

LOS ANGELES FIRE DEPARTMENT



OCT 7 2008

DOUGLAS L. BARRY
FIRE CHIEF

September 30, 2008

BOARD OF FIRE COMMISSIONERS
FILE NO. 08-197

TO: Board of Fire Commissioners

FROM: Douglas L. Barry, Fire Chief

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 Withdrawn |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 for the third quarter of 2008.

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

Attachment

**PLANNING SECTION
AUDIT IMPLEMENTATION PLAN
ACCOMPLISHMENTS FOR 3RD QUARTER 2008**

Action Item: Vision Statement- Displayed in all work locations

- The Vision Statement was permanently mounted and is displayed as part of the Guiding Principles of the LAFD in all work locations.

Action Item: Core Values- Posted in all work locations

- The Core Values were permanently mounted and are displayed as part of the Guiding Principles of the LAFD in all work locations.

Action Item: Core Values- Department members can state clearly how their performance is consistent with the Core Values.

- The Planning Section is in the process of creating a survey that will determine whether LAFD members can correlate their performance with the Guiding Principles of the Department. The survey is being created with the assistance Emily Williams' group and will be displayed on the Department Information Portal(hosted by Survey Monkey). Data will be collected to provide a baseline and used in later surveys top determine our success in our members understanding, acknowledgement and use of the Guiding Principles in their performance.

Action Item: Leadership- Develop Feedback mechanisms into all leadership development programs so the Department can evaluate their success and make improvements as needed.

- The 360 Leadership program assessment booklet is attached. This assessment will be used to evaluate the leadership program developed by BTRM.

**PROFESSIONAL SERVICES DIVISION
AUDIT IMPLEMENTATION PLAN
ACCOMPLISHMENTS FOR 3RD QUARTER 2008**

Action Step: Discipline- 2 part-time Special Investigators replace retired City employees who currently conduct EEO investigations.

- 11/1/08 anticipated report date of 3 Special Investigator II's

Action Step: Discipline- On advice from the Personnel Services Section develop minimum certification standards for Internal Affairs Unit.

- Completed July 7, 2008

Action Step: Discipline- Develop and deliver training in discipline and investigation procedures for supervisors.

- 12/1/08 anticipated completion date

Action Step: Discipline- Complaint Tracking System completed testing completed.

- 12/1/08 – Div I Test Completed

Action Step: Discipline- Writing or clear policies related to the Complaint and Disciplinary tracking systems.

- In Progress

Action Step: Discipline- Complaint Tracking System Implemented

- Anticipated Completion December 2008

Action Step: Discipline- Disciplinary Tracking System Implemented

- Anticipated Completion December 2008



Los Angeles Fire Department
Professional Development Mentoring Program

360 Leadership Assessment
Booklet

October, 2008

360 Leadership Assessment Tool

MOTIVATION

For each of the following, check the box that best describes the Officer's behaviors.

Never (1) Rarely (2) Infrequently (3) Fairly Often (4) Almost Always (5)

- 1) When this Officer gives direction to subordinates, he/she recognizes that the individual employees pay attention to, interpret, and think about things differently than he/she does.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

- 2) This Officer makes decisions based primarily upon objective facts, rather than his/her own opinions.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

- 3) When making decisions, this Officer considers whether all employees will consider his/her actions to fair.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

- 4) If an employee claims they have been treated unfairly, this Officer investigates and tries to resolve inequity.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

- 5) If this Officer notices that an employee lacks the confidence of skills set to perform a job, he/she provides additional training or breaks the job into more attainable parts.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

- 6) This Officer ensures that clear, objective performance standards are communicated to all employees.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

- 7) This Officer offers rewards that the employees will value, rather than the rewards that he/she prefers.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

- 8) Whenever the Officer rewards employees' behavior, he/she clearly communicates the reasons for these actions.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

9) Whenever the Officer punishes employees' behavior, he/she clearly communicates the reasons for this action.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

10) This Officer recognizes that employees have differing capacities for growth and challenge, and adjusts their work to suit those needs.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

MANAGING MEMBERS

Never (1) Rarely (2) Infrequently (3) Fairly Often (4) Almost Always (5)

11) This Officer personally meets with all subordinates who are new to the unit or command, in order to express their expectations.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

12) This Officer intentionally selects, and communicates with, other influential peers/Officers as a resource.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

13) This Officer conducts "exit interviews" with transferring members to improve the overall effectiveness of his/her command.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

14) This Officer takes meaningful steps to encourage groups of employees to reach higher performance.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

15) This Officer encourages all employees to debrief, evaluate, and constructively review their own performance.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

16) This Officer strives to help groups work together in a more unified, cohesive fashion.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

17) When conflict arises between groups, this Officer attempts to identify the reasons for the disagreement. .

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

18) Before taking action to mitigate a conflict, this Officer considers a variety of possible solutions.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

19) If a decision requires “buy-in” to be effective, this Officer ask subordinates to participate in making that decision.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

20) If a decision has a definite “correct: answer (strong positive or negative ramifications), this Officer asks the “best informed” member(s), regardless of rank, to make that decision.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

INFLUENCING OTHERS

Never (1) Rarely (2) Infrequently (3) Fairly Often (4) Almost Always (5)

21) Employees work enthusiastically for this Officer, not only because of his/her rank, but because they believe in his/her job knowledge and expertise.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

22) Employees work enthusiastically for this Officer, not only because of his/her rank, but because they believe in him/her as a person.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

23) This Officer communicates openly and frequently with virtually every subordinate in his/her command.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

24) This Officer allows all of his/her members an equitable amount of autonomy, support, and mentoring.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

25) This Officer adapts his/her style of leadership, based upon the needs of the subordinates.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

26) When this Officer asks people to do boring repetitive tasks, he/she provides extra support and autonomy.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

27) When employees feel confident that they “can handle” a job, this Officer allows them to participate in setting current strategies and future goals.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

28) This Officer actively and sincerely demonstrates concern for each employee in his/her command.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

29) This Officer is not afraid to hold members accountable in a positive manner.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

30) Every employee who works for this Officer can articulate the Department’s vision, mission, operating principles and motto.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

31) This Officer appeals to employees’ deep, internal values, in order to achieve superior performance.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

ORGANIZATIONAL ISSUES

Never (1) Rarely (2) Infrequently (3) Fairly Often (4) Almost Always (5)

32) When this Officer sets goals for his/her unit, he/she considers the structures, training, resources and personnel needed to support those goals.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

33) This Officer has clearly identified and articulated the primary mission of his/her unit or command.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

34) Whenever this Officer makes a significant leadership decision, such as deployment or discipline, he/she considers the effect of that decision upon the unit’s primary mission.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

35) This Officer effectively “co-opts” potential distracters in order to achieve the goals of his/her unit or command.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

36) This Officer clearly communicates his/her priorities, by rewarding and counting the activities he/she considers important.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

37) This Officer intentionally models certain behaviors, so that subordinates know that he/she "walks and talks."

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

38) Whenever this Officer initiates change, he/she offers employees a meaningful, thorough explanation of why the change is needed.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

39) Whenever practical, this Officer makes changes incrementally so that employees will have the opportunity to adjust.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

40) This Officer monitors the stress of the employees in his/her command. He/she is vigilant for unhealthy competition.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

41) This Officer regularly, emphatically, and meaningfully reminds employees of the need for ethical behaviors.

(1) ☐ (2) ☐ (3) ☐ (4) ☐ (5) ☐

NARRATIVE EVALUATION AND COMMENTS

1) I believe that this Officer's greatest strength as a leader is:

2) I believe that this Officer's greatest weakness as a leader is:

3) If there is one realistic, achievable suggestion I would make to this individual, in order to help develop them as a better leader or happier person, it would be:

Please indicate if you are the Officer's Supervisor, Peer, or Subordinate
