

2008-0497

Attachment B

16255

Job Progression Handbook

King County
Wastewater Treatment Division &
Service Employees International Union,
Local 925

Revised August 2004



King County



Clean Water - A Sound Investment

PREFACE

This document clarifies and sets forth an implementation structure for Article 19 -- Job Progression -- of the Agreement By and Between King County and Service Employees International Union, Local 925 (November 1, 2003 - October 31, 2006). In cases of conflict, unless specifically stated otherwise, the Agreement takes precedent over this document.

If you need more information about this document, or the Job Progression Program, please contact a member of the Job Progression Oversight Committee (JPOC).

TERMS USED IN CONJUNCTION WITH THIS HANDBOOK

Authorized	A person approved or assigned by a supervisor or manager to perform a specific type of duty or duties at a specific site or locations at a worksite.
Initial Training	<p>A) Training that provides the level of knowledge to support and understand the performance of normal operational tasks with supervision. This level of training is the knowledge and skills required to understand systems equipment at the block diagram (major components) level.</p> <p>B) Performance of all normal area operational tasks.</p> <p>C) This is basic system information: how it works in relationship to other components; what affects it; and, what it affects. It includes detailed explanation of NORMAL operation including response to situations like power bumps.</p>
Area Operator Training	<p>A) Training that provides the level of Knowledge to support and understand the performance of all normal and casualty operational tasks, all routine preventative maintenance and basic Corrective maintenance. (CASUALTY, equipment failure, breakdown, plug, power bump, etc.)</p> <p>B) Performance of all normal operational procedures requiring advanced analysis and casualty operational procedures.</p>
Certification	<p>The act of authorization by management for an employee to perform specific defined tasks for which they have been qualified through training (e.g., operate a forklift, hook-up a chlorine tank, etc.) Normally, certification involves approval by a designated group (Department of Ecology granting different levels of wastewater operator certification) or individual.</p> <p>For example, you are <i>qualified</i> to operate the forklift by virtue of completing the Forklift Safety Class and a practical demonstration. Your supervisor <i>authorizes</i> you (i.e., <i>certifies</i> you have met the requirements) to operate the forklift.</p>
Challenging a Course	Requesting credit for a course only in the "Other" column because this or an equivalent course has already been completed and documentation can be provided.

Competency	Having the knowledge, skills and attitudes to perform a given assignment safely, correctly and in a timely manner. Demonstrated ability is key to assessing if someone has attained competency to perform an assignment.
Familiarization	<i>Entry level knowledge</i> about equipment, processes, procedures, or practices. Entry level knowledge is defined as understanding terms, abbreviations, documentation, and safety; general (purpose), physical (location, components), and functional descriptions; and basic operational information.
Formalized Training	This type training has a standardized curriculum, verified measurement tools, and registration/recordkeeping. It is usually held in a classroom type setting. It could be taught by internal trainers or subject matter experts or outside vendors. Some formalized training is in the form of purchased programmed materials such as the Ken Kerry courses from the University of California.
Gate	A device for controlling passage. In this program, it is a measurement point that is passed by demonstrated competency in a predetermined group of knowledge, skills and certifications (Washington State).
Implementation	To carry out or accomplish systems, strategies, etc. To make it happen.
LMC	<u>Labor Management Committee (LMC)</u> A group of individuals representing the management of King County Wastewater Treatment Division and SEIU, Local 925. Refer to Article I, Section 1 of the Agreement between King County and SEIU, Local 925.
JPOC	<u>Job Progression Oversight Committee</u> A group of individuals representing both management and Local 925 represented employees who have been empowered by the LMC to be responsible for the implementation, refinement, change, or day-to-day operation of the Job Progression Program.
HRD	The King County Human Resources Division of the Department of Executive Services-located in the downtown Administration-Building.

Proficiency

Demonstrated knowledge and skills in a trade or profession required to perform a specific task in accordance with established standards and time requirements and in a safe and accurate manner. The increased level of competency derived through training and practice.

Qualified Person

A) One who has demonstrated the knowledge and skills required to perform a task, operate a piece of equipment, or perform a defined task in a safe, efficient, and correct manner; or,

B) One who, by extensive knowledge, training, or experience, has successfully demonstrated their expertise and/or ability to solve or resolve problems relating to the subject matter, work, or project.

Skills

The ability to use ones knowledge effectively and readily in execution or performance. A developed aptitude or ability. Generally associated with the ability to do a task well.

WTD

Wastewater Treatment Division, King County Department of Natural Resources & Parks, (of which East and West are sections).

Union

Service Employees International Union, Local 925 representing Wastewater Treatment Division employees covered by this Agreement.

TPC

Technical Proficiency Courses which are required elements of training needed to meet job progression requirements.

I. INTRODUCTION TO THE JOB PROGRESSION PROGRAM

What is Job Progression?

Job progression allows employees to advance at WTD based on their contribution to the business, rather than on position vacancies and the current competitive employment procedures. Under job progression, each employee's progress is determined by their individual initiative to obtain and demonstrate identified knowledge, skills, and abilities in their job classification.

What are the goals, intent, and benefits of the program?

The **goal** of the job progression program is to provide represented employees at WTD with the opportunity for maximum career growth under a system that:

- Defines a progression path with attainable, realistic standards;
- Ensures that the same measurable criteria apply to all employees; and
- Encourages employee development and career advancement.

The **intent** of the program is to provide opportunities to employees so that they may have more control over their career growth at WTD.

The **benefits** of the program will be a more productive, higher quality work environment with increased efficiency and effectiveness in plant operations and maintenance.

Who is included in the program?

All Service Employees International Union (SEIU), Local 925 represented employees in the East and West Sections and Safety Office of WTD are a part of the job progression program except those employees in the Lead, Senior Operator In-Charge, Safety & Health Administrator IV, Inventory Purchasing Specialist III, and Helper classifications.

How will people be placed in Job Progression?

See Article 10, Section 5 of the Collective Bargaining Agreement between WTD and SEIU, Local 925.

Who oversees the program?

The LMC will oversee the implementation of the Job Progression Program, while the JPOC will be responsible for the maintenance, refinement, day-to-day operation, and changes made in the program. They will forward their recommended changes, which may affect contract items, to the LMC for final approval and the review process. The LMC may delegate specific tasks of the program to the JPOC, hired consultant(s), and/or task force(s).

How does it work?

An employee will progress through the steps on his/her anniversary date until he/she reaches a step before a gate. If the employee has met all of the Gate requirements by that time, and he/she has a "Good" or better job performance evaluation, he/she will be allowed to move through the gate to the next step of the progression. If not, he/she must meet all gate requirements before moving through the gate. There is no time limitation in a gate step.

NOTES: (1) When an employee passes through a gate, that day becomes their new anniversary date for future step-pay increases.

(2) New-hires initially placed in the progression at a gate step must wait until the end of the six-month probationary or other trial service period before they are eligible to advance through a gate.

(3) It is always the responsibility of the employee and their supervisor to identify any areas of weakness or gaps in job knowledge and develop a remedy.

How will employees move up through the progression?

Employees will get annual step increases until they reach a gate step. The gate step does not have a time limitation, but instead requires documentation of specific knowledge, skills, and abilities, along with receipt of a "good" or better job performance evaluation during the previous twelve (12)-month period, before the gate can be passed. The intent of the program is to allow employees to advance based on their documented ability to do their job and demonstrated performance.

Employees will progress according to the charts shown on the following pages. The shaded blocks before each gate have no time limit, but cannot be passed until all requirements between the gates are met. The non-shaded blocks represent steps with twelve (12)-month time requirements, and the numbers in the blocks refer to the pay step labels from the square table specified by the Agreement.

Job Progression Programs for the Laboratory and Process Groups and the Safety and Health Administrators do not use a "gate" system to advance through their progressions, but rather an alternative method to demonstrate qualifications for advancement.

**Classification
Titles**

Range 42		Range 51		Range 55	
6	8	4	8	8	10

Industrial Maintenance
Mechanical Series

Range 38		Range 51		Range 55	
6	8	1	2	6	8
					10

Wastewater Treatment
Operating Series

Range 42		Range 46	
1	2	6	8
			10

Inventory/Purchasing
Specialist I and II

Range 43	
1	2
	6
	10

Wastewater Support
Specialist

Range 51	
2	6
	10

Industrial Lubrication
Systems Specialist

Range 43		Range 48	
2	4	6	8
			10

Gardener Series

Gates are indicated
by heavy double
lines

**Classification
Titles**

Range 26

2	4	6	8	10
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Assistant Custodian*

Range 37

2	4	6	8	10
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Custodian

Range 51

2	4	6	8	10
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Industrial Painter

Range 55

2	4	6	8	10
---	---	---	---	----

Industrial Engine
Mechanic

Range 55

2	4	6	8	10
---	---	---	---	----

Industrial Machinist

Range 57

2	4	6	8	10
---	---	---	---	----

Industrial Instrument
Technician

**Classification
Titles**

Range 57

8	10
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Industrial Maintenance
Electrician

Range 48

2	4	6	8	10
---	---	---	---	----

Process Lab
Specialist I

Range 52

2	4	6	8	10
---	---	---	---	----

Process Lab
Specialist II

Range 56

2	4	6	8	10
---	---	---	---	----

Process Lab
Specialist III

Range 54

2	4	6	8	10
---	---	---	---	----

Wastewater Process
Analyst I

Range 59

2	4	6	8	10
---	---	---	---	----

Wastewater Process
Analyst II

**Classification
Titles**

Range 64

2	4	6	8	10
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Wastewater Process
Analyst III

Range 38

2	4	6	8	10
---	---	---	---	----

Wastewater Utility
Worker*

Range 57

2	4	6	8	10
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Wastewater Process
Engineer I

Range 66

2	4	6	8	10
---	---	---	---	----

Wastewater Process
Engineer II

Range 70

2	4	6	8	10
---	---	---	---	----

Wastewater Process
Engineer III

Range 43

2	4	6	8	10
---	---	---	---	----

Safety and Health
Administrator I*

**Classification
Titles**

Range 48

2	4	6	8	10
---	---	---	---	----

Safety and Health
Administrator II*

Range 54

2	4	6	8	10
---	---	---	---	----

Safety and Health
Administrator III*

* Job progression criteria to be developed

II. POLICIES

Hiring practices

Since our goal is to place new employees equitably and accurately, we recommend that new employees meet standards of documented/demonstrated achievement and be placed accordingly.

Transfers

Employees who laterally transfer within the same job classification will remain at the same pay level. However, as with everyone who wants to move past a job classification gate, transferees must demonstrate/document completion of specific worksite requirements for that gate.

Challenging a Course

Section training staff (with significant input from business team representatives) will establish the learning objectives of each item required for job progression. An employee will apply in writing on the form "*Request to Challenge a Course*" (Attachment B) to their respective section Training Coordinator if they wish to "challenge" a course in the "Other" column in their progression; include all necessary supporting documentation with the form. The Training Coordinator will submit their written recommendation on the *Request to Challenge a Course* form to the Job Progression Oversight Committee. The oversight committee and a Wastewater Treatment Division Human Resources (WTDHR) representative will determine the outcome of the challenge. Regardless of the final action taken, a copy of the form shall be returned to the employee through the Training Coordinator.

Employees' Progression

- Employees with a "Good" or better Performance Appraisal will move up pay steps on their anniversary date until they reach the next gate. Please note that the program is designed in such a way that one year is required in each step except for those steps immediately in front of a gate. (See III. Administration, paragraphs 4 through 6).
- Employees placed in a pay step immediately in front of a gate (i.e., into a shaded box) may move through that gate as soon as they document that they have completed all of the requirements for that gate including task check-off, assessment, certification, or other requirements.
- If an employee demonstrates proficiency in all elements of a task to the trainer the first time, and has documentation (i.e., written or verbal proof) showing that they have completed the particular task at least twice previously, that task is considered to have been successfully completed.
- Whenever an employee passes through a gate, he/she shall be moved into the new progression's classification title (if there is a change) and to the new classification code.

III. ADMINISTRATION

1. In accordance with the Agreement, employees will be placed in the job progression system as provided in Article 10, Section 5.
2. Employees are responsible for requesting a training packet from their Supervisor, knowing the requirements of their job progression, and getting qualified for appropriate tasks and/or requesting and taking the training necessary for progression.
3. The job classification family determines the number of levels an employee can advance in a progression series.
4. Employees will move through each level (non-shaded boxes) on completion of one year of service with an overall "Good" or better score on a Performance Evaluation conducted within the last 12 months. Employees move through a gate (shaded box) as described in paragraphs five (5) and six (6) below.
5. Through their Supervisor, employees may request to move through a gate at any time when they reach the shaded level in front of a gate; to move through the gate, they must meet the criteria in #6 below.
6. To move through a gate an employee must:
 - Complete all job progression requirements for that gate; and
 - Have an overall "Good" or better score on a Performance Evaluation conducted within the last twelve (12) months.

(If no Performance Evaluation has been performed during the last twelve (12) months, the employee must request a Performance Evaluation and receive a "Good" or better rating before advancing to the next level. Once the request has been made, a Supervisor must conduct a Performance Evaluation within one month, or the employee may progress without the Performance Evaluation if all other job progression criteria are met. If an employee receives less than a "Good" rating on their last Performance Evaluation, that employee and their supervisor shall develop an action plan that specifically identifies the issue(s), how the issue(s) shall be addressed, how they will know when the issue(s) has been remedied, and a timeline.)

7. Pursuant to WTD training policies, supervisors are required to develop and follow an individual training plan with each of their employees. Employees will be responsible to work with their Supervisors to develop an individual training plan. Supervisors are responsible for informing the employees about the sign off procedures and which designees are authorized to certify tasks. The parties recognize the need to provide training and skills test opportunities to employees in a timely manner, however it is understood that business needs do not always accommodate the employee's desired pace of advancement. When an employee believes that there has been an undue delay, and s/he has been unsuccessful resolving the issue with his/her supervisor, s/he may appeal to the JPOC for a remedy.

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8. The Job Progression Oversight Committee will work with employees and their supervisors on resolving issues related to job progression. Such issues include, but are not limited to access to training, training availability, and denial of individual task sign-off or Official Task Sign-Off Sheet by supervisor or designee. The employee may have a Union representative assist with this process. The JPOC will issue as prompt a decision as is practicable, considering the nature and urgency of the issue as well as business needs. The JPOC will have authority to resolve issues and make decisions if there is consensus. If the delay is found to be unjustified and has created an economic impact on the employee, the JPOC may recommend to the LMC an economic remedy. Should JPOC fail to reach consensus on an issue, the Union may file a grievance on the issue in accordance with Article 12.6 at Step C (Section Manager) of the Collective Bargaining Agreement.
 9. The JPOC will periodically audit the Job Progression Program, as well as work with employees on ideas or recommended changes to the program and determine what makes good business sense. Business Teams or individual employees may submit recommendations for improvements, which shall be in writing, to the JPOC for consideration at their monthly meetings. The JPOC will do the research and make requests for assistance and/or review by the necessary King County divisions, (such as HRD) before forwarding recommendations to the LMC for review and/or subsequent approval.
 10. Training sessions developed for progression will be given by qualified personnel (e.g., trainers or individuals designated by their supervisors or managers to conduct specific training), or in classes offered through the County vendors, or local colleges. The supervisor will work with the designated trainer to adjust the trainer's workload to accommodate the on-the-job training duties.
 11. Individual tasks and/or training courses within a progression will be signed off by the supervisor and/or designee, if any, assigned by the supervisor to certify the task. The supervisor is ultimately responsible for the final signature verification of each task and the final certification. If one or more tasks are not passed, the supervisor will explain deficiencies and assign the employee for training. The official task sign off sheets or course records will be signed by the employee being checked off, the person certifying the task, and the supervisor of the employee being signed off. (Note: The person certifying a task and/or training course is ensuring that an employee is competent to perform that task(s) or the activity or skill taught in the course.)
 12. In the case where a task is not passed on the first attempt, a minimum time period of seven (7) calendar days must elapse before an employee can request a re-evaluation.
 13. In a case where multiple demonstrations are required for the same task, only one (1) demonstration can be checked off per workday.
 14. Business teams will decide how to keep in-progress files for job progression work (e.g., each employee keeps their own files. A central file to be kept at the job site, etc.). Employees will also send a copy of their completion records to their section's Technical Training Coordinator for filing. (Note: employees are expected to keep copies of their own work).

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15. Supervisors will sign the appropriate personnel document for progression through the gate and submit all signed supporting documents to their section's support staff for their section manager's signature. Completed paperwork will be promptly forwarded to the WTD Human Resource Office so that adjustments to an employee's compensation can be made. Copies will be sent to the appropriate locations, such as the section or business team's training file.
 16. An employee's pay will be adjusted at the start of the pay period following their certification date which is the date their supervisor signs the final personnel documents for progressing through the gate. The date of the first day in that pay period becomes their new anniversary date for purposes of step progression.
 17. If an employee completes all gate requirements, and is within sixty (60) days of moving into a gate step, any new or updated materials issued during that sixty (60) day period will not keep them from progressing through that gate, but will need to be completed before the next gate can be passed.

IV. TRAINING

1. Section training coordinators, in conjunction with business teams, will develop consistent progression standards and task lists.
2. The section trainers or HRD will assign classroom trainers for job progression items (for classes offered through the Employer's course listings) with the concurrence of the employee's supervisor.
3. On-the-job training will be conducted within business teams and it will be up to the business team to designate trainers for their teams.
4. Items listed in the "Other" column on the job progression outlines are available in various formats from different sources: books, videos, TPC courses, internal sources in King County including courses offered by HRD, staff in various departments and outside vendor training.

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INSTRUCTIONAL METHODS AND/OR WAYS OF PERFORMING TASK EVALUATIONS

THE FOUR PREFERRED INSTRUCTIONAL METHODS AND/OR WAYS OF PERFORMING TASK EVALUATIONS

1. Actual Demonstration

Actual demonstration involves the trainee giving a hands-on demonstration of the task as written in the standard operating procedure (SOP) on the actual piece of equipment, system, or process the SOP was written for. This is normally performed by memory, except for tasks that are rarely performed. An actual demonstration is the preferred way to perform a task evaluation, as long as it does not adversely affect plant operation.

2. Simulation/Slow Run Through (SRT)

Simulation/Slow Run Through (SRT) is a hands-on demonstration of an entire task using the written standard operating procedure (normally from memory), with the trainee telling what they are doing, demonstrating proper safety, hand/power tool operation, and describing the effects on other parts of the plant. This is done by physically walking through the entire task, operating tools and equipment, if only momentarily, and verbally explaining the task so the evaluator can determine that the trainee knows how to perform the task. This is usually done for tasks that cannot be performed without adversely affecting plant operation. An example would be taking a primary sedimentation tank out of service for cleaning and maintenance (a simulated SRT would be best with gates partially installed and air wrenches operated with minimal gate movement so plant operation is not affected). A simulated SRT requires the trainee to demonstrate and explain the SOP with the same 100% accuracy as when actually performing the task.

3. Duplication

Duplication is the construction or assembly of parts and equipment that are the real thing or that exactly duplicate the actual task. This requires use of the same tools, procedures, and parts as in the real task. One example is the East Section Chlorine Training Dome. It is currently being retrofitted with a working pigtail (actual part), correct gaskets, and a method for pressurization that will allow for leak testing. This will give the trainee hands-on experience working with the real parts and tools and test the integrity of the connection in a non-hazardous environment. Another example is at the West Section, where a chlorine ton container is set up for B-kit training so a trainee can practice how to use the different patch options without the possibility of disrupting chlorine operation.

4. Table Topping

Table Topping is an instructional method that involves use of blueprints, wiring diagrams, plant layouts, vendor manuals, and plant manuals to refresh knowledge and skills where documented learning has already occurred. It is done in a classroom/control room setting to refresh previously trained personnel who have been on a work assignment that took them away from knowledge and skills they had learned but not experienced for one or more years. It is not primarily done to evaluate performance of a task, but as an instructional method.

* * *

V. CONTINUOUS IMPROVEMENT

The JPOC will be a standing committee to assure smooth functioning of the job progression system. The committee will meet monthly to bring any questions or issues to the group to resolve.

At least quarterly, the committee will:

- ask the section Training Coordinators to submit a report on the number of employees moving through gates within a job classification and the business teams of these employees, and
- present a progress report to the LMC and forward any recommended program changes to the LMC for their consideration and approval.

At least semi-annually, the committee will:

- send a survey to each employee in the Job Progression Program to ask for feedback on the program from them and their business team.

Attachment A

Job Progression Outlines

Job progression outlines are part of the continuous improvement process of this program. For the most current version of a particular progression, please refer to the master documents for the following classifications in your training library or at other designated locations.

- **Custodian Series (Assistant Custodian & Custodian)**
- **Industrial Maintenance Electrician**
- **Gardener Series (Gardener & Senior Gardener)**
- **Industrial Engine Mechanic**
- **Industrial Instrument Technician**
- **Inventory/Purchasing Specialist I & II**
- **Industrial Lubrication Systems Specialist**
- **Wastewater Support Specialist**
- **Mechanical Series (Industrial Maintenance Worker, Industrial Maintenance Mechanic, & Industrial Master Mechanic)**
- **Operational Series (Wastewater Treatment Operator-In-Training, Wastewater Treatment Operator, & Wastewater Treatment Senior Operator)**
- **Industrial Painter I**
- **Wastewater Process Lab Specialist I, II, & III**
- **Process Analyst I, II, & III**
- **Wastewater Process Engineer I, II, & III**
- **Safety & Health Administrator I, II, & III**
- **Wastewater Utility Worker**

Note:

- **Industrial Machinist:** Since, at the time of program implementation, only one machinist was employed and was at top step, a machinist progression may be developed at an appropriate time in the future.

Attachment B

Request to Challenge a Course

Name _____
(please print) _____ Date _____

Position _____ Emp. ID # _____ MS _____ Phone # _____

Name of Course: _____

Supporting Documentation (list and attach verification):

Other:

Technical Training Coordinator:		<input type="checkbox"/> Accept	<input type="checkbox"/> Reject
Name (please print) _____			
Reason for decision:			
Signature _____		Date Sent for JPOC Review _____	

Job Progression Oversight Committee:		<input type="checkbox"/> Accept	<input type="checkbox"/> Reject
Management Name (please print) _____	Local 925 Name (please print) _____		
Reason for decision:			
Management Representative Signature _____	DATE _____	Local 925 Representative Signature _____	

WTD Human Resources:		<input type="checkbox"/> Accept	<input type="checkbox"/> Reject
HR Representative Name (please print) _____			
Reason for decision:			
HR Signature _____		Date Returned To Training Coordinator _____	