

MAR 18 2008

LOS ANGELES FIRE DEPARTMENT



DOUGLAS L. BARRY
FIRE CHIEF

March 10, 2008

BOARD OF FIRE COMMISSIONERS
FILE NO. 08-026

TO: Board of Fire Commissioners
FROM: Douglas L. Barry, Fire Chief *DLB*
SUBJECT: AUDIT IMPLEMENTATION PLAN

FINAL ACTION:	<input type="checkbox"/> Approved	<input type="checkbox"/> Approved w/Corrections	<input type="checkbox"/> Withdrawn
	<input type="checkbox"/> Denied	<input type="checkbox"/> Received & Filed	<input type="checkbox"/> Other

Recommendations: That the Board:

- 1) Review and approve the attached Audit Implementation Plan.
- 2) Instruct the Commission Executive Assistant II to forward this Audit Implementation Plan to the Mayor, City Council and Controller's Office as information only.

Summary.

In the previous months, management, labor and stakeholder representatives met regularly to fulfill the requirement of the strategic action steps of the Audit Action Plan (AAP) derived from the City Controller's Management Audit. Culminating months of collaboration, dedication and tireless work, the Department moved into the final phase of developing a Draft Strategic Implementation Plan that would effectively and efficiently put into practice the AAP's 15 stated goals. Management, labor and stakeholders have agreed to an Audit Implementation Plan Final document.

Conclusion:

The Final Audit Implementation Plan will be a road map to address the City Controller's Management Audit recommendations.

Board report prepared by Battalion Chief Leonard Thompson, Commander, Planning Section.

Attachment



Los Angeles Fire Department

2008 Audit Implementation Plan

**The Los Angeles Fire Department's response to the
City Controller and Personnel Department
Management Audits of 2006**

Douglas L. Barry, Fire Chief



Los Angeles Fire Department

2008 Audit Implementation Plan

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Los Angeles Fire Department

2008 Audit Implementation Plan

Section One

Introduction and Background

2008 Audit Implementation Plan

Introduction and Background

In January 2006, the Personnel Department and the City Controller released concurrent audits resulting from allegations of a hostile work environment, discrimination, harassment, and arbitrary disciplinary action within the Los Angeles Fire Department (LAFD).

Although the audits were performed independently, they both focused on similar topics in their examination of Fire Department practices. As a result, the audits concluded that while some improvements in workplace issues have been made since the previous Personnel Department audit in 1995, many issues, both old and new, still exist in the Department. Because many of the audit recommendations overlapped and/or were interrelated, they were consolidated to reduce redundancies and ensure clarity as the Department developed a plan for comprehensive reform.

As the Department embarked on the mission to address the issues cited in the City Controller's and Personnel Department's 2006 audits, the Board of Fire Commissioners led an unprecedented partnership of LAFD representatives from management, labor, and the employee associations through a transparent and inclusive process to create the City of Los Angeles Board of Fire Commissioners April 25, 2006 Audit Action Plan (AAP). The AAP was designed to serve as the Department's roadmap for improving its management practices, focusing on the four main performance areas cited in the audits:

- Leadership and Communication
- Complaint and Disciplinary Process
- Human Relations Issues within the LAFD Workplace
- Recruit Training and Retention of Women (Recruit Training Academy)

On May 2, 2006, after months of collaboration, dedication, and tireless work, the Board's AAP was submitted to the Mayor's office for final approval.

In the following months, management, labor, and stakeholder representatives met regularly to develop a strategic implementation plan that would enable the Department to put into practice the plan's 15 stated goals effectively and efficiently.

In order to maintain an organized approach in accomplishing this task, the work group began by categorizing each of the AAP goals with one of the four performance areas listed above. Next, each performance area and its corresponding goals was assigned to the appropriate command staff to develop the final elements of implementation. The result was a draft of the Los Angeles Fire Department 2007 Audit Implementation Plan (AIP). To finalize the AIP, a

consultant was asked to review the document and make any necessary changes while honoring the spirit and intent of the stakeholders' collaborative efforts.

Building on the draft of the Audit Implementation Plan, the final document incorporates a number of changes designed to clarify the goals, address audit recommendations that had no corresponding goals, identify measures that will enable readers to assess progress in implementing the goals, update the list of accomplishments to January 31, 2008 in a way that highlights the Department's achievements, and generally provide a strategic roadmap or blueprint for action that can be updated on a regular basis.

The format of the plan follows the one laid out by the stakeholders, with the exception that the audit recommendations have been inserted. Below is a brief explanation of the format and the definition of the terms it contains.

Recommendations from the Controller's 2006 audit and the Personnel Department's 2006 audit are stated verbatim so readers can see clearly the Fire Department's response(s) to each one. Per the Mayor's request, the Department consolidated the audit findings for purposes of providing a single plan that addresses both sets of recommendations.

Goals are the expected outcomes related to the recommendation(s) that result when the strategic action steps have been taken. Because audit recommendations often are written in the negative (e.g., stop discrimination and hazing), they only describe what should not occur. Thus one important purpose of the goals is to articulate clearly what should occur when the steps are completed so that readers can see the "big picture" and, most importantly, employees can see how they contribute to achieving that picture. In addition, the recommendations generally list a series of tasks to complete. In contrast, goals provide the context within which to view the tasks, which enables employees to experience a sense of ownership rather than feel that they are being directed to do things that they may not be able to connect with the intended outcome. Finally, the goals allow the Department to respond in a strategic fashion rather than take a piecemeal approach to improving its workplace practices.

Strategic action steps outline how the goals are to be achieved and, importantly, identify who has the responsibility for making sure the steps are completed. Realistic time lines are included wherever possible, using specific dates. The purpose of the strategic action steps is to assign accountability for the Plan's implementation.

Indicators of progress/measures of success are quantitative and qualitative guides to determine whether or to what extent the goals have been achieved. Some of the goals are long-term in nature, so the indicators of progress will show whether they are on track.

Accomplishments list the tasks and/or outcomes that have been completed as of January 31, 2008. These are achievements to be highlighted and celebrated, as they help the Department move closer to reaching its vision.

Many of them could not have been completed without the extraordinary focus and alignment that has characterized the working relationship among the Department's management, labor, stakeholders, and Board of Commissioners as well as with the Mayor's office and the City Council during the past year.

In order to implement the Plan successfully, the goals must be aligned with the direction in which the Department is headed. Thus the Plan would not be complete without acknowledging and including the concepts that are the foundation of the Department, namely its Vision, Mission, Core Values, Operating Principles, and Service Statements, which underlie the Plan's goals.

Following these statements is a matrix that shows clearly how the recommendations were consolidated and which goals support each recommendation. The 2006 audits from the City Controller and City Personnel Department provide the foundation for the Implementation Plan that follows.

Los Angeles Fire Department Vision Statement

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 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.

Los Angeles Fire Department Mission

It is the mission of the Los Angeles Fire Department to preserve life and property, promote public safety, foster economic growth through leadership, management, and actions, as an all-risk fire and life safety response provider.

Fire Chief's Operating Principles

Operate through teamwork

Operate ethically and with integrity

Operate to position the Department for the future

Los Angeles Fire Department Core Values

- Service:** above all else, we realize that we are here to meet the needs of the public
- Professionalism:** we conduct ourselves at all times in a manner befitting the oath we swore to uphold
- Integrity:** we live according to our Code of Conduct that governs our behavior both on and off the job
- Respect:** we always treat others as they desire to be treated
- Innovation:** we inspire our employees to take risks that improve our organization and advance our profession
- Trust:** we trust one another to prepare in such a way that puts the safety, effectiveness, and reputation of the team and the Department first

Los Angeles Fire Department Service Statements

We owe the residents of Los Angeles the highest quality of service possible, characterized by responsiveness, integrity and professionalism. We will continually strive for quality improvement.

We owe the Los Angeles Fire Department our full commitment and dedication. We will always look beyond the traditional scope of our individual positions to promote teamwork and organizational effectiveness.

We owe each other a working environment characterized by trust and respect for the individual, fostering open and honest communication at all levels.

We owe ourselves personal and professional growth. We will seek new knowledge and greater challenges, and strive to remain on the leading edge of our professions.

Los Angeles Fire Department Motto

"Serving with Courage, Integrity, and Pride"



Los Angeles Fire Department

2008 Audit Implementation Plan

Section Two

Audit Goals Matrix

AUDIT IMPLEMENTATION PLAN GOALS

LEADERSHIP AND COMMUNICATION		
CONTROLLER'S RECOMMENDATIONS (Alphabetically arranged in the order presented in the Controller's 2006 audit)	PERSONNEL'S RECOMMENDATIONS (Numbers coincide with Personnel Department 2006 audit)	DEPARTMENT GOALS
A. Develop and communicate a formal overall "Vision" for the LAFD.		<p>Goal 1: Vision Statement</p> <p>The Fire Department's Vision provides direction for the Department and reflects its members' commitments to serve the City of Los Angeles and to respect one another.</p> <p>Goal 2: Core Values</p> <p>The Fire Department's Core Values are incorporated into the organization's day-to-day operations and define the culture of the work environment.</p>
B. Set a "tone at the top" that demonstrates accountability to all organizational policies and procedures and develop protocols that ensures policies, procedures, rules and regulations are consistent, clear and enforced.		<p>Goal 3: Accountability and Consistency</p> <p>The Department culture of responsibility, accountability, and consistency is modeled by all members, beginning with the Fire Chief and Bureau Commanders.</p>

AUDIT IMPLEMENTATION PLAN GOALS

CONTROLLER'S RECOMMENDATIONS	PERSONNEL'S RECOMMENDATIONS	DEPARTMENT GOALS
<p>C. Expand and enrich the lines of communication from the Fire Chief down through the chain of command to rank and file firefighters, including more use of electronic communications media (with appropriately equipped fire stations), increased fire station visits by the Fire Chief and key commanders, periodic mandatory "all hands meetings with Battalion level commanders, and a formalized no-fault direct feedback system, such as an Employee Suggestion Evaluation Committee.</p>	<p>4. Request the stakeholders, as identified in this report, to continue to consistently communicate their valuable insight to Fire Department management regarding the work environment.</p>	<p>Goal 4: Effective Department Communication</p> <p>The Department's communication systems enable members to be fully successful personally and professionally in the workplace, meeting or exceeding technical and performance standards.</p>
<p>D. Undertake a comprehensive effort to develop future leaders and increase management competency to lead, guide and mentor both male and female firefighters, as well as those from all ethnic groups. Also, future leaders should be trained to address the different communication style and direction needed to assure today's generation of recruits can excel in a paramilitary organization like the LAFD.</p>		<p>Goal 5: Commitment to Leadership Development</p> <p>The Department's sworn and civilian leaders reflect the diversity of the community they serve and actively support each member's efforts to be fully successful throughout his/her career.</p> <p>Goal 6: Succession Planning</p> <p>The Department has a ready supply of qualified sworn and civilian employees who are well prepared to assume leadership positions when needed at all levels throughout the organization.</p>

AUDIT IMPLEMENTATION PLAN GOALS

COMPLAINT AND DISCIPLINARY PROCESS		
CONTROLLER'S RECOMMENDATIONS	PERSONNEL'S RECOMMENDATIONS	DEPARTMENT GOALS
<p>E. Reinstitute a separate EEO investigative function outside the LAFD chain of command as was the intent of the original recommendation by the HRDC and City Council ten years ago, including confidential treatment, investigating, tracking and reporting to the Fire Commissioners and the City's Personnel Department of EEO-related complaints.</p>	<p>6. Request the Los Angeles Board of Fire Commissioners to transfer the reporting relationship of the Equal Employment Opportunity Section from the Fire Commission to the Fire Administrator.</p> <p>7. Direct the Fire Department to assign responsibility for the investigation, analysis, and reporting of all equal employment issues to the Equal Employment Opportunity Section and revise all internal procedures to reflect this change in organizational responsibilities.</p> <p>9. Direct the Personnel Department to make equal employment opportunity/discrimination complaint investigation training available to all staff assigned to the Fire Department's Equal Employment Opportunity Section.</p>	<p>Goal 7: Equal Employment Opportunity Unit</p> <p>The EEO Unit handles EEO complaints fairly, consistently, professionally, and in a timely manner.</p>

AUDIT IMPLEMENTATION PLAN GOALS

CONTROLLER'S RECOMMENDATIONS	PERSONNEL'S RECOMMENDATIONS	DEPARTMENT GOALS
<p>F. Establish a centralized mandatory tracking system for disciplinary and corrective actions that includes all measures taken at each LAFD level, beginning with the fire station, decisions made at each higher level Battalion, division, bureau when advanced through the chain of command, and ultimate results from disciplinary actions taken at the Operations command/Fire Chief/Board of Rights levels.</p> <p>G. Develop within the tracking system the capability to provide feedback to supervisors and accused members, within an established timeframe, regarding the status and actions taken in disciplinary cases that have progressed through channels.</p> <p>H. Empower an independent party (i.e. a monitor within a separate Internal Affairs Division) to periodically and systematically review the disciplinary tracking and reporting system for consistency and compliance as well as detecting behavioral trends, training needs, and possible policy/procedure changes.</p>	<p>8. Direct the Fire Department's Equal Employment Opportunity Section to provide quarterly reports to the Fire Commission on the number and status of all discrimination complaints filed internally and externally with compliance agencies.</p>	<p>Goal 8: Tracking and Reporting System</p> <p>The Department's tracking and reporting system enhances the credibility of the complaint and disciplinary process by providing increased accountability and effectiveness.</p>

AUDIT IMPLEMENTATION PLAN GOALS

CONTROLLER'S RECOMMENDATIONS	PERSONNEL'S RECOMMENDATIONS	DEPARTMENT GOALS
<p>I. Develop, with input from the firefighters' and chief's unions, a set of standard disciplinary penalty guidelines for sworn firefighters that reflect the unique accountability resulting from their public safety responsibilities; and, once developed assure that they are consistently applied and fairly administered. The standard disciplinary penalty guidelines should include specific penalties for specific offenses, repeat offenses and include criteria for progression through channels.</p>	<p>11. Direct the Fire Department to develop and implement its own Guideline to Disciplinary Standards to reflect the unique operating conditions of the Fire Department and model the new Guideline after Personnel Department Policy 33.2.</p>	<p style="text-align: center;">Goal 9: Code of Conduct</p> <p>The Department's Code of Conduct enables members to make informed decisions about their performance by providing clear standards and expectations.</p> <p style="text-align: center;">Goal 10: Disciplinary Guidelines and Process</p> <p>The Department's disciplinary guidelines, developed and maintained through a collaborative process, restore members' and the public's confidence that the disciplinary process is fair.</p>

AUDIT IMPLEMENTATION PLAN GOALS

CONTROLLER'S RECOMMENDATIONS	PERSONNEL'S RECOMMENDATIONS	DEPARTMENT GOALS
<p>J. Eliminate the practice of proposing greater disciplinary punishment simply to create a bargaining position for negotiating a lesser punishment with the accused member or the union. Rather, only propose penalties that are consistent with a set of disciplinary penalty standards developed through joint cooperation of the firefighters' and chiefs' union.</p> <p>K. Assure that Skelly hearings are continued when new information is presented so that a response from key witnesses or supervisors can be obtained. Also, ensure that all outcomes and decisions that result from Skelly hearings are sufficiently documented and supported.</p>	<p>13. Direct the Fire Department to revise its current investigation procedures to ensure that all pertinent witnesses are interviewed and that the interviews are thoroughly documented.</p>	<p>Goal 11: Consistency in Complaint and Disciplinary Processes</p> <p>The procedures and outcomes of Department complaint and disciplinary processes are consistent with the stated standards.</p>

AUDIT IMPLEMENTATION PLAN GOALS

CONTROLLER'S RECOMMENDATIONS	PERSONNEL'S RECOMMENDATIONS	DEPARTMENT GOALS
<p>L. Create a separate Internal Affairs Division within the LAFD with permanently assigned investigative staff who possess the necessary expertise, experience and training to conduct the wide range of investigations to ensure public accountability of the LAFD, as well as prepare and maintain professionally documented investigative files. Necessary knowledge, skills and abilities of the investigators would likely come from prior experience as former or current peace officers, and other government investigators or inspectors.</p> <p>M. Require that the separate Internal Affairs Division report both to the Fire Chief and Fire Commission, but otherwise removed from the chain of command and work closely with the Fire Commission's EEO on EEO related complaints. This unit's mission should be to hold all LAFD members accountable to comply with policies and standards.</p> <p>N. Consider creating within the separate Internal Affairs Division an Internal Auditor or Monitor position to provide oversight of the investigative process to ensure and maximize accountability.</p>	<p>10. Amend Charter Section 1060(g) of the Disciplinary Procedures for the Fire Department to reflect the provisions of Charter Section 1070(f) governing the composition and selection of the members of the Board of Rights, thereby adding a non-sworn, independent civilian member to the Board of Rights.</p> <p>12. Direct the Fire Department to ensure that any sworn or civilian employee receive training from experts in public sector employment law and the use of effective investigation techniques prior to being assigned to conduct, supervise, or review disciplinary investigations.</p>	<p>Goal 12: Internal Affairs Division/Professional Standards Division</p> <p>The Department's investigatory process ensures public accountability and protects the rights of all parties involved.</p>

AUDIT IMPLEMENTATION PLAN GOALS

HUMAN RELATIONS ISSUES		
CONTROLLER'S RECOMMENDATIONS	PERSONNEL'S RECOMMENDATIONS	DEPARTMENT GOALS
<p>O. Undertake a department-wide initiative to address LAFD's hostile workplace issues, including harassment, hazing and discrimination concerns. Under the Fire Chief's leadership, this comprehensive effort should include gaining input and insights through workplace forums and focus groups representing all civilian and sworn firefighter levels, employee associations and unions and other interested stakeholders. The objective of these meetings would be to create specific action plans to address problems identified, and to establish measurable timelines for completion. The LAFD's approach must be developed in such a way that all employees are encouraged to participate without fear of retaliation or other retribution.</p>	<p>3. Direct the Fire Department to reevaluate previously implemented Human Relations Development Committee (HRDC) recommendations, implement the remaining HRCD recommendations, and ensure that each one is effectively achieving the goal of the original HRDC recommendation.</p>	<p>Goal 13: Department-wide Human Relations Development Plan</p> <p>As described in the LAFD service statement, work environments throughout the Department are characterized by trust and respect for the individual, and they foster open and honest communication at all levels.</p> <p>Goal 14: Human Relations Program Design, Delivery, and Evaluation</p> <p>The Fire Department's human relations program for sworn and civilian employees provides the tools necessary to ensure that all work environments reflect the Department's Core Values of service, professionalism, integrity, respect, innovation, and trust.</p>

AUDIT IMPLEMENTATION PLAN GOALS

CONTROLLER'S RECOMMENDATIONS	PERSONNEL'S RECOMMENDATIONS	DEPARTMENT GOALS
<p>P. Create an employee evaluation and recognition process that addresses firefighter adherence to, and application of the human relations goals of the LAFD. Assure through training, professional development and counseling that each member is accountable and has the tools to effectively fulfill the LAFD's core values regarding workplace interactions.</p>		<p>Goal 15: Employee Evaluation/Recognition Process</p> <p>Behaviors of LAFD members at all levels reflect and support the Department's human relations goals and embody its Core Values of service, professionalism, integrity, respect, innovation, and trust.</p>
<p>Q. Determine whether the current promotional system administered by the Civil Service Commission can be modified to include subjects related to human relations management and other areas directly related to LAFD's mission. Work with the appropriate organizations to assure the promotional process is relevant to LAFD's needs.</p>		<p>Goal 16: Promotional System</p> <p>The Department's promotional system supports the achievement of its vision and mission.</p>
<p>R. Continue to provide the recent department-wide Human Relations training initiatives and, through a rigorous feedback system, expand or strengthen them as opportunities arise.</p>	<p>5. Direct the Fire Department to evaluate the effectiveness of the human relations training program, and work with the Personnel Department and the Human Relations Commission to modify and enhance the program as appropriate.</p>	<p>Goal 17: Human Relations Training</p> <p>The human relations programs provide the foundation on which the LAFD builds and maintains its Core Values of service, professionalism, integrity, respect, innovation, and trust.</p>

AUDIT IMPLEMENTATION PLAN GOALS

DRILL TOWER RECRUIT TRAINING ACADEMY		
CONTROLLER'S RECOMMENDATIONS	PERSONNEL'S RECOMMENDATIONS	DEPARTMENT GOALS
<p>S. Assure that only recruits who have achieved passing scores for each performance standard during the Drill Tower academy are hired as probationary firefighters.</p> <p>T. Cease the Fire Chiefs practice of overruling Drill Tower instructors' recommendations to terminate recruits until the resulting qualitative and quantitative impact to the recruit, co-workers and the public have been fully considered; and the perception among firefighters of special treatment and favoritism has been addressed.</p>		<p>Goal 18: Drill Tower</p> <p>The Fire Department's Recruit Training Academy inspires confidence of members and the public in the quality of the diverse candidates who graduate from its program.</p>

AUDIT IMPLEMENTATION PLAN GOALS

CONTROLLER'S RECOMMENDATIONS	PERSONNEL'S RECOMMENDATIONS	DEPARTMENT GOALS
<p>U. Review the Drill Tower statistics for the 2005 graduates and those that come later to assure that retention rates, manipulative and academic test scores and other performance measures fulfills LAFD's need to train their probationary periods to whether the newly revised curriculum needs to be modified.</p>	<ol style="list-style-type: none"> 1. Direct the Fire Department and the Personnel Department to jointly report back in 120 days with a comprehensive recruitment, testing, and selection action plan to increase the number of women, including minority women, in the sworn fire service. 2. Direct the Fire Department to provide semi-annual status reports to the Mayor and Fire Commission on the progress of increasing the diversity within each sworn classification in the Fire Department, including a sex and ethnic breakdown of each Drill tower class, and the probationary pass rate of each class. 	<p>Goal 19: Recruitment and Retention of Qualified Candidates from Underrepresented Groups in the Workforce</p> <p>The Fire Department's Recruit System attracts and supports qualified candidates from underrepresented groups in the workforce throughout the training and probationary periods.</p> <p>Goal 20: Actively Support Probationary Firefighters</p> <p>Recruit Training Academy graduates have the tools they need to meet the challenges of a dynamic work environment successfully.</p>

AUDIT ACTION PLAN GOALS

LEADERSHIP AND COMMUNICATION

Controller's Recommendation A: Develop and communicate a formal overall "Vision" for the LAFD.

Goal 1: Vision Statement

The Fire Department's Vision provides direction for the Department and reflects its members' commitments to serve the City of Los Angeles and to respect one another.

Strategic Action Steps:

1. The Vision is incorporated into Department materials and is displayed in work locations throughout the organization.
2. The Department chain of command collaborates with members to operationalize the Vision at their respective locations so they can see clearly how they contribute to the Vision by July 31, 2008.
3. The Department's strategy is based in part on its Vision.
4. Periodically the Vision is reviewed to ensure it is accurate and reflects the direction in which the Department wishes to go.

Indicators of Progress/Measures of Success:

- The Vision is developed through a collaborative stakeholder process.
- The Vision is approved by the Fire Commission.
- The Fire Chief communicates the Vision to all members.
- The Vision statement is posted at every Department work location by July 31, 2008.
- The Vision statement is included in Department communication materials as appropriate.
- A majority of Department members can state clearly how they contribute to achieving the Vision by July 31, 2009.
- The Vision is used regularly as a standard in decision-making and resource allocation by January 3, 2007.
- The Department's strategy is aligned with its Vision.
- The Fire Chief determines the frequency with which the Vision will be reviewed for continued applicability annually.



Los Angeles Fire Department

2008 Audit Implementation Plan

Section Three

Implementation Plan

- The Vision is reviewed according to the Fire Chief's stated schedule.

Accomplishments as of January 31, 2008:

- On January 3, 2007, the Fire Chief sent a memo to all members announcing his three Operating Principles, which set standards for performance:
 - Operate through teamwork
 - Operate ethically and with integrity
 - Operate to position the Department for the future.
- The Fire Chief collaborated with the United Firefighters of Los Angeles, the Chief Officer's Association, the Sirens, Los Bomberos, the Stentorians, and employees through an inclusive feedback process to develop a vision statement.
- The Fire Commission adopted the Vision statement on 2/27/07.
- On March 7, 2007, the Fire Chief sent a memo to all members announcing the final Vision statement and asking for their support for a workplace that exemplified unity and diversity.
- The Vision statement was added to the LAFD library.

LEADERSHIP AND COMMUNICATION

Controller's Recommendation A: Develop and communicate a formal overall "Vision" for the LAFD.

Goal 2: Core Values

The Fire Department's Core Values are incorporated into the organization's day-to-day operations and define the culture of the work environment.

Strategic Action Steps:

1. The Planning Section insures the Core Values are incorporated into Department materials by June 6, 2008 and displayed in work locations throughout the organization by July 31, 2008.
2. The Department chain of command collaborates with members to operationalize the Core Values at their respective locations so they can see clearly how the values apply to them by January 7, 2009.
3. The Department chain of command is responsible for providing on-going formal and informal feedback to their staff about their performance relative to the Core Values.
4. The Department's strategy is based in part on its Core Values.

Indicators of Progress/Measures of Success:

- The Core Values are developed through a collaborative stakeholder process.
- The Core Values are approved by the Fire Chief by September 10, 2007.
- The Fire Chief communicates the Core Values to all members by September 10, 2007.
- The Core Values are posted at every Department work location by July 31, 2008.
- The Core Values are included in Department communication materials as appropriate by September 10, 2007.
- By November 26, 2008, at least 50% of Department employees can state clearly how their performance, decision-making, conduct, and service to the public are aligned with each of the Core Values, as demonstrated by the results of the in-class assessments during the In-Service and Civilian Training Academies.
- By May 29, 2009, at least 75% of Department employees can cite specific actions within the last week (or segment) that they personally have undertaken or that they have witnessed peers, supervisors or subordinates undertake that embody each of the Core Values, as demonstrated by the results of the in-class assessments during the In-Service and Civilian Training Academies.

- In consultation with the relevant stakeholder groups and going through proper channels, the Core Values are incorporated into performance evaluations for all members by February 6, 2009.
- The Department's strategy is aligned with its Core Values.

Accomplishments as of January 31, 2008:

- The stakeholder group collaborated to develop the Core Values.
- The Fire Chief approved the Core Values on September 10, 2007.
- The Core Values were communicated to every member of the Department by the Fire Chief in a Letter to all Members September 10, 2007.
- The Human Relations Training Section incorporated the Core Values into its Human Relations Training classes by January 14, 2008.
- Periodic formal and informal feedback indicates that Department members believe their managers provide them with adequate and timely information on how well their performance, behavior and conduct reflects the Core Values.

LEADERSHIP AND COMMUNICATION

Controller's Recommendation B: Set a "tone at the top" that demonstrates accountability to all organizational policies and procedures and develop protocols that ensure policies, procedures, rules, and regulations are consistent, clear, and enforced.

Goal 3: Accountability and Consistency

The Department culture of responsibility, accountability, and consistency is modeled by all members, beginning with the Fire Chief and Bureau Commanders.

Strategic Action Steps:

1. The Fire Chief establishes clear expectations about policies and procedures on an on-going basis.
2. Managers throughout the chain of command identify clearly the responsibilities of Department members for policies and procedures in their respective areas.
3. Managers throughout the chain of command communicate the connection between policies and procedures that apply to their staff and the Department's Vision, Mission, Core Values, Service Statements, and Operating Principles.
4. The Fire Chief continuously holds Department members at all levels accountable for behaviors and outcomes required by applicable policies and procedures, including the Code of Conduct.
5. The Professional Standards Division identifies and tracks specific indicators of consistency in Department policies and procedures by August 10, 2008.
6. The Professional Standards Division reviews Department policies and procedures regularly to ensure their consistency and continued applicability.

Indicators of Progress/Measures of Success:

- The Fire Chief regularly communicates his expectations clearly to Department members, as demonstrated by indicators such as written and verbal statements (e.g., memos, DVD or other audio and/or visual presentations, personal visits) or members' ability to state the expectations in question accurately when asked to do so.
- The Fire Chief can demonstrate to the satisfaction of the Fire Commission that he holds his staff accountable for implementing Department policies and procedures accurately, consistently, and in a timely manner.
- Management throughout the chain of command can demonstrate to the satisfaction of the Fire Chief that they hold their supervisors/managers accountable for implementing Department policies and procedures accurately, consistently, and in a timely manner.
- The Fire Chief can demonstrate to the satisfaction of the Fire Commission that he holds his staff accountable for modeling the directives contained in Department policies and

procedures.

- Management throughout the chain of command can demonstrate to the satisfaction of the Fire Chief that they hold their supervisors/managers accountable for modeling the directives contained in Department policies and procedures.
- Managers at all levels can demonstrate to the satisfaction of their superior officers that they hold their staff accountable for meeting stated standards.
- Periodic Department and outside agency audits verify that rules and regulations are applied and enforced consistently.
- Formal and informal feedback from employees indicates the majority of them perceive accountability throughout the chain of command, including at the executive level.

Accomplishments as of January 31, 2008:

- The Fire Chief introduced his three Operating Principles for the Department in a letter to all members on January 3, 2007. In his written materials and verbal presentations he continuously states his expectation that all members will abide by these Principles.
- The Fire Chief developed appropriate processes to communicate Department expectations, including standards of performance in January, 2007.
- The Fire Chief communicated his expectations about the Department's Code of Conduct in a letter to all officers dated March 7, 2007.
- The Fire Chief defined the Operating Principles in a memo to his Bureau Commanders dated July 3, 2007 and stated his expectation that they would ensure consistent application of Department policies and procedures.
- In Fall 2007, the Fire Chief recorded a message for all Department members about his expectations related to reform, change, and personal accountability and distributed it via DVD to all work locations.
- The Professional Standards Division developed processes and/or tools for reporting behaviors and outcomes to ensure accountability and consistency with Department policies and procedures in September, 2007.
- The Fire Chief communicated his expectations about trust, responsibility, and accountability in a letter to all Department members on December 6, 2007.
- In January 2008, the Fire Chief reinforced his verbal directives related to various aspects of the Department's disciplinary process by writing formal letters explaining clearly his expectations.

LEADERSHIP AND COMMUNICATION

Controller's Recommendation C: Expand and enrich the lines of communication from the Fire Chief down through the chain of command to rank and file firefighters, including more use of electronic communications media (with appropriately equipped fire stations), increased fire station visits by the Fire Chief and key commanders, periodic mandatory "all hands" meetings with battalion level commanders, and a formalized no-fault direct feedback system, such as an Employee Suggestion Evaluation Committee.

Personnel's Recommendation 4: Request the stakeholders, as identified in this report, to continue to consistently communicate their valuable insight to Fire Department management regarding the work environment.

Goal 4: Effective Department Communication

The Department's communication systems enable members to be fully successful personally and professionally in the workplace, meeting or exceeding technical and performance standards.

Strategic Action Steps:

1. The Fire Chief conducts visits to Department work locations by July 1, 2008.
2. The Bureau Commanders schedule and conduct visits to their respective field locations by September 4, 2009.
3. The Fire Chief and Bureau Commanders develop a system to capture, review, discuss, and provide feedback to members about the comments provided to them during work location visits by June 6, 2008.
4. The Fire Chief meets regularly with Department officers at all levels.
5. In consultation with the appropriate stakeholder groups, the Planning Section develops and implements at least one formal system through which Department members may provide feedback directly to various levels of management by June 6, 2008.

Indicators of Progress/Measures of Success:

- Information is communicated accurately and consistently throughout the Department, as demonstrated by the fact that the senders are satisfied that the messages audiences receive are consistent with their intended meaning.
- Through formal and informal methods of feedback, a majority of Department members responding report that upward and lateral communication within the Department is easier now than it was one year (or other appropriate period of time) ago by June 6, 2008.
- Through formal and informal methods of feedback, a majority of Department members agree that they have the information they need to be fully successful in their jobs by June 6, 2008.
- By December 16, 2008 periodic Department reviews indicate that at least 90% of

communications are sent and received in a timely manner.

- By December 16, 2008 the Chief of Staff ensures there is a Department process in place to address recurring communication problems (e.g., unclear, not timely, inaccurate) that have a negative effect on performance.
- By February 4, 2007 there is a formal process in place to enable the Fire Chief and Bureau Commanders to capture the feedback provided during their work location visits, discuss that information, and provide timely responses when appropriate.
- By January 3, 2007 stakeholder groups report through formal or informal methods of communication that they feel that their feedback is being heard and considered seriously.

Accomplishments as of January 31, 2008:

- The Planning Section reviewed all means of communication, including Internet policies, available in the Department to determine how each can be utilized to ensure consistent, timely, and effective communications among all levels in the Department.
- The Planning Section examined the means by which all employees can effectively reply to, initiate communication with, and offer suggestions to supervisors, managers and each other.
- All work locations now have basic equipment (e.g., printers, fax machines, computer capabilities) and have received training if needed in order to support timely and accurate communication of information throughout the Department.
- A 10 Point Communication Implementation Plan draft report was prepared on May 20, 2007.
- A trial version of the LAFD electronic library is accessible to Department members for testing purposes.
- There is a process in place that enables Department members to e-mail suggestions to the Planning Staff (LAFDPlanning@lafd.org). Suggestions are reviewed by the Planning Section, which creates a white paper and sends it to the appropriate Bureau. The suggestion is discussed at the next Operations staff meeting and a decision is made to approve, change, or disapprove it. The Bureau that implements suggestions notifies the Planning Section, who communicates the disposition of the suggestion to the Department member who sent it.
- The Fire Chief delivered his Operating Principles verbally to Chief Officers, Fire Captains, and Fire Stations during personal visits throughout 2007.
- Beginning March 2007, the Fire Chief publishes and distributes to all work locations a quarterly newsletter called *Fire Chief's Forum* in which he highlights the Department's activities and achievements.

LEADERSHIP AND COMMUNICATION

Controller's Recommendation D: Undertake a comprehensive effort to develop future leaders and increase management competency to lead, guide, and mentor both male and female firefighters, as well as those from all ethnic groups. Also, future leaders should be trained to address the different communication style and direction needed to assure today's generation of recruits can excel in a paramilitary organization like the LAFD.

Goal 5: Commitment to Leadership Development

The Department's sworn and civilian leaders reflect the diversity of the community they serve and actively support each member's efforts to be fully successful throughout his/her career.

Strategic Action Steps:

1. The United Firefighters of Los Angeles, the Chief Officer's Association, and the Stakeholder organizations provide input to the Chief of Staff as part of the on-going process of identifying and implementing effective leadership development programs for the Department.
2. By May 21, 2008, the Chief of Staff, in collaboration with the appropriate stakeholders' groups, researches the availability and relevance of executive development programs, especially those in the Los Angeles area.
3. In collaboration with the City's Personnel Department, the Bureau Commander of Training and Risk Management will ensure that by June 15, 2009, all management promotional exams include a professionally designed component based on best practices (e.g., an assessment center) that measures candidates' commitment to diversity as well as their human relations management, administrative, and leadership skills, knowledge, and abilities.
4. In collaboration with the City's Personnel Department, the Bureau Commander of Training and Risk Management will ensure that by June 15, 2009, significant weights are assigned to components of the LAFD promotional exams that support diversity, practices of inclusion, fairness in discipline, and adherence to the Department's Core Values. The exams also will measure leadership and management skills in recognition of the greater need for administrative and management skills at the Chief Officer and Captain level.
5. In collaboration with the City's Personnel Department, the Bureau Commander of Training and Risk Management will review existing promotional criteria by June 15, 2009 to ensure they include the desired emphasis on equity, diversity (including generational differences), communication, the Department's Core Values, and inclusion.
6. The Bureau Commander of Training and Risk Management will ensure that training programs for existing leaders incorporate the desired emphases (i.e., equity, diversity, generational differences, communication, Core Values, and inclusion) as appropriate by September 16, 2008.
7. By September 16, 2008 the Planning Section will ensure that feedback mechanisms are designed into all leadership development programs so the Department will be able to evaluate their success and to make improvements as necessary.

Indicators of Progress/Measures of Success:

- Department members regularly participate in external leadership development programs, including executive leadership programs that provide opportunities not available in-house.
- Department members who participate in external leadership development programs share their new knowledge with others as agreed with their managers in advance of their attendance at the programs. Examples of such information-sharing and networking include:
 - Completion of the two-page Module Evaluation Form
 - Informal "brown bag" seminars through which members can share the salient points of the concepts they learned with other members
 - Presentations to OCEP, COCEP, Recruit classes, Fire Commission Committee meetings, and any other forms that reach targeted audiences
 - Leadership forums convened by the Fire Chief or Bureau Commander of Training and Risk Management to examine leadership best practices and strategies.
- Supervisors and managers model human relations management practices, commitment to diversity, inclusion, equity, and the Core Values in ways that meet or exceed Department standards as judged by the superior officer who evaluates their performance.
- Supervisors and managers undergo the training and obtain the tools needed for them to become effective mentors in areas including human relations management, diversity, inclusion, equity, and the Core Values as demonstrated by their feedback and/or by assessments of their ability to apply the information and tools they have received.
- Supervisors and managers mentor Department members in areas including human relations management, commitment to diversity, inclusion, equity, and Core Values.
- The Department supports individuals who demonstrate and mentor good human relations practices by recognition through FG 79 Notice of Commendation.
- The Department promotes individuals who demonstrate good human relations practices, as demonstrated by their meeting or exceeding the relevant criteria required for passing the promotional exams.
- The Department's promotional process results in leaders who 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 their leadership style, as demonstrated by formal and informal feedback on managers' leadership styles.

Accomplishments as of January 31, 2008:

- Phase I of the In-Service Training Academy Leadership Program was implemented in July, 2007. Approximately 2600 Department members participated in the program, which includes modules in human relations and leadership. Phase II is in process.
- The Company Officer Responsibilities and Expectations (CORE) program incorporated a Human Relations component as of May, 2007. This will accomplish the goal by having future leaders and current rank and file understand and work under the Core Values of the

Department.

- As of January 31, 2007, the Fire Captain II examination process was changed to evaluate candidates' Human Relations management knowledge.
- As of December 9, 2007, the Fire Captain I examination process included an assessment center that evaluated a candidates' Human Relations management knowledge.

LEADERSHIP AND COMMUNICATION

Controller's Recommendation D: Undertake a comprehensive effort to develop future leaders and increase management competency to lead, guide, and mentor both male and female firefighters, as well as those from all ethnic groups. Also, future leaders should be trained to address the different communication style and direction needed to assure today's generation of recruits can excel in a paramilitary organization like the LAFD.

Goal 6: Succession Planning

The Department has a ready supply of qualified sworn and civilian employees who are well prepared to assume leadership positions when needed at all levels throughout the organization.

Strategic Action Steps:

1. The Bureau Commander of Training and Risk Management collaborates with the Chief Officer's Association, United Firefighters of Los Angeles, the Stentorians, Los Bomberos, and the Sirens to research and develop a comprehensive Leadership Development Program for sworn and civilian employees in partnership with universities, professional leadership development institutions, and/or outside public and fire service agencies as appropriate by September 16, 2008.
2. The Bureau Commander of Training and Risk Management submits a plan for the proposed Leadership Development Program to the Fire Chief by October 1, 2008.
3. The Planning Section collaborates with knowledgeable individuals both inside and outside the Department (e.g., outside fire and public service agencies, business leaders in the community) to research and develop a management succession planning program by March 19, 2008.
4. The Planning Section submits the proposed management succession plan to the Fire Chief by March 19, 2008.
5. The Bureau Commander of Training and Risk Management develops a communication plan for the Leadership Development Program that clearly indicates its availability to both sworn and civilian employees and submits it for approval to the Fire Chief by October 1, 2008.
6. Within 6 months of its approval, the Bureau Commander of Training and Risk Management implements the communication plan for the Leadership Development Program.
7. Within 6 months of its approval, the Planning Section implements the management succession plan.
8. The Bureau Commander of Training and Risk Management provides periodic reports on the effectiveness of the Leadership Development Program to the Fire Chief.
9. The Bureau Commander of Training and Risk Management oversees the development and maintenance of a Department-wide skills inventory that includes technical and managerial skills, professional development, and formal education. Its purpose is to serve as a tool for managers throughout the chain of command to search out and develop talent throughout the

organization.

10. At least once per quarter, Planning Section provides a formal update to the Fire Chief on the status of the management succession plan.
11. The Fire Chief collaborates with relevant stakeholder groups and the City Personnel Department to ensure that, over time, the succession plan is used to help identify qualified candidates for management positions.
12. Managers throughout the chain of command actively develop their staff on an on-going basis as part of the succession planning process.
13. Consider expanding the Shadow Training Program for Officers to include non-officers.

Indicators of Progress/Measures of Success:

- The relevant stakeholder groups collaborate as appropriate on an on-going basis in developing leadership development opportunities.
- The plan for a comprehensive Leadership Development Program for sworn and civilian employees is submitted to the Fire Chief for his review by October 1, 2008. The plan will include the proposed curriculum, evaluation design, intended audiences, schedule of classes, admission criteria, performance standards, and estimated cost.
- A communication plan for educating sworn and civilian Department members about leadership development opportunities is submitted to the Fire Chief or his designee for review by October 1, 2008.
- The communication plan is implemented by April 3, 2009.
- The Bureau Commander of Training and Risk Management is able to identify leadership development and management training opportunities that enhance the professional development of program participants.
- A proposed management succession plan is submitted to the Fire Chief for his review by March 19, 2008.
- The approved management succession plan is implemented by September 15, 2008.
- The Department-wide skills inventory is used regularly by management throughout the chain of command to search out and develop talent throughout the organization, especially for succession planning purposes.
- Managers throughout the chain of command report at least quarterly to their superior officers what they are doing to develop their staff's leadership abilities.
- Over time, the Department has sworn and civilian employees who are well prepared to assume leadership positions throughout the organization.

Accomplishments as of January 31, 2008:

- A Shadow Training Program for Officers at Headquarters was implemented in Fall 2007. Its purpose is to provide career development opportunities by enhancing participants' institutional knowledge of the upper levels of Fire Department management. The shadow program is active and one person has participated thus far. Eight more employees are anticipated to participate within the next two months.
- Succession Guiding Principles and Terminal Objectives were created on December 10, 2007 and currently are under review.
- A Succession Plan for Officers was created on December 10, 2007 and will be submitted to Chief of Staff for approval by March 19, 2008. The succession plan for officers is under review.

COMPLAINT AND DISCIPLINARY PROCESS

Controller's Recommendation E: Reinstitute a separate EEO investigative function outside the LAFD chain of command as was the intent of the original recommendation by the HRDC and City Council ten years ago, including confidential treatment, investigating, tracking and reporting to the Fire Commissioners and the City's Personnel Department of EEO-related complaints.

Personnel's Recommendation 6: Request the Los Angeles Board of Fire Commissioners to transfer the reporting relationship of the Equal Employment Opportunity Section from the Fire Commission to the Fire Administrator.

Personnel's Recommendation 7: Direct the Fire Department to assign responsibility for the investigation, analysis, and reporting of all equal employment issues to the Equal Employment Opportunity Section and revise all internal procedures to reflect this change in organizational responsibilities.

Personnel's Recommendation 9: Direct the Personnel Department to make equal employment opportunity/discrimination complaint investigation training available to all staff assigned to the Fire Department's Equal Employment Opportunity Section.

Goal 7: Equal Employment Opportunity Unit

The Equal Employment Opportunity Unit handles EEO complaints fairly, consistently, professionally, and in a timely manner.

Strategic Action Steps:

1. Professional Standards Division Chief ensures the EEO staff have adequate training by July 7, 2008.
2. By July 7, 2008, the Professional Standards Division Chief replaces the two retired City employees who currently conduct EEO investigations with two part-time exempt Special Investigator positions until full-time permanent positions are authorized and funded.

Indicators of Progress/Measures of Success:

- Recommendation about how to re-structure the EEO Unit is presented to the City Council.
- City Council approves the re-structuring plan.
- EEO Unit is transferred to the Professional Standards Division.
- EEO staff are trained appropriately for their roles.
- By July 1, 2008, EEO investigations are conducted by specialized and appropriately trained investigators.

- The re-structured EEO Unit conducts timely, thorough, objective, and well-documented investigations into allegations of illegal discrimination, as demonstrated by internal and external audits.
- The EEO Unit has an effective tracking system for complaints, as demonstrated by its ability to provide data that enable it to analyze possible trends or problem areas.
- The EEO Unit makes appropriate recommendations to the Professional Standards Division Chief to address trends or areas that may be problematic.
- EEO investigations stand on their own – i.e., they serve as the basis of discipline without requiring additional investigations.
- Over time, formal and informal feedback indicates that employees experience increased counseling, effective training, mediation, and conflict resolution services for all members.
- Through periodic surveys, a majority of users of the EEO complaint process report they are satisfied that they were treated fairly.
- Formal and informal feedback from users of the EEO complaint process indicates that they have not experienced any form of retaliation or other adverse consequence as a result of having filed an EEO complaint or been part of an EEO investigation.
- Over time, the number of EEO complaints filed with outside agencies decreases.

Accomplishments as of January 31, 2008:

- The EEO Unit, which is housed in the Professional Standards Division, currently is staffed by a Senior Personnel Analyst II and two part-time special investigators who have special expertise in conducting EEO investigations.
- Chief of Staff collaborated with the City Personnel Department and appropriate stakeholder groups to review the status of the existing EEO function and made recommendations for addressing the concerns raised by the Controller's and Personnel's audits.
- Chief of Staff, in collaboration with appropriate stakeholder groups, reached consensus with the City Personnel Department on short-term and long-term recommendations for re-structuring the Department's EEO unit.

COMPLAINT AND DISCIPLINARY PROCESS

Controller's Recommendation F: Establish a centralized mandatory tracking and reporting system for disciplinary and corrective actions that includes all measures taken at each LAFD level, beginning with the fire station level, decisions made at each higher level (e.g., battalion, division, bureau) when advanced through the chain of command, and ultimate results from disciplinary actions taken at the Operations command/Fire Chief/Board of Rights levels.

Controller's Recommendation G: Develop within the tracking system the capability to provide feedback to supervisors and accused members, within an established timeframe, regarding the status and actions taken in disciplinary cases that have progressed through channels.

Controller's Recommendation H: Empower an independent party (i.e., a monitor within a separate Internal Affairs Division) to periodically and systematically review the disciplinary tracking and reporting system for consistency and compliance as well as detecting behavioral trends, training needs, and possible policy/procedure changes.

Personnel's Recommendation 8: Direct the Fire Department's Equal Employment Opportunity Section to provide quarterly reports to the Fire Commission on the number and status of all discrimination complaints filed internally and externally with compliance agencies.

Goal 8: Tracking and Reporting System

The Department's tracking and reporting system enhances the credibility of the complaint and disciplinary process by providing increased accountability and effectiveness.

Strategic Action Steps:

1. Professional Standards Division oversees the testing of the Complaint Tracking System, which is completed by July 25, 2008.
2. Professional Standards Division oversees the testing of the Disciplinary Tracking System, which is completed by July 25, 2008.
3. Professional Standards Division oversees the writing of clear policies related to the Complaint and Disciplinary Tracking Systems (e.g., accessibility) by July 25, 2008.
4. Professional Standards Division, in collaboration with the appropriate stakeholder groups, develops the new complaint tracking forms by July 25, 2008.
5. Professional Standards Division approves the new complaint tracking forms by August 20, 2008.
6. Professional Standards Division ensures that employees who use the tracking systems receive appropriate and timely training by December 30, 2008.
7. Professional Standards Division implements the Complaint Tracking System by August 20, 2008.

8. Professional Standards Division implements the Disciplinary Tracking System by August 20, 2008.
9. By July 25, 2008, the Professional Standards Division Chief oversees development of a survey to be administered at pre-determined intervals to those who have filed complaints or been subject to discipline issues in order to gather feedback regarding how the tracking systems are working.
10. On an on-going basis, the Professional Standards Division Chief reviews the feedback about the tracking systems and makes adjustments as necessary.

Indicators of Progress/Measures of Success:

- Analysis of the feedback from users of the complaint systems report increased satisfaction with their ability to track and monitor complaints and discipline.
- The systems enable employees to comment at every appropriate step in the tracking and reporting process.
- By July 25, 2008, there are clear written work rules that govern the use of the Complaint and Disciplinary Tracking Systems.
- The number of lawsuits based on a failure to follow-up on complaints or disciplinary matters in a timely manner decreases significantly over time.
- Results of the tracking systems enable the Department to identify problematic trends and/or areas more quickly than was possible before implementation of the systems.
- Over time, there are fewer Board of Rights appeals based on lack of timely follow-up.

Accomplishments as of January 31, 2008:

- Management Information Systems and Operations, in collaboration with the appropriate stakeholder groups, developed a system that includes a process to track offenses and reprimands across all levels of the Fire Department.
- The Complaint Tracking System has been developed and is in the final testing phase.
- The Disciplinary Tracking System has been developed and is in the final testing phase.
- Professional Standards Division staff have completed training on relevant components of the LAPD Discipline and Complaint Tracking System.

COMPLAINT AND DISCIPLINARY PROCESS

Controller's Recommendation I: Develop, with input from the firefighters' and chiefs' unions, a set of disciplinary standard disciplinary penalty guidelines for sworn firefighters that reflect the unique accountability resulting from their public safety responsibilities; and, once developed, assure that they are consistently applied and fairly administered. The standard disciplinary penalty guidelines should include specific penalties for specific offenses, repeat offenses, and include criteria for progression through channels.

Personnel's Recommendation 11: Direct the Fire Department to develop and implement its own Guideline to Disciplinary Standards to reflect the unique operating conditions of the Fire Department and model the new Guideline after Personnel Department Policy 33.2.

Goal 9: Code of Conduct

The Department's Code of Conduct enables members to make informed decisions about their performance by providing clear standards and expectations.

Strategic Action Steps:

1. By March 7, 2007 the Human Relations Training Section incorporates the Code of Conduct into its human relations curriculum as appropriate.
2. By June 6, 2008, Employee Relations Officer initiates discussions with the appropriate stakeholder groups to incorporate assessment of behaviors related to the Code of Conduct into the Department's performance evaluation process.

Indicators of Progress/Measures of Success:

- The Department implements of a Code of Conduct for all sworn and civilian employees.
- The Code of Conduct is communicated through a variety of media designed to reach all Department members.
- Human relations courses include training on the Code of Conduct as appropriate.
- Department employees at all levels are evaluated formally through the performance evaluation process on their adherence to the Code of Conduct.
- Over time, formal and informal feedback indicates that employees at all levels agree that the guidelines provided by the Code of Conduct enable them to make informed decisions about their performance.
- Over time, all employees adhere to the Code of Conduct, as demonstrated by the results of their performance evaluations.
- Over time, the number of disciplinary complaints drops substantially.

Accomplishments as of January 31, 2008:

- The Operations Commander worked collaboratively with the appropriate stakeholder groups to develop a Department Code of Conduct that specifies the standards to which members will be held accountable and incorporates the Core Values and Department Rules and Regulations.
- Stakeholders determined that the Department Rules and Regulations effectively are the Department's Code of Conduct. They recommended that a preamble to that effect be included with the Rules and Regulations.
- In a memo to all officers dated March 7, 2007, the Fire Chief communicated a preamble to the Department's Rules and Regulations that is intended to serve as the Code of Conduct for all sworn and civilian employees.
- The Code of Conduct was added to the LAFD library on March 7, 2007.

COMPLAINT AND DISCIPLINARY PROCESS

Controller's Recommendation I: Develop, with input from the firefighters' and chiefs' unions, a set of disciplinary standard disciplinary penalty guidelines for sworn firefighters that reflect the unique accountability resulting from their public safety responsibilities; and, once developed, assure that they are consistently applied and fairly administered. The standard disciplinary penalty guidelines should include specific penalties for specific offenses, repeat offenses, and include criteria for progression through channels.

Personnel's Recommendation 11: Direct the Fire Department to develop and implement its own Guideline to Disciplinary Standards to reflect the unique operating conditions of the Fire Department and model the new Guideline after Personnel Department Policy 33.2.

Goal 10: Disciplinary Guidelines and Process

The Department's disciplinary guidelines, developed and maintained through a collaborative process, restore members' and the public's confidence that the disciplinary process is fair.

Strategic Action Steps:

1. Operations Commander ensures the guidelines are implemented for all new discipline cases as of January 1, 2008.
2. Professional Standards Division Chief reviews disciplinary cases on an on-going basis to ensure that managers are applying the guidelines fairly and consistently. Additional training or counseling is provided when necessary.
3. Employee Relations Officer, in collaboration with the appropriate stakeholder groups, adds language to the performance evaluation document that holds managers accountable for applying the disciplinary guidelines fairly and consistently by February 6, 2009.

Indicators of Progress/Measures of Success:

- Fire Chief approves the new disciplinary guidelines.
- By December 31, 2007 managers throughout the Department are trained how to apply the new disciplinary guidelines fairly and consistently.
- Guidelines are implemented by January 1, 2008.
- Over time, formal and informal feedback from Department members indicates that they understand clearly the disciplinary guidelines and the consequences of misconduct.
- Over time, members at all levels perform in ways that are consistent with the Department's Vision and Core Values, as demonstrated by the results of their performance evaluations.

- On-going reviews of disciplinary cases indicate that the guidelines are being applied fairly and consistently across the Department.
- Over time, managers observe an increased reliance on self-discipline by employees at all levels.
- Over time, the number of opted member Boards of Rights hearings decreases.

Accomplishments as of January 31, 2008:

- Disciplinary guidelines for sworn firefighters were developed and approved through a collaborative process with labor, employee organizations, and the Office of the City Attorney.
- The Fire Chief approved the disciplinary guidelines on September 21, 2007.
- Fire Chief communicated the new guidelines and their focus on providing clear performance expectations in a letter to Chief Officers on November 7, 2007.
- Managers throughout the chain of command were trained in how to use and apply the new disciplinary guidelines by December 31, 2007.
- Fire Chief signed letters of agreement about the disciplinary guidelines with UFLAC and COA on January 12, 2008 that acknowledged that the agreement on the guidelines was accomplished through the Meet and Confer process and stated that initial training for all Department supervisors was completed during December 2007.

COMPLAINT AND DISCIPLINARY PROCESS

Controller's Recommendation J: Eliminate the practice of proposing greater disciplinary punishment simply to create a bargaining position for negotiating a lesser punishment with the accused member or the union. Rather, only propose penalties that are consistent with a set of disciplinary penalty standards developed through joint cooperation of the firefighters' and chiefs' unions.

Controller's Recommendation K: Assure that Skelly hearings are continued when new information is presented so that a response from key witnesses or supervisors can be obtained. Also, ensure that all outcomes and decisions that result from Skelly hearings are sufficiently documented and supported.

Personnel's Recommendation 13: Direct the Fire Department to revise its current investigation procedures to ensure that all pertinent witnesses are interviewed and that the interviews are thoroughly documented.

Goal 11: Consistency in Complaint and Disciplinary Processes

The procedures and outcomes of Department complaint and disciplinary processes are consistent with the stated standards.

Strategic Action Steps:

1. The Professional Standards Division Chief monitors the results of disciplinary and Skelly hearings on an on-going basis to ensure the guidelines are applied consistently and the Skelly hearing directives are being followed.
2. The Professional Standards Division Chief ensures that managers who participate in disciplinary processes and/or Skelly hearings receive proper and timely training.
3. The Employee Relations Officer, in collaboration with the appropriate stakeholder groups, adds adherence to the above directives to the list of performance evaluation criteria for individuals involved in disciplinary and Skelly hearings.

Indicators of Progress/Measures of Success:

- Disciplinary guidelines are implemented.
- On-going periodic reviews of disciplinary records and documents demonstrate that parties to disciplinary hearings are adhering to the standards contained in the disciplinary guidelines.
- On-going periodic reviews of disciplinary records and documents demonstrate that Skelly hearing officers are continuing hearings when new relevant information is entered so the parties may gather additional information.
- On-going periodic reviews of disciplinary records and documents demonstrate that Skelly hearing officers fully document their decisions and the hearing outcomes.

- Skelly hearing officers and those involved in recommending penalties for infractions are evaluated on the extent to which they adhere to the directives described in this goal.
- Over time, formal and informal feedback from Department members indicates they perceive the disciplinary process to be fair.
- Over time, formal and informal feedback from Department members who have been subject to the disciplinary process indicates that they believe they were treated according to the stated standards.

Accomplishments as of January 31, 2008:

- Disciplinary guidelines were developed in collaboration with the appropriate stakeholder groups.
- The Fire Chief approved the disciplinary guidelines on September 21, 2007.
- The Professional Standards Division Chief directed all relevant parties to ensure that proposed penalties must adhere to the negotiated disciplinary guidelines.
- The Professional Standards Division Chief directed relevant parties to permit new information to be introduced as appropriate into Skelly hearings and to continue the hearings if necessary to enable the necessary responses to be obtained from key witnesses or supervisors.
- The Professional Standards Division Chief directed relevant parties to document fully all decisions and outcomes of Skelly hearings.
- On January 14, 2008, the Fire Chief issued a directive to the Operations Bureau Commander and the Professional Standards Division Commander that formalized the requirement of adhering to the practices of proposing penalties that are consistent with the disciplinary guidelines, of continuing Skelly hearings when new information is introduced, and of fully documenting the decisions and outcomes of Skelly hearings.

COMPLAINT AND DISCIPLINARY PROCESS

Controller's Recommendation L: Create a separate Internal Affairs Division within the LAFD with permanently assigned investigative staff who possess the necessary expertise, experience, and training to conduct the wide range of investigations to ensure public accountability of the LAFD, as well as prepare and maintain professionally documented investigative files. Necessary knowledge, skills, and abilities of the investigators would likely come from prior experience as former or current peace officers, and other government investigators or inspectors.

Controller's Recommendation M: Require that the separate Internal Affairs Division report to both the Fire Chief and Fire Commission, but be otherwise removed from the chain of command and work closely with the Fire Commission's EEO on EEO-related complaints. This unit's mission should be to hold all LAFD members accountable to comply with policies and standards.

Controller's Recommendation N: Consider creating within the separate Internal Affairs Division an Internal Auditor or Monitor position to provide oversight of the investigative process to ensure and maximize accountability.

Personnel's Recommendation 10: Amend Charter Section 1060(g) of the Disciplinary Procedures for the Fire Department to reflect the provisions of Charter Section 1070(f) governing the composition and selection of the members of the Board of Rights, thereby adding a non-sworn, independent civilian member to the Board of Rights.

Personnel's Recommendation 12: Direct the Fire Department to ensure that any sworn or civilian employee receive training from experts in public sector employment law and the use of effective investigation techniques prior to being assigned to conduct, supervise, or review disciplinary investigations.

Goal 12: Professional Standards Division

The Department's investigatory process ensures public accountability and protects the rights of all parties involved.

Strategic Action Steps:

1. Fire Chief requests promised funding from the Mayor's office and City Council to implement the phases of the Professional Standards Division.
2. Chief of Staff oversees the implementation of the Professional Standards Division through FY 2009-2010.
3. Chief of Staff ensures the remaining positions are phased in during the next budget year (2008-2009) as funding permits so staffing is adequate for the Division to carry out its mission.
4. During February 2008, the Professional Standards Division re-locates so it is physically separate from Operations.

5. Professional Standards Division Chief develops appropriate forms to be used to initiate complaints and document investigations by August 20, 2008.
6. Professional Standards Division Chief, with the advice of the Department's Personnel Services, develops minimum certification standards for Internal Affairs staff by July 7, 2008.
7. Professional Standards Division Chief will develop and deliver training on discipline/investigation procedures for supervisors by July 7, 2008.

Indicators of Progress/Measures of Success:

- Professional Standards Division moves to its new location.
- Professional Standards Division is fully staffed as recommended by the Fire Chief during FY 2008-2009.
- Over time, data indicate a significant decrease in the time required to resolve complaints.
- Established guidelines result in greater ease in distinguishing between EEO complaints and disciplinary complaints, as reported by relevant parties and internal reviews.
- Over time, disciplinary consequences for offenses become more consistent, as demonstrated by a review of disciplinary records.
- Over time, formal and informal feedback from members who have filed a complaint or been subject to discipline indicate they believe their rights were protected and they were treated fairly.
- Over time, the number of lawsuits that arise from improper or lack of follow-up in disciplinary cases decreases significantly.

Accomplishments as of January 31, 2008:

- Research and development of the structure of the Professional Standards Division was completed.
- The Chief of Staff convened a work group whose membership included all levels of fire department personnel along with representation from the United Firefighters of Los Angeles, the Chief Officers' Association, the Stentorians, Los Bomberos, the Sirens, and the Department's Personnel Services Section.
- The Chief of Staff and the designated Department work group collaborate with other City departments and offices (e.g., Personnel, Mayor) to reach consensus on a viable plan for a Professional Standards Division that includes an Internal Affairs Section.
- An Assistant Chief of the Professional Standards Division was appointed effective 1/20/08.

- PSD staff completed training on AB 220, the Firefighters' Bill of Rights, to ensure Department compliance with state rules governing discipline.
- All Internal Affairs investigators have completed LAPD Internal Affairs investigative training course (40 hours).

HUMAN RELATIONS

Controller's Recommendation O: Undertake a department-wide initiative to address LAFD's hostile workplace issues, including harassment, hazing, and discrimination concerns. Under the Fire Chief's leadership, this comprehensive effort should include gaining input and insights through workplace forums and focus groups representing all civilian and sworn firefighter levels, employee associations and unions, and other interested stakeholders. The objective of these meetings would be to create specific action plans to address problems identified, and to establish measurable timelines for completion. The LAFD's approach must be developed in such a way that all employees are encouraged to participate without fear of retaliation or other retribution.

Goal 13: Department-wide Human Relations Development Plan

As described in the LAFD service statement, work environments throughout the Department are characterized by trust and respect for the individual, and they foster open and honest communication at all levels.

Strategic Action Steps:

1. The Fire Chief continuously communicates clearly to all members his expectations that all Department work locations (a) are free of illegal discrimination and harassment and (b) respect the rights of all individuals.
2. Managers at all levels hold themselves and their subordinates accountable for abiding by the Department's Code of Conduct and Rules and Regulations.
3. The Human Relations Training Section (HRTS) develops a Human Relations Program whose purpose is to incorporate content into existing and future training programs that will provide the knowledge, skills, and tools necessary to transform the Department to one that is values driven.
4. Within one month of approval of its plan, the HRTS implements the Human Relations Program.
5. At least once per quarter, the HRTS provides feedback to Bureau Commander of Training and Risk Management about the effectiveness of the Human Relations Program and concerns raised by members.
6. The HRDC continues to serve as a partner in reviewing the status of the audit plan's goals by providing constructive feedback and making recommendations as appropriate.

Indicators of Progress/Measures of Success:

- The Fire Commission and the Fire Chief regularly solicit the formal and informal input of the Human Relations Development Committee on matters related to the workplace environment.
- The Fire Chief communicates his expectations clearly to Department members through a variety of media.

- Evaluation of the Human Relations Program sessions indicates positive behavioral changes occurring over time in Department work locations.
- On-going formal and informal feedback from Department members indicate they experience higher levels of trust and respect in their work locations.
- On-going formal and informal feedback from Department members indicate they believe they can communicate freely and honestly at their work locations.
- Subsequent internal and external audits indicate a marked increase in the degree of professionalism reported in Department work environments.
- Over time, the number of discrimination and harassment lawsuits against the Department decreases sharply.

Accomplishments as of January 31, 2008:

- The Fire Commission authorized the Fire Department Stakeholders Group to address the findings of the 1995 Personnel audit, the 2006 Controller's audit, and the 2006 Personnel audit.
- The Stakeholders Group met on a regular basis to review and evaluate the findings of the three audits for purposes of providing input to the Department's audit implementation plan.
- The Stakeholders Group assisted in developing a draft of a Department Audit Action Plan that was approved by the Fire Commission in April 2006.
- The Stakeholders Group continues to meet quarterly to monitor progress on implementing the audit recommendations, communicate trends to the Fire Chief, and make recommendations related to the audit plan.
- The Fire Chief has visited approximately 90 of 106 fire stations to listen personally to members' concerns and receive their feedback as well as to emphasize his expectations and communicate his priorities.
- The Fire Chief has issued memos to all Department members stating clearly the prohibition on hazing and emphasizing the Department's zero tolerance policy toward such behavior.
- The Fire Chief has communicated, both verbally and in writing, his expectations of Department members' behavior on the job (e.g., January 14, 2008 memo about probationary firefighters).
- The Human Relations Training Section created a draft of a Human Relations Program and submitted it to Bureau Commander of Training and Risk Management and the Fire Commission's HRDC for approval in August 2007.

HUMAN RELATIONS

Controller's Recommendation O: Undertake a department-wide initiative to address LAFD's hostile workplace issues, including harassment, hazing, and discrimination concerns. Under the Fire Chief's leadership, this comprehensive effort should include gaining input and insights through workplace forums and focus groups representing all civilian and sworn firefighter levels, employee associations and unions, and other interested stakeholders. The objective of these meetings would be to create specific action plans to address problems identified, and to establish measurable timelines for completion. The LAFD's approach must be developed in such a way that all employees are encouraged to participate without fear of retaliation or other retribution.

Personnel's Recommendation 3: Direct the Fire Department to reevaluate previously implemented Human Relations Development Committee (HRDC) recommendations, implement the remaining HRCD recommendations, and ensure that each one is effectively achieving the goal of the original HRDC recommendation.

Goal 14: Human Relations Program Design, Delivery, and Evaluation

The Fire Department's human relations program for sworn and civilian employees provides the tools necessary to ensure that all work environments reflect the Department's Core Values of service, professionalism, integrity, respect, innovation, and trust.

Strategic Action Steps:

1. Fire Commissioners ensure the Human Relations Development Committee (HRDC) provides feedback as appropriate during the on-going assessment of Human Relations policies and training methodology.
2. Fire Commissioners ensure that the Human Relations plan development includes an open process that invites the participation of rank and file, firehouse captains, and Battalion Chiefs as advisors and respondents.
3. The Human Relations Training Section designs an appropriate level of evaluation into the courses in the program by October 30, 2008.
4. By July 31, 2008 the Human Relations Program Manager submits a plan for a Department-wide Human Relations Program to the Office of the Mayor, Personnel Department, Fire Chief, Fire Commission, Operations Chief, and all Bureau Commanders that describes in detail the unified initiatives necessary to reach the following long-term objectives:
 - A Fire Department dedicated to professional standards and continuous improvement in both performance and conduct;
 - Fire Department employees who are self-correcting and values-driven rather than avoidant and rules-driven.
5. Within 30 business days of approval of this plan, the Human Relations Program Manager implements the first phase of the HRP.

6. By September 30, 2008 the Human Relations Program Manager and/or staff provides written and verbal feedback about the effectiveness of specific aspects of the HRP in the following manner:
 - Human Relations Training Section (HRTS) – Bureau Commander of Training and Risk Management; frequency: once per quarter.
 - Leadership Development Section (LDS) – Bureau Commander of Training and Risk Management; frequency: once per month.
 - Mediation and Effectiveness Section (MES) – Director, Professional Standards Division; frequency: once per month.
 - Overall HRP – Fire Commission HRDC; frequency: once per quarter.
7. The Human Relations Training Section analyzes the evaluation data and provides feedback on the results to Bureau Commander of Training and Risk Management at least semi-annually.
8. The Human Relations Training Section, in collaboration with the appropriate stakeholders groups, uses the evaluation results to improve the curricula as necessary.
9. Bureau Commander of Training and Risk Management, in collaboration with the Personnel Department, incorporates the Core Values into promotional examinations by September 15, 2009.

Indicators of Progress/Measures of Success:

- The Human Relations plan is approved by the Fire Commission.
- The Human Relations plan contains the following elements or characteristics:
 1. Realistic outcomes and time lines, as judged by the Fire Commission.
 2. Curricula focus on the Core Values.
 3. Behavioral and outcome measures enable the Department to evaluate the plan's effectiveness over time.
- The Human Relations Plan is implemented system-wide by July 1, 2008.
- All Human Relations training remains in compliance with federal and state requirements.
- All Human Relations training is in compliance with City mandates by June 30, 2010.
- Over time, formal and informal feedback from Department members indicate that they have experienced positive changes in the quality of the work environment and diversity issues.
- Over time, formal and informal feedback from Department members indicate their belief that they have the tools necessary to do their jobs successfully while demonstrating the Core Values.

Accomplishments as of January 31, 2008:

- The Human Relations Plan was introduced in August 2006 .
- Since September 30, 2007 over 4,000 employees have attended regularly scheduled Human Relations training.
- All Human Relations training is in compliance with federal and state mandates.
- The Human Relations Training Section, in collaboration with the HRDC, developed curricula for the Human Relations Program that reflect the Department's Core Values by January, 2008.

HUMAN RELATIONS

Controller's Recommendation P: Create an employee evaluation and recognition process that addresses firefighter adherence to, and application of, the human relations goals of the LAFD. Assure through training, professional development, and counseling that each member is accountable and has the tools to effectively fulfill the LAFD's core values regarding workplace interactions.

Goal 15: Employee Evaluation/Recognition Process

Behaviors of LAFD members at all levels reflect and support the Department's human relations goals and embody its Core Values of service, professionalism, integrity, respect, innovation, and trust.

Strategic Action Steps:

1. Bureau Commander of Training and Risk Management, in collaboration with the appropriate stakeholder groups, analyzes how adherence to the Human Relations policies are weighted in the promotional process by February 6, 2009.
2. Bureau Commander of Training and Risk Management recommends to the Fire Chief how adherence to the Human Relations policies should be weighted in the promotional process by February 6, 2009.
3. Bureau Commander of Training and Risk Management and the Employee Relations Officer, in collaboration with the appropriate stakeholder groups, reviews and revises performance evaluations with specific measurable objective performance criteria in order to maximize objectivity and consistency by February 6, 2009.
4. Bureau Commander of Training and Risk Management and the Employee Relations Officer, in collaboration with the appropriate stakeholder groups, develops a performance evaluation process that includes adherence to the Department's mission, goals, core values, operational principles, service statements, and workforce representation principles as well as a mechanism for enforcement of zero tolerance and other policies by February 6, 2009.
5. Fire Chief reviews the performance evaluation process and responds within one month of receiving the recommendation, either requesting changes or approving the process for implementation.
6. The Planning Section, in collaboration with the appropriate stakeholder groups, creates a process that recognizes outstanding achievement in promoting diversity and productivity in the community and the work place by February 6, 2009.
7. The Planning Section implements the newly created process within three months of its approval.
8. Bureau Commander of Training and Risk Management creates an ongoing training program for all Evaluators by February 6, 2009.
9. Bureau Commander of Training and Risk Management implements the evaluator training program within one month of its approval.

10. Fire Administrator, in collaboration with the appropriate stakeholder groups, identifies a method to include the performance evaluation process as a useful tool for consideration in the promotional process within six months of implementation of the new performance evaluation process.

Indicators of Progress/Measures of Success:

- Performance evaluation document includes clear measures of the Core Values.
- Performance evaluation process results in accurate descriptions of performance throughout the organization.
- Formal and informal feedback from Department members indicates that they view the performance evaluation process as fair and accurate.
- Over time, the performance evaluation process enables Department members at all levels to be fully successful in their jobs, as demonstrated by the behaviors and results they demonstrate.
- Over time, performance evaluation results are incorporated into the promotional process and given appropriate weight.
- Over time, the performance of candidates who are promoted demonstrates their acceptance and implementation of the spirit and intent of the Human Relations Plan.

Accomplishments as of January 31, 2008:

- On September 17, 2007, the Planning Section submitted a proposal to the Fire Chief for an employee recognition month whose purpose is to recognize positive employee actions.

HUMAN RELATIONS

Controller's Recommendation Q: Determine whether the current promotional system administered by the Civil Service Commission can be modified to include subjects related to human relations management and other areas directly related to LAFD's mission. Work with the appropriate organizations to assure the promotional process is relevant to LAFD's needs.

Goal 16: Promotional System

The Department's promotional system supports the achievement of its vision and mission.

Strategic Action Steps:

1. By September 22, 2008, the Fire Administrator, in collaboration with the appropriate stakeholder groups, initiates discussion with the City Personnel Department about how to incorporate human relations management issues into Civil Service promotional exams. Discussions should address specific components that will provide accurate assessments of candidates' human relations management and leadership abilities.
2. The Fire Administrator, in collaboration with the appropriate stakeholder groups and the City Personnel Department, identifies and recommends to the Fire Chief specific components to add to promotional exams that will provide accurate assessments of candidates' human relations management and leadership abilities by June 15, 2009.
3. The Fire Administrator ensures the designated components are added to the LAFD promotional exams within six months of their approval by the Fire Chief.
4. Over time, the Fire Administrator validates the use of the new promotional criteria to ensure they accurately forecast human relations- and leadership-related performance on the job.

Indicators of Progress/Measures of Success:

- Indicators that will accurately predict candidates' human relations management abilities on promotional exams are identified by June 15, 2009.
- Within six months of their approval, the designated indicators of candidates' human relations management abilities are added to the appropriate promotional exams.
- Indicators that will accurately predict candidates' leadership abilities on promotional exams are identified by June 15, 2009.
- Over time, validation procedures indicate that the human relations management and leadership abilities measures accurately predict job performance.
- Over time, LAFD leaders demonstrate behaviors that meet or exceed the Department's expectations, especially with respect to human relations and leadership.

Accomplishments as of January 31, 2008:

- As of December 9, 2007 the Fire Captain I exam includes an assessment center with a human relations component.
- As of January 31, 2007, the Fire Captain II exam includes a human relations component.

HUMAN RELATIONS

Controller's Recommendation R: Continue to provide the recent department-wide Human Relations training initiatives and, through a rigorous feedback system, expand or strengthen them as opportunities arise.

Personnel's Recommendation 5: Direct the Fire Department to evaluate the effectiveness of the human relations training program, and work with the Personnel Department and the Human Relations Commission to modify and enhance the program as appropriate.

Goal 17: Human Relations Training

The human relations programs provide the foundation on which the LAFD builds and maintains its Core Values of service, professionalism, integrity, respect, innovation, and trust.

Strategic Action Steps:

1. Bureau Commander of Training and Risk Management ensures all human relations training programs include the appropriate level(s) of evaluation by June 5, 2008. These levels enable the Department to assess the programs' effects on participants' learning, behaviors, and outcomes as applicable.
2. By July 31, 2008, the Training Bureau Commander designates a primary evaluator who is knowledgeable about training evaluation methods. The training evaluator is charged with the on-going responsibility for evaluating the effectiveness of human relations courses, reporting the results, and making necessary changes in collaboration with the appropriate stakeholder groups.
3. On an on-going basis, the training evaluator maintains a database that accurately tracks the training history of all Department members.
4. The training evaluator ensures that all human relations courses contain measurable objectives against which their effectiveness will be assessed. The objectives are tied as appropriate to the Department's Core Values.
5. The training evaluator analyzes the feedback from the human relations courses against the stated objectives and reports the results formally on a quarterly basis to the Bureau Commander of Training and Risk Management
6. On an on-going basis and in collaboration with the appropriate stakeholder groups, the training evaluator makes recommendations to the Training Bureau Commander or his designee for enhancing the human relations program as necessary.

Indicators of Progress/Measures of Success:

- All human relations courses include the following evaluation components by June 5, 2008:
 1. Measurable objectives
 2. Specific methods
 3. Specific time lines for conducting the evaluations
 4. Specific individual responsible for administering the evaluations (e.g., the instructor)
 5. Clear link to the "big picture" (i.e., Department Vision, Mission, Core Values, etc.)
- There is on-going evaluation of participants' behavior and outcomes.
- Over time, the feedback from the evaluation process enables the Department to make timely changes to the human relations programs to increase or enhance their effectiveness, as demonstrated by formal and informal feedback indicating desired changes in the workplace are occurring.
- Over time, employees at all levels incorporate the Core Values into the workplace, as demonstrated by formal and informal feedback as well as the results of their performance evaluations.
- Over time, the behavioral changes that result from the human relations training result in positive outcomes such as a reduction in the number of HR complaints.

Accomplishments as of January 31, 2008:

- Probationary members now are assessed quantitatively three times throughout their time in the recruit academy, and once again prior to completing probation on their ability to recognize and report incidents of discrimination, harassment, hazing, and retaliation.
- Personnel assigned to fire stations now are assessed qualitatively twice yearly on their knowledge and application of human relations strategies, department core values, and the Fire Chief's three Operating Principles.
- Promotional candidates now are assessed quantitatively twice on their knowledge of the Fire Chief's three Operating Principles and their intent to uphold EEO guidelines as supervisors.
- Supervisors now are tested upon completion of courses that meet state and federal mandates for human relations training.

RECRUITMENT AND RETENTION OF QUALIFIED CANDIDATES

Controller's Recommendation S: Assure that only recruits who have achieved passing scores for each performance standard during the Drill Tower academy are hired as probationary firefighters.

Controller's Recommendation T: Cease the Fire Chief's practice of overruling Drill Tower instructors' recommendations to terminate recruits until the resulting qualitative and quantitative impact to the recruit, co-workers and the public have been fully considered; and the perception among firefighters of special treatment and favoritism has been addressed. While the number of firefighters from certain underrepresented groups has increased as a result of the Fire Chief overruling Drill Tower instructors, only if such an evaluation overwhelmingly demonstrates that an overriding public benefit is achieved can such actions be justified.

Goal 18: Drill Tower

The Fire Department's Recruit Training Academy inspires confidence of members and the public in the quality of the diverse candidates who graduate from its program.

Strategic Action Steps:

1. Drill Tower instructors continue to use a formal tracking system to evaluate recruits' performance and determine where and when changes or improvements need to be made.
2. Drill Tower candidates who fail a test by scoring with the 65 – 70 percent range are offered a second chance to master the information or skills and be re-tested.
3. Drill Tower instructors ensure that only candidates who pass all tests are permitted to graduate from the Academy.
4. The Recruit Services Section monitors and evaluates the new system on an on-going basis and provides formal reports at least quarterly to the Training Bureau Commander. Test scores and performance data are used to identify areas for change or improvement on an on-going basis.

Indicators of Progress/Measures of Success:

- Stakeholders reach consensus on a plan for the Drill Tower.
- The new plan addresses the concerns about high standards, consistent and fair evaluations, and competent recruits.
- Recruits are learning and applying the knowledge and skills appropriately, as demonstrated by their test scores and performance evaluations.
- Only recruits who have achieved satisfactory grades/scores in their Drill Tower curriculum pass into their probationary period, as demonstrated by Academy records.

- Over time, the retention of recruit firefighters increases due to more effective training methods.
- Over time, Department members report formally and informally that they are confident all recruits who are hired as probationary employees are qualified for their positions.

Accomplishments as of January 31, 2008:

- In collaboration with the appropriate stakeholder groups, the Recruit Services Section, the Quality Assurance Unit, City Personnel, and Department Personnel Services, the Training and Risk Management Bureau reviewed the changes made to the Drill Tower's re-structuring in 2004-2005 and developed a plan to present to the Fire Commission.
- The Recruit Services Section ensured that the plan addresses concerns about consistently upholding performance standards, evaluating candidates fairly, and preparing candidates for the reality of the workplace. The goal is to prepare candidates fully for the duties and responsibilities of the firefighter job.
- The Drill Tower Academy was re-structured in collaboration with the stakeholder group. Improvements made to address the stated concerns include the following actions:
 - A. Develop a firm and fair standard of performance.
 - B. Improve the order and sequencing of training.
 - C. Teach the recruit firefighters in smaller groups.
 - D. Increase the amount of hands-on training.
 - E. Improve recruit firefighter wellness.
 - F. Increase fire station orientation for recruit firefighters
 - G. Review Training Academy statistics beginning in 2005.
- The revised Training Academy plan was accepted by the Fire Commission and implemented as documented in the Audit Implementation Plan – Status Report, completed April 3, 2007.
- The Fire Chief formalized his previously stated commitment to supporting the requirement that only fully qualified recruits be hired as probationary firefighters in a memo dated January 24, 2008.
- The Fire Chief affirmed his commitment to trusting the judgment of Drill Tower instructors in decisions about terminating recruits who are unable to meet the stated performance standards.
- The new Drill Tower plan was implemented in 2005 for new recruit classes.
- Drill Tower instructors use a formal tracking system to evaluate recruits' performance and determine where and when changes or improvements need to be made.
- Only candidates who pass all tests are permitted to graduate from the Academy.
- Improving the sequencing and order of instruction, teaching in smaller groups, increasing the hands-on training, and adding fire station orientation have increased retention of recruit

firefighters.

- The new system is being monitored and evaluated on an on-going basis.
- Since the 2005 re-structuring, 100% of recruit firefighters who graduated from the Academy have completed their probationary periods successfully.

RECRUITMENT AND RETENTION OF QUALIFIED CANDIDATES

Controller's Recommendation U: Review the Drill Tower statistics for the 2005 graduates and those that come later to assure that retention rates, manipulative, and academic test scores and other performance measures fulfill LAFD's need to train and advance fully competent firefighters. Also, track graduates through their probationary periods to whether the newly revised curriculum needs to be modified.

Personnel's Recommendation 1: Direct the Fire Department and the Personnel Department to jointly report back in 120 days with a comprehensive recruitment, testing, and selection action plan to increase the number of women, including minority women, in the sworn fire service.

Personnel's Recommendation 2: Direct the Fire Department to provide semi-annual status reports to the Mayor and Fire Commission on the progress of increasing the diversity within each sworn classification in the Fire Department, including a sex and ethnic breakdown of each Drill tower class, and the probationary pass rate of each class.

Goal 19: Recruitment and Retention of Qualified Candidates from Underrepresented Groups in the Workforce

The Fire Department's Recruit System attracts and supports qualified candidates from underrepresented groups in the workforce throughout the training and probationary periods.

Strategic Action Steps:

1. By August 28, 2008, Recruit Services Section in collaboration with the appropriate stakeholder groups and City Personnel, assesses the current outreach and recruitment process and identifies why it fails to attract sufficient numbers of qualified candidates from underrepresented groups in the workforce.
2. By August 28, 2008, the Recruit Services Section researches the question of whether the number of candidates from underrepresented groups in the workforce represents a correctable failure of the Department's outreach and recruiting process or whether it indicates other factors beyond the Department's control such as a small number of qualified candidates from those groups in the Los Angeles labor market who aspire to the firefighter job.
3. Recruit Services Section ensures the measurement part of the new recruitment process is implemented by June 1, 2008. This phase enables the Department to measure the effectiveness of the LAFD recruitment process through a newly developed Recruitment Tracking System. The system represents a collaborative effort with the Personnel Department.
4. Bureau Commander of Training and Risk Management ensures that the changes identified as necessary to attract diverse candidates, including changes to the organization's culture as needed, are implemented.
5. On an on-going basis, the Bureau Commander of Emergency Services ensures that the work environment is supportive of all members, especially probationary firefighters, and is consistent with the Code of Conduct.

Indicators of Progress/Measures of Success:

- Recruit Services Section identifies potential obstacles to attracting a sufficient number of qualified candidates from underrepresented groups in the workforce by August 12, 2008.
- By October 10, 2008, the Recruit Services Section reports its findings to Bureau Commander of Training and Risk Management about the size of the pool of qualified candidates from underrepresented groups available in the Los Angeles labor market to ensure that the Department's and the public's expectations about what constitutes a "sufficient" number of such candidates are accurate.
- All performance tests and standards in the Drill Tower are effective measures of successful performance on the job.
- The new outreach and recruitment process meets or exceeds the stated outcomes, as demonstrated by the results of the effectiveness measures designed into the system.
- Over time, the number or percentage of qualified candidates from underrepresented groups increases in proportion to the pool of such candidates available in the Los Angeles labor market.
- Over time, the number or percentage of candidates from underrepresented groups in the workforce who pass the Academy increases in proportion to the number who enter the program.
- Over time, 100% of qualified candidates from underrepresented groups in the workforce pass probation successfully.
- Over time, retention rates of all firefighters, and especially those in underutilized populations, increases.

Accomplishments as of January 31, 2008:

- Recruit Services Section, in collaboration with the appropriate stakeholder groups, identified specific measures of the new recruitment system's effectiveness in June, 2005.
- Recruit Services section validated the use of all performance tests in the Drill Tower by August, 2005.
- Recruit Services Section created a mentoring process to replace the preceptor structure with more emphasis on improving performance through teaching and supporting recruits by trained and experienced mentors in August, 2005.
- Recruit Services Section completed a benchmark study of like departments to identify their successes in the recruitment and retention of women as firefighters.
- In conjunction with the City Personnel Department, Recruit Services Section created a draft five-point LAFD Recruitment Plan that outlines specific Personnel Department assistance. The focus of the Plan is a campaign to raise awareness of the LAFD employment

opportunities in the underutilized communities.

- The following components of the LAFD Recruitment Plan have been implemented to date:
 1. Fire Recruitment and Staff Development
 2. College/military Recruitment
 3. Community Recruitment
 4. Media and Community Outreach
 5. Data Collection/Event Analysis
 6. Fire Department Development Programs Unit
 7. Preparations Programs Unit
- The firefighter entrance exam now is given once a month instead of every two years.

RECRUITMENT AND RETENTION OF QUALIFIED CANDIDATES

Controller's Recommendation U: Review the Drill Tower statistics for the 2005 graduates and those that come later to assure that retention rates, manipulative, and academic test scores and other performance measures fulfill LAFD's need to train and advance fully competent firefighters. Also, track graduates through their probationary periods to whether the newly revised curriculum needs to be modified.

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Personnel's Recommendation 2: Direct the Fire Department to provide semi-annual status reports to the Mayor and Fire Commission on the progress of increasing the diversity within each sworn classification in the Fire Department, including a sex and ethnic breakdown of each Drill tower class, and the probationary pass rate of each class.

Goal 20: Actively Support Probationary Firefighters

Recruit Training Academy graduates have the tools they need to meet the challenges of a dynamic work environment successfully.

Strategic Action Steps:

1. Recruit Services Section evaluates the content and methodology used in Academy courses on an on-going basis to assess their continued applicability compared to Department standards of performance and to identify areas of improvement.
2. Recruit Services Section summarizes assessment results at least quarterly and submits them to Bureau Commander of Training and Risk Management for review.
3. Recruit Services Section solicits feedback from probationary firefighters and stakeholder groups about workplace issues (i.e., interpersonal, technical) that can be addressed through the Academy.
4. Recruit Services Section changes the content and/or methods of Academy courses as necessary.
5. The Quality Assurance Unit monitors the performance of probationary firefighters to ensure they are meeting all Department standards and provides additional training or mentoring as needed to help the employees be fully successful on the job.
6. Recruit Services Section provides at least one process by which probationary firefighters receive formal on-going constructive feedback about their performance.
7. Recruit Services Section provides supplemental or remedial training if necessary so each probationary firefighter can be fully successful on the job.

Indicators of Progress/Measures of Success:

- Appropriate evaluation processes are designed into every Academy course by August 10, 2005.
- Recruit Services Section will track and analyze recruits' performance on a regular basis, as demonstrated by Academy database and records.
- Quality Assurance Unit tracks and analyzes probationary firefighters' performance on a regular basis, as demonstrated by the Unit's records.
- Quality Assurance Unit provides the necessary training or mentoring to ensure probationary firefighters are fully successful on the job.
- Recruit Services Section revises Academy courses as needed to reflect changing needs or issues in the work environment.
- Recruit Services Section uses appropriate validation methods to ensure the training content and methodology effectively prepare candidates for the performance required on the job.
- 100% of recruit firefighters complete probation successfully.
- Over time, the percentage of firefighters who are retained increases.

Accomplishments as of January 31, 2008:

- By August 2005, the Recruit Services Section designed appropriate evaluation methods into all Academy courses to assess their effectiveness.
- Recruit Services Section track and analyze recruits' performance on a regular basis.
- Quality Assurance Unit tracks and analyzes probationary firefighters' performance on a regular basis.
- Quality Assurance Unit provides the necessary training or mentoring to ensure probationary firefighters are fully successful on the job.
- 100% of recruit firefighters who completed the re-structured Academy programs to date have completed probation successfully.