

LOS ANGELES FIRE DEPARTMENT



KRISTIN M. CROWLEY
FIRE CHIEF

February 5, 2024

BOARD OF FIRE COMMISSIONERS
FILE NO. 24-017

TO: Board of Fire Commissioners

FROM:  Kristin M. Crowley, Fire Chief

SUBJECT: OVERVIEW OF THE NEW EQUITY AND HUMAN RESOURCES
BUREAU (FORMERLY EQUITY DIVISION)

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 Withdrawn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

SUMMARY

As directed by the Board of Fire Commissioners (BOFC), the Los Angeles Fire Department (LAFD) is providing a report on the organization, reporting structure, and authority given to the new Equity and Human Resources Bureau (EHR) to carry out its mission.

RECOMMENDATION

The Board:
Receive and File.

DISCUSSION

The LAFD established its Diversity, Equity, and Inclusion (DEI) efforts in 2022, with the Deputy Chief of the Training and Support Bureau (TSB) named as the Department's Racial Equity Officer. Organizationally, the newly formed Equity Division (EQD) became one of three divisions under TSB, along with the Training Division and the Supply & Maintenance Division. An Assistant Chief leads each Division under TSB with a direct report to the TSB Deputy Chief. On December 3, 2023, the Department established the EHR Bureau to lead its DEI and Human Resources efforts. A Deputy Chief was appointed to lead the new Bureau with a direct report to the Chief Deputy of Administrative Operations.

Attached to this report is the organizational structure of the new EHR Bureau. The new organization includes a Diversity, Equity, and Inclusion (DEI) Section led by a Chief Management Analyst as the DEI Officer/Equal Employment Opportunity (EEO) Supervisor with a direct report to the Deputy Chief of the EHR Bureau. The Workforce Effectiveness Section (WES) and the Ombuds Section are led by a Battalion Chief directly reporting to the Assistant Chief of the EHR Bureau.

In March 2022, Mayor Garcetti signed Executive Directive No. 34: Citywide Workplace Equity Policy and established the Office of Workplace Equity to support diversity, equity, inclusion, and belonging efforts citywide. The Workplace Equity Policy developed by the City of Los Angeles is the foundation for a workplace rooted in respect, equity, and constructive methods of conflict resolution. The new policy includes a prohibition against inequitable conduct. It mandates that all city supervisors report potential policy violations to a newly created portal, MyVoiceLA.org (LAFD continues to use the Complaint Tracking System). Department Heads are furthermore directed to make all reasonable efforts to ensure their departments are free of discrimination, retaliation, harassment, and other inequitable behaviors and to take prompt action to address violations of the Workplace Equity Policy appropriately and to cultivate environments that encourage reporting of breaches of the Workplace Equity Policy.

The Policy prohibits harassment or discrimination based on any Protected Category or sexual harassment, retaliation, and other inappropriate conduct based on a Protected Category or protected activity. These activities interfere with the City's goals of maintaining a diverse, equitable, inclusive, and productive workplace.

Protected Categories under this Policy include:

- Acquired Immune Deficiency Syndrome (AIDS) or the Human Immunodeficiency Virus (HIV) Status
- Age (40 and over)
- Ancestry
- Color
- Disability - Mental or Physical
- Domestic Violence Victim Status
- Ethnicity
- Gender, Gender Expression, and Gender Identity
- Genetic Information (including family medical history)
- Marital Status
- Medical Condition (cancer and genetic characteristics)
- Military and Veteran Status
- National Origin (including but not limited to language use restrictions)
- Race (including natural hair texture and protective hairstyles)
- Religious Creed (including but not limited to religious dress and grooming practices)
- Sex (including but not limited to pregnancy, childbirth, breastfeeding, and related medical conditions)
- Sexual Orientation
- Any Protected Category under local, state (California), or federal law

This Policy also includes protections for individuals perceived as being a member of one of the Protected Categories and individuals associated with members of the Protected Categories.

The City prohibits conduct violating this policy and will respond promptly and effectively to reports of potential policy violations. This response includes action to stop, prevent, correct, and, where appropriate, discipline any individual who engages in any conduct that violates this policy.

The EHR Bureau is developing its strategic plan based on the EHR Bureau roadmap provided by the Deloitte LAFD Org & Training Assessment using the framework from the Institute for Diversity and Inclusion in Emergency Management (I-DIEM) recommendations compliments of the Los Angeles Fire Foundation grant and the key findings from the 2022 Los Angeles Citywide Workplace Climate Assessment. The EHR Bureau will continue to build its staff and the development of Employee Resource Groups (ERGs) to assist with policy development focusing on Equity and Inclusion. One Assistant Chief and two Battalion Chief vacancies will be filled at the end of February. The members chosen to fill these vacancies were based on their qualifications, interviews, experience, leadership potential, and commitment to diversity, equity, and inclusion. Additionally, there are three Captain I vacancies, one Senior Personnel Analyst I vacancy, and two Personnel Analyst vacancies that we are in the process of filling. Three additional positions are pending approval for the fiscal year 2024/2025 budget to add to the EEO unit: one Chief Management Analyst, also known as the DEI Officer/EEO Supervisor, with a direct report to the Deputy Chief of the EHR Bureau, an additional Senior Personnel Analyst II, and an additional Senior Personnel Analyst I.

Diversity, equity, and inclusion are woven into the fabric of the City of Los Angeles and the LAFD. They are part of the department's vision, mission, and strategic goals, specifically goals three, four, and five. As part of #OneTeam LAFD, the EHR Bureau seeks to ensure an organizational culture of inclusivity that nurtures an appreciation of all races, genders, cultures, and all aspects of diversity, respecting and welcoming differing ideas, perspectives, and backgrounds.

The EHR Bureau will measure success with DEI by evaluating the following areas:

1. **Demographic Representation:** The department will track the representation of diverse groups within its workforce, including race, gender, ethnicity, and other protected characteristics. We will set goals for increasing representation and regularly monitor progress. These demographics will allow the department to measure its success in creating a more diverse workforce.
2. **Employee Satisfaction Surveys:** Conducting regular surveys to gauge employee satisfaction and engagement will help measure the inclusivity and equity within the department. These surveys will include questions specifically related to DEI, allowing employees to provide feedback on their experiences and perceptions.
3. **Training and Education:** Providing DEI training and education programs for all employees will help create a more inclusive and equitable workplace. The

department will measure success by evaluating the participation rates in these programs and assessing the impact they have on employee attitudes and behaviors.

4. **Promotion and Advancement:** Tracking the promotion and advancement rates of employees from diverse backgrounds will indicate whether the department is providing equal opportunities for career growth. If there are disparities in promotion rates, it may indicate areas where the department needs to improve its DEI efforts.
5. **Community Engagement:** The department will measure success in DEI by evaluating its relationships with the communities it serves. This will include assessing community feedback, conducting outreach programs, and monitoring the department's ability to serve our diverse populations effectively.
6. **Incident Reporting and Response:** Tracking and analyzing incident reports related to discrimination, harassment, or bias will provide insights into the department's DEI efforts. Monitoring the number and nature of these incidents will help identify areas for improvement and measure success in creating a more inclusive and respectful work environment.

CONCLUSION

The EHR Bureau will continue analyzing all LAFD processes, employee work groups, specialized teams, and systems through a diverse, equitable, and inclusive lens and move forward with training for adherence to the City's Workplace Equity Policy with the purposeful intent of impacting every work environment on the LAFD to embrace diversity, equity, and inclusion, and give every employee a sense of belonging and self-worth, which leads to a more productive employee and a thriving Department. The EHR Bureau will work towards ensuring that the LAFD is a workforce of individuals with diverse personal backgrounds, ideas, talents, and experiences that facilitate an opportunity for each individual to make a unique contribution to the workplace to provide exceptional and equitable service to all of the communities of Los Angeles. By setting measurable goals, collecting data, and actively addressing any disparities or issues that arise, the LAFD will be able to work towards creating a more diverse, equitable, and inclusive organization.

Report prepared by Deputy Chief Jaime E. Moore, Equity and Human Resources Bureau.

Attachments



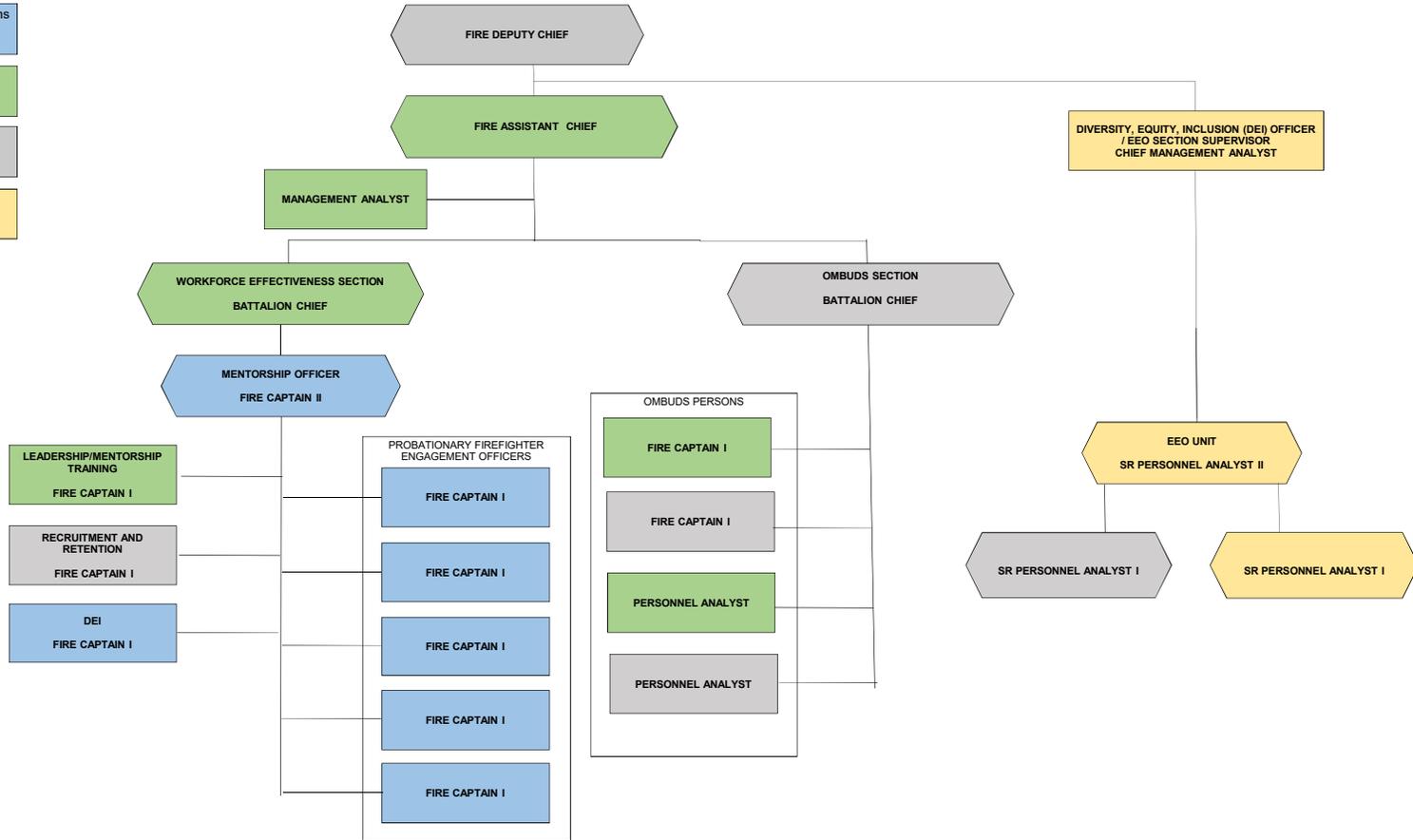
EQUITY AND HUMAN RESOURCES BUREAU ORGANIZATIONAL CHART

Existing Positions/Functions
Transferred to Equity
Bureau

Year 1
Fiscal Year 22-23
New Positions

Year 2
Fiscal Year 23-24
New Positions

Fiscal Year 24-25
New Positions



DEMOGRAPHICS (Sworn & Civilian)

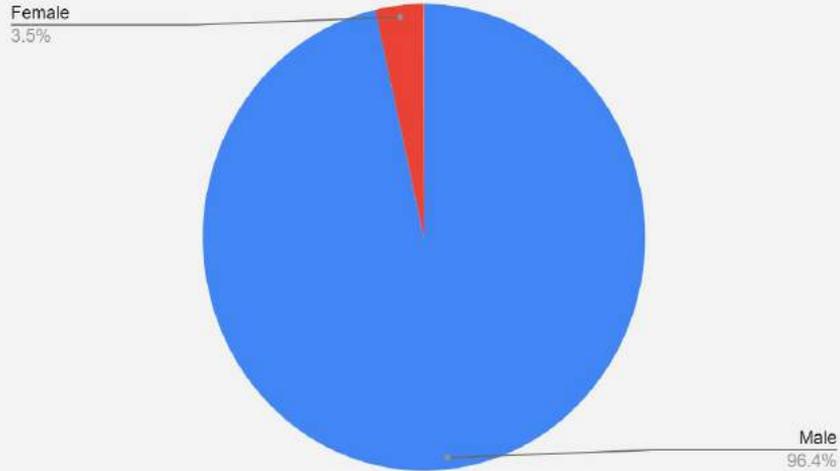
Los Angeles City Fire Department



The Los Angeles City Fire Department is one of the largest municipal fire departments in the United States with approximately 3,430 sworn and 335 civilian personnel.

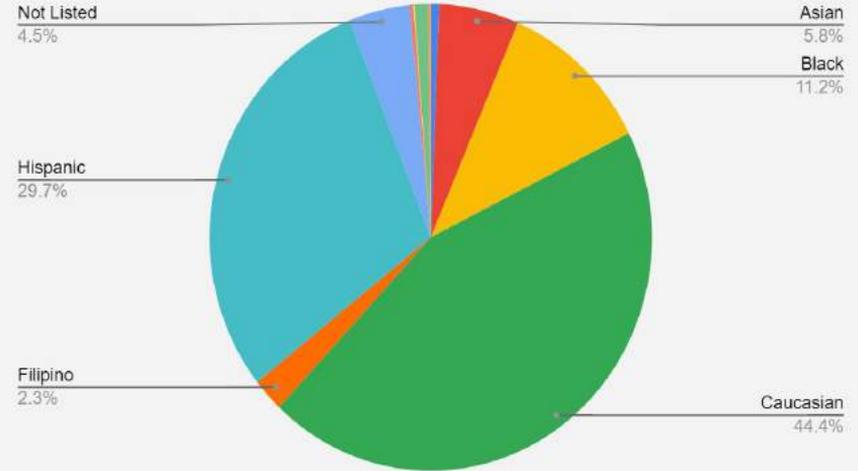
3430 Sworn Personnel

GENDER DEMOGRAPHICS



GENDER	SWORN
Male	3308 (96.4%)
Female	121 (3.5%)
Unknown	1 (.1%)
Other	0
Total	3430

RACIAL DEMOGRAPHICS

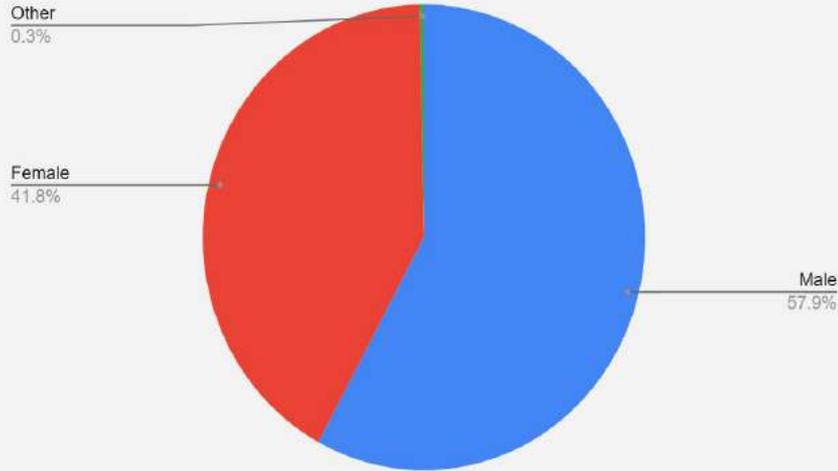


ETHNICITY	SWORN
American Indian	21 (.61%)
Asian	200 (5.8%)
Black	384 (11.2%)
Caucasian	1522 (44.4%)
Filipino	80 (2.3%)
Hispanic	1017 (29.7%)

Pacific Islander	3 (.1%)
Two or More Races	35 (1.02%)
Other	9 (.20%)
Unknown	6 (.17%)
Not Listed	153 (4.5%)
Total	3430

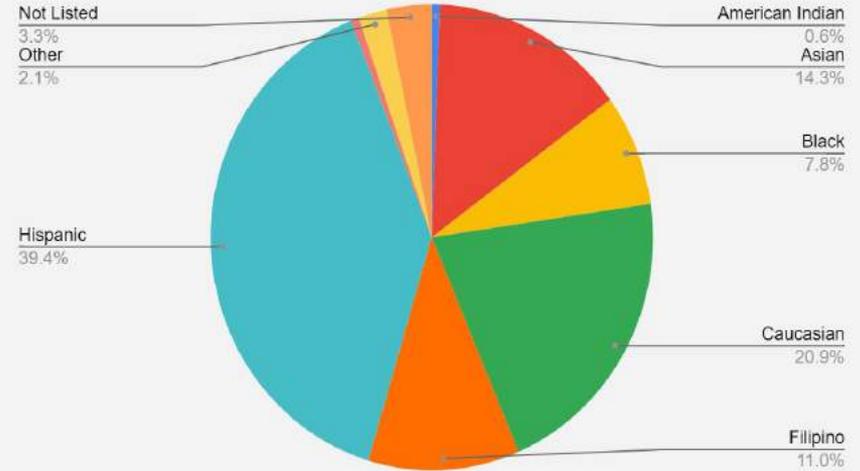
335 Civilian Personnel

GENDER DEMOGRAPHICS



GENDER	CIVILIAN
Male	194 (57.9%)
Female	140 (41.8%)
Unknown	0
Other	1 (0.3%)
Total	335

RACIAL DEMOGRAPHICS

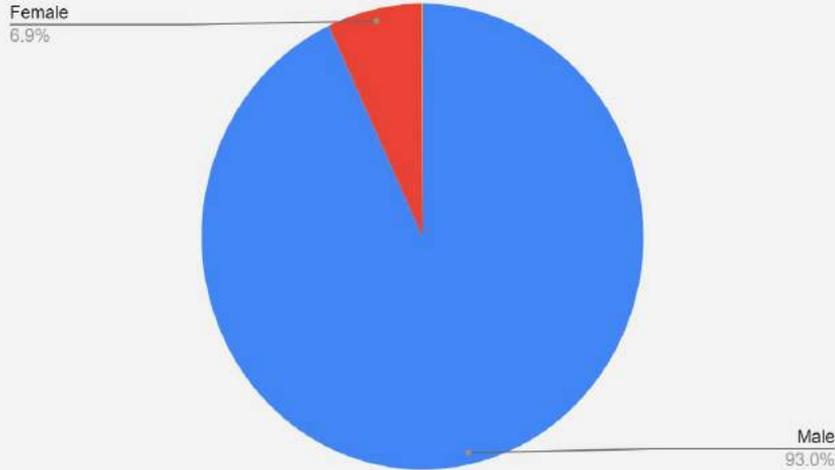


ETHNICITY	CIVILIAN
American Indian	2 (0.6%)
Asian	48 (14.3%)
Black	26 (7.8%)
Caucasian	70 (20.9%)
Filipino	37 (11.0%)
Hispanic	132 (39.4%)
Pacific Islander	0

Two or More Races	2 (0.6%)
Other	7 (2.1%)
Unknown	0
Not Listed	11 (3.3%)
Total	335

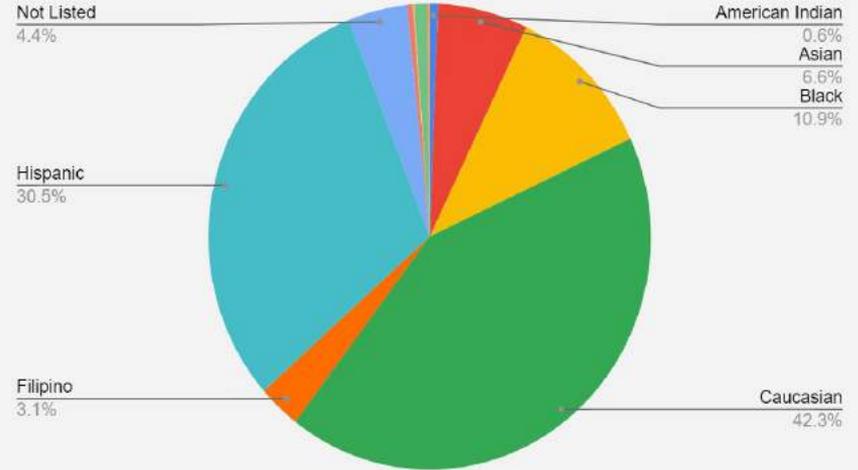
3765 Sworn and Civilian Personnel

GENDER DEMOGRAPHICS



GENDER	LAFD PERSONNEL
Male	3502 (93.0%)
Female	261 (6.9%)
Unknown	0
Other	2 (.1%)
Total	3765

RACIAL DEMOGRAPHICS



ETHNICITY	LAFD PERSONNEL
American Indian	23 (0.6%)
Asian	248 (6.6%)
Black	410 (10.9%)
Caucasian	1592 (42.3%)
Filipino	117 (3.1%)
Hispanic	1149 (30.5%)

Pacific Islander	3 (.1%)
Two or More Races	37 (1.0%)
Other	16 (.4%)
Unknown	6 (.1%)
Not Listed	164 (4.4%)
Total	3765

THE END

