

BOARD OF FIRE COMMISSIONERS

—
Dalila Teresa Sotelo
PRESIDENT

Jill Furillo
VICE PRESIDENT

Genethia Hudley-Hayes
Casimiro Tolentino
Andrew Friedman

—
BLANCA GOMEZ-REVELLES
EXECUTIVE ASSISTANT II

CITY OF LOS ANGELES

CALIFORNIA



Antonio Villaraigosa
MAYOR

DEPARTMENT OF FIRE

—
WILLIAM R. BAMATTRE
FIRE CHIEF

—
200 NORTH MAIN STREET
LOS ANGELES, CA 90012

(213) 978-3838
FAX: (213) 978-3814

<http://www.lafd.org>

May 2, 2006

The Honorable Antonio Villaraigosa, Mayor
Los Angeles City Hall
Los Angeles, CA 90012

Honorable Mayor Villaraigosa:

Guided by your strong leadership and vision of full civic engagement, the Board of Fire Commissioners has lead an unprecedented transparent and inclusive process to create what we are confident is a clear road map to address the personnel challenges faced by the men and women of the Los Angeles Fire Department.

Since the end of January, 2006, the Board of Fire Commissioners has dedicated itself to the completion of your directive to present an Action Plan that lays out how the Commission, along with the Fire Department, will address the audits conducted by the City Controller and the City's Personnel Department.

As part of this process, we have held over 25 public and committee meetings as well as over 50 firehouse visits by individual Commissioners. We have engaged the Fire Department, its labor organizations and its various employee associations as partners and advisors. Their valuable written and verbal statements have been instrumental in forming the foundation of the Action Plan.

During the last several months, the Board has met the men and women of the Los Angeles Fire Department who have demonstrated an unparalleled level of dedication and commitment to serving the residents of this City. The reasons that they are considered the best fire personnel in the nation are evident to the Board. We have seen first hand their ability to work closely together in emergency situations and have been impressed by their professionalism in responding to public safety emergencies. The Board is confident in the ability of each member to handle the human relations challenges that currently face the Department with the same dedication, commitment and professionalism.

Honorable Mayor Villagraigosa
May 2, 2006
Page 2

Through the leadership of the Fire Chief and in partnership with the labor organizations and employee associations, the Board has identified opportunities to improve management in each of the four major areas addressed in the audits:

- Leadership and Communication
- Human Relations
- Complaint and Disciplinary procedures
- Drill Tower

The Action Plan that was adopted by the Board will enable the Fire Department to respond as effectively to the human relations challenges it faces as it does to emergencies that its men and women face daily.

The Board is grateful to your office for the assistance it has provided during the initial phase of developing the Action Plan and we look forward to the continued support and involvement of your office as we implement the recommendations that will achieve the goals of zero tolerance for any form of discrimination, accountability, equity and leadership while maintaining the high standards of the Department.

Respectfully,



Dalila Teresa Sotelo
President
Board of Fire Commissioners

Attachments

cc: The Honorable Members of the City Council
The Honorable Rockard J. Degadillo, City Attorney
The Honorable Laura N. Chick, City Controller
Ms. Robin Kramer, Chief of Staff, Office of the Mayor
Mr. Maurice Suh, Deputy Mayor Homeland Security and Public Safety
Ms. Margaret Whelan, General Manager Personnel Department
William R. Bamattre, Fire Chief



City of Los Angeles
Board of Fire Commissioners

AUDIT ACTION PLAN



Los Angeles City
Fire Department

April 25, 2006

BOARD OF FIRE COMMISSIONERS

TABLE OF CONTENTS

Section I.....	Executive Summary
Section II.....	Action Plan
Section III.....	Initial Findings
Section IV.....	List of Activities
Section V.....	Matrix of Audit Recommendations
Section VI.....	City Controller Audit Executive Summary
Section VII.....	Personnel Department Audit Summary

EXECUTIVE SUMMARY

Since the late 1800's, the Los Angeles Fire Department has a proud history of providing fire protection and medical emergency responses integral to creating public safety for the residents of Los Angeles. This work began with a small and voluntary organization of men who wanted to serve their neighbors. As the City grew and modernized, the Los Angeles Fire Department quickly and effectively changed to respond to the physical needs and emergencies of a newly emerging city.

Since that time, the Department has been recognized internationally as a leader in providing disaster relief to communities around the world. Brave members of the Department provided assistance and relief to the victims of the 9-11 terrorist attacks as well as the recent hurricane disasters in the Gulf States. In our own City, the Department has faced and successfully responded to earthquakes, floods, mudslides, brush fires and civil unrest.

The men and woman of this Department have clearly demonstrated that they are the best of this Country's fire service departments.

While the Department has readily adapted to the changing physical environment, it has been challenged by the need to adapt to the cultural and demographic shifts within our changing City.

The City Controller's and the Personnel Department's audits have unmasked the reality that the Department has been slow to create an internal structure that recognizes and embraces the civic imperative for diversity in all of its forms.

The skills, commitment and dedication exemplified in the Department's ability to adapt to a growing City with unforeseen physical and civic challenges are the same skills, commitment and dedication that it needs to successfully face and overcome the challenges identified in the audits.

The Board of Fire Commissioners has, over the last 90 days, engaged in an unprecedented transparent and inclusive process that has yielded the Action Plan that follows. The process included over 25 public and committee meetings, 5 visits to the Drill Tower including 2 graduation ceremonies as well as over 50 firehouse visits each lasting 2 hours by individual Commissioners. Further, the Board fully engaged the Fire Department, its labor organizations and its various employee associations as partners and advisors in the creation of our Action Plan. All four general areas outlined in the Action Plan will be incorporated into the overall Strategic Implementation Plan.

The Board of Fire Commissioners is certain that the men and women of this Department can once again step up to the challenge and create a Department that has zero tolerance for all forms of discrimination while maintaining the highest standards of performance and quality of service as outlined in the attached Action Plan.

BOARD OF FIRE COMMISSIONERS

ACTION PLAN

TABLE OF CONTENTS

LEADERSHIP AND COMMUNICATION

Vision Statement.....	1
Effective Department Communication.....	2
Promotional Standards.....	3
Succession Planning.....	4

HUMAN RELATIONS

Human Relations Training.....	5
Human Relations Development Plan.....	6
Employee Evaluation/Recognition Process.....	7
Human Relations Program.....	8
Promotional Process.....	9

COMPLAINT AND DISCIPLINARY PROCESS

Disciplinary Guidelines.....	10
Equal Employment Opportunity Unit.....	11
Code of Conduct.....	12
Independent Affairs Division/Profession Standards Bureau.....	13-14
Tracking and Reporting System.....	15

DRILL TOWER (RECRUIT TRAINING ACADEMY)

Drill Tower.....	16
Recruitment of Women.....	17

LEADERSHIP AND COMMUNICATION

Vision Statement

Goal:

A Department whose members understand and believe in a vision statement and a set of Core Values that reflect their commitment to service to the City of Los Angeles as well as respect for one another.

Strategic Action Steps:

1. Direct the Fire Chief to collaborate with, at a minimum, United Firefighters of Los Angeles, the Chief Officer's Association, the Sirens, Los Bomberos, and the Stentorians.
2. Direct the Fire Chief to develop an inclusive feedback process.
3. Direct the Fire Chief to present the final draft Department-wide prior to adoption.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.

Timeline:

Report back to the Board of Fire Commissioners within 60 days.

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Evaluation/Measurement of Success:

- The vision for the Department is clearly understood by everyone in the City and the Department.
- The vision statement is visible throughout the Department and its communication materials.
- The vision statement is quoted often and at all levels of the Department.

LEADERSHIP AND COMMUNICATION

Effective Department Communication

Goal:

The Department will expand and enrich communication Department-wide by the use of all written and communication methods available, and supplemented by regular Fire Station visits by the Chief and his executive staff. The Department managers and supervisors will clearly understand that all communications from the Fire Chief, the Board, and elected officials is accurately shared with all members, respecting the spirit and intent of the message.

Strategic Action Steps:

1. Review all means of communication, including Internet policies, available in the Department and determine how each can be utilized to ensure consistent, timely, and effective communications with all levels in the Department.
2. Examine the means by which all employees can effectively reply, initiate communication, and offer suggestions to supervisors, managers and each other.
3. Provide basic equipment and training to all work locations, i.e., photocopy machines, fax machines, computer capabilities, etc., that supports timely communication.
4. Schedule regular work location visits for Bureau Commanders and Fire Chief.
5. Create a schedule for rollout of equipment specified in #3, above.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.
Technology Department

Timeline:

60 days

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Evaluation/Measurement of Success:

- Field offices will be appropriately trained and equipped with basic office equipment and technology.
- Ease of upward and lateral communication within the Department.
- All communications are timely, shared, and understood by all members.

LEADERSHIP AND COMMUNICATION

Promotional Standards

Goal:

The Department will promote candidates with a demonstrated commitment to equity, diversity, Core Values, and inclusion through their involvement, innovation and respect for the community and the Department. For supervisory/management promotions, the Department will utilize an assessment center process to measure administrative and leadership skills, knowledge and abilities.

Strategic Action Steps:

1. The Fire Department will work with the City's Personnel Department to ensure that all management promotional exams include a professionally designed assessment center component or best practices that measure commitment to diversity, administrative, management and leadership skills, knowledge and abilities.
2. The Fire Department and the City's Personnel Department will assign significant weight to components of the promotional exam that measure leadership and management skills in recognition of the greater need for administrative and management skills at the Chief Officer and Captain level.
3. Research and evaluate other models for best selection practices.
4. Obtain input from United Firefighters of Los Angeles, Chief Officers' Association, and stakeholder organizations

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.

Timeline:

60 days

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Possible funding for outside consultant.

Evaluation/Measurement of Success:

- A promotional process that results in leaders that apply their leadership education, training, and experience in a manner that supports the Core Values and Rules and Regulations of the Department and inspires their peers and subordinates to emulate a leadership style that demonstrates a commitment to Core Values.
- Promotional examinations that use best practices of testing for management positions.

LEADERSHIP AND COMMUNICATION

Succession Planning

Goal:

The Department will use best practice succession planning for future leaders and will have leaders at all levels, civilian and sworn, that are prepared for leadership through formal training, education, and mentoring.

Strategic Action Steps:

1. Direct the Department to partner with the Chief Officers' Association, United Firefighters of Los Angeles, the Stentorians, Los Bomberos, and the Sirens to research and develop a comprehensive Leadership Development Program in partnership with universities, professional leadership development institutions, and outside public and fire service agencies.
2. Direct the Department to collaborate with outside fire and public service agencies, and business leaders in the community to research and develop a management succession-planning program.
3. Direct the Department to include civilian participation in all leadership programs that result from steps 1 and 2.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.

Timeline:

60 days

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Evaluation/Measurement of Success:

- Will be determined once planning has been finalized.

HUMAN RELATIONS

Human Relations Training

Goal:

The Fire Department will evaluate the effectiveness of the human relations training program through the use of a diversity metrics system.

Strategic Action Steps:

1. Research and select a standard measurement method to measure the effectiveness of the Department's Human Relations Training.
2. Analyze the benefits of the training and adjust the Human Relations curriculum as appropriate.
3. Review other models to determine best practices.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.

Timeline:

90 days

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary including, if any, outside consultants and report back to the Board within 45 days.

Evaluation/Measurement of Success:

An effective metrics formula for measuring the following results:

- Composition of work force
- Promotional rates of underrepresented groups
- Behavior changes after training such as a reduction in the number of HR complaints

HUMAN RELATIONS

Human Relations Development Plan

Goal:

The Board of Fire Commissioners will activate the Human Relations Development Committee with advisory members from the Fire Department, labor and employee organizations as a permanent committee. The Committee will be tasked with analyzing current work place environment at any given time so as to hold the Department accountable for implementing changes pursuant to the Strategic Implementation Plan.

Strategic Action Steps:

1. Review and evaluate the current relevancy of the findings in the 1995 Personnel Audit and resulting Implementation Plan.
2. Assess and report on the current status of all relevant original Human Relations Development Committee recommendations.
3. Recommend methods to implement the relevant unfulfilled 1995 Audit recommendations, including a cost analysis.

Responsible Parties:

The Board of Fire Commissioners with the following advisory members: Fire Department, City Personnel Department, United Firefighters of Los Angeles #112, Chief Officers Association, the Stentorians, Los Bomberos, and the Sirens.

Timeline:

90 days

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Evaluation/Measurement of Success:

- Implementation of all viable Human Relations Development Committee recommendations.
- Ongoing evaluation process to ensure success and anticipation of possible changes.

HUMAN RELATIONS

Employee Evaluation/Recognition Process

Goal:

The Fire Department will have an employee evaluation process in which members who adhere and uphold the Department Human Relations Plan will be recognized and rewarded.

Strategic Action Steps:

1. Continue to analyze how adherence to the Human Relations policies are weighted in the promotional process.
2. Review and revise performance evaluations with specific measurable objective performance criteria in order to maximize objectivity and consistency.
3. Develop performance evaluations that include adherence to the Department's mission, goals, core values, workforce representation and enforcement of zero tolerance policies.
4. Create a process that recognizes outstanding achievement in promoting diversity and productivity in the community and the work place.
5. Create an ongoing training program for all Evaluators.
6. Identify a method to include the performance evaluation process as a useful tool for consideration in the promotional process.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations, rank and file, and the City Personnel Department.

Timeline:

60 days

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Evaluation/Measurement of Success:

- Performance evaluation document that is an objective reflection of the Core Values.
- Performance evaluation document that is a useful tool for consideration in the promotional process.
- Candidates that are promoted demonstrate a full understanding and ability to implement the spirit and the intent of the Human Relations Plan.

HUMAN RELATIONS

Human Relations Program

Goal:

The Fire Department will have a fully developed realistic and measurable human relations plan for sworn and civilian employees that reflects the Core Values.

Strategic Action Steps:

1. Continue assessment of the current Human Relations policy and training methodology through the Board of Commissioner's Human Relations Development Committee.
2. Develop the criteria for the Human Relations program that will reflect the Department's Core Values.
3. Create an open process that includes the participation of rank and file, firehouse captains, and Battalion Chiefs as advisors and respondents as the Human Relations plan is being developed.
4. Include Core Values in the evaluation procedures and promotional examinations

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.

In addition, outside Labor Organizations and appropriate City Commissions.

Timeline:

120 days

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Evaluation/Measurement of Success:

- Success as evidenced by the implementation of the Human Relations Plan system-wide.
- Positive changes in the quality of the work environment and diversity issues with continuous improvements.

HUMAN RELATIONS

Promotional Process

Goal:

The Fire Department will include in the current promotional and evaluation systems, subjects related to human relations management, commitment to diversity, and other areas directly related to the Fire Department's Core Values.

Strategic Action Steps:

Conduct a thorough analysis of the current promotional process and include elements that measure support for diversity, practices of inclusion, fairness in discipline, and adherence to the Department's Core Values.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations, rank and file, and the City Personnel Department.

Timeline:

60 days

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Evaluation/Measurement of Success:

- Supervisors and managers that model and mentor good human relations management practices, commitment to diversity, inclusion, equity, and Core Values.
- The Department supports and promotes individuals who demonstrate and mentor good human relations practices.

COMPLAINT AND DISCIPLINARY PROCESS

Disciplinary Guidelines

Goal:

The Department will adhere to disciplinary guidelines that are equitable, consistent, free of undue influence, and clearly understood by all levels of the Department; and that reflects the best practices with demonstrated success in achieving a self-disciplined workforce, and also reflect the Core Values and vision of the Department.

Strategic Action Steps:

1. The Department will work collaboratively with labor, employee organizations and the Office of the City Attorney to ensure a comprehensive perspective in developing disciplinary guidelines.
2. Review guidelines in use by other agencies, both public and private, to identify best practices.
3. Recognize the specific distinctive elements in the fire service to craft guidelines that are tailored to the fire service.
4. Establish timeframes for disciplinary cases based on complexity including feedback to all personnel directly involved at agreed upon intervals.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.

Timeline:

60 days

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Technology sufficient to support extensive research and creation of electronic version of current guidelines.

Evaluation/Measurement of Success:

- Fewer opted member Boards of Rights hearings
- Greater understanding by all members of the Department at all levels regarding the disciplinary process and the consequences for misconduct
- Increased reliance on self-discipline by individuals at all levels
- Demonstrated adherence to LAFD Core Values

COMPLAINT AND DISCIPLINARY PROCESS

Equal Employment Opportunity Unit

Goal:

The Department will have an Equal Employment Opportunity Unit that is independent from the chain of command, responsible for all EEO investigations, EEO policies, training of Department members in EEO related issues, uses complaint tracking information to maximize recognition of trends and proactive solutions to reach equitable conclusions.

Strategic Action Steps:

1. Determine the optimal staffing options.
2. Examine the reporting alternatives to establish and maintain maximum objectivity.
3. Research how reporting relationship will increase employee reliance on the unit.
4. Consider training needs for the staff in the unit.
5. Review the original 1994 Human Relations Development Committee recommendations.
6. Review current training model. Develop the most effective training for the LAFD.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.
Office of the City Attorney

Timeline:

60 days - Report to the Board of Fire Commissioners in 60 days

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Evaluation/Measurement of Success:

- Decrease in outside agency complaints
- Enhanced recognition of EEO trends within the Department
- Specialized and appropriately trained investigators
- Increased counseling, effective training, mediation and conflict resolution services for all members

COMPLAINT AND DISCIPLINARY PROCESS

Code of Conduct

Goal:

The Fire Department will have a Code of Conduct and a Disciplinary Process that is fair, consistent and easily understood by all members and reflects the Department's Core Values and Rules and Regulations.

Strategic Action Steps:

1. Continue to assess the fairness and consistency of the current disciplinary process, including the Board of Rights.
2. Research Code of Conduct Models from other organizations.
3. Work collaboratively with rank and file and firehouse captains to develop a Code of Conduct.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.
Officer of the City Attorney

Timeline:

Progress report back to Labor/Management Committee within 30 days followed by a completed item within 60 days.

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Evaluation/Measurement of Success:

- Implementation of a Code of Conduct for all sworn and civilian employees
- Familiarity and adherence by all employees to the Code of Conduct, Core Values, and the Rules and Regulations
- Implement a fair and consistent disciplinary process measured by improved morale of Department personnel.
- Reduced number of disciplinary complaints.

COMPLAINT AND DISCIPLINARY PROCESS

Internal Affairs Division/Professional Standards Bureau

Goal:

To create an independent body with permanently assigned civilian and sworn investigative staff who possess the necessary expertise, experiences, and training to conduct the wide range of investigations to ensure public accountability of the LAFD, as well as prepare and maintain professional documented investigative files.

Strategic Action Steps:

1. Convene working group whose membership includes all levels of fire department personnel along with representation United Firefighters of Los Angeles, Chief Officers' Association, the Stentorians, Los Bomberos, the Sirens, and the Department's Personnel Services Section.
2. Determine the structure and placement of such an entity within the Fire Department.
3. Review the LAPD model.
4. Research other appropriate models and determine a best practice model to suit the Department.
5. Identify a skill set necessary for personnel staffing IAD/PSB and training needs.
6. Determine need for participation of entities outside of the Department.
7. Create training model inclusive of curriculum and manual for ongoing use by appropriate personnel.
8. Develop a survey to check for change in climate and culture of Department from the station level up.
9. Identify other resources and models of evaluation and measurements of success.
10. Create a survey that gets feedback from Department personnel to determine how effective the new disciplinary structure is working.

Responsible Party:

Board of Fire Commissioners

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.

Timeline:

60 Days - Progress Report

120 Days - Modification and Completion

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary including, if any, outside consultants and report back to the Board within 45 days.

Modification of budget will be required upon adoption of recommendations

COMPLAINT AND DISCIPLINARY PROCESS

Independent Affairs Division/Professional Standards Bureau (con't).

Evaluation/Measurement of Success:

- Significantly shorten time for resolution of complaints/reprimands
- Ease of identifying EEO complaints vs. disciplinary complaints
- Reduction of inconsistencies in assigning disciplinary consequences for all offenses
- Disseminate the survey and analyze the feedback to determine whether or not the disciplinary process has improved morale of rank and file members and firehouse captains.

COMPLAINT AND DISCIPLINARY PROCESS

Tracking and Reporting System

Goal:

The Department will develop a comprehensive tracking and reporting system to create a central repository of all complaints and discipline. This system will allow for employee comment at every appropriate step in the tracking/reporting process, in his or her complaint.

Strategic Action Steps:

1. The establishment of threshold limits.
2. Determination of a level of offense/reprimand to be entered and tracked in a central system.
3. Development of a system that includes a process to track offenses/reprimands across all levels of the Fire Department.
4. Determine who in the organization (Internal Affairs, Professional Standards Bureau, etc.) will manage the complaint process including which complaints become disciplinary issues and which complaints become EEO issues.
5. Development of a survey to be given at pre-determined intervals to gather feedback from all personnel regarding how the system is working.

Responsible Parties:

Board of Fire Commissioners and its personnel.
Battalion Chiefs and Captains as advisors and respondents as this system is created.
Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.
Fire Department Personnel Services Section and the City's Personnel Department

Timeline:

30 days 1st draft and 45 days final draft ready for review by Board of Fire Commissioners.

Personnel/Resources Needed:

Input from City Attorney office for legal advice as needed
Technology sufficient to support such a system.
Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Evaluation/Measurement of Success:

- Analysis of Department survey with the goal of incremental increase of satisfaction with the system at all levels
- Fewer lawsuits relative to discipline
- Fewer lawsuits with EEO components
- Fewer Board of Rights appeals
- Significant reduction of cases involving hazing, harassment, inappropriate comments regarding race, sexual orientation, ethnic or cultural differences.

DRILL TOWER (RECRUIT TRAINING ACADEMY)

DRILL TOWER

Goal:

The Fire Department will have a Recruit Training Academy that reflects high standards, meets Labor/Management Initiatives, is dedicated to public service and safety, and inspires confidence in the quality of the diverse candidates that it trains.

Strategic Action Steps:

The Ad-Hoc Committee should begin by reviewing the recommendations to determine where there is agreement and proceed on those recommendations.

If there are recommendations that are subject to meet and confer and if UFLAC agrees to the approach and/or recommendation as part of the Ad-Hoc Committee, they will continue that support and not allow the meet and confer process to undermine that agreement. UFLAC could agree to withdraw the unfair labor practice charge as part of a settlement on a recommendation that they support. On issues where there is clearly no agreement the Ad-Hoc Committee may wish to defer a final decision until it can seek insight and input from others, such as Drill Tower personnel and personnel from other departments.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and rank and file.

Timeline:

90 days

Progress report back to Board of Fire Commissioners within 60 days.

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.

Variable staffing hours for scheduled meetings

Evaluation/Measurement of Success:

Consensus on a specific plan for the Drill Tower through mediation by the Board of Commissioners that includes all stakeholders.

DRILL TOWER RECRUIT TRAINING ACADEMY

Recruitment of Women

Goal:

The Fire Department will have a Recruitment System that attracts qualified women candidates and will implement institutional betterments that will ensure success in the hiring and retention of women.

Strategic Action Steps:

- Assess the current recruitment system and identify where it fails to attract qualified women candidates
- Develop a new recruitment system that addresses the challenges identified and implement changes to the organizations culture attract diverse candidates
- Identify and analyze other Fire Departments that have been successful in recruiting, hiring and retaining women within their respective departments
- Review and create a mentoring process to replace the preceptor structure with more emphasis on improving performance through teaching and supporting recruits by trained and experienced mentors.
- Assess the current outreach and recruitment process and identify why it fails to attraction sufficient numbers of qualified female candidates.

Responsible Parties:

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations, rank and file, and the City Personnel Department.

Timeline:

60 day progress report to the Board of Fire Commissioners
120 days - initial draft of new recruitment strategy

Personnel/Resources Needed:

Direct the Fire Administrator to conduct an analysis to determine the costs of personnel and resources necessary and report back to the Board within 45 days.
Outside consulting firm with expertise in working with fire departments on recruitment and retention of women.

Evaluation/Measurement of Success:

Develop a system that measures the success of the new recruitment and selection procedures and allows for changes to policies that fail to assist the Department in reaching the goal.

City of Los Angeles Board of Fire Commissioners

This Section includes the summary of Initial Findings generated by the weeks of meetings, discussions, participation and submittals we received from throughout the Fire Department family. These findings were instrumental in helping to determine the next course of action needed but do not reflect the Board's final decision in all circumstances.

BACKGROUND

The goal of the Board of Fire Commissions was to organize a transparent process of inclusion, active participation, and equity to create a Action Plan that would address the management challenges which currently face the Los Angeles Fire Department.

Prior to the release of the audits conducted by the Controller's Office and the Personnel Department, the Board of Fire Commissioners activated the committees vital to the oversight of the Fire Department. Commission Committees such as the Personnel Committee, Technology Committee, Human Relations Development Committee and the Emergency Medical Services Committee all undertook portions of the audit as part of the business of the Fire Commission. The Board sought to have a working group of Commissioners and advisors in place and prepared to assume review of the audits' recommendations and other pertinent oversight actions. The leaders of the Sirens, Los Bomberos, the Stentorians, United Firefighter of Los Angeles City, the Chief Officers Association and various members of Department management represent the stakeholders in this process and have been represented at each meeting.

The Board of Fire Commissioners vigorously assumed the responsibility of assembling the stakeholder advisors to solicit their reactions to both audits as well as their ideas about the actions necessary to accomplish the larger goals inherent in the recommendations. The process was designed to model the behaviors of inclusion, transparency and participation. To accomplish this, in addition to its regular meetings, the Board convened regularly noticed committee meetings, special public hearings, fire station visits, one-on-one conversations with Department members and the public. The process did not exchange expediency for thoroughness given the substantial changes in organizational culture and structure necessary. Equity, measures of effectiveness, and diligent oversight are emphasized throughout the continuing dialogue that forms the foundation of the action plan.

METHODOLOGY

Audit recommendations were assigned to the Personnel Committee, Technology Committee and Emergency Medical Services Committee according to the subject matter of the recommendations. Each group had a very short time period in which to respond and many complex, challenging matters to address. The Board's Human Relations Development Committee (HRDC), advised by a mix of employee organizations, Department representatives, and generally interested individuals created a template for responding to the Board's request for their input. The Board asked the participants to include the impression of the merits of the recommendations, the significant components of each audit recommendation, the resources and challenges likely to arise in the implementation phase.

In the course of considering the most efficient manner in which to respond, an unprecedented coalition was formed. The leadership of the employee associations agreed to work together to respond to the recommendations. For years, previous attempts at this type of collaboration have ended in frustration and fragmentation. The Board is proud of the cooperative efforts made – it is indicative of the continued partnerships with the employee association leaders and Department management as we complete the work outlined in the Plan.

RESPONSES RECEIVED

The Leadership and Communication recommendations category is founded on the need for clarity, consistency, and commitment to diversity. Discipline and Complaint Investigation recommendations mandate evenhandedness, consistency, technical expertise, and independence from undue influence. In the Human Relations arena the recommendations speak to accountability for demonstrated human relations skills, commitment to professionalism, equity in all management practices, respectful and professional conduct, as well as inclusion at all levels. The recommendations focused on the Drill Tower raise questions about the decision making process and the quality of training. Additionally, all four categories require oversight that survives political administrations and management changes, and continuing measures of effectiveness. While many believe that the language of some proposals offered by the respondents is neither clear, nor specific, there appears to be agreement that what is principally at issue are the understated values that form the justification for each recommendation.

For its part, the Board of Fire Commissioners committed itself to actively listening to the contributions of everyone who participated and to not shy away from difficult decisions and controversy in the course of progressing toward betterment of the Department.

**City of Los Angeles
Board of Fire Commissioners**

List of Responses Received

LAFD Management	3/21/06
-----------------	---------

Labor Organization and Employee Associations

Chief Officers' Association	3/7/06
-----------------------------	--------

Los Bomberos	3/3/06
--------------	--------

SIRENS	3/16/06, 4/7/06
--------	-----------------

Stentorians	3/19/06
-------------	---------

UFLAC	3/10/06
-------	---------

UFLAC Consultant - Leibman & Associates	3/3/06
---	--------

Note: Responses from labor organizations and employee associations in the List of Responses are in alphabetical order.

**City of Los Angeles
Board of Fire Commissioners**

Leadership and Communication

STRATEGIC INITIATIVES

Short Term (30-90 days)

1. Direct the Fire Chief to articulate a vision statement as to his role and responsibility to the community, the Fire Department, and the Fire Commission.
2. Direct the Fire Department and the Personnel Department to conduct a task analysis for the classification of Firefighter and all supervisory positions (Captain, Battalion Chief, Assistant Chief, Deputy Chief and Fire Chief) to determine whether examinations are still job-related and relevant. The job classifications should be revised to accurately reflect the duties and responsibilities that support diversity and inclusion.
3. Direct the Fire Department and the Personnel Department to pursue the implementation of an assessment center process for all supervisory exams to measure the variety of administrative and leadership skills, knowledge, and abilities that are required of supervisors and managers.
 - Study the feasibility of using strengths and weakness discovered in the examination process for training candidates about how to be promoted as well as how candidates who were not successful in the examination process can do better in future tests.
 - As part of the selection criteria, research the validity of reviewing and evaluating the personnel files of candidates who participate in supervisor examinations.
4. Direct the Fire Department and the Human Relations Commission to revisit the 1995 Human Relations Development Committee Implementation Plan with the purpose of evaluating the progress or lack of it to determine the actions necessary to complete the implementation. Review to include and not be limited to:
 - Efficiency and Effectiveness
 - Relevance

- Meaningfulness
 - Timeliness
 - Clarity
 - Specificity
 - Accountability
5. Direct the Fire Department and the Personnel Department to use the promotional process to reward with upward mobility those candidates who have demonstrated leadership through involvement, innovation, and ongoing respect for diversity in the community and in the Department's Core Values.
 6. Direct the Fire Department to pursue all communication recommendations submitted for implementation. Timely communications through multiple redundant means would be optimal for ensuring effective communication to the vast majority of department members.

Intermediate Term (3-6 months)

7. Direct the Fire Department to continue the Labor/Management Executive Committee process to include additional training that will focus on communication, collaboration and building relationships, and that also includes measurements of effectiveness.
8. Direct the Fire Department to research and develop a comprehensive Leadership Training Program partnering with public safety agencies, universities and professional development institutions targeting supervisors. The program should address at minimum, the issues and relationship between citizens and the fire service.

Long Term (6 months or longer)

9. Direct the Fire Department, labor and stakeholder organizations to research the feasibility of developing and implementing a Department Strategic Plan. Areas to include but be not limited to:
 - Leadership
 - Communication
 - Diversity and Human Relations
 - Training Academy
 - Complaint and Disciplinary Process
 - Vision Statement
 - Assessment Process for Fire Department Operations
 - Core Values

10. Include in all actions taken the following measures of effectiveness:

- Accountability statements
- Quality assurance components
- Commission oversight and reporting responsibilities
- Success factors that define attainment of the spirit and intent of the strategy employed
- Annual evaluation of procedures, practices, and control measures with recommendations for enhancement

**City of Los Angeles
Board of Fire Commissioners**

Human Relations Issues

STRATEGIC INITIATIVES

Short Term (30-90 Days)

1. Direct the Fire Department to develop Human Relations goals and communicate them department wide by including them as core values, in evaluation procedures, in the promotional exam process, and demonstrate them in the composition of special duty assignments, committees, etc.
2. Direct the Fire Department to initiate a review of performance evaluations and revise to ensure objectivity and consistency including adherence to the Department's mission, goals, and core values, workforce representation, diversity retention, and maintaining zero tolerance work environment.
3. Direct the Fire Department and the Personnel Department to provide significant weight to human relations skills management in all promotional exams and in the three whole score process, particularly at the Captain and above level, but include the element in all examinations as designed by EEO subject matter experts (SME's). All promotional exams should include elements to assess knowledge and support for the Department's core values.
4. Direct the Fire Department and the Personnel Department to develop a recruitment plan that has specific goals and objective measurements to ensure that the goal recruiters of qualified candidates are being attained. All recruitment events and activities must be evaluated to determine success factors and to improve on intended results.

Intermediate Term (3-6 months)

5. Direct the Fire Department and the Personnel Department to conduct a thorough analysis of the current promotional process to include elements that measure career performance in demonstrating accountability, support for diversity, practicing inclusion, and fairness discipline, adherence to Departmental core values, among other significant performance measures.

Long Term (6 months or longer)

6. Direct the Fire Department to provide department-wide diversity and human relations training to all sworn and civilian members, specifically discussing the Department goals and current issues regarding diversity.
7. Direct the Fire Department to measure the effectiveness of Human Relations training and program by researching and selecting standard measurement methods available to determine the benefits to the organizational goals and efforts directed at improving human relations.
8. Direct the Fire Department to create, staff and fund a Human Relations Training Section so that research, training, evaluation and resources can be included as an ongoing developmental process. Include input from the Personnel Department, the Commission on the Status of Women, the Human Relations Commission, community leaders, stakeholders, trainers and training managers of other government and private sector agencies.
9. Include in all actions taken the following measures of effectiveness:
 - Accountability statements
 - Quality Assurance Components
 - Commission oversight and reporting responsibilities
 - Success factors that define attainment of the spirit and intent of the strategy employed
 - Annual evaluation of procedures, practices and control measures with recommendations for enhancement

**City of Los Angeles
Board of Fire Commissioners**

Drill Tower Recruit Training Academy

STRATEGIC INITIATIVES

Short Term (30-90 days)

1. Direct the Fire Department and Personnel Department to review the Department's plan for the recruitment, testing and selection of firefighters from underrepresented groups and report back to the Fire Commission within 30 days with rationale as to the actions recommended and what improvements in representation are projected.
2. Direct the Fire Department to develop and provide semi-annual status reports to the Mayor and Fire Commission on the progress of increasing the diversity within each sworn classification in the Fire Department, including a sex and ethnic breakdown of each Drill Tower class and probationary pass rate of each class. The reports should include the gender and ethnic analysis of the County's workforce population, the total number of applicants, number selected, and number retained beyond probation.
3. Direct the Fire Chief to consider the following factors in the substantiation of overruling Drill Tower recommendations to terminate recruits:
 - Qualitative and quantitative impact to the recruit, co-workers and the public.
 - Perception among firefighters of special treatment and favoritism.
 - Public benefit is achieved.
 - Passing scores for each performance standard during the Drill Tower academy are required for hire as a probationary firefighter.
 - Balancing the subjectivity that could be present in determinations and perspectives of Drill Tower staff
4. Direct the Fire Department to review and revise current preceptor structure including probationary employee evaluations, reports and review process. A mentoring process to replace the preceptor structure with more emphasis on improving performance through teaching and supporting recruits and less on judgment and evaluation of new members should be considered and

developed. Recruit Department members who demonstrate experience as mentors.

Intermediate Term (3-6 months)

5. Direct the Fire Department to convene a work group that includes stakeholder participation to compare the recommendations of the Landy-Jacobs study with the current practices in the Drill Tower and consider incorporation of new practices, elimination of some elements, or revision and/or continuation of effective training features.
6. Direct the Fire Department to provide refresher training on a continuous basis for mentors (preceptors) and company officers responsible for probationary recruit training such that the transition from the Drill Tower to the Fire Station is supportive and productive, consistent with the Department's performance standards and results in unbiased retention rates.

Long Terms (6 months or longer)

7. Direct the Fire Department to consider including in performance evaluations factors that rate the abilities, skills and activities required to competently mentor a new Firefighter at all levels in the Bureau of Emergency Services. Consider also, requiring the Commander of the Bureau of Emergency Services to report on the progress of the mentoring program and statistical differences or similarities with preceptor programs as related to diversity factors.
8. Include in all actions taken the following measures of effectiveness:
 - Accountability statements
 - Quality assurance components
 - Commission oversight and reporting responsibilities
 - Success factors that define attainment of the spirit and intent of the strategy employed
 - Annual evaluation of procedures, practices, and control measures with recommendations for enhancement

**City of Los Angeles
Board of Fire Commissioners**

Complaint and Disciplinary Process

Strategic Initiatives

Short term (30-90 days)

1. Direct the Labor/Management to develop a Departmental "Code of Conduct" related to professional behavior, attention to duty, support for diversity, mentoring, self-discipline, and early intervention to correct unacceptable behavior, language, or joking and should reflect adherence to the Department's core values.
2. Direct the Fire Department to provide regular department-wide training on department standards and expectations related to personal and professional conduct, the disciplinary system, and what employees can expect as a witness, the accused or the complainant.
3. Direct the Fire Department to collaborate with MIS (Management Information Services) on the development of a tracking and reporting system for disciplinary actions taken beginning at the Fire Station level or the lowest level of the initiation of a complaint. Consider requiring forms (created by experts in legal forms development) until automation can be implemented. Forms' data should be input into the system by Operations as soon as the system is operational. Require quarterly statistical reports from each Bureau Commander to the Fire Chief for discussion at Board meetings. Consult with the City Attorney for safe guarding confidentiality and other legal issues. Discuss concomitant staffing issues with MIS. Completion of the tracking system should be undertaken immediately.
4. Direct the Fire Department to work with MIS on development of an EEO Complaint tracking system for EEO complaints beginning at the Fire Station level or the lowest level of the initiation of a complaint. Elements to consider include:
 - Complainant Information (Identification number, date received, updates, name, identifying code, ethnicity, gender, class code, occupational category, division/battalion/section, fire station/unit, date of complaint, type of complaint, status of case, agency complaint

and case number, basis/es, conduct identified by complainant, closed date, outcome, comments.)

- Privacy issues of all in the process should be considered and, if legally requested, should be protected
- Litigation date of court action, result (verdict or settlement), amount of verdict or settlement of available
- Special reports based on above criteria should be available on request

As part of the complaint analysis, consider a review by an independent work group focused on the EEO process. It is imperative to recognize that particular challenges face the Fire Department in addressing harassment and discrimination matters. It will be helpful to explore the models available to create the most efficient and reliable EEO unit that is independent of the chain of command as recommended by the 1995 HRDC Implementation Plan.

Considering the benefits of staffing with either a combination of uniform and civilian investigators or only sworn or only civilian. Examine options including the efficacy of creating an independent unit similar to Office of Discrimination Complaint Resolution (ODCR) that reports and makes recommendations to the Fire Chief through the Board of Fire Commissioners.

Review the manner in which supervisors/managers conduct and document discipline and develop a methodology for ensuring that managers/supervisors administer discipline in a consistent and fair manner. Methods could include supervisory skills training, performance evaluation of supervisors' application of intervention strategies to prevent or deal with disciplinary situations, consistent and accurate documenting and tracking of disciplinary actions at ALL LEVELS including reprimands, and other tasks related to the administration of discipline at the supervisory level.

Intermediate term (3-6 months)

5. Direct the Fire Department to review and develop disciplinary guidelines of progressive fire agencies with a track record of fairness, consistency, and effectiveness that reflect the Department's core values. Input from employee associations and bargaining units should be sought to ensure innovation and broad perspectives. Models for review should have a demonstrated record of inclusion and diversity as reflected by the composition of its workforce and management. Conformity with Personnel Department Policy 33.2 may not be appropriate for the Department's guidelines.
6. Direct the Fire Department to examine internal oversight models in other fire and public safety agencies to create a basis for the consideration of creating an

internal auditor to provide oversight of the investigative process and to enforce accountability for accurate and timely tracking, detecting trends, identifying training needs, and distribution of issues among other factors. Subsequently, consider creating an internal monitor separate from the Professional Integrity Division and studying the options for staffing the investigatory positions and the skills and training required for administrative investigations, tracking, analysis of data, and reporting responsibilities.

7. Direct the Fire Department to examine the Bureau of Emergency Services as the origin of most workplace complaints. Consider restructuring the Bureau to create a focus on field personnel by separating the field operations from specialized sections that deflect attention from early intervention in personnel matters that could escalate to formal issues. Such a reorganization should consider a separate bureau of homeland safety services and a bureau of medical services.

Long term (6 months or longer)

8. Direct the Fire Department to research and analyze how to determine the merits and value of an internal disciplinary system as opposed to an external process to reach a decision about which is the most beneficial in providing an equitable and trusted disciplinary process. The Board believes this is a long-term goal that should not be entered into lightly, however a few actions are still viable modifications to the system in the short term such as instituting a comprehensive complaint tracking system.
9. Direct the Fire Department to provide consistent long term monitoring and engagement in workplace issues, consider creating a formal Ombudsman's Office that complies with The Ombudsman Association's code of ethics, standards of practice and formal training.
10. Direct the Fire Department to study whether this Office should report to the Board of Fire Commissioners to provide oversight and when appropriate intervention in situations of discrimination and harassment, Equal Employment Opportunity (EEO) investigations, disciplinary investigations, tracking systems and special reports.
11. Direct the Fire Department's Human Relations Development Committee (HRDC) to form a work group to study the Ombudsman function. As the entire disciplinary system is re-evaluated, the Charter amendment could be studied concurrently. This will assist the Fire Department in constructing a system that is organized, and comprehensive, while allowing ALL stakeholders to assess the Charter amendments. HRDC committee should

assess other appeals procedures that allow civilian oversight, paying close attention to the benefits and challenges of those systems.

12. Direct the Fire Department to create a task force to examine the potential for modifying City Charter section 1060 that defines the disciplinary system in the Fire Department, particularly the 1060 (g) dealing with the selection of Boards of Rights, and adding an element modifying the composition of the Board of Rights to include a civilian member. Also in section 1060 (b) consider the addition of demotion (permanent and temporary) as a corrective action. All stakeholders should be allowed input.

13. Include in all actions taken the following Measures of Effectiveness:

- Accountability statements
- Quality Assurance Components
- Commission oversight and reporting responsibilities
- Success factors that define attainment of the spirit and intent of the strategy employed
- Annual evaluation of procedures, practices and control measures with recommendations for enhancement

BOARD OF FIRE COMMISSIONERS

MEETINGS RELATED TO 2006 AUDITS

Meetings with the following stakeholder organizations:

- Fire Chief and Staff
- Chief Officers Association - Executive Board and Membership
- Los Bomberos – Executive Board
- Stentorians – Executive Board
- United Firefighters of Los Angeles, Local #112 – Executive Board
- *Taking the Heat* Screening, sponsored by the SIRENS
- Special Meeting with a Coalition of Firefighters
- Special Meeting with LA Neighborhood Council Gay & Lesbian Caucus

City Council-Audits & Efficiency/Public Safety Committee Joint Meeting:

February 9

Board of Fire Commissioners Meetings:

February 7, 21

March 7, 21

April 4, 18

Special Meetings/Public Hearings:

March 28 – Fire Commission Public Hearing

April 11 – Fire Commission Public Hearing

Joint Labor/Management Meetings:

February 7, 21

March 7, 21

April 4, 18

Ad Hoc Audit Committee Meetings:

April 21

Human Relations Development Committee (HRDC) Meetings:

February 28

March 14

April 11, 18

Personnel/Human Relations Committee Meetings:

March 10, 17

April 7

Technology Committee Meetings:

March 10

EMS Committee Meetings:

March 14

ACTION PLAN

April 25, 2006

BOARD OF FIRE COMMISSIONERS

FIRE STATION VISITS (partial list)

FIRE STATION #	SHIFT	COMMUNITY
2	A	Boyle Heights
4	B	Chinatown/Olvera Street
5	C	Westchester
9	A	Central City
14	B & C	Newton
15	B	University Village/USC
16	B	South El Sereno
17	A	Industrial Eastside
21	C	Avalon
24	B	Shadow Hills / Sunland
25	B	South Boyle Heights
26	C	West Adams
27	C	Hollywood
29	C	Hancock Park
33	A	South Los Angeles
34	C	Crenshaw
37	B	Westwood / UCLA
38	C	Wilmington
46	A	Coliseum Area
49	B	East Harbor Basin
60	C	North Hollywood
61	C	Fairfax
64	C	South Los Angeles
66	C	Southwest LA / Hyde Park
68	C	Mid-City
70	C	Northridge
72	C	Canoga Park
77	C	Sun Valley
89	C	North Hollywood
95	C	LAX Area / Hotel District
101	B	San Pedro South Shores
Supply & Maintenance	N/A	Lincoln Heights

**LOS ANGELES BOARD OF FIRE COMMISSIONERS
AND
THE LOS ANGELES FIRE DEPARTMENT
COMBINED AUDIT RECOMMENDATIONS MATRIX**

The City Controller and the Personnel Department audits both focused on similar topics in their examination of the Fire Department practices. For ease of reference and as a practical tool that offers a comparison of the recommendations, a matrix was developed internally. It serves to show the comparable areas of concentration and the correlation among the recommendations.

LOS ANGELES FIRE DEPARTMENT COMBINED AUDIT RECOMMENDATIONS

LEADERSHIP AND COMMUNICATION		
CONTROLLER'S RECOMMENDATIONS (Alphabetically Assigned in the Order Presented in the Controller's Audit)	PERSONNEL RECOMMENDATIONS (Numbers Coincide with Personnel Dept. Audit Numbering)	FIRE COMMISSION COMMITTEE
<ul style="list-style-type: none"> a. Develop and communicate a formal overall "Vision" for the LAFD. b. Set a "tone at the top" that demonstrates accountability to all organizational policies and procedures and develop protocols that ensures policies, procedures, rules and regulations are consistent, clear, and enforced. 		Labor-Management
<ul style="list-style-type: none"> c. Expand and enrich the lines of communication from the Fire Chief down through the chain of command to rank and file firefighters, including more use of electronic communications media (with appropriately equipped fire stations), increased fire station visits by the Fire Chief and key commanders, periodic mandatory "all hands" meetings with battalion level commanders, and a formalized no-fault direct feedback system, such as an Employee Suggestion Evaluation Committee. 	#4. Request the stakeholders, as identified in this report, to continue to consistently communicate their valuable insight to Fire Department management regarding the work environment.	Labor-Management and Employee Organizations for forwarding to Technology
<ul style="list-style-type: none"> d. Undertake a comprehensive effort to develop future leaders and increase management competency to lead, guide and mentor both male and female firefighters, as well as those from all ethnic groups. Also, future leaders should be trained to address the different communication style and direction needed to assure today's generation of recruits can excel in a paramilitary organization like the LAFD. 		Labor-Management

COMPLAINT AND DISCIPLINARY PROCESS

CONTROLLER'S RECOMMENDATIONS (Alphabetically Assigned in the Order Presented in the Controller's Audit)	PERSONNEL RECOMMENDATIONS (Numbers Coincide with Personnel Dept. Audit Numbering)	FIRE COMMISSION COMMITTEE
e. Reinstitute a separate EEO investigation function outside the LAFD chain of command as was the intent of the original recommendation by the HRDC and City Council ten year ago, including confidential treatment, investigating, tracking and reporting to the Fire Commissioners and the City's Personnel Department of EEO-related complaints.	#7. Direct the Fire Department to assign responsibility for the investigation, analysis and reporting of all equal employment issues to the Equal Employment Opportunity Section and revise all internal procedures to reflect this change in organizational responsibilities. #6. Request the Los Angeles Board of Fire Commissioners to transfer the reporting relationship of the Equal Employment Opportunity Section from the Fire Commission to the Fire Administrator.	HRDC
f. Establish a centralized mandatory tracking and reporting system for disciplinary and corrective actions that include all measures taken at each LAFD level, beginning with the fire station level, decisions made at each higher level (e.g. battalion, division, bureau) when advanced through the chain of command, and ultimate results from disciplinary actions taken at the Operations command/Fire Chief/Board of Rights levels. g. Develop within the tracking system the capability to provide feedback to supervisors and accused members, within an established timeframe, regarding the status and actions taken in disciplinary cases that have progressed through channels. h. Empower an independent party (i.e. a monitor within a separate Internal Affairs Division) to periodically and systematically review the disciplinary tracking and reporting system for consistency and compliance as well as detecting behavioral trends, training needs, and possible policy/procedure changes.	#8. Direct the Fire Department's Equal Employment Opportunity Section to provide quarterly reports to the Fire Commission on the number and status of all discrimination complaints filed internally and externally with compliance agencies.	Technology
i. Develop, with input from the firefighters' and chiefs' unions, a set of disciplinary standard disciplinary penalty guidelines for sworn firefighters that reflect the unique and accountability resulting from their public safety responsibilities; and, once developed assure tht they are consistently applied and fairly administered. The standard disciplinary penalty guidelines should include specific penalties for specific offenses, repeat offenses and include criteria for progression through channels.	#11. Direct the Fire Department to develop and implement its own Guideline to Disciplinary Standards to reflect the unique operating conditions of the Fire Department and model the new Guideline after Personnel Department Policy 33.2.	HRDC, then Personnel

<p>j. Eliminate the practice of proposing greater disciplinary punishment simply to create a bargaining position for negotiating a lesser punishment with the accused member or the union. Rather, only propose penalties that are consistent with a set of disciplinary penalty standards developed through joint cooperation of the firefighters' and chiefs' unions.</p> <p>k. Assure that Skelly hearings are continued when new information is presented so that a response from key witnesses or supervisors can be obtained. Also ensure that all outcomes and decisions that result from Skelly hearings are sufficiently documented and supported.</p>	<p>#13. Direct the Fire Department to revise its current investigation procedures to ensure that all pertinent witnesses are interviewed and that the interviews are thoroughly documented.</p>	<p>HRDC, then Personnel</p>
<p>l. Create a separate Internal Affairs Division within the LAFD with permanently assigned investigative staff who possess the necessary expertise, experience and training to conduct the wide range of investigations to ensure public accountability of the LAFD, as well as prepare and maintain professionally documented investigative files. Necessary knowledge, skills and abilities of the investigators would likely come from prior experience as former or current peace officers, and other government investigators or inspectors.</p> <p>m. Require that the separate Internal Affairs Division report to both the Fire Chief and Fire Commission, but be otherwise removed from the chain of command and work closely with the Fire Commission's EEO on EEO-related complaints. This unit's mission should be to hold all LAFD members accountable to comply with policies and standards.</p> <p>n. Consider creating within the separate Internal Affairs Division an Internal Auditor or Monitor position to provide oversight of the investigative process to ensure and maximize accountability.</p>	<p>#12. Direct the Fire Department to ensure that any sworn or civilian employee receive training from experts in public sector employment law and the use of effective investigation techniques prior to being assigned to conduct, supervise or review disciplinary investigations.</p>	<p>Personnel</p>
	<p>#10. Amend Charter Section 1060 (g) of the Disciplinary Procedures for the Fire Department to reflect the provisions of Charter Section 1070 (f) governing the composition and selection of the members of the Board of Rights, thereby adding a non-sworn, independent civilian member to the Board of Rights.</p>	<p>Labor-Management AND EMS</p>

HUMAN RELATIONS ISSUES		
CONTROLLER'S RECOMMENDATIONS (Alphabetically Assigned in the Order Presented in the Controller's Audit)	PERSONNEL RECOMMENDATIONS (Numbers Coincide with Personnel Dept. Audit Numbering)	FIRE COMMISSION COMMITTEE
o. Undertake a department-wide initiative to address the LAFD's hostile workplace issues, including harassment, hazing and discrimination concerns. Under the Fire Chief's leadership, this comprehensive effort should include gaining input and insights through workplace forums and focus groups representing all civilian and sworn firefighter levels, employee associations and unions and other interested stakeholders. The objective of these meetings would be to create specific action plans to address problems identified, and to establish measurable timelines for completion. The LAFD's approach must be developed in such a way that all employees are encouraged to participate without fear of retaliation or other retribution.	#5. Direct the Fire Department to evaluate the effectiveness of the human relations training program, and work with the Personnel Department and the Human Relations Commission to modify and enhance the program as appropriate.	HRDC
	#3. Direct the Fire Department to reevaluate previously implemented Human Relations Development Committee (HRDC) recommendations, implement the remaining HRDC recommendations and ensure that each one is effectively achieving the goal of the original HRDC recommendation.	HRDC
p. Create an employee evaluation and recognition process that addresses firefighter adherence to, and application of, the human relations goals of the LAFD. Assure through training, professional development and counseling that each member is accountable and has the tools to effectively fulfill the LAFD's core values regarding workplace interactions.		HRDC
q. Determine whether the current promotional system administered by the Civil Service Commission can be modified to include subjects related to human relations management and other areas directly related to LAFD's mission. Work with the appropriate organizations to assure the promotional process is relevant to LAFD's needs.		HRDC
	#9. Direct the Personnel Department to make equal employment opportunity/ discrimination complaint investigation training available to all staff assigned to the Fire Department's Equal Employment Opportunity Section.	HRDC
r. Continue to provide the recent department-wide Human Relations training initiatives and, through a rigorous feedback system, expand or strengthen them as opportunities arise.		HRDC

DRILL TOWER RECRUIT TRAINING ACADEMY

CONTROLLER'S RECOMMENDATIONS (Alphabetically Assigned in the Order Presented in the Controller's Audit)	PERSONNEL RECOMMENDATIONS (Numbers Coincide with Personnel Dept. Audit Numbering)	FIRE COMMISSION COMMITTEE
	#1. Direct the Fire Department and the Personnel Department to jointly report back in 120 days with a comprehensive; recruitment, testing, and selection action plan to increase the number of women, including minority women, in the sworn fire service	EMS, Personnel, Labor- Management
s. Assure that only recruits who have achieved passing scores for each performance standard during the Drill Tower academy are hired as probationary firefighters. t. Cease the Fire Chief's practice of overruling Drill Tower instructors' recommendations to terminate recruits until the resulting qualitative and quantitative impact to the recruit, co-workers and the public have been fully considered; and the perception among firefighters of special treatment and favoritism has been addressed. While the number of firefighters from certain underrepresented groups has increased as a result of the Fire Chief overruling Drill Tower instructors, only if such an evaluation overwhelmingly demonstrates that an overriding public benefit is achieved can such actions be justified.		Labor- Management, then Personnel
u. Review the Drill Tower statistics for the 2005 graduates and those that come later to assure the retention rates, manipulative and academic test scores and other performance measures fulfills LAFD's need to train and advance fully-competent firefighters. Also, track graduates through their probationary periods to whether the newly revised curriculum needs to be modified.	#2. Direct the Fire Department to provide semi-annual status reports to the Mayor and Fire Commission on the progress of increasing the diversity within each sworn classification in the Fire Department, including a sex and ethnic breakdown of each Drill Tower class, and the probationary pass rate of each class.	Labor-Management then Personnel
	#14. Direct LAFD and Personnel Department report back to the Mayor and City Council on the implementation status of these recommendations in six months.	FIRE COMMISSION