

**REPORT TO MAYOR AND COUNCIL****TO THE HONORABLE MAYOR AND COUNCIL:**

DATE: March 1, 2016

SUBJECT: ADOPTION OF AN ADDENDUM TO THE EXISTING MEMORANDUM OF UNDERSTANDING WITH TEAMSTERS UNION LOCAL 856 PROVIDING COMMUNICATIONS TRAINING OFFICER (CTO) TRAINING PAY DIFFERENTIAL FOR DISPATCHERS (GENERAL FUND)

Report in Brief

The Human Resources Department has been working collaboratively with the Police Department and Teamsters Union Local 856 to identify appropriate strategies for addressing staffing challenges in retaining qualified Dispatcher II and Lead Dispatchers. Staffing levels have reached a critical stage, and immediate response is warranted to improve retention rates. While the majority of local comparable agencies offer training pay differential, the City of Concord currently does not, placing the City in a less favorable position in the job market.

As a result, Staff recommends that the City Council adopt an Addendum to the existing Memorandum of Understanding (MOU) with Teamsters Union Local 856 to provide a 5% training pay differential for Dispatcher II and Lead Dispatchers assigned as Communications Training Officers for those hours engaged in providing formalized training for new Dispatcher trainees.

Background

The City, along with other local agencies, is currently experiencing a significant challenge in retaining seasoned and highly qualified Police Dispatchers. Recently, the City lost two additional staff member (a Lead Dispatcher and Dispatcher II) to another agency, and as a result, staffing levels have reached a critical point for this key operation. Only ten of the authorized seventeen positions are filled at this time. While significant recruitment efforts are underway to attract experienced Police Dispatchers (including offering recruitment incentives previously authorized by the City Council) additional action is also needed to effectively improve retention of existing qualified Police Dispatchers.

A review of the existing job market and comparison agencies indicates that the majority provide training differential pay ranging from 2.5% - 5% of base pay for Dispatchers assigned to the Communications Training Officer (CTO) function. The City of Concord currently offers no such incentive. Human Resources and the Police Department believe that the development of a formalized training program for Dispatcher trainees, and the establishment of an associated training pay differential for CTOs engaged in providing formal training to new Dispatcher trainees will have a positive impact on the City's ability to retain experienced Dispatchers.

**ADOPTION OF AN ADDENDUM TO THE EXISTING MOU WITH TEAMSTERS
UNION LOCAL 856 PROVIDING CTO TRAINING PAY DIFFERENTIAL FOR DISPATCHERS**

March 1, 2016

Page 2

Discussion

The proposed action of establishing a 5% CTO Training Pay Differential would benefit the City of Concord organization in two key ways: first, by providing a financial incentive for qualified Dispatchers to remain with the organization, and secondly, through the establishment of a formalized CTO training program, improving the quality and consistency of training provided to Dispatcher trainees. This in turn would improve the ability of new Dispatcher trainees to successfully complete the required intensive training process.

A quick analysis of comparable agencies was performed by the Human Resources Department, and it was determined that the majority of those agencies provide a CTO Training Differential ranging from 2.5% - 5% of base pay for hours engaged in providing formal training for Dispatcher trainees.(Please see Attachment 2 for more detail.) While pay was also identified as a concern, with the City falling to 4.8% below median, anticipated COLAs proposed during current MOU negotiations are anticipated to adequately address pay issues.

The City currently offers no training pay differential, further eroding the City's position in the extremely competitive job market for seasoned Dispatchers. Faced with significant staffing level challenges that are impacting operations, and rising concern that Police Dispatchers are considering leaving the organization for agencies offering incentives such as training pay differential, staff recommends immediate action to improve retention rates.

Absent a formalized CTO Training Program and associated training pay differential, the City is also experiencing retention issues as a result of a high training failure and turnover rate for new Dispatcher trainees. Training methods and trainer ability inconsistencies have had a direct impact on the lack of success in completing the intensive training required for new Dispatchers. Of the past eight new Dispatcher hires, only one was able to successfully move past the training stage. Establishing a formalized training program, and incentivizing experienced Dispatchers to meet the requirements of the CTO assignment, which includes completion of training courses through P.O.S.T, will provide for a higher quality and much more consistent training program, improving the likelihood of Dispatcher trainees succeeding and remaining with the City of Concord organization long-term.

Given the criticality of current staffing levels and impact to operations, this action is being taken separate from ongoing negotiations with Teamsters Union Local 856, and this action provides for an addendum to the existing labor contract. The addendum will be incorporated into any successor Memorandum of Understanding reached by the parties.

Public Contact

The City Council Agenda was posted and the Teamsters Union Local 856 has received notice of the meeting and a copy of this staff report.

**ADOPTION OF AN ADDENDUM TO THE EXISTING MOU WITH TEAMSTERS
UNION LOCAL 856 PROVIDING CTO TRAINING PAY DIFFERENTIAL FOR DISPATCHERS**

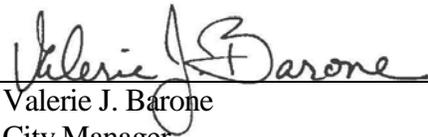
March 1, 2016
Page 3

Fiscal Impact

It is anticipated that the annualized cost for providing CTO Training Pay Differential would range from \$12,500 - \$13,200, depending upon whether the training was being provided by Dispatcher II or Lead Dispatchers. There are sufficient funds in the existing Police Department budget to cover the anticipated cost associated with the creation of a CTO Training Pay Differential. It should be noted that the anticipated cost is based on the current need to hire and train a large number of Dispatchers given current staffing levels. Ongoing cost will be lower once adequate staffing levels are achieved.

Recommendation for Action

Staff recommends that the City Council adopt the attached Addendum to the existing Memorandum of Understanding with the Teamsters Union Local 856, providing for a 5% training pay differential for eligible Dispatcher II and Lead Dispatchers for the hours spent conducting formal training for Dispatcher trainees in the capacity of Communications Training Officers.



Valerie J. Barone
City Manager

Valerie.barone@cityofconcord.org

Prepared by: Elia R. Bamberger
Director of Human Resources
Elia.bamberger@cityofconcord.org

- Attachment 1: Addendum to the existing MOU with Teamsters Union Local 856
Attachment 2: Review of comparable agencies - Pay and Shift Differential information

Addendum to the Memorandum of Understanding between the City of Concord and Teamsters Local Union 856

In recognition of the increased scope and complexity now required by P.O.S.T. for the training of new Dispatchers, and wishing to improve retention of qualified Dispatcher II and Lead Dispatcher employees which has reached a critical stage, the parties hereby agree to the following addendum to the existing contract, as follows:

9.3.6 Differential Pay for Communications Training Officer (CTO) for Qualified Dispatcher II and Lead Dispatchers

Given the increased complexity and significant requirements necessary for effective training of Dispatcher trainees, the City of Concord will provide a CTO pay differential equal to 5% of base pay for qualified Dispatcher II and Lead Dispatchers for the hours in which they are engaged in providing formal training as established by the P.O.S.T. CTO training program.

To be qualified for the training differential, an employee within those classifications must:

1. Have successfully completed relevant P.O.S.T. requirements including completion of the P.O.S.T. CTO Training Course; and
2. Receive specific pre-authorization and assignment by Police Management as a CTO for a set period of time; and
3. Code to the CTO Training Differential solely those hours worked providing training to other Dispatchers within the formal training process in the capacity of CTO.

Two pay codes will be established; one for Day Shift and one for Evening Shift. This Training Differential will be reported to CalPERS as training pay, however any hours worked on overtime are excluded from CalPERS reported "compensation earnable" as per California Government Code Section 20635. The CTO Training Differential does not apply to hours in which formal training did not occur, or hours otherwise not worked, including holidays, vacation, compensatory time off, and sick leave.

The CTO Training Differential Pay shall go into effect the first pay period following the adoption of the addendum by the Concord City Council. The language in this addendum shall be incorporated as section 9.3.6 in any successor Memorandum of Understanding between the parties. Nothing in this section is intended to impact the expectation that all Dispatcher II and Lead Dispatchers shall provide general training support, mentoring and guidance to Dispatcher trainees, as specified in the existing job specifications for those classes. Rather, the Training Differential is for hours spent in providing training within the established formal P.O.S.T. CTO training program.

Signed:

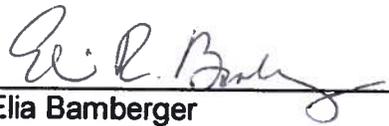
For The Administrative, Technical and Clerical Unit and The Field & Operations Unit:

For the City of Concord:


Date: 2/12/16
Peter Finn, Secretary/Treasurer
Teamsters, Local 856


Date: 2/17/16
Valerie Barone
City Manager


Date: 2/17/16
Rudy Gonzalez, Vice President
Teamsters, Local 856


Date: 2/17/16
Elia Bamberger
Director of Human Resources

Dispatcher Agency Comparison

| CITY/COUNTY | COMPARABLE CLASS TITLE | MAX MO SALARY | TRAINING PAY |
|-----------------------------|----------------------------------|---------------|--|
| Antioch | Police Dispatcher | \$ 6,344 | 2.5% training pay differential |
| Berkeley | Public Safety Dispatcher II | \$ 7,098 | provides 10% training differential for radio training and 5% for call taking training |
| Brentwood | Police Dispatcher | \$ 6,547 | 2.5% training pay differential |
| Contra Costa County-Sheriff | Sheriff's Dispatcher II | \$ 5,681 | training pay differential is \$200/month |
| Contra Costa County-Fire | Fire District Dispatcher | \$ 6,820 | data not available |
| Fairfield | Dispatcher II | \$ 5,458 | 2.5% training pay differential |
| Hayward | Communications Operator | \$ 6,659 | 5% training differential to employees assigned to Community Training Officers 2.5% training pay paid to employees for assigned training |
| Martinez | Police Dispatcher | \$ 5,436 | 5% training pay differential |
| Newark | Public Safety Dispatcher | \$ 7,793 | no training pay differential |
| Richmond | Communication Dispatcher | \$ 6,677 | 5% training pay differential plus 2 hours overtime pay/week |
| San Leandro | Public Safety Dispatcher | \$ 6,369 | \$25/day pay training pay differential when employee is training someone else |
| Suisun City | Communications & Records Tech II | \$ 4,422 | data not available |
| Vacaville | Public Safety Dispatcher II | \$ 6,189 | no training pay differential |
| Vallejo | Communications Operator II | \$ 5,573 | training pay differential paid at \$1.50/hour for each hour spent cross training other employees |
| Concord | Police Dispatcher II | \$ 6,051 | no training pay differential |

Mean \$ 6,219
 Median \$ 6,357
 Concord to Mean -2.7%
 Concord to Median -4.8%