OREGON
HUMANE
SOCIETY

OREGON HUMANE SOCIETY
SUPPLEMENTAL WORK PROGRAM GUIDEBOOK

Table of Contents

Executive Summary & Video

With the news about coronavirus (COVID-19) changing rapidly, OHS took precautions to help prevent the spread of COVID-19 in our community. This meant changing many of the shelter's daily operations including conducting adoptions by appointment, halting spay and neuter surgeries and canceling out of state transfers.

With the change in operations and a commitment to practicing social distancing, OHS needed to limit the number of employees in the shelter at a given time. This left many staff unable to perform their normal tasks. OHS is committed to providing staff the opportunity to continue receiving their regular pay as long as possible. This protocol was created to sustain current employee's hours through essential services, trainings, and meaningful special projects, while providing OHS departments additional staff support as needed.

This guidebook provides a look into the program that was designed and implemented to continue to allow all employees within the organization to be paid through completing meaningful work and continued learning.

Within ten days of implementing this program, 74 employees have been using the system, logging a total of 776 hours of work and online learning.

While this guidebook explains the process, it cannot accurately describe the customized workflow system that was created within the CRM Salesforce. This video was created to provide a glimpse at what this system looks like:

https://youtu.be/RAQUgCyXIN8

Standard Operating Procedure

Providing Supplemental Work for OHS Employees

Identification Number

Effective Date
3/23/2020

Purpose
The purpose of this document is to enact a protocol for requesting and providing supplemental work for OHS employees impacted by COVID-19.

Revision History
- 3/20/2020- created
- 3/21/2020- revised BKA
- 3/22/2020- revised SK

Persons Affected
- Requesting Department Managers
- Department Lead Contact
- Work Matchmaker Lead

Policy
OHS is committed to providing staff the opportunity to continue receiving their regular pay as long as possible. This protocol was created to sustain current employee's hours through essential services, trainings, and meaningful special projects, while providing OHS departments additional staff support as needed.

- Employees should first fill actual work hours with essential services or designated projects in their assigned department when possible.
- If work is unavailable through an employee's assigned department, employee supervisor may submit an Employee Work Request Form to the Project Matchmaker.
- Employees in need of supplemental hours will be matched with OHS work based on experience, time available and urgency of work.

Definitions
- "Actual hours" in this protocol will be used to indicate the number of hours an employee was hired to work each week.
- Project Matchmaker refers to the person obtaining all requests and matching employees with work to be done.

Responsibilities
- Managers will be responsible for submitting an Employee Work Request Form for employees needing supplemental hours.
- Departments needing assistance from available employees will be responsible for submitting a Work Request Form and designating a lead contact for the Project Matchmaker.
- Project Matchmaker will be responsible for reviewing all Employee Request Forms and Work Request Forms, and matching employees with work.

- The lead contact from each department will be responsible for training and supervising employees on work.
- Managers will be responsible for informing Project Matchmaker if employee is no longer able to assist with work for any reason.

Procedure for Requesting Work for an Employee that Needs Supplemental Hours

1. Manager will fill out Employee Work Request Form.
2. Project Matchmaker will review Employee Work Request Form and will contact manager or individual employee with any questions to better match employee with work.
3. Project Matchmaker will review current work list and will assign the employee work that best matches their experience and time needs.
4. Project Matchmaker will connect employee with Department lead contact to begin work and will alert employee's manager regarding the assignment.
5. Department lead contact will provide employee with instructions, materials and any additional training that must be completed in order to effectively perform the supplemental work.
6. If the employee completes the assigned work, they should inform their manager and the Project Matchmaker. If the employee still needs supplemental hours the manager should alert the Project Matchmaker to restart the process.

Procedure for Requesting Help with Work

1. Manager will fill out Work Request Form that designates a lead contact within the department.
2. Project Matchmaker will review the Work Request Form and will contact manager with any questions.
3. Supplemental work will be filled based on urgency of work and availability of qualified employees.
7. Once an appropriate employee has been identified, the Project Matchmaker will connect employee with department lead contact to begin work. They will also alert the employee's manager of the supplemental work assignment.
4. Department lead contact is responsible for providing employee with instructions, materials or additional training that must be completed in order to effectively perform the supplemental work.
5. Once supplemental work has been completed, the Project Matchmaker will mark the request as closed. Should more help be needed for the work, department lead contact should request the Project Matchmaker to re-open request.

Forms

SUMMARY: Three forms were created to roll out the Supplemental Work Project.

Form 1: Employee Work Request Form (see Appendix A).

Purpose:
The purpose of the Employee Work Request Form (EWR Form) is to initiate contact with employees that are unable to fill their regular allotted hours within their own department. The majority of employees that fit this definition are employees working in the Operations Team. If an employee does not have enough work to do, they can fill out this form, triggering the Work Matchmaker to assign them with additional work and online learning.

Setup:
This form was created using Form Assembly. When filled out, the form automatically uploads into the organization's CRM (Salesforce) and is emailed to the Work Matchmaker.

Strategies:
The questions outlined on the EWR Form allow the Work Matchmaker to gain a better understanding of the needs of each employee. For example, if an employee is only looking for five hours of work each week and is otherwise able to fill all other hours onsite, that person may focus solely on online learning. If another employee is looking to fill forty hours of work each week, the Work Matchmaker is likely to assign that employee online learning and one or two additional work assignments to complete during the week.

There are other questions on this form that help identify appropriate projects, such as one's access to technology. If an employee does not have access to Microsoft Office from home, they may not be able to complete projects that require PowerPoint or Excel. Knowing this in advance prepares the Work Matchmaker to better pair an employee with an appropriate project or task.

Form 2: Work Request Form (see Appendix B).

Purpose:
The purpose of the Work Request Form (WRF) is to initiate contact with departments that could use help on work projects and tasks. The majority of departments that fit this definition are teams such as Development, Special Events, IT and Marketing & Communications. If a team has the capacity to have other employees help with projects and tasks, they can fill out this form, triggering the Work Matchmaker to connect them with employees looking for work assignments.

Setup:
This form was created using Form Assembly. When filled out, the form automatically uploads into the organization's CRM (Salesforce) and is emailed to the Work Matchmaker.

Strategies:
The questions outlined on the WRF allow project leads to put in information about the specific task or project that they need help with as well as any additional pre-requisites that are needed

in order to do the task. Some of the pre-requisites could be things such as having access to specific technology at home, if tasks need to be completed during specific hours of the day or familiarity with the organization's CRM. The Work Matchmaker uses this information and compares it to submitted EWR Forms to better connect employees to work projects.

Form 3: Hours Submission Form (see Appendix C).

Purpose:
The purpose of the Hours Submission Form (HSF) is to provide employees a system for logging all hours worked offsite.

Setup:
This form was created using Form Assembly. When filled out, the form automatically uploads into the organization's CRM (Salesforce). An additional report was created within Salesforce that is emailed to managers twice a week, allowing managers to manually add hours worked into the OHS payroll system.

Strategies:
The OHS payroll system as it is setup, does not allow employees to clock in and out when offsite. The HSF form allows them to log hours worked each day and includes a free text field where employees can add notes about the specific online learning and work tasks they completed. This provides managers an easy way to keep in touch with all employees and get updates on what their team members are doing when working remotely.

CRM & Workflow System

SUMMARY: To make the matchmaking process as efficient as possible, a customized process was created within the CRM used by OHS, Salesforce. A variety of strategies were employed to create a streamlined process.

Setup:
A customized system was created within Salesforce to host the matchmaking process. Accounts were created for every employee within the organization. The same list was input into all three Form Assembly forms. This ensured that when forms flowed into Salesforce, they would be matched up with the correct employee and no duplicates would be created. The system allows the Work Matchmaker to log work assignments for employees. This system provides matchmakers an easy way to keep track of all employees and the work they are doing. Reports were also created that allow the Work Matchmaker to send managers reports of their employees, the hours they have logged and specifics on their online learning and projects completed.

Strategies:

1. Upload comprehensive list of all OHS employees. This will prevent duplicates from being created when EWR, WR and HS forms are uploaded into the CRM.
2. Create designated tabs to view all information easily. Tabs created include:
    a. Employees
    b. Jobs
    c. Work
    d. Hours
    e. Reports
    f. Dashboards
3. Create reports based on desired metrics and information needs. Reports created include:
    a. Hours by department
    b. Completed jobs
    c. Employees working
    d. Employees not yet assigned work
    e. Number of work requests submitted by departments
    f. Total number of hours worked across org., by dept., by employee

Online Learning

This list was compiled by the managers at Oregon Humane Society and comprises a variety of online learning and training that the manager team recommended to those looking for additional continued education.

Remote Learning Opportunities	Website	Time (hours)	Suggested Department Training
FEMA Emergency Management Institute	https://training.fema.gov/emi.aspx		Operations & Shelter Medicine
IS-10.a Animals in Disaster: Awareness and Preparedness		3.5	
IS-100.c Introduction to Incident Command System		3	
IS-200.c Basic Incident Command System for Initial Response		3	
IS-700.b An Introduction to the National Incident Management System		3.5	
IS-800.c National Response Framework, An Introduction		3	
Total Hours to Complete		**16**	
ASPCA FIR Training	https://www.aspcapro.org/how-individuals-participate		Operations & Shelter Medicine
FIR 1: Rescuing Animals from Cruelty and Disasters		2	
FIR 4: Large Scale Operations		2	
FIR 6: Animal Cruelty Investigations: Crime Scenes and Evidence Collection		2	
Total Hours to Complete		**6**	
Fear Free Shelters	https://fearfreeshelters.com/		Operations & Shelter Medicine
Module 1: Emotional Health		1	
Module 2: Recognize How Animals are Feeling in the shelter		1	
Module 3: How Animals Learn		1	
Module 4: Fear Free Communication and Animal Handling Basics		1	
Modules 5-14		10	
Total Hours to Complete		**14**	

Remote Learning Opportunities	Website	Time (hours)	Suggested Department Training
ASPCA ASV Shelter Guidelines Webinar Series	https://www.aspcapro.org/webinar-series-asv-shelter-guidelines		Operations & Shelter Medicine
Why Standards of Care Matter		1	
The 5 Freedoms of Shelter Wellness		1	
Guidelines for Sanitation: What, Why, & How?		1	
Housing for Health, Wellness, and Success		1	
Shelter Guides: Behavioral Health in the Shelter		1	
Shelter Guidelines: Animal Transport		1	
Shelter Guidelines: Animal Handling		1	
Shelter Guidelines: Spay/Neuter		1	
Shelter Guidelines: Group Housing		1	
The Guidelines for Standards of Care in Animal Shelters- Oh the Places You'll Go		1	
Total Hours to Complete		**10**	
ASPCA Canine Communication & Behavior Webinar Series	https://www.aspcapro.org/canine-communication-webinar-series		
Speaking Dog: Canine Communications #1		1	
Speaking Dog: Canine Communication #2		1	
Speaking Dog: Canine Communications #3		1	
Human Body Language and Dog Behavior		1	
Defensive Dog Handling		1	
Dog Introductions		1	
Total Hours to Complete		**6**	
OHS Skills Trainers			
Red Card Showing Class	Paycom	1.5	Customer Care
Pet Meets	Paycom	1.5	Customer Care
Rabbits	Paycom	1	Customer Care
Rodents	Paycom	1	Customer Care
Total Hours to Complete		**5**	

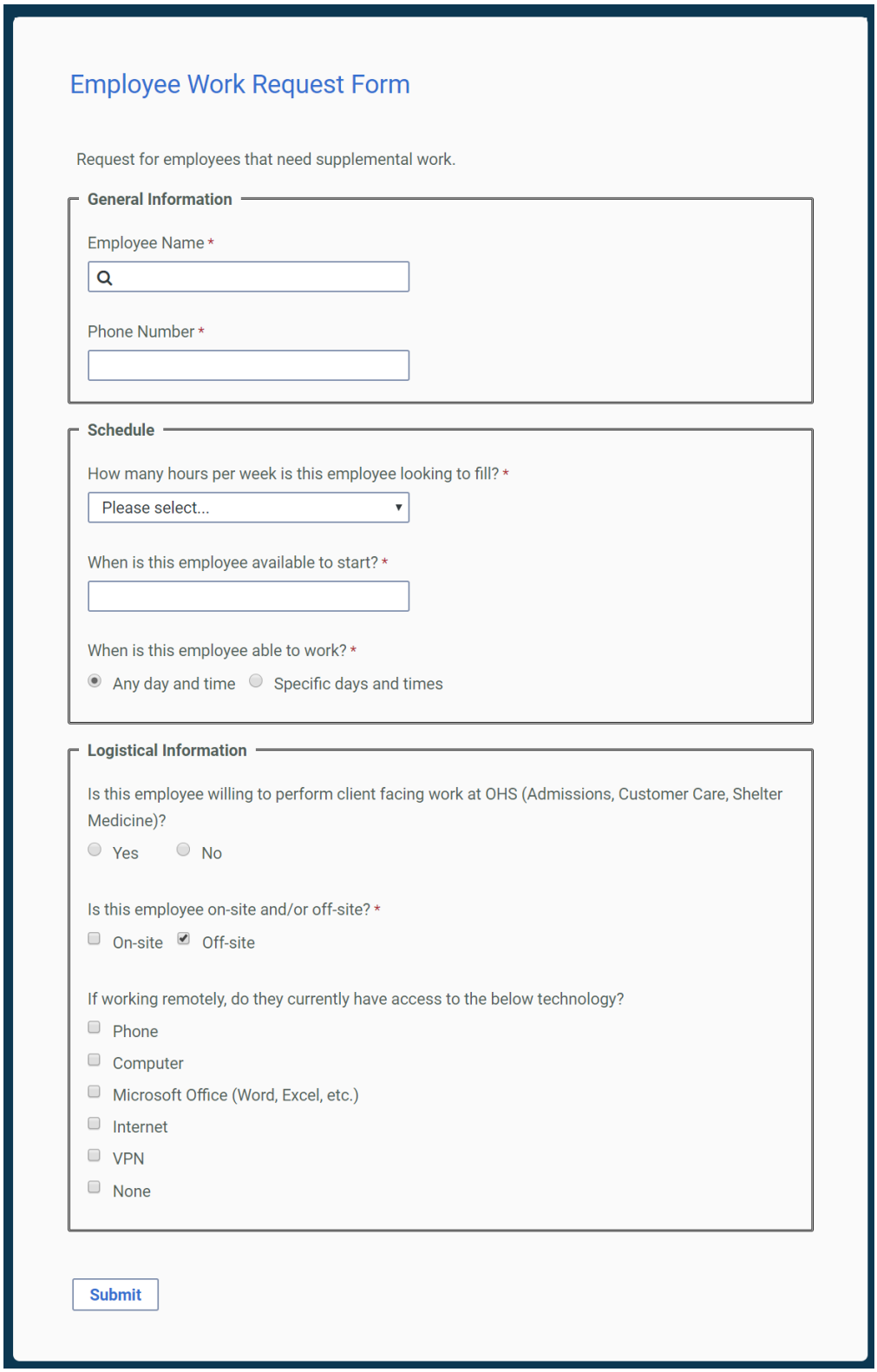
Remote Learning Opportunities	Website	Time (hours)	Suggested Department Training
OHS Skills Trainers			
Updated Asilomar Class & Quiz	Paycom	0.5	Operation & Shelter Medicine
Customer Smart	Paycom & Workbooks	8	ALL
Other Options Through The Association Of Animal Welfare Advancement	**All On Demand Webinar Recording & Free to Non-Members** https://learning.theaawa.org/		
Optimal Staffing for Shelter Medical Departments & Clinics	Audrey Lang, MS, SPHR Zarah Hedge, DVM, MPH, DACVPM, DABVP	1	Shelter Medicine
Taking the CRISIS out of Crisis Communications	Stephanie Filer	1	COPIS & Development
Reduce Fear, Anxiety & Stress in Shelter Animals with Fear Free	Dr. Wailani Sung, DACVB	1	Operations & Shelter Medicine
Reducing Infection: Updates in Feline URI Management	Cynthia Karsten, DVM, DABVP (Shelter Medicine Practice) Denae Wagner DVM, MPVM	1	Animal Care & Shelter Medicine
Going through Hell? Keep Going!	Jan McHugh-Smith, CAWA Jim Tedford, CAWA Jodi Buckman, CAWA	1	
Population Medicine and Effective Animal Disaster Response & Recovery	Carla L. Huston, DVM, PhD, dipl. ACVPM	1	Operations & Shelter Medicine
Urgent Transport: Moving Large Numbers of Animals by Air and Land	Kim Alboum Gina Gardner	1	Operations & Shelter Medicine
Medical Aspects of Companion Animal Transport Programs	Dr. Erin Doyle	1	Admissions & Shelter Medicine
How to Implement Transport Best Practices	Jerrica Owen, CAWA Sarah Thompson, CAWA	1	Admissions & Shelter Medicine
The Leadership Challenge: Nobody in Vet School Told Me I Had to Lead to Succeed	Jeannine Berger, DVM, DACVB, DACAW, CAWA	1	Shelter Medicine
Updated Animal Transportation Best Practices	Brad Shear, CAWA Karen Walsh, CAWA, LVMT, CFE	1	Admissions & Shelter Medicine

Remote Learning Opportunities	Website	Time (hours)	Suggested Department Training
Foundations for Behavioral Well-Being	Cynthia Karsten, DVM, DABVP (Shelter Medicine Practice) Rachel Powell, DVM	1	Animal Care, Bmod, Operations, & Shelter Medicine
Getting to Model Shelter: One Shelter's Journey to Completion of the ASV Guidelines	Cristie Kamiya, DVM, MBA Kristen Jahnke	1	Shelter Medicine & Operations
How Healthy Is Your Organization?	Brett Cooper	1	
Your Data Counts!	Sara Kent	1	Managers & Supervisors
Outcomes and Continuum of Care in the Animal Shelter	Kerry Backsen, DVM Ana Zorrilla-Harris, CAWA	1	
Streamlining and Enhancing Veterinary Care in the Shelter	Maggie McShaefer Lesli Groshong, DVM, Diplomate ABVP (Shelter Medicine)	1	Shelter Medicine
Veterinary Decision Making in Animal Welfare	Dr. Graham Brayshaw	1	Shelter Medicine
Completing the Adoption, Post-adoption & Returns	Brad Shear, CAWA Lauren Lipsey	1	Admissions & Customer Care
Groundwork for Adoptions	Beau Archer, CAWA Jerrica Owen, CAWA	1	Customer Care
Assessing Your Adoption Program	Jan McHugh-Smith, CAWA	1	Customer Care
There's no "I" in TEAM: Coaching & Motivating for Maximum Impact	Jim Tedford, CAWA	1	Managers & Supervisors
Virtual Learning Opportunities			
Behavior Consultations with OHS Trainer	Zoom/Conference Call		
Medical Consultations with OHS Medical Team Lead	Zoom/Conference Call		
Fundraising - General			Development
Fundraising Basics	Maddie's Fund	1.5	Development
Fundraising's Hidden Power	Maddie's Fund	1.5	Development
ASPCApro Fundraising Resources	ASPCApro		Development
Animal Sheltering Fundraising Resources	AnimalSheltering.org		Development
AAWA Fundraising Resources	AAWA		Development
Best Friends Network Fundraising Resources	Network.BestFriends.org		Development

Remote Learning Opportunities	Website	Time (hours)	Suggested Department Training
Fundraising - Writing			Development
Anatomy of a Successful Fundraising Appeal	Bloomerang	1	Development
Thanking donors	Bloomerang	1	Development
4 Writing Strategies Every Fundraiser Should Know	Bloomerang	1	Development
Fundraising - Grants			Development
How to Find and Get Grants	Bloomerang	1	Development
Introduction to Proposal Writing	Grantspace	0.5	Development
Fundraising - Digital			Development
Digital storytelling with video	ASPCApro	1.5	Development
Crowdfunding	Nonprofit Tech for Good	1	Development
Fundraising - Companies/Corporations			Development
Beginner's Guide to Corporate Matching Gifts	Bloomerang	1	Development
Fundraising - Major Gifts (one-on-one fundraising)			Development
Making the Ask (asking major donors for gifts)	Firespring	1	Development
Real Conversations with Major Donors	Bloomerang	1	Development
A Day in the Life of a Major Gift Officer	Grantspace	1.5	Development
Royal Canin LIVE CE Webinars			Customer Care
Tues. 3/31, 9 AM-10 AM Nutritional Truths	Dr. Erin Hatcher	1	
Tues. 3/31, 10 AM-11 AM Nutritional Truths	Dr. Anne Ward	1	
Wed. 4/1, 12 PM- 1 PM Nutritional Truths	Dr. Anne Ward	1	
Thurs. 4/2, 10 AM- 11 AM Nutritional Truths	Dr. Erin Hatcher	1	
Tues. 4/7, 9 AM- 10 AM Top Ten Feline Nutrition Tips	Dr. Erin Hatcher	1	
Tues. 4/7, 12 PM- 1 PM Top Ten Feline Nutrition Tips	Dr. Anne Ward	1	
Wed. 4/8, 6 AM – 7 AM Nutritional Truths	Dr. Jenn Scata	1	
Thurs. 4/9, 11 AM – 12 PM Nutritional Truths	Dr. Jenn Scata	1	

Appendix

APPENDIX A



Employee Work Request Form

Request for employees that need supplemental work.

General Information

Employee Name *

Phone Number *

Schedule

How many hours per week is this employee looking to fill? *

Please select...

When is this employee available to start? *

When is this employee able to work? *

- (•) Any day and time
- ( ) Specific days and times

Logistical Information

Is this employee willing to perform client facing work at OHS (Admissions, Customer Care, Shelter Medicine)?

- ( ) Yes
- ( ) No

Is this employee on-site and/or off-site? *

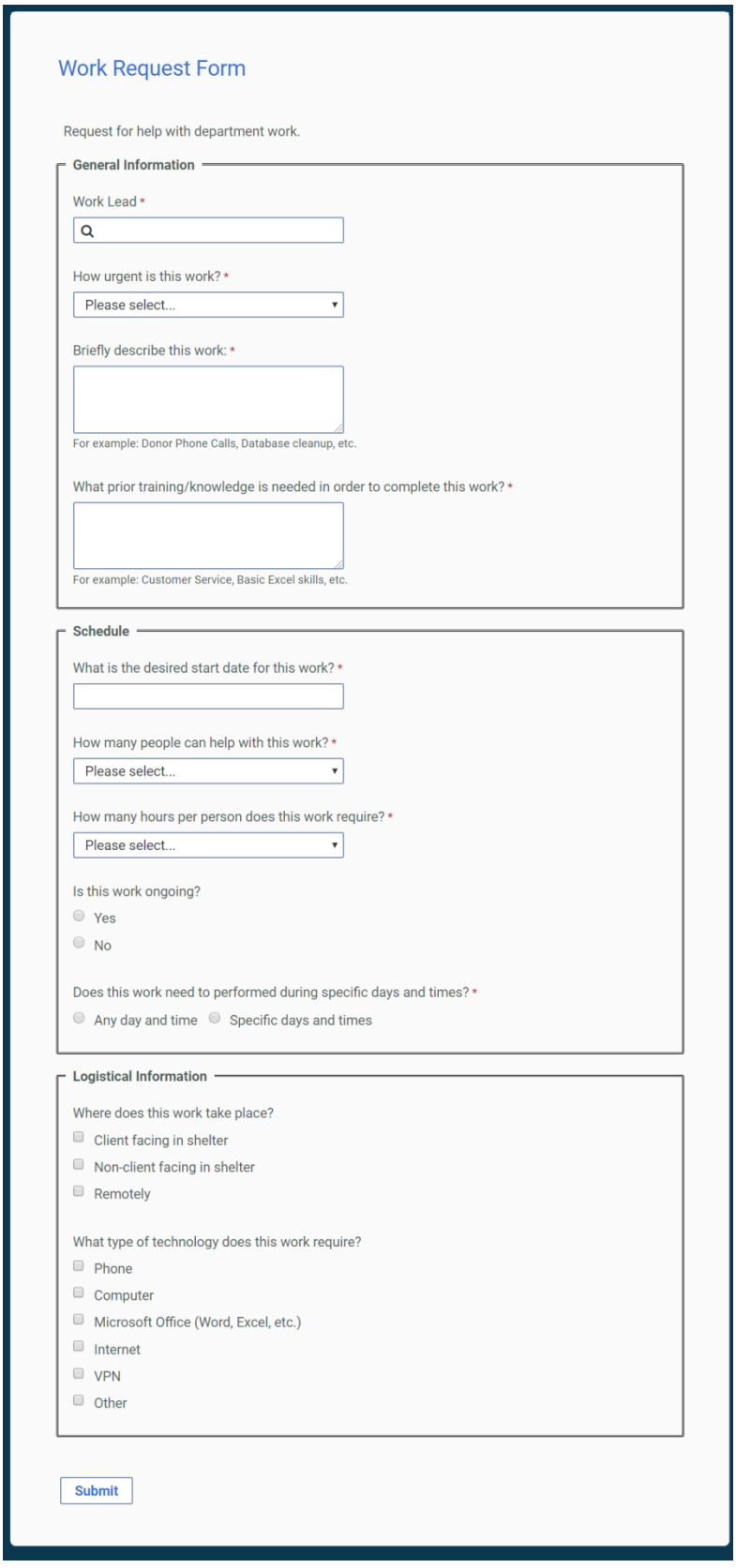
- [ ] On-site
- [x] Off-site

If working remotely, do they currently have access to the below technology?

- [ ] Phone
- [ ] Computer
- [ ] Microsoft Office (Word, Excel, etc.)
- [ ] Internet
- [ ] VPN
- [ ] None

Submit

APPENDIX B



Work Request Form

Request for help with department work.

General Information

Work Lead *

How urgent is this work? *

Please select...

Briefly describe this work: *

For example: Donor Phone Calls, Database cleanup, etc.

What prior training/knowledge is needed in order to complete this work? *

For example: Customer Service, Basic Excel skills, etc.

Schedule

What is the desired start date for this work? *

How many people can help with this work? *

Please select...

How many hours per person does this work require? *

Please select...

Is this work ongoing?

- Yes
- No

Does this work need to performed during specific days and times? *

- Any day and time
- Specific days and times

Logistical Information

Where does this work take place?

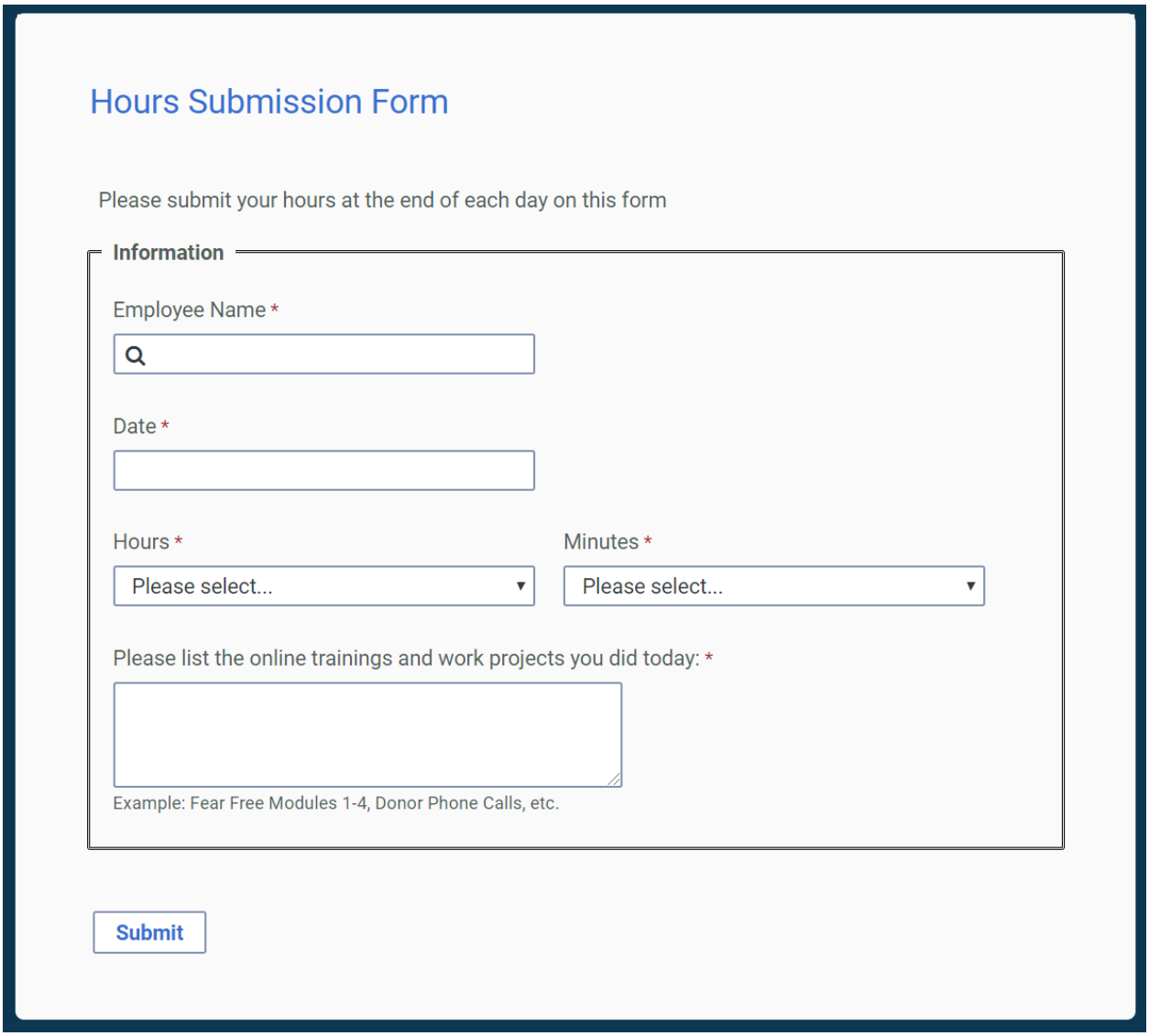
- Client facing in shelter
- Non-client facing in shelter
- Remotely

What type of technology does this work require?

- Phone
- Computer
- Microsoft Office (Word, Excel, etc.)
- Internet
- VPN
- Other

Submit

APPENDIX C



Hours Submission Form

Please submit your hours at the end of each day on this form

Information

Employee Name *

Date *

Hours *

Please select...

Minutes *

Please select...

Please list the online trainings and work projects you did today: *

Example: Fear Free Modules 1-4, Donor Phone Calls, etc.

Submit