



**CITY OF ATLANTA**  
City Auditor's Office  
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February 2022

## *Performance Audit:*

### **Facilities Management Staffing and Scheduling**

#### *What We Found*

The Department of Aviation's Facilities Management division is responsible for ensuring the maintenance and repair of buildings, roadways, runways, taxiways, lighting facilities, landscaping and drainage systems within the airport. These duties contribute to the airport's ability to maintain continuous operations. Thus, adequate staffing and scheduling in Facilities Management is vital to airport operations and safety.

Facilities Management lacks a clear management strategy for resource allocation. The division's work order management system, Maximo, did not contain a record of all work. The division uses eight systems and methods to manage and document work, including hard copy. As a result, the division is unable to confirm whether current staffing and scheduling meet workload needs. When work is recorded in Maximo, it is incomplete and inaccurate. We found that 99.7% of work orders recorded between Jan. 1, 2019, and Jun. 30, 2019, were missing a complete status. Data capture has improved since the division increased the number of mandatory data fields. Additionally, staff credentials are not centralized or maintained. We found that 17% of technical staff did not have the required licenses or certifications. Finally, there is no overtime policy. Between November 2020 and August 2021, there were 125 instances where 55 employees earned over the proposed maximum threshold for overtime, which poses safety and effectiveness concerns.

We also found that the division's salary structure presented hiring barriers. We found potential evidence of salary compression. As of March 2021, the median hourly wage for regular Facilities Maintenance Mechanics was \$1.08 higher than the senior mechanics' median. Additionally, 52% of technical staff earned less than the market median wage for their positions as of March 25, 2021. The division created a career progression plan and tiered salary structure for fiscal year 2022, which raised the salary midpoints for most positions to exceed the market median.

#### *Why We Did This Audit*

In a previous risk assessment by our office, we identified potential staffing issues in the Facilities Management division. We undertook this audit to assess whether the staffing and scheduling models and controls support workload needs.

#### *What We Recommended*

To increase efficiency, reduce compression, and manage overtime, the Facilities Management Assistant General Manager should:

- ensure that one system has a record of all work
- document a strategy and procedures for using each system
- identify data needed for decision-making
- require that data in the system is entered timely and accurately
- develop a centralized credential tracking method
- create a training program
- implement an overtime policy, controls, and review process
- assess incumbent salaries before hiring new employees

To ensure that the division's technology is viable, the Chief Information Officer should:

- review the business case for work order management systems

To mitigate recruiting and retaining challenges, the Commissioner of Human Resources should:

- annually review compensation within salary grades

For more information regarding this report, please use the "contact" link on our website at [www.atlaudit.org](http://www.atlaudit.org)

## Management Responses to Audit Recommendations

Summary of Management Responses		
<p><b>Recommendation #1:</b></p> <p>We recommend that the Chief Information Officer review the business case for work order management systems that Atlanta Information Management 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.</p>		
<p><b>Response:</b> Partially Agree</p>	<p><b>Status:</b> Not Started</p>	<p><b>Estimated Completion Date (M/Y):</b> 02/2022</p>
<p><b>Recommendation #2:</b></p> <p>We recommend that the Facilities Management Assistant General Manager ensure that one system has a record of all maintenance work orders, by integrating auxiliary work systems and applications as possible.</p>		
<p><b>Response:</b> Agree</p>	<p><b>Status:</b> Started</p>	<p><b>Estimated Completion Date (M/Y):</b> 06/2022</p>
<p><b>Recommendation #3:</b></p> <p>We recommend that the Facilities Management Assistant General Manager create a strategy for using each system, document procedures, and establish a process for reconciling these systems for reporting.</p>		
<p><b>Response:</b> Agree</p>	<p><b>Status:</b> Started</p>	<p><b>Estimated Completion Date (M/Y):</b> 04/2022</p>
<p><b>Recommendation #4:</b></p> <p>We recommend that the Facilities Management Assistant General Manager identify specific information needed for decision making and modify existing reports if needed.</p>		
<p><b>Response:</b> Agree</p>	<p><b>Status:</b> Started</p>	<p><b>Estimated Completion Date (M/Y):</b> 04/2022</p>
<p><b>Recommendation #5:</b></p> <p>We recommend that the Facilities Management Assistant General Manager 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.</p>		
<p><b>Response:</b> Agree</p>	<p><b>Status:</b> Not Started</p>	<p><b>Estimated Completion Date (M/Y):</b> 04/2022</p>

<p><b>Recommendation #6:</b></p> <p>We recommend that the Facilities Management Assistant General Manager develop a centralized credential tracking method, including establishing a process for checking and handling suspended licenses.</p>		
<p><b>Response:</b> Agree</p>	<p><b>Status:</b> Started</p>	<p><b>Estimated Completion Date (M/Y):</b> 04/2022</p>
<p><b>Recommendation #7:</b></p> <p>We recommend that the Facilities Management Assistant General Manager create and enforce a training program with requirements by position and deadlines, such as seasonal requirements for inclement weather.</p>		
<p><b>Response:</b> Agree</p>	<p><b>Status:</b> Started</p>	<p><b>Estimated Completion Date (M/Y):</b> 06/2022</p>
<p><b>Recommendation #8:</b></p> <p>We recommend that the Facilities Management Assistant General Manager 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.</p>		
<p><b>Response:</b> Partially Agree</p>	<p><b>Status:</b> Started</p>	<p><b>Estimated Completion Date (M/Y):</b> 04/2022</p>
<p><b>Recommendation #9:</b></p> <p>We recommend that the Facilities Management Assistant General Manager assess incumbent salaries before hiring new employees to prevent potential salary compression as the department fills its vacant positions.</p>		
<p><b>Response:</b> Agree</p>	<p><b>Status:</b> Partly Implemented</p>	<p><b>Estimated Completion Date (M/Y):</b> 01/2022</p>
<p><b>Recommendation #10:</b></p> <p>We continue to recommend that the Commissioner of Human Resources 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.</p>		
<p><b>Response:</b> Agree</p>	<p><b>Status:</b> Partly Implemented</p>	<p><b>Estimated Completion Date (M/Y):</b> 10/2022</p>