

American Public Works Association Emerging Leaders Academy

*Preparing the Next Generation of Public Works:
Equipping Leaders with Tools to Engage Staff and
Harness the Power of Community*



Onboarding



Professional
Development



Recognition



Outreach



Emerging Leaders Academy
The APWA Donald C. Stone Center

Executive Summary

Over the next fifteen years, approximately 10,000 Baby Boomers will retire every day. This exodus of experienced, knowledgeable workers has the potential to cripple organizations not prepared for this generational shift. Public works departments across the US and Canada are particularly vulnerable to this brain drain, given the large body of organizational knowledge that is accumulated in career employees. Particularly during this climate of aging and failing infrastructure networks and a citizen-population with evolving needs, public works organizations throughout North America will need a targeted and effective strategy to train and retain the next generation of public works employees. This strategy must include four key components: an efficient onboarding schedule, a well-developed professional development program, a targeted employee recognition component, and a focused community outreach plan.

The development of a well-run staff of public works employees begins immediately after a new hire is selected. Early months on the job are critical and organizations must be prepared with the tools and resources necessary to reinforce the new hire's decision to join the organization. The development of a comprehensive onboarding plan tailored to each organization ensures that every step of the employee training process is executed with ease, from requisite job training to the inclusion of new employees in an organization's culture.

As new employees become successfully trained and begin performing well in an organization, employee retention can become a concern. A well designed professional development program can ensure that a public works staff member continues to grow in his or her profession, contributing new skills to the workforce and maintaining a sense of progress in his or her chosen career. Coupling a professional development program with an employee recognition system will provide additional support to employee retention efforts, as staff become encouraged and motivated by receiving timely appreciation for successful work.

An onboarding, professional development, and employee recognition program are key internal processes that, once established, will create a well-trained and motivated generation of public works employees. Coupling these internal programs with a sophisticated community outreach plan will elevate the success of a public works department, fostering energetic support from the general public, and helping to recruit additional employees to an organization.

As public works departments face the problem of an aging infrastructure across North America and a rapidly retiring generation of experienced professionals, they will benefit tremendously from a carefully designed program that helps to recruit and develop the next generation of public works employees.

Contents



ONBOARDING

pages 4 - 8



PROFESSIONAL DEVELOPMENT

pages 9 - 12



RECONGITION

pages 13 - 17



OUTREACH

pages 18 - 21



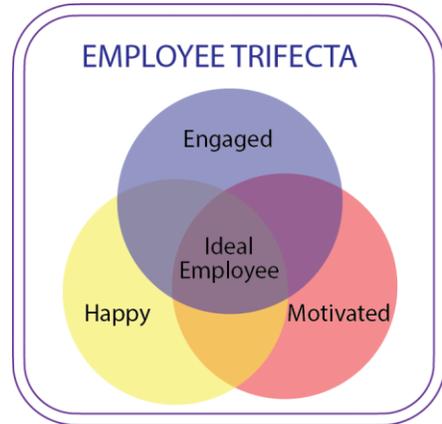
APPENDIX

pages 22 - 77

Onboarding



The successful addition of a new hire to an organization goes far beyond selecting a great candidate. A vacancy that is filled can quickly turn again into a vacancy if the new hire doesn't feel connected with his or her fellow employees, isn't given a clear understanding of the position's demands and how it fits within the organization, and doesn't receive proper training. An onboarding plan can assist in the successful integration and retention of employees.



Onboarding Purpose

Onboarding enhances a new employee's ability to acquire knowledge, skills, and behaviors to become effective and efficient members of an organization. Advantages of an onboarding program exist in the following areas:

Competition	<ul style="list-style-type: none">•Public Works is continually competing with both the private and public sectors to attract and retain quality employees.
Opportunity	<ul style="list-style-type: none">•The onboarding process we identified as an area of opportunity to better serve new employees.
Engagement	<ul style="list-style-type: none">•Through the development of an onboarding program, the organization has an opportunity to improve engagement with new employees from the start.
Removing Barriers	<ul style="list-style-type: none">•Removing barriers to the social and performance aspects of a new job will increase the productivity of the new employee at an earlier stage.
Knowledge Transfer	<ul style="list-style-type: none">•As Public Works experiences more retirements and general turnover, it is critical that organizations transfer knowledge in an efficient and effective manner - not simply the how, but the "why" and "who".

Each onboarding plan has several distinct elements. The most successful plans are tailored to individual organizations and employees along the way. While onboarding is not the only driver of employee success, an effective onboarding process can directly contribute to the overall success of new employees and enhance the performance of an organization.

Why Onboarding

Direct employee turnover costs can have a major impact to the financial performance, effectiveness, and efficiency of an organization. Additionally, key vacancies can bring an organization to a halt. The Society of Human Resource Managers concluded that:

- *Half of all hourly workers leave their positions within 120 days*
- *Half of all senior outside hires fail within 18 months in a new position*
- *The cost of a failed hire is estimated to be 1.5 times the annual salary*
- *The cost and productivity impacts are felt across the entire organization*

How can an organization position itself to minimize these impacts?

Employees:

Effectively onboarded employees are engaged right from the beginning. They enjoy their work, they are aligned with the Vision and Mission of the organization, and they are able to effectively and efficiently carry out their roles and responsibilities.

Senior Management:

Effectively onboarded leaders create more engaged employees that can meet the goals of the organization. It can also reduce time spent in the hiring and training process.

Support Functions:

Turnover across an organization has a major impact on the support functions, particularly Human Resources. By reducing turnover rates, support functions within an organization are able to focus efforts on improving programs and offerings for current employees rather than recruiting potential new ones.

Team Leaders and Supervisors:

Engaged employees can directly contribute to the success of the team. By successfully onboarding an employee, they can contribute sooner and will stay longer, thus contributing to team effectiveness.

Citizens:

Effectively onboarded employees can provide better service sooner to both the citizens of, and the visitors to, the community.

Onboarding Elements

Typically, an onboarding process timeline is from the point of hire to the first 90 days of employment. There are some tasks and tools that can be used to pre-hire as well as after the first 90 days to contribute to a more effective process.

In order for an onboarding program to be effective, it needs to be consistent and relatively easy for managers at all levels to implement and the elements that make up an onboarding program need to be clear and concise.

Based upon information from the Society of Human Resource Managers, an organization should develop a **New Hire Onboarding Action Plan** based upon the four C's: **C**ompliance, **C**larification, **C**ulture and **C**onnection. After consulting with various public works organizations, we recommend adding a fifth "C" – '**C**heck In'. The range of approaches in onboarding can be categorized as:

Level 1: Passive – mainly focused on compliance

Level 2: High Potential – mainly focused on compliance and clarification

Level 3: Proactive – covering all five **C**'s

The Onboarding Action Plan should include a number of program elements essential to the successful hiring and training of new staff. The activities described in the Action Plan will need to be successfully and seamlessly coordinated in order to create a coherent onboarding program for new employees.

Step 1: Compliance

The **C**ompliance level is the first step in the Onboarding Action Plan. It refers to the rules and procedures of the organization and how they apply to the new hire. This is the part of onboarding that is pretty easy for most public

works organizations to grasp and is done through the following:

Typical Compliance Examples		
<p><i>Policies Provided to Employee</i></p> <ul style="list-style-type: none"> • Human Resources Employee Handbook • Department or Job Specific Employee Policies • Job Description 	<p><i>Passive Info Sought by Employee</i></p> <ul style="list-style-type: none"> • Reading the Employee Handbook • Becoming familiar with his/her Job Description • Exploring the Organization's Website 	<p><i>Training Sessions</i></p> <ul style="list-style-type: none"> • Safety • Workplace Violence • Harassment • Discrimination

While activities such as going through training and becoming familiar with the job description and employee handbook are necessary parts of the process, it is important to dig deeper.

Step 2: Clarification

The second step, **C**larification, is an opportunity to ensure that employees understand their new jobs and all related expectations. Setting the foundation of expectations between the supervisor and the employee will strengthen role clarity.



Step 3: Culture

To ensure that an employee will become fully integrated into an organization and achieve lasting fulfillment from his or her new position, a component of your organization's **C**ulture should be integrated throughout the onboarding process. This is the third step in the process. Some examples of this include:

Cultural Integration	
Initial Contact <ul style="list-style-type: none">• Welcome email or phone call from the Department Head to the new employee• Explanation of first day expectations• Communicate excitement and enthusiasm to the new hire	First Day <ul style="list-style-type: none">• Provide a welcome package with standard company apparel and accessories to the new hire• Conduct a tour to familiarize new hire with important areas such as restrooms, break rooms and supply storage



As the onboarding process continues, implementing a formal mentor program and/or buddy program is an effective way to continue to reinforce the culture of your organization during the first several months of the onboarding program, and offers an opportunity for the new hire to learn the unwritten policies and procedures that may exist within a team. All of these strategies will help to motivate a new employee and foster a sense of loyalty to your organization.

Step 4: Connection

The fourth step of onboarding, **C**onnection, is possibly the most personal. A new employee announcement email including some personal information (hobbies, education, hometown, etc.) to the staff who will be working with the new employee is a great first step for a connection. A manager or a designated co-worker should introduce the new hire to current team members face-to-face, allowing the opportunity to give a background of their skills, abilities and interests.

The connection step is crucial in allowing the new hire to feel welcome and comfortable in a new position. Ultimately, connecting professionally and personally allows new and current team members to build a relationship and work together to maintain a supportive and productive work environment.

The fifth and final step of the Action Plan, **Check-In** is typically done several months after the employee has been hired (though it could occur as frequent as possible). This step is an opportunity for the supervisor to provide constructive feedback to the employee and receive suggestions and ideas on how to improve the onboarding process. Separate than a performance review, this is focused more on how to improve the overall onboarding process.

Onboarding Lifecycle



The Onboarding Lifecycle encompasses the process from pre-employment through the first 90 days. Each of the five steps contains an important piece, that when put together, forms a successful start for an employee. Public Works organizations should be excited about their new hires and committed to engaging them in the company culture and expectations of the position.

Appendix C contains supporting documents for organizations interested in further developing their onboarding programs, including an Onboarding Summary Table, a sample New Hire Onboarding Action Plan, and example Onboarding Schedule, a New Employee Orientation Checklist, and an Onboarding Manual Overview.

Professional Development



Importance of Professional Development

Professional Development is critical in building a group of talented employees, committed to the organization and its vision. An effective professional development program assists

employees in understanding their role within the organization, while also providing them with clear expectations and opportunities ahead. A strong development process provides employees with benchmarks to achieve short term goals and pathways to realize long term opportunities.

Without a professional development program, organizations risk losing valuable members to competitors and

display the appearance to others that “status quo” is acceptable. How can your organization avoid this?

CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"

CEO: "What happens if we don't, and they stay?"

Mentorship

Mentorship begins as a relationship in which a more experienced or more knowledgeable member helps to guide a less experienced or less knowledgeable member in a variety of topics and opportunities. Mentorship is a learning and development partnership between someone that wants to share with someone that wants to learn.

A mentorship program is one approach to drive engagement with employees. Successful mentorship programs possess buy-in from three important players; the manager, the mentor, and the mentee. The manager must be open to supporting the efforts of this program, and not intervene. The mentor must buy-in, as they will be the person who is developing the mentee. Finally, the person being mentored must display a willingness to learn and be developed. This will be the person with the most to gain. They need to be open to learning new ideas and different opportunities.



Cross Training

Lean organizations carry less risk when cross training is leveraged amongst identified positions. Team members should have a position backup to cover for illness, vacations, time off, special projects, etc., to prevent decreased productivity and keep the quality of work high.



Cross training is traditionally seen in organizations as a horizontal activity, but it can be very powerful when conducted vertically as well. Employees gain the perspectives of other co-workers and also their managers via a cross training program.

The benefits of a cross training program also include; increased teamwork, development opportunities, alignment with purpose, succession planning, and internal relationships. Cross training enhances an organization's productivity, continuous improvement, and collaboration...all vital ingredients of success!

Leadership Development

“The most dangerous leadership myth is that leaders are born—that there is a genetic factor to leadership...That’s nonsense, in fact, the opposite is true. Leaders are made rather than born.”

Warren G. Bennis

This quote highlights the importance for organizations to focus on developing their workforce at all levels, building stronger leaders. Leadership development should be offered to all members, not just those new to management or in customary leadership positions, but individual contributors and rising stars.

Many professional associations offer leadership development programs. For example, the American Public Works Association offers a number of opportunities through the Donald C. Stone Center. These programs provide leadership development for employees at all levels of the organization. Completing leadership development programs through nationally recognized associations and/or organizations assist employees in learning and applying leadership and industry best practice standards. Often, the success of an organization can be tied directly to its leadership development programs.



Professional Association Involvement

The affiliation with and participation in industry recognized professional associations can be a valuable benefit organizations can offer their team members. The benefits of supporting participation in professional associations include; networking with other industry professionals, garnering continuing education credits, recruiting potential candidates, influencing important topic outcomes, and engaging in the communities in which we provide service.



For professional association involvement to be successful an organization must understand that time and availability should be given to participating members. These types of opportunities result in a positive return on investment for the organization and enhance the employee’s outlook.

Professional Development Plan

An effective professional development plan provides a roadmap of specific goals, activities, and actions; both short and long-term, that enables professional progression for the employee and engagement opportunities for the manager.

Focus areas to consider when creating a Professional Development Plan:

- Organization's Strategic Plan
- Organization's Short and Long-term Goals
- Employees Knowledge, Skills, and Abilities
- Employees Professional Short and Long-term Goals
- Existing and Future Professional Opportunities
- Employees Role and Responsibility

The development plan should also include four other important items, including:

- 1) An action plan that guides the employee with milestones to help accomplish his/her goals.
- 2) Timing benchmarks, which provides employees a schedule to obtain successful completion.
- 3) A list of resources to accomplish the goals.
- 4) A section in the development plan that will enable the manager and employee to memorialize outcomes to enhance the feedback loop.

By providing employees with professional development opportunities, organizations will have confidence that employees are armed with clear expectations of what is expected, and equally important, will possess the tools to meet challenges head on.

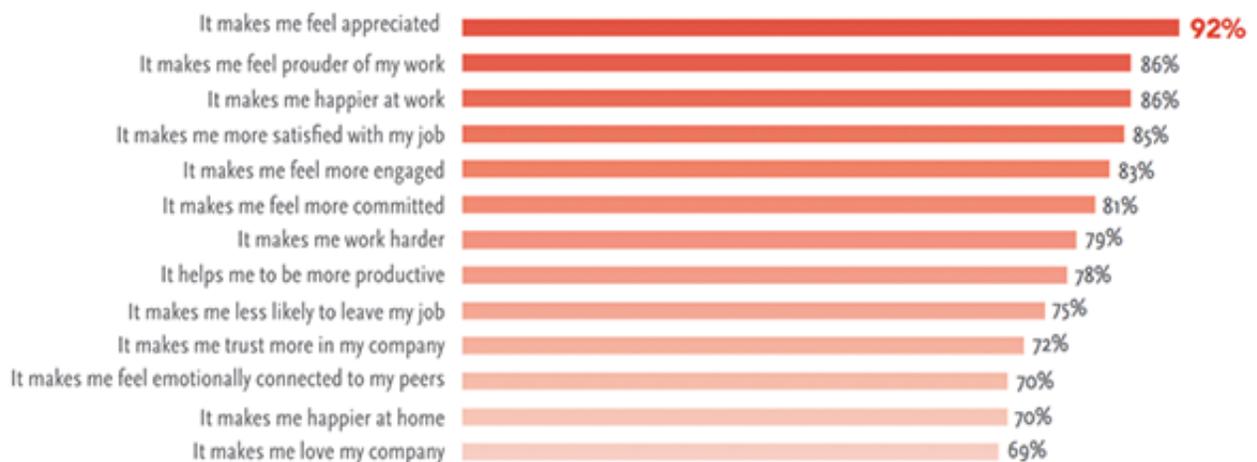
Appendix D contains supporting documents for organizations interested in cultivating their professional development plans including a sample Team Development Plan, a sample Individual Development Plan, and a sample Quarterly Evaluation Form.

Recognition



Employee recognition is when an individual, or a team, is acknowledged for performing above and beyond the normal expectations of the work place. Recognition can be brought forth in a variety of ways; from an informal “thank you” to a more formal method such as being recognized for excellent customer service in front of city council. Whether recognizing someone with a handshake or honoring a fellow employee with an award, more and more studies on recognition are proving that recognition for good work is having an outstanding effect on the work place. This is significant because, “...people who feel supported are committed, satisfied, and want to stay; people who don’t feel supported are not committed, dissatisfied, and likely to go.”

HOW DOES RECEIVING RECOGNITION AND REWARDS AT WORK MAKE YOU FEEL?



www.globoforce.com

According to a Global Force survey, 75% of those surveyed reported that recognition and rewards would make them less likely to leave their job.

Why Recognize

When employees feel disengaged or that they are not appreciated, feelings of uncertainty develop toward the organization and even have a ripple effect on other employees. People have a psychological need to feel appreciated and that they belong. When people feel valued within the organization they become more engaged and individual productivity increases.

Recognition should be done on a regular basis and should be done in a manner that reflects the organization’s identity. Implementing and maintaining a recognition program creates a sense of safety and belonging, which will strengthen the organization overall.

Recognition Need

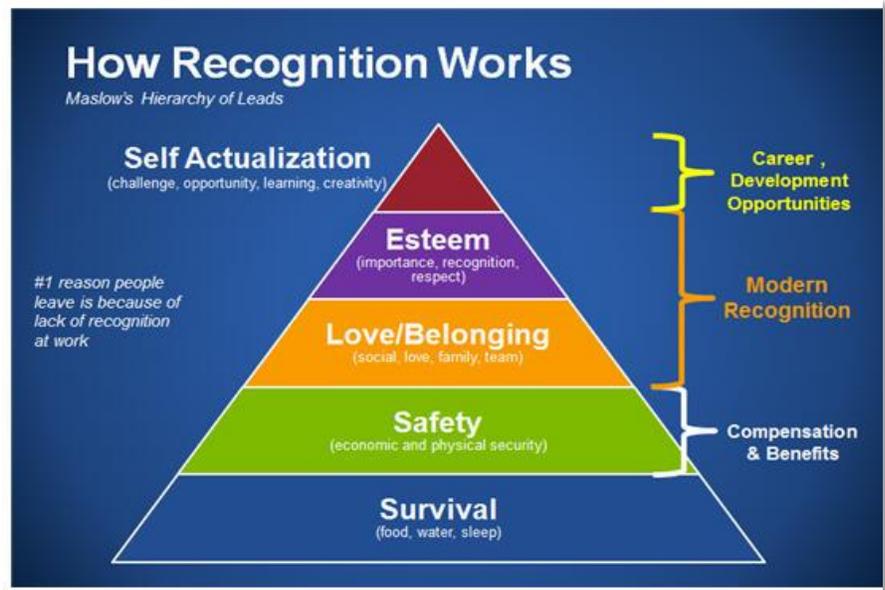
In Maslow's Hierarchy of Needs...***"two of the most valuable psychological needs we have as human beings are the need to be appreciated and the need to belong."***

Therefore, as people feel that they are important to the team, it is more likely that retention of quality employees will increase.

Recognition serves as a key element to building a sense of belonging, which has long-term value to an employee's productivity and retention.

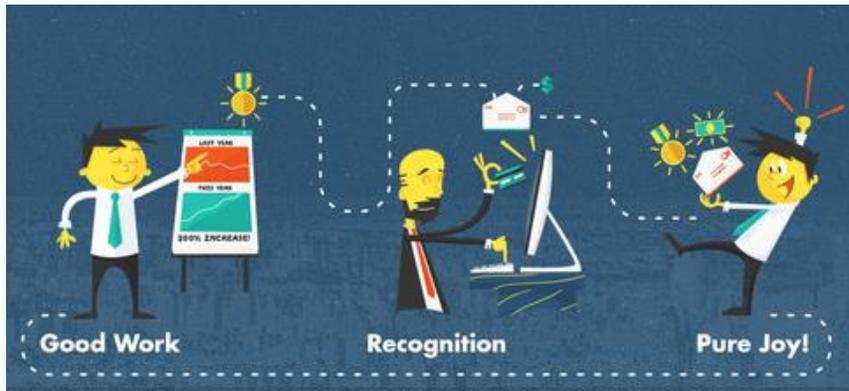
Importance

These five elements are key points to acknowledge when implementing a recognition program. Once the organization decides to create a recognition program or just wants to revamp their current program, it's important to keep staff informed of the program's objective. When employees understand the objectives of the organization's recognition program and the program is put into good practice, results will follow.



Motivation

Improving motivation and morale is the easiest method to increase productivity and reduce employee turnover in an organization. A confident knowledgeable employee who is motivated by achievement is valuable to any team. Keys to remember for improved motivation are:



1. Establish a climate of trust and open communication.
2. Show confidence in your employees.
3. Find every opportunity to appreciate good work.
4. Pay attention to both short-term and long-term motivation.

Employee rewards and recognition programs should be one that not just motivates them, but also gives them good reasons to stay in the organization for many years by creating a strong emotional bond between the employee and the organization!

Workforce Alignment

When it comes to employee recognition it can be a daunting task to keep your employees on task with the organization's vision. Sporadic performance conversations coupled with other organizational complexities can make team and individual engagement a challenge for leaders.

It's important for organizations to have long-term visions in order to plan and set achievable goals. Even more so, communicate how employees' performance ties into organizational goals and vision. Employees like to connect the dots when it comes to performance. They need to understand how their individual contributions



connect to the overall vision. Successful leaders connect these dots through the important mediums of workforce alignment and employee recognition.

Peer-to-Peer Recognition

Many employee recognition programs are focused on management’s recognition of workers; however, research is increasingly showing that modern workers are motivated by peer recognition. A peer-to-peer recognition program can be an **effective strategy to help retain key talent** and improve employee relations. Recognition from peers provides the following value:

Increased Retention Rates	A structured avenue for positive communication in the workplace “contributes to a more positive culture, improved relationships and retention rates.”
Camaraderie	Supported in part through regular expression of appreciation and praise.
Support for the Vision/Goal	Despite the challenges ahead, support can be enhanced through peer-to-peer recognition by reinforcing a “we’re all in this together” mentality.
Accuracy	Recognition from peers is often more accurate as “peers may deliver more detailed, effective feedback, since they have more opportunities to observe coworkers’ performance.”
Higher Performing Teams	Recognition supports higher performing teams because it increases communication and a sense of safety, supporting innovation and motivation.

Following these simple guidelines when implementing a peer-to-peer recognition program:

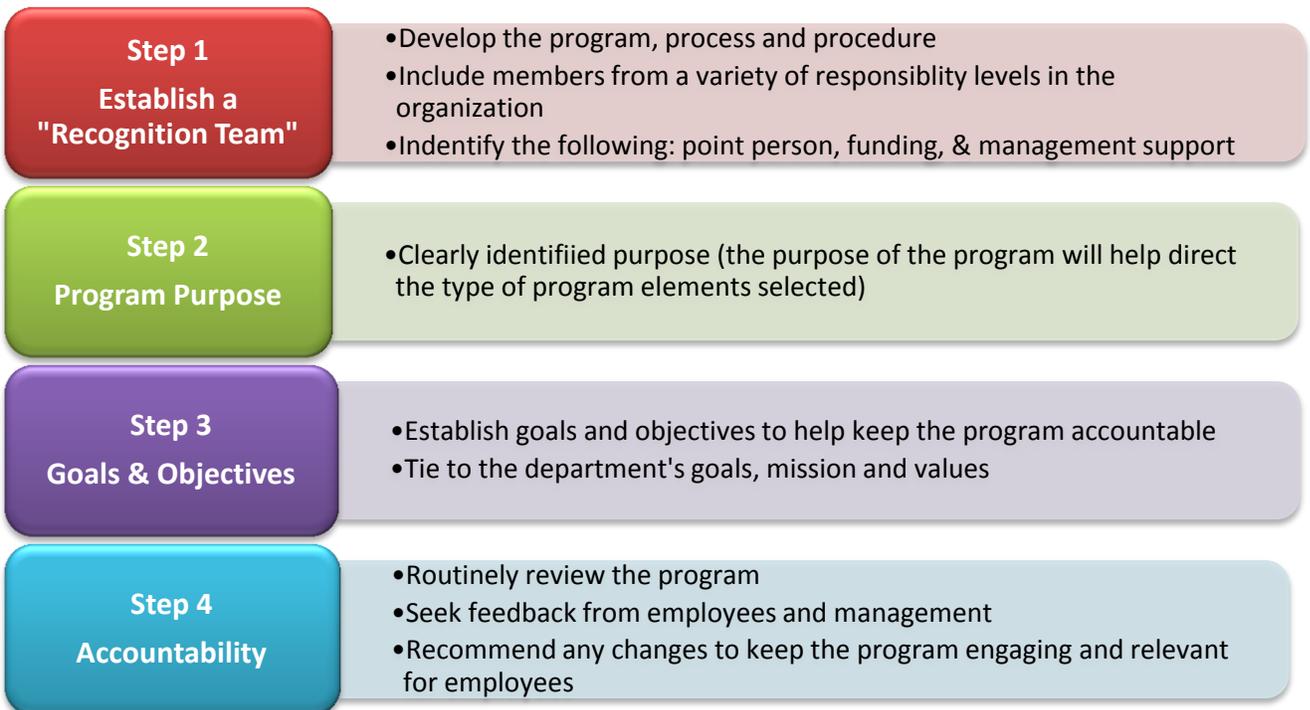


Cost-Benefit

Modern-day recognition programs are saving organizations thousands of dollars by recognizing employees for a job well done. Employees that are recognized for good behavior display increased individual productivity and tend to stay with their employer longer than those who don't feel appreciated. The cost of implementing a recognition program within an organization is minimal in comparison to the expense the organization will have to endure having to rehire, retrain, and retain new staff.

Getting Started

Recognition is the foundation that organizations need in order to create a truly remarkable culture that will make employees feel appreciated, happy, fulfilled, productive, and committed to their work. Regardless of whether you're not sure where to start, ready to get started now, or just want to improve your existing program, these steps will aid you in your quest.



Appendix E contains reference materials to help organizations looking to create or enhance their employee recognition programs. These include a Getting Started document, with step-by-step checklists, and a Recognition Ideas document full of programmatic examples.

Outreach



As professionals that interact with the public on topics, projects, and events; it's important that outreach efforts provide the best and most accurate information as possible to our communities. As an industry, public works has experienced difficulty communicating awareness, projecting brand recognition, and highlighting the diverse careers within our profession.

Some key principles that public works professionals must consider when with conducting outreach efforts within communities are; understanding who you are trying to reach, why are you trying to reach them, recognizing that one size does not fit all and tailoring your program to meet community specific needs.

What is Public Works?

*Public Works is the heartbeat of any city, developing and maintaining buildings, roads, water systems, solid waste handling, and administration. The people who work in public works are solving some of the toughest problems faced by our communities, our country, and our **world**.*

APWA Website

For many, Public Works is a difficult term to define. It's a complex and constant evolving profession. This in turn makes it challenging to engage and communicate to the community on who we are. As professionals, it is important to explain the role that public works plays in their daily lives and how public works shapes the community and improves the quality of life.

Our industry's association defines public works as:



...the combination of physical assets, management practices, policies and personnel necessary for government to provide and sustain structures and services essential to the welfare and acceptable quality of life for its citizens.

The question is, how do we break this down to create a connection between the people of the public works profession and the community?

Who is Public Works?

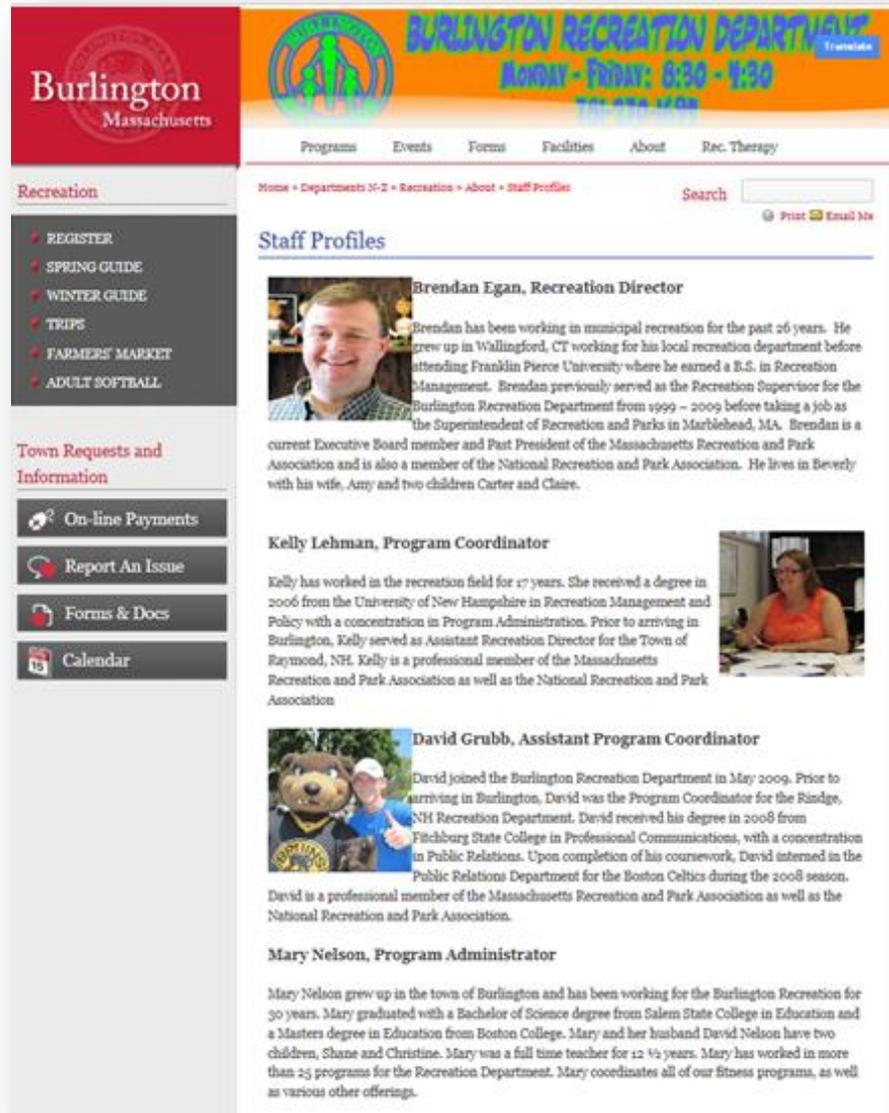
A key component of outreach is letting people know **'who we are.'** Knowing the people behind the profession is an opportunity to enhance trust, accountability, and transparency – become a familiar face!

By leveraging existing technologies, organizations can tell their story and educate the public on who they are.

Staff profiles are a great example of an easy outreach effort and it's important to show the people working within the organization, it creates a connection between the staff and the community.

This approach can range from profiling a group of team members or an individual staff member. The simplest way to do this is through your organization's website. This example comes from the Town of Burlington, Massachusetts as part of the Town's Recreation Department's webpage. This is a great demonstration of personalizing your department and highlighting what you do.

Another simple use of organizational websites is to announce recently recognized staff members. Take your recognition program to the next level by creating a recognition page that celebrates their accomplishments and informs the community of the efforts achieved.



The screenshot shows the Burlington Recreation Department website. The header includes the Burlington Massachusetts logo and the department name with contact information. A navigation menu lists Programs, Events, Forms, Facilities, About, and Rec. Therapy. The main content area is titled 'Staff Profiles' and features three profiles:

- Brendan Egan, Recreation Director:** Brendan has been working in municipal recreation for the past 26 years. He grew up in Wallingford, CT working for his local recreation department before attending Franklin Pierce University where he earned a B.S. in Recreation Management. Brendan previously served as the Recreation Supervisor for the Burlington Recreation Department from 1999 – 2009 before taking a job as the Superintendent of Recreation and Parks in Marblehead, MA. Brendan is a current Executive Board member and Past President of the Massachusetts Recreation and Park Association and is also a member of the National Recreation and Park Association. He lives in Beverly with his wife, Amy and two children Carter and Claire.
- Kelly Lehman, Program Coordinator:** Kelly has worked in the recreation field for 17 years. She received a degree in 2006 from the University of New Hampshire in Recreation Management and Policy with a concentration in Program Administration. Prior to arriving in Burlington, Kelly served as Assistant Recreation Director for the Town of Raymond, NH. Kelly is a professional member of the Massachusetts Recreation and Park Association as well as the National Recreation and Park Association.
- David Grubb, Assistant Program Coordinator:** David joined the Burlington Recreation Department in May 2009. Prior to arriving in Burlington, David was the Program Coordinator for the Rindge, NH Recreation Department. David received his degree in 2008 from Fitchburg State College in Professional Communications, with a concentration in Public Relations. Upon completion of his coursework, David interned in the Public Relations Department for the Boston Celtics during the 2008 season. David is a professional member of the Massachusetts Recreation and Park Association as well as the National Recreation and Park Association.

Below the profiles is a profile for **Mary Nelson, Program Administrator:**

Mary Nelson grew up in the town of Burlington and has been working for the Burlington Recreation for 30 years. Mary graduated with a Bachelor of Science degree from Salem State College in Education and a Masters degree in Education from Boston College. Mary and her husband David Nelson have two children, Shane and Christine. Mary was a full time teacher for 12 1/2 years. Mary has worked in more than 25 programs for the Recreation Department. Mary coordinates all of our fitness programs, as well as various other offerings.

Why Public Works?

Every day, civilization interacts and depends on the essential services provided by public works. As one goes about their day, it is expected that when the faucet is turned on, not only does water come out of the faucet, but the water is clean and safe to drink. Public streets are built and maintained to provide safe and orderly transit options, whether it be roads, sidewalks, bike trails, railways, etc. these transportation services are essential to daily life. The list can go on and on regarding what services are provided.



Public Works is everywhere and is a key pillar in advancing communities!



Outreach efforts play a crucial role in educating others of the many significant advances public works has made in civilization. It wasn't until proper treatment of drinking and waste water, were civilizations able to grow and avoid deadly diseases. It was the expansion of transportation systems (waterways) that enabled a global economy to begin, the expansion of railways and now the extension of highway and airway systems...all of these advancements have enhanced the growth and prosperity of society. Is your public aware of these feats?

How to Communicate

Today we have a variety of resources to tell our stories to stakeholders. Communication is a powerful tool which provides organizations the outreach avenue to tell that story.

It's important to understand who the audience is and what the most effective way to engage them is. One size doesn't fit all, it's important to use all available tools at an organizations' disposal.



Some examples of how to communicate with the community:

- **Open Houses** provide face-to-face opportunities with the public
- **Piggybacking** other events sponsored by the organization (Farmer's Markets, Festivals, Parades, Expos, Carnivals, Polling Places, etc.)
- **Presentations** at local clubs/groups/schools. Provide specific examples of public works and leave materials behind
- **Reporting** to local media outlets on stories – don't wait for them to ask you
- **Print Media** – regular newsletters (monthly, quarterly, etc.) with updates on what is happening
- **Social Media** – similar to Print Media, but social media allows you to provide instant information
- **Public Works Week** – take advantage of an association and welcome the community to learn about the work performed and the employee performing it

Outreach is a powerful means that can heighten the public's awareness of an organization's accomplishments, activities, and personnel. Story telling through the most effective means available is critical to spreading the amazing contributions and work of the industry and its professionals...share something new today!

Appendix F contains supporting documents which can serve as resources for public works organizations as they build their community outreach networks. The documents in this appendix include Talking Points for Field Staff, Tools to Engage Students, How to Engage with Your Community, and How to "Drop-in" on other Community Events.

Appendix

Emerging Leaders Academy IX Class Members

<p>Ryan K. Betz Administrative Analyst City of San Luis Obispo, California</p>	<p>Karen Kase, CPESC Environmental Project Manager Hampton, Lenzini & Renwick Elgin, Illinois</p>
<p>Ben Carroll Video Inspector, Public Works Department City of Greenville, South Carolina</p>	<p>Jose M. Leon Jr. Director of Public Works City of Roeland Park, Kansas</p>
<p>Frances E. Ellerbe, PE Woopert, Inc. Columbia, South Carolina</p>	<p>Heather Maloney Administrative Services Manager City of Napa, California</p>
<p>Britt Elmore, EIT Civil Engineer City of Chattanooga, Tennessee</p>	<p>Jordan Ottow Water Quality Lead City of Monroe, Washington</p>
<p>Chad Findlay Area Manager Roads Services City of Ottawa, Ontario</p>	<p>Christopher Peal Public Works Mapping & Technology Manager City of Temple, Texas</p>
<p>Matthew Goolsby, CFM, PE Water Resources Engineer CDM Smith, Jacksonville Florida</p>	<p>Mike Pepin Deputy Director of Public Works City of Meridian, Idaho</p>
<p>Leslie Green, P.Eng. Manager – Transportation Projects City of Mississauga, Ontario</p>	<p>Eric J. Seaburg, PE Engineer, Transportation City of Golden Valley, Minnesota</p>
<p>Samantha A. Hayden, PE Civil Engineer II City of Ankeny, Iowa</p>	<p>Michael Wodalski, PE Deputy Director of Public Works Village of Weston, Wisconsin</p>

Appendix **B**

Special Acknowledgments

The Emerging Leaders Academy Class of 2015-16 would like to thank first and foremost the APWA (American Public Works Association) for the great opportunity to learn and benefit from this great program. Many individuals and organizations sacrificed time and money so that we could grow as leaders and managers in our organizations. The Class would like to give a special thanks to Becky Stein, Diane Linderman, Mabel Tinjacá, and Danni Altman-Newell for organizing the retreat. We also would like to thank our presenters at the retreat: Sue Hann, Diane Linderman, Brian Usher, Larry Frevert, Dan Fenn and Brenda Viola. The information they passed on to us was invaluable.

We would also like to thank all of our organizations for the continued support throughout the year. We recognize the investment and thank you for your dedication in continually improving our organizations.

Furthermore, we would also like to acknowledge with much appreciation the mentors who assisted us throughout the year. Your insight into the profession is greatly appreciated.

Last but not least, we would like to thank the individuals, groups, committees, and organizations that made this program a success:

- APWA Leadership and Management Committee
- Chapter sponsors
- Employers (Listed in Appendix A)

Appendix

Onboarding Section Supporting Documents

- | | |
|---------------------------------------|---------|
| 1) Onboarding Summary Table | page 25 |
| 2) New Hire Onboarding Action Plan | page 27 |
| 3) New Employee Orientation Checklist | page 36 |
| 4) Onboarding Manual Overview | page 39 |

Appendix C-1

Onboarding Summary Table

This Appendix provides a summary table, developed by the Emerging Leaders Academy Class, describing both the timing and the appropriate responsible party for each key element of the onboarding process. Download a copy of this table from the toolbox, available on the APWA website, and customize it for your organization as a quick means of communicating the overall flow of the onboarding process to your team. Distribute copies to each “Responsible Party” included in the table.

Onboarding Summary Table

Responsible Party	Step 1: Pre-Employment	Step 2: "Welcome Aboard"	Step 3: Day 1 Orientation	Step 4: First 30 days	Step 5: Days 60-90
Human Resource Contact	<ul style="list-style-type: none"> -Ensure familiarity with onboarding and hiring process. -Work with IT department to ensure wide distribution of job application. -Maintain a positive presence on social and professional networking sites to recruit enthusiastic employees. 	<ul style="list-style-type: none"> -Finalize new employee start date. -Communicate job acceptance to employee's manager. -Send onboarding summary sheets and diagrams out to onboarding team members. -Complete all necessary new hire paperwork. -Communicate any information (directions, dress code, etc. to new employee) -Send employee an email 1 week before start date with any necessary reminders. 	<ul style="list-style-type: none"> -Complete any necessary new employee paperwork. 	<ul style="list-style-type: none"> -Check in with employee and manager to ensure a smooth onboarding process 	
Office Administrator		<ul style="list-style-type: none"> -Request any necessary technology equipment. -Create new welcome package, including necessary office supplies as well as a new hire office gift (hat, t-shirt, coffeemug etc.) 	<ul style="list-style-type: none"> -Issue employee any required ID cards, access cards, or parking permits -Train employee in supply request procedure 		
IT Contact	<ul style="list-style-type: none"> -Work with HR staff to adequately advertise job postings and keep posted items up-to-date. 	<ul style="list-style-type: none"> -Create username and login credentials for new employee. -Order and configure computer, phone, etc. 	<ul style="list-style-type: none"> -Provide basic training on phone and telephone use 		
Direct Manager	<ul style="list-style-type: none"> -Review posted job descriptions to ensure they are accurate and thorough. 	<ul style="list-style-type: none"> -Send a personal email welcoming the new employee to your team. -Select an orientation peer for the new employee and communicate responsibilities to peer. -Request employee send you a few personal notes (favorite food, favorite sports team) to use in a welcome email to the employee's coworkers -Create employee work schedule for the first several weeks to ensure employee can hit the ground running -Send email announcing new hire to relevant employees 	<ul style="list-style-type: none"> -Send welcome email to the coworkers whom the new employee will be working with to alert them to the presence of the new staff member. Include any personal fun-facts that the employee has provided (favorite food, favorite sports team, etc) -Take employee to lunch -Discuss employee responsibilities and expectations 	<ul style="list-style-type: none"> -Discuss employee's training needs and set a timeline to fill any knowledge gaps -Discuss employee's overall goals in the program, set a timeline for achieving those goals -Clarify any questions surrounding job expectations 	<ul style="list-style-type: none"> -Perform 3-month review -Check in regarding progress towards filling training and/or knowledge gaps
Orientation Peer/Buddy			<ul style="list-style-type: none"> -Welcome new employee and give an office tour. -Introduce employee to coworkers 	<ul style="list-style-type: none"> -Take employee to lunch, suggest social or recreational opportunities in the area 	<ul style="list-style-type: none"> -Take employee to lunch

Appendix C-2

New Hire Onboarding Action Plan

This document contains a detailed outline for each of the 5 Onboarding Stages described in the Onboarding Section of this report. Adjust the language as needed to fit the requirements of your organization's onboarding program. This document provides a detailed action plan that will help to organize and track each employee's progress through the 5 Onboarding Stages. This document is adapted from the Onboarding Action Plan used by the City of San Luis Obispo, California and can easily be modified to suit your organization.

Stage 1 – Pre-employment

To be completed upon extension of conditional offer

Task	Notes / Resources	Responsible Party
Request application from hiring manager Determine employee's initial work schedule (days/hours) - communicate schedule to employee and HR training coordinator Application received		Recruiting Team
Extend conditional offer and Email the following: a) CalPERS reciprocity form b) Pre-employment paperwork & benefits info c) Verification of salary expectations	cc: Training Coordinator(s)	Recruiting Team
Background check via:	Verify past 5 years of employment	Recruiting Team
Professional reference check(s)	Three (3) professional reference checks	Recruiting Team
Credit Check (if applicable) Date requested: Date received:		Recruiting Team
Livescan fingerprinting appointment Appointment date: Results received:		Recruiting Team
Pre-employment physical Appointment date: Results received:		Recruiting Team
Psychological evaluation (if applicable) Appointment date: Results received:		Recruiting Team
Email Appointment Letter		Recruiting Team
Create Personnel File		Recruiting Team

Stage 2 – “Welcome Aboard!”

To be completed after Stage 1 clearance, but before new hire's first day of employment.

Task	Guidelines	Responsible Party
Choose Orientation Peer/Buddy for new employee		Onboarding Team
<i>Peer Name:</i>		
Ensure PAL contacts employee prior to employment	cc: Training Coordinator & Supervisor	PAL
Reserve room for orientation		Recruiting Team
Email employee personalized "Welcome Aboard" & training schedule	cc: Supervisor	Recruiting Team
Complete HR forms		Human Resources

Department Preparation

Task	Guidelines	Responsible Party
Identify & prepare workstation and equipment needs	3 weeks prior to first day	Hiring Manager
Order computer equipment and organize desktop	3 weeks prior to first day	Hiring Manager
Provide a world class welcome! - Call or email the employee prior to start date, welcoming them to the city and your department	2 weeks prior to first day	Hiring Manager
	<ul style="list-style-type: none"> • <u>Talking points:</u> dress code, department location, recent events, current projects, upcoming plans, employee schedule, first day plans with the department 	
Submit request to IT to grant security accesses for various IT systems - include employee start date, first name, middle initial, last name, and full title	1 week prior to first day	Hiring Manager
Submit request to IT to set up phone/phone number and voicemail	1 week prior to first day	Hiring Manager
Clear all unnecessary clutter, outdated materials, and equipment from workstation (including file cabinets and drawers)	1 week prior to first day	Hiring Manager
Submit request for business cards to Dept/Admin Assistant	1 week prior to first day	Hiring Manager
Submit request for office door/desk nameplate(s) to Dept. Admin Assistant	1 week prior to first day	Hiring Manager

<i>Set up a general systems training plan with department 1 "Super User(s)"</i>	1 week prior to first day	Hiring Manager
--	---------------------------	----------------

<i>Update relevant department listings and documents</i>	1 week prior to first day	Hiring Manager
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<i>Order city credit card (if applicable) from Finance</i>	1 week prior to first day	Hiring Manager
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<i>Send an email announcement of new employees arrival to the organization</i>	1 week prior to first day	Department Director
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Stage 3 – Day 1 Orientation

To be completed upon the new hire's first day of employment.

Task	Guidelines	Responsible Party
<p>Complete the following new hire forms:</p> <ul style="list-style-type: none"> a) I-9 Employment Authorization b) Mandated Reporting Acknowledgement c) Verification of Information d) Employment group payroll deduction e) DMV f) Oath of Office 	Complete during "Welcome Aboard"	HR Recruiting Coordinator
<p>Review the following Administrative Orders/Pamphlets:</p> <ul style="list-style-type: none"> a) Respectful Workplace b) Sexual Harassment c) Use of IT Systems d) Tuition Reimbursement e) Employee Computer Purchase Program f) Workplace Security Program g) Mobile Handheld Devices h) Use of Social Media i.) Information Security Program 	Complete during "Welcome Aboard"	HR Recruiting Coordinator
<p>Complete the following:</p> <ul style="list-style-type: none"> a) Set up email b) Emergency contacts c) Tax withholding d) Direct deposit 	Complete during "Welcome Aboard"	HR Recruiting Coordinator
<p>Take ID Photo</p>		HR Recruiting Coordinator
<p>Introduce Employee to PAL - send for PAL introductions</p>		HR Recruiting Coordinator

Department Orientation

Task	Guidelines	Responsible Party
<i>Arrange to greet new employee upon arrival</i>		Hiring Manager
<i>Provide new employee with facility access codes, keys, and/or badge (if applicable)</i>		Hiring Manager
<i>Review building security procedures</i>	Evacuation plan, map, emergency action plan, etc.	Hiring Manager
<i>Show employee his/her new work space</i>		Hiring Manager
<i>Tour the office</i>	Restrooms, common areas, meeting spaces, supply room, mail delivery/pickup etc.	Hiring Manager
<i>Review office policy, procedure, and culture</i>		Hiring Manager
<i>Introduce employee to co-workers</i>		Hiring Manager
<i>Orient employee to electronics</i>	Phone, voicemail, email, shared drives/files, etc.	Hiring Manager
<i>Discuss work schedule and attendance policy</i>		Hiring Manager
<i>Review first weeks plans & provide them with 1 or 2 assignments to fill their down-time</i>		Hiring Manager
<i>Review general systems training plan with department "Super Users"</i>		Hiring Manager
<i>Review department organizational chart and reporting structure</i>		Hiring Manager
<i>Review the department's mission statement in accordance with the organization's mission statement</i>		Hiring Manager
<i>Review the following Administrative Orders:</i>		Hiring Manager
<i>a) List any applicable administrative orders here</i>		

Stage 4 – First 30 Days

To be completed within the new hire's first 30 days of employment.

Department Orientation

Task	Guidelines	Responsible Party
<i>Discuss upcoming attendance to HR orientation and training events in the near future</i>	Review "Training Calendar" provided to new employee during "Day 1 Orientation"	Supervisor / Hiring Manager
<i>Schedule one or two coaching sessions to set priorities and review progress</i>		Supervisor / Hiring Manager
<i>Plan a lunch with the new employee</i>	Helpful hint: combine these two steps to save time and allow the team to enjoy their new dynamic!	Supervisor / Hiring Manager
<i>Schedule a staff meeting with the new employee</i>		Supervisor / Hiring Manager
<i>Encourage interaction between the new employee and their</i>		Supervisor / Hiring Manager
<i>Remind employee of upcoming departmental activities</i>		Supervisor / Hiring Manager
<i>OSHA & safety training overview</i>		Supervisor / Hiring Manager

Stage 5 – Days 60-90

To be completed within the new hire's first 90 days of employment - as classes are offered on a rotating basis.

Task	Responsible Party
Mission/Vision Overview	HR Recruiting Coordinator
Pay for Performance/Recognition Plan Overview	HR Recruiting Coordinator
Branding & Communications	HR Recruiting Coordinator
Emergency Preparedness	HR Recruiting Coordinator
Environmental Practices	HR Recruiting Coordinator
Safety and Security	HR Recruiting Coordinator
Respectful Workplace	HR Recruiting Coordinator
Ethics	HR Recruiting Coordinator
World Class Customer Service	HR Recruiting Coordinator

Department Orientation

Task	Responsible Party
Discuss upcoming attendance to HR orientation and training events in the near future	Hiring Manager
Schedule a few uninterrupted progress meetings	Hiring Manager
Plan a lunch with the new employee	Hiring Manager
Schedule a staff meeting with the new employee	Hiring Manager
Encourage interaction between the new employee and coworkers	Hiring Manager
Set priorities with employee during coaching session	Hiring Manager
Remind employee of any upcoming departmental meetings	Hiring Manager

Appendix C-3

New Employee Orientation Checklist

This document provides a checklist recommended for the new employee's manager to complete within the first 2 weeks of a new employee's start date. Download this file and customize it to your organization, adding any important documents specific to your community. Include this checklist as part of your onboarding plan to ensure that these important items are all covered within the first 2 weeks of employment, and that none of these tasks fall through the cracks. This checklist was developed using the onboarding plan from the City of Meridian, ID.



New Employee Orientation Checklist

Managers are to complete the following checklist with new employees during the employee's first two weeks with the City. It is important to review each item in detail, explaining the City's, and your, expectations. Once you have completed the checklist please date and sign.

- Organization's Mission & Vision
- Public Works Department Mission and Vision
- Business Conduct Guidelines
- Job Description
- Organizational Chart
- PW Strategic Plan (if applicable)
- Annual Newsletter
- Safety Information
- Seating Chart
- Performance Management Process
- Team Commitments (formally Staff Expectations)
- What You Can Expect from Me (not included)
- Other Important Information:
- Payroll Info: Pay period, Timecards, Pay day, etc.
- Parking: Employee parking is (insert location here). All vehicles must have a (Organization's Name) ID tag. (Temporary Parking Pass included in packet)

- Injury & Safety: Report injuries ASAP; develop & maintain safe working environment & wear appropriate personal protective equipment. Location of equip. Auto accidents require a drug and alcohol test immediately.
- Time Off: Two weeks' notice preferred; one weeks' notice requested
- Sick Leave: ASAP if needed cover; at earliest convenience otherwise
- Training: Would like one month advance notice but anytime if opportunity exists
- Meetings: Are scheduled through Microsoft Outlook. Come on time and prepared to all meetings.
- Work Schedule: Public Works Office hours are: Monday-Friday 8:00 am – 5:00 pm.
Your hours:
- Phone: Use & Out of Office Settings
- Cell Phone: Use & Reimbursements
- Computer: Use – read and adhere to the Computer Use Policy (Provided during orientation) Calendar Viewing, Out of Office Settings
- Passwords: Computer & Phone
- Union Membership

We have reviewed and discussed each item identified in this Orientation Checklist. There is clarification, understanding and agreement of each item going forward.

Manager's Signature: _____ Date: _____

Employee's Signature: _____ Date: _____

Appendix C-4

Onboarding Manual Overview

As described in this report, your organization's onboarding program can be greatly strengthened by developing a comprehensive onboarding manual which includes all relevant forms, checklists, and descriptions of onboarding stages. The onboarding manual overview provided in this Appendix accompanies the City of San Luis Obispo's onboarding manual. It provides an excellent explanation of the benefits of developing an onboarding manual and may be useful in securing support across your organization for your onboarding program.



Onboarding Manual Overview

The direct and indirect costs of employee turnover can be major impact to the financial performance, effectiveness, and efficiency of an organization and impede its ability to carry out its mission.

While onboarding is not the only driver of employee success, an effective onboarding process can directly contribute to the overall success of new employees and enhance the performance of the CITY, COUNTY or ORGANIZATION'S NAME as an organization.

Who Does it Benefit....

- Citizens: Effectively onboarded employees can provide service sooner and better to both the citizens of and the visitors to the community.
- Senior Management: Effectively onboarded employees create more engaged employees that can efficiently and effectively meet the goals of the organization. It can also reduce the time spend in the hiring and training process.
- Support Functions: Turnover across an organization has a major impact on the support organizations particularly Human Resources. When an organization is able to retain a successful employee and reduce turnover it has a direct impact on the support organizations in reducing the number of recruitments and provisioning required.
- Team Leaders and Supervisors: Engaged employees directly contribute to the success of the team. By successfully on boarding an employee they can contribute sooner and will stay longer contributing to team effectiveness.
- Employees: Effectively onboarded employees are engaged right from the beginning. They enjoy their work, they are aligned with the Vision and Mission of the organization and they are able to effectively and efficiently carry out their roles and responsibilities.

In order for onboarding to be effective it needs to be consistent and relatively easy for managers at all levels to implement. The primary method that the CITY, COUNTY or ORGANIZATION'S NAME has developed to roll out the new program is an Onboarding manual. The manual includes various sections that address the 5 C's:

- Compliance
- Clarification
- Culture
- Connection
- Check In

The workload of creating the manual is spread over HR, the hiring department and the supervisor. The format of the manual allows for customization by department as well as for an electronic version to be available as well. Attachment 1 shows the full draft Table of Contents (TOC) along with who is responsible for placing the material in the manual, who is responsible for reviewing the material with the new employee and link to the material on the shared drives and the CITY, COUNTY or ORGANIZATION'S NAME website.

Appendix **D**

Development Section Supporting Documents

- | | |
|--------------------------------|---------|
| 1) Team Development Plan | page 42 |
| 2) Individual Development Plan | page 46 |
| 3) Quarterly Evaluation Form | page 50 |

Appendix **D-1**

Team Development Plan

This Appendix provides a team development plan template for teams functioning within your organization. Download and customize this document and distribute it to your department heads or team leaders. Have them complete this document as a way of planning goals and identifying needs of their team. Once completed, consider having each department or team revisit and update this document annually, allowing an opportunity for the team to track its progress and refocus on its goals.



Team Development Plan

1. Annual Team Development Benchmarks from the previous year.

Annual Benchmark	Completed	Not Completed
Mentor Program		
Position Backup Plan		
Succession Plan		
Professional Society Involvement		
Team Benchmarks		

2. Organization Strategic goals

Please describe what your team will do to support our strategic plan. Insert your team goals under the appropriate category. Make sure the goals are as SMART and as specific as you can make them. Feel free to add additional categories as needed.

Strategic Plan Action Items

- a.
- b.
- c.

3. Team Role Understanding/Team Organization

- a.) Insert your team role description here, work with the leader of your organization to be as specific as possible, with benchmarks, to show your understanding of what success looks like in your team’s daily work.
- b.) Describe your team’s current fulfillment of your responsibilities; indicate areas of exceeding and inadequacies.

4. Team needs

Consider the team strengths and weaknesses and the skills the team needs to improve to meet your goals and support the strategic plan.

Top 4 areas of strength:

- 1.
- 2.
- 3.
- 4.

Top 4 areas of weakness:

- 1.
- 2.
- 3.
- 4.

Team skill needs with lead team member:

- a.
- b.
- c.
- d.

5. Learning plan

Include

- a. Specialized Position Training- Technical training either formally or peer to peer
- b. Leadership Training
- c. Professional Society Training
- d. Soft skills training

Learning Activity	Completion Date	Resource Needs	Funded or Unfunded	Team Lead	Work Plan Completed	Projected Completion

6. Main goals for the next period

- a.
- b.
- c.
- d.

7. Team benchmarks for success

- a.
- b.
- c.
- d.

Appendix D-2

Individual Development Plan

This Appendix provides an individual development plan template which can be easily tailored to apply to all individuals within an organization. If your organization does not currently have a structure for articulating and tracking individual development progress, consider downloading this tool and distributing it to employees in your organization. It provides a framework for employees to set goals for their professional development. Have employees update this document periodically, possibly as part of their annual review process, to track their progress and identify new development goals.



Individual Development Plan

Name: _____

Date: _____

1. Annual Individual Development Benchmarks from the previous year.

Annual Benchmark	Completed	Not Completed
Performance Evaluation		
Learning Plan		
Leadership Training		
Professional Society Involvement		
Worked with Mentor		

2. Organization Strategic goals

Please describe what you will do to support our strategic plan. Insert your team goals under the appropriate category. Make sure the goals are as SMART and as specific as you can make them. Feel free to add additional categories as needed.

Strategic Plan Action Items

- a.
- b.
- c.

3. Team Role Understanding/Team Organization

a.) Insert your team role description here; work with the leader of your organization to be as specific as possible, with benchmarks, to show your understanding of what success looks like in your team’s daily work.

b.) Describe your team’s current fulfillment of your responsibilities; indicate areas of exceeding and inadequacies.

4. Skill needs

Consider your strengths and weaknesses and the skills the team needs to improve to meet your goals and support the strategic plan.

Top 4 areas of strength:

- 1.
- 2.
- 3.
- 4.

Top 4 areas of weakness:

- 1.
- 2.
- 3.
- 4.

Skill needs:

- a.
- b.
- c.
- d.

5. Learning plan

Include

- a. Specialized Position Training- Technical training either formally or peer to peer
- b. Leadership Training
- c. Professional Society Training
- d. Soft skills training

Learning Activity	Completion Date	Resource Needs	Funded or Unfunded

6. Main goals for the next period

- a.
- b.
- c.
- d.

Appendix **D-3**

Quarterly Evaluation Form

Appendix D-3 contains a sample quarterly evaluation form. This form provides a quick template for rating the progress of employees, and may be useful to organizations looking to provide more frequent feedback to employees.

INSERT
LOGO
HERE

Employee Quarterly Evaluation

Employee Information

Name		Employee ID	
Job Title		Date	
Department		Manager	
Review Period			

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
<i>Job Knowledge</i>	<input type="checkbox"/>				
Comments					
<i>Work Quality</i>	<input type="checkbox"/>				
Comments					
<i>Attendance/Punctuality</i>	<input type="checkbox"/>				
Comments					
<i>Initiative</i>	<input type="checkbox"/>				
Comments					
<i>Communication/Listening Skills</i>	<input type="checkbox"/>				
Comments					
<i>Dependability</i>	<input type="checkbox"/>				
Comments					
Overall Rating (average the rating numbers above)					

Other

YES NO

Discipline Issues

Documentation:

Evaluation

Additional
Comments

Appendix **E**

Recognition Section Supporting Documents

- | | |
|----------------------|---------|
| 1) Getting Started | page 53 |
| 2) Recognition Ideas | page 56 |

Appendix **E-1**

Getting Started

This Appendix provides a step-by-step guide for developing a recognition program. Whether your organization has no existing program, or would like to improve its program, this document provides valuable best-practices for implementing a recognition plan.

Recognition Program - Getting Starting

Step 1: Establish a “Recognition Team”

- Include wide representation** from varied departments and responsibility levels to improve potential for buy-in
- Identify a point person** to coordinate the team

Step 2: Program Purpose

- Clearly identified program purpose** - make sure it's approved by management
- Develop Program Goals** - this will help guide what type of program you implement.
 - For a recognition program to be meaningful to both the awardees and the others in the department, **it should be tied to the department's goals, mission, or values.**
- Develop the program, process and procedure** -
 - Develop program guidelines and procedures
 - What type of recognition program(s) will be implemented
 - Who will be responsible for nominating employees (management, peers, customer satisfaction surveys, other). This will vary based on the type of recognition implemented.

Step 3: Goals and Objectives

- Establish goals and objectives** for your program. This will also help keep the program accountable.
- Develop performance measures** to support the goals and objectives (example: # of peer nominations, # of nominations per department/division, employee job satisfaction, % of employees who report that their peers understand and value their contribution to the organization)

Step 4: Program Administration & Funding-

- Program administration** - Identify how your program will be administered - (one person or division, one representative from each division, by committee)
- Funding** - identify how the program will be funded
- Management Support** - obtain management support and approval

Step 5: Communicate the program to the organization

- Action Plan** - Establish a communication and marketing action plan
- Communications Point Person** - establish who will be responsible for communications and how the program will be communicated
- Provide training** to all employees
- Provide additional training** to those implementing the program to increase consistent implementation throughout the organization

Step 6: Accountability

- **Identify how the program's success will be evaluated & communicated-**
 - **Program Reporting** - establish how and the frequency at which the programs will be reported (example: Monthly newsletter, monthly report to managers, 1/4ly presentation to executives, etc)
 - **Identify what information** will be presented in the Program Report
 - **Identify who is responsible** for tracking performance measures and reporting
- **Seek feedback** from employees & management (example: electronic survey, recognition team member visits to division staff meetings)
- **Hold 1/4ly Recognition Team meetings** to review the program and recommend any changes to keep the program engaging and relevant for employees.
- **Perform an annual program evaluation** to monitor program participation and consistency of implementation across work groups. including, but not limited to:

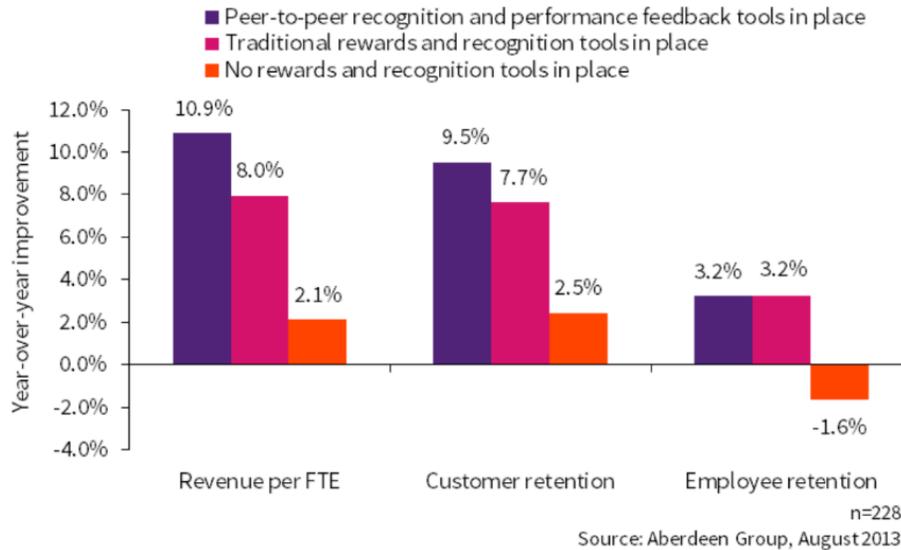
Appendix **E-2**

Recognition Ideas

This Appendix provides a number of examples of recognitions programs as well as valuable references to guide your recognition program. Read through this document for inspiration on creating or enhancing your organization's recognition program and to view examples of other successful recognition programs from other public and private institutions.

Recognition Ideas & Helpful Links

Figure 1: P2P Recognition Pays Off



Recognition Award Examples:

- **Extra Mile Award** - provide a \$50 gift certificate for employees who truly go the “extra mile.” These can be distributed based on management (or peer) recommendation from Sr. Management.
- **“Take a Break - You Earned It” certificate** - provide 1 hour, ½ day or full-day off certificates.
- **Kudos Wall** - a board placed in a common area for all employees to post “thank you” and show appreciation toward fellow employees. Can also post in a newsletter.
- **Caught in the Act** - (from the City of Meridian, ID) – nominate a fellow co-worker (peer to peer) who has intimate knowledge of their day to day challenges and activities (i.e. providing exemplary customer service, communications, positive attitude, demonstrating initiative, displaying creative problems solving, performing good deeds).
- **Employee of the Year** - recognizing an employee in the Department who best exemplifies employee dedication and outstanding service to the community.
- **Team of the Year** - operates as a cohesive team demonstrating teamwork, acting as an intact unit, seen as positive and constructive; based on accomplishments, results, behaviors and attitude.

- **Motivational Mentor Award** (from the City of Clearwater, FL) - the Motivational Mentor Award recognizes employees who devote time to facilitate, develop, advise, motivate, and train other employees.
- **Celebration Calendar** - post a large calendar in a common area to post employee birthdays, anniversaries and retirements.
- **Milestone Celebrations** - host a bbq or an employee social outing to celebrate key achievements in the workplace.
- **Communication** - Verbally show your appreciation for your employees, keep a pack of thank you cards in your desk, attach a thank you note to your employee's pay cheque for a job well done.
- **Confidence** - Ask an employee to represent you at a meeting outside your organization.
- **APWA Reporter: "Recognize Your Leaders"** - APWA's Reporter magazine often includes a section called "Recognizing Your Leaders" that recognizes a candidate who exemplifies leadership qualities in the workplace. To nominate a candidate email submissions to bstein@apwa.net
<http://www.apwa.net/Resources/Reporter/Articles/2015/5/Recognize-Your-Leaders>
- **Staff Appreciation Luncheon (several categories)** - organized by the local APWA Chapter to to recognize several employees throughout the area.
<http://northernca.apwa.net/EventDetails/8832>



NOMINATE
Open to Public and Private Sector

EMPLOYEE OF THE YEAR
18 Categories Include
~Emerging Leader of the Year
~Staff of the Year
(9 categories)
~Manager of the Year
(9 categories)
~Leader of the Year

NOMINATIONS
DUE JULY 12

Program Ideas and Examples:

- www.govleaders.org/employee-recognition.htm
A website developed by and for government leaders. The site has several award certificate templates that are easy to download and customize. There are also links to several public sector employee suggestion programs that can help generate ideas for those looking to develop their own recognition programs. <http://govleaders.org/suggestion-links.htm>
- <http://mrsc.org/Home/Explore-Topics/Personnel/Compensation/Employee-Recognition-and-Suggestion-Award-Programs.aspx>
Municipal Research and Service Center (MRSC) is a nonprofit organization that helps local governments across Washington State better serve their citizens by providing legal and policy guidance on any topic. The page provides information on the limitations local governments face regarding employee recognition and award programs, including examples of policies a government could adopt.
- <http://www.washington.edu/admin/hr/roles/mgr/ee-recognition/award-ideas>
The University of Washington provides a list of 86 no-cost to low-cost employee recognition ideas.
- https://www.michigan.gov/documents/firstgentleman/50_242400_7.pdf
The University of Michigan created a list of 50 no-cost to low cost employee recognition ideas.
- <https://www.americanexpress.com/us/small-business/openforum/articles/a-101-ways-to-reward-employees-without-giving-them-cash/>
Cash has proven to be a short-term motivator for employees. Save yours and try one of these more-meaningful (and less expensive) ways to show them you care.
- <http://www.recognizethisblog.com/tag/peer-to-peer-recognition/>
An abundantly resourceful site that is a must read for anyone trying develop or renovate an employee recognition program for their organization. Includes several important factors to consider for your organization's recognition program, and magnifies the importance of peer-to-peer recognition.

Examples of companies that offer consulting services and/or program management:

Modern tech companies offer high performance recognition programs that allow anyone in the organization to recognize anyone else. They are selling a cloud-based platform where anyone can post a “thank you” or recognize an individual, and everyone in the organization can see it. Organizations that use tech companies to assist with their recognition programs are paying for it, and may be better suited for larger departments.

- www.achievers.com
- www.globoforce.com
- www.octanner.com
- www.terryberry.com



- www.awardsnetwork.com
Awards Network employee recognition programs are a great solution for public utilities and government offices looking to reward employees. With gifts to fit any budget and recognition a proven method for increasing employee engagement, it has never been easier for public utilities and government offices to take advantage of employee award programs - See more at: <http://www.awardsnetwork.com/about-us/case-studies/government-award-program-successes#sthash.L3JS1qrB.dpuf>

Appendix **F**

Outreach Section Supporting Documents

- | | |
|---|---------|
| 1) Talking Points for Field Staff | page 62 |
| 2) Tools to Engage Students | page 64 |
| 3) How to Engage with Your Community | page 67 |
| 4) How to “Drop-in” on other Community Events | page 71 |
| 5) Mastering the Media | page 74 |

Appendix **F-1**

Talking Points for Field Staff

This document describes the process of developing useful talking points for distribution to field staff employees. Use this as a guide for developing a set of talking points for new projects or programs which your organization is implementing. When you have crafted a set of talking points using this guide, distribute them to field employees involved in the new project or program as a way to distribute your message throughout the community and avoid the dissemination of misinformation.

Talking Points for Field Staff

The world of Public Works is unique in that our front line staff insert themselves into the daily lives of those we serve versus customers coming to your place of business. As a result, staff is often asked questions about various items happening within the community which may or may not be tied to Public Works. As a result, staff can be put in an uncomfortable role where they are asked a question and do not know the answer to it, or they may not have even known that an item was being discussed.

To help staff stay informed and to keep them up to date on the latest happenings in the community, providing talking points can be extremely helpful. However, talking points need to be completed in an appropriate manner so staff will utilize them and be able to convey the message to those who ask. In order to accomplish this, talking points need to be structured properly. This means:

- 1) Your talking points need to clearly identify the mission and message you are trying to convey. Make sure they are focused on the why of the action.
- 2) Try to limit your talking points to two or three main points.
 - a. If the topic at hand is the reconstruction of main street, you want to have clear and concise information. This could likely be to: improve pedestrian facilities, enhance storm water management, replace aged sanitary collection system.
- 3) Once the few main topics are presented, provide specific examples to support your talking points. Not only will this help further develop the “why” the project, plan etc. is necessary, but it will also make it easier for staff to remember why the project is being done as well.
 - a. From the example above, it could be that there had been several pedestrians struck by vehicles in recent years, localized flooding on the street resulting in monetary damages to local buildings and increased infiltration of ground water into the sanitary collection system which has caused treatment costs to rise recently. All of those help explain why a project is necessary.
- 4) The talking points should help to emphasize that the project, plan, etc. that is being implemented is there to benefit the community and it is not just a pet project. Be able to tie it into the daily lives of the average citizen, likely back to the examples in number 3.
- 5) Always provide information regarding who to contact regarding the project. Sometimes just being able to tell someone that you do not know the specifics of the program, but if you contact the Director of Public Works and provide them with the contact information, which will go a long way in enhancing the interaction between staff and the general public.

Talking points are meant to be short bulleted facts to help others better understand why something is happening. It is extremely important to not only inform the public, but to also inform front line staff on new proposals and projects in the community. This can be done by following up with staff after Board/Council meetings and clarifying any questions they may have on a particular topic. This is especially important when dealing with issues that are outside of the traditional department. For example, if implementing a new zoning code, you want to make sure that public works staff understands what the changes may be, or why the zoning code is being changed. By having well informed employees, staff becomes ambassadors of the community and provides additional avenues to communicate the vision and mission of the community.

Appendix **F-2**

Tools to Engage Students

This document lists the tools available through APWA to help educate students of all ages about the role of public works organizations. Read through this document and pursue the included links for additional resources to distribute to students at your organization's outreach events.

Tools to Engage Students

The American Public Works Association has developed outreach programs and materials to introduce students to the world of public works. The materials produced by APWA are broken into three different age groups: the K-5th grade curriculum, 6th – 8th grade curriculum and then 9th – 12th grade curriculum. For more information on these curriculums see the APWA website at: <http://www.apwa.net/outreach>.

At each age level, there are different topics and depth of information to present to the students. Public Works topics fit into most Science and Social Studies/Civics curriculum. A quick conversation with the local principal or curriculum coordinator can provide you with the contacts necessary to bring the student’s curriculum to life.

An example of this is the water cycle in an earth sciences class. Students can get real life information on how storm water and run off are conveyed through their community. How that storm water potentially infiltrates and becomes ground water or is pumped out of a lake to become potable drinking water, and then lastly how that potable water is then treated as waste water where it inevitably ends up in a local lake or river. It is one thing for students to hear about the water cycle, but it is another to provide real world examples. This can then include tours of the water treatment plant, wastewater plant and field trips to see the storm water outfalls and ponds.

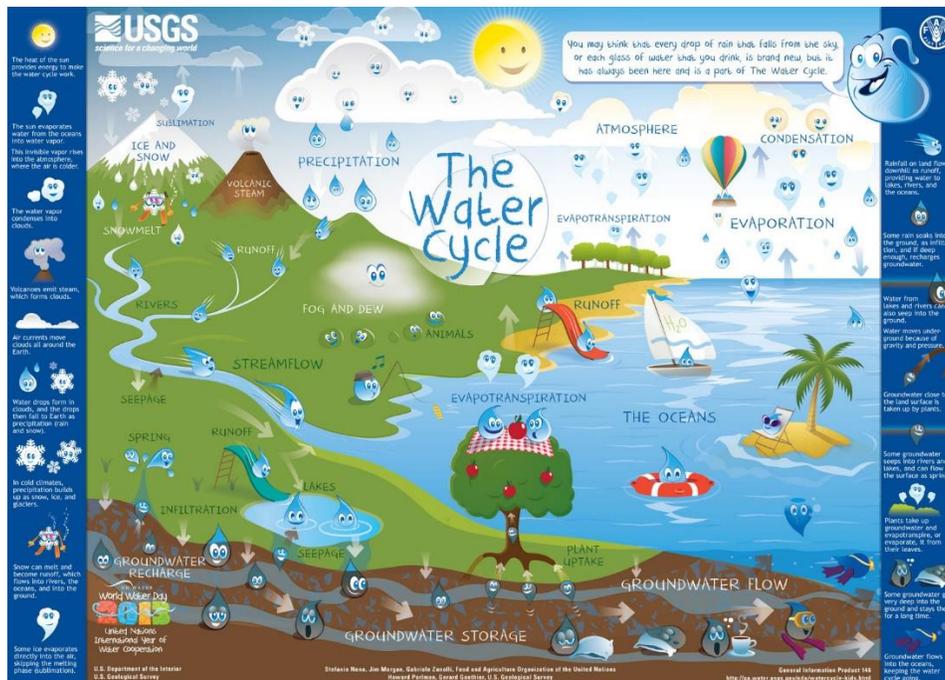


Figure 1: Water Cycle Example taken from <http://water.usgs.gov/edu/watercycle-kids.html>

To engage local students in the world of public works, it is important to make the information relatable and simple to understand. Opportunities to have students volunteer or team up with the community on a class project are additionally great ways to improve student interest and interaction. In order to reach the students, the community should have one individual dedicated to reaching out to the local schools.

With the expansion of Charter Schools and the push for Science, Technology, Engineering and Mathematics (STEM) curriculum's there are ample opportunities to partner with local students on projects. One of the best ways to reach other students is through students. Check with the advisors at your local charter schools to see if there is an opportunity to get involved, or better yet, if you have a project in mind propose it to the instructors and they will likely find a student who would be interested in pursuing that topic.

UNIVERSITY OUTREACH

Besides K-12 education, APWA has Student Chapters at University's across the United States. Besides solely APWA Chapters, other Engineering Groups such as American Society of Civil Engineers (ASCE), Construction Club's, Society of Women Engineers (SWE), Engineers Without Borders, etc. are great opportunities to share and educate students on what Public Works does. In order to provide quality services into the future, Public Works must actively recruit talented individuals to join the profession.

These clubs as well as job fairs and alumni events are great opportunities to spread the word about Public Works and the professional opportunities. For additional resources and information for College Students see the APWA website at: <http://www2.apwa.net/students/>.

All of these efforts will take some time from your regular work day, but will payout in the long run by creating a community that understands the important services that public works provides as well as informing the future work force about the exciting world of public works!

Appendix F-3

How to Engage with Your Community

This appendix contains guidance on how to create an engagement plan for your organization, as well as a list of communication strategies to help put the engagement plan into action. Review this document if your organization is looking to bolster its community outreach program, particularly if you are looking for new methods to increase your presence in the community.

How to Engage With Your Community

When developing your engagement plan, there are various considerations for establishing the appropriate methods to engage with your intended audience (e.g. local community, interest groups, etc.). As part of your plan, it is important to have an understanding of elements such as the issue or opportunity you want to engage on, the level of complexity and sensitivity, engagement objective, community characteristics, approaches used as part of previous engagements (understanding what was and wasn't effective) and available resources. Key goals include engaging in a meaningful way for both your organization and the community, and building relationships.

Once you have an understanding of your engagement plan, you can then determine the appropriate methods to engage with your audience. Often your plan will require a combination of methods. It is important to consider the following:

- Size of audience (e.g. local community, adjacent landowners, general public, special interest group, etc.)
- Type of interaction of the engagement such as to exchange information, receive input or to inform only
- The level of contentious and sensitivity of the issue
- Specific needs of the audience

The success of your engagement plan rests on planning for engagement activities and techniques that satisfy your organization's needs but that also provide flexibility to accommodate evolving needs and community expectations.

Ways to Communicate an Event

There are multiple ways to communicate an event to the community. Often events are poorly attended, so it is important to use multiple methods to best capture the people you are targeting and encouraging to attend your event. The following is a list of possible ways to invite/notify the community of your event:

- Notice in the newspaper
- Direct mailing of notice
- Posting of notice in a community facility, transit facility or any other appropriate facility that will best attract target audience
- Notice sent to special interest groups
- Posting notice on organization or project website
- Posting notice on political official(s) website
- Including notice within the political official(s)'s newsletter to constituents
- Notice through social media
- Notice through radio/TV announcements

Ways to Engage Your Community

There are various ways to engage with your audience, below are possible methods for consideration:

Method	Description
Newsletter	Provide information to a target audience.
Online Presence	Opportunity to reach a broader audience. A website provides information and updates. Social media tools such as Facebook, which many organizations use, provides the ability to provide updates and key information. Twitter can allow for questions and answers, and relaying of key facts to engage with the community.
Survey / Questionnaire	Opportunity to collect information to understand your audience including to get a better view of public opinion. Surveys can be distributed by mail, fax, e-mail, through a website, or the questions can be asked over the phone or in person. Consideration can also be given to on-the-spot surveys. If you feel that you don't have a good understanding of your audience and their potential thoughts on a project, conducting a survey early in the study process can provide a great opportunity to receive feedback.
Display Information	Locate information (e.g. display panels) in a community facility or an appropriate facility.
Booth/Pop-Event	Opportunity to set-up a booth at a well-attended events such as a festival, sports game, community event or a high traffic area like a transit station/terminal, mall, park or main street. This is an interactive approach that provides the opportunity to meet one-on-one with members of the community that may be harder to attract to your organization's event.
Open house	Participants have the opportunity to drop-in at venue receive information, provide input and meet with staff to discuss one-to-one.
Formal meeting	Similar to an open house with the addition of a presentation by staff at a specified time and potentially allowance for a question and answer period with the audience.
Meet and Greet	It may be beneficial to consult early on an issue/project with the community in the form of a meet and greet. At this type of meeting you have the opportunity to introduce staff from your organization, provide context on what you plan to engage them on and an overview of the engagement process that will be undertaken. It is also an opportunity to receive early input from the community.
Workshops	Workshops can be conducted with the general public, community groups, representatives of different groups, etc. Workshops are interactive and a great opportunity for breaking down barriers and improving communications. Participants have an increased sense of ownership and empowerment from being part of the discussion and ultimately the solution.
Small group	Focus meetings with specific groups can be effective to understand their issues. They

meetings	can be on a one-to-one basis, kitchen-table meeting, etc.
Create public liaison committee	Based on your engagement plan, you may determine that it may be appropriate to form a committee of specific representatives to engage with. This typically involves a time commitment by the committee members but is often effective as you can bring together a small group of people with various interests represented.
Live streaming	Live streaming of public events can be a way to engage with those who are not able to attend. A tool, such as twitter, can also provide the opportunity for that individual to participate during the meeting.
Public Involvement Software	This type of tool can be an alternative to public meetings and has the potential to increase participation. The tool can be interactive with content that educates and collects input in a guided and meaningful way.

Reference:

Municipal Engineers Association, *Municipal Class Environmental Assessment*, October 2000, as amended in 2015

Appendix **F**-4

How to “Drop-in” on other Community Events

This document describes ways of increasing your organization’s community outreach beyond an organized engagement program. If your organization already has an engagement program in place, but you are finding that your message still does not reach sections of your community, reference this appendix for suggestions of alternate methods of connecting with the population you serve.

Community Engagement: How to “drop-in” on other community events

In the world of Public Works, it is difficult at times to effectively communicate with the public and have them understand exactly what it is that Public Works does. Unfortunately, most people will not come to you, instead you have to reach out to them to better tell your story. One of the best ways to do this is to partner or “drop-in” to meetings/events held by other entities within your community. Some examples of meetings/events to “drop-in” to are:

- Farmer’s Markets
- Parade’s
- Fun Run’s (5k’s)
- Neighborhood Meetings
 - If you have homeowner associations, this could be a great opportunity to connect with a specific group within your community
- Scouting Events (Boy/Girl Scouts are great resources to help volunteer in the community as well)
- Fair’s/Carnivals
- Other local groups: cyclist group, athletic clubs, gardening club, etc.

All of these groups allow you to have the opportunity to reach a specific audience. Understand what the event you are attending typically focuses on and have materials prepared. For example, attendance at a fun run is likely to attract individuals who are enthusiastic about pedestrian accommodations. Be prepared to talk about what your community is doing to address pedestrian concerns. A Fair may be a great opportunity to just have equipment present and discuss with residents what the various pieces are used for and why they are vital for your organization.

Reaching out to the community and telling the story of public works doesn’t need to be a daunting task. All that is required to spread the word is a little extra time and thought. In summary:

- 1) Identify groups and events in the community where citizens will already be gathered
- 2) Check with the organizer of the event/leader of the group to see if you can get on an upcoming agenda/be present at the event
- 3) Prepare simple material for your targeted audience (1-2 page pamphlet/handout about a current project, planning effort, piece of equipment, etc.)
 - a. If there will be equipment or a booth setup, a simple description of what the equipment is, why it is used and how it is used is a great way to communicate the importance of the work that is performed by public works.
- 4) Attend the meeting/event and be prepared to answer questions and tell the story.

Events geared towards kids are great opportunities to spread the word about public works. Allowing kids to sit in the seat of a street sweeper or excavator will make for great photo opportunities for the parents as well as provide you time to discuss what the equipment and the staff that operates it does for the community.

Caterpillar M320 F Wheel Excavator



This piece of equipment is used for:

- **Ditching**
 - Cleans and restores ditch lines along the rural section streets in the Village.
- **Culvert and Pipe Replacement**
 - Used to excavate trenches for pipe repairs and installations
- **Brushing**
 - Utilizes a brush head to keep road sides clear of brush and small trees
- **General Excavation**
 - Wheels allow this machine to travel on pavement and have minimal impact to the surface while digging. Not having to load and unload the equipment on and off of a trailer saves time.



Figure 2: Example Equipment Poster used by the Village of Weston, WI during Public Works Week at the local Farmer's Market

Appendix **F-5**

Mastering the Media

This document provides helpful tips for communicating with the media when a request for comment or an interview opportunity is presented to someone in your organization. Distribute this document with all personnel who may be required to interact with the media to ensure they are armed with a few useful tools to communicate your organization's message effectively. This document is adapted from presentation materials provided by Brenda Viola, Consultant. Brenda Viola can be contacted to provide Mastering the Media training as an interactive workshop. She can be reached at brenda@brendaviola.com.

Mastering the Media

Adapted from Presentation Materials provided by Brenda Viola, Media Consultant. Brenda Viola can be contacted to provide Mastering the Media training as an interactive workshop. She can be reached at brenda@brendaviola.com.

In the world of Public Works we all work on projects large and small. Large projects tend to get the most attention because they are located in areas where more people will see them, they are more visual which is why we call them large projects. Smaller projects are those projects that we intend to go as smooth as possible as they are small in nature, they may be located in a secluded area off a residential street that no one drives down, or in a park not many people use. In either case, we know planning is a huge priority with our projects, both large and small. We realize planning helps us make the transition from the shovel hitting the ground to begin the project, to the last area of grass growing back for restoration to complete the project. Our intent is never to make the news because our project is not progressing the way we had hoped. Truth is, our intent is never to make the news, period. Who wants to talk in front of a camera and answer questions about why our project is stalled? Who hit the gas line? Who is responsible for the damage to the adjacent property? The question every organization should ask themselves is this: **ARE WE COMMUNICATING?** Information and Communication often get used interchangeably, but it is important to understand that providing information is giving out; Communication is getting through!

What if I told you that you could plan for these moments? What if I told you that planning for the media will make those unbearable live TV camera questions a smoother process as well? Here are some fundamental steps that you can take with you so that you will **Master The Media!**

1. Foundational Thought

1. The less people **KNOW** the more they **YELL!**

2. The Sound Bite

1. A 7-15 second statement
2. A contextless excerpt
3. Open to manipulation
4. Prepare in advance!

3. Use a Verbal Highlighter

1. *"The important thing is"*
2. *"Here's the takeaway....."*

4. Four Fallacies that Panic Professionals in Interviews with Media

1. I have to know everything
2. I have to be the spokesperson
3. A mistake is the end of the world

4. Preparing makes me sound too scripted

5. 5 Big Blunders – and How to Beat Them!

1. Viewing the media as an enemy to be avoided.
 - i. Reporters are trying to do their job, just like you.
 - ii. Treat them like an enemy and they'll wonder what you're hiding.
 - iii. Build relationships and you'll rarely be surprised by bad media.
 - iv. See the media as an opportunity you can use to tell your side of the story!
2. I don't have time to talk to reporters!
 - i. They will tell the story with or without you.
 - ii. If you don't make time for them, they won't make time for you.
 - iii. Who would you rather have tell your story?
3. Feeling obligated to immediately respond to a reporter's question.
 - i. You will say something you regret if you "wing it".
 - ii. Ask for their contact information and tell them you'll get back to them.
 - iii. Meet with your supervisor and agree on the best response.
4. Believing that doing a good job is enough.
 - i. Just wait until you do a bad job. You won't have to worry about getting press coverage!
 - ii. Perception can be more powerful than reality to the press (and public).
 - iii. Saying nothing speaks volumes.
 - iv. Bragging about your job well done also boosts team morale.
 - v. You can never over-inform your public (or elected officials) about your accomplishment.
5. Letting wrong information stand uncorrected.
 - i. People DO believe what they read in papers and on the internet.
 - ii. Bad information can be worse than no information
 - iii. A lack of response can communicate either guilt or apathy.
 - iv. Work from the premise that the reporter wants to get it right.
 - v. Set up a meeting with the reporter/editor to review the facts.

6. Why do reporters misquote people?

1. We sometimes don't speak their language and the meaning gets bungled.
2. We drone on the "takeaway" is difficult to nail down.
3. They are human and make mistakes.
4. Just because you don't LIKE the quote doesn't mean you were misquoted!

7. Four Questions You Should NEVER ANSWER!

1. Those you don't know the answer to.
2. Those you don't understand.
3. Those better suited to others.
4. Those that require speculation.

8. Basic Interview Tips

1. Silence is Golden.
2. Keep you Cool.
3. Don't repeat the negative
4. You are NEVER "off the record"
5. Avoid the cop-out of "no comment"
6. "Bridge" back to your prepare talking points

9. What is Bridging?

1. "The real issue is....."
2. "What I can say is....."
3. "Here is something equally important to consider....."
4. "Let me put that into perspective....."

10. Before You Speak.....

1. Think about the end game
 - i. What do you want to get out of the interview?
2. Plan what to say to achieve that goal
 - i. Think about it – BEFOREHAND!
3. Call to action
 - i. Tell the audience what they need to think about this topic or what to do next.

11. Do I Need To Call A Press Conference?

1. Determine purpose
2. Establish you main "takeaway" point
3. Choose who should be at the table
4. Make clear the role each participant should play
5. Establish an end point in advance

12. Final Words Of Wisdom

1. People do not care how much you know until they know how much you care.
2. Make your communication H.O.T.
 - i. Honest
 - ii. Open
 - iii. Timely
3. "If you tell the truth, you don't have to remember anything"
4. An equation for successful speaking.....Sincerity + Preparation = Eloquence