



**Cornell R. Robertson, P.E., P.S.**  
**FRANKLIN COUNTY ENGINEER**



## EMPLOYEE INVESTMENT PROGRAM



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## **STORY OF THE FRANKLIN COUNTY ENGINEER'S OFFICE (FCEO)**

Ohio became the 17th State of the Union in 1803, and Franklin County, named in honor of Benjamin Franklin, was one of the first counties created by the new general assembly for settlement by Revolutionary War veterans and refugees.

Guiding the development of the new frontier was the County Surveyor whose primary job was to clarify land titles and property boundaries. Population and economic growth, however, expanded the County Surveyor's duties to include the planning and design of local roads and bridges.

In 1935, the Ohio Legislature had redesignated the County Surveyor's position to that of County Engineer. Only persons who meet the rigorous standard of holding Ohio licenses as both Professional Engineer and Professional Surveyor may qualify for this public office, which is elected every four years.

Since its inception, our agency has maintained a distinguished reputation of providing excellent and outstanding service to the constituents of Franklin County. This is due in large part to the knowledge, integrity, and hard work of our employees.

FCEO has approximately 180 full-time employees of which 30% have been employed for 20 years or more. As these more experienced employees retire and leave the workforce, their knowledge and expertise will leave with them. The Employee Investment Program will allow our experienced employees to share what they have learned while equipping the remaining and new employees with the tools to continue to provide the constituents of Franklin County with exceptional service.



## **FCEO'S MISSION**

*We provide for safe and efficient movement of people and goods from place to place by building and maintaining Franklin County's roads and bridges. We are an agency of action, innovation, and collaboration.*

## **PURPOSE OF THE EMPLOYEE INVESTMENT PROGRAM**

To support the mission of the Franklin County Engineer's Office by promoting the development of our employees through mentorships, training and employee engagement opportunities so that we may continue to provide excellent and outstanding service to the constituents of Franklin County.



**MENTORSHIP**

**TRAINING**

**EMPLOYEE  
ENGAGEMENT**

## THE THREE PILLARS

The “**Three Pillars**” of the Franklin County Engineer’s Office **Employee Investment Program** are the following:

1. Mentorship
2. Training
3. Employee Engagement

## MENTORSHIP

Advantages to participating in a mentorship program include (but are not limited to) career and personal development, acquiring knowledge of the organizational structure, training/cross training, and networking opportunities. This program does not guarantee advancement within the organization, but provides equal opportunity for personal and professional growth which may prove helpful when exploring different career options.

**PARTICIPATION IS COMPLETELY VOLUNTARY.** This program is a collaboration between both mentor and mentee. Participation will be for a term of six (6) months. Employees will have thirty (30) days prior to a designated start date to sign up for any mentorship program.

- Obtain a sign up form from the Diversity & Inclusion folder in the wpshare drive or from any supervisor, department head or chief deputy.
- Once completed, turn in to the Diversity & Inclusion Coordinator or the Chief Deputy of Engineering.
- The Diversity & Inclusion Coordinator, the Chief Deputy of Engineering, and the County Engineer will review the signup forms, and employees will be assigned mentorship partners and notified of their partnership via email.
- Mentor/mentee will schedule a meeting within 2 weeks of notification to determine framework, goals and expected outcomes of this mentorship. Agreement forms are to be completed and turned in to the Diversity & Inclusion Coordinator or the Chief Deputy of Engineering directly following their meeting.
- Mentor/mentee must meet at least once a month (may meet more than once a month if desired).
- Complete the program evaluation form once the mentorship has ended.

Forms associated with mentorship pillar are:

1. Sign-up Form for Mentors and Mentees
2. Mentorship Agreement Form
3. Mentorship Program Evaluation Form

# TRAINING

The training pillar of the Employee Investment Program will be divided into three (3) categories **(THESE TRAININGS ARE SEPARATE FROM ANY MANDATORY TRAININGS DESIGNATED BY FCEO)**:

1. Outside trainings
2. In-house trainings
3. Lunch and learns

## OUTSIDE TRAININGS

Outside trainings will require the employee to make the appropriate arrangements with his/her supervisor and submit a travel request form. Attendees will be asked to complete an evaluation form after each training. Examples of outside trainings are (but not limited to):

- a. Continuing Education Training
- b. Franklin County Office of Learning & Staff Development Training
- c. Training, workshops, seminars or conferences specific to your trade, skill or the department of the employee
- d. Professional enhancement training

## IN-HOUSE TRAININGS

In-house trainings will be held at one of the four (4) Franklin County Engineer's Office locations. In some instances, a training may be held at an offsite location depending on the number of participants due to space limitations. In-house trainings will require the employee to make the appropriate arrangements with his/her supervisor and submit a travel request form. Attendees will be asked to complete an evaluation form after each training. Examples of in-house trainings are (but not limited to):

- a. Leadership Training
- b. Diversity & Inclusion Training
- c. Departmental Training
- d. Inter-departmental Training (also referred to as Cross-Training)

If there is a training that you would like to attend, talk with your supervisor. Supervisors and department heads are encouraged to make information regarding upcoming trainings available to employees when information is received. Employees are encouraged to explore training opportunities and take advantage of them when applicable.

## LUNCH & LEARNS

Lunch & Learn trainings will be held once a month; rotating between 970 Dublin Road, East Maintenance, West Maintenance or one of the conference rooms at the Franklin County Courthouse where Tax Map is located. Lunch & Learn sessions will be an hour long, conducted by an FCEO employee and consist of tips and tricks to help employees in their daily job duties. Since these sessions will be conducted during the lunch hour, a travel request form is not required. However, employees should still make their supervisors aware when participating in a lunch and learn session. Examples of Lunch & Learn topics will include (but not limited to) Microsoft Office tips, basics of Bluebeam, how to read a Franklin County map and atlas, human resources dos and don'ts, how to navigate a Zoom meeting, etc. As previously stated, Lunch & Learns will be held once a month at one of the four FCEO locations on a rotating basis. A schedule for the lunch & learns will be posted in the Diversity & Inclusion folder on the wpshare drive, on the "Togetherness Boards" and in designated spots of each department. Employees will sign up for lunch & learn sessions via "SignUpGenius". There will be a "sign in" sheet at each session that employees are required to sign. A short survey will be sent out after each session that attendees will be asked to complete.





# EMPLOYEE ENGAGEMENT

The Employee Engagement pillar of the Employee Investment Program will be comprised of two (2) committees:

1. Bridge the Gap Committee
2. Onboarding/Offboarding Committee

## BRIDGE THE GAP COMMITTEE

The purpose of this committee is to help all levels of employees interact with each other and get to know one another on both a professional and personal level; creating opportunities through events like team building activities, potlucks, recreational activities (bowling, golf, softball, amusement park, etc.). The committee will be comprised of a combination of individuals from unclassified employees, classified employees and bargaining unit employees.

## ONBOARDING/OFFBOARDING COMMITTEE

The purpose of this committee is to help educate and inform new hires about agency practices and to assist in providing a foundation for the development of a positive and productive relationship between the employee and the Franklin County Engineer's Office. A friendly and welcoming environment will help to invoke a sense of belonging and encourage the new employee to ultimately stay engaged. Upon separation, this committee will facilitate actions/activities to convey the agency's gratitude and appreciation for the employee's dedication and hard work. The following departments will make up the Onboarding/Offboarding Committee: Human Resources, Communications, Diversity & Inclusion and Administration.

### *Onboarding*

- Welcome email from Committee
- Human Resources Department to have new employee complete all relative paperwork
- Communications Department to take photo of new employee and prepare short bio to distribute to FCEO employees via email
- Welcome coffee. Members of committee present new employee with welcome package and FCEO helpful hints card, map & atlas
- Arrange for new employee to have lunch with one or more members of their team
- Office tour. Include East and West Maintenance and Tax Map
- Place new employee's bio in a selected area for everyone to view
- Set schedule for "Coffee and Conversation with Cornell" and Chief Deputies
- Schedule bi-annual event for new employees (pizza party, ice cream social, etc.)





## *Offboarding*

- Complete all HR paperwork
- Committee to send farewell email
- Present employees leaving/retiring with a parting package to show appreciation for their time working with us
- For retiring employees organize party (with employee permission)
- Conduct exit interview

## **EMPLOYEE ENGAGEMENT FUN FACTS**

74% of employees say workplace culture is important to them. (Speakap Research Study)

Organizations with high employee engagement outperform those with low employee engagement. (ScreenCloud)

53% of HR professionals say employee engagement rises when onboarding is improved. (ScreenCloud)

70% of workers said they would likely participate in an employer-provided training program if it was offered to them. (Clutch)

86% of employees in a formal employee advocacy program said it has had a positive impact on their own careers. (LinkedIn)

## **THE FRANKLIN COUNTY ENGINEER'S OFFICE HAS APPROXIMATELY 180 FULL-TIME EMPLOYEES OF WHICH 30% HAVE BEEN EMPLOYEED FOR 20 YEARS OR LONGER.**



## EXPECTED OUTCOME

To prepare the employees of the Franklin County Engineer's Office for the future of the agency by fostering a work environment where all employees feel valued and motivated to give their best each day so that they are committed to the organization's continued success and have an understanding of the importance of their role in that success.

## SUCCESS INDICATORS

1. Review of evaluation forms to determine if participants view the Employee Investment Program as a valuable resource for professional and personal growth.
2. Conduct surveys after each event and evaluate the feedback from the participants to determine if they had a positive experience. If not, how can we improve?
3. Track the number of employees participating in the programs established by the Bridge the Gap Committee. Conduct surveys to see if the events are having a positive impact on the employees. If not, how can we improve?
4. Conduct a survey of new hires after one year with the agency for feedback on agency policies, culture and support.
5. Monitor whether or not any of the initiatives in the Employee Investment Program result in a significant change in policies or procedures within the agency that the employees view as favorable.



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## FRANKLIN COUNTY ENGINEER'S OFFICE MENTORSHIP PROGRAM

### SIGN-UP FORM FOR MENTORS AND MENTEES

Check one: I am signing up to be a: ☐ Mentor ☐ Mentee

Name: \_\_\_\_\_

Department: \_\_\_\_\_

Job Title: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Length of time in current position: \_\_\_\_\_

Current job duties: \_\_\_\_\_

Desired skills/career path: \_\_\_\_\_

Availability: \_\_\_\_\_

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#### **\*CHECK ALL THAT APPLY\***

##### **Goals/Objectives – Mentor**

- ☐ Enhance people skills
- ☐ Enhance leadership skills
- ☐ Gain new perspectives & fresh ideas
- ☐ Assist in shaping tomorrow's leaders
- ☐ Make a difference in someone's life
- ☐ Other \_\_\_\_\_
- ☐ Improve service to teammates and citizens

##### **Goals/Objectives – Mentee**

- ☐ Career Development
- ☐ Personal Development
- ☐ Learn more about the Agency
- ☐ Leadership Training
- ☐ Networking Opportunities
- ☐ Other \_\_\_\_\_
- ☐ Improve service to teammates and citizens



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### FRANKLIN COUNTY ENGINEER'S OFFICE MENTORSHIP AGREEMENT FORM

Mentoring is one of many methods that can be utilized for career development as well as for meeting an agency's organizational goals (i.e., improved recruitment and retention, training, enhanced work environment, better work performance and leadership development). In order to define the mentoring relationship the undersigned individuals have agreed that the goals described on the following page are **SMART** goals:

#### **S = Specific**

Goals will be written in language that makes the desired outcome specific, and should "stretch" the mentor and mentee to learn and perform.

#### **M = Measurable**

Each goal will be accompanied by a specific measure to determine when the goal has been achieved or progress has been made in achieving the result.

#### **A = Achievable**

Goals should be realistic, so that they can be achieved within the time allotted.

#### **R = Relevant**

The task or activity needs to be relevant to the learner. If the goal and activities are not relevant to the mentee, the mentee will have difficulty completing the activities and accomplishing the goals that are set.

#### **T = Timely**

Goals need to be accompanied by a date by which the mentor and mentee agree the activity or result will be accomplished.

**DURATION OF THE MENTORING PROGRAM:** Six (6) months (to begin January and July of each year)

**EXPECTED FREQUENCY OF MEETINGS FOR THE MENTOR AND MENTEE:** *At least once per month in person. Additional meetings can be held if agreed upon by both parties.*

**GOAL #1:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Measurement \_\_\_\_\_

Completion date: \_\_\_\_\_



**GOAL #2:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Measurement \_\_\_\_\_

Completion date: \_\_\_\_\_

**GOAL #3:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Measurement \_\_\_\_\_

Completion date: \_\_\_\_\_

**OTHER AREAS OF MUTUAL AGREEMENT:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**The undersigned individuals acknowledge that they are participating in the agency-approved Mentorship Program and that participation does not guarantee promotion or entitle the participants to preferential treatment in employment related activities.**

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

**Mentor** Signature: \_\_\_\_\_

Department: \_\_\_\_\_

Job Title: \_\_\_\_\_

**Mentee** signature: \_\_\_\_\_

Department: \_\_\_\_\_

Job Title: \_\_\_\_\_



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## Mentorship Program Evaluation Form

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

Person completing this form:

Mentor: \_\_\_\_\_

☐

Mentor

Mentee: \_\_\_\_\_

☐

Mentee

Were the stated goals of the mentorship program agreement accomplished? \_\_\_\_\_

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What worked for you in this program? \_\_\_\_\_

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What are the positives/strengths of the program? \_\_\_\_\_

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What are the negatives/weaknesses of the program?

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What could we do to improve the program for future participants? \_\_\_\_\_

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Additional Comments: \_\_\_\_\_

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