



Underground Utilities and Public Infrastructure

“Setting the Standard for Excellence”

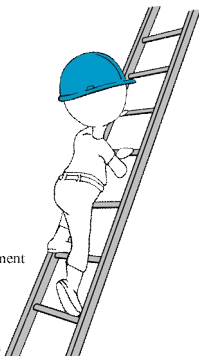
Career Progression Program

Inception Date: March 13, 2014

Version Date: April 21, 2016

Program Implementation Plan and Operational Control

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Roadmap



Program Plan Approval

Mike Tadros, General Manager, Underground Utilities and Public Infrastructure Date

John Buss, Manager, Water Resource Engineering Date

Joseph Cheatham, Manager, Wastewater Treatment Operations Date

Gordon Klein, Manager, Administrative Services Date

Stephen Mayfield, Manager, Gas Operations & Business Development Date

Tim Potter, Manager, Construction & Operations Date

Charles Ziegmont, Career Progression Coordinator Date

The Career Progression Program (CPP or Program) is being established within Underground Utilities and Public Infrastructure (UUPI or Department) to fulfill our goal within the Department's Strategic Business Plan (SBP) of establishing a healthy organizational culture and strong, stable workforce. Successfully achieving this SBP goal will help the UUPI organization, and staff, demonstrate the City's foremost organizational value which is Customer Service. This core value is emphasized in Underground Utilities and Public Infrastructure, and our dedicated employees take pride in providing the highest quality gas, water, wastewater, stormwater, drainage and street preservation services to our customers. Additionally, valuing our employees and supporting a safe and healthy work environment, ensuring public health and environment are our other core values. We also recognize that the effectiveness of our workforce is enhanced through training that provides the skills and knowledge to encourage professional growth and to keep in step with changing conditions, goals, or customer expectations. Maintaining a competent, qualified, well trained workforce, while providing career development opportunities, is essential in order for UUPI to fulfill the City's mission of providing excellent services and facilities to support a high quality of life for our community.

1. Purpose

The purpose of the Program will be to:

- Recruit, develop, and retain employees with necessary job knowledge and requisite skills to operate and maintain the City gas distribution, water treatment and distribution, wastewater collection and treatment systems, stormwater system design, drainage and street preservation at the high service levels that our customers have come to expect;
- Continually improve the skills of our workforce by providing a programmed approach to developing skilled workers;
- Provide career advancement opportunities for staff through a defined training program;
- Demonstrate to our employees their value to the City by providing and supporting a safe and healthy work environment;
- Instill a culture of excellence and teamwork throughout the Department;
- Provide employees with every opportunity to succeed and progress with an upward mobility path;
- Operate within City's existing Classification & Pay Guidelines.

The purpose of this Program Implementation Plan and Operational Control (Plan) is to:

- Provide guidance on the agreed upon approach of the Program to Senior Leadership, Administrative Staff, Position Panels and Enrolled Staff;
- Reinforce the "core" competencies that are the minimum for all positions;
- Outline the structure for identifying "specific" competencies for each position series within the program;
- Establish a clear instructional pathway through training for staff to gain these competencies;
- Operate the Program by utilizing the Sterling Management Framework and employing the continuous improvement approach followed in the ISO 14001 standards and the Environmental Management System (EMS).

2. Scope

The work processes established in this plan may be applied, as needed, to all Divisions within UUPI, however, the elements of the Program and associated progressions are intended to apply to those positions in UUPI that have an approved CPP position plan series (also known as Learning and Development Roadmap or LaDR) and for which the incumbent employee is a participant. Participation in the CPP may be required for new hires within an approved position series. Participation in the CPP for existing staff (incumbent staff prior to LaDR implementation) may be determined on a position by position basis.

3. Definitions

Career Progression ó The ability to advance within a position series through a defined training program.

Competencies ó Skills and abilities required of employees within the specified position with the mastery of the competencies being demonstrated and evaluated through "hands on" work practices and through supervisory and Panel (see definition below) evaluation(s).

Competencies are subdivided into two groups: Core competencies which are required of all employees, and Specific competencies, those which are specific to the position series.

Core Competencies ó for all UUPI positions include:

- *Environmental Stewardship*: Understands EMS principles, impacts and aspects of their work area;
- *Knowledgeable and Educated* in their work duties and in the UUPI SBP, Mission-Vision-Values (MVV), and lives by the "Credo";
- *Agility*: Ability to work independently, follow written and verbal procedures and work cohesively as a team;

- *Leading Edge Technology*: Ability to learn and use new technologies to better serve our customers;
- *Exceptional Customer Service*: Genuinely cares about customers and is accountable for personal actions;
- *Efficiency*: provides professional services in a financially and environmentally sound manner.

Key Performance Indicator – a statistical measurement used to show success or progress of the CPP toward achieving UUPI goals. The following categories are considered when defining KPIs: Customers, Employees, Costs, Safety and Environmental Stewardship.

Knowledge ó Practical information to be learned through training and validated by passing oral or written examinations.

Learning and Development Roadmap (LaDR) ó A position or position series identified within CPP to have a specified plan, training matrix, position description, PIQ, and Panel.

Must Progress ó Participants in the program must timely complete the required training, obtain the necessary knowledge and demonstrate the essential competencies (core and specific) in order to progress within the Position series and maintain employment. “Must Progress” requirements will be established by Position Panels and defined in the LaDR and clearly communicated to the Participants.

Performance Management ó City-wide system used by supervisory personnel to evaluate the performance of their employees in accomplishing their assigned duties and responsibilities, and to determine how and to what extent the employee’s performance meets the requirements of their position. In order for a CPP enrolled employee to be eligible for progression, they must have achieved and maintained a Level 3 (*Employee consistently demonstrates agreed-upon standard, value, or competency*) rating or higher.

Position Description / Job Specifications ó Document that identifies the major function, duties and requirements of a Position title.

Position Information Questionnaire (PIQ) – Document that identifies the essential duties and responsibilities for each specific position.

Position Panel – A Panel should consist of, at a minimum, one supervisor that has oversight of the position titles. Ideally, each Panel should also have in its membership, one craft worker that has fully progressed through the position or has demonstrated the required competency and knowledge of the position.

Specific Competencies ó Those competencies specific to the position series and are identified in the Position Plan.

Succession Planning ó An individually defined plan focused on developing specific skills or competencies in order to meet an anticipated workforce need or to provide for an opportunity for advancement.

4. Assignment of Responsibility

Administrative Staff (Admin) – Support the CPP by registering staff for training and crediting their course completion using the People Soft system. Assist the supervisor in determining if enrolled staff are on track to progress in a õmust progressö position. Admin may also assist in the development of position descriptions, PIQs, training matrices, and other related documents.

CPP Coordinator (Coordinator) – is responsible for the Program development and implementation, seeking Senior Leadership approval of Program actions, coordinating the Panel teams and training activities. Coordinator also directs an annual internal audit of the Program, including its implementation in accordance with this Plan and the expectations of Senior Leadership.

CPP Enrolled Staff – It is the individual obligation of each staff enrolled in the Position Series (LaDR) to ensure they are registered for and attend the necessary training and fulfill the requirements of the Program. It is also their responsibility to inform their supervisor of their training dates and ensure they are not placed õon-callö the night before training. It is also the responsibility of the enrolled staff to review their progression status in the LaDR with their direct supervisor on a mutually acceptable frequency.

Position Panel (Panel) – Works as a team to develop the Position Descriptions, training matrices and points of progression for the position series (LaDR) and reviews and modifies their content as necessary to fulfill the purpose of the Plan. Assist in the development of PIQs as necessary. Serves as a panel to evaluate participants and determine if the knowledge and competencies are being met and progression within the position series is warranted. Resolves disputes in training content, availability and testing.

Supervisor ó The direct supervisor of a CPP enrolled staff plays a key role in evaluating the competency level of the employee in regards to each learned skill and assuring that the necessary competencies have been fully developed and applied by their employee.

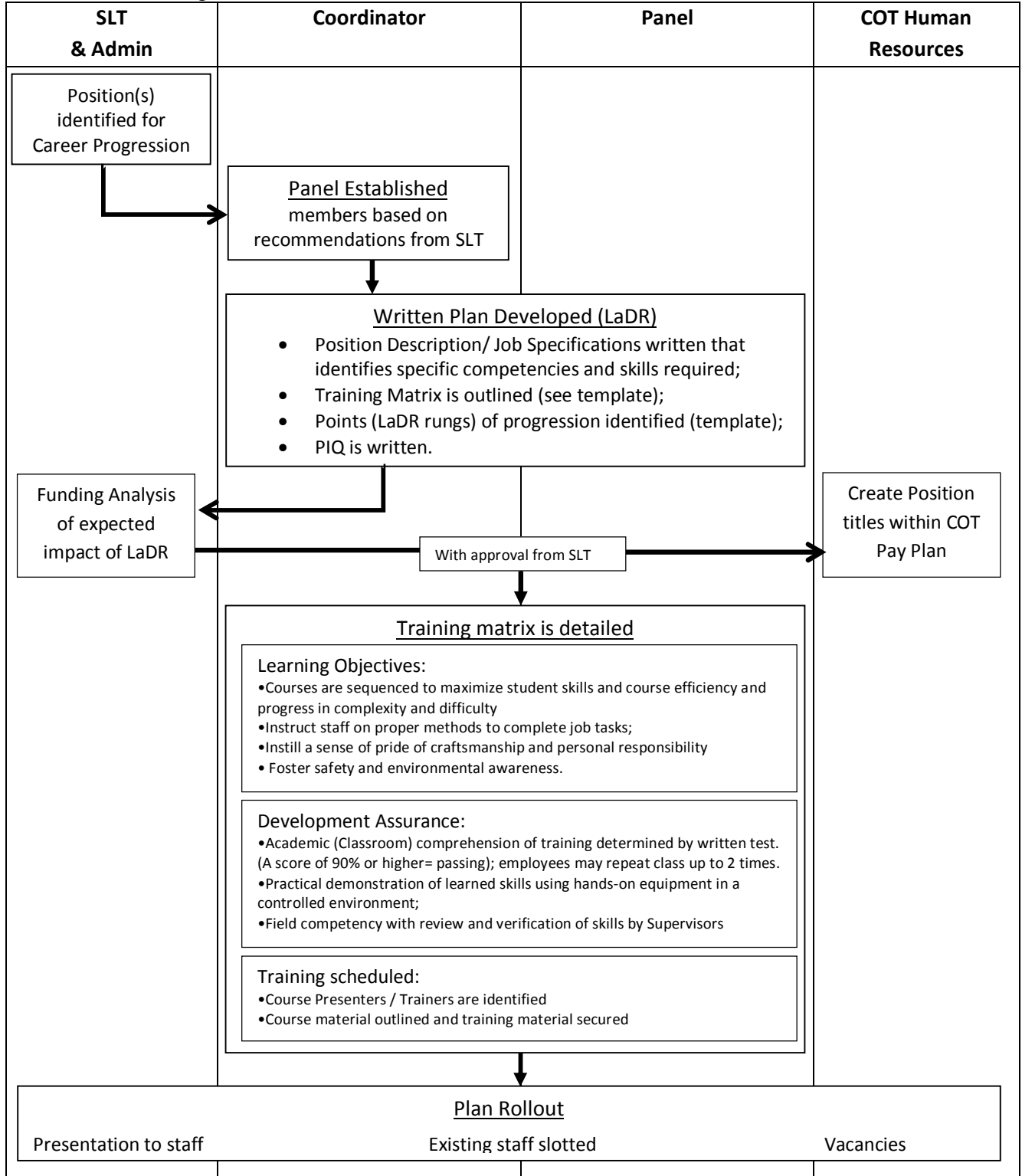
Senior Leadership (SLT) ó General Manager and direct reports who provide program oversight, designates staff to serve on Panel and assigns qualified instructors / evaluators to each Panel. Reviews audits results and evaluates the implementation and effectiveness of the Program and this Plan.

5. Procedure

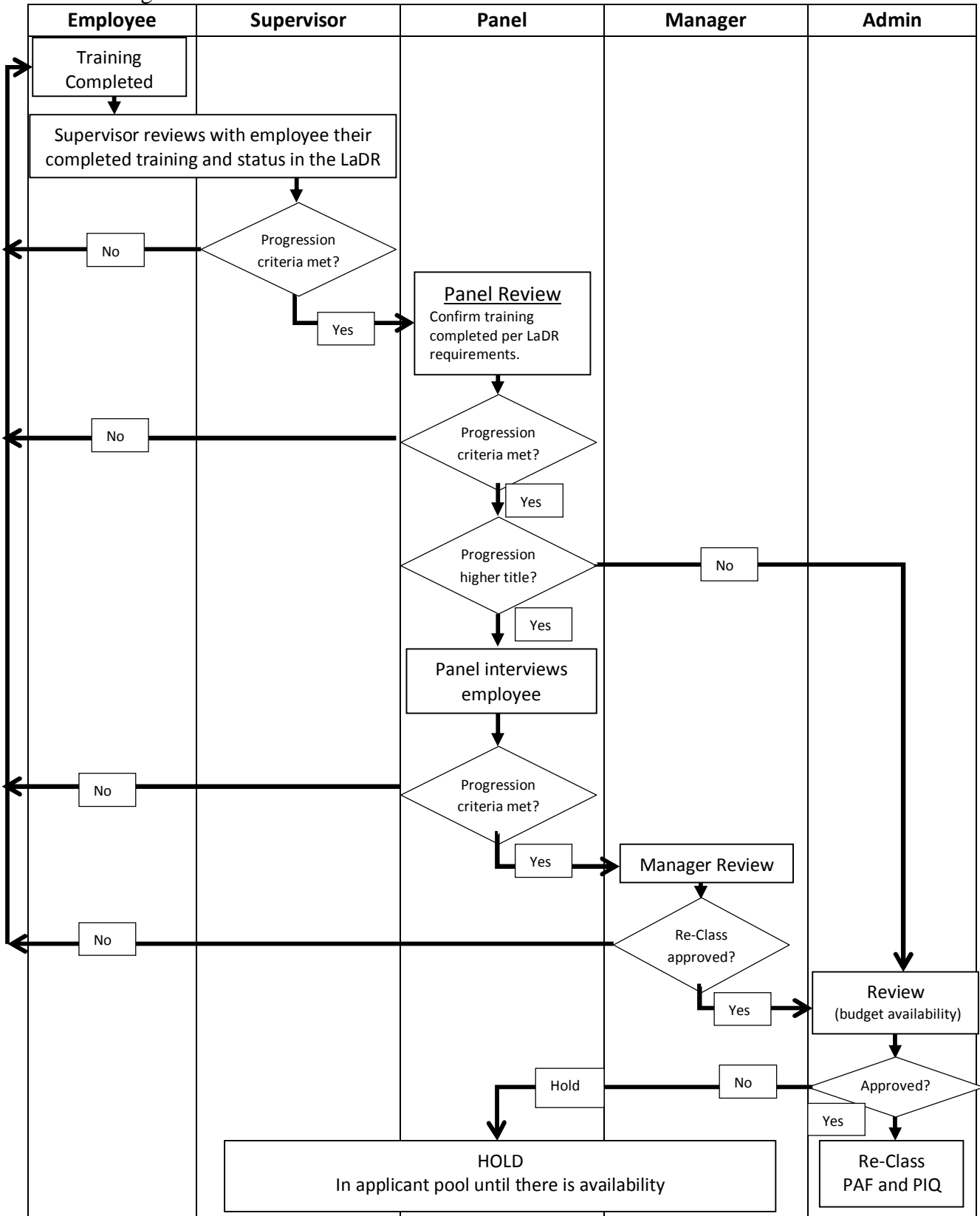
A. Position Levels

Each position series will have levels of defined progression identified along with the acceptable timeframe to complete each level, if necessary. In addition to completing the training, staff must fulfill the minimum time requirements identified for the position. Minimum time in a title before progression shall not be less than 12 months before progressing to a higher title. Additionally, the minimum time within a level (or LaDR rung) shall not be less than 6 months before progressing to the next higher rung within the position title. These timeframes are designed to give ample time for staff to attend training and apply learned skills and competencies as part of their routine work duties. Exceptions to meeting these minimum timeframes may be made on a case by case basis.

B. Establishing a CPP Position Process:



C. Progression Process:



D. Learning and Development Roadmap (LaDR) template

Higher Level Position Title Pay Band X	Position Requirements for Higher Level Title	Indicate if “Must Progress” and timeframe to complete (if applicable)
	Rec-class to Base Pay for Higher Level Title	
Progression through higher level duties	*Higher Level Duties *Milestone 1C: Complete 100% of Training Curriculum	
	Base Pay for Title +10%	
	*Higher Level Duties *Milestone 1B: Complete XX% of Training Curriculum	
	Base Pay for Title +5%	
	*Higher Level Duties *Milestone 1A: Complete XX% of Training Curriculum	
	Base Pay for Title	
Position Title Pay Band X	Position Requirements	

E. Milestone Summary and Training Matrix

Position Training and Competency Milestone Summary
<p>Milestones to demonstrate the ability to perform higher level duties. These duties are to be learned through training and experience.</p> <p><u>Milestone 1A</u></p> <ul style="list-style-type: none"> • • • <p><u>Milestone 1B</u></p> <ul style="list-style-type: none"> • • • <p><u>Milestone 1C</u></p> <ul style="list-style-type: none"> • • •

Environmental, Health and Safety Training				
Course #	Course Title	Lead	Comp	Hrs

City Required / Provided Training		
Course #	Course Title	

Milestone 1A: Position Specific Training			
Course #	Course Title	Lead	Hrs

Milestone 1B: Position Specific Training			
Course #	Course Title	Lead	Hrs

Milestone 1C: Position Specific Training			
Course #	Course Title	Lead	Hrs

F. Failure to Progress

Staff that fail to timely progress in a must progress level as required by their Position Plan will be provided written notice of their status. The notice will provide the necessary steps needed to maintain their employment within the position and a timeframe of thirty (30) days to complete these steps.

G. Extensions of time

Staff that fail to meet a must progress timeline due to extenuating circumstances (i.e. prolonged excused absence, etc.) may request an extension of time. This request can be made by the staff member or their supervisor and be submitted to the Panel for review and consideration.

H. Grievances

Decisions of the Panel are final; however City grievance policies still apply.

I. Slotting

Existing staff, or new hires with existing skills/training, may demonstrate their mastery of the competencies or knowledge to the Panel through documentation or direct demonstration and slot into an equal level or title within the Position Plan. Slotting will be based on documented competency, skills and certifications. It will not be based on pay. In addition, existing staff may not need to meet all minimum qualification for the position for which they are being slotted. Exceptions to meeting these minimum qualifications will be reviewed on a case by case basis.

The intent of slotting is to place existing staff into the new (or revised) position classification based on their current skill level and is not intended to result in any automatic pay increases. Once slotting is approved, staff will be responsible for their own progression. Staff that slot-in and progress to achieve the necessary training and competencies will also be considered for compensation up to the amount identified in the position plan for that level of achievement (LaDR rung). In the event the current pay of the enrolled staff is equal to, or exceeds the compensation identified in the position plan, then no additional compensation will be awarded. However, when progression results in a title re-classification, then additional compensation may be considered based on available funds.

J. CPP Annual Process Timeline: The CPP will operate similar to a school year:

- September will mark the start of the year.
 - CPP Coordinator and all Panels will meet to:
 1. review the training calendar;
 2. ensure all necessary courses are scheduled;
 3. training instructor or contractor identified for each course;
 4. training facilities reserved and materials ordered/received.
- September through May: Conduct training, with breaks during holiday seasons and spring break due to anticipated employee and trainer vacations.
- August 1st: Fiscal Year cutoff date for submittal of PAFs for processing.

- October: CPP Coordinator meets with Senior Leadership to discuss the following points:
 - Results of the Program through KPIs;
 - Results of Strategic Objectives;
 - Participant feedback;
 - Recommendations of positions to be identified for the development of a Position Plan
- February: New position Panels are formed and begin meeting to develop the Plan requirements with training to commence in September.
- May: Internal Audit to be conducted in conjunction with the annual EMS Audit to evaluate program effectiveness and recommendations for improvement.
- June through August: Provide make-up sessions for course(s) that were missed by staff or where a sub-passing score was obtained.

K. Scheduling Training Process

Activity	Triggers / Duties	Lead
<div style="border: 1px solid black; padding: 5px; text-align: center;">Training Need identified</div> <div style="text-align: center;">↓</div>	<ul style="list-style-type: none"> • Routine Training (occurs regularly) • Peoplesoft report 	Admin staff or CPP Coordinator
<div style="border: 1px solid black; padding: 5px; text-align: center;">Schedule Training</div> <div style="text-align: center;">↓</div>	<ul style="list-style-type: none"> • Arrange for Instructor • Setup class in Peoplesoft • Add to CPP training calendar • Reserve training location using Outlook calendar. 	Admin staff or CPP Coordinator
<div style="border: 1px solid black; padding: 5px; text-align: center;">Employee Signs up for training</div> <div style="text-align: center;">↓</div>	<ul style="list-style-type: none"> • Employee obtains supervisor approval using form 8.1 • Employee signs up for class through Peoplesoft 	Employee
<div style="border: 1px solid black; padding: 5px; text-align: center;">Conduct Training</div> <div style="text-align: center;">↓</div>	<ul style="list-style-type: none"> • Sign In sheet created • Class administered along with tests • Sign in sheet provided to Admin 	Admin staff Instructor
<div style="border: 1px solid black; padding: 5px; text-align: center;">Update PS training records</div>	<ul style="list-style-type: none"> • People soft updated 	Admin staff

6. Records

A. Key Performance Indicators ó

Focus	KPI	Indicator Expectation	Notes
Employee	Pct of core operating Group within CPP	↑	Baseline will be zero and will rise as the CPP is implemented.
Employee	Advancement rate thru CPP	↑	Expect Increase.
Employee	Training Hours /FTE (within and outside of CPP)	↑	Expect hours to go up with the identification of additional needed training.
Employee / Costs	Absentee rate	↓	Expect decrease from a more engaged workforce.
Employee / Costs	Turnover rate (within and outside of CPP)	↓	Expect turnover rates to decrease overtime if compensation is competitive. Costs for recruitment and new hire training avoided.
Costs	Training Costs/FTE (within and outside of CPP)	↑	Expect costs to go up with the identification of additional needed training. Compare cost benefits against Program Costs.
Costs	Hours of Overtime per FTE	↓	Expect the need for OT to decrease due to a better trained workforce.
Customer / Costs	External Claim Rate (customer claims)	↓	Expect decrease due to a better trained workforce.
Customer / Costs	Number of FTEs/1000 Customers	↓	Expect the # FTEs to decrease or additional work projects undertaken that can be completed.
Safety	Employee Health and Safety Severity Rate	↓	Expect decrease due to a better trained workforce.
Environmental Stewardship	Major and Minor Non-conformances	↓	Determined through External Surveillance Audit.

KPIs may be added or removed by SLT in order to better measure program effectiveness.

B. Position Plan records will consist of the following documents

- Position Descriptions
- PIQs
- Training Matrices
- Performance Evaluations
- Letter of Intent to participate in CPP

C. Training Records

7. Related Documents

7.1. Underground Utilities Technician Position Plan (LaDR)

7.2. UUPI Strategic Plan

7.3. Personnel Action Forms (PAFs)

7.4. Position Status Change Forms (position re-classification)

8. Attachments

8.1. Attend Training Request Form

8.2. Progression Review Request Form

8.3. Interview Feedback Form

Revision Dates: April 21, 2016

**This is a working document and will change as elements of the program are developed and modified.*

Revision Date: April 21, 2016 - Summary of substantive changes made this edition:

- Revised Signatures for approval by removing Jim Oskowis and Jon Kilpatrick
- Department name change to Underground Utilities and Public Infrastructure throughout document;
- Revised Section 2: Scope regarding intended use and participation;
- Revised "position panel" definition: reduced minimum number of supervisors serving on a position panels from two to one;
- Revised Section 5 (Procedure)
 - Paragraph A (Position Levels) to clarify minimum time between progressions;
 - Added LaDR template (subparagraph D)
 - Added Milestone Summary and Training Matrix template (subparagraph E)
 - Clarified the intent of "slotting" (subparagraph I)
 - Added August 1st yearly cutoff date for PAFs (subparagraph J)
 - Added Scheduling Training Process (subparagraph K);
- Added Forms 8.1 Attend Training Request form and 8.3 Interview Feedback Form
- Revisions discussed at Senior Leadership Team meeting held on March 17, 2016 and approved at the at Senior Leadership Team meeting held on: April 21, 2016

8.1 Attend Training Request Form

CITY OF TALLAHASSEE & CAREER PROGRESSION TRAINING CLASS

REQUEST FORM

Employee Name: _____ Employee ID #: _____

Current Job Title _____

Requesting Supervisor approval to attend the following TRAINING CLASS
on the date and time listed below:

Training Class Title: _____

Training Course Code: _____

Date: _____ Time: _____

Employee Signature: _____

PRINT NAME (SUPERVISOR) Supervisor Signature:

Approved Denied

Date Approved: _____

Completed forms must be turned into your Administrative personal in your area or submitted to **Chell Bozeman** hand delivered, via interoffice mail, you may scan and e-mail. You will receive an email notification of your enrollment status.

8.2 Career Progression Review Request Form

EMPLOYEE	
Name: _____	Employee ID: _____
Current Position Level (LaDR rung): _____ (e.g. UUT1-1)	
Requested Position Level (LaDR rung): _____ (e.g. UUT1-2)	
I certify that I have attended and passed all the necessary training and evaluation requirements identified in the position LaDR and I am qualified to request progression to the next position level (LaDR rung). Included with this request form is a printout of my training record from PeopleSoft and my LaDR binder with supervisor evaluations.	
_____ Signature	_____ Date
SUPERVISOR	
Name: _____	Position No: _____
Employee ID: _____	
I certify that as direct supervisor of the above employee, and I concur with their determination of being qualified to request progression to the next position level (LaDR rung).	
_____ Signature	_____ Date
(Supervisor forwards form and Progression information to appropriate Admin staff for training summary report.)	
PANEL	
<input type="checkbox"/> PeopleSoft Training Record has been provided and matches the dates in the employees LaDR binder;	
<input type="checkbox"/> Employee was interviewed on _____ and has met the Panel's approval for progression. (Re-class only)	
We certify that the above employee has met the progression requirements to the next position level (LaDR rung).	
_____ Signature	_____ Signature
_____ Signature	_____ Signature
_____ Signature	_____ Signature
_____ Signature	_____ Date
MANAGER (Re-classifications only)	
<input type="checkbox"/> Employee was interviewed on _____ and has met the Panel's approval for progression.	
_____ Signature	_____ Date
ADMINISTRATIVE STAFF	
<input type="checkbox"/> PAF and PIQ has been sent to HR	
<input type="checkbox"/> Position Status Change has been sent to HR (re-classifications only)	
_____ Signature	_____ Date

8.3 Interview Feedback Form (Completed by Panel)

EMPLOYEE		
Name: _____ Employee ID: _____ Date: _____		
Position Level: _____ (Indicate the LaDR rung being interviewed for: e.g. UUT2)		
PANEL MEMBERS CONDUCTING INTERVIEW <i>(list below, last names)</i>		
INTERVIEW The Panel conducts an interview of the employee to determine the level of knowledge, skills and abilities acquired.		
PANEL DISCUSSION The employee is briefly excused from the interview in order for the panel to discuss the merits of the request. The Panel should discuss whether the employee has satisfactorily met the requirements of the LaDR and qualifies for progression. A Panel member should summarize the discussion in the box below to share with the employee.		
PANEL FEEDBACK The employee returns to the interview and is provided with the panel's findings: <i>(Strengths, Areas for Improvement, and Final Recommendation)</i>		
Strengths		
Areas for Improvement		
FINAL RECOMMENDATION by PANEL		
<input type="checkbox"/> DENIED (Request for progression was has been denied by the panel) <input type="checkbox"/> APPROVED (Request for progression was has been approved by the panel) Employees should be reminded that "approved" means their request will be forwarded to senior management for final review and approval.		

Form is given to the employee for their retention.