



LOS ANGELES FIRE DEPARTMENT

RALPH M. TERRAZAS
FIRE CHIEF

July 18, 2016

BOARD OF FIRE COMMISSIONERS
FILE NO. 16-078

TO: Board of Fire Commissioners

FROM: Ralph M. Terrazas, Fire Chief *R.T.*

SUBJECT: LAFD GENDER EQUITY ACTION REPORT

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 Withdrawn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

Attached for the Board of Fire Commissioners review is the Los Angeles Fire Department (LAFD) Gender Equity Action Plan, which was first submitted to the Mayor's Office in February 2016. The Department's Plan was a result of Mayor's Executive Directive No. 11, entitled, "Gender Equity in City Operations," issued on August 26, 2015. As a result of Directive No. 11, each Department head designated a Gender Equity Liaison to serve on the Gender Equity Coalition with the ultimate goal of achieving greater gender parity throughout the City. Battalion Chief Elise Brodowy was designated as the LAFD liaison.

Prior to the implementation of Executive Directive No. 11, the City adopted Ordinance No. 175735 in 2004. This Ordinance provides for the local implementation of the United Nations Convention of the Elimination of All Forms of Discrimination Against Women (CEDAW). CEDAW, an international treaty for gender equity, has not been ratified by the United States. Due to this, several U.S. cities began implementing CEDAW on a local level with the goal to build momentum for national enactment. CEDAW implementation globally calls for each ratifying country to define discrimination and provide a practical blueprint to promote human rights and equal opportunities for women and girls in all areas of society. Under Mayor Garcetti, Los Angeles is now doing what global CEDAW advocates call "breaking new ground" in CEDAW implementation.

Additionally in March 2015, Mount Saint Mary's University released their five part *Report on the Status of Women and Girls*, commissioned by the City of Los Angeles' Commission on the Status of Women, focusing on the issues and trends affecting the women and girls who work and/or reside in the City of Los Angeles. Specifically, the report examined gender equity in the following five key areas: Demographics, Leadership, Education and Workforce Development; Public Safety; and L.A.'s Veterans. The report confirmed that women and girls of Los Angeles have been measurably disadvantaged.

LAFD's Gender Equity Action Plan contains information and recommendations, as well as goals and objectives to resolve gender inequities. The plan specifically focuses on increasing the number of female firefighters within the Department, creating a more cohesive and inclusive work environment, and motivating and encouraging female firefighters to promote and advance into leadership ranks.

RECOMMENDATION

That the Board:

Receive and file the attached report.

CONCLUSION

The ultimate goal of the Gender Equity Action Plan is to create a diverse workforce that is more reflective of the citizens we serve, embrace diversity and recognize individual worth within the team environment and create greater job satisfaction and retention of female firefighters while continuing to encourage and support diversity within the leadership ranks. The Department, with the support of the Mayor's Office and Executive Directive No. 11, will continue to strive towards creating greater gender parity.

Board report prepared by Battalion Chief Elise Brodowy, Executive Officer, Administrative Operations Bureau.

Attachment

LAFD Gender Equity Action Plan

Los Angeles Fire Department Gender Equity Plan 2016

Introduction

The Los Angeles Fire Department (LAFD) preserves life and property, promotes public safety, and fosters economic growth through a commitment to prevention, preparedness, response, and recovery as an all risk life safety response provider. It is a career municipal department with 3199 sworn positions and 301 civilian positions¹ serving a population of approximately 4 million within 470 square miles.

The Department provides services in the following areas: fire suppression, advanced and basic life support, emergency medical services including hospital transportation, fire prevention, arson investigation, a joint regional training bureau, disaster preparedness, marine and air operations divisions and specialized resources (such as hazardous materials squads), urban search and rescue, swift water rescue and bicycle medic teams.

The LAFD handles approximately 374,000 incidents annually, which equates to approximately 1044 incidents per day. Among those annual statistics, approximately 196,000 incidents, roughly 540 per day, result in patient transports.

The vision of the LAFD is to provide exceptional fire protection and emergency medical services by being metric driven, technologically sophisticated and community focused while reflecting the people we serve.

In response to Mayor's Directive No 11, each City Department was tasked with appointing a Gender Equity Liaison and submitting a Gender Equity Action Plan to achieve results leading to greater gender parity. Pursuant to the Directive, Fire Chief Ralph Terrazas appointed Battalion Chief Nikki Brodowy to fill this role. Chief Brodowy, with close to 22 years of service, has served as a Firefighter, Paramedic, Dispatcher/Call-taker, Fire Inspector, Fire Captain, EMS Battalion Captain, Department Advocate/Investigator, Field Battalion Chief, Board of Rights and Field Investigations Unit Commander as well as the Internal Affairs Commander. Currently, she is the Executive Officer (XO) to the Chief Deputy of Administrative Operations. The XO assists the Chief Deputy in overseeing, managing and providing logistical support to the Administrative Services Bureau, the Fire Prevention Bureau, the Training and Support Bureau, the Risk Management Section and the Fire Communications and Dispatch Support Section. Chief Brodowy handles numerous special projects, oversees the Alternative Disciplinary Process, assists in the development, coordination and implementation of Department policies and procedures and acts as a liaison and a consultant to other Departments, City entities, outside agencies and employee groups.

¹ Quarterly Fire Department Diversity Report. (Oct 2015).

Section 1: Recruitment Plan

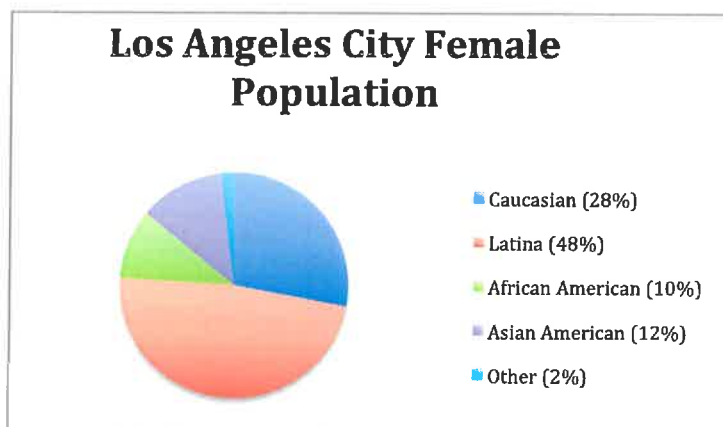
Equitable Treatment, Empowerment, and Fostering Diversity and Inclusion

Analysis

For every 250 available firefighter positions, the Department receives between 10,000 to 12,000 applicants. One of the Department's strategic goals is to recruit, develop and retain a professional and diverse workforce reflective of the City's population. Employees with diverse backgrounds and perspectives can help Fire and EMS personnel better understand, communicate with, and enlist cooperation in our multi-cultural communities.

The 2000 United States Census reports that nationwide women make up only 3.7% of the total 350,000 paid firefighters, placing firefighting in the bottom 11% of all occupations in relation to women employees. Unfortunately, a large majority of fire departments have zero women or close to it. Even worse, it's been reported, "Not one paid woman firefighter has ever worked in more than half the nation's Departments". The study concluded that, barring continued cultural and traditional resistance, women should comprise 17% (up from the current 3.7%) of the first responder work force, though there is no data table for how this number was reached.²

According to the 2012 U.S. Census Bureau, the total population of Los Angeles City was



close to 4 million. 50% of the total population is women with the race/ethnicity make-up noted in the chart to the left.

When communities see that firefighter demographics are comparable to demographics in the community, communities are more likely to trust and be more supportive of the fire department.³

The total number of sworn women on the LAFD as of

October 2015 includes 92 out of a total of 3199.⁴ This equals less than 3% of the total LAFD workforce.

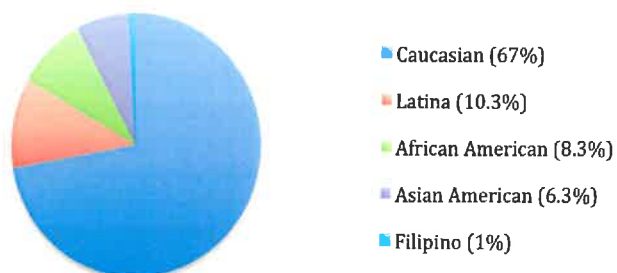
Further breakdown of the sworn women on the Department by race/ethnicity are included in the chart below.

² Hulett, D., Bendick, M., Thomas, S., & Moccio, F. (2008). A National Report Card on Women in Firefighting. *International Association of Women in Fire & Emergency Services*.

³ Winston, J. (2014). 5 Reasons Diversity Is Important In The Fire Service. *FirefighterToolBox.com*

⁴ Quarterly Fire Department Diversity Report. (Oct 2015).

Women in LAFD By Race



The number of women firefighters on the LAFD is not reflective of the number of women in the Los Angeles workforce. When Fire Chief Ralph Terrazas took office in August 2014, there were a total of 89 (2.7%) sworn women in the Department. Chief Terrazas is committed to increasing the diversity within the Department to that which is more reflective of the communities served.

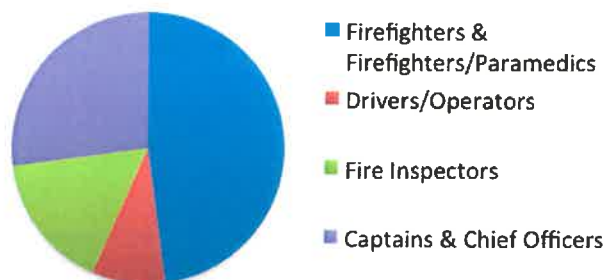
The Fire Chief's desire to increase diversity within the Fire Department has led to upgrading the Firefighter Recruitment Unit with a previous staff of 3, to a Firefighter Recruitment "Section" (FRS) with a staff of 9. The FRS staff now includes a Battalion Chief, four Captains, three firefighters and a clerk typist. Consistent with the Department's Strategic Plan, which addresses years 2015-2017, under Goal No 8, a Firefighter Recruitment Plan was developed to promote fairness in attracting and hiring well-qualified and diverse candidates.

Looking at the current number of women on the Fire Department, including civilians, the percentage of women increases to 6.95% out of a total of 3509 personnel.⁵ Currently there are 150 civilian women out of a total civilian staff of 301 on the Fire Department for a total of 49.83% among civilian staff.⁶

According to Los Angeles Fire Department statistics on sworn women employees, 47.80% are Firefighters and Firefighter/Paramedics, 8.7% are Driver/Operators, 16.3% are Fire Inspectors, and 27.17% are in Leadership positions (Captains and Chief Officers). The graph below shows the breakdown of sworn women's roles on the LAFD.

Diversity is important and necessary to maintain top talent and promote innovation.⁷ By focusing on increasing diversity to include more women in the fire department – be that as firefighters, paramedics, in promotional ranks, or the varying civilian positions – the Department can gain better insight into ways to improve processes and foster action plans with an awareness of various community needs.

Sworn LAFD Women



⁵ City of Los Angeles. (November 2015). Work Force Analysis Report No. 8

⁶ Quarterly Fire Department Diversity Report. (Oct 2015).

⁷ Egan, M. E. (2011). Fostering Innovation Through A Diverse Workforce. *Forbes: Insights*.

Goals

Develop and implement a recruitment plan that promotes fairness in attracting and hiring well-qualified and diverse candidates.

- Design preparatory programs to assist recruit candidates throughout the hiring process.
 - *Broaden scope by looking at candidate trends, emerging technologies, and identify funding*
 - *Partner with stakeholders based on a needs assessment relative to staffing and timelines*
 - *Evaluate programs and improve as necessary (2017)*
- Establish a formal mentorship program with educational institutions.
 - *Work with selected schools to determine the scope and identify funding for a work plan addressing priorities*
 - *Secure funding and begin implementation (2017)*
- Modify, standardize, and expand current Cadet Program, Crew 3, and other volunteer opportunities.
 - *Develop scope and detailed plan with guidelines*
 - *Continue implementation along with program assessment and continuous improvements (2017)*
- Improve efforts to recruit a workforce reflective of the City's population.
 - *Update recruitment plan in conjunction with City Personnel*
 - *Continue to recruit underrepresented groups of the available labor pool*
- Partner with Los Angeles Unified School District (LAUSD) to develop a Firefighter High School magnet program.
 - *LAFD currently developing three LAUSD High School Firefighter Magnets (Banning and Wilson High School operational in September 2016 and Dorsey High School operational in September 2017)*
 - *Broaden scope by looking at school trends and identify funding*
 - *Secure funding and begin implementation*
- Ensure effectiveness of our recruitment efforts.
 - *Develop metrics, collect data, and analyze effectiveness of our recruitment efforts*
 - *Implement automated system to initiate and track recruitment efforts*

Key Areas of Improvement

The goal of achieving a diverse workforce and in particular addressing the numbers of female firefighters on the Department includes:

- Providing girls and women with numerous opportunities to understand the profession through targeted outreach, orientation programs, and fitness programs
- Better utilization of social media to attract qualified female candidates, as well as other underrepresented groups
- Increased staff within the Firefighter Recruitment Section (FRS) for data management and supervision of program development
- Training FRS staff and all Department members on the recruitment process
- Data monitoring and tracking programs
- Networking with other like agencies
- Public awareness of the campaign
- Marketing, publicity and engaging new partnerships

Desired Outcome:

Create a workforce that is more reflective of the community served. Specific recruitment and outreach events are planned over the course of fiscal year 2016 to attract qualified women.

Events this fiscal year:

- 4 Major Recruitment Expos (1/Bureau).
- Attend 8 college career fairs.
- Attend college athletic career fairs and or recruitment presentations for 15 local universities and junior colleges.
- Attend 2 military career fairs or transition job fairs per 5 military bases for a total of 10 events.
- Attend 1 recruitment presentation for 3 trade schools.
- Conduct 1 recruitment presentation for each college fire academy.

Outreach and Mentoring Goals for the 2016 fiscal year:

- Each LAFD Recruiter collects 12 new candidate contacts per month.
- The Recruitment Section to develop relationships with 2 houses of worship through the regional faith based coalitions.
- The Recruitment Section to develop relationships with 2 new community-based organizations and recruit 2 candidates from each of these organizations (Empower LA, Veteran Affairs, Friday Night Lights).
- The Preparatory Unit to train and mentor at least 250 new candidates.
- Each LAFD Mentor to contact each candidate in the database at least 3 times during the process.

Marketing Goals:

- Quigley-Simpson Marketing Firm is working with City Personnel and the LAFD to provide creative services, media recommendations, and to ultimately help produce a campaign to raise awareness of firefighter recruitment among all audiences, but especially women. All material to be ready around January/February 2016.
- Marketing objective- Attract qualified prospects with a higher than usual proportion of women: to consider firefighting as a career; to attend a training event and to take the written exam.
- Target audience- Athletic individuals motivated by and capable of meeting the physical and mental challenges of the job of firefighting and in serving and protecting the citizens of Los Angeles. Individuals involved in organized athletic activities, participants in fitness communities, recently or soon to be discharged veterans, all ethnicities, active firefighters from other Departments and women who have not considered a career in firefighting.

Challenges

- Staffing and budgetary constraints.
- Necessary technical advancements to monitor, manage and analyze data.
- The fire service' organizational culture and the widespread belief that firefighting is not for women.
- Time and the Stratified Random Sampling (SRS) Process (SRS does help preserve the diversity of the initial applicant pool).

Desired Outcome for the Youth Programs:

Increase participation by resident boys and girls within all programs.

Develop common and or a similar in nature curriculum for each program and ensure that these curriculums are being utilized at each location for the various programs offered. Programs- Youth Fire Academy, High School Fire Magnet Program, Cadet Program, Teen Cert Program.

- Encourage equal participation from boys and girls in the various programs.

The overall direction of the Firefighter Recruitment Section (FRS) is to increase the gender and ethnic make-up of the Fire Department to meet the changing needs of our diverse City population.

The Youth Programs will not create immediate results in increasing the number of female firefighters on the job. However, the long-term goal of the youth programs is to create a pipeline of diverse, enthusiastic, and knowledgeable candidates for the FRS to follow, invite to the preparatory programs and ultimately mentor throughout the hiring process, training academy and probationary period to become the future firefighters of the Department.

Accountability & Measurement

Specific Individuals responsible for goals:

- Commander of Administrative Operations, Chief Deputy
- Commander of the Training and Support Bureau, Deputy Chief
- Assistant Commander of the Training and Support Bureau, Assistant Chief
- Commander of Firefighter Recruitment Section (FRS), Battalion Chief
- The Gender Equity Liaison will assist with monitoring progress towards the LAFD's Recruitment goals.

Key Metrics and Information to be tracked:

- Firefighter Applicant Contact Information
 - *Race, age and gender*
- Recruiter Tracking Report
 - *Monitor the productivity of the Recruiters to ensure each recruiter makes at least 12 contacts per month with viable candidates.*
- Recruitment Outreach and Attendance of events
 - *After Action Reports to determine viability of future attendance.*
- LAFD Preparatory Program Report
 - *Monitor the candidates, by gender and ethnicity that attend the prep programs, enter the selection process, and are ultimately successful in graduating from the Fire Academy.*
- Monthly Candidate Summary Reports- reports on the status of women and other under-represented groups in the various stages of the hiring process for mentoring purposes.
- Mentoring Report
 - *Track all contacts made with candidates through various means including telephone, email, regular mail and recorded messages.*
- Monthly tracking of Social Media activity on the join.lafd.org website.
- Develop tracking sheets and or graphs showing the number of students (by gender) in the various Cadet posts, Youth Academies and High School Fire Magnet Programs.
- Track the success rates of the students in the various Youth programs.

- Ensure all participants complete evaluations forms via Survey Monkey at the conclusion of the programs in order to modify the programs as needed.
- Develop and include gender specific questions in the evaluations to ensure that all programs remain free from discrimination and or gender harassment.

Future Tracking and Monitoring System:

- City Personnel Department and the FRS will work with Management Information Systems, Recruit Services Section, In Service Training and Academic institutions to develop one tracking and monitoring system that is compatible with other recruit training programs.

Timeline (targets) for Firefighter Hiring:

- November 2015 - Applicant Orientation Program every Wednesday evening at Drill Tower 21- monitor and measure effectiveness for continuation of the program (ON-GOING)
- December 2015 - Marketing Plan and material unveiled for the Recruitment Campaign (COMPLETE)
- December 2015 - Open Firefighter Bulletin (COMPLETE)
- January 2016- Public Service Announcement (PSA) of a Female Firefighter to be aired on TV to provide awareness that women are able to have a career in the Fire Service.
- January 2016 - Monthly Recruitment Expos per Bureau begins
- February 2016 - Written testing begins using an outside vendor (PSI). The new testing process allows the Stratified Random Sampling (SRS) of candidates to occur after passing the written exam versus prior to taking the written exam.
 - *The SRS method involves a random sampling from the applicant pool to produce a smaller group of applicants that is demographically proportionate to the original pool of applicants. For example, if 10% of the applicants are female then 10% will be invited to interview from the female group of applicants.*
 - *Regarding the number of applicants that will be drawn from the applicant pool- Consideration will be given to the number of candidates necessary to be examined that would result in a sufficient number of eligible candidates on the list to satisfy the hiring needs of the Fire Department. Applicants (those who passed the outside vendor's written exam) who are not invited to interview will be considered in the next random sampling under the job bulletin. This approach helps preserve the diversity of the initial applicant pool; which if used in combination with a careful, rigorous and valid applicant screening process, ensures that diverse and qualified candidates receive offers, consistent with the fact that public safety is the primary desired outcome of firefighter hiring.*
- May 2016 - Begin to accept firefighter applications
- July 2016 - Closing of application filing period
- August 2016 - Stratified Random Sample 1st Group Civil Service, begin interviews and backgrounds on candidates
- October 2016 - LAFD candidate review begins and conditional job offers issued
- December 2016 - Establish eligible list

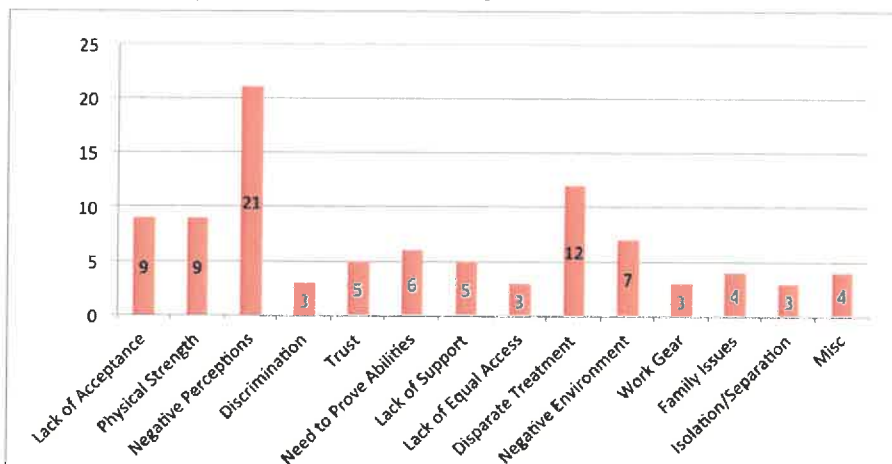
Section 2: Work Environment

Equitable Treatment, Empowerment, and Fostering Diversity and Inclusion

Analysis

The Los Angeles Fire Department has a long history of addressing the challenge of ensuring a fair and equitable work place for all of its employees. Negative workplace issues, including hostile work environment, discrimination, harassment, and arbitrary disciplinary action were identified in past audits performed in 1995 and in 2006. The 2006 audit acknowledged, "While some improvements since the previous Personnel Department audit in 1995, many issues, both old and new, still exist in the Department."⁸

In response to the Mayor's Executive Directive No. 11, the Department's Gender Equity Liaison distributed a survey, through the Los Angeles Women in the Fire Service (LAWFS) employee organization. The purpose of this survey was to gather data from current and recently retired LAFD female firefighters on their experiences within the department. There was a 47% response rate to the survey.



To better identify areas of concern, the question, "Name the three biggest challenges you face being a women on the LAFD", was broken down and categorized into 14 areas. Negative perceptions of women as firefighters and

disparate treatment received the highest number of responses.⁹

A few of the comments provided to this question in the survey, included:

- My input doesn't matter because I'm a "girl"
- The perception that you are less than capable. Dealing with constant stereotyping, example: When I tell people I am a firefighter, they say, "What do you do there?" "Did you take the same test?" or they say, "Didn't they just let you on?"
- Not being included or thought of as valuable.

In a sampling of other areas surveyed, 43% of the respondents stated they did not feel comfortable talking to their direct supervisor regarding gender issues.

⁸ Executive Summary of the Fire Department Audit. (2006).

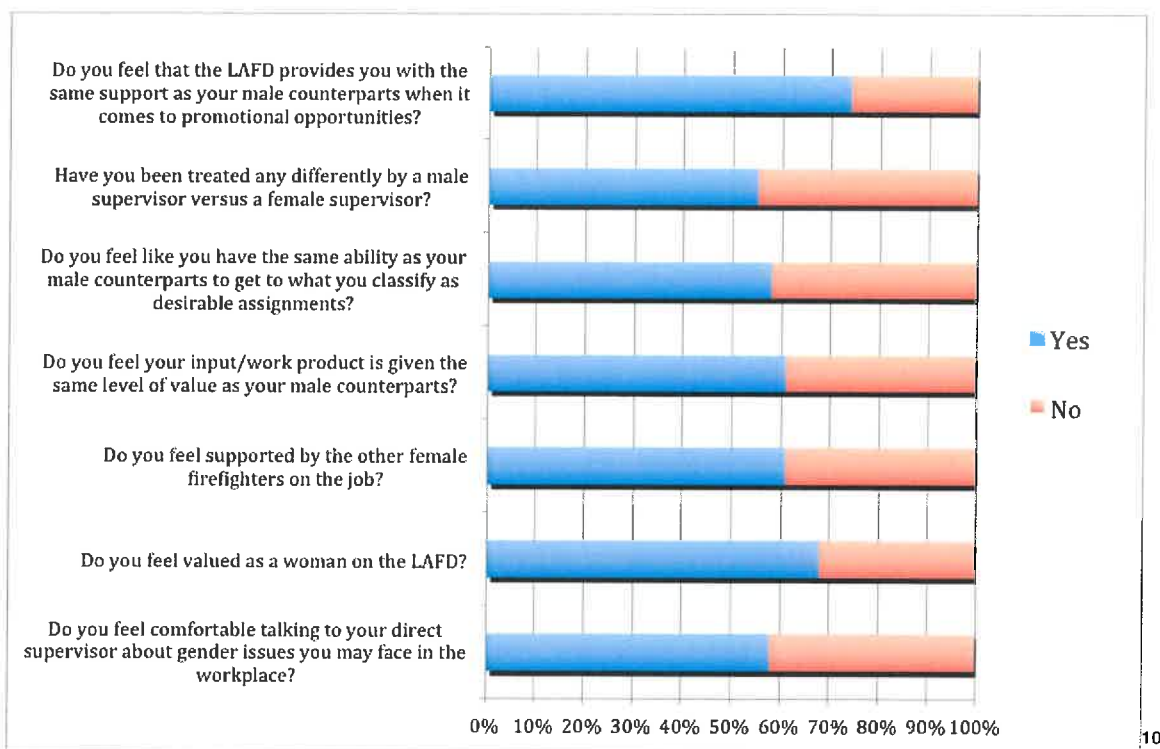
⁹ LAFD Female Firefighter Survey. (2015).

A few of the comments received included:

- I don't want to be labeled as an excuse maker, be lumped into the stereotype or be considered weak.
- Better not to bring attention to myself. Not to make waves. Fear of being labeled.
- I'm hesitant to talk to supervisor because they roll their eyes and say I'm playing the gender card, so I'm careful about who I trust.

Additionally, 35% of the respondents said they did not feel valued as a woman on the LAFD, and 45% said they did not feel their input or work product was given the same value as their male counterparts.

Overall, the comments shared by women firefighters and the graph results below reflect that there is room for improvement in regard to the work environment, and how it is perceived by a number of women in various ranks.



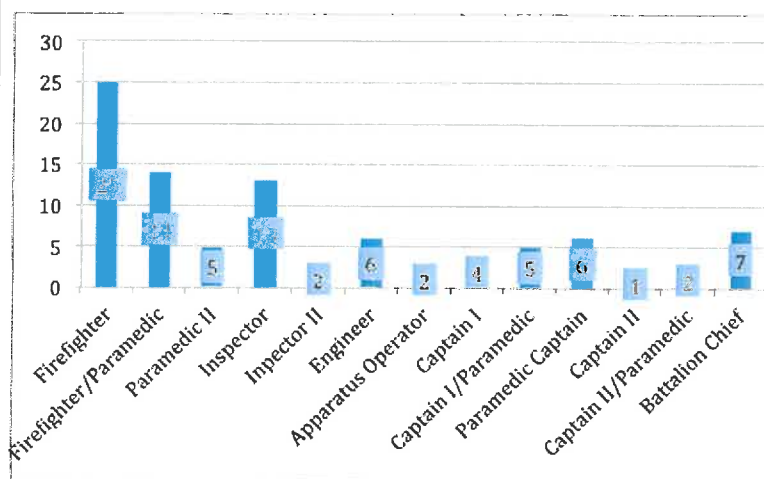
The Department currently has 92 sworn women personnel¹¹ who vary in length of service from two months to 36 years, and hold positions in various ranks, ranging from Firefighter I to Battalion Chief, which is currently the highest rank held by a woman.

Only one woman, now retired, has held a rank above Battalion Chief. The graph below shows

¹⁰ LAFD Female Firefighter Survey. (2015).

¹¹ Quarterly Fire Department Diversity Report. (Oct 2015).

the ranks and number of women who currently hold positions within the Department. Currently, 57% of the women in the LAFD (non-civilian) hold a promotional rank.



The LAFD has taken many steps to ensure that the work environment is free from discrimination and/or harassment through various means, including: annual EEO training, mandatory reading of the Discrimination Prevention Policy Handbook, required enforcement of the City's "zero tolerance" policy, and a Complaint Tracking System in which members

can enter complaints either from their workplace or from home. All EEO based claims are thoroughly investigated by the Professional Standards Division's Investigators. There is also a policy, which states that all Officers must report any incident they see or that is relayed to them that allege claims of hostile work environment, sexual harassment and/or discrimination based on any of the protected classes.

Legislation and court actions have not completely shifted the culture within the Fire Department towards equality and inclusion. To improve the current work environment; personal behavior, attitudes, and biases must be adjusted and improved.¹² Promoting diversity instead of assimilation allows the values of the entire Department to be considered, not only those values of the dominant group within the Department.¹³

Goals

Develop Measures to Create a Positive Work Environment that Fosters Inclusion, Equity and Respect for a Diverse Work Force

- Demonstration by management through actions and words that equitable treatment and inclusion of all members is important.
- Develop and implement gender equity and cultural diversity training programs that promote equity and inclusion of all employees within the LAFD.
 - *Partner with outside agencies with the expertise in the area of gender equity and cultural diversity, to develop, implement and or provide training and education.*

¹² Murphy, J. & Murphy, B. (2011). Diversity: the Fire Service Must Define this Issue before We Can Solve It. *M2 Resource Group, Inc.*

¹³ Women in the Fire Service. (1999). Supporting a diverse fire service. *FEMA/USFA.*

- *Present this as mandatory annual training to all members.*
- Interpersonal communication skills and conflict resolution training for all Officers.
 - *Evaluate partnerships with other agencies to develop, implement and or provide the training and education.*
 - *Present this as mandatory annual training to all members.*
- Establish a formal mentorship program to provide Department members with a resource outside of the disciplinary process to discuss issues that may be negatively impacting them.
- Develop a plan to identify all areas of gender inequity and ways to address the inequity.
 - *Improve efforts to ensure all aspects of the Department are free from bias, cronyism, and other negative issues that contribute to exclusionary practices.*
- Review the 1995 and 2006 Audit Action Plans to ensure that the recommendations and action items have been implemented and are effective.

Key Areas of Improvement

Gender and cultural diversity training should be considered *at least* on an annual basis to continue to work towards reaching gender equity and inclusion within the Fire Department. Before cultural diversity is taught, interpersonal communication skills and conflict resolution training should be included in the educational process.

Bringing in an outside educator will provide expertise and experience, which will increase the likelihood that the training will be effective. Mandatory training should be continuous and happen multiple times a year for all staff.¹⁴ LAFD must consider strengthening training and educational partnerships with peer agencies and regional partners to leverage resources and increase learning opportunities.

As change happens from a “top down” approach, it is necessary for leadership to be trained first and to become ambassadors for all implemented changes in relation to gender equity.¹⁵

John Kotter, a professor at Harvard Business School and world-renowned change expert, introduced a process to create lasting change within an organization's culture. According to Kotter, there are eight necessary steps to create lasting cultural change within an organization. These include: 1. Creating a sense of urgency 2. Forming a powerful coalition (influential people from within the organization) 3. Creating a vision for change 4. Communicating the vision (frequently and powerfully) 5. Removing obstacles (human or otherwise) 6. Creating short-term wins 7. Building on the change 8. Anchoring the changes in

¹⁴ Women in the Fire Service. (1999). Supporting a diverse fire service. *FEMA/USFA*.

¹⁵ Murphy, J. & Murphy, B. (2011). Diversity: the Fire Service Must Define this Issue before We Can Solve It. *M2 Resource Group, Inc.*

the organizational culture. It is also important to note that creating lasting change within an organization requires years of consistent work.¹⁶

Another method to assess the overall work environment is through conducting annual surveys of all personnel to better determine workforce engagement and the organizational climate. For example, the New Zealand Fire Service utilizes a variety of data and metrics, including staff turnover and retention rates as proxy measures for staff satisfaction. They also believe that workforce pride and knowledge of their vision, mission and values are key measures of workforce engagement.

We must consider hiring an outside company/vendor that specializes in Human Resources to develop an annual "All Personnel Survey". This survey must have established metrics to evaluate the Department's strategic goals related to gender equality and inclusion within the work environment, as well as other determined goals, to be effective measurement tools. Some of this collected data could also be used on the Mayor's Dashboard to highlight the progress of the Department's Gender Equity Plan. Another metric that can be highlighted on the Mayor's dashboard is the Fire Chief's commitment to workforce diversity. The LAFD should benchmark itself annually against other relevant fire service agencies in regard to the number of women firefighters on the Department, as well as in what capacities they serve.

Accountability & Measurement

Individuals responsible for Work Environment goals:

The responsibility of leading by example and setting the tone for the overall work environment starts with the Fire Chief, the upper Command staff as well as all Bureau Commanders.

Addressing the specific goals and recommendations as stated in this plan would include:

- Commander of Administrative Operations, Chief Deputy
- Commander of Emergency Operations, Chief Deputy
- Commander of the Training and Support Bureau, Deputy Chief
- Commander, Professional Standards Division, Assistant Chief
- Established HRDC committee and or similar committee or workgroup
- The Gender Equity Liaison will assist with monitoring progress towards the LAFD's Work Environment goals.

Key Metrics and Information to be tracked:

- Develop an evaluation process to assess and monitor the Department work environment and effectiveness of all training programs.
 - *Consider utilizing an outside vendor to develop the evaluation process.*
 - *Identify possible funding avenues.*
- Develop an effective process for tracking all progress and implementation plans to ensure compliance.

¹⁶ Kotter, J. (2007). Leading Change: Why Transformation Efforts Fail. *Harvard Business Review*.

- Convene a Human Relations Development Committee (HRDC), or other similar committee, to act as a platform to propel the Department forward in regard to Gender Equity and Inclusion.
 - *Generate new and innovative thinking and approaches to ensure equality and inclusion of all members within the Department regardless of gender, ethnicity, etc.*
 - *Consider a review of the action items and recommendations made in the 1995 and 2006 Audit Action Plans.*
- Conduct annual surveys of all personnel to better determine workforce engagement and the organizational climate.
 - *Utilize an outside vendor and or educational institution to conduct the surveys.*
 - *Identify possible funding avenues.*
- Develop metrics and or graphics to utilize on the Mayor's Dashboard to track positive changes within the work environment for women firefighters.

In addition to the development of data tracking and monitoring systems, changes will not happen without strict and consistent adherence to the consequences associated with co-workers engaging in and/or contributing to a hostile work environment, discrimination, or harassment. The consequences for the above actions are clearly established within the LAFD's disciplinary guidelines¹⁷ created by all stakeholders. It is also important to note that any Officer participating in the above acts and or failing to report these acts into the Complaint Tracking System will be held to a higher standard and per the disciplinary guidelines will receive greater corrective actions. To be effective in enacting change, the Fire Chief and the Command Staff must support and follow through with consistent application of discipline/corrective actions.

¹⁷ LAFD Penalty Guidelines for Sworn Members. (2008).

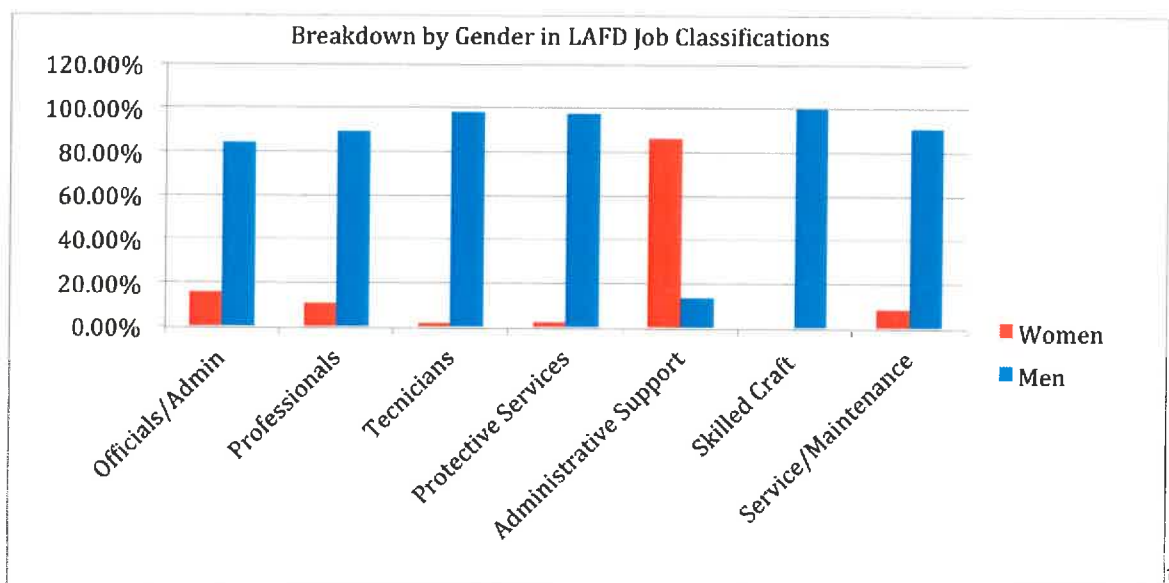
Section 3: Professional Development

Equitable Treatment, Empowerment, and Fostering Diversity and Inclusion

Analysis

The LAFD, by the nature of its function, has traditionally been an organization that maintains gender stereotypes in its different job classifications. A significant finding between 1996 and 2005 found a marked increase in the number of minorities promoted to the rank of Battalion Chief and above, although this finding also concluded that there were no women within the upper ranks.¹⁸ Since this finding, the Department has promoted 7 women to the rank of Battalion Chief. The highest-ranking female on the Department (now retired) was a Deputy Chief. While the Department has demonstrated the promotion of women into upper ranks since 2005, there are currently no women above the rank of Battalion Chief. However, effective February 21, 2016, one female Battalion Chief will be promoted to Assistant Chief.

When including the LAFD civilian workforce with the sworn, the numbers are equally discouraging for women. The chart below illustrates the low percentages of women in all job categories when compared to men, except for Administrative Support, an area where increasing the number of men would reflect an organization set on eliminating all stereotypes and barriers that inhibit the individual from excelling in non-traditional roles.



When asked "Do you feel that the LAFD provides you with the same support/opportunities as your male counterparts when it comes to promotional opportunities?" 26.2% of the respondents said, "No." One respondent put it this way: "The difference lie (sic) in the informal networks that assist in upward mobility."²⁰

¹⁸ Executive Summary of the Fire Department Audit. (Jan 2006).

¹⁹ Quarterly Fire Department Diversity Report. (Oct 2015).

²⁰ LAFD Female Firefighter Survey. (2015).

Another responded, "Support opportunities come in many forms, where women are let down the most is through equal access to coveted positions and the informal "male" network that takes place in those positions".²¹

Currently, the LAFD's promotional training programs and organized opportunities for promotional development are inconsistent and the application is not clearly defined. The Department does not have a formal implementation plan for promotional training that coincides with anticipated exam dates. During some promotional cycles, classes are offered and open to all members, such as a recent Captain II Pay Grade Advancement Seminar or the Apparatus Operator 3 Whole Score Preparation seminar, while at other times no formal training is available.

There is also no formal training process for the rank of Battalion Chief or higher, leaving members to find their own networks/mentors to guide them in the process. A significant number of members who desire to be promoted seek outside promotional training, seminars and development programs, many of which cost thousands of dollars to attend.

Traditionally, acceptance into a number of LAFD training opportunities has been determined by rank, with the higher ranks having first priority. As of late, the method used for acceptance into certain training opportunities is based on the need for specific positions (such as USAR or Hazmat) to maintain certifications and/or qualifications.

47.6% of the respondents in the female firefighter survey stated "No," when asked, "Do you feel like you have the same ability as your male counterparts to get to what you classify as desirable assignments?" The responses included statements such as, "It depends on who is at the helm", "We still have brass that is part of the Boys Club and reserves certain assignments for their network", and, "You go to an assignment because someone calls and tells you they want you to come work with them. No one wants to change their station environment by asking a woman to transfer in". Another woman felt that people still try to "pick their own teams. If you call a station to request to put in for a spot [tradition] you are generally told, we have someone else in mind. If you put in [for the positions] anyway, you get the silent treatment or are avoided and not accepted".²²

The advancement of women in the fire service is diminished when compared to the advancement of men. One study found, "Advanced ranks typically carry such titles as engineer, sergeant, lieutenant, captain, battalion chief, deputy chief, and department chief. Employment of women in these ranks has lagged behind even their limited representation in entry-level firefighting".²³

²¹ LAFD Female Firefighter Survey. (2015).

²² LAFD Female Firefighter Survey. (2015).

²³ The International Journal of Diversity in Organizations, Communities & Nations. (2008).

Goals

Develop and implement a professional development program with the incentives to improve performance and provide opportunities for employee advancement

- Create a formalized employee development program to guide, counsel, mentor members seeking professional development and growth in all areas.
 - *Determine scope and develop plan and funding mechanism for the Office of Professional Development (OPD) based on workload indicators*
 - *Develop guidelines to give members breadth and exposure to different development programs and subject areas*
 - *Implementation of the OPD (2017)*
- Develop and implement minimum skill requirements and knowledge for acting positions.
 - *Develop performance based standards and written guidelines*
 - *Identify additional training needs and criteria for each position*
 - *Implementation and assessment of standards and guidelines (2017)*
- Evaluate and re-design the current personnel performance evaluation process.
 - *Identify metrics and support for professional development and goals*
 - *Design and implementation (2017)*
 - *Ensure evaluators are formally trained in a consistent manner to understand the Department's expectations*
- Identify the core competencies of all positions to optimize skill sets.
 - *Define specific core competencies for each position*
 - *Integrate core competency training in professional development courses*

Strengthen training and education opportunities for LAFD members

- Strengthen training and educational partnerships with peer agencies and regional partners to leverage resources and increase learning opportunities.
 - *Design programs to provide opportunities for attending certification courses, including training offered by regional partners*
 - *Identify critical training areas that pertain to LAFD members*
 - *Initiate programs (2017)*
 - *Ensure that there is a specific personnel selection criteria for the training and educational opportunities that exist*
- Cultivate and formalize relationships with universities for educational courses and organizational development.
 - *Work with participating institutions to scope and identify funding for a work plan that addresses LAFD issues based on a needs assessment in education*
 - *Secure funding and begin implementation (2017)*

Having a systematic professional development program that addresses specific core competencies for certain positions will allow each and every member regardless of gender to know what specifically to focus on as they work towards a promotion.

Key Areas of Improvement:

In order to ensure equal opportunities exist for male and female firefighters as it relates to educational and promotional opportunities, transparency is needed.

Specific Steps:

To facilitate transparency and encourage participation in professional development among the membership:

- Publish all training cadre positions, promotional rater positions needed for interview

panels, as well as outside training/educational opportunities sponsored by the Department to allow members to submit their names for consideration.

- *Develop a selection criteria for the various cadres, panels, etc*
- *Track members that put in for the various cadres, panels, etc*
- *Track the members that are selected for the various positions*
- *Maintain data over time to evaluate if the members selected for such opportunities include women as well as other underrepresented groups*
- Encourage Chief Officers to utilize the \$50,000 provided by the Department to the Chief Officers Association (COA) to gain additional knowledge, skills and abilities.
- Analyze if the female members who sought out additional training continued to climb the promotional ladder through annual audits of female membership ranks and assignments.

Accountability & Measurement

Specific Individuals responsible for professional development goals:

- Commander of Administrative Operations, Chief Deputy
- Commander of Emergency Operations, Chief Deputy
- Commander of the Training and Support Bureau, Deputy Chief
- Assistant Commander of Training and Support Bureau, Assistant Chief
- The Gender Equity Liaison will assist with monitoring progress towards the LAFD's Professional Development goals

Key Metrics and Information to be tracked:

- Tracking systems implemented to track members that put in for as well as get selected to be a part of training cadres, to be promotional raters and or to attend Department sponsored training or educational opportunities.
 - Initial data will reveal if a variety of diverse candidates are chosen
 - Subsequent years will reveal if those diverse female and male candidates, who gained additional knowledge, skills and abilities through their participation, continued to promote into leadership positions
- Quarterly review of female member statistics by rank and or other methodology.
- Implementation of a Professional Development Program with incentives to improve performance and provide opportunities for employee advancement.
 - Data tracking tools used will measure the diversity of the members that participate and whether they continue to promote into positions of leadership at equal rates
 - Evaluate training and educational opportunities with peer agencies and or regional partners to implement training programs.