



Clay Township Regional Waste District

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PERSONNEL & BENEFITS COMMITTEE MEETING

Monday, January 22, 2018 @ 7:30 A.M.
10701 N. College Ave, Suite A, Indianapolis, IN 46280

AGENDA

1. Public Comment
2. Safety Update
3. 2018 Committee Goals
4. Compensation Policy
5. Other Business

Next Meeting: February 26, 2018 @ 7:30 A.M.



MEMORANDUM

To: P&B Committee
From: Loren Prange
Date: January 16, 2018
Subject: Safety Update

The District had no reportable injuries and has gone 2891 days without a loss time accident.

The following safety tailgate sessions were held:

12/26/17 Listen up to protect your hearing
01/03/18 Biohazards and worker safety
01/09/18 Carbon Monoxide: A silent killer

The monthly inspection for fire extinguishers were completed.

District employees are provided with winter weather gear and were recently asked to check to see what they needed and to replace anything worn or damaged. Most items needed were heavier gloves and face masks.

We ordered one battery heated jacket to test with employees who are exposed to extreme weather for long periods of time. If we get good feedback, battery heated jackets will be provided to additional personnel.



MEMORANDUM

To: P&B Committee
From: Drew Williams
Date: January 17, 2018
Subject: Compensation

The District worked with WIS to complete the Compensation Study in 2017. Pay ranges for all positions were adjusted based on the WIS classification evaluation. The Board approved the merit pool as usual and a COLA for the first time in more than 14 years.

The District has used a Pay for Performance approach for the past 14 years. To add clarity to the process, the District established the attached Performance Management Policy in November of 2011. The Career Ladders that were developed with the 2012 Compensation study shows how to move from Laborer to Plant Superintendent, but does not address how an employee moves up within their current position. Management has discussed the development of "Steps" within each position that would establish the training, certification and experience needed to progress in the position. Attached is a draft position ladder for the Pretreatment Coordinator position.

I would expect that the advancement between "Steps" would be based on the attainment of the needed qualifications as well as the employee's past performance. Attainment of certifications and skills without their application to the position is of little benefit to the District. In order to maintain the connection of compensation with the performance of the employee, a proposed "Step" process will need to be integrated with the Performance Management Policy. If the Committee supports the investigation of a Step system, management will proceed with the research and development of Steps for each position.

**Clay Township Regional Waste District
Performance Management Policy
Approved by the Board of Trustees 11-14-11**

The Clay Township Regional Waste District (CTRWD) Performance Management Policy (PMP) is a tool to aid the employee and supervisor in managing and documenting job performance. Effective performance evaluation and feedback works toward achieving a positive contribution to the organization's business objectives. The process involves employee and supervisor participation. The performance review process is designed to be constructive for individual employees as well as the entire work group, and has several objectives:

- Ensures that employees clearly understand the scope and responsibilities of their job;
- Provides employees with periodic and specific job performance assessment;
- Provides feedback on employees' progress toward meeting the requirements of their job;
- Creates a development plan for employees' career growth;
- Links individual performance to departmental objectives and organizational goals.

Effective performance feedback is dependent upon the manager's ability to differentiate performance among employees. Managers should plan to meet individually with their employees at least two times per year (mid-year and year-end) to discuss performance. The primary purpose of the meeting should be to identify and reinforce an employee's strengths and to address areas for improvement through the use of the performance evaluation and development form. However, true performance management is ongoing and managers are encouraged to meet with their employees monthly to verbally discuss performance.

SCOPE

The policy applies to all employees at CTRWD.

TERMS/DEFINITIONS

Organization: The term "organization" refers to CTRWD. **District:** The term "District" refers to CTRWD.

PROCESS

Achieving goals is a key business strategy for the District. Management and the Board will determine the District's goals for the year, which will assist the departmental managers with the development of each department's objectives for that same year. Managers will communicate the departmental objectives to the employee's so that they are able to determine how they will be able to impact those objectives through the completion of the essential tasks/duties, responsibilities and competencies in their job.

The performance evaluation process will begin with the communication of the organizational goals and departmental objectives to the employees. The managers will then complete a performance evaluation form for each employee providing factual data and examples of how the employee performed during the evaluation period compared to the expectations of their job descriptions. At the same time, the employees are asked to complete a self-evaluation to bring to the performance discussion with their manager. Once the managers have completed their evaluations, they will be reviewed by both the Utility Director and Human Resources to ensure compliance and accuracy. Once all reviews are completed, managers will meet with the Utility Director and Human Resources as a group to review all employee performance evaluations to determine pay increases. This ensures all increases are equitable and based upon individual

performance. Merit increases will be awarded to each employee according to the budget as outlined by the Board. Employees who are currently on a progressive disciplinary action plan may not be eligible for a merit increase.

Each year the Board determines the total amount of money that is budgeted for employee salaries, including raises. This amount is based upon the District's financial performance and rate of inflation. The goal of the District is to ensure that employees are fairly compensated relative to their performance and relative to the market's valuation of the job. Local and regional market factors may determine the range of compensation for a job based upon pay of benchmarked positions from municipalities and utilities. CTRWD has pay ranges that are competitive with other municipalities and utilities. Employees who are not eligible for an increase based upon their position in the pay range may be compensated with a one-time lump sum payment in lieu of a base pay increase. Employees who are in this situation will be notified in writing by management.



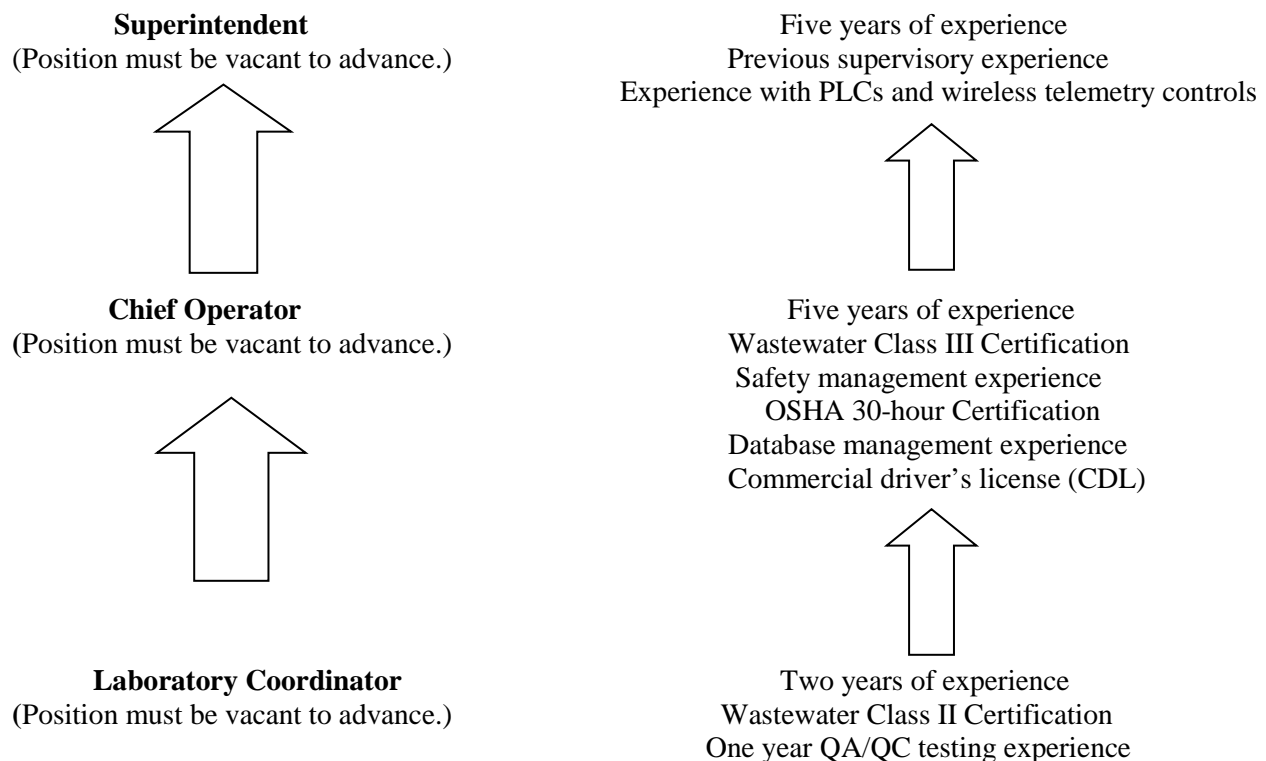
Career Ladder for the Plant Operations Department

Employees may advance within their current department based on actual job functions and responsibilities. This is called a competency-based career ladder. Review of the work being performed within these jobs indicates five distinct levels of job functioning. This career ladder is created to provide a systematic and equitable method of career progression. It is developed in conjunction with the job descriptions of the Superintendent, Chief Operator, Laboratory Analyst, Operator and Laborer.

To be eligible for advancement:

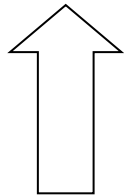
- Employees must be performing work consistent with the job description of the higher position. This is to be documented by the Supervisor.
- Advancement is based upon actual work functions and employees may not advance unless they are performing those functions or they have received the additional expertise and certifications required.
- In addition, employees must have an overall “S” for “Superior Performance” on their end of the year employee evaluation in their current (lower-level) position, prior to being allowed to move to the next level.

OPTION I

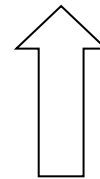




Career Ladder for the Plant Operations Department



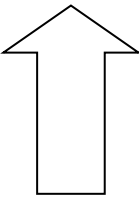
Laborer



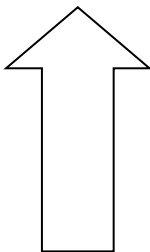
One year of experience
Wastewater Class I Certification
Database management experience

OPTION II

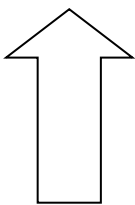
Superintendent
(Position must be vacant to advance.)



Chief Operator
(Position must be vacant to advance.)

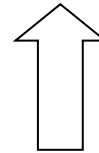


Operator

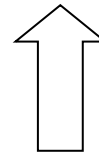


Laborer

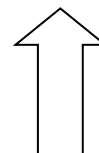
Five years of experience
Previous supervisory experience
Experience with PLCs and wireless telemetry controls



Five years of experience
Wastewater Class III Certification
Safety management experience
OSHA 30-hour Certification
Database management experience
Commercial driver's license (CDL)



Two years of experience
Wastewater Class II Certification
Thorough knowledge of electrical and mechanical trades



One year of experience
Wastewater Class I certification
Database management experience

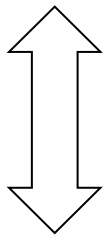


Career Ladder for the Plant Operations Department

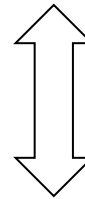
OPTION III

Laboratory Coordinator

Two years of experience
Wastewater Class II Certification
One year QA/QC testing experience



Operator



Two years of experience
Wastewater Class II Certification
Thorough knowledge of electrical and mechanical trades



Pretreatment Coordinator Ladder

DRAFT

Summary: This position is responsible for technical work administering and enforcing the pretreatment policies, procedures, and ordinances, testing samples, and maintaining the wastewater treatment plant under limited supervision at the Clay Township Regional Waste District (District). See the job description for the Essential Duties and Responsibilities.

Pretreatment Coordinator Ladder Progression:

Step	Education / Professional Certification	Total Experience Required	Substitution of Education for Experience	Substitution of Experience for Responsible Charge	Substitution of Experience for Education
4	Bachelor's Degree or equivalent: See Note (1) Class III/C CSO3 CPC IEM RIWP	7 Years at a Class III, C or higher of which 4 years in responsible charge	2 Years See Note (1)	See Note (2)	See Note (2)
3	Associate's Degree or equivalent: See Note (1) Class II/B CSO2 CPC IEM	5 Years at a Class III, C or higher of which 2 years in responsible charge	1 Year See note (1)	See Note (2)	See Note (2)
2	High School Diploma or equivalent Class I/A CSO1 RPC	3 Years	1 Year See Note (1)	NA	See Note (2)
1	High School Diploma or equivalent	1 Year	NA	NA	See Note (2)

Certifications:

- Indiana Department of Environmental Management (IDEM) Wastewater Operator
 - a) Class I/A
 - b) Class II/B
 - c) Class III/C
- Indiana Water Environment Association (IWEA) Collections System Operator (CSO)
 - a) Class 1
 - b) Class 2
 - c) Class 3
- Indiana Water Environment Association (IWEA) Pretreatment Coordinator
 - a) Registered Pretreatment Coordinator (RPC)
 - b) Certified Pretreatment Coordinator (CPC)
- Indiana Industrial Operators Association (IIOA) Registered Industrial Wastewater Professional
 - a) Industrial Environmental Management (IEM)

b) Registered Industrial Wastewater Professional (RIWP)

Note (1): Substitution of education for experience:

- One year of college equals one year of experience or six months of responsible charge.

Note (2): Experience, Responsible Charge and education are interchangeable at the following ratios:

- One year of experience equals two years of High School, six months of College, or six months of responsible charge.