

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

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*City of  
Centerville*

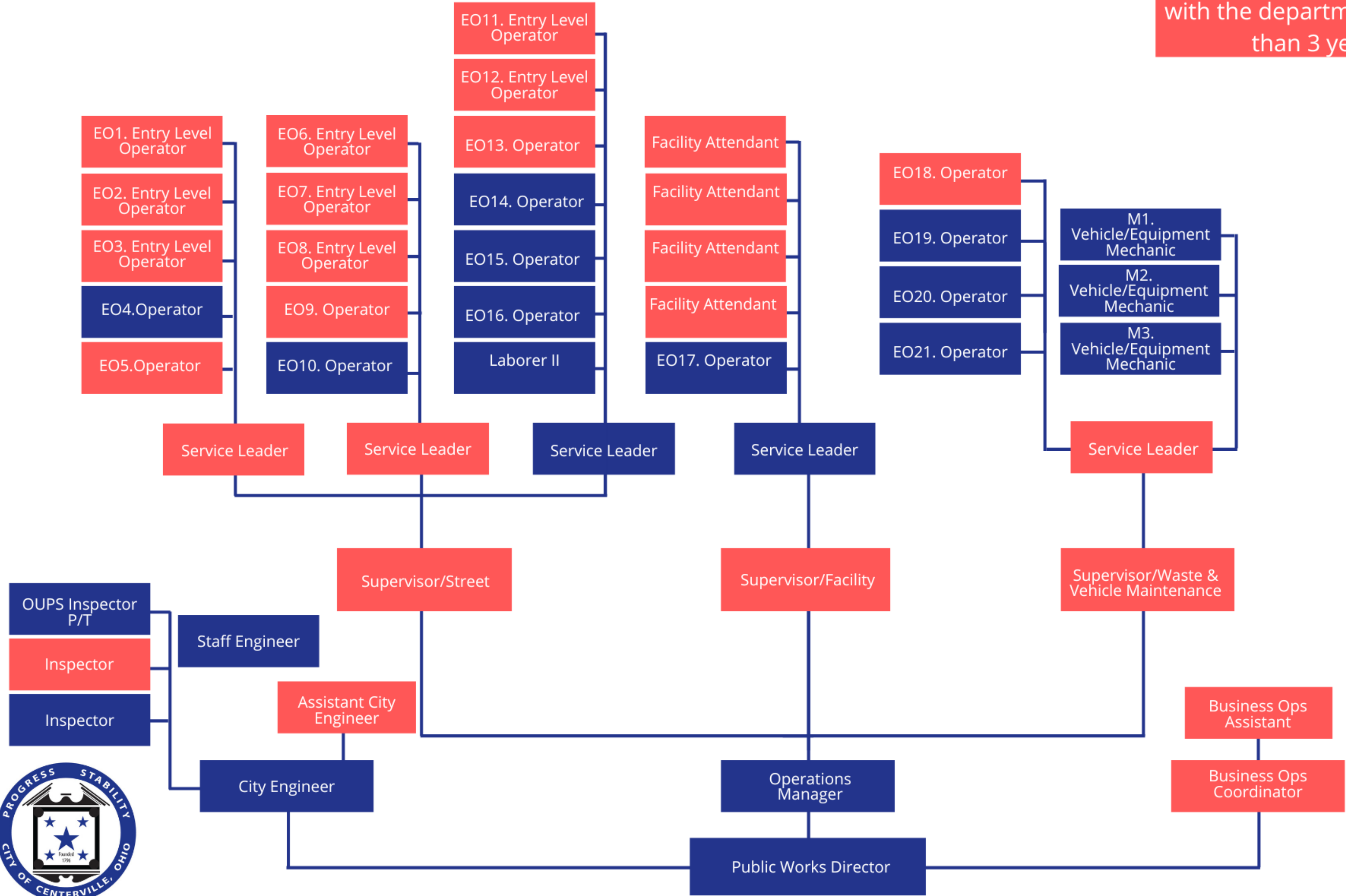
# Centerville Public Works:

- 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



# 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: \_\_\_\_\_ Start Date: \_\_\_\_\_  
 Position: \_\_\_\_\_ Supervisor: \_\_\_\_\_

### 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 PERSON	DATE COMPLETED
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### INTERNAL COMMUNICATION

- |  |                     |  |
|--|---------------------|--|
| <input type="checkbox"/> Email department on the new hire. Include start date, employee's roll, and bio. | Supervisor          |  |
| <input type="checkbox"/> Post new employee email announcement on bulletin board                          | Business Ops Coord. |  |
| <input type="checkbox"/> Welcome card, pass around for entire staff to sign                              | Business Ops Coord. |  |

### WORK ENVIRONMENT/ADMINISTRATIVE

- |   |                     |  |
|---|---------------------|--|
| <input type="checkbox"/> Clean and set up workstation, computer, phone, & office supplies.  | Business Ops Coord. |  |
| <input type="checkbox"/> Create mailbox for employee  | Business Ops Coord. |  |
| <input type="checkbox"/> Create folder in personnel drive   | Business Ops Coord. |  |
| <input type="checkbox"/> Add employee to organizational chart   | Business Ops Coord. |  |
| <input type="checkbox"/> Add to master sizing list  | Business Ops Coord. |  |
| <input type="checkbox"/> Add to raincoat area   | Business Ops Coord. |  |
| <input type="checkbox"/> Add employee to Smartsheet evaluation tracking   | Business Ops Coord. |  |
| <input type="checkbox"/> Add employee to sick leave tracking (if applicable)  | Business Ops Coord. |  |
| <input type="checkbox"/> Add employee to all staff meeting list   | Business Ops Coord. |  |
| <input type="checkbox"/> Gather safety equipment: gloves, hard hat, safety glasses, hearing protection  | Business Ops Coord. |  |
| <input type="checkbox"/> Gather PPE apparel: short sleeve shirts, long sleeve, vests, rain pants, sweatshirt, rain coat (if applicable)   | Business Ops Coord. |  |
| <input type="checkbox"/> Put together Welcome Packet and include: <ul style="list-style-type: none"> <li>• Welcome Card</li> <li>• Important Info Sheet</li> <li>• Week 1 Agenda</li> <li>• Job Description</li> <li>• Mission, Vision, Values Pamphlet</li> <li>• Discrimination &amp; Harassment Policy</li> <li>• Centerville Phone List</li> <li>• Public Works Radio List and Who to Ask Chart</li> <li>• Public Works Cell Phone List (Management Only)</li> <li>• Organizational Charts Public Works &amp; City</li> <li>• City Map</li> <li>• Public Works Photo Directory</li> <li>• Key Fob/ Access Card</li> </ul> Centerville Merchandise Bag (Notepad, City Pen, Coffee Mug) | Business Ops Coord. |  |
| <input type="checkbox"/> Add to drug testing list (if applicable)   | Operations Manager  |  |
| <input type="checkbox"/> Arrange for invitation to lunch with employee, peer guide, supervisor, and others if appropriate for the employees first day.  | Supervisor          |  |
| <input type="checkbox"/> Share calendar invites of reoccurring meetings employee will attend  | Supervisor          |  |
| <input type="checkbox"/> Email a list of useful websites to bookmark  | Supervisor          |  |
| <input type="checkbox"/> Email important contacts from Outlook  | Supervisor          |  |

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

City of  
Centerville

# First Impression

Onboarding Checklist







# 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		
Name:	Start Date:	
Position:	Supervisor:	
ACTIVITIES TO BE COMPLETED IN FIRST TWO WEEKS	RESPONSIBLE PERSON	DATE COMPLETED
INTRODUCTION TO THE CITY OF CENTERVILLE		
<input type="checkbox"/> Mission, Vision, Values	Operations Manager	
<input type="checkbox"/> Customer Service Philosophy	Operations Manager	
<input type="checkbox"/> Leadership Expectations	Operations Manager	
<input type="checkbox"/> Centerville Facts	Operations Manager	
<input type="checkbox"/> City Council Photo Directory	Operations Manager	
<input type="checkbox"/> City Organization Chart	Operations Manager	
<input type="checkbox"/> City's Strategic Plan	Operations Manager	
<input type="checkbox"/> High Performance Organization Principles (HPO)	Operations Manager	
INTRODUCTION TO PUBLIC WORKS		
<input type="checkbox"/> Public Works Organization Chart	Operations Manager	
<input type="checkbox"/> Photo directory of employees	Operations Manager	
<input type="checkbox"/> Public Work's role	Operations Manager	
<input type="checkbox"/> City, Township & County duties and differences	Operations Manager	
<input type="checkbox"/> Parks	Operations Manager	
INTRODUCTIONS/TOUR OF PUBLIC WORKS		
<input type="checkbox"/> Introduction to staff and key personnel	Supervisor	
<input type="checkbox"/> Tour of Public Works, including: Restrooms Supply room Printers Bulletin board Parking lot Breakroom Emergency exits First aid kits, tornado shelter, fire extinguisher locations Eye wash station & kits in vehicles	Supervisor	
FACILITY TOURS		
<input type="checkbox"/> City Hall & Annex Building	Facility Supervisor	
<input type="checkbox"/> Police Department	Facility Supervisor	
<input type="checkbox"/> Yankee Trace	Facility Supervisor	
<input type="checkbox"/> Benham's Grove	Facility Supervisor	
<input type="checkbox"/> Stubbs Park	Facility Supervisor	

# Training Checklist

		Red Lettering Denotes Next Level Equipment & Operations			
1					
2	🔒		☐ PUBLIC WORKS TRAINING FORM		
3			Annual Evaluations		
4	🔒		☐ HORTICULTURE		
5	🔒	●	☐ CITYWIDE LANDSCAPE (3 OF 6 required)		
6		●	1. Citywide weed spraying and treatment of plants, flowers, trees (insects & diseases)		
7		●	2. Bed preparation and maintenance planting, pruning, weeding, deadheading of plants/flowers		
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		
10		●	5. ODA Safety Guidelines-Trained Serviceman manual		
11		●	6. Making mulch with tub grinder and Truck 170. Mulch is used throughout the City.		
12	🔒	●	☐ MOWING		
13		●	1. Operation of all mowers for facilities, roadside and hillside mowing in accordance to our standards & expectations.		
14		●	2. Operation of hand tools associated with mowing crew string trimmers, bed edgers and blowers		
15		●	3. Ability to hookup truck and trailer, load mowers, unload mowers safely as need		
16		●	4. Perform routine maintenance on mowers, greasing, sharpening blade, etc.		
17		●	5. Operation of John Deer tractor 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	🔒		☐ INFRASTRUCTURE		
21	🔒	●	☐ STORM SEWER/DRAINAGE SYSTEM		
22		●	1. Catch basin inspection including cleaning		
23		●	2. Catch basin repairs including minor reconstruction		
24		●	3. Familiarize yourself with the locations and responsibilities of the Drainage list.		
25		●	4. Catch basin repairs including major reconstruction or total replacement of basin		
26		●	5. 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	🔒	●	☐ PAVEMENT		
29		●	1. Asphalt repairs using asphalt box including reclaimer, tamper and tools as needed		
30		●	2. Crack sealing using crack sealer and torch		
53		●	1. Pre-treatment of roads using brine trucks		
54		●	2. Fill brine trucks as needed during operation		
55		●	3. 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		●	5. Load with case loader (salt) & wetting agents		
58		●	6. Hiker Biker List		
59		●	7. Sidewalk List		
60		●	8. Gazebo List		
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 fire hydrants according to our Standards and Expectations for deicing		

- 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



## Equipment Training Evaluation

Employee: \_\_\_\_\_

Date: \_\_\_\_\_

Equipment Category: \_\_\_\_\_

Piece of Equipment: \_\_\_\_\_

Level of Experience with Equipment Prior to Training (*circle one*):

No Experience      Very Little Experience      Proficient      Exceptional

I read the operator's manual \_\_\_\_\_. (Initial once completed)

Complete the following tasks if you selected little to no experience above:

- \_\_\_\_\_ I received hands-on operator training on the following dates: \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_.
- \_\_\_\_\_ I received hands-on operator training covering start-up, operating, shut-down, and end-of-shift maintenance procedures.
- Identify your level of understanding of the equipment after receiving training (*circle one*):  
Very Little Experience      Proficient      Exceptional

**To be filled out/initialied by Service Leader or Trainer**

\_\_\_\_\_ Employee was able to demonstrate the process for start-up, operating, shut-down, and end-of-shift maintenance procedures.

Identify the level of achievement the employee demonstrated with this piece of equipment (*circle one*):

Unsatisfactory      In Progress      Proficient      Exceptional

Please include comments on employees training:

Employee Signature \_\_\_\_\_ Trainer Signature \_\_\_\_\_

Service Leader Signature \_\_\_\_\_ Supervisor Signature \_\_\_\_\_


Scan & import into Training Evaluation online tracking sheet



*City of Centerville*

# 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:

**To be filled out/initialed by Service Leader or Trainer**

Identify the level of achievement the employee demonstrated with this operation (circle one):

Unsatisfactory    In Progress    Proficient    Exceptional

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

Employee Signature \_\_\_\_\_ Trainer Signature \_\_\_\_\_

Service Leader Signature \_\_\_\_\_ Supervisor 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.

# 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.





# Materials Available:

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

# Thank you!

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