



Governor's Sterling Award & Sustained Best Practice



Title of Best Practice: Underground Utilities On-boarding process

Description of Best Practice:

The Underground Utilities department of the City of Tallahassee has a comprehensive on-boarding process that contributes to its ability to engage and retain new workforce members. This process begins on day-one with their supervisor to complete the New Team Member Checklist to ensure they communicate their job description/requirements, performance expectations and standards, the City's Mission, Vision & Values, Underground Utilities' (UU) Mission, Vision, Values & Credo (MVVC), critical policies and procedures, general office procedures, specific training required for their position, as well as health and safety requirements. Mandatory City training courses are also scheduled at this time. During the first week, new employees attend a division orientation conducted by their supervisor that includes reviewing and reinforcing the MVVC and introduction to co-workers. Within the first two weeks, new hires attend a City orientation to review benefits and policies. In addition, within their first month of employment, new hires (and promoted employees) attend the UU Senior Leadership Team (SLT) meeting where division managers welcome and congratulate employees and employees receives an Underground Utilities Blue Nike polo shirt and Credo/Core Value card.

Furthermore, new hires attend a two-day orientation held twice a year, conducted by the SLT, which reinforces the MVVC and gives employees and Senior Leaders a chance to personally interact. During this two-day orientation, employees are acquainted with the full range and scope of each areas responsibility in the organization and given tours of multiple key facilities in each of the four utilities (Water, Wastewater, Stormwater and Natural Gas.) Employees are encouraged to look across the entire organization in planning a potential career path and encouraged to obtain skills needed to cross-train across the different divisions. The interaction with Senior Leadership of each area as well as with the General Manager allows employees and leadership to better connect and for careers to be developed and guided for success of the person and the organization. At the end of the two-day orientation, attendees are given a satisfaction survey that is used for feedback on how to improve the orientation experience

Alongside the on-boarding process, ongoing practices are in place to retain workforce members. Division Managers hold two feedback meetings, on the third month and one-year



anniversary from the employees start date as supervisors meet quarterly. There is also individual mentoring, diverse and accessible training options, and bountiful benefits provided by the City. The organization recognized that turnover is costly and all of these practices save costs and help to engage and retain its workforce.

Results:

Employees are personally able to interact with the General Manager and SLT. Employees also are acquainted with the department's MVVC. In addition, after attending the employee orientation, two employees have been promoted to a new division within the department after having become acquainted with the different areas via orientation.

Application:

Develop a checklist of items focusing on the new employee for day, week, month, and quarter one. Have top leadership meet and personally greet employees. Develop forum for Sr. Leaders and new employees to spend at least a full day getting to know each other as individuals, and as professionals, and developing a common understanding of the organizations mission.

