

LOS ANGELES FIRE DEPARTMENT



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FIRE CHIEF

February 12, 2009

BOARD OF FIRE COMMISSIONERS
FILE NO. BFC 09-027

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 Withdrawn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 4th Quarter 2008 Audit Implementation Plan update report.

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

Attachments:

January 9, 2009

TO: The Honorable Board of Fire Commissioners

FROM: Douglas L. Barry
Fire Chief

SUBJECT: 4th Quarter 2008 AUDIT ACCOMPLISHMENTS

In January 2006, the Personnel Department and the Controller's Office released concurrent audits of the Los Angeles Fire Department's management principles. The result of those audits formulated the Audit Implementation Plan (AIP), which was adopted by the Fire Commission In January 2008. The Fire Department has provided quarterly updates to the Fire Commission regarding which of the 20 goals identified in the AIP have been accomplished. This document will serve as a 2008 year-end update to highlight the strategic action steps taken by the Department relative to the AIP.

Goal 1: Vision Statement

The Fire Commission adopted the Vision Statement of the Department on February 7, 2007 after collaboration with the stakeholder group through an inclusive feedback process. The Fire Chief sent a memo to all members announcing the Vision Statement and asking for their support for a workplace that fostered teamwork, unity and professionalism. The Vision Statement was included in the Department library both electronically and hardcopy, and is displayed in all work locations as part of the Guiding Principles placards.

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).

The Core Values of the Department were developed through the stakeholder process and approved by the Fire Chief September 10, 2007. The Core Values were included in the Department library both electronically and hardcopy and is displayed in all work locations as part of the Guiding Principles placards. The Fire Chief, in a letter to all members, communicated the purpose of the Core Values and his belief in them. The Core Values were part of the promotional process for both the Fire Captain II and Battalion Chief examination in 2008. The Planning Section, in cooperation with the Workforce Excellence Unit of the Professional Standards Division, is creating a member survey to determine how

they operationalize the Core Values in their day-to-day operations and clearly state how their performance is consistent with the Core Values.

- The Human Relations Training Section incorporated the Core Values into its Human Relations Training classes 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.

Finally, the Core Values are being discussed for inclusion as performance indicators in evaluations and executive appraisals of all members.

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).

In 2007 the Fire Chief delivered the Operating Principles of the Department. These principles were presented in a letter to all members and are posted in all work locations as part of the Guiding Principles of the Department. The Fire Chief has visited every work location to deliver the Operating Principles first hand, and to actively listen to the membership. The Fire Chief has held several meetings with his Chief Officers to discuss the Guiding Principles and his expectations.

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. The Fire Chief has followed up his fire station meetings with an all Chief Officer meeting to discuss the budget, Department direction, re-organization, corrective action and teamwork and trust. The meeting was attended by over 80 Chief Officers and was held at the LA Mart on September 29, 2008.

Portions of the 2007 10-point Communication plan were put into effect in calendar year 2008 as part of the AIP. A total of 17 of the 34 recommendations from the 10-point Communication plan have been enacted. They are:

Multimedia

Wiki-Fire Chief's message

Fire Chief DVD to the field

Public Service Announcements

Apparatus Message

Apply "Motto" to exterior of apparatus

Apply "Motto" to MDC as screen saver

Create "Motto"

Work Location Signage

Apply "Guiding Principles" placards to all work locations

Electronic Department Library

Convert Department library to "Wiki" program

Input of current information onto "Wiki"

Internet

Create a single portal for all Department information

Include message from the Fire Chief

Include Mission/Vision Statements

Include anonymous suggestion system

Member Suggestion System

Anonymous or known electronic submission system

Recommendations from findings submitted directly to Planning Section

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).

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 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. As addressed in the 10-point communication plan, all work locations now have basic equipment (e.g., printers, fax machines, computer capabilities) and members have received training if needed in order to support timely and accurate communication of information throughout the Department.

The Chief of Staff approved the Department Information Portal and the member suggestion component that allows all LAFD members the opportunity to address communication issues, in conjunction with the Information Portal, the Planning Section's email address is checked twice daily for address member's concerns and questions.

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).

The ISTS presented the initial Leadership Training Programs for the LAFD in two different formats in 2008. The first class L-280-Followership to Leadership was presented to 20 students in the ranks below Captain, and L-380-Advanced Fireline Leadership course was presented to 25 students at the Captain's rank and above. The ISTS estimates that 2 courses in L-280 will be presented along with L-380 being presented to all officers in fiscal year 2009-2010.

The LAFD Leadership Academy will commence in January 2009 with the inaugural class of 30 students. The Leadership Academy will consist of 136 hours of instruction from experts in the field of Leadership. The class is delivered over 4 months at one week per month. Each week is devoted to a particular aspect of leadership.

Week 1 "The Leader" – This week will look at the common challenges that influence a leader's decisions. The theories will suggest a leader will be influenced by personal bias' and experiences and by recognizing and accounting for these limitations a leader will be more objective and make better decisions.

Week 2 "The Led" – This week will focus on the followers and what motivates other people to make decisions. It explores the developmental stages of the individual and how it may affect behavior. It helps the leader better anticipate the way a subordinate may act in any given situation.

Week 3 "The Integration" – This week will focus on the organization as an open system that can be influenced by outside pressures. It will show the leader how to be effective and anticipate problems in the organization.

Week 4 "Leadership in the uncertain future" – The students will be challenged to consider future leadership issues and develop strategies to address them.

Evaluation – All students will be required to submit a 360 evaluation to provide them with a measurement of how others (subordinates, supervisors, peers) view them as a leader

Goal 6: Succession Planning (The Department has a ready supply of qualified sworn and civilian employees who are prepared to assume leadership positions when needed at all levels throughout the organization).

The leadership development portion of this Goal came to fruition as the LAFD Leadership Academy, which is discussed in detail in Goal 5. In addition, the Planning Section has instituted a Management Shadow Program that allows interested employees the opportunity to shadow officers at different locations of interest where they can gain knowledge and understanding of a particular work area. The Department often uses the detail of members to assignments in an effort to enhance their knowledge and understanding of Units/Sections/Divisions outside their normal competency.

Succession Planning is also used as part of the selection process for Special Duty positions. Announcements are posted concerning opening for all Special Duty positions and members are encouraged to apply for the vacancies. Members are interviewed and often times detailed to the respective areas to showcase their skill set. The non-select interviewees have the opportunity to review the reasons for non-selection with the interview board.

All Officers are encouraged to develop their respective command's leadership abilities and prepare them for promotion. Field members are encouraged to work in "acting positions" to further develop them after successfully completing promotional exams. Members on Special Duty are often given projects to manage and work as acting Unit Commanders to enhance their skill set.

Future Succession plans such as mentor programs are still being developed and will be presented to the membership once they have been vetted.

Goal 7: Equal Employment Opportunity Unit (The Equal Employment Opportunity Unit handles EEO complaints fairly, consistently, professionally, and in a timely matter).

A Senior Personnel Analyst II and 2 part-time special investigators and 2 full-time special investigators now staff the EEO unit. The Senior PA II assumed the EEO Coordinators position in July 2007. In July 2008 a Senior PA I was hired to investigate EEO complaints full-time and in October 2008 a Special Investigator II was hired to complete the EEO investigative staff. The EEO complaints are tracked separately using the Complaint Tracing System, are flagged as a complaint and delivered to the EEO unit. The EEO investigative function is outside of the LAFD chain of command. Its members are well qualified. They all have received EEO training prior to and since their appointment to the LAFD's EEO unit.

Samples of that training include:

- Americans for Effective Law Enforcement (AELE) Discipline and Internal Investigations Workshop
- Employment Round Table of Southern California (ERTSC) "New Horizons in Discrimination Issues 2009 and beyond
- EEO for Supervisors
- LAPD Internal Investigations Training
- EEOC New Investigator Training
- Equal Employment Opportunity Commission Technical Assistance Program Seminar
- Preventing Sexual Orientation Discrimination
- Diversity in the Workplace
- Conducting an Effective Internal Investigation
- EEOC Trends and Emerging Issues
- Leading the Charge for Change and Continued Equality

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).

The Complaint Tracking System (CTS) is operational. The Professional Standards Division (PSD) has provided training for over 500 officers regarding the CTS as well as EEO issues and PSD orientation. The Reporting Systems Monitor position was filled in 2008 and that person is responsible for ensuring accountability with the CTS. EEO complaints are also processed via the CTS and are counted before being sent to the EEO Unit for processing.

Clear work rules governing the CTS have been developed and were used in the recent PSD training for over 500 officers. The policy manual is available at PSD, and members using the CTS are encouraged to contact PSD for tutorials if necessary. The CTS provides a system for monitoring each measure taken at different levels through the chain of command. The ultimate outcomes of the complaints and/or discipline administered are recorded and the feedback can be provided to the accused or supervisors if necessary.

The PSD Chief and the Reporting Systems Monitor review the feedback regarding the CTS and are authorized to make adjustments to the tracking system as necessary. Though little data is currently available, the concept behind the CTS is that problematic trends or areas regarding discipline can be more quickly identified and remedied.

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).

The Operations Commander worked collaboratively with the appropriate stakeholder groups to develop a Department Code of Conduct that specifies the standards to which all members will be held accountable. The 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 in March 2007.

Goal 10: Disciplinary Guidelines and Process (The Department's Disciplinary Guidelines, developed and maintained through a collaborative process, restore member's and the public's confidence that the disciplinary process is fair).

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. The 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 and the 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.

The Disciplinary Guidelines are constantly reviewed for consistency, fair application and to identify trends. The Professional Standards Division is solely responsible for the application of discipline. Complaints are channeled through the CTS and tracked by the Reporting Systems Moderator who ensures accountability. The PSD Chief reviews the complaint and recommended disciplinary action and a determination based on the Disciplinary Guidelines is made and passed back through channels via the CTS. If further investigation is required, the PSD Chief will assign an Internal Investigation team.

Goal 11: Consistency on Complaint and Disciplinary Processes (The procedures and outcomes of Department complaint and disciplinary processes are consistent with the stated standards).

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.

The PSD Chief directed relevant parties to admit new evidence as appropriate into Skelly hearings, and to fully document all decisions and outcomes. The 2009 training plan is to conduct PSD OCEP/COCEP annual training each Nov/Dec. EEO and other pertinent topics will be included.

Goal 12: Professional Standards Division (The Department's investigatory process ensures public accountability and protects the rights of all parties involved).

The Professional Standards Division (PSD) is fully operational. The Division Chief and Chief Investigator share command responsibilities with the Division Chief responsible for overall decision-making responsibilities. The following units are assigned to PSD:

- Internal Affairs Section: Conducts investigations into complaints against Department members. 3 full-time sworn Department advocates, 2 detailed sworn Department advocates, 2 full-time civilian Investigator II's and 1 civilian Secretary.
- EEO Unit: Conducts investigations into EEO complaints against Department members and provides EEO training for the Department. 1 Senior Personnel Analyst II, 1 Senior Personnel Analyst I, 1 Senior Investigator II and 2 part-time (retired) Senior Personnel Analyst 1's.
- The Workforce Excellence Unit (WEU) encourages and supports conduct and behavior that is in alignment with the Department's *Guiding Principles* while providing communication tools and targeted coaching to ensure that this alignment becomes a department-wide norm. 1 civilian Senior Project Coordinator and 1 civilian Human Relations Advocate.
- Reporting Systems Moderator: ensures accountability and supervises the tracking system. Civilian Management Analyst II.

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).

The Stakeholders Group, with the Chief of Staff, 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 every Fire Department work location to listen personally to sworn and civilian members' concerns and receive their feedback. He also used the opportunity 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 and off the job in the following Letters to All Members:

- January 14, 2008 - Probationary Firefighters
- February 7, 2008 - Spirit of Employee Benefits
- July 23, 2008 - Guiding Principles Placards
- September 30, 2008 - Professionalism and Customer Service
- October 15, 2008 - Mutual Respect

Goal 14: Human Relations Program Design, Delivery and Evaluation (The 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).

The Department-wide human relations training has been on-going and incorporates the Guiding Principles of the Department as part of its curriculum. Behavioral and outcome measures allow the training to be evaluated for effectiveness. The training remains in compliance with all federal and state mandates. Here are some examples of human relations training the Department has accomplished:

LAFD INTERNAL LEADERSHIP PROGRAMS

In 2007 and 2008 Bureau of Training and Risk Management (BTRM) has provided the following internal leadership programs:

- In-Service Training Academy (ISTA)
- Chief Officer Continuing Education Program (COCEP)
- Officer Continuing Education Program (OCEP)
- Company Officer Responsibility and Expectations- Captain CORE
- Company Operator Responsibility and Expectations- A/O, Engineer- CORE
- L-280- Followership to Leadership
- Field Training Program
- Drill Tower Human Relations Training

· ISTA 2008 Session 1

The four-hour training session began in January 2008 and concluded in April 2008. All Bureaus have been provided the training schedule with the goal to provide training to all members. Facilitators for each session include a selected fire officer and a member of our human relations trainer. This session's content includes:

- o Review of Leadership Concepts
- o Socialization Theory
- o Core Values, Operating Principles, LAFD Motto
- o Culture Theory and Defining LAFD Culture
- o Achieving Alignment
- o Tenets of Leadership

3400 Sworn and Civilian members have received the training.

· ISTA 2007 Session 2

The two-hour training session was the first Training Block within the ISTA curriculum dedicated to Leadership. Delivered to all field resources and facilitated by selected fire officers, the programs content focused on:

- o Socialization theory
- o LAFD culture- identification, positives and negatives
- o General Schwarzkopf- Competence and Character
- o LAFD members- Ownership vs. Renters
- o The future of Leadership programs in the LAFD
- o Our responsibilities and impact on younger members and the future of the organization.
- o Our leadership roles/responsibilities within the organization and the community impact

3000 members received training

- ISTA 2007 Session 1, 2 and ISTA 2006- Human Relations Training

The two-hour training sessions were delivered to all field resources. Training focused on awareness, techniques and knowledge required to improve our Human Relations skills with the public and in the workplace.

- o Instructed by members of our Departments Human Relations Development Commission (HRDC) staff.

§ 5300 members received training

- Chief Officer Continuing Education Program (COCEP)

In November 2007 all Chief Officers attended COCEP - Disciplinary Guidelines.

Training focused on the new Firefighters Bill of Rights effective January 1, 2008.

§ 100 members received training

- Officer Continuing Education Program (OCEP)

In December 2007 all Officers attended OCEP - Disciplinary Guidelines. Training focused on the new Firefighters Bill of Rights effective January 1, 2008.

§ 700 members received training

- Company Officer Responsibilities and Expectations (CORE for Captain)

In May 2007, September 2007 and again in September 2008 the In-Service Training Section delivered CORE for Fire Captain Candidates in bands 1 thru 18. 18 hours of the 72-hour program were dedicated to Leadership. The highly interactive sessions included introductions into leadership theories, application of those theories and group discussions/solutions to challenging case studies.

§ 161 members received training

- Company Operator Responsibilities and Expectations (CORE for Apparatus Operator and Engineer) In 2007 and again in September of 2008 the In-Service Training Section delivered CORE programs for Apparatus Operator and Engineer Candidates. Throughout each program, the essentials of their increased role of leadership as rated members were emphasized. A minimum of two hours of each 16-hour program focused on required leadership skills and their new role as locker room leaders.

§ 120 members received training

- L-280- Followership to Leadership

- o L-280 is an introductory leadership course that teaches: leadership values and principles, transition challenges for new leaders, situational leadership, team building, and ethical decision making. This is a 16-hour course that is targeted for newly promoted officers and members aspiring to be officers. **Our first L-280 class of 24 members was held the third week of October 2008 , with quarterly classes to follow. The L-280 classes come with an NWCG certification.**

- o L-180 (Human Factors on the Fireline) is another leadership program that will be offered in the future it is designed for the Firefighter Ranks.

- Field Training Program (Field Training for 5 and month Probationary Firefighters)

Probationary members return for Field Training during their 5th and 10th months of their probation. They are given three hours of Human Relations Training presented by an In-Service Training Officer and our human relations trainer.

- Drill Tower Human Relations Training

Our newly appointed members are given a three part series of Human Relations Training that includes: Group dynamics in the Fire Service, Diversity in the work environment and community, and harassment and hazing. The training is both lecture and interactive.

All of the above mentioned Internal Training Programs will be offered on an on-going basis. They are currently scheduled on the BTRM Training Calendar for the remainder of the year and will be included in the following year's schedules. The emphasis has been on offering training to both Sworn and Civilian members.

We have adopted a teaching format that blends traditional LAFD internal training with our Department's Human Relations Development Commission (HRDC) staff member. This team teaching concept bridges the gap between our Department and the outside world. This teaching method has been extremely effective with both sworn and civilian members. Our current civilian Human Relations advocate (Carla Browning) has been well received and has played an important part in the success of our Human Relations / Leadership Training.

EXTERNAL LEADERSHIP PROGRAMS

In 2007 and 2008 Bureau of Training and Risk Management (BTRM) in cooperation with the following outside agencies has provided external leadership programs to our members:

- Los Angeles Police Department, West Point Leadership Program (WPLP)
- Imagine 21 (I-21) "Fast Track To Change"
- MCS (Mission Centered Solutions), L-380- Fireline Leadership
- State Fire Training -Ethical Leadership in the Classroom
- National Fire Academy- Executive Fire Officer Program (EFOP)
- Harvard Business School - Executive Education Program

- Los Angeles Police Department, West Point Leadership Program (WPLP)

The four-week (136-hour) program developed through a partnership with the United States Military Academy is, PL300-Military Leadership. The course is part of a West Point Cadets junior year curriculum, focusing on theories of leadership and application. LAPD currently sponsors six of our members per year to attend the class. Our members learn theories, approaches and concepts, and apply

theoretical understanding to current and past work experiences. **18 of our members have attended WPLP.**

- Imagine 21 (I-21)

This program focuses on an introspective approach towards leadership and the thinking process- and how it affects decisions we make every day. The program teaches tools for growth and change with a focus on developing leadership at the personal level. **Over 40 LAFD members have attended I-21.**

- MCS (Mission Centered Solutions), L-380- Fireline Leadership

L-380 is designed for line supervisors and is a 5-day program that immerses student's instruction through classroom, assessment centers and an interactive experiential closing exercise. Several elements of leadership are discussed including, Situational Leadership, Team Building, Stress, Feedback - Communication Tools and Resolving Conflict.

The U.S. Forest Service contracted MCS to deliver L-380 to all of their supervisors. **The LAFD conducted a "Pilot Class" of 24 members and has a second "Test Class" in November with the intention of offering it to all LAFD Officers in 2009.** . The L-380 classes come with an NWCG certification.

- State Fire Training -Ethical Leadership in the Classroom

The 8-hour program is required for all State Fire Training instructors. Focus is on the ethics of a properly registered, administered, evaluated and documented State Fire Training class.

To date, 59 members have received the training.

- National Fire Academy- Executive Fire Officer Program (EFOP)

The program delivered at the National Fire Academy is designed for senior officers and others in key leadership roles. Students enhance their professional growth through a series of four Graduate and upper-division-baccalaureate equivalent courses which spans over a 4-year period.

The programs curriculum provides an understanding of some of the following: leadership development, risk reduction, the value of lifelong learning, the need to transform fire and emergency services from being reactive to proactive.

Over ten LAFD members have attended the EFOP.

- Harvard Business School - Executive Education Program

Harvard / Kennedy School of Government offers a variety of classes geared for Upper Level Management covering Leadership, Public Policy and Management.

To date, the LAFD has sent approximately 12 members to this training.

The Bureau of Training and Risk Management is continuing to expand its horizons to collaborate with outside agencies to offer a larger number and more diverse choice of relevant leadership training classes.

Note:

The Bureau of Training and Risk Management utilizes a civilian Human Relations trainer that is currently a part-time contract employee loaned to the Fire Department by the Human Relations Commission.

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, respect, innovation and trust).

The inclusion of specific measurable objective performance criteria to be included on performance evaluations has been presented to the Chief Officer's Association (COA). The COA is moving forward to adopt some measurable criteria in their Executive Appraisal System.

Goal 16: Promotional System (The Department's promotional system supports the achievement of its vision and mission).

The Personnel Services Section conducted assessments that included human relations questions or components for the following ranks in 2008:

- Apparatus Operator
- Engineer of the Fire Department
- Fire Captain I
- Fire Captain II
- Battalion Chief

Included in the assessments were specific questions regarding the Core Values of the Department.

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, respect, innovation and trust).

The Primary Evaluator position was not approved in the 2008/2009 Budget. The ISTS and the part-time employee from the Human Relations Development Commission monitors, evaluates and tracks (in a data base) the human relations training for every LAFD member.

Members are quantitatively assessed annually, on their knowledge of the Core Values, Mission and Vision of the Department, the Operating Principles and human relations strategies. These assessments are conducted as part of the Leadership programs now in effect through the In-Service Training Section.

Members participate in classroom exercises where business cards with the Guiding Principles are used as rewards for participation. Emily Williams and her team to highlight the inclusion of the guiding principles into the human relations

training created the business cards. Questions were developed to gauge an employee's familiarity with the Guiding Principles, and the curriculum was designed to re-emphasize those areas. Pre-course and post course evaluations were used to measure the training received.

Course evaluations were also designed to identify leaders on the Department that exemplified the Guiding Principles and to determine how members could emulate those traits. The Planning Section in cooperation with the Workforce Excellence Unit has designed a survey to further gauge how much our members understand and employ the Guiding Principles in their everyday activities.

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).

Goal was completed with the 2005 remodeling of the Drill Tower and adherence to the policies and procedures manual. The curriculum, grades, practical applications and testing formats are reviewed constantly to ensure continued consistency and success.

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).

The development of a new Recruitment System is still pending and dependant on whether funding is authorized in the 2009-10 department budget. Budget requests were submitted in the 2008-09 and 2009-10 budget for an expanded Recruitment Section with various levels of implementation, beginning with a cost of \$970,000 for minimal expansion and a total cost of \$2.4 million for fully funding the Section, which will provide for additional personnel and equipment.

Funding to expand the Recruitment Section was not approved in the fiscal 2008-09 budget but additional funding was again requested in the fiscal 2009-10 budget.

Qualified female candidate registration for the LAFD entrance exam has risen to an all time high, with 77 female candidates taking the written test in January alone. The Recruitment Unit is anticipating Captain I Kristen Crowley as an addition to enhance our female recruiting efforts. The drill tower operates on a fiscal calendar so Class 08-1 would indicate the first class of the fiscal year 2008.

The following represents the number of qualified candidates from underrepresented groups in their respective Drill Tower classes:

07-3 Female -3 (EC4) 3 total

Male – 4 (EC1), 11 (EC2), 3 (EC4) **total 18, total males 35**

07-4 Female – 1 (EC2), 5 (EC4) 5 total

Male–3(EC1), 17(EC2), 3 (EC3), 1(EC5), 1(EC7) **total 25, total males 35**

07-5 Female – 1 (EC 2), 1 (EC 4) total 5

Male – 4 (EC1), 7 (EC2), 4 (EC3), 2 (EC7) **total 17, total males 41**

08-1 Female – 3 (EC 4) 3 total

Male – 9 (EC1), 8 (EC2), 1(EC3), 1(EC5), 1(EC7) **total 20, total males 51**

08-2 Female – 2 (EC4) 2 total

Male – 6 (EC1), 9 (EC2), 3 (EC3), 1(EC7) **total 19, total males 39**

08-3 Female – 1 (EC 3), 2 (EC4) 3 total

Male – 8 (EC1), 5 (EC2), 5 (EC3), 1(EC7) **total 19, total males 52**

Total Qualified Underrepresented Candidates in LAFD Drill Towers in 2008
Female 17, underrepresented males 118, total qualified candidates 290

Measurable progress has been made since 2007 to increase diversity in all recruit classes. The most dramatic change in the sheer number of qualified underrepresented candidates taking the written exam was the partnership between the LAFD and the Personnel Department and the decision to move of the CPAT testing after the pass/fail written exam. A valid CPAT certification is still required to complete the testing process, but many qualified candidates from underrepresented groups may have been discouraged from taking the CPAT due to the \$150.00 cost which had no bearing on their ability to successfully navigate the remainder of the entry level process.

The Recruit Tracking System has been in place for some time now, and is in final vetting stage prior to "Full Implementation". The Firefighters assigned to the Recruitment Unit, as well as the Personnel Services Section are inputting "tracking cards" gathered at all events ranging from military bases, college athletics, CPAT testing centers, military job fairs, high school mentorship, and Fire/Paramedic Academies.

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).

Since the revised Drill Tower system came on-line in 2005 100 percent of recruit firefighters have completed probation successfully. Officers are preceptor trained during their Company Officer Responsibility and Expectations course, to handle probationary firefighters, prior to their promotion. Tenured officers receive remedial training by request from the Quality Assurance Unit.

The Quality Assurance Unit provides necessary training, follow-up and mentoring to ensure probationary firefighters are successful on the job. They also track the recruit firefighter's performance regularly throughout their probationary period.

Once assigned to the field, recruit firefighters are assigned peer preceptors at each station who are responsible for mentoring that member. Every member assigned to that shift at that location takes part in the development and training of the recruit firefighter and work as mentors.