

Appendix A:
IACC Administrator Doug Rae
60-Day Improvement Process & Probationary Period
[August 1-September 30, 2009]

This guidance is referred to in your cover letter from the Director dated August 5, 2009, and synthesizes corrective measures that the Director believes to be necessary over the course of the next sixty (60) days. These corrective measures were formulated on the basis of extensive fact-gathering by the Public Safety Director, and/or matters coming to his attention via personal visits, board meetings, board member communications, inquiries from numerous City-County Council members, animal welfare stakeholders and community partners, and extensive discussion with employees.

The Director (or the Acting Director) of Public Safety (“the Director”), at his sole discretion will determine compliance at the conclusion of the 60-day probationary period, and will provide guidance during that time regarding the progress of compliance. Failure to attain the directives set forth herein shall be grounds for employment sanction, to include separation from employment.

- Meet weekly with the designated representative of the certified labor union (AFSCME), in order to review issues and discuss informal, constructive and permanent resolution of those issues. The Administrator shall report the results of this weekly meeting with the union representative—to include a summary of the pertinent issues and the proposed resolution thereof-- in written or electronic form, to the Director on a timely basis.
- Rate the IACC Shelter facility as a whole for maximum allowable capacity in terms of the number of animals that may be housed and properly cared for at ACC kennels. If the population of the Shelter during any 24-hour period exceeds the rated capacity, a written report shall be due from the Administrator to the Director detailing the magnitude of the overcrowding situation, offering an explanation for its occurrence, and providing a plan and timetables for its remediation.
- Develop an internal communications plan to allow the Administrator to be more accessible to staff communications, concerns, suggestions and responses to inquiries for information, including time within which to return phone calls. The written plan shall be submitted to the Director and shall include provisions for regular meetings with employees as a group, availability to meet individually through established consultative office hours or otherwise and frequent communications of the message that retaliation will not be tolerated. If the occasion arises, the retaliation policy herein cited shall be fully enforced by the Administrator or under his direction, and a report on every case of alleged retaliation or threats resulting from prior lawful action of any employee, shall be reported to the Director. The internal communications

plan shall also include the dissemination to all employees of the Administrator's strategic vision and plan for alleviating overcrowded conditions, unsanitary conditions, employee concerns, responsiveness of field operations and resource allocation so that employees may be informed and understand as to the direction of IACC.

- In cases of minor adjustments to be made for on the job training and conduct, and correction thereof by management, make greater use of informal corrective procedures (counseling, education, constructive advice, skills demonstration), which informal procedures should not require the use of pre disciplinary written notices, counter veiling formal grievances, etc.
- Establish, at least once every two weeks, meetings or phone calls with representatives of all animal rescue organizations or animal welfare organizations, with who IACC either is, or has been in the past, in regular communication. Document all contacts with animal rescue and/or welfare groups and report the nature of such contacts on a weekly basis to the Director, including issues raised and how proposed to be resolved. Proven programs that have established track records with IACC preserving animal life shall be adopted and continued whenever practicable.
- Refrain from using demeaning or profane language when addressing members of your staff or any member of a community partner or the public. Refrain also from criticizing or disciplining or disparaging employees in the presence or hearing of third parties. Direct your management staff to do the same.
- Learn and abide by all city of Indianapolis and DPS ordinances and regulations regarding human resources, supply, procurement and budget. When necessary obtain needed guidance regarding these matters from DPS professional staff provided to you. You shall in all circumstances refrain from assigning fault for dilatory actions on your part to the need for compliance with said city ordinances, regulations and procedures, or otherwise falsely disparaging the need for such compliance as a barrier to your desired reorganization of your staff.
- Whatever documentation is required by these directives shall be turned in 3 business days within the requirements occurrence. for the prior week must be turned in to the Director's Office by noon every Monday
- Develop a plan for returning, within the next 60 days, recreational and/or dining or "break" areas of the shelter building for employee use, ensuring that these recreational facilities are returned to a sanitary condition and maintained in a sanitary condition
- Arrange for training of all supervisory staff including the Administrator to obtain and satisfactory complete, at county expense, training opportunities in

the areas of personnel management, motivation, interpersonal communications skills, and/or dealing with irate or difficult customers or employees.

- Re-examine and re-issue work schedules with a view toward assuring even-handed assignment of tasks, weekend and holiday shifts regardless of gender or racial or ethnic origin.
- Maintain a system of tracking “*ad hoc*” or extra work assignments handed out by mid level managers and above on a daily, urgent basis to ensure and document some rotation system of even-handed assignment, regardless of gender or racial or ethnic origin. Provided however, that this *ad hoc* assignment system may take into account in making assignments demonstrated experience, expertise, or productivity in accomplishing a particular task being delegated.
- The Administrator and management personnel shall, whenever practicable, engage in planning and reasonable advanced notice to employees of the need for overtime in accordance with the collective bargaining agreement. Employees’ progress in completing their primary assigned daily tasks shall be monitored throughout the work shift, so that the need to impose mandatory overtime following regular work shift will not become apparent only toward the conclusion of the regular underlying work shift. Mandatory overtime imposed on an immediate basis shall be reserved only for situations truly of an urgent nature.
- The Administrator shall issue policy establishing the means, manner, and time frames within which temperament testing to determine safe adoptability of an animal shall be conducted. The methodology chosen shall be outlined in writing by the Administrator, and shall govern the activities of the staff Animal Behaviorist (or any other employee discharging temperament duties). The testing methodologies chosen, either alone or in combination, shall be of a kind and quality generally accepted in the animal behavior/ animal sheltering community. All those conducting temperament testing activities shall be properly trained in said testing methods and policies. Whatever methodologies are adopted, no individual animal with a history of biting or other attacks upon persons shall be eligible for adoption. Any animal determined to be unsuitable for adoption shall be timely scheduled for euthanasia; provided however, that original owners may reclaim their animals after a negative determination and animals may also be held for investigative reasons or pursuant to court order.
- The Administrator and his staff, both in style and in substance, should endeavor to maintain same pleasant respectful demeanor directing all employees regardless of racial, ethnic origin, gender or sexual orientation.