LOS ANGELES FIRE DEPARTMENT

RALPH M. TERRAZAS
FIRE CHIEF

December 6, 2021

BOARD OF FIRE COMMISSIONERS
FILE NO. 21-126

TO: Board of Fire Commissioners

FROM: Ralph M. Terrazas, Fire Chief

SUBJECT: LOS ANGELES FIRE DEPARTMENT ORGANIZATIONAL AND TRAINING
            ASSESSMENT

FINAL ACTION:	_____ Approved	_____ Approved w/Corrections	_____ Withdrawn
	_____ Denied	_____ Received & Filed	_____ Other

SUMMARY
As directed by the Board of Fire Commissioners (BOFC), the Los Angeles Fire
Department (LAFD) is providing a report back update on the Organizational and Training
Assessment (Assessment) currently being conducted by Deloitte Consulting LLP.

This update provides the Current State findings of the Organizational and Training
Assessment, and also includes the Assessment workgroup team broken down by
ethnicity and gender.

RECOMMENDATION
That the Board:
Receive and File.

DISCUSSION
In accordance with the BOFC's request relative to the status of the Organizational and
Training Assessment, Deloitte Consulting LLP has completed the Current State findings
of the LAFD's Organization and Training Assessment on November 12, 2021.

Overview
As part of a continuous journey to create a more effective and equitable Department, the
LAFD has partnered with Deloitte Consulting LLP, to conduct an objective Organizational
and Training Assessment. The Assessment seeks to:

1. Strengthen the LAFD's organizational structure to meet the needs of today.
2. Prepare LAFD's organizational structure to meet the needs of tomorrow.
3. Build upon progress and focus action-oriented recommendations to continue the
   momentum.

Deloitte consultants has recently completed the Current State findings. The Current State findings consists of the following:
- Four key areas of strength
- Eight areas requiring focus
- Nine areas requiring attention

The Assessment consisted of both quantitative and qualitative data in the form of interviews (24 on-on one), focus groups (20 with 81 participants), and an all employee confidential survey (34% response rate, 1,246 participants and 847 free responses).

Next, Deliotte will provide recommendations through workgroup meetings to attain acceptance and acknowledgment.

At the end of the project, a detailed strategy and roadmap will be provided, outlining a clear set of actions and changes required for the LAFD to be a stronger organization.

Workgroup Team
The Assessment project workgroup team consists of Deloitte Consulting members, representatives from the Mayor's Office of Public Safety, Board of Fire Commissioners, as well as representatives in a workgroup which is comprised of all Department stakeholder groups, to include; United Firefighter of Los Angeles (UFLAC), Chief Officers Association (COA), Los Angeles Women in the Fire Service (LAWFS), Stentorians, and Los Bomberos.

The project workgroup team's objective is to serve as advocates to ensure transparency, equity and provide input to the Deloitte team.

Workgroup Team Breakdown
The following table is a breakdown of assigned management team members broken down into civilian, sworn, gender and ethnicity. *

Civilian	Sworn	Gender	Ethnicity
3		Female	Hispanic
	6	Male	Hispanic
1	1	Female	African American
	3	Male	African American
	1	Female	Caucasian
	1	Male	Caucasian
1		Female	Filipino
1	2	Male	Asian

*Additional members from the Mayor's Office of Public Safety also participate in workgroups which are not included in the breakdown above.

CONCLUSION
The LAFD is committed to collaborating with all stakeholder partners in completing the Organizational and Training Assessment. The Organizational and Training Assessment will create a detailed strategy that will provide a roadmap to the LAFD with clear actions and changes required to strengthen and shape our workforce needs and experiences as a collective goal of enhancing the work experience for all LAFD members.

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

Attachment

LAFD Current State Organization and Training Assessment

November 2021

Contents

Executive Summary

The Assessment Results

The assessment identified four key areas of strength for LAFD, along with eight key areas that require focus moving forward, with an additional nine that are rated important by the workforce

Legend:
- Area Requires Attention
- Area of Focus
- Area of Strength

Refer to page 99 for the table view and pages 105 and 106 for definitions of the 29 levers

Assessment themes across qualitative & quantitative data

THERE IS A STRONG SENSE OF TEAMING

- 81% of survey responses were favorable towards "I enjoy working with my team"
- Qualitative data supports the strong sentiments of comradery among members

THERE ARE FOUR PRIMARY SOURCES OF CONFLICT

1. Heavy workloads/inadequate staffing (77%)
2. Poor leadership (67%)
3. Stress (56%)
4. Personality clashes/ego (56%)

There are some differences when looking at sworn and civilians:
- The most frequent conflict selected by civilians was personality clashes/ ego (55%)
- Sworn selected heavy workload/ inadequate staffing most frequently at 81%

MEMBERS PERCEIVE INEQUITABLE ACCOUNTABILITY

- 19% of survey responses were favorable towards "senior leaders' actions match their words"
- Qualitative feedback noted perceived inequities in disciplinary actions, notably when higher ranking members violated professional standards

MEMBERS HAVE A SENSE OF PRIDE & PURPOSE IN THE ORGANIZATION

- 82% of survey responses were favorable towards "the work I do is meaningful"
- Qualitative data supports the high sense of connection and pride members feel

STAFFING PROGRAMS IMPACT SOME SWORN GROUPS MORE THAN OTHERS*

87% of sworn survey participants indicated being impacted by Assigned Hire and Recall programs. The groups most impacted are:
1. Engineers (98%)
2. Fire Paramedics (97%)
3. Fire Captains I & II (94%)
4. Firefighter III (93%)
5. Apparatus Operators (85%)

Those most impacted by Assigned Hire and Recall programs have statistically significant lower favorability in "Trust in Leadership" and "Positive Work Environment" than civilians and other non-management sworn members

Shown to be statistically significant when analyzed for group differences

Assessment themes
across qualitative & quantitative data

MEMBERS FEEL DISCONNECTED FROM & HAVE LOW TRUST IN SENIOR LEADERSHIP*

- Across all survey responses, "Trust in Leadership" is shown to be statistically significant in lower favorability than "Positive Work Environment", "Meaningful Work", "Supportive Management", and "Growth Opportunity"*
- 14% of survey responses indicated favorability for "transparency and honesty" of senior leaders
- Qualitative data was captured from sworn and civilian members around the lack of accountability for, trust in, and a disconnect from their senior leadership

MEMBERS SEEK MORE LEARNING & DEVELOPMENT OPPORTUNITIES

- 35% favorable responses to "my organization invests in my training and development"
- Individuals with less than 1 year of tenure provided indicators of higher favorability across Talent Mobility, High Impact Training Culture, Training and on the Job Support, and Self-Directed Dynamic Learning
- Qualitative data noted a consensus among members for soft skills training to mitigate conflict and improve coordination and collaboration within and across teams

WELL-BEING RESOURCES EXIST, BUT MORE CAN BE DONE

- 28% of survey responses were favorable towards "my organization has a genuine interest in my health & well-being"
- "Maintaining a healthy work-life balance" had significant differences in favorability between civilians (79%) and sworn members (34%)
- Qualitative data revealed that members are aware of resources available and how to use them, but more resources are needed (e.g., department psychologists)

MEMBERS SEEK GREATER FEEDBACK & TRANSPARENCY IN PROMOTIONS

- 48% favorable responses for "I'm excited about the career paths available to me"
- 63% favorable responses to "I believe my career goals can be achieved at my organization"
- Qualitative data noted a perceived lack of clear promotional requirements and transparency in promotion decisions for some. Some members also noted a need for reliable feedback mechanisms to help bridge the gap for subsequent promotion cycles

*Shown to be statistically significant when analyzed for group differences

Assessment themes
across qualitative & quantitative data

SUPPORTIVE FRONT-LINE MANAGEMENT IS AN ORGANIZATIONAL STRENGTH

- 81% of survey responses were favorable to "I have a positive working relationship with my manager"
- Qualitative data supports the sentiments on supportive management with some seeking more formal coaching and mentoring

NOT ALL MEMBERS EXPERIENCE PSYCHOLOGICAL SAFETY

- Respondents that selected "prefer not to disclose" to demographic questions showed low favorability across most survey attributes, compared to other demographic groups
- Some participants shared they did not feel comfortable participating in focus groups and requested 1:1 interviews or opted out altogether
- Survey data suggests that employees have different experiences in their ability to share opinions at work. 56% of civilian survey participants responded favorably to "I feel comfortable sharing my opinions at work", compared to 49% of sworn

SWORN FEMALES CONTINUE TO PERCEIVE HIGHER DISCRIMINATION AND BULLYING*

- 56% of sworn females selected "bullying/harassment" and "perceived discrimination" as sources of conflict compared to sworn males (19%)* and civilian females (27%)
- Sworn females indicated less favorable responses (13%) to "my organization has a genuine interest in my health and well-being" compared to sworn males (26%) and civilian females (56%)
- Sworn females indicated less favorable responses to "I feel comfortable sharing my opinions at work" at 38% compared to civilian females at 65%
- Qualitative data collected in focus groups and interviews supported and confirmed survey data

THERE ARE CHALLENGES AROUND INCLUSION

- 36% favorable responses to "LAFD is committed to achieving equality based on core values"
- Black or African Americans (47%) and Indian or Alaska Natives (43%) selected "perceived discrimination" at a statistically significant higher rate than other race and ethnicity groups
- Qualitative feedback suggests that different employee and demographic groups have different experiences around inclusion; sentiments exist that it is not widely felt across the organization
- Civilians shared they sometimes feel like "second class citizens" (e.g., sworn receive more training opportunities, celebrations for promotions)

Shown to be statistically significant

Five Highlights for Discussion

In addition to the themes outlined on the three previous slides, these are five areas for consideration and discussion

1 | LAFD respondents provided positive feedback for meaningful work and supportive management (direct supervisor), while rating trust in leadership and communication much lower

2 | The 10 highest ranked survey items included five on meaningful work and three on supportive management (direct supervisors) and the seven lowest ranked items were all connected to trust in leadership

3 | Quantitative data across sworn and civilian indicate different experiences at LAFD in some areas while also highlighting a consistent opportunity to improve well-being programs across both groups. Less than half of LAFD believe there is a fair, inclusive, and diverse work environment

4 | Several factors can impact trust within an organization. LAFD respondents identified key areas that give them pause in trusting the organization

5 | Respondents – particularly new sworn members - provided positive feedback on learning programs in the Academy and probationary period. Additional learning programs including mentorship opportunities and career progression were identified for tenured respondents

Highlight 1: Survey Scorecard

With a 34% response rate across the LAFD, this confidential survey provided clear themes – with high marks towards meaningful work and supportive frontline management. Percentages reflect the percent of survey participants who responded favorably in each of these six survey themes

Refer to survey details and definitions beginning on page 102

MEANINGFUL WORK

67%

Work that aligns employees to their strengths and gives employees a sense of purpose and empowerment. Employees are enabled with the tools and autonomy they need to develop and succeed

SWORN	CIVILIAN	MALE	FEMALE
67%	68%	68%	67%

SUPPORTIVE MANAGEMENT

71%

Management that guides and empowers its employees by setting clear goals and decision-making processes, coaching for high performance, developing future leaders, and providing continuous feedback

SWORN	CIVILIAN	MALE	FEMALE
72%	62%	72%	66%

POSITIVE WORK ENVIRONMENT

59%

A workplace that is flexible, collaborative, humane, and inclusive, with benefits and programs that allow work to fit into employees' lifestyles. Emphasis on reducing workloads and maintaining a strong culture of recognition

SWORN	CIVILIAN	MALE	FEMALE
58%	65%	60%	62%

GROWTH OPPORTUNITY

57%

A belief in giving employees ample opportunities for continuous learning, professional development, and career progression. Focus on supporting and facilitating internal mobility

SWORN	CIVILIAN	MALE	FEMALE
59%	45%	58%	55%

TRUST IN LEADERSHIP

31%

Inspirational leadership that invests in its people, communicates honestly, and fulfills the organization's mission, vision, and purpose

SWORN	CIVILIAN	MALE	FEMALE
28%	53%	30%	47%

COLLABORATION & COMMUNICATION

50%

A workplace promoting simplicity by providing the resources employees need to do their jobs, while not overburdening them with unnecessary information. Decisions are made by logical processes and are clearly conveyed across the organization

SWORN	CIVILIAN	MALE	FEMALE
49%	55%	51%	55%

Highlight 1: Survey & Favorability Score Analysis

Survey responses were analyzed to understand attitudes toward survey themes at a high level, and to gain a detailed understanding of workforce attitudes in each of the survey attributes

Frequency of % Strongly Agree and Agree			
Survey Respondent	Response to Question 1	Response to Question 2	Response to Question 3	
1	Strongly Disagree	Strongly Disagree	Strongly Disagree	
2	Strongly Agree	Neutral	Disagree	
3	Strongly Agree	Agree	Strongly Agree	
4	Strongly Disagree	Strongly Agree	Agree	
Favorability Frequency	**(2/4) = 50%**	**(2/4) = 50%**	**(2/4) = 50%**	**50% favorability**

- Provides the percentage of the population that selects "Agree" and "Strongly Agree" for each question
- Used as an index to measure favorability across survey items
- Provides a directional view of attitudes toward each theme for further investigation in a deep dive analysis
- This data is reflected on the Survey Scorecard – Favorability Frequency

Average of Likert Scale					
Survey Respondent	Response to Question 1	Response to Question 2	Response to Question 3	*Average Likert Score*	*Likert Score Conversion*
1	1	1	1	*1.00*	*Unfavorable*
2	5	3	2	*3.33*	*Neutral*
3	5	4	5	*4.67*	*Favorable*
4	1	5	4	*3.33*	*Neutral*
				(1/4) = 25% favorable	

- Considers the full range of potential responses, from "Strongly Disagree" to "Strongly Agree"
- Enables statistically significant analyses of demographic groups
- Converts responses to the Likert Scale (Strongly Disagree = 1, Strongly Agree = 5)
- Averages the score of each survey respondent and converts that score back into the scale based on:
  - 1-2.99: Unfavorable
  - 3-3.99: Neutral
  - 4-5.00: Favorable
- This data is reflected in the Assessment Deep Dive section

Highlight 1: Survey Attributes Average Favorability

Among the six themes of the survey there are 21 attributes* with corresponding question(s) that provide a more nuanced perspective. Only the attributes that were applicable to the emerging themes were analyzed, within the context of the assessment framework. The below provides the average favorability score for each attribute
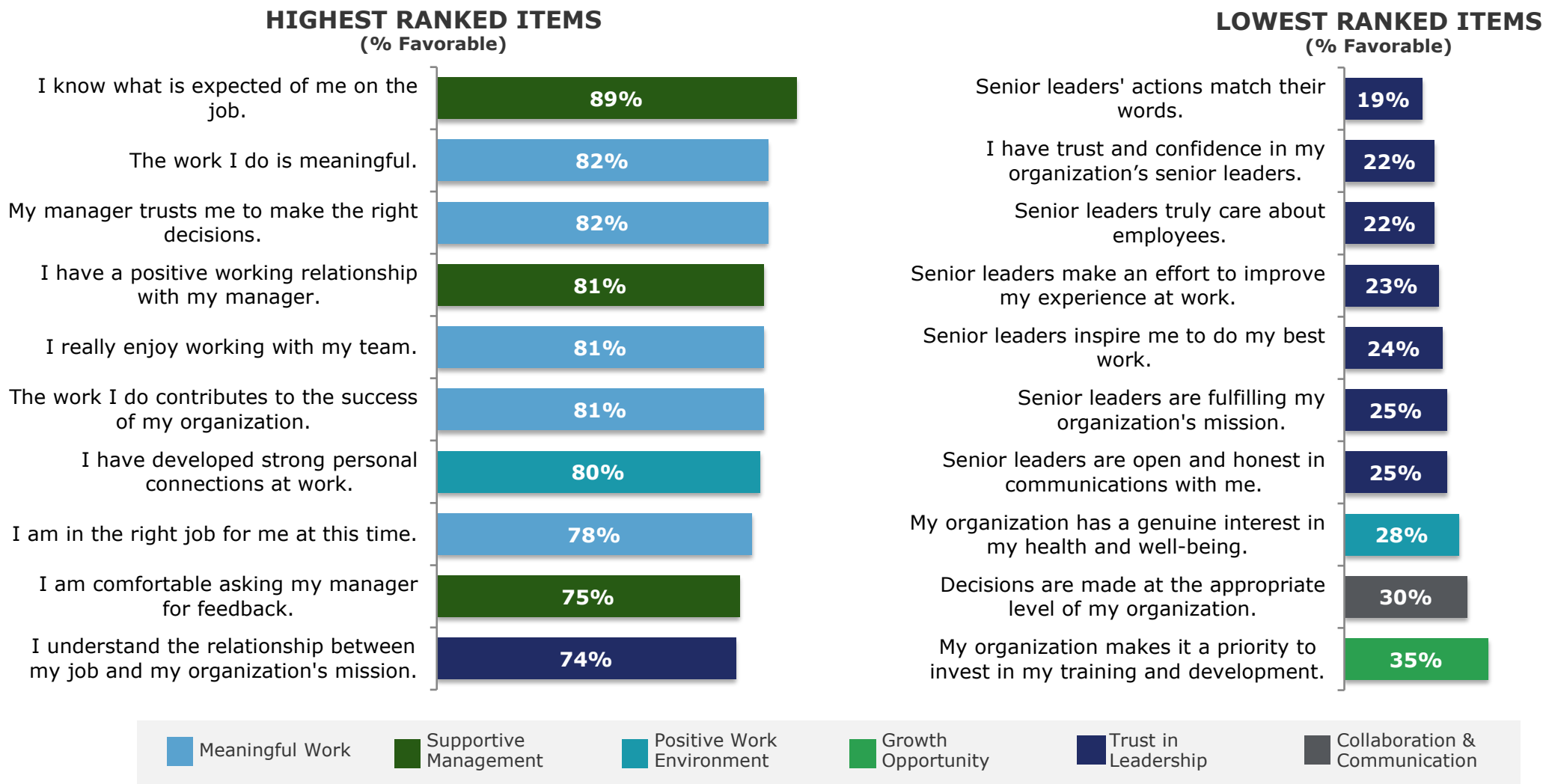
MEANINGFUL WORK AVERAGE	SUPPORTIVE MANAGEMENT AVERAGE	POSITIVE WORK ENVORNMENT AVERAGE	GROWTH OPPORTUNITY AVERAGE	TRUST IN LEADERSHIP AVERAGE
AUTONOMY *2 Questions* **54%**	AGILE PERFORMANCE MANAGEMENT *2 Questions* **61%**	CULTURE OF RECOGNITION *2 Questions* **44%**	FACILITATED TALENT MOBILITY *2 Questions* **45%**	MISSION AND PURPOSE *3 Questions* **26%**
WORK IMPACT *5 Questions* **56%**	COACHING *2 Questions* **62%**	FLEXIBLE WORK ENVIRONMENT *2 Questions* **39%**	HIGH-IMPACT LEARNING CULTURE *2 Questions* **35%**	TRANSPARENCY AND HONESTY *4 Questions* **14%**
SELECT TO FIT *1 Question* **78%**	CLEAR AND TRANSPARENT GOALS *1 Question* **89%**	FAIR, INCLUSIVE, DIVERSE WORK ENVIRONMENT *3 Questions* **45%**	TRAINING AND SUPPORT ON THE JOB *1 Question* **64%**	CONTINUOUS INVESTMENT IN PEOPLE *1 Question* **23%**
SMALL, EMPOWERED TEAMS *1 Question* **81%**	INVESTMENT IN DEVELOPMENT OF MANAGERS *1 Question* **42%**	HUMANISTIC WORKPLACE *4 Questions* **34%**	SELF-DIRECTED DYNAMIC LEARNING *1 Question* **63%**	INSPIRATION *1 Question* **24%**
UNSTRUCTURED TIME *2 Questions* **35%**				

COLLABORATION & COMMUNICATION
5 Questions

Refer to page 104 for definitions of the 21 attributes

Highlight 2: High and Low Survey Favorability

The 10 highest ranked survey items included five on meaningful work and three on supportive management (direct supervisors) which the seven lowest ranked items were all connected to trust in leadership

HIGHEST RANKED ITEMS
(% Favorable)

Item	%
I know what is expected of me on the job.	89%
The work I do is meaningful.	82%
My manager trusts me to make the right decisions.	82%
I have a positive working relationship with my manager.	81%
I really enjoy working with my team.	81%
The work I do contributes to the success of my organization.	81%
I have developed strong personal connections at work.	80%
I am in the right job for me at this time.	78%
I am comfortable asking my manager for feedback.	75%
I understand the relationship between my job and my organization's mission.	74%

LOWEST RANKED ITEMS
(% Favorable)

Item	%
Senior leaders' actions match their words.	19%
I have trust and confidence in my organization's senior leaders.	22%
Senior leaders truly care about employees.	22%
Senior leaders make an effort to improve my experience at work.	23%
Senior leaders inspire me to do my best work.	24%
Senior leaders are fulfilling my organization's mission.	25%
Senior leaders are open and honest in communications with me.	25%
My organization has a genuine interest in my health and well-being.	28%
Decisions are made at the appropriate level of my organization.	30%
My organization makes it a priority to invest in my training and development.	35%

Legend: Meaningful Work | Supportive Management | Positive Work Environment | Growth Opportunity | Trust in Leadership | Collaboration & Communication

Highlight 3: Well-Being

OBSERVATIONS	▪ Quantitative data across sworn and civilian indicate different experiences at LAFD in some areas while also highlighting a consistent opportunity to improve well-being programs across both groups. Less than half of LAFD believe there is a fair, inclusive, and diverse work environment

Culture of Recognition

44% *average favorable responses to a workplace that recognizes employees for their contributions*

Sworn and civilian favorable responses were similar on this item at 44%
➤ Across gender and employee status, female civilians indicated higher favorability (46%), compared to their counterparts – civilian males 41%, sworn females (41%)
➤ This variation grows (14%) when it comes to recognition between sworn and civilian pay

Flexible Work Environment

39% *average favorable responses to a work environment that allows employees to maintain a healthy work-life balance*

Favorability varied between sworn (34%) and civilian (79%)
➤ Engineers (24%), Firefighter Paramedics (27%), Firefighter III (28%) responses were lowest in favorability
➤ Administrative Services (91%), Training and Support (75%), EMS (74%) and IT (71%) were highest in favorability

Fair, Inclusive, Diverse Work Environment

45% *average favorable responses to a work environment that is safe, fair, and allows for the expression of diverse opinions and values*

Favorability varied for civilians (50%) and sworn (44%)
➤ Firefighter Paramedics indicated low favorability in responses (33%) while Apparatus Operators had one of the highest favorability responses (64%)

50% favorability to "I feel comfortable sharing my opinions at work" Across gender, sworn females indicated lower favorable responses at 38% compared to sworn males at 50%, and civilian females at 65%
➤ Apparatus Operators and Fire Inspectors provided higher indicators of favorability at 64%, while Firefighter II indicated lower favorability at 33%

Humanistic Workplace

34% *average favorable responses to an interconnected workplace characterized by strong personal connections between employees*
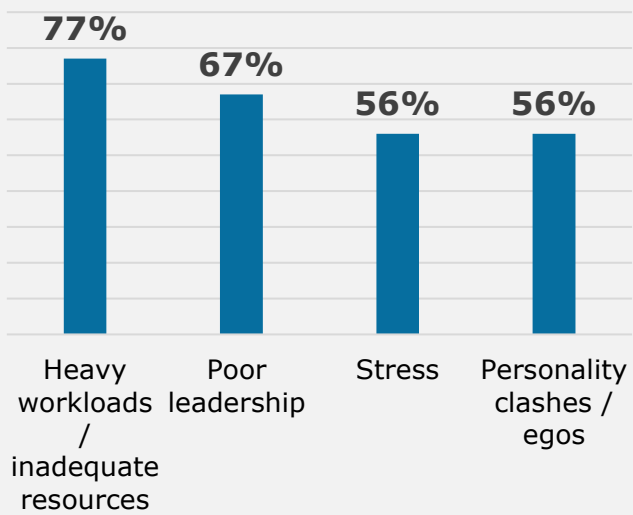
➤ Similar responses between sworn (34%) and civilians (45%) across this attribute
➤ 80% favorability to "I have developed strong personal connections at work"
➤ 28% favorability to "my organization has a genuine interest in my health and well-being"
➤ Respondents born after 1995 had a 9% favorability response regarding LAFD being a "humanistic workplace"

Highlight 4: People - Trust

Several factors can impact trust within an organization. LAFD respondents identified key areas that give them pause in trusting the organization

Most selected reasons across LAFD

77% Heavy workloads / inadequate resources
67% Poor leadership
56% Stress
56% Personality clashes / egos

Reasons vary between sworn and civilians

- *"Personality clashes / egos" was* **the option most selected by civilians at 55%**

- *"Heavy workloads/ inadequate resources" was* **most selected by 81% of sworn** *respondents*

Sworn Employees

56% of sworn females selected **bullying/harassment** compared to 19% of sworn males and 26% of civilian females*

54% of sworn females selected **perceived discrimination** compared to 29% of sworn males and 23% of civilian females

Sworn ranks that selected "heavy workload / inadequate resources" are:
- *91% of Firefighter Paramedics, 81% of Firefighter IIIs and Fire Captain Is & IIs, 84% of Engineers, and 46% of Fire Inspectors*

87% of Operations Valley and South selected "heavy workload", followed by West (80%), Central (79%), and Emergency Headquarters (77%)

Race / Ethnicity

Stress: 71% of American Indian or Alaska Natives selected stress as a source of conflict, followed by Asians (60%), Other Races (57%), Native Hawaiian or Other Pacific Islander (56%), White (55%), and Black or African American (52%). 43% of civilians selected stress

Bullying / harassment: 41% of Black or African Americans and Native Hawaiian or Other Pacific Islanders selected bullying / harassment as a source of conflict while others selected this below 20%
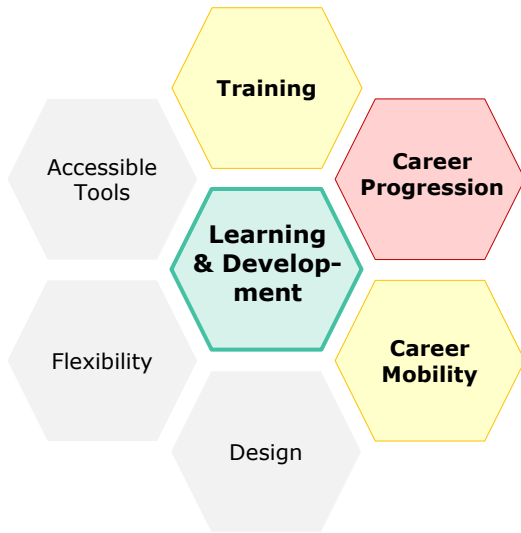
Perceived discrimination: 47% of Black or African Americans and 43% of American Indian or Alaska Natives selected "perceived discrimination" as a source of conflict more than others*

Shown to be statistically significant when analyzed for group differences

Highlight 5: Learning & Development

TRAINING

- **Technical training:** Sworn members feel a sense of pride in the technical trainings offered at LAFD (e.g., for firefighters). However, both sworn and civilian groups indicate low favorability in feeling that LAFD makes investments in training and development of their employees (35%.) Civilians expressed there was a lack of effective technical training for their roles. Survey data shows civilians (51%) responded less favorably towards having training and on the job support than sworn members (66%)

- **Soft skills and leadership training:** Although Leadership Academy is available, data from focus groups and interviews indicated a desire for effective and mandatory soft skills training, especially for those in leadership roles. These sentiments were prominent across Fire Captains both in focus groups and survey results, with Captains' responses around training and support on the job at 54% favorability

- **Training methods and materials:** Common feedback from sworn members suggest that training materials are outdated and focus on policies and procedures rather than everyday challenges and situations employees face

- **Access to trainings for civilians:** Civilians noted that they would like access to LAFD trainings, where appropriate, instead of just those available through the City of LA

CAREER MOBILITY

- **Sworn opportunities for mobility:** Sworn members had a 48% favorability response for career mobility compared to 34% for civilians. This was reflected in focus group and interviews with civilians expressing limitations in career mobility

- **Excitement for sworn career paths:** Firefighter II indicated higher favorability at 93% in response to "I am excited about career paths available to me", compared Assistant Chiefs at 40%, and Apparatus Operators at 44% who provided lower indicators of favorability

CAREER PROGRESSION

- **Lack of robust performance measurement and reviews:** Feedback from focus groups and interviews indicate that performance management processes are limited to checking boxes, and are not accompanied with coaching conversations and actionable developmental feedback

- **Development practices for career progression:** Both sworn and civilian members show a perceived lack of understanding about requirements for and what factors are considered in promotions. The process was described in focus groups and interviews as subjective and biased. Firefighter II (87%), Fire Captain II (81%), Engineers (79%), and Fire Inspector II (79%) indicated higher favorability, while Firefighter Paramedics (51%), Fire Assistant Chiefs (60%) and Fire Battalion Chiefs (62%) provided lower indications of favorability

- **Objectivity in promotion process:** Feedback heard from sworn members indicated that at certain levels (e.g., Captain II) written tests are not standardized, and panel decisions around promotions lack objective measurement, which allows biases in the process. Data collected in focus groups and interviews indicate that reasons for decisions are not always shared with candidates, which compounds perceptions of a lack of transparency and clarity in the process

Overview

Overview: Assessment of Current State

This assessment of the City of Los Angeles Fire Department's (LAFD) current state focuses on its organization and training environment. Data was gathered by survey, focus groups, and interviews to enable a broad and encompassing analysis

Assessment Scope

What

↳ Help LAFD assess current organization and training capabilities as well as document challenges, pain points, and other opportunity areas for consideration
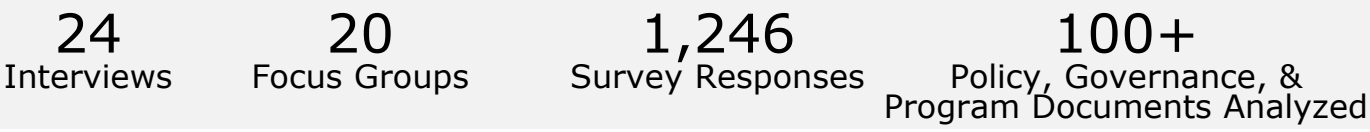
Who

↳ Current LAFD members and Board of Fire Commissioners

How

↳ Data comes from survey, interviews, and focus groups. The survey was sent to 3,699 LAFD members and Board of Fire Commissioners. It returned 1,246 responses. 105 people participated in interviews and focus groups

When

↳ Data was gathered from 9/08/21 to 10/13/21

24	20	1,246	100+
Interviews	Focus Groups	Survey Responses	Policy, Governance, & Program Documents Analyzed

Assessment Activities

Gathered Documentation
Collected and reviewed existing information on policies, programs, and initiatives

Conducted Interviews & Focus Groups
Identified and conducted 24 interviews and 20 focus groups to gain insights from both leaders and frontline sworn and civilian participants

Created and Distributed Employee Survey
Surveyed the entire workforce to gather open and transparent feedback through a confidential survey tool

Analyzed Quantitative and Qualitative Data
Combined input from add data sources to identify themes and complete this assessment

ASSUMPTIONS (1 of 2)

When reading through the Assessment, consider the following assumptions
to put the data-driven analysis into context

OVERARCHING ASSUMPTIONS

"Member" refers to individuals currently employed by the LAFD

Members classified as **civilian** are managed by the City of LA's Personnel Department and under their policies and guidelines

The analysis is based on **data collected** from the survey, focus groups, and interviews, along with LAFD policies, procedures, programs, and practices

Anonymity and **confidentiality** are maintained and preserved
- Quotes made by participants were anonymized to remove attributable / identifiable information
- Raw survey data was independently and solely accessed and analyzed by Deloitte

Data collected from the survey is not applicable to the **technology pillar**. A qualitative summary of the feedback received via focus groups and interviews is provided for awareness

The Assessment **classifications** are based on quantitative and qualitative data, along with primary and secondary research conducted. They are defined as follows:
- **Green** indicates an area of strength
- **Yellow** indicates an area of focus
- **Red** indicates an area that requires attention

FOCUS GROUPS & INTERVIEWS

LAFD stakeholder groups were asked to provide 20 recommended participants from their representative association to **include their perspectives**; not all recommended participants were selected

Other participants were representative across levels/ranks, departments, and demographics. These participants were **blindly and randomly selected** from the LAFD employee population to allow for unbiased cross-representation

Focus groups were **organized by peer level**; **varying ranks or levels were not combined** to allow candid conversation

ASSUMPTIONS (2 of 2)

When reading through the assessment, consider the following assumptions,
which put the survey analysis into context

Survey was distributed to LAFD
Current LAFD employees and Board of Fire Commissioners were given access to the survey over a 13-day period from 9/08 to 9/20

Survey had a 34% response rate
Survey sample size and analysis is based on the 1,246 responses received, which is 34% of the LAFD workforce (1 in 3). A representative sample size was set at 30%

Unsubmitted responses were removed
Surveys that were started but not submitted were removed from the survey to avoid duplicate information in the analysis

A sampling threshold was set
A sampling threshold of 10 survey participants was implemented to preserve anonymity when analyzing the demographic categories

Demographic questions were optional
Demographic questions were optional – participants could skip or select "Prefer not to disclose". While these responses were excluded from demographic analyses, they are included when looking at organization-wide responses. Questions tied to the survey instrument that measure workplace attitudes required a mandatory response for submission

Five custom questions were included
Five custom questions were added to the survey Instrument. These questions were developed in coordination with LAFD stakeholders and the Mayor's Office of Public Safety (MOPS)

Statistical significance
To enable a deeper understanding of correlation, statistical significance was explored for differences between groups. Where applied and applicable, statistical significance is noted

COVID-19 vaccine mandate went into effect after survey closed
The survey was conducted and closed before the COVID-19 vaccine mandates went into effect in the City of LA. However, the mandate was under consideration while the survey was open. An analysis of free-hand responses was conducted and comments mentioning the mandate fell below the sampling threshold for further analysis

Technology pillar does not include survey data
Data collected from the survey is not applicable to the technology pillar and was removed as a focus area for quantitative analysis. A qualitative summary of the feedback received is provided for awareness

Data Collection Methodology

The methodology included the following: 1) conduct the survey, focus groups, and interviews and 2) analyze the data collected and identify themes

1 Survey & Interview/Focus Group Approach

- Questions were developed for interviews and focus groups

- For the survey, standardized questions were used, in addition to five customized questions

- Questions measured workplace attitudes, challenges, and experiences

- Participation was encouraged across the LAFD, and the feedback received was confidential and non-attributable

2 Data Collection & Analysis

- Themes were identified based on the frequency of comments made in interviews and focus groups

- Themes were elevated based on level of consistency across data collection approaches

- Deloitte's Workforce Experience framework was used to categorize themes identified

The analysis and themes are categorized into **6 primary pillars of the Workforce Experience framework***:

Work	**People**	**Organization**	**Well-Being**	**Learning & Development**	**Technology**
The relationship I have with the work I do, the norms, methods, and tools I use to get work done, and how my work strengthens me	*The relationship I have with the community I serve, the people I manage, report to, collaborate, partner, and engage with in my work community*	*The relationship I have with the mission, purpose, culture, and leadership behaviors of the organization, and its policies, programs, and rewards*	*The relationship I have with my personal life, rewards and well-being, goals, and world view*	*The relationship I have with how well prepared I feel to advance and learn in my work*	*The relationship I have with the technologies that connect me to my work, workforce, and workplace* *not a focus area*

*Refer to page 100 for additional information about the Workforce Experience Framework

Framework Deep Dive

The framework has 29 levers* that impact the relationship between the six pillars. Some levers have a primary influence on more than one pillar, while others play a secondary role. The analysis focuses on levers applicable to the assessment conducted

Refer to pages 105 and 106 for definitions of the 29 levers

Area of focus

Not an area of focus

Participant Demographics

Demographics
Summary of Interviews & Focus Groups

Across many under-represented demographic groups, the percentage of individuals that participated in interviews and focus groups exceeded that specific group's representation in the LAFD workforce
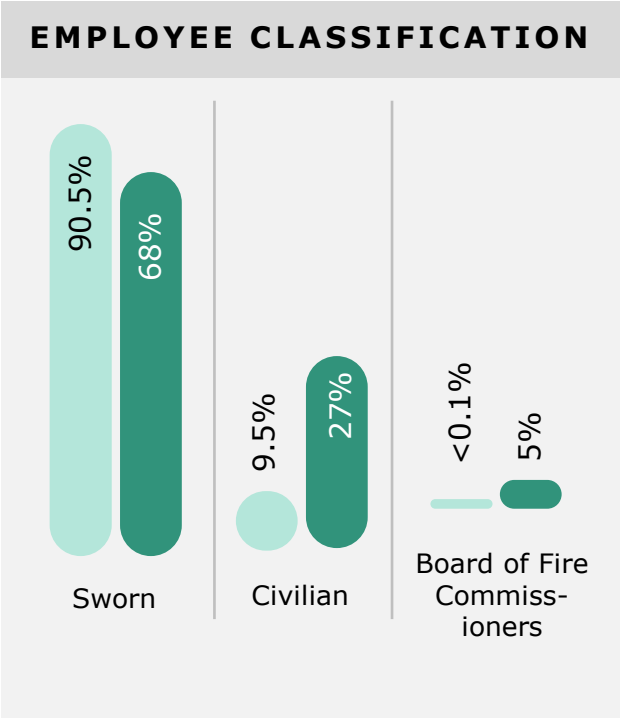
Final Interview and Focus Group Count

24 *participants interviewed*
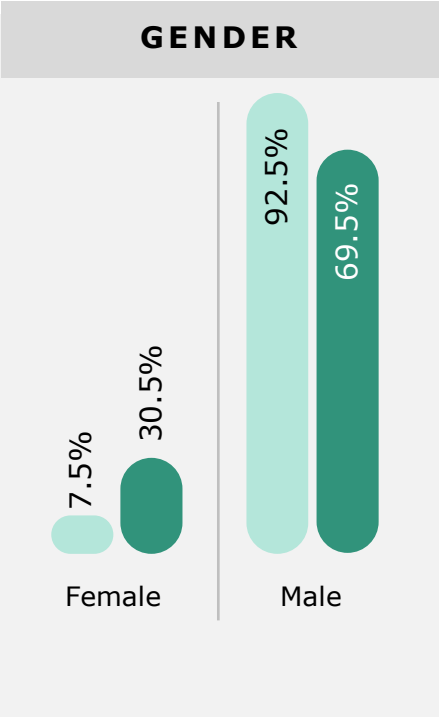**81** *participants attended focus groups*

■ % of Total Workforce
■ % of Interviews & Focus Group Participation

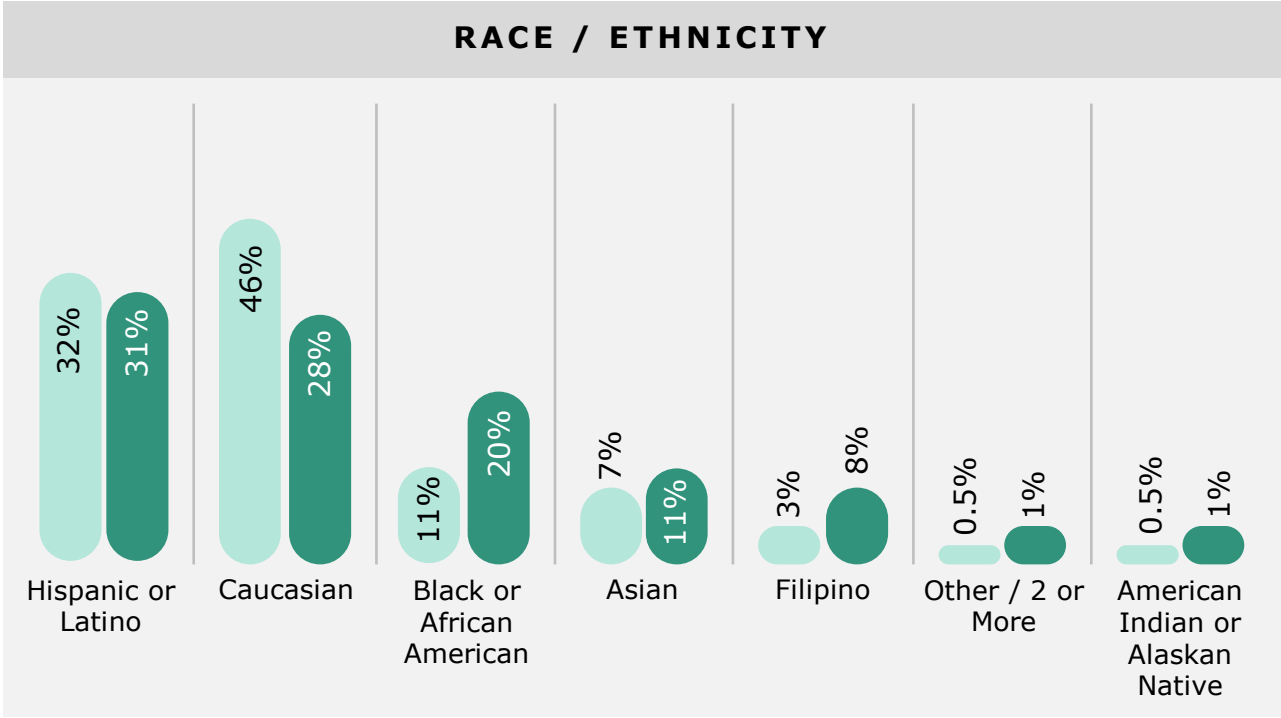*Refer to Data Deep Dive for additional analysis on page 61*

EMPLOYEE CLASSIFICATION

- Sworn: 90.5% / 68%
- Civilian: 9.5% / 27%
- Board of Fire Commissioners: <0.1% / 5%

GENDER

- Female: 7.5% / 30.5%
- Male: 92.5% / 69.5%

RACE / ETHNICITY

- Hispanic or Latino: 32% / 31%
- Caucasian: 46% / 28%
- Black or African American: 11% / 20%
- Asian: 7% / 11%
- Filipino: 3% / 8%
- Other / 2 or More: 0.5% / 1%
- American Indian or Alaskan Native: 0.5% / 1%
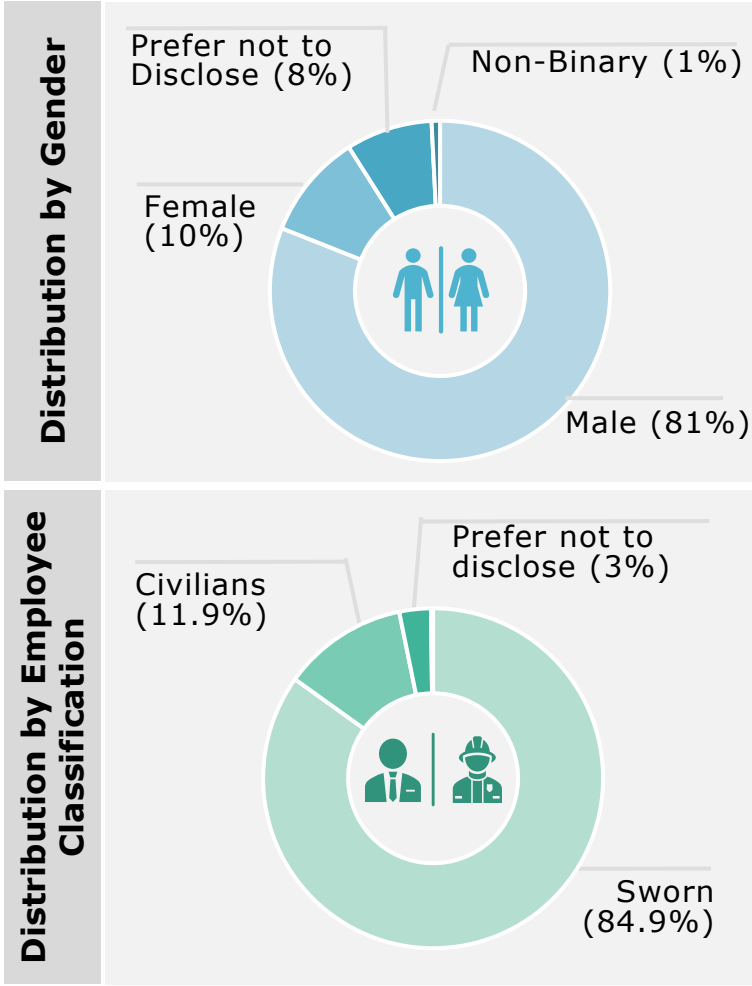
Demographics
Summary of Survey

Demographic information collected in the survey show cross representation of the workforce to enable a more informed understanding of workplace attitudes and experiences in these categories

Refer to Data Deep Dive beginning on page 62 for additional analysis

——— Final Survey Count ———

*1,246 responses received = **34%** of the LAFD workforce*

	Bureau	% of Workforce	% of Respondents
Survey Completion Rate by Bureau	**Administrative Operations Headquarters**	0.5%	83%
	Information & Technology	1.5%	52%
	Administration	1.0%	43%
	Fire Prevention & Public Safety	6.0%	42%
	Operations Valley	20.0%	39%
	Operations West	12.0%	36%
	Operations Central	14.5%	36%
	Administrative Services	3.0%	33%
	Operations South	16.0%	31%
	Training & Support	7.5%	20%
	EMS	10.0%	13%
	Emergency Operations Headquarters	8.0%	7%
	Prefer not to disclose	N/A	N/A

Distribution by Gender

Prefer not to Disclose (8%)
Non-Binary (1%)
Female (10%)
Male (81%)

Distribution by Employee Classification

Prefer not to disclose (3%)
Civilians (11.9%)
Sworn (84.9%)

Assessment Report

The Assessment is organized...

...into five pages for each framework pillar

**1** **Defining the Levers & Attributes:** provides the background and information needed to understand how the framework was applied

2 **Summary of Observations:** shows both qualitative and quantitative feedback collected that pertains to each pillar

3 **Quantitative Overview:** displays quantitative takeaways and analysis of survey attributes related to each pillar

4 **What We Heard:** provides real quotes made by participants in interviews and focus groups pertaining to each pillar
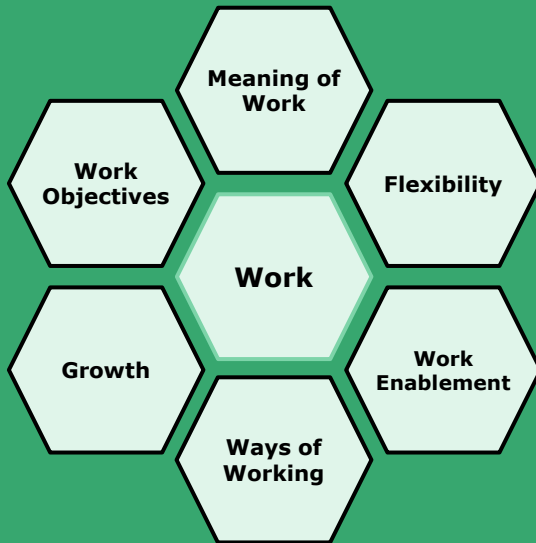
5 **Strengths & Consideration Areas:** displays qualitative strengths and areas of consideration
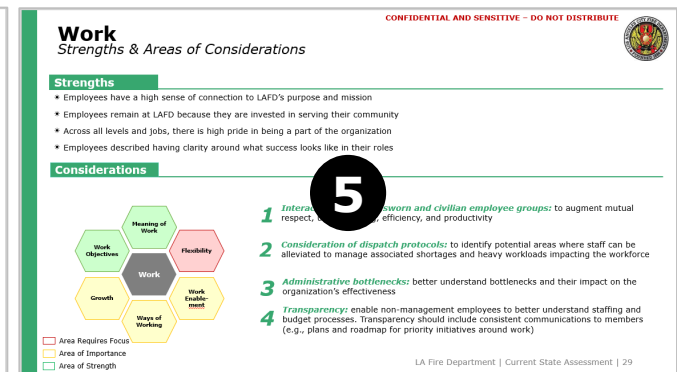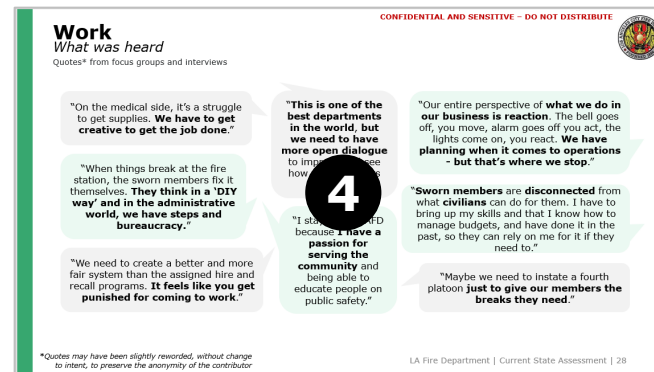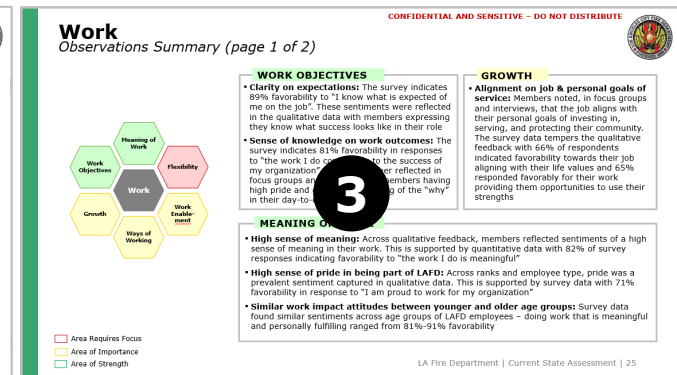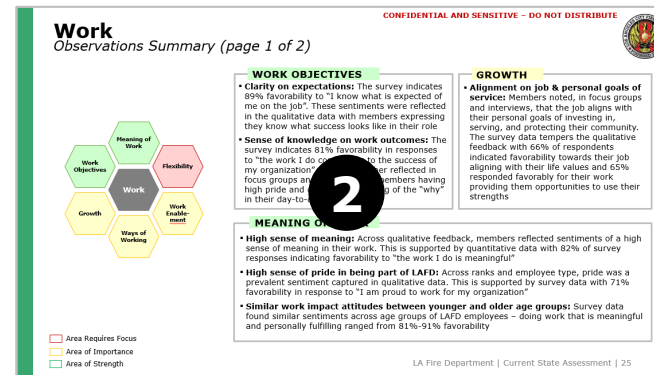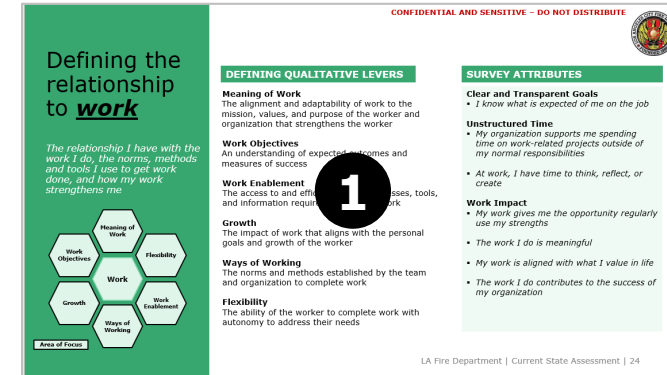
Defining the relationship to _**work**_

The relationship I have with the work I do, the norms, methods and tools I use to get work done, and how my work strengthens me

DEFINING QUALITATIVE LEVERS

Meaning of Work
The alignment and adaptability of work to the mission, values, and purpose of the worker and organization that strengthens the worker

Work Objectives
An understanding of expected outcomes and measures of success

Work Enablement
The access to and efficiency of the processes, tools, and information required to complete work

Growth
The impact of work that aligns with the personal goals and growth of the worker

Ways of Working
The norms and methods established by the team and organization to complete work

Flexibility
The ability of the worker to complete work with autonomy to address their needs

SURVEY ATTRIBUTES

Clear and Transparent Goals
- _I know what is expected of me on the job_

Unstructured Time
- _My organization supports me spending time on work-related projects outside of my normal responsibilities_

- _At work, I have time to think, reflect, or create_
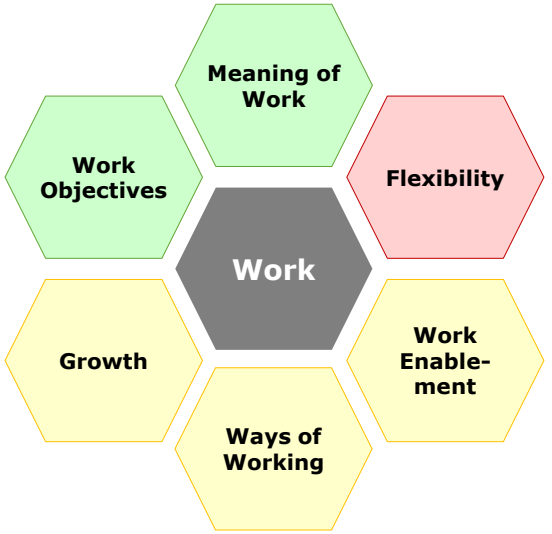
Work Impact
- _My work gives me the opportunity regularly use my strengths_

- _The work I do is meaningful_

- _My work is aligned with what I value in life_

- _The work I do contributes to the success of my organization_

Work
Observations Summary (page 1 of 2)

WORK OBJECTIVES

- **Clarity on expectations:** The survey indicates 89% favorability to "I know what is expected of me on the job". These sentiments were reflected in the qualitative data with members expressing they know what success looks like in their role

- **Sense of knowledge on work outcomes:** The survey indicates 81% favorability in responses to "the work I do contributes to the success of my organization". This was further reflected in focus groups and interviews by members having high pride and clear understanding of the "why" in their day-to-day job

GROWTH

- **Alignment on job & personal goals of service:** Members noted, in focus groups and interviews, that the job aligns with their personal goals of investing in, serving, and protecting their community. The survey data tempers the qualitative feedback with 66% of respondents indicated favorability towards their job aligning with their life values and 65% responded favorably for their work providing them opportunities to use their strengths

MEANING OF WORK

- **High sense of meaning:** Across qualitative feedback, members reflected sentiments of a high sense of meaning in their work. This is supported by quantitative data with 82% of survey responses indicating favorability to "the work I do is meaningful"

- **High sense of pride in being part of LAFD:** Across ranks and employee type, pride was a prevalent sentiment captured in qualitative data. This is supported by survey data with 71% favorability in response to "I am proud to work for my organization"

- **Similar work impact attitudes between younger and older age groups:** Survey data found similar sentiments across age groups of LAFD employees – doing work that is meaningful and personally fulfilling ranged from 81%-91% favorability
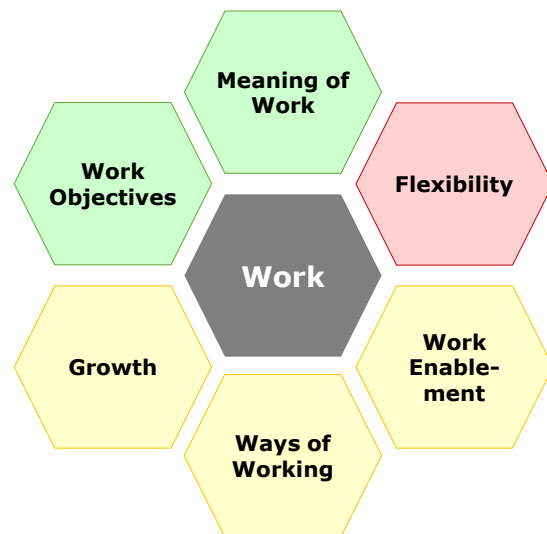
Area Requires Attention
Area of Focus
Area of Strength

Work
Observations Summary (page 2 of 2)

Meaning of Work

Work Objectives

Flexibility

Work

Growth

Work Enable-ment

Ways of Working

WORK ENABLEMENT

- **Planning:** Employees perceive a lack of planning for administrative and operational matters (e.g., headcount, staffing, and budget) that impacts their ability to work efficiently, captured in focus groups and interviews

- **Assigned hire & recall programs:** Department-wide sentiment, captured through focus groups, noted that members do not see these programs as effective solutions to staffing shortages. This is also noted in Flexibility under the Learning & Development pillar

- **Dispatch processes & call volume:** In focus groups, sworn members shared that an increasing number of calls do not always require fire expertise, yet all relevant personnel are required. Under the assigned hire and recall programs, members noted a need to re-evaluate this practice

- **Chain of command approvals effect on work processes for civilians:** Some civilians noted, during focus groups and interviews, how some bureaucratic processes cause unnecessary bottlenecks and delays. Examples shared include approval for F255 and invoices

FLEXIBILITY

- **Flexibility for sworn members:** During unstructured time, sworn members (33%) show lower favorability scores compared to civilians (51%)

- **Flexibility for Firefighter Paramedics:** Survey data also suggests that Firefighter Paramedics have lower average favorable responses (20%) regarding their ability to complete work with autonomy, followed by the Firefighter II & III population (28%). This is captured in qualitative feedback collected and may be attributed to areas highlighted in the work enablement section for sworn (e.g., high call volumes, assigned hire and recall programs)

WAYS OF WORKING

- **Tension between sworn and civilians:** Civilians shared that there are often learning curves for some sworn members who are assigned to work in the civilian workspace (e.g., special duty assignments). Sworn members are not always given the tools and trainings to help them work better together, making them rely on their emergency management-style of working, which isn't always compatible with civilian work styles

- **Confirming shift coverages:** Currently, some members use a Facebook group to exchange shifts with one another. Focus groups noted a need for improved tools and processes to facilitate work and allow for time-off
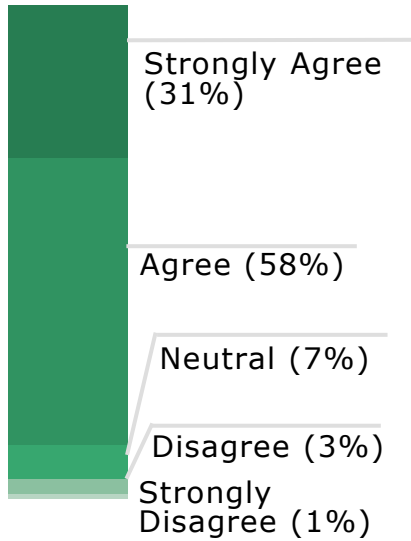
Work
Quantitative Overview

Refer to Data Deep Dive beginning on page 65 for additional analysis

OBSERVATIONS

- Work Objectives is highly ranked with "I know what is expected of me on the job" receiving an 89% favorable item response

- Sworn members highly impacted by staffing programs find statistically significant less meaning in work than non-management sworn members who are not as heavily impacted by staffing programs*

- Work Impact (consisting of 4 survey items) has 56% indication of favorability, with both civilians and sworn members rating work impact similarly

- Firefighter Paramedics provided indicators of less favorable responses to unstructured time (flexibility) at 20%, indicating a potentially different workplace attitude or environment from other sworn members

Work Objectives

"I know what is expected of me on the job"

Strongly Agree (31%)

Agree (58%)

Neutral (7%)

Disagree (3%)

Strongly Disagree (1%)

Work Impact
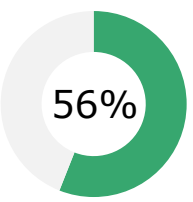
56% …of survey participants responded favorably for doing work that gives them a sense of meaning, purpose, and personal fulfillment

Upon further analysis of favorability averages across attribute:

- Sworn and civilian provided indications of similar favorability at 57% and 56%

- Across age groups analyzed, those born after 1995 have lower indicators of favorability (45%) compared to those born between 1946-1964 (57%)

Unstructured Time
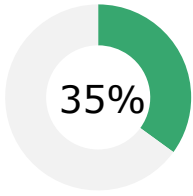
35% …of survey participants responded favorably for having sufficient time during the day to accomplish tasks

Upon further analysis of favorability averages across attribute:

- Civilians have higher indications of favorability (51%) compared to sworn members (33%)

- Across ranks analyzed across unstructured time:
  - Firefighter Paramedic have indicators of less favorability at 20%
  - Fire Inspector I have indicators of higher favorability at 57%

*Shown to be statistically significant when analyzed for group differences

Work
What was heard
Quotes* from focus groups and interviews

"On the medical side, it's a struggle to get supplies. **We have to get creative to get the job done**."

"**This is one of the best departments in the world**, **but we need to have more open dialogue** to improve and see how we can always be better."

"Our entire perspective of **what we do in our business is reaction**. The bell goes off, you move, alarm goes off you act, the lights come on, you react. **We have planning when it comes to operations - but that's where we stop**."

"When things break at the fire station, the sworn members fix it themselves. **They think in a 'DIY way' and in the administrative world, we have steps and bureaucracy**."

"**Sworn members** are **disconnected** from what **civilians** can do for them. I have to bring up my skills and that I know how to manage budgets, and have done it in the past, so they can rely on me for it if they need to."

"I stay at the LAFD because **I have a passion for serving the community** and being able to educate people on public safety."

"We need to create a better and more fair system than the assigned hire and recall programs. **It feels like you get punished for coming to work**."

"Maybe we need to instate a fourth platoon **just to give our members the breaks they need**."

Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor

Work
Strengths & Areas of Considerations

Strengths

✳ Employees have a high sense of connection to LAFD's purpose and mission

✳ Employees remain at LAFD because they are invested in serving their community

✳ Across all levels and jobs, there is high pride in being a part of the organization

✳ Employees described having clarity around what success looks like in their roles

Considerations

Meaning of Work | **Flexibility**
Work Objectives | **Work** | **Work Enable-ment**
Growth | **Ways of Working**
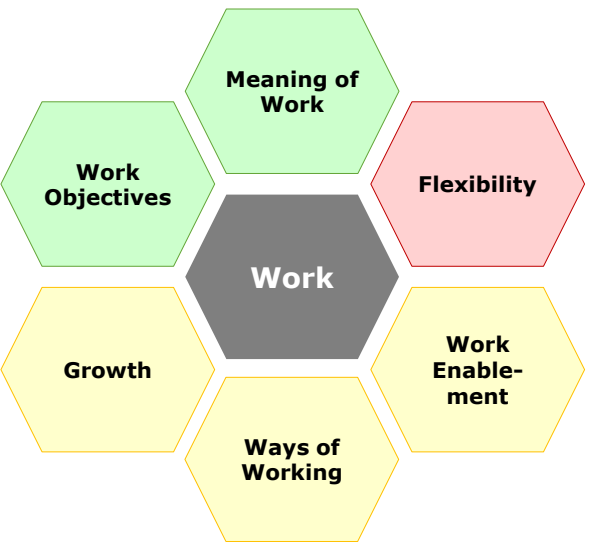
☐ Area Requires Attention
☐ Area of Focus
☐ Area of Strength

1 *Interactions between sworn and civilian employee groups:* to augment mutual respect, understanding, efficiency, and productivity

2 *Consideration of dispatch protocols:* to identify potential areas where staff can be alleviated to manage associated shortages and heavy workloads impacting the workforce

3 *Administrative bottlenecks:* better understand bottlenecks and their impact on the organization's effectiveness

4 *Transparency:* enable non-management employees to better understand staffing and budget processes. Transparency should include consistent communications to members (e.g., plans and roadmap for priority initiatives around work)

Defining the relationship to _**people**_

The relationship I have with the people I manage, report to, collaborate with, partner with, and engage with in the community at large.

DEFINING QUALITATIVE LEVERS

Communication
How communication is conducted, delivered, and encouraged amongst colleagues and teams

Accountability
The level of accountability across people (e.g., teams and colleagues) that encourages collaborative behavior and shared goals

Teaming & Belonging
The ability of teams to collaborate, work together, foster relationships and interact with colleagues

Trust
The safety and support team members feel to share ideas, address conflict, share burdens, and achieve their goals

Coaching & Mentorship
The ability and enablement of team leaders to develop team members, inspire, create followership, and drive results

Network _(not a focus area)_
The opportunities available and interpersonal relationships that connect people and build a network

SURVEY ATTRIBUTES

Small, Empowered Teams
- _I really enjoy working with my team_

Coaching
- _My manager provides coaching to help me do my job well_
- _I have a positive working relationship with my manager_

Collaboration & Communication
- _People in my organization share information and knowledge across divisions, departments, and/or functions_
- _Decisions are made at the appropriate level of my organization_
- _My organization enables me to deliver high quality products and services to my customers_
- _I have the information I need to do my job well_
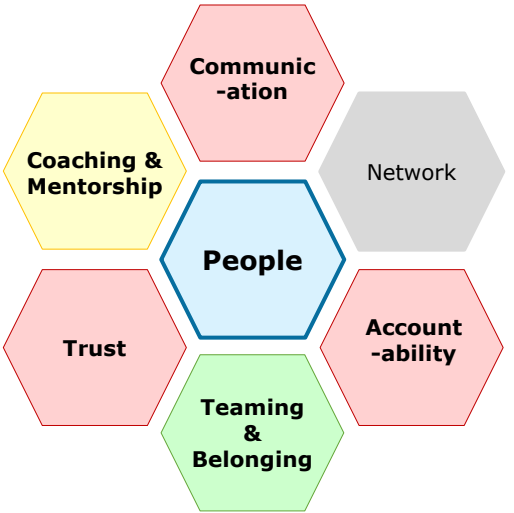- _I have the resources (e.g., people, tools, technology) I need to do my job well_

Conflict
- _What are the main sources of conflict at LAFD? Select all that apply_

People
Observations (page 1 of 2)

Legend:
- Area Requires Attention
- Area of Focus
- Area of Strength

COMMUNICATION

- **Silos of information across LAFD:** 35% of survey participants responded favorably to: "People in my organization share information and knowledge across divisions, departments, functions"

- **Clarity on organizational imperatives:** Qualitative feedback suggests there is a perceived lack of clarity and understanding of the organization's strategic imperatives and decisions that leaders make

- **Organizational feedback mechanisms**: Members noted a desire for more effective feedback mechanisms to share perspectives and attitudes about the organization's performance. Members expressed that the current mechanism, a suggestion box, is not trusted or utilized in a meaningful way

- **Communications for civilians:** In focus groups and interviews, civilians noted that they feel disconnected to the strategic and high-level information shared with them because it is mostly focused on informing sworn. In addition, the portal is perceived as a sworn-specific communication tool with little relevance for civilians

ACCOUNTABILITY

- **Disciplinary actions for sworn members in higher ranks:** Across focus groups and interviews, there was a general sentiment of frustration regarding perceived inconsistencies in disciplinary action taken by LAFD leadership for misconduct among mostly sworn members. Members felt that discipline is especially inconsistent for those in higher ranks. Many referenced this as eroding their trust in leadership. In interviews, leaders acknowledged that this perception exists across the membership and more work needs to be done to increase transparency on accountability and disciplinary actions

- **Clarity and accountability concerns among Chiefs:** Survey data indicates that "lack of clarity and accountability" is felt most among Chiefs, as over 60% of this population selected this option as a source of conflict

People
Observations (page 2 of 2)
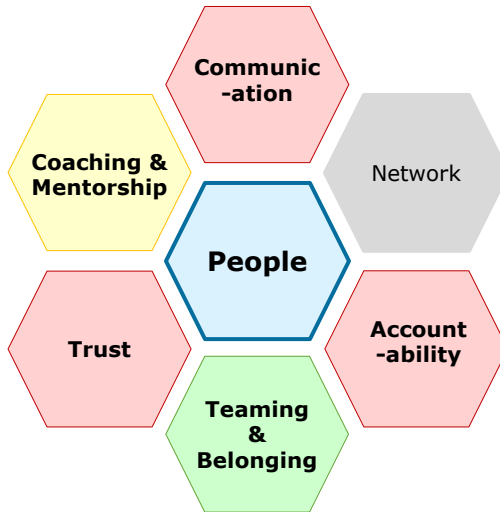
Area Requires Attention
Area of Focus
Area of Strength

TRUST

- **Psychological safety:** Survey data suggests that employees experience differences in psychological safety (the ability to share opinions at work). 81% of civilian participants responded favorably when asked if they felt comfortable sharing their opinions, compared to 66% of sworn members

- **Honesty and openness:** 41% of survey respondents selected "lack of honesty and openness" as a source of conflict within LAFD; 43% of sworn respondents selected this option as a source of conflict, compared to 29% of civilian respondents

- **Trust in leadership:** 19% of survey respondents indicated favorability towards senior leaders' actions match their words (see "executive leadership" category in Organization for more information). These sentiments were also reflected in interviews and focus groups. Members shared how issues around promotions, discipline, leadership qualifications, and leaders not considering employee feedback or perspectives, impact their trust in leadership

TEAMING & BELONGING

- **Sentiments of teaming:** Qualitative feedback supports the survey data that indicates 81% of the organization enjoys working with their team

- **Organic comradery**: Members share that comradery naturally increases as members work more together and note the importance of their teams. 17% of survey respondents selected "poor selection / pairing of teams" as a source of conflict

COACHING & MENTORSHIP

- **Coaching:** The survey showed 62% favorability around successfully fostering coach-coachee relationships. Qualitative feedback reflected some members noting the need for more formal coaching mechanisms

- **Formal coaching past probationary period:** Members shared that formal coaching/mentorship does not exist at LAFD. For sworn members, it occurs in the first year of the academy and stops after probation. Many suggested that formal coaching could better support rising leaders in managing conflict within and across teams

- **Manager-dependent coaching:** Focus group members said organic coaching occurs across the organization but is often dependent on an individual's supervisor. Members who receive coaching and/or mentoring mentioned they are likely to pay it forward

People
Quantitative Overview

GENERAL SENTIMENTS ON TEAMING
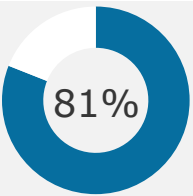
81% …of survey participants responded favorably for having effective, cohesive teams that enjoy working together. This is supported in the survey data for both sworn and civilians. One of the least selected causes of conflict was "poor selection / pairing of teams"

Relationships with Managers

81% *of responses were favorable to "I have a positive relationship with my manager"*

62% of responses were favorable to "my manager provides coaching to help me do my job well"

75% of responses were favorable to "I am comfortable asking my manager for feedback"

Job Related Information

71% *of responses were favorable to "I have the information I need to do my job well"*

Civilians indicated 64% favorability and sworn indicated 72%
➤ Fire Inspectors I indicated lower favorability at 61%, compared to 86% for Fire Inspectors II

Decisions at Right Level of Organization

45% *of responses were favorable to "decisions are made at the right level of the organization"*

Favorability varied between civilians (51%) and sworn (27%)
▪ Apparatus Operators responded with 20% favorability, followed by Fire Engineers (23%), Firefighter Paramedics (24%), and Fire Captains I & II (25%)

Information & Knowledge Sharing

35% *of responses were favorable to "my organization shares information and knowledge across divisions / departments / functions"*

Favorability varied between civilians (44%) and sworn (34%)
▪ Fire Captains I & II indicated lower favorability at 25%, compared to Firefighter IIs at 67%

People
Trust (Conflict)

Several factors can impact trust within an organization. LAFD respondents identified key areas that give them pause in trusting the organization

Most selected reasons across LAFD

Reasons vary between sworn and civilians

- *"Personality clashes / egos" was **the option most selected by civilians at 55%***

- *"Heavy workloads/ inadequate resources" was **most selected by 81% of sworn** respondents*

Sworn Employees

56% of sworn females selected **bullying/harassment** compared to 19%* of sworn males and 26% of civilian females

54% of sworn females selected **perceived discrimination** compared to 29% of sworn males* and 23% of civilian females

Sworn ranks that selected "heavy workload / inadequate resources" are:
- *91% of Firefighter Paramedics, **81%** of Firefighter IIIs and Fire Captain Is & IIs, **84%** of Engineers, and **46%** of Fire Inspectors*

87% of Operations Valley and South selected "heavy workload", followed by West (80%), Central (79%), and Emergency Headquarters (77%)

Race / Ethnicity

Stress: 71% of American Indian or Alaska Natives selected stress as a source of conflict, followed by Asians (60%), Other Races (57%), Native Hawaiian or Other Pacific Islander (56%), White (55%), and Black or African American (52%). 43% of civilians selected stress

Bullying / harassment: 41% of Black or African Americans* and Native Hawaiian* or Other Pacific Islanders selected bullying / harassment as a source of conflict while others selected this below 20%

Perceived discrimination: 47% of Black or African Americans and 43% of American Indian or Alaska Natives selected "perceived discrimination" as a source of conflict more than others*

Shown to be statistically significant when analyzed for group differences

People
What was heard
Quotes* from focus groups and interviews

"**I've been sexually harassed in the fire station**; there have definitely been a few instances throughout my career. I got past that by keeping my head down, doing my job, and once I had some time in at the station and the guys got comfortable with me, then they treated me as a friend, like one of them."

"**What keeps me at LAFD is the people.** Overall, they're friendly, willing to help one another, understanding, and respectful."

"**What work-life balance means to these newer generations is a lot different than what it meant to me** when I started in this field."

"I feel equipped to support the larger mission of LAFD, but **there is a gap in communicating the larger picture**."

"I see trust developed through the process that all of us as members have gone through and it's strengthened by the quality of people that are employed here. **I've never seen peer pressure be such a powerful and positive force** as much as it is within the fire department, and it has a positive effect on performance too."

"**There's a disconnect with us and those at the top.** We would love to know what the plan and vision is for the department. I'd love to have a **monthly briefing from the Fire Chief** to hear where we're going and how we're fixing all the problems he recently mentioned."

"If the Chief can put out a message about the new robot we're investing in, he can put out a **supportive message** to the members for all the hard work we've done the past 18 months."

"**Things can seem siloed between teams**, personally we had a hard time working with another team recently. Communication from the top down might be helpful to prevent these team-to-team conflicts."

**Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor*

People
Strengths & Areas of Considerations

Strengths

✴ LAFD members have strong, positive sentiments around teaming and forming comradery when working together

✴ Involved and effective managers build trust within teams and enhance feelings of well-being and care

✴ Members who receive mentorship and coaching are committed to paying it forward to newer members

Considerations

Area Requires Attention
Area of Focus
Area of Strength

1 *Zero tolerance for discrimination:* There is a need to enforce organizational policies on discrimination, communicate what it means for members at LAFD, and determine who is accountable for upholding its application

2 *Utilize neutral/objective resources for internal investigations:* There are perceptions of a lack of neutrality in holding all members equally accountable

3 *Strengthen strategic communication:* There is a need for strategic communication methods around vision, mission, and organization-wide announcements (e.g., townhalls and newsletters). Using the right channels will also help promote transparency and support a culture of trust

4 *Provide actionable feedback in performance management and promotion cycles:* Employees lack actionable feedback following performance and promotion cycles to understand how to better manage their careers and growth

5 *Integrate mentorship and coaching into performance management:* Mentorship and coaching are not formalized or integrated into expectations in performance reviews for those in management positions. By integrating it, LAFD can expect more formal mentorship and coaching to occur

Defining the relationship to ***organization***

The relationship I have with the mission, purpose, culture, and leadership behaviors of the organization, and its policies, programs, and rewards

DEFINING QUALITATIVE LEVERS

Adaptability
The ability of the organization to keep pace with the changing marketplace, key players, equipment, and rules

Executive Leadership
The leadership behaviors which impact core values, motivation, and communication

Purpose
The organization's mission and values that drives how business is conducted and value is given to the community

Diversity, Equity & Inclusion
How an organization creates an environment that enables the workforce be themselves and live out the shared values

Rewards *(not a focus area)*
The organization's dedication to the worker's self, growth, value, and work

Accountability *(not a focus area)*
The accountability of the organization to deliver on its promises to the community, workforce, and partners

SURVEY ATTRIBUTES

Mission and purpose
- *I understand the relationship between my job and my organization's mission*
- *I am excited about my organization's mission*
- *Senior leaders are fulfilling my organization's mission*

Transparency and honesty
- *Senior leaders' actions match their words*
- *I have trust and confidence in my organization's senior leaders*
- *Senior leaders are open and honest in communication with me*
- *Senior leaders truly care about employees*

Continuous investment in people
- *Senior leaders make an effort to improve my experience at work*

Inspiration
- *Senior leaders inspire me to do my best work*

Conflict
- *What are the main sources of conflict at LAFD? Select all that apply*

Organization
Observations

DIVERSITY, EQUITY & INCLUSION

- **Bullying / harassment and perceived discrimination among sworn females:** 56% of sworn females selected bullying/harassment as a source of conflict, compared to 19% of sworn males, and 26% of civilian females. In addition, 54% of sworn females selected perceived discrimination as a source of conflict, compared to 29% of sworn males and 23% of female civilians. Qualitative data from interviews and focus groups also noted the perception of discriminatory, hostile, and unprofessional work environments for members

- **Inclusion:** Data collected during interviews and focus groups suggests that inclusion is not widely felt across the organization, and some voices overshadow others. Survey data also suggests similar sentiments, with 36% favorable responses on "LAFD is committed to achieving equality based on core values"

- **Behavioral standards:** Qualitative feedback suggests that there is a perception that an alpha, male-dominated mold exists. If an employee identifies with that mold, they are more likely to feel comfortable at LAFD

ADAPTABILITY

- **Inflexibility:** During focus groups, members expressed that the organization appears adaptable on paper, but might lack flexibility and openness when it comes to innovative ideas, resources, equipment, and opportunities for improvement

- **New generational norms:** Qualitative data suggested that the new generation of employees have different expectations of work-life balance. Survey data further indicates this as those born after 1995 had the least favorable responses towards LAFD being a humanistic workplace (see well-being)

PURPOSE

- **Sense of purpose:** LAFD's core values and mission resonate with members personally, and are understood and valued professionally, as seen through qualitative and survey data. Respondents had 74% favorability towards understanding the relationship between their jobs and the organization's mission

EXECUTIVE LEADERSHIP

- **Disconnect from executive leaders:** Qualitative and quantitative data suggest that both sworn and civilian members feel disconnected from their executive leadership, with 25% of survey respondents indicating leaders are open and honest in communications with them

- **Trust in leadership:** Across the department, 31% of responses were favorable regarding trust in leadership. This data is also reflected through interviews and focus groups with members noting a perceived lack of openness and accountability

- **Sworn members' trust:** Regarding the survey question "senior leaders are fulfilling my organization's mission", civilians have 53% favorability compared to 22% favorability for sworn. In interviews and focus groups, sworn members shared that low morale is partly because they do not understand the basis for decisions and perceived lack of equitable discipline

Organization
Quantitative Overview

Refer to Data Deep Dive beginning on page 72 for additional analysis

OBSERVATIONS

- Low trust in leadership is observed in survey results and is based on 4 attributes of: mission and purpose (26%), transparency and honesty (14%), continuous investment (23%), and inspiration (24%)
- Quantitative data is supported by qualitative feedback collected in focus groups and interviews across sworn and civilians

Mission and Purpose

26% *average favorable responses to mission and purpose of the organization being exciting and relatable*

74% favorable responses for "I understand the relationship between my job and my organization's mission"

25% favorable responses for "senior leaders are fulfilling my organization's mission"
- Responses varied for civilians (53%) and sworn (22%)
- Apparatus Operators responded with 9% favorability, followed by Engineers at 18%, and Firefighter III and Captain I at 20%

Transparency & Honesty

14% *average favorable responses for having senior leaders who are open, honest, and compassionate*

Sworn responses indicate 11% favorability, civilians 39%

"Senior leaders' actions match their words" had 19% favorability across responses

All four operation centers had less than 15% favorability in responses. Administration had the highest rate of favorable responses at 50%. Engineers, Apparatus Operators, Fire Captain Is, and Firefighter IIIs had less than 10%

Continuous Investment

23% *average favorable responses to senior leaders make an effort to improve employees' work experience*

Favorability varied between civilian members (45%) and sworn members (20%)
- Apparatus Operators had the lowest favorable response rates at 11%
- Sworn females had the lowest favorable response rates across gender and employee type at 10%

Inspiration

24% *average favorable responses for senior leaders inspiring employees to do their best work*

Favorability varied between civilians (45%) and sworn (22%)
- Apparatus Operators responded with 13% favorability, followed by Fire Engineers (16%), Fire Captain I (17%), and Firefighter Paramedics (19%)

Organization
What was heard
Quotes* from focus groups and interviews

"I think **we're missing psychological safety in LAFD**. We need to improve this in the department to foster better connection to our core values."

"I have two daughters in college, **there is no way that I would ever let them consider working for the LAFD**. It's based on a misogynistic mindset; no leadership has ever done anything to address this."

"Our mentality is 'I'll take the fewest resources possible and make it work' – that may work in a fire but not in terms of administrative functions. **When good ideas come to us,** *if* **they come to us, we don't have enough help to address them**."

"They make it known in your interviewing process that you should be very familiar with the core values and aware of what they mean to you. **To me, they're the foundation of the members at this department.** I think we're going in the right direction strengthening these values."

"**We've finally seen the first Hispanic Fire Chief**. Prior to that, there was mainly a wall of male, Caucasian faces. **We also had a few African American members get promoted to the Chief rank which was great to see.**"

"There's a running joke at our department **that if you get in trouble, you get rewarded for it.**"

"In the Marine Corps it's like – 'If I rank higher than you and I'm giving you a uniform inspection, my uniform has to look better than yours.' Here at LAFD, **the higher you go up, the less accountability there is**, and I can't wrap my head around it."

Organization
Strengths & Areas of Consideration

Strengths

✴ Past years have yielded an increase of diverse recruits and promotions to leadership positions

✴ The core values of LAFD personally resonate with employees across civilian and sworn populations

Considerations

Adaptability

Rewards

Executive Leadership

Organization

Accountability

Purpose

Diversity Equity & Inclusion

1 *Increase connection between senior leadership and LAFD members:* Employees seek transparency and honesty. They want to hear directly from the Fire Chief and command staff around important and prevalent matters

2 *Systematic approach to DEI:* Consider a systematic approach to access and engage a more diverse workforce, build inclusive leadership capabilities, foster an inclusive culture, and embed equity and inclusion across every bureau

3 *Adaptability:* Members seek opportunities to share ideas with LAFD to enhance and improve the organization's adaptability

☐ Area Requires Attention

☐ Area of Focus

☐ Area of Strength

Defining the relationship to **_well-being_**

The relationship I have with my personal life, rewards and well-being, goals, and worldview
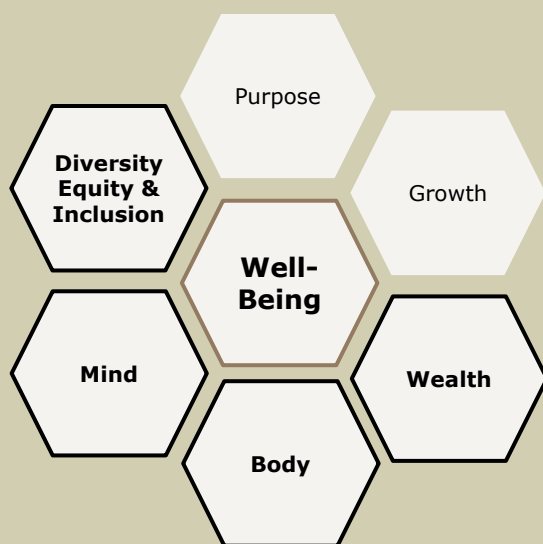
DEFINING QUALITATIVE LEVERS

Mind
The ability of a worker to manage their mental health, stress, and work-life integration

Body
The ability of a worker to manage their physical health, wellness, and physical activity

Wealth
The ability of a worker to manage the financial aspects of their work and personal life

Diversity, Equity & Inclusion
The ability of an organization to empower workers to bring their authentic selves in a safe, encouraging, and accepting environment

Purpose *(not a focus area)*
The connection of a worker's personal values with the values of others and the organization, creating a sense of fulfillment and meaning

Growth *(not a focus area)*
The ability of the organization to meet the needs of the worker's personal and professional goals

SURVEY ATTRIBUTES

Culture of Recognition
- *I am paid fairly for the work I do*
- *I am recognized for excellent work*

Flexible Work Environment
- *I have the flexibility I need to balance my work and personal life*
- *I have predictable work hours*

Fair, Inclusive, Diverse Work Environment
- *I feel comfortable sharing my opinions at work*
- *I am treated with respect at work*
- *I am treated fairly at work*

Humanistic Workplace
- *My organization has a genuine interest in my health and well-being*
- *The people I work with are there for me when I need them*
- *I have fun at work*
- *I have developed strong personal connections at work*

Work-Life Integration (custom question)
- *I have access to adequate resources to help manage my mental health, stress, and work-life integration*

Well-Being
Observations

Well-Being hexagon diagram: Purpose, Growth, Wealth, Body, Mind, Diversity Equity & Inclusion surrounding Well-Being

BODY

- **Burnout:** Sworn noted in focus groups that Assigned Hire and Recall programs are leading to burnout. Trepidation was also expressed on upcoming DROP retirees' and pending vaccine mandate terminations' impact on this. Survey data showed 28% favorability towards LAFD having a genuine interest in health and well-being by sworn. Sworn members also selected "heavy workload / inadequate resources" as one of the main sources for conflict at LAFD

- **Time-off policies:** In focus groups and interviews, employees described the policies for time off as not well defined, laborious, informal, and causing stress on the individual and the workforce

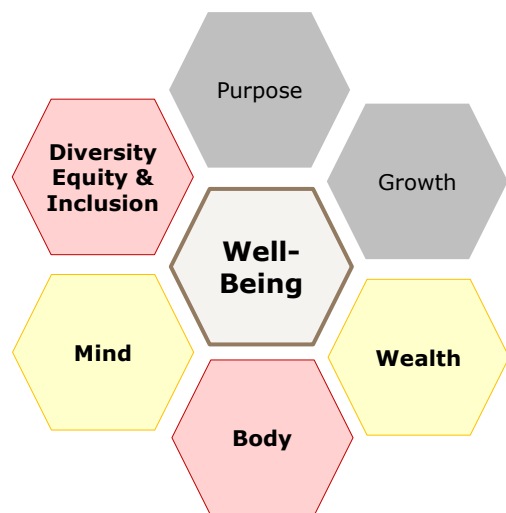- **Dispatch call requirements:** During focus groups, sworn members expressed frustration and exhaustion when describing the requirement to dispatch a fire engine team to every call (see "work" for more details on this)

WEALTH

- **Sentiments around pay for sworn:** Survey data shows that 73% of sworn members responded favorably for being paid fairly. In focus groups, sworn expressed that they are compensated fairly and are pleased with the opportunity to collect a pension, but feel the department sees compensation as the primary form of appreciation

- **Different perception of value**: Survey data suggests that 59% of civilians responded favorably to being paid fairly. Feedback from focus groups indicated that during the COVID-19 pandemic, civilians were furloughed while sworn members were not, which was said to perpetuate an "us vs. them" mentality

MIND

- **Wellness resources:** Survey data indicates that 60% of responses were favorable to "having access to adequate resources to help manage my mental health, stress, and work-life integration." Employees expressed recognition of the efforts LAFD has made in access to and improvements in wellness resources in recent years, such as two department psychologists and support dogs

- **Sworn females' well-being:** Survey data indicates that sworn members responded with 28% favorability towards "my organization has genuine interest in my well-being", while civilians responded with 52% favorability. Sworn females responded with 13% favorability, while civilian females responded with 56%. Sworn males responded with 26% favorability

DIVERSITY, EQUITY & INCLUSION

- **Inclusion Challenges:** Although the Department has a workforce that is demographically representative of the city of LA, data collected in interviews and focus groups indicate potential differences in experiencing inclusion at work. Two examples: Sworn females responded 38% favorably to "I feel comfortable sharing my opinions at work" compared to sworn males (50%) and civilian females (65%) and Civilians also expressed perceptions of being treated as "second-class citizens" and not being considered as crucial to the mission of the fire service

- **Gratitude:** Members expressed, during interviews and focus groups, that they would like to receive more messages of positive reinforcement, gratitude, and appreciation from leadership and immediate supervisors. Civilians noted that their promotions were not celebrated in the same way as sworn promotions and impacted their sense of inclusion

- **Personal connections:** Members shared, in focus groups and interviews, that they work with colleagues with whom they have personal connections and support them. This is further reflected by survey data showing 80% favorability to "I have developed strong personal connections at work"

Well-Being
Quantitative Overview

OBSERVATIONS

▪ Quantitative data across sworn and civilian indicate different experiences at LAFD in some areas while also highlighting a consistent opportunity to improve well-being programs across both groups. Less than half of LAFD believe there is a fair, inclusive, and diverse work environment

---

Culture of Recognition

44% *average favorable responses to a workplace that recognizes employees for their contributions*

Sworn and civilian favorable responses were similar on this item at 44%
➢ Across gender and employee status, female civilians indicated higher favorability (46%), compared to their counterparts – civilian males 41%, sworn females (41%)
➢ This variation grows (14%) when it comes to recognition between sworn and civilian pay

Flexible Work Environment

39% *average favorable responses to a work environment that allows employees to maintain a healthy work-life balance*

Favorability varied between sworn (34%) and civilian (79%)
➢ Engineers (24%), Firefighter Paramedics (27%), Firefighter III (28%) responses were lowest in favorability
➢ Administrative Services (91%), Training and Support (75%), EMS (74%) and IT (71%) were highest in favorability

Fair, Inclusive, Diverse Work Environment

45% *average favorable responses to a work environment that is safe, fair, and allows for the expression of diverse opinions and values*

Favorability varied for civilians (50%) and sworn (44%)
➢ Firefighter Paramedics indicated low favorability in responses (33%) while Apparatus Operators had one of the highest favorability responses (64%)

50% favorability to "I feel comfortable sharing my opinions at work" Across gender, sworn females indicated lower favorable responses at 38% compared to sworn males at 50%, and civilian females at 65%
➢ Apparatus Operators and Fire Inspectors provided higher indicators of favorability at 64%, while Firefighter II indicated lower favorability at 33%

Humanistic Workplace

34% *average favorable responses to an interconnected workplace characterized by strong personal connections between employees*

➢ Similar responses between sworn (34%) and civilians (45%) across this attribute
➢ 80% favorability to "I have developed strong personal connections at work"
➢ 28% favorability to "my organization has a genuine interest in my health and well-being"
➢ Respondents born after 1995 had a 9% favorability response regarding LAFD being a "humanistic workplace"

Well-Being
What was heard
Quotes* from focus groups and interviews

"I think **we've come a long way with the development of the Behavioral Health Center and hiring of the psychologists** we have at the department now. I have first-hand experience using those resources for myself and my members and **they take care of us**."

"At the Captains' level, **I think mental health should be more openly discussed. We need to provide our Captains with the tools and resources** to be able to talk about this with their subordinates."

"Our engagement as a team has suffered since switching to telecommuting. I feel our employees slacking off more**, they've forgotten the purpose of their role and require more attention than they did when we were in the office** with one another."

"When our members work long hours, then go home, they're just in recovery from their long shifts. I don't think that's real quality time being spent with their family. **I can see the long-term effects of that looming over our guys.**"

"We don't feel appreciated at our level. Feels like **no matter how hard we work, it's never enough**."

"I reached out to the department psychologist when I needed help, **but they were booked up for two weeks and seemed overwhelmed with the need** they were seeing."

"**I love my job, but I'm working more than I ever have.** I work more than is needed from month to month and then I'm told **I can't go home and see my kids.**"

"Staffing problems are **foreseeable and won't be sustainable**, looks like as more college educated individuals are being hired, they're going to want to be **thinking smarter not harder and thinking scientifically about our wellness.**"

"**Staffing shortages play into work-life balance** and how people are doing. With the recalls and staffing, you don't feel like the department is supporting you. They just want you to show up and do your job."

"For those who continue to promote and stay at the Department, sworn members receive a promotions recognition party and I think **the same celebration and recognition would be nice for civilians to have** when we get promoted too."

Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor

Well-Being
Strengths & Areas of Consideration

Strengths

✴ Sworn members at LAFD feel they are fairly and well compensated

✴ Mental health resources are available at LAFD and most are aware of the avenues to utilize these resources, if needed

Considerations

Purpose

Growth

Diversity, Equity & Inclusion

Well-Being

Mind

Wealth

Body

🟥 Area Requires Attention
🟨 Area of Focus
🟩 Area of Strength
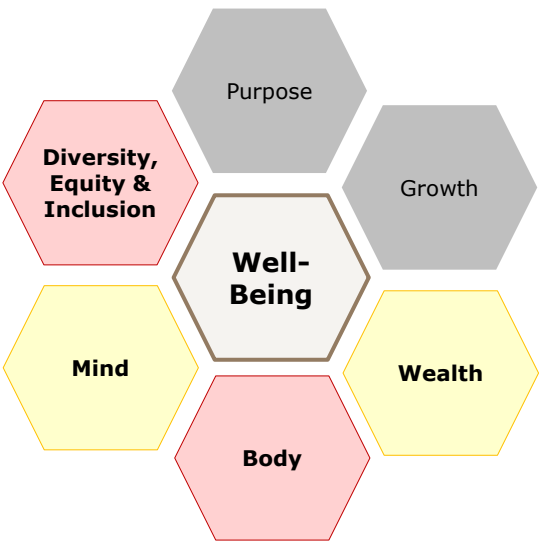
1 *Strengthen psychological safety:* Through measures such as conversations that make employees feel heard and anonymous feedback channels, concerns around psychological safety may be addressed

2 *Show gratitude:* There is an opportunity to more frequently express gratitude for employees that can increase morale

3 *Re-iterate time off policies:* Providing guidance around appropriate approaches in taking time off work may lead to appropriate usage of time-off policies that could lead to members feeling recharged

4 *Celebrate civilian promotions:* Civilians expressed a desire for their promotions to be celebrated in the same way that sworn promotions are

5 *Availability of mental health resources:* Members expressed a need for additional psychologists to increase accessibility to help at the time that it's needed

Defining the relationship to *learning & development*

The relationship I have with how well prepared I feel to advance and learn in my work
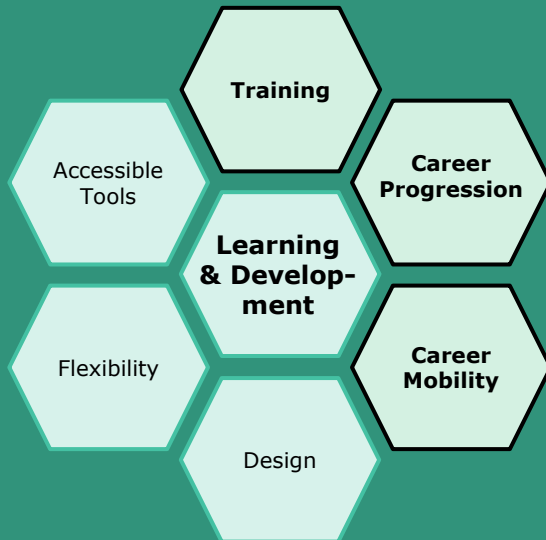
DEFINING QUALITATIVE LEVERS

Training
The system of activities designed to help me obtain knowledge, skills, and progress professionally and personally

Career Progression
The opportunities available to me for moving forward and getting promoted

Career Mobility
The opportunities and resources available to me which allow me to move across positions or occupations in the workplace

Flexibility *(not a focus area)*
My ability to determine where and when I work

Accessible Tools *(not a focus area)*
The access to tools that equip the workspace, enable work anytime and anywhere, enhance work, reduce hassle, etc.

Design *(not a focus area)*
The design of the workspace and technology that accommodates my personal and work needs

SURVEY ATTRIBUTES

Facilitated Talent Mobility
- *I am excited about career paths available to me*
- *I believe my career goals can be achieved at my organization*

High-Impact Learning Culture
- *My organization makes it a priority to invest in my training and development*
- *I have opportunities to learn and grow at work*

Training and Support on the Job
- *I have someone at work who actively supports me in my career*

Self-Directed Dynamic Learning
- *I have access to learning opportunities that I can pursue on my own (e.g., online training, mentoring programs)*

Learning & Development
Observations

■ Area Requires Attention
■ Area of Focus
■ Area of Strength

TRAINING

- **Technical training:** Sworn members feel a sense of pride in the technical trainings offered at LAFD (e.g., for firefighters). However, both sworn and civilian groups indicate low favorability in feeling that LAFD makes investments in training and development of their employees (35%.) Civilians expressed there was a lack of effective technical training for their roles. Survey data shows civilians (51%) responded less favorably towards having training and on the job support than sworn members (66%)

- **Soft skills and leadership training:** Although Leadership Academy is available, data from focus groups and interviews indicated a desire for effective and mandatory soft skills training, especially for those in leadership roles. These sentiments were prominent across Fire Captains both in focus groups and survey results, with Captains' responses around training and support on the job at 54% favorability

- **Training methods and materials:** Common feedback from sworn members suggest that training materials are outdated and focus on policies and procedures rather than everyday challenges and situations employees face

- **Access to trainings for civilians:** Civilians noted that they would like access to LAFD trainings, where appropriate, instead of just those available through the City of LA

CAREER MOBILITY

- **Sworn opportunities for mobility:** Sworn members had a 48% favorability response for career mobility compared to 34% for civilians. This was reflected in focus group and interviews with civilians expressing limitations in career mobility

- **Excitement for sworn career paths:** Firefighter II indicated higher favorability at 93% in response to "I am excited about career paths available to me", compared Assistant Chiefs at 40%, and Apparatus Operators at 44% who provided lower indicators of favorability

CAREER PROGRESSION

- **Lack of robust performance measurement and reviews:** Feedback from focus groups and interviews indicate that performance management processes are limited to checking boxes, and are not accompanied with coaching conversations and actionable developmental feedback

- **Development practices for career progression:** Both sworn and civilian members show a perceived lack of understanding about requirements for and what factors are considered in promotions. The process was described in focus groups and interviews as subjective and biased. Firefighter II (87%), Fire Captain II (81%), Engineers (79%), and Fire Inspector II (79%) indicated higher favorability, while Firefighter Paramedics (51%), Fire Assistant Chiefs (60%) and Fire Battalion Chiefs (62%) provided lower indications of favorability

- **Objectivity in promotion process:** Feedback heard from sworn members indicated that at certain levels (e.g., Captain II) written tests are not standardized, and panel decisions around promotions lack objective measurement, which allows biases in the process. Data collected in focus groups and interviews indicate that reasons for decisions are not always shared with candidates, which compounds perceptions of a lack of transparency and clarity in the process

Learning & Development
Quantitative Overview

OBSERVATIONS

- General sentiments around learning and development vary by civilians and sworn, with civilians providing indicators of less favorability towards Talent Mobility, High Impact Training Culture, Training and on the Job Support, and Self-Directed Dynamic Learning

- Individuals with less than one year of tenure at LAFD provided indicators of higher favorability across Talent Mobility, High Impact Training Culture, Training and on the Job Support, and Self-Directed Dynamic Learning

Facilitated Talent Mobility

45% *average favorable responses to having sufficient career growth and development opportunities at the organization*

Favorability varied between civilians (34%) and sworn (48%)
- Sworn (51%) and civilian (39%) responses indicate variance in favorability in "I am excited about the career paths available to me"
- Sworn (65%) and civilian (45%) responses indicate variance in "I believe my career goals can be achieved at my organization"

Individuals with less than 1 year of tenure at LAFD provided indicators of higher favorability for both sworn (71%) and civilian (75%)

Training and on the Job Support

64% *favorable responses to having ample support and mentorship in career development*

Favorability varied between civilians (51%) and sworn (66%)
- Fire Captains I & II indicated lower favorability at 55%, compared to Firefighter III and Fire Assistant Chiefs at 80%

For sworn members, individuals with over 31+ years have lower favorable responses at 29%

High Impact Training Culture

35% *average favorable responses to a culture that prioritizes training and development*

Favorability varied between civilians (31%) and sworn (36%)
- Sworn (36%) and civilian (31%) provided similar indicators of favorability towards "my organization makes it a priority to invest in my training & development"
- However, responses vary by civilian (53%) and sworn (72%) on "I have opportunities to learn and grow at work"

Self-Directed Dynamic Learning

63% *favorable responses to having access to self-directed learning activities such as online training and mentoring programs*

Favorability varied between civilians (50%) and sworn (64%)
- Firefighter II (93%) and Fire Assistant Chiefs (90%) indicated higher favorability, while Firefighter Paramedics (59%), Apparatus Operators (60%), and Fire Captain I (62%) indicated lower favorability
- Individuals who have been at LAFD for less than 1 year indicated higher favorability at 82%

Learning & Development
What was heard
Quotes* from focus groups and interviews

"**Mentorship is self-motivated at LAFD.** People finding and mentoring you on their own is a VERY limiting opportunity. I don't see this working for others below me. When you go up for a promotion, guys will seek out mentors, **but as an organization, we fail at setting that up formally.**"

"Our promotions process works like, **if member A has more connections/knows more people than person B, they may get a better score**. I'm not sure this is affording us top-rated candidates."

"We can take time off to secure and attend a class, but there's all this scheduling and work behind the scenes to do that, especially with the current staffing shortage. **It costs us more than just the normal cost of taking the class.** Not to mention the stigma of not being at work so we can take this course."

"**Trainings, classes and opportunities exist** but you have to be self-motivated to take advantage of all of these things. The Leadership Academy is one of the best tools for this."

"The In-Service training team, which oversees training members throughout their careers after probation year one, has a staff of ~10 people whereas the Recruit Training team is staffed with ~45 individuals. **This shows me in black and white that our priority in training is for the first year only.**"

"If we had **set standards for each promotional role**, they'd know exactly what's expected of them when they come in at that level."

"The message from our fire department regarding training is – train like your life depends on it **but do it on your own time**."

Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor

Learning & Development
Strengths & Areas of Consideration

Strengths

✷ Development of Critical Conversations training program & Leadership Academy

✷ First year as a probationary member yields high learning and development opportunities, mentorship, and hands on training

Considerations

1 ***Opportunities for mentorship:*** Mentorship is not sustained after probationary period leading to poor perceptions around career mobility, progression support, and leadership development

2 ***Objectivity in promotion process:*** A need for objective and formal promotion process to decrease perceptions of bias, and create objective behavioral and technical measures for promotions

3 ***Evaluate training materials and learning opportunities:*** Desire for training materials and expanded access to learning and development opportunities that address conflict mitigation, DEI, compassionate leadership, and hands-on, rank and level-specific job training

Hexagon diagram:
- Training
- Accessible Tools
- Career Progression
- Learning & Development
- Flexibility
- Career Mobility
- Design

Legend:
- ▢ Area Requires Attention
- ▢ Area of Focus
- ▢ Area of Strength

Defining the relationship to _**technology**_

The relationship I have with the technologies that connect me to my work, workforce, and workplace
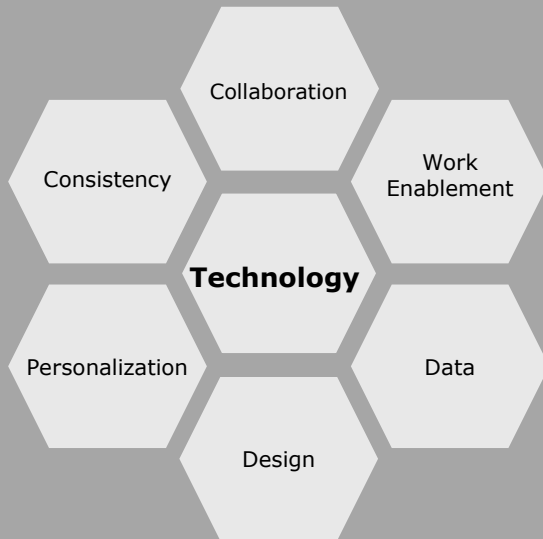
DEFINING QUALITATIVE LEVERS

Collaboration & Communication _(not a focus area)_
The promotion of teaming and knowledge sharing through technology

Work Enablement _(not a focus area)_
The ability to leverage the right technology to accomplish work efficiently

Data _(not a focus area)_
The ability to access real-time information, dashboards, and applications to drive decision-making and complete work

Design _(not a focus area)_
How technology is designed in a human-centric way, resulting in intuitive, simple tools with minimal training

Personalization _(not a focus area)_
The level of personalization that enables technology to cater to the needs and preferences of the worker

Consistency _(not a focus area)_
The usage of technology to enable a consistent work experience regardless of where or when work is done

SURVEY ATTRIBUTES

Data collected from the survey is not sufficiently applicable to the pillar of technology

For this reason, it was removed as a focus area / area of opportunity. Instead, a qualitative summary of the feedback received through focus groups and interviews is provided for awareness on **page 56**

Technology
What we heard
Quotes* from focus groups and interviews

"**I don't think we've invested enough in mobile technology.** Right now, completing all the necessary documentation requires us to go back to a fixed facility, a brick-and-mortar building, to upload our information."

"**Our software programs are very outdated** which limits me from easily gathering the data that I need**. I have to go through different city programs just to get what I need**."

"Resources have been removed from **the FireStat effort/initiative so it's very basic and doesn't demand the accountability that it could or should**. CompStat was a more intense version of FireStat that held people to a very strict standard with well-defined consequences."

"I'd love to see **more visuals of data** incorporated into communications to the department that are mobile friendly and easy to read and access. **Think it could also be beneficial to utilize social media** more often too to deliver messages from the top."

"We **need to get away from a paper-first** way of working."

"We're innovative on paper, but at what cost. We're not asking our firefighters about their ideas for solutions to make our citizens safer. **We only want to make the headlines.**"

"We have old computers/ monitors, some without cameras, which **make it hard to work collaboratively, remotely**."

*Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor

Data Deep Dive

Engagement Data
Survey Deep Dives

Engagement at LAFD

LAFD's engagement across the organization shows that 56% of the workforce is engaged. Government and public sector organizations generally score 60% or higher

56% ENGAGED

An **ENGAGED** employee feels passionate about their organization. They are fully present during the workday and are willing to go above and beyond their normal duties to get the job done

21% NEITHER ENGAGED NOR DISENGAGED

A **NEITHER ENGAGED NOR DISENGAGED** employee feels neutral about their organization. They are meeting expectations, fulfilling performance goals, and are generally satisfied with their work

23% DISENGAGED

A **DISENGAGED** employee feels little or no connection to his or her work. They are "checked out" for much of the workday and have little to no sense of commitment to their organization

Survey Items	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
My organization motivates me to give my best effort at work.	9%	25%	28%	23%	15%
I would recommend my organization to family and friends as a place to work.	17%	31%	23%	16%	13%
I am proud to work for my organization.	33%	38%	16%	8%	5%
Two years from now, I plan to be working at my organization.	40%	31%	17%	5%	7%

Demographics
Interviews, Focus Groups & Survey

Demographics
Interviews & Focus Groups

Across civilian and sworn, interviews and focus groups collected data at all organizational levels. The largest sampled population in both civilian and sworn classifications were non-management employees

Across all management levels*, employees across the following **bureaus and functions** at LAFD participated in interviews and focus groups

BUREAUS

- Administration
- Administrative Operations HQ
- Administrative Services
- Emergency Operations HQ
- Training & Support
- Information & Technology
- Operations Valley

FUNCTIONS

- Professional Standards
- Risk Management
- Recruit Services
- In-Service Training
- Human Resources
- Internal Investigations
- Personnel Services
- EEO
- Supply & Maintenance
- Emergency Operations
- Financial Management
- Management Information Systems
- Fire Line Safety Inspection

Member Type

- Board of Commissioners (5%)
- Sworn (68%)
- Civilian (27%)
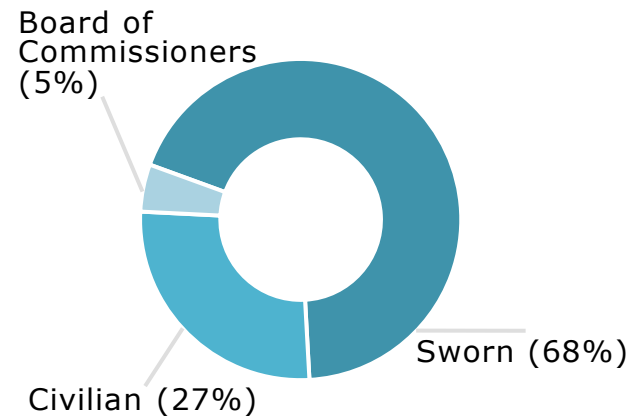
Civilian Classification

- First-Line Management (25%)
- Middle Management (18%)
- Non-Management (50%)
- Executive Management (7%)

Sworn Rank

- First-Line Management (24%)
- Middle Management (12%)
- Non-Management (61%)
- Executive Management (3%)
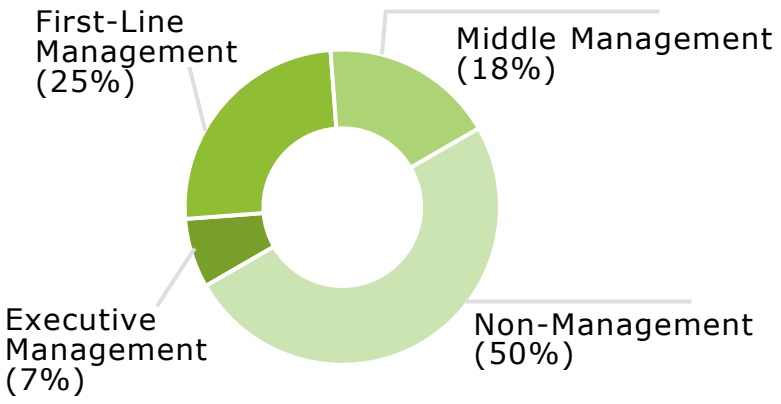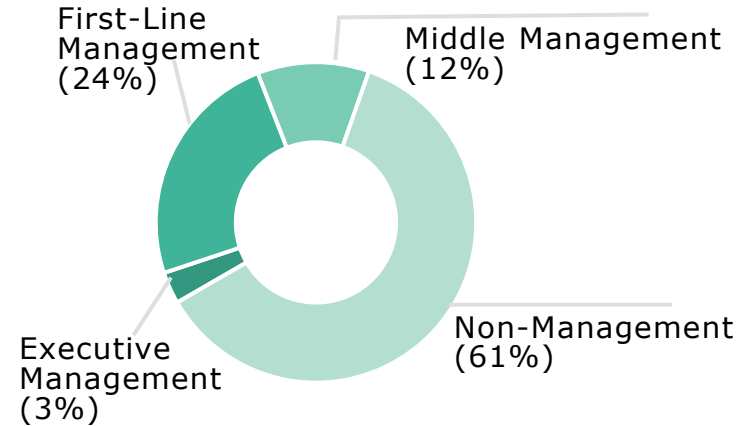
Refer to page 107 to review the types of roles categorized under each management level

Demographics
Survey (page 1 of 3)

Across the survey responses, snapshots of the data were analyzed to show who participated in the survey based on the demographic categories of **age**, **ethnicity**, and **race** to show the collective workplace attitudes of respondents in these categories

Takeaways

The largest percentage of participants identified their ethnicity as **non-Hispanic/non-Latino**, their race as **Caucasian**, and were between **41-56 years of age**

The survey captures cross-representation found in the LAFD's workforce across race, ethnicity, and age groups

Distribution by Ethnicity

- Multi-Racial (7%)
- Other (4%)
- Hispanic or Latino (24%)
- Non-Hispanic or Non-Latino (36%)
- Prefer not to Disclose (28%)

Distribution by Age

- Prefer not to Disclose (10%)
- '45-'64 (12%)
- '95+ (1%)
- '81-'95 (29%)
- '65-'80 (49%)

Distribution by Race

- Caucasian: 44.7%
- Prefer not to disclose: 28.3%
- Other: 10%
- Black or African American: 6.6%
- Asian: 6.3%
- Native Hawaiian or Other Pacific Islander: 2.2%
- American Indian or Alaskan Native: 1.7%
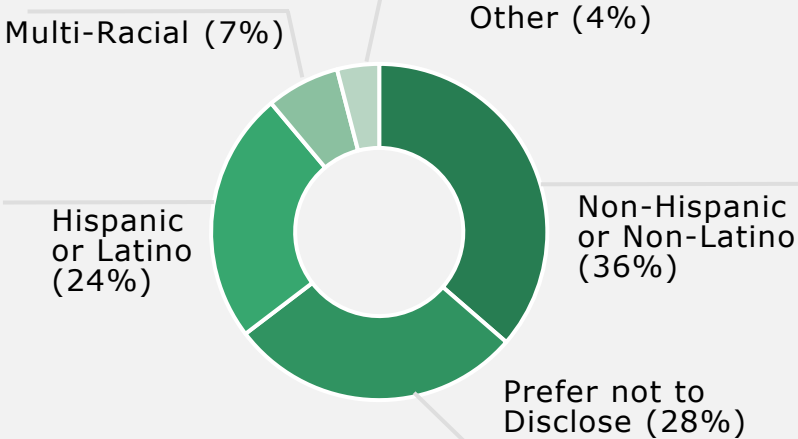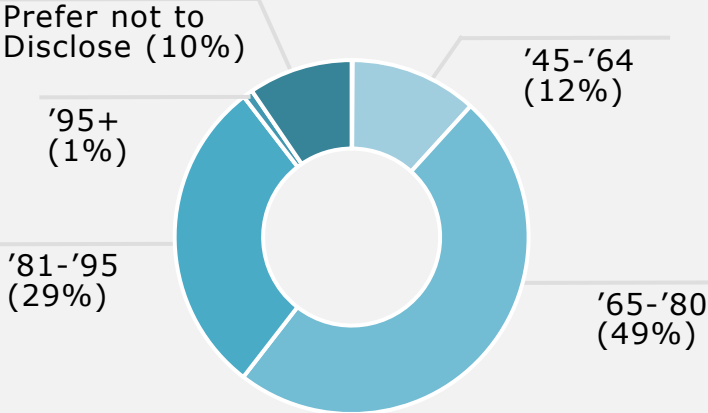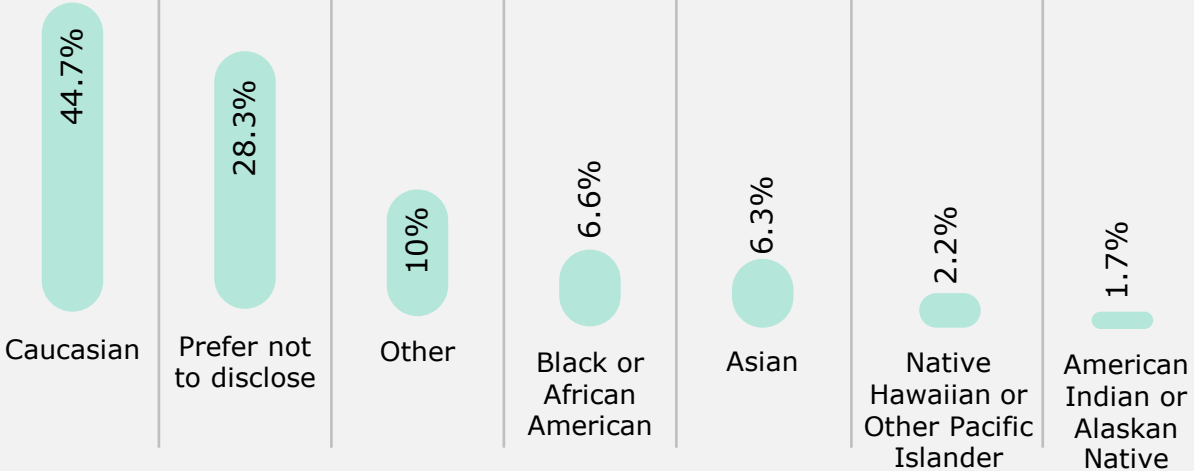
Demographics
Survey (page 2 of 3)

Across the survey responses, snapshots of the data were analyzed to show who participated in the survey based on the demographic categories of **location**, **education**, and **impact of employee programs** to show the collective workplace attitudes of respondents in these categories

Takeaways

45% of participants identified that they have a **bachelor's degree or higher**, 73% live **outside of the City of Los Angeles**, and 65% were impacted by **both the recall and assigned hire programs, with 90% of sworn population who participated in the survey indicating being impacted by at least one of the programs**

This reflects the feedback received during focus groups and interviews that LAFD has moved towards **hiring more individuals with higher education backgrounds**. Feedback also reflected that **a large percentage of the workforce** has been affected by the **recall and assigned hire programs**

Distribution by Education

- Other (3%)
- Ph.D. or higher (1%)
- Master's (7%)
- Prefer not to disclose (6%)
- High School or GED (18%)
- Associate's (28%)
- Bachelor's (37%)
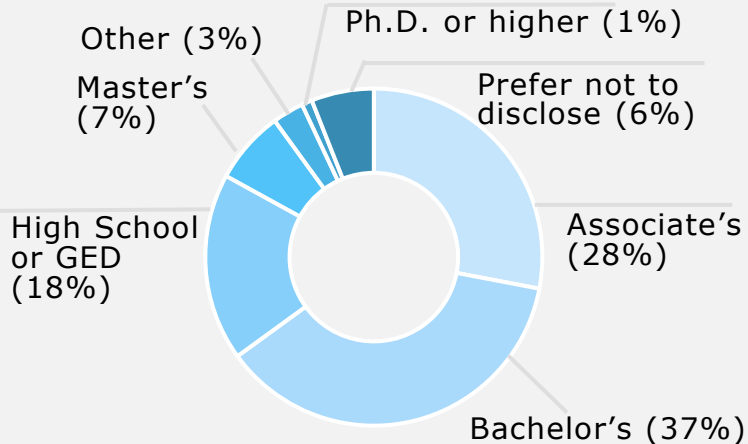
Distribution by Location

- Prefer not to disclose (11%)
- City of Los Angeles (16%)
- Other (73%)

Impact of Employee Programs

- Recall & Assigned Hire: 65%
- N/A: 18%
- Recall: 5%
- Assigned Hire: 4%
- Prefer not to disclose: 3%
- Separation Incentive: 3%
- All three programs: 2%
- Separation Incentive & Assigned Hire: <1%
- Separation Incentive & Recall: <1%
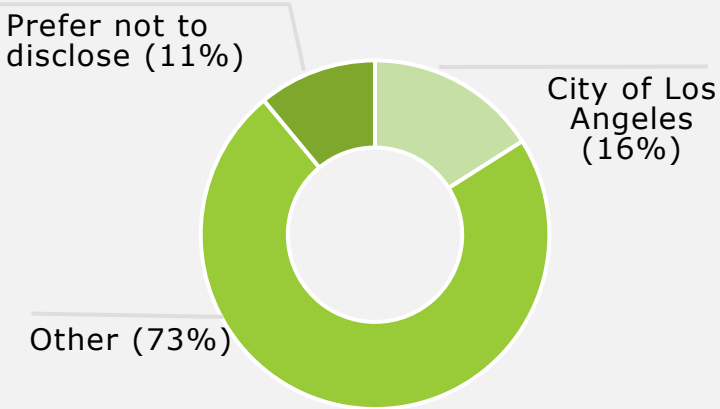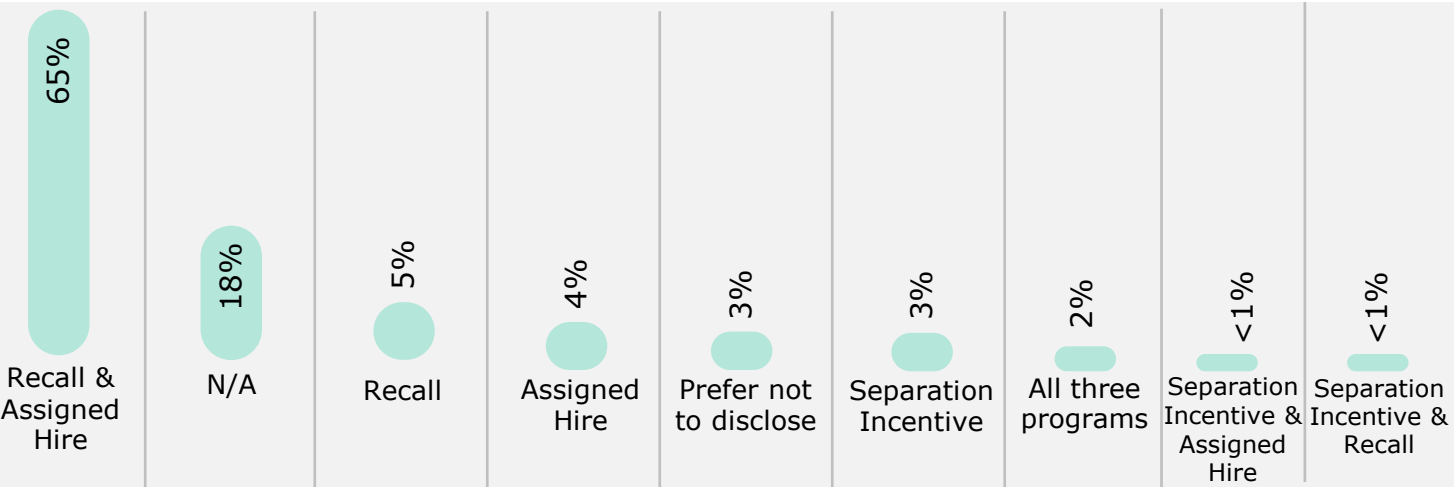
Demographics
Survey (page 3 of 3)

Across the survey responses, snapshots of the data were analyzed to show who participated in the survey based on the demographic categories of **tenure at LAFD** and **tenure in role** to show the collective workplace attitudes of respondents in these categories

─── **Takeaways** ───

The largest percentage of participants identified that they've been at LAFD for **16-25 years**

The largest percentage of participants also identified they've been in their role for **4-6 years** closely followed by **1-3 years**

Distribution by Tenure in Role

- Prefer not to Disclose (6%)
- <1 year (5%)
- 31+ years (1%)
- 1-3 years (23%)
- 26-30 years (2%)
- 16-25 years (13%)
- 4-6 years (30%)
- 11-15 years (11%)
- 7-10 years (9%)
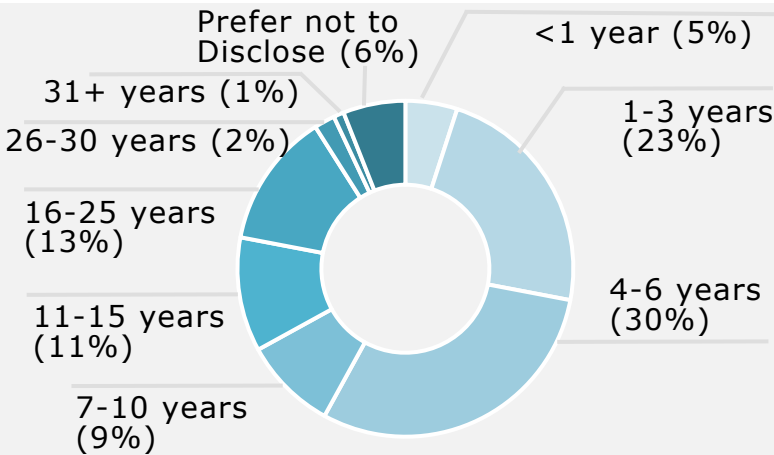
Distribution by Tenure at LAFD

31+ years	26-30 years	16-25 years	11-15 years	7-10 years	4-6 years	1-3 years	<1 year
13%	6%	34%	18%	4%	14%	7%	1%
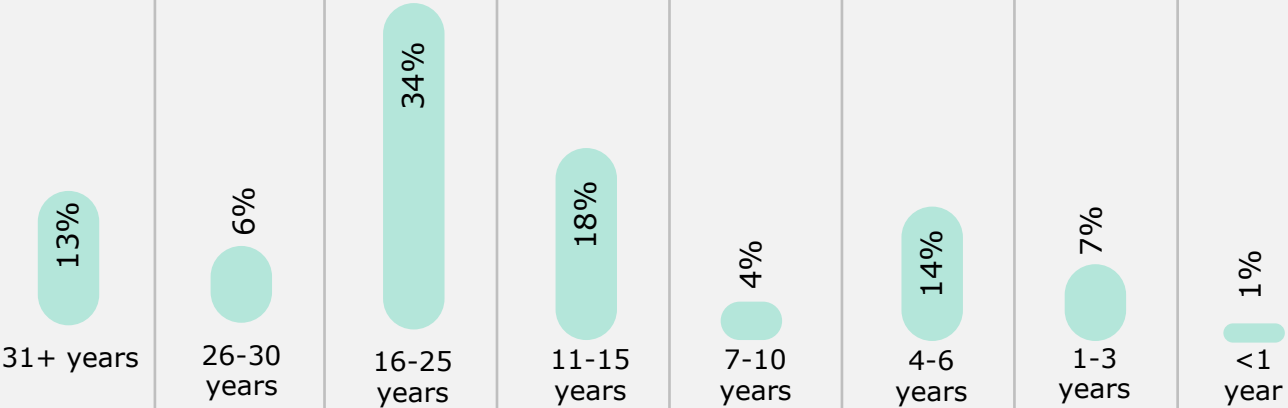
Work
Survey Deep Dives
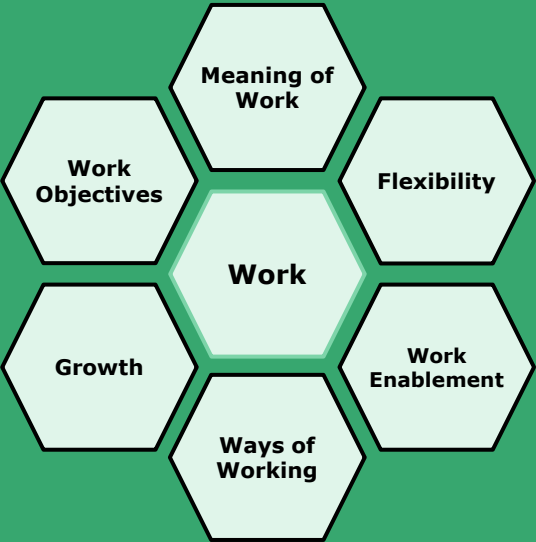
Work
Flexibility (Unstructured Time)
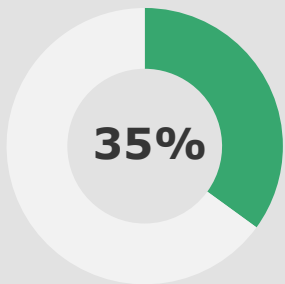
35% ...of survey participants responded favorably to having sufficient time in the day to accomplish tasks

Survey Items						
My organization supports me spending time on work-related projects outside of my normal responsibilities	11%	28%	36%	15%	10%	
At work, I have time to think, reflect, or create	11%	33%	23%	20%	14%	

■ Strongly Agree ■ Agree ■ Neither Agree Nor Disagree ■ Disagree ■ Strongly Disagree

Across employee classification and gender, **civilians provided higher indicators of having flexibility (51%)**, compared to **sworn (33%)**; Across gender, **females provided higher indicators of favorability 46%** compared to **males 35%**

EMPLOYEE CLASSIFICATION
Civilian **51%**
Sworn **33%**

GENDER
Female **46%**
Male **35%**

ETHNICITY

Across race and ethnicity groups analyzed, **American Indian or Alaska Natives provided higher indicators of favorability at 48%**, while **Native Hawaiian or Other provided lower indicators of favorability at 33%**

American Indian or Alaska Native	Asian	White	Native Hawaiian or Other Pacific Islander	Hispanic or Latino	Black or African American
48%	42%	36%	33%	43%	46%

RANK

Favorable Responses (Strongly Agree & Agree)

Within analyzed sworn ranks, **Firefighter Paramedics provided indicators of lower favorability (20%)**, while **Fire Inspectors provided indicators of higher favorability (57%)** to having sufficient time in the day to accomplish tasks. The differences in this dimension could potentially be explained by the impacts of staffing program

Rank	%
Fire Inspector I	57%
Fire Assistant Chief	50%
Fire Inspector II	50%
Apparatus Operator	47%
Fire Battalion Chief	46%
Fire Captain II	44%
Engineer of Fire Dept	37%
Fire Captain I	33%
Firefighter III	29%
Firefighter II	27%
Firefighter Paramedic	20%

TENURE

<1 year	1-3 years	4-6 years	7-10 years	11-15 years	16-25 years	26-30 years	31+ years
36%	32%	29%	27%	31%	38%	37%	41%

Across tenure groups analyzed, **7-10 years and 4-6 years provided lower indicators of favorability at 28% average**

Favorable response percentage is derived from average of Likert scale responses across survey items

Work
Meaning of Work (Work Impact)

Legend: Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree
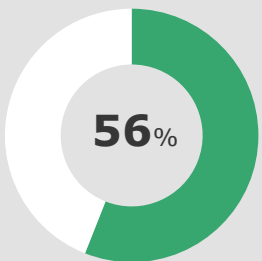
56% ...of survey participants responded favorably towards their work giving them a sense of meaning, purpose, and personal fulfillment

WORK IMPACT

Statement	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
My work gives me the opportunity to regularly use my strengths.	18%	47%	18%	12%	5%
The work I do is meaningful.	33%	49%	12%	4%	3%
My work is aligned with what I value in life.	23%	43%	19%	9%	5%
The work I do contributes to the success of my organization.	33%	48%	12%	5%	3%

Across gender and employee classifications analyzed, responses indicated **similar favorability between sworn and civilian, and male and female** (sworn 56%, civilian 57%) and gender (male 57%, female 54%)

EMPLOYEE CLASSIFICATION

SWORN	**56%**
CIVILIAN	**57%**

GENDER

MALE	**57%**
FEMALE	**54%**

AGE

BETWEEN 1946 AND 1964	BETWEEN 1965 AND 1980	BETWEEN 1981 AND 1995	AFTER 1995
57%	59%	53%	45%

Across age groups analyzed, those born **after 1995 provided lower indicators of favorability (45%)** compared to those born between 1946-1964 (57%)

TENURE

<1 year	1-3 years	4-6 years	7-10 years	11-15 years	16-25 years	26-30 years	31+ years
64%	57%	58%	59%	50%	58%	60%	54%

Across tenure groups analyzed, **indicators of favorability ranges from 50%-64%,** with individuals at LAFD for less than one year indicating higher favorability at 64%

Favorable Responses
(Strongly Agree & Agree)

Across race and ethnicity groups analyzed, American **Indian or Alaska Native group provided indicators of lower favorability** towards work impact **at 38%,** while **Black or African Americans provided higher indicators of favorability at 72%**

ETHNICITY

American Indian or Alaska Native	Asian	White	Native Hawaiian or Other Pacific Islander	Hispanic or Latino	Black or African American
38%	54%	56%	59%	60%	72%

Favorable response percentage is derived from average of Likert scale responses across survey items

People
Survey Deep Dives

People
Communication (Collaboration & Communication, 1 of 2)

COLLABORATION & COMMUNICATION

50%
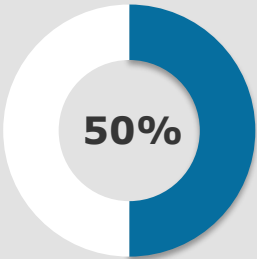
...of responses indicated favorability towards a workforce that promotes simplicity by providing the resources they need to do their jobs, while not overburdening them with unnecessary information. This dimension also encompasses the belief that decisions are made by logical processes and are clearly conveyed across the organization

Across employee classifications analyzed, **sworn responded 49% favorably** and **civilian responded 55% favorably**

EMPLOYEE CLASSIFICATION

SWORN	49%
CIVILIAN	55%

EMPLOYEE RANK

Within sworn ranks analyzed, data suggests that **Firefighter Paramedics responses indicated less favorability (44%)**, followed by Fire Captain I population (46%), while **Firefighter II population responses indicated higher favorability at 72%**

EMPLOYEE BUREAU

By bureaus analyzed, **Operations Valley responses indicated lower level of favorability** towards collaboration and communication **(43%),** and **Administration indicated higher favorable responses at 67%**

ADMINISTRATION	67%
ADMINISTRATIVE SERVICES	63%
EMERGENCY OPERATIONS HQ	60%
FIRE PREVENTION & PUBLIC SAFETY	56%
OPERATIONS SOUTH	54%
OPERATIONS CENTRAL	54%
ADMINISTRATIVE OPS HQ	53%
OPERATIONS WEST	51%
EMS	50%
IT	50%
TRAINING & SUPPORT	47%
OPERATIONS VALLEY	43%

EMPLOYEE GENDER & TENURE

Female responses indicated more favorably around collaboration and communication **(55%).** Across tenure groups analyzed, individuals with **26-30 years with LAFD indicated less favorable responses** to collaboration and communication, **<1 year of tenure responses indicated higher level of favorability (76%)**

Favorable Responses (Strongly Agree & Agree)

FEMALE	55%
MALE	51%

Tenure	Favorable
<1 year	76%
1-3 years	63%
4-6 years	54%
7-10 years	54%
11-15 years	45%
16-25 years	49%
26-30 years	41%
31+ years	48%

Favorable response percentage is derived from average of Likert scale responses across survey items

People
Communication (Collaboration & Communication, 2 of 2)

Within the index of Collaboration & Communication, a deeper look was taken into two survey items that received responses indicating low favorability

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
① People in my organization share information and knowledge across divisions / departments / functions	8%	27%	23%	25%	18%
② Decisions are made at the appropriate level of my organization	6%	24%	26%	25%	19%
My organization enables me to deliver high quality products and services to my customers	15%	40%	26%	13%	6%
I have the information I need to do my job well	22%	49%	13%	12%	4%
I have the resources (e.g., people, tools, technology) I need to do my job well	15%	43%	17%	16%	8%

Legend: ■ Strongly Agree ■ Agree ■ Neither Agree nor Disagree ■ Disagree ■ Strongly Disagree

①
SWORN 34%
CIVILIAN 44%

Favorable Responses (Strongly Agree & Agree)

Category	Favorable %
Service & Craft — FIRE CAPTAIN II	23.81%
FIRE CAPTAIN I	28.50%
Supervisory Administrative — FIRE ASSISTANT CHIEF	30.00%
APPARATUS OPERATOR	31.11%
Professional Engineering & Scientific — ENGINEER OF FIRE DEPT	31.93%
FIREFIGHTER III	36.82%
Clerical — FIREFIGHTER PARAMEDIC	37.61%
FIRE BATTALION CHIEF	40.54%
Administrative — FIRE INSPECTOR II	42.86%
FIREFIGHTER II	66.67%

(Category bar labels: Service & Craft 21%, Supervisory Administrative 38%, Professional Engineering & Scientific 46%, Clerical 58%, Administrative 58%)

②
SWORN 27%
CIVILIAN 51%

*Across sworn ranks analyzed, **Apparatus Operators responses indicated less favorability at 20%**, followed by Fire Engineers (23%), Firefighter Paramedics (24%), and Fire Captains I and II (25%)*

Rank	Favorable %
APPARATUS OPERATOR	20%
ENGINEER OF FIRE DEPT	23%
FIREFIGHTER PARAMEDIC	24%
FIRE CAPTAIN I	25%
FIRE CAPTAIN II	25%
FIREFIGHTER III	29%
FIRE INSPECTOR I	35%
FIRE ASSISTANT CHIEF	40%
FIRE BATTALION CHIEF	49%
FIREFIGHTER II	53%
FIRE INSPECTOR II	64%

Favorable response percentage is derived from average of Likert scale responses across survey items

People
Trust (Conflict)

In the survey a set of custom questions were developed with LAFD stakeholders to gain a deeper understanding of workplace attitudes and beliefs. For <u>people</u>, the question – **"I have access to adequate resources to mediate and mitigate conflict"** relates to the qualitative lever of trust

SUMMARY

48%

…of survey responses were favorable to "I have access to adequate resources to mediate and mitigate conflict". This aligns with the qualitative feedback collected that many members recognize they don't have proper training/tools to resolve conflicts on their own

*When looking across employee classification and gender, among the four groups analyzed, **male civilians had the lowest favorable responses (20%)**, and **civilian females had the highest favorable responses (51%)***

EMPLOYEE CLASSIFICATION & GENDER

Group	Favorable
Sworn, Male	30%
Civilian, Male	20%
Sworn, Female	47%
Civilian, Female	51%

Favorable Responses
(Strongly Agree & Agree)

Favorable response percentage is derived from average of Likert scale responses across survey items

EMPLOYEE TENURE

*Among tenure groups analyzed, survey data suggests the **longer** an individual is at the LAFD, the **less favorably they rated access to adequate resources for mediation and conflict resolution**. The same is true for both employee classification populations*

Sworn

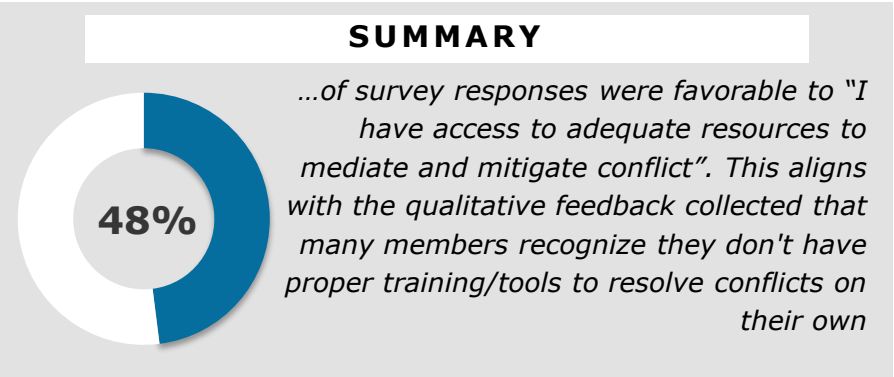|	Unfavorable	Neutral	Favorable
<1 yr	14.30%	28.60%	57.10%
1-3 yrs	16.00%	18.00%	66.00%
4-6 yrs	15.90%	24.20%	59.90%
7-10 yrs	27.30%	24.20%	48.50%
11-15 yrs	26.80%	29.40%	43.80%
16-25 yrs	32.20%	20.10%	47.70%
26-30 yrs	33.80%	23.50%	42.70%
31+ yrs	41.60%	23.50%	34.90%

Civilian

	Unfavorable	Neutral	Favorable
<1 yr	0.00%	25.00%	75.00%
1-3 yrs	8.11%	37.84%	54.05%
4-6 yrs	15.00%	25.00%	60.00%
7-10 yrs	27.27%	27.27%	45.45%
11-15 yrs	32.00%	28.00%	40.00%
16-25 yrs	41.18%	23.53%	35.29%
26-30 yrs	50.00%	25.00%	25.00%

Favorable

Unfavorable

Organization
Survey Deep Dives

Organization
Trust in Leadership (Purpose)

Legend: Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree
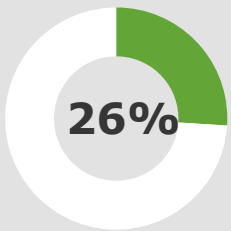
26% ...of LAFD members responded favorably to the mission and purpose of the organization being exciting and relatable

Survey Items			
I understand the relationship between my job and my organization's mission	23% / 51%	14%	7% / 4%
I am excited about my organization's mission	13% / 33%	31%	14% / 9%
Senior leaders are fulfilling my organization's mission	6% / 19%	28%	22% / 25%

Employee Type

Responses indicate there is variability in purpose by employee type with **sworn having 23%** and **civilian having 52% favorable responses**

Sworn: 23%
Civilian: 52%

Rank	Favorable
Firefighter II	73%
Fire Assistant Chief	70%
Fire Battalion Chief	49%
Fire Inspector II	36%
Fire Inspector I	36%
Fire Captain II	26%
Firefighter Paramedic	22%
Fire Captain I	21%
Firefighter III	18%
Engineer of Fire Dept	17%
Apparatus Operator	16%

*In ranks analyzed, **Apparatus Operators provided lower indicators of favorability** towards purpose **at 16%,** followed by Engineers at 17%, and Firefighter III at 18%*

Favorable Responses (Strongly Agree & Agree)

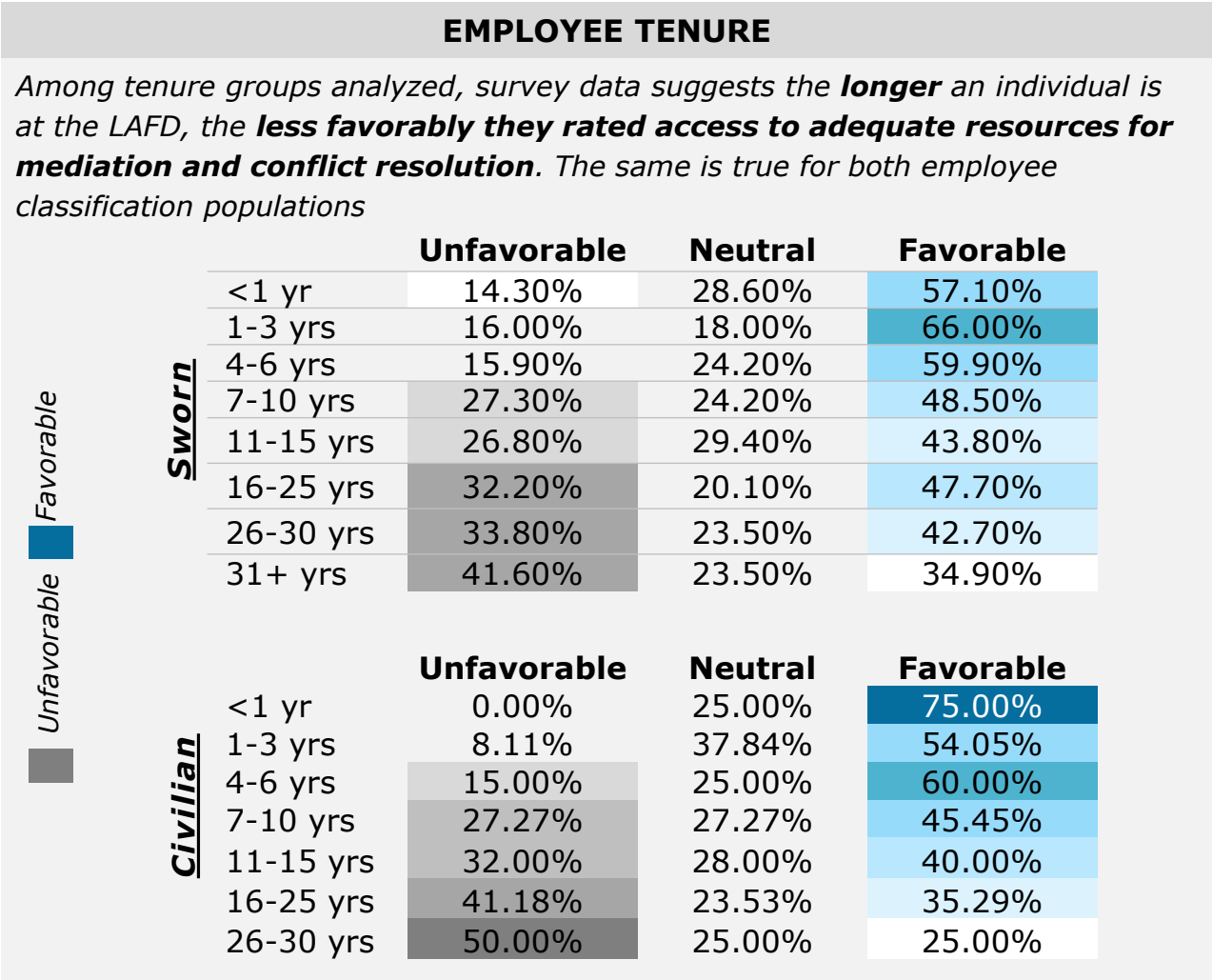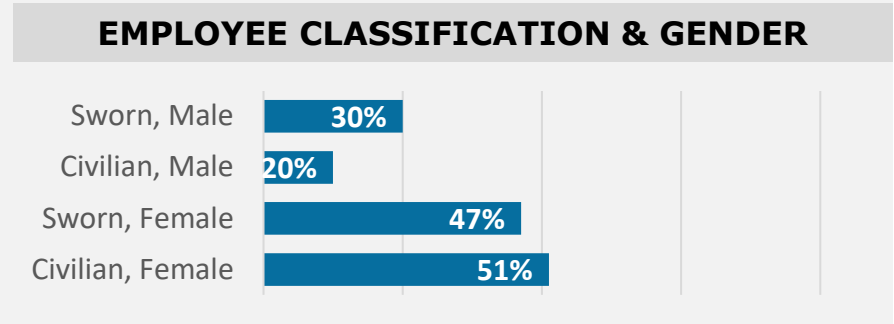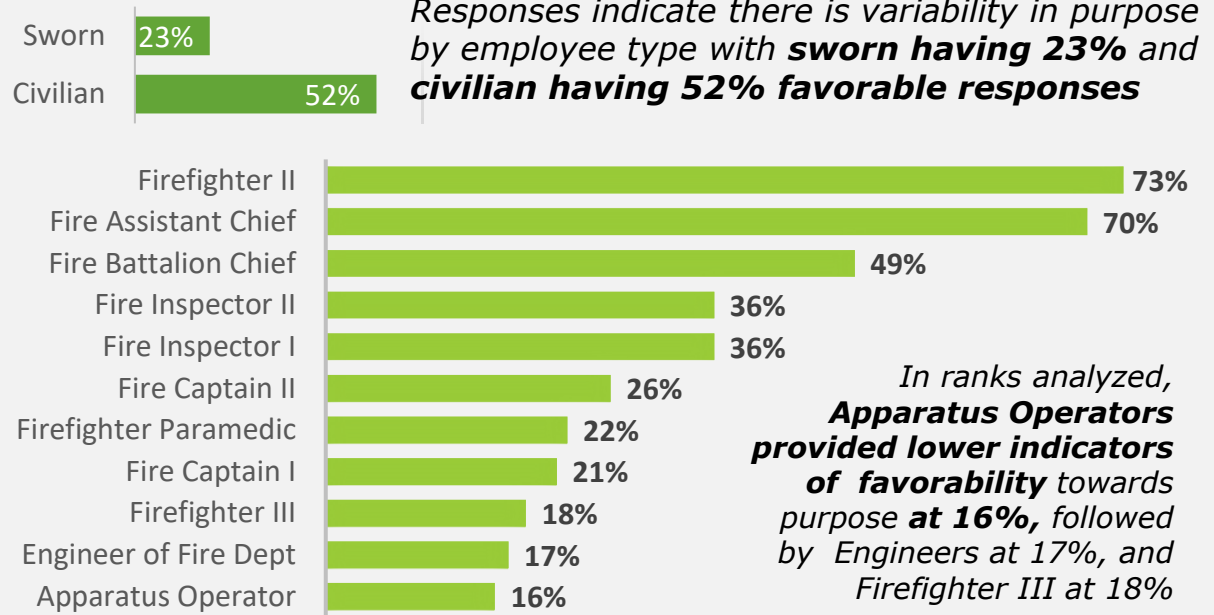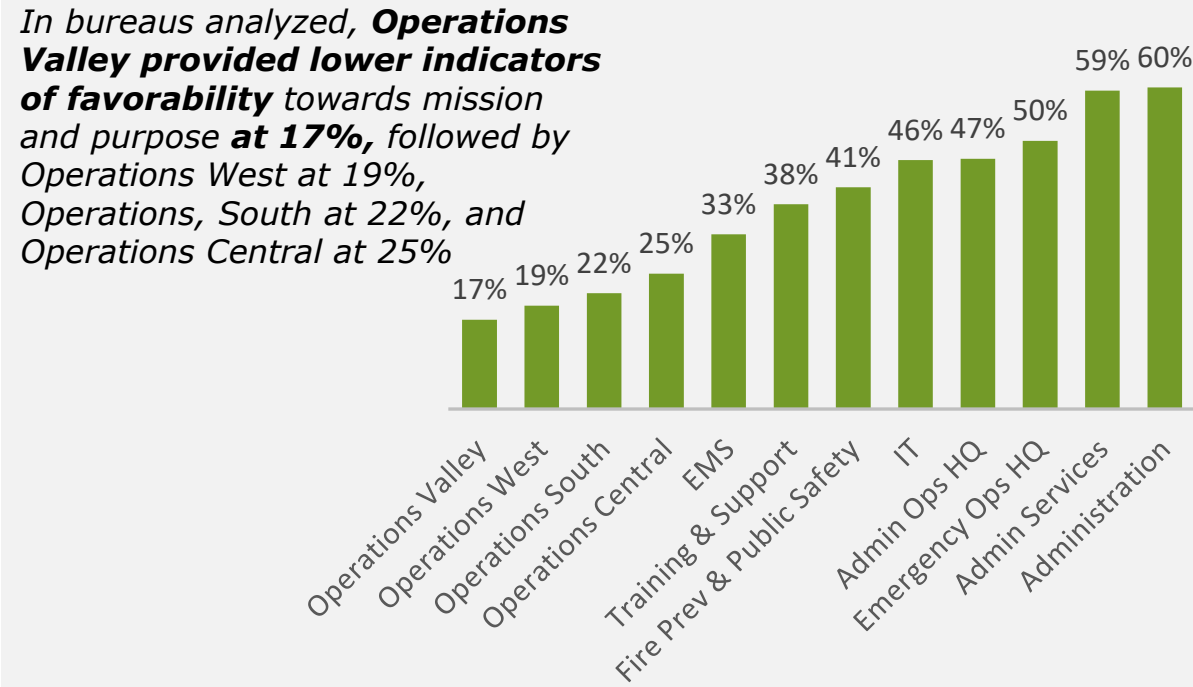*Favorable response percentage is derived from average of Likert scale responses across survey items*

Employee Bureau

*In bureaus analyzed, **Operations Valley provided lower indicators of favorability** towards mission and purpose **at 17%,** followed by Operations West at 19%, Operations, South at 22%, and Operations Central at 25%*

Bureau	Favorable
Operations Valley	17%
Operations West	19%
Operations South	22%
Operations Central	25%
EMS	33%
Training & Support	38%
Fire Prev & Public Safety	41%
IT	46%
Admin Ops HQ	47%
Emergency Ops HQ	50%
Admin Services	59%
Administration	60%

Organization
Trust in Leadership (Transparency and Honesty, 1 of 2)

Favorable Responses (Strongly Agree & Agree)
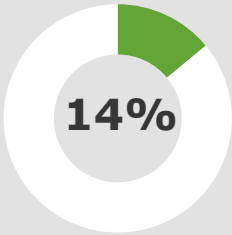
14% ...of survey participants responded favorably towards senior leaders being open, honest, and compassionate in their communications with employees

Survey Items	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
Senior leaders' actions match their words	5%	14%	19%	27%	35%
I have trust and confidence in my organization's senior leaders	6%	16%	23%	26%	30%
Senior leaders are open and honest in communications with me	6%	19%	25%	24%	26%
Senior leaders truly care about employees	6%	16%	24%	24%	30%

Employee Bureau

- Administration — 50%
- Admin Services — 41%
- Admin Ops HQ — 33%
- Emergency Ops HQ — 32%
- Fire Prev & Public Safety — 28%
- IT — 25%
- Training & Support — 22%
- EMS — 20%
- Operations South — 13%
- Operations Central — 11%
- Operations Valley — 9%
- Operations West — 7%

*Across bureaus analyzed, **Operations West provided lower indicators of favorability** towards transparency and honesty at 7%, followed by Operations Valley at 9%, Operations Central at 11%, and Operations South at 13%*

Employee Type

- SWORN — 11%
- CIVILIAN — 39%

*Responses indicate there is variability in transparency and honesty across employee type with **sworn having 11% favorability** in responses compared to **civilians at 39%***

*Further analysis into sworn population indicate that **Engineers have 5% favorability towards transparency and honesty,** while **Firefighter II have 47% favorability in responses***

- Engineer of Fire Dept — 5%
- Apparatus Operator — 7%
- Fire Captain I — 8%
- Firefighter III — 10%
- Firefighter Paramedic — 11%
- Fire Captain II — 14%
- Fire Assistant Chief — 20%
- Fire Inspector II — 21%
- Fire Inspector I — 29%
- Fire Battalion Chief — 32%
- Firefighter II — 47%

Favorable response percentage is derived from average of Likert scale responses across survey items

Organization
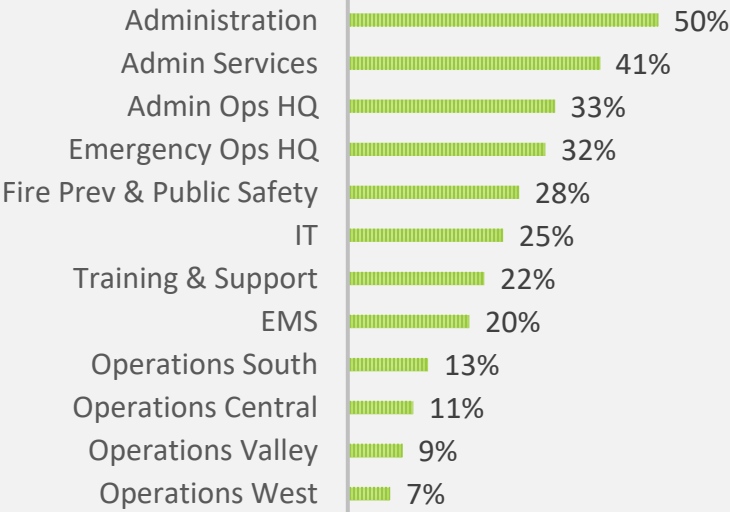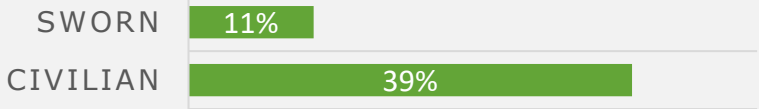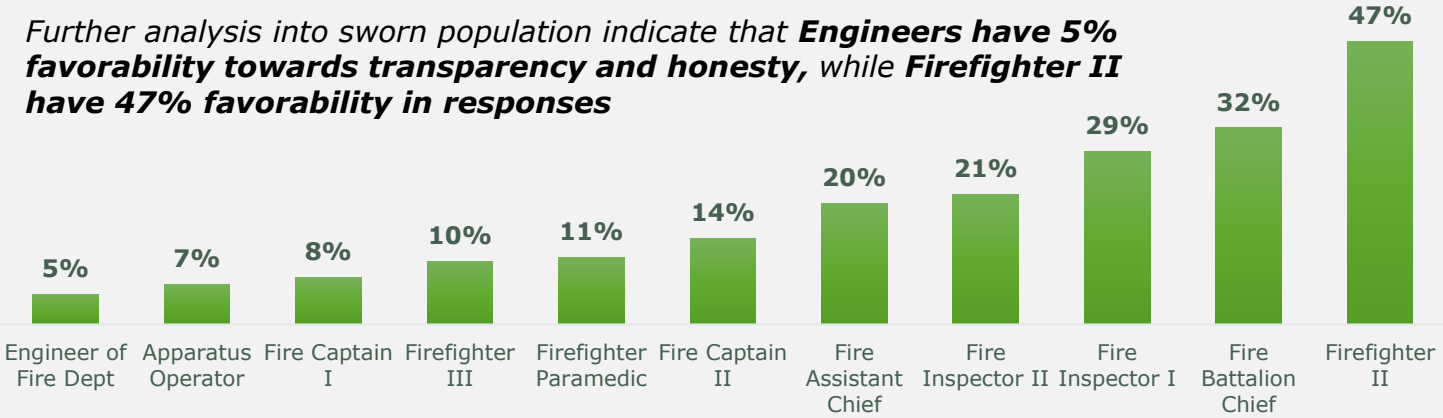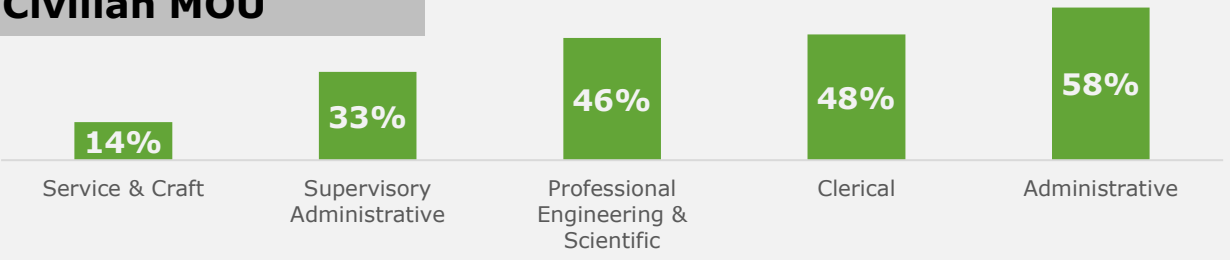*Trust in Leadership (Transparency and Honesty, 2 of 2)*

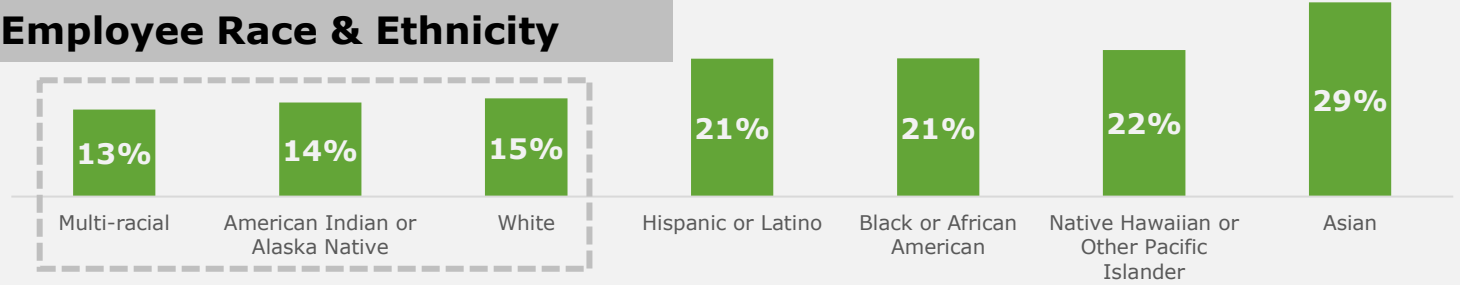Favorable Responses
(Strongly Agree & Agree)

Civilian MOU

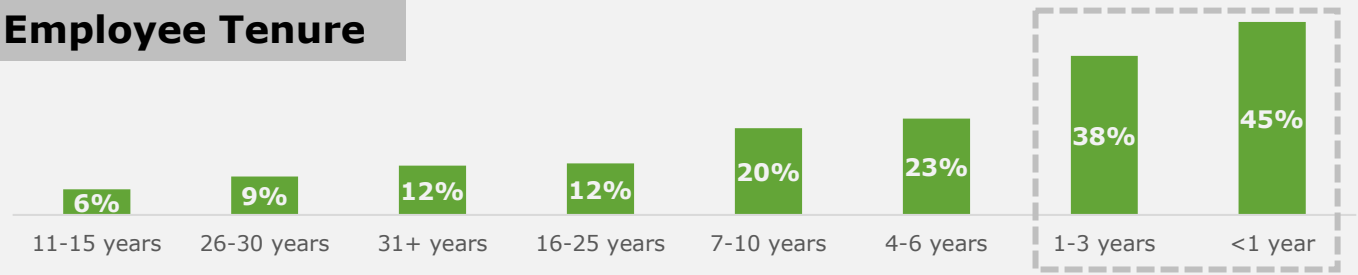| Service & Craft	Supervisory Administrative	Professional Engineering & Scientific	Clerical	Administrative
14%	33%	46%	48%	58%

*Across civilian MOUs analyzed, **Service and Craft has the lowest indicator of favorable responses at 14%** and **administrative has the highest at 58%***

Employee Race & Ethnicity

| Multi-racial	American Indian or Alaska Native	White	Hispanic or Latino	Black or African American	Native Hawaiian or Other Pacific Islander	Asian
13%	14%	15%	21%	21%	22%	29%

*Across race and ethnicity groups analyzed, **Multi-racial, American Indian or Alaska Native, and Caucasian populations indicated less than 16% favorability** in responses for transparency and honesty*

Employee Tenure

11-15 years	26-30 years	31+ years	16-25 years	7-10 years	4-6 years	1-3 years	<1 year
6%	9%	12%	12%	20%	23%	38%	45%

*Across tenure groups analyzed, individuals who have been at LAFD for l**ess than 3 years provided higher indicators of favorability** in responses for transparency and honesty*

Employee Gender & Type

Civilian

Female	Male
44%	36%

Sworn
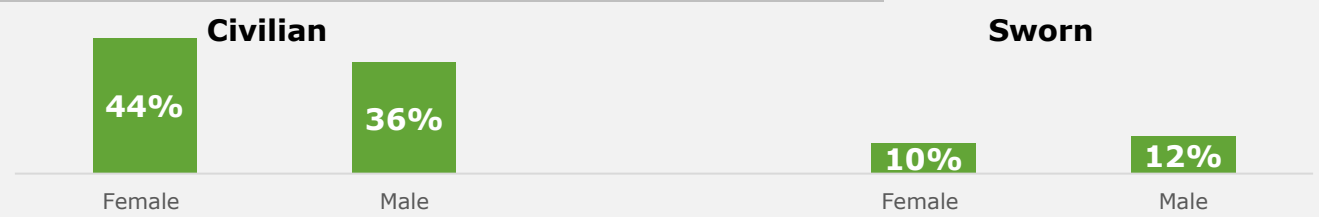
| Female	Male
10%	12%

***Sworn females provided indicators of lower favorability at 10%,** compared to their **male counterparts at 12%,** and **female civilians at 44%** for leaders continuously investing in employees*

Favorable response percentage is derived from average of Likert scale responses across survey items

Organization
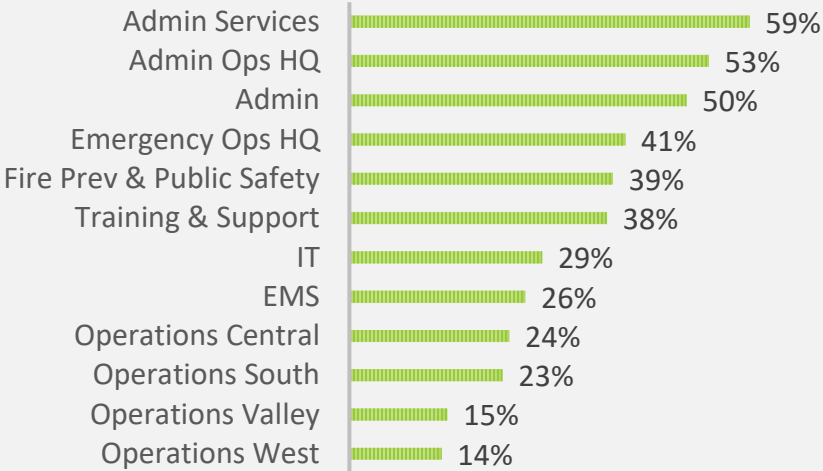*Executive Leadership (Continuous Investment, 1 of 2)*
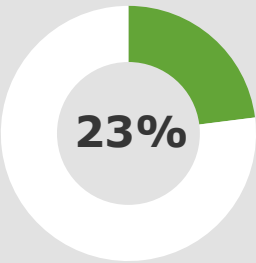
23% *... survey participants responded favorably to leaders making an effort to improve the work experience of employees*

Survey Items			
Senior leaders make an effort to improve my experience at work	5% 18% 24%	26%	27%

■ Strongly Agree   ■ Agree   ■ Neither Agree Nor Disagree   Disagree   ■ Strongly Disagree

■ **Favorable Responses** (Strongly Agree & Agree)

Employee Bureau

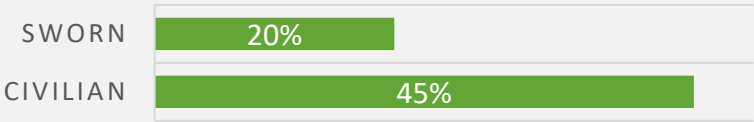*Across bureaus analyzed, **Operations West provided lower indicators of favorability at 14%,** followed by **Operations Valley at 15%***
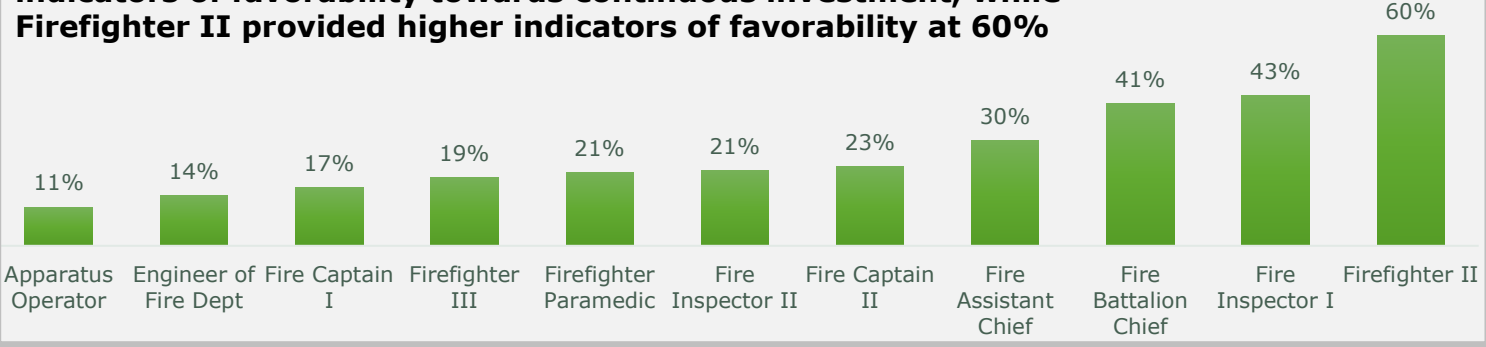
Admin Services	59%
Admin Ops HQ	53%
Admin	50%
Emergency Ops HQ	41%
Fire Prev & Public Safety	39%
Training & Support	38%
IT	29%
EMS	26%
Operations Central	24%
Operations South	23%
Operations Valley	15%
Operations West	14%

0% 10% 20% 30% 40% 50% 60% 70%

Employee Type

SWORN	20%
CIVILIAN	45%

*Survey data suggests there is variability in continuous investments across employee type with **sworn indicating 20% favorability** in responses, compared to **civilians at 45%***

*Across ranks analyzed, **Apparatus Operator (11%), Engineers (14%), Fire Captain Is (17%), and Firefighter III (19%)** provided lower indicators of favorability towards continuous investment, while **Firefighter II** provided higher indicators of favorability at 60%*

| Apparatus Operator	Engineer of Fire Dept	Fire Captain I	Firefighter III	Firefighter Paramedic	Fire Inspector II	Fire Captain II	Fire Assistant Chief	Fire Battalion Chief	Fire Inspector I	Firefighter II
11%	14%	17%	19%	21%	21%	23%	30%	41%	43%	60%

Favorable response percentage is derived from average of Likert scale responses across survey items

Organization
Executive Leadership (Continuous Investment, 2 of 2)

Employee Gender & Type

Civilian

- Female: 49%
- Male: 41%

Sworn
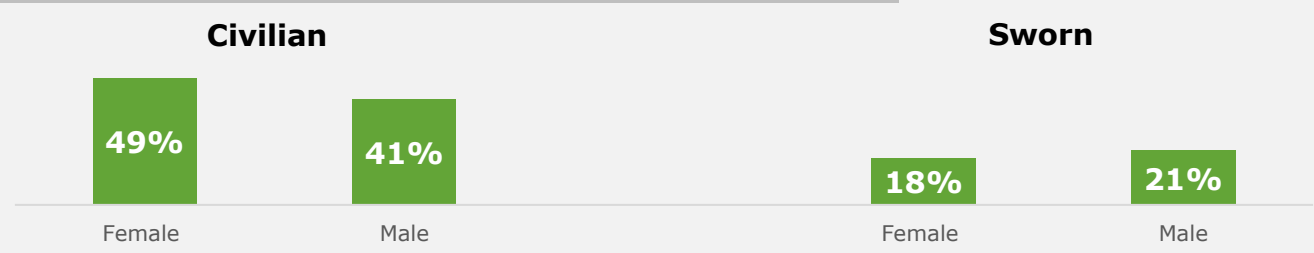
- Female: 18%
- Male: 21%

Sworn females provided indicators of lower favorability at 18%, compared to their male counterparts at 21%, and female civilians at 49% for leaders continuously investing in employees

Employee Race & Ethnicity

- White: 22%
- Multi-racial: 29%
- American Indian or Alaska Native: 29%
- Native Hawaiian or Other Pacific Islander: 30%
- Hispanic or Latino: 32%
- Asian: 35%
- Black or African American: 37%

*Across race and ethnicity groups analyzed, **Caucasians provided lower indicators of favorability at 22%** towards leaders continuously investing in employees*

Employee Tenure

- <1 year: 64%
- 1-3 years: 45%
- 4-6 years: 36%
- 7-10 years: 27%
- 11-15 years: 16%
- 16-25 years: 17%
- 26-30 years: 24%
- 31+ years: 20%

*Across tenure groups analyzed, individuals who have been at LAFD for **less than one year indicated higher favorability** towards leaders investing in their employees **at 64%,** compared to **1–3-year group at 45%***

Favorable response percentage is derived from average of Likert scale responses across survey items
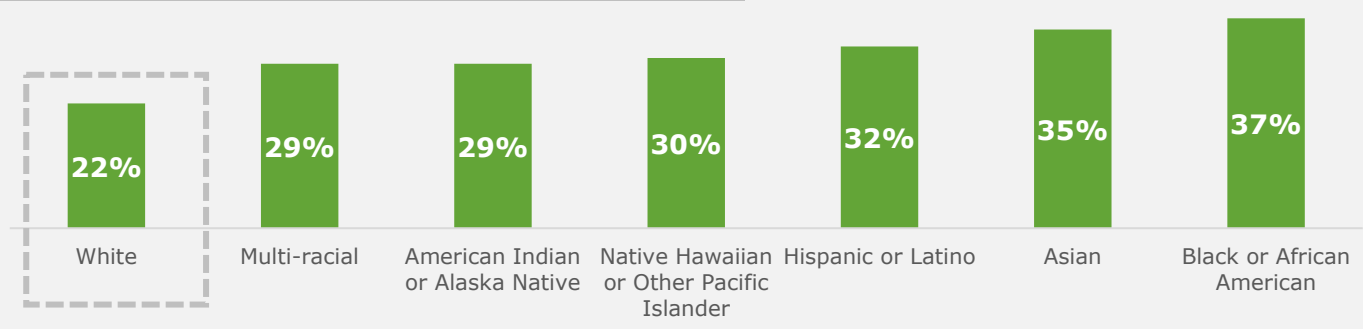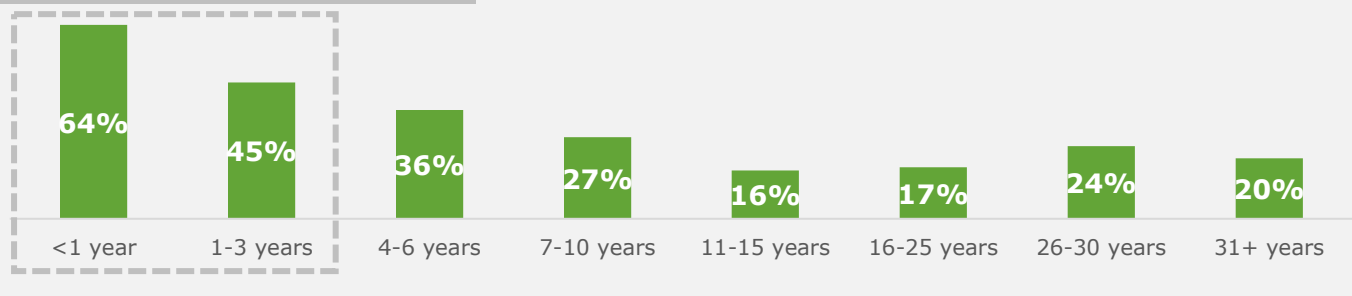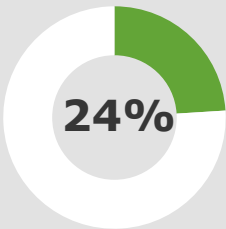
Organization
Executive Leadership (Inspiration, 1 of 2)
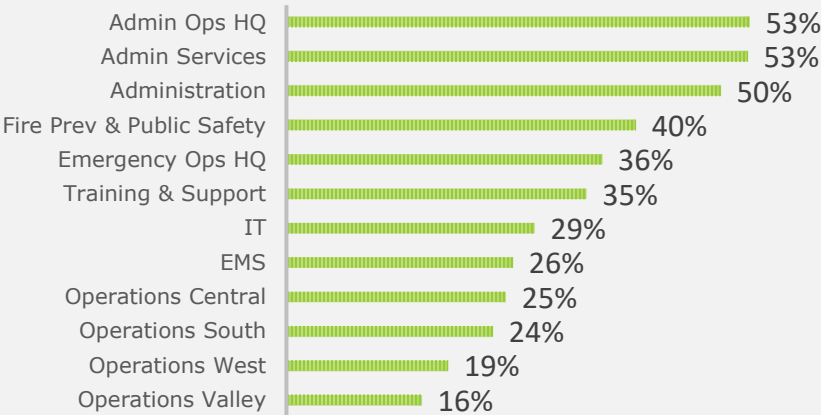
Favorable Responses (Strongly Agree & Agree)

24% *...Of survey participants responded favorably to having senior leaders who inspire employees to do their best work*

Survey Items			
Senior leaders inspire me to do my best work	7% / 17% / 26%	25%	25%

Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree
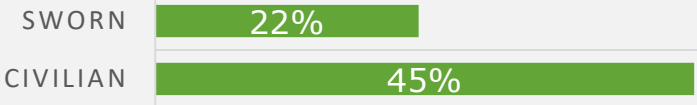
Employee Bureau

Across bureaus analyzed, **Operations Valley 16%, and Operations West 19% provided lower indicators of favorability**, while **Administrative Ops HQ provided higher indicators of favorability at 53%**
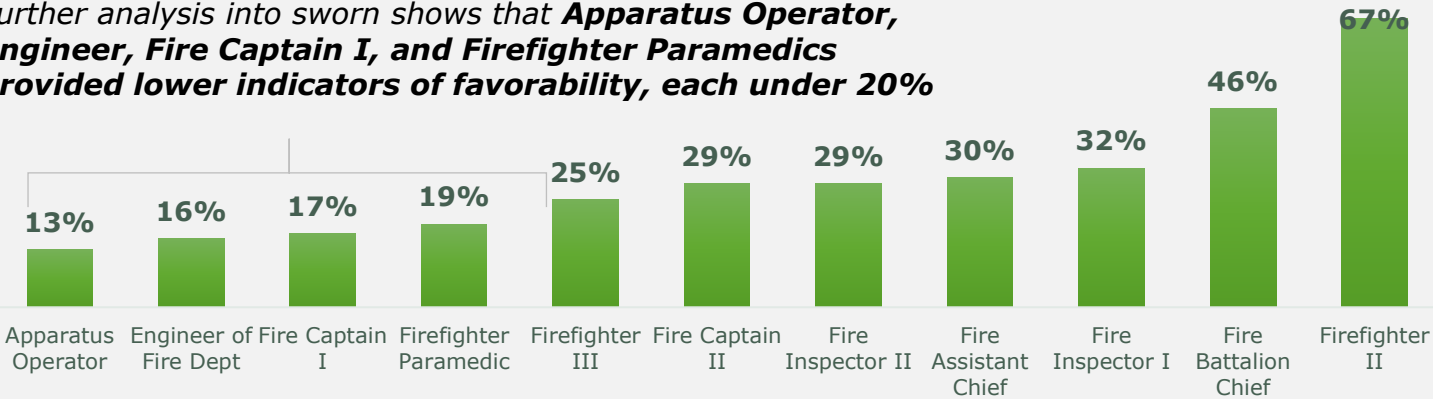
Bureau	%
Admin Ops HQ	53%
Admin Services	53%
Administration	50%
Fire Prev & Public Safety	40%
Emergency Ops HQ	36%
Training & Support	35%
IT	29%
EMS	26%
Operations Central	25%
Operations South	24%
Operations West	19%
Operations Valley	16%

Employee Type & Rank

SWORN 22%
CIVILIAN 45%

Survey responses indicate there is variability in inspiration from leaders with **sworn having 22% favorability in responses** compared to **45% for civilians**

Further analysis into sworn shows that **Apparatus Operator, Engineer, Fire Captain I, and Firefighter Paramedics provided lower indicators of favorability, each under 20%**

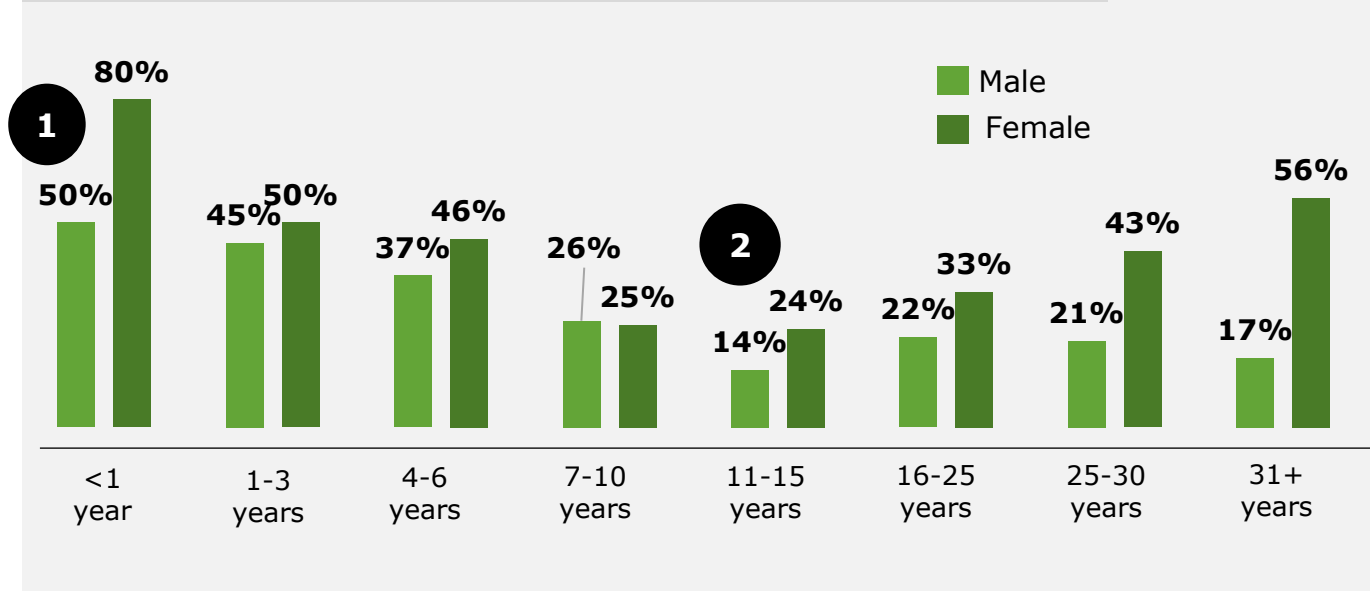| Rank	%
Apparatus Operator	13%
Engineer of Fire Dept	16%
Fire Captain I	17%
Firefighter Paramedic	19%
Firefighter III	25%
Fire Captain II	29%
Fire Inspector II	29%
Fire Assistant Chief	30%
Fire Inspector I	32%
Fire Battalion Chief	46%
Firefighter II	67%

Favorable response percentage is derived from average of Likert scale responses across survey items

Organization
Executive Leadership (Inspiration, 2 of 2)

Employee Gender & Tenure

Legend: ■ Male ■ Female

Tenure	Male	Female
<1 year	50%	80%
1-3 years	45%	50%
4-6 years	37%	46%
7-10 years	26%	25%
11-15 years	14%	24%
16-25 years	22%	33%
25-30 years	21%	43%
31+ years	17%	56%

1 For tenure groups analyzed, individuals who have been at LAFD for **less than 1 year provided higher indicators of favorability** towards being inspired by senior leaders

- Females indicated higher favorability in responses for inspiration by senior leaders than males
- Females who have been at LAFD for less than 1 year have provided the highest indicators of favorability of analyzed factors across tenure and age, for being inspired by senior leaders, followed by females who have been at LAFD for over 31 years
- However, in the 1-3 year tenure group, indicators of favorability decrease for women by 30%

2 For tenure groups analyzed, individuals who have been at LAFD for **11-15 years have the least indications of favorability** to being inspired by senior leaders

Employee Race & Ethnicity

Race/Ethnicity	Favorability
White	25%
Native Hawaiian or Other Pacific Islander	30%
Asian	31%
Hispanic or Latino	32%
Multi-racial	33%
American Indian or Alaska Native	33%
Black or African American	41%

3 Across race and ethnicity groups analyzed, **Caucasians provided the least indications of favorability** towards being inspired by senior leaders **(25%),** while **Black or African Americans had the greatest indicators of favorability (41%)**

Favorable response percentage is derived from average of Likert scale responses across survey items
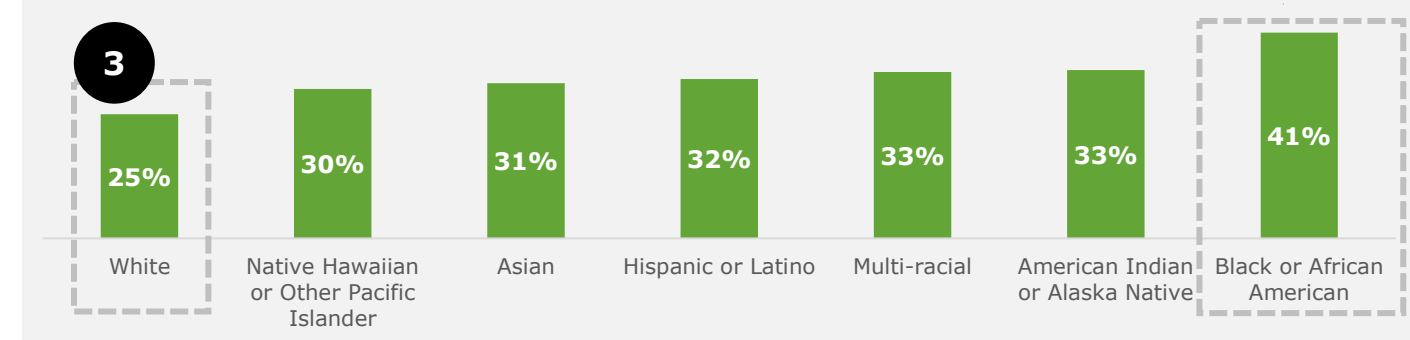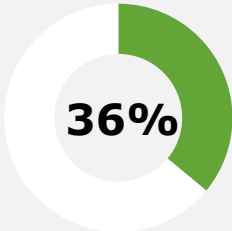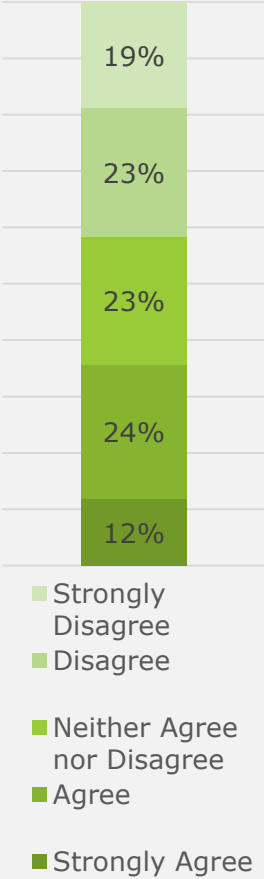
Organization
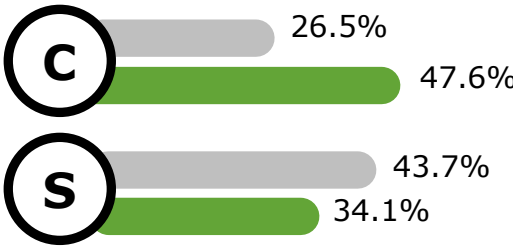## *Diversity, Equity & Inclusion (Equality)*

In the survey a set of custom questions were developed with LAFD stakeholders to gain a deeper understanding of workplace attitudes and beliefs. For <u>organization</u>, one of the custom questions was – **"Given your experience, LAFD is committed to achieving equality based on core values"**

36%

Across LAFD survey respondents, the organization received a **36% favorability for being committed to achieving equality based on core values***. This aligns with the* **qualitative feedback collected that expressed a potential lack of a behavioral standard, across the department, that encompasses the core values of integrity, respect, and trust**

19%

23%

23%

24%

12%

■ Strongly Disagree
■ Disagree
■ Neither Agree nor Disagree
■ Agree
■ Strongly Agree

Employee Classification

C — 26.5% / 47.6%

S — 43.7% / 34.1%

Civilians provided indicators of higher favorability than sworn. This was the case across gender as well

- **Sworn females responded 23% favorable** compared to **civilian females who responded 54% favorable**
- **Civilian males responded 42% favorable** compared to **sworn males who responded 36% favorable**

■ *Unfavorable*   ■ *Favorable*

Civilian Tenure

Across analyzed tenure groups for civilians, it appears that **the longer an individual is at LAFD, the less favorable they rated LAFD's commitment to equality**
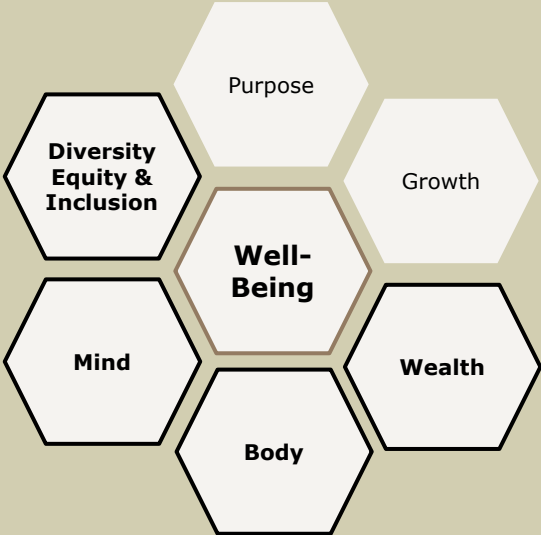
	Unfavorable	Neutral	Favorable
<1 yr	25.0%	0.0%	75.0%
1-3 yrs	18.9%	32.4%	48.7%
4-6 yrs	20.0%	30.0%	50.0%
7-10 yrs	36.4%	9.1%	54.6%
11-15 yrs	32.0%	28.0%	40.0%
16-25 yrs	41.2%	11.8%	47.1%
26-30 yrs	50.0%	25.0%	25.0%

Similar favorability is not seen for sworn members. However, high **favorability results exist for those with <1 years** *at LAFD while* **unfavorability scores peak between 7-10 years**
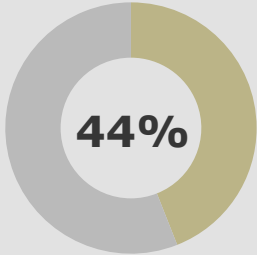
Favorable response percentage is derived from average of Likert scale responses across survey items

Well-Being
Survey Deep Dives

Well-Being
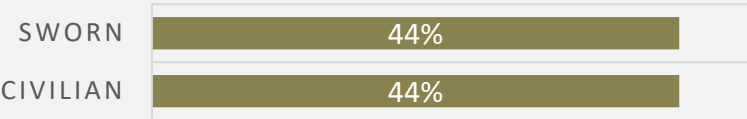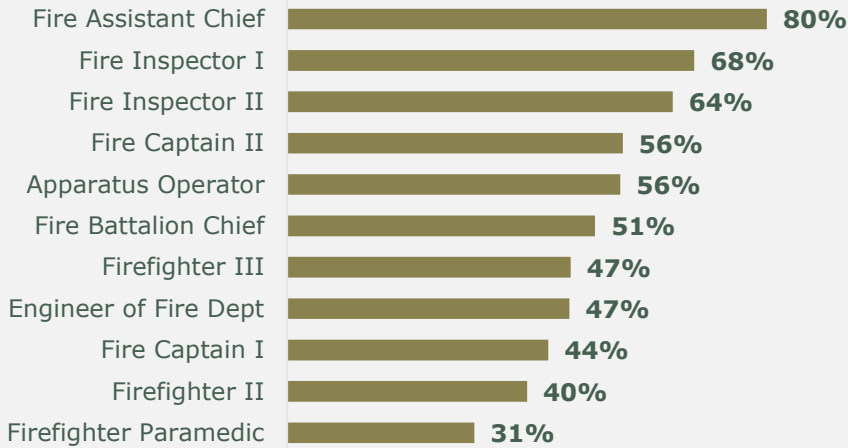## *Wealth (Culture of Recognition, 1 of 2)*

44% ...*of survey participants responded favorably to having a* **workplace culture that recognizes employees for their contributions**

Survey Items	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
I am paid fairly for the work I do	30%	41%	12%	11%	5%
I am recognized for excellent work	13%	32%	27%	17%	12%

- Strongly Agree
- Agree
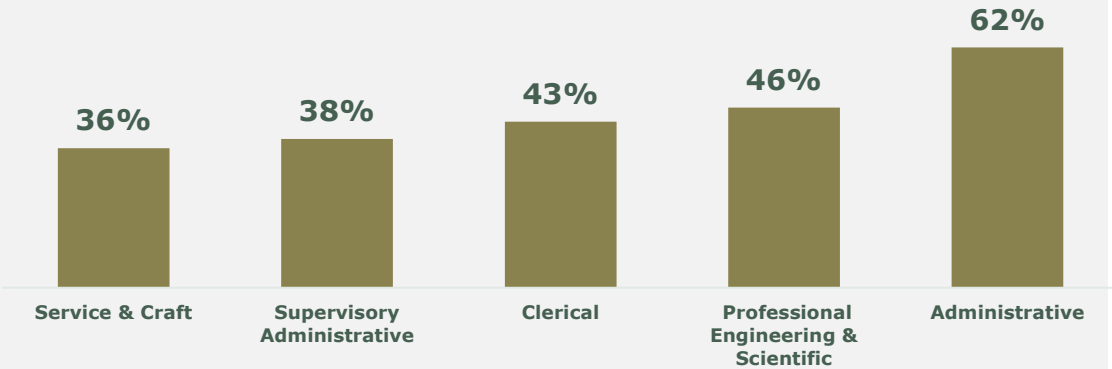- Neither Agree Nor Disagree
- Disagree
- Strongly Disagree

Employee Type & Rank/Classification

Across analyzed ranks and classifications, **Firefighter Paramedics (31%) provided lower indicators of favorability** followed by Firefighter II (40%), Fire Captain I (44%) Engineers (47%), and Captain II (47%)

SWORN — 44%
CIVILIAN — 44%

Across both Sworn and Civilian members, **favorable responses are similar at 44%**

Rank/Classification	Favorability
Fire Assistant Chief	80%
Fire Inspector I	68%
Fire Inspector II	64%
Fire Captain II	56%
Apparatus Operator	56%
Fire Battalion Chief	51%
Firefighter III	47%
Engineer of Fire Dept	47%
Fire Captain I	44%
Firefighter II	40%
Firefighter Paramedic	31%

Further analysis into civilian groups indicate that **Service and Craft provided lower indicators of favorability (36%)** for "culture of recognition", with **Administrative providing higher indicators of favorability 62%**

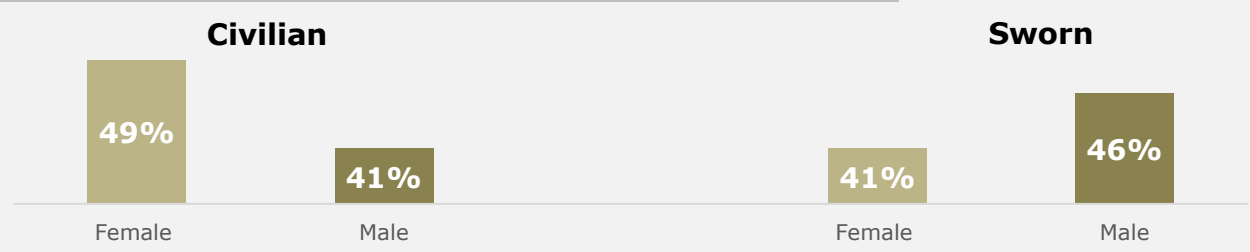| Civilian Group	Favorability
Service & Craft	36%
Supervisory Administrative	38%
Clerical	43%
Professional Engineering & Scientific	46%
Administrative	62%

Favorable response percentage is derived from average of Likert scale responses across survey items

Well-Being
Wealth (Culture of Recognition, 2 of 2)

Employee Gender & Type

Civilian

Female 49%
Male 41%

Sworn

Female 41%
Male 46%

Female civilians provided higher indicators of favorability (49%) on experiencing a culture of recognition, while sworn females (41%) and sworn males (41%) provided lower indicators of favorability

Employee Race & Ethnicity

American Indian or Alaska Native 33%
Black or African American 44%
Asian 46%
Multi-racial 46%
White 48%
Native Hawaiian or Other Pacific Islander 52%
Hispanic or Latino 53%

Across race and ethnicity groups analyzed, American Indian or Alaska Natives provided lower indicators of favorability to a culture of recognition

Employee Tenure

<1 year 64%
1-3 years 42%
4-6 years 38%
7-10 years 50%
11-15 years 42%
16-25 years 46%
26-30 years 45%
31+ years 48%

Across tenure groups analyzed, individuals who have been at LAFD for less than one year provided higher indicators of favorability at 64%

Favorable response percentage is derived from average of Likert scale responses across survey items
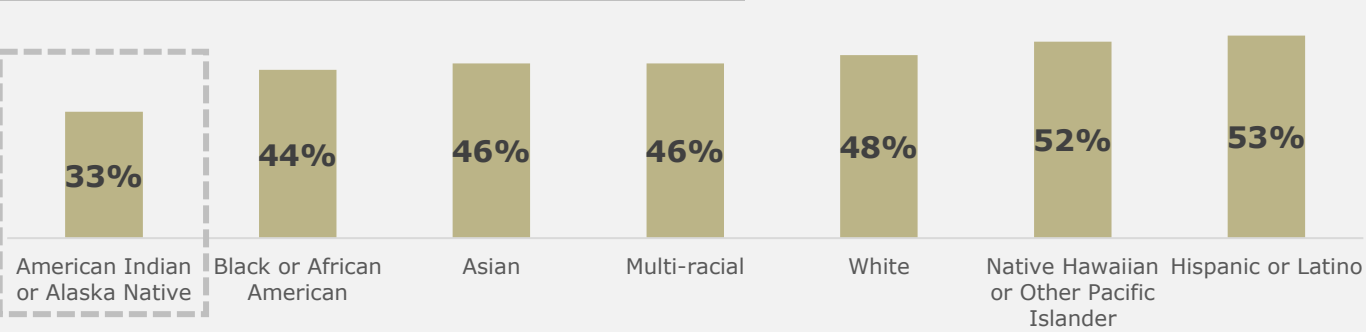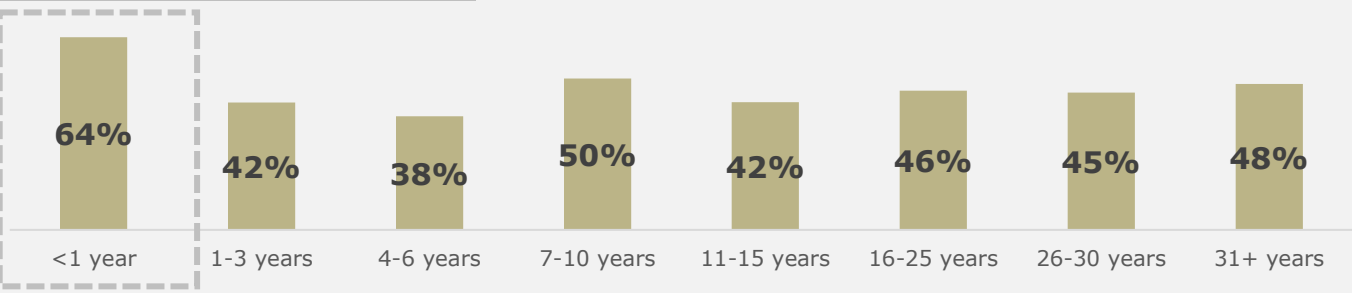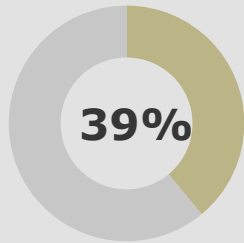
Well-Being
## Mind (Flexible Work Environment)

39% ...of survey participants responded favorably to having a work environment that allows them to maintain a healthy work-life balance
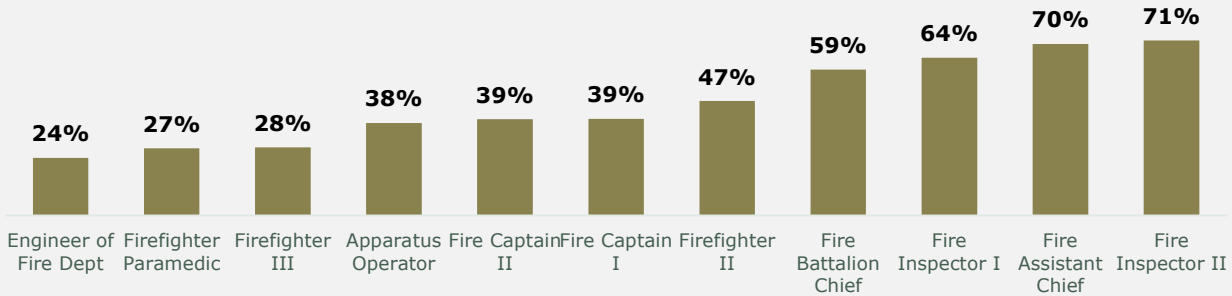
Survey Items		
I have the flexibility I need to balance my work and personal life	14% 38% 20% 18% 10%	
I have predictable work hours	17% 33% 13% 21% 16%	

■ Strongly Agree ■ Agree ■ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Employee Type & Rank

SWORN **34%**
CIVILIAN **79%**
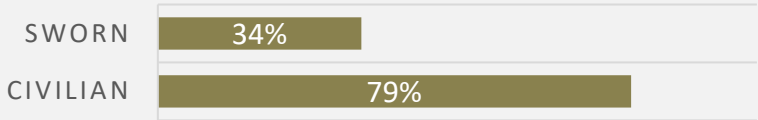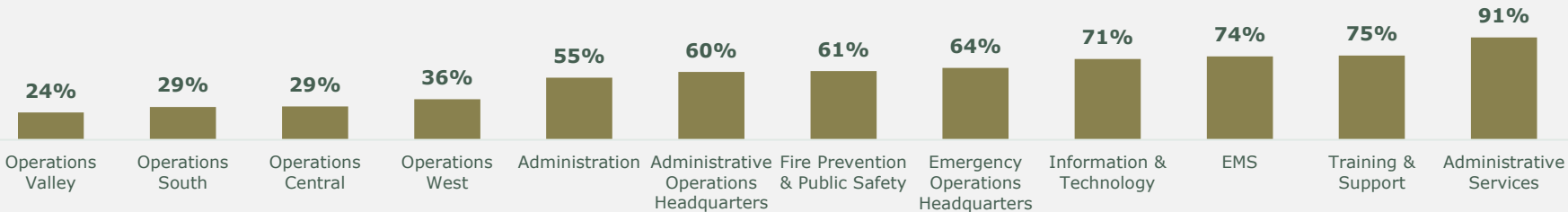
Across employee types and ranks analyzed, **Sworn (34%) provided lower indicators of favorability** than **Civilians (79%)**. A closer analysis of sworn ranks shows that **Engineers (24%), Firefighter Paramedics (27%), and Firefighters IIIs (28%) provided lower indicators of favorability**

Engineer of Fire Dept	Firefighter Paramedic	Firefighter III	Apparatus Operator	Fire Captain II	Fire Captain I	Firefighter II	Fire Battalion Chief	Fire Inspector I	Fire Assistant Chief	Fire Inspector II
24%	27%	28%	38%	39%	39%	47%	59%	64%	70%	71%

Employee Bureau

| Operations Valley	Operations South	Operations Central	Operations West	Administration	Administrative Operations Headquarters	Fire Prevention & Public Safety	Emergency Operations Headquarters	Information & Technology	EMS	Training & Support	Administrative Services
24%	29%	29%	36%	55%	60%	61%	64%	71%	74%	75%	91%

Across bureaus analyzed, Operations Valley (24%), Operations South (29%), Operations Central (29%), and Operations West (36%) **provided lower indicators of favorability**

Favorable response percentage is derived from average of Likert scale responses across survey items

Well-Being
*Diversity, Equity & Inclusion (Fair, Inclusive, Diverse Work Environment, 1 of 2)*
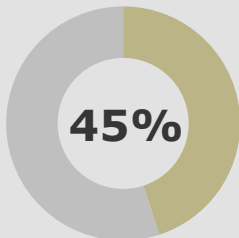
45% ...of survey participants responded favorably to having a work environment that is safe, fair, and allows for the expression of diverse opinions and values
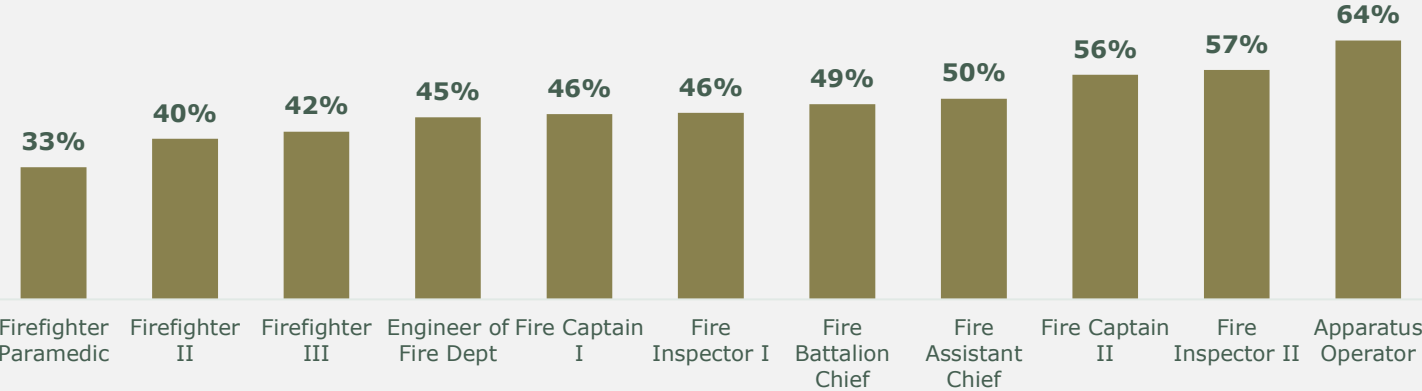
Survey Items	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
I feel comfortable sharing my opinions at work	15%	35%	18%	19%	13%
I am treated with respect at work	24%	47%	15%	8%	6%
I am treated fairly at work	20%	48%	17%	9%	7%

■ Strongly Agree ■ Agree ■ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Employee Type & Rank
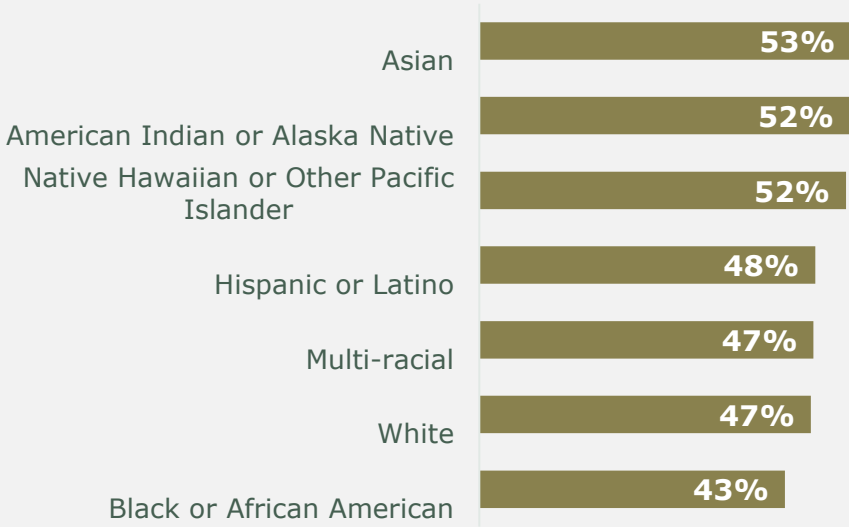
SWORN — 44%
CIVILIAN — 50%
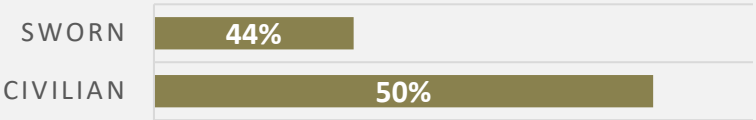
*Across analyzed employee type and ranks, **sworn members provided lower indicators of favorability at 44%.** A closer analysis of sworn ranks shows that **Firefighter Paramedics (33%), Firefighter II's (40%), and Firefighters IIIs (42%) provided lower indicators of favorability***

Rank	%
Firefighter Paramedic	33%
Firefighter II	40%
Firefighter III	42%
Engineer of Fire Dept	45%
Fire Captain I	46%
Fire Inspector I	46%
Fire Battalion Chief	49%
Fire Assistant Chief	50%
Fire Captain II	56%
Fire Inspector II	57%
Apparatus Operator	64%

Employee Race

*Across race groups analyzed, **Black or African Americans provided lower indicators of favorability at 43%***

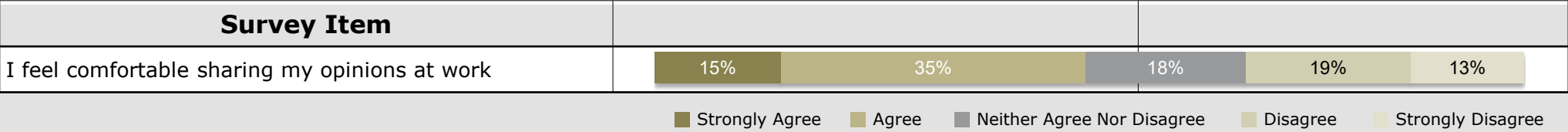| Race	%
Asian	53%
American Indian or Alaska Native	52%
Native Hawaiian or Other Pacific Islander	52%
Hispanic or Latino	48%
Multi-racial	47%
White	47%
Black or African American	43%

Favorable response percentage is derived from average of Likert scale responses across survey items
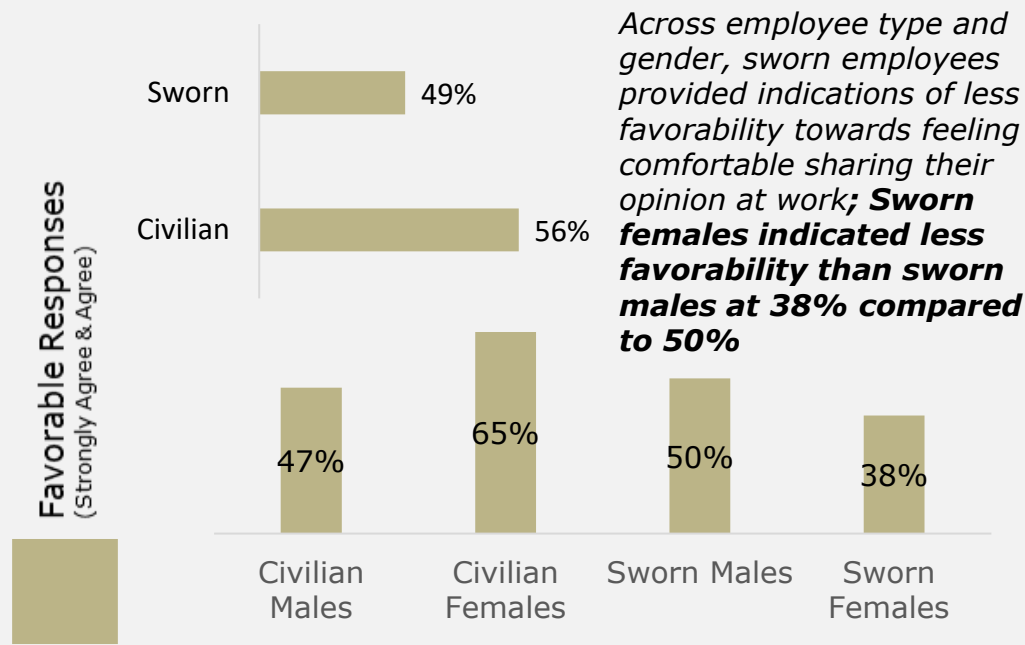
Well-Being
Diversity, Equity & Inclusion (Fair, Inclusive, Diverse Work Environment, 2 of 2)
Within the attribute of Fair, Inclusive, Diverse Work Environment, a deeper look was taken into a survey item that indicated mixed feedback during focus groups and interviews
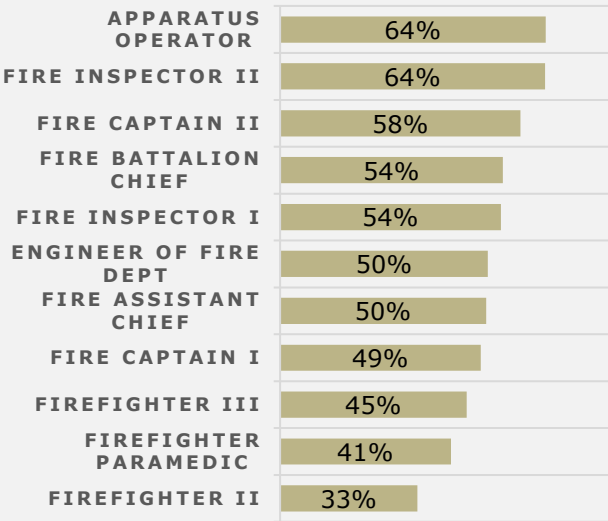
Survey Item		
I feel comfortable sharing my opinions at work	15% · 35% · 18% · 19% · 13%	

■ Strongly Agree ■ Agree ■ Neither Agree Nor Disagree ■ Disagree ■ Strongly Disagree

Employee Type & Gender

Sworn — 49%
Civilian — 56%

*Across employee type and gender, sworn employees provided indications of less favorability towards feeling comfortable sharing their opinion at work; **Sworn females indicated less favorability than sworn males at 38% compared to 50%***

Favorable Responses (Strongly Agree & Agree)

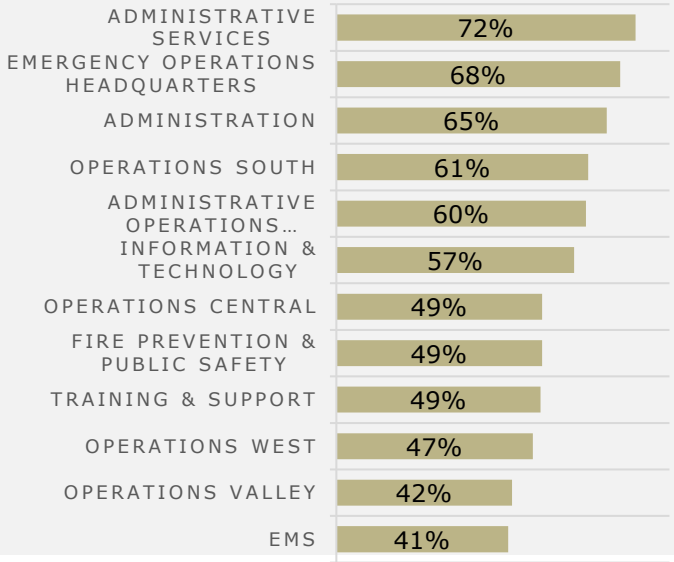| Civilian Males	Civilian Females	Sworn Males	Sworn Females
47%	65%	50%	38%

Sworn Rank

*Across analyzed ranks, **Apparatus Operators and Fire Inspectors provided higher indicators of favorability at 64%, while Firefighter II indicated lower favorability at 33%***

Rank	%
APPARATUS OPERATOR	64%
FIRE INSPECTOR II	64%
FIRE CAPTAIN II	58%
FIRE BATTALION CHIEF	54%
FIRE INSPECTOR I	54%
ENGINEER OF FIRE DEPT	50%
FIRE ASSISTANT CHIEF	50%
FIRE CAPTAIN I	49%
FIREFIGHTER III	45%
FIREFIGHTER PARAMEDIC	41%
FIREFIGHTER II	33%

Bureau

*Across analyzed Bureaus, **EMS provided lower indicators of favorability at 41%,** followed by Operations Valley at 42%, while Administrative Services indicated higher favorability for being comfortable sharing opinions at work at 72%*

Bureau	%
ADMINISTRATIVE SERVICES	72%
EMERGENCY OPERATIONS HEADQUARTERS	68%
ADMINISTRATION	65%
OPERATIONS SOUTH	61%
ADMINISTRATIVE OPERATIONS…	60%
INFORMATION & TECHNOLOGY	57%
OPERATIONS CENTRAL	49%
FIRE PREVENTION & PUBLIC SAFETY	49%
TRAINING & SUPPORT	49%
OPERATIONS WEST	47%
OPERATIONS VALLEY	42%
EMS	41%

Favorable response percentage is derived from average of Likert scale responses across survey items

Well-Being
Diversity, Equity & Inclusion (Humanistic Workplace, 1 of 2)
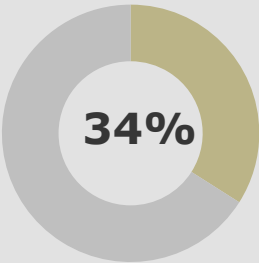
34% ...of survey participants responded favorably to a workplace that is interconnected and characterized by strong personal connections between employees
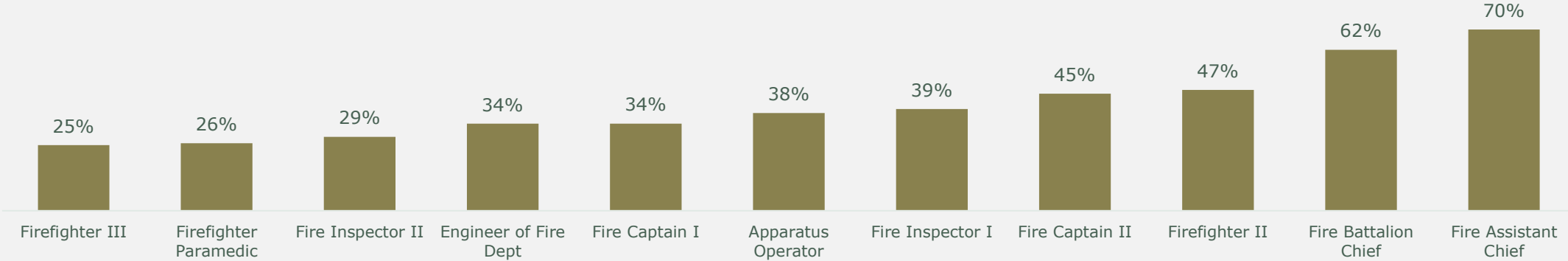
Survey Items	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
My organization has a genuine interest in my health and well-being	7%	21%	22%	23%	26%
The people I work with are there for me when I need them	24%	48%	17%	7%	3%
I have fun at work	19%	41%	23%	11%	6%
I have developed strong personal connections at work	32%	48%	13%	5%	2%

Legend: ■ Strongly Agree ■ Agree ■ Neither Agree Nor Disagree ■ Disagree ■ Strongly Disagree

Employee Type & Rank

SWORN — 34%
CIVILIAN — 45%
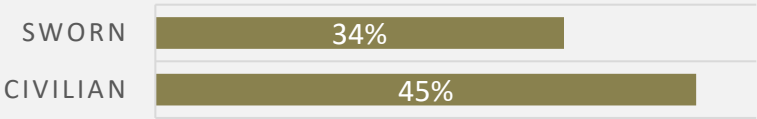
Across analyzed employee type and rank, **sworn provided lower indicators of favorability at 34%,** compared to **civilians at 45%.** *A look at sworn ranks analyzed suggests that* **Firefighters IIIs (25%), Firefighter Paramedics (26%), and Fire Inspectors (29%), provided lower indicators of favorability**

| Rank	Value
Firefighter III	25%
Firefighter Paramedic	26%
Fire Inspector II	29%
Engineer of Fire Dept	34%
Fire Captain I	34%
Apparatus Operator	38%
Fire Inspector I	39%
Fire Captain II	45%
Firefighter II	47%
Fire Battalion Chief	62%
Fire Assistant Chief	70%

Favorable response percentage is derived from average of Likert scale responses across survey items

Well-Being
Diversity, Equity & Inclusion (Humanistic Workplace, 2 of 2)

Employee Age Group

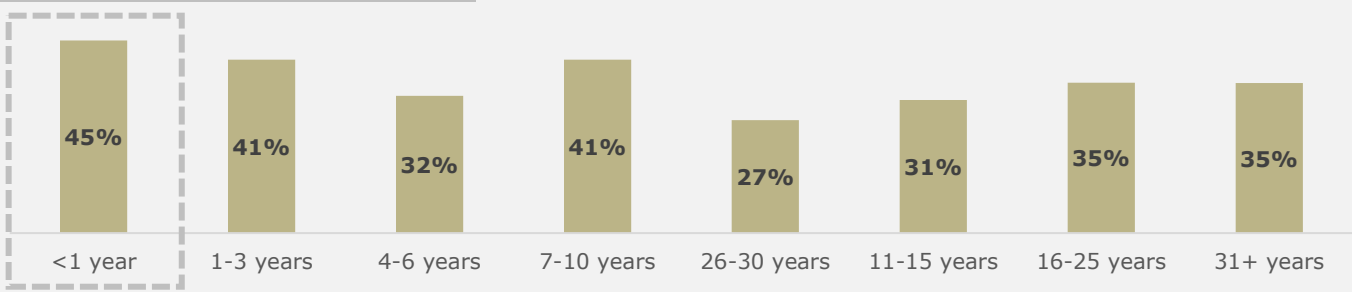| After 1995	Between 1965 and 1980	Between 1981 and 1995	Between 1946 and 1964
9%	35%	36%	36%
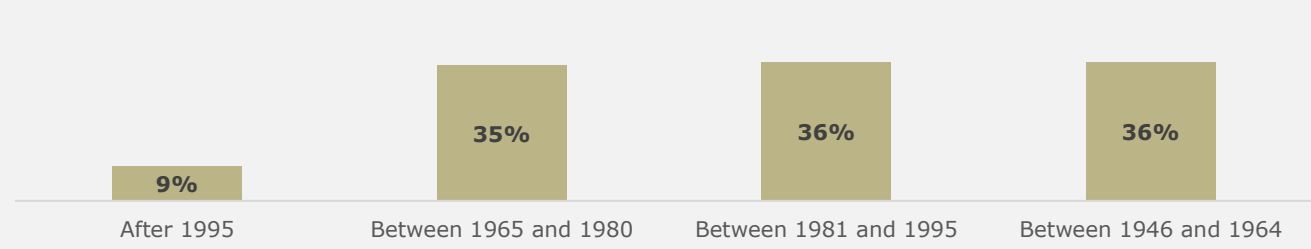
Across analyzed age groups, those **born after 1995 provided lower indicators of favorability (9%)** towards LAFD being a humanistic workplace

Employee Race & Ethnicity

American Indian or Alaska Native	Multi-racial	Native Hawaiian or Other Pacific Islander	White	Asian	Hispanic or Latino	Black or African American
29%	33%	33%	37%	38%	40%	47%
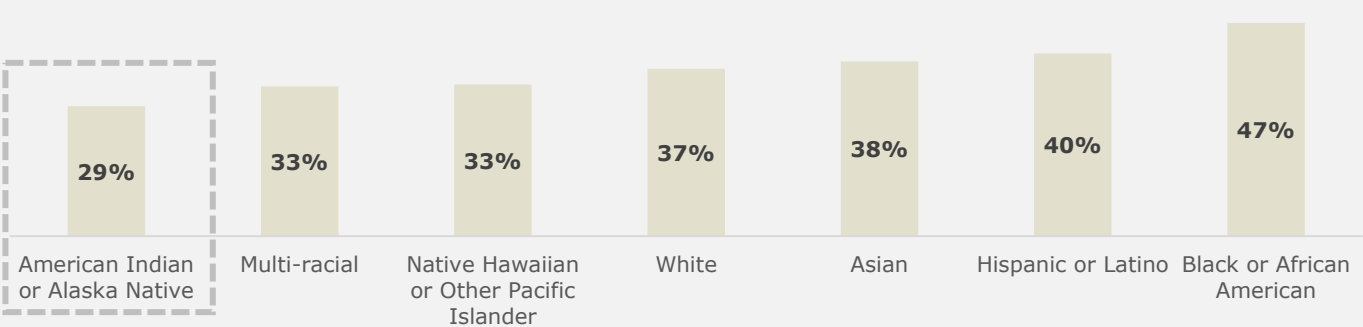
Across analyzed race and ethnicity groups, **American Indian or Alaska Natives provided lower indicators of favorability (29%)** towards LAFD being a humanistic workplace

Employee Tenure

<1 year	1-3 years	4-6 years	7-10 years	26-30 years	11-15 years	16-25 years	31+ years
45%	41%	32%	41%	27%	31%	35%	35%

Across analyzed employee tenure groups, individuals who have been at LAFD **for less than a year provided higher indicators of favorability at 45%**

Favorable response percentage is derived from average of Likert scale responses across survey items

Well-Being
Mind (Mental Health)

Favorable Responses
(Strongly Agree & Agree)

In the survey a set of custom questions were developed with LAFD stakeholders to gain a deeper understand of workplace attitudes and beliefs. For <u>people</u>, the question – **"I have access to adequate resources to help manage my mental health, stress, and work-life integration"** relates to the qualitative lever of mind

SUMMARY

60%
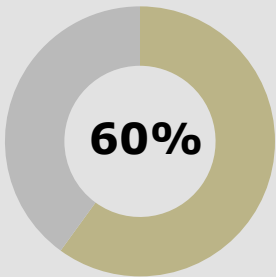
Across LAFD survey respondents, the organization received a **60% favorability score**. This aligns with the qualitative feedback collected that acknowledges LAFD's efforts to prioritize access to health & well-being resources

Survey data show that **civilians and sworn members agree on their access to adequate resources**. When looking more closely at the female and sworn favorability responses, some differences arise

EMPLOYEE CLASSIFICATION

SWORN, ALL	60%
CIVILIAN, ALL	56%
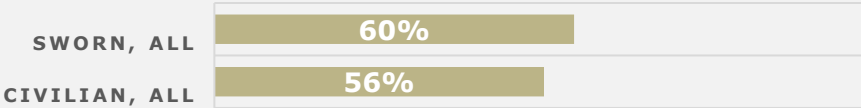
Sworn females indicate higher favorability than their civilian and sworn male counterparts, with 77% favorable responses compared to civilian females (60%) and sworn males (61%). Civilian males responded least favorably (51%)
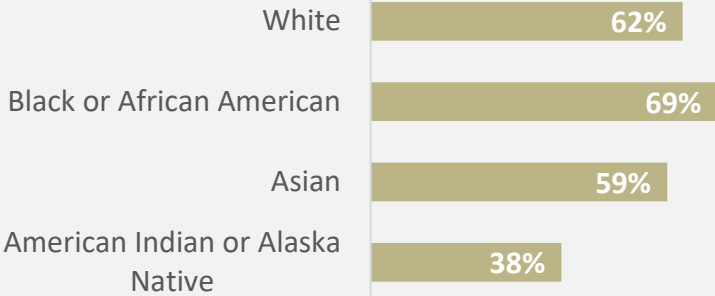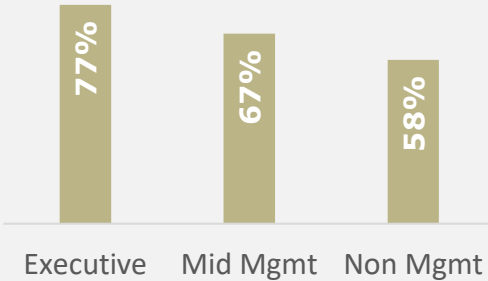
SWORN RANK

Access to resources was also seen differently by different levels among sworn members. Lowest ranking results came from the following

- Firefighter Paramedics (50%)
- Engineers (56%)
- Firefighter III (61%)
- Fire Inspectors (62%)
- Apparatus Operators (66%)

Other sworn members responded to this item 87% favorably, indicating a different experience

Sworn members of lower ranks responded less favorably than Mid-level and Executive level management
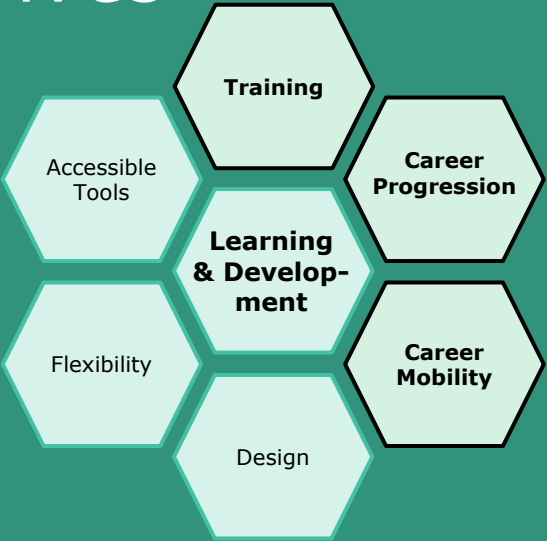
Executive	Mid Mgmt	Non Mgmt
77%	67%	58%

EMPLOYEE RACE

White	62%
Black or African American	69%
Asian	59%
American Indian or Alaska Native	38%

American Indian or Alaska Native responded with a 38% favorability to having access to adequate resources to help manage their mental health, stress, and work-life integration
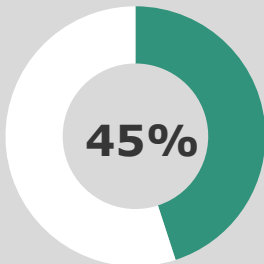
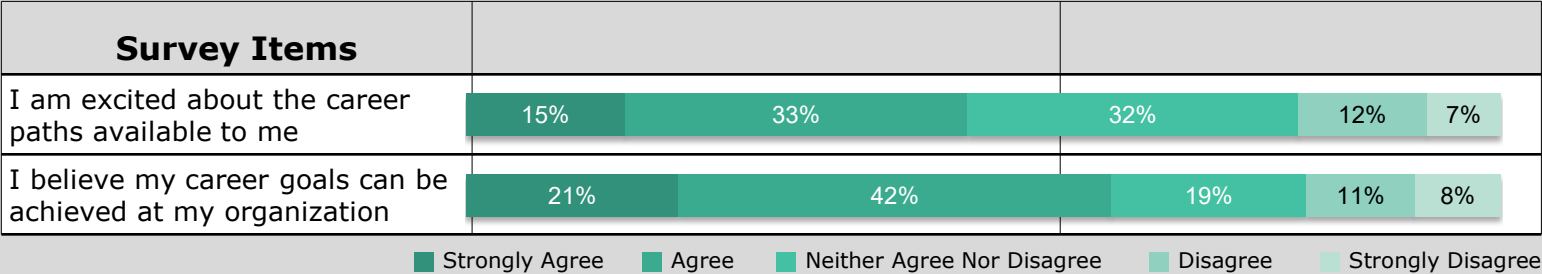# Learning & Development
Survey Deep Dives

- Training
- Career Progression
- Accessible Tools
- Learning & Develop-ment
- Flexibility
- Career Mobility
- Design

Learning & Development
Career Mobility (Facilitated Talent Mobility)

45% ...of survey participants responded favorably towards talent mobility

Survey Items			
I am excited about the career paths available to me	15% / 33%	32%	12% / 7%
I believe my career goals can be achieved at my organization	21% / 42%	19%	11% / 8%

■ Strongly Agree ■ Agree ■ Neither Agree Nor Disagree ■ Disagree ■ Strongly Disagree
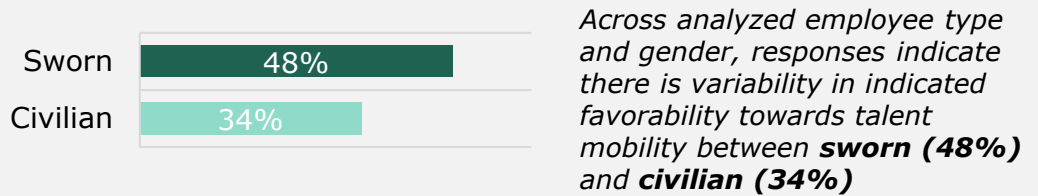
Employee Type & Tenure

Across analyzed employee type and tenure groups, survey responses indicate there is variability in talent mobility across tenure for sworn and civilians. Individuals who have been with LAFD for **less than 1 year** provided **higher indicators of favorability** at a similar rate for civilians and sworn (~70%); For 1-3 years however, civilians provided lower indicators of favorability 32%, compared to sworn who remain in 70th percentile

Favorable Responses (Strongly Agree & Agree)

■ Civilian ■ Sworn

Tenure	Civilian	Sworn
<1 year	75%	71%
1-3 years	32%	74%
4-6 years	48%	56%
7-10 year	18%	58%
11-15 years	16%	45%
16-25 years	33%	47%
26-30 years	50%	46%
31+ years	50%	37%

Employee Type & Gender
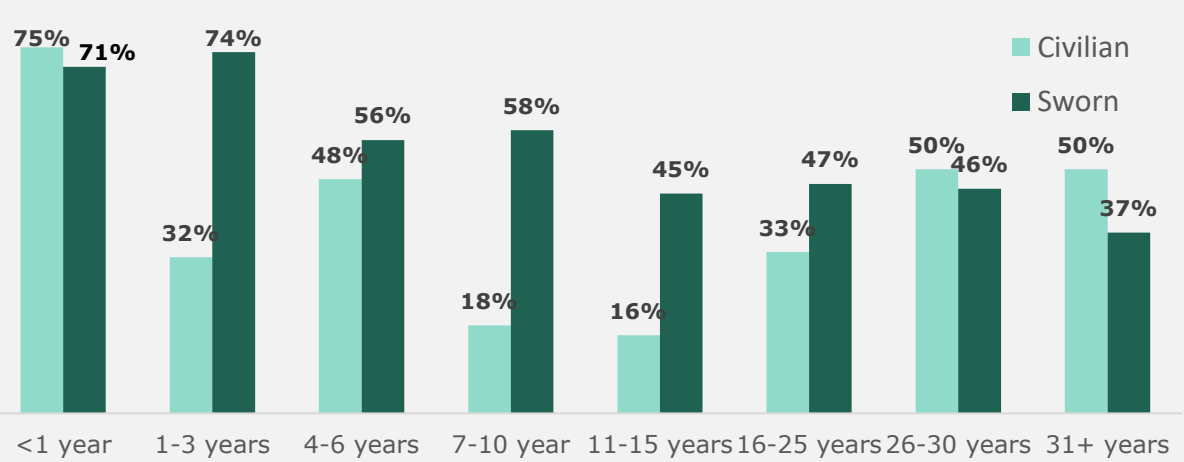
Sworn	48%
Civilian	34%

Across analyzed employee type and gender, responses indicate there is variability in indicated favorability towards talent mobility between **sworn (48%)** and **civilian (34%)**

Civilians
- Female 41%
- Male 25%

Sworn
- Female 51%
- Male 49%
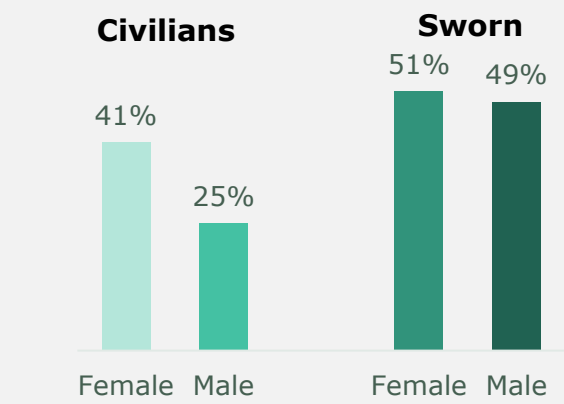
Across analyzed employee type and gender, **female sworn provided higher indicators of favorability at 51%**, while **civilian male provided lower indications of favorability** at **25%**
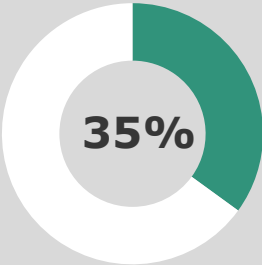
LA Fire Department | Current State Assessment | 91

Favorable response percentage is derived from average of Likert scale responses across survey items

Learning & Development
Training (High Impact Training Culture)
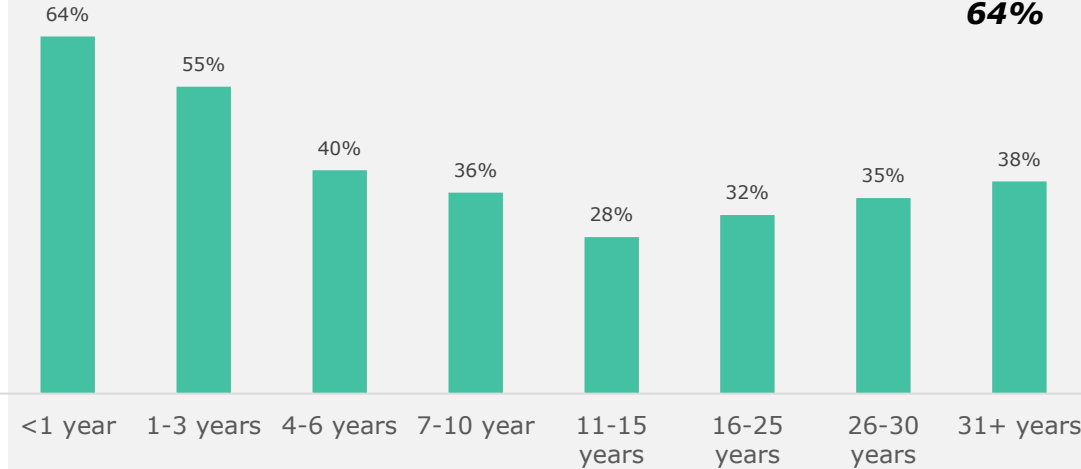
Favorable Responses
(Strongly Agree & Agree)

35% ...of survey participants responded favorably to LAFD having a culture that prioritizes training and development

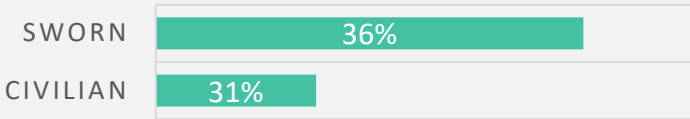| Survey Items	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
My organization makes it a priority to invest in my training and development	8%	27%	26%	23%	16%
I have opportunities to learn and grow at work	18%	51%	15%	11%	5%

■ Strongly Agree ■ Agree ■ Neither Agree Nor Disagree ■ Disagree ■ Strongly Disagree

Employee Tenure

*Across analyzed employee tenure groups, individuals that have been with LAFD for **less than 1 year provided higher indicators of favorability at 64%***
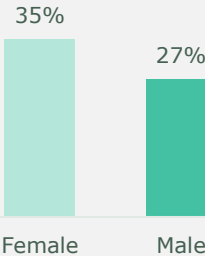

<1 year	1-3 years	4-6 years	7-10 year	11-15 years	16-25 years	26-30 years	31+ years
64%	55%	40%	36%	28%	32%	35%	38%

Employee Type & Gender

SWORN 36%
CIVILIAN 31%

*Across analyzed employee types, **sworn provided 36% indication of favorability** while civilians provided 31% indication of favorability*

Civilians
Female 35%
Male 27%

Sworn
Female 41%
Male 49%
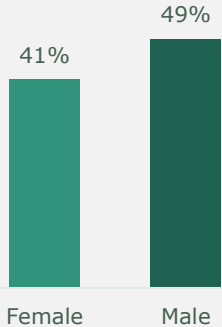
*Across analyzed employee type and gender, **sworn males provided higher indicators of favorability at 49%,** compared to civilian males at 27%*

Favorable response percentage is derived from average of Likert scale responses across survey items

Learning & Development
Training (Training & on the Job Support)

Favorable Responses
(Strongly Agree & Agree)

64%

...of survey participants responded favorably towards having ample support and mentorship in their career development

Survey Items		
I have someone at work who actively supports me in my career	23% 41% 19% 10% 6%	

■ Strongly Agree ■ Agree ■ Neither Agree Nor Disagree ■ Disagree ■ Strongly Disagree

*Across analyzed ranks, **Captain I and II provided lower indicators of favorability at 54% and 57%,** followed by **Battalion Chiefs at 59%***

Rank	%
Fire Captain I	54%
Fire Captain II	57%
Fire Battalion Chief	59%
Firefighter Paramedic	62%
Fire Inspector II	64%
Firefighter II	67%
Fire Inspector I	68%
Engineer of Fire Dept	72%
Apparatus Operator	76%
Firefighter III	80%
Fire Assistant Chief	80%

Employee Tenure

Tenure	%
<1 year	72%
1-3 years	72%
4-6 years	69%
7-10 year	68%
11-15 years	61%
16-25 years	61%
26-30 years	67%
31+ years	29%

*Across analyzed tenure groups, individuals with over **31+ years provide much lower indicators of favorability at 29%***
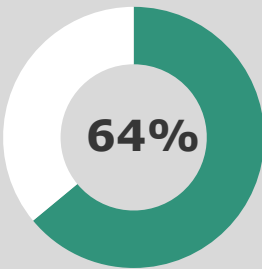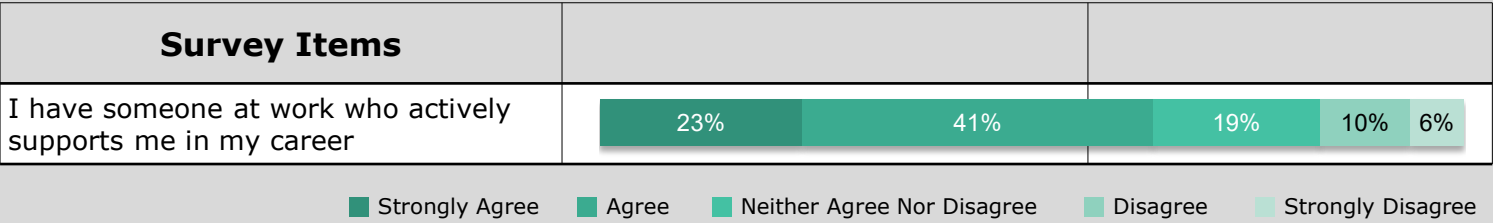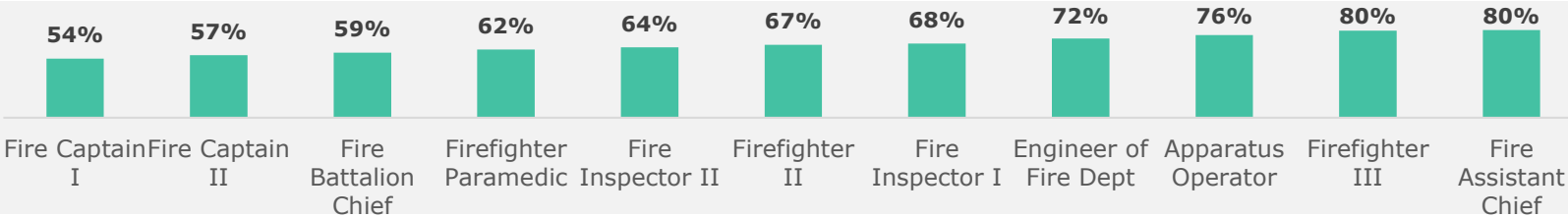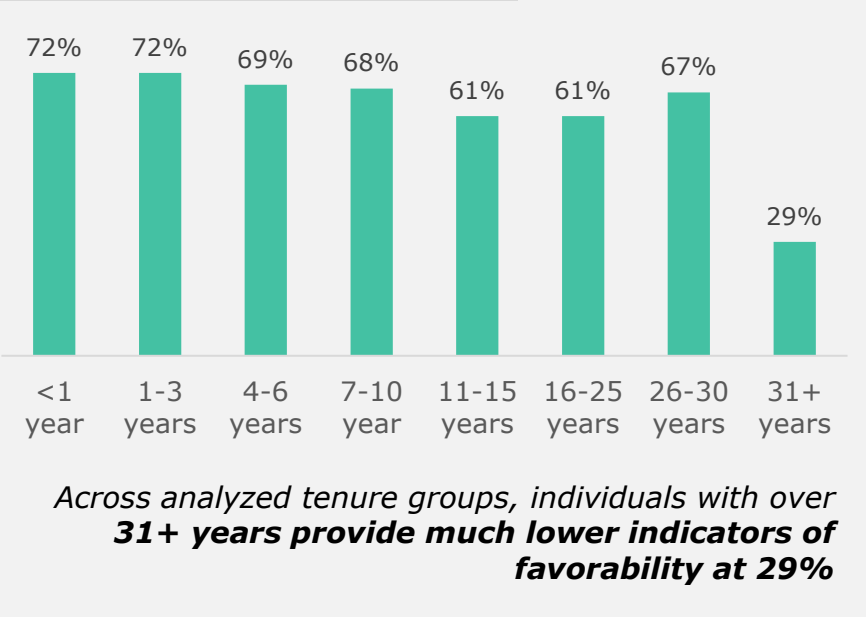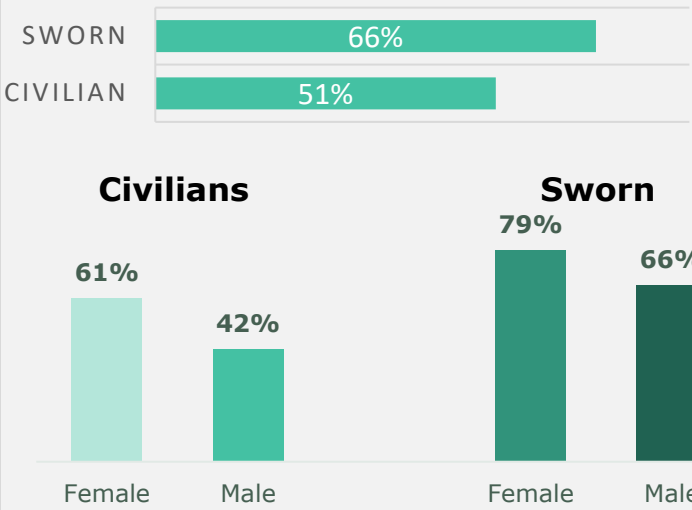
Employee Type & Gender

	%
SWORN	66%
CIVILIAN	51%

*Across analyzed employee types, **sworn provided higher indicators of favorability at 66%** when compared to **civilians at 51%** towards having support and mentorship*

Civilians
- Female: 61%
- Male: 42%

Sworn
- Female: 79%
- Male: 66%

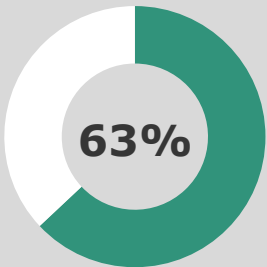*Across analyzed employee type and gender, **sworn females provided higher indicators of favorability at 79%,** compared to **66% sworn males** and **civilian males at 42%***

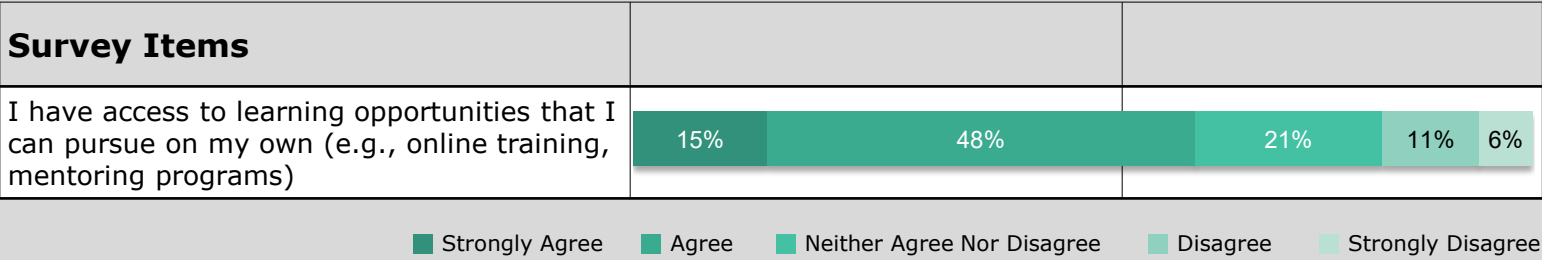*Favorable response percentage is derived from average of Likert scale responses across survey items*
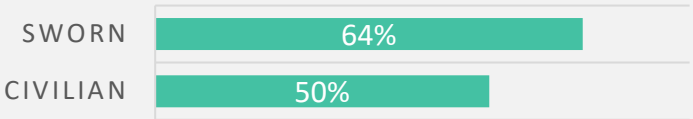
Learning & Development
Training (Self Directed Dynamic Learning)

63% *...of survey participants responded favorably to having access to self-directed learning activities such as online training and mentoring programs*
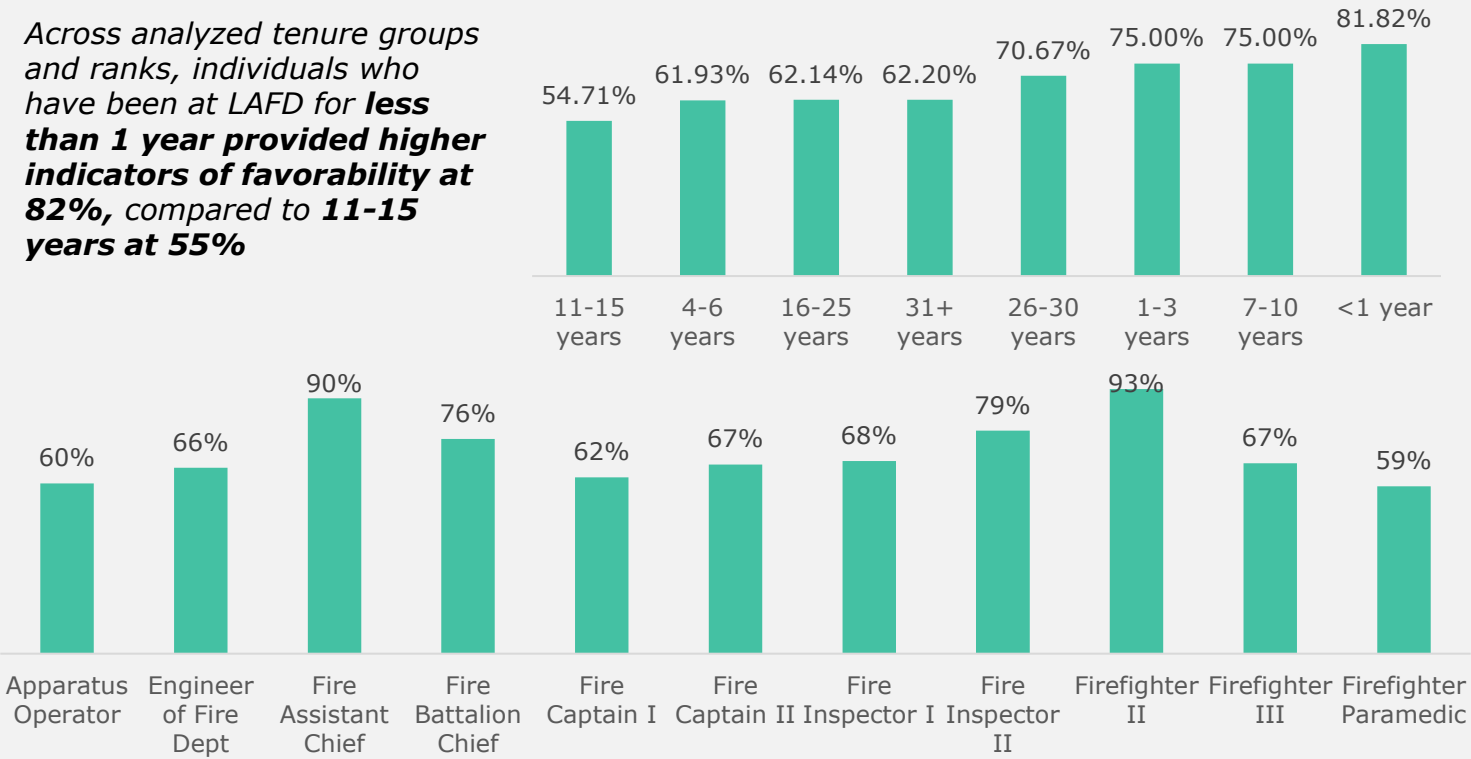
Survey Items		
I have access to learning opportunities that I can pursue on my own (e.g., online training, mentoring programs)	15% · 48% · 21%	11% · 6%

Legend: ■ Strongly Agree ■ Agree ■ Neither Agree Nor Disagree ■ Disagree ■ Strongly Disagree

Employee Type

SWORN — 64%
CIVILIAN — 50%

*Across analyzed employee types, **sworn members provided higher indicators of favorability at 64%,** compared to **civilians at 50%***

■ Favorable Responses
(Strongly Agree & Agree)

Employee Tenure & Rank

*Across analyzed tenure groups and ranks, individuals who have been at LAFD for **less than 1 year provided higher indicators of favorability at 82%,** compared to **11-15 years at 55%***

Tenure	Favorability
11-15 years	54.71%
4-6 years	61.93%
16-25 years	62.14%
31+ years	62.20%
26-30 years	70.67%
1-3 years	75.00%
7-10 years	75.00%
<1 year	81.82%

Rank	Favorability
Apparatus Operator	60%
Engineer of Fire Dept	66%
Fire Assistant Chief	90%
Fire Battalion Chief	76%
Fire Captain I	62%
Fire Captain II	67%
Fire Inspector I	68%
Fire Inspector II	79%
Firefighter II	93%
Firefighter III	67%
Firefighter Paramedic	59%

Favorable response percentage is derived from average of Likert scale responses across survey items

Custom Questions

This section will provide a deep dive of the 5 custom questions* that were added to the EngagePath survey

*These questions were developed with Fire Department stakeholders to capture items not captured by the EngagePath instrument.

CUSTOM SURVEY QUESTIONS

Custom Question 1
I have access to adequate resources to help manage my mental health, stress, and work-life integration.

Custom Question 2
Given your experience, LAFD is committed to achieving equality based on core values.

Custom Question 3
I have access to adequate resources to mediate and mitigate conflict.

Custom Question 4
What are the main causes of conflict you see at LAFD?

Custom Question 5
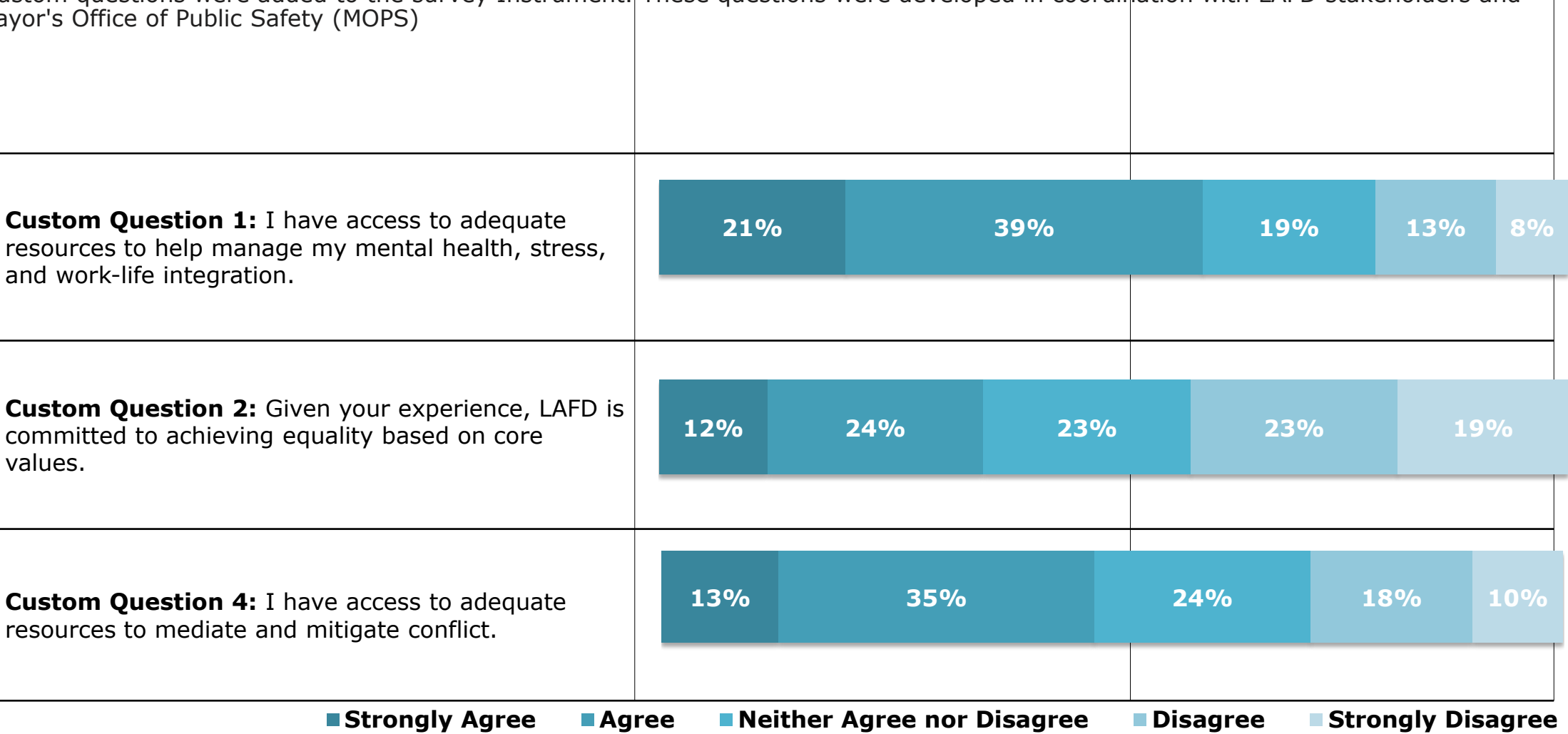Please provide one recommendation to improve the LAFD employee experience.

RELATED FOCUS GROUP & INTERVIEW QUESTIONS

- *How supported do you feel by LAFD to manage your mental health, stress, and work-life balance? What do you need to feel more supported?*

- *How do you see executive leaders at LAFD living the core values of LAFD and motivating employees?*

- *Do you feel that you have the right resources to create trust in the organization? E.g., giving your team members the tools to address conflict*

- *Is there anything else you would like to share that we have not covered already?*

Overview of Custom Survey Questions

Five custom questions were added to the survey Instrument. These questions were developed in coordination with LAFD stakeholders and the Mayor's Office of Public Safety (MOPS)

Custom Question 1: I have access to adequate resources to help manage my mental health, stress, and work-life integration.	21%	39%	19%	13%	8%
Custom Question 2: Given your experience, LAFD is committed to achieving equality based on core values.	12%	24%	23%	23%	19%
Custom Question 4: I have access to adequate resources to mediate and mitigate conflict.	13%	35%	24%	18%	10%

■ **Strongly Agree**   ■ **Agree**   ■ **Neither Agree nor Disagree**   ■ **Disagree**   ■ **Strongly Disagree**

Note: n counts differ across questions because these questions were optional and not every participant answered the question

Survey Free Response Feedback

Statements* are representative of feedback collected from free responses provided through the survey

I truly believe that Captains and Chiefs need to receive formal leadership training.

The Department could do a better job of valuing civilian employees. It's nice to have an appreciation day or lunch but the Department needs to better train sworn on what the roles are of their civilian counterparts and include civilians in promotion ceremony.

Do a better job holding members accountable for their actions! The lack of accountability is a large source of conflict within individual stations!

I can't speak for everyone but the majority of those that are the leaders of this organization have a huge disconnect with the workers on the ground level. It is time they come ride out with us and see how the department has changed since they were firefighters and make changes to help with station morale. Lead from the front, not from the top.

Improve the promotional process. It needs to be more clear-cut and concise. It's an absolute let down to the membership when we have to play a guessing game.

I think Firefighter Paramedics run most of the calls in the city and are treated the worst. The culture of this department is that medics are bad firefighters, and we are not treated with the same respect. We are consistently detailed off fire apparatus on training days when we try to better ourselves. The rotation of a Firefighter Paramedic is not even one third.

Improve on transparency from the administration down to the rank and file.

*Statements may have been slightly altered to preserve the anonymity of the contributors

Appendix

The Assessment Results

The assessment identified four key areas of strength for LAFD, along with eight key areas that require focus moving forward, with an additional nine that are rated important by the workforce

Area of Strength	Area of Focus	Area Requires Attention
Teaming & Belonging: The ability of teams to collaborate, work together, and foster relationships and interact with colleagues	**Coaching & Mentorship**: The ability and enablement of team leaders to develop team members, inspire, create followership, and drive results	**Communication**: How communication is conducted, delivered, and encouraged amongst colleagues and teams
Purpose: The organization's mission and values that drives how business is conducted and value is given to customers	**Adaptability**: The ability of the organization to keep pace with the changing marketplace, key players, equipment, and rules	**Accountability**: The level of accountability across people, e.g., teams and colleagues, that encourages collaborative behavior and shared goals
Work Objectives: An understanding of expected outcomes and measures of success	**Mind**: The ability of a worker to manage their mental health, stress, and work-life integration	**Trust**: The safety and support team members feel to share ideas, address conflict, share burdens, and achieve their goals
Meaning of Work: The alignment and adaptability of work to the mission, values, and purpose of the worker and organization that strengthens the worker	**Growth**: The impact of work that aligns with the personal goals and growth of the worker	**Diversity, Equity, & Inclusion**: The ability of an organization to empower workers to bring their authentic selves in a safe, encouraging, and accepting environment
	Wealth: The ability of a worker to manage the financial aspects of their work and personal life	**Executive Leadership**: The leadership behaviors which impact core values, motivation, and communication
	Ways of Working: The norms and methods established by the team and organization to complete work	**Body**: The ability of a worker to manage their physical health, wellness, and physical activity
	Work Enablement: The access to and efficiency of the processes, tools, and information required to complete work	**Flexibility**: The ability of the worker to complete work with autonomy to address their needs
	Career Mobility: The opportunities and resources available to me which allow me to move across positions or occupations in the workplace	**Career Progression:** The opportunities available to me for moving forward and getting promoted
	Training: The system of activities designed to help me obtain knowledge, skills, and progress professionally and personally	

Workforce Experience Assessment Framework

An industry leading framework was used to enable the analysis of the LAFD's organizational engagement across 6 primary workforce pillars, pictured below. The assessment provides a quantitative and qualitative analysis of the survey, interviews, and focus groups for each pillar. Engagement is defined as employees' attitudes and attachment towards their job, coworkers, and organization

WORK

The relationship I have with the work I do, the norms, methods, and tools I use to get work done, and how my work strengthens me

PEOPLE

The relationship I have with the community I serve, the people I manage, report to, collaborate, partner, and engage with in my work community

LEARNING & DEVELOPMENT

The relationship I have with how well prepared I feel to advance and learn in my work

WELL-BEING

The relationship I have with my personal life, rewards and well-being, goals, and world view

ORGANIZATION

The relationship I have with the mission, purpose, culture, and leadership behaviors of the organization, and its policies, programs, and rewards

TECHNOLOGY*

The relationship I have with the technologies that connect me to my work, workforce, and workplace

*Provided qualitative data, but quantitative data; was not a focus area of our assessment

Deloitte.

Primary & Secondary Research

The primary and secondary research generated 1,000+ data points across 24 interviews, 20 focus groups, and 100 documents. Data points were filtered through the methodology, tagged to a pillar in the framework, and analyzed

Primary Research

EngagePath Survey*
- 34% response rate
- 1,246 responses
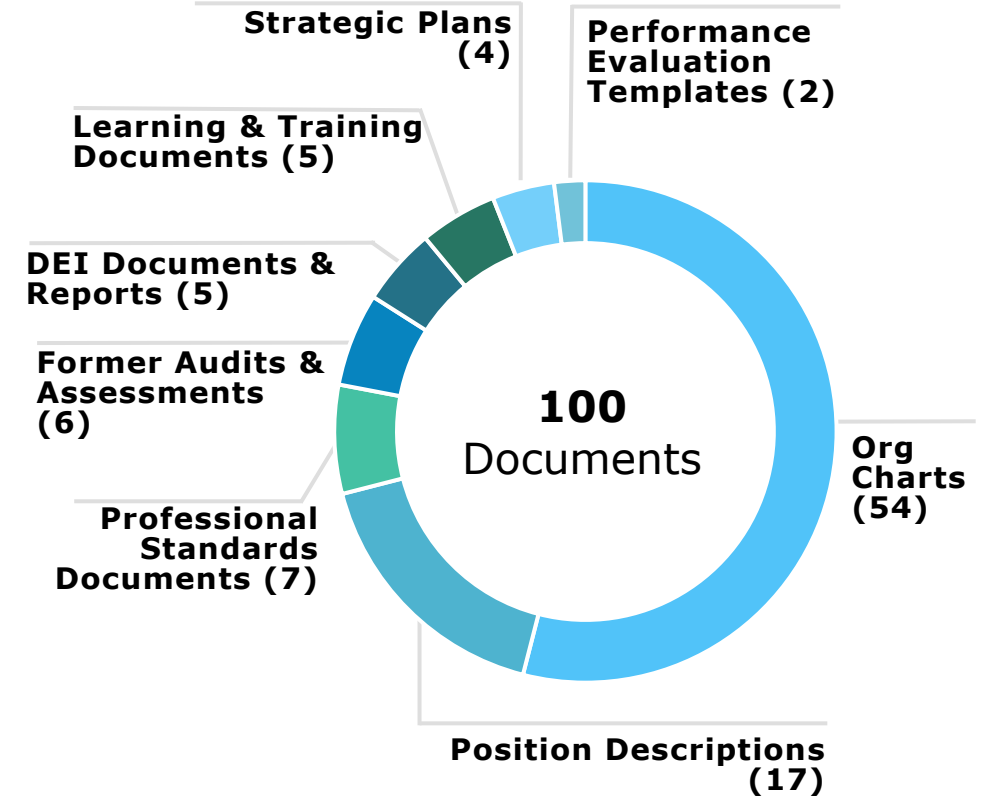- 847 free responses
- Delivered from 9/08 to 9/20

Focus Groups
- 20 focus groups
- Participation from 81 LAFD employees across 30+ functions and 25+ fire stations
- From 9/17 to 10/05

Qualitative & quantitative data collected

Interviews
- 24 one-on-one interviews across 7 bureaus
- From 9/10 to 10/13

Secondary Research

Strategic Plans (4)

Performance Evaluation Templates (2)

Learning & Training Documents (5)

DEI Documents & Reports (5)

Former Audits & Assessments (6)

Professional Standards Documents (7)

100 Documents

Org Charts (54)

Position Descriptions (17)

The Survey Model

Deloitte has deployed the **EngagePath™** survey across the private and public sectors and National Business Research Institute to provide industry engagement benchmarks from more than 30,000 organizations. The survey helps understand workplace attitudes across 6 indices

MEANINGFUL WORK	SUPPORTIVE MANAGEMENT	POSITIVE WORK ENVIRONMENT
Work that aligns employees to their strengths and gives employees a sense of purpose and empowerment. Employees are enabled with the tools and autonomy they need to develop and succeed.	Management that guides and empowers its employees by setting clear goals and decision-making processes, coaching for high performance, developing future leaders, and providing continuous feedback.	A workplace that is flexible, collaborative, humane, and inclusive, with benefits and programs that allow work to fit into employees' lifestyles. Emphasis on reducing workloads and maintaining a strong culture of recognition.
GROWTH OPPORTUNITY	**TRUST IN LEADERSHIP**	**COLLABORATION & COMMUNICATIONS**
A belief in giving employees ample opportunities for continuous learning, professional development, and career progression. Focus on supporting and facilitating internal mobility.	Inspirational leadership that invests in its people, communicates honestly, and fulfills the organization's mission, vision, and purpose.	A workplace promoting simplicity by providing the resources employees need to do their jobs, while not overburdening them with unnecessary information. Decisions are made by logical processes and are clearly conveyed across the organization.

Survey Approach

The EngagePath survey was deployed for LAFD in September 2021. The survey is deployed across the private and public sectors and National Business Research Institute to provide industry engagement benchmarks from more than 30,000 organizations. Details of the deployment can be found below

METHODOLOGY		DISTRIBUTION		TIMING
WHAT	**WHY**	**WHO**	**HOW**	**WHEN**
EngagePath™ assesses employee engagement across **six different indices**, as well as an overall engagement index. Each index is composed of attributes that contribute to overall engagement at LAFD.	The purpose of the EngagePath™ survey is to **better understand employee engagement at LAFD**. The survey will establish a baseline of the current state of engagement at LAFD and serve as a starting point for action planning.	**3,699** employees from LAFD were invited to participate in the survey. The **Fire Chief** sent **five communications** via the fire department's portal to introduce the survey, encourage participation, communicate reminders, and thank members for participating.	The survey was administered online The survey was administered confidentially Every LAFD employee received an email containing a unique survey link	The survey was administered for approximately two weeks from **9/8/21 to 9/20/21**.

Defining the Survey

INDEX	ATTRIBUTE	DEFINITION
MEANINGFUL WORK	Autonomy	Empowering employees with the freedom to make independent decisions about their work
	Work Impact	Work that gives employees a sense of meaning, purpose, and personal fulfillment
	Select to Fit	Selecting employees whose interests and goals align with the job
	Small, Empowered Teams	Effective, cohesive teams that enjoy working together
	Unstructured Time	Giving employees the freedom and flexibility to work on activities outside of their day-to-day tasks
SUPPORTIVE MANAGEMENT	Agile Performance Management	Ensuring that employees receive clear, consistent, and actionable feedback on their job performance
	Coaching	Fostering positive relationships between managers and employees that allow for open communication, feedback, and mentorship
	Clear, Transparent Goals	Ensuring that employees clearly understand what is expected of them on the job
	Investment in Management Development	Training employees to develop their management and leadership skills
POSITIVE WORK ENVIRONMENT	Culture of Recognition	A workplace culture that recognizes employees for their contributions
	Well-Being	A work environment that allows employees to maintain a healthy work-life balance
	Fair, Inclusive, Diverse Work Environment	A safe, fair work environment that allows for the expression of diverse opinions and values
	Humanistic Workplace	An interconnected workplace characterized by strong personal connections between employees
GROWTH OPPORTUNITY	Facilitated Talent Mobility	Ensuring that employees have sufficient career growth and development opportunities at their organization
	High Impact Learning Culture	Fostering an organizational culture that prioritizes training and development
	Training and Support on the Job	Giving employees ample support and mentorship in their career development
	Self-Directed Dynamic Learning	Giving employees access to self-directed learning activities such as online training and mentoring programs
TRUST IN LEADERSHIP	Mission and Purpose	Communicating the mission and purpose of the organization to employees in an exciting, relatable way
	Transparency and Honesty	Senior leaders who are open, honest, and compassionate in their communications with employees
	Continuous Investment in People	Making an effort to improve the work experience of employees
	Inspiration	Senior leaders who inspire employees to do their best work
COLLABORATION & COMMUNICATION	N/A (does not have attributes, only items)	A workplace promoting simplicity by providing the resources employees need to do their jobs, while not overburdening them with unnecessary information. Decisions are made by logical processes and are clearly conveyed across the organization

Defining the Framework
(1 of 2)

PILLAR	LEVER	DEFINITION
WORK	Meaning of Work	The alignment and adaptability of work to the mission, values, and purpose of the worker and organization that strengthens the worker
	Work Objectives	An understanding of expected outcomes and measures of success
	Work Enablement	The access to and efficiency of the processes, tools, and information required to complete work
	Ways of Working	The norms and methods established by the team and organization to complete work
	Flexibility	The ability of the worker to complete work with autonomy to address their needs
	Growth	The impact of work that aligns with the personal goals and growth of the worker
PEOPLE	Communication	How communication is conducted, delivered, and encouraged amongst colleagues and teams
	Accountability	The level of accountability across people, e.g., teams and colleagues, that encourages collaborative behavior and shared goals
	Teaming	The ability of teams to collaborate, work together, and foster relationships and interact with colleagues
	Trust	The safety and support team members feel to share ideas, address conflict, share burdens, and achieve their goals
	Coaching	The ability and enablement of team leaders to develop team members, inspire, create followership, and drive results
	Network *(not a focus area)*	The opportunities available and interpersonal relationships that connect people and build a network
ORGANIZATION	Adaptability	The ability of the organization to keep pace with the changing marketplace, key players, equipment, and rules
	Executive Leadership	The leadership behaviors which impact core values, motivation, and communication
	Purpose	The organization's mission and values that drives how business is conducted and value is given to customers
	Diversity, Equity & Inclusion	How an organization creates an environment that enables the workforce be themselves and "live out" the shared values
	Rewards *(not a focus area)*	The organization's dedication to the worker's self, growth, value, and work
	Accountability *(not a focus area)*	The accountability of the organization to deliver on its promises to the community, workforce, and partners

Defining the Framework
(2 of 2)

PILLAR	LEVER	DEFINITION
WELL-BEING	Mind	The ability of a worker to manage their mental health, stress, and work-life integration
	Body	The ability of a worker to manage their physical health, wellness, and physical activity
	Wealth	The ability of a worker to manage the financial aspects of their work and personal life
	Diversity, Equity & Inclusion	The ability of an organization to empower workers to bring their authentic selves in a safe, encouraging, and accepting environment
	Purpose *(not a focus area)*	The connection of a worker's personal values with the values of others and the organization, creating a sense of fulfillment and meaning
	Growth *(not a focus area)*	The ability of the organization to meet the needs of the worker's personal and professional goals
LEARNING & DEVELOPMENT	Training	The system of activities designed to help me obtain knowledge, skills, and progress professionally and personally
	Career Progression	The opportunities available to me for moving forward and getting promoted
	Career Mobility	The opportunities and resources available to me which allow me to move across positions or occupations in the workplace
	Flexibility *(not a focus area)*	My ability to determine where and when I work
	Accessible Tools *(not a focus area)*	The access to tools that equip the workspace, enable work anytime and anywhere, enhance work, reduce hassle, etc.
	Design *(not a focus area)*	The design of the workspace and technology that accommodates my personal and work needs
TECHNOLOGY *(not an area of focus for the assessment)*	Collaboration & Communication *(not a focus area)*	The promotion of teaming and knowledge sharing through technology
	Work Enablement *(not a focus area)*	The ability to leverage the right technology to accomplish work efficiently
	Data *(not a focus area)*	The ability to access real-time information, dashboards, and applications to drive decision-making and complete work
	Design *(not a focus area)*	How technology is designed in a human-centric way, resulting in intuitive, simple tools with minimal training
	Personalization *(not a focus area)*	The level of personalization that enables technology to cater to the needs and preferences of the worker
	Consistency *(not a focus area)*	The usage of technology to enable a consistent work experience regardless of where or when work is done

Defining the Management Levels at LAFD

MANAGEMENT LEVEL	ROLES		
EXECUTIVE MANAGEMENT	Fire Chief Fire Deputy Chief Fire Administrator Chief Information Officer		
MIDDLE MANAGEMENT	Fire Battalion Chief Fire Assistant Chief Personnel Director II Equipment Superintendent PR Accountant II Sr Personnel Analyst II		
FIRST-LINE MANAGEMENT	Fire Captain I Fire Captain I Auditor I Programmer/Analyst V Sr Management Analyst I Sr Systems Analyst I Sr Systems Analyst II		
NON-MANAGEMENT	Apparatus Operator Fire Engineer Fire Inspector I Fire Inspector II Firefighter II Firefighter III	Fire Protection Engineer Assc II Management Analyst Administrative Clerk Sr Administrative Clerk Sr Fire Statistical Analyst Office Service Assistant	Executive Admin Assistant II Mech Helper Fire Special Investigator Sr Store Keeper Management Aide Equipment Repair Supervisor