

**COMPETENCY MODEL FOR  
PLUMBER SUPERVISOR  
CLASS CODE 3446**

The following competencies have been identified as those that best separate superior from satisfactory job performance in the class of **PLUMBER SUPERVISOR**. (Numbers refers to the order of competencies in the Competency Bank.)

- 3. Judgment and Decision Making
- 7. Self Management
- 8. Safety Focus
- 16. Objectivity
- 20. Job Knowledge
- 28. Supervision
- 30. Fiscal Management
- 35. Teamwork

On the following pages are descriptions of each competency, including a definition, the level of the competency required for the class (*italicized*, **bolded**, and underlined), examples of behavioral indicators, and satisfactory and superior performance levels.

**3. JUDGMENT AND DECISION MAKING** – Accurately assesses situations, seeks new information if necessary, and applies all available information to reach sound conclusions/formulate effective response.

Level of Competency Required by Job:

Level 1: Training and guidelines needed to respond to immediate situations within very specific function are provided (or supervisor available to assist).

Level 2: General information and guidance to assist in responding to a variety of situations across a range of circumstances are provided.

Level 3: **Little guidance available for responding to a wide range of complex situations with far-reaching and/or enduring consequences.**

Examples of Behavioral Indicators:

- Effectively responds to atypical situations.
- Asks questions or otherwise obtains additional relevant information to make a decision.
- Formulates a decision and necessary actions based on available facts.
- Correctly infers appropriate response based on information provided and existing policies, personal experience, and/or consultation with others.
- Discusses conclusions/possible responses with others before taking action as necessary.
- Considers impact of decisions on all affected parties.

Performance Levels:

Satisfactory

Correctly assesses routine and unusual situations and reaches appropriate conclusions for actions needed. Obtains additional information and/or consults with others as necessary.

Superior

Evaluates new situations accurately to establish an appropriate response or plan of action. Recognizes the impact on all affected parties, as well as the possible ramifications and/or repercussions of setting a precedent

**7. SELF MANAGEMENT** – Organizes and plans for task accomplishment; manages time and works diligently to complete assigned work/fulfill responsibilities.

Level of Competency Required by Job:

Level 1: Order tasks for efficient performance; maintain awareness of time allotted and deadlines in order to ensure they are met.

Level 2: **Plan and perform work in a way that maximizes efficient performance; establish and adjust priorities to ensure timely completion of most critical assignments.**

Level 3: Allot time to responsibilities proportional to their prominence, priority, and impact.

Examples of Behavioral Indicators:

- Performs only work activities during work hours.
- Alters means of performing work when original approach proves to waste time.
- Keeps a “to do” list (with indication of priority and deadlines, if necessary).
- Requests assistance as necessary when it becomes clear that work will not be completed on time.
- Demonstrates a record of progress with respect to all assignments/ responsibilities.
- Uses optimal means of communication for efficiency and effectiveness.

Performance Levels:

Satisfactory

Conducts self while at work in a manner that ensures work will be completed as scheduled, or provides explanation or secures assistance or adjustment of schedule if it will not be.

Superior

Seeks efficiencies in doing work to maximize productivity. Plans work carefully and follow the plan or make adjustments if it is disrupted. Maintains personal responsibility for all work accomplishments.

**8. SAFETY FOCUS** – Performs work in a way that minimizes risk of injury to self or others.

Level of Competency Required by Job:

Level 1: Maintain awareness of unsafe conditions and actions to avoid injury.

Level 2: Follow safety rules/procedures; avoid known hazards in the work environment.

**Level 3: Carefully follow safety rules and procedures and consistently use all necessary safety equipment.**

Examples of Behavioral Indicators:

- Wears seat belt.
- Ensures safe physical work environment by taking actions such as eliminating unstable stacks of materials, closing drawers so filing cabinets will not tip over, and keeping pathways clear of tripping hazards.
- Reviews safety procedures before beginning each job with known hazards.
- Follows safety procedures while performing work even when it takes more time.
- Uses safety equipment such as goggles, gloves, and earplugs as required or warranted.
- Frequently checks safety equipment for proper condition and operation.

Performance Levels:

Satisfactory

Maintains awareness of personal safety to avoid injury or property damage during all work activities.

Superior

“Safety first.” Places avoidance of injury or property damage above all other job requirements. Mentions the need to follow safe work practices to co-workers. Actively seeks ways to avoid injury.

## **Plumber Supervisor (3446)**

### **Safety Focus Areas**

1. Knowledge of safe work practices, including the use of Personal Protective Equipment (PPE), safety precautions, and safety hazards or unsafe conditions.
2. Knowledge of departmental safety policies, procedures, rules, and regulations, such as Cal/OSHA regulations, including scaffolding regulations, ladder placement, shoring requirements, and safe rigging practices, and Environmental Protection Agency regulations, sufficient to ensure compliance.
3. Knowledge of safety data sheets to ensure understanding of chemicals present and safe management of the chemicals.

**16. OBJECTIVITY** – Demonstrates fairness and equity toward others; understands different perspectives; states sides of a conflict non-evaluatively; uses facts and logic.

Level of Competency Required by Job:

Level 1: Respond to the situation at hand and its specific circumstances as opposed to being influenced by previous encounters, stereotypes, or biases.

Level 2: Appropriately aligns self/organizational interest with objectives to benefit the overall organization and/or citizenry.

Level 3: **Appropriately aligns self/organizational interest with the “common good” (citizens, other public sector agencies, elected officials).**

Examples of Behavioral Indicators:

- Notes facts and circumstances specific to the situation.
- Formulates plans for action based on the totality of factual information.
- Gives full attention to each task/issue within areas of responsibility
- Clearly demonstrates the benefits of actions to the overall organization, citizens, and/or the “common good.”
- Does not take positions or promote actions/causes that reflect blatant self interest.

Performance Levels:

Satisfactory

Focuses on and reacts to all facts and information available for each situation/issue. Disregards personal preferences or biases in appraisal of situation/issue and response to it.

Superior

Strives to serve the “common good.” Responds in a manner contrary to self-interest when appropriate.

**20. JOB KNOWLEDGE** – Knows information required to perform a specific job. Includes both widely available courses of study (for example, chemistry, human resources management, graphic arts) and City-specific information (parking regulation and ticketing practices; purchasing procedures; provisions of the City Charter).

Level of Competency Required by Job:

Level 1: Knowledge acquired after hire in a brief orientation, short training program, or through on-the-job training.

Level 2: Knowledge acquired through an apprenticeship or extensive training program, or long duration of job performance.

Level 3: **Knowledge acquired through a prolonged external course of study and/or extensive training and experience within the City.**

Examples of Behavioral Indicators:

- Performs work correctly/avoids technical (job content related) errors.
- Answers technical questions about work accurately.
- Asks few technical questions about the performance of routine work activities.
- Offers advice (“coaching”) to new employees regarding their work.
- Develops training programs for other employees.

Performance Levels:

Satisfactory

Sufficient job knowledge to perform work correctly independently. Answers technical questions about work correctly.

Superior

Expertise in technical job information sufficient to serve as a resource to others. May develop training manuals/programs and/or give internal and/or external presentations related to work.

## **Plumber Supervisor (3446)**

### **Job Knowledge Areas**

1. Knowledge of water flow rate calculations according to pipe sizes, elevation, and pressure sufficient to diagnose plumbing system problems and determine most effective installation methods.
2. Knowledge of the layout of a plumbing system such as sizing, selection, and use of proper fittings and materials, location, proper support hangers, proper identification and labeling, and insulation, for gasoline, steam, high and low air pressure, process piping (industrial), and fire sprinkler systems sufficient to plan, assign, and review the work performed by subordinate workers.
3. Knowledge of methods for repairing and maintaining pipe systems such as identifying source of problem, installing repair clamps, replacing damaged or corroded sections, checking hydraulic systems, testing valve operations and flow rates, and replacing or rebuilding appurtenant equipment such as regulators, gate valves, and check valves sufficient to comply with codes, and review work of and provide informal training to workers.
4. Knowledge of methods for joining pipe or tubing such as screwing, soldering, use of flanges and mechanical couplings, and caulking sufficient to determine the most effective method for the material being used.
5. Knowledge of methods and materials used in supporting, hanging, or backfilling pipe installations such as strapping pipe to the wall with metal bands or anchors, hanging pipe from ceilings with anchors and hangers, providing vertical and horizontal support, use of sway bracing, and covering pipe in excavations with sand and compacting the material sufficient to inspect such installations and determine if there is sufficient support to prevent moving or sagging.
6. Knowledge of the methods for protecting pipe installations from electrolysis such as proper placement of anodes, bakelite gaskets, or dielectric unions and coupling sufficient to inspect for adequate cathodic protection.
7. Knowledge of installation, repair, and maintenance methods such as proper ventilation, placement, sizing, and materials, proper connections and support, troubleshooting, replacing components, and cleaning for heating apparatus such as water heaters and boilers sufficient to inspect work, provide assistance, and ensure conformance to codes.
8. Knowledge of control devices such as thermostats, thermal couples, high-limit and low-limit switches, flow valves, and circulating pumps sufficient to determine if devices are operating properly and diagnose system problems.



9. Knowledge of testing procedures such as pressure tests, flow tests, and valve operations for gas, oil, air, water, and fuel systems sufficient to determine if systems are operating properly and ensure accurate installation.
10. Knowledge of laws, ordinances, codes, and regulations including: Los Angeles City Plumbing Code, Uniform Plumbing Code, Los Angeles City Building Code, Los Angeles Municipal Code, Los Angeles Fire Department Code, Department of Water and Power Meter Protection Ordinance, and Los Angeles County Health Department Code.
11. Knowledge of plumbing instruments such as gauges, dials, and flow charts sufficient to accurately determine if adjustments are needed and to diagnose systems operating problems.
12. Knowledge of information, including technical information, necessary to read plans, drawings, blueprints, sketches, flow charts, and schematics sufficient to plan jobs, order materials and equipment, perform inspection, and provide supplemental instructions or explanations to employees.
13. Knowledge of technical material such as parts catalogs, specifications, manufacturer's manuals, operating manuals, codes, ordinances, policies, and regulations sufficient to understand, apply, interpret, or explain to others.
14. Knowledge of technical problems relating to plumbing installations, systems operations, equipment, and materials sufficient to define the problem and make recommendations for solutions.
15. Knowledge of procurement procedures such as contacting vendors with City Contracts, use of material requisitions for stock items, writing specifications and obtaining suppliers for special equipment or materials sufficient to obtain necessary materials, equipment, and supplies.

**28. SUPERVISION** - Ability to assume direct responsibility for all aspects of the performance of a work group, which requires knowledge and/or ability in the areas of:

- Planning and goal setting
- Creating a safe and positive work environment
- Establishing standards and training employees
- Motivating employees and team building
- Performance Management (assigning, monitoring, facilitating, reviewing and evaluating work, and providing feedback)
- Supporting and developing employees through delegation and participation
- Taking disciplinary action including progressive discipline
- Provisions of employees' MOU's and handling grievances
- Legal requirements including EEO, ADA, FLSA, FMLA, and Workers' Compensation provisions
- Civil Service Commission Rules and Policies related to the management of employees
- Administrative Code provisions related to the management of employees
- Budget processes sufficient to request and justify expenditures in a correct and timely manner

Level of Competency Required by Job:

Level 1: Supervises small workgroup of employees performing the same or highly related work.

Level 2: **Supervises a larger workgroup of employees performing various types of work.**

Level 3: Supervises employees including provision of coaching and advice to subordinate supervisors.

Examples of Behavioral Indicators:

- Plans, assigns, and monitors work progress.
- Trains employees to do work.
- Evaluates work and gives positive and negative feedback.
- Displays knowledge of legal requirements including applicable Federal and State laws, Administrative Code provisions, Civil Service Commission Rules and Policies, and MOU provisions.

Performance Levels:

Satisfactory

Proficiency in supervision sufficient to supervise a workgroup in terms of task orientation, interpersonal concerns, and personnel administration.

Superior

Proficiency in supervision sufficient to serve as a resource to others and/or represent department position in a public forum.

**30. FISCAL MANAGEMENT** – Develops and justifies budget proposals in a way that garners support; monitors expenditures for compliance; systematically adjusts expenditures when warranted.

Level of Competency Required by Job:

Level 1: Identify equipment and services with demonstrable cost-effectiveness for improving operations and prepare detailed budget requests that provide ample justification for purchase. Ensure money is spent for intended purpose.

**Level 2: Identify staffing needs, needs for equipment and services, and other expenditures that are necessary to fulfill the mission of a function or segment of the organization. Provide ample, compelling justification. Ensures that money is spent for intended or highly related purpose.**

Level 3: Consider the mission of the entire organization and current priorities in determining which budget proposals to submit. Provide compelling arguments for the proposals submitted that include reference to proposals omitted. Use money for intended purpose unless priorities or other circumstances change.

Examples of Behavioral Indicators:

- Identifies expenditures that will be cost-effective in their contribution to accomplishing work.
- Conducts research to determine the best available option for purchase.
- Tailors justification for budget request to the specific need and current circumstances.
- Uses money for its intended purpose.
- Makes adjustments to expenditures in accordance with price increases, changing priorities, and City policy.

Performance Levels:

Satisfactory

Behaves in courteous, respectful, cooperative manner toward co-workers, other City employees, and members of the Public.

Superior

Facilitates positive interpersonal relations toward members of the public. Adept at finding similarities and grounds for cooperation/mutual benefit.

**35. TEAMWORK** – Interacts effectively with others to achieve mutual objectives; readily offers assistance to others to facilitate their goal accomplishment.

Level of Competency Required by Job:

Level 1: Work effectively as a member of a work unit or project team. Readily offer assistance to others when they have too much work or have too little.

**Level 2:** *Work effectively as a team member in which different people have different roles/responsibilities and perspectives. Identify points for collaboration with co-workers; readily offer and request assistance.*

Level 3: Work effectively as a part of an interdependent team (your work gets done only if the work of the whole team is done; evaluation of team performance is more relevant than individual performance).

Examples of Behavioral Indicators:

- Discusses work-related matters with co-workers.
- Offers and requests assistance readily.
- Offers and is receptive to suggestions.
- Identifies problems with workflow that will prevent team from accomplishing its goals.
- Provides constructive criticism and feedback to team members to improve overall functioning of team.
- Assigns credit to team for accomplishments.

Performance Levels:

Satisfactory

Behaves in a courteous, respectful, cooperative manner toward co-workers, other City employees, and members of the public.

Superior

Facilitates positive interpersonal relations within/among workgroups and toward members of the public. Adept at finding similarities and grounds for cooperation/mutual benefit.