



# CampusEnergy2020

THE POWER TO CHANGE

FEBRUARY 10-14 ▲ SHERATON DENVER DOWNTOWN ▲ DENVER, CO

Workshop 1: Thermal Distribution

# Staff Development Planning

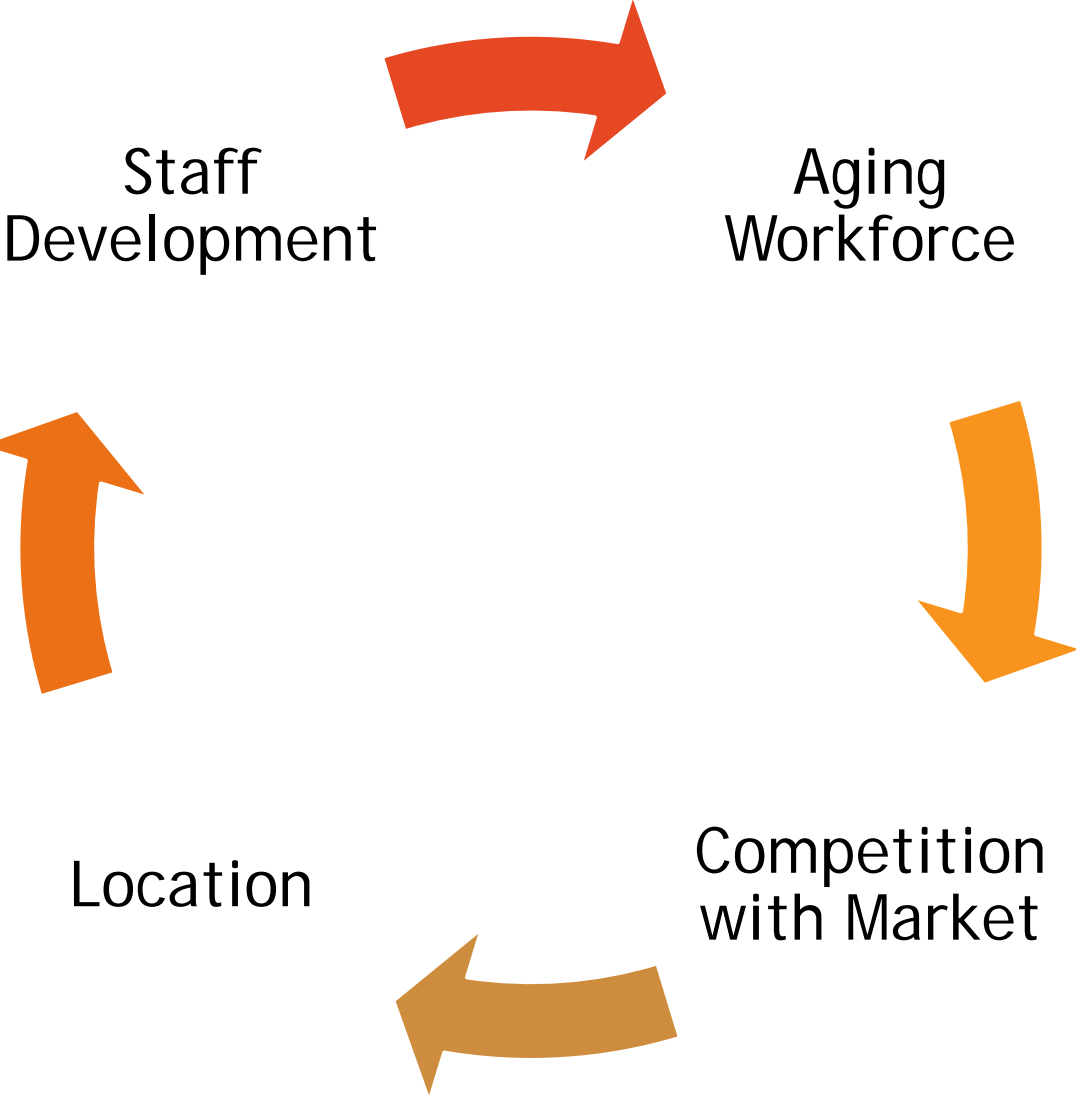
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February 10, 2020

# Overview

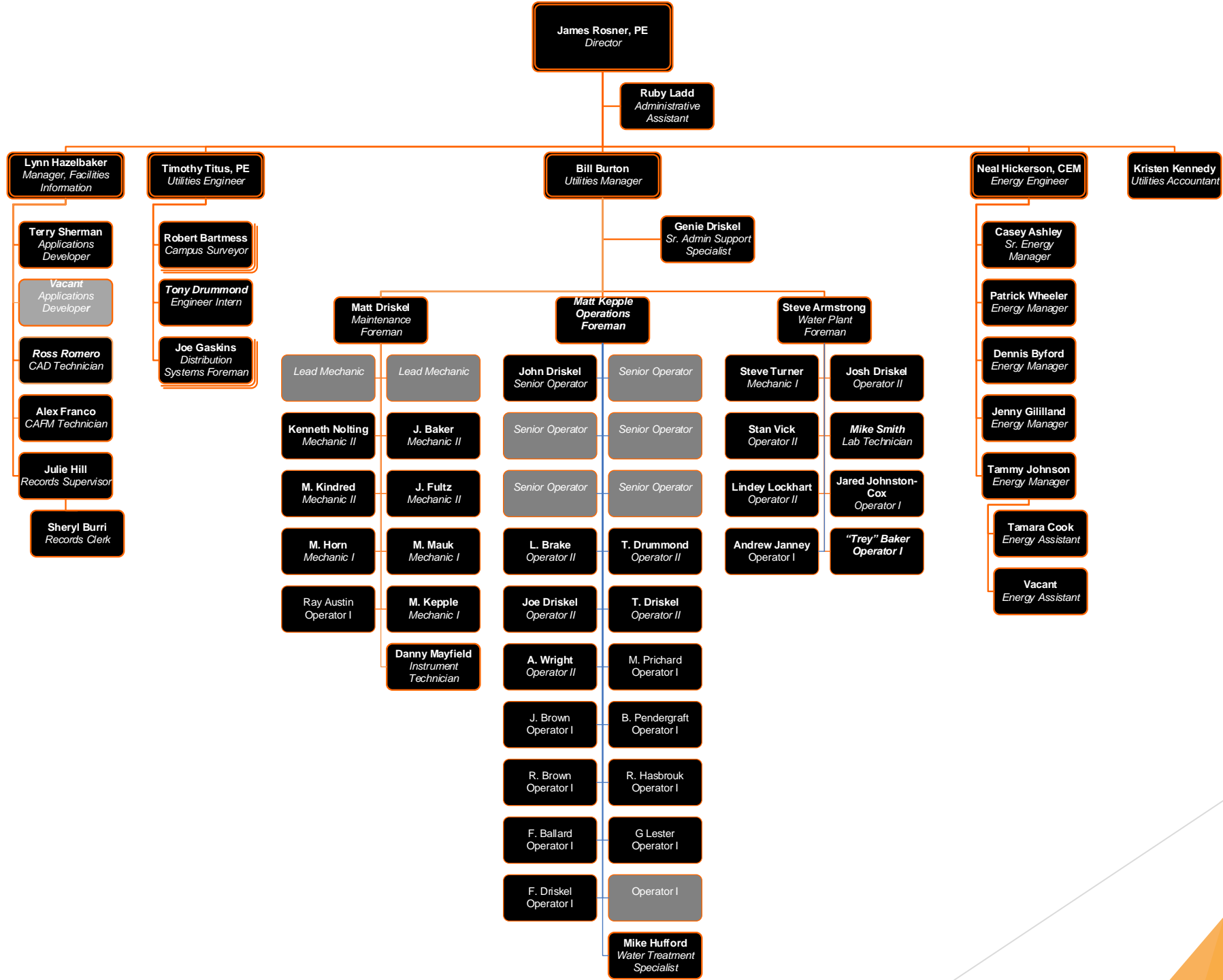
- ▶ Personnel Challenges in Campus Utilities
- ▶ Organizational Structure of Department
- ▶ Career Development Plans
- ▶ Putting the Plan in Place

# Personnel Challenges



# Department Overview

- ▶ 93 person staff with 50% of Workforce > 50 yrs old...10% over 60!
  - ▶ Central Plant Operators (Steam/Power/Chilled Water)
  - ▶ Central Plant Maintenance
  - ▶ Water Plant Operators
  - ▶ Utility Distribution Maintenance
  - ▶ Electrical Distribution Maintenance
  - ▶ Utility Engineers
  - ▶ Survey/GIS
  - ▶ Energy Managers
- ▶ Non-Union
- ▶ Someone has to leave a position for promotion opportunities



# Career Development Plan Concept

- ▶ Establish criteria for career progression
- ▶ Establish training program managed by supervisors
- ▶ Self Certifications



# Career Development Plans: Central Plant Operator

- ▶ Career Development Plans provides promotional opportunities to Energy Services, Central Plant Operators in Facilities Management who continually demonstrate meritorious performance.
- ▶ Progression within the plan signifies an increase in skills, competencies and contributions to the organization's goals and objectives.
- ▶ The increased contribution is above and beyond normal changes that are necessary to maintain satisfactory performance within an ever-changing business environment.
- ▶ While this plan offers promotional opportunities, it does not require career advancement.
- ▶ Neither does it preclude appropriate action for those who fail to meet a satisfactory standard of performance.

# Central Plant Operator I, II, III, IV and Shift Leader

Position: Central Plant Operator I

## Duties:

- ▶ Responsible for Central Plant chiller operation under direct supervision of a higher level supervisory or technical employee
- ▶ Responsible for Work Control after-hours emergency calls
- ▶ Responsible to assist with Production Maintenance Mechanic inspections and repairs as needed
- ▶ Must work 12-hour shift work
- ▶ Overtime is an essential function of this position and may require work during nonbusiness hours which include evenings, Saturdays and Sundays and holidays

## Minimum Qualifications/Requirements:

- ▶ High School/GED and one year of work experience
- ▶ Technical education/training in a mechanical/electrical field may be substituted for one year of experience

## Development Requirements to Central Plant Operator II:

- ▶ Departmental need and budgetary capability
- ▶ Meet the Central Plant Operator II minimum qualifications
- ▶ Achieve a minimum "Merit" performance within current position as documented by most recent performance evaluation



# Central Plant Operator I, II, III, IV and Shift Leader

Position: Central Plant Operator II

## Duties:

- ▶ Responsible for Central Plant chiller operation with indirect supervision for 12/months minimum
- ▶ Responsible for Work Control after-hours emergency calls
- ▶ Responsible to assist with Production Maintenance Mechanic inspections and repairs as needed
- ▶ Must work 12-hour shift work
- ▶ Overtime is an essential function of this position and may require work during nonbusiness hours which include evenings, Saturdays and Sundays and holidays

## Minimum Qualifications/Requirements:

- ▶ High School/GED and two years of experience in mechanical or electrical trade
- ▶ Technical education/training in a mechanical/electrical field may be substituted for one year of experience
- ▶ Qualified chiller operator with minimum supervision as indicated by Energy Services training record
- ▶ EPA Refrigeration Handler Type II certification upon hire

## Development Requirements to Central Plant Operator III:

- ▶ Departmental need and budgetary capability
- ▶ Meet the Central Plant Operator III minimum qualifications
- ▶ Achieve a minimum "Merit" performance within current position as documented by most recent performance evaluation

# Central Plant Operator I, II, III, IV and Shift Leader

Position: Central Plant Operator III

## Duties:

- ▶ Responsible for operating Central Plant chillers independently and boilers with supervision
- ▶ Responsible for Work Control after-hours emergency calls
- ▶ Responsible to assist with Production Maintenance Mechanic inspections and repairs as needed
- ▶ Must work 12-hour shift work
- ▶ Overtime is an essential function of this position and may require work during nonbusiness hours which include evenings, Saturdays and Sundays and holidays

## Minimum Qualifications/Requirements:

- ▶ HS/GED and five years of experience in mechanical or electrical trade
- ▶ Technical education/training in a mechanical/electrical field may be substituted for one year of experience
- ▶ Qualified independent chiller operator as indicated by Energy Services training records
- ▶ EPA Refrigeration Handler Type II certification upon hire
- ▶ OSU Ambassador Program graduate

## Development Requirements to Senior Central Plant Operator IV:

- ▶ Departmental need and budgetary capability
- ▶ Meet the Central Plant Operator IV minimum qualifications
- ▶ Achieve a minimum "Merit" performance within current position as documented by most recent performance evaluation

# Central Plant Operator I, II, III, IV and Shift Leader

**Position: Senior Central Plant Operator IV**

*Duties:*

- ▶ Responsible for independent operation of Central Plant chillers and boilers
- ▶ Fill in as needed for Central Plant Water Tech in that person's absence
- ▶ Fill in as needed for Shift Leader in that person's absence
- ▶ Assist in mentoring and training other Operators
- ▶ Must work 12-hour shift work
- ▶ Overtime is an essential function of this position and may require work during nonbusiness hours which include evenings, Saturdays and Sundays and holidays

*Minimum Qualifications/Requirements:*

- ▶ HS/GED and seven years of experience in mechanical or electrical trade
- ▶ Technical education/training in a mechanical/electrical field may be substituted for one year of experience
- ▶ Qualified independent chiller and boiler operator as indicated by Energy Services training records
- ▶ EPA Refrigeration Handler Type II certification upon hire
- ▶ DOL Boiler Operator certification within one year of hire
- ▶ Central Plant Water Technician substitute as indicated by Energy Services training records
- ▶ A minimum of 10-courses completed in the OSU Leadership Development program

*Development Requirements to Shift Leader:*

- ▶ Departmental need and budgetary capability
- ▶ Meet the Central Plant Shift Leader minimum qualifications
- ▶ Achieve a minimum "Merit" performance within current position as documented by most recent performance evaluation

# Central Plant Operator I, II, III, IV and Shift Leader

**Position: Central Plant Operator Shift Leader**

Duties:

- ▶ Responsible for independent operation of Central Plant chillers and boilers
- ▶ Responsible for Operators at the Central and West plants when on shift
- ▶ Fill in as needed for Operations Supervisor when that person is absent
- ▶ Submit daily shift reports to Operations Supervisor
- ▶ Troubleshoot problems and issues as needed
- ▶ Mentor and train other Operators
- ▶ Participate in creating operational and training procedures and processes
- ▶ Must work 12-hour shift work
- ▶ Overtime is an essential function of this position and may require work during nonbusiness hours which include evenings, Saturdays and Sundays and holidays

Minimum Qualifications/Requirements:

- ▶ HS/GED and ten years of experience mechanical or electrical trade
- ▶ Technical education/training in a mechanical/electrical field may be substituted for one year of experience
- ▶ Qualified independent chiller and boiler operator as indicated by Energy Services training records
- ▶ EPA Refrigeration Handler Type II certification upon hire
- ▶ DOL Boiler Operator certification upon hire
- ▶ Central Plant Water Tech substitute as indicated by Energy Services training records
- ▶ OSU Leadership Development Program graduate

# Hiring Ranges

Position	Recommended				Adjusted*			
	Min Hrly	Max Hrly	Min Yrly	Max Yrly	Min Hrly	Max Hrly	Min Yrly	Max Yrly
Central Plant Operator I	\$22.30	\$28.70	\$46,384	\$59,696	\$14.50	\$18.15	\$30,160	\$37,752
Central Plant Operator II	\$15.95	\$20.00	\$33,176	\$41,600				
Central Plant Operator III	\$17.50	\$22.00	\$36,400	\$45,760				
Central Plant Operator IV	\$19.25	\$24.20	\$40,040	\$50,336				
Central Plant Operator Shift Leader	\$21.15	\$26.65	\$43,992	\$55,432				

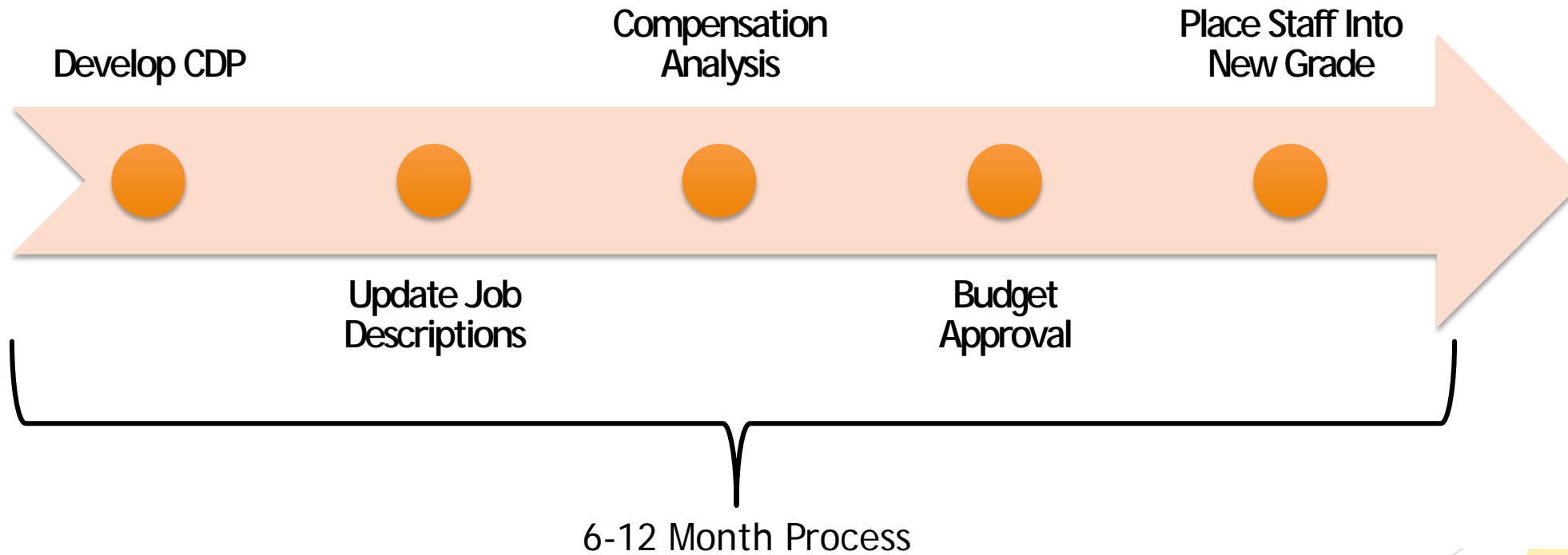
\* Hiring range minimum was adjusted due to scope of responsibilities and budgetary constraints

## External Market Information:

- No direct match
- ERI: Power Plant Operator @ 1 year experience; Stillwater Area Market
  - Median: \$25.48 hr. / \$4,416 mo. / \$52,998 yr.
  - 10<sup>th</sup> Percentile: \$21.17 hr. / \$3,669 mo. / \$44,033 yr.
  - 90<sup>th</sup> Percentile: \$31.23 hr. / \$5,413 mo. / \$64,958 yr.

Recommended hiring range for Central Plant Operator I was established by setting a 25% range around the ERI: Power Plant Operator median @ 1 year of experience. Hiring ranges for the subsequent levels were increased by 10%.

# Putting the Plan in Place



# Putting the Plan in Place

- ▶ Central Plant Operators (Steam/Power/Chilled Water): I, II, III, IV, Shift Leader
- ▶ Central Plant Maintenance Mechanic: I, II, III, IV/Shift Leader
- ▶ Water Plant Operators: I, II, Senior
- ▶ Utility Distribution Maintenance: I, II, Senior
- ▶ Utility Engineers: I, II, III, IV, Senior
- ▶ Survey/GIS: I, II, III, IV, Senior
- ▶ Administrative Support: I, II, Senior