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Last Updated 6/2012
Dear Friend of The Anti-Cruelty Society,

Thank you for choosing to volunteer your time to help the animals of The Anti-Cruelty Society. Your generosity and dedication make a significant difference to our organization and, more importantly, to the dogs and cats in our care.

Last year, The Anti-Cruelty Society came to the assistance of approximately 32,000 animals through various programs and initiatives. These include the animal shelter, our high volume adoption center, veterinary services including a low cost spay/neuter program, cruelty complaint investigation, animal rescue, and animal behavior and training programs. Clearly, these would not be possible without the participation of hundreds of animal lovers like you, who selflessly donated over 32,600 hours in 2010 to help the animals in our care.

You are joining us at a very exciting time, when your assistance is particularly critical to creating a brighter future for our animal companions. Since The Anti-Cruelty Society is committed to finding homes for all adoptable animals that come to us, we are further turning our attention to assist pets that are not yet adoptable through our rehabilitation centers. Just imagine how many additional animals can be rehabilitated and placed in loving homes with your help!

Equally exciting, The Anti-Cruelty Society is performing record numbers of spay/neuter operations, with over 13,000 surgical procedures projected for the coming year. Conducted in the home of Chicago’s oldest and largest low-cost spay/neuter clinic, this amazing number of sterilizations prevents the birth of tens of thousands of kittens and puppies for whom there are just not enough loving homes.

Whether you are helping with adoptions, in the veterinary clinic, with special events, in the office, or by opening your heart and home as a foster parent, you can take great pleasure in knowing that you are making a difference in the lives of the animals at The Anti-Cruelty Society.

We hope that your volunteer experience with us is as rewarding to you as it is to the animals for which you will care. Without the help of each and every one of you, our work assisting animals would not be possible.

Thank you!

Robyn Barbiers, D.V.M
President

Lydia Krupinski
Manager of Volunteer Services
The Anti-Cruelty Society, SPCA of Illinois (Society for the Prevention of Cruelty to Animals) is Chicago’s oldest and largest animal shelter and veterinary clinic. As a volunteer, the time and effort you contribute in all areas including the shelter, clinic, and special events is vital to ensuring our continuing success and commitment to caring for companion animals.

Our Mission: Building a community of caring by helping pets and educating people.

To achieve this mission, our goals are:
- To prevent cruelty, abuse, and neglect to animals.
- To shelter lost, abandoned, and unwanted animals.
- To place adoptable dogs and cats into good homes in the community.
- To educate the public about responsible animal ownership.
- To prevent the birth of unwanted animals.
- To humanely euthanize animals who are not adoptable due to their health or temperament.
- To provide veterinary care to shelter animals and to offer low-cost spaying and neutering of pets for the community.
- To offer low-cost veterinary care to qualifying individuals in our community.
- To rescue animals that are abused, neglected, abandoned, or mistreated and who are in danger of being hurt or hurting other animals or people.

History of The Anti-Cruelty Society

On the evening of January 19, 1899, a freezing Chicago wind battered the home of Rose Faye Thomas, wife of Chicago Symphony Orchestra founder Theodore Thomas. Thousands of animals huddled in the icy streets without food and shelter and countless numbers of work horses lingered between life and death from overwork and poor treatment. No organization existed at that time to provide for their needs, and Mrs. Thomas knew something had to be done. She called a meeting that night and all in attendance agreed that a new, independent organization should be formed to relieve the plight of Chicago’s homeless and abused animals.

The Anti-Cruelty Society developed largely through the support of these first officers who generously gave their time, energy, and financial aid. As The Society grew so did the need for space, and in 1904 a shelter for the animals was established at 90 North LaSalle Street.

In 1906, The Anti-Cruelty Society was incorporated and chartered. Mrs. Thomas was duly elected president at the first annual meeting. In 1916, the "Charity Clinic" was established in the shelter to care for animals of indigent Chicagoans.

The Society reached out to help the city's work horses, which were often beaten and literally worked to death. Watering troughs were maintained throughout the area to ease their thirst; a South Side rest farm
for sick and exhausted horses was established; extra feed and warm blankets were distributed during the winter; and a horse named Beauty and her attendant were posted at the Rush Street Bridge to help heavily loaded horses up the steep incline over the Chicago River. In addition to caring for work horses, The Anti-Cruelty Society also fought to stop the inhumane treatment of animals in the Chicago slaughterhouses as well as provide a shelter for homeless cats and dogs.

The shelter facilities continued to grow and the headquarters were relocated to 155 West Grand Avenue. Later purchased by The Society, this simple frame building housed the Society for 25 years until the completion of the structure at 157 West Grand Avenue in 1936. An addition to this structure was completed in 1954 and named The Hulbert Memorial Annex, which provided additional kennel capacity for dogs and cats, a waiting room for clinic patients, and increased space for the clinic and educational activities.

Shelter Evolution - Making Room for the Animals
The Anti-Cruelty Society has changed over the years to meet the needs of the community. Our commitment to the welfare of animals remains the same and our legacy of humanity and education will continue to benefit future generations. Some of the changes The Society has undergone through the years include:

1980: Large windowed building facing LaSalle Street was constructed, providing:
- Additional kennel space.
- Extension of ambulance services.
- Additional isolation space for sick animals.

1990: An extensive renovation of the clinic area provided:
- Increased capacity for surgical patients and outpatients.

1995: Dog Adoption room, clinic, and second floor offices renovated:
- Removal of old, small cages and replaced with larger, easier to clean runs providing more space for the dogs.
- Additional treatment, recovery, and surgical space.
- Modernized and remodeled the second floor offices.

1996: Receiving and Cat Adoption room renovation:
- Receiving area was reconstructed and modernized.
- Cat adoption room renovated to provide additional cages and updated facilities.

2001: Official opening of the Education and Training Center at 169 W. Grand Avenue, which includes:
- 3 level parking garage
- School of Dog Training Facility
- Mullane Auditorium

2004: Bruckner Rehabilitation Center opens
- A four ward rehabilitation center within the full-service clinic.
- 140 new kennels allows for the care of approximately 1000 additional animals annually.
- The Bruckner Center allows our veterinarians, vet technicians, and volunteers to care for
Volunteer Handbook

animals brought to The Society with various illnesses and injuries, such as:
  o Cats with upper respiratory infections and other illnesses.
  o Dogs with kennel cough and other treatable ailments.
  o Care and medical supervision of injuries.
  o Newborn and underage kittens and puppies requiring time to grow and mature.

2008: Virginia Butts Berger Cat Clinic opens
   ● A three ward rehabilitation center for cats infected with upper respiratory infection.
   ● 100 new kennels allowing for the treatment of countless felines.

2008: Charlotte’s Cat Corner opens
   ● Two separate cageless cat adoption rooms located in the front shelter lobby.
   ● Allows for additional adoption space of up to 15 cats.

2010 - 2011
   ● Exterior building renovations which include the North and East facing shelter walls
   ● Construction of additional Director and Manager Office Wing
   ● Renovation and expansion of our Dog Rehabilitation Wing
   ● Renovation and expansion of our Volunteer Offices

Funding
The Anti-Cruelty Society receives no state or federal funding and instead thrives by the following means:

Contributions:
● Adoption fees, animal relinquishment, merchandise sales.
● The shelter "trough" and donation boxes at special events.
● On behalf of loved ones (honor/memory).
● Corporate and foundation grants.
● Direct mail campaign.

Clinic:
● Low-income client fees.
● Spay/neuter clinic fees.
● Unemployed Program clinic fees

Bequest Income:
Individuals who leave money in their wills or through planned gifts.

Investment Income:
Funds invested and managed by an outside financial firm.

Special Events:
Bark in the Park and It’s Raining Cat & Dogs and other adoption and community events.
In-Kind Gifts:
Donations such as towels, toys, food, office supplies are gladly accepted. Please visit our web site, www.anticruelty.org to view our current wish list.

COMPANION ANIMALS

The Anti-Cruelty Society believes that since companion animals provide people with joy, recognized health benefits, friendship, and are completely dependent on human care, all members of the household should carefully and in full agreement decide to adopt an animal. Ownership carries the responsibility of meeting the physical and social needs of the animal including food, shelter, safety, veterinary care, and companionship. We strongly encourage the identification of all pets through collars with tags and recommend permanent identification methods (i.e. microchips). The owner should be familiar with and follow the existing laws relating to animals such as licensing, leash regulation, rabies vaccination, and waste disposal. All animals should be under proper restraint or control at all times. We discourage the subjection of animals to cosmetic surgery, such as tail-docking and de-clawing, which are unrelated to their health and well-being.

SERVICE ANIMALS

The Anti-Cruelty Society recognizes that certain companion animals can assist special-needs individuals lead more independent lives by helping to perform everyday tasks which would otherwise be difficult or impossible for these individuals. Service animals have been shown to greatly assist people who have physical, visual, or hearing limitations. We feel it is important that during training, and subsequent placement, the service animal's physical, medical, and behavioral needs are always considered and humanely met. We support the use of positive reinforcement training for the teaching of tasks to service animals.

EDUCATION AND TRAINING

The Anti-Cruelty Society is deeply committed to humane education programs, especially in the primary and secondary schools. Such training should be an integral part of study programs.

We support zoos which encourage education and an interest in animals. Sanitary conditions and adequate habitats must be provided. We encourage all captive animal facilities to achieve and maintain national accreditation standards.
Dog training allows animal owners to learn about the behavior of their pet and how to positively affect changes. We recommend basic obedience training based on positive reinforcement rather than on punishment.

**Spay/Neuter**  
The Anti-Cruelty Society believes spaying and neutering are the most effective ways of overcoming the companion animal overpopulation crisis. Mandatory spay/neuter procedures prior to adoption are supported within The Society and in cooperation with the State of Illinois, other humane societies, and veterinarians. We support early-age (pre-pubertal) sterilizations.

**Euthanasia**  
The Anti-Cruelty Society remains an open-admissions shelter and we accept all animals that we are legally permitted to hold. While The Anti-Cruelty Society energetically promotes the adoption of shelter residents, we believe not all animals are adoptable due to health status, age, or dangerous behavior. Therefore, The Anti-Cruelty Society may administer euthanasia in accordance with an owner's wish or to prevent further animal suffering. The Anti-Cruelty Society strongly supports the use of the most humane methods available for the intended species. Euthanasia by injection, attended to by trained personnel, is currently recommended for all companion animals and is the only method used by The Anti-Cruelty Society.

*Note that animals are not euthanized for spatial reasons and there is no time limit in which an animal must be adopted.*

**Pound Seizure**  
The Anti-Cruelty Society deplores the requisition of unwanted animals from pounds and shelters for experimental purposes. The availability of animals at a cheap rate for experimentation merely encourages waste of life. We believe the use of pound and shelter animals corrupts the meaning of shelter. We actively oppose legislation permitting these activities.

**Animal Research**  
The Anti-Cruelty Society believes the use of animals for research should be permitted only when there are no known feasible alternatives. Research should be limited to the smallest number of animals of the most suitable species, maintained in sanitary conditions and cared for in a humane manner.

**Animals for Sport and Entertainment**  
The Anti-Cruelty Society supports efforts to assure that animals used for entertainment purposes are not depicted in a brutal manner or treated inhumanely. Live animals should not be used as prizes or premiums. The Society remains a strong opponent of all forms of animal fighting, and we support law enforcement and prosecutorial activities intended to reduce this wide-spread inhumane practice.
Carriage horse operations, horse racing, and circuses should be conducted in a humane manner and should be inspected by the appropriate authorities to ensure humane care and public safety.

Rodeo events, because of procedures and equipment exposing rodeo animals to cruel treatment and the likelihood of injury, are opposed by The Anti-Cruelty Society. The Anti-Cruelty Society opposes dog racing because of cruel training methods, the large scale breeding of unwanted dogs required to produce a winner, and because this so-called sport is an inhumane and unjustified exploitation of animals for profit.

**Animal Industries**
The Anti-Cruelty Society disapproves the system of raising animals in an artificial and inappropriate environment. We believe it is wrong to maintain animals in a manner that causes them discomfort or denies them an opportunity to develop naturally. We oppose any cruelty and abuse in any animal industry and encourage the humane treatment of all animals.

Procedures for the slaughter of animals should be conducted to minimize fear and eliminate pain and suffering.

**Hunting and Trapping**
The Anti-Cruelty Society opposes the steel jaw leg-hold trap and any other non-selective, inhumane traps. We also strongly oppose the illegal and the indiscriminate hunting of animals.

**Protection of Wild Animals and Endangered Species**
The Anti-Cruelty Society urges Federal and State wildlife agencies to broaden their protection of all species and encourage citizens to assist in preserving habitat where such species are known to reside. We recommend orphaned or injured wildlife be placed with a licensed rehabilitation facility for care.

**Dangerous Dogs**
The Anti-Cruelty Society supports legislation designed to protect the public from all dangerous dogs, regardless of breed. Breed specific legislation fails to address the problem of attacks by dogs other than the proscribed breed or breeds and the problem of irresponsible owners.

**Wild and Exotic Animals as Pets**
The Anti-Cruelty Society believes wild and exotic animals make unsuitable pets and most people are not equipped to properly maintain such animals in a home environment. These animals should be placed with a licensed rehabilitation facility or wildlife sanctuary for care or eventual reintroduction.

**Sale of Animals in Pet Stores**
The Anti-Cruelty Society is strongly opposed to the sale of companion animals through pet stores and similar outlets (i.e. puppy mills and indiscriminate breeders). Investigations have exposed cruel and inhumane conditions in many such establishments; including overcrowding, filth, inadequate shelter, and lack of food, water, and veterinary care.
The Anti-Cruelty Society supports work being done to enforce licensing and operational requirements of the federal Animal Welfare Act, which would abolish "Puppy mills" as they are now.

Legislation -- Local, State, and National Sponsorship of specific legislation or support and participation on issues shall be reviewed by the Board of Directors as these issues arise and the extent of commitment and resources made available (e.g. financial, oral and/or written testimony) shall be at the discretion of the Board of Directors.

**GENERAL SHELTER INFORMATION**

**Shelter Hours**
The shelter is open **every day of the year** for animal receiving and volunteering. There are no adoptions on major holidays, but volunteers are encouraged to come in to help take care of the animals. Shelter and Clinic holidays are as follows:

- New Year’s Day (January 1<sup>st</sup>)
- Independence Day (July 4<sup>th</sup>)
- Thanksgiving Day
- Christmas Day (December 25<sup>th</sup>)
- Memorial Day
- Labor Day
- Christmas Eve (December 24<sup>th</sup>)
- New Year's Eve (December 31<sup>st</sup>)

**Animal Relinquishment Hours:**
- 9:00 a.m. – 7:00 p.m. (every day of the year)

**Public Adoption Hours:**
- Monday-Friday: 12:00 p.m. – 7:00 p.m.
- Saturday/Sunday: 12:00 p.m. – 5:00 p.m.

**Volunteer Hours:**
- Volunteers can help 7 days a week from 8 a.m. to 7:45 p.m. Specific times and volunteer needs differ for each program; please see each program description.

**Planned Relinquishment Program (PREP)**
Stress and disease are the two greatest dangers facing an animal in the shelter environment. We can’t make these risks disappear but the Planned Relinquishment Program (PREP) can help minimize these risks and create a happy outcome for any pet left in our care. This program assures owners that their pet is vaccinated against common diseases and neutered and ready to go to a new home as soon as someone chooses them from our adoption population.
If a pet is not current on their vaccinations or not spayed/neutered, these services are made available through our clinic at no cost to the owner. If someone chooses to utilize PREP they must agree to make an appointment and keep the animal in their home for a short additional time to allow the vaccines to provide the necessary protection before they are exposed to the shelter environment. Having these necessary steps done in advance of arrival will minimize the time spent in the shelter and help ensure a happy new home for the pet. Owners who are giving up their pets are not required to use the program— it’s simply a tool to help the animal be better prepared for entrance into our organization.

Giving up a Pet
When a person surrenders an animal they are informed that:

- The relinquishers may not be able to reclaim the animal and must sign a release form.
- The Anti-Cruelty Society cannot guarantee the animal a new home.
- There is no fee for relinquishment, but they may leave a contribution of their choosing as well as any of the pet’s belongings.
- The owner of an extremely ill or dangerously aggressive animal will be asked to sign a consent form to euthanize the animal.
- The animal will be placed in a holding area and scheduled for a physical exam, which could be as early as the same day. *Once the animal passes its physical exam, it will remain in the adoption room as long as it is healthy and sociable.*
- The Anti-Cruelty Society is in constant communication with rescue organizations and will send pure breed or special needs animals to rescue organizations to create room and provide a non-kennel environment for an animal.
- Injured, sick, or young animals will be treated and possibly placed into a foster home or our rehabilitation center until they recuperate.

Processing Stray Animals:
- Strays may be brought to The Anti-Cruelty Society, but will then be transferred to Chicago’s Animal Care & Control facility for ‘lost pets’ processing.
- After a mandatory legal five day hold period at AC&C, animals deemed adoptable might be transferred back to Anti-Cruelty Society and placed in the adoption room.

Adoption Process
Once prospective adopters have informed a staff member or volunteer they would like to adopt a dog or cat, the customer must complete an adoption application. This application requests general information regarding the prospective adopter’s responsibilities as a pet owner. Questions ask about past history of pet ownership and how they plan to care for the animal. After the application is completed, the prospective adopter will meet with an Anti-Cruelty Society staff member to complete a screening interview. This step ensures the animal will be going to a good home and will receive proper care.

Certain requirements must be met for the adoption process to continue:
- All members of the household should be present or reachable by phone.
• Adopters must have a valid ID with their current address.
• Adopters must be 18 years of age or older.
• Renters applying for a dog - landlords will be called to verify if the apartment is pet friendly.
• The Anti-Cruelty Society does not place a hold on animals for the general public or for volunteers. Only animals in the adoption rooms are available for adoption and this is on a first come, first serve basis.

If the adopter passes the initial screening, they will move into a counseling session with a staff member or an experienced and trained volunteer. The counseling covers the medical history of the animal and daily care instructions. A contract is signed and the animal may go home with the adopter if they have been spayed or neutered. If not, the animal will have surgery the following business day and may go home with the adopter then.

**Adoption Fees**
- Puppies—$150
- Dogs—$95
- Kittens—$85
- Cats—$60

**Adoption Fee Includes**
- Spay/neuter surgery
- Rabies vaccine
- Distemper vaccine
- Leukemia screening for cats/ Heartworm screening for dogs
- Collar & Anti-Cruelty Society identification tag
- Microchip
- Leash or carrier
- Free 30 day pet insurance through Shelter Care

**Adoption Match Program**
The Adoption Match Program is a tool designed to increase successful adoptions while helping personnel make the best match between adopters and pets. Our goal is to make the adoption process more fluid and guest-friendly by providing volunteers and staff with easy-to-read Adoption Match cards on each pet’s kennel. These cards will categorize animals by Novice, Intermediate, Advanced (dogs only), and Special. They help volunteers and staff connect visitors with a pet that best meets their experience, knowledge, and expectations.

The category in which an individual animal is placed is determined after a Behavior Screening Report (BSR) has been generated. Only staff from the Behavior and Training Department have clearance to designate an animal’s category and write on their corresponding Adoption Match card. Volunteers and staff are welcome to nominate animals for a changed stage as rehabilitation and enrichment programs impact an animal’s personality. These requests should be submitted in writing and given to a B&T staff member.
This program is not meant to be used as a screening tool to filter out adopters. Instead – it helps personnel make a good match for adopters while in the adoption room. Too often visitors fall in love with a pet that is not appropriate for their lifestyle and are later denied in the adoption screening process. With this program adopters connect with the animal best suited for them from the onset – and not after they are already attached and then heartbroken when denied.

**Special Adoption Programs**

**Pets for the Elderly**
Adopters 60 years and older qualify for our Pets for the Elderly program and the adoption fee is waived if they adopt a cat or dog over three years of age. The Anti-Cruelty Society is reimbursed by the program sponsor, *Pets for the Elderly Foundation*.

**Aged to Perfection**
*Aged to Perfection*, to promote the adoption of older pets from the shelter. The Anti-Cruelty Society will reimburse (upon request) the adoption fee of any person successfully adopting any dog or cat seven years of age or older.

**Pets for Patriots**
The Anti-Cruelty Society has teamed up with Pets for Patriots to offer a 10% discount to service men and women who are looking to adopt. Participants enroll in the program through the Pets for Patriots organization, and then choose us as an adoption site. Potential adopters still be undergo our traditional screening process. Eligible pets include those who are 2 years of age or older, over 40 pounds or categorized as Special Needs.

**Satisfaction Guaranteed Program**
This unique program helps to address the adoptions that just don’t work out. Satisfaction Guaranteed is a concept that supports our philosophy of guest services and works to instill potential adopters with increased confidence by ensuring guests that in the case of a mis-match they can return the pet within 30 days and have their adoption fee refunded.

**Spay/Neuter General Information**
- Cat spay/neuter $20
- Dog Neuter $95
- Dog Spay $95
- Female dogs and cats are spayed.
- Male dogs and cats are neutered.
- Dogs and cats can reproduce at a staggering rate:
  - Litter sizes may vary from 2 to 10 puppies or 2 to 20 kittens.
  - In 6 years a female dog and her offspring can produce 67,000 dogs.
  - In 7 years a female cat and her offspring can produce 420,000 cats.
These numbers indicate the severity of animal over population. The problem extends to finding good homes for each offspring and ensuring each kitten or puppy (along with the parent) is spayed or neutered to prevent further births.

Due to reproducing animals and negligent owners, over 40,000 animals enter Chicago shelters each year. This is an important indicator of how vital it is to be a responsible pet owner and help control the pet population. Volunteers, pet owners, veterinarians, shelters, and rescue organizations around Chicago are working together to limit animal reproduction and find good homes for adoptable animals through high volume programs.

- The low cost spay/neuter clinic is where this safe and common operation is performed by a veterinarian to prevent animals from reproducing.
- The Anti-Cruelty Society fees include $10 for cats, $70 for male dogs and $90 for female dogs. Feral cats and Pit Bulls are free.
- Dogs and cats can be safely spayed or neutered as early as 8 weeks of age depending on the health of the animal.
- The procedure takes 15 to 30 minutes and in most cases the animal can go home the same day. Most animals recover quickly and are back to their normal behavior within a few hours.

Spay/neuter surgery can prevent problems such as territory marking, dominance, aggression, roaming instincts, and can prevent serious and costly health problems.

- Females run a risk of contracting uterine, ovarian, mammary cancer, and life-threatening pyometra (inflammation of the uterus).
- Males are prone to testicular cancer and prostate problems.

**Animal Behavior & Training**

Provides a variety of services involving training and behavior evaluations.

- Obedience classes are offered for all dogs/puppies:
  - Puppy (7 weeks): puppies 10 weeks to 5½ months old.
  - Basic Beginner (8 weeks): dogs at least 6 months old and altered (spay/neuter). Teach commands and solutions to problem behaviors.
  - Intermediate and specialty classes are also available.
  - Tuition fees and class schedules are available online and from AB&T Staff.
- A free behavior telephone hotline to discuss pet problems. Questions they may assist with include:
  - House-training your dog or litter training your cat.
  - How to handle a yapping dog or a destructive cat.
- Conduct temperament evaluations including:
  - Private evaluations requested by an owner (for an affordable fee).
Behavior Screening Reports (BSR) commonly performed on animals in the shelter. This is a series of tests to determine the most suitable home for each animal. For example, will the dog get along well in a home with children or with other animals?

- Behavior and training resource and reference materials are available by request for any volunteers wanting to read books, magazine articles, or view videos on specific topics of interest.

**Customer Service**

Located in the main lobby of the shelter at 510 N. LaSalle Street, the customer service desk, boutique, and shelter switchboard are all housed here. Customer Service employees are responsible for:

- Greeting and directing the public and answering general questions.
- Collecting adoption fees and issuing adoption contracts.
- Distributing free identification tags.
- Answering calls.
- Accepting donations.
- Maintaining shelter records.
- Sell merchandise and assist with The Anti-Cruelty Society boutique operations.

**Development**

The development department oversees marketing, fund raising, and special event responsibilities including:

- Development and fund-raising initiatives.
  - Direct mail campaigns.
  - Mailings to donors.
  - Special initiatives for physical plant improvement and other priorities.
- Media relations.
- Coordinate special event planning.

**Executive Offices**

The executive offices are located in the 157 W. Grand Avenue building and include the offices of Dr. Robyn Barbiers, DVM, President and David Dinger, Vice President of Operations.

**Humane Education Department**

Presentations are made to community and school groups each year free of charge. The humane education department reached over 20,000 people in 2010 with their messages including:

- The importance of being responsible, caring, and respectful of animals.
- How to care for companion animals.
- How to act when approached by a stray animal and how to help an injured animal.
- Help control the pet population by having your pet spayed/neutered.
- How to identify the problems of abuse, neglect, and fighting of animals.

The Humane Education Department also oversees development and publication of:

- The Anti-Cruelty Society quarterly news magazine.
• Various program/service brochures and educational materials.
• The Humane Education Department library of animal-related subjects is maintained and available for use by anyone. Any parties interested in receiving materials produced by The Anti-Cruelty Society should contact the Humane Education Department for more information.

Investigation & Field Services
The Anti-Cruelty Society has state-approved Humane Investigators who enforce state humane care laws. Field Service agents investigate complaints and pick up strays or owned animals for surrender. Anyone can call in a humane complaint providing Anti-Cruelty Society the address, location, and description of the problem. Reports are strictly confidential and callers are not required to leave their name or telephone number.
Field Services also:
• Transfers stray animals brought to/from Anti-Cruelty Society to/from Chicago Animal Care & Control.
• Transports woodland and waterfowl animals to nature rescue sites.

Kennels
The Kennels staff is responsible for:
• Cleaning and feeding of shelter animals in holding and adoption rooms.
• Assisting the public in the adoption rooms and through the adoption process.
• Conducting adoption screens and counseling interviews.
  o 4,413 animals were adopted from Anti-Cruelty Society in 2010 (1613 dogs and 2800 cats).

Receiving
The Anti-Cruelty Society is an open admission shelter and accepts any animal of any species, in any condition and will turn no animal away. On average The Anti-Cruelty Society receives between 15 and 20 animals daily.
• Receiving is located in the main lobby of the shelter at 510 N. LaSalle Street and is open from 9:00 a.m. to 7:00 p.m. seven days a week, 365 days a year.

The Receiving Department is responsible for:
• Animal relinquishments
• Foster returns
• Animals whose owner consented to or requested euthanasia.
• Animals sent to breed or other rescue organizations.
• Wildlife released or transferred.

Veterinary Clinic
• Low-cost spay/neuter services for cats and dogs
  o Open to the public (advance appointment is required).
  o Fees are $20 for cats and $90 for dogs. Feral cats and Pit Bulls are free.
  o 12,264 spay/neuter surgeries were performed in 2010.
• Provide complete veterinary care for animals belonging to owners on a fixed income or whose family income falls below the poverty line.
  o Services are offered at fees far below those of private clinics.
  o Income qualifications are strict due to the high number of patients.
  o 1,894 patients were seen by Anti-Cruelty Society veterinarians in 2010.
• Other clinic responsibilities for shelter animals include:
  o Physical examinations
  o Treatment
  o Spaying/neutering of all shelter animals
  o No cosmetic surgery is performed, this includes de-clawing, tail docking, and ear cropping.

GENERAL VOLUNTEER INFORMATION

Requirements to Volunteer
• Must be 18 years of age or older
• Volunteer at least 5 hours per month
• Remain active for 1 full year
• Complete all orientation and training
• Follow all Volunteer Department guidelines and policies
• Purchase a volunteer t-shirt ($10) and wear while volunteering

Additional Qualifications
• An understanding and passion for animal welfare issues
• Strong verbal communication
• Ability to work well independently and within a team
• Exceptional customer service skills
• Attention to detail
• Ability to lift at least 15 pounds
• Ability to stand for long periods of time
• Ability to navigate stairs

Volunteer Benefits
• Spending time with animals who need love and attention
• Continuing education lectures by staff members and field experts
• Career experience
• Seasonal parties and gatherings
• 10% discount in The Anti-Cruelty Society Boutique on all merchandise.
• Discount on training classes in our School of Dog Training.
• 10% Discount on Shelter Care Pet Insurance
Volunteer Training

1. **Application:** Prospective volunteers complete a Volunteer Candidate Application on the shelter’s website. Pending approval, applicants are invited to attend Volunteer Orientation. Applicants are also asked to read the Volunteer Handbook in preparation for the meeting.

2. **Volunteer Orientation:** During this meeting held at The Society, applicants learn more about the organization and volunteer programs. At the conclusion of the session, volunteers choose which program to begin their In-Shelter Training. The next training date is scheduled at the end of the orientation.

3. **In-Shelter Training:** In this hands-on training, volunteers learn the tasks and procedures for working in their chosen program. This training session is led by a staff member or experienced volunteer who will provide the training, knowledge, and skills needed to participate in a particular program. Prior to attending the In-Shelter Training, volunteers are asked to review their respective program manuals in preparation for the session.

   - Volunteers should not work in a program or assist in an area of the shelter or clinic in which they are not trained.
   - Volunteers should be trained for one program initially. After logging 25 volunteer hours volunteers are encouraged to train for and assist in additional programs.

**Importance of Following Procedure and Policy**

As a volunteer it is important to follow all procedures and policies. These have been compiled from the knowledge and experiences of other Anti-Cruelty Society volunteers and staff. They have been created in an effort to protect the animals and people who interact with them. Adhering to these procedures will assist you with your volunteer responsibilities.

Volunteers are also asked only to work in their trained volunteer program as authorized by the Volunteer Department. At no time can a volunteer bring an unauthorized guest with them for a volunteer program activity.

**Emotional Considerations**

Some of the dogs and cats you work with may be un-adoptable and therefore may be chosen for euthanasia. You must be able to focus on what you can do to make each animal you work with as comfortable as possible. We ask that you provide as much loving care as you can during each pet’s stay with us. Please show consideration to the shelter staff who are directly involved with the making of these difficult decisions.

**Volunteer Mentors**

Experienced volunteers wear a yellow badge signifying that they are volunteer mentors. These volunteers are here to answer questions or assist new volunteers. You can check a mentor’s schedule on the
Volunteer Scheduler on the Anti-Cruelty website. New volunteers are encouraged to schedule their first volunteer sessions when a mentor is available.

**Parking Garage**
- The parking garage entrance is located just south of Grand Avenue on Wells.
- The parking garage opens as early as 7:45 am.
- Parkers will have to take a ticket which *does not* need to be validated upon exit.
- The parking garage is closed for *incoming cars* at 7:00 p.m. on weekdays and 5 p.m. on weekends. After these times, street parking is available. You are able to exit the garage until 7:45 p.m. daily.
- Unauthorized cars left overnight will be towed.

**Weekly Announcements**
Each week the Volunteer Services Department will send out a Volunteer Announcement newsletter which chronicles the many events, updates, and news taking place throughout the shelter. Within these announcements volunteers will find important information regarding program and policy changes. In addition, special events and project recruitment announcements are also made in this weekly e-mail. Volunteers should take the time each week to review the newsletter’s contents and address questions to the Coordinator of Volunteer Services.

**Volunteer Schedule**
Each volunteer program differs in regards to scheduling requirements. All adoption, clinic, advanced, and some supplementary programs require volunteers to pre-schedule their volunteer days and times on our website. Your In-Shelter trainer will alert you to whether your program has this requirement. Volunteers in programs where this is not required are still encouraged to utilize this feature to help plan service hours.

For additional instructions on how to use the Volunteer Schedule, refer to the appendix at the end of this handbook.

**Recording Service Hours**
Volunteers are required to record their hours on our database website Volunteer2 each day that they serve with the organization. Hours can be logged at the computer station in the volunteer office or from a home computer. The website is located at the following url: https://web.volunteer2.com

The Volunteer Services Department closely monitors logged hours and use these as reference for contacting volunteers. Those volunteers who are not meeting their monthly 5 hour requirement, or who are not remembering to log hours, will be deactivated and unable to continue their volunteering without contacting the Volunteer Services Department.

Logging your hours is important as it helps our administration assess program needs. In addition, total hours are reported monthly to national databases and are used for grant applications. We also use logged hours as reference in preparation for our annual Volunteer Recognition Week held each April.
Instructions on how to log your services hours can be found in the appendix at the end of this handbook.

**VOLUNTEER PROGRAMS**

**Basic Level Programs**
These are programs which are supplementary to other shelter initiatives.

**Busy Fingers:** A monthly sewing circle which handcrafts bedding and accessories for shelter animals. This includes dog bandanas, cat blankets, and carrier covers. No sewing experience is necessary to participate. The Busy Fingers meet once a month, usually on a Tuesday evening, to create accessories for the animals.

**Enrichment Construction Crew:** A weekly crafting group that meets on Sundays to assemble toys and other enrichment materials for shelter pets. Details on upcoming meetings, times and projects are shared in the Weekly Announcements.

**Morning Dog Walking:** Volunteers in this sub-program come in on their chosen day from 8am-9am to walk dogs who are currently in the adoption room. Volunteers should be trained in either Dog Adopts or Dog Care and perform this function in addition to their regular volunteering. Walkers choose their day and frequency, but are required to schedule their shifts in advance.

**Foster Volunteering:** Volunteers provide loving homes to animals that are young, sick, or under-socialized and cannot be currently placed in an adoption room. These volunteers act as an additional lifeline which allows foster animals the opportunity to thrive outside of the shelter in preparation for adoption. For additional information on foster volunteer requirements and an application visit The Anti-Cruelty Society website, or contact the Volunteer Services Coordinator.

**Garden Guardians:** Volunteers lend their green thumbs to plant, water, and the general upkeep of the Shapiro Courtyard Garden. Candidates for this program should have a basic knowledge of gardening and be able to lift up to 20 pounds. Gardening events are announced seasonally in the weekly volunteer announcements.

**Pet Visitation:** Volunteers and their personal pets visit a community organization with a member of our Humane Education staff and share their dog’s love and affection with others. Candidates must be able to provide their own transportation and have a dog in their care with a Canine Good Citizen Certification.

**Special Events:** Volunteers in this program assist special events staff execute fundraisers, adoption events, and other off and onsite activities. Throughout the year The Anti-Cruelty Society sponsors and participates in events all around the Chicago area. We rely on volunteers to help plan, implement, and staff these
events. Candidates for this program must have exceptional personal presentation and customer service experience.

**Level 1 Programs**

Volunteers must complete an in-shelter training session to participate in one of the programs below. Once a volunteer completes 25 hours in their respective program they have the option to advance to the next level or cross-train into a new program.

**Volunteer Guides:** Volunteers act as ambassadors of the The Anti-Cruelty Society by providing exceptional customer service to everyone who visits the shelter. These volunteers serve as greeters in the adoption center lobby, answer visitor questions, and take photos of adopters and their new pets. Candidates for this program should be outgoing individuals who can create an inviting atmosphere for anyone entering our building and should have basic knowledge of computers. In addition, volunteers in this program are required to pre-schedule their hours.

**Cat Adopts:** Volunteers in this program provide assistance to visitors in the Cat Adoption room by handling cats for visitors, answering questions, and helping with adoption applications. Candidates for this program should be outgoing individuals who can create an inviting atmosphere for anyone entering our building and should have basic knowledge of computers. In addition, volunteers in this program are required to pre-schedule their hours.

**Cat Care:** Volunteers provide additional care, grooming and human interaction to cats in the Cat Adoption room in an effort to help alleviate their stress and maintain their health and sociability. Volunteers who complete 25 hours in this program have the option to train in advanced Cat Care levels which equip volunteers to work one on one with special needs cats. Candidates for this program should have experience handling animals and be able to lift up to 20 pounds.

**Dog Adopts:** Volunteers in this program provide assistance to visitors in the Dog Adoption room by handling canines for visitors, answering questions, and helping with adoption applications. Volunteers also help to match adopters to the appropriate dog. Candidates for this program should feel comfortable working with the public and be able to lift up to 25 pounds.

**Dog Care:** Volunteers provide additional care, grooming and human interaction to dogs in the Dog Adoption room in an effort to help alleviate their stress and maintain their sociability. Volunteers who complete 25 hours in this program have the option to train in advanced Dog Care levels which equip volunteers to teach dogs basic commands used by our Behavior and Training Department. Candidates for this program should have experience handling animals and be able to lift up to 25 pounds.

**Level 2 Programs**

Volunteers must log at least 25 hours in a Level 1 Program to cross train into Level 2. Note that Cat Care and Dog Care programs also require that volunteers pass an online assessment.
Petographers: Volunteers in this program promote the adoption of dogs and cats by photographing and writing bios for animals currently available for adoption by uploading them onto our website. Candidates looking to join this program must first complete 25 hours in a Level 1 dog or cat related program. Volunteers in this program do not have to provide their own equipment - but an eye for aesthetics and good writing skills are a must. In addition, volunteers in this program are required to pre-schedule their hours.

Physical Examinations: Volunteers work in the shelter clinic to assist veterinarians as they conduct physical examinations of animals prior to their approval for adoption. Candidates looking to join this program must first complete 25 hours in a Level 1 dog or cat related program. In addition, volunteers should be able to lift up to 40 pounds, stand for long periods of time, and comfortably climb stairs. Volunteers in this program are also required to pre-schedule their hours.

Post Surgical Recovery: Volunteers work in the clinic to assist with the post surgical recovery of cats and dogs. Candidates looking to join this program must first complete 25 hours in a Level 1 dog or cat related program. In addition, volunteers should be able to lift up to 40 pounds, stand for long periods of time, and feel comfortable witnessing surgical procedures. Volunteers in this program are also required to pre-schedule their hours.

Clinical Patient Care: Volunteers bring vital assistance to the staff and animals who are in the Clinic Department. Clinic Patient Care volunteers provide attention, socialization, comfort, and care to sick and injured animals who are housed in the clinic holding rooms. Candidates looking to join this program must first complete 25 hours in a Level 1 dog or cat related program. In addition, volunteers should be able to lift up to 40 pounds, stand for long periods of time, and feel comfortable witnessing surgical procedures.

Cat Care II: Volunteers who have completed 25 hours in Cat Care Level 1 can advance to Level 2. Within this advanced program volunteers work with special needs cats one on one to draw them out of their shells while giving them additional attention. Volunteers in this program should have availability before or after public adoption hours.

Dog Care II: Volunteers who have completed 25 hours in Dog Care Level 1 can advance to Level 2. Within this advanced program volunteers work one on one with shelter dogs to teach them basic obedience and etiquette. Volunteers in this program should have availability before or after public adoption hours.

Level 3 Volunteers
With the approval of both shelter managers and the Volunteer Services Department, some experienced volunteers will be invited to join the level 3 program. Level 3 volunteers will have special approval to carry
out duties beyond those outlined in this handbook. This program is by invitation only and is project specific. Level 3 volunteers will wear a volunteer t-shirt and a red volunteer badge.

SHELTER POLICIES & PROCEDURES

Animal Handling
All volunteers undergo extensive animal handling training in their assigned In-Shelter Training session. Volunteers are expected to perform all handling as instructed by volunteer mentors and staff. Volunteers who work beyond specifications will be corrected verbally, and if mis-handling continues, may be asked to switch to a non-animal interaction program.

Sick animals are kept in isolation wards, which are off limits to everyone but approved volunteers. Their diseases are highly contagious to other animals and sometimes to people (e.g. ringworm). If a staff member has given permission to enter these rooms, please remember to wash your hands thoroughly before and after touching any isolation animal.

Animal Training
Only who are trained in a Level 2 program have the clearance to provide verbal cues when training shelter animals. Volunteers who train in the Dog Care II and Cat Care II programs are taught our obedience training methods using positive reinforcement techniques and are the only group given permission to practice commands such as “sit,” “down,” “stay,” etc. We ask for other volunteers to refrain from using vocal commands so that we can maintain a consistent training environment for our canines.

Animal Documents
Kennel cards document everything a volunteer needs to know about an animal. Beyond looking whether an animal has a blue or red collar, which designates their sex as male or female, volunteers should always read kennel cards and Behavior Screening Reports before removing an animal from their kennel.

Volunteer Etiquette
- Volunteers should be courteous of staff requests and directions at all times.
- Please be polite and respond courteously when speaking with visitors and staff.
- The Manager of Volunteer Services should be contacted if there has been a negative confrontation between volunteers and/or staff members.
- If unsure of an answer, policies, or procedure, please ask the Manager of Volunteer Services. If they are not currently available ask the shelter manager on duty.
- If a media representative approaches you while at The Anti-Cruelty Society, direct them to a Customer Service representative and a spokesperson will be paged.

Volunteer Office
Volunteers use this area for information and communication, storage, and other in-shelter needs including:
- Accessing the www.myvolunteerpage.com web site to log hours.
• Storage of identification badges and volunteer belongings.
• Storage of training manuals for all Anti-Cruelty Society volunteer programs.
• Storage of supplies for various volunteer programs.
• Listing of upcoming events, volunteer needs, and other information.
• Use of the office, computers, and multi-purpose room for various Volunteer Program activities.
• Socialization of dogs or cats.

Volunteer Office Guidelines
• Lockers are provided to use as storage while volunteering at The Anti-Cruelty Society. Volunteers should bring in their own locks to secure personal items.
• Purses and wallets should not be left in the volunteer office unless placed and locked in a locker. The Anti-Cruelty Society is not responsible for any lost or stolen items. Please be smart.
• Personal locks must be removed prior to leaving the building.
• Volunteers donating items should follow the posted Donation Instructions found in the office.
• Please keep the office as neat as possible; many volunteers use this area and it is important for it to remain in good shape.
• If you are socializing a pet in the office please be sure to hang a “loose cat” or “loose dog” sign on the door so that others entering the space know there is an animal present. Volunteers are also responsible for cleaning up after the pet in the space.

Euthanasia Policy
The Anti-Cruelty Society is an open admissions shelter, accepting all animals, regardless of their condition. As such, many animals that are surrendered are too sick or too behaviorally unstable for adoption. These animals are euthanized at intake to protect other animals and people.

The Society also performs euthanasia as a service to the community—it is not uncommon for an owner who adopted from Anti-Cruelty Society to bring their pet to us at the end of that pet’s life to be euthanized.

Euthanasia is as difficult for the volunteers to experience as it is for the staff. Realize that staff members make the decision to euthanize an animal only after assessing all relevant factors including health, condition, and behavior. Volunteers will not be involved with any euthanasia procedures as these are performed by trained and licensed staff. The method used by The Anti-Cruelty Society to euthanize animals is a lethal injection of a drug called sodium pentobarbital which causes death quickly and painlessly.

Please be considerate and sensitive of staffs’ feelings and decisions. Publicly criticizing or second-guessing these decisions is detrimental to the organization and is grounds for termination as a volunteer from Anti-Cruelty Society.
Dress Code
The following requirements are in place for volunteer safety. When in doubt, use common sense when dressing for the shelter.

- Anti-Cruelty Society Volunteer t-shirts should be worn while volunteering, both at the shelter and at off-site events. Shirts are $10 and can be purchased at the customer service desk after the completion of In-Shelter Training. Note that a trainer or ID Badge must be present to purchase a tee.
- Wear comfortable clothes. If you do not have a Volunteer Shirt available, wear something that includes The Anti-Cruelty Society logo. These items can be purchased at the shelter store using your 10% discount.
- Closed-toe, rubber-soled shoes are required.
- Long pants must be worn when volunteering at the shelter and clinic even during the warmer times of year.
- Volunteers are required to wear their ID Badge at all times. When not in use, volunteer ID badges should be stored in the volunteer office.
- Hats should not be worn by volunteers while working in the shelter as they obscure your identity and may also frighten some of the animals.
- Volunteers who do not adhere to dress code policies during their scheduled volunteer time will be asked to change or leave the building. Volunteers who repeatedly come in out of dress code may face permanent dismissal.

Attendance
Volunteers scheduled to perform specific functions on an assigned day make a commitment to the requesting staff member or event coordinator. Volunteer who are unable to follow through with their assignment should contact the organizing staff member or volunteer mentor no less than 24 hours before the scheduled date. Volunteers who do not attend a scheduled activity repeatedly will receive a warning and with continued abuse will be dismissed from the Volunteer Program.

Ending Volunteer Service
Volunteers looking to complete their volunteer service commitment should contact a member of the Volunteer Services Department to complete an exit survey. These surveys allow exiting volunteers to anonymously share their insights and suggestions with staff in order to improve the volunteer experience.

It is important that all volunteers understand, agree to, and comply with all Anti-Cruelty Society policies and guidelines. Any violation of these policies or questioning of Anti-Cruelty Society staff and their decisions will result in the disciplinary procedures outlined below. Examples of problems that will result in termination include but are not limited to:

- Careless, negligent performance of volunteer duties.
- Substance abuse or stealing.
- Discourtesy to or harassment of a volunteer, staff member, or visitor.
- Abuse, neglect, or disregard of animals or their care.
- Working outside of an approved volunteer program or a program a volunteer is not sufficiently trained.
• Assisting people who do not qualify for adoptions to “beat the system.”
• Making public statements which contradict The Anti-Cruelty Society mission and policies or reflecting substantive discontent with the mission and policies.

Disciplinary Procedures
If a problem arises concerning the performance or behavior of a volunteer, The Anti-Cruelty Society has established formal procedures to ensure that the volunteer in question is treated fairly and in a consistent and sequential manner. At any point in the process, the volunteer may approach the Volunteer Coordinator with concerns. The Volunteer Coordinator and Director of Volunteer Services may also at any time bring the matter to The Anti-Cruelty Society’s Human Resources Department.

The objective of these procedures is to provide the volunteer in question with:
• A clear understanding of his or her shortcomings and a documented method for correcting problems.
• Notification that his or her participation as a volunteer may be in jeopardy and, in some cases, establishing a time period during which corrections must be made.

The steps in the process include:

1. **Oral Warning** – The Volunteer Coordinator will meet with the volunteer and outline the areas of concern. The procedure for correcting problems will also be discussed. A written copy of this discussion will be provided and placed in the volunteer’s file. The volunteer has the right to attach their written comments to this document.

2. **Written Warning/Probation** – The Volunteer Coordinator and Director of Volunteer Services will meet with the volunteer to discuss problem areas. At that time, the volunteer will receive a written description of the problem, a summary of any previous warnings, an outline of the corrective action required and stated time period for making improvements. The volunteer will be required to sign this document, indicating that it has been received and that they understand its meaning. The volunteer has the right to attach their written comments to this document. Copies of this and related documents will be kept in their volunteer file.

3. **Termination** – If the volunteer fails to correct the problem within the stated period of time, their volunteer position will be terminated.

The existence of this progressive disciplinary policy does not mean that it will be followed in all cases. In events where, after investigation, The Anti-Cruelty Society determines that a volunteer’s behavior has harmed or has created a risk of harm to the health, safety, welfare or property of its employees, volunteers, animals, visitors or the Society, The Anti-Cruelty Society reserves the right to suspend or terminate a volunteer immediately.

Grievance Procedure
The Anti-Cruelty Society aims toward building an external and internal community of caring. For this reason we strive to make volunteers feel comfortable in their positions, have a sound relationship with other personnel, and feel that their rights and responsibilities are being respected.

The procedures below are to be used as tools to further improve performance quality and develop relations between volunteers and staff.

1. Informal Procedure

**Policy questions:** Volunteers are encouraged to address questions of procedure or policy directly with their supervising manager/s. If the question is not addressed the volunteer should proceed to following the formal grievance procedure.

**Personnel complaints:** Volunteers should discuss the complaint informally by initiating discussion with the volunteer or staff person concerned and/or the supervising manager at the time of the incident. If there is a grievance that cannot be worked out directly with the other party than the formal procedure below should be followed.

2. Formal procedure

All formal grievances should be raised with the Volunteer Services Department through submission of the Grievance Form which is found at the end of this document. Forms should be turned in no later than 7 days from the incident’s occurrence. The department staff will look into the grievance within 10 working days of receiving the form. The department staff may consult with other members of the management staff or directors.

Volunteers should note that submitting a grievance form may not always result in policy changes or disciplinary action against the offending party.

The Grievance Form will be located in the file organizer across from the office of the Coordinator of Volunteer Services. All completed forms should be returned to the top tier of the file organizer for processing.
In order to comply with OSHA’s “general duty clause”, The Anti-Cruelty Society has established general safety rules and guidelines for staff and volunteers.

**Keeping Yourself and Your Pets Safe**
The best protection for your pets at home is to make sure they are up to date on all necessary vaccines before you begin volunteering. It is also good practice to change out of your volunteering clothes while still at the shelter.

**Equipment Storage**
All equipment should be cleaned and properly stored when not in use. For example, grooming supplies and other sharp objects should be placed in a closed drawer or with the points down in a container.

**Exits and Passageways**
- Volunteers should be cautious around corners and stairway exits and when opening doors into hallways. If the door has a window, volunteers should check for people, animals or obstructions before opening.
- Always use handrails when using stairs or ramps.
- Either completely close or completely open doors.
- All exits, stairways and halls should be free of clutter and not used as storage areas.

**Hand Washing Policy**
Wash hands when:
- visibly dirty or contaminated
- before eating
- after using restroom
- before and after direct animal contact or contact with bodily fluids
- after removing gloves

Use the Centers for Disease Control and Prevention (CDC) guidelines for proper hand washing –
When washing hands with soap and water:
- Wet your hands with clean running water and apply soap. Use warm water if it is available.
- Rub hands together to make lather and scrub all surfaces.
- Continue rubbing hands for 15-20 seconds. Need a timer? Imagine singing "Happy Birthday" twice through to a friend.
- Rinse hands well under running water.
- Dry your hands using a paper towel or air dryer. If possible, use your paper towel to turn off the faucet.
- Always use soap and water if your hands are visibly dirty.
If soap and clean water are not available, use an alcohol-based hand rub to clean your hands. Alcohol-based hand rubs significantly reduce the number of germs on skin and are fast-acting. When using an alcohol-based hand sanitizer:

- Apply product to the palm of one hand.
- Rub hands together.
- Rub the product over all surfaces of hands and fingers until hands are dry.

**Accident Reporting**

If at any time while volunteering you are injured, please connect with a manager and a representative from the volunteer department immediately. This may include, but is not limited to: trips, slips, falls, cuts, abrasions, sprains, breaks, or scratches.

**Animal Bite Reporting**

If you are bitten by a dog or cat, you are required to notify a supervisor and complete an incident report by state law.

For post-bite management, The Society follows the guidelines in the most current Compendium of Animal Rabies Prevention and Control by the National Association of State Public Health Veterinarians, Inc. There are currently no USDA licensed biologics for postexposure prophylaxis of previously unvaccinated domestic animals, and there is evidence that the use of vaccine alone will not reliably prevent the disease in these animals. For this reason if it is determined that the animal should be tested for rabies, a cephalectomy may be requested which would require that the pet be euthanized. This procedure may be mandatory if the animal in question has not received a rabies vaccination or has had recent exposure to wildlife.

If no testing is to be done, The Anti-Cruelty Society coordinates pre- and post-observation with one of our veterinarians on site for the legally mandated period of time. Once the quarantine period is over the pet is reassessed by a behavior specialist and, if appropriate, may be placed up for adoption.

**Animal Handling & Restraint**

Proper restraint is critical to prevent injuries to both volunteers and animals and to minimize stress. Volunteers should obtain assistance when there is a known aggressive animal, an animal showing aggressive behavior or when the volunteer feels uncomfortable handling the animal by themselves.

All volunteers will be trained on animal behavior to help them identify aggressive behavior. If the volunteer’s position involves animal handling, they will be trained in proper restraint.

- Follow your cautious instincts.
- Do not handle any animals that you are unsure of, **ask for help!**
- Under no circumstances should animals be socialized with one another unless they are in the same cage. This policy is in place to prevent the spread of disease as well as aggression toward other animals.
Only potential adopters who bring their own animals in for a “meet and greet” may have their dogs socialize with Anti-Cruelty Society animals. Under no circumstances is a non-shelter dog allowed in any of the adoption kennels. Meet and greets are conducted in the courtyard or lobby area.

**Infection Control**

An infection control plan helps reduce the potential spread of infectious disease to our staff, volunteers, clients and animals.

**Personal protective actions and equipment**

- **Hand hygiene**: Wash hands before and after each animal encounter and after contact with feces, blood, body fluids, secretions, excretions, exudates or articles contaminated by these substances. Wash hands before eating, drinking or smoking; after using the restroom; after cleaning animal cages or animal-care areas; and whenever hands are visibly soiled. Liquid hand sanitizers may be used if hands are not visibly soiled, but hand washing with soap and running water is preferred. Keep fingernails short. Avoid artificial nails or hand jewelry when handling animals. Hand-washing supplies should be well-stocked at all times by an employee responsible for the area.

- **Use of gloves and sleeves**: Gloves are not necessary when examining or handling normal, healthy animals.

- **Footwear**: Shoes or boots should have thick soles and closed toes and be impermeable to water and easily cleaned. Disposable shoe covers should be worn when heavy quantities of infectious materials are present or expected.

- **Bite and other animal-related injury prevention**: Take precautions to prevent bites and other injuries. Identify aggressive animals and alert appropriate staff. Use physical restraints, muzzles, or bite-resistant gloves with practice policies. Do not rely on owners or untrained staff or volunteers for animal restraint.

- **Handling laundry**: Wear gloves when handling soiled laundry. Wash animal bedding and other laundry with standard laundry detergent and machine dry. Use separate storage and transport bins for clean and dirty laundry.

**Protecting Your Health**:

Protecting your health and the health of the animals is very important. In rare occasions, it may be possible for certain diseases to be passed between humans and animals.

To reduce this risk, all Society personnel – including volunteers, interns, staff and researchers – who have direct animal contact must notify their supervisor if any of the following conditions are present:

- Pregnancy
- Immunological Compromise
- Performance Modifying Medications

If you have been exposed to, currently suffer from, or exhibit any symptoms or signs of any disease which can be transmitted between humans and animals, masks and gloves **must** be worn while working in the shelter. This includes, but is not limited to:
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- Recurrent or persistent diarrhea
- Upper respiratory infections
- Oral fever blisters or cold sores
- Common childhood diseases such as measles, mumps, or chicken pox
- Influenza

Security
The Anti-Cruelty Society is committed to providing a safe and healthy work environment and has established a Security and Workplace Violence Plan to prevent, or minimize as far as possible, acts of violence against employees and volunteers.

Prohibited Behavior
To provide a safe and violence-free workplace, The Anti-Cruelty Society prohibits any employee or volunteer from engaging in any act either on company premises or during the performance of work-related duties that:
- Threatens the safety of another employee, volunteer and/or visitor
- Affects the health, life or well-being of an employee, volunteer and/or visitor
- Results in harm to an employee, volunteer or visitor

Such acts include, but are not limited to:
- Threatening, intimidating, coercing, harassing or assaulting another person
- Sexually harassing an employee, volunteer or visitor
- Carrying weapons or bringing a weapon on the property (per state and local laws)
- Allowing unauthorized persons access to the building or confidential information without management permission
- Using, duplicating or possessing keys to the building or offices within the building without authorization
- Stealing, or attempting to steal, property of The Anti-Cruelty Society, another employee, volunteer or visitor
- Damaging, or attempting to damage, property of The Anti-Cruelty Society another employee, volunteer or visitor

If a volunteer is confronted with a potentially violent situation, the following guidelines should be considered:
- Present a calm, caring attitude
- Don’t match the threats
- Don’t give orders
- Acknowledge the person’s feeling (for example, “I know you are frustrated”)
- Avoid any behavior that may be interpreted as aggressive (for example, moving rapidly, getting too close, touching or speaking loudly).
- Be alert
- Don’t isolate yourself with a potentially violent person
Always keep an open path for exiting, don’t let the potentially violent person stand between you and the door.

If you are unable to defuse the situation quickly:
- Remove yourself from the situation
- Call 911 for help
- Immediately report the situation to a supervisor

**Emergency Action Plan**
The Anti-Cruelty Society will comply with all provisions of OSHA’s *Emergency Action Plans Standard* (OSHA 1910.38) by assuring that required inspections occur regularly, evacuation procedures are in place, information concerning appropriate emergency response is communicated to all personnel and documentation is kept up to date.

**Emergency Reporting Procedures**
The quicker and more efficiently emergencies are reported, the greater the chance for saving lives and property. The general procedures for reporting an emergency are as follows:
- Whoever discovers that an emergency is occurring, or may occur, is responsible for reporting the emergency. A first step is to call 911. Additional Emergency Phone Numbers are posted by each phone.
- The person reporting the emergency will also notify a supervisor and other personnel in the area, so that further steps (e.g. evacuation, moving to safe areas, using an extinguisher, etc.) may be taken.

**Evacuation**
The following procedures should be used in the event that the facility must be evacuated for any reason. All personnel not specifically discussed in this plan should immediately proceed to the Command Center (Bank of America on LaSalle parking lot) for instruction.
- Notify a manager to inform them of the location and source of the emergency.
- That individual will assume command of the situation (Emergency Coordinator, EC).
- A building-wide page will be made, calmly requesting that all visitors leave the building immediately via the nearest safe exit in an orderly manner and should not enter the parking garage (repeat the page twice).
- Do not risk a person’s safety for any reason.
- If there is time, return all animals to their cages. **Do not let any animals out of their cages.** Scared loose animals could create more panic, and the animals will be safer in their cages.
- Do not try to fight a fire by yourself. Even if it is a small fire, you could be overcome by smoke very quickly.
- Do not move through the building alone. Always use the buddy system.
- As you leave, close any non-locking doors behind you.

**Sheltering-in-Place**
During certain emergency situations such as severe weather, sheltering-in-place rather than evacuation is the appropriate action. At The Anti-Cruelty Society the best place for this is the basement. If an
announcement (via paging system) is made to shelter-in-place, please immediately proceed to the dog exercise room in the basement. Remember to shut windows and doors and use the stairs, not the elevator. If you are unable to reach the basement, seek shelter under a heavy piece of furniture and protect your head and neck with a book, blanket or your arms.

**Bomb threat**

If a bomb threat is received by telephone the person receiving the call should attempt to gain as much information as possible (if it safe to do so) to determine if the threat is credible and to assist the responding authorities. This information includes:

- All information about the device itself (set time, type, location, description, etc.)
- Reason for making the call (angry, extortion, etc.)
- Any information about the caller (age, voice characteristics, language, accent, use of unusual terms, etc.)
- Any information of the location of the caller (inside or outside, background noises, etc.)

Contact a manager or supervisor immediately. The supervisor should then report to any Vice President/President who will contact the police. The police will advise on course of action.

**Suspicious package**

If you find a suspicious package, contact a supervisor immediately. Do not move the package.

**Earthquakes**

During an earthquake, all personnel should evacuate the building and proceed to the Command Center to be accounted for. If evacuation is not possible, personnel should seek shelter under a heavy piece of furniture or in a doorway.
Over the years, a tremendous amount of success and progress has been achieved in the care provided to animals and educating the community. However, more work needs to be done.

Together with the help of hundreds of volunteers like yourself, who selflessly contribute thousands of hours annually, the companion animals of Chicago have a voice and advocates to provide them with the love, care, and attention they all need and deserve.

We thank you again for your decision to volunteer with us and for choosing to help the animals in our care. Your efforts make a significant difference in The Anti-Cruelty Society’s work and our mission to find loving homes for shelter pets.

We hope you find your volunteer experience at The Anti-Cruelty Society enjoyable and rewarding. If you have any questions or concerns at any time, please contact the Coordinator of Volunteer Services.

Thank you again! We look forward to working with you!
Glossary of Commonly Used Terms

- **AAA** (Animal-Assisted Activities) - Also known as Pet Visitation and Pet Therapy. Volunteer program for ACS certified volunteers and their dogs, visit nursing and foster homes to play with and visit the residents for therapeutic (social and medical) benefit.
- **Adopts** - The cat or dog adoption rooms.
- **Altered** - An animal that cannot bear young because reproductive organs have been surgically removed.
- **BSR** (Behavior Screening Report) - Program where Behavior & Training staff will evaluate an animal’s temperament to determine the most suitable home for its particular needs.
- **C & P** (Clean and Preen) - A volunteer program in which dogs and cats are groomed and exercised. May be a sign on a kennel card signaling volunteers to an animal in need.
- **DSH, DMH, DLH** - Description of cat breed by the length of its coat. Domestic Short Hair, Domestic Medium Hair, Domestic Long Hair.
- **Dog Isolation** – Separate room housing ill dogs to prevent the spread of contagious diseases. Also referred to as “Dog Iso”.
- **ER** - A sign on kennel cards for staff to take the animal to the Euthanasia Room.
- **Ear Mites** - Small bugs caused by a parasite that live in animal ears eating their skin and blood. Easily treated through cleaning and eardrops.
- **Feral** - Unsocialized animal; wild.
- **Foster** - Allowing a volunteer or employee to take an ill/too young/un-socialized shelter animal and care for it in their home until the animal can return to the shelter for permanent adoption.
- **Iso Clinic** - Area on the main level by the west garage which houses ill animals needing medical supervision.
- **Neuter** - To surgically remove the reproductive organs in male animals.
- **OCE** (Owner’s Consent to Euthanize) - A surrendered animal that is euthanized with the owner's consent or request.
- **Physical Exam (PE)** - Program where volunteers help vets with physical exams and help in the clinic. May also be a sign on a kennel card signaling to volunteers an animal which needs medical attention and should be taken to the clinic.
- **RTO** (Return to Owner) - A lost pet who has been claimed and is awaiting pick-up.
- **Spay** - To surgically remove the reproductive organs in female animals.
- **SPCA** (Society for the Prevention of Cruelty to Animals) – The Anti-Cruelty Society is incorporated as such for the State of Illinois.
Scheduling Hours


2. Click on “Volunteer”, and then on the left hand side, click on the “Volunteer Schedule” button.

3. This will take you to a listing of all the volunteer programs currently on the scheduler; click on the program you wish to sign up for:

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4. This will take you to the password page of the Scheduler. All volunteers will log in with the same password: ilovepets (password NOT case-sensitive).

5. Once you log in the current month calendar page will appear. Clicking on the arrows on the top corner of the calendar will progress the calendar to other months. You can click on any date that you would like to sign up for. Once you click on that date, you will be prompted to fill in your name, email address (will not be visible to other volunteers), and shift time (in half hour increments). You will also be able to choose your status:

   - Volunteer
   - Volunteer Mentor
   - Volunteer Training Session

6. On the bottom you will notice the schedule of other volunteers already signed up for that day.

7. If you are unable to keep your commitment, you can log back into the scheduler and delete your shift at any time.
Logging Hours

Please use these instructions to enter and track your volunteer hours.

- Volunteers should enter hours at the end of a shift, prior to leaving, or from anywhere internet access is available.
- Please remember to enter hours for volunteer activities outside of the Society including special events, fostering, special projects and pet visitation.

**Step 1 – Log In**

- Visit the following website to log in to your profile: [https://app.volunteer2.com/Public/Login/Volunteer](https://app.volunteer2.com/Public/Login/Volunteer)
- To log-in type your username and password (both of which are case sensitive) in the boxes on the MyVolunteerPage.com home page and click the “Login Now” button.
- Your username and password are both defaulted as your first and last name combined. Example: johnsmith

**Step 2 – “My Hours Log”**

Click on **My Hours Log** tab

The **view summary** page will open, (this provides a record of hours volunteered in the past 12 months).

- Scroll down to the bottom of the page to log new hours.
- Using the drop down menu, select active, the volunteer department, and then the volunteer activity. Next choose the date and enter the number of hours/minutes worked.
- Click the “Save” button and your volunteer hours will be added.
- If you make a mistake or need to edit, click “Delete” to remove the entry.
  - When prompted, verify your choice by clicking “OK” to delete the entry or “Cancel” to end the function.
  - After deleting you can enter the correct information at the bottom of the page.
- Remember to click “Save.”
Key Staff

Tamra Wagenknecht
Shelter Director

Margaret Barnard
Shelter Manager

Marianne Kozak
Shelter Manager

Dotty Cowles-Newton
Receiving Manager
Grievance Form for Complaint/Concern

This form is to be used to support the grievance process for complaints that may arise with policy discrepancies, animal mismanagement, and/or between personnel.

Please provide a brief summary of the incident:
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________

Did you attempt to resolve the problem directly with the aforementioned party? Yes __  No__

Give a brief statement of the impact of this action.
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________

Your Name: ______________________________________________ Staff __ Volunteer __

Personnel Involved: __________________________________________ Incident Date: __________

__________________________________________________________ _____________________________ __
Signature  Today’s Date

For supervisor’s use:
Date form received: __________   Date of follow-up: __________  Result:  ______________________________________________________

Last Updated 6/2012
Shelter Map
Frequently Asked Questions

Are the animals at The Anti-Cruelty Society healthy?
- All animals are examined by a veterinarian at the shelter and are tested before being admitted into an adoption room.
- Volunteers should be aware, however, that there are incubation periods for certain diseases (such as Upper Respiratory Infection and Kennel Cough) so it is possible that an animal may have caught something and is not yet showing signs.
- If an animal is adopted and begins showing signs of illness within 15 days, the owner can bring the animal back to Anti-Cruelty and we will treat it free of charge.
- Anti-Cruelty recommends that adopters take their new companions to their own veterinarians for a full examination as soon as possible after adoption to establish a new relationship.

Have the animals had their shots?
- When animals come into the shelter, they are treated as if they have never been vaccinated before and are given the initial vaccinations for rabies and distemper.
- After an animal is adopted, the new owner will need to take them to their own vet to get one or more rounds of booster shots.
- After these initial booster shots the owner will be responsible for keeping the animal up-to-date on its vaccinations. This involves having them vaccinated once a year.

Do the animals have worms?
- All animals are given de-worming medicine when they arrive at the shelter. This medicine kills most common types of intestinal parasites but, when the new owner takes their animal to their own veterinarian for a full examination, the vet should check to make sure the cat does not have additional parasites.

How long do the animals stay in the Adoption Room before they are euthanized?
- There is no “time limit” for animals in the Adoption Rooms. Once they are placed in this room, they stay here until they are adopted, unless they get sick or their temperament changes.

Can you “reserve” a cat or dog for me until tomorrow/for an hour/for any period of time?
- No. The Society does not place animals “on hold.”

Why are some cats placed in Charlotte’s Cat Corner? What are the criteria for cats to live in one of the rooms?
- Charlotte’s Cat Corner residents are cats who are compatible living with other cats, have been at the Society for at least a month, and at times, have been sick and recovered from Upper Respiratory Infection. These are cats who have been in the shelter longer than most and it’s our way of making their stay more comfortable.
Seattle Animal Shelter

Dog Handling Manual

Normal Dogs
“Approved Handler” Dogs

Updated: January 2011
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The primary mission of the Seattle Animal Shelter’s volunteers is to help as many animals as possible find their permanent homes. The Seattle Animal Shelter volunteers annually handle over 600 orphaned dogs available for adoption. These dogs come from a variety of backgrounds and histories, and many are surrendered with behavioral issues. To the best of our ability, these dogs deserve a consistent, caring home while at the Seattle Animal Shelter.

In order to ensure that these dogs are more adoptable, we must have a consistent, thoughtful approach to training and handling. Reinforcing positive behavior is the single most important thing we can do to create highly adoptable dogs. This manual provides the baseline procedure of all dog handling at the Seattle Animal Shelter with the singular goal of helping all dogs find their forever home.

Thanks to:

Christine Hibbard, CTC – Companion Animal Solutions
Julie Pitt – Training Team Volunteer
Kara Main-Hester, Ph.D. - Volunteer Manager, Seattle Animal Shelter
Andrea Kilkenny – Humane Law Enforcement, Seattle Animal Shelter
Julie Sharp, CPDT-KA – Sharp Dogs
Erica Wells – Dog’s Day Out
Erin Reynolds, CTP – Paws of Excellence

This manual adapted with permission of Dogs’ Refuge Home Inc., Australia.

Note: For simplicity all gender references are made in the masculine.
INTRODUCTION

Our Goal. When volunteers work with dogs at the Seattle Animal Shelter (SAS), our primary mission is to help them get adopted into new homes where they fit in harmoniously. It is central to our mission that we help our dogs find appropriate homes as quickly as possible for several reasons: the physical and emotional healing of the dogs, to ensure space for incoming dogs and to reduce euthanasia. With this in mind, whenever we are with the dogs we aim to teach them good manners and self-control. One well-trained shelter dog could convince many more people to choose to rescue, rather than buy, their companion dog.

Not everyone is as tolerant of shelter dogs as the kind-hearted people who work and volunteer at the SAS. Behaviors that volunteers tolerate are not acceptable to many of the public who come to us for a dog. The better manners a dog has, the more types of homes he will be suited to, and the shorter his shelter experience will be.

Purpose. The purpose of this manual is to standardize the dog-handling methods used at SAS. Many of us have used methods which differ from the guidelines set out here; however, by following these procedures, our dogs will not be confused, frustrated and stressed by conflicting methods.

To truly create happy, adoptable dogs the techniques and methods within this manual must be adhered to. Techniques outside of what are described within this manual should never be used on the dogs in the care of the Seattle Animal Shelter. Harsh, harmful or confrontational handling of SAS dogs is unacceptable and could result in the loss of dog handling privileges or termination as a volunteer. The last page of this manual includes an agreement that all SAS dog-handlers and foster parents must sign before handling shelter dogs.

Trainers. Every dog is an individual, and no technique will work well with every dog every time. If you are having difficulty with any of the methods in this manual, or they are not working for a particular dog, please remember that the Dog Behavior and Training team is here to help you. There are many tricks, techniques and principles which are beyond the scope of a simple manual. If you would like to extend your learning, the trainers can help.

We would also like feedback about this manual. Please let us know what you think. Any comments and suggestions should be directed to the Volunteer Manager or the dog training team.

The dog training team consists of advanced volunteers and some professional dog trainers. They can be contacted by emailing sasdogtraining@gmail.com.
SPECIAL KENNEL CONSIDERATIONS

Don’t expect too much from a dog within the shelter building, in their kennels or in other highly distracting environments. These are not the time or places to train a dog and will only lead to confusion and frustration.

Keep yourself safe at all times. Do not attempt to handle, interact with or walk a dog you are not comfortable with. Knowing your limits is a positive thing for you, our dogs and for SAS! If you feel uncomfortable or not in control of a particular dog or situation, return to the kennel or ask for help from your shift lead or a staff member.

It is highly recommended that all dog handlers learn basic canine body language. “Reading” a dog well can save you or someone else from a bite. Several great books and DVDs on this subject are listed in the appendix.

Some of our dogs have special needs and are likely to be harmed if handled in the normal way. There are signs on the gates of these dogs’ kennels, outlining procedures that are needed to help them. If the dog has a special sign, it is very important that you follow these procedures every time you interact with that dog.

KEEPING DOGS CALM

Be consistent. Confusion causes frustration and stress which are manifested in unwanted behaviors such as mouthing, jumping, etc.

Be as calm as possible. Keep your movements slow, gentle and clear.

Some dogs become hyperactive when they are petted. If this happens stop petting and look away until the dog settles. When the dog settles, pet slowly on the chest.

If your dog seems out of control, say nothing, stand still, break eye contact and wait. When the dog offers any kind of calm behavior, give a reward.

Please do not allow dogs to chew on their leash. If a dog takes the leash in his mouth, intervene as quickly as possible by offering a treat in exchange, toss a few treats on the ground or redirect with a toy. Do not jerk the leash out if its mouth. If a dog is repeatedly biting the leash, please inform your team/shift lead.

Avoid subjecting a dog to situations that cause him to act in a stressed or highly excited manner. For example, some dogs get stressed when walking past other dogs. Allowing a dog to become overly stressed is a form of cruelty and can undo weeks of hard work by your fellow volunteers. Flooding (e.g. Forcing) a dog to face his fears is inappropriate and will only cause more issues.

Stroke dogs on the throat, chest and under the chin. Many dogs do not like to be patted on top of the head, rapidly stroked or slapped.

Do not lean over a dog. It is more considerate to squat or to lean over a point in front of or beside the dog.
Avoid staring at a dog’s eyes. A slow, soft blink and a flick of your tongue can signal to the dog that you mean no harm when you are looking at him.

CUES
Avoid giving cues to a dog if you think he is unlikely to respond, as this will undermine the cue’s effectiveness in other situations. For example, some dogs will not respond to calling their name if they are running up to a fence to bark at a passing dog. If you think that the dog won’t come when called, or you have tried once and he didn’t respond, approach the dog and lure or lead him away. Do not repeat the cue. Remember that for positive reinforcement training to work, it has to be success-based, so only ask for what the dog is able to achieve at that time. Remember **duration, distance, distractions and general environment** are all critical factors in a dog’s ability to successfully respond to a cue.

If you give a dog any cue, even his name, always make sure you follow through and get a rewardable behavior, or the dog will learn to ignore people. **Do not repeat the cue.**  If the dog will not respond to any signal, he is probably very stressed. If possible move the dog to a less stressful location and calm him with long slow strokes, treats and gentle words.

TREATS
Have food treats handy at all times. Pats and verbal praise are not enough to make a strong impression and can be negative for some dogs. “Reward markers” can help bridge this interval between the good deed and the reward (see chapter below).

The best food treats for training are small and soft and can be swallowed without chewing. A piece of string cheese should make about 60 pea sized treats. A regular sized hot dog: between 60-100. See appendix for a list of appropriate food treats.

Don’t reward a dog with treats just for being in the kennel or because you have a pocket full of left over treats. Treats should be viewed as currency so only “pay” a dog that is showing a desirable behavior.

TRAINING
Never shout angrily at a dog, spray it with water, smack a dog (even lightly), jerk its leash or lift it by the leash. The only form of punishment that is acceptable at the Seattle Animal Shelter is to withdraw your attention from the dog.

Praise and “cues” are most effective when delivered in a happy voice. Put some emotion into it – smile and sound really pleased. A high pitched voice can help get a dog to respond, while a low calm voice can settle an excited dog. The general rule is to stay positive and never get angry.

“Capture” any nice behavior the dog offers by rewarding it promptly. It is human nature to notice any disruptive behavior from our shelter dogs and to take good behavior for granted. Remember to reward desirable behavior immediately.

Short five minute training sessions multiple times a day are better than one long training session a day.

APPROVED HANDLERS
Some dogs have special needs that require the experience, patience and consistency of a smaller group of dog handlers. These dogs can only be walked by **Approved Handlers** and will have a list of those approved handlers attached to their green sheet. Dogs are assigned to the
approved handler list usually due to a variety of behaviors:

- Extremely strong dogs
- Reactive/High-Arousal Dogs
- Shut down dogs
- Jumpy or Mouthy dogs
- Dogs being held for a Court Case

To become an approved handler, an animal care staff member will recommend the volunteer for the position or the volunteer will go through an evaluation with a Volunteer Manager. Approved handlers are expected to be excellent dog handlers that use the techniques contained within this manual. These volunteers usually have years of experience with shelter dogs and have previously shown an ability to handle difficult dogs with finesse.

The single most important thing these handlers do is provide the consistency necessary to begin the rehabilitation process for many shelter dogs. Approved handlers are expected to follow the training tips within this manual and be comfortable with the common behavioral issues as outlines within the manual.

EQUIPMENT

The equipment approved for use at the Seattle Animal Shelter includes martingale collars, front-attach harnesses and, occasionally, Gentle Leaders or Haltis. We absolutely prohibit the use of choke chains, prong collars, shock collars or any other piece of training equipment that causes pain. For proper instruction on fitting these pieces of equipment, please see a staff member.

POSITIVE REINFORCEMENT TRAINING

Positive Reinforcement. Dog training has changed dramatically over the past 20 years. The traditional military methods have been abandoned by most professionals in favor of scientifically developed and proven relationship-based, positive reinforcement training.

Positive reinforcement training is NOT an opportunity for the dog to “get away with murder” - it is quite the opposite. The handler must be calmly proactive in managing the dog's behavior. Dogs are learning constantly, so everything you do while with a dog has an impact on its future behavior. **In effect, every time you interact with a dog you are training it, whether you intend to or not.** Unpleasant dog behaviors are not punished; they are managed and extinguished. Positive reinforcement using rewards is not to “bribe” or “spoil” the dog but to condition him to increase the behaviors we want. While in the SAS, all dogs should be given small rewards (a.k.a. treats) frequently to encourage and reinforce appropriate behaviors. Once the dog has a stable home, the use of food treats can be faded for behaviors he has mastered.

The positive approach works on the principle that a dog will keep repeating a behavior only if he finds it rewarding. If an undesirable behavior becomes consistently unrewarding it will eventually disappear. However, the dog’s progress can be set back dramatically if just one person allows a negative behavior to go uninterrupted or unintentionally rewards a negative
behavior that others are trying to remove. For example, if a dog occasionally gets to go in the
direction he pulls, he is likely to pull every time he walks just in case it pays off.

For positive reinforcement-based training to work, the dog has to be capable of succeeding
relatively easily. Without success there are no rewards, and without rewards there is no
positive training. This means rewarding the best the dog can give you at that time. A dog
can be trained to accomplish difficult goals by breaking them down into small easy steps.
Remember that when learning a new skill, you need to keep the duration, distance and
distractions extremely low and then build on them.

Extinguishing Bad Behaviors. Some of the most common rude behaviors dogs present are
motivated by attention-seeking. In such cases any attention we give the dog will act as a
reward and will cause the dog to repeat the behavior more often. We should respond by
ignoring the dog for a few seconds. Jumping up on people or mouthing at them are examples
of attention-seeking behaviors that can generally be reduced by ignoring. Even something as
ordinary as eye contact with the dog can be rewarding. Unpleasant dog behaviors are not
tolerated; they are managed and extinguished, but not punished.

Please note: do not ignore aggression. Any signs of aggressive type behavior (including
growling, freezing, charging, lunging, “muzzle-punching” ( barging into your face with his),
snapping and forceful mouthing or excessively rough play) should be reported to an Animal
Care Officer, as the dog may need remedial training before being placed for adoption.

Cues. When handling a dog, our aim is to have him enjoy being with you. To achieve this we
must make training easy, success-based and FUN!!! Remember your favorite teacher at
school? Why was he so effective? Because he gave calm, clear instructions and allowed you to
succeed and build confidence. We do not give a dog “commands” (orders that must be obeyed
or else); we give him “cues” (signals that let him know how to win our approval and other
goodies). To be effective cues must be consistent both in usage and context (please refer to
the cue chapter of this manual). A dog that misbehaves or fails to comply with our wishes is
not a “bad dog” – he is just a good dog with some unwanted behaviors, or we asked for too
much (university level when the dog is still in kindergarten). We do not aim to have the dog
be “obedient”; we aim to have him be willing and excited to learn.

Eliciting Behavior. Behavior that is rewarded will be repeated, but how do you get the
behavior in the first place? At SAS we use three methods.

- Capturing: Catching your dog in the act of doing something and rewarding the behavior.
  Example: Your dog glances at you after looking at another dog. You tell him he’s the best
dog on the planet and praise him. “Reward markers” (i.e. mark/treat) can help bridge this
interval between the good deed and the reward (see chapter below).

- Luring: Using food to lure your dog into doing the behavior you desire.
  Example: Using a treat to guide a dog into a sitting position, and then mark/treat the dog
with the treat once his butt hits the ground.

Shaping: Teaching a seemingly complex behavior by rewarding gradual increments of the behavior and slowly raising the criteria until your dog learns the final behavior. Shaping is an advanced technique that requires patience and time.

Example: Let’s say you want to teach your dog to lie down on a mat. You begin by mark/treating if your dog looks at the mat. Once this skill is mastered, you wait for him to step towards the mat before you mark/treat. Then you wait for him to step on the mat before you mark/treat. Then you wait for him to sit on the mat before you mark/treat. Finally, you wait for the final behavior – to lie down on the mat before you mark/treat. Only after you get a solid and repetitive response to the final behavior do you add the cue “go to your mat”. If a dog is new to shaping, then you may need to break down the steps even further to micro-steps; however, once a dog figures out shaping they enthusiastically begin exploring their environment looking for the behavior that will give them a reward.

THE MARKER IN POSITIVE REINFORCEMENT

THE REWARD MARKER – “YES”

All dogs at SAS will be conditioned to the word “yes” as a marker for desired behaviors. (Some advanced handlers may use a clicker but only those that have had clicker training.) When the dog does something you want, say “yes” and give him a treat. The “yes” instantly pinpoints the behavior you like and clearly links it with the reward. You should only say “yes” when you intend to give a treat. If you run out of treats (hopefully you will always have enough!), verbally praise the dog with a “good dog”, but do not say “yes”. Remember, a marker word or click is not used to get the dog’s attention but to pinpoint the exact moment a desirable behavior is presented. Essentially the marker tells the dog “Correct! You get a reward”.

To stay effective, the word “yes” should be said the instant the dog has completed what you want, before other praise and even before starting the hand motion to deliver the treat. Good timing is the essence of good dog-handling. This can be tricky, so if you find you can’t time it well it is better not to use the word, or you will undermine its effectiveness with that dog.

You can use the “yes” reward marker for the following (even without giving a cue):

- Especially nice moments of loose leash walking
- Sit
- Down
- Come when called
Eye contact with you

Looking at another dog without barking and then looking back at you

Not staring at another dog as it passes

Sitting nicely at the kennel front when potential adopters walk past

Calm behavior

Reinforce the instant that a dog chooses a good behavior over a bad one.

- Example: In the corral your dog stays by your side instead of rushing to the fence to bark at another dog. Mark/Treat!

- Example: You are walking down 15th Ave. and an unknown person is standing at the bus stop. Your dog looks at the person then looks at you while staying right by your side. Mark/Treat!

CHARGING THE CLICKER OR MARKER WORD “YES”

In order for the clicker or marker word to have a meaning we need to “charge” it. This means that we need to tell the dog that this metallic clicking sound or the word “yes” means that a treat is coming. We do this by associating each click or the word “yes” with a piece of food. The purpose of this exercise is to teach your dog that the sound of the click or the word “yes” means something wonderful is coming. Do not give your dog any signal (like reaching for a treat, pointing the clicker toward him or reaching toward her with the treats) other than the click or saying “yes” to signal that a treat is coming.

How to charge a marker:

- Prepare about 75 small, high value treats.

- Choose a quiet place with low distractions.

- Load one hand with about 15 treats.

- With your clicker in the other hand, click or say “yes” and give a treat (M/T) from your hand 10 times--be sure to click or say “yes” before giving the treat.

- Reload one hand with 20 treats and M/T. Deliver the treats by dropping them one by one on the floor.

- Repeat this process while walking around. Vary the number of treats in your hand each time.

- You will know you have completed this process when your dog startles slightly and looks for the treat when he hears the click or the word “yes”.

- A dog who has already had the marker charged will have M/T marked on his green sheet.
RULES OF THE MARKER WORD AND CLICKER

❖ Click or say “yes” at the time of the desired behavior.

❖ If you click or say “yes”, you owe your dog a treat – even if the click/yes was a mistake.

❖ Only click or say “yes” one time. Use a “jackpot” of treats (e.g. quick delivery of 5 treats), not more clicks or “yes”, to reward an extra good response.

❖ Never click or say “yes” to get your dog’s attention or to get him to come when he is running away from you.

❖ You may treat a dog without a click or the word “yes” but never the other way around.

GUIDELINES FOR TAKING DOGS IN AND OUT OF KENNELS

GETTING A DOG SAFELY OUT OF THE KENNEL

❖ All dogs should be wearing a martingale collar. If a dog doesn’t have one, please select one for the dog. The martingales are located in the marked drawer in the volunteer desk. When fitted properly the small loop should form a triangle when pulled taunt by a leash. If you are unsure of the fit, ask for help.

❖ Always have your leash, bag of treats, poop bags, lighted collars, SAS vests or anything else you need BEFORE you enter a kennel.

❖ Have your leash ready, gathered in one hand so there are no dangly bits for the dog to grab.

❖ Entering the kennel:

  o Stand in front of the kennel door.

  o When the dog has all four paws on the floor, quickly and calmly enter the kennel, pushing the door inwards and using your body to block the door. Quickly and calmly close the door behind you and fasten the latch.

  o If a dog is shy, fearful or reactive (backing away from you and/or barking), and won’t approach the front of the kennel, please don’t enter the kennel.

❖ If a dog jumps up in the kennel, immediately disengage and turn your back on the dog. Do not give the dog any attention until he has all four paws on the ground.
If the dog is having trouble calming down, show him a food treat and signal or lure a sit. If the dog just bounces back up, begin to reward any non-jumping behavior.

Putting a martingale collar on a dog:

- Loosen the collar so that it will easily slip over the dog’s head.
- Put your hand through the center of the collar, with a treat in your palm.
- Offer him the treat in your hand at nose level and while he is eating it, slip the collar gently over his head with your free hand.
- Never force a collar onto a dog.
- If the dog is reluctant to accept the collar, slowly introduce the collar while positively reinforcing micro-steps to get the collar on. For help with this, please talk with an Animal Care Officer.

Do not open the door if the dog is jumping or barking. Again, wait until all four paws are on the floor. If the dog jumps as you reach for the kennel door, take your hand away and wait. Repeat this until the dog does not jump when you reach for the door, and then calmly treat and leave the kennel.

Before leaving the kennel, check to make sure another dog isn’t being let out of another kennel simultaneously. Open the door and walk briskly towards the exit keeping a fairly short leash (you may want to use the city handles for this) as you navigate by the other kennels and past the critter area. It’s often helpful to use positive vocal cues to keep the dog in motion and on the path you want them to take (e.g. “this way, let’s go”). This can help keep them focused on you, not the other dogs.

Get the dog out of the kennel area quickly and safely. This is not a time to ask for calm behavior from the dog. It is important that you do not start practicing loose leash walking techniques, or any other cues until you have left the kennel area and are outside the building.

To remain balanced and in control when a strong dog is pulling you, bend your knees, keep your spine more or less straight and vertical, and keep your leash hand low and pressed against your body.

Prevent the dog from approaching other dogs at their kennel gates by keeping the leash short.

RETURNING A DOG TO THE KENNEL
Once you are close to the kennels, some dogs will become excited or agitated. When this happens proceed quickly and do not attempt to train loose leash walking. If the dog is very calm, you can M/T.

Once inside the building, look ahead to ensure no other dogs are on their way out. **Dogs coming out have right of way.** If you encounter another dog, quickly turn around and walk back into the truck bay and out of the path of the oncoming dog.

Do not allow your dog to interact with other dogs in their kennels.

Pay attention to your dog when in the kennel. Let him drink water if he just came back from a strenuous activity, and don’t pull the dog away from its bowl in your rush to move onto the next dog.

Ask for a sit before removing the leash, harness, etc. You may need to lure the dog into position with a food treat. Do not remove the leash, harness or banner from a dog until it is relatively calm.

If applicable remove the harness and hang it high on the hook on the outside of the kennel. Make sure it hangs outside of the kennel where it cannot be damaged or eaten by the dog.

When time allows please spend a few minutes with the dog before leaving the kennel. Encourage calm behavior. Pet or massage the dog and give him a few treats.

When you leave the kennel, open the door inward and quickly slip out using your body to block the opening. Place the padlock through the hole before you leave the area. If it is after 6:00pm, lock the padlock.

**ALTERNATE ACTIVITIES**

There are many ways volunteers can help enrich the lives of SAS dogs besides just taking them for a walk and some corral time. Variety is essential for enrichment. Here are a few suggestions:

- Walk around the kennels and reward the dogs who are being quiet and calm. This is beneficial in many ways, such as making them more relaxed and happy, and helps them learn to look appealing to potential adopters.
- Sit in the kennel with a dog and pet him or give him a massage.
- Take a dog for a quick toilet stop. Not all SAS dogs are housetrained, but many prefer to go to the toilet outside their kennels. This also teaches them that having their leash put on
and going out of their kennel does not mean they are actually going for a long walk or play.

- Get a partner and practice a “Ping-Pong Recall.” With only ONE dog and two people, go to the corral and allow the dog off-leash. One person says the dog’s name in an excited way. When the dog comes, he gets a treat. The other person then says the dog’s name. When the dog comes, it gets a treat. Do this over and over. You are exercising the dog, practicing recall and helping him learn his name.

- Play fetch with a dog. Start with two tennis balls. Throw one, and when the dog brings the first ball back and drops it, throw the second ball. Never try to remove a ball from a dog’s mouth.

- If a dog tends to get overly excited about human company, you can help by just sitting somewhere quiet with the dog on-leash and ignoring him. (Read a book, knit, meditate – anything but interact with the dog.) You can use a quiet M/T for calm behavior when the dog is just sitting quietly near you.

- Brush a dog. Treat him while you are brushing.

- Put a dog through his paces in the kennel. Practice all the cues the dog knows, calling him, having him sit, down, and so on. Remember to always M/T. Keep these sessions to just a few minutes long so that the dog doesn’t become mentally fatigued and frustrated.

**REINFORCING CALM BEHAVIOR**

One of the biggest factors affecting behavior in a shelter dog is stress. Stress is defined as a physiological reaction in the body that involves release of adrenaline, increased heart rate, release of cortisol, increased gastric juices, change in water balance and heightened defense reactions. These physiological reactions are separate from any emotional feelings about the stressor. This distinction between physiological reactions and emotional feeling is important. Just because your dog is obsessively focused on retrieving his tennis ball and seems to be having fun, doesn’t mean that the dog isn’t past his stress threshold.

Many of our shelter dogs have no basic manners and limited impulse control and therefore respond to any level of stress with inappropriate behaviors. They may become reactive, jumpy and mouthy or just won’t settle down. While exercise is important for young, active dogs, one of the most valuable skills a dog can learn is how to control their own arousal levels. Keeping dogs in a heightened state of arousal (such as taking them out of a stressful kennel and then thrusting them into an activity that is physically demanding such as fetch or a long run) can be detrimental.

Reinforcing and rewarding calm behavior is one of the most important skills we can teach our shelter dogs. When your dog is getting stimulation through his senses, he will be tired, but not overstressed. Here are a few suggestions:
M/T all calm behavior in the kennel, in the corral or on a walk.

If your dog is overly aroused and barky, walk to a quiet area and once he stops barking, M/T the quiet behavior.

Work on less physically demanding skills like “touch”.

Instead of fetching moving objects, teach your dog to find, fetch and retrieve still objects.

Work on less physically demanding skills like “touch” and “watch me”.

Break fetch games up with longer periods of brain work such as training or tricks, creating significant rest periods between throws or runs.

Play scent games with your dog. Make him use his nose to take in his environment and learn. Make a scent track for your dog to find you or things he likes. Make it easy and obvious at first and then increase the difficulty.

Set up obstacle courses in the corral or put a variety of interesting objects there for your dog to investigate.

BASIC SKILLS AND CUES

A “cue” is anything (such as a word or a hand signal) which deliberately directs a dog to perform a specific action. It is important for us all to use the same set of cues with the dogs to avoid confusing and stressing them. Consistent signals help a dog learn quickly.

All of the steps to teach a cue might not be completed in a single training session. Sessions should be kept to just a few minutes, or the dog may become mentally tired and frustrated. Often, the lesson will “sink in” during the period between sessions, and the dog will perform better when you come back than when you left him.

If the dog does not respond to the cue the first time you ask him to, please do not repeat the cue. Repeating any verbal cue just weakens it and actually untrains the dog!

TRAINING A DOG TO WATCH ME

Teaching the dog to pay attention to you is an important part of training the dog. After all, if you can’t keep the dog’s attention, how can you train him? This is a good one to work on early and often. This exercise teaches the dog to make and sustain eye contact with you.

How to teach watch me:

Start with a handful of treats.
Find a comfortable place with low distractions where you can easily face the dog and he doesn’t have to strain to see your eyes.

Hold a treat in your hand and extend your arm out horizontally from your body.

M/T when he makes any type of eye contact with you.

Once your dog is doing this consistently 10/10 times, you can add the cue “watch me”.

To capture this behavior, M/T whenever your dog spontaneously makes eye contact with you.

**TRAINING A DOG TO SIT**

Many of the SAS dogs will already sit when verbally asked to. It is best to give a hand signal at the same time as the word “sit”, because dogs tend to notice movement much more than words. (The hand signal is to hold your hand out, palm up and parallel to the ground with your elbow at your side and sweep your hand up to your shoulder.) M/T every time the dog sits on cue.

**How to teach sit:**

- Have a treat in your hand. If the dog is on-leash, make sure the leash is loose.

- Get the dog’s attention.

- Hold the treat close to his nose and lure the dog to sit by moving your hand slowly back over the top of his head. To keep watching the treat, the dog will have to lower his bottom, and it will be natural for the dog to sit rather than to stand. Keep your lure very close to the dog’s nose – if you move your hand up too quickly or too far away from his mouth, he may give up or you may inadvertently teach the dog to jump up for the treat.

- The moment the dog’s bottom touches the ground, M/T. After the M/T, the dog is allowed to release the cue.

- If the dog will not follow the lure the whole way, you can shape this behavior by M/T the dog for going part way. Repeat this, going a little further each time before M/T. Remember: for positive reinforcement training to work, you have to give the dog a task he is capable of accomplishing at that time. *If you aren't rewarding, you aren't training.*

- Once the dog is sitting reliably using the lure, you can start gradually abbreviating the luring motion, changing it a little with each repetition until it becomes a hand signal (a “visual cue”). If the dog does not sit in response to your signal, just go back to an earlier stage.

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The finished hand signal gesture should be given with the handler standing fully upright. At waist level, hold your hand out, palm up parallel to the ground, with your elbow at your side, and sweep your hand up towards your shoulder.

- Be generous with your treats. It is important to M/T every correct response until you have the dog actually sitting on the first cue 10/10 attempts.

- At this point you can add the verbal cue “sit” to the hand signal.

- Never push a dog into the sit position by forcing their bottom to the ground.

- If you cannot get a dog to sit, please inform a SAS trainer. The dog may be given special attention.

**TRAINING A DOG TO WALK ON A LOOSE LEASH**

Remember that the leash and collar are only there as a safety precaution to stop a dog from running off. This means the **leash should not be used to indicate to the dog when you want to change direction, start walking or stop walking** – use your voice instead, and if that fails use your food treats.

- **Never, ever, use the leash to “correct” the dog by jerking it, even mildly.**

- In an emergency, you may need to use the leash to pull the dog away, but this should only be done if an animal or human is in danger.

- Loose leash walking does not mean heeling. The dog can be wherever he chooses, as long as the leash is loose.

- Please do not shorten the leash except when it is necessary to do so for safety, as when exiting the kennel area. The full length of the leash helps the dog relax and enjoy his walk.

- If you hold the leash close to your waist, this will help you overcome the habit of accidentally tugging the dog with the leash. Also, this is your center of gravity, so you will be more balanced and less likely to hurt your back or shoulders.

- Dogs learn to pull on the leash because they are reinforced for doing so and never taught an alternative.

- Every step taken when the dog is pulling is teaching him to pull more.

- How to teach loose leash walking:
  
  - When the dog is walking with a loose leash M/T and offer the treat close to your leg.
If the dog maintains the loose leash, continue to M/T frequently.

If the dog starts to pull, immediately stop walking. Hold your ground while the dog is pulling.

When the dog turns toward you and puts just a little slack into the leash, continue on your walk.

M/T any loose leash walking.

- "Double dipping" can help with a dog that races back to the end of the leash. Have two or more treats ready in your hand. M/T loose leash walking then immediately M/T a second time before he shoots off. This way, he learns that it's worth sticking around.

- Whenever you need to change direction or stop, call for the dog's attention first, rather than relying on the leash to communicate your intention. You can use "this way" as a cue to indicate a change in direction.

- Martingale collars can cause collapsed tracheas if the dog constantly pulls against them. Use an Easy Walk™ or Wonder Walker™ harness to manage the dog's pulling behavior. These harnesses are available in the volunteer desk, and a shift or team lead can show you how to fit the harness on the dog. Fitting instructions:
  - The Easy Walk™ or Wonder Walker™ tag always goes on the top of the dog.
  - The leash is always attached to the strap going across the breast bone.
  - The straps going over the dog's back and under the dog's belly should be in a straight line when the dog is standing.
  - If fit properly, you should only be able to get one finger under each strap.
  - Use the same loose leash walking technique when the dog is in a harness.

TRAINING A DOG DOWN

Some of the SAS dogs will already drop to a down when verbally asked to. It is best to give a hand signal at the same time as the word "down", because dogs tend to notice movement much more than words. If the dog you are with can do this, M/T him with praise every time to maintain his responsiveness.

If the dog does not drop to a down the first time you ask him to, please do not repeat the cue. As mentioned before repeating any verbal cue just weakens it and actually untrains the dog!

How to teach a down:

- Have a treat in your hand. If the dog is on-leash, make sure the leash is loose.
Get the dog’s attention and into a sitting position.

Hold a treat close to his nose and slowly lower it straight down to the ground at a pace the dog will follow. Do not move the treat more than an inch away from the dog’s nose. Try to avoid leaning directly over the dog, which could make him uncomfortable. Instead, bend your knees and/or stand side-on to the dog.

When the dog is nearly in a down, move the treat along the ground, away from the dog’s front legs, to give him room to stretch out. The complete hand motion of the lure should describe an “L” shape.

The instant the dog’s belly hits the ground, M/T. It is important to treat low to the ground and between his front paws.

If the dog will not follow the lure the whole way, you can shape this behavior by M/T the dog for going part way. Repeat this, going a little further each time before M/T. Remember: for positive reinforcement training to work, you have to give the dog a task he is capable of accomplishing at that time. *If you aren’t rewarding, you aren’t training.*

Once the dog is dropping into a down reliably using the lure, you can start gradually abbreviating the motion, changing it a little with each repetition until it becomes a hand signal (a “visual cue”). If at any point the dog does not drop into a down in response to your hand signal, just go back to an earlier stage.

The visual cue for “down” is essentially the opposite of the visual “sit” cue, but with your palm facing down. Standing upright, start with your hand at your shoulder, with your elbow tucked into your side. With your palm facing the front, sweep your hand down until it’s parallel with the ground in front of you.

Be very generous with your treats. It is important that you M/T every correct response until you have the dog actually dropping to a down on the first cue 10/10 attempts.

At this point you can add the verbal cue “sit” to the hand signal.

Never push a dog into the down position.

If you cannot get a dog to drop into a down, please inform a SAS trainer so that the dog can be given special attention.

TRAINING A DOG TO TOUCH

Teaching a dog to “touch” is a fun and easy skill as well as a building block to more advanced tricks. It is also a simple skill that can be used to refocus a dog that is getting aroused or distracted. “Touch” is also perfect when helping a dog learn how to control its
impulses because there is limited movement involved and is more of a mental skill than physical.

How to teach touch:

- Take a treat and rub it on the inside of your palm. Place your palm out in front of your body and a few inches away from the dog.

- Once the dog smells your hand (or licks it), M/T. Repeat many times until you reach a 100% success rate.

- Increase the criteria by not scenting your hand and repeat the above. Once the dog is successful, try moving your hand to the left, to the right, up or down.

- When the dog is successful 10/10 times, add the cue “touch” right before the dog touches the target.

ADVANCED CUES AND SKILLS

TRAINING A DOG TO LEAVE IT

Teaching a dog to leave something is one of the most valuable skills a dog can learn and can be used in a wide variety of situations. “Leave it” should be used before a dog has something in its mouth or before it decides to actively explore or pursue something enticing. Once mastered, “leave it” can be used for just about anything -- food, toys, other dogs, cats, squirrels or anything else that the dog might want.

How to teach leave it:

- Place a few treats in your hand, and close your hand around the treats.

- Show your closed hand to the dog and the moment the dog loses interest in your hand, M/T from your other hand. Remember, don’t pull your hand away from the dog; the dog needs to lose interest on his own.

- When the dog is successful 10/10 times, add the verbal cue “leave it” when you first show your hand to the dog.

- Add variety to the training by placing your hand over a treat on the ground, on the bench or by your side (with your fist closed), and say “leave it”. When he abandons interest in the treat, M/T.

- Increase the difficulty by placing a treat in your open palm. Allow your dog to see the treat and say “leave it”. If the dog tries to take the treat, close your palm. Only allow him to see
the treat when he loses interest. Once he loses interest for a couple of seconds, M/T.

- When he has “leave it” down 100% reliably in the above exercises (and shows NO interest in your palm after you’ve said your cue), place treats on the ground or on a bench out in the open, but where you are close enough to cover them if your dog begins to head for it. Say “leave it” and if your dog ignores the treat, M/T.

- Continue to work on increasing the criteria to where you can have a treat next to the dog and he ignores the treat. Remember to only say “leave it” once and M/T each correct response.

- The sooner the cue, the easier it is for the dog to leave it. Make sure you say “leave it” before the dog is too interested in the object.

**TRAINING A DOG TO WAIT**

“Wait” is a less formal version of stay and is a wonderful skill for when you are leaving the kennel or gate, and you don’t want your dog to rush out in front. When a dog is waiting, they may move laterally or even back up, but they shouldn’t move forward over an invisible line (or doorway). A dog can learn wait when they are sitting or standing.

How to teach wait:

- While your dog is on leash, walk up to the corral gate (it should be closed) and pause for a moment. Do not have any tension on the leash, and do not ask for a sit; however, it’s fine if your dog sits on his own.

- Reach for the latch and open it slowly a few inches. If your dog surges ahead, close the latch immediately.

- Repeat this process of reaching for the latch and opening it until your dog doesn’t surge forward. M/T when your dog is calmly in front of the corral.

- Continue practicing while you open the gate farther and farther. When your dog stands or sits calmly, make sure you M/T this behavior.

- Step forward and if the dog doesn’t move, M/T. You may release your dog with “Okay”.

- Another option: It can sometimes helps to practice wait when you are out on a walk. You can do this as you cross the fence line into the Armory, or even before stepping off the curb or over a log. Just pause and tell your dog “wait” and then take one step forward. If your dog moves forward, circle back. Repeat until the dog pauses as you take one step forward and M/T.
Distance, duration, distraction and environment are all criteria that you can play with, but start easy and build on success. Remember that every time you try a new criterion, you have to make the others easier.

TRAINING A DOG TO STAY

The key to successfully teaching a dog to “stay” is by starting out easy and very slowly increasing your criteria. Don’t increase distance until you have a bullet proof stay when you are right in front of the dog. Same is true with duration or distraction. If you’ve been successful with increasing one criterion, don’t add another unless you bring the original criteria back down a few notches.

How to teach stay:

- With treats in your hand, stand in front of your dog and ask for a “sit”.
- Count one second (“1-banana”) then M/T which acts as a release cue. The dog just completed a one second stay!
- Get the dog up and moving.
- Repeat the one second stay several times.
- Once your dog has mastered stay with no distance and no duration, you’ll want to increase duration. Repeat the steps above, but after you say “sit”, wait a few seconds and then M/T to release. Continue to increase the duration until your dog can “stay” for a longer period of time.
- Next, move onto distance. Again, repeat the above, but after you say “sit”, move your body just a little. M/T and release. Remember that when you increase your distance, you decrease your duration back to almost zero.
- Build onto distance by taking a step back after you say “sit” and then step back in and M/T.
- If at any time your dog is having difficulty, lower your criteria. Keep in mind that the dog may be distracted by things around you (i.e. dogs, birds, cars).
- Note that there is no verbal cue for stay. “Stay” is simply an extended sit. This can also be applied to “down”.

TEACHING A DOG TO COME WHEN CALLED

Teaching a dog to “come” is a formal recall. This cue tells a dog to stop doing what he is doing, make a U-turn and return to the person that said “come” as quickly as possible and then sit
directly in front of them. A perfect formal recall will have a dog running at full speed across a corral. Because it is a formal command with a high expectation, there is one major rule: If you would not bet $50 that the dog will come, do not “cue” the dog. Live by this rule, and you will have a dog with a rock-solid recall. While at the shelter, we should only use this command sparingly and in situations where the dog is guaranteed to succeed.

This exercise can be done on-leash while on a walk or in the corral. Start with keeping the criteria low so that the dog can be successful and build from there. Remember to keep it easy – if the dog is just learning to “come”, begin with very short distances, no more than two feet, and no distractions.

How to teach come:

- Have a handful of treats ready.
- Get the dog’s attention, show him your treat and immediately begin to move backwards one step.
- The action of moving backwards will excite his interest and act as an invitation to respond appropriately.
- As the dog approaches, stand upright, and lure him into a sit.
- The instant the dog is in a sit, M/T. While continuing to treat him, give him a gentle rub under the chin, and briefly touch the dog’s collar as you rub him under the chin. This will accustom him to having his handler reach for his collar.
- Once the dog is responding reliably you may add the word “come” as the dog is moving towards you, but continue to always M/T after the dog sits.
- Slowly increase your distance, and as the dog starts to move towards you, continue to move backwards, all the while encouraging him in an upbeat tone of voice.
- A good way to practice recall is to play the “2-food game”. Show the dog a tasty treat and then throw it away from you. After the dog has found the treat, he will invariably look back at you in anticipation of another one. At this point you should recall the dog by following the steps described above. This can be done on-leash.
- Another way to practice is to have two handlers in the corral and to call the dog back and forth between the two handlers. Remember to M/T the dog every time the dog sits and before the other handler calls him over.
- Some important rules:
Never scold a dog for coming to you, even if he is 10 minutes late.

Never grab for the dog, as this will encourage him to shy away.

Never move towards the dog after you have cued him to come to you if he is responding.

Never call your dog for something unpleasant. Leaving the corral and returning to the kennels is unpleasant so when it’s time to leave the corral, please don’t use “come”.

Anytime your dog responds to its name, or a formal recall, you must reinforce the behavior with treats or praise – even if the dog was barking at another dog or doing something undesirable prior to your cue. If the dog was digging, and you say “fido, let’s go” and he stops digging and comes over to you – you must happily M/T the dog.

M/T every time he comes to you, whether it is an offered behavior (checking in) or a response to a request.

COMMON BEHAVIORAL ISSUES

PREVENTING AROUSAL

When out on a run or walk, a shelter dog that becomes overly excited is annoying at minimum but can also be downright scary. Most shelter dogs are at some level of arousal when outside their kennel. When a dog becomes overly aroused and starts to jump and grab at its leash or handler, the situation can become dangerous.

Many of our dogs have never learned impulse control. In other words, they have an impulse, and they act on it. Prevention is always the best strategy. Here is a list of ways to prevent the arousal that can lead to jumping, nipping, biting and other crazy dog behaviors. Here are some guidelines for preventing arousal:

- If you had a difficult time handling the dog in the past, it’s highly likely that the dog will be even more difficult to handle the second time around. Pick a different dog.

- Keep the dog calm. Use a clear, soothing voice. Do not crowd the dog or grab at his leash or collar. Sudden movements should be avoided. If you are zen-garden calm, the dog is more likely to be.

- Work on building a relationship with the dog before you leave the kennel. M/T calm behavior and ignore the dog when it’s excited. If the dog acts crazy in the kennel – jumping, barking, humping – leave the kennel. Try again after 30 seconds.
Be aware of potential “arousal triggers”, and avoid or manage your dog around them. **The goal is to avoid getting your dog aroused, and if it starts to show signs of arousal to bring the dog's arousal levels down BEFORE it gets out of control.**

- Common arousal triggers: new people and sounds, other dogs, dogs running off leash, dogs running when your dog is at a standstill, the anticipation of running, changes in pace, dog running inside corral, petting a dog in an excited manner, speaking in a high-pitched, excited voice (baby talk), slapping a dog, roughhousing, chasing your dogs, waving objects (i.e. toys, scarves, hair) and barking.
- Dogs may start to "play" when they feel a change in ground surface. For example when running through grass or puddles. This can quickly escalate.

Stay calm at all times with your dog. Dogs can easily pick up on your emotions. Give the dog clear direction; stay focused on your dog and the environment throughout the entire session.

**M/T appropriate and calm behavior.** If the dog is being reinforced when it's doing something right, it will work hard to continue the positive reinforcement.

Spend some time walking with the dog and working on basic manners before you take off on a run or other highly arousing activity.

Getting a dog hyped up by running around the corral may backfire as the dog might get overly aroused. If you do spend time in the corral, focus the off-leash time with intermittent training. Ask for, or better yet, just wait for the dog to offer a positive behavior before the ball is thrown (sit, quiet, watch me are all good things), and use the throwing of the ball as a reward for appropriate behavior.

- If the dog jumps or lunges at you, even if it's for the ball in your hand – the play session must immediately end. Put the ball away and walk away from the dog. Don't play chase, or keep-away with dogs in the corral.

For Fidoers: transition slowly from a stop to a walk, and then to a run, and keep the dog focused during the transitions. If the dog starts to get excited, immediately slow down and refocus the dog. This might mean that it will take you a few minutes or even the entire course before you can start running, but you are helping to build a foundation of positive and appropriate behavior.

**STRATEGIES FOR HANDLING AROUSAL**

- If your dog begins to display higher arousal levels (barking, panting, excessive pulling,
lunger, and hopping/loping “playful” run) then break the cycle and potential escalation IMMEDIATELY. Change your pace, walk in the opposite direction (away from triggers), or make tight circles with your dog while refocusing the dog away from distractions.

- **Be aware of other dogs that are reaching a high level of arousal.** If you see a dog reacting, help him and his handler by moving away from the dog even if your dog is calm.

- If your dog has a tendency to bite the leash, keep slack out of the leash so that it's not swinging in front of the dog. Also keep your hand lower on the leash, by your side, but behind the dog's shoulder.

- Redirect the dog's behavior by throwing treats on the ground or showing the dog a new toy. This can break the arousal cycle.

- If the arousal continues to escalate with the dog grabbing at a leash or handler, give the dog a “time-out” by either stepping on the leash or by looping the leash around a nearby tree or bench - thus creating a tether. The length of the leash should be long enough for the dog to stand comfortably. Completely ignore the dog during the time out. While it's sometimes hard to not stare at the dog, this can easily exacerbate the problem as staring can be threatening to a dog and can cause it to get more aroused. When the dog is calm, reinforce the good behavior by M/T.

- If a dog is in a harness and is totally focused on biting the leash, try re-attaching the leash to the martingale collar as this will keep the leash from becoming a play toy in front of the dog. However, please know that harnesses are used primarily on dogs that are excessive pullers, and you will need to be very careful and not let the dog pull on its martingale as this can cause a collapsed trachea.

Finally, if you are allowing a dog to pull, jump or be overly excited when you are handling a dog because it doesn’t bother you – you are training the dog that this behavior is acceptable. You are at minimum doing a disservice to the dog, but you may also be increasing the likelihood that the dog could be euthanized if the behavior continues or escalates. Consistency in rewarding calm behavior and ignoring (not correcting) undesirable behaviors is the best way to help the dog get adopted.

**PREVENTING JUMPING UP**

The best way to prevent jumping is to M/T when the dog is *not* jumping up. You should not ask for a sit as the dog is jumping up as this reinforces a chain of jumping then sitting.
The single best way to prevent jumping up is to not get the dog aroused in the first place. Playing fetch, running, talking in a loud, high-pitched voice are all arousal triggers. To avoid jumping up, walk the dog in a clear direction while calmly and clearly reassuring his behavior. Do not allow any escalation in behavior. Even “hopping” can be escalation. If a dog with arousal issues starts hopping or skipping, it’s time to redirect their attention.

When a dog jumps up, he generally wants attention. If you take notice of a dog jumping up by flinching, pushing him down, telling him to get down or even looking at him, you are rewarding his behavior with exactly what he wants. Even if from our perspective it is negative attention, the dog still finds it rewarding.

If the dog does jump up, simply ignore him. **Refuse to make eye contact**, and keep your arms against your body where they are less exciting to the dog. Calmly and confidently turn away from the dog. If he jumps up on your back, simply step forward. When the dog has all his paws back on the ground, turn around and with minimal eye contact, calmly tell him he is a good dog. Repeat this every time a dog jumps.

If the dog does not jump up for 15 seconds you can M/T the good behavior.

If your back is turned and the dog continues to jump up on you, ignore the dog and quietly and calmly leave the kennel or corral. If you are comfortable doing so, you can return after 20 or 30 seconds. (Don’t leave a dog unattended in the corral.)

If your dog is jumping on you while on leash, turn away. If he continues, handle this as an arousal situation.

If a dog is consistently jumping on you and unable to focus, it is time to return the dog to his kennel.

You must be absolutely consistent. Don’t accidentally teach him that sometimes you can jump and sometimes you can’t, or he’ll always be looking for the time that it’s okay.

**MANAGING MOUTHING**

If a dog is “mouthing”, handle the dog the same way as you would for jumping up.

If you think the dog may mouth you while jumping, you may be able to pre-empt this by leaving the kennel or corral for a few seconds and ignoring the dog until he is standing calmly again.

If at any point you feel scared, show the dog a handful of treats, throw them away from you onto the ground, and calmly leave the kennel or step out of the corral.
If the dog mouths you and holds on, do not pull back. You can be injured if you pull away, especially if you do so quickly, and this can also further excite the dog. Stand still, give no eye contact and turn your head away from the dog. Wait for the dog to calm down and stop the behavior. Yelling at the dog or pushing him away may make him come back even harder, as the dog can think it is a game, or his predatory drive may be engaged.

If you notice a dog getting more mouthy, please report it to your shift lead and an Animal Care Officer. Frustration and stress can both increase the likelihood of mouthing behavior.

MANAGING RESOURCE GUARDING

Some shelter dogs have problems with “resource guarding”. This means they will defend possessions such as food and toys. There are two reasons for this behavior: 1) animals in the wild must protect their resources from others and 2) a dog has learned that guarding a coveted item (toys, treats, beds) ensures that they get to keep the item. This is one of the most common causes of serious dog bites, so please follow these guidelines to stay safe.

- Never remove anything from the dog's mouth.
- Be mindful when putting on or taking off a leash if the dog is eating or has food in his bowl. You should move to the opposite end of the kennel, call the dog and leash him up away from the food.
- If a dog won't willingly give something up, don't take the item from the dog. Just leave it alone.
- If you are playing ball with the dog, you can teach the dog how to exchange one tennis ball for another.
- If the dog lunges at you to grab a ball in your hands, even in play, immediately stop the play. Walk away and ignore the dog.

PREVENTING RESOURCE GUARDING

Working with a dog with Resource Guarding issues is an advanced technique. Prevention is often the best strategy. If a dog is actively resource-guarding items, let the shelter know. Professional training help is available for the dog.

How to avoid resource guarding:

- If you need to take something away from a dog, show him a treat so that he drops what he has in his mouth.
- As soon as he drops the item, M/T.
• Throw another treat out of his reach, so he has to turn away to go and pick it up. As he turns his back and moves away to get the treat, pick up what you were after.

• If the item can then be given back, do so promptly so that the dog is reinforced twice for having given it up - once with the treat and again when the item was given back. This will help the dog to understand that giving things up to people is a good thing to do.

• When a dog is reliably dropping a prized object, you can add the cue “drop it”.

• If a dog growls, curls its lip, freezes or gives you a whale eye immediately walk away from the dog and inform a team lead or Animal Care Officer.

• If the dog will not surrender the object for a really yummy treat or another exciting toy, please tell your shift lead, so that additional training can be provided.

• If you are playing ball with the dog, you can use the same technique to teach the dog how to exchange one tennis ball for another.

• If the dog lunges at you to grab a ball in your hands, even in play, immediately stop the play. Walk away and ignore the dog.

FIGHTS

Great care should be taken to avoid dog fights. If you are handling and reading the dog well, this should never happen. Please be especially careful when approaching doors and corners where another dog might suddenly appear.

If a dog fight should start while both dogs are on-leash, hold the leash firmly and walk quickly away. Do not reprimand the dog; just walk to an area where he can calm down.

If there is ever a dog fight, please remember: safety first. As a volunteer, you are under no obligation to separate fighting dogs. If you choose to do so, you are accepting any possible consequences.

Here are a few options if you choose to risk separating the dogs:

- Make a loud, startling noise.
- Put a prop (such as a chair) between the dogs to separate them (don’t throw it at them).
- Thread the clip end of your leash through the handle and try to lasso them.
- Pull them out by their back legs.
- Do not grab collars, as a dog is more than likely to redirect and bite you in that state of arousal.

ESCAPES
If a dog is loose within the kennel, try to contain him there and lasso him with a leash or carefully grab their collar. If the loose dog is fighting through the gate, use the same techniques as if trying to break up a dog fight (see above). If there is a loose dog outside the shelter, yell for help and let people know. Don’t chase the dog, but instead, try calling the dog and running in the opposite direction (getting the dog to chase you!) and into an empty corral.

REPORTING OF INCIDENTS AND BEHAVIOR CHANGES

If you have an incident with a dog involving injury or serious aggression, immediately notify the Animal Care Supervisor, Volunteer Manager or an Animal Care Officer. Modification of handling procedures for that dog may be warranted.

If you experience a new undesirable behavior or an increase of an existing undesirable behavior, please let the Animal Care staff know. These behaviors can be the result of stress or a physical or medical problem with the dog which needs attention. An objectionable behavior that is allowed to continue without appropriate management can escalate to a point where it ruins the dog’s adoption prospects or results in injury to a person. Our aim is to find the right home for every dog in our care, and honest reporting of issues helps us to achieve that.
APPENDIX 1.

STANDARD CUES

Please remember that a cue should not be repeated. If the dog does not respond correctly the first time, try to show the dog what you want - for example, by luring. If you feel confident that the dog knows the cue, you should pause a second or two before you lure the dog into position. Sometimes with a little patience, the dog will offer you the behavior.

The dog’s name acts as a cue for him to pay attention to you. All other cues should only be used once you have attention, so they are often preceded by the dog’s name. If the dog does not look at you the first time you say his name, use noises, movements and/or treats to get his attention before you ask for anything else, such as a sit.

Below is a list of cues and their definitions used at the Seattle Animal Shelter. Ask a trainer if you would like to learn how to teach any of these.

Verbal Cues

(Dog’s name)  Look at me, check in with me.

All done   When you decide to end a game.

Come       Formal recall – Immediately come right up to me and sit in front of me.

Down       Lie down.

Drop it    Let go of the item in your mouth.

Leave it   Used when walking past something interesting, such as trash, a treat, a toy, a squirrel or another dog.

Let’s go   Informal recall, I am about to start walking, so please follow and walk with me.

Sit        Put your bottom on the ground.

This way  I’m changing directions and want you to follow me.

Touch      Touch your nose to the palm of my hand.

Wait       Pause for a few seconds; you may move back or to the side, but do not move forward.

APPENDIX 2.

TREATS

All treats should be the size of a pea and able to be swallowed without chewing.

- String cheese – one stick should make 60 treats
- Cubes of cheese – each cube should be the size of a pea
• Hot dogs – one hot dog should make 60-80 treats. You can microwave for 3 minutes on a paper towel to make less greasy jerky.
• Ham, Turkey, Chicken or Liver (cooked)
• Cut up peanut butter sandwich
• Natural Balance dog food log – cut into tiny pieces
• Puppy food
• Dry Cat Food
• Zukes training treats

APPENDIX 3.

REFERENCES AND FURTHER INFORMATION

Books (most available from Seattle Public Library)

The Culture Clash, Jean Donaldson: Considered THE definitive book on positive reinforcement-based dog training, by the SF/SPCA’s Director of The Academy for Dog Trainers.

Don’t Shoot the Dog, Karen Pryor: A clear and entertaining book for anyone who wants to understand or change the behavior of an animal using positive reinforcement.


Before and After You Get Your Puppy, Dr. Ian Dunbar: The definitive guide on how to select and raise a puppy.


Click for Joy, Melissa C. Alexander: A good presentation of the theory of clicker training and how-to in an easy-to-understand non-academic format.

Oh behave, Jean Donaldson
How to teach a new dog old tricks, Ian Dunbar
On talking terms with dogs, Turid Rugaas
Barking, the sound of language, Turid Rugaas
The power of positive dog training, Pat Miller
For the love of dog, Patricia McConnell
The other end of the leash, Patricia McConnell
Family friendly dog training, Patricia McConnell
Clicker training for dogs, Karen Pryor
The modern dog, Stanley Coren
How to speak dog, Stanley Coren
How dogs think, Stanley Coren
Good Dog 101, Christine Dahl
Getting a grip on aggression cases, Nicole Wilde
Help for your fearful dog, Nicole Wilde

Websites

Animal Behavior Resources Institute – www.abrionline.org
Site for professional and amateur trainers. The videos section is excellent.

Dogstar Daily – www.dogstardaily.com
Site for owners and amateur trainers. Especially good for learning puppy socialization and current blog entries.

The San Francisco SPCA Behavior Resource – http://www.sfspca.org/resources/library/for-dog-owners/
The SF/SPCA is an amazing rescue that has some of the best dog behaviorists in the world.

www.aspca.org/behavior


Thank you all for taking the time to study this manual. We appreciate your dedication, and the dogs do too!
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Welcome!
Welcome to the Humane Society for Greater Nashua’s (HSFN) volunteer orientation! Based on your areas of interest and availability, you have been chosen to become a part of our top-notch volunteer team. The highlighted areas of this handbook will be reviewed during orientation; however, you are required to read the entire handbook from cover-to-cover and use it as a reference tool throughout your volunteer service with us. This orientation is intended to provide you with an understanding of our organization and to provide you with information and guidance about the shelter’s policies and procedures.

Do you suffer from any allergies?
If you have any known pet allergies, it would be best for all concerned to consider other ongoing volunteer opportunities outside of the shelter (such as tag days or perhaps a donation drive in your school or neighborhood).

Shelter’s History
Mary Jane “Jennie” Kendall of Nashua, New Hampshire, founded the Humane Society for Greater Nashua in 1900. Mrs. Kendall was a staunch animal welfare activist whose concern for the horses (which provided much of the city’s transportation in that day) led her to start the city’s first humane society. Then called the Women’s Humane Society, it operated shelters in both Nashua and Laconia.

In 1929, the six-acre parcel upon which the shelter is now located was bequeathed by Roscoe F. Proctor. Three acres were dedicated to the establishment of the Proctor Animal Cemetery, which Jennie founded and where her cat Creampot was interred after losing her life in the 1930 Crown Hill fire. In 1969, the two original organizations separated.

For fifty years, Nashua’s animal welfare efforts were managed out of a variety of locations, including the Nashua home of Jennie’s niece, Marion S. Draper. In 1979 the existing facility was erected here at 24 Ferry Road.

Mission
The Humane Society for Greater Nashua is a 501 (c) (3) private non-profit organization supported by tax-deductible donations. We are dedicated to fostering a responsible and humane two- and four-footed community. We provide for and protect abandoned, abused, neglected, and unwanted animals. We promote animal welfare through programs and services that mutually benefit animals and people.

Areas Served
The Humane Society for Greater Nashua serves 16 local communities throughout Greater Nashua: Amherst, Brookline, Greenville, Hollis, Hudson, Litchfield, Mason, Merrimack, Milford, Mont Vernon, Nashua, North Pelham, New Ipswich, South Lyndeborough, Temple and Wilton. This service area has a combined population of over 216,000 people.
Shelter Staff

There is a ‘meet the staff’ photo bulletin board located in the volunteer area [in the dog room] to assist you in becoming familiar with the animal care staff members with whom you will be working.

Programs and Services

We care for over 2,500 domestic animals annually. Programs and services include the following:

PET ADOPTION: Counsels and screens potential adopters, places homeless pets in new, loving homes and educates on responsible pet ownership.

MATCHMAKER PROGRAM: Works in two ways: 1) Find new homes for dogs in transition before they are relinquished to a shelter. 2) Assist potential adopters in their search for a dog. This is especially useful for people who are looking for a specific size, breed, or other characteristics of a pet. This two-fold program helps people and their dogs in a proactive manner, reducing anxiety, guilt, and the stress of "re-homing" a pet or searching shelters for the right pet.

VOLUNTEERISM: We encourage members of the community to participate in the shelter activities, provide much needed assistance, and learn new marketable skills.

CREMATION: This service is available through Proctor Animal Cemetery.

HSFN WEBSITE: The shelter’s volunteer-run website, www.hsfn.org, provides the community with available pets for adoption and other information about the Humane Society for Greater Nashua.

PUBLIC RELATIONS: Coordinates press releases and coordinates “Pet of the Week” ads in local newspapers.

WEEKLY NEWSLETTER: An electronic weekly newsletter containing current shelter animal statistics and upcoming volunteer opportunities as well as most needed items. If your application contained an email address, you will be automatically added to the distribution of this informative publication.
Reasons for euthanizing
Euthanasia is an unfortunate but necessary part of the work carried out by animal shelters. Millions of dogs and cats are brought to public and private animal shelters annually because they are unwanted, lost or abandoned. We do our best to place every adoptable animal that comes through our shelter. Animals that are diagnosed with life threatening illnesses, extreme medical problems or display aggression towards other animals or people are not placed for adoption. In these cases, we euthanize the animal using a humane method.

Do volunteers take part in euthanizing?
No. We do not allow volunteers or any staff outside of the vet techs to witness the euthanasia process. However, as a volunteer you will need to be able to come to terms with euthanasia and in turn show consideration to the shelter staff that is directly involved in euthanizing animals. If you would like to discuss euthanasia further, please speak with the Director of Volunteer Resources.

Do volunteers administer medications to pets?
No, but please observe the cage cards while socializing with the animals [Cage cards will be explained during the shelter tour portion of the volunteer orientation]. If you discover a medication was not given at its assigned time, please notify the Director of Operations or an Animal Vet Tech.

Proper Precautions for your pets at home
Taking simple precautions such as washing your hands and changing your ‘shelter attire’ before interacting with your pets at home will decrease the risks of transferring virus and parasite transmission. The shelter cares for many animals that come to us from different situations and conditions. Some animals may come to us with viruses and parasites which could be contagious to other pets. If you take the proper precautions stated above, and your animal(s) routinely receive veterinary care and are otherwise healthy, they are at low risk.

Volunteer Opportunities and Brief Descriptions
There is always something to be done around the shelter. You can always ask a staff member if you are unsure of what needs to be done. Staff members can be easily identified by their animal print scrub. Remember that the appearance of the facility reflects upon the publics’ opinion of the shelter. Volunteers play a vital role in keeping the shelter looking its best and keeping the animals happy and content!
**Dog Care Staff Assistant**  
Assists staff in dog area with cleaning kennels, laundry, dishes, scooping poop, and walking dogs. Helps walk our adoption dogs on our wooded trails and interact with them by playing ball or simple training (Minimum age to walk and interact with the adoptable dogs is 18).

**Cat/Small Animal Care Staff Assistant**  
Assists staff cleaning cat rooms, including cleaning kennels, changing litter boxes, feeding, laundry, dishes, sweeping and mopping. Socializes with cats by grooming, petting, loving and talking to them.

**Greeter**  
Welcomes clients as they come into the shelter providing direction and answering questions.

**Pet Adoption Follow-up callers**  
Calls recent pet adopters to inquire how their new pet is acclimating to its new home, recording information on a standard form, and placing in animal’s folder, or give to staff for follow-up due to animal issues noted during the call.

**Grounds keeping/Maintenance**  
Helps keep the grounds looking their best! This includes pruning bushes, poop scooping, mowing lawns, shoveling snow, improving walking trails, planting flowers or using other skills to help the shelter look its best!

**Foster Care**  
Cares for primarily cats that are sick, pregnant or nursing in your home until they can be returned to the shelter and adopted. You must be the owner/renter of home and be approved after filling out a Foster Care Volunteer Application. The person signing the agreement must be a minimum of 21 years of age. Of special note: No animal will leave the premises for long or short term foster, day trips, home visits or any other type removal from HSFN premises without the signed authorization of the Director of Animal Care or Director of Operations

**Carpenter/Painter**  
The shelter is in constant need of repairs and improvements. We are looking for someone who can work independently on small jobs inside and outside the shelter.

**Fundraising Events**  
Annual events include:
- Have-A-Heart campaign (mid-January throughout February)
- Yard Sale (late June)
- Walktoberfest (first Saturday in October)
- Pet Photos with Santa

Ongoing fundraising efforts consist of:
- Tag Days
- Dog House collection boxes
- Recycle program for cell phones and printer cartridges
- Car donation program
- Run the Shelter for a Day challenge
- Birthday parties to help our pets
Shelter Contact Information and Hours of Operation

*HSFN’s hours of business*
Monday, Tuesday, Thursday and Friday 12:00 p.m. – 5:00 p.m.
Wednesday (closed to the public)
Saturday & Sunday, 10:00 a.m. to 4:00 p.m.

Volunteer Hours (seven days a week 365 days* a year!)
Monday through Friday 7:00 a.m. – 5:00 p.m.
Saturday & Sunday 7:00 a.m. – 4:00 p.m.

*In the event that your scheduled volunteer time falls on a holiday, please note that the shelter closes at 4:00pm. If you are not able to cover your shift due to family obligations, etc., please notify the Director of Volunteer Resources so that sufficient coverage can be identified.*

**HSFN Staff Telephone Numbers**

- Main Number: 603/889-BARK (2275)
- Director of Volunteer Resources- LINDA RIOUX - extension 25 (This is the extension to call for all volunteer questions/concerns)
- Director of Operations- DEB VAUGHN - extension 28
- Tech Room: extension 24 (Please use this extension only in case of an emergency or to call out due to an illness) – No other volunteer questions will be addressed at this extension.

**Director of Volunteer Resources e-mail address**
Linda@hsfn.org

**HSFN website**
www.hsfn.org

**Inclement Weather/Acts of God – Emergency shelter closings**

Shelter animals must be cared for every day; it is important that volunteers do their best to come in on their normally scheduled day(s). However, we recognize that periodically it may be unsafe for some to travel. In the event that you cannot make it in, send an email to linda@hsfn.org or call the shelter and leave a message on the main line AND with the Director of Volunteer Resources. Do not jeopardize your safety. Please use your best discretion.

The shelter may close early if the severity of weather conditions warrant. The decision to close the shelter will be made by the Executive Director and/or another Director. We will do our best to notify you (via phone and/or email) when this situation occurs. When in doubt, before coming in, call the shelter to confirm we are open.

If we lose power at the shelter, a good way to determine this is to call the main number. If your call is not answered by the automated phone system, it is a good indication that we have lost power and are not open.
Volunteer Policies and Practices

The Humane Society for Greater Nashua strives to provide a volunteer experience that is rewarding for the volunteer, our agency and our community. The following policies and practices were established to ensure our care for homeless animals and the community is of the highest quality and to ensure safe, efficient operations.

Volunteer Schedules
Without volunteer staff, the shelter would not be able to provide care for the number of animals who reside with us. Because we rely so heavily on this support, volunteers are asked to set a schedule with the Director of Volunteer Resources. You are asked to commit to volunteering for a minimum of 2 hours a week for at least 3 months. If you will be more than ½ hour late or unable to work your scheduled day, please call the shelter to inform the staff. We understand that scheduling conflicts occur. Should you need to change your schedule or take time off, the Director of Volunteer Resources will work with you to meet those requirements (603) 889-2275, ext. 25 or Linda@hsfn.org.

Volunteer Training
Every volunteer opportunity requires specific training. Proper training with an identified ‘lead volunteer’ or staff member will be arranged in addition to attending this orientation.

Training will be conducted during your first shift. Much of the training will be learned by hands-on work once you begin volunteering. Please do not hesitate to ask any staff member or lead volunteer if you are unsure about procedures or if you are unsure of what to do. The staff understands there is a learning period with new volunteers and are happy to offer help.

Recording Volunteer Hours
All volunteers are required to record their time after each shift. A volunteer log hour book is kept on the bureau in the volunteer area located in the dog room. Sheets are filed by last name in alphabetical order. Volunteer hours are counted monthly and primarily used for statistics for grants.

“Staff only” Areas (pointed out during shelter tour)
For your safety as well as the safety and health of all animals within our care, volunteers are not permitted to enter the following areas:

- Cat banks in the garage – These cats have not been medically or behaviorally evaluated. They could carry disease contagious to people and other animals in the shelter.
- Isolation area in the garage – These cats are contagious and on medication.
- Pound dog area – These dogs have not been medically or behaviorally evaluated. There is a high risk for contagious disease and aggression.
- Quarantine dog area – These dogs are contagious and on medication.
- Vet Tech’s Office – There are usually animals in this room being cared for.

We realize the shelter is small and there is no particular vicinity for adoptions to be conducted. If you find yourself in an area where an adoption is taking place, please remove yourself from that area. Please be respectful of the adoption counselors and the client’s privacy.
Conduct
A volunteers’ conduct is also a direct reflection of the shelter. Volunteers are asked to keep their conversations to staff/fellow volunteers/visitors of the shelter light and happy.

Proper Dress
Please remember that your appearance reflects directly on the Humane Society for Greater Nashua. Therefore, volunteers should come dressed appropriately to the shelter. Part of projecting a positive client service image requires that all volunteers display a neat and professional appearance. This pertains to personal hygiene as well as clothing and attire.

You will be provided with a nametag at the time of this orientation and a volunteer tee shirt (if your volunteer times falls when we are open to the public) after a 30-day trial period. Please wear these items while volunteering so that you are easily identified as a volunteer.

Closed-toed shoes and long pants should always be worn. This is for protection from scratches, bites and chemicals. Volunteers should not wear shorts, sandals or sleeveless shirts, even in the summer. If it is determined that proper dress is not being observed, you may be asked to leave and return with appropriate dress.

The following HSFN dress code applies to all staff and volunteers:

- No hats, scarves, or kerchiefs are permitted for headgear unless otherwise authorized.
- Hair should be clean and properly groomed.
- Dangling or loose jewelry should be avoided as it poses a safety hazard; it may be caught by equipment or an animal, causing injury. Any visible body piercing other than earrings including tongue piercing must be left empty or a clear stud may be worn.
- Suggestive patches, slogans, or logos on tee shirts and other articles of clothing may not be worn; for example: obscenities, nudity, and other suggestive printed designs.
- Sheer garments must be worn with opaque undergarments to avoid visibility of the body.
- Hands and nails should be clean.
- Footwear should be clean, dry, comfortable, and skid-proof. No open-toed shoes are permitted. Rubber boots are permitted while cleaning.
- Tank tops are not permitted.
- Sweat suits are not permitted.
- Long pants are required; shorts are not permitted. Skirts/dresses are permitted only for business office staff that does not come into contact with animals.

Workplace Safety
Volunteers must report actual or potential safety problems to a staff member. You should conduct yourself in a way that promotes your safety and that of your co-workers, the clients and resident animals. Never place yourself in a situation that makes you fearful or uncomfortable. If you feel uncomfortable with a cat or dog’s behavior, please notify a staff member immediately. In the event of a fire, exit the building immediately.

Volunteer Injury
In the unforeseen instance that an accident or injury is incurred while volunteering at HSFN (for example, a scratch or a bite that breaks the skin), it must be reported to a manager immediately and an incident report filled out at the time of the injury. In the event that this happens to you, please inform staff. A form will be given to you to complete.
Personal Belongings
Volunteers’ personal belongings (pocketbooks, jackets, etc.) should be left in their secured vehicles due to limited, secure space in the shelter. Keys can be put in one’s pocket. There is a coat rack in the break room downstairs where you can hang your coat in the winter months. A lost and found bin is located downstairs next to the lockers.

Confidentiality
Confidentiality regarding personal information about clients and the outcome of individual animal situations must be maintained at all times! Volunteers will be exposed to information about members of the public who release and adopt pets from the Humane Society. All information is considered strictly confidential and is not to be repeated or shared.

Additionally, volunteers are not allowed to discuss pound animals with the public. This includes dogs held in Pound and Quarantine and dogs held in Adoption runs without cage cards, as well as all cats in the Garage and Isolation. This information should NEVER be shared casually or informally.

Necessary information should only be shared with shelter staff; this may include information that is needed to ensure safety of clients/staff or animals. Volunteers who break this confidentiality will be required to resign from their volunteer duties immediately.

Publicity
No volunteer shall make statements to the media that may be seen as representative of the opinions and policies of the Humane Society for Greater Nashua. Please refer all media reports for statements or information to the Executive Director, Karen Bill, or the Director of Development & Public Relations, Jessica Carson.

Smoking
To ensure the safety of the pets and people at the Humane Society for Greater Nashua (HSFN), effective March 1, 2012, the entire property at 24 Ferry Road is NON-SMOKING. This includes any and all vehicles ON this private property. Smoking is NOT allowed in vehicles on this property at any time. This applies to all HSFN staff, volunteers, visitors and tenant staff, volunteers, visitors and clients at 24 Ferry Road.

Harassment & Discrimination
The Humane Society for Greater Nashua will not tolerate harassment or discrimination of any employee, client, or volunteer. An individual who believes he/she has been subjected to harassment or discrimination should immediately report the incident to the Shelter Director of Volunteer Resources, Linda Rioux. The matter will be promptly investigated and appropriate action will be taken according to the nature and severity of the incident.

Mistreatment of Animals
We have a “zero tolerance” policy concerning the mistreatment of animals. If a volunteer is found to be mistreating an animal, the volunteer will be asked to resign from his or her volunteering duties immediately and the police will be notified.
Social Media Policy
HSFN is aware that many of its volunteers use social media such as Facebook, Twitter, LinkedIn, YouTube and MySpace, to name a few. However, volunteers’ use of social media could become a problem if it:

- Interferes with volunteer duties
- Used to harass or discriminate against HSFN employees, fellow volunteers or our clients
- Creates a hostile work environment
- Divulges confidential information about our organization or our clients; or
- Harms the goodwill and reputation of our organization.

As a result we encourage volunteers to use social media within the following guidelines. If you are uncertain about the appropriateness of a social media posting, check with the Director of Volunteer Resources.

Social Media Guidelines

- Do not post any comment or picture involving an employee, volunteer or client of our nonprofit without their express consent.
- If you post any comment about HSFN, you must clearly and conspicuously state that you are posting in your individual capacity and that the views posted are yours alone and do not represent the views of our organization.
- Unless given written consent, you may not use our nonprofit's logo or any organizational material in your posts.
- All postings on social media must comply with our policies on confidentiality and disclosure of proprietary information. If you are unsure about the confident nature of information you are considering posting, consult your supervisor who is in charge of these matters.
- Do not link to the organization's website or post any agency material on a social media site without written permission from HSFN’s Director of Volunteer Resources.
- Don't forget that you are responsible for what you write or present on social media. You can be sued by others who view your social media posts as defamatory, harassing, libelous, or creating a hostile environment.
- All organizational policies that regulate off-duty conduct apply to social media activity including, but not limited to, policies related to illegal harassment, code of conduct, nondiscrimination, and protecting confidential and/or proprietary information.
- Volunteers may not use organizational equipment for non-work-related activities without permission. Additionally, our policy on Electronic Mail (E-Mail) and the Internet apply to social media use at work, including our policy that personal use of our computers, including personal social media activities, should not interfere with your duties as you volunteer.

We monitor our facilities to ensure compliance with this restriction. Violation of this policy may lead to discipline up to and including immediate termination.

Electronic Mail (E-Mail) and the Internet
HSFN computers are to be used only to conduct HSFN business and may be used by select volunteers (at the discretion of staff) depending on their scope of volunteer duties.

Similarly, access to the Internet (World Wide Web) is provided for the purpose of carrying out job-related responsibilities. At no time shall volunteers who use the Internet do so for any reason
other than to conduct HSFN business. Volunteers who use the Internet need to be aware that their use of the Internet is monitored at all times and is not private. Access to the Internet, the computers used, and the time allotted are all the sole property of the HSFN and thus at its sole discretion may determine whether the use of the Internet by any volunteer is deemed to be offensive, illegal, or in bad taste. Under these circumstances the HSFN can suppress all such information and access without notice to the volunteer and disciplinary action, including termination, may be taken.

**Cellular Telephones and/or Camera**

Volunteers may carry a personal cellular telephone on their person but at no time may that device be used during normal volunteer service hours on the premises of the HSFN; cellular telephones should be shut off. Only during breaks may volunteers use their cellular telephones and only outside of the building. Any photos to be taken must have prior verbal authorization from the Director of Operations or the Director of Volunteer Resources.

**Grounds for Volunteer Dismissal**

It is not possible to list all the forms of behavior that are considered unacceptable. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including forfeiting volunteer privileges. Some violations may, because of their seriousness, result in immediate dismissal without warning.

- Violation of any HSFN’s rules or policy; any deliberate action that is extreme in nature and is obviously detrimental to HSFN’s efforts to operate within its mission.
- Violation of security or safety rules or failure to observe safety rules or HSFN safety practices, tampering with HSFN equipment or safety equipment.
- Negligence or careless action, which endangers the life or safety of another person or animal or employee, client or employer, staff member, or to employer-owned or client-owned property.
- Unauthorized possession of firearms, weapons, or explosives on company property or while on or off duty.
- Engaging in criminal conduct or acts of violence, or making threats of violence toward anyone on HSFN’s premises or when representing HSFN; fighting or horseplay or provoking a fight on HSFN’s property, or negligent damage of property.
- Insubordination or refusing to obey instructions properly issued by your manager pertaining to your volunteer duties,
- Disrespectful conduct towards clients or other HSFN employees or fellow volunteers.
- Threatening, intimidating or coercing HSFN employees or fellow volunteers on or off the premises at any time, for any purpose.
- Theft of company property or the property of HSFN employees or fellow volunteers, unauthorized possession or removal of any company property (including documents) from the premises without prior permission from management; unauthorized use of company equipment or property for personal reasons; using company equipment for personal profit.
- Dishonesty; willful falsification or misrepresentation on your volunteer application or other volunteer records; alteration of company records or other company documents.
- Malicious gossip and/or spreading rumors; engaging in behavior designed to create discord and lack of harmony; interfering with an employee or fellow volunteer on the job; willfully restricting work output or encouraging others to do the same.
- Immoral conduct, indecency, or illegal gambling on company property.
• Unsatisfactory or careless work; failure to meet production or quality standards as explained to you by the Director of Operations or the Director of Volunteer Resources; or mistakes due to carelessness or failure to get necessary instructions.

• Any act of harassment, sexual, racial or other; telling sexist or racial-type jokes; making racial or ethnic slurs.

• Unauthorized use of company telephones, mail system, computers, or other employer owned equipment.

• Smoking in undesignated areas.

• Posting, removing or altering notices on any bulletin board on company property without permission of a manager or HSFN’s Director of Finance and Human Resources.

• Excessive absenteeism or any absence without notice or failure to notify HSFN management of absence.

• Failure to immediately report damage to, or an accident involving, company equipment.

• Soliciting during volunteer hours and/or in working areas; selling merchandise or collecting funds of any kind for charities or others without authorization during business hours, or at a time or place that interferes with the work of HSFN employees or fellow volunteers on company premises.

• Failure to maintain a neat and clean appearance in terms of the standards in this handbook; any departure from accepted conventional modes of dress or personal grooming; wearing improper or unsafe clothing as stated in this handbook.

**Disciplinary Action Policy**

Volunteers are an invaluable resource to HSFN, and our primary aim is to encourage and support their contribution to our shelter. However, it is also recognized that there may be times when a volunteer needs to be counseled, disciplined and perhaps dismissed. HSFN aims to provide a clear and fair structure that is understandable to both management and volunteers.

To ensure quality volunteer service to HSFN, volunteers will abide by all policies and procedures as outlined in the volunteer handbook. Any violation of policies or other inappropriate or unprofessional behavior will result in disciplinary action or termination. All efforts will be made to solve problems. When necessary, other appropriate staff may be involved.

All pertinent facts will be carefully reviewed, and the volunteer will be given a full opportunity to explain their conduct before any disciplinary decision is reached. The Director of Volunteer Resources or another member of senior management will be advised concerning the unacceptable behavior before action is taken.

In certain cases, it becomes necessary to apply the progressive discipline procedure. Factors that are taken into consideration when disciplinary action is necessary include the nature and seriousness of the offense and the volunteer’s past record. Whenever possible, the purpose of the process is **corrective, not punitive.** In general, discipline is applied in progressive steps as outlined below:

- **First Step** - Oral warning (in written form)
- **Second Step** - Written warning
- **Third Step** - Final written warning
- **Fourth step** - Discharge
The progressive approach may be modified depending on the circumstances of each case, and HSFN reserves the right in all cases to discharge a volunteer when it determines in its judgment that circumstances warrant such action.

HSFN is not bound to the progressive disciplinary procedure. This does not change the status or HSFN’s discretion to handle such matters in the manner and to the extent it deems appropriate.

Disciplinary actions may also include suspensions or other measures deemed appropriate by HSFN under the circumstances. Written warning will include the reasons for the supervisor’s dissatisfaction and any supporting evidence. Volunteers will have an opportunity to respond to the Director of Volunteer Resources regarding the disciplinary action if they choose.

If a volunteer commits any of the actions listed below, or any other action not specified but similarly serious as determined by HSFN, s/he will forever forfeit their volunteer privileges immediately.

1. Animal abuse
2. Theft
3. Dishonesty in any form, including falsification of HSFN or personal records
4. Failure to follow safety practices
5. Threat or act of doing bodily harm or other workplace violence, including bringing weapons of any kind of HSFN property
6. Willful or negligent destruction of property
7. Refusal to perform assigned work or to follow a direct order from management
8. Taking an animal off HSFN premises without proper written permission

**Volunteers Adopting Pets**

Volunteers may adopt any pet available for adoption but must follow standard adoption procedures. All appropriate fees apply.

**Volunteer Feedback**

HSFN encourages volunteers to make suggestions, voice concerns and give ideas about how the agency fulfills its mission to the community. We are always looking for new ideas so if you have any ideas to share, please contact the Director of Volunteer Resources or drop a note in the volunteer suggestion box located in the volunteer area.

**Answering Questions for the Public**

Many of you will work during the shelter’s open hours. You may come across situations where clients ask you questions about the shelter or adopting an animal. Many clients will see you working and assume you are a part of the Humane Society for Greater Nashua staff and that you can answer all their questions. It is important that you let the client know you are a volunteer and there are certain questions only a staff member can answer. Following is a list of questions and answers that you may come across:

**Can I adopt this pet?**

It is important that our clients are not given the impression that a volunteer can adopt a pet to them. There are certain requirements that must be met before a pet is allowed to go home and there are reasons why adoptions are not approved. Please tell the client they must first fill out an adoption application and speak with an adoption counselor. You could help the client by getting
them an adoption application, clipboard and pen and finding a staff member and tell them a client is looking to adopt.

**Can you tell me what animals you have in the pound?**
In this case, please tell the client you do not have this information. Disclosing information about Pound animals is breaking confidentiality and will be grounds for immediate termination.

**What is the history of this pet?**
Direct the client to read their cage card. All of the information we have about the animal will be written there. If the client asks for more specific details, don’t guess; find a staff member to assist. Direct the client to the receptionist and he/she will find an adoption counselor to answer any further questions.

**Is there an adoption fee and what does it cover?**
Yes, there are fees but they vary by animal. Other fees also apply which are dependent upon spay/neuter status and training requirements. The fee helps cover a health check which includes initial vaccines, heartworm test for dogs, Leukemia/Feline AIDS test for cats, deworming medicine, a flea check/treatment and ear mite check/treatment. The fee also helps cover the cost of food and shelter expenses during the pet’s stay. All such inquiries should be referred to an adoption counselor.
Whatcom Humane Society Statement of Principle
The Whatcom Humane Society (WHS) believes that all animals, as sentient beings, have value beyond economic measurements and are entitled to legal, moral, and ethical consideration and protection.

The Whatcom Humane Society
• Advocates for animals;
• Educates the community to promote humane treatment and respect for animals;
• Provides for abandoned, injured, abused or neglected animals.

Vision
All animals in our community are treated with kindness, respect, and compassion.

Targeted Results
• All domestic animals in Whatcom County have permanent, responsible, and loving homes. All animals, regardless of species are treated with respect and compassion.
• WHS operates a state-of-the-art shelter facility and resource center.
• WHS is widely recognized and respected as a core service in the community.
• WHS educational programs promote responsible animal care and prevent abuse, neglect, and overpopulation.

We invite you to join our cause!
BASIC SHELTER INFO

Address
2172 Division Street
Bellingham, WA 98226

Hours
Sunday-Monday 11am-5pm
Wednesday-Saturday 10am-6pm
Closed Tuesday & major holidays

Phone: 360-733-2080
Fax: 360-733-4746

Website: www.whatcomhumane.org

Volunteer coordinator:
Carly Brewer
360-733-2080 ext. 3024
volunteer@whatcomhumane.org
About WHS
The Whatcom Humane Society (WHS) has been caring for animals throughout Whatcom County since 1902. As the oldest non-profit animal welfare organization in Whatcom County, WHS is committed to caring for any animal in need. As an open-admission shelter, the dedicated staff and volunteers at the Whatcom Humane Society cared for over 4,000 homeless, unwanted and abused animals in 2013.

The Whatcom Humane Society has a long-standing, positive working relationship with the City of Bellingham, having provided 24 hour animal control and rescue services since 1973. In addition to providing these services for the City of Bellingham, WHS also has animal control contracts with the Cities of Blaine, Ferndale, Sumas, Everson/Nooksack and a working agreement with the Nooksack and Lummi Indian Reservations.

Since December 1, 2007, the Whatcom Humane Society has provided animal control and rescue services to all of unincorporated Whatcom County (with the exception of the City of Lynden).

Where Do We Get Our Funding?
- Contributions: includes donations, bequests, event proceeds, grants, sponsorships, online giving and income from Paws Awhile account for 57% of our annual income.
- Animal Control contracts: includes contract payments, impound fees, board fees and licensing account for 33% of our annual income.
- Animal Adoptions: includes proceeds from adoption fees, the veterinary clinic, public microchips and owner surrender fees account for 9% of our annual income.
- Investments and other income account for 1% of our annual income.

Why Do Animals Come to WHS?
Over half of the animals that WHS receives come in as strays. This means that they are picked up by animal control or by members of the public because they are running loose in the community. Most of the strays that WHS receives are not feral (wild) animals, they are domesticated pets who have been lost or abandoned by their owners.

About 35% of the animals that WHS receives are owner surrendered. This means that the animals were given to WHS by their owners who were unwilling or unable to keep them.

A small percentage of the animals WHS receives are seized from their owners or brought in for protective custody. These animals are usually at WHS because their owners were abusing/neglecting them, or were institutionalized and unable to care for them.

About 5% of animals received by WHS are wildlife. WHS is not currently licensed to care for wildlife. However, WHS must often transport or temporarily care for wildlife while local wildlife agencies are preparing to receive them.

What Happens to the Animals?
- They are assessed for behavior and health
- All receive medical care, socialization, and training
- When necessary, pets are put into temporary foster homes for medical care or socialization
- They are adopted! For a minimal adoption fee, pets receive behavior evaluations, are spayed or neutered, microchipped, vaccinated, and blood tested (cats for Feline Leukemia and FIV)
- They are reclaimed by their owners
- Pets that aren’t thriving in the shelter environment are transferred to private rescue groups whenever possible
- Wildlife is transported to the Northwest Wildlife Rehabilitation Center
- When necessary, animals are euthanized.
Why Does WHS Euthanize Animals?

Euthanasia is the term used for humanely putting an animal to death. Euthanasia is an unfortunate reality in animal shelters. WHS is not a no-kill shelter. We are an open admission shelter. An open admission shelter never turns an animal away. No-Kill shelters are limited admission shelters which means that they choose which animals to take in. Limited admission shelters do not take sick, injured, old, ill tempered or difficult to adopt animals. They only take in animals that they believe will be easy to adopt out. WHS has a number of successful programs in place which are geared towards reducing both the relinquishment of pets, and euthanasia. We do our best to find homes for all the animals that come through our doors, but unfortunately that is not always possible. The staff at WHS is very proud to do their best for every animal that enters the shelter without discrimination.

Animals may be euthanized at WHS because they are sick or injured. While their medical condition may be treatable, it may not be financially realistic for us to do so, or the animal’s prognosis may be poor. What is treatable for an animal living at home with its owner may not be treatable when the animal is living in a stressful shelter environment. Placing these animals in temporary foster homes for treatment is an option we utilize whenever appropriate.

Animals may be euthanized because they possess behaviors that make them poor candidates for adoption. WHS has a responsibility not only to the animals, but also to the people who will be adopting these animals, and the people who share a community with them. We cannot in good conscience adopt out animals that are potentially dangerous, or who have severe problems adapting to change. Our staff is well trained in animal behavior - while a volunteer may feel that an animal is “fine”, our staff may see something that a non-professional could miss.

Sadly, animals are sometimes euthanized because space is tight. The reason WHS and shelters in general exist is that there are too many animals and not enough homes. We do not have a time limit for our animals, but there may be times when we are housing an abundance of a particular type of animal, and we don’t have any other options. At that time the animal in the shelter that is deemed the least likely to be adopted (due to age, temperament, illness and other factors) is the animal that will be chosen for euthanasia.

It is very difficult emotionally for our staff to have to make a decision to euthanize any animal, and then to have to perform the procedure. Euthanasia is not taken lightly and it can raise the stress level of the employees a great deal. Volunteers are asked to respect these employees. We recognize that you may not always understand the reasons as to why an animal was euthanized, but it is highly inappropriate to confront the kennel or customer service staff and make their jobs even more difficult by questioning them or challenging them on a euthanasia decision. You are to consult with the Volunteer Coordinator, Shelter Manager or Executive Director only. Likewise, if you are unsure what has happened to a pet you’ve gotten to know here, you are not to ask the kennel or reception staff. Reason being, if there was an unhappy ending to that animal’s story, we can’t expect the employees to relive the event for each curious volunteer. It’s far too stressful. Please see your Volunteer Coordinator and you will be given an honest answer and will have the opportunity to discuss your feelings and any concerns you might have.
We also ask that you be very careful and use discretion when discussing your feelings about a particular sad ending with other volunteers. Dwelling on the negative isn’t good for anyone’s morale and often leads to the spread of inaccurate information as the story gets retold down the line. You will hear of sad endings, but never lose sight of the happy endings. They far outnumber the sad ones. Employees and volunteers should focus on their successes and be proud that what they’re doing is ensuring more pets are finding their forever homes.

**Programs and Services**

**Safe Pets** – WHS provides a safe place for animals whose owners are fleeing domestic violence situations. Pets may stay at WHS at no cost to the owner as long as they are working with local domestic violence services or shelters.

**Pet Adoption** – Our adoption counselors are well trained to help match our guests with a compatible pet companion.

**SNAP Program** – Our Spay-Neuter Assistance Program sterilizes animals from low-income households in our area. Pets receive sterilization, shots, microchips and flea treatment at a reduced cost to their owners.

**Humane Education** – Our humane education department officiates community programs for kids of all ages. These programs include the Sehome High School PAWS class, the Dog Day Afternoon reading program and the Kendall Kids classroom program.

**Lost and Found Pet Program** – WHS maintains a database of lost and found pets, reuniting hundreds of lost pets with their owners every year. Stray pets are housed at the shelter until they are reclaimed by their owners, or adopted into a new home if no owner is found.

**Animal Control** – Provides rescue to domestic pets or wildlife who are lost or in distress in Whatcom County, 24 hours a day, seven days a week.

**Foster Program** – Foster caregivers assist animals who are too ill, too young, or lack the social skills they need to be put up for adoption. Caregivers open their hearts and homes to these animals until they are ready to be placed up for adoption at the shelter.

**Owner Request Services** – Our trained and caring staff provides low cost euthanasia services upon request of the owner for old or ailing pets. WHS also provides off-site cremation services at an extra cost.

**Paws Awhile** – The WHS eclectic gift shop located at 1200 10th Street in Historic Fairhaven features new and quality used items donated by the community.

**Pet Food Bank** – Provides pet food to the pets of low-income residents in need. WHS supplies pet food to the Bellingham Food Bank, Blaine Food Bank, Lummi Indian Reservation Community Center and other community groups as well.

**Interactive Website** – (www.whatcomhumane.org) where visitors can view animals available for adoption, download dog license applications, find information on off-leash dog areas in Bellingham and learn how to humanely deal with native wildlife.

**Rescue Network** – WHS has working relationships with other animal welfare organizations including the Alternative Humane Society, King County Humane Society, PAWS, Seattle Purebred Dog Rescue and many others. WHS will transfer animals to these organizations whenever possible to allow those animals a better chance of being adopted or to give them access to needed services.
Veterinary Clinic – WHS’ veterinary clinic provides medical services to all pets in our care. Adoptable animals are sterilized, microchipped, vaccinated, blood tested, treated for fleas and given wellness examinations before they are adopted.

Volunteer Program Requirements

Ages for Volunteering

- Ages 12-15 may volunteer alongside a parent or guardian. Both must attend the orientation and volunteer as a team at all times. One minor child per adult are permitted.
- Ages 16+ may volunteer without parental supervision in most positions at the shelter.
- Only ages 18+ may volunteer in the Dog TLC or veterinary clinic assistant positions.

Time Commitment
WHS asks for a time commitment of 2 hours per week (may be more depending on position) for 6 months. Most volunteer positions are flexible, but some require scheduled hours.

Community Service
WHS does not accept volunteers for community service hours at this time.

Student Volunteers
Students over the age of 12 are welcome to volunteer at WHS. However, staff members at WHS cannot act as community advisors for students looking to fulfill school requirements.

Steps to Becoming a Volunteer

- Review the dates of the next available Information Sessions available on our website
- RSVP and attend an Information Session (~2 hours)
- Complete a Volunteer Application
- Attend in-shelter training as required for each volunteer position (~2-4 hours)
- Demonstrate your commitment to the program by volunteering regularly

Volunteer Opportunities

The following is a list of volunteer positions available at WHS. Please review each description and decide which one fits your interests and abilities best. Some volunteers choose to spend their time in multiple positions, but new volunteers are asked to train and remain in one position for at least 3 months before exploring others.
Junior Volunteer Partner Up Program

For children age 12 – 15 accompanied by a parent or guardian.

Qualifications: Must be at least 12 years of age. Parents/Guardians: Please fill out a separate volunteer application and include it with your child’s application. The Junior Partner Up program requires the parent/guardian to attend all training sessions with the junior volunteer and work together at all times. Completion of Volunteer Orientation and TLC training for cats or small animals.

Duties: Junior volunteers can do Cat TLC or work with the small animals. See the descriptions of TLC positions for duties. Junior volunteers cannot do Dog TLC for safety and insurance reasons.

Cat TLC Volunteer

Qualifications: Must be at least 16 years of age or in a Junior Partner Up team. Completion of Volunteer Orientation and Cat TLC training.

Duties: You will provide socialization and exercise to shelter cats and kittens, groom the cats, spot clean kennels and change litter pans and provide the cats with toys and blankets.

Dog TLC/Walker Volunteer

Qualifications: Must be at least 18 years of age. Dog TLC/Walker positions are not open to Junior Volunteers. Completion of Volunteer Orientation and Dog TLC training. Dog training classes may require more than one visit to WHS.

Duties: You will provide shelter dogs with mental and physical stimulation and basic behavior training, walk shelter dogs and socialize puppies, spot clean kennels and clean up dog waste when walking dogs, do minor grooming and bathing, and provide dogs with toys and fresh blankets.

Bunny Brigade/Rat Pack Volunteer

Qualifications: Must be at least 16 years of age or in a Partner Up team. Completion of Volunteer Orientation and Small Animal Handling classes.

Duties: You will socialize and play with rats, mice, gerbils, guinea pigs and rabbits, spot clean kennels and cages, perform minor grooming, take rabbits to the outdoor rabbit exercise pen and attend to the rabbit’s safety while in the pen.

Maintenance Assistant

Qualifications: Must be at least 16 years of age or in a Partner Up team. Completion of Volunteer Orientation. You must also be knowledgeable about the maintenance services you wish to provide. All that is required for gardening/landscaping is a willingness to get a little dirty.

Duties: Gardening, landscaping, laundry, cleaning, painting, carpentry, plumbing and electrical projects at the WHS facilities.

Clerical / Development Volunteer

Qualifications: Must be at least 16 years of age. Completion of Volunteer Orientation and additional training as needed by WHS staff or volunteers.

Duties: Assist fun and friendly Humane Society staff with important day to day operations including typing, stuffing envelopes, collating materials, making phone calls, working with photo files, photocopying, filing, data entry, doing mailings and other clerical duties.
Veterinary Clinic Assistant (currently full)

**Qualifications:** Must be at least 18 years of age. Completion of Volunteer Orientation and on-the-job training by veterinary clinic staff. Vet Clinic Assistants are asked to commit to a weekly schedule.

**Duties:** You will help prepare animals for surgery, observe animals as they emerge from anesthesia, prepare injections, sterilize surgical instruments and equipment, assist with treatments and administer medications.

Animal Photography Team (currently full)

**Qualifications:** Must be 16 years of age. Completion of Volunteer Orientation. Photography Teams work in groups of two and must have their own camera equipment.

**Duties:** You will take high-quality digital photographs of adoptable animals and assist staff in loading photos into a database and on to the WHS website.

Foster Care Provider

**Qualifications:** Primary caregiver for the foster animal must be at least 18 years of age. Be willing to take animals that may be orphaned, very young, sick, injured, or have behavioral/socialization issues into their homes. Own their home or have permission from their landlord. Be financially able to purchase necessities such as food and litter as needed.

**Training:** Completion of Volunteer Orientation. One on one meeting/foster orientation at your home with the Foster Care Coordinator. Other education and training as required.

**Duties:** You will provide a nurturing, compassionate, and comfortable environment in your home for foster animals, provide all elements of care for foster animals including feeding, cleaning, grooming, medicating, and socializing (petting, holding, etc.), ensure safety and care of foster animals and transport foster animals to and from the shelter for medical treatments, check-ups, and to be shown for adoption.

Special Events/Fundraising Volunteer

**Qualifications:** Must be at least 16 years of age or part of a Junior Partner Up team. Completion of Volunteer Orientation.

**Duties:** You will assist with planning and implementation of WHS fundraising and special events and participate in assigned projects and tasks such as solicitations of sponsorship and vendor donations, invitation design and mailing and event planning and coordination.

“Paws Awhile” Volunteer

Paws Awhile is located at 1200 10th Street in Historic Fairhaven and features new and quality used items donated by the community. Proceeds from Paws Awhile go directly back to the Whatcom Humane Society.

**Qualifications:** Must be 16 years of age or older. Completion of Volunteer Orientation and on-the-job training by Paws Awhile staff and volunteers.

**Duties:** You will assist in the daily operation of the WHS eclectic gift shop by, providing customer service, running the cash register, accepting donated items, answering the phone and creating displays.

Farm Animal Friend Volunteer

WHS provides housing and care for farm animals at a 10 acre off-site barn facility located in Everson.

**Qualifications:** Farm Animal Friend Volunteers must be at least 18 years of age or 16 years of age in a Partner Up team. Must have prior experience working with horses and other livestock. Completion of Volunteer Orientation and Farm Animal training. Farm volunteers will be assigned to a volunteer team of at least three volunteers. Teams must work at the barn together at all times. For safety reasons, volunteers will not be allowed to volunteer alone.
**Duties:** You will provide cleaning, care and socialization for a variety of livestock including, but not limited to; horses, pigs, goats, sheep, chickens and cows. You will clean barn stalls and outdoor animal enclosures, groom horses and other livestock, feed the animals and exercise and socialize the animals which **does not include riding.** Very experienced volunteers may do ground work with the horses.

**Volunteer Hours**

You are welcome to come in and volunteer anytime that staff are at the facility (times listed below). Please note that the hours for volunteering are different from the hours that we are open to the public.

Wednesday–Saturday staff is in the shelter from 6 am – 6 pm*.
Sunday and Monday staff is in the shelter from 7 am – 5 pm*.
Tuesday & major holidays staff is in the shelter from 8:30 am – 5 pm*.
If you come in to TLC before we open, please ring the doorbell located to the left of the front door. A staff member will be happy to let you in.

*Always make sure dogs are in their kennels half an hour before the staff leaves.*

**Volunteer Policies and Procedures**

**Dress Code**

Proper footwear
Floors are often wet and slippery so shoes with good traction are a must. Your feet also need to be protected from animal waste, cleaning chemicals and disinfectants. Tennis shoes or work style boots with low heeled, non-slip soles are recommended. Open toed shoes, clogs, slip-ons, or sandals are not permitted.

Clothing
While here, you are a shelter representative, so you should always have a tidy appearance. Please only wear comfortable items that can also be easily washed. **Long pants** are required to protect you from chemicals, bites and scratches even in the summer. Torn or frayed clothing, and potentially offensive graphics or logos are not permitted. **You will purchase a volunteer t-shirt at the time of your training and you should wear this t-shirt each time that you volunteer.** This t-shirt will help staff and the public to identify you as a volunteer when you are working with animals. All clothing should be laundered between visits to the shelter. This reduces the spread of viruses and disease.

Jewelry
Please limit jewelry while volunteering. Large or dangling jewelry can get caught on cages, and in claws or fur, potentially injuring you or the animals. Jewelry is especially hazardous to animals that are attracted to it, like cats and birds, who could easily remove and ingest it.
Name tags
Volunteers must wear a name tag at all times. This ensures that staff and the public recognize you as a volunteer and helps us get to know you. You will be given a name tag at your scheduled training date. If you misplace your name tag or it becomes damaged and unreadable you may request a new one from the volunteer coordinator.

Parking and Entry
We ask that volunteers not take front row parking spots, but rather leave these for our guests whenever possible. Of course allowances are made for those with disabilities. Please either park in the front parking lot closest to the street or in the back gravel parking lot by the dog runs.

Personal Belongings
It is recommended that anything of value to you be left at home. Lockers are available in the Volunteer Services room. Please bring your own lock if you choose to use them. Coats can be left in the volunteer area, but please don’t wear your favorite or most expensive. WHS cannot guarantee the safety of your personal items. Members of the public as well as volunteers are not always supervised while in the shelter and it is a very rare occurrence, but unfortunately, items have been stolen in the past.

Smoking
For the health and comfort of all guests, staff, volunteers, and pets, smoking is not permitted anywhere on the premises.

Logging Your Volunteer Time
Volunteers must sign-in on the computer in the Volunteer Services area at the start of each shift. Signing-in is required to ensure that you are covered under our state workers comp insurance. We also need to know who has been in the building, and when, for health and safety reasons. Your hours are also an indication to the volunteer coordinator that you are remaining active in the program. We add up your individual volunteer time each month, and record monthly as well as quarterly totals for all volunteers combined. We care about the time each of you generously devotes to WHS, and we need these hours to report for grants and other fundraising opportunities.

Communication
Almost all communication in the volunteer program is done via e-mail. Due to the large number of volunteers, phone calls are not possible and sending mail via the postal service is too expensive. Volunteer newsletters, notices, updates, and other important information about the volunteer program will be e-mailed. If you do not have a computer at home consider setting up a web e-mail address (hotmail, gmail, yahoo, etc.) that you can check at your local library. Most libraries now offer free internet usage. If this is not an option for you please check in frequently with the volunteer coordinator when you come in for your shift to ensure that you aren’t missing any important communications.
The Volunteer Coordinator’s contact info is on the front of this handbook. You should receive a response to your e-mail or voice mail message within 2-3 days. If you have an urgent need or concern that cannot wait, please see any shelter manager.

**Prohibited Conduct**

While volunteering you are expected to conduct yourself in a manner which respects our guests, staff and other volunteers. If you fail to follow the policies and guidelines outlined in this handbook or other training classes you attend you will be counseled again in our policies. However, repeated deviation from protocol, a consistently poor/insubordinate attitude or exhibiting any of the behaviors listed below as prohibited conduct will likely result in immediate termination of your volunteer privileges.

The following is a list of conduct that is prohibited while you are volunteering for WHS in any capacity:

- Mistreatment of animals, including rough handling, shouting and use of corrective based training techniques (pinch collars, choke chains, “pop and jerk” method)
- Intimidation or harassment of staff, volunteers or members of the public
- Possession of firearms or weapons on WHS property (including off site events)
- Consumption, possession or being under the influence of illegal substances, non-prescribed pharmaceutical drugs, or alcohol during your volunteer shift
- Use of abusive, profane, inappropriate or threatening language
- Theft of property or funds

We value our volunteers and consider them a huge asset, so we want to ensure your experiences with staff and other volunteers at WHS are pleasant. Please inform the Volunteer Coordinator or another manager on duty if anything occurs that makes you feel unsafe or uncomfortable.

**Customer Service Expectations**

Volunteers are considered shelter ambassadors just like paid staff, so how you conduct yourself while in view of the public is very important. Be friendly. Smile. Say hello. Ask a guest if they need assistance and help direct them to the appropriate staff member. Your appearance and the way you treat our guests will affect the reputation of WHS in the community. If WHS is perceived as an ineffective or hostile organization, the animals will suffer for it.

Please leave adoption counseling and advice to our experienced staff and trained volunteers. The staff has access to each pet's extensive behavior and medical profile. While you may have the best of intentions, your personal opinion may not serve in the best interest of an adopter or the pet. Circumstances that make a potential adopter an inappropriate match for an animal are not always evident to volunteers. Our adoption counselors go through extensive training in order to identify the right home for the right animal.
Be mindful of the privacy of our guests. Refrain from joining in on conversations staff are having with them. Many of these conversations are of a very private or sensitive nature.

**Safety and Health Guidelines**

**Practicing Safety around Animals**

The animals that our volunteers handle are animals that the staff have evaluated and consider good candidates for adoption. The shelter environment can be stressful for many animals; therefore behaviors cannot always be predicted.

For the safety of pets and people, handling of animals is strictly prohibited until you have attended training sessions for your specific volunteer duties. This includes putting fingers or arms into cages and kennels. If you discover a loose animal, NEVER reach out and grab it. If possible, close any doors in the immediate area and alert a staff member, who will safely retrieve the animal.

Remember that all animals must be kept separate unless approved by a staff member. Keeping animals separate reduces the spread of disease, and not all animals at WHS are friendly towards other animals, especially under times of stress. If you witness a fight, DO NOT attempt to break it up. Fights often sound worse than they really are, and trained staff members are the only ones who should intervene.

**Bringing your own pet to the shelter while volunteering is not permitted.**

Even when every precaution is taken, accidents can happen. While very rare, bites and scratches do occur. Cleaning any injury is important to avoid infection. You must report any bite, scratch, or other injury to a staff member immediately, no matter how small or insignificant it may seem. Medical history is uncertain on many of the animals here. Additionally, state law requires that most pets be quarantined temporarily after biting.

**If you are bitten by a cat notify the shelter staff immediately.** Cat bites have a high likelihood of infection. Because of previous experience WHS asks that you see a doctor within a few hours of a cat bite to ensure that no infection is present. Report the injury to the Volunteer Coordinator who will give you all the information about our State L&I insurance so you can provide it to the doctor’s clinic.

**Children and Guests**

Children who are not active volunteers cannot accompany a parent/adult while they are volunteering. Guests are also not permitted to accompany volunteers while they are performing their volunteer duties. Please invite your friends and family to attend an upcoming volunteer orientation session. If you have a friend or family member in town feel free to reschedule your volunteer shift for a time when it won’t conflict with your plans. If someone will be picking you up or dropping you off for your shift please meet them in the front lobby. They won’t be permitted to search the shelter to find you.
Off-Limit Areas
For the safety of the animals and volunteers, volunteers are not permitted in the stray kennel areas. These areas are marked with signs alerting you that these are staff only areas. Housed in these areas are stray animals, animals under bite quarantine, sick animals, animals being held under our safe pet program, or new arrivals that have not yet been evaluated for adoption. The temperaments of these animals have not yet been evaluated. Dangerous animals are frequently housed in the stray kennels. Just walking past these animals can cause them great distress and be very dangerous. **Do not enter these areas, even if you see other volunteers doing so.**

The euthanasia room and the dog & cat receiving areas are also off limits to volunteers, as is the veterinary clinic. Surgeries, treatments, and evaluations are being done in these rooms all throughout the day. Some of the animals are afraid or uncooperative which can make things difficult for the staff. Respecting their work space keeps everyone safe.

Hygiene
Please wash or disinfect your hands after handling each animal and before handling the next one. Washing your hands will help eliminate the risk of becoming ill yourself, and also help prevent the spread of disease and germs throughout the shelter. Hands can be washed in the restrooms, break room, or animal kitchens. Wall dispensers with disinfectant gel can be found in the kennel areas and get acquainted rooms. Please ask a staff member to refill the wall dispensers when they run out.

Exposure to Infectious Disease
While volunteering at WHS you may be exposed to infectious disease. Usually these diseases will be contagious only to other animals. However, some diseases can spread from animal to human. WHS will notify you if we have reason to believe that you were exposed to a disease that could affect humans while you were at the facility. Please take extra precautions to launder your clothes and wash your hands. Notify the Volunteer Coordinator immediately if you develop symptoms. If you develop symptoms of an infection do not return to volunteer until you have completely healed. You may re-expose animals, other volunteers and staff members who have otherwise been cleared from infection.

Social Networking Policy
WHS volunteers who engage in blogging and social networking should be mindful that their postings, even if done off premises, could have an adverse affect on WHS’s legitimate business interests and the privacy interests of its employees, donors and others. For example, the information posted could be considered WHS proprietary or confidential information, or place WHS or its donors or employees in a bad light. In addition, some readers may view you as a *de facto* spokesperson for WHS. To reduce the likelihood that your personal blogging or social networking will have an adverse affect on WHS and the clients we serve, we require that you observe the following guidelines:
1. Do not engage in blogging using company property or WHS resources. This means that WHS’s property, including but not limited to Internet access, computer hardware and software, may not be used by a volunteer for blogging without the express written consent of the Executive Director.

2. Your blogging is subject to this Blogging Policy and the policies contained in WHS’s Employee or Volunteer Handbook, including but not limited to the policies related to confidentiality and employee/volunteer conduct, even when done during off-duty or non-volunteer time.

3. If your blogging includes any information related to WHS, and even if you are blogging anonymously, you are required to do as follows:
   a. Make it clear to your readers that the views are yours alone and that they do not reflect the views of WHS by stating, for example, “The views expressed in this blog [of blog posting] are my own. They have not been reviewed or approved by WHS.” [Another option: “The views expressed on this website/blog are mine alone and do not necessarily reflect the views of WHS.”]
   b. Do not discredit, disparage or defame the mission or services of WHS, its staff, affiliates, supporters, or partners.
   c. Do not use WHS’s logo, trademark, or proprietary graphics, photographs of WHS’s premises, employees, or rescued animals (other than those available for adoption and posted on WHS’s website as such).

4. Being disrespectful of fellow volunteers or WHS staff may expose a blogger to defamation lawsuit and much unwanted publicity. You are also more likely to resolve WHS related complaints by speaking directly with the WHS Volunteer Coordinator than by posting complaints in a blog. If you nonetheless decide to post complaints or criticism, avoid doing so in a way that is defamatory or damaging to WHS or any of its employees or volunteers or be prepared to face possible consequences.

These policies apply even if your blogging is anonymous or under a pseudonym. If you do engage in such blogging, you should be aware that in appropriate circumstances WHS will take steps to determine your identity. If WHS determines that it is necessary or advisable to ensure compliance with law or protect the interests of WHS or those of its clients, WHS may require in its sole and absolute discretion that you temporarily confine your blogging to matters unrelated to WHS. Please remember, WHS has spent substantial time and resources building its reputation and good will. These are valuable and important assets. Before you make any posting in a blog that identifies yourself as a volunteer of WHS, or that identifies WHS, please consider whether what you are posting could affect WHS and whether you might be damaging WHS’s reputation. If you are uncertain, you should consult the Volunteer Coordinator or the Executive Director before making the posting.
Thank you
Thank you for your generous service to the animals in our care. We couldn’t do what we do without you. If you have any questions or concerns about the content of this handbook please contact the Volunteer Coordinator.

NOTES: