



DEPARTMENT OF AVIATION  
FACILITIES MANAGEMENT STAFFING AND SCHEDULING  
PRESENTATION TO TRANSPORTATION COMMITTEE  
MARCH 2, 2022

AMANDA NOBLE, CITY AUDITOR

STEPHANIE JACKSON, DEPUTY CITY AUDITOR

MYRA HAGLEY, AUDIT SUPERVISOR

LINDSAY KUHN, SENIOR PERFORMANCE AUDITOR

# OBJECTIVES

- Do current staffing and scheduling models meet workload needs?
- Do controls support staffing and scheduling needs?

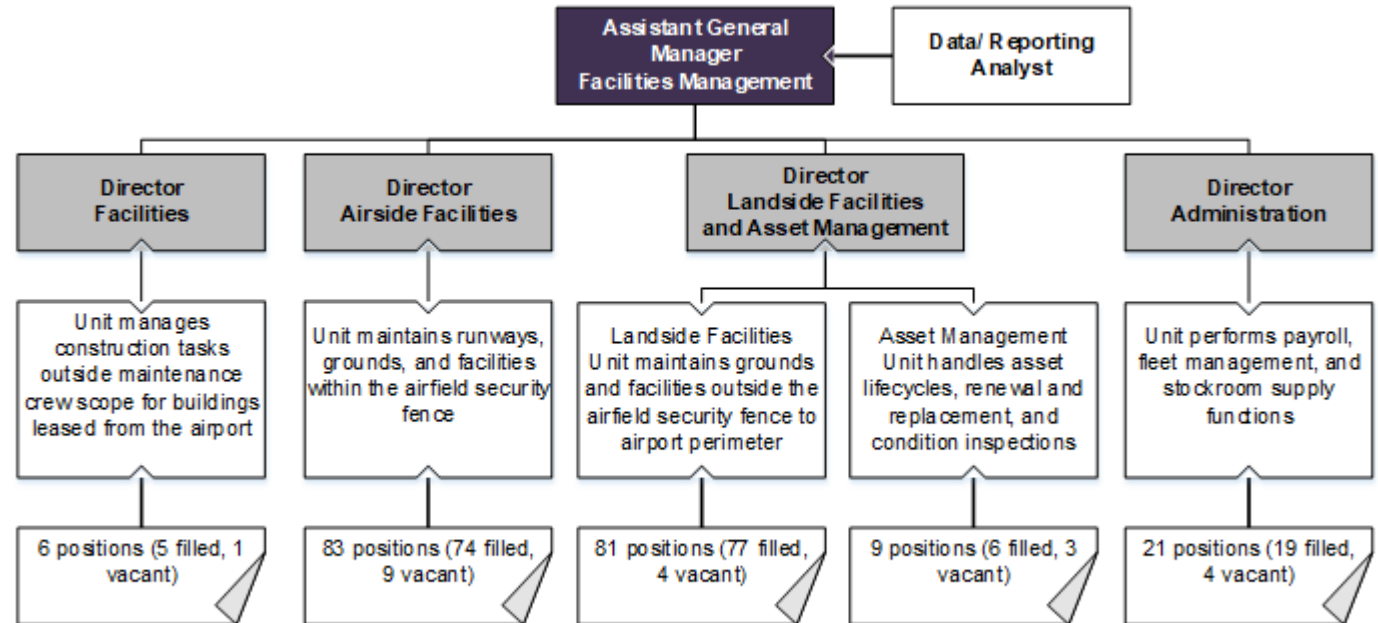
# FACILITIES MANAGEMENT WAS ORGANIZED INTO FOUR FUNCTIONS

## Division Duties:

Ensure the maintenance and repair of airport:

- Buildings
- Roadways
- Runways
- Taxiways
- Lighting facilities
- Landscaping
- Drainage systems

Exhibit 2: Facilities Management has Four Units



Source: Prepared by auditors using Facilities Management interviews and organizational chart as of February 2021

# DIVISION USES MAXIMO FOR WORK ORDER MANAGEMENT

- Using IBM's Maximo since 2007
  - Historical data limitations
  - Upgrades and data cleaning
- Primary work order (WO) types
  - Routine maintenance
  - Corrective maintenance
  - Preventive maintenance

## FINDINGS OVERVIEW

- Clarifying the division's management strategy should improve resource allocation
- Facilities Management's salary structure presented hiring barriers

# DIVISION USED 8 WORK MANAGEMENT SYSTEMS/METHODS

## Exhibit 8: Facilities Management Uses Eight Methods to Manage Work

System	Description	Used For	Which Staff Use
<b>Maximo</b>	Asset management system. Current contract in place until 2023 with two one-year extensions	Work order input and tracking, asset tracking	All staff
<b>ASOCS</b>	Operations and inspections data management system	FAA compliance, maintenance needs on the airfield	Airside staff, Aviation operations
<b>CityWorks</b>	Work order management system	Managing airside work with GIS tracking	Airside staff
<b>ALIS</b>	Airfield lighting management application	Airfield lighting management	Electricians
<b>Samsara</b>	Asset tracking software	Airside asset, equipment, and labor tracking for work- integrated with CityWorks	Airside staff
<b>ATLGIS (ArcGIS)</b>	Geographic data mapping system	Airside GIS tracking- integrated with CityWorks	Airside staff
<b>Microsoft Office</b>	Suite of desktop and cloud apps	Routine maintenance planning and other work plans, crew reports, shift reports, presentations	All staff
<b>Hard-copy documents</b>	N/A	Leave requests and tracking, overtime requests, overtime sign-ups, work order documentation	All staff

**Source:** Prepared by audit staff based on interviews and observations with Aviation staff

## FACILITIES MANAGEMENT LACKED NECESSARY INFORMATION TO MAKE OPERATIONAL DECISIONS

- Lacked reliable work data
  - Work orders missing completed status
- Potential indicators of misaligned resources
  - Overtime usage exceeded proposed threshold
  - Comparison to other similar airports
  - Low turnover

# STRONGER CONTROLS ARE NEEDED TO TRACK LICENSES AND CERTIFICATIONS

**Exhibit 13: 17% of Technical Staff Do Not Have Required Licenses or Certifications**

Certification/License Name	Number of Required Staff Lacking Certification/License
Airfield Movement Area license	14 of 52 Airside staff (21%) as of May 11, 2021
EPA Refrigerant certification	2 of 10 HVAC staff (20%) unable to show evidence of certification as of June 8, 2021
Commercial driver's license	8 of 33 Facilities Maintenance Mechanic, Senior staff (20%) as of May 28, 2021
Forklift certification	3 of 10 Inventory staff (30%) as of May 20, 2021
Electrician license	No staff required to have license per job description. Currently, 5 of 19 staff lack an electrician's license (26%). Of those with an electrician's license, 13 of the 14 have a Class II license (93%). Data obtained on June 15, 2021

Source: Prepared by audit staff using information from Aviation staff



# SALARY STRUCTURE PRESENTED HIRING BARRIERS

**Exhibit 14:  
52% of Technical  
Staff Earned  
Less Than  
Market Median  
as of March 25,  
2021**

Position Title	Median Annual Salary as of 3/25/21	Median Market Salary as of May 2020	Total staff	Number of Employees Earning Below Market Average as of 3/25/21
Facilities Maintenance Mechanic	\$41,600	\$40,580*	53	22
Facilities Maintenance Mechanic, Senior	\$39,359	\$40,580	41	23
Facilities Maintenance Mechanic Supervisor	\$54,835	\$71,640	14	14
HVAC Technician	\$44,011	\$47,640*	6	4
HVAC Technician, Senior	\$52,426	\$47,640	2	0
HVAC Supervisor	\$63,619	\$71,640	1	1
Electrician Specialist	\$59,573	\$57,740	16	5
Electrician Supervisor	\$67,500	\$66,830	3	1
Storekeeper	\$34,320	\$34,410*	6	6
Storekeeper, Senior	\$39,359	\$34,410	3	0

**\*Note:** The Bureau of Labor Statistics Occupational Employment Wage Statistics does not break out salaries by level of experience, so we are using the same median salary to compare regular and senior positions.

**Source:** Bureau of Labor Statistics Occupational Employment Wage Statistics for Atlanta-Sandy Springs-Roswell, GA, as of May 2020 and Oracle report, "Active Employees List with FTE Info," from March 25, 2021

## RECOMMENDATIONS

1. The Chief Information Officer should review the business case for work order management systems that AIM conducted in 2018 to ensure that it is still viable. If not, we recommend the Facilities Management Assistant General Manager prepare an updated business case.
2. The Facilities Management Assistant General Manager should ensure that one system has a record of all maintenance work orders, by integrating auxiliary work systems and applications as possible.
3. The Facilities Management Assistant General Manager should create a strategy for using each system, document procedures, and establish a process for reconciling these systems for reporting.
4. The Facilities Management Assistant General Manager should identify specific information needed for decision making and modify existing reports if needed.

## RECOMMENDATIONS

5. The Facilities Management Assistant General Manager should require that data in the work order management system is entered timely and accurately, including a process to check for duplicates, develop a performance metric for system input, and define roles and responsibilities for system use, data entry, and supervisory review.
6. The Facilities Management Assistant General Manager should implement an overtime policy that establishes maximum hours in a day and pay period and establish overtime controls and a review process to ensure employee safety.
7. The Facilities Management Assistant General Manager should develop a centralized credential tracking method, including establishing a process for checking and handling suspended licenses.

## RECOMMENDATIONS

8. The Facilities Management Assistant General Manager should create and enforce a training program with requirements by position and deadlines, such as seasonal requirements for inclement weather.
9. The Facilities Management Assistant General Manager should assess incumbent salaries before hiring new employees to prevent potential salary compression as the department fills its vacant positions.
10. The Commissioner of Human Resources should annually review compensation within salary grades across all departments and report the findings to City Council prior to the annual budget proposal, as first recommended in our 2015 Compensation audit.

# QUESTIONS?

FULL REPORT:

[HTTP://WWW.ATLAUDIT.ORG/AUDIT-REPORTS.HTML](http://www.atlaudit.org/audit-reports.html)