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FIRE CHIEF

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BOARD OF FIRE COMMISSIONERS
FILE NO. 24-018

TO: Board of Fire Commissioners

FROM:  Kristin M. Crowley, Fire Chief

SUBJECT: OVERVIEW OF THE LEADERSHIP AND MANAGEMENT INSTITUTE

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 Withdrawn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 requested by the Los Angeles Fire Department (Department) Board of Fire Commissioners (Commission), the Department is providing an overview of the Leadership and Management Institute.

RECOMMENDATION

That the Board:
Receive and file this report.

FISCAL IMPACT

There is no fiscal impact. This report is for informational purposes only.

DISCUSSION

In 2021, the Department partnered with Deloitte Consulting LLP to conduct an objective Organizational and Training Assessment (Assessment). The result identified key areas requiring attention to leadership development and initiatives. Two of the initiatives identified in the assessment were:

1. A Continuous Cohort Learning Model
2. Create a Leadership Development Training program through the Los Angeles Fire Department Leadership Development Institute.

Continuous Cohort Learning Model: In response to the assessment and the current 2023-2026 Strategic Plan, the In-Service Training Section (ISTS) has developed and is proposing a tiered Cohort Leadership Development Program that encompasses the ranks of new Recruits, Paramedics, Rated Members, Captains, and Chiefs. These tiered cohort courses will be delivered progressively to the members following a lifelong

leadership development approach. This systematic approach will ensure that each member has obtained leadership development that is consistent with their rank and Department expectations as they navigate through their career.

Create Leadership Development Trainings: In response to the assessment and the current 2023-2026 Strategic Plan, ISTS has reimagined the Los Angeles Fire Department Leadership Academy (LAFDLA). Initially, the LAFDLA was based on leadership training at the United States Military Academy at West Point. The reimagined LAFDLA will consist of a complete overhaul of the program including rebranding and restructuring. To ensure that the curriculum will be capable of a continuous evolutionary process much like our workforce, the concept of the program will follow a member's career. The LAFDLA program will be structured into three programs: Rising Phoenix Leadership Academy (entry-level leadership), Ambassador Leadership Academy (mid-level leadership) and Executive Leadership Academy (senior/executive leadership). It will also include shorter courses that focus on an individual leadership topic and skills. Leadership in emergency operations will be addressed additionally through National Wildfire Coordinating Group (NWCG) courses and will provide empirically supported evidence-based training.

Current Status

The Leadership Development Institute is working in collaboration with: University of La Verne, East Los Angeles College, potentially the University of Southern California and the University of Washington to build the curriculum.

Selection process for instructors and facilitators has been developed to include topics within the various programs that is rooted in published literature. Each instructor/facilitator will have an opportunity to select a topic/subject, prepare a lecture that is related to the literature and deliver the presentation along with an interview.

Positions within the Leadership Development Institute have a framework that is led by the Leadership Development Officer, assigned to ISTS and supported by assigned directors and coordinators.

A complete classroom rebuild including technology upgrades are currently underway and expected to be complete by March 1, 2024.

The LAFDLA program is accredited by the University of La Verne. Students can purchase college credit towards undergraduate and graduate degrees when attending the program. The goal is to continue this relationship as well as expand to other accredited institutions to formalize degree programs in Organizational Leadership. It includes a formal curriculum development of additional courses, seminars and academies for credit.

CONCLUSION

The Leadership Development Institute will play a crucial role in equipping LAFD members with the necessary skills and qualities to effectively lead and manage high-stress or critical situations. The Training and Support Bureau, Training Division, and In-Service Training Section recognize that leadership training helps develop critical thinking skills including the ability to make quick, informed, and appropriate decisions under pressure. To build organizational trust, improve the collective ability to perform, in addition to investing towards development of Department members, it is essential that leadership training is available to address contemporary issues and encompasses the full scope of the fire service.

Board report prepared by Justin G. Moore, Assistant Chief, Training Division.