No More Drinking from the Fire Hose: Public Works Front Line Employees Make Onboarding and Training Easy

Pat Turnbull, Public Works Director Sarah Ballard, Business Operations Coordinator Ben Ankeney, Operations Manager







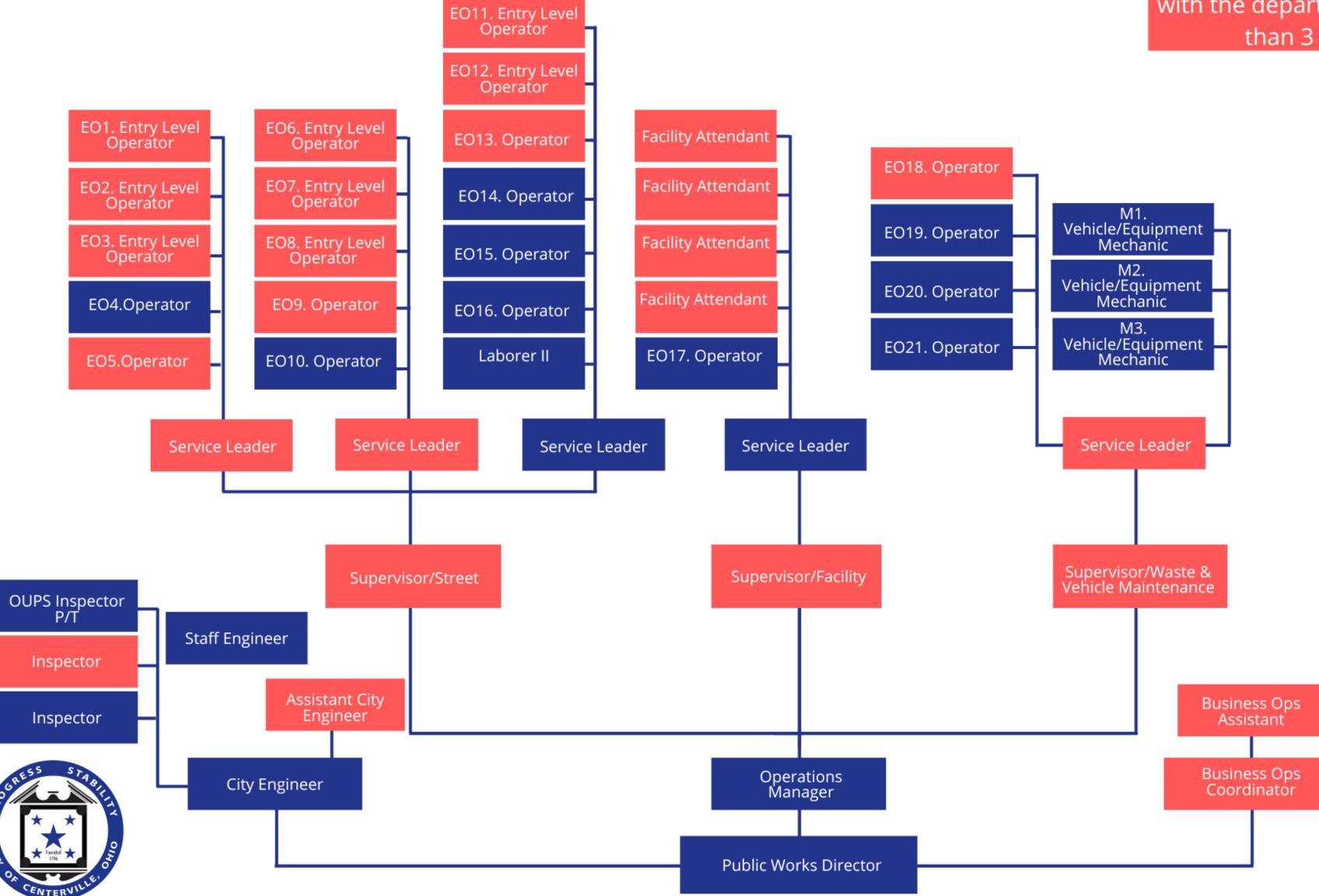
Centerville Public Works:

- Snow Removal
- Leaf Collection
- Street and Storm Sewer Maintenance
- Street Sweeping
- Vehicle Maintenance
- Facility Maintenance
- Park Maintenance
- Sign Maintenance
- Waste and Recycling Collection
- Roadside Litter Cleanup
- Engineering Services
- Special Events such as concerts and festivals





City of Centerville Public Works Organizational Chart



Employees who have been with the department for less than 3 years



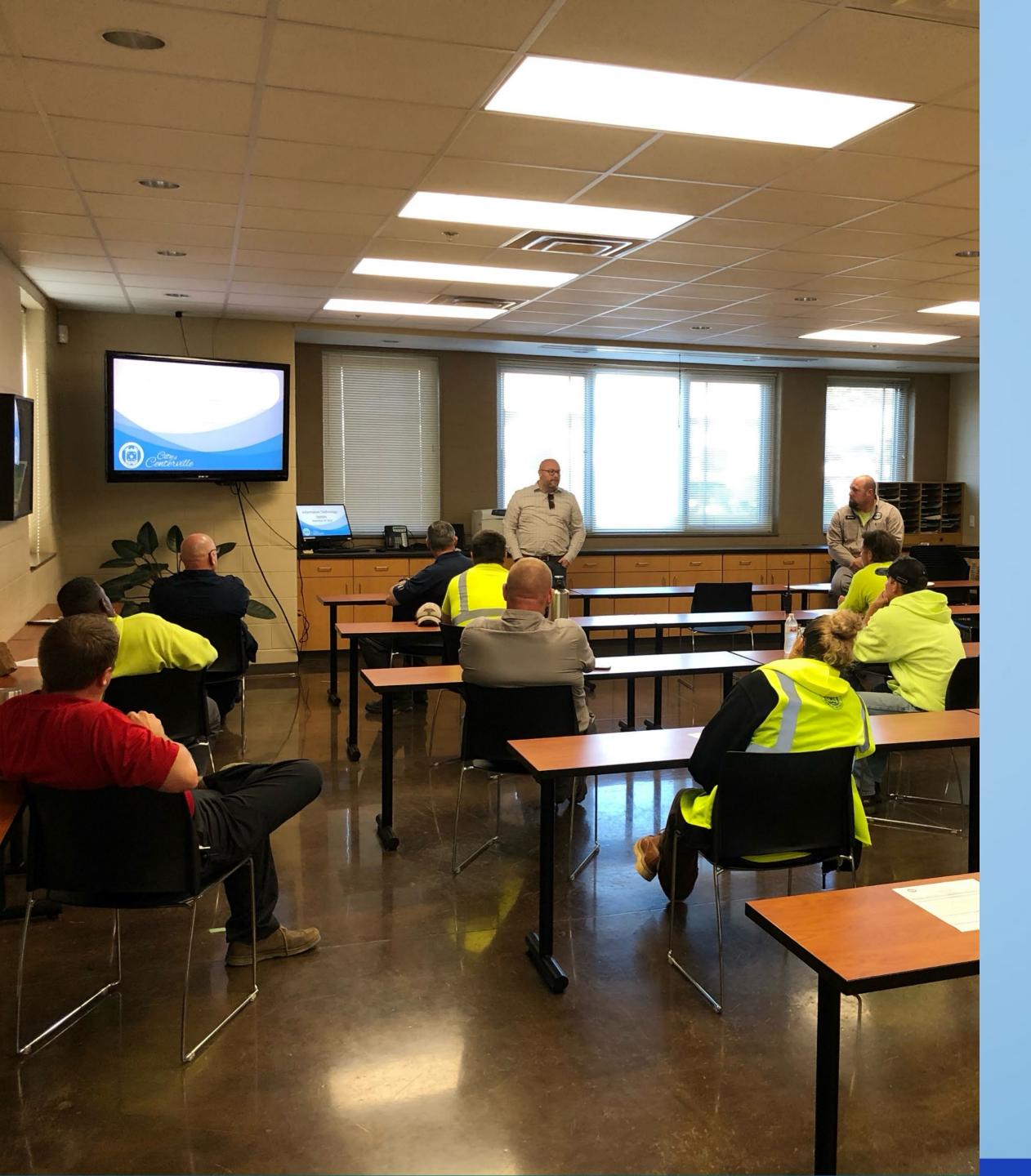


The Need

- Prepare for retirements
- Retain employees
- Streamline the process
- Use less staff time on onboarding

City_{of} Centerville





Application

- Transferable to other organizations
- Similarity to
 Centerville Police Department
- Developed by front line staff
- Reflects input from all staff





Onboarding and Training Overview

- Pre-Employment Checklist
- Onboarding Checklist
- Training Program
- Equipment and Training **Evaluations**





Pre-Employment Checklist



Pre-Employment Checklist

Pre-Employment Checklist

EMPLOYEE INFORMATION

Name:

Position:

Supervisor:

Start Date:

ACTIVITIES TO BE COMPLETED FOLLOWING ACCEPTANCE OF POSITION

SCHEDULE AND JOB DUTIES

Welcome phone call to new employee						
 Confirm start date and arrival time 						
 Receive 4-digit pin for security and fuel system 						
 Sizing for Apparel/Safety Equipment (if applicable) 						
Prepare employee's two-week agenda & send calendar invites to those						
involved						
Create a 30-60-90-day plan with goals at each checkpoint						
Schedule on calendar a formal follow up 1-2 weeks from start date						
Develop first draft/review job expectations						
Send welcome email, include attachment of job description						
Assign a peer guide (if necessary)						
Lay out expectations for peer guide (if necessary)						

BUILDING ACCESS & COMMUNICATIONS						
	Activate key fob and/or swipe card					
	Set up in the building security system					
	Assign locker: include safety equipment & apparel in locker					
	Assign radio # (if applicable)					
	Update radio list and distribute updated cards to all (if applicable)					
	Fuel system set up					
	Create timecards for payroll punch system (if applicable)					
	Update city phone list with name & extension (if applicable)					

ACTIVITIES TO BE COMPLETED 1 WEEK PRIOR TO START DATE	RESPONSIBLE
ACTIVITIES TO BE COMPLETED I WEEK PRIOR TO START DATE	DERSON

INTERNAL COMMUNICATION

Email department on the new hire. Include start date, employee's roll, and bio.	Supervisor
Post new employee email announcement on bulletin board	Business Ops Coord.
Welcome card, pass around for entire staff to sign	Business Ops Coord.

WORK ENVIRONMENT/ADMINISTRATIVE

W	JRK ENVIRONMENT/ADMINISTRATIVE	
	Clean and set up workstation, computer, phone, & office supplies.	Business Ops Coord.
	Create mailbox for employee	Business Ops Coord.
	Create folder in personnel drive	Business Ops Coord.
	Add employee to organizational chart	Business Ops Coord.
	Add to master sizing list	Business Ops Coord.
	Add to raincoat area	Business Ops Coord.
	Add employee to Smartsheet evaluation tracking	Business Ops Coord.
	Add employee to sick leave tracking (if applicable)	Business Ops Coord.
	Add employee to all staff meeting list	Business Ops Coord.
	Gather safety equipment: gloves, hard hat, safety glasses, hearing protection	Business Ops Coord.
	Gather PPE apparel: short sleeve shirts, long sleeve, vests, rain pants , sweatshirt, rain coat (if applicable)	Business Ops Coord.
	Put together Welcome Packet and include: Welcome Card Important Info Sheet Week 1 Agenda Job Description Mission, Vision, Values Pamphlet Discrimination & Harassment Policy Centerville Phone List Public Works Radio List and Who to Ask Chart Public Works Radio List and Who to Ask Chart Public Works Cell Phone List (Management Only) Organizational Charts Public Works & City City Map Public Works Photo Directory Key Fob/ Access Card Centerville Merchandise Bag (Notepad, City Pen, Coffee Mug)	Business Ops Coord.
	Add to drug testing list (if applicable)	Operations Manager
	Arrange for invitation to lunch with employee, peer guide, supervisor, and others if appropriate for the employees first day.	Supervisor
	Share calendar invites of reoccurring meetings employee will attend	Supervisor
	Email a list of useful websites to bookmark	Supervisor
	Email important contacts from Outlook	Supervisor

DATE COMPLETED

- Schedule and job duties
- Security access
- Internal communication
- Work environment





First Impression

Onboarding Checklist





Onboarding Checklist

Obtain boot voucher for \$175 to Red V Go to Red Wing to get boots Vehicle fueling instructions

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Facility Supervisor

Facility Supervisor

Cornerstone Park
Uptown
Munger Property

		Munger Property			Facility Supervisor				
					Facility Supervisor			Supervisor	
E	MPLOYEE INFORMATION					J		Supervisor	
	ame: Start Date:							Supervisor	
	cition.			ork	HR		sor	Supervisor	
PO	osition: Supervisor:			ee contribution fund)	HR		t each checkpoint	Supervisor	
	CTIVITIES TO BE COMPLETED IN FIRST TWO WEEKS	RESPONSIBLE	DATE		HR			Supervisor	
A	TIVITIES TO BE COMPLETED IN FIRST TWO WEEKS	PERSON	COMPLETED					Supervisor	
161								Supervisor	
	TRODUCTION TO THE CITY OF CENTERVILLE	Occupitions Managers		/stem	Facility Supervisor		:SS)	Supervisor	
님	Mission, Vision, Values	Operations Manager		ail	New Hire			Supervisor	
님	Customer Service Philosophy	Operations Manager Operations Manager			Rusia and One Canad			Supervisor	
H	Leadership Expectations Centerville Facts	Operations Manager		nples > Email Signature)	Business Ops Coord.				
븜	City Council Photo Directory	Operations Manager		hers in department	Business Ops Coord.				
님	City Organization Chart	Operations Manager		s to your calendar	Business Ops Coord.		in Resources > Personnel Manuals)	Supervisor	
님	City's Strategic Plan	Operations Manager			Business Ops Coord.			Supervisor	
片	High Performance Organization Principles (HPO)	Operations Manager			Business Ops Coord.			Supervisor	
		a per o rona manager			Business Ops Coord.		es of absence (Pg. 49-53)	Supervisor	
IN	TRODUCTION TO PUBLIC WORKS				Business Ops Coord.			Supervisor	
	Public Works Organization Chart	Operations Manager		al pick-up work orders	Business Ops Coord.			Supervisor	
		Operations Manager			Business Ops Coord.		8)	Supervisor	
	Public Work's role	Operations Manager		mail	Business Ops Coord.		5-77)	Supervisor	
	City, Township & County duties and differences	Operations Manager		email	Business Ops Coord.			Supervisor	
	Parks	Operations Manager		he information	Business Ops Coord.		82-85)	Supervisor	
IN	TRODUCTIONS/TOUR OF PUBLIC WORKS			port Tickets icon on desktop)	Business Ops Coord.		ess (Pg. 87-92)	Supervisor	
	Introduction to staff and key personnel	Supervisor					;. 96-97)	Supervisor	
H	Tour of Public Works, including:	Supervisor							
	Restrooms				Business Ops Coord.		OR PROCEDURES		
	Supply room				Business Ops Coord.			Supervisor	
	Printers				Business Ops Coord.			Supervisor	
	Bulletin board	Supervisor		xtension List)	_	ļ		Supervisor	
1	Parking lot				Business Ops Coord.	ļ		Supervisor	
	Breakroom Emorgonou avita				Business Ops Coord.		aining process on Smartsheet	Business Ops Coord.	
	Emergency exits First aid kits, tornado shelter, fire extinguisher locations				Business Ops Coord.		the platform it's on	Business Ops Coord.	
	Eye wash station & kits in vehicles			Public Works	Business Ops Coord.		evaluations	Business Ops Coord.	
<u> </u>								· · ·	
FA	ACILITY TOURS								
	City Hall Q. Anney Building	F 100 A			Supervisor	1 1			

FA	ACILITY TOURS					
	City Hall & Annex Building	Facility Supervisor				
	Police Department	Facility Supervisor				
	Yankee Trace	Facility Supervisor				
	Benham's Grove	Facility Supervisor				
	Stubbs Park	Facility Supervisor				

iers in department	Business Ops Coord.			
to your calendar	Business Ops Coord.	in Resources > Personnel Manuals)	Supervisor	
	Business Ops Coord.		Supervisor	
	Business Ops Coord.		Supervisor	
	Business Ops Coord.	es of absence (Pg. 49-53)	Supervisor	
	Business Ops Coord.		Supervisor	
pick-up work orders	Business Ops Coord.		Supervisor	
	Business Ops Coord.	8)	Supervisor	
nail	Business Ops Coord.	5-77)	Supervisor	
email	Business Ops Coord.		Supervisor	
e information	Business Ops Coord.	82-85)	Supervisor	
port Tickets icon on desktop)	Business Ops Coord.	ess (Pg. 87-92)	Supervisor	
		 ;. 96-97)	Supervisor	
	Business Ops Coord.	DR PROCEDURES		
	Business Ops Coord.		Supervisor	
	Business Ops Coord.		Supervisor	
tension List)	business ops coold.		Supervisor	

	Supervisor	
itted utilize sizing kit)	Business Ops Coord.	
	Business Ops Coord.	

to provide service to our customers.

Site Visits/Tours: Go out in the field and get to know our frontline staff. Learn about what behaviors / traits are needed to succeed in their roles. Work with the Service Leaders to schedule sies visies. Discuss also falloudant

iday Events

w

DATE

COMPLETED

:uss the vehicle maintenance and waste

now it impacts the services we provide. r waste and vehicle maintenance team. pe of problems they run into on a day to

ACTIVITIES TO BE COMPLETED IN FIRST 30 DAYS

ONITOR/MENTOR	DATE
If Applicable)	COMPLETED

	1	
Wing	Business Ops Coord.	
	New Hire	
	Business Ops Assistant	
	Supervisor	
	Supervisor	

Samples > Memo Templates)	New Hire	
Samples > Letterhead)	New Hire	
Samples > Official Logos)	New Hire	
	City Clerk	
	City Clerk	

ement Plan)	Operations Manager
	Operations Manager
	Operations Manager
nance System)	Operations Manager
	Operations Manager
	Business Ops Coord.
ı	Business Ops Coord.

end a meeting	Public Works Director	
end a work session	Public Works Director	
	Public Works Director	

Acquainted	with	Operations

DAYS (Employee to schedule with key contact)

uss his main responsibilities in his position.

If no CDL and it is a requirement for position, discuss

what his team does, the challenges they face in trying

m does with City facilities including d current/future projects. Learn about the		
,		
,		•
	· 2	

ith Engineering	
ee to schedule with key contact)	DA [*] COI

gineers do. Capital projects, project		
g plays many roles in designing, updating,		
fic signals, and street lighting.		

outes to the team and projects





Onboarding Checklist

• First two weeks

- Payroll, HR paperwork, etc.
- City culture introduction
- Supplies, equipment, etc.
- First 30 days
 - Strategic plan
 - Standards/Procedures
 - Purchasing/Finance
- First 90 days
 - General "getting acquainted" tasks
 - Job-specific tasks

EMPLOYEE INFORMATION

Start Date:

Position:

Supervisor:

ACTIVITIES TO BE COMPLETED IN FIRST TWO WEEKS	RESPONSIBLE PERSON	DATE COMPLETED
INTRODUCTION TO THE CITY OF CENTERVILLE		

Mission, Vision, Values	Operations Manager
Customer Service Philosophy	Operations Manager
Leadership Expectations	Operations Manager
Centerville Facts	Operations Manager
City Council Photo Directory	Operations Manager
City Organization Chart	Operations Manager
City's Strategic Plan	Operations Manager
High Performance Organization Principles (HPO)	Operations Manager

IN	INTRODUCTION TO PUBLIC WORKS		
	Public Works Organization Chart	Operations Manager	
	Photo directory of employees	Operations Manager	
	Public Work's role	Operations Manager	
	City, Township & County duties and differences	Operations Manager	
	Parks	Operations Manager	

INT	INTRODUCTIONS/TOUR OF PUBLIC WORKS					
	Introduction to staff and key personnel	Supervisor				
	Tour of Public Works, including:					
	Restrooms					
	Supply room					
	Printers					
	Bulletin board	Supervisor				
	Parking lot	Supervisor				
	Breakroom					
	Emergency exits					
	First aid kits, tornado shelter, fire extinguisher locations					
	Eye wash station & kits in vehicles					

FACILITY TOURS					
	City Hall & Annex Building	Facility Supervisor			
	Police Department	Facility Supervisor			
	Yankee Trace	Facility Supervisor			
	Benham's Grove	Facility Supervisor			
	Stubbs Park	Facility Supervisor			





Training Checklist

1		51		Red Lettering Denotes Next Level	Fauinment & Operations				
2	۵			PUBLIC WORKS TRAINING FORM					
3				Annual Evaluations					
4	۵								
5	<u>ل</u>		0	CITYWIDE LANDSCAPE (3 OF 6					
6			•	 Citywide weed spraying and treatment of plants, flowers, trees (insects & diseases) 		trees			
7			•	2. Bed preparation and maintenance planting, pruning, weeding, deadheading of plants/flowers		ding,			
8			•	3. Tree maintenance planting, pruning, mulching, spraying for insects and diseases. Remove dead trees using chipper, Truck 170 & stump grinder					
9			•	4. Citywide watering flowers, plants and trees according to watering lists		vatering			
10			•	5. ODA Safety Guidelines-Trained Serviceman manual					
11			•	6. Making mulch with tub grinder and Truck 170. Mulch is used throughout the City.		sed			
12	۵		0						
13			•	1. Operation of all mowers for fa accordance to our standards &		mowing in			
14			•	 Operation of hand tools asso trimmers, bed edgers and blowe 	ciated with mowing crew stri ers	ng			
15			•	 Ability to hookup truck and tra safely as need 	owers				
16			•	 Perform routine maintenance blade, etc. 	pening				
17			•	5. Operation of John Deer tracto	or with the rear mounted flail	mower			
18			•	6. Retain and memorize Citywide in-house mowing list					
19			•	7. Reach/arm mower for right of way mowing					
20	6								l
21	â			STORM SEWER/DRAINAGE SYS					
22			•	1. Catch basin inspection includ					
23			•	2. Catch basin repairs including		-fab -			
24			•	Familiarize yourself with the locations and responsibilities of the Drainage list.					
25			•	4. Catch basin repairs including replacement of basin					
26			•	 Ditch inspection including cleaning and grading type of equipment such as: mini excavator, backhoe bobcat, case loader, hand tools or Truck 170 					
27			•	6. Operation of VAC-CON truck					
28	6			PAVEMENT					
29			•	 Asphalt repairs using asphalt tools as needed 	box including reclaimer, tan	nper and			
30				2. Crack sealing using crack sea	aler and torch	Pre-treatment of roads using b	rine trucks		
				54	-	Fill brine trucks as needed dur			
			55	9.	 Salt and plow snow to assigned routes in appropriate time, while keeping uniformity throughout the City 				
		56	4. Setup truck (plow chains on gate)						
		57							
		58	6. Hiker Biker List						
		59	 7. Sidewalk List 						
		60	8. Gazebo List						
61		61	-	9. City Facilities					
		62	 10. Remove snow and ice from lists using Ventrac with attachments, Bobcat with attachments, blowers, shovels, ice melt, salt 						
63 • 11. Address catch basins and and Expectations for deicing			Address catch basins and fire d Expectations for deicing	hydrants according to our	Standards				

- Waste/Street Cleaning/Traffic Control
- Leaves
- Winter Operations
- Equipment
 - Construction
 - Leaf equipment
 - Mowing landscape
 - Street trucks
 - Waste trucks
- Events
- Facilities and Properties
- Computer Training
- Leadership Training





Equipment Training Evaluation

	<u>Equipment Tra</u>	ining Evaluati	<u>on</u>			
Employee:		Date:		CENTERVIL		
Equipment Category:	quipment Category: Piece of Equipment:					
Level of Experience with	Equipment Prior to Ti	raining <i>(circle one</i>)):			
No Experience	Very Little Experie	ence Pro	oficient	Exceptional		
I read the operator's man	ual (Initial on	ce completed)				
Complete the following ta	sks if you selected lit	tle to no experier	ice above:			
\circ I received hands-on operator training on the following dates:,						
 ,, ,,, _,						
o Identify your level of understanding of the equipment after receiving training (circle one):						
Very L	ttle Experience	Proficient	Excepti	onal		
To be	filled out/initialed b	y Service Leade	r or Trainer			
Employee was at and end-of-shift maintena	ble to demonstrate th nce procedures.	e process for sta	rt-up, operatin	ıg, shut-down,		
Identify the level of achiev (circle one):	vement the employee	e demonstrated w	ith this piece	of equipment		
Unsatisfactory	In Progress	Proficient	Exception	onal		
Please include comments	on employees traini	ng:				
Employee Signature		_ Trainer Signatur	e			
Service Leader Signature Supervisor Signature						
	Scan & import into Training I	Evaluation online tracking	g sheet			







Operations Training Evaluation

Operations Training Evaluation

Employee:

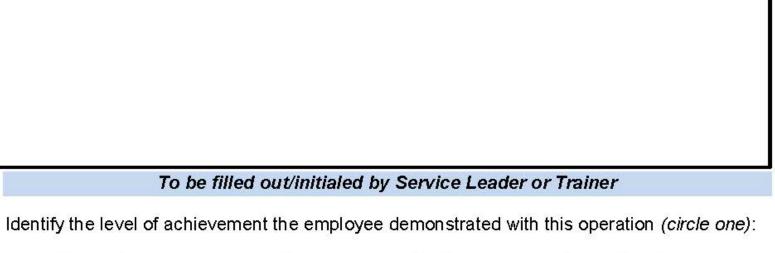
Date:

Operation Category:

Operation Task(s) & Number:

Task Progress (circle one): In-Progress Proficient

Please explain 'In-Progress or Proficient' score-including start-up, operation, shut-down, and maintenance procedures; safety; attitude; willingness to learn; work ethic; flexibility; knowledge retention; teamwork:



Unsatisfactory In Progress Proficient

Exceptional

Please include comments on employees' training/ areas for improvement:

Employee Signature

_ Trainer Signature ____

Supervisor Signature

Service Leader Signature

Scan & import into Training Evaluation online tracking sheet







Results

- 55% of department is new to their role in the last 3 years while maintaining a high level of service
- Centralized documentation of training records
- Strengthen the understanding and appreciation of colleagues' responsibilities
- More effective use of time
- Team is exposed to and trained on all equipment and operations for safety and redundancy
- Career development







What We Learned

• With retirements looming, turnover will be as bad as you think it will be.

 This program helps to capture institutional knowledge of outgoing staff.

 The payoff is worth this initial investment of time for our team.

City of Centerville



What We Could Have Done Better

- Onboarding needs to be formalized and more comprehensive.
- Onboarding takes involvement of all staff. It is not solely the new hire's responsibility.
- Be thoughtful about the pace of training.

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Materials Available:

- Pre-Employment Checklist
- New Employee Announcement
- Onboarding Checklist
- Training Checklist
- Equipment and Operations Training Evaluation Forms





Thank you! publicworks@centervilleohio.gov

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