

PROFESSIONAL ASSOCIATION OF CITY EMPLOYEES

An Affiliate of the National Association of Government Employees, SEIU



PACE Presentation

Atlanta City Council
May 19, 2021

PACE Overview



PACE is a diverse group of employees who have joined forces in membership as a union to seek the well being and protection of their tenure while working within the City of Atlanta. The central idea of **PACE** is to build City employment relationships with our members, Labor/Management, Human Resources, City Council, and the Administration, for the better, and not for worse. **PACE** is one of many resources for the City of Atlanta to encourage City employees to abide by the fair and reasonable expectations of their employment. It is only when unfair labor practices, unspoken or spoken expectations (PIP), workplace bullying, harassment, intimidations, threats, whistleblowing, and unsettled disputes arise, that **PACE** becomes involved, to negotiate settlements of disputes before they escalate to terminations, lawsuits, and arduous legal litigation.

We receive and listen to evidence provided by our members of what they perceive to be unlawful employment actions, unfair labor treatment, and unethical practices.

City employees often feel they have no recourse for their claims to be properly vetted and secured. Employees believe that if they report any unlawful activity or mistreatment asserted on them from their management, it will result in the demise of their job, even if their assertions were proven true. That is why PACE exists...To be their **VOICE!**

PACE EXECUTIVE BOARD



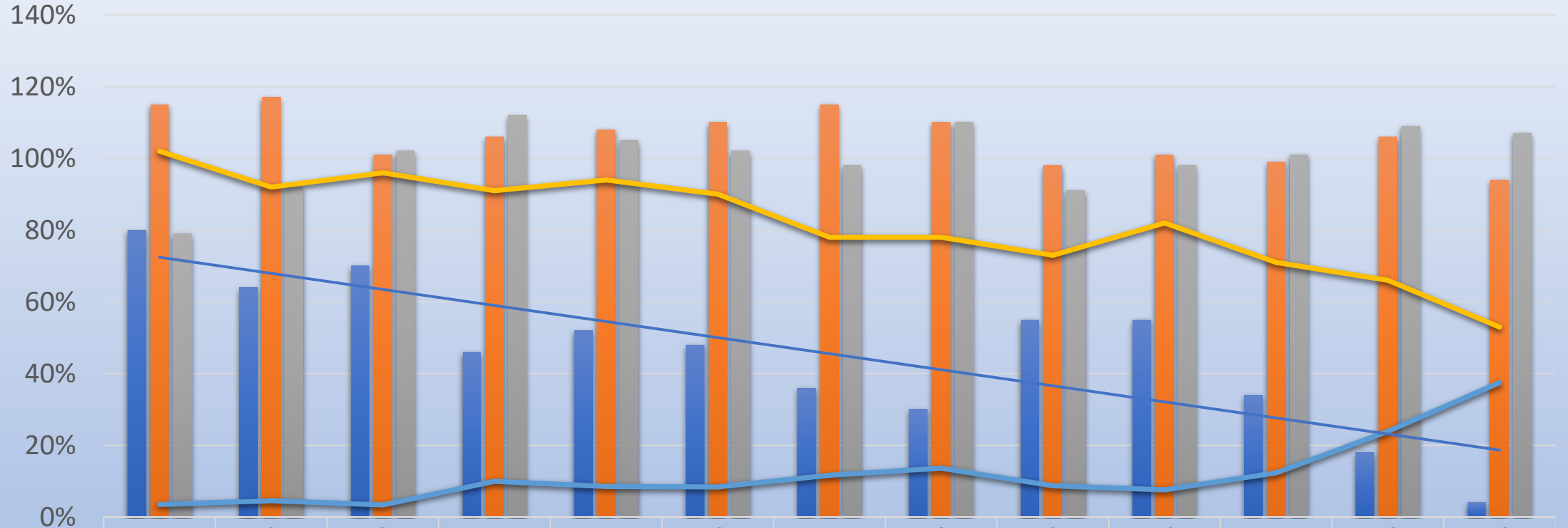
Gina Pagnotta Murphy, President
Ebony Walton, Vice President
Kenneth Butler, 2nd Vice President
Craig Ingram, DPW Sanitation Lead Steward
Unray Tilliman, DWM Field Steward
Nathaniel Brown, ATL311 Steward
Jacob Lessington, Fire Inspector Steward
Odell Simms, Airport Fire Inspector Steward
Terry Moon, Building and Planning Steward
Shawanda Wilson, DWM Water Collections Steward
Benjamin Martin, Office of the Mayor Safety Steward



ATL311 Issues

- CSC Staffing Levels
 - Actual Staff vs Forecasted Need
 - Successive Years of decreased CSR Headcount (78->67-> 62-> 58)
FY19 -> FY20 -> FY21-> FY22
 - Vacation Denials
 - Sick Leave Denials
 - FMLA
 - Insufficient Training Time
 - Insufficient Coaching Time
- Service Level Performance
 - Average Speed of Answer
 - Abandonment Percentage
 - Service Level Percentage
- Recruiting/Onboarding Process
 - Reactive vs Proactive
 - Cumbersome
 - Disjointed
- CSR Burn-Out
 - Attrition Risk
 - AHOD Dependency
 - Caller Experience

CSC 311 Staffing Impact April 2020-April 2021



	1	2	3	4	5	6	7	8	9	10	11	12	13
Service Level	80%	64%	70%	46%	52%	48%	36%	30%	55%	55%	34%	18%	4%
% to AHT	115%	117%	101%	106%	108%	110%	115%	110%	98%	101%	99%	106%	94%
% to Forecast	79%	92%	102%	112%	105%	102%	98%	110%	91%	98%	101%	109%	107%
% to Staff	102%	92%	96%	91%	94%	90%	78%	78%	73%	82%	71%	66%	53%
% Abandoned	3.50%	4.58%	3.41%	10.01%	8.58%	8.43%	11.65%	13.66%	8.71%	7.59%	12.32%	23.91%	37.51%

■ Service Level
 ■ % to AHT
 ■ % to Forecast
 — % to Staff
 — % Abandoned
 — Linear (Service Level)



PACE Suggestions for Solutions

- **ATL311** Staff to meet/exceed performance expectations
 - Abandonment, Average Speed of Answer, Service Level, CSR Retention
 - Leverage Calabrio Workforce Optimization Tool
 - can also be leveraged in the 911 call center
 - Invest in alternative solution channels
- Budget to afford reasonable allowances for coaching, training, team meeting, professional development time (Shrinkage & Utilization)
- Minimize impact to Service Level delivery by staffing with the expectation that Paid Sick, Paid Vacation and Comp Time will be utilized in fiscal year
- Maintain consistent FTE count by allowing Call Center operations to train staff in anticipation of attrition.
- Build in Seasonal P/T positions for peak periods
- Monetary Incentives for Peak Performers (Monthly, Quarterly, Annually)
- COA should reimburse Work From Home staff for dedicated ISP service

E911 Issues



- Shortage of staffing
- Vacation/Sick Leave Denials – Low Morale
- Excessive Sick Outs due to Stress, Anxiety and Depression
- Internal Unprofessionalism – bullying tactics

Employees are told that sick time was not set up to use for mental health days and that they had to fix those issues on their own time.

- Hazardous Noise Levels
- Lack of Leadership Training

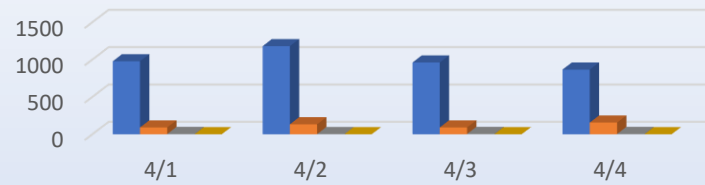
E911 Current Staffing Requirements



- Day Watch - 7am to 3pm currently requires 10 call takers
- Evening Watch - 3pm to 11pm currently requires 12 call takers
- Morning Watch - 11pm to 7am currently requires 6 call takers

- Day Watch currently have 10 Call takers
- Evening Watch currently have 11 Call takers
- Morning Watch currently have 13 Call takers

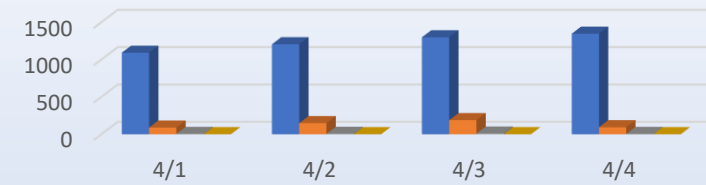
DW 7am-3pm



	4/1	4/2	4/3	4/4
Total Calls	978	1180	961	866
Abandoned	92	134	92	157
Calltakers	4	3	5	4
90% Goal	87%	79%	85%	60%

■ Total Calls ■ Abandoned ■ Calltakers ■ 90% Goal

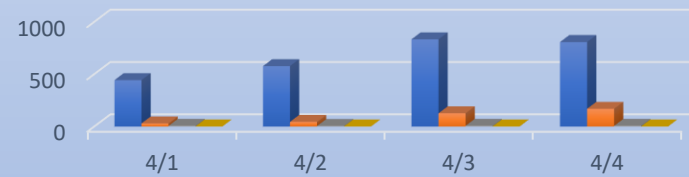
EW 3pm-11pm



	4/1	4/2	4/3	4/4
Total Calls	1092	1205	1299	1347
Abandoned	90	149	189	94
Calltakers	5	6	10	4
90% Goal	87%	70%	61%	90%

■ Total Calls ■ Abandoned ■ Calltakers ■ 90% Goal

MW 11am -7am



	4/1	4/2	4/3	4/4
Total Calls	443	577	833	807
Abandoned	29	44	126	169
Calltakers	6	5	6	6
90% Goal	88%	84%	62%	57%

■ Total Calls ■ Abandoned ■ Calltakers ■ 90% Goal

PACE Suggestions for Solutions



- Re-evaluate staffing requirements
 - Leverage using the ATL 311 workforce optimization tool (Calabrio)
- Offer E911 Call Center as an alternative position from Police Academy Recruits
- EAP Assistance (Union Partnership with Dr. Govan and her Team)
- Minimize impact to Service Level delivery by staffing with the expectation that Paid Sick, Paid Vacation and Comp Time will be utilized in fiscal year
- Budget to afford reasonable allowances for coaching, training, team meeting, professional development time (Shrinkage & Utilization)
- Maintain consistent FTE count by allowing Call Center operations to train staff in anticipation of attrition.
- Data needs to be audited routinely to ensure accuracy and relevance for business needs

PACE Suggestions for Solutions



- Requesting Civilian Director leadership with expert knowledge of call center operations
- Quarterly Labor/Management meetings with E911 Executive Leadership Team
- Reinstate positions for Call Takers with promotional opportunities to become a Dispatcher
 - no logical explanation as to why positions were merged – current process not effectively working*
- Have continuous Open Recruitment for Call Takers/Dispatchers
- Employees be allowed the opportunity to take vacations (could lose earned time)
- Institute 2 (15) minute breaks and (30) minute uninterrupted lunch away from desk
 - Eliminate breaks upon arrival to work

LEGISLATE

E911 Employees as “First Responders”



E911 employees take on increasing numbers of tragic **911** calls and are just as vulnerable to trauma induced stress as other first responders.



E911 employees are currently classified as “office and administrative support occupations,”



Dispatcher



**Administration, Secretarial
Employee**

Help us get the recognition we deserve
Classify us as First Responders!



DOCP/Office of Buildings Issues

- Leadership is mandating inspectors to receive certifications but not following the combination inspector program that was legislated by council
- Third party vendors were approved to be utilized during pandemic by state law, however, City of Atlanta is going to continue using these vendors when inspectors return to work
- Leadership requiring all inspectors to be Combination Inspectors which is dissolving specific trade inspectors that are currently licensed
- Current inspectors are not being paid appropriately for their licenses

PACE Suggestions for Solutions



- Utilize third party vendors when needed to assist with overload inspections and not to make them part of city function; mirrors outsourcing.
- Create Chief Inspector positions that supervises specifically the inspectors in their trade.
- Resume the current Combination Inspector Program as legislated.
 - Current employees' participation in the program is voluntary
 - Each current inspector is required to become certified in his or her own discipline before being allowed to cross over to any other discipline. The Inspector must first pass the residential and commercial certifications in his or her own specialty at which time monetary compensation can be granted.
 - Employees will receive a \$2,000 education incentive for each ICC approved certification received.



PACE Requests to DHR/City Council

- **Sick Leave Policy 114-416 – requesting re-vamp for clarity**

- *Under the following circumstances, a medical certificate executed by a licensed physician or chiropractor may be required by the employee's office director or department head in order to substantiate a request for sick leave:*
- *Any period of absence due to illness consisting of three or more consecutive working days, except that the fire chief shall adopt a policy requiring a doctor or chiropractor certificate in the department of fire. The policy shall be consistent with the intent of this article.*
- *Any employee who is absent from work due to illness for a period of five or more consecutive days shall, prior to being allowed to return to work, obtain a medical certificate executed by a licensed physician or chiropractor.*

- **Teleworkers - Incentive pay for working at home during pandemic**

- *Unlike essential workers, Teleworkers do not receive FFRCA Comp Hours or \$500 Hazard Pay. Non-Essential workers do not accrue as well, however, they continuously accrue time for Sick and Annual Leave and their bank of time is growing because they do not have to use it. However, Teleworkers must use their own personal time that is being accrued for sick and annual leave.*

PACE Requests to DHR/City Council



- **Childcare Assistance Program**

- Partnership with sustaining and nearby day care centers within the City
- Cost reductions for City Workers

- **Cost of Living Increase**

- **Retention Bonuses**

- 5-10 year (5% increase) 10-20 year (20%)

(This is a retention bonus and must not be construed as salary increase for raises given)

- **Fire Civilians to Stop Paying \$35 for Parking when returning to work**

- Members state that it only makes sense not to start back deducting the \$35 whenever we fully return to work. This fee has not been paid in over a year now and it doesn't appear to have made that much of a difference in the structure of the parking deck. It is still functional because sworn members have been occupying the building during the past year. Since our health insurance have increased, it has caused our take home pay less so the \$35.00 is needed. Yes! That \$35.00 makes a difference to our household income.

Open forum and dialogue for City of Atlanta employees

Every Tuesday from 1:00 – 2:00PM

- <https://youtu.be/Vw76rU-v26U>
- blogtalkradio.com/radioconnections





Our Union Support Us “PACE”

[Home | PACE ATLANTA \(wixsite.com\)](http://www.paceatlanta.com)

THANK YOU



On behalf of our membership and colleagues we would like to thank you for your Partnership with PACE:

- Atlanta City Council
- Mayor's Administration Team
- Department of Human Resources-Labor Relations Team
- Employee Assistance Team
- Department Commissioners and Leaders