



# ROCHESTER COMMUNITY SCHOOLS

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PRIDE IN EXCELLENCE

## **Maintenance Staff Reorganization & Compensation Program**

MSBO Conference Presentation

April 26, 2022



# Maintenance Staff Reorganization & Compensation

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## **Rochester Community Schools:**

- 2.7 M Square Feet
  - 21 School buildings
  - 1 Childcare Center
  - 3 Support buildings
  - 755 Classrooms
- 544 Acres
  - 9.8 M SF lawn area
  - 3.7 M SF parking lot
  - 5,138 parking spaces
- Enrollment: 15, 160



# Maintenance Staff Reorganization & Compensation

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## Facilities Management Department:

- **Facilities Maintenance Staff: 9**
  - 2 HVAC Technicians
  - 1 Plumber
  - 2 Locksmiths \ Building envelope
  - 4 General Maintenance
- Highest skilled staff stationed at the High Schools
- **Ground Staff: 5**
  - 1 Supervisor
  - 4 General Landscape



# Maintenance Staff Reorganization & Compensation

## Previous System:

- Based on old “Maintenance” Apprentice program
- 2 Tier System
  - Apprentice
  - Journeyman
- Affiliated with Oakland Community College
- Pay based on longevity not performance





# Maintenance Staff Reorganization & Compensation

## Why Change:

### Aging workforce

- 3 retirements in the last 12 months
- 1 retirement in 2019
- 1 retirement in 2022
- Average tenure: 24 years

Retain and attract top talent

Reward productive \ efficient behavior

Reinforce RCS 'Beliefs in Action'





# Maintenance Staff Reorganization & Compensation

## New Compensation System:

Based on Performance in the following 4 areas:

1. Performance Review (45%)
2. Work Order completion (35%)
3. Customer Satisfaction Surveys (10%)
4. Cost savings (10%)

Workforce structure based on need

Provides growth opportunities

Education Assistance

Ability to earn additional compensation based on performance





# Maintenance Staff Reorganization & Compensation

## New Structure:

1) Job classifications divided into 4 categories based on experience and need:

- Utility \ Co-op Student
- General Maintenance
- Skilled Maintenance
- Lead Maintenance



2) Updated the Job Description for each job classification



## 1. Performance Review (45%)

Evaluated on 7 categories based on 'Beliefs in Action'

- Dependability
- Relationship with others
- Attitude
- Professional Growth
- Initiative
- Quality of work
- Attendance



- Each category is rated on a scale of 1 - 5





# Maintenance Staff Reorganization& Compensation

## Employee Performance Evaluation Matrix

	Exceptional	Above Expectations	Meets Expectations	Below Expectations	Not Effective
Point Value	5	4	3	2	1
<b>Dependability</b> Takes ownership of assigned responsibilities. Holds himself/herself personally accountable.	0.71 Completely dependable	0.57 Above average dependability	0.43 Usually dependable	0.29 Sometimes neglectful or careless	0.14 Unreliable
<b>Relationship with others</b> Is collaborative, considers others' perspectives, seeks to understand. Chooses words carefully. Addresses individuals by name and greets them professionally. Takes time to say "thank you." Engages with respect.	0.71 Exemplary working relationship with others	0.57 Works well with others	0.43 Gets along satisfactorily with others	0.29 Has some difficulty working with others	0.14 Works very poorly with others
<b>Attitude/Application to work</b> Embraces a growth mindset. Displays a positive attitude. Considers "yes before no" and "we before me."	0.71 Outstanding and positive attitude with enthusiasm	0.57 Very motivated and industrious	0.43 Average in diligence and motivation	0.29 Somewhat indifferent in attitude	0.14 Shows lack of interest
<b>Professional Growth</b> Actively seeks professional growth opportunities. Maximizes internet based PD offerings.	0.71 Demonstrates outstanding professional growth	0.57 Demonstrates above average professional growth	0.43 Demonstrates average professional growth	0.29 Demonstrates below average professional growth	0.14 Did not demonstrate any professional growth
<b>Initiative</b> Independently innovates or finds and develops solutions. Uses practical and logical thought to achieve solutions. Uses data to inform and guide decisions. Considers decision impact on all students and stakeholders.	0.71 Independently innovates or finds and develops solutions. Uses practical and logical thought to achieve solutions.	0.57 Takes initiatives on 80-90% of tasks.	0.43 Requires some direction or does not take initiative to complete tasks independently	0.29 Does not initiate tasks or development of solutions on 80% of tasks	0.14 Never initiates any tasks or the creation or discovery of solutions
<b>Quality of Work</b> Very thorough and organized. Strives to increase productivity. Prioritizes and plans to work to meet deadlines. Follows up and completes tasks on time. Provides a consistent message that aligns with the strategic plan.	0.71 Fully meets all criteria listed	0.57 Needs improvement in one area listed under excellent.	0.43 Needs improvement in 2-3 areas listed under excellent.	0.29 Needs improvement in all areas	0.14 Very poor in multiple areas. Requires a lot of improvement.
<b>Punctuality and Attendance</b> Arrives on time, leaves on time or late, takes breaks as prescribed, leaves adequate notice for scheduled absences.	0.71 Fully meets all criteria	0.57 One or less lapse of one of the criteria per month	0.43 One or less lapse of one of the criteria per week	0.29 Multiple lapses of one of the criteria per week	0.14 Late on a regular basis, or leaves early. Takes frequent or long breaks. Not available during working hours.
<b>Total Points:</b>	<b>5.00</b>	<b>4.00</b>	<b>3.00</b>	<b>2.00</b>	<b>1.00</b>



# Maintenance Staff Reorganization & Compensation

## 2. Work Order Completion (35%)

Evaluation based on 2 categories

- Percentage of PM Work Orders completed within 30 days
- Percentage of RM Work Orders completed within 7 days

Each category is rated on a scale of 1 – 5

Work order completion standards based on average completion rates according to School Dude

**Corrective Maintenance**



**Preventative Maintenance**





# Maintenance Staff Reorganization & Compensation

## Employee Work Order Evaluation Matrix

	Exceptional	Above Expectations	Meets Expectations	Below Expectations	Not Effective
Point Value	5	4	3	2	1
<b>Preventative Maintenance</b>	2.50	2.00	1.50	1.00	0.50
Percentage of PM work orders successfully completed within 30 days	96% and above	82% - 95%	75% - 81%	26% - 74%	0 - 25%
<b>Reactive Maintenance</b>	2.50	2.00	1.50	1.00	0.50
Percentage of work orders successfully completed within 7 days	76% and above	64% - 75%	55% - 63%	26% - 54%	0 - 25%
<b>Total Points:</b>	<b>5.00</b>	<b>4.00</b>	<b>3.00</b>	<b>2.00</b>	<b>1.00</b>



# Maintenance Staff Reorganization & Compensation

## 3. Customer Satisfaction Survey (10%)

Random surveys sent out to evaluate performance in  
5 categories:

- Dependability
- Timeliness
- Communication
- Quality of Work
- Overall Service



Each category is rated on a scale of 1 - 5



# Maintenance Staff Reorganization & Compensation

## Employee Survey Matrix

	Exceptional	Above Expectations	Meets Expectations	Below Expectations	Not Effective
Point Value	5	4	3	2	1
<b>Dependability</b>	1.00	0.80	0.60	0.40	0.20
Employee is responsive to maintenance concerns in my building.	Always	Almost Always	Usually	Sometimes	Never
<b>Timeliness</b>	1.00	0.80	0.60	0.40	0.20
Service is provided in a timely manner.	Always	Almost Always	Usually	Sometimes	Never
<b>Communication</b>	1.00	0.80	0.60	0.40	0.20
I am kept informed about the progress of my work order.	Always	Almost Always	Usually	Sometimes	Never
<b>Quality of Work</b>	1.00	0.80	0.60	0.40	0.20
The issue I reported was fully resolved before the work order was closed.	Always	Almost Always	Usually	Sometimes	Never
<b>Overall Service</b>	1.00	0.80	0.60	0.40	0.20
Employee exhibits characteristics of the District's Beliefs in Action.	Always	Almost Always	Usually	Sometimes	Never
<b>Total Points:</b>	<b>5.00</b>	<b>4.00</b>	<b>3.00</b>	<b>2.00</b>	<b>1.00</b>



# Maintenance Staff Reorganization & Compensation

## 4. Cost Savings (10%)

Evaluation based on amount of cost savings achieved:

- More than \$25,000
- \$10,001 - \$25,000
- \$5,001 - \$10,000
- \$1,000 - \$5,000
- Less than \$1,000



Each category is rated on a scale of 1 – 5

Support must be approved by Management

- Example: Savings as a result of completing repair in-house vs. vendor.





# Maintenance Staff Reorganization & Compensation

## Employee Cost Savings Matrix

	Exceptional	Above Expectations	Meets Expectations	Below Expectations	Not Effective
Point Value	5	4	3	2	1
<b>Value of Cost Savings</b>					
Cost savings proposals must be approved by the Director of Capital Projects & Facilities, or Supervisor of Maintenance & Grounds	More than \$25,000	\$10,001-\$25,000	\$5,001 - \$10,000	\$1,000 - \$5,000	\$0-\$999
<b>Total Points:</b>	<b>5.00</b>	<b>4.00</b>	<b>3.00</b>	<b>2.00</b>	<b>1.00</b>



# Maintenance Staff Reorganization & Compensation

## Employee Performance Compensation Matrix

<u>Section</u>	<u>Description</u>	<u>Points</u>		<u>Weighting</u>	
Section 1	Performance Review	5.00		45%	
Section 2	Satisfaction Survey	5.00		10%	
Section 3	Cost Savings	5.00		10%	
Section 4	Work Orders	5.00		35%	
				100%	

**Maximum Bonus = 5% of base pay, paid annually in August.**

	<u>Score</u>		<u>% Bonus</u>	
	4.5 - 5.0		5.00%	
	3.6 - 4.4		3.75%	
	2.5 - 3.5		2.50%	
	0.0 - 2.4		0.00%	



# Facilities Maintenance Organizational Chart

