



Brunswick-Glynn County Joint Water and Sewer Commission
1703 Gloucester Street, Brunswick, GA 31520
Wednesday, April 17, 2019 10:00 AM
Commission Meeting Room

HUMAN RESOURCES COMMITTEE MEETING AGENDA

COMMITTEE MEMBERS: **Commissioner Donald Elliott, Chairman**
Commissioner Cornell Harvey
Commissioner Wayne Neal
Executive Director Jimmy Junkin

PUBLIC COMMENT PERIOD

Public Comments will be limited to 3 minutes per speaker. Comments are to be limited to relevant information regarding your position and should avoid being repetitious. Individuals should sign in stating your name, address and the subject matter on which you wish to speak. Your cooperation in this process will be greatly appreciated

DISCUSSION

- 1. Pay Scales**
- 2. Trending Performance Appraisal Elements**
- 3. Technical Training Program**
- 4. Worker's Compensation Significant Accidents**
- 5. Health Insurance Plan Participation**
- 6. Defined Benefit Plan**

MEETING ADJOURNED

All citizens are invited to attend.

There is a possibility of a quorum of Commissioners being present.



Brunswick-Glynn County Joint Water & Sewer Commission
1703 Gloucester Street, Brunswick, GA 31520
Commission Meeting Room
Wednesday, April 17, 2019 at 10:00 AM

HUMAN RESOURCES & SAFETY COMMITTEE MINUTES

PRESENT: **Donald Elliott, Committee Chairman**
 Cornell Harvey, Commissioner
 Wayne Neal, Commissioner
 Jimmy Junkin, Executive Director

ALSO PRESENT: **Ben Turnipseed, Commission Chairman**
 Tripp Stephens, Commissioner
 Steve Copeland, Commissioner
 Andrew Burroughs, Deputy Executive Director
 Janice Meridith, Exec. Commission Administrator

Chairman Elliott called the meeting to order at 10:00 AM.

PUBLIC COMMENT PERIOD

There being no citizens that wished to address the Committee, Chairman Elliott closed the Public Comment Period.

DISCUSSION:

1. Pay Scales – J. Junkin

Mr. Junkin informed the committee that in 2014 Condrey and Associates did a salary study for JWSC. He has been in contact with Condrey and received a proposal to update that salary study. A copy of the 2014 Condrey Study was provided to the committee. Commissioner Neal commented that straight percentage salary increases can cause disparity between the higher and lower salary incomes. Mr. Junkin explained how the annual salary increases are calculated including the COLA increases and possible step increases depending on the employee's performance evaluation score. There was some additional discussion pertaining to percentage increases. Commissioner Harvey stated he believed a market survey of salaries in this area should be done, and that data should be used to base salaries on. Additionally he expressed a concern that there could be staff earning salaries outside of or exceeding the salary range for their position. Mr. Junkin stated that Teamwork Services has confirmed that all of the staff salaries are within their pay grade range. Commissioner Stephens does not think individual salaries should be focused on as a process. He added that we need to be sure we have competitive salaries, a fair process and no disparity between team members. With respect to the discussion on salary comparison with the local marketplace and community, Committee Chairman Elliott reminded the committee that most of the positions within the JWSC organization require licensing to be fully

qualified to do most of the jobs, and this demands that our workers do hard work and also be educated enough to be able to pass tests for certification and licensing which are also hard.

2. Trending Performance Appraisal Elements – J. Junkin

Mr. Junkin asked Andrew Burroughs to research and review the performance appraisals, with a reason that the key components focused on were operations management and the Commissioners had noted concerns of safety and maintenance. He added that Mr. Burroughs' review was performed in terms of how the performance appraisals "fit" with what JWSC is trying to achieve. Andrew Burroughs provided that there were 5 key topics that the Commissioners noted needing to be addressed in a more direct manner, and those were edited into the job descriptions of the superintendents. Those edits are only in draft form at this time and have not been adopted. He provided the following 5 key topics:

- (1) Improve system functionality and reliability with the incorporation of preventive maintenance;
- (2) Make sure we are doing the necessary tests to determine where the repairs need to be made;
- (3) Improve housekeeping of facilities, vehicles and equipment, maintenance etc.;
- (4) System analysis, a big picture analysis to determine where improvements are needed; and
- (5) Ensure JWSC employees are working in a safe work environment.

Mr. Burroughs said that those 5 key points can be addressed with the existing form and would fall under different categories, and noted the categories that the key points fall under. System function through preventive maintenance can be addressed through competencies, core values and dependability. He commented that part of the core values are to be customer focused, community aligned and to continually strive for improvement. Mr. Burroughs added that all of those functionalities play into making sure we have a reliable system. If we do not have a reliable system we cannot meet our customers' needs or our community's needs, and if we are not getting better we are not striving to improve. We need to be sure our equipment and processes are dependable. Regarding necessary repairs this can be addressed through productivity and quality of work. Housekeeping can be addressed through responsibility, and responsibility demonstrates a commitment to the public perception of the organization. System analysis through core values and problem solving competency; and promoting a safe working environment would fall under subordination development and also communications of the importance of safety. Mr. Burroughs provided that changing the job descriptions to call these key points out, and putting the superintendents on a pseudo-probationary period with a 1 month, 3 month and 6 month appraisal to ensure that they are performing the key points that the Commissioners have requested to be addressed and improved on. Commissioner Harvey inquired if all new directors and superintendents are placed on the same frequency of performance evaluations in their probationary period, and Mr. Burroughs confirmed they are. Commissioner Neal asked if there is a safety program in place. Mr. Burroughs advised that there is a Safety Council of which a representative from each division is a member of, in addition those members report back to their divisions as to the recommendations and decisions of the Safety Council. He stated that the departments have weekly meetings to discuss operations and expectations as well as safety briefings including "Toolbox Topics" which is an educational component of the safety program. Commissioner Neal questioned if random site visits were made to check for safety procedures being followed on the jobs out in the field. Mr. Burroughs advised that several times during the year, the worker's compensation representative does make random site visits to check for observation of safety rules and safe habits by JWSC staff. Also, the superintendents, executive director and deputy director visit job sites to inspect for safety habits. Members of the safety council are to start making site visits to also make recommendations regarding safety issues. Chairman Elliott advised he does occasionally stop at work sites. He added that in the

past if helmets were not worn or safety vests for example, he did not correct them on the spot at the site, but now does. He encouraged the Commissioners to do the same. Stopping, viewing and speaking to the crews shows the staff that the Commissioners are interested in their work and safety, and also the crews might take safety more seriously.

Chairman Elliott requested Mr. Burroughs to finalize the job description edits and update the committee at the next HR Committee meeting. Also take a look at the key directors that are not in operations divisions to see what changes are needed on those.

3. Technical Training Program – J. Junkin

Mr. Junkin highlighted the Step-wise Training Program for technical hourly staff. The technical areas of concern include: Maintenance, Water/Wastewater Treatment Operations, Electronics/Controls, Electricians, SCADA Technology, Construction Inspection, Lab Technology, etc. He stated that if emphasis is going to be placed on maintenance and preventive maintenance then JWSC needs to ensure that the staff doing that technical work have the skillsets they need to do the work. Mr. Junkin further described the model and highlighted the core process. He indicated that there may be larger utilities in the state who have programs and training materials developed and may be able to share those resources. Mr. Junkin added that GAWP may be able to coordinate and provide some assistance. This type of technical training will also promote better working habits, safer working habits and better results for the utility. There was some additional discussion pertaining to vocational school training, and also checking with Ga. Pacific and Pinova on the skill sets they require and what training is provided for their employees.

4. Worker's Compensation Significant Accidents – J. Junkin

Mr. Junkin provided a summary list of the worker's compensation accidents for the years of 2018 and 2019 for the committee to review. It was noted that the worker's comp. insurance premium dropped this year.

5. Health Insurance Plan Participation – J. Junkin

Commissioner Elliott requested a list for the committee to see how the participation in the health plan was for the current year as compared to the previous. Chairman Elliott suggested they might want to consider next year JWSC putting some money in the Health Savings Accounts of which the employees on this plan contribute the whole 100% to their accounts, as there is a possible disparity for those who selected this type of health plan. Commissioner Stephens commented that care should be taken to not offer deductibles at such a high level that employees do not go to the doctor when needed. There can be a long term impact when employees do not seek preventative care due to high costs but then get sick due to not taking care of themselves. Commissioner Neal provided that the County's plan offers a wellness center and wellness care. Mr. Junkin advised recalled for the committee that Catina Tindall advised that JWSC cannot wait until December to decide to make changes to the health insurance plans.

6. Defined Benefit Plan – J. Junkin

Staff prepared a list of employees and their eligibility for the pension plan. Some people who are at retirement age often keep working due to health care and also money needs until Social Security begins. This can cause having an older staff and also staff with more health issues due to age.

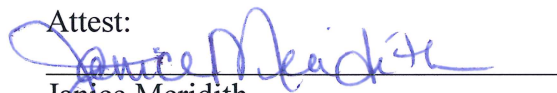
Committee Chairman Elliott then referred to the Defined Benefit Plan Amendments documents which John Donaghy had forwarded for the Commissioners to review. He advised that the changes the GMA made were basically housekeeping items with no real changes to the plan.

Commissioner Stephens returned to the spreadsheet on anticipated retirement age and requested staff to add the employees' job titles and grades to it. He then commented back on the pay scales discussion and added that the goal is to be sure we are paying everybody fairly, not too little and not too high. The committee then revisited the discussion on salary raises with commentary on JWSC not budgeting for raises, but to place those funds in a reserve. It was noted that if JWSC doesn't keep pace with the market, we will train people and then other employers hire them. It was suggested that Condrey and Associates should be invited to come in and give a presentation of what they plan to do, to set the stage for the study, and advise what they did previously and explain the process for understanding.

With no further business to discuss, Committee Chairman Elliott adjourned the meeting at 11:25 a.m.


Donald Elliott, Chairman

Attest:


Janice Meridith,
Executive Commission Administrator

JWSC PAY SCALES CONSIDERATIONS

Recently, multiple commissioners have expressed concerns regarding the current pay plan for JWSC staff. While it is not believed the JWSC current pay plan is in excess of the market for the positions currently in place at the JWSC, it is appropriate to do a pay plan review since the last review by Condrey and Associates, Inc. was done in 2014 and dated January, 2015. Condrey and Associates have been contacted for a proposal to update the pay plan provided in 2015. This proposal is being executed to allow the work to commence May 1.

A JOB CLASSIFICATION AND
COMPENSATION PLAN FOR
BRUNSWICK-GLYNN COUNTY
JOINT WATER & SEWER COMMISSION

January 2015

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Table of Contents

Introduction.....	1
The Classification Plan	4
The Compensation Plan	5
Cost of Implementation.....	9
Appendix A: Position/Grade Analysis by Department	
Appendix B: Position/Grade Analysis by Grade	
Appendix C: Salary Survey Summary	
Appendix C: Benefits Survey Summary	

Introduction

At the request of the Brunswick-Glynn County Joint Water & Sewer Commission, Condrey and Associates, Inc. entered into a contract with the Commission for the development of a job classification and compensation plan.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all Commission employees;
2. Collecting salary and benefits data; and
3. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of a position questionnaire to all Commission employees. The questionnaire covered major aspects of the employee's position as well as the physical demands and work environment of the position. After reviewing the information on the position questionnaires, Condrey and Associates interviewed employees individually and developed a classification recommendation for each position. Approximately 75% of full-time position incumbents were personally interviewed for the study. Our experience in interviewing the Commission's employees was a positive one. The Commission should take pride in its workforce.

The next phase in the workplan involved evaluating each classification for grade assignment. In order to provide a reliable set of ratings, all positions were rated by Condrey and Associates utilizing the Factor Evaluation System (FES). An explanation of FES follows in another section of the report.

The project also involved collecting salary survey information. Condrey and Associates conducted a salary survey of selected organizations specifically for this study. The survey respondents are listed in Table I. Appendix C displays the Salary Survey Summary.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Condrey and Associates to provide technical assistance in this process.

Table I
Salary Survey Respondents
Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

Georgia

Macon Water Authority

Newnan Utilities

Satilla Regional Water & Sewer Authority

City of Savannah

Florida

Clay County Utility Authority

JEA (formerly Jacksonville Electric Authority)

St. Johns County

St. Johns River Water Management District

South Carolina

Beaufort-Jasper Water & Sewer Authority

The Classification Plan

The system used to classify the jobs the in Brunswick-Glynn County Joint Water & Sewer Commission is an adapted version of the Factor Evaluation System (FES). FES is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was added by Condrey and Associates. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all Commission positions. The assigned grade levels reflect a combination of data generated by FES, the salary surveys, and a review of organizational relationships within the organization.

The Compensation Plan

The compensation plan developed for the Commission is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of twenty-six grades. Tables II –A and B display the proposed salary scales. The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized.

In order to keep the proposed salary tables current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. This market adjustment should be made in addition to employee performance increases. Thus, the Commission may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee salary and every pay range equally when market conditions dictate, and 2) increases linked to employee performance.

Table II – A
Proposed Salary Scale
Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

GRADE	MINIMUM	1 ST QUARTILE	MID- POINT	3 RD QUARTILE	MAXIMUM
1	18,918.40	21,283.20	23,648.00	26,012.80	28,377.60
2	19,876.14	22,360.66	24,845.18	27,329.70	29,814.21
3	20,882.37	23,492.67	26,102.97	28,713.26	31,323.56
4	21,939.54	24,681.99	27,424.43	30,166.87	32,909.31
5	23,050.23	25,931.51	28,812.79	31,694.07	34,575.35
6	24,217.15	27,244.29	30,271.44	33,298.58	36,325.73
7	25,443.14	28,623.54	31,803.93	34,984.32	38,164.72
8	26,731.20	30,072.60	33,414.00	36,755.40	40,096.80
9	28,084.47	31,595.03	35,105.59	38,616.15	42,126.70
10	29,506.25	33,194.53	36,882.81	40,571.09	44,259.37
11	31,000.00	34,875.00	38,750.00	42,625.00	46,500.00
12	32,569.38	36,640.55	40,711.72	44,782.89	48,854.06
13	34,218.20	38,495.47	42,772.75	47,050.02	51,327.30
14	35,950.50	40,444.31	44,938.12	49,431.93	53,925.74
15	37,770.49	42,491.80	47,213.11	51,934.42	56,655.73
16	39,682.62	44,642.95	49,603.28	54,563.60	59,523.93
17	41,691.55	46,903.00	52,114.44	57,325.89	62,537.33
18	43,802.19	49,277.46	54,752.74	60,228.01	65,703.28
19	46,019.67	51,772.13	57,524.59	63,277.05	69,029.51
20	48,349.42	54,393.10	60,436.78	66,480.45	72,524.13
21	53,368.71	60,039.80	66,710.89	73,381.98	80,053.07
22	58,909.07	66,272.71	73,636.34	80,999.98	88,363.61
23	65,024.59	73,152.67	81,280.74	89,408.82	97,536.89
24	71,774.99	80,746.86	89,718.73	98,690.61	107,662.48
25	79,226.15	89,129.42	99,032.69	108,935.96	118,839.23
26	87,450.85	98,382.21	109,313.56	120,244.92	131,176.28

Table II – B
Proposed Salary Scale
Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

GRADE	MINIMUM	1 ST QUARTILE	MID- POINT	3 RD QUARTILE	MAXIMUM
1	18,308.13	20,596.64	22,885.16	25,173.68	27,462.19
2	19,234.98	21,639.35	24,043.72	26,448.09	28,852.47
3	20,208.75	22,734.84	25,260.94	27,787.03	30,313.12
4	21,231.82	23,885.79	26,539.77	29,193.75	31,847.72
5	22,306.68	25,095.01	27,883.35	30,671.68	33,460.01
6	23,435.95	26,365.45	29,294.94	32,224.43	35,153.93
7	24,622.40	27,700.20	30,778.00	33,855.80	36,933.60
8	25,868.91	29,102.52	32,336.13	35,569.75	38,803.36
9	27,178.52	30,575.83	33,973.15	37,370.46	40,767.78
10	28,554.43	32,123.74	35,693.04	39,262.34	42,831.65
11	30,000.00	33,750.00	37,500.00	41,250.00	45,000.00
12	31,518.75	35,458.59	39,398.44	43,338.28	47,278.13
13	33,114.39	37,253.69	41,392.98	45,532.28	49,671.58
14	34,790.80	39,139.65	43,488.50	47,837.35	52,186.20
15	36,552.09	41,121.10	45,690.11	50,259.12	54,828.13
16	38,402.54	43,202.85	48,003.17	52,803.49	57,603.80
17	40,346.66	45,390.00	50,433.33	55,476.66	60,520.00
18	42,389.21	47,687.87	52,986.52	58,285.17	63,583.82
19	44,535.17	50,102.06	55,668.96	61,235.86	66,802.75
20	46,789.76	52,638.48	58,487.20	64,335.92	70,184.64
21	51,647.14	58,103.03	64,558.93	71,014.82	77,470.71
22	57,008.78	64,134.88	71,260.98	78,387.07	85,513.17
23	62,927.03	70,792.91	78,658.78	86,524.66	94,390.54
24	69,459.66	78,142.12	86,824.58	95,507.04	104,189.50
25	76,670.47	86,254.28	95,838.09	105,421.90	115,005.71
26	84,629.86	95,208.59	105,787.32	116,366.05	126,944.78

Cost of Implementation

The following paragraph presents two implementation plans for the Commission's consideration. The cost figures do not include benefit costs. Thus, the following cost figures do not represent the Commission's total personnel costs for these positions.

Table III depicts the cost to implement the new compensation plans. The annualized cost to implement classification changes necessitated by Plan A is \$359,379, or 8.60% of current payroll cost (approximately 100% of the relevant labor market for comparable organizations). The new plan places the Commission's pay scale at the approximate average of the labor market when compared to other similar organizations and should prove to be effective in attracting and retaining a quality workforce. Plan B's cost to implement is \$280,805, or 6.72% of payroll (approximately 97% of the mean of the relevant labor market for comparable organizations).

Condrey and Associates will be available to assist the Brunswick-Glynn County Joint Water & Sewer Commission Commission in implementing either of the plans. Implementing the new plan will result in further pay compression (position salaries grouped closely together regardless of length or quality of service to the organization). To help ameliorate this problem, Condrey and Associates recommends that a one-time equity adjustment be applied to employee salaries as outlined in Table III. The cost of the equity adjustment is approximately 3.54% of adjusted payroll cost. An alternative equity adjustment is also presented; its cost is approximately 2.72%.

Table III
Cost of Implementation
Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

	Classification Changes¹	Equity Adjustment²	Total Implementation Cost
Plan A	\$359,379 (8.60%)	\$163,051 (3.59%)	\$522,430
Plan B	\$280,805 (6.72%)	\$155,652 (3.49%)	\$436,457
Plan A Modified	\$359,379 (8.60%)	\$123,006 (2.71%)	\$482,385
Plan B Modified	\$280,805 (6.72%)	\$121,208 (2.72%)	\$402,013

¹ Increases are projected based on current payroll total of \$4,177,771. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

² Figures presented are the estimated cost for equity adjustment increases. The calculations Plans A, B and C are based on a maximum 2% increase for employees with 1-3 year(s) of service, a 4% increase for employees with 4-6 years of service and a 6% increase for employees with 7 or more years of service as of December 31, 2014. The calculations for Plans A, B and C Modified are based on a maximum 2% increase for employees with 1-3 year(s) of service and a 4% increase for employees with 4 or more years of service as of December 31, 2014.

Appendix A
Position/Grade Analysis by Department
Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

DEPT	POSITION	GRADE
ADM/1	Director of Administration	25
ADM/2	Human Resources Coordinator/Clerk	16
ADM/3	Customer Service Supervisor	18
ADM/4	Accountant	17 ¹
ADM/5	Meter Service Supervisor	17
ADM/6	Accounts Receivable Supervisor	16
ADM/7	Billing Supervisor	16
ADM/8	Utility Service Crewleader	14
ADM/9	Accounts Payable Coordinator	14
ADM/10	Field Service Investigator	12
ADM/11	Senior Billing Technician	12
ADM/12	Accounts Receivable Technician	12
ADM/13	Customer Service Representative I	10 ²
ADM/14	Billing Technician	10
ADM/15	Meter Service Worker I	9 ³
ED/1	Executive Director	UNC
ED/2	Administrative Assistant	12
PC/1	Engineering Director	26
PC/2	Engineer	22 ⁴
PC/3	Planning and Development Coordinator	19
PC/4	Operations Analyst	19
PC/5	Senior Utility Inspector	19
PC/6	GIS Supervisor	19
PC/7	GIS Analyst	17
PC/8	Utility Inspector	16
PC/9	Administrative Coordinator	14
PC/10	Utility Locator	12
PUR/1	Purchasing Director	23
PUR/2	Fleet Maintenance Manager	19

¹ May be designated "Senior" and placed at grade 19.

² May be designated "II" and placed at grade 11.

³ May be designated "II" and placed at grade 10.

⁴ Place at grade 23 with possession of current Professional Engineer Certification in the State of Georgia.

DEPT	POSITION	GRADE
PUR/3	Administrative Assistant	12
SP/1	Systems Pumping and Maintenance Superintendent	23
SP/2	Lift Stations Supervisor	17
SP/3	Systems Monitoring Supervisor	17
SP/4	Wastewater Construction Supervisor	17
SP/5	Line Cleaning Supervisor	17
SP/6	Collection Systems Analyst	16
SP/7	Building and Grounds Crewleader	14
SP/8	Pumping Systems Crewleader	14
SP/9	Construction Crewleader	14
SP/10	Administrative Coordinator	14
SP/11	Inventory Technician	12
SP/12	Inflow and Infiltration Technician I	12 ⁵
SP/13	Pumping Systems Technician	12
SP/14	Line Locator/GIS Assistant	12
SP/15	Line Cleaning Technician	12
SP/16	Manhole Rehab Technician	10
SP/17	Utility Maintenance Worker I	9 ³
WD/1	Water Distribution Superintendent	23
WD/2	Water Distribution Supervisor	21
WD/3	Administrative Coordinator	14
WD/4	Water Distribution Crewleader	14
WD/5	Equipment Operator	12
WD/6	Utility Service Worker I	9 ³
WP/1	Water Production Superintendent	23
WP/2	Water Treatment Plant Operator III	12 ⁶
WWT/1	Wastewater Treatment Superintendent	23
WWT/2	Wastewater Treatment Supervisor	21
WWT/3	Wastewater Pretreatment Compliance Coordinator	19
WWT/4	Senior Laboratory Analyst	17
WWT/5	Laboratory Analyst I	13 ⁷
WWT/6	Wastewater Maintenance Supervisor	17

⁵ May be designated "II" and placed at grade 13.

⁶ Place at grade 13 with possession of current State of Georgia Class II license for Water or Wastewater as appropriate, and grade 15 with possession of Class I license. May be designated Operator Trainee and placed at grade 11.

⁷ May be designated "II" and placed at grade 15 if in possession of current State of Georgia Class II Laboratory Analyst certification.

DEPT	POSITION	GRADE
WWT/7	Senior Wastewater Maintenance Mechanic	14
WWT/8	Wastewater Maintenance Mechanic	12
WWT/9	Wastewater Treatment Plant Operator III	12 ⁶
WWT/10	Wastewater Treatment Technician	10

Appendix B
Position/Grade Analysis by Grade
Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

DEPT	POSITION	GRADE
ED/1	Executive Director	UNC
PC/1	Engineering Director	26
ADM/1	Director of Administration	25
PUR/1	Purchasing Director	23
SP/1	Systems Pumping and Maintenance Superintendent	23
WWT/1	Wastewater Treatment Superintendent	23
WD/1	Water Distribution Superintendent	23
WP/1	Water Production Superintendent	23
PC/2	Engineer	22 ⁴
ADM/2	Human Resources Coordinator/Clerk	21
WWT/2	Wastewater Treatment Supervisor	21
WD/2	Water Distribution Supervisor	21
PUR/2	Fleet Maintenance Manager	19
PC/6	GIS Supervisor	19
PC/4	Operations Analyst	19
PC/3	Planning and Development Coordinator	19
PC/5	Senior Utility Inspector	19
WWT/3	Wastewater Pretreatment Compliance Coordinator	19
ADM/3	Customer Service Supervisor	18
ADM/4	Accountant	17 ¹
PC/7	GIS Analyst	17
SP/2	Lift Stations Supervisor	17
SP/5	Line Cleaning Supervisor	17
ADM/5	Meter Service Supervisor	17
WWT/4	Senior Laboratory Analyst	17
SP/3	Systems Monitoring Supervisor	17
SP/4	Wastewater Construction Supervisor	17

¹ May be designated "Senior" and placed at grade 19.

⁴ Place at grade 23 with possession of current Professional Engineer Certification in the State of Georgia.

DEPT	POSITION	GRADE
WWT/6	Wastewater Maintenance Supervisor	17
ADM/6	Accounts Receivable Supervisor	16
ADM/7	Billing Supervisor	16
SP/6	Collection Systems Analyst	16
PC/8	Utility Inspector	16
ADM/9	Accounts Payable Coordinator	14
PC/9	Administrative Coordinator	14
SP/10	Administrative Coordinator	14
WD/3	Administrative Coordinator	14
SP/7	Building and Grounds Crewleader	14
SP/9	Construction Crewleader	14
SP/8	Pumping Systems Crewleader	14
WWT/7	Senior Wastewater Maintenance Mechanic	14
ADM/8	Utility Service Crewleader	14
WD/4	Water Distribution Crewleader	14
WWT/5	Laboratory Analyst I	13 ⁷
ADM/12	Accounts Receivable Technician	12
ED/2	Administrative Assistant	12
PUR/3	Administrative Assistant	12
WD/5	Equipment Operator	12
ADM/10	Field Service Investigator	12
SP/12	Inflow and Infiltration Technician I	12 ⁵
SP/11	Inventory Technician	12
SP/15	Line Cleaning Technician	12
SP/14	Line Locator/GIS Assistant	12
SP/13	Pumping Systems Technician	12
ADM/11	Senior Billing Technician	12
PC/10	Utility Locator	12
WWT/8	Wastewater Maintenance Mechanic	12
WWT/9	Wastewater Treatment Plant Operator III	12 ⁶
WP/2	Water Treatment Plant Operator III	12 ⁶

⁵ May be designated "II" and placed at grade 13.

⁶ Place at grade 13 with possession of current State of Georgia Class II license for Water or Wastewater as appropriate, and grade 15 with possession of Class I license. May be designated Operator Trainee and placed at grade 11.

⁷ May be designated "II" and placed at grade 15 if in possession of current State of Georgia Class II Laboratory Analyst certification.

DEPT	POSITION	GRADE
ADM/14	Billing Technician	10
ADM/13	Customer Service Representative I	10 ²
SP/16	Manhole Rehab Technician	10
WWT/10	Wastewater Treatment Technician	10
ADM/15	Meter Service Worker I	9 ³
SP/17	Utility Maintenance Worker I	9 ³
WD/6	Utility Service Worker I	9 ³

² May be designated "II" and placed at grade 11.

³ May be designated "II" and placed at grade 10.

Appendix C						
Salary Survey Summary						
Brunswick-Glynn County Joint Water & Sewer Commission						
Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Administrative Assistant	\$33,156	\$29,417	\$46,913	\$44,194	\$40,005	\$36,738
Construction Crew Supervisor	\$42,707	\$45,075	\$60,460	\$61,039	\$49,678	\$52,115
Customer Service Representative	\$28,852	\$28,456	\$42,427	\$42,615	\$34,292	\$32,704
Customer Service Supervisor	\$44,926	\$44,341	\$63,299	\$63,224	\$50,801	\$48,725
Director of Administration	\$70,557	\$71,304	\$105,750	\$107,734	\$82,815	\$90,260
Distribution Crew Leader**	\$31,588	\$31,588	\$47,728	\$47,728	\$37,977	\$37,977
Engineer	\$63,014	\$62,848	\$94,024	\$96,471	\$78,533	\$76,236
Equipment Operator	\$29,543	\$30,090	\$45,478	\$45,341	\$37,038	\$37,773
Executive Director	\$120,503	\$115,033	\$190,084	\$168,347	\$156,354	\$159,796
Inflow and Infiltration Technician I*	\$28,869	\$28,869	\$43,927	\$43,927	\$35,586	\$35,586
Laboratory Analyst I	\$33,918	\$30,992	\$49,047	\$46,488	\$38,999	\$38,598
Laboratory Analyst II	\$41,669	\$44,720	\$61,466	\$60,840	\$48,668	\$48,207
Line Maintenance Technician II*	\$31,865	\$31,865	\$48,847	\$48,847	\$36,813	\$36,813
Maintenance Mechanic I	\$35,654	\$31,732	\$49,543	\$47,635	\$41,011	\$37,511
Meter Reader I	\$31,264	\$28,456	\$44,689	\$42,245	\$37,013	\$33,154
Pumping Systems Technician I	\$32,010	\$30,762	\$46,252	\$45,429	\$36,850	\$36,192
Systems Pumping & Maintenance Superintendent	\$61,723	\$51,961	\$91,112	\$75,920	\$81,628	\$74,437
Utility Maintenance Worker**	\$32,635	\$32,635	\$46,664	\$46,664	\$37,155	\$37,155
Wastewater Pretreatment Compliance Coordinator	\$47,187	\$46,276	\$71,042	\$69,878	\$57,677	\$52,828
Wastewater Treatment Operator I	\$40,341	\$41,500	\$57,132	\$59,959	\$47,272	\$48,785
Wastewater Treatment Operator II	\$39,034	\$35,087	\$52,380	\$52,166	\$47,156	\$45,575
Wastewater Treatment Operator III	\$32,557	\$32,378	\$47,441	\$47,050	\$40,195	\$38,070
Wastewater Treatment Plant Maintenance Crew Supervisor	\$47,491	\$40,082	\$64,263	\$60,122	\$57,674	\$50,102
Wastewater Treatment Superintendent	\$56,961	\$57,365	\$86,022	\$89,231	\$73,904	\$74,196
Wastewater Treatment Supervisor	\$55,163	\$51,400	\$77,657	\$71,000	\$66,280	\$61,200

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Water Distribution Superintendent	\$57,773	\$56,634	\$84,804	\$84,951	\$76,351	\$77,146
Water Operator I	\$40,341	\$41,500	\$57,132	\$59,959	\$48,236	\$48,490
Water Operator II	\$38,957	\$30,907	\$50,207	\$45,431	\$45,307	\$38,598
Water Operator III	\$32,557	\$32,378	\$47,441	\$47,050	\$39,182	\$37,220
Water Production Superintendent	\$65,221	\$65,980	\$96,996	\$99,516	\$84,816	\$81,004

* Only 1 respondent

** Only 2 respondents

Appendix D
Benefits Survey Summary
Brunswick-Glynn County Joint Water & Sewer Authority

Organization Size and Budget Questions

1. Total number of employees in your organization: **Mean = 738; median = 220; 120**
2. Do part-time employees receive health insurance benefits? **2 = Yes; 4 = No; No – No part time positions**
If so, how many hours per week do they work to receive this benefit? **30 hours**

Health Insurance Benefit Questions

3. Health Insurance Employee-Only base plan deductible: **Mean = \$833; Median = \$500; \$1,000**
Maximum out of pocket per year: **Mean = \$3,167; Median = \$3,000; \$4,000**
Health Insurance Full-Family base plan deductible: **Mean = \$2,000; Median = \$1,500; \$3,000**
Maximum out of pocket per year: **Mean = \$6,333; Median = \$5,500; \$12,000**
Health Insurance base plans: co-pay for GP doctor's visit: **Mean = \$23; Median = \$25; \$25**
Co-pay for specialist visit: **Mean = \$40; Median = \$40; \$50**
Co-pay for hospital visit: **Mean = \$265; Median = \$200; No co-pay, 20% co-insurance**
Co-insurance for in-network services: **Mean = \$93; Median = \$100; 20%**
Co-insurance for out-of-network services: **Mean = \$55; Median = \$55; 40%**
4. Monthly **employee** only cost: **Mean = \$57; Median = \$55; \$105**
Employee and children cost: **Mean = \$236; Median = \$282; \$294**
Employee and spouse cost: **Mean = \$279; Median = \$294; \$309**
Full-family cost: **Mean = \$366; Median = \$340; \$464**
Monthly **employer** cost for employee only: **Mean = \$492; Median = \$597; \$562**
Employee and children cost: **Mean = \$823; Median = \$845; \$974**
Employee and spouse cost: **Mean = \$895; Median = \$890; \$1,025**
Full-family cost: **Mean = \$1,108; Median = \$1,173; \$1,538**
5. What is the co-pay for prescription drugs?
Generic: **Mean = \$11; Median = \$10; \$15**
Preferred: **Mean = \$35; Median = \$30; \$40**
Non-preferred: **Mean = \$56; Median = \$50; \$75**
6. Are your retirees covered by your health insurance plan? **5 = Yes; 1 = No; No**
If yes, what is the retiree cost per month? **For the 1 respondent, cost = \$629;**

Dental Insurance Benefits Questions

7. Monthly employee only cost for dental: **Mean = \$20; Median = \$15; \$7**
Family cost: **Mean = \$63; Median = \$44; \$51**
Does your plan pay 100% for 6-month checkup/cleaning? **6 = Yes; 0 = No; Yes**

Retirement Benefit Questions for General Employees

8. How many years continuous service to be vested in your retirement plan: **Mean = 5.2; Median = 5; 5**

9. At what age is early retirement offered? **Mean = 55.5; Median = 55; 55**
 What age is normal retirement? **Mean = 61; Median = 62; 65**
10. Is your retirement calculated on the last 3 years of final salary? **3 = Yes; 3 = No; No**
 If not, how is it calculated? **Varies; Final average earnings are based on highest 5 years of consecutive pay**
 Do employees contribute to the pension plan? **5 = Yes; 1 = No; No**
 If so, how much per month? **Varies from 6% to 10%**
11. What is your formula for calculating retirement? **Varies; 2% X participant final average earnings X years & months of credited service**
12. If your plan is a defined contribution plan, what is the employer's contribution? **1 respondent reports 10%; N/A**
In addition to the Defined Benefit Plan, JWSC also offers employees the opportunity to participate in a 457(b) Deferred Compensation Plan.

Short-Term Disability

13. Do you provide short-term disability to your employees? **6 = Yes; 0 = No; Yes**
 If so, is it provided free to the employee? **3 = Yes; 3 = No; No**
 If it is not free to the employee, what is their monthly charge? **Varies; Age & salary dependent**
 If provided, what is the elimination period? **Modal response is 15 days; 15 days**

Long-Term Disability

14. Do you provide long-term disability to your employees? **? 6 = Yes; 0 = No; Yes**
 If so, is it provided free to the employee? **4 = Yes; 2 = No; Yes**
 If it is not free to the employee, what is their monthly charge? **Not provided; N/A**
 If provided, what is the elimination period? **30 to 180 days; 90 days**

Life Insurance

15. Do you provide life insurance to your employees? **6 = Yes; 0 = No; Yes**
 If so, is it provided free to the employee? **6 = Yes; 0 = No; Yes**
 How much life insurance do you provide for the employee? **Mean = \$40,000; Median = \$50,000; Equal to salary**

Vacation Leave Time

16. How much vacation leave time do your employees accrue per year?
 (Example: 1-5 years of service=10 days accrued per year; 160 hours maximum accrued)
 (**1**) years of service = (**12**) days accrued per year = (**124**) maximum hours accrued
 (**5**) years of service = (**16**) days accrued per year = (**150**) maximum hours accrued
 (**10**) years of service = (**21**) days accrued per year = (**162**) maximum hours accrued
 (**20**) years of service = (**24**) days accrued per year = (**212**) maximum hours accrued

17. How much vacation leave time do your employees accrue per year?

(Example: 1-5 years of service=10 days accrued per year; 160 hours maximum accrued)

(**0-7**) years of service = (**12**) days accrued per year = (**400**) maximum hours accrued

(**8-9**) years of service = (**15**) days accrued per year = (**400**) maximum hours accrued

(**10-15**) years of service = (**18**) days accrued per year = (**400**) maximum hours accrued

(**16-20**) years of service = (**20**) days accrued per year = (**400**) maximum hours accrued

(**21+**) years of service = (**25**) days accrued per year = (**400**) maximum hours accrued

Anything over 400 is converted to sick leave as long as the employee has used at least 80 hours of vacation in that year; otherwise forfeited.

Personal Days

18. Do your employees earn personal leave days per year? **2 = Yes; 4 = No; No**

If so, how many days per year? **1 day**

Sick Leave Time

19. How many sick leave hours do your employees accrue per year? **Mean = 86 hours; 8 hours per month – 12 days per year**

What is the maximum amount of sick leave hours they can accrue? **Varies; no discernable pattern; No limit**

20. Do you have a sick day payout plan for your employees? **2 = Yes; 4 = No; No, however if an employee doesn't use any sick leave in a calendar year they receive 8 hours of pay. If they use no more than 16 hours in a calendar year, they receive 4 hours of pay. They are also allowed to donate sick leave to co-workers.**

If so, please explain (example: can pay out 75% over X number of hours accrued; will only pay out at retirement; will buy back 1 week per year; etc.) **No information provided by respondents;**

Tuition Reimbursement Plan

21. Do you provide your employees with a tuition reimbursement plan? **4 = Yes; 2 = No; Yes**

If so, please explain how it works: **Varies; Employee must have worked a complete year to be eligible. Reimbursement for tuition and book costs of any job-related course or other course which is required while advancing toward a degree from an accredited institution which is related to the employee's current position or which will prepare the employee for other career assignments with the JWSC**

What is the maximum reimbursement per year? **Mean = \$3,250; Median - \$3,500;**

Reimbursement is based on course grade: A = 100%; B = 85%; C = 70%; D = 0

Does it also include payment of books? **Yes**

Uniform Allowance

22. Do you provide a uniform allowance for any employees? **2 = Yes; 4 = No; Uniforms are provided to individuals required to wear them.**

If so, which departments? **Field employees; SPM Division, Water Distribution, Water Production, Wastewater Treatment, Meter Readers, Utility Workers & Inspectors. Office staff and customer service are not required to wear a uniform.**

How much annually? **Total cost; No allowance – uniforms are supplied as needed by BGJWSC**

Holidays

23. Total number of paid holidays your organization recognizes each year: **Mean = 10; Median = 11; 11**

Trending Performance Appraisal Elements

The current JWSC performance appraisal form for exempt employees, which all superintendents receive for their annual evaluations, is attached to this document. For the remainder of the discussion, please reference this document.

The Commission provided staff with suggested edits to the superintendents' job descriptions. Staff made additional edits to the suggested edits and included them in the superintendents' official job descriptions (currently in draft form). Suggested edits to each of the superintendent job descriptions revolve around five key points:

- System Functionality and Reliability through Preventive Maintenance
- System Testing for Necessary Repairs
- Housekeeping of Facilities, Vehicles, and Equipment
- System Analysis for Recommended Improvements/Additions
- Promoting and Maintaining a Safe Working Environment

Each of these key points can be addressed in the current performance appraisal form.

System Functionality and Reliability through Preventive Maintenance can be addressed through the competencies of Core Values and Dependability. Three of the JWSC's Core Values are to be Customer Focused, to be Community Aligned, and to Continually Strive for Improvement. In order to best serve our customer base and meet the community's needs, the functionality and the reliability of the systems need to improve. Improving the PM programs of the operational departments requires continual improvement and places recurring deadlines for work to be accomplished, which falls under Dependability.

System Testing for Necessary Repairs can be addressed through Productivity & Quality of Work. The description of Productivity & Quality of Work on the performance appraisal form is "Meets productivity expectations and takes steps to correct mistakes and improve the overall work product." Given that the goal of this key point is to find and execute necessary repairs to improve system reliability this matches up well with Productivity & Quality of Work.

Housekeeping of Facilities, Vehicles, and Equipment can be addressed through Responsibility. The competency of Responsibility requires a demonstrated commitment to the public perception of the department. Improved housekeeping will improve the public perception of the department.

System Analysis for Recommended Improvements/Additions can be addressed through the Core Values and Problem Solving competencies. Studying system trends and proactively determining solutions fall under the Core Values of being Customer Focused, being Community Aligned, and Continually Striving for Improvement. Understanding the system as a whole and determining where improvements can have the most impact requires problem solving skills and big picture thinking.

Promoting and Maintaining a Safe Working Environment can be addressed through the competencies of Subordinate Training & Development and Communication. Superintendents should train all employees on proper safety protocols. Constant communication to employees about the importance of safety helps to reinforce these methods even when formalized training is not occurring.

Once changes to the job descriptions are finalized with the newly emphasized major duties, each superintendent will be brought in to discuss the changes and increased expectations in these areas. Due to the changes in the job descriptions, interim performance appraisals will be completed similar to probationary appraisals without the superintendent being on probation. These will occur at the 1, 3, and 6 month periods after the new descriptions become effective. By performing the interim appraisals, each superintendent will be given consistent documented feedback relative to their performance with particular emphasis on the areas added to the job descriptions at the request of the Commission. At the end of the six months following the update, superintendents and as a result, departments will be under one of two scenarios. The ideal scenario is steady improvements are made in each of these areas which will improve the overall performance of the departments and superintendents. If steady improvements are not made throughout the period, the superintendent will be placed on a Performance Improvement Plan that provides a defined timeline over which improvements must be made or the employee could face disciplinary action up to and including termination. A blank PIP is attached for your review.

Joint Water & Sewer Commission

Performance Improvement Plan

Employee Name:

Department:

Area of Job Function & Responsibility: Describe in detail, with examples, the Performance Deficiency (What is employee not doing that he/she should be doing?) _____

Summary to Prior Discussion and/or action related to this performance deficiency:

Date: _____ Written _____ Oral _____ Issue: _____

Action Plan to Bring Performance up to Standard: What action will employee take to meet the standard and when?

Failure to achieve immediate and sustained improvement or recurrence of substandard performance or conduct may result in further disciplinary action up to and including termination of employment.

What action will supervisor or others take to help employees meet the standard and when? Include follow up date(s).

Employee Comments: _____

Signatures:

Employee:* _____ Date: _____ Supervisor: _____ Date: _____

Dept. Head: _____ Date: _____

*Employee's signature indicates that employee participated in this discussion and agrees to take the action planned. If employee disagrees with any part of this plan, employee should write concerns on the back of this page.

Cc: employee; Human Resources; personnel file

(ATTACH ADDITIONAL PAGES IF NEEDED.)

Received in HR: _____ Name _____ Date _____



Systems Pumping and Maintenance Superintendent

Systems Pumping and Maintenance

SP/1

JOB SUMMARY

This position is responsible for directing the agency's systems pumping and maintenance operations.

MAJOR DUTIES

- Ensures division operations are in compliance with environmental regulations.
- Trains, assigns, directs, supervises, evaluates and disciplines personnel.
- Maintains function and reliability of wastewater collection assets, systems, facilities, vehicles and associated equipment by implementing, directing and conducting a preventive maintenance program in accordance with manufacturers' guidance and specifications.
- Ensures the wastewater collection system operates as intended through testing of the systems and equipment; restoring, repairing, rebuilding, or replacing faulty or inoperative components and parts.
- Ensures that facilities, vehicles and equipment are clean, and free of rust.
- Improves function and reliability of collection systems and associated equipment by studying performance results; identifying, recommending, and implementing changes, expansions, ~~and~~ additions and rehabilitation needs.
- Maintains safe and healthy work environment by following safe work practices and requiring appropriate personal protective equipment as well as proper tools are used in the performance of maintenance tasks ~~standards and procedures~~; complying with policies, standards, safe work procedures as well as legal codes and regulations.
- Provides analysis of wastewater and potable water pumping and storage systems; designs or recommends design changes to increase or ensure efficient and effective operations.
- Manages the efficient and effective response to customer complaints.
- Develops and maintains an effective after-hours emergency call program.
- Prepares cost estimates for projects and plans; estimates resources needed, including human, financial, time and equipment.

- Assists in preparing annual operating budgets for the division.
- Directs and monitors the work of contractors.
- Coordinates activities with state and federal agencies.
- Oversees the utility locating program.
- Performs related duties.

KNOWLEDGE REQUIRED BY THE POSITION

- Knowledge of personnel laws, policies, and regulations.
- Knowledge of state and federal environmental regulations.
- Knowledge of the safety hazards associated with the work.
- Knowledge of the development and administration of municipal budgets.
- Knowledge of inventory management principles.
- Knowledge of pump maintenance principles.
- Knowledge of modern office practices and procedures.
- Skill in interpreting engineering reports, maps, and construction drawings.
- Skill in the use of computers and various software programs.
- Skill in the training and supervision of personnel.
- Skill in oral and written communication.

SUPERVISORY CONTROLS

The Executive Director assigns work in terms of division goals and objectives. The supervisor reviews work through conferences, reports, and observation of division activities.

GUIDELINES

Guidelines include federal and state environmental regulations; local building, health, and environmental codes; the Manual of Uniform Traffic Control Devices; safety policies; and OSHA regulations. These guidelines require judgment, selection, and interpretation in application. This position develops division guidelines.

COMPLEXITY/SCOPE OF WORK

- The work consists of varied management, administrative, supervisory, and technical duties. Unforeseen equipment failures contribute to the complexity of the position.
- The purpose of this position is to oversee the activities of the Systems Pumping and Maintenance Division. Successful performance contributes to the efficiency and effectiveness of system operations.

CONTACTS

- Contacts are typically with agency personnel, elected and appointed officials, members of the general public, vendors, engineers, architects, developers, contractors, federal and state regulators, and members of the general public.
- Contacts are typically to give or exchange information, to resolve problems, to motivate or influence persons, and to negotiate or settle matters.

PHYSICAL DEMANDS/ WORK ENVIRONMENT

- The work is typically performed while sitting at a desk or table or while standing, walking, bending, crouching or stooping. The employee occasionally lifts light objects, climbs ladders, uses tools or equipment requiring a high degree of dexterity, distinguishes between shades of color, and utilizes the sense of smell.
- The work is typically performed in an office and outdoors, occasionally in cold or inclement weather. The employee may be exposed to noise, dust, dirt, grease, and machinery with moving parts. Work requires the use of protective devices such as masks, goggles, gloves, etc.

SUPERVISORY AND MANAGEMENT RESPONSIBILITY

This position has direct supervision over Lift Station Supervisor (1), Systems Monitoring Supervisor (1), Collections Systems Analyst (1), Wastewater Construction Supervisor (1), Line Cleaning Supervisor (1), and Administrative Coordinator (1).

MINIMUM QUALIFICATIONS

- Knowledge and level of competency commonly associated with the completion of a baccalaureate degree in a course of study related to the occupational field.
- Experience sufficient to thoroughly understand the diverse objectives and functions of the subunits in the division/department in order to direct and coordinate work within the division/department, usually interpreted to require three to five years of related experience.
- Possession of or ability to readily obtain a valid driver's license issued by the State of Georgia for the type of vehicle or equipment operated.



Water Distribution Superintendent

Water Distribution

WD/1

JOB SUMMARY

This position is responsible for directing the operation and maintenance of the water distribution system and backflow prevention program.

MAJOR DUTIES

- Prepares and administers the annual budget; participates in the planning and implementation of operations and capital budgets to improve water distribution infrastructure.
- Maintains function and reliability of water distribution assets, systems, facilities, vehicles and associated equipment by implementing, directing and conducting a preventive maintenance program in accordance with manufacturers' guidance and specifications.
- Ensures the water distribution systems operate as intended through testing of the systems and equipment; restoring, repairing, rebuilding, or replacing faulty or inoperative components and parts.
- Ensures that facilities, vehicles and equipment are clean, and free of rust.
- Improves function and reliability of distribution systems and associated equipment by studying performance results; identifying, recommending, and implementing changes, expansions, additions and rehabilitation needs.
- Maintains safe and healthy work environment by following safe work practices and requiring appropriate personal protective equipment as well as proper tools are used in the performance of maintenance tasks; complying with policies, standards, safe work procedures as well as legal codes and regulations.
- Develops and recommends distribution system maintenance and rehabilitation projects.
- Prepares cost estimates for projects, including time and labor estimates.
- Oversees and participates in the safe and efficient operation of the water distribution system; directs the training of personnel in work safety standards.
- Maintains project and operational records and reports.

- Responds to customer complaints regarding water quality and pressure; delegates such actions as may be necessary to mitigate the complaint.
- Maintains an adequate inventory of parts, supplies, tools, safety equipment, and chemicals to safely and efficiently perform work tasks in the water distribution system.
- Interviews, hires, trains, assigns, directs, supervises, evaluates and disciplines division personnel.
- Coordinates activities with other agency personnel, contractors, vendors, and other local, state and federal agencies.
- Directs field operations in the event of complex issues or problems; responds to after-hours emergencies.
- Directs the backflow prevention program.
- Reviews and approves of payroll reports.
- Performs related duties.

KNOWLEDGE REQUIRED BY THE POSITION

- Knowledge of the operation and maintenance of a water distribution system.
- Knowledge of the operation of a variety of job-related tools and equipment.
- Knowledge of related state and federal regulations.
- Knowledge of budget development and management principles.
- Knowledge of relevant federal and state law and agency policies and procedures.
- Knowledge of computers and job-related software programs.
- Skill in management and supervision.
- Skill in problem solving.
- Skill in prioritizing and planning.
- Skill in interpersonal relations.
- Skill in oral and written communication.

SUPERVISORY CONTROLS

The Executive Director assigns work in terms of division goals and objectives. The supervisor reviews

work through conferences, reports and observation of division activities.

GUIDELINES

Guidelines include Georgia EPD rules and regulations, OSHA regulations, and division and agency policies and procedures. These guidelines require judgment, selection, and interpretation in application. This position develops division guidelines.

COMPLEXITY/SCOPE OF WORK

- The work consists of varied management, supervisory, and technical duties. Strict regulations contribute to the complexity of the position.
- The purpose of this position is to direct the operations of the water distribution system. Successful performance helps ensure the efficient and effective delivery of drinking water to customers.

CONTACTS

- Contacts are typically with coworkers, elected and appointed officials, representatives of state and federal agencies, contractors, vendors, and the general public.
- Contacts are typically to exchange information, motivate persons, negotiate matters, resolve problems, and provide services.

PHYSICAL DEMANDS/ WORK ENVIRONMENT

- The work is typically performed while intermittently sitting at a desk or table or while intermittently sitting, standing, stooping, walking, bending, crouching or stooping. The employee frequently lifts light and heavy objects, climbs ladders, uses tools or equipment requiring a high degree of dexterity, and distinguishes between shades of color.
- The work is typically performed in an office, stockroom, warehouse, and outdoors, occasionally in cold or inclement weather. The employee is exposed to machinery with moving parts, contagious or infectious diseases, or irritating chemicals. Work requires the use of protective devices such as masks, goggles, gloves, etc.

SUPERVISORY AND MANAGEMENT RESPONSIBILITY

This position has direct supervision over Water Distribution Supervisor (1), Administrative Coordinator (1) and Water Distribution Crewleader (4).

MINIMUM QUALIFICATIONS

- Knowledge and level of competency commonly associated with the completion of a baccalaureate degree in a course of study related to the occupational field.

- Experience sufficient to thoroughly understand the diverse objectives and functions of the subunits in the division/department in order to direct and coordinate work within the division/department, usually interpreted to require three to five years of related experience.
- Possession of or ability to readily obtain a valid driver's license issued by the State of Georgia for the type of vehicle or equipment operated.
- Possession of or ability to readily obtain an appropriate state-certified license for water distribution and backflow prevention.

STEP-WISE TRAINING FOR TECHNICAL HOURLY STAFF

PROCESS OUTLINE

The process involves hiring candidates for vacancies in any of the technical or semi-technical hourly organizational roles. Candidates should under pre-employment testing to insure they have the abilities needed to learn skills in the job and be successful in the work environment. The technical areas of concern include: Maintenance, Water/Wastewater Treatment Operations, Electronics/Controls, Electricians, SCADA Technology, Construction Inspection, Lab Technology and possibly others.

Once a candidate is hired, they will be pre-tested to determine if they already possess certain skills required in their position. Otherwise, they commence formal training to achieve the various levels of competency. The final level will incorporate supervisory and management training to prepare staff to move into supervision when the vacancy occurs.

Competency testing will be required to certify the candidate has achieved the required skills and the completion of satisfactory competency for a given skill level will have a specified maximum time period to be achieved. A centralized location for competency testing needs to be arranged. This may be a function GAWP and GRWA could organize and facilitate for state-wide needs of all utilities in the state. Note that every competency level completed results in a pay grade promotion and pay raise – incentive.

In addition to providing formal structured training and skills development, this process provides a career path for staff to achieve,

The core process:

1. Identify candidates with the aptitude and acuity to learn and perform the skilled tasks associated with a technical roll – pre-employment testing prior to employment offer will be involved.
2. Pre-test candidate's skills to place selected candidate in the proper job class, i.e., Entry Level, Grade I, Grade II, Grade III, etc.
3. For entry level new hire, formal training will commence to obtain Level I Competency.

The key is to develop the training materials and proper competency tests. These materials would likely be some combination of self-study online, some lab work and possibly some centralized or remote training and competency testing. Each utility can customize the things they need in training to meet their specific needs.

There may be larger utilities in the state who have the programs and training materials developed many of the technical hourly roles in the water utility industry. They may be able to share those resources with utilities across the state. GAWP may be able to coordinate this. If not, resources and funds could be collected from the utilities wishing to participate to facilitate development of all resources needed in the various areas.