



**THE HUMANE SOCIETY
OF THE UNITED STATES**

Animal Care Expo Online

Growing the next generation of shelter leaders

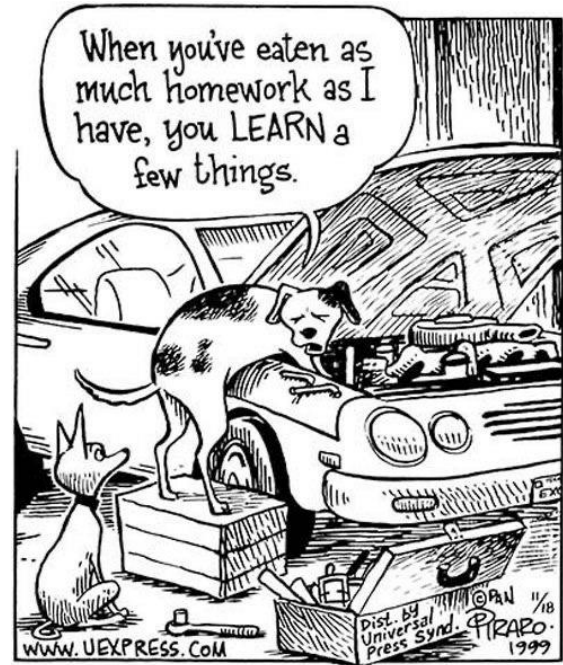
Rory Adams, Content Manager, American Pets Alive!

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Goals

- The problem
- The importance
- 13 steps to successful onboarding
- Understanding the next generation of leadership
- Current events as opportunities





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Part 1

The Problem

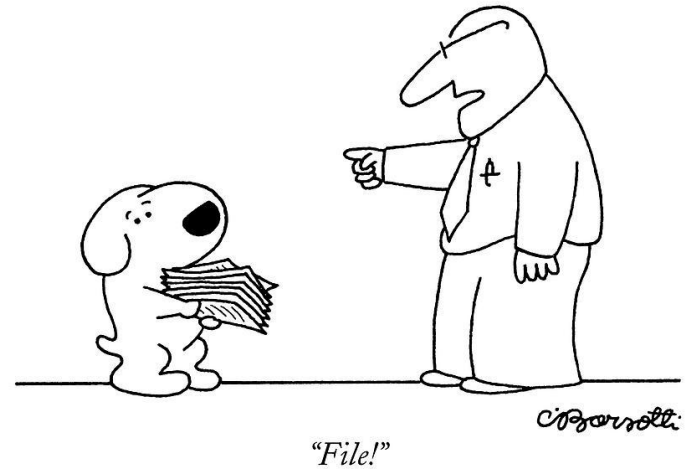
What is Onboarding?

*The action or process of **integrating** a new employee into an organization.*



The current state of onboarding in *most* animal shelters and rescues

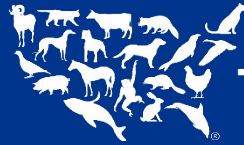
- A. No onboarding
- B. Some level of onboarding within HR
- C. On the job training, only
- D. A training manual no one uses



Successful Onboarding



What onboarding exists in your organization?



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Part 2

Why Onboarding is Important

Success=More Lives Saved

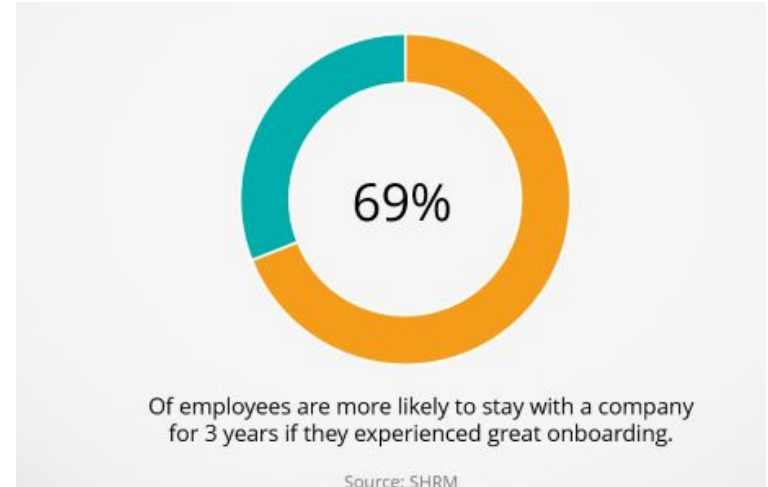
AVERAGE COST-PER-HIRE

\$4,129

AND TAKES
APPROXIMATELY 42 DAYS
TO FILL A POSITION

Increase Staff Retention

- Organizations lose **25% of all new employees** within a year
- Up to **20% of employee turnover** happens in the **first 45 days**
- **50% of all hourly employees** leave within the **first 120 days**





**Does your organization need to
improve your onboarding process?**



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Part 3

13 Steps to Success

Step 1: Evaluate Your Hiring Processes

- Investigate **equity, diversity, and inclusion practices within** your organization
- **Mandatory unconscious bias** training for interview committee members
- Celebrate **critical thinking**
- Clear pathways for advancement **shared with everyone**
- **Avoid decisions based on-irrelevant criteria** like as college attendance or employment gaps
- Craft job descriptions with **inclusive wording**

UNCONSCIOUS BIAS:

The attraction to what is familiar and relatable¹

Unconscious bias plays into as much as 40% of hiring decisions¹¹

Step 2: Before Day 1

- ✓ Harness excitement
- ✓ Tell people they were hired for critical thinking
- ✓ Share onboarding documents digitally
- ✓ Employee handbook acknowledgement form
- ✓ Minimize day 1 paperwork
- ✓ Share a detailed onboarding schedule



COMPLIANCE

The lowest level and includes teaching employees basic legal and policy-related rules and regulations.



CULTURE

A broad category that includes providing employees with a sense of organizational norms—both formal and informal.



CLARIFICATION

Refers to ensuring that employees understand their new jobs and all related expectations.



CONNECTION

Refers to the vital interpersonal relationships and information networks that new employees must establish.

Step 3: The Four C's

Step 4: Set Clear Cultural Expectations

Cultural Expectations



Support a collaborative organization

- Practice 'we' thinking. We achieve goals together or not at all.
- No ego! Acknowledge the skills, contributions and various roles of others.
- Support, mentor and uplift those around you.
- Set others up for success by sharing information and helping each other.

Create and maintain a culture of safety

- Take responsibility to correct issues and communicate concerns.
- Know your limitations and seek help when needed.
- Model safe, humane and kind handling of all animals at all times.
- Be thorough, careful and precise in your work.

Be compassionate and respectful

- Respect each other, our community, our resources and the pets in our care.
- Practice self-care
- Treat every animal as if its life and wellbeing are as important as your own pets at home.
- Acknowledge the emotional aspects of our work by expressing and hearing feelings.
- Say 'thank you,' and 'good job,' and 'I appreciate you.'

Commit to healthy communication

- Communicate directly or upwards rather than gossiping with others.
- Understand differences are not wrong. Work through conflict and challenging conversations.
- Provide accurate, thorough, objective documentation and feedback.
- Give people the benefit of the doubt. Trust most everyone has good intentions.

Achieve excellence through continual improvement

- Strive to constantly improve the customer service experience.
- Be self-reflective and willing to learn and improve professionally and personally.
- Actively look for opportunities to make things better for animals and people.
- Don't let the fact that nothing is perfect stop you from trying to always make things better.



Step 5: Create a Standard Process

Pre-Arrival	First Day	First Week	First Three Months	First Six Months	First Year
<p>Create an inclusive interview team</p> <p>Send pre-start paperwork</p> <p>Formal introduction to organization policy</p> <p>Informal introduction to company culture</p> <p>Hire for critical thinking skills</p>	<p>Give a tour</p> <p>Provide an outline of what training will look like</p> <p>Introduce employee to team and workspace</p> <p>Train employee on duties and tasks</p> <p>Provide training manual</p>	<p>Familiarize employee with daily procedures</p> <p>Assign small, achievable tasks</p> <p>Invite employee to company parties and events</p> <p>Daily check-ins</p> <p>Provide contextual learning</p>	<p>Make sure that they are fitting in with their team</p> <p>Ask for feedback</p> <p>Introduce employee to other aspects of the organization.</p> <p>Organizational wide new-hire orientation</p>	<p>Check in with employee on how they are doing with their role and team</p> <p>Survey employee about the onboarding process to determine its success and ways that it can be improved</p> <p>Understand goals within the organization</p> <p>Understand what additional training do they need or want?</p>	<p>Provide consistent feedback</p> <p>Understand long-term goals within animal welfare</p> <p>Ensure additional training and learning opportunities have been provided</p> <p>Check in with employee on how they are doing with their role and team.</p> <p>Ask employee about the onboarding process to determine its success and ways that it can be improved.</p>

Step 6: Buddy System

PEOPLE DO THEIR BEST WORK
WHEN THEY FEEL A SENSE OF
BELONGING AT WORK

39%

OF EMPLOYEES FEEL THE
GREATEST SENSE OF
BELONGING WHEN THEIR
COLLEAGUES CHECK IN ON
THEM

Step 7: Define Lingo

Animal Shelter Speak Made Easy: Over 100 Terms Defined

There are always new people coming into the field of animal welfare and with a huge amount of information to learn, often in a short amount of time Animal Shelter Jargon Made Easy, gives newbies the terms they need to know, in one easy to navigate place. Use this in your onboarding documents for new employees, add to the list, using acronyms or abbreviations you use within your own organization.

A good first step to onboarding and empowering your employees is to share Shelter Jargon with them!

Ask them to identify three phrases or words that did not make this list and how they might define those terms.



Animal Shelter Definitions

Adoption Barriers: policies or procedures that make adoption, fostering, or volunteering a challenge.

Example barriers include: landlord checks, background checks, or veterinarian references. Barriers can also be put into place for foster caregivers, too.

All Animals are Individuals: the belief that regardless of age, breed or any other characteristics, all animals are sentient beings with their individual likes and dislikes and should be treated as such in the custody of animal shelters.

Animal Protection Officer: the updated language for animal officers that places emphasis on community services.

Animal types:

Behavior dogs: dogs who have been labeled as having challenging behaviors.

Community Cat: an unowned cat, can be human social or feral.

Trap Neuter Return (TNR): cats that are being cared for by colony caretakers. They are brought to a shelter or offsite spay/neuter clinic, spay/neutered and vaccinated, and returned to the colony. TNR cats are often not taken into the custody of organization because they generally have established caretakers or colonies.

Shelter Neuter Return (SNR): stray, unowned cats who are brought into the custody of the shelter, spay/neutered, vaccinated, and returned to where they were found.

Feral: A companion animal who is not human social and shows little to no signs of being interested in becoming social with humans.

Semi-feral: A companion animal who may display some unsocial behavior with humans, but shows signs of curiosity.

Fearful: A companion animal who displays fearful behavior with humans or other animals.

Neonates: animals between 0-6 weeks of age.

Bottle babies: neonatal animals who rely on human intervention to be fed and nourished.

Barn Cat/Working Cat: sterilize, vaccinate, microchip, and adopt out cats to local homeowners, landowners, and businesses who have a need or desire for the pest control



Step 8: Create Pathways

If employees feel they are learning and growing in your organization,



you'll be less likely to lose upwards of **60%** of your entire workforce within four years.

Step 9: Connect with the Greater Good

76%

**OF MILLENNIALS CONSIDER A
COMPANY'S
SOCIAL/ENVIRONMENTAL
COMMITMENT BEFORE
DECIDING WHERE TO WORK**

Step 10: Inspire Learning

87%

OF MILLENNIALS

rate “professional or career growth and development opportunities” as important to them in a job.

Step 11: Connect Animal Welfare Community



Step 12: Celebrate Critical Thinking

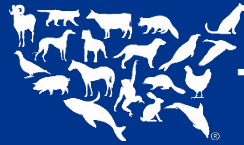
***“THE MOST SIGNIFICANT
SUCSESSES COME FROM LETTING
YOUR LIGHT SHINE, EMBRACING
FAILURE, AND GETTING GOOD AT
BEING WRONG.”***

***-Stacey Abrams, Lead From the
Outside***

Step 13: Get and Provide Feedback

- Ask new hires:
 - What is working well that we should keep doing?
 - What should we stop doing or start doing to improve onboarding?
 - What should managers and coworkers stop doing or start doing to improve onboarding?
- Ask managers:
 - What is working well that the new staff should keep doing?
 - What should the new staff stop doing or start doing to improve onboarding?
- ***How is this feedback used?***

What steps will you take?



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Part 5

The Next Generation of Leaders

The Next Generation of Leaders

The Change in Leadership

Past

My Paycheck

My Satisfaction

My Boss

My Annual Review

My Weaknesses

My Job



Future

My Purpose

My Development

My Coach

My Ongoing Conversations

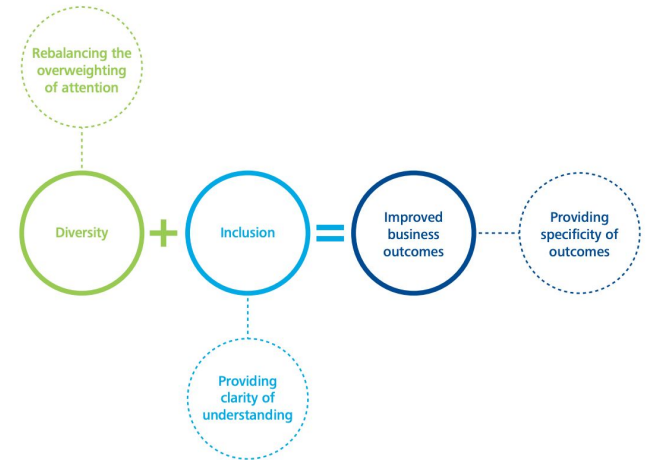
My Strengths

My Life

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Diversity, Equity, and Inclusion

- Build, cultivate, and create space for connection and community
- Go beyond recruiting and hiring
- **There is no diversity without inclusion**
- Create a diversity task force
- Invest in employee education across your organization
- Requires ongoing support and commitment from leadership



Infographic taken from deloitte.com

Space for Creativity and Critical Thinking

- A system in place to pilot programs
- People know who to talk to make changes
- Everyone is empowered to have new ideas



"Your proposal is innovative. Unfortunately, we won't be able to use it because we've never tried something like this before."

Moments That Matter

Not a good 'fit'



Often interviewers use 'not a good fit' to explain selection decisions that are based on vague and intangible 'gut feel', that often reflects unconscious biases.

Example strategy:

Establish strict and transparent criteria for assessing 'a good fit' based on the organisations values.

The squeaky wheel



According to Susan Cain 'there is zero correlation between gift of the gab and an ability to come up with great ideas'. Yet often those who self promote get ahead.

Example strategy:

Introduce a regular mechanism for each team member to share what they are working on and their achievements.

Speech bias and priming



Whoever speaks first will set the tone of the meeting, which can result in an unfair weighting on their point of view and others being influenced. Meetings risk becoming unbalanced.

Example strategy:

Circulate the agenda and key questions before the meeting and ask all participants to prepare a brief paragraph on their views.

Strings attached



In some cases, flexibility is offered with strings attached such as career cessation, marginalised work or without an adjustment to workload.

Example strategy:

Periodically review the quality and range of work assigned to flexible and non-flexible employees.

Check out -- Ruchika Tulshyan -- author of ["The Diversity Advantage"](#)

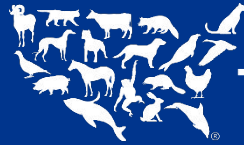
Infographic taken from [deloitte.com](#)

Why you should ditch performance reviews

*“The uncertainty caused by the shift to remote work had already caused a lot of unstructured **changes** to performance management processes, and it remains to be seen what further changes this social movement might bring. However, without any structure, managers and organizations may find that, come time for performance reviews, they have forgotten about the outsized impact this time is having on Black employees. What organizations should be considering right now is how they can map their approach to performance management at a similar pace to how the world is changing. Instead of annual or biannual check-ins, setting weekly or monthly goals (that may vary by employees’ needs) may be better approaches to ensuring success for Black employees.”*

-- [Evelyn R. Carter](#), PhD, *Restructure Your Organization to Actually Advance Racial Justice*, Harvard Business Review, June, 2020

**How can you support emerging
leaders?**



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Part 6

**Current Events = Opportunities
for Growth**

Current Events

- **Human Animal Support Services**
- **People's unrest and uprising**
- **COVID changes**
- **Working from home**
- **Conferences cancelled**



Something new is happening in animal sheltering.

Human Animal Support Services: Creating Community-Based
Solutions to Animal Homelessness

[Get Involved](#)

Inspire Learning



HUMAN ANIMAL SUPPORT SERVICES

An advertisement for Maddie's Fund Lifesaving Academy. It features a light yellow background with circular images of a dog and a cat. The text includes the Maddie's Fund logo, the title "MADDIE'S® LIFESAVING ACADEMY", a description of the training, and a "LEARN MORE" button with an "Apply >" link.

Maddie's Fund

MADDIE'S® LIFESAVING ACADEMY

Immersive, hands-on training at Austin Pets Alive! and Austin Animal Center.

LEARN MORE

[Apply >](#)


An advertisement for Resources. It has a red background on the left with the word "RESOURCES" and the tagline "Tools you need to help you succeed." On the right is a photo of a person's hands holding a small grey tabby kitten.

RESOURCES


Tools you need to help you succeed.

Community Opportunities

- Social media
 - American Pets Alive! Rescue and Support Page
 - Human Animal Services Facebook Page
- Weekly calls
 - Monday morning calls open to everyone
 - Friday director's calls
- Newsletters
 - AmPA!
 - AWA newsletter
- Webinars
 - Free and easy!
- Weekly AmPA! summits
- Lunch and Learns

 **Kristen Hassen-Auerbach**
Admin · May 31

BOY DO WE HAVE AN EXCITING AGENDA PLANNED FOR MONDAY
When: Monday mornings at 7 a.m. PST/10 a.m. EST
Where: [Maddie's Fund Zoom link: https://zoom.us/j/607482466](https://zoom.us/j/607482466)
AGENDA 7/13/2020
-How to help people with pets who are being evicted. We'll hear from a real life constable who carries out evictions. He offers help to pet owners being evicted and is successful in helping people keep their animals 80% of the time. You won't want to miss hearing from him because he has some great ideas t...
[See More](#)



A photograph showing a man in a blue patterned shirt and jeans sitting on a stone block, holding a large brown dog on a red leash. The dog is standing on its hind legs, leaning against the man. In the background, there is a building with a sign that says 'PET SUPPORT' and some landscaping.

Create your own animal welfare toolkit

Animal Sheltering Best Practices Onboarding Checklist

A list of resources and tasks to help familiarize you with the best practices of animal sheltering.

How to use this checklist

This checklist is comprised of webcasts, videos, and articles that we think are important to understanding the big picture of the best practices of animal sheltering. This checklist is meant to be a starting place to understand the fundamentals, the jargon, and where to find new information about this ever-evolving field.

Animal Sheltering Essentials

- ❑ [Saving the Bottom 50%](#) by Dr. Ellen Jefferson. The strategy behind Austin Pets Alive! and the success behind the country's leading animal sheltering community.
- ❑ Watch FixAustin founder, Ryan Clinton explain how Austin advocates influence city policy through [Political Advocacy](#)
- ❑ [The Transparent Shelter](#), Kristen Auerbach at 2019 AmPA! Conference
- ❑ How to Save More Big Dogs, 3 blog posts by Kristen Auerbach published by Maddie's Fund
 - ❑ [The story of Baltimore, a long stay dog in urgent need of a home](#)
 - ❑ [5 ways to get urgent dogs out of the shelter faster](#)
 - ❑ [Lifesaving Protocol for Urgent Dogs: Finding Homes for Shelter Dogs who Need an Extra Boost](#)
- ❑ [Cats are not small dogs](#), Monica Frenzen presentation published by Maddie's Fund

Research-Based Best Practices

- ❑ Open Adoption [Removing Barriers to Adoption Learning Track](#), Maddie's Fund
- ❑ [Tools for Managing Challenging Dog Behaviors](#), Center for Shelter Dogs
- ❑ [Removing Breed Labels: Easier than you think](#), blog post by Kristen Auerbach, published by Animal Farm Foundation
- ❑ [ASPCA: It's Okay to Give Pets as Gifts, Really](#).
- ❑ [The Myth of Pet Overpopulation \(HSUS version\)](#)
- ❑ Why behavior evaluations aren't the answer-- [No better than flipping a coin: Reconsidering canine behavior evaluations in animal shelters](#), article by Gary Patronek, PhD and Janis Bradley published by the Journal of Veterinary Behavior
- ❑ Why overnight fostering works to reduce shelter stress-- [How foster sleepovers can improve the life of shelter dogs](#), research by Lisa Gunter, PhD, a blog post published by Maddie's Fund
- ❑ Why SNR works-- [Model program shows how communities can implement Shelter-Neuter-Return](#), Alley Cat Allies



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