

EMANCIPET

NEW  
SCHOOL



STRATEGIES **FOR**  
CHANGE MAKERS

# [Bringing People In] for Culture

Minnesota Animal Welfare Conference

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Presented by Myles Chadwick



# WHAT'S AHEAD

- What is Organizational Culture?
- Why Hire for Culture?
- Understanding Your Culture
- Emancipet's Hiring Process



# WHAT IS CULTURE?



# ORGANIZATIONAL CULTURE

is how your

**GROUP BEHAVES,**

and the

**FEELINGS, VALUES, BELIEFS,**

and

**ASSUMPTIONS**

that perpetuate and  
preserve that behavior.



# WHAT DRIVES AN ORGANIZATION'S CULTURE?

Your culture is directly influenced by:

- Mission and Vision
- Core Values
- Organizational Health/Lifecycle
- Behavioral Norms
- Employee Engagement



DOES YOUR GROUP BEHAVE IN A WAY THAT FACILITATES THE MISSION?

ARE STAFF ACTIVELY ENGAGED?

DO STAFF'S PERSONAL VALUES & BELIEFS ALIGN WITH THE ORG'S?





# WHAT WE KNOW FOR SURE ABOUT HIRING

- Hire for culture fit first
- It takes awhile
- Training is key



# WHY HIRE FOR CULTURE?

- All new hires influence your culture - for better or worse!
- Employees that fit the culture stay longer and are more engaged.
- Most skills can be trained, but culture fit cannot.
- It generates consistently better results and makes your workplace more fun!

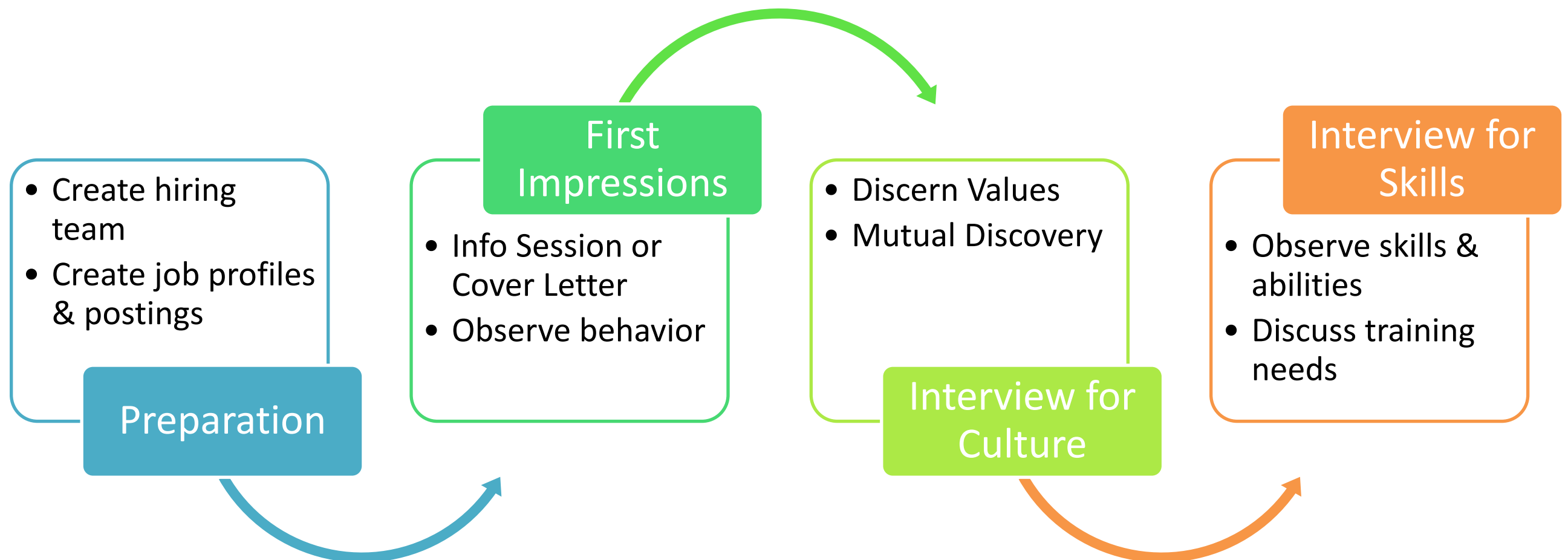


# CANDIDATES: WHAT YOU REALLY NEED TO KNOW





# CULTURE FIRST HIRING PROCESS



# SAMPLE JOB PROFILE

Job Title: Recovery Technician		
<b>Job Relationships:</b> Works with daily team that includes an Assistant Surgery Technician, Surgery Technician, Veterinarian, Receptionist, and Kennel Technician		<b>Reporting Relationships:</b> The Recovery Technician reports to the Clinic Operations Director, and does not manage staff at all.
Organizational Core Values	Personal Qualities for Recovery Techs	Essential Skills for Recovery Techs
<ul style="list-style-type: none"> <li>• Compassionate Service</li> <li>• Teaching and Learning</li> <li>• Excellence</li> <li>• Optimism</li> </ul>	<ul style="list-style-type: none"> <li>• Compassionate</li> <li>• Self-Motivated</li> <li>• Positive</li> <li>• Emotionally Mature</li> <li>• Professional</li> <li>• Team Players</li> </ul>	<b>Veterinary Skills:</b> <ul style="list-style-type: none"> <li>• Correctly assess patient vital signs</li> <li>• Administer subcutaneous and intramuscular injections and microchips</li> <li>• Perform venipuncture with minimal patient discomfort</li> </ul> <b>Client Care Skills:</b> <ul style="list-style-type: none"> <li>• Clearly and accurately communicate all available services to clients during check in</li> <li>• Clearly and accurately communicate post-operative instructions to clients</li> </ul> <b>Administrative Skills:</b> <ul style="list-style-type: none"> <li>• Accurately complete all medical paperwork and prescription labels</li> <li>• Accurately enter client data, rabies vaccines, microchips, and ID tag codes into medical records software</li> </ul>
Organizational Skills/Affinities		
<ul style="list-style-type: none"> <li>• Love of Learning</li> <li>• Communication Ability</li> <li>• High Empathy</li> </ul>		



# HIRING TEAMS

Culture is about GROUP behaviors, so you need a group to test for alignment

Your hiring team should have 2 – 4 members, including:

- The direct supervisor of the position you are hiring
- A peer to the position you are hiring
- Someone from a different team

The members must be:

- Genuinely curious about other people
- Respected and admired by existing staff
- Culture ambassadors



# THE SECRET TO REALLY EFFECTIVE JOB POSTINGS

Effective job postings include all, or most of, the following:

- Describe the organization and the phase you are in – make it exciting!
- Include all required skills (the ones you can't or won't train for)
- Frame skills as what they should LOVE to do, not what they CAN do
- Infuse your culture and values into the wording and tone
- Include “Is It You?” statements/questions
- Ask for a cover letter specifically detailing why they are the perfect fit



# IS IT YOU?

“Is It You?” statements allow you to share the biggest parts of the job while appealing to the kind of person that fits in best with your culture and the people they will be working with most often.

Sample “Is It You?” Statements	
Task/Responsibility	Possible Description for Ideal Candidate
Donor Stewardship	You have a serious addiction to thank you notes. You love sending them AND receiving them!
Staff Management	You can’t understand people who say they don’t like managing staff - helping others achieve their goals is what makes you tick!
Shelter Medicine	The only thing better than helping animals is doing it in an environment where you’re really needed.
SOP Development	You know most people think it’s boring, but secretly, you love the process of developing SOP’s - the more “t’s” you have to cross and “i’s” you have to dot, the better!





# SAMPLE JOB POSTING

## Who We Are

Emancipet is a nonprofit on a mission to make high-quality spay/neuter and veterinary care affordable and accessible to all pet owners. We manage an expanding national network of high-quality, low-cost clinics; offer customized training and consulting programs to animal welfare organizations nationwide; and advocate for strategies and public policy that improve the lives of pets in underserved communities. Since 1999, Emancipet has spayed or neutered nearly 300,000 dogs and cats and in 2017 will care for more than 100,000 pets.

## Who We Need

Emancipet believes that people love their pets and will provide for them to the best of their ability. We are looking for compassionate individuals that share that belief and who are moved by serving underserved people and their pets. We will provide training for the right candidates -- no previous animal experience required -- however, we are looking for Bilingual Spanish Speaking candidates! All interested applicants must attend an information session before being considered for employment (please send us an email indicating that you would like to attend).

## We will be hosting an information session on:

Tuesday October 18th, 6:00pm in Austin  
5129 Cameron Rd. Austin, TX 78723  
RSVP: [info@emancipet.org](mailto:info@emancipet.org)

## Is It You?

- You may be our ideal Veterinary Technician if you meet the description above, and if:
- You're so friendly that you've never met a stranger; you make new friends everywhere you go!
- You want your work to be more than just a paycheck; you want to make a difference for people and their pets!
- You are a great communicator who can give directions to places you've never visited.
- You enjoy a fast-pace and thinking on your feet.
- You are so detailed-oriented that your spice rack is alphabetized.

## Interested?

RSVP to [info@emancipet.org](mailto:info@emancipet.org) (for Austin openings) to let us know that you would like to attend an information session - space is limited, so don't wait to contact us! Please bring your resume with you to the information session.



# EMPLOYMENT INFO SESSIONS

Attendance at an info session is required to apply for front line staff positions because:

## The learn about us!

- Less time wasted in interviews going over basics and answering FAQs
- Allows them to self select out if they don't fit
- Builds a community of advocates who love our work and our culture

## We learn about them!

- Allows us to observe their behavior to assess culture fit (rather than relying on a resume only)
- Allows for some relationship building prior to the interviews
- Allows for a larger group of staff to weigh in on the potential culture fit



# WHAT WE COVER

- Introduction to the organization—mission, vision, core values, and a description of programs
- Description of the organizational culture and what you are looking for
- Description of “a day in the life” of the open position(s)
- HR Details about the positions that are open – pay rates, benefits, PTO
- Details about the hiring process and timeline
- Facility Tours and Q&A session at the end



# BEHAVIOR INDICATORS

Emancipet's Core Values	Behavioral Indicators
Teaching & Learning	Leaning forward, asking questions, taking notes
Compassionate Service	Nodding along with presenter, holding doors open for others, helping with set up/break down
Excellence	Showing up on time, following instructions
Optimism	What are your ideas?



# EMANCIPET'S BEHAVIOR INDICATORS

NEW HIRE INFORMATION SESSION: \_\_\_\_\_  
DATE: \_\_\_\_\_

[illegible]



# BRAINSTORM: BEHAVIORAL INDICATORS

1. Write down 2 or 3 of your organization's core values or the qualities that you are looking for in new hires that would fit your culture.
2. With a partner, brainstorm some of the behaviors that might indicate that a candidate shares these values or has these qualities.



# TIERED SEMI-FINALIST LISTS

After the info session, make your candidate lists:

- First Tier (YES!): Candidates whose behavior indicates high culture fit AND whose resumes indicate strong skill/experience fit
- Second Tier (YES.): Candidates whose behavior indicates high culture fit but resumes lack strong skill/experience fit (based on our ability to train for the specific position)
- Third Tier (Maybe): Candidates whose resumes are stellar but didn't have high culture fit scores
- Fourth Tier (No): Candidates who did not have great resumes and did not show strong culture alignment



# INTERVIEWS!

- Emancipet interviews candidates at least twice – first for culture fit, and next for skills/experience fit.
- Whenever possible, have the whole hiring team participate in the interviews.



# INTERVIEWING FOR CULTURE FIT

- The tone of the interview is personal and conversational.
- The questions are focused on learning about the candidate's values, beliefs, and behavior in certain situations.
- Leave at least 30 minutes for their questions.

## Sample questions:

- How would your best friend describe you?
- Tell us about a time you were caught up in a conflict with a co-worker – what was it about and how did you resolve it?
- What are the qualities that you most admire in a coworker or supervisor?





# INTERVIEWING FOR SKILLS/EXPERIENCE FIT

- Start by sharing, in detail, what the position will entail, and what skills and abilities are most important to you in this position.
- The questions are focused on learning about the candidate's skills and approach to work.

## Sample questions:

- The most important thing this position will have to achieve in the first 30 days is X. What would be your approach to tackling that?
- What aspect of this position do you think you will excel at, and which will be the most challenging for you?
- What training or support do you need from us to excel in this job?





# GOT QUESTIONS?

Ask away!

Visit us online at:  
[emancipetnewschool.org](http://emancipetnewschool.org)

Drop us a line at:  
[newschool@emancipet.org](mailto:newschool@emancipet.org)

