



**CUNY 3-1-1 Project**

# **Student Call Takers**

**Handbook**

**Version 6**  
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## **CUNY 311 Project Mission**

New York City's 311 Customer Contact Center provides callers with one point of contact from which to obtain information on all non-emergency City services. The City University of New York (CUNY) 311 Project mission is to support New York City's 311 Customer Contact Center by providing well-trained, courteous, motivated and flexible Student Call Takers.

Student Call Takers are employees of the Research Foundation of CUNY.

## **Research Foundation of CUNY: Employment Policies and Procedures**

The Research Foundation of CUNY (RFCUNY), which is legally and financially separate from the University, is a private not-for-profit educational corporation. RFCUNY undertakes administration of grants and contracts awarded to CUNY faculty and staff for research, training, education and services. This includes Human Resources-related services for personnel paid on grants and contracts.

### ***Equal Opportunity***

The RFCUNY attempts, in all personnel activities, to ensure equal employment opportunity for employees and applicants for employment whatever their race, color, ethnic origin, religion, gender, marital status, age, citizenship or national origin, sexual orientation, veteran status, genetic information or disabilities. This applies to recruiting new employees including advertising, interviewing, work assignment, compensation and benefits, and opportunity for promotion, etc. RFCUNY, through its Affirmative Action policies, continues to improve its methods of recruitment, selection, employee development, and promotion. If there are any questions or complaints regarding equal employment opportunity or affirmative action, please contact Human Resources at (212) 417-8601.

The entire Affirmative Action Policy is located at the RFCUNY website at:

<https://www.rfcuny.org/RFWWebsite/policies/content.aspx?catID=2640>.

### ***Drug Free Workplace***

In compliance with government regulations, RFCUNY policy requires as a condition of employment that employees maintain a workplace free from the manufacture, distribution, possession, or use of any drug, narcotic or other substance controlled by law. In addition, any employee convicted of the violation of any criminal drug statute must inform the RFCUNY within five days of such conviction. Employees are encouraged to contact Human Resources at (212) 417-8601 if they suspect they are in need of treatment and/or rehabilitation services. All inquiries will be held in strict confidence.

The Drug Free Workplace Policy is located at the RFCUNY website at:

<https://www.rfcuny.org/RFWWebsite/policies/content.aspx?catID=2660>.

### ***Job Abandonment***

The Job Abandonment Policy for RFCUNY allows us to identify those employees who are no longer in its employ and no longer entitled to its benefits, as well as to allow speedy replacement of absent workers.

An unexplained absence of three or more days from the workplace constitutes abandonment of the job and is considered a voluntary resignation. Such a declaration may be appealed in writing, and with appropriate documentation, to the President of the Foundation according to procedures established by Human Resources. If an employee is covered either by a Sponsor's regulations or a

collective bargaining agreement which conflicts with this policy, the Sponsor regulations or the agreement will take precedent.

The entire RF Job Abandonment Policy is located at the RFCUNY website at:  
<https://www.rfcuny.org/RFWbsite/policies/content.aspx?catID=2650>.

### ***Sexual Harassment***

RFCUNY is committed to promoting a work environment free of unlawful harassment, intimidation, or exploitation, (either physical or verbal). RFCUNY maintains a policy of zero tolerance with respect to any act which constitutes harassment for any reason, by any person, employee or supervisor. All RFCUNY employees are required to participate in the Sexual Harassment online training. Any troubling behavior can be reported to Human Resources at (212) 417-8601. [Policy 525](#) defines sexual harassment and outlines procedures for resolving complaints.

The entire Sexual Harassment Policy is located at the RFCUNY website at:  
<https://www.rfcuny.org/RFWbsite/policies/content.aspx?catID=2630>.

### ***The Occupational Safety and Health Act (OSHA) of 1970/New York State Right- To-Know Law***

The New York State Right to Know Law requires that employees be informed of the presence at the work site of certain hazardous substances. Employees with questions about such materials should contact the OSHA Officer at his/her campus/location. Employees are encouraged to contact Human Resources at 212-417-8601.

The entire RF Policy 509 regarding hazardous materials in the workplace is located at the RFCUNY website at:  
<https://www.rfcuny.org/RFWbsite/policies/content.aspx?catID=2540>.

### ***Domestic Violence Policy***

RFCUNY is committed to providing a workplace in which domestic violence is not tolerated or excused. Reasonable efforts will be made to provide a safe environment for the victim of domestic violence and there will be no discriminatory actions taken against a victim of domestic violence. The circumstances of domestic violence involving an employee will remain confidential as to the extent permitted by law. RFCUNY will make available a list of resources to the victim of domestic violence and abusers, through Human Resources at 212-417-8601.

The entire RF Policy 542 regarding Domestic Violence is located at the RFCUNY website at:  
<https://www.rfcuny.org/RFWbsite/policies/content.aspx?catID=2690>.

### ***Weapons in the Work Place Policy***

RFCUNY is committed to providing a workplace in which the threat or use of weapons or violence will not be tolerated or excused. This policy serves to restrict the presence of weapons, to prohibit the verbal threat of the use of weapons, intimidation or violence in the workplace and to minimize the risk of injury or harm resulting from violence to employees. RFCUNY employees will not possess firearms, other weapons or any object that used for the purpose of injuring or intimidating others in the workplace.

The entire Policy 543 regarding Weapons in the Workplace is located at the RFCUNY website at:  
<https://www.rfcuny.org/RFWbsite/policies/content.aspx?catID=3620>.

## ***Reasonable Accommodations***

Please contact Project Staff to discuss accommodations that may be required to ensure that a Student Call Taker can perform his/her job effectively.

## ***Recommendations/Employment Verification***

Student Call Takers who would like to request a letter of recommendation, employment verification and/or, other employment-related documentation must contact project staff. Requests for employment documentation may take more than ten (10) business days to process.

**Note:** It is not appropriate to request such documentation directly from a Supervisor, Call Center Manager or any other New York City Department of Information Technology & Telecommunications (DoITT) personnel.

## ***Time-Leave Accrual and Usage***

Student Call Takers are eligible to earn annual and sick leave, based on the formula listed below. For each hour worked, Call Takers will earn 0.057692 hours annual leave and 0.078571 hours sick leave.

For each time period with 36 hours worked a Student Call Taker will earn:

36 hours \* 0.057692 = 2.08 hours annual leave

36 hours \* 0.078571 = 2.83 hours sick leave

Accrued unused annual hours will be paid out based on the availability of project funds.

## ***Wage Increase Eligibility***

Effective January 2016, Student Call Takers are eligible for salary increase twice a year, on February 15<sup>th</sup> and July 15<sup>th</sup> based on the number of credits they have completed. The salary increase will be made in accordance with the pay scale table below:

Credits Completed	Hourly Pay Rate
Starting Salary	\$10.98 (Undergraduate students) \$12.98 (*Graduate Students)
0-30 credits	\$12.00
31-60 credits	\$13.00
61-90 credits	\$14.00
91 and more credits or *Graduate Students	\$15.00

\*Graduate students are students currently enrolled in a graduate program pursuing a Master's or a Doctor's degree.

Student Call Takers with a formal warning, on probation, or whose QA scores below Call Center's minimum requirements are not eligible for the salary increase until they have completed 3 months of employment in good standing. Student Call Takers must submit their request via email with their transcripts to the CUNY 311 Program Manager for review by January 20<sup>th</sup> and June 20<sup>th</sup> to receive the salary increase as of February 15<sup>th</sup> and July 15<sup>th</sup> respectively. Students who fail to submit their transcripts by the deadlines will not receive their increase until the next round of salary review. Please note the salary increase is not granted unless a request is submitted.

New Hires will be eligible for the salary increase after completion of 4 months of employment based on certain performance indicators. These performance indicators include but are not limited to

punctuality, adherence to schedules, DoITT quality assurance scores, and compliance with 311 Customer Contact Center/RFCUNY policies and practices. Pay rate changes will be made based on the number of credits students have completed. Please refer to Page 6 for the pay scale table.

The ability to grant raises is based on availability of funds.

### ***Performance and Attendance***

Student Call Takers whose performance and/or attendance are not satisfactory are subject to disciplinary action up to and including the termination of their employment. When the employment of a Student Call Taker is terminated, such termination is effective immediately. A Student Call Taker may appeal the termination by submitting an appeal form and any applicable documentation; however, s/he will not be reinstated until the completion of a successful appeal process.

A Student Call Taker's job performance is a crucial factor in maintaining employment as a Call Taker. As detailed in the Performance Evaluation section of this manual, poor performance may result in termination from employment as a Student Call Taker.

Attendance and punctuality is a critical component of a Student Call Taker's employment at the 311 Customer Service Center. As detailed in the Attendance section of this handbook, poor attendance and/or punctuality may result in termination from employment as a Student Call Taker.

### ***Disciplinary Action***

Although Student Call Takers are employees of the RFCUNY, the 311 Call Center is the strict domain of DoITT. Student Call Takers are expected to follow the rules set forth by both DoITT and RFCUNY as detailed in this Student Call Taker Handbook.

Violation of any of the operating procedures and/or any other policy stated in this handbook may result in disciplinary action up to and including termination. Disciplinary actions will be based on the severity and frequency of the violation(s), as well as past violations and may be in one or more of the following forms: verbal and written warnings, probationary period, un-paid suspension, and termination.

Unsatisfactory work performance during the first 120 days of employment may result in immediate termination of employment.

### ***Resignation***

When a Student Call Taker is no longer able and/or willing to continue working as a Student Call Taker, s/he should submit and/or e-mail a letter of resignation to CUNY Project staff stating the last day of employment. Students who discontinue working without a letter of resignation will be considered to have voluntarily resigned (see Job Abandonment policy). The Student Call Taker's headset and picture ID/Access card will be collected on the last day of employment (see Identification Cards & Headsets policy).

### ***Exit Interview***

Any Student Call Taker who is terminated or resigns from their position may receive an Exit Interview from 311 Project staff. Exit interviews are not mandatory and are done on a case-by-case basis.

Additional RFCUNY policies may be obtained at [www.rfcuny.org](http://www.rfcuny.org).

## **Student Call Taker Job Description and Expectations**

Student Call Takers are non-instructional, non-exempt, part-time employees of the RFCUNY who work at the DoITT 311 Customer Service Center located at 59 Maiden Lane. The CUNY 311 Project follows an “employment- at-will” policy.

As Part-Time B employees working up to 19 hours per week and paid an hourly wage, Student Call Takers are eligible for statutory benefits only. These include: NYS Short-Term Disability Insurance, Workers' Compensation, Unemployment Insurance, and FICA/Social Security.

### ***Student Call Taker Responsibilities***

Student Call Takers will perform the following tasks:

- Answer incoming calls in a professional and courteous manner.
- Maintain customer satisfaction.
- Identify customers' needs and assist accordingly.
- Enter data into a computerized tracking system.
- Attend coaching and training sessions.
- Perform routine clerical work such as copying, filing and faxing as needed.
- Report to and meet with the CUNY 311 Project Staff and 311 supervisor/managers as needed.

#### **Note:**

1. Student Call Takers are considered ‘Essential Personnel’ and are expected to make all reasonable efforts to report to the Customer Contact Center for their shifts during extreme weather conditions and/or other emergency situations.

### ***Education-Related Requirements***

For all termination notifications due to education-related requirements, Student Call Takers will be given two weeks' notice, during which time they may appeal. Student Call Takers who submit an appeal on or prior to the termination date will continue to remain employed until the appeal is reviewed and a decision is made. Should the decision to terminate remain in effect, the termination will be effective immediately.

### ***Grade Point Average***

Undergraduate Student Call Takers must maintain a minimum cumulative GPA of 2.5; graduate-level Student Call Takers must maintain a minimum cumulative GPA of 3.0. Students whose cumulative GPA falls below these minimums will have their employment as a Student Call Taker terminated. An appeal must include supporting documentation, such as an official transcript or letter from the Registrar's Office.

### ***Continued Eligibility/Termination/Resignation***

Continued employment as a Student Call Taker is contingent upon education-related requirements, performance, and attendance. Failure to meet the specifications detailed in this section may result in termination of employment as a Student Call Taker.

A Student Call Taker who receives a termination notification will have the right to appeal the decision. To submit an appeal, a Student Call Taker must complete and submit with supporting documentation (see attachments) the **CUNY 311 Project Student Call Taker Termination Appeal Form**. Completed appeal form and supporting documentation must be addressed to:



CUNY 311 Project/DoITT  
Attn: Project Manager  
59 Maiden Lane – 15<sup>th</sup> Floor  
New York, NY 10038

## ***Enrollment***

Graduate and undergraduate students must maintain continuous enrollment during the standard fall and spring semesters to maintain employment the CUNY 311 Project. At a minimum, undergraduate students must register for 6 credit hours and graduate students 3 credit hours during the fall and spring semesters. Students who fail to enroll in the specified number of credit hours will have their employment terminated. An appeal must include documentation of enrollment, such as a letter from the Registrar, Bursar and/or a copy of the student's enrollment schedule.

## ***Alumni***

Students who graduate are no longer eligible to work as a Student Call Taker. In the case where an undergraduate Student Call Taker graduates with a Bachelor degree and a 2.5 or higher GPA, has an excellent work history, and can show proof of acceptance into a CUNY graduate program, he or she may be able to continue his/her employment as a Student Call Taker. He or she will be required to show proof of enrollment in the graduate program with at least 3 credit hours when the next semester begins.

Similarly, a student who graduates with an associate's degree and a 2.5 or higher GPA, has an excellent work history, and can show proof of acceptance into a CUNY Bachelor program may be able to continue his/her employment as a Student Call Taker. He or she will be required to show proof of enrollment in a bachelor's program with at least 3 credit hours when the next semester begins.

A student who graduates and is no longer enrolled in any CUNY programs can continue his/her employment as a Student Call Taker for up to six months after graduation (or for three years of total employment, whichever comes first).

## ***New Hire Training***

New Hire Training will be held at the 311 Customer Contact Center located at 59 Maiden Lane, New York, New York, on the 16<sup>th</sup> Floor. Throughout training, Student Call Takers must report on time to the Security desk on the 14<sup>th</sup> Floor. After signing in at the Security Desk, all New Hire Student Call Takers will be escorted to the training room.

In order to successfully complete training, a Student Call Taker must have perfect attendance, participate during training exercises, and demonstrate comprehension of training curriculum.

## ***Attendance While in Training***

Training is designed as a continuum, which means that it is imperative that all training components are attended in sequence.

The following attendance rules will apply:

1. Classes will begin precisely at the scheduled hour. The door will be closed and late students will not be permitted to join the class. In such cases, s/he will be considered absent and will follow the protocol outlined below.
2. Absences may result in termination.

3. Students who are absent must make an appointment to meet with CUNY Project Staff to discuss, and provide documentation for, the absence.
4. Upon sufficient documentation/justification for missing training, and pending availability, the student may be rescheduled for the next training session.
5. Should the student fail to attend the rescheduled training s/he will be automatically and permanently terminated as a Student Call Taker.
6. Should the student fail to report for a training day during the second scheduled training s/he will be terminated as a Student Call Taker.
7. Students who do not provide sufficient documentation/justification for an absence will be terminated as a Student Call Taker.

## ***Participation***

New Hire Student Call Takers are required to practice their computer skills, interact with classmates during role-play scenarios, and answer questions when necessary. Students who do not actively participate risk being terminated.

## ***Demonstrated Comprehension***

Students will be required to demonstrate their comprehension of the skills taught throughout the training through Skills Checks. In a Skills Check, students will be required to answer questions about skills/concepts conveyed in training. Upon successful completion of the training, students will be issued a letter confirming the Call Taker's scheduled shift, start date and supervisor.

### **Note:**

1. Student Call Takers may be required to attend additional training sessions. These include, but are not limited to legacy trainings, refresher trainings, and special training initiatives.

## **General Code of Conduct**

The following additional policies must be adhered to at all times:

1. Student Call Takers are to be courteous at all times. At no time should a Student Call Taker use abusive language while dealing with customers, co-workers, or superiors, or at any time while engaged in DoITT/CUNY business.
2. Student Call Takers should never make any derogatory comments or statements to a customer or Call Center employee that may arouse hatred or ill will against any individual or group on the basis of their sex, gender identity, race, color, national origin, religion, handicap, age, or sexual orientation.
3. Student Call Takers should project a positive image of the Customer Service Center and New York City when interacting with customers.
4. Student Call Takers should be receptive to coaching and other feedback from CUNY Project Staff, Supervisors, Team Leaders, Call Center Managers, and Quality Assurance Staff.
5. Student Call Takers must be alert and ready to take calls at all times. Student Call Takers should not sleep, appear to be sleeping, or seem otherwise incapable of performing their duties.
6. Student Call Takers should have a clear understanding of any new directives that have been distributed and should seek guidance from his/her Supervisors when necessary.
7. Student Call Takers should obey all orders, written or verbal, issued by Supervisors, Call Center Managers, CUNY Project Staff or other DoITT Managers.
8. Student Call Takers must not become physically violent or engage in disorderly or disruptive conduct while on DoITT property.
9. Student Call Takers must not engage in any activity that is forbidden by City, State or Federal

- Law while on DoITT property.
10. Student Call Takers must not make or submit false reports or false entries into any DoITT or RFCUNY records.
  11. Student Call Takers must not submit false or forged documentation in connection with any absence, lateness or other activity.
  12. Student Call Takers must not use DoITT equipment, materials, supplies or other property for unauthorized purposes.
  13. Student Call Takers must not damage, lose or improperly use DoITT property.

## **311 Policies and Procedures**

### ***311 Privacy Policy***

All Student Call Takers receive a copy of the 311 Privacy Policy and are required to sign a 311 Privacy Policy Acknowledgement Form.

The 311 Privacy Policies limits the collection and use of personal information from clients to the following purposes:

- a) To efficiently address client needs;
- b) To conduct and improve City business and/or services;
- c) To help provide emergency assistance, if necessary, and
- d) As otherwise required by law.

Personal information may not be disclosed for any reason without the knowledge and consent of the caller.

Unless otherwise authorized by a supervisor, Call Takers **MAY NOT**

- Discuss the identity of callers or the nature of calls outside of work with anyone, including family and friends
- Remove from the Call Center or copy any document or computer record containing personal information
- Discriminate against or take any adverse action with respect to a person to whom the personal information pertains
- Create and distribute User IDs and passwords for unauthorized users or allow anyone to use your User IDs or passwords, even if such persons are also authorized to have computer access
- Share an access key or allow any other person into any facility unless that person has an active access key of their own
- Compile any aggregate data or statistics from any information collected during the course of employment at 311
- Contact any person who is the subject of any Department record except on official business, in the course of official duties

The above restrictions apply both to screen displays, printed data, telephone conversations or any other form of communication (including, but not limited to, fax, chat, instant messenger etc.).

All information related to the 311 Customer Contact Center and Student Call Taker position is strictly confidential. Under no circumstances will Student Call Takers be permitted, without prior written approval from DoITT and CUNY Project Staff, to share information about customers, DoITT staff or any 311 Customer Contact Center operations to the press (including campus newspapers, radio or television stations) in any written document or any other medium. Students who are found in violation

of sharing information without prior written approval will be subject to disciplinary action up to and including termination.

## ***Dress Code***

Student Call Takers are required to dress in business casual attire. Students found in violation of this dress code may be subject to disciplinary action and sent home.

### **Definition of Business Casual Attire:**

- Appropriate professional and business casual attire includes: suits, blazers, tucked dress shirts, tucked button-down shirts, tucked polo shirts, dress pants, long pants, slacks, khakis or chino pants, appropriate dresses, skirts, blouses and sweaters. Jeans are permitted, but must be clean and not have any holes or tears. All clothing must be neat, clean and fit properly. Undergarments cannot be visible. The torso area should be covered at all times.
- Inappropriate attire includes: T-shirts, shorts, halter tops, midriff tops, undershirts, clothing containing sexually suggestive, discriminatory, obscene or harassing statements or pictures, clothing that is not clean, clothing that is torn, stained, patched or frayed, sweat suits, wind suits, cutoff shirts or pants, leggings (unless under a skirt), tank tops, see-through clothing, micro mini-skirts, revealing attire, strapless dresses, strapless tops, skorts, knickers, culottes, pedal pushers, caps, hats (unless for religious observance), bandanas, casual sandals or flip flops.
- Clothing worn during business hours must be neat, clean, and fit properly.

### **Note:**

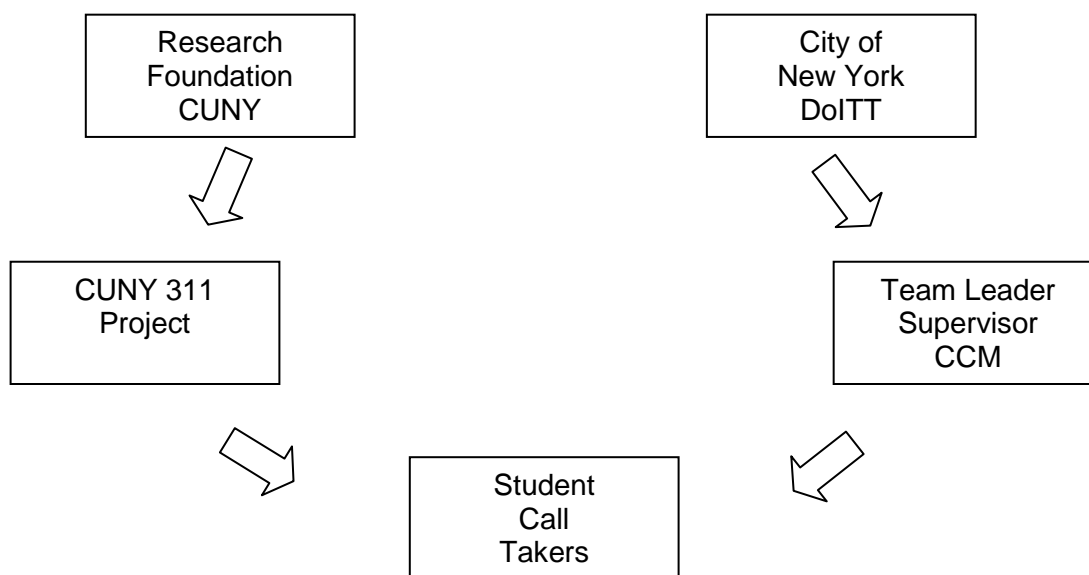
1. In cases where special circumstances require leniency of these policies and procedures, confer with CUNY Project Staff.
2. It is suggested that Call Takers make and keep a photocopy of all documents submitted to DoITT and/or CUNY Project Staff.

## ***Operating Procedures***

In order to ensure a professional, courteous, and uniform environment, the 311 Customer Service Center employs strict standards and protocols for all Call Takers. The following protocols must be adhered to at all times.

The 311 Customer Service Center is organized to provide Call Takers with the support they need to properly assist 311 customers, as illustrated in the diagram below.

## Contact Center



### **Note:**

1. Team Leaders, Supervisors and Call Center Managers will provide operational support.
2. CUNY Project Staff will provide all Human Resources support.

Student Call Takers will report directly to a Supervisor. Supervisors and Team Leaders as well as Call Center Managers (CCM) will provide support while assisting customers. Team Leaders and Supervisors report to Call Center Managers.

The CUNY 311 Project Staff is responsible for Human Resources and ongoing monitoring of Student Call Takers.

### ***Supervision***

Immediate supervision of Student Call Takers is provided by DoITT staff. Student Call Takers should report to work and log in at an available or designated CSMS work station.

### ***Identification Cards & Headsets***

Student Call Takers will receive 311 ID/Access Cards in training. Should a card be lost/stolen, it costs \$6 to get a replacement. Upon termination or resignation, 311 ID/Access Cards must be returned to DoITT.

Student Call Takers will be issued their own headset in training and will be required to sign a waiver indicating that the headsets are the responsibility of the Student Call Taker and in the case of loss or theft, the Student Call Taker must purchase his/her next headset. The cost to replace the headset is approximately \$150. Upon resignation or termination, headsets must be returned to DoITT.

The Student Call Taker's headset and picture ID/Access card will be collected on the last day of employment. In the event the Student Call Taker is absent on the last day of employment, s/he must contact the CUNY Project staff to return the headset and picture ID/Access card within 5 business days otherwise s/he is responsible for the fee of \$150 for the headset and \$6 for the ID card. Fees must be submitted with a money order payable to: **NYC DOITT** by the last timesheet's due date or

within 5 business days after the last day of employment, whichever comes first.

Failure to return the ID and headset or the fees will result in pursuing the matter through available legal remedies.

### ***Seating Assignments***

Student Call Takers must seek direction from their shift supervisors when choosing a work station for each shift.

### ***Personal Belongings & Electronics***

Personal items must be stored in a locker—not on top of the work station, under the desk, or on the back of the chair. Lockers will be available for use only during a Call Taker's shifts, and Call Takers must provide their own lock. Neither the 311 Customer Service Center nor RFCUNY is responsible for lost or stolen items.

Use of cellular phones/tablets at the work station or on the Call Center floor is prohibited. All electronic devices must be turned off and stored while working.

### ***Food & Beverages***

Food consumption at the work station is prohibited. Beverages may be consumed provided they are kept in spill proof containers (such as a sports bottle).

### ***Personal Phone Calls***

Incoming or outgoing personal phone calls are not permitted while working. In emergency situations **only**, to contact a Student Call Taker, individuals may call the Customer Support and Solution Team (CSST) (see Important Contact Information).

### ***Safety and Precautions***

Notify a supervisor and report an unsafe work environment or if you believe that something is wrong with a work station. If a supervisor is not available, notify the Call Center Manager. Follow the instructions provided by the supervisor or the Call Center Manager.

### ***Low Call Volume/Down Time***

While the 311 Customer Contact Center aims to schedule Call Takers according to expected call patterns, during each shift it is possible to experience periods of decreased call volume. During these slower times, you may engage in the following activities only:

- Tasks as assigned by your supervisor.
- Use of the Customer Service Management System (AACC) and Assist to become more familiar with New York City Government.

### ***Not Ready***

Not Ready Time is used for administrative functions and personal breaks. Employees who exceed a cumulative 30 minutes of Not Ready Time in a one week period will be held accountable for and charged all time surpassing 30 minutes.

Payroll will be reconciled to "Not Ready Time" Reports and all excess Not Ready Time will be

deducted from your annual leave bank or deducted from your next pay check (if you do not have any annual time) in increments of 15 minutes.

Deductions will be made in accordance with the Payroll deductions table shown below:

<b>Time Late</b>	<b>Docked Pay</b>
1 to 15 minutes	¼ hour
16 to 30 minutes	½ hour
31 to 45 minutes	¾ hour
46 to 60 minutes	1 full hour
60 + minutes	Will follow same pattern.

For those students working shortened hourly work weeks, the amount of Not Ready Time allowed will be prorated in accordance with the decrease in weekly hours.

While working additional hours, additional Not Ready Time is allowed for the week in accordance with the Not Ready Time allocation below:

<b>Hours Worked</b>	<b>CUNY Not Ready Time</b>
18	30
19	32
20	34
21	36
22	37
23	39
24	41
25	43
26	45
27	47
28	48
29	50
30	52
31	54
32	56
33	58
34	59
35	60

### ***Attendance and Punctuality***

Student Call Takers are an important component of 311 Customer Contact Center operations; therefore, attendance and punctuality are critical. Failure to follow the procedures for calling out in the case of sickness or lateness and for requesting leave, as outlined below, will result in disciplinary action up to and including termination.

In order to ensure a reliable Student Call Taker workforce, the following policies regarding lateness and absences will be strictly enforced.

## ***Lateness Policy***

Lateness includes all times where a Student Call Taker is expected to begin work and/or resume work after a break, but is not logged into AACC. All Student Call Takers are expected to report to work on time for the beginning of their shift and upon return from a break. Lateness greater than 30 minutes may require written justification.

What this means:

- One minute late for the start of a shift equals being late.
- Student Call Takers are to be logged into the AACC and I360 systems for the start of shift, ready to take their first call. **Student Call Takers on premises but not logged into the systems at shift start time will be considered late.**
- It is the Student Call Taker's responsibility to notify a supervisor if he/she is experiencing technical and/or seating problems that are preventing him/her from logging onto their work terminal.
- I360 log-in times may be used to determine lateness.
- For deductions, please see the payroll deductions table (*Under the Not Ready subsection*).

In cases of lateness due to transit delays where calling out is impossible, written proof of the transit delay from the MTA is required. When contacting the MTA (see Important Contact Information) either online or via phone, request written documentation verifying the transit delay on the specific train line, time, day, and location. This documentation, which will be emailed to you, should be forwarded to your Supervisor.

## ***Excessive Lateness***

Excessive lateness is three or more incidents of arriving late or leaving early (including from breaks) within a six- month period.

## ***Leaving Early***

Early leave includes all times when a Call Taker leaves before the end of his/her scheduled work shift. Student Call Takers are not to leave until the end of their work shift unless given prior approval. Early leaves are equivalent to absences.

## ***Absence Policy***

Absence includes all times when a Student Call Taker is scheduled to work but does not come in for his/her shift and has not received prior approval for the time. In cases where the Call Taker is unable to report to work, s/he must call the CSST Line no later than **two** hours before the start of the shift. Documentation must be provided within seven (7) business days of the Student Call Taker's return to work (different rules apply to absences that are related to employee or family illness— please refer to page 19).

A Student Call Taker may not call out to take an exam, finish a project, write a paper, study, meet with a Professor or study group, or any other school related activity. Student Call Takers who require time off for final exam(s) must submit a formal request before the date of the exam(s). Students who call out for final exams, rather than submit a formal leave request, will be considered AWOL and be subject to disciplinary action.



## ***Absent Without Official Leave (AWOL)***

AWOL includes any absence where the Student Call Taker is denied a Time-Leave Request and is then absent (with or without following protocol) or where a Student Call Taker did not call out at all or where a Student Call Taker called out after the scheduled shift start time.

- With the first AWOL incident, the Student Call Taker will be automatically placed on probation.
- The second AWOL incident may result in automatic termination.

## ***Method for Identifying Absenteeism and Discipline***

Each incidence of absence will be tracked by Project Staff and recorded in the Student Call Taker's permanent file. CUNY Project Staff will regularly review Student Call Taker attendance records and attendance trends. Disciplinary action may result in a verbal warning, written warning, probation, un-paid suspension, or termination. Notice of disciplinary actions may be given to the Student Call Takers by e-mail, phone contact, inter-office mail, or face-to-face meetings.

A continued pattern of absences after disciplinary actions have been taken may result in further disciplinary action, up to and including termination.

While on probation, the following will apply:

- Any absence during this probationary period may result in disciplinary action up to and including immediate termination.
- The student will not be eligible to work additional shifts offered by the 311 Call Center.

### **Note:**

1. For any absence where the Student Call Taker has not received approval for leave, s/he may be required to document the reason for the absence.
2. Student Call Takers who have an unplanned absence (i.e., emergency) the week of a holiday or an approved day off will be required to submit documentation upon their return. Failure to provide documentation for the absence will be considered an AWOL.

## **Workforce Management**

### ***Schedules***

Student Call Takers work a basic schedule of 12-18 hours per week during the school semester. Schedules are subject to changes based on the needs of the 311 Contact Center. Schedules may consist of weekdays or weekends and evening or overnight hours.

- Typical shifts are 6 hours
- Break periods during a 6 hour shift are 30 minutes long
- All activities will be listed in Impact 360 (I360)

### ***Schedule Changes***

Student Call Takers receive new schedules prior to the fall and spring school semesters. Student Call Taker schedulers take into consideration their school schedules and the operational needs to the 311 Contact Center. Once a student receives an approved work schedule, that schedule is valid until the next semester.

In the case of an emergency, a student may submit a request to change his/her schedule. While every effort will be made to accommodate the request, changes are not guaranteed. Documentation will be required for all schedule change requests.

**Note:**

1. Schedules are subject to change as the needs of the 311 Contact Center change. While every effort will be made to accommodate a Student Call Taker's class schedule, in cases where student availability does not meet the needs of the 311 Contact Center, the Student Call Taker will be terminated.
2. Under no circumstances may Student Call Takers switch schedules with another Student Call Taker.

## ***Additional Work Hours***

During high call volume periods, Student Call Takers may have the opportunity to work additional shifts. The following conditions must be met in order to be eligible to work additional shifts:

- 120 days of continuous employment as a Student Call Taker from the 1<sup>st</sup> day of training.
- In good standing (i.e., not on probation).
- Excellent attendance/punctuality record.
- Meets or exceeds Quality Assurance standards.

**Note:**

1. All additional shifts must be pre-approved by Workforce. Extra shifts are based on the needs of the 311 Contact Center and are not guaranteed. An offer to work extra shifts may be rescinded by the CUNY 311 Project or DoITT at any time and for any reason. All policies and procedures will apply to additional shifts just as with regularly scheduled shifts.
2. Student Call Takers are not permitted to work extra or extended shifts longer than ten (10) hours. No Student Call Taker is permitted to work more than six (6) consecutive days without a day off and no more than 34 hours per week.
3. Student Call Takers must call the CSST Line to confirm that their overtime hours have been approved at least two hours before the start of the overtime shift.

## ***Annual Leave***

Call Takers accrue approximately 54 hours of annual leave a calendar year. Annual Leave may be applied towards prescheduled time leave requested for vacation, personal business, final exams, family illness or other family emergencies, religious holidays, days of special observance, etc.

When a leave request is submitted and approved by 311LeaveRequest, the approved time will be deducted from your accrued annual leave. If accrued annual leave is exhausted, the Student Call Taker will be on leave without pay for the rest of the approved time-leave period.

## ***Requesting Annual Leave***

Call Takers accrue approximately 54 hours of annual leave in a calendar year. In the event that a Student Call Taker needs to request time off, s/he must formally request not to work his/her shift(s) by sending an email to his/her supervisor. All approvals/denials of leave are based on the operational needs of the 311 Customer Contact Center. Since approvals are not guaranteed, travel arrangements (i.e. flight tickets, hotel reservation, etc.) should not be made until the leave request is approved.

Leave requests may be submitted up to 90 calendar days in advance. **It is recommended that Student Call Takers submit time leave requests as far in advance as possible.** Workforce will process the request within 5 business days of receipt and issue a decision via email. If a Call Taker does not get a response in 5 business days, s/he should follow-up with his/her supervisor via email regarding the status of the leave request.

Student Call Takers who have received approval for annual leave may not subsequently work the shifts approved for leave without approval from Workforce. In the event that a Student Call Taker would like to rescind an approved Time Leave request, s/he must email 311Leave at least 24 hours before the approved day off.

All supporting documentation pertaining to an Annual Leave request should be submitted to the Call Taker's supervisor before consideration for approval. Supporting documentation can include but is not limited to the following:

1. Signed letter from a professor
2. Syllabus
3. Class Schedule
4. Examination Notice

An annual leave request of more than two weeks that is not medically related in nature and documented is considered an Extended Leave of Absence. Extended Leaves of Absence require prior approval from CUNY Project Staff and Workforce Manager. Individuals returning to work after an Extended Leave of Absence will be contacted and informed of the process that will be utilized to allow for possible re-employment.

## **Sick Leave**

Call Takers accrue approximately 73 hours of sick leave in a calendar year. Sick Leave may be used for the employee's personal illness, medical diagnosis or treatment, disability related to pregnancy, miscarriage, abortion, childbirth, etc. Of these 73 hours, up to 40 hours per calendar year may be used for the illness of a family member, defined as:

- Child
- Grandchild
- Spouse
- Domestic partner
- Parent
- Grandparent
- Child or parent of an employee's spouse or domestic partner
- Sibling (including a half, adopted, or step sibling)

In the event that a Student Call Taker needs to use sick leave for a **foreseeable** circumstance, s/he must formally request not to work his/her shift(s) by sending an email to his/her supervisor with at least **7 days' notice**. If a call taker does not comply with the **7 day notice**, the call center reserves the right to deny the use of sick leave. Foreseeable events include but are not limited to:

- Scheduled doctor/dentist appointments (Self or Family Member)
- Scheduled surgeries/treatments/procedures(Self or Family Member)

If the circumstance is **unforeseeable**, the student call taker must call the CSST Line no later than **two** hours before the start of the shift or as soon as practicable.

When a Student Call Taker calls in sick, the time not worked will be deducted from your accrued sick time. If a Student Call Taker's accrued sick leave is exhausted, the Student Call Taker will be on leave without pay for the rest of the sick leave period or s/he may use accrued annual leave. Access to the pool of sick leave that can be used for other family members begins 120 days after hire; regular sick leave is accessible as soon as it is accrued.

A certification from a licensed health care provider must be presented after an absence of **four** consecutive scheduled work days or more and/or for absences of any length after the use of more than 40 hours sick leave in a calendar year. Such documentation must be provided within seven (7) business days of the Student Call Taker's return to work.

An Employee Verification Regarding Authorized Use of Earned Sick Leave (see page. 23) may be required for an absence of any length. A Student Call Taker may be subject to disciplinary action if:

1. The student calls out sick after being previously denied annual leave.
2. The student calls out sick but does not have enough sick leave accrued to cover the absence.
3. The student is out for four (4) or more consecutive shifts.
4. The student has excessive absences or misuses sick leave. Indications of misuse of sick leave include, but are not limited to, repeated use of unscheduled sick leave on or adjacent to weekends, regularly scheduled days off, holidays, vacation days or pay days.
5. The student leaves early in the middle of their shift due to an illness.
6. The student has called out on seven (7) or more occasions in a calendar year.

Failure to comply with these rules will result in an AWOL. Student Call Takers who misuse sick leave are subject to discipline, up to and including termination of employment.

**Documentation for Absences** should include:

1. The name of the employee
2. The date the employee was seen
3. If more than one day, the days covered and when they may return
4. The name of the health practitioner the employee was seen by
5. The health practitioner's stamp and signature or the practitioner's stamp and the signature of the office assistant or the person who has the authorization to sign a note
6. If the employee is accompanying a family member, the name and relationship should also be listed.

**Note:**

1. Annual leave may not be used during the first three months of employment without authorization from the CUNY Project Staff and the Workforce Manager.
2. For Student Call Takers who do not follow the proper protocols for requesting leave and/or for calling out sick/emergency, accrued time may not be applied towards the missed shift(s).
3. Annual leave requests that are more than 90 days in advance will not be processed and be returned to the Student Call Taker. The Student Call Taker will need to resubmit such requests within 90 days of the desired date.

## ***Jury Duty***

**Summons to Appear:**

- When a Student Call Taker receives a summons to appear for jury duty, s/he must bring in the notice of jury duty and present it to his/her Supervisor to submit a leave request.
- If the Student Call Taker is waiting to be called for a case, s/he must call the CSST line no later than two hours before the start of that day's shift.

**Summons for Telephone Standby:**

- When a Student Call Taker receives a notice of Jury Duty that requests calling the evening before the reporting date to determine whether reporting is required the next day, s/he should

not assume that the day will be excused for Jury Duty. If s/he does not have to report for Jury Duty, s/he is expected to work a regular shift.

- If the Student Call Taker is summoned to report to await assignment to a case, s/he must call the CSST line on the first day and each scheduled shift thereafter until s/he is assigned to a case.

#### **Selected for a Case:**

- Once the Student Call Taker is selected for a case, s/he must call the CSST line to advise the estimated duration of the case. For the remainder of the time on a jury, s/he does not need to call the CSST line each day.
- During this period, the Student Call Taker is required to report to work on Saturday and/or Sunday if s/he is scheduled for Saturday and/or Sunday shift(s).

#### **After Service:**

- Once the Student Call Taker has been released from Jury Duty, s/he must obtain documentation from the court for the time served. Upon return, the Student Call Taker is to present documentation to his/her Supervisor. Such documentation will then be forwarded to RFCUNY for payment purposes.
- As per RFCUNY policy, RFCUNY pays part-time employees \$40 a day for three days only and for only during the regularly scheduled hours of work. When a Student Call Taker is absent due to jury duty, s/he should not put in any regular hours or use annual/sick leave for those days on the timesheet.

### ***Bereavement***

Student Call Takers may request for up to four days, using the annual leave hours, for a death in the immediate family or of a registered domestic partner. Eligible immediate family members include spouse, parent, child, grandchild, brother or sister, father-in-law, mother-in-law or a relative residing in the household.

A copy of the death certificate must be submitted for approval to be granted.

## **Performance Evaluations**

Student Call Takers will be subject to several evaluation processes including ongoing call evaluations by the Quality Assurance Department (QA) and Supervisors, and periodic evaluation by CUNY Project Staff.

### ***Quality Assurance***

The objective of the Quality Assurance process is to focus on quality from two perspectives: call interaction and procedural compliance.

There are 3 tools in the quality evaluation process:

1. Coaching and Development Form: This is the form that is used to evaluate and coach Student Call Takers' interactions with customers.
2. Recorded Calls: Calls will be monitored randomly. The coaching and development form is used to assess and report quality scores and document action items for improvement.
3. Side-by-Side Call Observation: Side-by-side call observations (coaching sessions) will be conducted on a bi-weekly basis by supervisors and by QA when needed, using feedback from the coaching and development form.

## ***Evaluation Criteria***

The Quality Assurance process focuses on pre-defined and standardized evaluation criteria. Student Call Takers will be scored in the below areas for each evaluation. Instruction on all of these areas will be reviewed throughout the New Hire Training.

- 1) Call Management
- 2) Issue Discovery
- 3) System Usage
- 4) Communication
- 5) Professional Etiquette
- 6) Procedural Requirements

## ***Quality Assurance Feedback Reporting***

Student Call Takers will be given feedback on their evaluations during biweekly coaching sessions that are held with their Supervisors. Student Call Takers may also be coached by a Quality Assurance Analyst. The Quality Assurance feedback reporting process is based upon the quality scores documented during call monitoring.

- 1) Call Management
- 2) Issue Discovery
- 3) System Usage
- 4) Communication
- 5) Professional Etiquette
- 6) Procedural Requirements

## ***Poor Performance***

Student Call Takers who are not receptive to coaching/feedback may be scheduled to discuss their evaluations and to create a corrective action plan. It is expected that a Student Call Taker will achieve all of the goals and objectives outlined in the corrective action plan within the pre-defined timeline. If s/he does not achieve the goals and objectives, s/he may be subject to disciplinary action up to and including termination.

Performance Evaluations will be based on the following criteria:

- Performance
- Attendance and punctuality
- Adherence to schedules, policies and procedures



*311 Project*

## CUNY 311 Project

59 Maiden Lane - 15<sup>th</sup> Floor, New York, NY 10038

Phone: 212.504.4425 Fax: 212.504.4916

E-mail: [cuny311@cunyinterns.org](mailto:cuny311@cunyinterns.org)

### Student Call Taker Termination Appeal Form

NAME: \_\_\_\_\_ EMPLOYEE ID: \_\_\_\_\_

Please follow the instructions below in order to appeal a termination notification. Only appeals that follow the instructions below will be considered. If you would like to discuss the termination notification please call (212) 504-4425 to schedule an appointment with the Project Manager. Termination Appeals must be addressed as follows:

CUNY 3-1-1 Project – Project Manager

59 Maiden Lane – 15<sup>th</sup> Floor

New York, NY 10038

TERMINATION REASON	INSTRUCTIONS
GPA	If you feel your GPA does meet the required minimum, provide a written explanation and documented proof, via an official transcript or letter from your college.
Current Enrollment	If you have recently enrolled in additional credits that brings your total enrolled credits up to the required minimum please provide a written explanation below and attach a copy of the registrars print out and/or letter from the registrar.
Other	For any other termination reason you feel is inappropriate please provide a written explanation below and attach applicable documentation, as detailed in the CUNY 3-1-1 Student Call Center Representative Handbook.

APPEAL EXPLANATION \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

DOCUMENTATION ATTACHED (list documents) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

STUDENT SIGNATURE \_\_\_\_\_ DATE \_\_\_\_/\_\_\_\_/\_\_\_\_

#### For Official Use Only:

☐ TERMINATION UPHOLD \_\_\_\_\_

☐ TERMINATION RESCINDED \_\_\_\_\_

PROJECT MANAGER SIGNATURE \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Revised 3/2015

## Employee Verification Regarding Authorized Use of Earned Sick Leave

Under New York City's Earned Sick Time Act (Paid Sick Leave Law), employers are permitted to ask employees to verify that an instance of sick leave of any length was used for an authorized purpose under the law. Employers may ask employees to provide medical documentation from a licensed health care provider only after using sick leave for more than three consecutive workdays.

Eligible employees are permitted to use earned sick leave due to:

1. Mental illness, or the need for medical diagnosis, care, or treatment of a mental illness (employee or employee's family member)
2. Physical illness, or the need for medical diagnosis, care, or treatment of a physical illness (employee or employee's family member)
3. Injury, or the need for medical diagnosis, care, or treatment of injury (employee or employee's family member)
4. Health condition, or the need for medical diagnosis, care, or treatment of health condition (employee or employee's family member)
5. Need for preventive medical care (employee or employee's family member)
6. Closure of employee's place of business by order of a public official due to a public health emergency
7. Need to care for a child whose school or childcare provider has been closed by order of a public official due to a public health emergency

I, \_\_\_\_\_ (print or type name), attest that I used earned sick leave for at least one of the authorized reasons listed above on the following date(s):

Month	Date(s)	Calendar Year

**I understand that knowingly providing false information about the use of earned sick leave could result in discipline, including dismissal.**

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Employee Title

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
Employee ID Number

Employer:	
Work Location:	
Employer Address (if different from work location):	



## Important Contact Information

Contact	Phone Number	When to Use
Customer Support and Solution Team (CSST)	(212) 504-4202	Use this phone number when calling in sick/late and to distribute to family and/or other individuals who may need to contact you in emergency situations only.
CUNY 311 Project – Program Manager	(212) 504-4425 CUNY311@CUNYINTERNS.ORG	Use this phone number when you need to address payroll and/or other Human Resource issues.
CUNY 311 Project – Program Coordinator	(212) 504-4429 or CUNY311@CUNYINTERNS.ORG	Use this phone number (or e-mail address) for other issues not related to payroll and/or Human Resources.
Metropolitan Transit Authority (MTA)	511 or <a href="http://enterprise.mtanyct.info/DelayVerify/">http://enterprise.mtanyct.info/DelayVerify/</a>	Use this phone number or website when you need to obtain official documentation from the MTA verifying a transit delay or transit related issue.
311 Leave Request		Must be submitted to your Supervisor
Additional Hours Request		Must be submitted to your Supervisor