



Society of Animal Welfare Administrators

THE FLASH

July 2001

Just Do It!



The Spring Conference in Las Vegas set a record! We had 100 people in attendance breaking our previous record of 92! Thanks to all who participated. . . sponsors, speakers and attendees. Thanks, also, to those of you who com-

pleted conference evaluation forms. This information is helping the Conference Planning Committee (under the able leadership of Marilyn Haggerty-Blohm and Nancy McKenney) plan future conferences. The Fall Conference will be held in October in Chicago and plans are underway for the Spring 2001 Conference in Miami (in conjunction with HSUS' Pet Expo). Look for details in future mailings from SAWA.

The professional development opportunities made available to you through SAWA conferences represent only one aspect of our work. SAWA is represented in national dialogue through such activities as the National Council on Pet Population Study & Policy and Purina's Health Pets 21 Consortium. Our Issues committee explores trends in the field and objectively reports findings to the membership. The Resource Directory is put together to help us all find benchmarks from the membership. The Salary Survey frames various salaries and benefits packages in the context of animal care and control on a national basis. The cooperative buying program we've worked out with Butler and Tyco/Kendall was designed to give even small to medium-sized shelters the power to take advantage of bulk discounts. The list goes on.

Fundamentally, SAWA is about YOU! Input from our members is the fuel which drives all of our organizational decision making. Many of you approached me with ideas at the Las Vegas conference. I welcome your ideas AND your participation. Is there something you would like to suggest? Do you have any comments, criticisms ... even words of PRAISE and encouragement? In this age of electronic communication, it is simple to share your thoughts. My e-mail address is: tedford@lollypop.org. Your messages are appreciated; they will be read and pondered. Elsewhere in this issue is a listing of the Board of Directors. Feel free to contact any of us. One caveat...suggestions might be followed by a request for your help!

The greater the level of participation, the more valuable the final product will be. Our field, and especially our membership, is filled with DOERS, not just TALKERS. The investment of time in completing our surveys, evaluations, etc. will reap huge returns for all of us. I look forward to seeing you in Chicago this October. Not sure the few days away from the office would be worth it, just do it! Your attendance will be beneficial not only to you, but to the rest of the conference attendees.

Jim and his horse Murphy are ready to make the most of the summer.

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STUDY ON EUTHANASIA-RELATED STRESS

About four months ago, The Humane Society of the United States (HSUS) made contact with researchers in the department of Psychology at Bowling Green State University in Ohio, to bring their attention to an issue of great importance to us all, euthanasia-related stress. A common area of research in Industrial and Organizational Psychology revolves around workplace stress. However, there has been little investigation on euthanasia-related influences on employee well-being. As a result of this contact, a team of researchers led by Dr. Steven Rogelberg, from BGSU's nationally recognized Industrial and Organizational Psychology program (rated #3 in the nation in *U.S. News and World Report*), embarked on a study that began at the HSUS Animal Care EXPO this March.

Their first objective is to better understand what individual and organizational variables influence animal-shelter workers' susceptibility and adaptability to euthanasia-related stress. In essence, they would like to understand attitudes toward and the effects of animal euthanasia on employee well-being. Although HSUS completely supports this important research effort, the researchers are acting independently. They are not part of HSUS or any Advocacy Group. BGSU researchers were at EXPO collecting preliminary data on this subject as it relates to animal shelter workers and people who deal with animal euthanasia issues. Some of you who attended EXPO may have completed the team's survey. If you are interested in participating or hearing about future research opportunities on this topic, please contact Dr. Steven Rogelberg at Bowling Green State University, Department of Psychology, Bowling Green, Ohio 43403. His phone number is (419) 372-6940 and e-mail: rogelbe@bgnet.bgsu.edu.

The mission of SAWA is the promotion of humane ideals and a professional approach to management of private or governmental animal welfare and control agencies.



ILLINOIS HERE WE COME!

We're going to be in the hometown of the American Veterinary Medical Association and many SAWA members are involved with programs involving their community veterinarians. Some members supervise staff veterinarians and others are interested in the future training or role of veterinarians. So we're planning an exciting and informative two-day conference featuring such topics, speakers or debate about: veterinarians and animal shelters; animal behavior; turning survey information into policy and then programs; managing change; plus the SAWA Roundtable, evening reception and a dinner in downtown Chicago!

- **Dates:** October 7-9, 2001
- **Location:** Radisson Hotel, Schaumburg, IL
(800) 333-3333 or
(847) 397-1500
- **Registration:** \$125 members/
\$150 nonmembers
- **Deadline:** Make your hotel reservations by **9/13/01** for the special \$89.00 room rate!

Watch for your conference registration to be in the mail soon! Questions? Contact SAWA at administration@acemgmt.com or (303) 758-9611.

WELCOME NEW MEMBERS!

Please join the board of directors in welcoming the following people to SAWA:

- Executive Level:** Gene Baierschmidt, Sara Davison, Michele Reese, Kathy Wright Warnick, Kathy Vos
- Manager Level:** Kim Davis
- Associate Level:** Rebecca Crane, Robert Yegge
- Business Level:** David Loftus

Any applications received after February 5, 2001 will be reviewed at the July Board meeting.

WHAT YOU MAY HAVE MISSED IN VEGAS . . .

Realizing that many SAWA members were unable to attend the Spring Conference held last February in Las Vegas, we thought it would be helpful to give you some of the highlights from the conference. Of the 100 attendees, many felt the two day conference was valuable.

We learned from the first speaker that **shelter evaluations of canine temperament** are not all scientifically proven to be accurate or appropriate. Dr. Emily Weiss, a behavioral consultant for the Kansas Humane Society of Wichita, presented her findings and raised thoughtful questions regarding why and how we may be evaluating dogs in our adoption programs. She developed a scientifically validated canine temperament test, teaches college courses in Learning Theory and Human-Animal Interactions and is a past consultant with the Delta Society.

Through her work with Kansas Humane, she found that a sound sensitivity test is a good indicator of behavior and the “pinch test” is a good indicator of submission or dominance. She suggests before an agency involves staffing or volunteers in a temperament testing program, first answer these key questions:

- What is your goal and the time available for testing?
- What is your current application process like?
- What are your adoption procedures and how are dogs chosen for placement now?
- What kind of education or training programs do you provide or can you provide?

Our speaker on “**promoting positive employee relations**” was Andrea Basile Terrillion, a Labor and Employment Law attorney, consultant and Associate Director of the Management Programs at Cornell University in New York. She reminded us about the significance of employee relations, how frontline supervisors

can make or break your organization and the critical need for communication (expectations and consequences; verbal and written). She discussed selection, orientating and training of supervisors or managers. Her presentation concluded with the “ten steps to management success” of which number 10 is “feedback is not a dirty word!” Ms. Terrillion pointed out that numbers one and two are: “a manager is a manager 24 hours a day, 7 days a week, 265 days a year” and “the buck stops here, with you.”

The panel on **volunteer coordination** introduced two different models, or approaches, to how agencies view their volunteer management staff. If you are moving away from the paid staff person being a volunteer coordinator to more of a manager, did you know that you are implementing the “human resource model” in your organization? A helpful tool was handed out, titled, “Assess Your Organization’s Readiness to Implement a Human Resource Model”. This handout has 17 questions that you and the person(s) who is responsible for overseeing your unpaid employees can go through together. *(For a copy of this handout, contact SAWA’s management office)*

Additionally, speakers from Grant Thornton described the different **compensation issues** and offerings that are available to non-profits. They advised us to develop a “pay philosophy” and reviewed the benefits to retaining a third party to assist in determining your agency’s compensation packages and maintaining competitiveness in the market place.

Finally, the ever-popular **roundtable discussion** *(where attendees can raise issues of concern or ask the others in attendance for advice or reaction)* involved questions about changing titles of executive directors to presidents and CEO’s of humane societies; supervising veterinarians; naming opportunities given to donors; handling exotic animals; the merits (or demerits) of offering lifetime pet licenses and opening up your evaluation process to feedback from other staff, employee, or volunteers.

So, see what you missed? Please be sure to attend the fall conference this October!

LEGISLATION UPDATES

Colorado: The Governor signed three bills into law regarding animal welfare. HB 01-1069 requires owners of animals seized for animal fighting must post bond for the care of their animals and it allows the Colorado courts to order relinquishment of animals owned by people convicted of animal cruelty. SB 01-131 can shorten the time a stray animal is held and defines a feline hobby breeder. HB 01-1337 creates a voluntary contribution line on the Colorado State Income tax form for the purpose of supporting spay/neuter of pets.

Washington: Several bills were introduced and only three passed, including one that validates trusts for the benefit of non-human animals.

California: A bill, AB1336, was introduced calling for the spay or neuter of all pet store dogs and cats before sale. AB1336 supporters set up a website in order to encourage passage and to curtail unplanned animal breeding, www.spayneuterbill.com.

Your Board of Directors, 2001:

Jim Tedford, **SAWA President** & Executive Director, Humane Society at Lollypop Farm
Patti Mercer, **SAWA Vice President** & Executive Director, Houston SPCA
Jane McCall, **SAWA Secretary** & Executive Director, Dubuque Humane Society
John Nagy, **SAWA Treasurer** & Director of Administrative Services, Dumb Friends League
Christopher Agostino, (*Membership & Surveys*) Executive Director, Humane Society of Broward County
Bill Garrett, (*Issues*) Executive Director, Atlanta Humane Society
Marilyn Haggerty-Blohm, (*Conference Planning*) Executive Director, Center of Animal Care & Control
Nancy McKenney, (*Conference Planning, Flash Editor & Past President*) Executive Director, Humane Society for Seattle/King County
Mike Petersdorf, (*Membership & Surveys and DO's Conference*) Director of Operations, Animal Humane Society
Marsha Spring, (*Sponsorships*) Executive Director, Humane Society of Indianapolis
Gary Tiscornia, (*Strategic Planning*) Executive Director, SPCA of Monterey County
James Weverka, (*Issues*) Director, Lincoln Animal Control



HEARD IT THROUGH THE GRAPEVINE . . .

That **Chuck Granoski** (Past President of The Humane Society for Tacoma and Pierce County and the American Humane Association) recently "retired" off the Humane Society's Board of Directors and was roasted during their humane society's annual meeting.

That **Carol Moulton** has joined the staff of PETsMART Charities as Manager of Charitable Giving. Carol was formerly the Director of AHA's Animal Protection Division.

That **Lynn Anderson**, DVM, MSW was appointed earlier this year as Director of Animal Protection Services at the American Humane Association (AHA). Dr. Anderson leads AHA's animal welfare and protection projects and programs.

That **Roberta Troughton** (CEO of the Monadnock Humane Society in West Swanzee, New Hampshire), resigned from her position after eight years. She also served on the New England Federation of Humane Societies, including several terms as president. We all wish Bert the very best and thank her for all of her efforts.

That the **Nebraska Humane Society**, which does animal control for the City of Omaha, has taken on contracts for a neighboring county and four other municipalities. This will necessitate the construction of a second shelter in the City of Papillion, Nebraska.

That the **former Denver Dumb Friends League** has changed its name to the Dumb Friends League. And they are planning to break ground on their new animal shelter in Douglas County in August. This will be the first animal shelter for this County!

Help Wanted:

(Due to publication deadlines, any interested applicants should verify that the positions listed below are still open)

Executive Director: Immediate opening. Florida based non-profit wildlife rescue and rehabilitation center seeks experienced Executive Director to oversee entire operations of the center. Must have successful management record, preferably in an animal welfare organization; must be able to demonstrate successful fund-raising activities and work closely with volunteer Board of Directors. Bachelor's degree in management or similar courses, or equivalent work experience and minimum of five years management experience in a similar environment required. Please send resume with cover letter and salary history to Shane Austin and Associates, Inc., 8212 SW 14th Court, North Lauderdale, FL 33068 or Steed4660@bigplanet.com.

ASKING AROUND

By Christie Smith, SAWA Member

Recently I sent an email to a group of friends to inquire about organizational policies for listing, endorsing, and recommending various animal services in their communities. My informal survey raised more questions than it provided guidance. Some of the comments and responses from other SAWA members included:

- We don't have any set policy on who can put place brochures or promotional materials in our lobby. Basically, nobody can place things out there unless they have previously obtained permission. Or, "we don't recommend individual services or products."
- As far as groomers, vets, boarding facilities, pet sitters, etc., it's really a case-by-case basis.
- We allow people to post animal ads (primarily free to a good home) but we've been talking about how we might want to change this.
- We have an obedience/behaviorist referral sheet that uses the AHA suggestions as to how to find one and we list more than one (including our website and obedience classes) under each category.
- We make it as clear as we can that we do not endorse specific products nor do we give specific referrals; we don't want to appear to promote anything we are unsure of.
- One rule is that it can't directly ask for money.
- We have let sponsors exhibit in the building and place pamphlets around, but only if they have products in which we believe.

Almost everyone said their shelter had very little counter or wall space to display information, and this, as much as anything, controlled how information was made available. Limited space rather than good policies appears to dictate how we function.

In my agency, we found the easiest way to handle this sensitive topic was to develop a handout that lists all boarding kennels or trainers or groomers, and include some tips on how to make an appropriate choice. There is a disclaimer that says the Potter League doesn't endorse any particular business, and we try to provide general guidance to help the owner make a good decision. This worked well until we ended up with a variety of business cards and brochures in the lobby that implied we endorsed various animal businesses and that could be picked up without our tips on making a good selection. So we were not being as thorough and well organized as we thought.

One colleague thought most people had really restrictive policies. "Cause related marketing 101 says 'For-profits pay for access to your constituents and good name' and fundraising 101 says, don't let another nonprofit raise \$\$\$ off your back," he said. "I am curious as to how many of us so-called "smart folks were just not watching the store." The verdict from my email question is that most of us need to formalize our policy and approval process for endorsing/recommending animal services.

One helpful idea was to add this topic to the SAWA Roundtable at the conference in October. I hope you will join in on our conversation in Chicago.

DIRECTORY AVAILABLE

Part of SAWA's membership benefits is the annual Resource Directory. This is a survey conducted each year with the assistance of MBS Associates, in order to compile important facts and figures about the agencies represented in SAWA. This is a valuable tool when comparing programs and services. "I have used this network opportunity to discuss fee structures for animal control, veterinary clinic services and compare staff levels," says Jan McHugh, from The Humane Society of Boulder Valley, Colorado.

The survey begins with a SAWA committee reviewing the questions and format. Then the surveys are sent out by SAWA to every member. Those who participate receive a free copy of the report.

Julie Morris comments that "the ASPCA National Shelter Outreach department gets a fair amount of calls from shelters regarding amount of animals handled and staffing ratio, questions about programs, etc., and I use the Resource Directory frequently."

If you would like a copy but did not participate, the price is \$150.00. Non-SAWA members may also purchase a copy for this price.

Get Your 2002 Calendars Out!



Many of our members have requested that we combine one of our conferences with another national organization to reduce the number of trips (and related expenses) each year. We heard you loud and clear! SAWA will be partnering with The Humane Society of the United States by sponsoring an upper-level management track as part of Animal Care Expo 2002 in Miami Beach, Florida. SAWA will incorporate the business meeting and regular social events into the schedule. Watch for details from both SAWA and HSUS.

SURVEY RECEIVES PRAISE

Every other year SAWA conducts a special salary survey of its membership. The survey is conducted confidentially through Mountain State Employers. It is the only one that has been done on a regular basis within our field of animal care and control.

The survey asks SAWA members to review their agency's staffing and include salary ranges that best match the positions listed. In addition, the survey asks about employee benefits.

"The SAWA Salary Survey provided a professional review of the diversity of skills and salaries in the animal welfare field and enabled me to negotiate a substantial adjustment to the baseline salaries paid for by our municipal contract," reviews Marilyn Haggerty-Blohm of the Center of Animal Care and Control, NY.

Steve Pierce of The Humane Society for Tacoma and Pierce County, WA, reports that they "participate in the survey because the information contained in the final report is the best available for setting and determining high level administrative staff salaries. The board finds the information invaluable for setting and justifying the Executive Director's salary."

Another Pacific Northwest executive, Sharon Harmon (Oregon Humane Society), sums it up the best: "It is one of the most dog eared publications on my bookshelf. It's more than just salaries; there are benefit comparisons and position descriptions that help in so many different ways. During budget crafting time, I sleep with it under my pillow!"

The 2000 Survey has been completed and was distributed to the participants in April, 2001. If you did not have your organization represented in the survey, or are not a current member of SAWA, you can still purchase a copy of the most recent survey for \$150.00.

To order the directory and/or salary survey, please contact SAWA at ACE Management, 6000 East Evans, Suite #3-205, Denver, CO 80222 (and indicate which one you want to order).

WHY EXECUTIVES MAY FAIL

from Dr. Mary Stewart Hall, Seattle University's Center for Nonprofit & Social Enterprise Management

The most common reason that individuals in executive-type positions fail is their "inability to relate to people in meaningful ways," according to new research by Craig Chappelow and Jean Brittain Leslie of the Center for Creative Leadership. They reported on a seven-year study of both men and women executives to identify which factors were key to executives that either furthered or derailed their careers.

Eleven interpersonal skills were found in those who were successful: good listener, available to others, collaborative, shares responsibility, non-authoritarian, teamwork oriented, supportive of others' ideas, honest, trustworthy, straightforward and ethical. The eleven interpersonal behaviors most commonly cited as the cause of "derailed" careers were: insensitive, competitive with others, self-isolating, dictatorial, overly critical, over demanding, easily angered, arrogant, emotionally explosive, manipulative and aloof. The research was published in Leadership In Action (Jan/Feb 2001), a newsletter available for \$99.00 from Jossey-Bass, www.Josseybass.com.



Do you know someone who would benefit from joining SAWA? Let us know! Members receive a discounted conference registration fee and more!

A KNIGHT IN SHINING SCRUBS

by Edward Powers, SAWA Regional Reporter

Dr. James Knight, mobile clinic veterinarian for the Animal Rescue League, was conducting free low-cost spay/neuter surgeries for pets in a Boston neighborhood one evening. The van was located at the neighborhood police station. At about 11:30 PM, a well known member (to the Boston Police Department) of a local youth group drove himself to the police station. He arrived at the station with five openings in his abdominal and chest cavities. This individual had been two blocks away when he received five rounds of lead from a rival gang member. One of Boston's finest sergeants went on board the mobile vet clinic and asked Dr. Knight if he could lend assistance until the paramedics could respond. This turned out to be the victim's lucky day as Dr. Knight was also a medic in the army. The police and paramedics credit Dr. Knight's care with having saved the life of this young man. Earlier this year the Boston Police presented Dr. Knight with their neighborhood hero award for his lifesaving actions. All in a day's work for Dr. Knight, although he does deny the rumor that this individual was also neutered.

SPONSORS MAKE IT HAPPEN

by Marsha Spring, SAWA Board Member

SAWA conferences are known for their quality speakers, timely topics, networking and just plain fun. This kind of quality is possible only through hard work and the generosity of our sponsors. Twenty-two dedicated sponsors provided more than \$30,000 to bring to you what you have come to expect as a SAWA member. They believe in the value of our organization and we own them our gratitude. Please let the following sponsors know you appreciate their support:

American Humane Association; Animal Rescue League of Boston; American Society for the Prevention of Cruelty to Animals; Atlanta Humane Society; Grizzard Communications Group; Help Animals Network; Humane Society of Broward County; Humane Society of Indianapolis; Humane Society of Lollypop Farm; Humane Society of the United States; IAMS Company; Kendall Company; MBS Associates; Massachusetts Society for Prevention of Cruelty to Animals; Newport Creative Communications; Petfinder.com; PETSMART Charities, Inc.; Pfizer Animal Health; Ralston Purina Company; Saloman Smith Barney; Schering-Plough Animal Health; Vortech Pharmaceuticals.

Most of the sponsors listed above will be with us again. However, if any of you have suggestions or contacts with Chicago-area companies or organizations that might be interested in supporting our organization and conference, please let me know. It is best to reach Marsha by phone at (317) 875-6888.

On behalf of SAWA, thanks to everyone whose valuable time, effort and resources gave our attendees such a great conference in Las Vegas.



Society of Animal Welfare Administrators

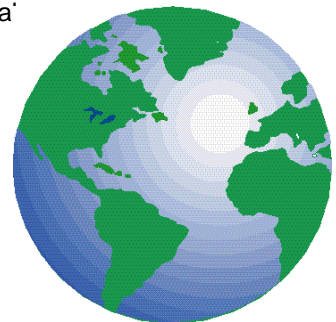
The SAWA Flash
Nancy B. McKenney, Editor
6000 East Evans, Suite #3-205
Denver, CO 80222



KEN NIXON HONORED

During the Spring Conference in Las Vegas, Ken Nixon was honored for his many years of service, his numerous shelters built and his friendship to many SAWA members. This surprise and touching presentation was given during the SAWA Business Meeting by Bob Rhode, Dennis White, Glenn Summerlin and Jim Tedford. Ken retired from the Spartanburg Humane Society this Spring, nine years after he and his wife, Mary Jane, moved to Spartanburg. Ken has been an active member of the South Carolina Animal Care and Control Association for the last eight years. His friends spoke about the

different positions Ken has held (in Illinois, Colorado, Iowa and South Carolina) and how his leadership and friendship has helped so many organizations, not to mention how many thousands, if not hundreds of thousands of animals he has helped in working twenty three years in animal welfare. Congratulations on your well deserved retirement Ken and enjoy the extra time you now have with your family!



MEMBERS ON THE MOVE?

If you, or another SAWA member you know, is moving or changing positions, please contact SAWA's office for a Change of Address form. This will help us keep in touch with you and save the association time and money. Remember, SAWA memberships are not transferrable and we have various membership levels depending on your position. If you have any questions about the SAWA mailings or to update our records, please contact SAWA's management firm by calling us at (303) 758-9611 or by fax at (303) 758-9616.