

LOS ANGELES FIRE DEPARTMENT



KRISTIN M. CROWLEY
FIRE CHIEF

July 31, 2023

BOARD OF FIRE COMMISSIONERS
FILE NO. 23-077

TO: Board of Fire Commissioners

FROM: Kristin M. Crowley, Fire Chief *JD*

SUBJECT: LOS ANGELES FIRE DEPARTMENT NEW EQUITY DIVISION

FINAL ACTION:	<input type="checkbox"/> Approved	<input type="checkbox"/> Approved w/Corrections	<input type="checkbox"/> Withdrawn
	<input type="checkbox"/> Denied	<input type="checkbox"/> Received & Filed	<input type="checkbox"/> Other

SUMMARY

As directed by the Board of Fire Commissioners (BOFC), the Los Angeles Fire Department (LAFD) is providing an update on the new Equity Division.

This update provides a background and overview of the Division which includes the effective sections and areas of responsibility.

RECOMMENDATION

That the Board:
Receive and File.

DISCUSSION

In collaboration with Labor and Management, an organizational assessment of the LAFD through Deloitte Consulting LLP (Deloitte) was completed in 2021. The assessment result was a report which presented a roadmap for the LAFD to follow. Deloitte identified and recommended four improvement categories that align with the mission, vision, values, and strategic plan for the LAFD. The four categories are:

- Leadership Development: Expand mentorship and increase leadership development opportunities to invest in members.
- Career Management: Improve career management guidance and establish succession planning.
- Systemic Equity & Inclusion: Create a more inclusive culture to collaborate and communicate.
- Operational Processes & Systems: Centralize Human Resource operations to manage processes.

The Equity Division will provide an organizational structure to facilitate a formalized workplace mentorship platform, ensure trained members are available for work environment mediation, facilitate department-wide work environment training, and promote fair and equitable treatment of all members to drive meaningful, lasting change for promoting well-being across the Department.

The Equity Division strives to:

- Ensure equity in all areas of the LAFD to improve member and organization engagement.
- Provide effective leadership competencies, which include inclusion programs to train and educate the workforce.
- Provide a fair and impartial third-party neutral process with the purpose of mediating disputes in the workplace to prevent escalation.
- Mentor and engage with *all* members on probation so that they are provided the best opportunity for success.
- Provide a diverse and inclusive work culture that promotes fairness and equal participation in all areas.
- Gather statistics for the Department to use in reports, i.e., Board of Fire Commission Reports.

Overview

The Equity Division is divided into the Workforce Effectiveness Section and the Ombuds Section.

The Workforce Effectiveness Section will work closely with the In-Service Training Section to provide mentorship and training to all ranks by developing task books, classes, and other training. The Section will serve ALL RANKS and include:

- Leadership/Mentorship Training Officer
- Diversity, Equity, and Inclusion Officer
- Recruitment and Retention Officer
- Probationary Engagement Officers for ALL RANKS (formerly Quality Assurance Unit).

The Ombuds Section will work closely with Risk Management and the Professional Standards Division and provide mediation to ensure appropriate policies are followed.

The Ombuds Section will include the following:

- Lead Mediation/Investigative Officer(s)
- Investigative Officer
- Senior Administrative Clerk
- Personnel Analyst(s)

The Department is committed to an organizational culture that embraces diversity, equity, and Inclusion, known as DEI.

- **Diversity** not only defines individuals based on demographic characteristics, but also the diversity of thought, education, and perspectives, which values how people differ.
- **Equity** provides individuals with just and fair opportunities to attain their full potential.
- **Inclusion** is a state of being valued, respected, and supported. Inclusion results in everyone feeling a sense of belonging in the organization.

Diversity, Equity, and Inclusion are embedded in embracing differences, ensuring equity in systems, rules, policies, and decisions, and making every environment in our Department inclusive of every member of the Department. The Rules and Regulations and the Manual of Operation, among other documents, support the definition of DEI and embed its concepts. The Equity Division will facilitate specific actions guided by the most recent organizational assessment. It will encompass a culture of Inclusion where diversity is celebrated, equity is the norm, and the action of Inclusion is commitment.

FISCAL IMPACT

The fiscal impact is unknown at this time. However, it is anticipated that as the LAFD continues to grow the Equity Division, similarly the infrastructure will need to evolve to support the needs of all employees.

CONCLUSION

The LAFD is committed to creating a sustainable workforce where all employees have equitable access to career opportunities and an inclusionary sense of security while at work. This vision begins with creating a workplace culture of belonging within our organization which values diverse backgrounds, experiences, beliefs, behaviors, and perspectives.

Report prepared by Deputy Chief Stephen L. Gutierrez, Training and Support Bureau.