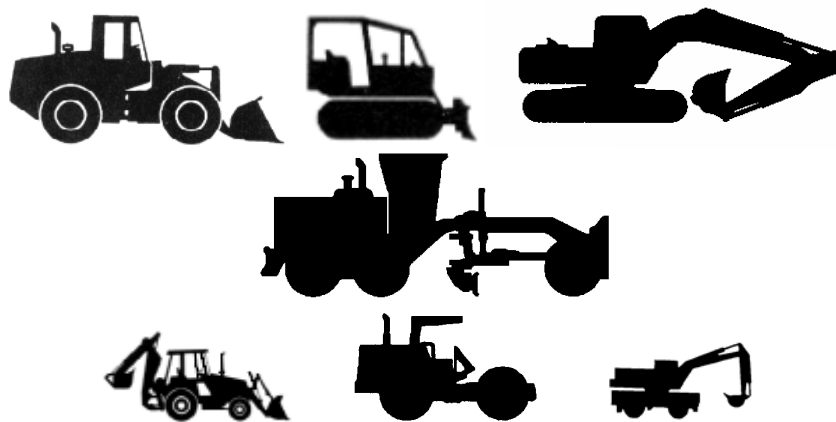




VISTA



EQUIPMENT OPERATOR SKILL-BASED PAY PLAN (SBPP)

Creating a plan for your team

EXECUTIVE SUMMARY

Many cities, counties and other municipalities have experienced difficulty retaining skilled employees to operate heavy equipment.

It is widely known that untrained and unskilled operators increase the cost of road maintenance due to improper use of equipment leading to equipment damage, downtime and safety hazards.

Research has indicated that employees respond to skill-based pay. An Equipment Operator Skill-based Pay Plan (SBPP) must be designed to increase the number of employees serving as skilled operators by motivating junior employees to seek higher-level positions and senior employees to remain in their positions. The plan must also seek to cross train employees.

Promotions should be based on more objective criteria than current practice. Written tests will confirm knowledge. Hands-on tests can confirm ability. The practical, hands-on test should consist of the employee completing actual job tasks in his/her classification. The employee should be provided with a score from a third party, outside resource experienced at this type of evaluation.

Training

To assist employees desiring more skills and the related level of pay, training programs should be offered to all employees choosing to participate. This may include forepersons and coworkers doing informal training or an outside contractor providing more formal training.

It would be easy to say that both skill-based pay plans and training are just an unnecessary expense. Consider the alternative of not doing training and having equipment operators damage equipment, injure people or possibly even leave for a job that does offer training.

In a study done by Clemson University's Roger W. Liska, Ed.D., AIC, MCIIOB, researchers found three major benefits of training including:

- Increased Productivity
- Decreased absenteeism
- Decreased employee turnover
- Dollar savings

They found that training results in an average:
return on investment of 2 to 1
increase in productivity of 18 percent
reduction in employee turnover of 18%

The study goes on to say:

Even if trained workers are hired, training must be ongoing

When workers aren't interested in training, it may be management's fault

Safety training is especially important

Requirements of any SBPP

Any proposed solution must address the following:

1. Provide incentives for advancement into operator positions for existing senior employees.
2. Provide specific and objective performance measures for each skill level. This will allow the employee to know what is required to move into higher levels.
3. Expand the pay structure to improve internal equity
4. Create additional classifications or levels of equipment operator pay to allow room for temporarily assigned employees to maintain pay equity.
5. Provide outside, third party, objective testing for required advancement into higher levels.
6. Relate the highest level to operating foreperson and those training other equipment operators.
7. Require a minimum time at each level
8. Grandfather existing equipment operator seniority within minimum time requirements
9. Allow for greater cross training of skills

Promotions should be based on demonstrated skills. Skills must be demonstrated by evaluation and testing.

Written and practical skills should be used for evaluation of job skills. Any written test will consist of questions pertaining to the skill level the employee is trying to obtain. The practical, hands-on test consists of the employee actually completing job tasks in the skill level s/he is trying to obtain. The employee should be evaluated and provided with a score from a third party, outside resource experienced at this type of evaluation.

SAMPLE Operator Levels Chart

POSITION	HOURLY WAGE
Entry Level	\$x
Equipment operator, I	\$x+
Equipment operator, II	\$x++
Equipment operator, III	\$x+++
Foreperson	\$x+++++

Once placed in an initial position, promotion to the next higher level should be achieved by successfully meeting the following criterion:

1. 60 day qualification period (Entry level only)
2. Job skills
3. Cross training skills
4. Safety record
5. Tenure within level
6. Proficiency testing

Example:

Level II: A skill level II employee must be proficient operating a Loader plus any two of the following: Dozer, Excavator, Grader. They must also pass a general safety test (even if test was previously passed).

Employee A proficiently operates a Loader and desires promotion from Entry Level to Level I.

1. the employee must pass the written general safety test for the Dozer or the Excavator.
2. the employee must pass the practical test for that same piece of equipment
3. the employee must meet all criteria outlined in the plan. This includes being cross-trained, having a good safety record, and being in their current position for the required time (each of these are detailed in the plan).

Biannual Evaluations

Once initial evaluations are complete and the appropriate time has elapsed, an employee then becomes eligible for promotion. If they fail any portion of the testing process they may test again at the next biannual test. They may test biannually until they pass.

Once successfully promoted, tenure again begins to accumulate at that level, and they may test for the next higher level once the tenure and all other criteria has been met.

SAMPLE SBPP

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These forms are available for most mobile equipment.

There are about 12 pages of “What the evaluator will be looking for” included in VISTA’s SBPP.

SAMPLE: CRAWLER DOZER OPERATOR EVALUATION

PRACTICAL OPERATION — Time Limit 20 minutes

Name _____ **Test Date** _____

OBJECTIVE: Assure the operator understands the importance of correct operation to the safety of the operator and the rest of the work crew. Assure that Operator understands all controls and indicators. Evaluate the operator skills on this equipment and identify any training needs.

TASKS

- 1.) Cut an approximate 2’ deep ditch 75’ long to rough grade (+/- 2”) with a 4:1 fore slope and a 3:1 back slope. Three ditch centerline lath with cut grades will be provided at 25’ spacing. Time limit: 15 minutes.

- 2.) Finish grade (smooth out to prepare for dragging and then seeding) and xxxxxxxx xxx xx xxxxxxx xxxxxx xxxxx xxxxx xxxxx xxxxx constructed in 1.) above. Time limit: 15 minutes.

SETUP

This test will NOT normally require testing at a real-life field location. If it does, proper work zone layout will be provided for safety of the operator and the instructor. Pre-operation inspection is NOT part of this TASK and is NOT graded unless the instructor and person being evaluated agree. Any inspection should occur before the timing starts.

STARTING AND RUNNING THE CRAWLER DOZER:

Points

1. Enters the cab correctly.....	1
2. Adjusts seat xxx xxx xx xx x x x x	1
3. Adjusts mirror.....	1
4. Neutralizes xxxxxxxxxxx xxx tool controls.....	1
5 .Checks xxxxx xxx xxxxxx, gauges, lights, horn, wipers, etc. for correct operation. (Allow sufficient time for xxxxx xxx xxxxx)	1

6. Check xxxxxxxx,xxxxxxxx,xxxx, brakes and hydraulic controls for proper operation.....	1
7. Operates xxxxx xxxxxx xxxxxxxxxx (always).....	1
8. Selects proper engine and trans-axle speed for conditions.....	1
9. Controls speed in both directions.....	1

EVALUATOR WILL LOOK FOR:

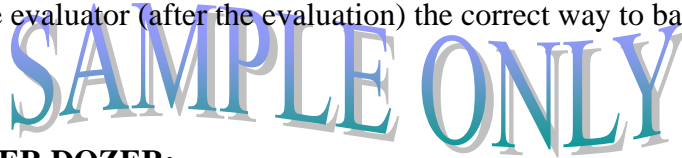
Evaluator will circle points when the operator uses 3 points of contact to enter the cab. The operator should make sure the seat and mirror are adjusted to fit their needs. Seat belt should be fastened. The controls should be in neutral to prevent any unexpected movement upon start up. The operator should look for any unusual indicators on the control panel and check the operation of the controls prior to beginning any work. Flasher lights should always be on for the evaluation. The engine should not stall or bog down excessively and should not be racing at highest RPM. Operator should select moderate level of speed related to the travel / work conditions. He/She should never appear out of control.

OPERATING THE CRAWLER DOZER:

1. Selects proper xxxxxx xxxxxxxx xxxx.....	1
2. Controls speed and direction in reverse.....	1
3. Demonstrates the ability to xxxxx xx xxxxx.....	1
4. Correctly pushes material into a stock pile at a x to x slope.....	1
5. Demonstrates correct xxxxxxxxxxxx procedures. (Safely working at xxxxxxxx xxxxxxxxxx.).....	1
6. Demonstrates ability to level a xxxxxxxxxxxx.....	1
7. Correctly controls the blade during xxxxxxxx and xxxxxxxxxx.....	1

EVALUATOR WILL LOOK FOR:

Operator should observe all safety rules such as working at in control and looking for personnel or obstructions prior to any movement. Operator should be able to carry a grade and push excess materials into a correctly formed stock pile. Operator should be capable of describing to the evaluator (after the evaluation) the correct way to back fill a hole.



PARKING THE CRAWLER DOZER:

1. Lowers all attachments.....	1
2. Neutralize all hydraulic controls.....	1
3. Idle engine xxxx xxx xxxxx the evaluation.....	1
4. Apply parking brakes and safety neutral locks.....	1

EVALUATOR WILL LOOK FOR:

Were all the attachments lowered and controls neutralized prior to shutdown?
Did the operator let the equipment idle for a few minutes? Were the parking
brake and any safety neutral locks engaged?

Knowledge of technical systems (high of 4 unless advanced) 1 2 3 4 5 6

Knowledge and awareness of machine safety features and motor
grading safety 1 2 3 4 5 6

Confidence and comfort level with the machine 1 2 3 4 5 6

Task Completion:

Did not complete _____ 0

Completed within time limits _____ 10

Completed ahead of schedule _____ 20

EVALUATOR WILL LOOK FOR:

Evaluator will ask questions to determine if operator knows that hydraulic fluid can be extremely dangerous to the skin (even through gloves). Evaluator will also ask about general safety topics including any special safety feature of this equipment (e.g., ROPS, parking brake, flashing lights). Lastly, the evaluator will score the smoothness of operation and the appropriate score for task completion.

Rating: Overall Performance: # points earned _____ divided by 58 possible= _____

Evaluator's Comments: _____

SAMPLE ONLY

I have observed the operator perform the above tasks and believe that my assessments correctly describe his/her abilities.

Evaluator's Signature _____ Date: _____

The above instructor has reviewed my performance with me.

Operator's Signature _____ Date: _____