

# DRAFT

BFC 07-013  
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February 6, 2007

To: Board of Fire Commissioners

From: Stakeholders Working Group

SUBJECT: AUDIT ACTION PLAN – RECOMMENDED REVISIONS

Recommendations: That the Board adopt the following revisions and recommendations to the Audit Action Plan:

1. Vision Statement Goal is revised to include Core Values as a complementary element in the Audit Action Plan.
2. Adopt the Vision Statement.
3. Promotional Standards Goal is revised to include the Promotional Process
4. Disciplinary Guidelines Goal is revised to include the Disciplinary Process
5. The main category entitled **Drill Tower (Recruit Training Academy)** is revised to read **Recruitment and Retention of Women**
6. Recruitment of Women Goal is revised to read Recruitment and Retention of Women

Discussion: In the work required to achieve the goals of the Audit Action Plan, the Stakeholders Working Group found that some goals naturally lent themselves to consideration in tandem with others in the plan. To address these goals in a comprehensive way the consensus of the group was to work on them as related items and submit work and recommendations on both.

In creating the Vision Statement it became necessary to examine the Department's Core Values. Though the survey conducted by the Stakeholders found that the 6 top core values identified by the field already exist in the current core values of the Department. The top values identified in the field survey, in order of net count are 1) integrity, 2) professionalism, 3) trust, 4) respect, 5) service, and 6) growth. Each is stated in one of the 4 existing Core Values in the Department. The following draft vision statement was crafted with these values in mind and is recommended for adoption by the Board.

**We, the Los Angeles Fire Department, are leaders in providing public safety services to the City of Los Angeles as part of a dynamic and organized regional response to both natural and manmade disasters. Our members, both sworn and civilian, treat one another as the LAFD's greatest and most valuable asset. The LAFD is grounded in its Core Values and is committed to creating a diverse workforce reflective of the community it serves with training, policies and**

**procedures that are free from bias and discrimination. This vision drives us to be our best for one another, for our Department, and for the people of the City of Los Angeles.**

Audit Action Plan Goal 9 is discussed more extensively under separate cover focusing on Human Relations goals, but for the purposes of this report it is recommended that this goal dealing with the Promotional Process be considered in conjunction with the Promotional Standards Goal under the Leadership and Communication heading.

During the consideration of the Disciplinary Guidelines it became essential to discuss the disciplinary process, and as a result with both issues being so closely related, it became a discussion of the disciplinary system in its entirety. For this reason the Stakeholders recommend that the goals reflect that the disciplinary guidelines and the disciplinary process are corresponding items under the Complaint and Disciplinary Process.

Additionally, the goal addressing the Equal Employment Opportunity Unit became part of the discussion of the organization and staffing of the Professional Standards Bureau and was subsumed during those deliberations about function, staffing, and organization of the Professional Standards Bureau.

In continuing discussions about the Drill Tower it became evident that the main issues requiring focus from the Stakeholders was the recruitment and retention of women. The Working Group has turned its attention to the issues that influence both topics and have involved the Bureau Commanders from both Training and Risk Management and Emergency Services in discussions. Given the attention to this section of the Audit Action Plan it is respectfully recommended that the section be re-titled Recruitment and Retention of Women, and that the subheading titled Recruitment of Women includes Retention so that the discussions and actions are accurately reflected.

We submit these recommendations in full recognition that the work of the Stakeholders is nearing completion and wanted to ensure that an accurate record of the work and the manner in which it has evolved is presented to your Board.

Respectfully submitted,

The Stakeholders Working Group