



JUL 15 2008

ANGELES FIRE DEPARTMENT

DOUGLAS L. BARRY
FIRE CHIEF

July 8, 2008

BOARD OF FIRE COMMISSIONERS
FILE NO. 08-099

TO: Board of Fire Commissioners
FROM: Douglas L. Barry, Fire Chief *DLB*
SUBJECT: Quarterly Audit Implementation Plan Report

FOR INFORMATION ONLY:	<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 Withdrawn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

For Information Only

This is the quarterly Audit Implementation Plan update report which includes updates by Bureau, a Human Relations update for Civilian Employees power point presentation and a power point presentation regarding the In-Service Training Academy "Leadership" program.

Board report prepared by: L.C. Thompson, Battalion Chief, Planning Section.

Attachments:

**BUREAU OF TRAINING AND RISK MANAGEMENT
AUDIT IMPLEMENTATION PLAN
ACCOMPLISHMENTS FOR 2nd QUARTER 2008**

Action Item: Revise Annual Evaluation/Executive Appraisal Process

- The first concept paper was developed combining the military process and the Fire Department descriptor process in June 2007.
- The military instruction manual was reviewed, edited, and modified by two chief officers and reduced from a 250-page document to a 150-page document to reflect appropriate application of processes in LAFD in March 2008.
- Two chief officers were selected to assist in re-wording and developing the military process into the LAFD's Executive Appraisal process in May 2008.
- The two chief officers are currently revising the Executive Appraisal Process with a goal of having a first draft for Chief Fox to review by June 30, 2008.

Action Item: Human Relations – Implement the Human Relations Plan system-wide

- The plan is currently in place. Training Section will continue incorporating content into future projects.

Action Item: Core Values – Human Relations Training Section incorporates the Core Values into the Human Relations training classes.

- The second session was completed on May 29, 2008. Training will continue to reinforce CORE values in all programs.

Action Item: Human Relations - Designate primary Evaluator who is knowledgeable about training evaluation methods.

- This was completed through the hiring of staff through the Human Relations Commission. However, due to lack of funding, Human Relations Commission laid off both evaluators effective, May 31, 2008 and June 30, 2008, respectively. During fiscal year 07-08, LAFD paid for the trainers by transferring HRDC funds to Human Relations Commission, but all HRDC funds were reallocated in 08-09 to pay for Professional Standards Division positions. Human Relations Commission does not have available funding in their 08-09 budget to keep the evaluators on staff.

Action Item: Human Relations - Ensure that all Human Relations training programs include appropriate levels of evaluation.

- Evaluations are completed by all members attending training classes. The data from the evaluations are recorded in a database. However, due to recent employee layoffs, evaluations will still be collected, but not recorded in a database.

Action Item: Promotional Exams – Significant weights are assigned to components of promotional exams that support diversity, practices of inclusion, fairness in discipline, and the Core Values. Also measure leadership and management skills at the Chief Officer and Captain levels.

- The Fire Captain Paygrade Advancement (PGA) process was recently completed in May 2008 and included many of the recommendations made during the 2006 Audit Action Plan. The process consisted of a simulation exercise for emergency operations (50%) and an oral interview focusing on human relations, core values, leadership and supervision (50%).
- The PGA process included an informational seminar attended by candidates and raters.
- The oral interview raters consisted of internal and external raters, which enhanced fairness and objectivity. In addition, no operational questions were used so internal knowledge of LAFD operational procedures were not required for interview raters.
- During the simulation exercise, raters were not present during the process and therefore, had no knowledge of the candidates' identity. The rating was a "blind" process as the raters used a tape-recorded copy of the candidate's simulation exercise to complete their evaluation.
- Representatives from the City Personnel Department observed both parts of the testing process to evaluate for future Fire Captain and Battalion Chief exams.
- Recommendations were made to City Personnel Department to change certain test components for the upcoming Battalion Chief Examination as a result of the success of the Captain PGA process and based on the results of a survey completed by the majority of all chief officers. However, City Personnel Department did not agree with the recommended changes and chose to keep the exam components the same as the previous administration. (see attached chart)

Leadership – Training programs for existing leaders incorporates the desired emphasis on communication, Core Values, inclusion as appropriate.

- Two 4-hour sessions (8 hours total) are provided to all field and special duty personnel. The In-Service Training Academy (see attached PPT) focuses on Leadership, Operating Principles and Leadership Tenets of the LAFD completed May 2008.

Leadership – Leadership Development Program proposal submitted to Fire Chief

- A National Wildlife Coordinating Group approved Fire Service Leadership five-day pilot course known as L-380 was completed in May 2008. LAFD Members evaluated the program and identified items that need to be modified to meet the LAFD model and are currently working with the vendor who conducted the training to incorporate those changes. After

the changes are completed, it is proposed that an additional test course be delivered to LAFD members.

- Proposals for L-380, L-381 and LAFD Leadership (WestPoint Program) are currently being developed.
- L-280 is proposed for ranks below Captain and focuses on Leadership values and principles, transition changes, teambuilding and ethical decision-making, will be conducted in June 2008.
- L-381 is proposed for the Chief Officer rank and focuses on Developing command presence and climate, articulating clear leader's intent and building error resilient teams.
- ISTA Leadership Programs continue to be delivered twice a year.

**PLANNING SECTION
AUDIT IMPLEMENTATION PLAN
ACCOMPLISHMENTS FOR 2ND QUARTER 2008**

Action Item: Include Core Values in Department Library and Department Information Portal.

- The Core Values were incorporated into the Department Library at all work locations May 25, 2008
- Hard copies were printed and delivered Department-wide
- The LAFD Information Portal was updated 5/25/2008.

Action Item: System to capture, review, discuss and provide feedback to members about comments provided to them during work location visits.

- A member of the Fire Chief's staff accompanies him on each Fire Station visit to document questions and comments by station personnel.
- Questions that are not answered immediately by the Fire Chief, or those that require research are answered by the Planning Section via e-mail to each of the Station Commanders.
- Those questions are typewritten and kept by the Planning Section for future reference.

Action Item: Introduction of a formal feedback system through which Department members may provide feedback directly to various levels of management.

- Department members have many ways to provide feedback to various levels of management. The following are just a few:
 1. Member Suggestion Form F-100
 2. LAFD Information Portal comment page
 3. Via e-mail to LAFDplanning@lacity.org
 4. Direct personal contact (Chief Officers routine visits to fire facilities)
 5. Scheduled meetings with the Fire Chief
 6. Through recognized employee organizations.

**BUREAU OF SUPPORT SERVICES
AUDIT IMPLEMENTATION PLAN
ACCOMPLISHMENTS FOR 2ND QUARTER 2008**

Completed mandatory Human Relations Training (Leadership, Culture and Alignment) and Sexual Harassment training for all civilians in BSS, May 2008.

NOTE: This was not an action item for the Audit Implementation Plan.