



Recommendations: Pay Satisfaction

One of the most consistent concerns with shelter staff is their pay. Although budgeting restrictions can often inhibit pay increases, there are other ways to help staff members feel more satisfied with pay, even when increasing wages is not a fiscally viable option. Try these best practices to address concerns with employee pay satisfaction:

Best Practices

1) Compare Local and Regional Salaries

Seek out local and regional salary surveys to compare your shelter's level of pay to other shelters and similar organizations. If your shelter is a member of [SAWA](#), use SAWA's salary survey to compare your shelter's pay grades. If your salaries are superior or comparable to other organizations, share that with employees. If your salaries are less-than-competitive, consider how you can make up the difference, such as using the below suggestions:

- Even if budget restrictions do not allow all of your staff to receive bonuses or increases, identify your top talent and offer a small pay increase to show that their hard work does not go unnoticed.
- Alternatively, you could provide additional paid-time-off to reward your employees.

Ultimately, you **need** to target paying your employees at the median rate for similar organizations. Changes to pay across the shelter need not happen overnight; however, creating a plan and making it clear to employees that the organization is working to address concerns around pay should help alleviate dissatisfaction around pay.

2) Recognition Programs

Employee recognition programs can address issues with satisfaction with pay:

- Institute an employee of the month program. Recognition could include a small plaque, a photo and small celebratory article in a visible place, or a special parking space. Other benefits could include a small gift like a branded coffee mug, piece of apparel, small gift card, etc.
- Develop a "service recognition" program. Employees can nominate other employees for "going above and beyond" or otherwise being helpful. Nominated employees should be recognized during meetings and can be rewarded with extra break time or other small gifts.

- Include team-based rewards as well! Reward teams that meet departmental goals (or that perform the best) each month with a lunch party, social hour, bonus paid-time-off or other group-based reward. Keep in mind that the goals for each department should be set so that every department has a chance to receive recognition.

3) Seek Examples

Check out concrete examples of solutions from shelters like yours. The Kentucky Humane Society has examples of benefits that can supplement perceived low pay grades. They offer **employee discounts** (see **Appendix A** below) on adoptions, pet training and boarding, and vet services. Additionally, they host **wellness initiatives and programs** (see **Appendix B** below for an example) to encourage healthy habits with their staff members.

Conclusion & Additional Resources

Improving employee pay satisfaction in shelters can help avoid employee turnover and dissatisfaction. Try out some of these tips to help improve pay satisfaction at your shelter. For more tips, look into the following resources:

- ***Better Pay and Benefits Loom Large in Job Satisfaction:***
<https://www.shrm.org/resourcesandtools/hr-topics/compensation/pages/pay-benefits-satisfaction.aspx>
- ***How To Increase Satisfaction With Pay (Without Increasing Pay):***
<https://www.forbes.com/sites/joefolkman/2017/06/08/how-to-increase-satisfaction-with-pay-without-increasing-pay/#5fd0f32829d0>

Appendix A



EMPLOYEE DISCOUNTS

(*all employees eligible at 90 days of employment)

ADOPTIONS

One free adoption and microchip every three years of service for an adoptable animal up to \$165. Employees are responsible for the county license fee if applicable.

Please contact the Adoptions Department at xxx-xxxx for approval and additional charges if applicable.

BEHAVIOR TRAINING

50% off all behavior training classes. Employees must be on stand-by and the class cannot be full with paid participants. The Helpline Coordinator will notify you 48 hours prior to the first date of the class if a spot is available.

Please contact our Helpline Coordinator xxx-xxxx.

EDUCATION

30% off camps

20% off birthday parties

Children must be living in employee's home

Please contact our Education Manager at xxx-xxxx.

FEEDERS SUPPLY

Shelter Services employees that work at a Feeders Supply store receive a 10% discount on purchases at the Feeders store where they work.

Discount available during assigned workday hours only and for employee's personal pet(s) living in their household.

PET RESORTS

40% off Grooming

50% off boarding, activities and daycare

Full-time Resort employees receive free boarding based on yrs of service

Resort staff can bring their dog to doggie daycare if working a daycare shift and can use bathing facilities if they bathe the pets themselves.

Please contact Pet Resort A xxx-xxxx or Pet Resort B xxx-xxxx.

VET SERVICES

A significant discount is offered for services such as spay/neuter, microchipping, vaccinations and preventives such as flea and heartworm. The dog or cat must be living in employee's home. Services are by appointment only.

Please contact the SNIP Clinic xxx-xxxx or the Vet Services Department at the Main Campus xxx-xxxx for pricing and appointments.

Appendix B



Healthy Holiday Hustle

Presented by KHS Health & Wellness Team

We are so excited you are joining the Healthy Holiday Hustle Challenge! The overall goal of the challenge is to motivate each other to move in an effort to lead healthier, active lifestyles. It is that simple and the Health & Wellness Team are here to support you through this journey.

This is a 3 part challenge, starting November 10th. You were lucky enough to win one of the eight spots available for Leg 1. Now you have to work to keep it! Don't worry we will help you.

- Leg One-The Turkey Trot: November 10-26
- Leg Two-Shopping Shuffle: November 28-December 23rd
- Leg Three-The New Year's Fit-olution: January 1-31

Participant Instructions and Requirements:

- Only active employees can participate in the Challenge and win prizes.
- Employee must attend kick-off meeting or meet with Challenge Coordinators separately if work schedule conflicts.
Meeting Date: Friday, November 7th at 12:30pm-East Campus Conference Room
- Fitbit Flex wristbands are KHS property and will be loaned to employees to use for the challenge. They must be returned at the end of a leg, unless otherwise directed by Challenge Coordinators.
- Employee must meet a minimum step threshold to remain in the challenge and be eligible for prizes.

What are the step thresholds? The minimum steps required will slowly increase through each leg of the challenge. Leg One will ease you into the challenge and require a mere 5,000 average steps per day (2.5 miles) to remain in the challenge. Leg Two ups the challenge and requires 7,000 average steps per day (3.5 miles). The final Leg of the challenge require 10,000 average steps per day (5 miles) to be included for weekly prizing. If you don't meet requirements for each leg, unfortunately the Fitbit Flex must be returned. Employees that hit their minimum steps through all 3 legs get to keep their Fitbit!

How will my data be used? By participating in this challenge, you grant KHS the right to receive your data from Fitbit for the purposes of ranking your steps. No individualized data from your Fitbit or activity tracker will be sent from KHS to KHS employees other than information regarding your steps. However, this data may be published in leaderboards that will be viewable by the company and other participants during this challenge. This challenge is completely voluntary; whether you participate is entirely your own choice.

What is the Leaderboard? Each challenge participant will be asked via email to join a KHS Fitbit group. Participants can view group member's steps, distance, and active minutes. The leaderboard will also help us communicate with each other. Discussions, pictures, recipes etc. can be posted here.

How are prizes awarded? Each week, the lead employee (most average daily steps) will be entered into a drawing for a prize awarded at a later date. Employees who meet step goals throughout the leg they sign up for will receive an award. The Health & Wellness Team will select participants for other challenges as they deem appropriate.

If you have questions or concerns, please contact the Challenge Coordinator Contact Name email@shelter.org or ext xxxx.

Let's get moving!
KHS Health & Wellness Team

Tips to Increase Number of Steps

At Work:

- Park further away from the door.
- Conduct walking meetings. The endorphins will help you think!
- Meet in-person with co-workers rather than calling on the phone.
- When making a phone call, stand up and pace around as you talk.

At Home/Out and About:

- Hide the TV remote and walk to the TV to change channels.
- During TV commercials, get up and walk around the house.
- When running errands, park in a central location and walk to your store destinations.
- Return the shopping cart all the way into the store after grocery shopping.
- Skip the drive thru window - park and walk into the bank or fast food stop instead.
- If you take your kids to sports or activities, dedicate 10-20 minutes of that time to walk around after dropping them off or when you arrive early to pick them up.
- When talking on the phone, walk around your house.

Family/Friends:

- Form a neighborhood walking group and walk together in the mornings or after work.
- Make a family habit of taking a 10-20 minute walk after dinner together, or first thing in the morning.
- Visit local parks and enjoy the trails. Set a goal to visit them all in the next couple of months.
- Walk the dog. If you don't have a dog, ask to walk a neighbor's dog. I'm sure your neighbor will be grateful!
- Dance with your children, significant other, and/or friends.
- Window shop or shop till you drop at the mall!

Awards & Recognition

- Each week winner gets entered into a drawing
- Leg Winner receives prize and recognition
- Everyone who meets step goals throughout leg, receives prize
- Wellness Warrior Award for participants that motivate group?
- Employee Newsletter
- Email blast to participants

Prize Ideas

- Water bottle

- Headphones
- Gym Bags
- Aria Scale (\$129)
- Ipod
- Jump Rope
- Safety Items-lights, Id bracelet (gosport \$16.95)
- Lunch bags
- Massage
- Entry to local race
- Gift Cards-Sporting Goods
- 2 hour seated massage
- 1 year family membership to Blairwood