

CDA Maintenance Career Ladder Program

Career Laddering Goal

The goal of the CDA Maintenance Career Laddering program is to hire, train, and promote maintenance staff through the maintenance classification progression in order to retain highly skilled maintenance employees, reduce contracting costs, effectively and efficiently maintain CDA's low income housing units, and meet HUD's physical standards for public and multifamily housing.

CDA Maintenance Staffing Background

Since the early 2000's, the CDA has staffed maintenance workers at one of three site offices under the general supervision of the Housing Site Manager. HUD decentralized the Public Housing Program which initiated this staffing model, called the Asset Management Model. Since that time, the CDA has followed a general staffing pattern of hiring 1 FTE Housing Maintenance Worker (CG16/R10), 1 FTE Maintenance Mechanic 1 (CG16/R13), and 1 FTE Maintenance Mechanic 2 (CG16/R15) at each housing site office. Maintenance work that cannot be completed by CDA Maintenance staff is completed through contracting.

In 2020, the CDA created a new position at each Housing Site called the CDA Maintenance Coordinator (CG16/R16). This new position oversees the maintenance program at each housing site including managing warranties, conducting preventative maintenance activities, coordinating subcontractors and apartment turns, and assigning and evaluating work of the maintenance staff at each site. This new position brings maintenance staffing in alignment with current industry standards of 1 maintenance FTE per 50,000 square feet of housing. The CDA currently manages 550,000 square feet of housing, which requires at minimum 11 FTEs. With the addition of this new position, current maintenance staffing levels at each housing site are:

Triangle

- 1 Maintenance Coordinator - CG 16/R 16
- 1 Maintenance Mechanic 2 – CG 16/R 15
- 2 Housing Maintenance Workers – CG 16/R 10

West

- 1 Maintenance Coordinator - CG 16/R 16
- 3 Housing Maintenance Workers – CG 16/R 10

East

- 1 Maintenance Coordinator - CG 16/R 16
- 3 Housing Maintenance Workers – CG 16/R 10

Financial Overview

The staffing structure above follows the proposed maintenance career ladder program outlined below and shows a staffing pattern of hiring all new maintenance workers at the Housing Maintenance Worker classification. This staffing pattern costs \$837,221 annually, while the cost to staff at 3 FTE's per classification costs \$854,256 annually. The career laddering program includes an annual investment of \$1,500 per employee for training. The current staffing costs plus the training investment totals \$850,721.

Over the past 3 years, the CDA has spent an average of \$255,000 annually on maintenance contracts, not including specialized skills such as HVAC, electrical, or plumbing. This number represents the amount of potential savings by investing in training current staff and hiring to full staffing levels.

In 2019, maintenance staff worked 85 hours of overtime totaling \$31,680. The maintenance career laddering program has no impact on overtime since maintenance staff are assigned to a standby schedule to provide after-hours emergency maintenance services at CDA housing sites and are on call for snow removal.

Program Overview

- All vacancies are hired at the Housing Maintenance Worker classification. This allows for time to evaluate their skills. Career Laddering is offered as an option to new employees at their six month probationary meeting. Employees in their probationary period are not eligible for career laddering.
- The CDA plans to employ 1 or more - Maintenance Mechanic 1 and only 1 – Maintenance Mechanic 2 per site. While it may be nice to have everyone perform at the highest level available, not everyone is equipped to or desires to be at that level.
- An employee must be employed as a Housing Maintenance Worker for a **minimum of 2 years** before they are **eligible** for promotion to Maintenance Mechanic 1 and an **additional 2 years** before they are **eligible** for promotion to Maintenance Mechanic 2.
- Employees that wish to be promoted to Maintenance Mechanic 1 or 2 must also meet the minimum standards established by the Human Resources Department in the position description and classification specification.
- Maintenance Coordinators are only one component of training and are not the full time instructors for the career ladder. There are many different avenues to gain knowledge such as formal schooling, online courses, OJT (On the Job Training), fellow employees, and other training opportunities that come up. Maintenance Coordinators will establish the standards for each employee but it is up to the individual to motivate themselves to move up the ladder.
- All maintenance staff will be cross trained at other housing sites for more thorough knowledge and better response to after-hours calls.
- A training plan will be developed for each housing maintenance worker who chooses to participate in career laddering and may include training paid for by the CDA including applicable classes at Madison College. Training provided by the CDA will be limited to 100 hours per year during work hours and \$1,500 per person. All training requires supervisor approval in order to ensure adequate maintenance staffing.
- All employees regardless of their title can and will be required to complete whatever work the Maintenance Coordinator, Manager or Assistant Manager deems necessary. Title designation does not preclude you from any type of work that we do.

Performance Standards: Maintenance Mechanic 1

This title requires thorough knowledge and demonstrated ability to complete all tasks at the Housing Maintenance Worker level plus the following list. Most of this knowledge and/or skills would normally be gained through OJT and normal day to day situations and repairs.

- Advanced electrical skills
 - The ability to utilize an electrical test meter to properly troubleshoot an assortment of issues like furnaces, appliances etc.
 - The ability to replace a bad breaker.
 - The ability to properly install 3 and 4 way switches.
- Appliances
 - The ability to troubleshoot a variety of appliances like refrigerators, stoves or laundry machines and install the proper replacement parts.
 - The ability to test and adjust proper oven temperatures.
- Plumbing
 - The ability to properly replace a toilet both standard and power flush.
 - The ability to properly replace a faucet.
 - The ability to competently solder plumbing pipes.
 - The ability to properly replace a chimney vented water heater with emphasis on gas lines.
 - The ability to competently install PVC piping.
- Furnaces
 - A thorough understanding of a normal operations cycle of a furnace.
 - The ability to troubleshoot a furnace (without You Tube or Google etc.) and repair it.
- Boilers

- The ability to replace a pump.
- The ability to replace a pump coupler (which are not on every pump.)
- The ability to troubleshoot and repair an apartment heating system with a zone valve.
- The ability to demonstrate the general operations cycle and the Preventive Maintenance of a boiler.
- Fire Panels and Emergency lighting
 - Demonstrate proper operations of multiple different Fire Panels.
 - The ability to correct deficiencies as noted by the fire panel.
 - The ability to test and replace bad batteries.
- Generators
 - Demonstrate the knowledge of proper operation and testing.
- Carpentry
 - The ability to properly mortise hinges, strike plates etc.
 - The ability to hang doors.
 - The ability to replace cabinets and countertops.
 - The ability to replace a storm door.
- Equipment
 - The ability to safely operate any of our assigned equipment (i.e.: Bobcat, snow blowers, dump truck, trailer etc.)

Performance Standards: Maintenance Mechanic 2

This title requires thorough knowledge and demonstrated ability to complete all tasks at the Maintenance Mechanic 1 level plus:

- Advanced Electrical
 - The ability to properly troubleshoot and repair various forms of exterior lighting.
 - The ability to supervise and instruct on the proper use of an electrical test meter and completion of repairs and replacements.
- Plumbing
 - The ability to properly install a power vented water heater.
 - The ability to supervise and instruct on proper plumbing techniques.
- Furnaces
 - The ability to supervise and instruct on proper troubleshooting and repair of any various furnaces.
 - Capable of the responsibility to inspect a furnace for proper operations.
- Boilers
 - The ability to complete Preventive Maintenance for any number of boilers depending on site.
 - The ability to troubleshoot and repair any number of different boilers depending on site.
 - The ability to supervise and instruct on proper troubleshooting and repair of any various boilers.
 - The ability to understand the operation of a boiler and perform upgrades to the operations cycle.
- Fire Panels Emergency Lighting and Sprinkler Systems
 - Capable of the responsibility for completion of daily, weekly and monthly tests and inspections required by site.
 - The ability to supervise and instruct on the proper operations of fire panels and correction of deficiencies.
- Generators
 - The ability to complete testing and make repairs as required.

- Carpentry
 - o The ability to supervise and instruct on proper carpentry skills.
 - o Capable of the responsibility to instruct and ensure safe operations for all equipment.
- Equipment
 - o Capable of instructing on the proper and safe use of any of our assigned equipment.
 - o Capable to troubleshoot and repair any of our assigned equipment as required.

Role of CDA Maintenance Coordinators

The CDA Maintenance Coordinator will mentor, teach and assess maintenance staff abilities. This will be accomplished through planned training, on the job training, assigning challenging job assignments and work orders and recommending outside training opportunities.

Career Progression

Maintenance Mechanic 1 Progression

Housing Maintenance Workers who participate in the Maintenance Career Laddering program will be reclassified to the Maintenance Mechanic 1 classification through the reclassification procedure outlined by City HR. The CDA Maintenance Coordinator and Housing Site Manager will track the training completed and skills performed using a checklist that includes the skills outlined in the Maintenance Mechanic 1 performance standards above.

Maintenance Mechanic 2 Progression

The CDA has the need for only 1 Maintenance Mechanic 2 position at each housing site. The hiring process for this classification will be done through promotion. Once a housing site has an opening for a Maintenance Mechanic 2, the position will be posted by HR through the NEOGOV system for application by CDA staff. Qualified staff from any site will be eligible to apply and be considered for the position, regardless of where the actual vacancy occurs. Written test options for this recruitment could include the Maintenance Tech Aptitude Test available through the National Center for Housing Management. CDA Maintenance Coordinators will administer a hands on test consisting of plumbing, heating, and electrical tasks. Finally, housing sites will conduct interviews to determine the most qualified candidate.