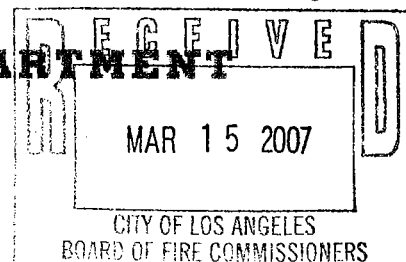


**LOS ANGELES FIRE DEPARTMENT**



DOUGLAS L. BARRY  
ACTING FIRE CHIEF

MAR 20 2007  
APR 05 2007



March 15, 2007

BOARD OF FIRE COMMISSIONERS  
FILE NO. 07-025

TO: Board of Fire Commissioners  
FROM: Douglas L. Barry, Acting Fire Chief  
SUBJECT: AUDIT ACTION PLAN STATUS REPORT

FOR INFORMATION ONLY: ☐ Approved ☐ Approved w/Corrections ☐ Withdrawn  
☐ Denied ☐ Received & Filed ☐ Other

**For Information Only**

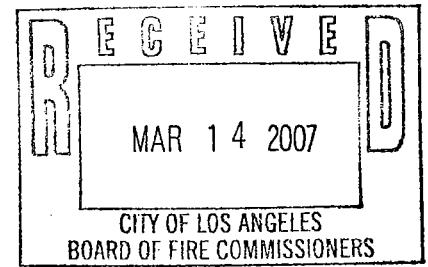
Attached for your review is the updated status report of the Audit Action Plan. The report reflects the direction of the Board during your discussions at the regular meeting on February 27, 2007. As directed by the Board, Commission staff, the Employee Relations Officer, and the Planning Section collaborated on incorporating the final revisions to the status report that were recommended by the Stakeholders.

The Department looks forward to the continued participation of the Stakeholders as we enter the implementation and evaluation stages of the plan. The model of inclusion by the Board has engaged our employees as resources of talent, knowledge, and skill.

The measures of effectiveness developed in the Audit Action Plan will guide the implementation efforts under the oversight of the Board. The Department anticipates your continued involvement and support as we move forward.

Board report prepared by Leonard Thompson, Planning Section Commander.

Attachment



# Los Angeles City Fire Department



## ***AUDIT ACTION PLAN STATUS REPORT***

REVISED WITH ERO & EEO DIRECTOR INPUT  
03-13-07

***March 20, 2007***

# ***AUDIT ACTION PLAN STATUS REPORT***

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## 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 - March 20, 2007- COMPLETED**

The following LAFD Vision Statement was amended and approved by the Board of Fire Commissioners during the regular scheduled Fire Commission meeting of February 27, 2007:

- ◆ *"We, the Los Angeles Fire Department, are leaders in providing public safety and emergency services to the City of Los Angeles as part of a dynamic and organized regional response team. 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 workplace 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 Los Angeles."*

**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 Commission 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 - 2

#### **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.

#### ☐ **Status Report – March 20, 2007 - COMPLETED**

The Stakeholders & Joint Labor Management has approved a 10-Point Effective Communication Plan, which was overviewed for the Fire Commission by Chief Barry during the regular scheduled meeting of February 27, 2007. No Board action was taken on this item. Several communication initiatives are currently being implemented consistent with the plan timelines.

#### **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.

**Promotional Standards and Process - 3****Goal:**

The Department will promote candidates with a demonstrated commitment to its Core Values with an added emphasis on equity, diversity, and inclusion through their involvement, innovation and respect for the community and the Department. For supervisory and management promotional examinations, the Department will utilize an assessment center as part of the promotional process to measure each prospective candidate's human relations practices, administrative and leadership skills, as well as their overall job knowledge and abilities required for the position.

**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, human relations management, administrative 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 support diversity, practices of inclusion, fairness in discipline and adherence to the Department's Core Values. Elements will also 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.

**□ Status Report – March 20, 2007 - COMPLETED**

The following recommendation was adopted by the Board of Fire Commissioners during the regular scheduled Fire Commission meeting of February 27, 2007:

- ◆ The Board redirects this action to the Joint Labor/ Management Committee due to the significant labor issues likely to arise from changes to the promotional and evaluation system. The Board also directs them to integrate and reclassify this goal with the "Promotional Standards" goal under the Leadership and Communication category.

**Responsible Parties:**

Office of the Fire Chief, Fire Department Personnel Services Section, UFLAC, Chief Officer's Association, employee associations and 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.  
Possible funding for outside consultant.

**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.
- 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 - 4

**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.

**□ Status Report – March 20, 2007 - ONGOING**

The Succession Plan includes identification and focus on critical management positions and future leaders within the organization. Future development will utilize a mix of internal and external university based education and development courses as well as best practices for individuals to carry out career planning. The Fire Chief is responsible for all development and implementation phases of the Department's Succession Planning.

**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 - 5

**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.

**□ Status Report – March 20, 2007 – ONGOING PENDING ANALYSIS OF FINAL REPORT**

An independent contractor was hired by the Human Relations Commission to evaluate the Human Relations Training Program. The final assessment report will be submitted to the Department for use in enhancing the training program.

The following recommendation was adopted by the Board of Fire Commissioners during the regular scheduled Fire Commission meeting of February 27, 2007:

- ◆ By direction of the Board, the Department is to bring forth the final report for discussion in a regular scheduled Commission meeting following analysis of the results of the assessment in collaboration with the Commission.

**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 - 6

**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.

**□ Status Report - March 5, 2007 - ONGOING**

The Human Relations Development Committee has been reactivated and is responsible for follow-up with the Department on issues, including workplace environment issues as they rise to the attention of the Committee members.

The following recommendation was adopted by the Board of Fire Commissioners during the regular scheduled Fire Commission meeting of February 27, 2007:

- ◆ The Board considers the goal of properly reactivating the Human Relations Development Committee as having been achieved.

**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 - 7

**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.

**□ Status Report - March 20, 2007 - ONGOING**

Recommendation to redirect this action to the Joint Labor / Management. Joint Labor Management more appropriately undertakes the action necessary for the achievement of this goal.

The following recommendation was adopted by the Board of Fire Commissioners during the regular scheduled Fire Commission meeting of February 27, 2007:

- ◆ The Board reassigns the required action of this goal to the Joint Labor/Management Committee with status updates and submission to the Board of their final recommendations.

**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 - 8

**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

**Status Report - March 20, 2007 - ONGOING**

The following recommendation was adopted by the Board of Fire Commissioners during the regular scheduled Fire Commission meeting of February 27, 2007:

- ♦ The Board reassigns the actions of this goal to the Human Relations Development Committee given that the consideration of the human relations plan has already taken place relative to the assessment being conducted by the contractor from HRC.

**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.

**Promotional Process - 9**  
**INTEGRATED WITH "PROMOTIONAL STANDARDS" GOAL #3**

**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.

☐ **Status Report - March 20, 2007 - COMPLETED**

The following recommendation was adopted by the Board of Fire Commissioners during the regular scheduled Fire Commission meeting of February 27, 2007:

- ◆ The Board redirects this action to the Joint Labor/ Management Committee due to the significant labor issues likely to arise from changes to the promotional and evaluation system. The Board also directs them to integrate and reclassify this goal with the "Promotional Standards" goal under the Leadership and Communication category.

**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 and Process - 9

#### **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 - March 20, 2007 - COMPLETED**

A comprehensive set of disciplinary guidelines has been approved by the Fire Commission and is currently being vetted through the meet and confer process with UFLAC. The following recommendation was adopted by the Board of Fire Commissioners during the regular scheduled Fire Commission meeting of February 27, 2007:

- ◆ Revise the "Disciplinary Guidelines" goal to read "Disciplinary Guidelines and Process"

#### **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 - 10

**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.

**□ Status Report -March 20, 2007 - ONGOING**

Creation of an EEO Unit is inclusive with the development of the Department's Professional Standards Division.

**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 - 11

**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.

**□ Status Report – March 20, 2007 - COMPLETED**

The Board of Fire Commissioners adopted the Code of Conduct/Rules and Regulations Preamble during the regular scheduled meeting of February 27, 2007.

- ◆ The Preamble will serve as the introduction to the existing Rules and Regulations of the Department. By direction of the Board, the Department will be responsible to distribute the Preamble to all Department work locations.

**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 - 12

#### **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 – March 20, 2007 - ONGOING**

Draft of Professional Standards Division organization chart approved by the Fire Commission and forwarded to Administrative Services Bureau (ASB) with direction to identify budget expenditures for newly created positions and operating costs within Division. Draft proposal completed and is currently under review.

#### **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.



## COMPLAINT AND DISCIPLINARY PROCESS

### Tracking and Reporting System - 13

**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 - March 20, 2007 - ONGOING**

Complaint Tracking and Reporting System is currently still in the beta testing phase. The Stakeholders have agreed to general policies and procedures relative to the system application. More specific policies and procedures will be vetted out through the meet and confer process.

**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 Officers Association, employee associations and rank and file.

Fire Department Personnel Services Section and the City's Personnel Department.

**Timeline:**

30 days 1<sup>st</sup> 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.

# RECRUITMENT AND RETENTION OF WOMEN (RECRUIT TRAINING ACADEMY)

## Drill Tower - 14

### **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.

### **□ Status Report - March 20, 2007 - COMPLETED**

The following recommendation was adopted by the Board of Fire Commissioners during the regular scheduled Fire Commission meeting of February 27, 2007:

- ◆ The main category entitled "Drill Tower (Recruit Training Academy) is revised to read "Recruitment and Retention of Women (Recruit Training Academy)"

### **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.

**RECRUITMENT AND RETENTION OF WOMEN  
(RECRUIT TRAINING ACADEMY)**

**Recruitment and Retention of Women - 15**

**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.

☐ **Status Report - March 20, 2007 - ONGOING**

The following recommendation was adopted by the Board of Fire Commissioners during the regular scheduled Fire Commission meeting of February 27, 2007:

- ♦ "Recruitment of Women" Goal is revised to read "Recruitment and Retention of Women."

**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.