



CITY OF ORLANDO

Office of Audit Services and Management Support

MEMORANDUM

To: James M. Reynolds, Fire Chief

From: J. T. Sirak, CPA, Audit Program Manager
Office of Audit Services and Management Support

Re: Follow-Up Review of the OFD Communications Management Study
(Report No. 09-01M)

Date: March 4, 2009

Attached is a summary of the status of recommendations as determined from our follow-up review of the OFD Communications Management Study (*Report No. 08-01M*), issued March 7, 2008. Our review procedures consisted of a review of the status of the recommendations provided by the Orlando Fire Department, inquiries of management, and examination of certain documents.

Our follow-up was made in accordance with generally accepted government auditing standards. The standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives.

Nine of the ten recommendations contained in the original report have been implemented. One recommendation is planned for implementation. The recommendation planned for implementation is expected to be implemented by the end of this fiscal year.

We would like to thank the officials and personnel of the Orlando Fire Department affected by these recommendations for their cooperation during this follow-up review.

Christopher Polke, Strategic Performance Manager, performed this follow-up review.

JTS/am
Attachment

c: Honorable Buddy Dyer, Mayor
Mayanne Downs, City Attorney
Byron W. Brooks, Chief Administrative Officer
Rebecca W. Sutton, Chief Financial Officer
Jody M. Litchford, Deputy City Attorney
Robert Sorenson, Fire Deputy Chief
Priscilla A. Mallory, Fire Communications Manager

REPLY AND IMPLEMENTATION SUMMARY
FOLLOW-UP REVIEW OF THE OFD COMMUNICATIONS MANAGEMENT STUDY

#	RECOMMENDATIONS	RESPONSE	CURRENT STATUS	IMPLEMENTATION DATE	AUDITEE COMMENTS
	OFD Communications Management should:				
1.	Immediately fill all authorized positions and gauge the effects of full staffing on its ability to meet call taking and tactical dispatching workload with minimal supervisor assistance. (HIGH)	Concur	Implemented	11/17/08	We hired our last person on the implementation date. Position training was administered and completed on 2/21/09.
2.	Review the current and anticipated workload of the section and discuss with Human Resources how to best configure the authorized number of staff for each ECS position (level 1, 2, and 3) and whether "over-hire" positions are needed to make up for employees in training. (HIGH)	Concur	Implemented	02/22/09	We are rotating our ECSI's to other shifts before sending them to their shift assignment. Shift assignments are based on seniority. Over-hire positions are currently not required as the Division will be fully staffed on implementation date.
3.	Adjust the staffing level of call takers and dispatchers to ensure optimal balance to meet the workload and average processing capacity of shift employees. (HIGH)	Concur	Implemented	05/05/08	Some 10-Hour Shifts were implemented to beef up manning on the weekends and during the peak hours during the week.
4.	Frequently monitor changes in the workload pattern and make any necessary adjustments to the staffing configuration by collecting and analyzing appropriate operational information. (HIGH)	Concur	Implemented	10/01/08	We will be running statistics quarterly to determine activity level of phone calls and incidents and adjust schedules as needed. We are currently looking at moving Supervisors to 10 hour shifts for coverage.
5.	Continue to: improve its recruiting and screening practices; efforts to ease the transition of new hires to the ECS position; and tracking of employees who are terminated to determine areas for continued improvement in retention. (MEDIUM)	Concur	Implemented	01/27/08	We have always tracked the employees that have left to see how we can improve our process. The training program is monitored closely and meetings are held with trainees to ease their transition.

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6.	Consider providing increased supervision and leadership training for shift supervisors designed to increase positive interaction with staff and identification of key satisfaction issues. (HIGH)	Partially Concur	Implemented	Fiscal Year 08/09	Members of the management staff have attended the following classes: Basic Supervisory Skills (City), Advanced Supervisory Skills (UCF), Comm Center Supervisors (APCO), Effective Leadership Skills, and Best Practices for 911 Supervisors. Plans for sending all managers to Dealing with Unacceptable Employee Behavior in 03/2009.
7.	Continue to perform periodic surveys of employees. (MEDIUM)	Concur	Planned for Implementation	Fiscal Year 08/09	A survey has been created, but not distributed to employees. OFD just implemented a new 911 phone system, and believe it is not the appropriate time to administer a survey during this major change in the organization.
8.	Realign the organizational chart to have the QA Specialist position report directly to the Fire Communications Manager. (MEDIUM)	Concur	Implemented	07/06/08	Communications Organizational Chart was realigned and meeting was held with the QA Specialist to make sure she understands the new chain of command.
9.	Coordinate with the Human Resources Division to develop a Position Description for the QA Specialist. (MEDIUM)	Concur	Implemented	12/12/08	Position Description was developed and forwarded to HR on 12/12/08 for approval. OFD contacted HR on 2/5/09 for an update and was told that HR management is currently reviewing the position. However, this

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#	RECOMMENDATIONS	RESPONSE	CURRENT STATUS	IMPLEMENTATION DATE	AUDITEE COMMENTS
					position is an ASAP position not a permanent position and they don't usually have job/position descriptions.
10.	Request Human Resources to update the Position Description of the Emergency Communications Assistant Manager to better define the position's responsibility for oversight over both the call taking and dispatch functions. (MEDIUM)	Concur	Implemented	12/12/08	Position Description for the Communications Assistant Manager was revised and forwarded to HR on 12/12/08 for approval. OFD contacted HR on 2/5/09 for an update and was told the revision has not been approved yet.