

MAINTENANCE GUIDEBOOK I - MAINTENANCE PROGRAM

APPENDIX B

**SAMPLE JOB DESCRIPTIONS
SAMPLE EMPLOYEE PERFORMANCE EVALUATION**

POSITION DESCRIPTION

MAINTENANCE SUPERINTENDENT

DATE: _____

REVISED DATE: _____

POSITION GRADE: _____

REPORTS TO: Deputy Executive Director, Executive Director

POSITION SUMMARY: Responsible directly to Deputy Executive Director for directing and coordinating the activities of staff and contractors engaged in preventive and rehabilitative maintenance for the Authority's developments. Day-to-day responsibilities are carried out through the maintenance employees. Technical knowledge and judgment are required in formulating and interpreting plans, purchasing supplies and equipment, and in inspection and evaluation of work performed. Work is performed under the general supervision of the Deputy Executive Director and is evaluated through observation of program effectiveness and efficiency, and by review of reports.

MAJOR DUTIES AND RESPONSIBILITIES INCLUDE:

1. Plans, organizes and directs a program of building and grounds maintenance encompassing all HA-owned properties.
2. Reviews plans or works with subordinates and employees, advises on technical areas and variations of schedules.
3. Assists subordinates with disciplinary problems and employee counseling and hiring.
4. Assists Manager, Property Management Branch, provides technical information and advice on ongoing and proposed projects, handles special projects as required.
5. Inspects buildings, grounds and equipment; plans and develops renovations and long range preventive maintenance programs.
6. Responsible for maintaining the specifications and inventories of supplies and equipment, checking daily the equipment maintenance and assuring that adequate supplies are on hand and that work is performed as scheduled. Supervises the requisition and disposal of supplies. Makes periodic audit checks of supplies and equipment and takes immediate corrective action to the fullest extent of the law when discrepancies occur.

MAJOR DUTIES AND RESPONSIBILITIES: (Continued)

7. Makes the appropriate arrangements for the Authority's reimbursement for damages and/or losses caused by negligence of vendors, contractors or employees. Damages or losses caused by employees include, but are not limited to supplies, tools, checked-out tools and equipment.
8. Coordinates work with related state, local, and federal agencies and with Housing Authority departments concerned.
9. Conducts and supervises safety and training programs for employees.
10. Controls vehicles, repair records and vehicle assignments.
11. Composes and updates programs of emergency preparedness, maintenance and communication for severe weather and other emergencies.
12. Maintains time and attendance records, including records on chronic absences and unauthorized leave.
13. Assists in preparation of annual budget, prepares necessary correspondence and other administrative tasks incidental to carrying out responsibilities. Closely monitors all area expenditures by subordinates and takes immediate corrective action to insure strict compliance with approved budgets.
14. Answers fire and emergency alarms, responds to emergency situations.
15. Advertises and disposes of surplus materials, vehicle, etc.
16. Monitors emergency calls after hours to assist on-call mechanics as needed.
17. Supervises a variety of secretarial/clerical related duties such as typing, data transcribing, answering telephones, dispatching, filing and operating photocopy machines.
18. Initiates correspondence, memos, forms and reports for the Department.
19. Supervises and coordinates the work order system: receives work reports by phone or in writing, logs in work orders and inputs into the work order system; dispatches work order to appropriate personnel; receives completed work orders; initiate chargebacks if applicable; generates work order activity/status reports and files completed work order in appropriate files.

MAJOR DUTIES AND RESPONSIBILITIES: (Continued)

20. Supervises and coordinates the Preventive Maintenance (P.M.) System: keeps P.M. System up-to-date by adding/deleting files as items are installed or salvaged; routinely previews P.M. files and initiates pre-printed work orders for scheduled P.M. work; receives completed P.M. work orders for scheduled P.M. work; receives completed P.M. work orders and documents work performed in master file; re-schedules P.M. work; then re-files and generates P.M. activity/status reports.
21. Dispatches departmental personnel.
22. Supervises the controlled stockroom: receives stock, verifies that all items shown on the shipping list were delivered in good condition and agree with the P.O.; controls the stock shelves; issues stock and document transaction; issues, receives, and maintains checkout tools and equipment; keeps inventory control system current; keeps vendor lists current; locates replacement and spare parts for Maintenance personnel; picks up spare parts as required; and keeps the controlled stockroom clean and in order.
23. Supervises the performance of limited bookkeeping/accounting functions for the Department: allocates and recaps time/material cost to each cost center; maintains Departmental payroll and attendance records; keeps outside contractor cost records; etc.
24. Generates Departmental monthly activity reports per pre-established format (both manual and computer reports).
25. Coordinates assigned purchasing functions for the Department following established policies and procedures.
26. Performs other related duties as required and/or assigned.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:

1. Must have extensive knowledge of local, state, HUD, and national life-safety and building codes.
2. Must be able to keep and interpret statistical records, develop statistical reports, and develop and monitor maintenance budgets.
3. Must be able to read and interpret blueprints, building specifications, and HVAC system component operating and maintenance information.
4. Must have considerable knowledge of maintenance, grounds care and cleaning equipment, materials, supplies, methods and procedures, and be able to convey this knowledge through training to subordinate personnel.
5. Must have working knowledge of Preventive Maintenance, work orders and maintenance accounting systems. Experience in developing and implementing the system is highly desirable, though not essential.
6. Must be able to communicate well, both orally and in writing, with all levels of the Housing Authority's staff.
7. Must be willing and able to work flexible hours.
8. Ability to effectively plan and supervise the activities of a number of subordinates engaged in various maintenance activities and to make accurate estimates of time and materials required.
9. Thorough knowledge of the assembly and maintenance of various types of heating, ventilating, air conditioning and refrigeration equipment.
10. Thorough knowledge of methods, practices, tools and materials used in major building trades.
11. Ability to establish and maintain effective working relationships with subordinates, residents, other departments, Housing Authority officials and the general public.
12. Ability to inspect and determine need for maintenance and to plan programs of Preventive Maintenance.

EDUCATION AND EXPERIENCE:

1. Graduation from an accredited four year college or university with a Bachelor of Science or Engineering or one of the building trades.
2. Six years experience in the building trades or related fields and progressively responsible experience in building maintenance, including ten years supervisory experience of apartment/building maintenance, urban renewal or public housing work.
3. Must have masters level mechanic ability in two or more of the trades classifications with hands-on working experience of five years in each trade classification.
4. Or an equivalent combination of education and experience to meet the required knowledge, skills and abilities.

SPECIAL REQUIREMENTS:

1. Must have a valid vehicle operator's license.
2. Must be bondable.
3. Must be insurable by the agency's fleet insurance carrier.

POSITION DESCRIPTION

MAINTENANCE MECHANIC II

DATE: _____

REVISED DATE: _____

POSITION GRADE: _____

REPORTS TO: Maintenance Superintendent

POSITION SUMMARY: This is the highest classification maintenance mechanic which requires advance skills or certification. Personnel in this classification must have the ability to be certified in one or more of the trades classifications but will perform a wide range of maintenance-related tasks outside their primary area of assignment or certification. The Maintenance Mechanic II is responsible to dress for the weather.

MAJOR DUTIES AND RESPONSIBILITIES INCLUDE:

1. Must practice safety precautions and be safety conscious at all times.
2. Performs required planned and corrective (repair) maintenance to building surfaces, fixtures, systems and equipment.
3. Performs equipment preventive maintenance tasks such as: checking for proper equipment operation; lubricating bearings, changing air filters, and changing heat exchanger and condenser coils.
4. Performs electrical and plumbing systems preventive maintenance tasks such as: inspecting plumbing fixtures for leaks and repairs, checking drain lines to insure they are free of obstruction, checking appliances for proper operation, testing light switches and electrical outlets and conducting ground fault detection tests.
5. Performs such mechanical tasks as repairing and/or replacing space temperature and HVAC equipment controls.
6. Performs such carpentry work as: hanging doors and installing windows, replacing/repairing door and window hardware, re-glazing windows, installing and/or repairing cabinets and handrails; repairing roofs, gutters and downspouts; replacing floor tiles and repairing carpet; and patching plaster walls and ceilings.

MAJOR DUTIES AND RESPONSIBILITIES: (Continued)

7. Performs such masonry work as: repairing cracked concrete, replacing broken masonry brick and ceramic tiles, re-grouting ceramic tile and sealing concrete and exterior brick walls.
8. Performs such plastering and sheetrock repair as: mixing plaster and drywall mud, removing old plaster and lathe; installing lathe, ground coat and white coat; installing and repairing drywall; bends and feathers edges to match surrounding surfaces.
9. Performs such plumbing tasks as: repairing faucet washers, seats, stems, spigots, valves, and hardware; resetting commodes, tubs and sinks; repairing water leaks, replacing and/or repairing flush valves or flush tank hardware; and clearing clogged drains and soil lines.
10. Performs such painting tasks as: preparing surfaces for painting by patching plaster holes, sanding, scraping or masking; painting with brushes, rollers or sprayers; performing touch-up painting after work in an area; spot painting metal surfaces for corrosion control, etc.
11. Performs miscellaneous maintenance related tasks for a variety of situations as directed by immediate supervisor.
12. Performs necessary manual labor to keep housing projects in a decent, safe and sanitary condition.
13. Plans, lays-out, coordinates and directs other maintenance personnel as assigned by the Maintenance Superintendent.
14. Utilizes a wide range of powered and non-powered hand tools such as drills, sanders, sewage line cleaners, saws, hammers, pillars, screwdrivers, wrenches, oilers and volt-ohm-amp meters.
15. Troubleshoots maintenance problems using visual and appropriate testing equipment.
16. Operates and makes all installations and repairs in accordance with local, state and national codes.
17. Participates in off-shift and weekend emergency maintenance coverage as scheduled. (Schedule consists of a pay period)
18. Ability to install electrical appliances.
19. Performs such other duties as may be assigned.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:

1. Knowledge of the principles, practices, tools and materials used in one or more building trades (i.e. carpentry, plumbing, painting, masonry, heating or electrical trades).
2. Knowledge of occupational hazards and safety procedures of the trade.
3. Skilled in the use and care of common hand tools required in building and equipment maintenance and construction work.
4. Ability to perform maintenance and repairs in one or more trades.
5. Ability to follow oral and written instructions.
6. Ability to perform tasks requiring moderately heavy manual work.
7. Ability to establish and maintain effective working relationships with other employees, tenants and the general public.
8. Ability to assign duties and supervise subordinate employees if necessary.

EDUCATION AND EXPERIENCE:

1. Graduation from a standard high school
2. Must have at least three or more years proven experience comparable to a certified journeyman level craftsman in more than one of the building trades or be a Vo-Tech graduate with a journeyman rating and certified in one or more of the trades classifications. (electrical, painting, plumbing, carpentry, masonry, plastering or utility services)
3. Or an equivalent combination of technical training and experience to meet the required knowledge, skills and abilities.

SPECIAL REQUIREMENTS:

1. Must have a valid vehicle operator's license.
2. Must be bondable.
3. Must be insurable by the Authority's fleet insurance carrier.

POSITION DESCRIPTION

MAINTENANCE MECHANIC ASSISTANT

DATE: _____

REVISED DATE: _____

POSITION GRADE: _____

REPORTS TO: Maintenance Superintendent

POSITION SUMMARY: Perform maintenance, grounds care and custodial duties as assigned. This is the entry level position into the Maintenance Department. Duties include, but are not limited to: mowing with push-type and riding mowers, edging, trimming, raking and debris pick-up, reseeding, fertilizing, installing and repairing curbing, pavement and sidewalks, cleaning out vacant units, cleaning offices and common areas in project offices, providing labor support to other maintenance mechanics and any other tasks as assigned. Maintenance Mechanic Assistant is responsible to dress for the weather.

MAJOR DUTIES AND RESPONSIBILITIES INCLUDE:

1. Must practice safety precautions and be safety conscious at all times.
2. Performs specific grounds care tasks in accordance with established procedures. The tasks include, but are not limited to: mowing, trimming, edging, pruning, fertilizing, watering, reseeding; applying fungicides, herbicides, insecticides and sterilants; sweeping walks and drives; patching parking lots and drives; repairing signs; removing snow, spreading sand and/or ice-melt, etc.
3. Makes ground care decisions such as cutting height, pruning, plant spacing and applying insecticides.
4. Operates and maintains powered grounds care equipment such as tractor mowers, riding mowers, push mowers, edgers, trimmers, vacuums, blowers, sprayers, spreaders and chain saws.
5. Uses and maintains non-powered grounds care equipment such as shovels, axes, hoes, wheelbarrows, saws, trimmers and hedge clippers.
6. Reports to immediate supervisor any items requiring maintenance as well as any unusual or unsafe conditions.

MAJOR DUTIES AND RESPONSIBILITIES: (Continued)

7. Transports trash and debris to landfill using a predetermined route of travel. Prepares vacant units for occupancy by way of washing walls, stripping and buffing floors, cleaning appliances and windows and other duties as instructed by the Working Foreman or Director of Operations.
8. Performs minor maintenance tasks such as repairing washers; unstopping sinks, tubs and commodes; repairing commodes and drain pipes; replacing ceiling or wall receptacles, light switches or blown fuses; paint surfaces cabinets, equipment.
9. Assist Maintenance Mechanics with general labor duties in the installation and repair of gas, sewer and water lines, the installation or repair of plumbing fixtures or other similar activities.
10. Performs other duties as directed by the Maintenance Superintendent.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:

1. Knowledge of cleaning materials, equipment and methods commonly employed in the custodial care and cleaning of buildings, facilities and equipment.
2. Knowledge of general grounds care procedures and maintenance.
3. Ability to exercise care in the use of materials, equipment and tools.
4. Ability to follow oral and written instructions.
5. Ability to perform tasks requiring moderately heavy manual work.
6. Ability to establish and maintain effective working relationships with other employees, tenants and the general public.

EDUCATION AND EXPERIENCE:

1. Must have completed the 8th grade. Graduation from an accredited high school is desirable.
2. One year of working experience in the care and maintenance of buildings and/or grounds.
3. Or an equivalent combination of technical training and experience to meet the required knowledge, skills and abilities.

SPECIAL REQUIREMENTS:

1. Must have a valid vehicle operator's license.
2. Must be bondable.
3. Must have or be capable of obtaining a valid commercial vehicle operators license.

POSITION DESCRIPTION

LABORER

DATE: _____

REVISED DATE: _____

POSITION GRADE: _____

REPORTS TO: Maintenance Superintendent

POSITION SUMMARY: This is a position for part-time, nonpermanent unskilled manual labor. A person utilized in this class is responsible for performing custodial, groundskeeping and/or maintenance support tasks that do not require previous experience and minimal skills. Work is usually performed as a member of a group with specific instructions being given and close supervision exercised at all times.

MAJOR DUTIES AND RESPONSIBILITIES INCLUDE:

1. Must practice safety precautions and be safety conscious at all times.
2. Performs specific grounds care tasks in accordance with established procedures. The tasks include, but are not limited to: mowing, trimming, edging, pruning, fertilizing, watering, reseeding; applying fungicides, herbicides, insecticides and sterilants; sweeping walks and drives; patching parking lots and drives; repairing signs; removing snow, spreading sand and/or ice-melt, etc.
3. Operates and maintains powered grounds-care equipment such as tractor mowers, riding mowers, push mowers, edgers, trimmers, vacuums, blowers, sprayers, spreaders, chain saws.
4. Uses and maintains non-powered grounds care equipment such as shovels, axes, hoes, wheelbarrows, saws, trimmers and hedge clippers.
5. Reports to immediate supervisor any items requiring maintenance as well as any unusual or unsafe conditions.
6. Assist Maintenance Mechanics with general labor duties in the installation and repair of gas, sewer and water lines, the installation or repair of plumbing fixtures or other similar activities.
7. Sweeps, mops and waxes floors, cleans and paints walls and woodwork; cleans bathroom fixtures and kitchen appliances.

8. Perform other duties as directed by the Maintenance Superintendent.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:

1. Some knowledge of cleaning materials, equipment and methods commonly employed in the custodial care and cleaning of buildings, facilities and equipment.
2. Some knowledge of general grounds care procedures and maintenance.
3. Ability to follow oral and written instructions.
4. Ability to perform tasks requiring moderately heavy manual work.
5. Ability to establish an effective working relationships with Authority employees.

EDUCATION AND EXPERIENCE:

None Required

SPECIAL REQUIREMENTS:

1. Must have a valid vehicle operator's license.
2. Must be able to read and write.

EMPLOYEE PERFORMANCE EVALUATION

DATE: _____

NAME: _____ JOB LOCATION: _____

JOB TITLE: _____ LAST EVALUATION: _____

Please complete this form carefully and thoroughly. Remember, its purpose is to:

1. Provide objective criteria for personnel performance evaluations on a standard basis within your organization.
2. Compel you to examine all of the individual traits affecting employee performance.
3. Help you to support your conclusion and recommendation for job classification and conclusion and improvements.
4. Produce fairer evaluations of employees.

PROCEDURE:

Pages 2 through 5 describe fifteen personal traits identified with job success or failure. Decide for each the level at which the employee performed for this rating period. Write the corresponding value number in the rating column. Add the numbers to obtain a total score.

Transfer this total to the rating scale on page 6. This will indicate, and support, your overall opinion of the employee's performance.

Refer back to pages 2 through 5 to comment on the employee's principal strengths and weaknesses. Your comments should be consistent with your rating of individual traits.

Finally, you should describe the employee's reaction to this evaluation, if you discuss it, and make your recommendation for any changes in the employee's job classification or rate of pay.

PERSONAL TRAITS	UNSATISFACTORY 0	SOME DEFICIENCIES EVIDENT 1	SATISFACTORY 2	EXCEPTIONAL 3	CLEARLY OUTSTANDING 4	INSERT NUMERICAL RATING (0 - 4)
KNOWLEDGE: The blending of job-related education skills and experiences	Severely lacking in knowledge	Noticeable deficiencies in job knowledge	Understands job. Knowledge still to be acquired.	Completely understands all aspects of the job.	Understands why all job functions are performed and inter-relationship with other jobs	
QUANTITY: Level of satisfactory output generated per unit of time.	Usually below acceptable standard.	Barely acceptable level of output. A slow worker.	Satisfactory Meets expectations of average output.	Usually exceeds the norm. A fast worker.	Exceptional producer. Generates maximal output.	
ACCURACY: Absence of errors.	Constantly commits errors.	Error level too high. Needs improvement	Makes average number of mistakes.	Very accurate. Commits few errors.	Extremely accurate. Rarely commits an error.	
JUDGMENT: Capacity to make reasonable decisions.	Frequently makes irrational decisions. Poor judgments.	Too often selects wrong alternative.	Usually exercises sound judgment.	Above average reasoning ability. Seldom errs in judgment.	Sustains high level of sound judgment. Decisions best under circumstances.	

<p>INNOVATION: Imagination and creativity used to lower costs & improve profit.</p>	<p>Never offers a new procedure or new idea.</p>	<p>Rarely suggests new ideas.</p>	<p>Average number of suggestions for improving methods/procedures.</p>	<p>Often suggests beneficial changes and profit/cost improvements.</p>	<p>Very innovative. Constantly offers imaginative suggestions for improving operations.</p>	
<p>APPEARANCE & HABIT: Personal habits, clothing and grooming (evaluation should consider job).</p>	<p>Frequently offensive</p>	<p>Occasionally sloppy appearance or display of offensive habits.</p>	<p>Usually properly dressed/groomed. Few poor personal habits.</p>	<p>Rarely exhibits poor appearance or offensive habit.</p>	<p>Always properly dressed for the job. Personal habits are never offensive or poor taste.</p>	
<p>ORDERLINESS: Organization of the individual's work and work area.</p>	<p>Usually disorderly and chaotic.</p>	<p>Frequently unorganized or work area in disarray.</p>	<p>Works sufficiently organized to efficiently perform the job.</p>	<p>Highly organized and efficient worker. Few instances of lack of order.</p>	<p>Exceptionally precise in organization work. Extremely efficient.</p>	
<p>COURTESY: Respect for feelings of others. Politeness on the job.</p>	<p>Frequently rude. Causes noticeable discomfort to others.</p>	<p>Occasionally impolite to coworkers or others.</p>	<p>Observes common courtesies, does not offend.</p>	<p>Very conscientious of other's feelings and rights. Always polite.</p>	<p>Extremely courteous, well mannered/polite. Always considers comfort/ease of others.</p>	

COOPERATION: Willingness to help others accomplish their objectives.	Uncooperative. A "roadblock" to coworkers, and clients.	Too often uncooperative when faced with reasonable requests for assistance.	Generally a cooperative person on the job.	Very cooperative. Often offers assistance. Can be counted on to help.	Extremely cooperative. Constantly offers aid and always available to help others.
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INITIATIVE: Voluntarily starting projects. Attempting non routine jobs & tasks.	Little initiative. Never volunteers. Sticks to job routine.	Shows some initiative. Should do more without having to be told.	Does not shirk. Voluntarily attempts to solve nonroutine job problems.	Above average. A self starter. Will generally volunteer.	Highest priority on job completion. Accepts difficult/unpleasant jobs to achieve goals.
RELIABILITY: Dependability and trustworthiness.	Not reliable. Often fails to deliver a complete job.	Occasionally leaves routine tasks incomplete.	Can be relied on to complete all aspects of job.	Completes work with little supervision. Completes special projects.	Extremely motivated, loyal and trustworthy. Accepts all assignments and performs exceptionally.
PERSEVERANCE Steadfast pursuit of job objectives when faced with unexpected obstacles.	Frequently quits when faced with unexpected obstacles.	Is sometimes deterred by obstacles which should be overcome.	Is not stopped by most obstacles, works through them.	Displays sufficient drive to overcome unusually difficult obstacles.	Always displays extreme determination. Will rarely quit until objective is reached.

STABILITY: Even temperament. Acceptance of unavoidable tension and pressure.	Volatile, inconsistent personality. Disrupts work environment.	Occasional display of temper or emotion to disrupt and hinder performances	Even tempered. Absorbs routine pressures of job.	Can tolerate unusual pressure/tension without hindering performance.	Performs consistently and effectively under extreme pressure. Never visibly falters.	
ATTENDANCE: Availability for work.	Frequent unexcused lateness or absence. Poor attendance.	Obscures or lateness below standards.	Satisfactory attendance record.	Rarely late or absent.	Almost never late or absent. Always accepts overtime work, if offered.	
ALERTNESS: Ability to quickly understand new information and situations.	Very slow to grasp ideas and events.	Usually needs extra instruction.	Understands new ideas/developments without excessive explanation	Fast learner. Grasps new information quickly.	Extremely bright. Analyzes and understands with minimum of instructions	
TOTAL						



SUMMARY SCORE _____ (mark total numerical rating on scale above) _____ (total)

COMMENT ON PRINCIPAL STRENGTHS: _____

COMMENT ON PRINCIPAL WEAKNESSES AND SUGGESTIONS FOR IMPROVEMENT:

HAS THIS EVALUATION BEEN DISCUSSED WITH EMPLOYEE? [] YES [] NO

COMMENTS: _____

YOUR RECOMMENDATION FOR PRESENT AND FUTURE JOB CLASSIFICATION:

RATEDBY: _____ **TITLE:** _____

APPROVED BY: _____

I have reviewed this evaluation and I completely understand it's contents.

Date: _____ **Employee Signature:** _____