Workshop 1: Thermal Distribution

Staff Development Planning

James Rosner, P.E., C.E.M.
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Overview

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

- Staff Development
- Aging Workforce
- Location
- Competition with Market
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

Experience  Education  Training  Performance
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

<table>
<thead>
<tr>
<th>Position</th>
<th>Recommended</th>
<th>Adjusted*</th>
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<tbody>
<tr>
<td></td>
<td>Min Hrly</td>
<td>Max Hrly</td>
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<tr>
<td>Central Plant Operator I</td>
<td>$22.30</td>
<td>$28.70</td>
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<tr>
<td>Central Plant Operator II</td>
<td>$15.95</td>
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<td>Central Plant Operator IV</td>
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<td>$24.20</td>
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<tr>
<td>Central Plant Operator Shift Leader</td>
<td>$21.15</td>
<td>$26.65</td>
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</tbody>
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* 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.
  - 10th Percentile: $21.17 hr. / $3,669 mo. / $44,033 yr.
  - 90th 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

- Develop CDP
- Update Job Descriptions
- Compensation Analysis
- Budget Approval
- Place Staff Into New Grade

6-12 Month Process
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