

Succession Planning

AT THE

UNIVERSITY OF TEXAS AT AUSTIN

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UTILITIES, ENERGY AND FACILITIES MANAGEMENT



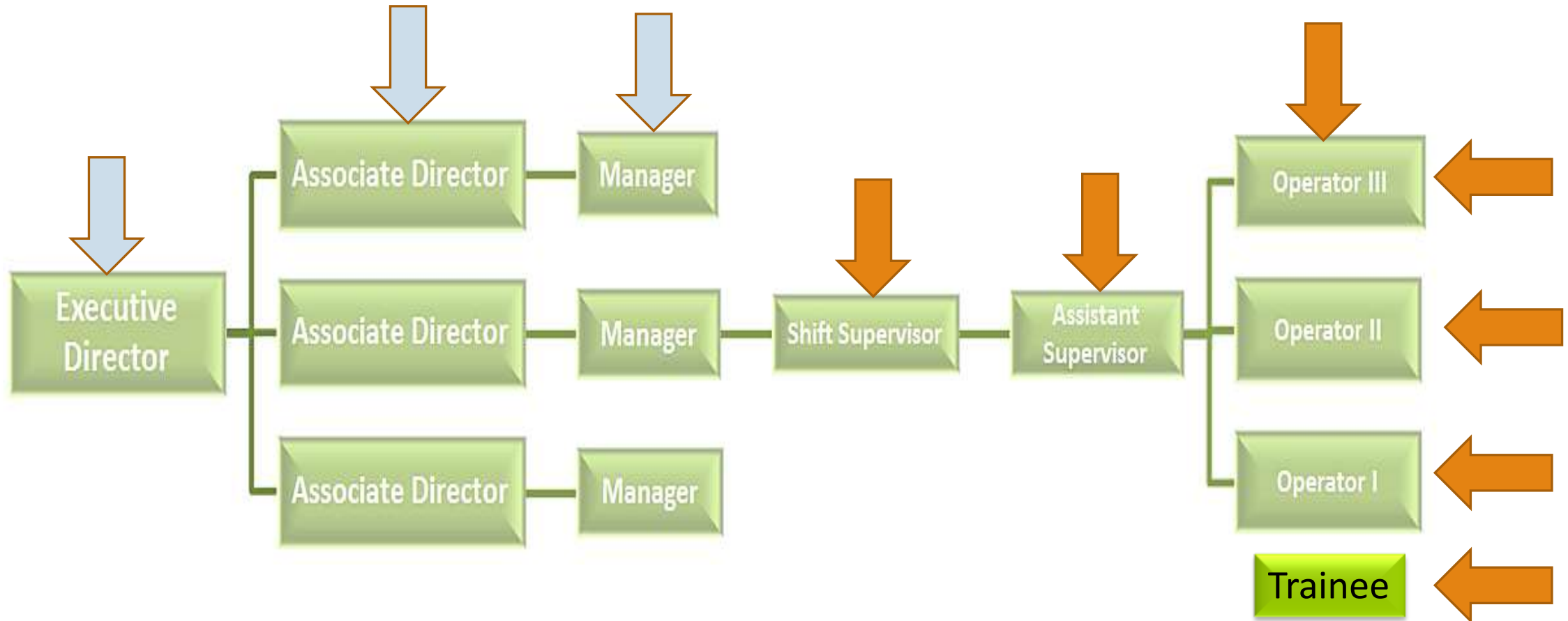
Succession Planning Approach

- **OVERARCHING OBJECTIVE - CREATE A SELF SUSTAINING PROCESS**
- CREATE A LAYERED APPROACH TO THE ORGANIZATION CHART
- OPTIMIZE THE HIRING PROCESS
- USE A TRAINING PROGRAM TO TAKE ADVANTAGE OF THE LAYERS

Layered Organization

Job Progression				
Job Titles	Power Plant	Chilling Stations	Mechanical Distribution	Electrical Distribution
Utilities Station Operator III	x			
Utilities Station Operator II	x			
Utilities Station Operator I	x	x		
Water Treatment Laboratory Technician	x			
Insulator	x		x	
Welder	x			
Power Systems Technician				x
Emergency Systems Technician				x
Electrical Distribution Electrician and Electrical and Instrument Technician II	x			x
Electrical and Instrument Technician I	x	x		
Plant Maintenance Mechanic II	x			
Plant Maintenance Mechanic I	x	x	x	
Plumber III	x	x	x	
Steam Fitter			x	

Layered Organization



Hiring Policy

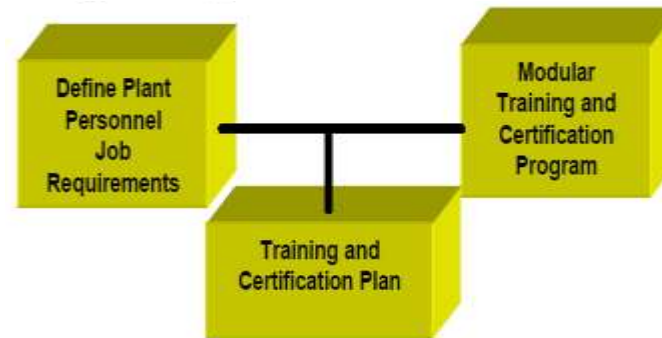
Main Objective

Try to keep employees within the department

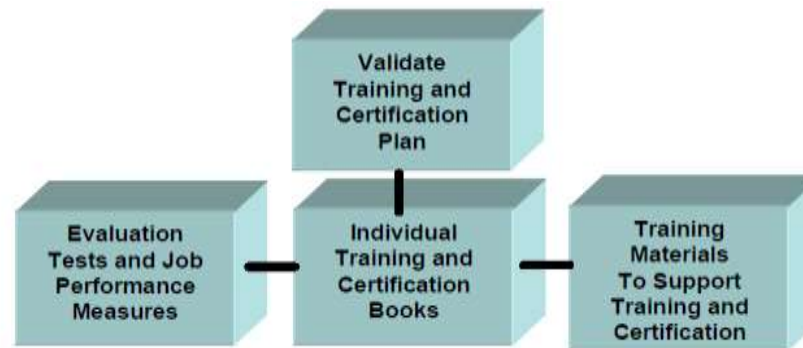
- Internal Position only advertised in-house
 - Unless qualified candidates are not available
- Helps with morale and hopefully buys loyalty
- Filling jobs takes longer
- All Hiring Committees are Peer Committees

Training Program

Phase I – Design Program



Phase II- Develop the Training Program and Training Materials



Implementation Procedure

- ✓ **Craftsperson has 18 months to complete the Program**
- ✓ **Existing or new employee paid up to 6 hours of overtime per week to take the modules after hours**
 - ✓ **After 18 months:**
 - ✓ Upon completion the employee performance evaluation form is modified to add a criteria that states “certified for the job” and receives an “exceed the job requirement” score
 - ✓ If not certified the employee receives a “does not meet the minimum job requirement” score
 - ✓ These scores are averaged in with the other essential job requirements for the position.
- ✓ **Once certified for their current position they can pre-certify for any other position**
 - ✓ **No Pay**
 - ✓ **Pre-certification for another position is the employee’s own personal investment**
 - ✓ **Get preference for a job**

Additional Incentive

**Pins handed out by the Director with Photo Opportunity at each phase
In front of Peers**



**Plus framed certificate indicating
certification for the position
signed by AVP**

Curriculum for Maintenance Mechanic II Power Plant Mechanical Maintenance Training Program

DVD Course Name (52 Courses)	
AEDBL Diagrams/ Blueprint Reading	AOHIN Heat Exchangers / Introduction
AEES Electrical Theory/ Electrical Safety	AOTOC Operator Responsibilities / Introduction
AMBIN Bearings/ Fundamentals	AOPBT Pumps/Basic Types & Operation
AMBRB Bearings Rolling Contact	AOPER Pumps / Performance & Inspection
AMBSB Bearings Sliding Surface	AOPFC Pumps / Fundamentals of Centrifugal Types
AMCAC Compressors Reciprocating	AORBC Refrigeration Systems/ Basic Concepts
AMCCC Compressors Centrifugal	AOTBO Power Plant Turbines / Bearings & Operation
AMFOO Forklift Operation	AOTSF Power Plant Turbines / Steam Flow
AMGG2 Gears/ Types and Characteristics	AOVB1 Valves/Basic Types & Operation 1
AMGGI Gears/ Overhauls	AOVB2 Valves/Basic Types & Operation 2
AMLBA Lubrication Basics	UTA-SR01 Safety Regulatory Training
AMMBA Math Basics	(29 elements x 45 min. each)
AMMES Seals/ Mechanical Seals	Site-Specific Course Name
AMMFA Tools/ Mechanical Fasteners	(27 Courses)
AMMSG Seals/ Gaskets and Packing	UTA-CS01 Cooling Tower Make-Up & Chemical Injection Systems
AMPC2 Pumps/ Centrifugal Pump Overhaul	UTA-CS02 Chiller No. 1 Chiller Station 2
AMPCT Pumps/ Centrifugal Pump and Trouble-shooting	UTA-CS03 Chillers Nos. 2 & 3 Chiller Station 2
AMPPP Pipes and Valves Pipes and Pipe Fittings	UTA-CS04 Chiller No. 1 Chiller Station 3
AMPST Pipes and Valves Steam Traps	UTA-CS05 Chillers Nos. 2 & 3 Chiller Station 3
AMPV1 Pipes and Valves Types and Operations	UTA-CS06 Chillers Nos. 1, 2 & 3 Chiller Station 4
AMPV2 Pipes and Valves Valve Maintenance	UTA-CS07 Chillers Nos. 1 & 2 Chiller Station 5
AMRHL Rigging/ Heavy Lifting	UTA-CS08 Chiller No. 3 Chiller Station 5
AMRLL Rigging/ Basic Lifting	UTA-CS09 Condenser Water System Chiller Station 2
AMRLS Rigging/ Ladders and Scaffolds	UTA-CS10 Condenser Water System Chiller Station 3
AMROV Rigging/ Basics	UTA-CS11 Condenser Water System Chiller Station 4
AMSAF Shaft Alignment/ Fundamentals	UTA-CS12 Condenser Water System Chiller Station 5
AMSBA Safety/ Industrial Safety Basics	UTA-CS13 Chilled Water System Chiller Station 2
AMSHS Safety/ Chemical Health Hazards	UTA-CS14 Chilled Water System Chiller Station 3
AMSRD Shaft Alignment/ Reverse Dial and Laser	UTA-CS15 Chilled Water System Chiller Station 4
AMSRF Shaft Alignment/ Rim and Face	UTA-CS16 Chilled Water Supply Chiller Station 5
AMTIH Tools/ Introduction to Hand Tools	UTA-MM01 Air Compressors
AMTIP Tools/ Introduction to Power Tools	UTA-MM07 Valves
AMTMI Tools/ Precision Measurement	UTA-MM08 Bearing And Seals
AOCIN Compressors / Introduction	UTA-MM09 Bench Grinder
AODB1 Diagrams/Basic Diagrams & Symbols 1	UTA-MM10 Band Saw
AODB2 Diagrams/Basic Diagrams & Symbols 2	UTA-MM11 Drill Press
AOEBP Equipment Drive Components / Couplings	UTA-MM12 Steam Traps
AOEGB Equipment Drive Components / Gear, Belt & Chain Drives	UTA-MM13 Portable Threader
AOELB Equipment Lubrication / Lubricants & Bearings	UTA-MM16 Coupling/Shaft Alignment
AOEUL Equipment Lubrication / Using Lubricants	UTA-MM19 Centrifugal Pumps
AOEWP Environmental Protection/ Water Pollution & Waste Disposal	UTA-MM20 Silver Solder

**Initial Estimates of Times Required
to Complete Primedia and IRI Training Programs
Calculated for Hours/Month and Number of Weeks At 6 Hours/Week**

Job Title by Section	Total Hrs Primedia Only	Hrs/Mo 18-Mos Primedia	Weeks at 6 Hrs/Wk Primedia	Total Hrs IRI Only	Total Hrs Primedia & IRI	Weeks at 6 Hrs/Wk For Both
Chiller Station Maintenance Training Program						
Maintenance Mechanic I	95	5	16	28	123	21
Maintenance Mechanic II	137	8	23	108	245	41
Electrical & Instrument technician I	117	7	20	28	145	24
Electrical & Instrument technician II	145	8	24	72	217	36
Chiller Station Operations Training Program						
Chiller Station Operator	123	7	21	80	203	34
Water Treatment Laboratory Technician	97	5	16	36	133	22
Electrical Distribution Training Program						
Electrician	86	5	14	108	194	32
Power Systems Technician	99	6	17	56	155	26
Emergency Systems Technician	99	6	17	52	151	25
Mechanical Distribution Training Program						
Maintenance Mechanic I	63	4	11	20	83	14
Maintenance Mechanic II	101	6	17	68	169	28
Steam Fitter	83	5	14	52	135	23
Utilities Insulator	75	4	13	36	111	19
Utilities Plumber	69	4	12	56	125	21
Power Plant Electrical Maintenance Training Program						
Electrical & Instrument Technician I	115	6	19	28	143	24
Electrical & Instrument Technician II	147	8	25	56	203	34
Power Plant Machine Shop Training Program						
Power Plant Machinist	99	6	17	31	130	22
Power Plant Mechanical Maintenance Program						
Maintenance Worker I	44	2	7	28	72	12
Maintenance Mechanic II	119	7	20	28	147	25
Maintenance Mechanic III	177	10	30	140	317	53
Utilities Welder	85	5	14	28	113	19
Utilities Insulator	55	3	9	16	71	12
Power Plant Operations Training Program						
Utilities Station Operator I	140	8	23	0	140	23
Utilities Station Operator II	140	8	23	66	206	34
Utilities Station Operator III * (see note)	191	11	32	66	257	43
Water Treatment Laboratory Technician	97	5	16	64	161	27

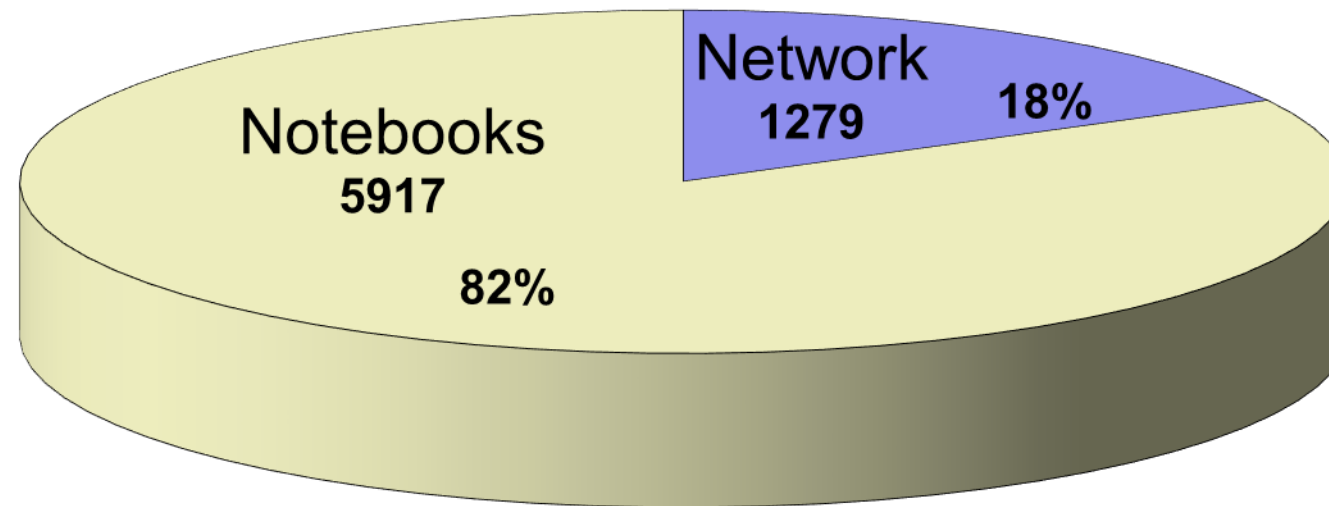
* Note: PP US-OP-III Primedia training includes 51 hours of video cassettes

These are liberal assumptions; they assume the maximum of two tests per module for all of Primedia's and IRI's courses. Actual hours spent will usually be less. Total period allowed is 18 months. All numbers are rounded to whole numbers.

Hours of PRIMEDIA Training Completed by Platform

Since Program Maturity March 31, 2007

Total = 7133



PRIMEDIA Milestones Completed

Since Deployment September 1, 2005

