

RELEASE DATE: 10/2023



UNIVERSITY OF GEORGIA

Facilities Management Division

CAREER LADDER PROGRAM

This career ladder program is developed to encourage career progression and succession planning for our dedicated FMD staff who provide facilities operations at the University of Georgia



www.fmd.uga.edu

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Statement of Purpose for UGA FMD Career Ladder Program

The modern facility executive in higher education facilities management carries a delicate balance to provide excellent customer service, be responsive to building users and the staff, ensure that supply chain and maintenance issues are minimized for operational conditions in teaching and facility research areas, and to meet the mission of the university. Tied to these challenges, facility executives continue to combat strong market competition when attempting to attract, train, and retain key technical staff members, skilled trade professionals, and the larger cleaning workforce within our departments. According to the Society for Human Resource Management (SHRM), “career ladders are the progression of jobs in an organization’s specific occupational fields ranked from highest to lowest based on levels of responsibility and pay.” This establishes a series of job levels within a job family where work is similar. In the facility management organization, skilled trades and service-oriented positions typically fit outside of traditional academic/administrative functions. Further, the ability for an organization to reward consistent proficiency building and commitment to personal growth within a staff is paramount for the growing sophistication of facility management organizations and the continued engagement of personnel over the course of a career.

While there is no specific answer for how to resolve these issues in the same way across many colleges and universities, there are some options that have proven to have some positive results for many aspirational and similarly staffed higher education facility organizations. The University of Georgia Facilities Management Division (FMD) has offered a pilot proposal that we believe can curtail some of these facility executive hardships. As a backdrop, the University of Georgia was founded in 1785 as the first land/sea grant institution in the US and is currently ranked in the top 50 National Universities by U.S. News & World Reports for the fourth consecutive year. There are more than 300 resident instruction facilities maintained by the 870 employees of FMD in our Operations & Maintenance, Services, and Business units. Many of our historic buildings are registered as historic, top-level research, and new construction that meets LEED Gold standards. Even with past accomplishments and national/regional industry recognition for Operational maintenance, Energy conservation, Sustainability, and Green Cleaning business practices, the FMD Services Department, as many other higher education facility organizations, continues to face a challenge with hiring and retaining qualified employees.

In 2021, a group of FMD leaders and our Human Resources team began conversations about implementing a career ladder pathway to help recruit and retain facilities staff to our organization. Granted, there were concerns about how to build a comprehensive staff identification and promotion system that would focus on (1) the development of a more skills-based assessment tool for promotions and hiring for skilled trades and service-oriented positions, (2) to minimize institutional knowledge gaps within our entry-level and middle facility management personnel, (3) determine how to improve employee morale, and (4) encourage buy-in from existing FMD staff and higher administration.

Our FMD internal working group worked hard to gather information and review all position descriptions across the operations/service-oriented departments. In many cases, the employee's daily tasks and

performance-guided standards were rewritten to be less subjective but more focused on industry-acceptable standards. We spoke to other higher education institutions within the Southeastern Conference, as well as private facility executives in healthcare and manufacturing operations to gather information. Our internal team had several conversations with our Human Resources staff to conduct a job market analysis with both the educational and the private sectors to obtain permission to increase salary levels for entry positions, change position descriptions, and to develop a three-tiered position classification with targeted skilled trade and service-oriented positions. For example, these titles in our program equate to Level I-entry position (Building Services I), Level II-intermediate skill (Building Services II), and Level III-unit leader position (Building Service Lead). This was a critical and necessary step to develop a professional career track that could attract and train entry-level and management-level staff.

Our internal working group felt it was imperative to use a multi-faceted approach to train and engage staff to improve our workforce. The planned use of industry approved certification standards, online training, vocational training, apprenticeship programs, and random assessment of employee work are several tools which are incorporated into our career ladder program proposal. Previous employee training engaged staff in small group settings or a classroom to “watch-perform-discuss” platforms. While this standard method of staff training can be sufficient, our internal team wanted to ensure we implemented adult learning models, encourage the use of information technology and mechanized equipment where possible, encourage use of job-task software, and place a higher emphasis on a culture of industry-certified training and operational practice.

With assistance from our FMD Human Resources Department and internal leadership team, we will implement the FMD Career Ladder Pilot Progression program within the Operations and Maintenance and the FMD Central Steam Plant units. The FMD O&M Department and Central Steam Plant have over 26 uniquely defined skilled trade job titles and each job title has been reviewed for specific performance competencies. The leadership team will meet with the staff to discuss the program’s purpose and career mobility plan, discuss salary options that cross the multiple career ladder tiers within each pilot department, and provide a random on-site assessment review by several subject matter experts within those departments to determine employee placement. Additionally, the required professional development measurement tools and transition for position modifications within the university’s bands is in progress. Further, each pilot unit has identified department trainers/subject matter experts and training members to execute or oversee required training modules to ensure employees' success. The professional development tools will standardize employee training, provide a framework for consistent operational outcomes, and improve customer service for our campus community.

The FMD Career Ladder Program has been in development since 2020 and follows the campus-wide [Career Journeys pathway](#) that our University Human Resources Department has worked on and is implementing across the Campus Units. This FMD-initiated progression program will be incorporated with the larger campus-wide job competency model by UGA Central Human Resources. This information can be found on the University of Georgia Human Resources website hr.uga.edu/journeys.



https://engageandlearn.uga.edu/staff_competency_model/

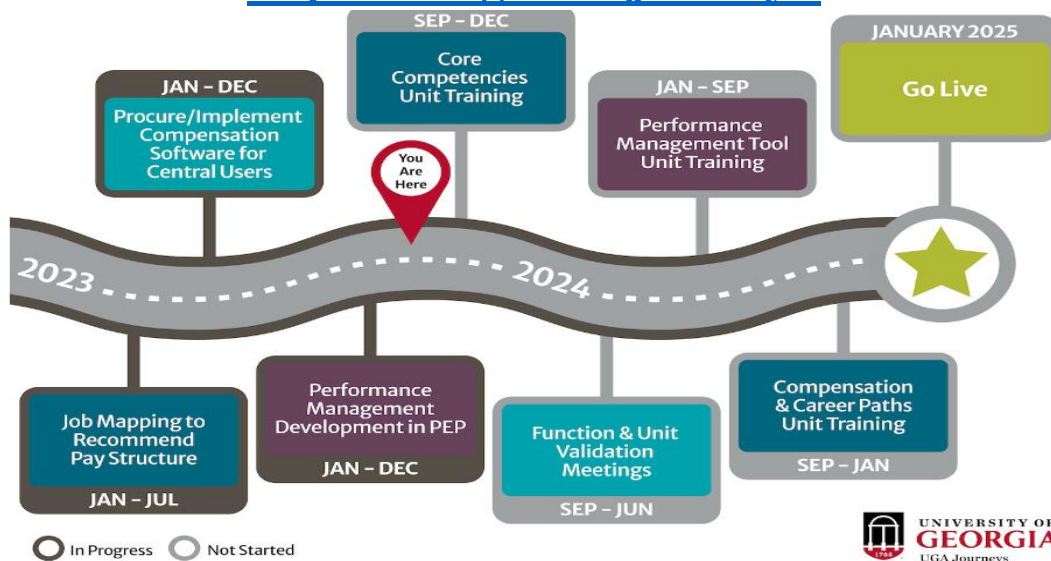
Core Competencies



Leadership Competencies

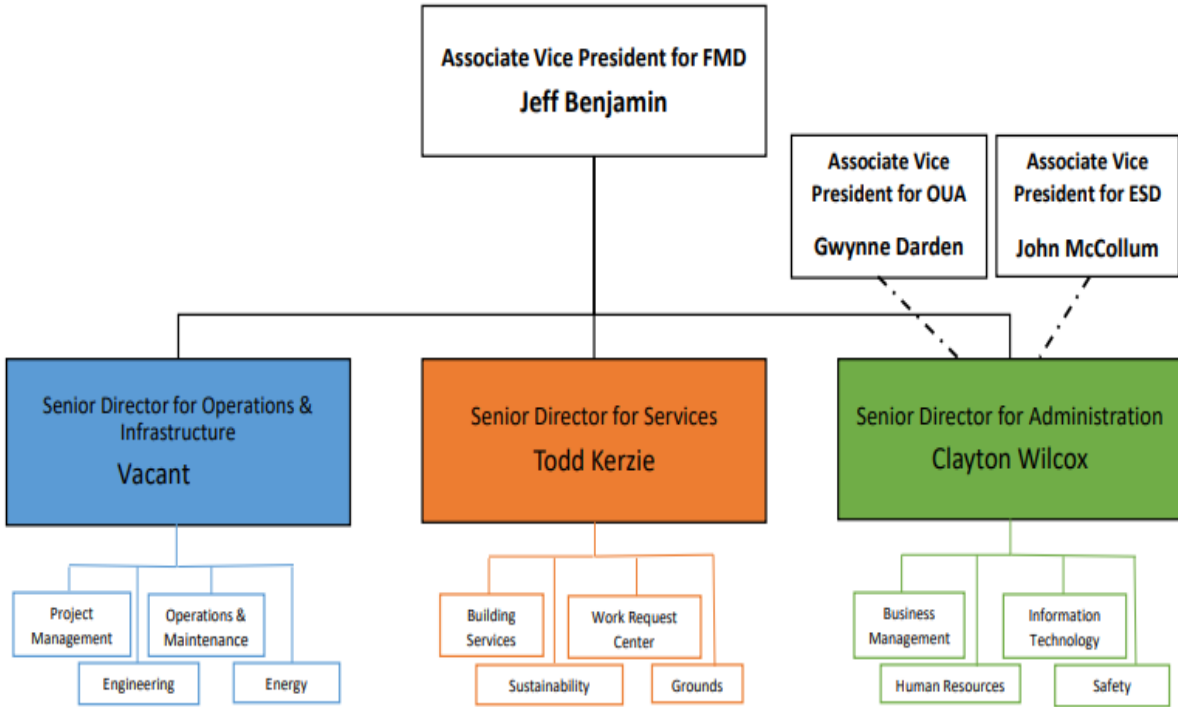


<https://hr.uga.edu/journeys/>



FMD Career Ladder Program Leadership Team

University of Georgia Facilities Management Division Organizational Chart



FMD Internal Working Group for Career Ladder Progression

FMD AVP	Jeff Benjamin
Pilot Unit/ FMD Operations & Maintenance	Cale Caudell, Jason Sessions, Noah Ray
Pilot Unit/ FMD Central Steam Plant	Jason Perry, Howard LaRue, Michael Coile
FMD Administration	Kimberly Thomas, Clayton Wilcox, Katrina Pittman, Jennifer Futter, Leah Melnik
FMD Services	Todd Kerzie

UGA Job Families/Titles and Salary Bands for All Skilled Trades Positions



COMPENSATION CONSIDERATIONS

The compensation structure for the FMD Career Ladder Program will align with the UGA Career Journeys program. These include enhancements to the classification structure and incorporating best practices according to market research.

An updated approach to setting salaries will allow UGA to hire and retain staff using a market-based approach to compensation. This will assist with hiring in a competitive market as well as retention of current employees.

Job Family/Title

- BCAT: 710x00
- Skilled Craft Person

FMD - FY24 MINIMUM HIRING RATES

- Entry Mechanic: \$33,500
- Skilled Trades Worker: \$35,000

- Plumber I: \$42,000
 - Plumber II: **Progression %*
 - Plumber III: **Progression %*

- Carpenter I: \$40,000
 - Carpenter II: **Progression %*
 - Carpenter III: **Progression %*

- Boiler Op Tech: \$40,000
 - Boiler Tech II: \$42,000

- Stationary Eng. Trainee: \$33,000
 - Stationary Eng I: \$42,000
 - Stationary Eng II: \$48,000



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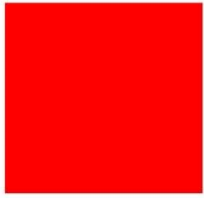
OPERATIONS & MAINTENANCE

**FMD O&M will pilot the first two
modules of the Career Ladder
Program in the following areas:**

**Plumbing Shop
Carpentry Shop**

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O&M CAREER PATHWAYS



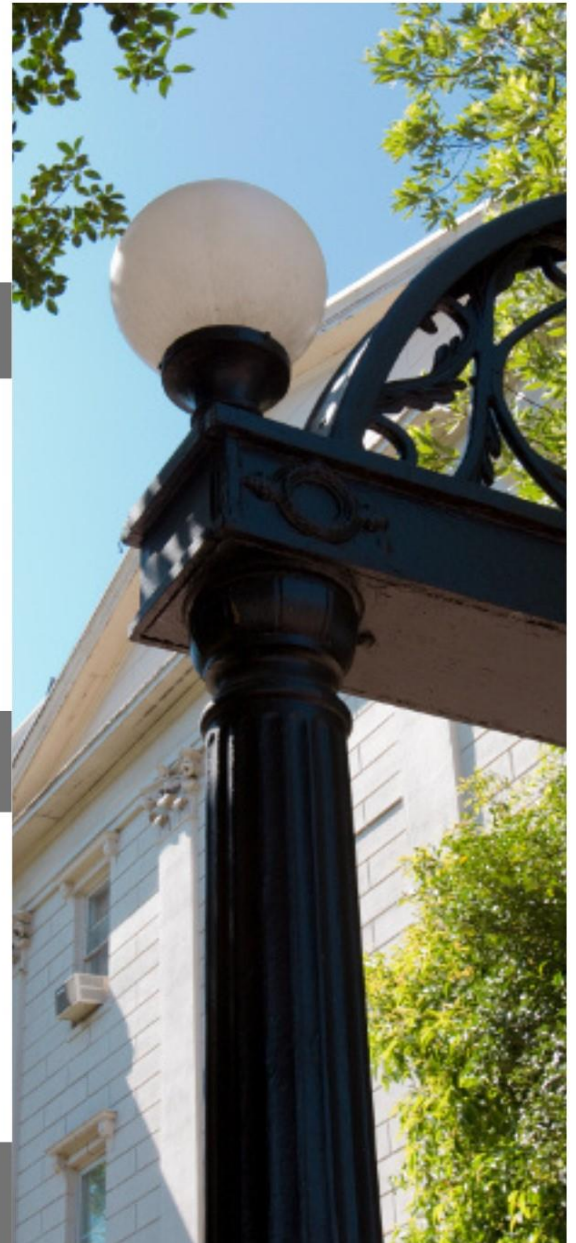
Zone Shop



Mechanical



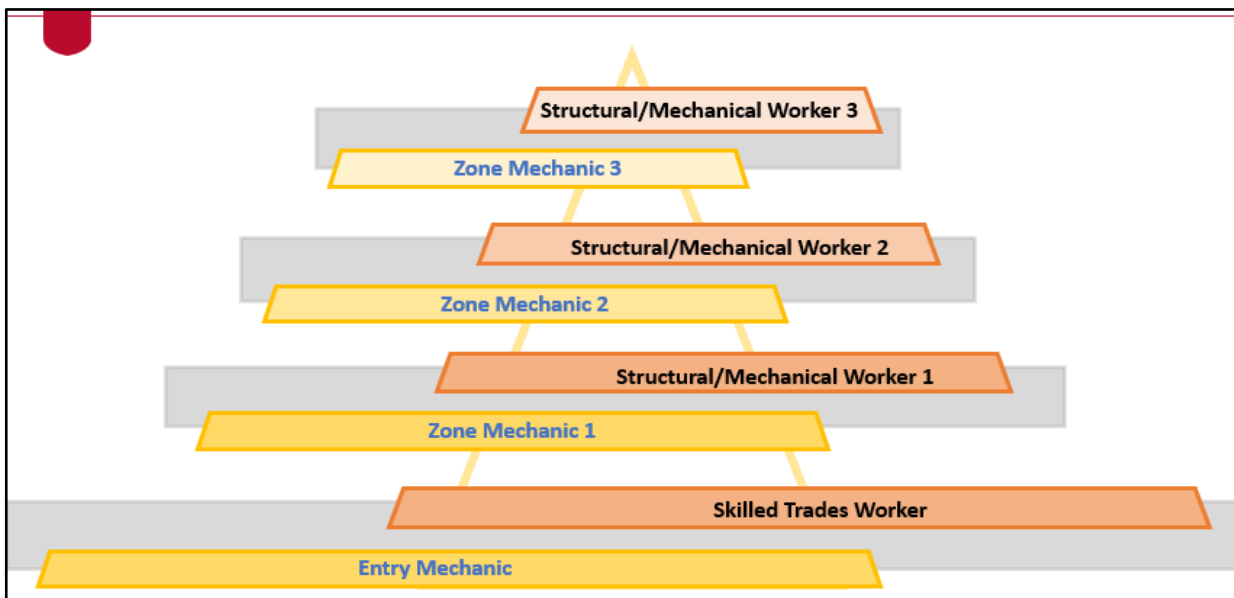
Structural



Zone Shop Pathway beginning at the Entry Mechanic level:

The illustration below denotes the career pathway for achieving a career ladder and promotion structure for the FMD Operations and Maintenance Department. The beginning step is the position of **Entry Mechanic I**.

- **Zone Shop Pathway**
- Mechanical Pathway
- Structural Pathway



The chosen candidate for **Entry Mechanic** is expected to continuously learn new trade skills, processes, and techniques through peer guidance, experience, and formal training through means provided by FMD and through self-improvement efforts.

This person will learn FMD policies, practices and general workflow, property locations, mechanical and structural features of each building within a zone, navigation of campus, FMD personnel, and basic communication skills between personnel and acting manager.

The chosen candidate understands that the Facilities Maintenance Industry is constantly evolving as new challenges surface and modern technologies develop, therefore, a successful and promotable employee comprehends the necessity for continual learning and improvement, seeking out opportunities for personal professional growth.



ZONE SHOP JOB TITLES

- **Entry Mechanic**
- Zone Mechanic I
- Zone Mechanic II
- Zone Mechanic III



OPERATIONS & MAINTENANCE

ENTRY LEVEL MECHANIC

JOB DESCRIPTION



New Method of Promotion

Entry Level Mechanic

from \$33,500

This is the entry-level position for a candidate with limited or no formal trade experience; “Learn on the job” or “On the job Training.” This candidate’s primary benefit to FMD is that they are willing to commit to the University/FMD general employment details and basic Staff Core Competencies, and are willing to develop a trade skillset over time.

- Entry Level
- Preventive Maintenance Schedule (Assist)
- Assistant/Helper
- limited or no formal trade experience
- Basic Knowledge of Tools

Job Tasks/Performance Requirements

- (30%) Performs preventative maintenance tasks with guidance such as cleaning, lubricating, adjusting, and/or replacing of belts.
- (20%) Inspects mechanical systems for bad bearings, cleans coils, & and clears condensate drains.
- (20%) Changes, washes and cuts filters for HVAC units.
- (20%) Performs other general maintenance work under the direction of experienced tradesmen including, but not limited to changing bulbs, ballasts, motors, water filters, ceiling tiles, basic substrate repairs, and painting.
- (10%) Perform other related duties incidental to the work described herein including documentation of work and timekeeping





Entry Level Mechanic - to - Zone Mechanic I

- First Responder actions
- Troubleshoot basic structural and mechanical failures
- Acts independently with some general guidance
- Has a developed ability to communicate within the organization pertinent and accurate information to facilitate multi-personnel repair efforts
- Basic understanding of Organizational Procedures and Structuring
- Journeyman Level I with one trade skillset

Legacy Positions

2 yrs+ experience

Skilled Trades Worker

Electrician

Plumber

Carpenter

Painter

Zone Mechanic II

- Preventive Maintenance Schedule (Lead)
- Inspect Facilities and Equipment
- Coordination of Junior Team Members
- Coordination of Multi-Shop repairs and larger project/installation actions
- Independent Performance of installation and repair tasks
- A journeyman-level tradesperson in at least two trades, Structural or Mechanical

Legacy Positions

7 yrs+ experience

Electrician

Plumber

Carpenter

Painter

Zone Mechanic III

- Assistant to Manager
- Acting Supervisor in the absence of Manager
- Parts and Materials Acquisition, Aids in Cataloging and Maintaining Shop Assets
- Customer Correspondence and Action Plan Scheduling
- Journeyman-level Tradesperson in Mechanical and Structural Trade
- Must successfully interview with Hiring Panel for this step

Legacy Positions

17 yrs+ experience

Skilled Trades Worker

Electrician

Plumber

Carpenter

Painter



ZONE SHOP PATHWAY

(EXTERNAL CANDIDATES)

Entry Level Mechanic - to - **Zone Mechanic I**

- First Responder actions
- Troubleshoot basic structural and mechanical failures
- Acts independently with some general guidance
- Has a developed ability to communicate within the organization pertinent and accurate information to facilitate multi-personnel repair efforts
- Basic understanding of Organizational Procedures and Structuring
- Journeyman Level I with one trade skillset

External Candidate

5 years of trades experience is preferred.
 Reliable training and/or certifications
 Application/Interview Panel assessment

Zone Mechanic II

- Preventive Maintenance Schedule (Lead)
- Inspect Facilities and Equipment
- Coordination of Junior Team Members
- Coordination of Multi-Shop repairs and larger project/installation actions
- Independent Performance of installation and repair tasks
- Journeyman-level tradesperson in at least two trades, Structural or Mechanical

External Candidate

10 years of trades experience is required.
 Reliable training and/or certifications
 Application/Interview Panel assessment

Zone Mechanic III

- Assistant to Manager
- Acting Supervisor in the absence of Manager
- Parts and Materials Acquisition, Aids in Cataloging and Maintaining Shop Assets
- Customer Correspondence and Action Plan Scheduling
- Journeyman-level Tradesperson in Mechanical and Structural Trade
- Must successfully interview with Hiring Panel for this step

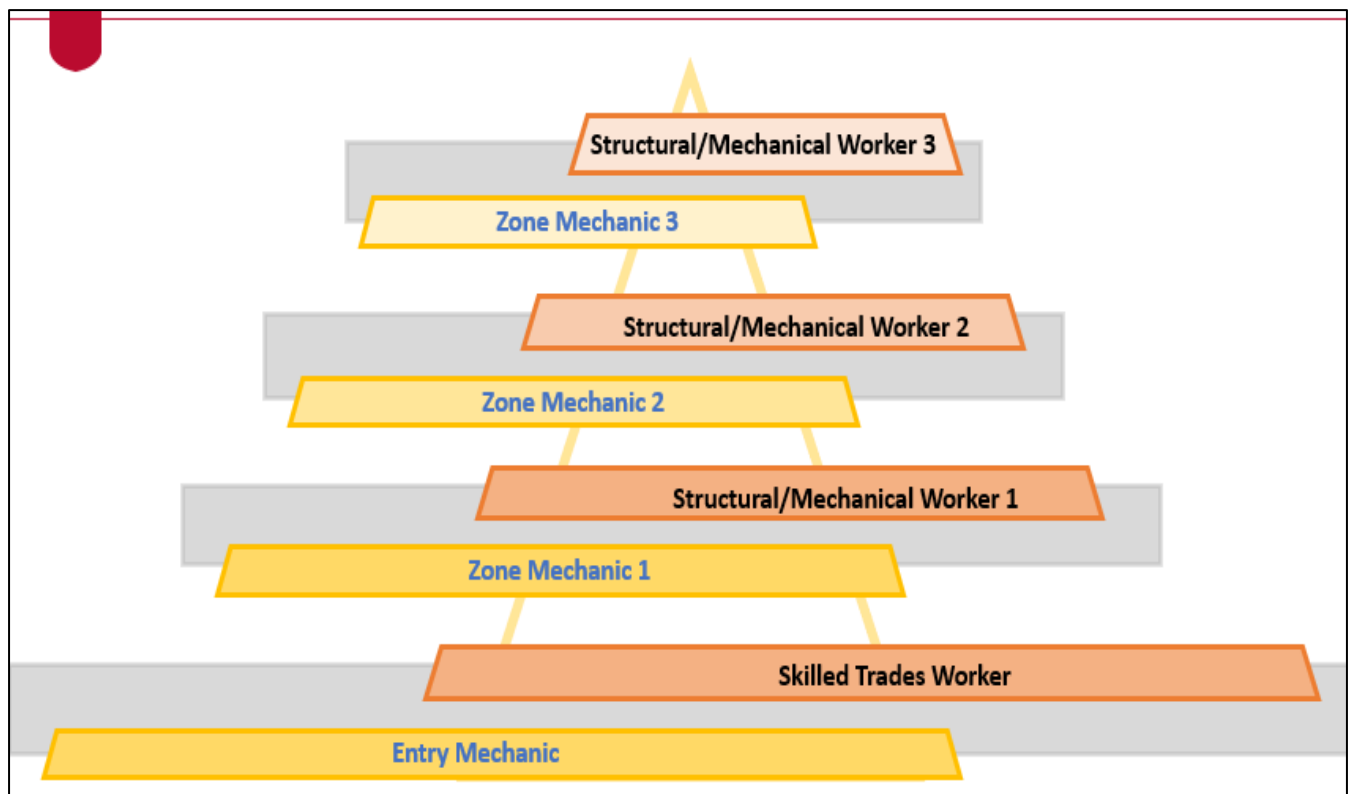
Internal Candidate Only

17 years of trades experience is required.
 Reliable training and/or certifications
 Application/Interview Panel assessment

Mechanical/Structural Pathway beginning at the Skilled Trades Worker level:

The illustration below denotes the career pathway for achieving a career ladder and promotion structure for the FMD Operations and Maintenance Department. The beginning step for the Mechanical and Structural Pathways is the position of **Skilled Trades Worker**.

- Zone Shop Pathway
- **Mechanical Pathway**
- **Structural Pathway**



The Skilled Trades Worker will have two options to develop into the Mechanical or Structural Pathway for the FMD Career Ladder program, including: (1) Carpenter and (2) Plumber positions. This candidate's primary benefit for FMD is that they are willing to commit to the University/FMD general employment details, display the basic Staff Core Competencies, and are willing to develop a trade skillset over time.

Mechanical/Structural Pathway Job Titles



MECHANICAL JOB TITLES

- **Skilled Trades Worker (Mechanical)**
- Electrician I
- Electrician II
- Electrician Controls III
- HVAC/R Mechanic I
- HVAC/R Mechanic II
- HVAC/R Refrigeration Specialist III
- HVAC Technician I
- HVAC Technician II
- Chilled Water Tech I
- HVAC Systems Control Tech I
- HVAC Systems Control Tech II
- Powerline Worker I
- Lead Powerline Worker II
- **Plumber I**
- **Plumber II**
- **Plumber/Boiler Tech III**
- Sheet Metal Fabricator I
- Sheet Metal Fabricator II
- Welder I
- Welder II Maintenance Machinist I
- Steam Fitter II
- Hi-Volt Powerline Worker II
- Lead Lineman III
- Lead Plumber III
- Lead HVAC III
- Lead Fabricator/Welder III

STRUCTURAL JOB TITLES

- **Skilled Trades Worker (Structural)**
- **Carpenter I**
- **Carpenter II**
- **Carpenter III/Lead**
- Cabinet Maker I
- Cabinet Maker II
- Floor Mechanic I
- Floor Mechanic II
- Locksmith I
- Locksmith II
- Electronic Security Tech III
- Mason I
- Mason II
- Painter I
- Painter II
- Roofer I
- Roofer II
- Lead Interior Finishes II
- Lead Exterior Finishes II
- Lead Fabricator II

OPERATIONS & MAINTENANCE SKILLED TRADES WORKER JOB DESCRIPTION



New Method of Promotion

Skilled Tradesworker

from \$35,000

This is the entry-level position for a candidate with at least one year of trades experience; "Learn on the job" or "On the job Training." This candidate's primary benefit to FMD is that they are willing to commit to the University/FMD general employment details and basic Staff Core Competencies, and are willing to develop a trade skillset over time.

- Apprentice, assistant/helper, accomplish routine maintenance tasks
- Limited Developing Skillset; improving routine complexity
- Use of measuring tape and can calculate fractional equations, basic algebra, and geometry
- Basic troubleshooting, repair, and replacement of structural components
- Frame structures using wood and metal materials
- Operate electric and battery-powered tools such as circular saws, miter saws, drills, drill presses, reciprocating saws, and table saws with direct supervision
- Transport building materials over long distances and up several levels; safely build/ utilize scaffolding with oversight

Job Tasks/Performance Requirements

- (30%) Performs preventative maintenance tasks with guidance such as cleaning, lubricating, adjusting, and/or replacing belts.
- (20%) Inspects mechanical systems for bad bearings, cleans coils, & and clears condensate drains.
- (20%) Changes, washes and cuts filters for HVAC units.
- (20%) Performs other general maintenance work under the direction of experienced tradesmen including, but not limited to changing bulbs, ballasts, motors, water filters, ceiling tiles, basic substrate repairs, and painting.
- (10%) Perform other related duties incidental to the work described herein including writing performed actions and timekeeping.





Skilled Trades Worker - to - Mechanical/Structural Worker I

- Journeyman level Tradesman with one trades skill
- Perform all construction, mechanical, remodeling, repair, replacement, and renovation duties in accordance with departmental standards and applicable codes in order to avoid violations of building or fire codes.
- Works Independently
- Repair, Replace, and Install
- Routine Complexity

Legacy Positions
2 yrs+ experience

Skilled Trades Worker
Electrician
Plumber
Carpenter
Painter

Mechanical/Structural Worker II

- Advanced Level Tradesman with at least two skills
- Possesses Certification/License
- Reads and follows blueprints, shop drawings, and sketches supporting the performance of assigned duties and responsibilities.
- Serves as a lead worker over a small group of employees; instructs others in the proper use of tools used in the specialty trade.

Legacy Positions
7 yrs+ experience

Electrician
Plumber
Carpenter
Painter

Mechanical/Structural Worker III

- Campus Trade Expert, Master Level Tradesman with two or more skills
- Possesses Advanced Certification and/or Licensed
- Leads, Plans, or manages Projects/Project Crews
- Assesses the Performance of Complex Building Systems and develops strategies to Repair, Improve
- Possesses Design to Completion Expertise, troubleshoots problems, and read/interpret blue prints
- Will be working with an automated work order system
- Trains Mechanical/Structural pathways to staff
- Must successfully interview with Interview Panel for promotion

Legacy Positions
17 yrs+ experience

Skilled Trades Worker
Electrician
Plumber
Carpenter
Painter



Skilled Trades Worker - to - Mechanical/Structural Worker I

- Journeyman-level Tradesman with one trades skill
- Perform all construction, mechanical, remodeling, repair, replacement, and renovation duties in accordance with departmental standards and applicable codes in order to avoid violations of building or fire codes.
- Works Independently
- Repair, Replace, and Install
- Routine Complexity

External Candidate
 5 years of trades experience is preferred.

 Reliable training and/or certifications in one skill

 Application/Interview Panel assessment

Mechanical/Structural Worker II

- Advanced Level Tradesman with two trades skills
- Possesses Certification/License
- Reads and follows blueprints, shop drawings, and sketches supporting the performance of assigned duties and responsibilities.
- Serves as a lead worker over a small group of employees; instructs others in the proper use of tools used in the specialty trade.

External Candidate
 10 years of trades experience is required.

 Reliable training and/or certifications in two skills

 Application/Interview Panel assessment

Mechanical/Structural Worker III

- Campus Trade Expert, Master Level Tradesman
- Possesses Advanced Certification and/or Licensed
- Leads, Plans, or manages Projects/Project Crews
- Assesses the Performance of Complex Building Systems and develops strategies to Repair, Improve
- Possesses Design to Completion Expertise, troubleshoots problems, read/interpret blue prints
- Will be working with an automated work order system
- Trains Mechanical/Structural pathways to staff
- Must successfully interview with Interview Panel for promotion

Internal Candidate Only
 17 years of trades experience is required.
 Reliable training and/or certifications
 Application/Interview Panel assessment
 Must successfully interview for promotion



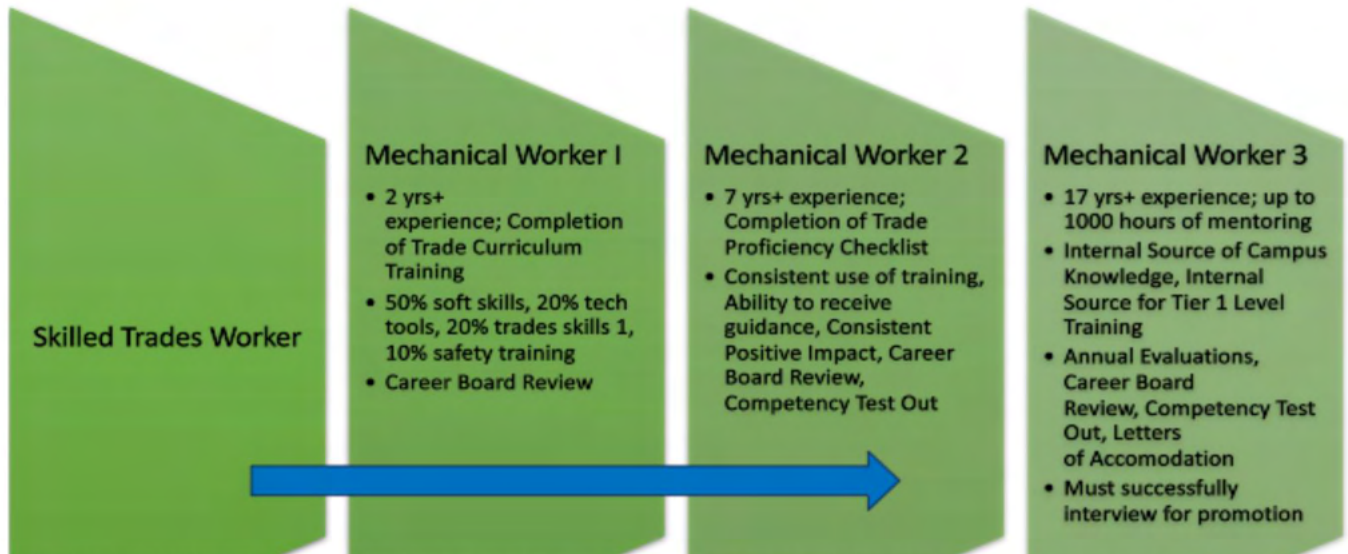
MECHANICAL TRAINING PATH

Mechanical/ Structural Worker



Mechanical Path Training enables journeyman-level understanding of a skilled trade. Proficiency grows with trades curriculum, direct hands-on experience, and mentoring over time. Leadership is expressed as institutional and experiential knowledge and is passed down as one moves up to the last tier.

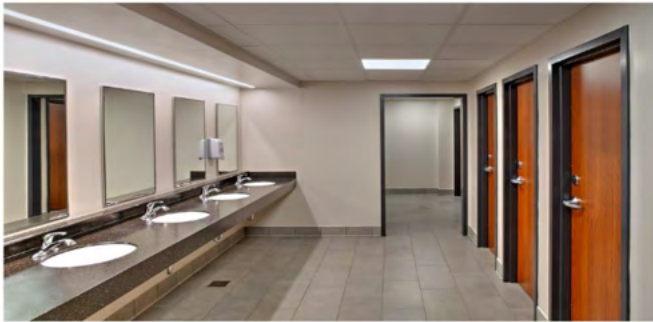
Mechanical Worker Path – Specialized Career Guideline and Training Requirements



Mechanical Path Training enables journeyman-level understanding of a skilled trade. Proficiency grows with trades curriculum, direct hands-on experience, and mentoring over time. Leadership is expressed as institutional and experiential knowledge and is passed down as one moves up to the last tier.

Plumber

2 years of experience working in a mechanical or structural maintenance setting and denotes an aptitude for facilities maintenance, construction, and upkeep of physical properties. This position serves primarily to assist senior tradespersons in efforts to maintain and repair mechanical and/or structural components and features of the University of Georgia's built environment.



Mechanical Pathway Plumber

Minimum Salary: \$42,000

(FMD Internal Career Progression)

Plumber I: min of 2 yrs experience

Plumber II: min of 7 yrs experience

Plumber III: min of 17 yrs experience

Plumber I

Autonomy - works supervision of higher-level plumbers

Customer Service - respectful & responsive to customers passing concerns onto leadership

Reliability/Dependability - good attendance, punctual, works on assigned tasks without delay

Problem Solving - recognizes problems & communicates them to leadership

Knowledge/Skills/Abilities

- Able to replace and install plumbing fixtures (wall hung & floor mount toilets, lavatory faucets and small water heaters).
- Able to repair flush valves and replace stems in faucets
- Able to install cast iron & PVC drainpipe w/ proper fittings and pitch
- Able to repair, install, & solder copper pipe w/ fittings
- Able to run sewer cables to unstop drains
- Able to mega press steel pipe & fittings

Plumber II

Autonomy - ability to prioritize & complete routine tasks independently
Leadership - lead emergency repairs on building plumbing or campus water distribution systems

Communication - informs customers clearly, professionally, consistently, & accurately on work status

Reliability/Dependability - understands & meets deadlines consistently & in a timely manner. On-Call support rotation

Problem Solving - recognizes & communicates problems with potential solutions to leadership

Knowledge/Skills/Abilities

- Able to rough-in labs (water & drain, gas, air, vacuum and D.I. water).
- Able to repair water, sewer, & storm mains (4", 6", 8" and larger).
- Able to install 2 & 3 way valves on heating and cooling systems.
- Able to run fire sprinkler pipe, install & replace sprinkler heads, and familiar with draining system.
- Able to groove steel and copper pipe
- Knowledge of small boilers and heat exchangers, make repairs to underground gas lines w/ proper fittings
- Able to socket weld nupi & aquatherm pipe
- Able to operate a Jetter to unstop sewer drain

Plumber III

Autonomy - ability to prioritize, schedule, plan, & complete complicated tasks independently
Leadership - plan, manage, & lead larger emergency repairs and more complex plumbing installations/repairs

Communication - meets with customers regularly to assess specific needs & plans work accordingly.

Reliability/Dependability - meets the tightest deadlines even if afterhours work is required. Understands the urgency of completing tasks

Problem Solving - recognizes problems & addresses them without guidance

Knowledge/Skills/Abilities

- Able to troubleshoot & repair steam fired heat exchanger issues
- Understanding of boilers & repairs needed
- Able to work on fire systems wet & dry (reset dry valves, replace flow switches, tamper switches, and pressure switches)
- Knowledge of AiM, UGAmart, & P-card business processes
- Able to test backflows & document readings
- Able to attain Boiler Certification, a Plumbing license and/or Backflow Certification
- Must apply and interview for Promotion



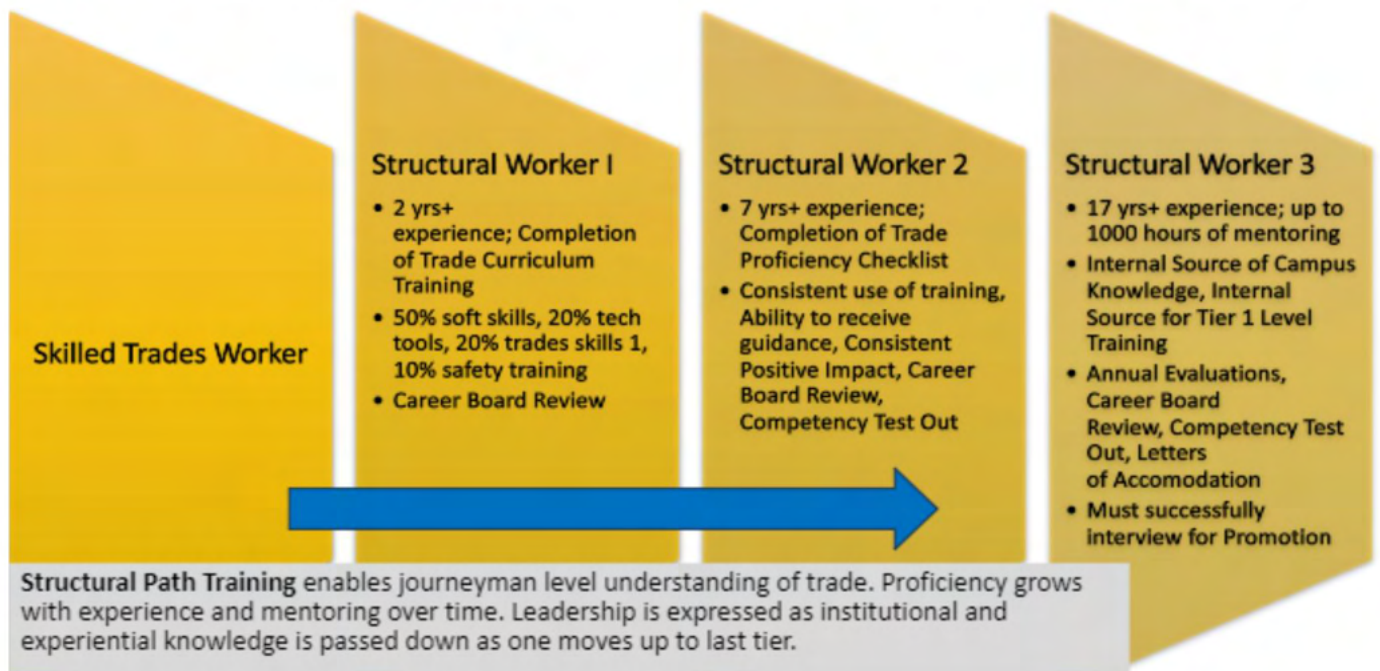
STRUCTURAL TRAINING PATH

Mechanical/ **Structural Worker**



Structural Path Training enables journeyman-level understanding of trade. Proficiency grows with trades curriculum, hands-on experience, and mentoring over time. Leadership is expressed as institutional and experiential knowledge is passed down as one moves up to last tier.

Structural Worker Path – Specialized Career Guideline and Training Requirements



Carpenter

2 years of experience working in a mechanical or structural maintenance setting and denotes an aptitude for facilities maintenance, construction, and upkeep of physical properties. This position serves primarily to assist senior trades staff in efforts to maintain and repair the structural components and features of the University of Georgia's built environment. The person serving in this position can demonstrate an ability to engage and complete basic repairs and tasks independently, such as minor wall damage repair, minor door adjustments, and other minor carpentry tasks.



Structural Pathway Carpenter

Minimum Salary: \$40,000

(FMD Internal Career Progression)

Plumber I: min of 2 yrs experience

Plumber II: min of 7 yrs experience

Plumber III: min of 17 yrs experience

Carpenter I

Autonomy – little to none

Customer Service – respectful & responsive

Reliability/Dependability – good attendance, punctual, works on assigned tasks without delay

Problem Solving – recognize and communicate problems to leadership

Knowledge/Skills/Abilities

- Safe Work Practices
- Basic Tool Usage
- Measuring Techniques
- Framing (Wood & Metal)
- Drywall Installation
- Suspended Ceiling Systems
- Doors & Hardware
- Painting

Carpenter II

Autonomy – ability to prioritize and complete basic tasks without direction

Leadership – leads by example in the field

Communication – informs customers clearly, professionally, consistently, & accurately on work status

Reliability/Dependability – understands deadlines & completes work consistently in a timely manner

Problem Solving – recognize and communicate problems with potential solutions to leadership

Knowledge/Skills/Abilities

- Must have mastered all competencies of a Carpenter I
- Ability to do Trim Carpentry
- Reading blueprints and laying out projects from them
- Laying out and installing doors and hardware
- Laying out & installing bathroom partitions
- Advanced painting including sheetrock finishing
- Basic understanding of applicable building codes
- Leading and training Carpenter 1s on jobsites

Carpenter III

Autonomy – ability to prioritize, schedule, plan, & lead complicated tasks with little to no direction

Leadership – oversees complicated tasks involving multiple personnel and trades while working alongside

Communication – meets w/ customers regularly to assess needs & plan work accordingly. Keeps customers informed of job status throughout process.

Reliability/Dependability – meets the tightest deadlines even if afterhours work is required. Understands the urgency of completing assigned tasks.

Problem Solving – recognize and address problems with little to no guidance.

Knowledge/Skills/Abilities

- Mastery of all competencies of a Carpenter II
- Lead and train Carpenter 1s & 2s
- Knowledge & understanding of applicable building codes
- Lead multi-trade projects from initiation to completion understanding and meeting both time and budgetary constraints

Mechanical Pathway – Plumber

Training Specifications & Requirements

*** Example***

DOMAIN DESCRIPTION	MINIMUM HOURS
<i>Professional Development</i>	
Professionalism & Ethics	2 hours
Departmental Policy and Procedures	2 hours
Trade Math Basic (Fractions, Conversions, Ratios Of Grade/Slope On A Pipe, Percentages, Offsets, Geometry, Heads and Pressures)	6 hours
Total	10 Hours
Tools and Equipment	3 hours
Pipe Threading, Manual and Electric	4 hours
Cutting Tools, Chain Cutters, Snap Cutters	4 hours
Pro Press	4 hours
Hand Roll Grooving/Manual Grooving and Electric Grooving machine	3 hours
Electric Sewer Cabling	4 hours
Jetter	4 hours
Fusing	4 hours
Flaring	4 hours
Total	30 Hours
Code and Knowledge of Systems	10 hours
Plumbing Code	4 hours
Piping Materials – Plastic, Copper, Caste, Steel, Corrosive-Resistant	4 hours
Drawings and Specs	4 hours
Fixtures	4 hours
Valves	4 hours
Drain Waste and Vent Systems	4 hours
Roof, Floor, Area Drains	10 hours
Water Distribution	10 hours
Basic Electrical	10 hours
Gas Distribution Systems	10 hours
Storm, Sewage Systems	10 hours
Compressed Air Systems	10 hours
Hydronic and Solar Heating Systems	8 hours
Vacuum Systems	8 hours
Fire Suppression Systems	8 hours
Total	110 Hours
Safety	
Ladder Safety and Fall Protection	0.5 hours
Aerial Lift Safety	1 hours
Trenching - Excavation	2 hours
Permit Required Confined Space	2 hours
Lock Out/Tag Out	0.5 hours
Defensive Driving	2 hours
CPR/CERT/First Aid	2 hours
OSHA 10	10 hours
Total	20 Hours
<i>Computer Competency</i>	
AiM Training Level 1	5 hours
MicroSoft or Google Proficiency Certification	5 hours
Total	10 Hours

Structural Pathway – Carpenter
Training Specifications & Requirements
** Example**

DOMAIN DESCRIPTION	MINIMUM HOURS
Professional Development	
Professionalism & Ethics	
Departmental Policy and Procedures	4 hours
Trade Math Basic (Fractions, Conversions, Geometry, Algebra, Measurements)	4 hours
Total	6 hours
Tools and Equipment	
Handheld Cutting Tools	2 hours
Planers, Table Saws, Miter Box, Rail Saws	2 hours
Joiners, Band Saws, Routers	2 hours
Scaffolding	2 hours
Ladders and Pole Jacks	2 hours
Bench Sanders and Grinders	2.5 hours
Framing Squares, Levelers	2.5 hours
Surveying	2 hours
Total	17 Hours
Code and Knowledge of Systems	
Construction Code	6 hours
Building Materials, Fasteners, and Adhesives	20 hours
Construction Drawings, Specs, and Layout	20 hours
Floor Systems	20 hours
Wall Systems	10 hours
Soffit and Fascia, Boxing, Exterior Trim	5 hours
Ceiling Joist and Roof Framing	20 hours
Building Envelope Systems	10 hours
Basic Stair Layout	10 hours
Finish Carpentry	20 hours
Drywall Installation	20 hours
Acoustical Ceilings	20 hours
Total	181 Hours
Safety	
Ladder Safety and Fall Protection	0.5 hours
Aerial Lift Safety	0.5 hours
Trenching - Excavation	2 hours
Permit Required Confined Space	1.5 hours
Lock Out/Tag Out	0.5 hours
Defensive Driving	1 hours
CPR/CERT/First Aid	1 hours
OSHA 10	10 hours
Total	17 Hours
Computer Competency	
AiM Training Level 1	3 hours
MicroSoft or Google Proficiency	4 hours
Certification	7 Hours

RELEASE DATE: 10/2023



UNIVERSITY OF GEORGIA

Facilities Management Division

CENTRAL STEAM PLANT



The FMD Central Steam Plant will pilot one of the first modules of the Career Ladder Program. This pilot will focus on Operations Center progressions.

www.fmd.uga.edu



UGA CENTRAL STEAM PLANT

Current Operations



Central Steam Plant Breakdown of Operators

as of 5/15/23

1st Shift (12pm-8am)

*Senior Engineer 1**

Senior Engineer 1

Boiler Operator -1

Senior Eng Tech-1

2nd Shift (8am-4pm)

*Senior Engineer 1**

Senior Engineer 2

*Boiler Operator 2**

Boiler Operator 1

3rd Shift (4pm-12am)

Senior Engineer 1

Boiler Operator 2

Boiler Operator

Senior Eng Tech-1

Each shift requires 3 OIC qualified operators and one SET-1 or higher to make schedule work.

*Retirement risk

The UGA Central Steam Plant's current career pathway does not provide a true operations center progression based on competency within the skillset or technical mastery, and assessment for their operators and plant engineers. The updated operations center pathway model will provide a successful path for job training that leads to employee career growth and professional certification.

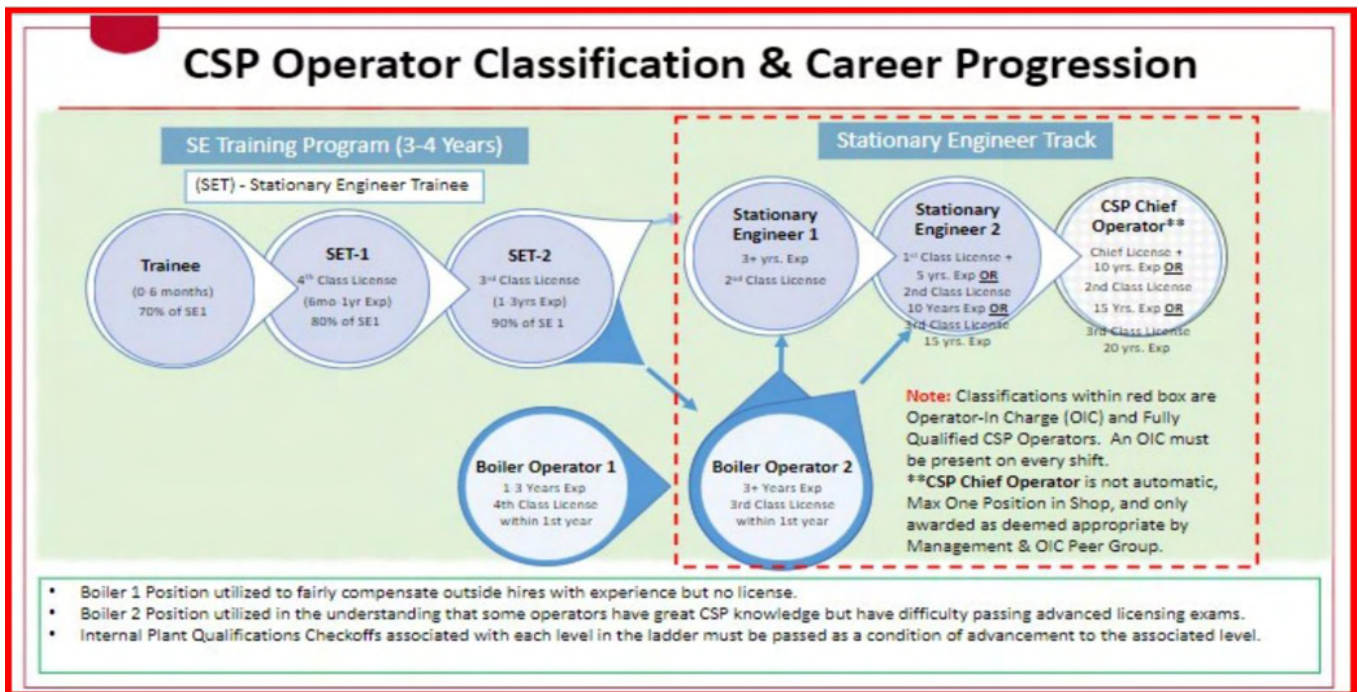
Due to the high demand of the workforce, technical ability, and life-safety needs of these positions, it is critical that career progression, hands-on experience, and industry certification are the main focuses for these positions.



UGA CENTRAL STEAM PLANT

Operations Center Career Progression Plan

The UGA Steam Plant Career Progression Program will have Operations Career Progression for Stationary Engineer Technician Training leading to industry certification as (1) Stationary Engineer or (2) Boiler Operator.



UGA CENTRAL STEAM PLANT

STATIONARY ENGINEERING TRAINEE

JOB DESCRIPTION



New Method of Promotion

Stationary Engineering Trainee from \$33,000

This is the entry-level position for a candidate with at least one year of trades experience; "Learn on the job" or "On the job Training." Incumbent will train under the guidance of a journey worker who is both a competent Central Steam Plant Operator and a licensed Stationary Engineer. The employee will gain experience by acquainting themselves with foundational knowledge of tools, equipment, and materials related to boilers and steam production. Such experience involves familiarity with overall plant safety, boiler feedwater testing, and treatment, operation, servicing, and repair of high-pressure steam boilers, pumps, motors, fuel oil and gas controls, emergency power generators, forced draft systems, safety devices, and electronic computer operated boiler controls.

Within the timeframe of no more than 4 years, the employee is needed to become a fully qualified operator of the Central Steam Plant and be licensed as a 2nd class Stationary Engineer within the GSAPE organization.

- Ability to react quickly and calmly in emergencies.
- Ability to read instruments.
- Ability to maintain accurate records and interpret data Possess basic math skills and possess basic Interactive computer skills.
- Familiarity with basic hand tools with ability to make basic repairs when necessary.
- Ability to understand and comply with moderately complex oral and written instructions.

Job Tasks/Performance Requirements

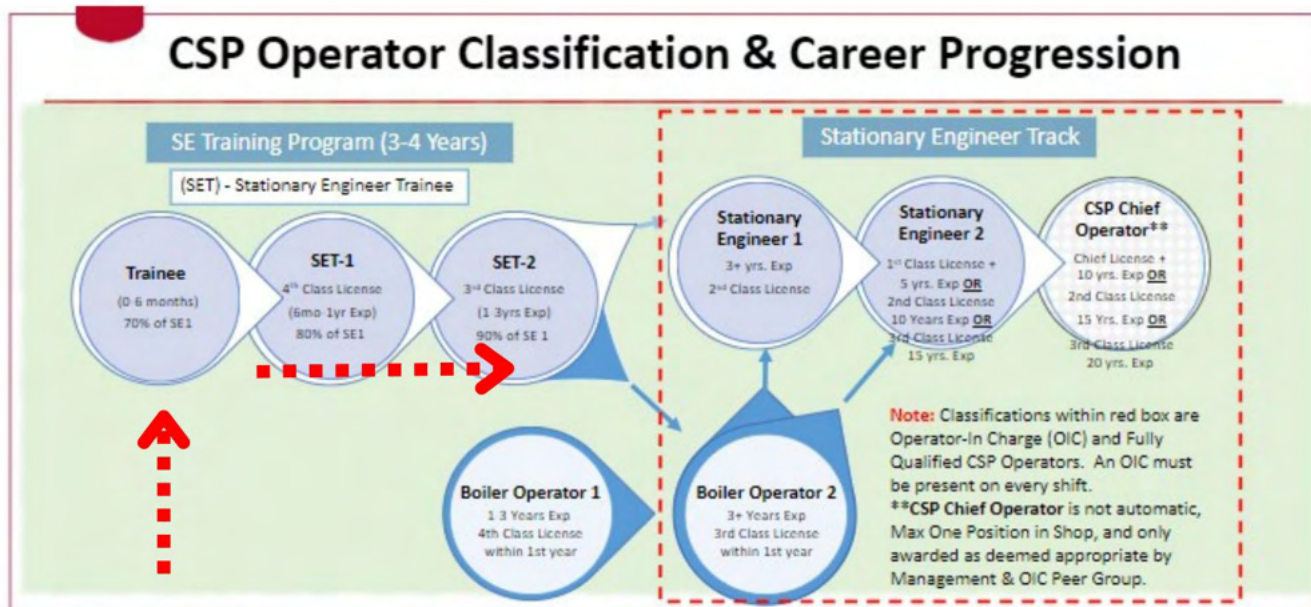
- (50%) Work Toward Goal of Becoming Fully Qualified Stationary Engineer 1.
- (20%) Operate High-Pressure Boilers by adjusting Campus Load as Necessary
- (15%) Maintain Boiler Operating Data/Logs Relative to CSP SOPs and state/Fed Regulations
- (10%) Perform other related duties incidental to the work described herein
- (5%) Assist Maintenance Techs in making repairs to boiler/auxiliary equipment as needed.





UGA CENTRAL STEAM PLANT

Stationary Engineer Trainee



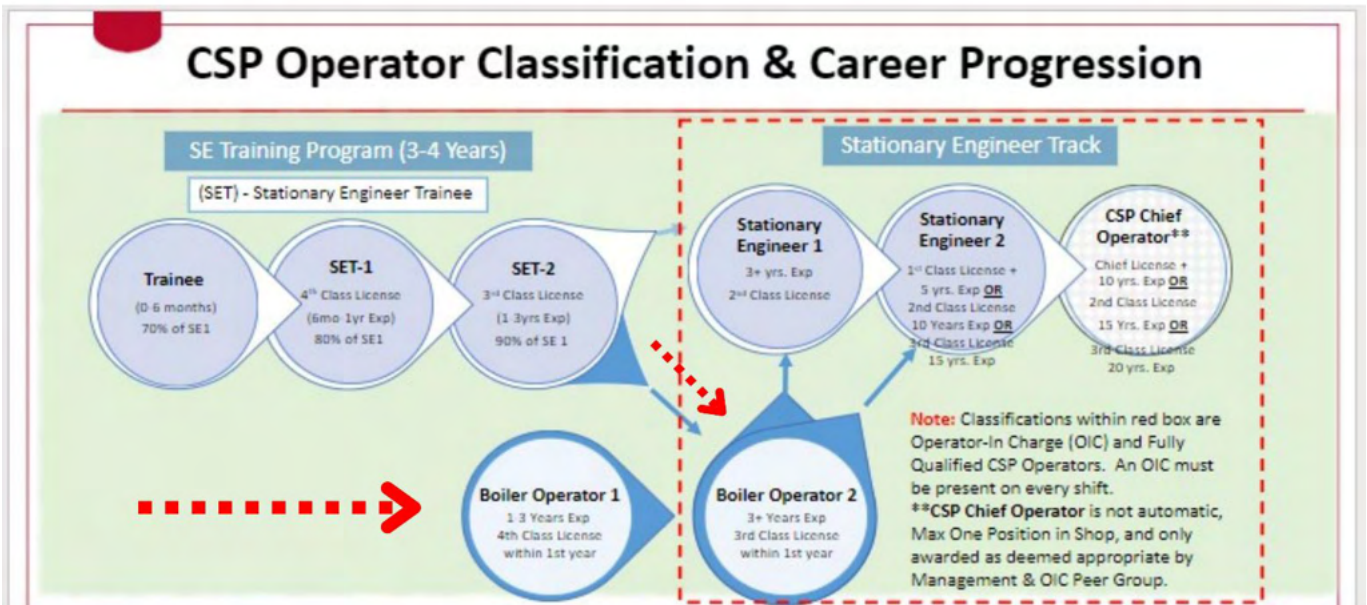
- The **Stationary Engineer Trainee** will gain experience by acquainting themselves with foundational knowledge of tools, equipment, and materials related to boilers and steam production. Such experience involves familiarity with overall plant safety, boiler feedwater testing, and treatment, operation, servicing, and repair of high-pressure steam boilers, pumps, motors, fuel oil and gas controls, emergency power generators, forced draft systems, safety devices, and electronic computer operated boiler controls.
- **Boiler Operator 1 Position** is utilized to fairly compensate external hires with experience but no license instead of the Steam Plant Trainee position.
- **Boiler Operator 2 Position** is a pathway option after the Stationary Engineering Tech 2 position. Both internal and external candidates may pursue this path and It is utilized in the understanding that some operators have great Central Steam Plant knowledge but have difficulty passing advanced licensing exams.





UGA CENTRAL STEAM PLANT

Boiler Operator to Stationary Engineer Pathway



- Boiler Operator 1 Position is available for external hires with experience but no license instead of the Steam Plant Trainee position. The career progression would include training and work experience leading to the **Boiler Operator 2 Position**.
- Upon 3 years of experience and training, they would then be eligible for competency testing for the Stationary Engineering Tech 1-2 positions.
- **Both internal and external candidates may pursue this path.**
- Positions such as Boiler Operator II, and Stationary Engineer I-II are Operators-In Charge (OIC) and Fully Qualified Central Steam Plant Operators. An OIC must be present on every shift.



RELEASE DATE: 10/2023



UNIVERSITY OF GEORGIA

Facilities Management Division

**ADDITIONAL
INFORMATION FOR
THE FMD CAREER
LADDER PROGRAM**

GEORGIA



**Employee Eligibility, Application
process, Yearly Status Review, and
Appeal process**

www.fmd.uga.edu



Upcoming Dates for Career Ladder Program

In the coming months, the FMD leadership team will be continuing to complete several steps to bring our FMD Career Ladder closer to completion and maintain alignment with UGA Central Human Resources's Journeys Program. However, we are ready to implement several significant processes within this month.

FMD Important Dates/Steps toward Full Implementation



Additional Factors for Career Ladder Progression Pilot Program

- Employee Eligibility
 - All full-time, benefits eligible FMD employees may participate in the program.
 - Student and Part-time employees are not eligible; however, they may apply for full-time positions.
 - Employees must have successfully completed the six-month probation period before participating in the career ladder progression program.
 - Employees must not be on a performance improvement plan (PIP) or have disciplinary action within the calendar year.
 - *If an employee receives disciplinary action within the calendar year, they will have a 12-month waiting period before being considered for career ladder progression promotion.*
 - Employees must receive an overall performance rating of “meets requirement” or higher on annual evaluation.
- Skills Assessment Tool/ Employee Scorecard (Checklist)
 - [Carpenter 2 Scorecard Example](#)
 - [Electrician 2 Scorecard Example](#)
 - [Central Steam Plant Scorecard Example](#)
- Application for Internal Staff
 - Existing internal FMD Staff employed in the pilot program shops will be automatically placed to begin the program. FMD Operations and Maintenance (Zone, Carpentry, and Plumbing Shops will begin on/around December 2023 and the Central Steam Plant will begin on/around April 2024.
 - Existing internal FMD Staff interested in considering the career ladder program but not working in the pilot program shops may apply for review.
 - [FMD Internal Career Ladder Application \(New Shop Request\) Example](#)
 - [FMD Internal Career Ladder Application for Promotion Example](#)
- Submission of the FMD Career Ladder Checklist
 - Employees will complete an online form and submit it to their manager for approval. The respective managers will then submit the career ladder checklist form to the FMD Human Resources Department to forward to the review panel.
- Career Progression participation process for Promotions
 - Employees who participate in the career ladder progression program will not undergo a traditional interview process if they meet the training, experience, and practical operational requirements for Level 1 and Level 2 positions.

- Employees at Level 2 and want to move to a Level 3 position must undergo a traditional FMD panel interview and practical exercise, as these positions have supervisory responsibilities.
- Career Progress Review Panel Participants Registry
 - The Career Progression Review Panel will be comprised of FMD leaders and campus facility operations professionals and/or campus customers that can provide feedback on the progression process for participating employees.
 - Review panel participants will successfully complete the FMD Human Resources supervisory training and a Hiring Panel Review training course to ensure all UGA and BOR hiring practices are followed.
 - The review panel will provide a recommendation for participating employees to advance to the next career ladder stage if all requirements are met.
- Annual Evaluation Form and Process refinement
 - Annual Job Performance Evaluation Review
 - The FMD internal committee will review job performance tasks within the annual evaluation form to ensure that all job duties and responsibilities match employees' performance measurements.
 - Annual Career Ladder Progression Performance Review
 - The FMD internal committee and Executive Steering Committee will review the career ladder progression program annually to ensure it meets the division's needs. This will include a review of employee performance, training, and feedback. Changes, if necessary, will be made for the upcoming calendar year progression tract.
 - The FMD Executive Steering Committee will consist of the FMD Senior Directors, Director of Human Resources, and FMD unit Directors.
 - The FMD Human Resources Director will be responsible for all tracking assessments for participating employees. FMD Human Resources staff will disseminate and track employee feedback survey information and provide the feedback to the FMD Executive and internal committees.
 - Core Competency Development
 - As part of this career progression plan, FMD departments will work with UGA Central Human Resources and our FMD Human Resources to utilize the online PEP (Professional Education Portal) library.
 - FMD employees will be able to utilize the UGA competencies and KSAO Library (Knowledge, Skills, and Other Characteristics) online program to gain valuable soft skills and leadership development training.
 - https://engageandlearn.uga.edu/resources/documents/SCM_PEP_Guide.pdf

RESOURCES

- Auburn University Facilities Management Division
 - Leadership Interview with Associate Vice President and AU Human Resources staff
 - https://www.auburn.edu/administration/human_resources/compensation/ccp/jd/jd-title.htm#E
- Boise State University Human Resources
 - Career Ladders (Administration, Campus Facilities and Planning)
 - <https://www.boisestate.edu/hrs/compensation-classification/career-ladders>
 - <https://www.boisestate.edu/hrs-job-levels-job-standards/campus-planning>
- Children’s Hospital of Dallas, Texas Facilities
 - Leadership Interview with Facility Director
- University of Florida Facilities Management Division
 - Career Path by Job Family
 - https://learn-and-grow.hr.ufl.edu/wp-content/uploads/sites/5/2018/05/CareerPath_FacilitiesOperations.pdf
- University of Houston – Downtown Campus
 - <https://www.uhd.edu/administration/employment-services-operations/compensation/Career%20Ladders/Career%20Ladder%20Guide.pdf>
- University of Tennessee – Knoxville Facilities Management Division
 - Skilled Workforce Information Page
 - <https://fs.utk.edu/in-house-standard-practices/skilledworkforce>
- Society for Human Resources Management
 - “[Developing Employee Career Paths and Ladders](#)”, Society for Human Resources Management (SHRM) Toolkit Article, 2021.

Glossary

Term	Meaning
Journeyman	Journeyman are considered competent and authorized to work in that field as fully qualified employees.
Intermediate	Between a beginner and an expert. You have experience with and can carry out the skill, but you do not understand advanced concepts.
General	Considering or including the key features or elements of something, and disregarding exceptions; overall
Basic	The essential facts or principles of a subject or skill
Specialization	The process of concentrating on and becoming an expert in a particular subject or skill.
Proficiency	A high degree of competence or skill



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