

DRAFT

Date: February 6, 2007

To: Board of Fire Commissioners

From: Stakeholders Working Group

SUBJECT: AUDIT ACTION PLAN – RECOMMENDED REVISIONS AND
CURRENT STATUS OF HUMAN RELATIONS GOALS

The Stakeholders Working Group respectfully submits the following status updates and recommendations for the Board's adoption:

Goal 5 - Human Relations Training: The Fire Department will evaluate the effectiveness of the human relations training program through the use of a diversity metrics system.

Status: The Human Relations Training Program is currently being evaluated by an independent contractor hired by the Human Relations Commission. It is reasonable to anticipate that the final assessment report will be submitted to the Fire Department for their use in enhancing the training program.

Recommendation: That the Board direct the Department to bring forth the final report for discussion in a regular meeting following an analysis of the results of the assessment in collaboration with Commission staff.

Goal 6 – Human Relations Development Plan: 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 workplace environment at any given time so as to hold the Department accountable for implementing changes pursuant to the Strategic Implementation Plan.

Status: The Human Relations Development Committee (HRDC) has been reactivated and is responsible for following up with the Department on a number of issues, including workplace environment issues as they rise to the attention of the Committee members.

Recommendation: That the Board consider this goal as having been achieved given the frequent meetings and high level of activity in the Human Relations Development Committee.

Goal 7 - Employee Evaluation/Recognition Process: 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.

Status: The Joint Labor/Management Committee has undertaken the actions and discussions necessary for the achievement of this goal, given the labor issues that will most likely result from the creation of a new recognition program and the inclusion of performance evaluations in the promotional process. As Labor and Management have already started this discussion, progress reports, as well as the final presentation of their recommendations should be submitted to the field for feedback and then to the Board for discussion and appropriate action.

Recommendation: Reassign this action to the Joint Labor/Management Committee with direction for status updates and submission to the Board of their final recommendations.

Goal 8 - Human Relations Program: The Fire Department will have a fully developed realistic and measurable human relations plan for sworn and civilian employees that reflects the Core Values.

Status: A draft Human Relations Training Plan has been submitted to the HRDC by the Department and is currently being analyzed and evaluated by Commission staff. The draft will be returned to the Department with recommendations for revisions. This goal is still in progress within the HRDC.

Recommendation: That this goal be reassigned to the HRDC.

Goal 9 – Promotional Process: 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.

Status: This discussion has already begun in Joint Labor/Management Committee. Changes to the most recent version of the Captain's exam were the result of the work conducted in that committee. Discussion is currently in progress on modifications to the Chief Officer's promotional process.

Recommendations:

1. Reassign this action to the Joint Labor/Management Committee due to the significant labor issues that are likely to arise from changes to the promotional and evaluation systems.

2. Reclassify this recommendation to the Leadership and Communications category in the Audit Action Plan. Human relations elements are a significant element to consider in the promotional process, but the core issue of this goal is leadership in applying and communicating these values on a daily basis and ensuring that leaders at all levels embody the values that enhance their promotional opportunities. Logically, the promotional and evaluation systems must respectively select for and measure the application of these Department leadership values.

The Stakeholders Working Group