

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

***AUDIT ACTION PLAN UPDATE
ATTACHMENTS***



- **VISION STATEMENT - 1**
- **COMPLAINT TRACKING/REPORTING SYSTEM - 14**
- **DISCIPLINARY GUIDELINES - 10**
- **INTERNAL AFFAIRS DIVISION PROFESSIONAL STANDARDS BUREAU - 13**

June 20, 2006

LEADERSHIP AND COMMUNICATION

Vision Statement - 1

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.

Status Report – June 20, 2006

Five workshops were facilitated by Emily Williams, Senior Policy Advisor with the Human Relations Commission, between May 4, 2006 and June 16, 2006 to create a working draft of a Vision Statement for the LAFD (See Vision Statement attachments). The following represents the stakeholder groups participation in the process:

- UFLAC, Stentorians, LAFD Administration, COA (workshops #1-#5)
- Los Bomberos (formally withdrew from the process during workshop #3)
- Sirens (represented at workshops #2 and #5)

Workshop #1 – Participants were asked to paint a picture of their ideal LAFD, using words, drawings, and phrases. The resulting product was a list of rich and textured descriptors that formed the foundation for the primary images that, when woven together, would compose a guiding vision.

Workshop #2 – Participants built upon the foundation to compose an image of LAFD from the community's perspective and an image of LAFD from an internal perspective. Participants were encouraged to think of connectors and bridges between the two perspectives.

Workshop #3 – Participants developed a framework for the vision statement, incorporating the descriptors they had agreed upon from Workshop #1.

Workshop #4 – Participants decided upon the descriptors they would emphasize as most important and those they would regard as secondary. Participants also explored the possibility of creating two documents: a page-long vision statement (formal) and concise vision goals (informal and easy to remember).

Workshop #5 – Participants completed the first draft of the vision statement. Participants also considered how best to share the draft vision statement with LAFD employees to solicit meaningful input.

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.

DRAFT

June 16, 2006

Vision Statement (formal)

The Los Angeles Fire Department is a recognized leader as an all-risk emergency service provider by demonstrating professionalism, integrity and innovation in all that we do. (...)

The community trusts us to meet its needs for emergency services. We honor the community by providing these services with respect, integrity, compassion, skill and professionalism. We are an integral part of the Los Angeles community and maintain a close, meaningful partnership with the communities we serve. Fire stations provide the foundation for this partnership, offering an open, welcoming environment so we can best meet the needs of the community and fulfill our mission.

The Department recognizes that our employees are our greatest and most valuable resource by supporting and valuing their education, experience, and professional development. Moreover (*furthermore, additionally, therefore*), the Department is committed to providing a work environment that is not only free of bias but also embraces equal opportunity and values the diversity of those who work in that environment. We rely upon the fair and unbiased application of our policies, standards and practices that are grounded in our core values and reflect professionalism and fairness.

The Department is guided in all that it does by its core values (*Integrity, Trust, Professionalism, Respect, Inclusiveness, Respect for Diversity, Growth, and Service*). By fostering these core values, we address the public safety (*emergency*) needs of our communities and ensure an inclusive workforce that is reflective of the communities we serve.

We trust that we will be treated with dignity and respect and that we will treat others with dignity and respect. We assume the best of each other, trusting that others can, and will, meet the high expectations of the communities we serve in our job performance, treatment of others, and service.

Vision (informal)

- We demonstrate professionalism, integrity and innovation in all that we do.
- We maintain a close, meaningful partnership with the communities we serve.
- The Department recognizes that our employees are our greatest and most valuable resource.
- The Department is guided in all that it does by its core values.
- We assume the best of each other, trusting that each and every one of us can, and will, meet the high expectations of the communities we serve.

SUMMARY OF THE VISION STATEMENT DEVELOPMENT PROCESS

Five workshops were facilitated between May 4, 2006 and June 16, 2006 to create a working draft of a Vision Statement for the Los Angeles Fire Department.

The following stakeholder groups were represented throughout the process:

- UFCAC
- Stentorians
- LAFD Administration
- COA

The following stakeholder groups were represented at two of the workshops:

- Los Bomberos (formally withdrew from the process during workshop #3)
- Sirens (represented workshops #2 and #5)

The workshops were facilitated by Emily Williams, Senior Policy Advisor with the Human Relations Commission.

Workshop #1 – Participants were asked to paint a picture of their ideal LAFD, using words, drawings, and phrases. The resulting product was a list of rich and textured descriptors that formed the foundation for the primary images that, when woven together, would compose a guiding vision.

Workshop #2 – Participants built upon the foundation to compose an image of LAFD from the community's perspective and an image of LAFD from an internal perspective. Participants were encouraged to think of connectors and bridges between the two perspectives.

Workshop #3 – Participants developed a framework for the vision statement, incorporating the descriptors they had agreed upon from Workshop #1.

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Workshop #5 – Participants completed the first draft of the vision statement. Participants also considered how best to share the draft vision statement with LAFD employees to solicit meaningful input.

*-Emily C. Williams
Human Relations Commission
June 16, 2006*

COMPLAINT AND DISCIPLINARY PROCESS

Tracking and Reporting System - 14

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.

 Status Report - June 20, 2006

A draft document of proposed Complaint and Disciplinary Tracking System completed for review (See Complaint and Disciplinary Tracking attachment).

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.

COMPLAINT TRACKING SYSTEM (CTS) DISCIPLINARY TRACKING SYSTEM (DTS)

Phase One Overview

Scope of Phase One:

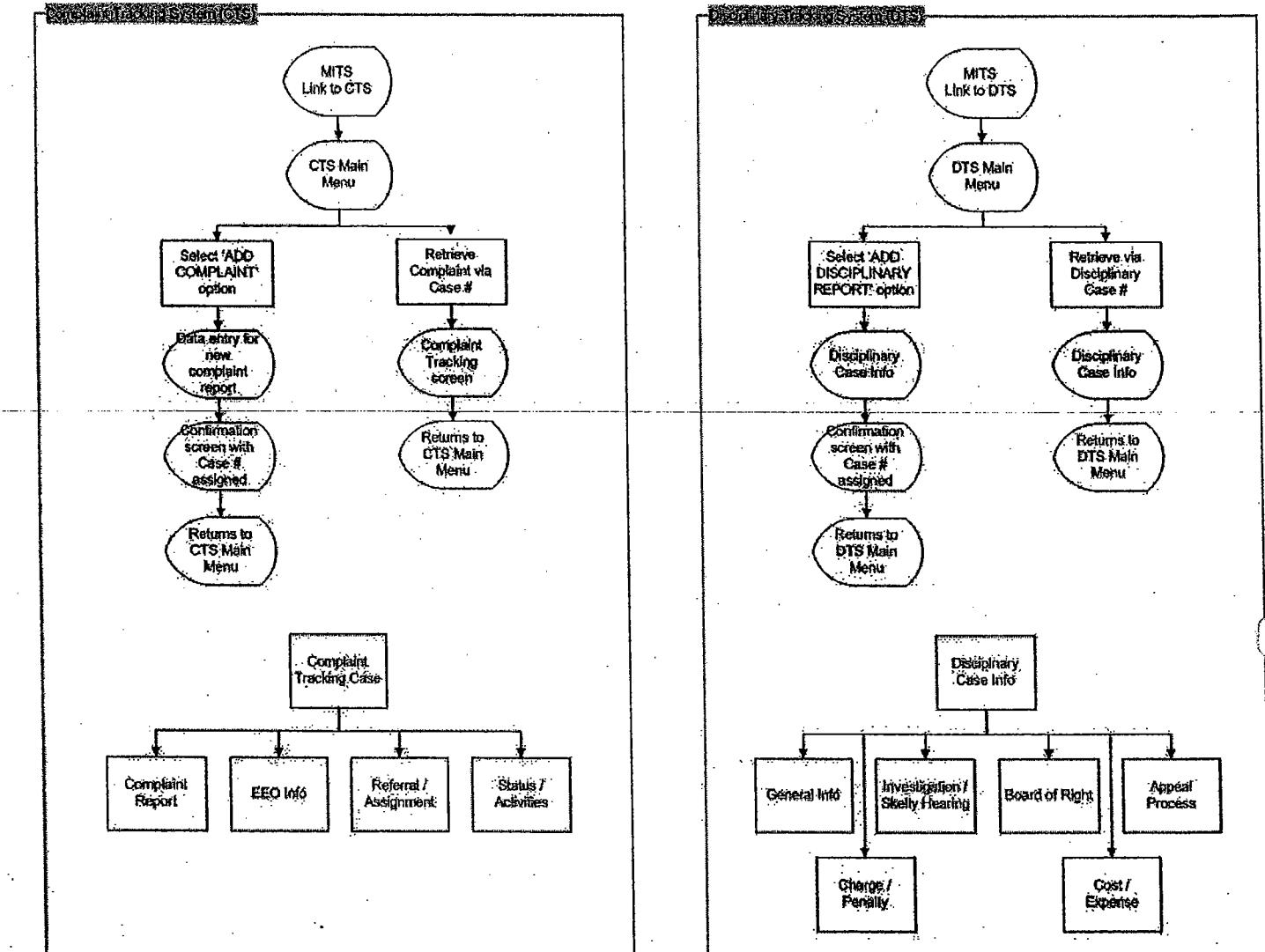
1. CTS / DTS will be an Intranet application.
2. Due to time constraint, CTS & DTS will be initially implemented using MS Access as the database.
3. There will be a new link provided in MITS to access CTS and DTS.
4. Once click on the CTS link, there will be a main menu screen. At Phase One, only two menu items will be available: 1) Add New Complaint Report, and 2) Process/Track a Complaint.
5. Once click on the DTS link, there will be a main menu screen. At Phase One, only two menu items will be available: 1) Add Disciplinary Case, and 2) Update Disciplinary Case.
6. Phase One involves only the data capturing and data update of information identified in the sample screens already discussed as of May 18, 2006.
7. CTS / DTS will be initially implemented with an empty database.
8. There will be no search, ad hoc query, or reporting available in CTS & DTS at Phase One.
9. DTS will replace MITS – Discipline Module. However, data conversion won't take place during Phase One. Meantime, staff is expected to continue to use MITS-Discipline Module to track/update the existing case, while DTS will be used concurrently for new cases.
10. Additional functions that have been discussed and will be addressed after initial implementation of Phase One:
 - a. Data conversion in carrying the data to DTS from MITS – Disciplinary Module
 - b. Search function in retrieving the cases (such as via names, case type, etc)
 - c. Making the data entry of new Complaint Report accessible to general public via internet.
 - d. Providing summary report as part of the confirmation step when user makes the final submission of the Complaint Report
 - e. Providing auto-system email notification when assignment staff / unit to the case
 - f. Automated the standard letters / reports that needed during the Complaint process.
 - g. Handling of cases being reopened by Fire Commission after being closed

Project Timeline:

Date	Activity	Due Date
5/19/06	ITA delivers the final revision of the screens for CTS/DTS – need final approval	5/23/06
5/23/06	After project team ok the final revision of the screens, ITA officially begins the development	
7/01/06	ITA delivers CTS for user testing	
7/17/06	ITA delivers DTS for user testing	
8/01/06	Earliest possible implementation date for CTS/DTS, pending on result of user testing.	

COMPLAINT TRACKING SYSTEM (CTS) DISCIPLINARY TRACKING SYSTEM (DTS)

Complaint Tracking System / Disciplinary Tracking System - Phase One Overview



COMPLAINT REPORT - Main Report

Description of the Complaint

Date of incident:	03	23	2006	Time of incident:	<input type="text"/>	<input checked="" type="radio"/> AM / <input type="radio"/> PM	LAFD Incident #	<input type="text"/>
Where did the incident occur:	City: <input type="text"/>			State:	<input type="text"/>	(optional, if known)		
Street #	<input type="text"/>	Dir:	<input type="checkbox"/>	Str Name	<input type="text"/>	Str Type:	<input type="checkbox"/>	Unit/Rom # <input type="text"/>
Other location description <input type="text"/>								

Describe the nature of the problem (up to 500 characters)

Proposed Solution/Requested Action: No Action Requested

Enter the proposed solution or requested action here: (up to 256 characters)

Complainant Information

Last name: First name: Middle Initial:

CONFIDENTIAL

Complainant same as patient from 904/LAFD Situation Rpt

Company Name:

(Only if you are filing this complaint on behalf of a company.)

Address: Str # Dir: Str Name Str Type: Unit/Rom #

City: State: Zip:

Daytime phone: Evening phone: Cell phone:

Email Address: Request for email acknowledgement of receiving complaint Yes No

Best way to contact you via: Daytime phone Evening phone Cell phone Email

Involved Parties
Employee/Unit Involved

Last name	First name	Date Started	Officer LAFD Unit	LAFD Vehicle
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Add Employee/Unit

View Employee/Unit

Witness

First Name	Middle Name	Last Name
[REDACTED]	[REDACTED]	[REDACTED]

Add Witness

View Witness

Complainant

Last name	First name	Daytime phone
[REDACTED]	[REDACTED]	[REDACTED]

Add Complainant

Same as the Complainant

Last name: First name: Middle Initial:

Daytime phone: Evening phone: Cell phone:

Email Address:

COMPLAINT REPORT - Person Info

DATA ENTRY SCREEN FOR INPUTTING INFO ON LAFD EMPLOYEE / UNIT INVOLVED IN THE COMPLAINT

LAFD Employee/unit Involved:

Involved City	Employee ID	Last Name	First Name	Badge Nbr	Employee Unit	Physical Address	Comments

Last name: First name: Badge Nbr: Employee ID

Fire Station #: Battalion #: Division #:

Fire Dept Unit:

Vehicle Info: Make Model Lic # Car # Engine # RA#

Any other identification info:

Employee involving arrest Arrested

Involvement / comments:

DATA ENTRY SCREEN FOR WITNESS INFO:

WITNESS INFORMATION

Address	Last Name	First Name	Employee ID	Daytime phone	Comments

Last name: First name: Badge Nbr:

City Employee City Department: Employee ID

Contact Address: Street # Dir: Str Name Str Type: Unit/Rom #

City: State: Zip:

Daytime telephone: Evening telephone: Cell Phone:

Comment:

DATA ENTRY SCREEN FOR VICTIM INFO:

VICTIM INFORMATION:

Address	Last Name	First Name	Employee ID	Daytime phone

Last name: First name: Badge Nbr:

City Employee City Department: Employee ID

Contact Address: Street # Dir: Str Name Str Type: Unit/Rom #

City: State: Zip:

Daytime telephone: Evening telephone: Cell Phone:

Comment:

COMPLAINT REPORT - Arrest Info

DATA ENTRY SCREEN FOR ARREST INFO:

ARREST INFORMATION:		CONFIDENTIAL
Staff arrested:	<input checked="" type="radio"/> While off duty <input type="radio"/> While on duty	
Arresting Agency	<input type="text"/>	Agency's Reference Number: <input type="text"/>
Agency Contact:	Last name: <input type="text"/>	First name: <input type="text"/> Middle Initial: <input type="text"/>
Agency Contact Phone #:	<input type="text"/>	Court Case #: <input type="text"/> Jurisdiction: <input type="text"/>
Date of arrest:	<input type="text"/>	Time of arrest: <input type="text"/>
Location of arrest:	<input type="text"/>	
Charges:	<input type="text"/>	
Additional Info:	<input type="text"/>	

RECORDED

COMPLAINT TRACKING

Basic Complaint Information

Complaint Tracking # Case Status Priority Complaint Type: Involved EEO

Description of Complaint:

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Complaint received via: Internet By mail Email Telephone Walk-in By fax 904/LAFD Situation RptWhere did the incident occur: City: State: Street #: Dir: Str Name: Str Type: Unit/Room #: Other location description: [Click Here to View Detail of Complaint Record](#)

Case Details

Date of Incident: Date when complaint was filed:

Case Referred to:

Date of Referral	Unit	Reason for Referral
04/01/06	EEO	Possible discrimination
04/01/06	BSS	

Date of Referral: Unit: Reason for Referral:

Case Assigned to:

Assigned on	Employee ID	Last Name	First Name	Assignment-at-Time	Title-at-Time
04/01/06	32421	Kenmore	Joe	EEO	Captain
04/01/06	24531	Moore	Benson	BSS	Inspector

Assigned on Employee ID Last Name First Name Assignment-at-Time Title-at-Time

Notified of Case: Fire Chief 04/01/2006 BES 04/04/2006 2nd Contact/Interview with Complainant 04/15/2006Investigation: Started on: 04/16/2006 Concluded on: 04/24/2006

Resolution:

- Result in staff discipline, see Disciplinary Tracking System for details
- Case closed. Letter sent on: 05/01/2006
- Case closed, no action taken

Comments:

Comments

ID#	Date	User ID	Comment Type	Comments	Comments

Comment Type

Comments

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COMPLAINT TRACKING (continue)

Discrimination / EEO Complaint

- | | | | |
|---|--|---|--|
| <input checked="" type="checkbox"/> Race | <input checked="" type="checkbox"/> Age | <input checked="" type="checkbox"/> Medical Condition | <input checked="" type="checkbox"/> Sexual Orientation |
| <input checked="" type="checkbox"/> Sex | <input checked="" type="checkbox"/> Creed/Religion | <input checked="" type="checkbox"/> National Origin | <input checked="" type="checkbox"/> Sexual Harassment |
| <input checked="" type="checkbox"/> Color | <input checked="" type="checkbox"/> Disability | <input checked="" type="checkbox"/> Marital Status | <input checked="" type="checkbox"/> AIDS |

Comment/Remark

Practice

- | | | | |
|--|--|---|---|
| <input checked="" type="checkbox"/> Notice to Correct Deficiency | <input checked="" type="checkbox"/> Discharge | <input checked="" type="checkbox"/> Denied Transfer | <input checked="" type="checkbox"/> Poor Performance Evaluation |
| <input checked="" type="checkbox"/> Differential Treatment | <input checked="" type="checkbox"/> Laid Off | <input checked="" type="checkbox"/> Discipline | <input checked="" type="checkbox"/> Physical Harassment |
| <input checked="" type="checkbox"/> Probationary Termination | <input checked="" type="checkbox"/> Non-Select | <input checked="" type="checkbox"/> Non-Accommodation | <input checked="" type="checkbox"/> Verbal Harassment |
| <input checked="" type="checkbox"/> Transfer Reassignment | <input checked="" type="checkbox"/> Hostile Work Environment | <input checked="" type="checkbox"/> Other | <input type="text"/> |

Agency Information

Court Case # Date recorded with Agency Agency Name

Determination / Disposition

- | | | | |
|--|--|--|--|
| <input checked="" type="checkbox"/> Complainant Elected Court Action | <input checked="" type="checkbox"/> Withdrawn by Complainant | <input checked="" type="checkbox"/> Settlement Agreement | <input checked="" type="checkbox"/> Administrative Closure |
| <input checked="" type="checkbox"/> Right to Sue Issued | <input checked="" type="checkbox"/> Resolved by Parties | <input checked="" type="checkbox"/> Unable to Establish a Violation of Statute | |
| <input checked="" type="checkbox"/> Other: | <input type="text"/> | | |

Settlement

City Attorney Assigned: Last name: First name: Middle Initial:

Court Action:

Settlement Amount: Amount from Verdict:

Print Record

Other supported documents

File #	File Name	Comments	Comment
001	Complaint Letter.doc	Copy of original complaint letter	<input type="button" value="Comment"/>
002	Photo1.jpg	Photo taken at scene	<input type="button" value="Comment"/>

DISCIPLINARY TRACKING SYSTEM - Main Screen

SUBJECT

Involving Employee

Employee ID	Last Name	First Name	Gender	Ethnicity	Fund	Title-at-Time	Assignment-at-Time
12345							

Chain of Command / Supervisor

1.							
2.							
3.							

Case Information

Disciplinary Tracking #: Case Status: Occurred on: On Duty Off Duty

Start Date: Status Date: End Date:

Complaint Case Nbr:

Description of the offense:

Statute of Limitation Date

Time Stamp Reports Upon Receipt by Operations:

Make Copy of all Reports:

Create File (Original in File / Copy for Review):

Determine Statute Date:

Review by Commander of Operations

Review by Operations Executive Officer

Record

DISCIPLINARY TRACKING SYSTEM - Investigation

Case Tracking #: 20060010

Involving Employee: 32345 Doe, John

Investigation / Skelly Hearing
Investigation Start Date: Investigation Completion Date: Date of Skelly Hearing - 1st half: Date of Skelly Hearing - 2nd half:

Advocates Assigned:

	Emp ID	Last Name	First Name	Gender	Ethnicity	Fund	Title-at-Time	Assignment-at-Time
Member #1	<input type="text"/>							
Member #2	<input type="text"/>							
Member #3	<input type="text"/>							
Member #4	<input type="text"/>							

Defense Representative

Employee ID	Last Name	First Name	Gender	Ethnicity	Fund	Title-at-Time	Assignment-at-Time
<input type="text"/>							

OR

Last name: First name:

Company:

Daytime telephone: Evening telephone: Email Address:

Assignment of Advocates Activity Log

Task Code	Activities	Date	Updated by	Comment
A01	FG-53 request for advocates sent to Fire Chief	04/01/2006	32143	
A05	Send detail letter to advocates	04/06/2006	32143	
A14	Secretary finalize paperwork	04/05/006	43234	
	Activities	Date	Comment	
	<input type="text"/>	<input type="text"/>	<input type="text"/>	

Executive Officer Activities Activity Log

Task Code	Activities	Date	Updated by	Comment
E02	Update pending investigation report	04/10/2006	32342	
E04	Executive officer review reports	04/11/2006	32342	
E09	Schedule Skelly meeting with Commander of Operations	04/12/2006	34433	
	Activities	Date	Comment	
	<input type="text"/>	<input type="text"/>	<input type="text"/>	

DISCIPLINARY TRACKING SYSTEM - Charges / Penalty

Case Tracking #: 20060010

Involving Employee: 32345 Doe, John

Charges / Violations

Charge #	Title of Charges	Date Added	Date Dropped	Allegation	Comments
01	Consumption of alcohol				
02	On-duty accident				

Charge # Title of Charges Date Added Date Dropped Allegation Comments

<input type="checkbox"/>						
--------------------------	--	--	--	--	--	--

Charge #	Rule/Reg:	Date Added	Date Dropped	Comments
01	10a			
01	11b			
02	21a			

Charge # Rule/Reg: Date Added Date Dropped Comments

<input type="checkbox"/>						
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Penalty

Charge #	Recommended from Skelly Hearing	Recommended from Board of Right	Recommended from Fire Chief	Actual Penalty

Charge # Penalty Defined by: Recommended from Skelly Hearing

Penalty: Suspension How many days:

DISCIPLINARY TRACKING SYSTEM - Board of Right

Case Tracking #: 20060010

Involving Employee: 32345 Doe, John

Board of RightsStart Date: End Date: **Chief Officers Assigned:**

	Emp ID	Last Name	First Name	Gender	Ethnicity	Title-at-Time	Assignment-at-Time	Date notified
Chairperson								
Member #1								
Member #2								

Presenting Advocates

	Emp ID	Last Name	First Name	Gender	Ethnicity	Fund	Title-at-Time	Assignment-at-Time
Member #1								
Member #2								

Defense Representatives

	Emp ID	Last Name	First Name	Gender	Ethnicity	Fund	Title-at-Time	Assignment-at-Time
Member #1								
Member #2								

AttorneyLast name: First name: Company: Daytime telephone: Evening telephone: Email Address: **City Attorney**

	Last name:	First name:	Bus Phone	Cell phone	Representing:
City Attorney #1					Board <input checked="" type="checkbox"/>
City Attorney #2					Department <input checked="" type="checkbox"/>
City Attorney #3					Board <input checked="" type="checkbox"/>

Sergeant at Arms

	Emp ID	Last Name	First Name	Gender	Ethnicity	Fund	Title-at-Time	Assignment-at-Time
Member #1								
Member #2								
Member #3								

Activities**Board of Right Activities**

	Activities	Date	Updated by	Comment
B01	Member requests Board/Dept send member to board	04/14/2006	32143	

Activities

Date

Updated by

Comment

DISCIPLINARY TRACKING SYSTEM - Appeal Process

Case Tracking #: 20060010

Involving Employee: 32345 Doe, John

Appeal ProcessAppeal Process Start Date: Completion Date: Date of Hearing: Hearing Location: Findings: **Presenting Advocates**

Emp ID	Last Name	First Name	Gender	Ethnicity	Fund	Title-at-Time	Assignment-at-Time
Member #1							
Member #2							
Member #3							
Member #4							

AttorneyLast name: First name: Company: Daytime telephone: Evening telephone: Email Address: **Arbitrator**Last name: First name: Company: Daytime telephone: Evening telephone: Email Address:

DISCIPLINARY TRACKING SYSTEM - Cost

Case Tracking #: 20060010

Involving Employee: 32345 Doe, John

Cost Summary

Fixed Costs

Date of Expense	Cost Type	Cost Description	Cost Amount

Date of Expense Cost Type Cost Description Cost Amount

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Salary costs & time log

ID#	Actv Date	Assigned Staff	Activity	# of Hour	Hourly Rate	Amount

ID# Actv Date Assigned Staff Activity # of Hour Hourly Rate Amount

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DISCIPLINARY TRACKING SYSTEM - Comment/Log

Comment

Date	User ID	Comment Type	Comments

Comment Type

Comments



Save

Delete

COMPLAINT AND DISCIPLINARY PROCESS

Disciplinary Guidelines - 10

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.

 Status Report - June 20, 2006

Working in collaboration, the LAFD has formulated and proposes a new LAFD specific penalty guideline founded on the City's Personnel Department's Guide to Disciplinary Standards, which reflects "best practices" and incorporates discipline standards tailored specifically to the fire service.

Newly revised (last fiscal quarter 2005) Los Angeles City Personnel Department's Penalty Guidelines as approved by the Civil Service Commission. (See Disciplinary Guidelines and Standards attachments)

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

**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

<i>Act Of Misconduct</i>	<i>1st Offense</i>	<i>2nd Offense</i>	<i>3rd Offense</i>	<i>Violation</i>
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ACCIDENTAL OR NEGLIGENT USE / DISCHARGE OF WEAPON/FORCE

Accidental Discharge (Injury) – (Arson Member)	A-D	E	E	10B,13A,13D
Accidental Discharge (No Injury) – (Arson Member)	A-B	C-D	E	13A,13D
Fired Weapon In Violation Of Department Policy (Arson Member)	A-C	C-D	E	13A,13D
Unnecessarily Displayed/Pointed A Weapon At Another Person	B-E	E	E	13A,13D
Utilized Unauthorized Tactics/Excessive Force	C-E	D-E	E	13A,13D

ALCOHOL ABUSE

Allow Minor To Consume Alcoholic Beverage	A-B	C	D-E	13A
Off-Duty, Public Drunkenness	A-B	C	D-E	13A
On Duty, Improperly Consumed Alcoholic Beverage	E	E	E	12C,12D
On Duty, Improperly Possessed Alcoholic Beverage	A-B	C-D	E	12D
On Duty, Under The Influence Of Alcohol	E	E	E	12C
Purchased Alcoholic Beverage On Duty	B	C-D	E	12D
Unfit For Duty Due To Prior Consumption Of Alcohol	A-B	C-D	E	12C
Violation of Last Chance Contract for Alcohol	E	E	E	12C

DRIVING / PARKING INFRACTIONS

- KEY:**
- A** Reprimand to 5 Day Suspension
 - B** 6 – 10 Day Suspension
 - C** 11 – 15 Day Suspension
 - D** 16 – 30 Day Suspension
 - E** Board Of Rights/Termination – (Civilian)

**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

<i>Act Of Misconduct</i>	<i>1st Offense</i>	<i>2nd Offense</i>	<i>3rd Offense</i>	<i>Violation</i>
At Fault for Accident Involving Department Vehicles/Apparatus	A	A-B	C-E	11J
At Fault for Accident Involving Department Vehicles/Apparatus with Aggravated Circumstances (ie: Injury, Alcohol/Drugs, Speeding)	B-E	D-E	E	10B
DUI	B	B-D	E	13A
DUI With Aggravated Circumstances	E	E	E	13A
DUI With Traffic Collision	B-E	D-E	E	13A
DUI With Traffic Collision And Injury	D-E	E	E	13A
Failed To Properly Dispose Of Traffic Citations Issued Against His/Her Private Vehicle	A	A-B	B-C	13A
Failing To Maintain A Valid Driver License And Operating A City Vehicle Without Proper Endorsements	A-B	B-D	E	10D,10R,13A
Failing To Maintain A Valid Driver License With Proper Endorsements	A-B	B-D	E	10R
Failure To Make Notification Of Driver License Status Change	A-B	B-D	E	11B
Failure To Wear Seat Belt	A	A-B	B-C	10B,13A
Illegal Parking/Parking Violation Of City Vehicle (Non Emergency)	A	A-B	B-D	13A
On/Off Duty, Improperly Operated A City Vehicle	A-B	B-D	D-E	10D
Reckless Driving (No DUI)	B	B-D	E	13A
Reckless Driving With Aggravated Circumstances (No DUI)	E	E	E	13A
Reckless Driving With Traffic Collision & Injury (No DUI)	D-E	E	E	13A
Unsafe Operation of Department Vehicle				8A,13A,13D
Violated Department Driving Directive/Policy				8A,13D

KEY:

A	Reprimand to 5 Day Suspension
B	6 – 10 Day Suspension
C	11 – 15 Day Suspension
D	16 – 30 Day Suspension
E	Board Of Rights/Termination – (Civilian)

**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

<i>Act Of Misconduct</i>	<i>1st Offense</i>	<i>2nd Offense</i>	<i>3rd Offense</i>	<i>Violation</i>
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DISCOURTESY

Discourteous To A Member Of The Department	A-C	B-D	C-E	10H,13D
Discourteous To A Member Of The Public	A-C	B-D	C-E	13B,13D
Inappropriately Hung Up On A Caller	A-B	B-D	C-E	13B,13D
Made An Inappropriate Gesture to Member of the Department	A-C	B-C	C-E	10H,13D
Made An Inappropriate Gesture to Member of the Public	A-C	B-C	C-E	13A,13B,13D

DISCRIMINATION

Discriminated Against A Member	A-E	C-E	D-E	15A
Made A Discriminatory Remark	B-D	C-E	D-E	10H,15A
Showed/Hung Cartoons, Photos, Etc. Of Discriminatory Nature In The Workplace	A-C	B-E	D-E	15A

DISHONESTY

Destroying City Records/Property Without Authorization	A-E	E	E	11A
Forged Documents	A-E	D-E	E	11A
Received Benefits Through Fraud	B-E	E	E	11A
Submitted False Timekeeping/Overtime Report	A-E	B-E	D-E	11A

- KEY:**
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**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

Act Of Misconduct	1st Offense	2nd Offense	3rd Offense	Violation
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DOMESTIC VIOLENCE

Caused Police To Respond To Domestic Violence Incident	A	B-D	C-E	13A
Committed A Felonious Act Of Domestic Violence	E	E	E	13A
Committed A High-Grade Misdemeanor	D-E	D-E	D-E	13A
Committed A Misdemeanor	A-E	B-E	E	13A
Failed To Comply With A Court Order	A-C	B-E	C-E	13A
Used Physical Force During A Domestic Violence Incident	A-E	B-E	E	13A
Violated A Domestic Violence Restraining Order	A-E	B-E	C-E	13A

ETHNIC REMARK

Used Derogatory Ethnic Term To Department Member	B-E	C-E	D-E	10H
Used Derogatory Ethnic Term To Member Of Public	B-E	C-E	D-E	13B

FAILED TO APPEAR IN COURT

Excused From Jury Duty, Failure To Return To Duty/Work	A-C	B-E	D-E	13A
Failure To Appear In Court	A	A-D	A-E	13A, 15H
Failure To Appear To Jury Duty	A	B-C	C-D	13A

- KEY:**
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LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE

REVISED JANUARY 31, 2006

Act Of Misconduct

<i>Act Of Misconduct</i>	<i>1st Offense</i>	<i>2nd Offense</i>	<i>3rd Offense</i>	<i>Violation</i>
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FALSE AND MISLEADING STATEMENTS

Falsified A Report	A-C	B-D	C-E	11A
Made False and/or Misleading Statements During An Official Inquiry	A-E	B-E	C-E	11A
Made False and/or Misleading Statements To Supervisor	A-E	B-E	C-E	11A
Made False Statement While Under Oath	B-E	C-E	D-E	11A

HAZING

Malicious Gossip	A-C	B-D	C-E	10H,15D
Participated In An Act Of Hazing or Horseplay	A-D	B-E	C-E	10H,12G
Participated In An Act Of Hazing or Horseplay With Injury	B-E	C-E	E	10B,12G

IMPROPER REMARK

Directed Improper Remark/Abusive Language Directed To Fellow Department Employee	A-C	B-D	C-E	10H
Use of Abusive/Uncivil Language	A-B	B-C	C-E	12G

INSUBORDINATION

- KEY:**
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**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

Act Of Misconduct	1st Offense	2nd Offense	3rd Offense	Violation
Improper Comments/Abusive Language Directed At A Supervisor	B-E	C-E	D-E	10G
Failed To Follow Instruction of Supervisor	A-E	B-E	D-E	10L
Refused To Follow Instructions Of Supervisor	B-E	C-E	D-E	10G
Refused To Obey A Direct Order	E	E	E	10G

LOST EQUIPMENT

Loss Of Department Cellular Phone	A	A-B	B-C	11J
Loss Of Department Pager	A	A-B	B-C	11J
Loss Of Department Radio	A-B	B-C	C-E	11J
Loss Of Other Department Equipment	A-B	A-C	B-D	11J

NARCOTICS/DRUGS

Improperly Ingested Narcotics/Drugs	E	E	E	12C,13A
Improperly Ingested Prescribed Narcotics/Drugs	B-D	E	E	12C,13A
Improperly Possessed Illegal Narcotics/Drugs	E	E	E	13A
Improperly Sold Narcotics/Drugs	E	E	E	13A
Improperly Under The Influence Of Prescribed Narcotics/Drugs	A-E	E	E	12C,13A
Knowingly Present Where Illegal Narcotics/Drugs Being Used	B-E	E	E	13A
Knowingly Transported A Person To Buy/Obtain Narcotics/Drugs	E	E	E	13A
Under The Influence Illegal Narcotics/Drugs	E	E	E	12C,13A
Violation of Last Chance Contract Drugs/Narcotics	E	E	E	12C,13A,13D,

KEY:

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**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

Act Of Misconduct	1st Offense	2nd Offense	3rd Offense	Violation
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NEGLECT OF DUTY

Carried Unauthorized Weapon/Ammunition	A-C	B-E	C-E	Vol. 2 3/1-35 35
Changed Work Assignment Without Approval	A-B	B-C	C-E	12B
Conducted Personal Business While On Duty	A	B	C-E	
Failed To Care For Another's Property	A	B	C-E	
Failed To Care For Department Equipment Resulting In Damage.	A	A-B	A-D	11J
Failed To Clear An Incident In A Prompt Manner	A-B	A-C	A-D	
Failed To Follow Proper Hiring Procedures Resulting In Improper Hire	A	A-B	A-C	Vol 5 – Use Proper Hiring Reference
Failed To Follow Proper Medical Protocol	A-C	B-E	C-E	Use Proper Medical Reference
Failed To Notify Supervisor of Accident/Sickness/Injury Suspect/Principle In Crime Report			11C	
Failed To Operate Through Chain Of Command			11L	
Failed To Process A Personnel Complaint In A Timely Manner	A	B	C	10M
Failed To Properly Report An On-Duty Altercation	A-B	C	D	11B
Failed To Provide Appropriate Service	A	B	C	
Failed To Remain Alert	A	B	C	12I
Failed To Report An Accident (Injuries)	A-E	B-E	C-E	11B
Failed To Report An Accident (No Injuries)	A-C	B-D	C-E	11B
Failed To Report Misconduct As Required	A	B	C	11B

KEY:

- A Reprimand to 5 Day Suspension
- B 6 – 10 Day Suspension
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**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

<i>Act Of Misconduct</i>	<i>1st Offense</i>	<i>2nd Offense</i>	<i>3rd Offense</i>	<i>Violation</i>
Failed To Report Off-Duty Misconduct	A-B	B-C	C-D	11B
Failed To Take Appropriate Action	A	A-B	B-C	
Failed To Take Appropriate Action In A High-Risk Situation	A-C	B-D	D-E	
Failure To Carry Out Supervisory Responsibilities	A-C	B-E	C-E	If Officer Reference Section 3,4,5 & 10I, 11B
Improperly Altered Department Records/Reports	A-E	B-E	C-E	11A
Improperly Home Garaged A City Vehicle	A-B	B-C	C-E	
Improperly Left Weapon Unattended (Arson)	A	B	C	13A,13D
Improperly Used Vehicle Emergency Equipment	A	B	C	
Improperly Used Vehicle P.A. System	A	B	C	
Intentional Damage To City Property	B-E	D-E	E	
Intentional Failure To Complete A Required EMS Report/Fire Report	A-E	B-E	C-E	
Left Approved District Without Authorization	A-B	B-C	C-E	
Left Approved District Without Authorization With Aggravated Circumstances	A-E	C-E	E	
Left Assigned District To Conduct Personal Business	A-B	B-C	C-E	
Left Work Assignment Without Securing Proper Relief	A-C	B-D	C-E	12B
Off Duty, Failed To Adhere To Home Garaging Procedures	A	B	C	
Purposely Failed To Monitor and/or Care For A Victim	A-E	A-E	A-E	
Refused An Assign Hire	A	A	A-B	10E
Represented Personal Opinion As That Of The Department	A	A-B	B-C	
Took Resource Out of Service Without Approval	A-C	C-E	D-E	
Transported An Unauthorized Person In A City Vehicle	A-B	B-C	C-D	
Unauthorized Code 3 With Traffic Accident	A-C	B-D	C-E	
Unauthorized Release of Confidential Reports/Records/Information	A-E	B-E	C-E	

- KEY:**
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**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

<i>Act Of Misconduct</i>	<i>1st Offense</i>	<i>2nd Offense</i>	<i>3rd Offense</i>	<i>Violation</i>
Used Unauthorized Code 3	A	B	C	

OFF-DUTY ALTERCATION

Unnecessarily Involved In An Altercation	A-B	B-C	C-E	12G
Unnecessarily Involved In An Altercation With Injury	B-C	C-E	D-E	12G

OFF-DUTY EMPLOYMENT

Conflict Of Interest Involving Off-Duty Work Activities	A-B	B-C	C-D	14F,15N
Worked Off Duty Without A Valid F-1150	A	B	C	

PUNCTUALITY/SICK TIME ABUSE

Absent without Leave (AWOL)	A-C	B-D	C-E	12A,17J
Failed To Return To Duty (Abandoned Position)	A-E	A-E	A-E	12A,17J
Failed To Return To Duty Promptly	A-C	B-D	C-E	12A
Improper Use Of Sick Time	A	B	C	11A,13D
Tardiness	A-B	B-C	C-D	12A,17J
Worked Off Duty While On IOD Status Without Authorization	A-E	A-E	A-E	11A,13A,13D

- KEY:**
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**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

<i>Act Of Misconduct</i>	<i>1st Offense</i>	<i>2nd Offense</i>	<i>3rd Offense</i>	<i>Violation</i>
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SEXUAL MISCONDUCT

Improperly Touched Another Person In Sexual Manner	A-E	C-E	E	13A, 13D
Involved In Lewd Conduct	C-E	E	E	13A, 13D
Solicited Illegal Sex Act (Off Duty)	A-E	B-E	D-E	13A, 13D
Solicited Illegal Sex Act (On Duty)	E	E	E	13A, 13D

SEXUAL HARASSMENT

Created A Hostile Work Environment	A-E	C-E	D-E	
Failure To Take Appropriate Action To Correct And Eliminate Sexual Harassment From The Workplace	D-E	E	E	
Had Inappropriate Photos/Cartoons, Etc., In The Workplace	A-D	D-E	E	10H
Made Improper Sexual Remark	A-D	D-E	E	10H
Physical Conduct Or Act Of A Sexual Nature Involving The Use Of Force	E	E	E	
Quid Pro Quo – Implied or Explicit Coercive Pressure For Sexual Favor	C-E	E	E	
Retaliation Against Employee For Filing A Sexual Harassment Complaint Or Participating In A Complaint	B-E	E	E	
Unwelcome Physical Contact In Sexual Area Of Body	D-E	E	E	13A, 13D
Unwelcome Touching, Rubbing, Or Any Type Of Physical Contact And/Or Conduct Toward Other Employees, Which Is Sexually Suggestive	A-E	E	E	13A, 13D

- KEY:**
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**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

<i>Act Of Misconduct</i>	<i>1st Offense</i>	<i>2nd Offense</i>	<i>3rd Offense</i>	<i>Violation</i>
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THEFT

Theft of City Property/Converted City Property To Personal Use	A-E	C-E	E	
Took Property Of Another Without Permission	C-E	D-E	E	
Used City Resources For Personal Use	A	A-B	B-C	

UNAUTHORIZED FORCE

On Duty, Unnecessarily Struck Another Person	A-E	B-E	E	10H
Unnecessarily Applied Excessive Force	B-C	C-E	E	
Used Unapproved Type of Physical Restraints To Patient				

UNBECOMING CONDUCT

Actions Brought Discredit To Department	A-E	B-E	D-E	12G,13A
Off Duty, Failed To Cooperate With On-Duty Officers	A-B	B-C	C-D	13A,13D,15H
Conducting An Official Investigation				
Off Duty, Unnecessarily Involved In A Dispute Resulting In The Response Of On-duty Police Officers	A	B-C	C-D	13A,13D,15H
Off Duty, Unnecessarily Involved In A Dispute Resulting In The Response Of On-Duty Police Officers, Resulting In Detention/Arrest	A-C	C-E	E	13A,13D,15H

UNBECOMING CONDUCT (FINANCIAL)

KEY:

- A** Reprimand to 5 Day Suspension
- B** 6 – 10 Day Suspension
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**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

Act Of Misconduct	1st Offense	2nd Offense	3rd Offense	Violation
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Accepting A Bribe	E	E	E	13A
Committed A Forgery	E	E	E	13A
Engaging In Any Activity Constituting A Conflict Of Interest Failed To Pay Debts	A-D	B-E	E	14F
Gambling While On Duty	A-C	B-D	C-E	14E
Inappropriately Accepted A Gratuity/Favor for Services Required On The Job	A-B	B-D	E	13F
Intentionally Submitted Overtime For Time Not Worked	A-E	B-E	E	14H
Knowingly Submitted A False Claim To Receive Workers' Compensation Insurance Benefits	B-E	D-E	E	11A
Knowingly Uttered Non Sufficient Funds Check(S)	E	E	E	11A
Using Official Position/Office For Personal Gain	A-C	B-E	C-E	11A
	A-E	B-E	E	14E

UNBECOMING (MISCELLANEOUS)

Abuse Of Authority	A-B	B-C	C-E	
Brought Discredit To The Department	A-E	B-E	C-E	
Falsely Reported Theft Of Personal Property	C-E	D-E	E	11B
Improper Use Of The MDT/Radio Frequency	A	B	C	
Improperly Converted Or Attempted To Convert An Official On-Duty Contact Into A Social Relationship	A-B	B-C	C-E	
Improperly Possessed Or Damaged Property Of Another	A-C	B-E	C-E	
Improperly Use Department Computer System For Personal Reasons	A-B	B-C	C-E	

KEY:

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**LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE**

REVISED JANUARY 31, 2006

<i>Act Of Misconduct</i>	<i>1st Offense</i>	<i>2nd Offense</i>	<i>3rd Offense</i>	<i>Violation</i>
Intentionally Compromised An Official Fire Department Investigation	A-C	B-D	C-E	
Knowingly Maintained A Personal Relationship With An Individual Involved In Criminal Activity	A-C	B-E	C-E	
Knowingly Submitted Report Containing False Information	A-E	B-E	C-E	11B
Misuse of Department Prestige For Personal Gain	A-C	B-D	C-E	
Off Duty, Used City Vehicle To Perform Non-Duty Related Activities	A	B	C	
Retaliated Against An Employee For Filing A Complaint Of Misconduct	B-E	C-E	E	
Smoked Tobacco Product On Department Apparatus				12H
Violation of Non-Smoking Affidavit	A-E	E	E	

UNBECOMING CONDUCT (CRIMES)

Committed A Felony	E	E	E	13A
Committed A High-Grade Misdemeanor	C-E	E	E	13A
Committed A Misdemeanor	A-E	B-E	C-E	13A
Vandalism	A-E	B-E	C-E	13A

WORKPLACE VIOLENCE

Involved In Physical Altercation With Department Member	A-E	C-E	E	10H,13D
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KEY:

- A** Reprimand to 5 Day Suspension
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LOS ANGELES FIRE DEPARTMENT
GUIDELINE TO DISCIPLINE
REVISED JANUARY 31, 2006

<i>Act Of Misconduct</i>	<i>1st Offense</i>	<i>2nd Offense</i>	<i>3rd Offense</i>	<i>Violation</i>
Involved In Physical Altercation With Department Member (Injury)	C-E	D-E	E	10D,10H,13D
Involved In Verbal Altercation With Department Member	A-C	B-E	C-E	10H,13D
Threatened A Member Of The Department	E	E	E	10H,13B
Threatened A Member Of The Public	E	E	E	13A,13B

KEY:

A	Reprimand to 5 Day Suspension
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33.2 GUIDE TO DISCIPLINARY STANDARDS

This guide lists various offenses, and job performance or behavior standards that should be considered in determining whether an employee's actions constitute an offense subject to discipline. The specific offenses listed are examples of some of the more common types of violations of the standards of conduct by employees for which disciplinary action may be taken. A specific offense need not be listed in order for disciplinary action to be taken for conduct that violates one of the standards of employee behavior.

Various levels of corrective actions for first, second, and third offenses are also presented. These corrective actions are recommendations only and are offered for general reference as a common base for disciplinary action in the City of Los Angeles. The appropriate action for a specific disciplinary case may be either more or less severe, depending on the circumstances of the case. For instance, management should exercise its discretion in recognizing that a single minor offense by a long-term employee with a good work record could be less severe than if committed by a relatively new employee with a poor work record. Progressive discipline requires that repeated offenses should normally carry more severe corrective actions than first offenses. A pattern of offenses after successive corrective actions should ultimately result in discharge.

An offense is considered a "first" offense the first time action is taken by the supervisor under the applicable section of this guide. An offense should be considered as a "second" or "third" offense only when it is of the same general nature (not necessarily identical) as the previous offense and the undesirable actions have been pointed out to the employee previously. When a previous offense has occurred, the time elapsed between that offense and the current offense should be considered in determining the corrective action.

On some occasions, an employee may commit more than one kind of offense at the same time. Generally, the discipline imposed should not be determined by simply adding together the corrective actions for each offense. In such cases, the appropriate corrective action should be selected from the range of actions applicable for the most serious offense and the severity of the disciplinary action should be determined after considering the less serious offenses.

Similarly, an employee may commit various kinds of offenses over a period of time. If the offenses are completely unrelated, they cannot be treated as second and/or third offenses. Nevertheless, all past offenses in the absence of any intervening pattern of good conduct are indicative of a pattern of unsatisfactory behavior and should be considered when determining an appropriate corrective action. Including a statement of "requiring excessive supervision or continued failure to observe commonly accepted levels of behavior" in the list of specific charges may be appropriate as a means of connecting unrelated types of offenses committed by a problem employee.

Employees in supervisory positions and those performing safety/security functions are generally expected to demonstrate a higher level of conscientiousness and integrity with respect to their employment. Accordingly, these employees may be subject to more severe levels of discipline for violations of behavior and/or performance standards because they are held to a higher standard of conduct.

33.2

MISCONDUCT, ON OR OFF THE JOB, SERIOUSLY REFLECTING ON CITY EMPLOYEES OR EMPLOYMENT

Standard: Employees must perform their duties in a manner that earns and maintains the trust and respect of their supervisors, other employees, and the public.

<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
<u>SUGGESTED ACTIONS</u>			
1. Using official position or office for personal gain or advantage	Written Notice to discharge	10 day suspension to discharge	Discharge
2. Engaging in any activity which constitutes a conflict of interest	Written Notice to 30 day suspension	6 day suspension to discharge	Discharge
3. Accepting favors or gratuities for services required on the job	Written Notice to discharge	6 day suspension to discharge	Discharge
4. Disclosing confidential information	1 day suspension to discharge	10 day suspension to discharge	Discharge
5. Engaging in illegal behavior or conduct in conflict with job duties, on or off the job	Written Notice to discharge	10 day suspension to discharge	Discharge

JOB PERFORMANCE BELOW STANDARD

Standard: Employees must provide a high quality of service to the public and must consistently perform their duties effectively and efficiently.

<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
<u>SUGGESTED ACTIONS</u>			
1. A violation of departmental rules	Oral warning to 5 day suspension	6 day suspension to discharge	Discharge
2. Requiring excessive supervision or instruction in performance of duties after completion of training for the position	Oral warning or Written Notice	Written Notice to 5 day suspension	6 day suspension to discharge
3. Misusing, or failing to use, delegated authority in the performance of duties	Oral warning to 5 days suspension	6 day suspension to discharge	Discharge
4. Personal appearance and hygiene not appropriate for job in terms of employing department's standards and job safety	Oral warning or Written Notice	Written Notice to 5 day suspension	6 day suspension to discharge
5. Failure to perform work assignments adequately or promptly	Oral warning to discharge	1 day suspension to discharge	Discharge
6. Failure to carry out supervisory responsibilities adequately	1 day suspension to discharge	5 day suspension to discharge	Discharge

JOB PERFORMANCE BELOW STANDARD (Continued)

Standard: Employees must provide a high quality of service to the public and must consistently perform their duties effectively and efficiently.

<u>SUGGESTED ACTIONS</u>	<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
	7. Failure to remain alert and responsive while on duty, for example: sleeping on the job	Written Notice to discharge	5 day suspension to discharge	10 day suspension to discharge

ATTENDANCE AND TARDINESS (See Note A)

Standard: Employees must report for work as scheduled, unless ill, injured, or involved in an emergency.

SUGGESTED ACTIONS

<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
1. Unexcused, excessive or patterned absenteeism	Written Notice to 5 day suspension	6 day suspension to discharge	Discharge
2. Failure to follow established procedure for notification of inability to report for work	Oral warning or Written Notice	Written Notice to 5 day suspension	6 day suspension to discharge
3. Leaving assigned work location without proper approval or appropriate reason	Written Notice to discharge	1 day suspension to discharge	10 day suspension to discharge
4. Frequent or unexcused tardiness	Oral warning or Written Notice	Written Notice to 10 day suspension	10 day suspension to discharge

Note A: In some cases it may be appropriate to consider the use of **Disciplinary Pay Status** in lieu of an actual suspension. Disciplinary Pay Status serves as a suspension for disciplinary purposes, but does not place the employee off duty. The use of Disciplinary Pay Status is appropriate for attendance and tardiness infractions and other situations where the absence of the employee from the job is counter-productive.

IMPROPER BEHAVIOR WITH SUPERVISORS, FELLOW EMPLOYEES, OR THE PUBLIC

Standard: Employees must cooperate and work well with the public, supervisors and co-workers.

<u>SUGGESTED ACTIONS</u>	<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
	1. Refusal to perform reasonable work assignments or to cooperate with supervisors or management in the performance of duties (insubordination)	6 day suspension to discharge	Discharge	
	2. Using abusive language toward or making inappropriate statements to the public, supervisors, or co-workers	Oral warning to 5 day suspension	Written Notice to discharge	6 day suspension to discharge
	3. Disrupting the work of other employees	Oral warning or Written Notice	Written Notice to 5 day suspension	6 day suspension to discharge
	4. Making threats (verbal or non-verbal) or engaging in a confrontation with the public, supervisors or co-workers (See Note B)	6 day suspension to discharge	Discharge	
	5. Unauthorized possession or use of dangerous weapons, such as firearms or knives, on City property or the job	5 day suspension to discharge	Discharge	

IMPROPER BEHAVIOR WITH SUPERVISORS, FELLOW EMPLOYEES, OR THE PUBLIC (Continued)

Standard: Employees must cooperate and work well with the public, supervisors and co-workers.

<u>SUGGESTED ACTIONS</u>	<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
	6. Actions on the job or City property intended to destroy property or to inflict bodily injury (whether or not the destruction or injury actually occurs)	Written Notice to discharge	Discharge	Discharge
	7. Failure to provide information related to work to supervisors or others requiring the information	Written Notice to 10 day suspension	6 to 30 day suspension	Discharge

Note B. Employees who: (1) make threats or engage in confrontational behavior; (2) possess and/or use without authorization weapons on City property or the job; or, (3) engage in actions on the job or City property intended to destroy property or to inflict bodily injury represent a potential Workplace Violence threat. Such behavior must be brought to the attention of a supervisor and/or manager and steps taken to convene the employing department's Workplace Violence Assessment team. Refer to the City's Workplace Violence Policy for guidance in handling these matters.

USE OF ALCOHOL OR CONTROLLED SUBSTANCES

Standard: While at work, employees must not do anything that would impair their ability to perform their duties, or discredit the City and its employees.

<u>OFFENSE</u>	<u>SUGGESTED ACTIONS</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
1. Use of alcoholic beverages or controlled substances while on duty		10 day suspension to discharge (See Note C)	Discharge (See Note C)	
2. Reporting for duty under the influence of drugs or alcohol which results in unfitness to work		10 day suspension to discharge	Discharge	
3. Operating City vehicles or other equipment while under the influence of any alcoholic beverage or any drug(s) or narcotic which will impair operative capability		20 day suspension to discharge	Discharge	
4. Illegally possessing or using drugs or narcotics on the job site or on City property		10 day suspension to discharge	20 day suspension to discharge	
5. Positive drug or alcohol test resulting from a for-cause test administered under the provisions of the U.S. Department of Transportation and Alcohol Testing Policy		20 day suspension to discharge	Discharge	

USE OF ALCOHOL OR CONTROLLED SUBSTANCES (Continued)

Standard: While at work, employees must not do anything that would impair their ability to perform their duties, or discredit the City and its employees.

<u>SUGGESTED ACTIONS</u>			
<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
6. Positive drug or alcohol test resulting from a random test administered under the provisions of the U.S. Department of Transportation Drug and Alcohol Testing Policy	5 day suspension to discharge	20 day suspension to discharge	Discharge

Note C: The suggested action may be 1) reduced in severity if the employee successfully participates in an alcoholism or drug abuse rehabilitation program or 2) delayed during employee participation in the program, depending on progressive rehabilitation and improvement of job performance. The supervisor should make every effort to have the employee taken home safely and to ensure that the employee is released to the custody of another responsible person. Consult the City's Safety Sensitive Substance Abuse Guidelines for assistance in handling these matters for Safety Sensitive employees.

SAFETY

Standard: All employees must perform their duties in a safe manner.

<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
<u>SUGGESTED ACTIONS</u>			
1. Operating City equipment unsafely and/or without the required license or equipment	Written Notice to 5 day suspension	5 day suspension to discharge	Discharge
2. Causing or contributing to an accident by operating City equipment in an unsafe manner	1 day suspension to discharge	5 day suspension to discharge	Discharge
3. Violations of safety rules or practices, which endanger the employee or others or damages City property or equipment	Written Notice to 20 day suspension	5 day suspension to discharge	Discharge
4. Playing tricks or jokes, or engaging in horseplay on the job, which may lead to injury of employees or others, or damage to equipment or property	Written Notice to 10 day suspension	10 day suspension to discharge	Discharge
5. Creating unsanitary conditions	Oral warning to 5 day suspension	6 day suspension to discharge	Discharge

SAFETY

Standard: All employees must perform their duties in a safe manner.

SUGGESTED ACTIONS

<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
6. Failure to carry out supervisory responsibility to ensure a safe work environment.	Written Notice to 5 day suspension	5 day suspension to discharge	Discharge

FRAUD, DISHONESTY, THEFT, OR FALSIFICATION OF RECORDS

Standard: City employees must demonstrate personal integrity and honesty both in securing employment and in the performance of duties.

<u>OFFENSE</u>	<u>SUGGESTED ACTIONS</u>	
	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>
1. Soliciting, accepting, or offering a bribe	Discharge	
2. Theft of or aiding in the theft of cash, or City property or equipment, as established by proper investigation	Discharge	
3. Intentionally destroying City equipment, property or records without proper authorization	10 day suspension discharge	Discharge
4. Providing false information in connection with the employment application process	Discharge	
5. Falsifying City Records such as time reports, mileage reports, expense accounts or other work related documents	Discharge	
6. Falsey claiming sick or allowed pay, falsifying reasons for absence	Discharge	

FRAUD, DISHONESTY, THEFT, OR FALSIFICATION OF RECORDS (Continued)

Standard: City employees must demonstrate personal integrity and honesty both in securing employment and in the performance of duties.

<u>OFFENSE</u>	<u>SUGGESTED ACTIONS</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
7. A finding of Workers Comp fraud as a result of a proper investigation	Discharge			
8. Using City time, property or equipment without authorization	Written Notice to discharge	6 day suspension to discharge		
9. Unauthorized removal or possession of City equipment or property		10 day suspension to discharge		
10. Unauthorized removal and/or use of City equipment or material in fabricating articles for private use	Written Notice to discharge	5 day suspension to discharge		
11. Failure to exercise proper supervisory oversight to protect City assets	Written Notice to discharge	5 day suspension to discharge		

STANDARDS OF CONDUCT FOR PEACE OFFICERS

Standard: Employees performing functions that require peace officer status are required to conduct themselves (on and off duty) in a manner demonstrating respect for the laws they are sworn to uphold and the people and property they are employed to protect. Behavior on and off the job must not reflect negatively upon the City as their employer.

<u>SUGGESTED ACTIONS</u>	<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
	1. Use of excessive force	30 day suspension to Discharge		
	2. Falsification or destruction of evidence or reports related to investigations	15 day suspension to Discharge	30 day suspension to Discharge	Discharge
	3. Failure to report or take action against officer misconduct, on or off the job	15 day suspension to Discharge	30 day suspension to Discharge	Discharge
	4. Abuse or inappropriate use of Peace Officer status	15 day suspension to Discharge	30 day suspension to Discharge	Discharge

DISCRIMINATION/HARRASSMENT

Standard: City employees are expected to comply with Federal and State laws and regulations and City policies including applicable mayoral directives ensuring equal employment opportunity and a discrimination and harassment free workplace. City employees are expected to demonstrate sensitivity to and respect for individual and personal differences when working with other employees and the public. Actions that create a hostile, offensive, threatening, or intimidating work environment will not be tolerated.

<u>OFFENSE</u>	<u>SUGGESTED ACTIONS</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
1. Failure to comply with City policies on equal employment opportunity, including but not limited to, the recruitment, selection, promotion, training or disciplining of employees.		Oral warning to discharge	Discharge	
2. Demonstrating insensitivity to others by making derogatory comments, epithets, jokes, teasing, remarks, or slurs, or making suggestive gestures or displaying images or written material that derogatorily depict or demean people.		5 day suspension to discharge	Discharge	
3. Retaliating against an employee for filing a discrimination complaint, for participating in a discrimination complaint investigation, or for opposing discriminatory actions.		5 day suspension to discharge	Discharge	

SEXUAL HARASSMENT

Standard: City policy and Federal and State law prohibit sexual harassment in the workplace. Supervisors are required to ensure and maintain a working environment free of sexual harassment, intimidation, and coercion. City employees are expected to conduct themselves in a manner that fosters a workplace environment which is free from conduct that is hostile, offensive, threatening, or intimidating, or that interferes with an individual's work performance. Some of these violations, if proved, may also constitute crimes under local and/or state law. Departments should take appropriate measures to report such actions and to advise their employees about reporting such actions that have occurred on City property or involving City employees.

<u>OFFENSE</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
<u>SUGGESTED ACTIONS</u>			
1. Sexual Favors: Implicit or explicit coercive pressure for sexual favors	20 day suspension to discharge	Discharge	Discharge
2. Physical: a. Any physical conduct or act of a sexual nature, involving the use of force or the threat of force.	Discharge	20 day suspension to discharge	Discharge
b. Unwelcome physical contact in sexual areas, including but not limited to breasts, buttocks, or genitalia.	20 day suspension to discharge	1 day suspension to discharge	Discharge
c. Unwelcome touching, rubbing, or any type of physical contact and/or conduct toward other employees, which is sexually suggestive.			

SEXUAL HARASSMENT (Continued)

Standard: City policy and Federal and State law prohibit sexual harassment in the workplace. Supervisors are required to ensure and maintain a working environment free of sexual harassment, intimidation, and coercion. City employees are expected to conduct themselves in a manner that fosters a workplace environment which is free from conduct that is hostile, offensive, threatening, or intimidating, or that interferes with an individual's work performance. Some of these violations, if proved, may also constitute crimes under local and/or state law. Departments should take appropriate measures to report such actions and to advise their employees about reporting such actions that have occurred on City property or involving City employees.

<u>SUGGESTED ACTIONS</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
3. Verbal:	Demonstrating insensitivity to others by making derogatory comments, epithets, jokes, teasing, remarks, slurs, or questions of a sexual nature	Oral warning to 20 day suspension	Discharge
4. Visual:	Demonstrating insensitivity to others through non-verbal actions, such as making sexually suggestive gestures; displaying sexually explicit objects, pictures, cartoons, or posters; leering; unwanted letters, gifts, and/or materials of a sexual nature	Oral warning to 20 day suspension	Discharge

SEXUAL HARASSMENT (Continued)

Standard: City policy and Federal and State law prohibit sexual harassment in the workplace. Supervisors are required to ensure and maintain a working environment free of sexual harassment, intimidation, and coercion. City employees are expected to conduct themselves in a manner that fosters a workplace environment which is free from conduct that is hostile, offensive, threatening, or intimidating, or that interferes with an individual's work performance. Some of these violations, if proved, may also constitute crimes under local and/or state law. Departments should take appropriate measures to report such actions and to advise their employees about reporting such actions that have occurred on City property or involving City employees.

<u>SUGGESTED ACTIONS</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
	5. Hostile Work Environment: Repeated, unwelcome, unwanted actions as described in #1, #2, #3, and/or #4 which create or could lead to a hostile, offensive, threatening, or intimidating work environment	10 day suspension to discharge	Discharge
	6. Retaliation: Retaliating against an employee for filing a sexual harassment complaint, for participating in a sexual harassment complaint investigation, or for opposing discriminatory actions	10 day suspension to discharge	Discharge

SEXUAL HARASSMENT (Continued)

Standard: City policy and Federal and State law prohibit sexual harassment in the workplace. Supervisors are required to ensure and maintain a working environment free of sexual harassment, intimidation, and coercion. City employees are expected to conduct themselves in a manner that fosters a workplace environment which is free from conduct that is hostile, offensive, threatening, or intimidating, or that interferes with an individual's work performance. Some of these violations, if proved, may also constitute crimes under local and/or state law. Departments should take appropriate measures to report such actions and to advise their employees about reporting such actions that have occurred on City property or involving City employees.

<u>SUGGESTED ACTIONS</u>	<u>FIRST OFFENSE</u>	<u>SECOND OFFENSE</u>	<u>THIRD OFFENSE</u>
	7. Supervisor Standard: Failure to take appropriate action to correct and eliminate sexual harassment from the workplace; failure to foster a discrimination free workplace by personal actions or conduct; or allowing subordinates to retaliate against an employee for filing a sexual harassment complaint, for participating in a sexual harassment complaint investigation, or for opposing discriminatory actions <small>(Amended 12-15-95)</small>	20 day suspension to discharge	Discharge

COMPLAINT AND DISCIPLINARY PROCESS

Internal Affairs Division/Professional Standards Bureau - 13

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.

 Status Report - June 20, 2006

A draft organizational chart of the proposed LAFD Professional Standards Bureau along with projected budget allocations is completed (See PSB organizational attachment).

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

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.

Professional Standards Bureau

Civilian

Assistant Bureau Commander
Uniform/Civilian

Executive Officer
Battalion Chief or *Chief*
Personnel Analyst
Secretary

Support Section
Battalion Chief or Sr. PA II
Secretary

EEO Complaint Unit
• ***Sr. PA II***
• ***Sr. PA I***
• ***Clerk Typist***

Complaint Tracking /
EEO Training Unit
• ***Captain II***
• ***Sr. PA I***
• ***Sr. Clerk Typist***
• ***2 Management Analyst II***

Investigative Unit
• 2 Captain II
• ***Sr. PA II***
• 3 ***Sr. PA I***
• ***Sr. Clerk Typist***

Note: New positions identified in ***bold italics***