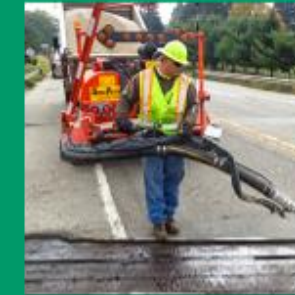


# ODOT RECRUITMENT / ENGAGEMENT NO BOUNDARIES, MAY 2019



# RECRUITMENT & ENGAGEMENT

Doug Gruver

Highway Management Administrator

# STRATEGIES

- Hiring / Position Types
- Expectations
- Other Benefits
- Branding
- Surveys / Genuine Input and Follow up
- Promote from Within

# HIRING AND POSITION TYPES

- Highway Technician Series
  - Boots on the ground workforce
- Apprentice Program
  - Recruit veterans, women, minorities

# HIRING AND POSITION TYPES

- Highway Technician Series
  - Requires CDL
  - Perform all highway maintenance tasks
  - Perform construction inspection
  - HT 1 - Starting pay \$17.05/hour
  - HT 3 - Tops at \$22.00/hour
  - Longevity Pay starts at 5<sup>th</sup> year. ( $0.5\% \times \text{Years} \times \text{Base Rate}$ )

# HIRING AND POSITION TYPES

- Highway Technician Series
  - Employee Driven Advancement from HT1 to HT3
    - HT1 takes classes / tests = HT2
    - HT2 takes classes / tests & structured construction hours = HT3
    - HT3 can choose Maintenance Only or Maint/ Const.
    - HT4 and HT 5 available but require advanced certifications and work solely in Construction.

# HIRING AND POSITION TYPES

- **Apprentice Program**
  - No CDL required
  - 16-week program
  - ODOT will train them to obtain CDL
  - Starting pay \$16.43 / hour (no benefits)

# HIRING AND POSITION TYPES

- **Job Fairs**
  - Work well in Urbanized Areas
  - Usually on a Saturday
  - All hiring activities in a one-stop shop
    - Online application
    - Physical Abilities Test
    - Interview
    - Background Check



# STRATEGIES

- ~~○ Hiring / Position Types~~
- Expectations
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# EXPECTATIONS

- Position Descriptions only say so much
- What is expected of me as an ODOT employee?

# EXPECTATIONS

- **5 key categories**
  - Safety
  - Professionalism
  - Communication
  - Dependability
  - Integrity

# EXPECTATIONS

## ○ 5 key categories



### 1. Safety

ODOT strongly believes in a Safety-First mentality. The Department will provide you with the proper PPE for every job you do here at ODOT and it's your responsibility to utilize it 100% of the time. If you're not sure what PPE is needed for a job, ask your supervisor, it's best to ask than to assume. The jobs being performed can, at times, be in dangerous environments like along heavy traffic locations and high speed freeways. At the end of the day, we want all employees to return to their families safely. We operate many types of equipment and tools to get jobs accomplished. Ensure you are operating all equipment and tools in a safe manner for yourself and others around you. If you see a safety concern, report it to your manager right away. Participate in tailgate safety talks and be proactive on safety talks for each job.

### 2. Professionalism

The Department strives to be a professional environment. A great deal of our focus is on customer service and we must always be professional when dealing with customers, both internal and external. Be conscious of the far reach of social media and how your posts may be interpreted by others. Come to work with a positive attitude. Avoid complaining and negativity, especially where your position duties are concerned. If you are around negative people at work, don't let them affect your attitude. Avoid workplace drama. Mindset is everything, bring a positive attitude to work and you'll see how quickly it spreads with your co-workers. Always work to stop rumors, handle conflict respectfully, and present yourself with good hygiene both at and outside of work. We are constantly in the eye of the public so always strive to be professional.

### 3. Communication

Whether written, oral or by actions, the Department is counting on you to constantly communicate. Keep emails formal—use proper grammar and spelling. Always strive to communicate clearly and ask questions if you don't understand something. Communicate proactively whenever possible and clarify expectations of both yourself and the job you are working on. Know your role for the crew you are on and Communicate with others on the crew to keep everyone informed. Communicate safety, equipment, and co-worker issues to your manager as soon as possible, never assume someone else already communicated a problem. Communicate any time-off that you need with a manager as soon as you can so they can schedule work accordingly.

### 4. Dependability

At the Department, we all rely on each other to do our part and pull our weight to accomplish a project. Be on time for meetings and trainings so they can start on time. Remain focused on your work responsibilities and the task at hand. During work hours refrain from taking personal calls, texting, and getting on social media sites. Show your supervisor that you are responsible enough to take on challenging work. Complete even routine work to the best of your ability, even if you don't enjoy the task. Demonstrate that you can be counted on to get the job done, and done well. Take the initiative and offer to take on challenging work when opportunities arise. If you finish an assignment early be proactive and take initiative; think about what other things you could do that might be helpful. Let your manager know when you finish a project and ask them what they'd like you to do next. If your employer needs time to figure that out, offer some ideas for ways to help in the meantime. Don't sit around waiting for your next assignment. Go out and find it.

### 5. Integrity

Integrity comes in many forms, but the most important traits that are expected in our workplace are honesty, accountability, trust, and respectfulness. You are accountable for everything that you do and must be prepared to justify your actions for what you've done. When given a job assignment we hold everyone accountable whether it's for recognition or discipline. Employee accountability is the ability of an employee to satisfy expectations and responsibilities to anyone or anything (i.e. equipment) impacted by their actions. Be respectful and honest, always. Keep promises, show consideration to others, be upfront with communications, and instill confidence in others.

Employee \_\_\_\_\_  
Supervisor \_\_\_\_\_

# EXPECTATIONS

- **Use your probationary period!!**
  - Email from Director to direct supervisor 6 weeks prior to end of probationary period. Prompts supervisor to think about if they really want to keep the employee.
  - Do NOT keep poor or mediocre employees.
  - Believe it or not, this **Boosts Morale**.

# STRATEGIES

- ~~○ Hiring / Position Types~~
- ~~○ Expectations~~
- Other Benefits
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- Promote from Within

# OTHER BENEFITS

- **Collective Bargaining State**
  - Restricts pay flexibility, but
  - What can we provide to our workforce?

# OTHER BENEFITS

- **Jackets**
- **Boots**
- **T-shirts**
- **Safety Gear**



# OTHER BENEFITS

- **Jackets** – Given when employee comes off probation.



3 inch two color circle (black & White) located left chest above pocket

Last name only right chest Trajan Pro 57 pt. directly across from logo

→ SMITH

Box below is 8.5 X 3.5  
EXCELLENCE IN Trajan Pro Regular 79 pt.  
GOVERNMENT Trajan Pro Bold 83 pt.

Height between lines 2.23 in.

EXCELLENCE IN GOVERNMENT

30 day turnaround time from date of approval and or P.O.



# OTHER BENEFITS

- **Boots** For full time, permanent employees
  - \$125 reimbursement for boots
  - Once per fiscal year

# OTHER BENEFITS

- T-shirts
  - 7 shirts per year
  - Can mix long / short sleeve
  - No cost to employee

High Visibility Class III T-Shirts  
for HT's



# OTHER BENEFITS

- Safety Gear
  - Provide better gear = better usage and morale



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# STRATEGIES

- ~~○ Hiring / Position Types~~
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# BRANDING

- Branding - Make ODOT gear available for purchase to all employees
- Intranet Home Page



## ODOT Apparel Order Form

Cappies Sportswear from Lima now offers ODOT Zephyr-DOT branded items and some great new apparel styles to choose from!

# BRANDING

- Branding - Standard Items
  - Email Signature
  - Letterhead
  - Business Cards
  - Logos





# STRATEGIES

- ~~○ Hiring / Position Types~~
- ~~○ Expectations~~
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# Annual Quality of Work Life Survey

## Reasons for Dissatisfaction

Feel valued and respected	Working together to become One ODOT.
Mgmt involves appropriate people	Strong feeling of teamwork and cooperation at ODOT & Work unit communicates effectively
Individuals/groups are recognized for achievement.	Supervisor has explained CSFs.
I am consulted on projects that are in my area of expertise.	ODOT attract, develop and retain people with diverse backgrounds.
ODOT provides resources to get work done.	ODOT is devoting attention to facilities.

# SURVEYS / FEEDBACK / FOLLOWUP

<b>Feel valued and respected</b>	<b>Working together to become One ODOT.</b>
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## Include My Ideas

### Feel valued and respected

Mgmt involves appropriate people

Individuals/groups are recognized for achievement.

I am consulted on projects that are in my area of expertise.

- P&E Roadshow meetings
- Work Plan Survey
- Weekly meetings with TM's / TA's / Crew Leaders
- Safety Liaisons in each county
- ODOT Zephyr program
- Management encouraged to “know your employees”

# SURVEYS / FEEDBACK / FOLLOWUP

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## Keep Me Informed

- One ODOT =
  - Sharing Ideas
  - Sharing equipment / staff
  - Multiple Departments working on tasks/ projects
  - Work Plan
- CSF's to be discussed at Evaluations
- Work Unit meetings

**Working together to become One ODOT.**

Strong feeling of teamwork and cooperation at ODOT & Work unit communicates effectively

Supervisor has explained CSFs.

# SURVEYS / FEEDBACK / FOLLOWUP

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## Equip Me to Succeed

- Better planning leads to timely ordering of materials, equipment, for projects.
- Dump Trucks, Loaders, Tractors now on replacement schedules.
- Working on better equipment scheduling District and State-wide.
- Facilities getting constructed.
- Holding regional job fairs.
- Apprenticeship program

ODOT attract, develop and retain people with diverse backgrounds.

ODOT provides resources to get work done.

ODOT is devoting attention to facilities.

## Equip Me to Succeed

- Greene Full Service - In Design
- Middletown Salt Barn - 2019
- Preble Full Service - 2024
- Clermont Mixing Shed - 2024
- Miamitown Outpost - ?

ODOT attract, develop and retain people with diverse backgrounds.

ODOT provides resources to get work done.

ODOT is devoting attention to facilities.

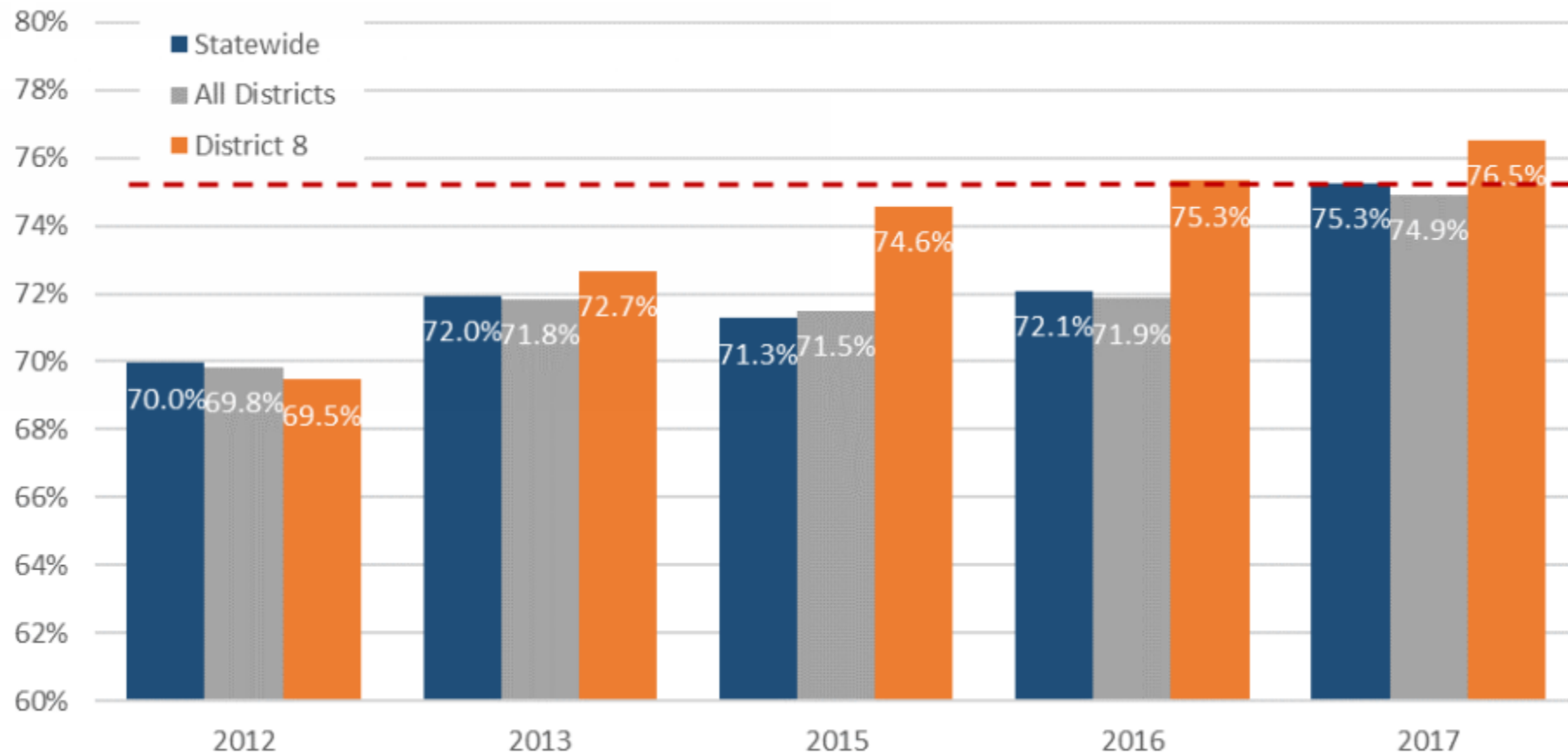
## Areas of High Satisfaction

**Willingness to give extra effort.**

Actively look for ways to perform more effectively.

I like working for ODOT.

## Work Life Index - Trending Upward



## Work Life Index - Trending Upward

- **Accountability**
  - Give responsibility to lower levels
  - Proper discipline when needed
  - You own You
- **Work Planning**
  - P&E Roadshows
  - Specialists visits to counties (geotech, hydraulic, environmental, survey, etc.)
  - Work Plan Survey
- **Doing More with Less**
  - Mega projects completed with less staff
  - More Force Account work completed
- **Better Equipment / Materials**
  - IT providing a multitude of options with PC's, laptops, tablets, etc.
  - Getting better equipment for maintenance crews
  - Safety PPE

## Work Life Index - Trending Upward

**DISTRICT**  
IN THE  
**TOP 8**

You are part of something Fantastic!

**Include My Ideas**

**Keep Me Informed**

**Equip Me to Succeed**

See the No Boundaries  
Innovation Database for more information on  
**Inform, Include, Equip**



## ○ Goals for County Managers

Keep Me Informed	01/01/2018	12/31/2018	Meets: 9/12 reports submitted Exceeds: > 12 reports submitted	On (or before) last day of month, report on at least 1 new thing you did that month to keep entire staff informed.
Value My Ideas	01/01/2018	12/31/2018	Meets: 9/12 reports submitted Exceeds: > 12 reports submitted	On (or before) last day of month, report on at least 1 new thing you did that month to solicit and value ideas from your staff.
Equip Me to Succeed	01/01/2018	12/31/2018	Meets: 9/12 reports submitted Exceeds: > 12 reports submitted	On (or before) last day of month, report on at least 1 new thing you did that month to equip your staff.

## ○ Goals for County Managers

### **Keep Me Informed.**

Had some discussion about the upcoming mowing season and trying to stick to a plan on when / where to start and stick to a plan and not do a bunch of jumping around chasing complaints.....

### **Value My Ideas.**

We are going to use an old bucket off of the Mini Hoe to the weld shop to make an under the G/R cleaner/ reshape attachment. We are using the design from the Washington State DOT.....

### **Equip me to Succeed.**

Clermont Co. gets 2 trucks in the 2020 truck run.. I let the employees choose what options....!!!

No Boundaries!!!

## ○ Goals for County Managers

### **Keep me informed**

Discussed with the staff equipment requested for the FY20 budget for rolling stock. Pickup trucks appeared to be everyone's biggest concern.

### **Value my ideas**

Nightshift met with me to discuss their desire to go on a 4, 10 hour day schedule. We laid out a plan and they started the shift this pay period. Their plan allows for two hours more road time and still have coverage Sunday through Thursday.

### **Equip me to succeed**

We met with our staff to spec the 3 new dump trucks. We took everyone's ideas on what they thought for body style and hydraulic preferences to build the trucks to suit their needs at Blue Ash and Carthage.

# SURVEYS / FEEDBACK / FOLLOWUP

## Annual Work Plan Survey

- Request for work items
- Follow-up Documents

**OHIO DEPARTMENT OF TRANSPORTATION**

**District 8 2019 Annual Work Plan**

It's that time of year again! The District is developing the Combined Capital and Operations Work Plan, and we need your input. During this process, the District programs the next six years of Capital projects and the next two years of maintenance/operations projects. Your input is greatly appreciated and valued.

1. You drive the routes in District 8 every day, and see the problem areas. Where are these areas, and what are the issues?

County	Route (SR, US, IR)	Section	Issue
Example: BUT	US-127	3-4	Pavement repair needed

2. Once the work plan is complete, how would you like to view the final product? (Check all that apply)

Online  
 Paper  
 Email  
 Maps  
 Report  
 One Pager

Name & Phone Number (not required): \_\_\_\_\_

Other: \_\_\_\_\_

If you need more space, please use the back of this form.

Thank you for your input. If you would like to view last year's work plan and survey results, please visit the DB Intranet site at <http://portal.dot.state.oh.us/Districts/Do8/Production/default.aspx>.

Please return paper responses to Sam Bynum by Friday, December 14, 2018.

## Planning and Engineering Roadshows

- Key staff from Planning, Hydraulics, Geotechnical, Safety visit county garage
- Meet around tailgate - This is NOT a formal presentation (ie, you sit and listen to us talk)
- Learn names/ faces

## Planning and Engineering Roadshows

- HT's provide maintenance needs, input on projects, safety concerns, etc.
- Reduce / Eliminate “Us vs. Them”
- One ODOT!
- More info in Innovation Database

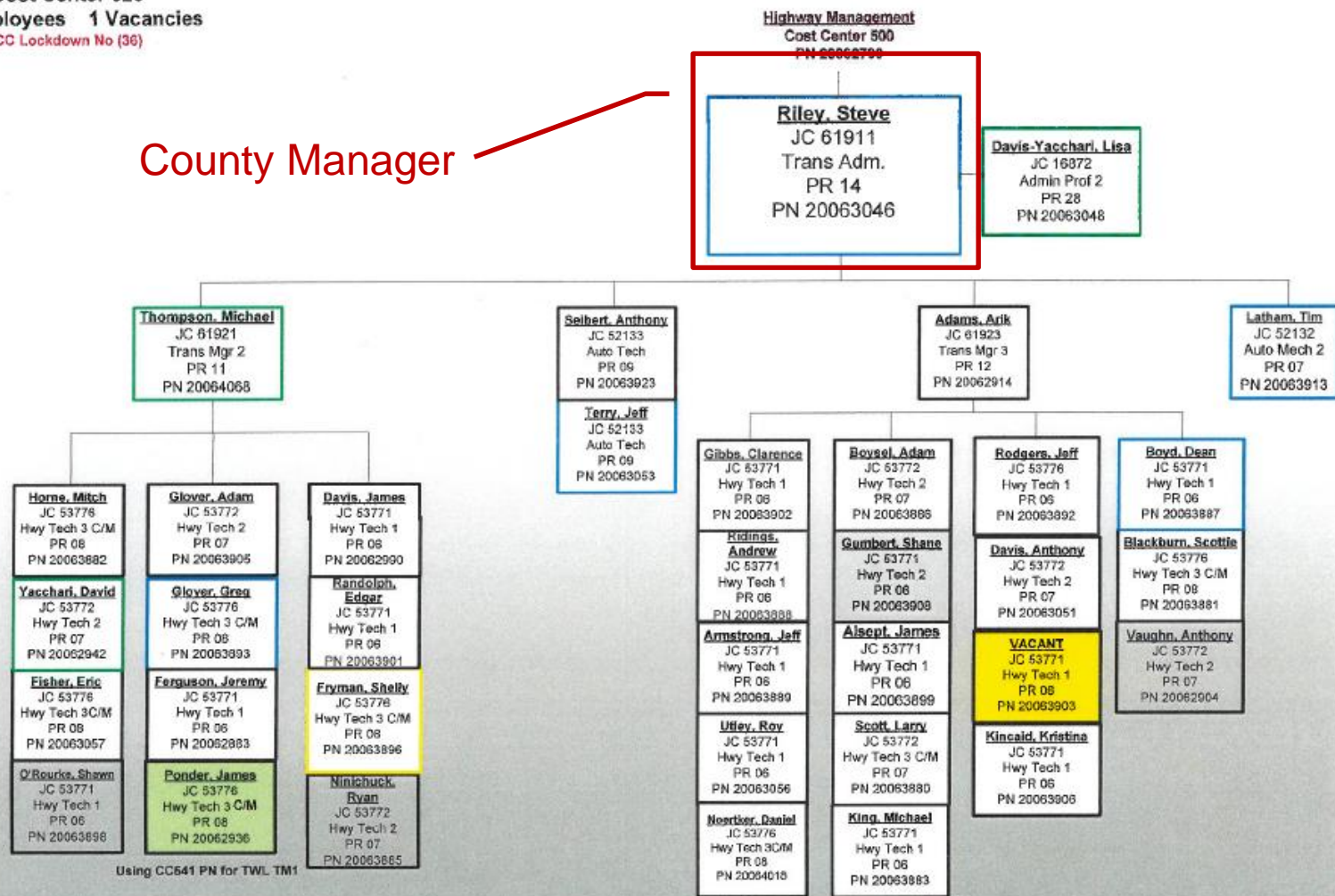
# STRATEGIES

- ~~○ Hiring / Position Types~~
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- ~~○ Surveys / Genuine Input and Follow up~~
- Promote from Within

# PROMOTE FROM WITHIN

D8 Clermont County  
 Cost Center 620  
 35 Employees 1 Vacancies  
 CC Lockdown No (36)

County Manager



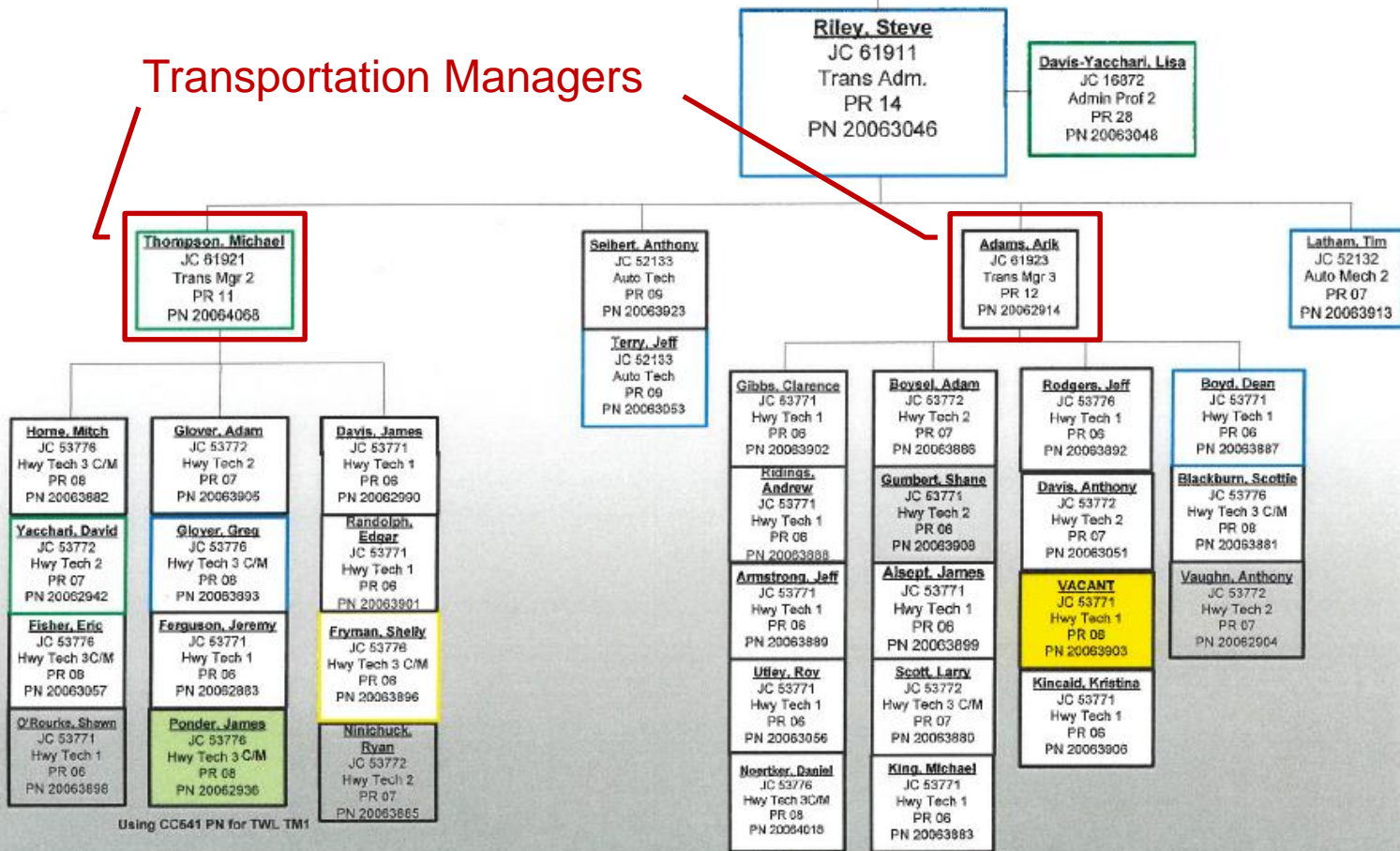


# PROMOTE FROM WITHIN

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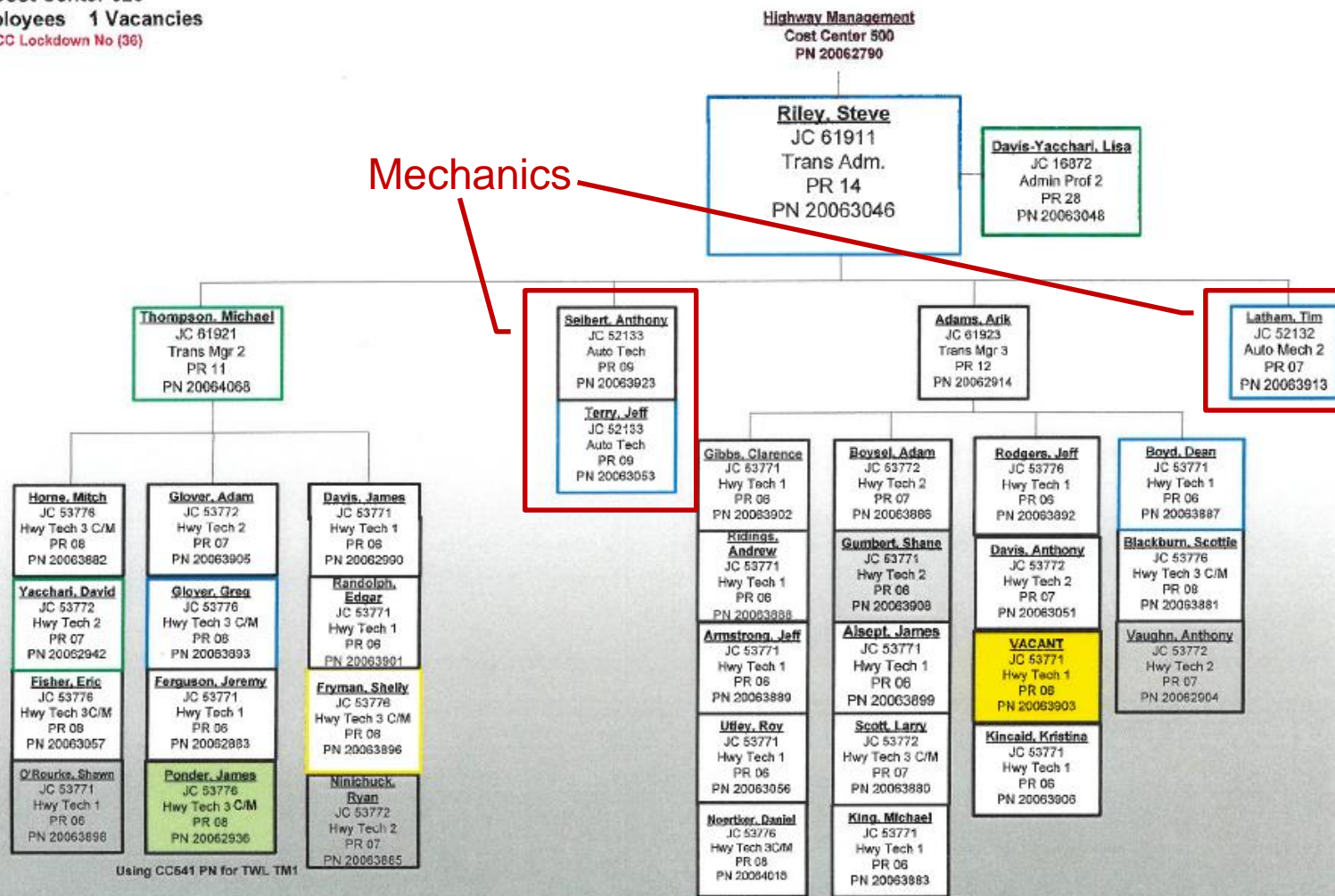
Highway Management  
 Cost Center 500  
 PN 20062790

Transportation Managers



# PROMOTE FROM WITHIN

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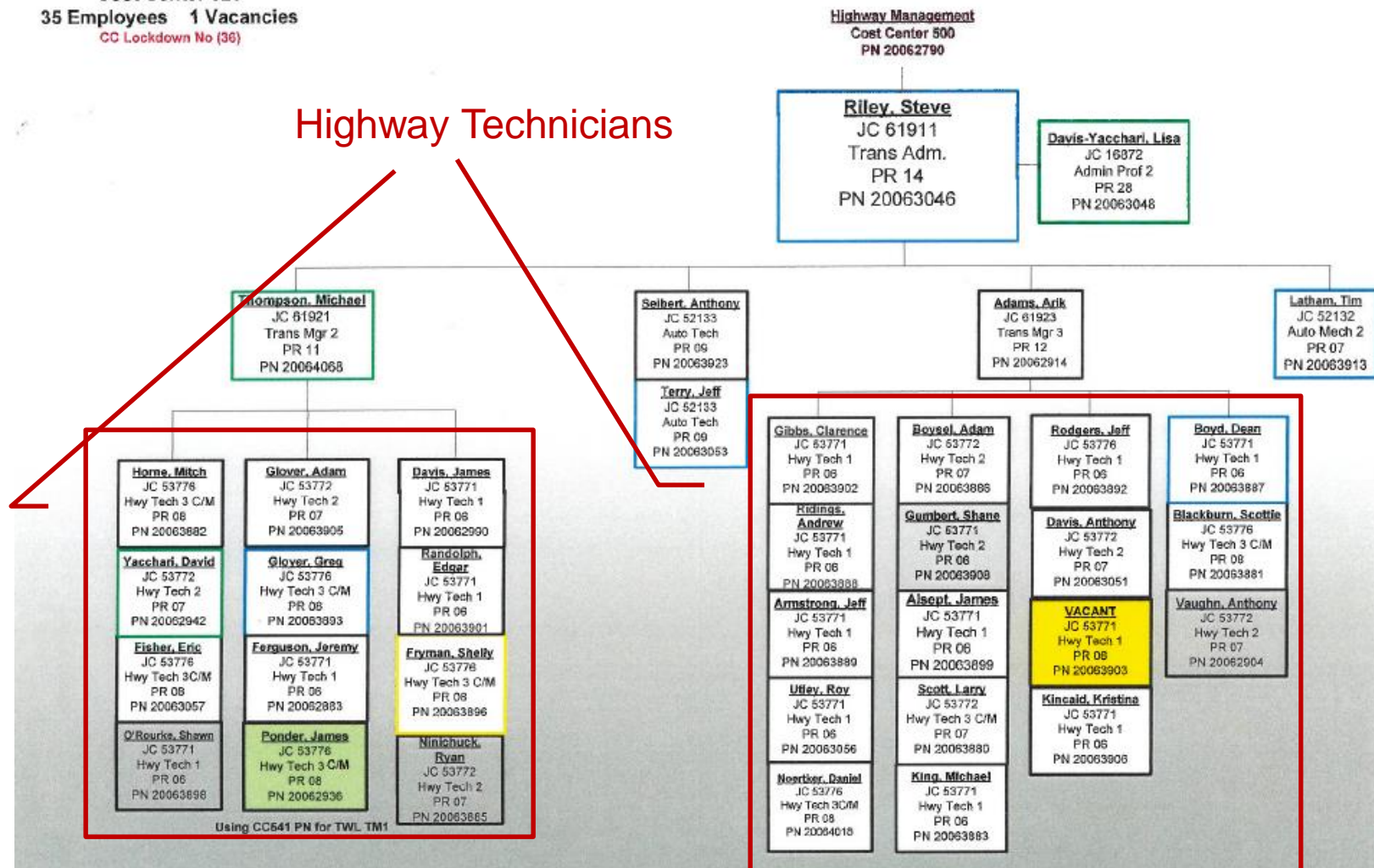


# PROMOTE FROM WITHIN

D8 Clermont County  
 Cost Center 620  
 35 Employees 1 Vacancies  
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Highway Management  
 Cost Center 500  
 PN 20062790

## Highway Technicians



# PROMOTE FROM WITHIN

- Doing all of these things noted in the presentation sets the vision and expectations of the upper management.

# PROMOTE FROM WITHIN

- Hire Highway Technicians that could become Transportation Managers and/or
- Treat HT's as described, Train them on TM duties.
- Promote HT's to Transportation Managers that are good candidates for County Manager.

# KNOW YOUR PEOPLE!

Get out of the office and work with / get to know your people.



# THANK YOU

**Doug Gruver, P.E.**

*Highway Management Administrator*

ODOT District 8

505 South State Route 741, Lebanon, Ohio 45036

513.933.6606

[transportation.ohio.gov](http://transportation.ohio.gov)