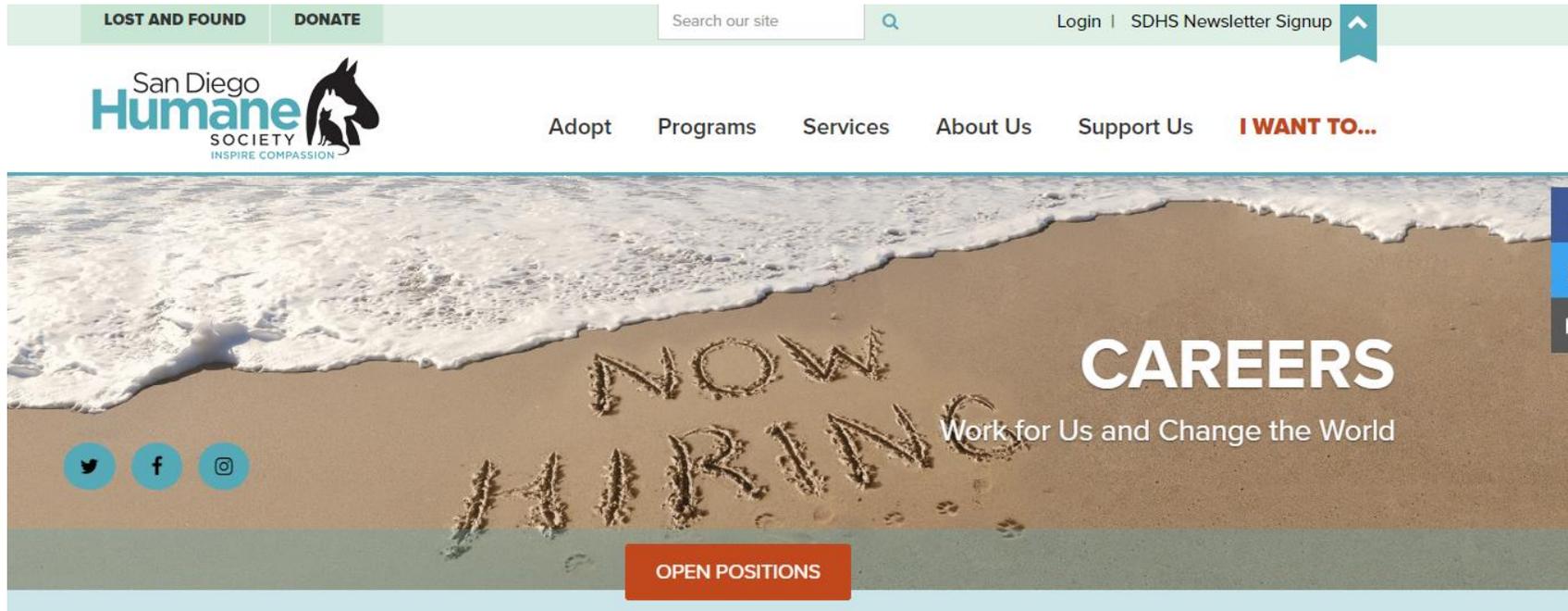
# RECRUITING & SELECTION STRATEGIES

# 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

## We Are Like No Other Shelter

San Diego Humane Society is looking for candidates who support our mission to create a more humane world by inspiring compassion. Through lifesaving work that leads the way nationally in innovation, impact and effectiveness, San Diego Humane Society provides hope for all animals – companion and wild – in San Diego County and beyond, as well as for the people who love them. We're committed to ensuring that no healthy or treatable animals are at risk of euthanasia in San Diego County.

[Contact Us](#)



# 6 MONTHS CAREERS WEBSITE

- Veterinary professionals page
- Employee testimonials

## Veterinarian Medicine

Rosie Jimenez



## Veterinarian Medicine

Rosie Jimenez

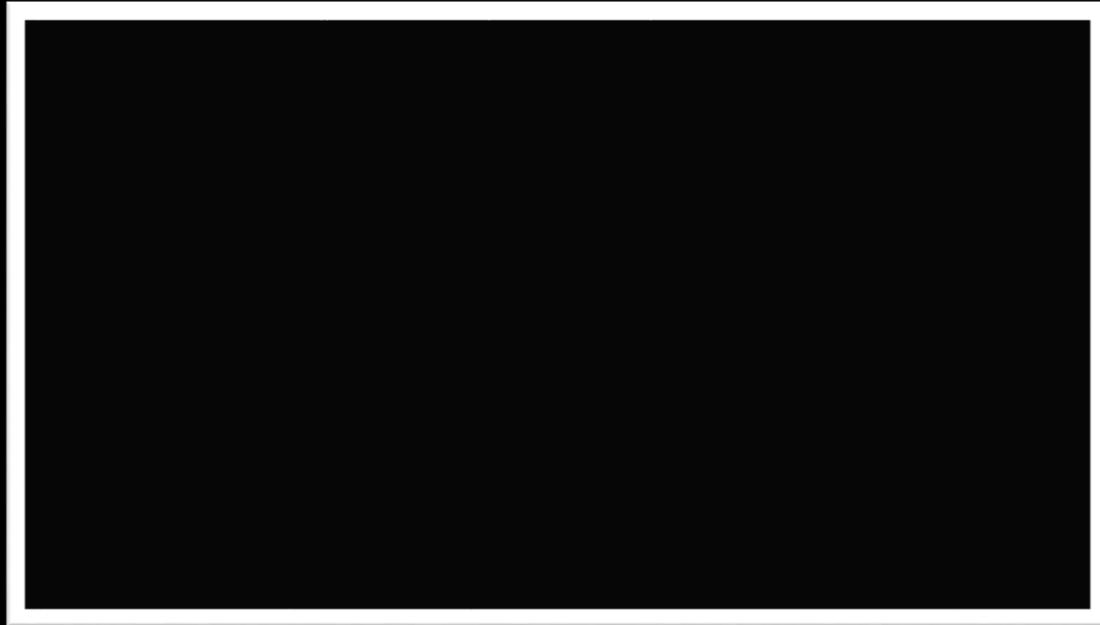
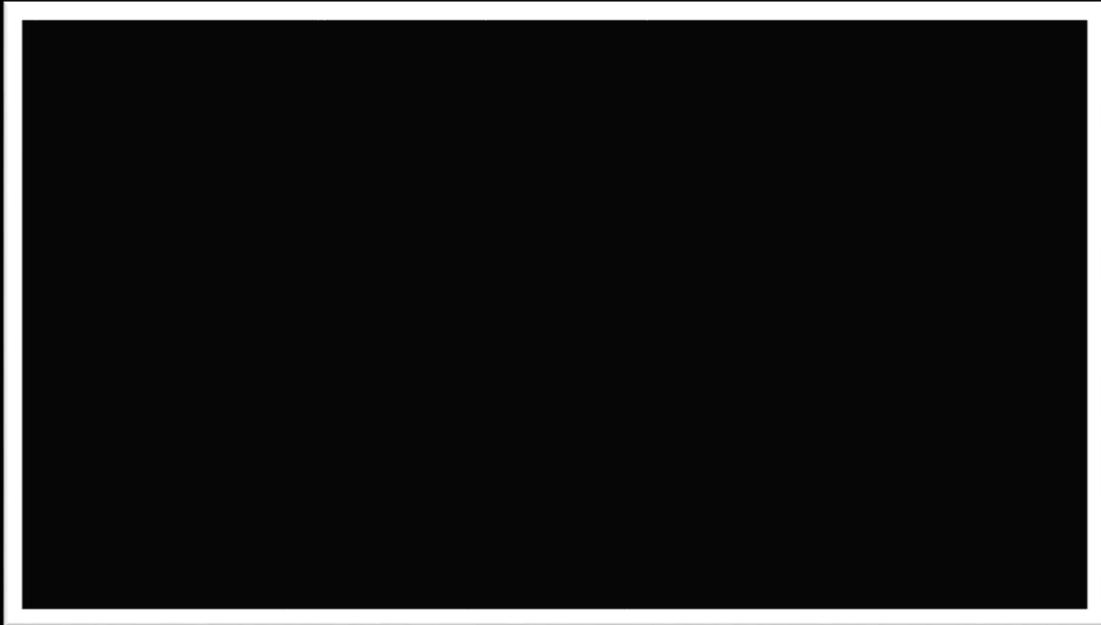


En Español

## Adoptions Counselor

Maxine Lauck





# 6 MONTHS OUT BUILDING INTEREST

- Collateral
- Local career fairs
- Host SDHS career fair
- PIMA partnership
- Conferences



# 6 MONTHS OUT BROCHURES & CARDS

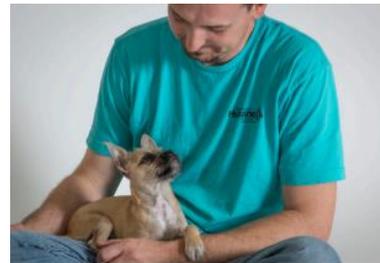
## Are you an animal lover? APPLY TODAY.

Our goal as one 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 Wildlife
- Adult and Youth Education Programs
- Pet-Assisted Therapy
- Pet Wellness Services



[sdhumane.org/careers](http://sdhumane.org/careers)



### Employment Opportunities

- **Full Time:** work at 40 hours a week
- **Part Time:** work at 30+ hours a week, includes full benefits
- **Per Required Need:** on-call shifts
- **Seasonal:** March-November during kitten and wildlife baby seasons

*Background check required for most positions*

### 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
- Pets-at-work program

Work for us and  
change the world.



[sdhumane.org/careers](http://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](http://SDHUMANE.ORG/CAREERS)



# CONFERENCES



# SOCIAL MEDIA

## Facebook



San Diego Humane Society  
Sponsored · 🌐

We are now hiring veterinarians and veterinary leadership.

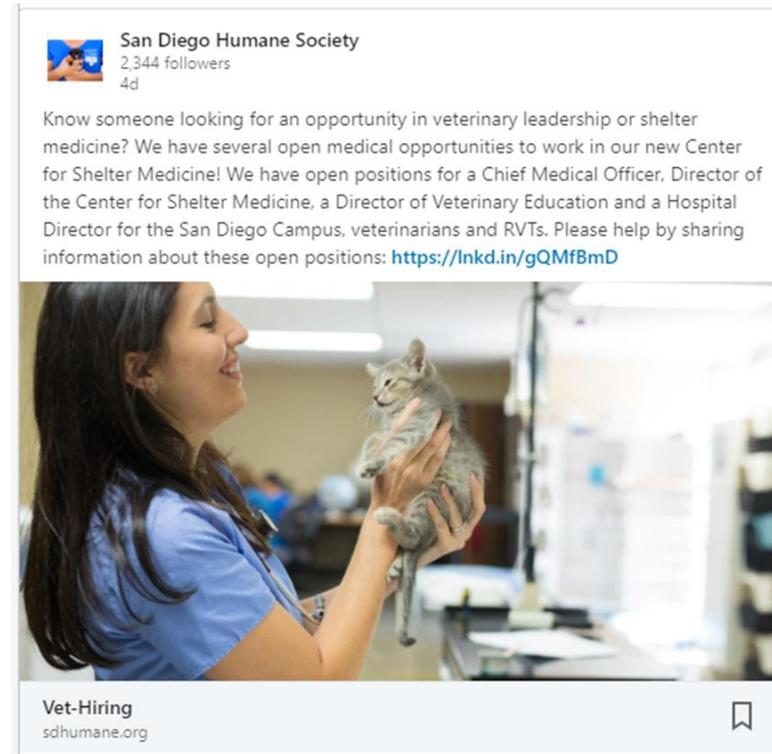


SDHUMANE.ORG  
**Work for us & save lives!**

Apply Now

Like Comment Share

## LinkedIn



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>



Vet-Hiring  
sdhumane.org

# 6 MONTHS OUT EMPLOYEE REFERRAL PROGRAM

- Great employees attract the best candidates
- Rolled out in January 2018
- \$250 bonus



# 4.5 MONTHS OUT TECHNOLOGY & RESOURCES

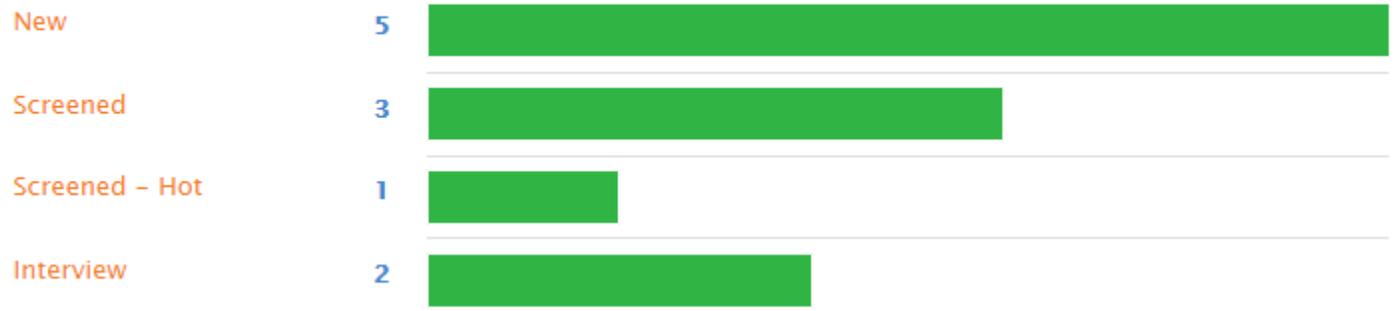
- “Collections” to build candidate pools
- Pre-screen questions
- Jobvite (applicant management system) accounts for internal applicants
- Digital workflow reduce time to fill

Status	Source
Offer Accepted	Internal:

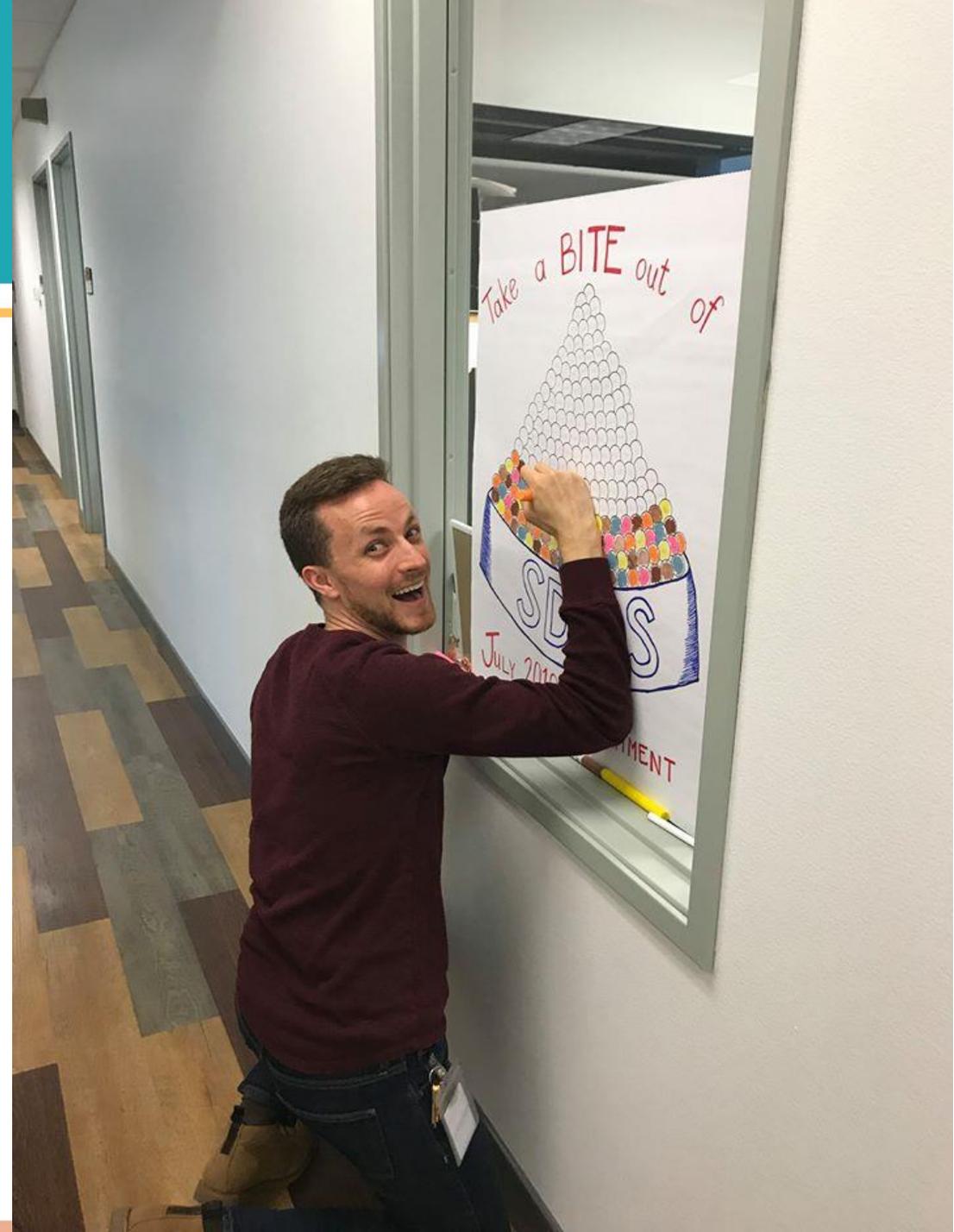
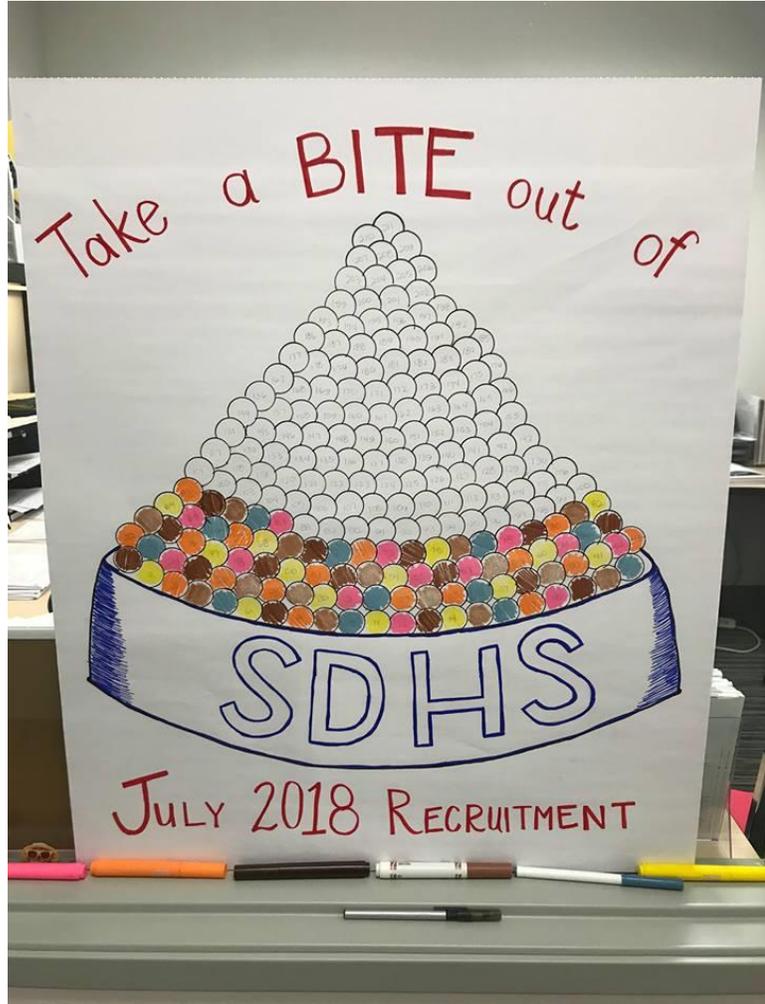
# 4.5 MONTHS OUT TECHNOLOGY & RESOURCES

- Hiring managers trained in Jobvite
- Employee Engagement team = recruitment team
- Consistency, controls, compliance with offers and compensation

Candidates By Workflow Step



# 2 MONTHS OUT TRACKING HIRES



# 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?\*

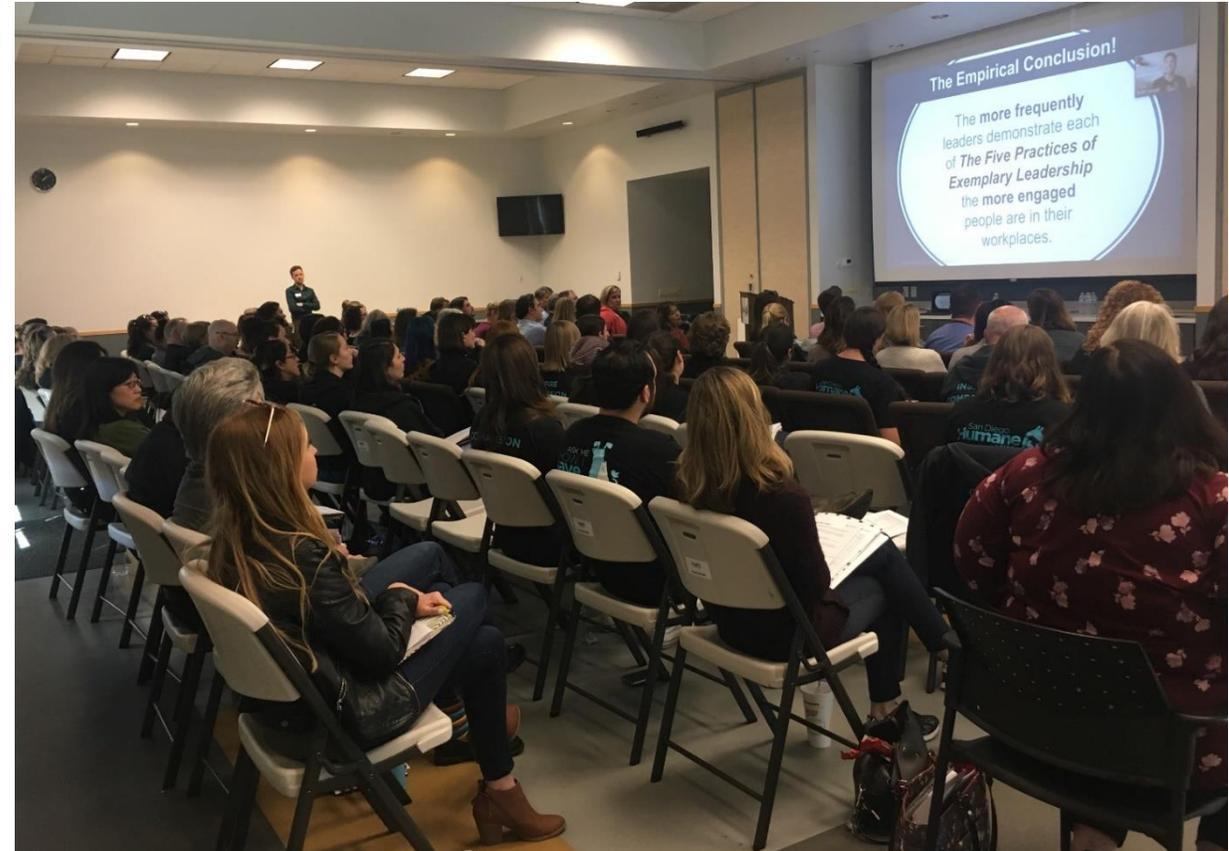
Do you have professional or volunteer animal care/handling experience in a shelter or other animal-related facility? Please briefly explain.\*

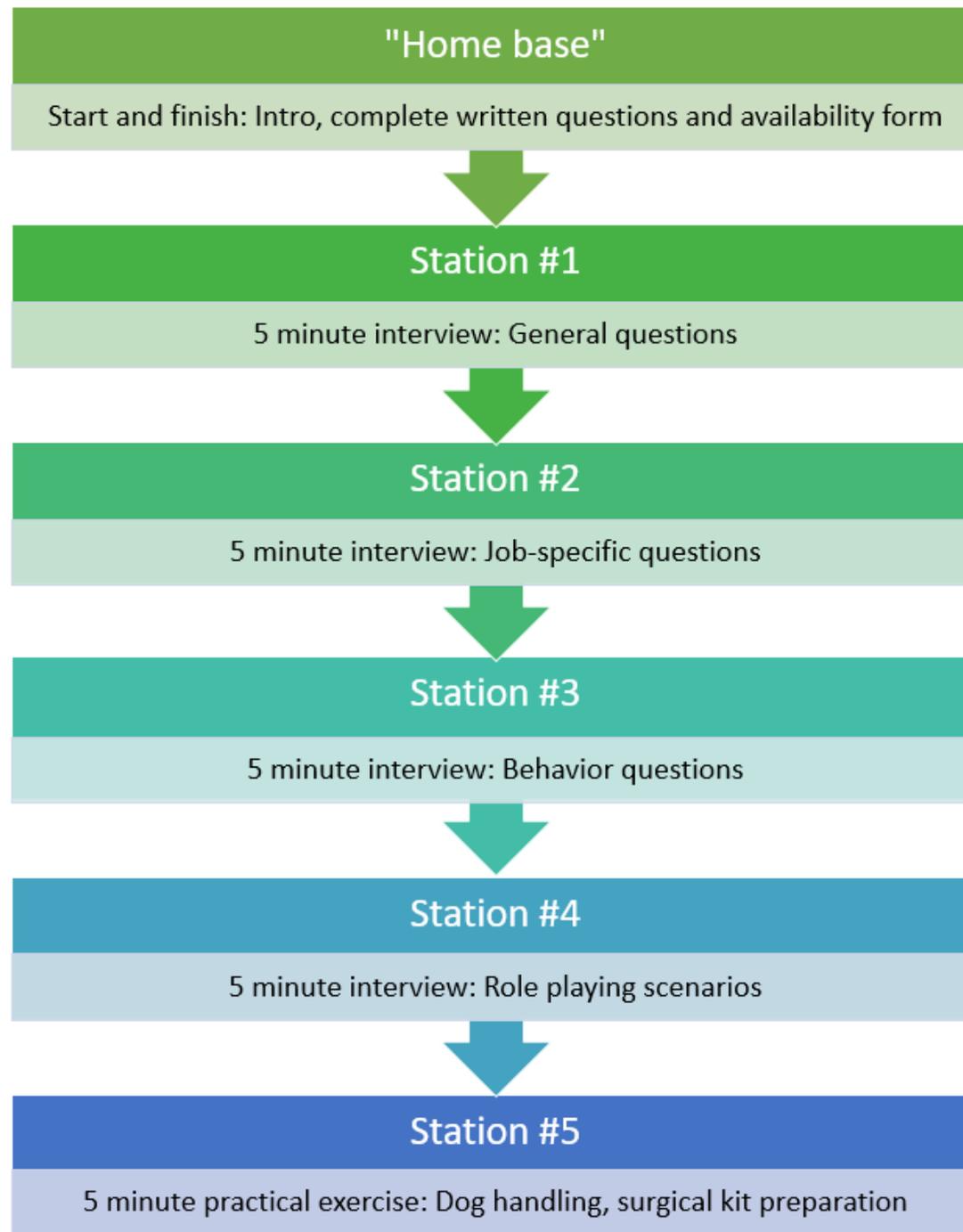
Why would you like to work for us?\*

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





# 2 MONTHS OUT ROLE PLAYING

**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.

# CORE VALUES

**We value ...**



**COMPASSION**



**IMPACT**



**COURAGE**



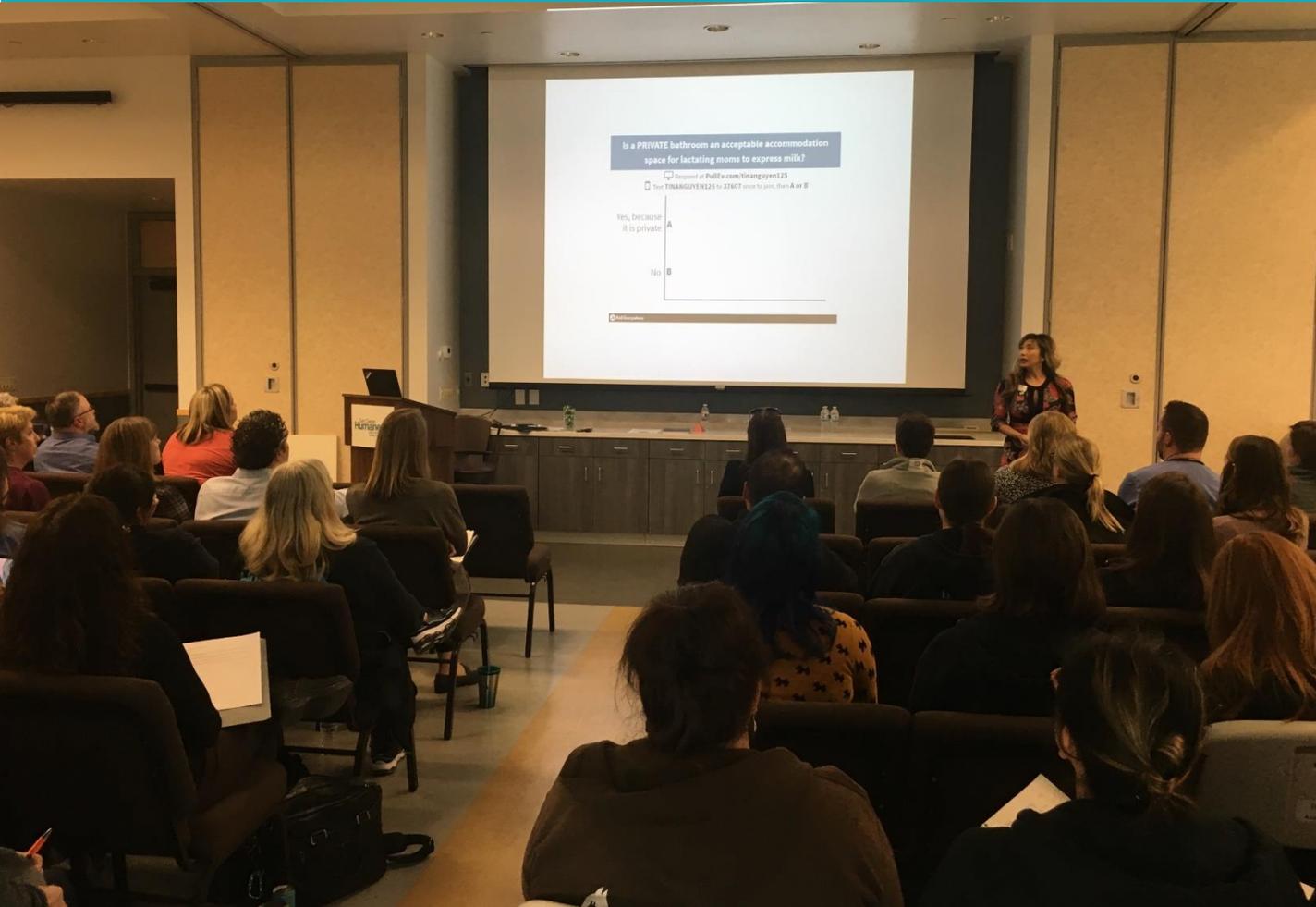
**RESOURCEFULNESS**



**INTEGRITY**

**in everything we do!**

# 2 MONTHS OUT HIRING FOR CULTURE



- 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 too long, we may discourage qualified candidates.

### Tips to Expedite the Hiring Process

- Establish a concise set of criterion to help weed out the candidates not likely to fulfill the 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.



## 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 show 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.



## 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.

Just like in the 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 see [here](#).



# CONSISTENT, TIMELY, RELEVANT

San Diego Humane Society Employees  
Closed group

About  
Discussion  
Chats  
Members  
Events  
Videos  
Photos  
Files  
Group Insights  
Recommendations  
Moderate Group

Search this group

Shortcuts  
San Diego Human... 20+  
San Diego Humane So...  
San Diego Human... 20+

Joined ▾ Notifications ✓ Share ↗ More ⋮

Write Post Add Photo/Video Live Video More

Write something...

Photo/Video Watch Party Tag Friends

3 people want to join this group

POPULAR TOPICS IN POSTS Manage x  
ShelterBuddy (2) safety; Escondido;...

INVITE MEMBERS  
+ Enter name or email address...

MEMBERS 442 Members

You have 2 new members this week. Write a post to welcome them.

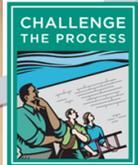
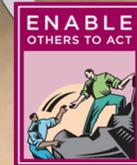
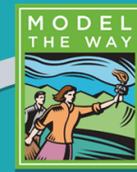
422 MEMBERS



# TRAINING PARTNERSHIP



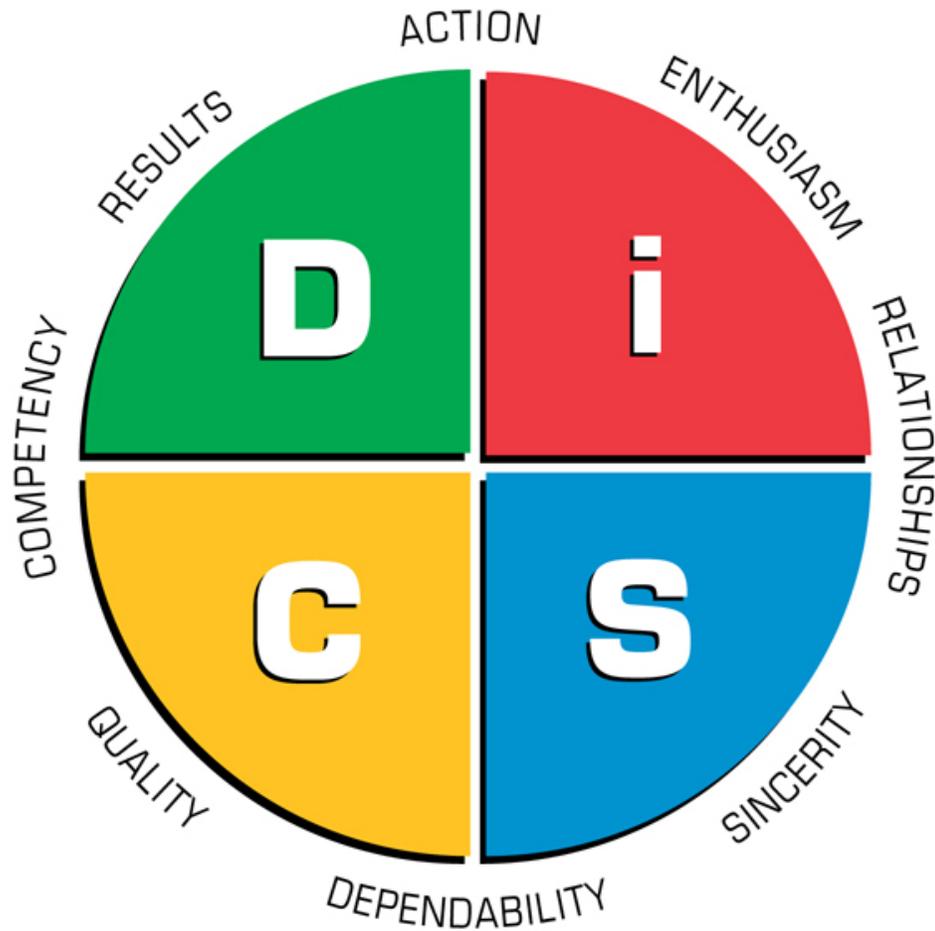
# LEADERSHIP DEVELOPMENT



Frances G. Harpst Education Center



# COMMON LANGUAGE FOR ALL TEAMS



## The Five Behaviors of a Cohesive Team



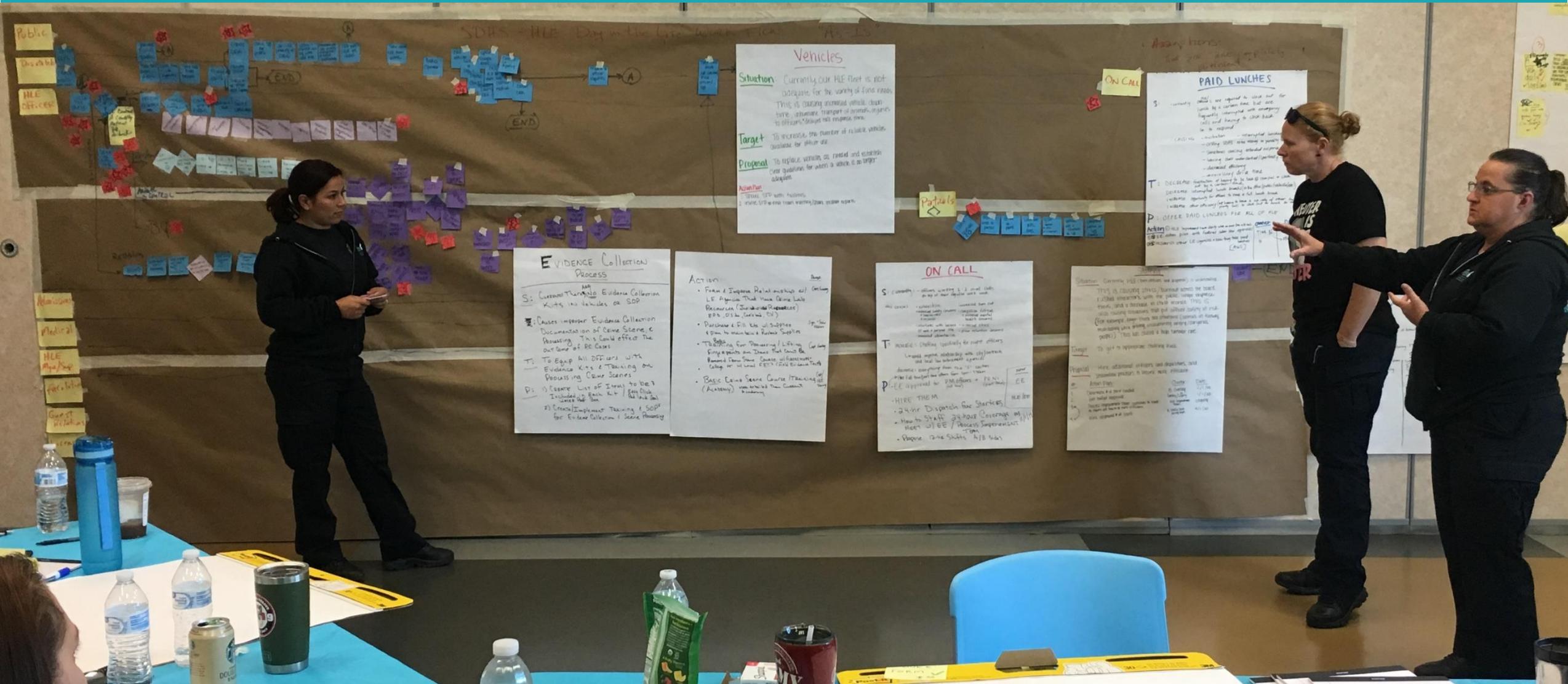
# TRAINING NEW HIRES



# REINFORCE TEAMBUILDING & DiSC



# LEAN-SixSigma PROCESS IMPROVEMENT



**Vehicles**

**Situation:** Currently our HLE fleet is not adequate for the variety of duty needs. This is causing increased vehicle down time, inefficient transport of officers, and officers' delayed call response time.

**Target:** To increase the number of usable vehicles available for officer use.

**Proposal:** To replace vehicles on rental and establish clear guidelines for when a vehicle is no longer adequate.

**Action Plan:**  
1. Review fleet with leadership  
2. Review SOP to ensure proper vehicle use

**EVIDENCE COLLECTION Process**

**S:** Current **Therapist Evidence Collection Kits** are deficient on SOP

**T:** Causes improper Evidence Collection Documentation of Crime Scene, & Processing. This could affect the outcome of BC Cases

**T:** To Equip All Officers with Evidence Kits & Training on Processing Crime Scenes

**P:**  
1) Create List of Items to be Included in Each Kit / Kit Checklist  
2) Create/Implement Training & SOP for Evidence Collection & Scene Processing

**Action**

- Form & Purchase Patrol overalls w/ LE Agency that have Crime Lab Resources (Juniata Resources) BBS, DS & Carvins, ON
- Purchase 50 kits w/ Supplies (from the main kit & Rental Supplies)
- Training for Processing / Kitting (get long single copies and discuss that should be removed from Scene Cause of Accidents Kit) or at least 5000/2000 Evidence Tools
- Basic Crime Scene Course Training (Academy) was awarded from Council

**ON CALL**

**S:** Currently, working 24/7 and doing a lot of our regular work

**T:** Increased workload, especially for court officers

**P:** Hire them

- 24/7 Dispatch for Starters
- How to STAFF 24 HOUR Coverage in HLE/EE Process Improvement Team
- Specify 24/7 Shifts, 4/8 hrs

**PAID LUNCHES**

**S:** Currently, officers are required to eat out for lunch by a certain time, but are frequently interrupted with emergency calls and training in case they are to be required

**T:** Decrease frustration of having to be back @ court in a court case, or having to be back @ court in a court case, or having to be back @ court in a court case

**P:** Offer paid lunches for all of HLE

# ONLINE LEARNING & TOOLS



# CULTURE OF CARE STRATEGIES

# 2 WEEKS OUT – 2 WEEKS IN SUPPORT FROM LEADERSHIP & HR

- Notes of encouragement
- Timed goodies at all campuses
- Hands on presence, include weekends and July 4 holiday



# Learning Organization



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# TEACHING & LEARNING ORGANIZATION

- Continuous Process Improvement (LEAN & Six Sigma)
- 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?