

LOS ANGELES FIRE DEPARTMENT



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October 21, 2009

BOARD OF FIRE COMMISSIONERS
FILE NO. 09-120

TO: Board of Fire Commissioners

FROM: Millage Peaks, Fire Chief 

SUBJECT: ARSON/COUNTER-TERRORISM SECTION AUDITS

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 Withdrawn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

For Information Only

The following information is provided per your request received October 6, 2009.

SUMMARY

Over the past several years, a number of issues have risen from the Arson/Counter-Terrorism Section (ACTS). These issues have included policy, and work environment concerns. In an effort to objectively identify the issues an independent audit was conducted by the Los Angeles Police Department (LAPD) at the request of the Los Angeles Fire Department (LAFD) Command Staff. The LAFD's Workforce Excellence Unit (WEU) was also requested to provide assistance. Two reports were developed; both bodies of work have identified issues, concerns, alternative practices and recommendations, which are in the process of implementation.

DISCUSSION

ACTS is comprised of a Section Commander (Battalion Chief), a Captain II, Captain I, six – Special Duty (Day) Investigators, a Management Analyst, two – Senior Clerk Typist, and a Clerk Typist (vacant), all working a 4/10 or 9/80 work schedule. Two A-Units are staffed on a platoon duty schedule by 12 Investigators. Supervisors normally rotate through the assignment every two-years, while no mandatory rotation exists for the investigators who normally remain in the assignment until retirement. This results in a very cohesive group of investigators, and a continuous rotation of new supervisors.

The assignment at ACTS is viewed as "specialized and unique" considering that the sworn members at this assignment have certain peace officer responsibilities under 830.37 of the California State Penal Code that other members of the Department do not. These responsibilities require special training to enforce the laws related to the

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crime of arson and to arrest offenders. The power of arrest, the carrying of a firearm, and the independent nature of the work is far beyond the customary duties and responsibilities of other sworn members of the Department.

The main office of ACTS is located at the Frank Hotchkin's Memorial Training Center (FHMTTC). ACTS maintains a public counter as part of its responsibility as the Custodian of Records. The Section also maintains two additional work locations for the on-duty A-Units. A-Unit 1 is located at Fire Station 21 in South Los Angeles, and A-Unit 2 is currently located at Fire Station 99 near Bel-Air. A-Unit 1 and A-Unit 2 are assigned to a platoon duty schedule to ensure 24-hour coverage and to respond to incidents. After normal business hours and on weekends, supervision is provided by an on-call supervisor.

In 2003, in an effort to more closely align the work of ACTS with threats to the public in the post 9/11 environment and to improve the responsiveness of the Section to the resources within the Bureau of Emergency Services, the responsibility for management of ACTS was transferred from the Bureau of Fire Prevention and Public Safety to the Bureau of Emergency Services.

In 2005, a change of command occurred and the current Section Commander was assigned. Within the 2005 calendar year, the entire "command team" (Battalion Chief, Captain II and Captain I) were newly assigned to the Section. This Section Commander, a task oriented supervisor, was given a mandate to lead a change in the Arson Section in an effort to strengthen Department policies and procedures regarding ACTS relative to safety, supervision, and accountability. The newly assigned command team proactively identified various issues and risk management concerns. Specifically, reinforcing investigator safety, preexisting policies and procedures relative to incident responses, communication and information exchange, gun qualifications, educational requirements, and training standards were significant areas requiring focus to ensure adherence to Department policy, procedures, rules and regulations. As a result of the nature of the duties, work locations, and schedule, Arson Investigators have traditionally operated independently from the chain-of-command, which has resulted in resistance to narrowing policy and subsequent friction and mistrust between the Investigators and Supervisors.

Additionally, over the past two years, several issues surfaced which resulted in requests by Supervisors for investigations of misconduct. Some of these issues were adjudicated after several months, and others have not yet been adjudicated. Although this is seemingly of minor importance, in the opinion of the Command Team, this has impacted their ability to properly administer ACTS.

Also, during this period, the Special Operations Division Commander, was assigned as the Department's Grants coordinator, which further hampered his direct supervisory oversight for the Section.

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In 2008 the Arson Section Commander requested assistance from the City Attorney to evaluate perceptions of increasing hostility, and the threat of work place violence. As a result of the work place violence allegations, the Fire Chief administratively detailed the Section Commander and Captain II out of ACTS for four months. Upon their reassignment to the Section, these two members became the subject of several allegations and complaints by Investigators.

In mid-2008, it became apparent that the workplace issues at ACTS had reached a point where operational and work environment concerns were impacting the effectiveness of ACTS. The Bureau of Emergency Services recommended to the Fire Chief that the LAPD Audit Division be requested to conduct an operational audit to evaluate ACTS current work. The Fire Chief also directed the WEU to review the work environment.

In late 2008, LAPD's Audit Division conducted an "operational" audit of ACTS Policies and Investigative Practices. The Audit determined that *"fire cause and origin investigations were generally sound; however, there were fundamental weaknesses with the criminal investigations. Both training and supervisory oversight requirements must be formally established and approved by LAFD management and enforced to effectively manage the quality of investigations."* This audit resulted in 13 recommendations to improve ACTS efficiency and performance with respect to investigation of criminal fires.

These recommendations include:

- Reviewing and updating the Office Procedure Manual (OPM).
- Establishing formal investigative training requirements and standards.
- Formal approval of the OPM.
- Formal distribution and receipt of the OPM to ACTS personnel.
- Determining whether NFIRS criteria for incidents forwarded to ACTS for response and investigation is consistent with LAFD's departmental goals and objectives.
- Developing and implementing an arson case categorization system to prioritize cases based on established criteria, including existence of witnesses and suspects, number of fatalities/injuries, amount of property damage, (possible) hate crime, legal risks, etc.
- Expand the role of the first responders to conduct more in depth preliminary investigations to "filter" and categorize incidents assigned to ACTS.
- Develop an arson incident tracking system to analyze criminal fire trends and patterns.
- Establish a joint task force program to assign experienced detectives from law enforcement agencies to provide management and operational expertise in criminal investigation. Alternatively, establish a personal loan program for

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temporary assignment of ACTS investigators to LAPD detective units to obtain hands on criminal investigation training.

- Establish formal LAFD procedures for first responders to identify witnesses and collect their contact information for follow up by ACTS investigators.
- Establish formal supervisory review requirements for 1) fire investigation reports, 2) booking approval, and 3) arrest reports. Signing approvers must be classified as supervisory positions by civil service rules.
- Establish a database to collect and track incident data.
- Establish a formal case management process.

As part of an established process, audit implementation recommendations have been developed by the ACTS command team and forwarded to the Coalition Work Group made up of selected members representing day and platoon Investigators, the civilian staff, and the Captains, for review. The process was developed with the assistance of the WEU in which items are discussed at the coalition group level and when consensus is developed on acceptance or modification to the recommendation, the recommendation is forwarded to the Management Review Panel, consisting of the Emergency Services Deputy Chief, the Assistant Chief assigned to Special Operations, and the ACTS Battalion Chief. The Management Review Panel agrees or disagrees with the Work Groups decision and forwarded to the Emergency Operations Chief Deputy for a final decision. This process allows for all parties to have a voice in the decision process. This process also brings different perspectives that otherwise may have not been discussed or considered.

Consensus has been reached on the implementation of every recommendation in the LAPD Audit. These recommendations are in various stages of development, research, approval and implementation. Prioritization has been based on operational importance, management expectations, and management/liability concerns. Recommendations that involve little or no change and require little or no money to complete received a higher priority and have shorter deadlines than those that are more complex and require increased funding.

Complex audit items, particularly those that involve data tracking and fire crime analysis remain in the research and development stage. Implementation of systems suitable for ACTS use will involve multiple agencies and expertise in systems, system integration and security.

WORK ENVIRONMENT CONCERNS

During mid-2008, the Professional Standards Division directed the Workforce Excellence Unit to provide assistance in an effort to improve the work environment in the ACTS. To underscore the seriousness of the high/formal approach, Chief Barry personally introduced the WEU staff to ACTS members at special staff meetings on July

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1 and July 3, 2008. The WEU was described as a resource intended to assess and address work environment challenges within the Section.

Anonymous surveys and interviews were conducted by the WEU. As a result of these interviews and surveys, 29 recommendations were developed that involved the Workforce Excellence Unit, ACTS supervisors, ACTS investigators, ACTS civilian employees, the Bureau of Emergency Services, the Department, and the LAPD. These recommendations include:

Workforce Excellence Unit

- Schedule informational sessions with ACTS staff to share key findings and recommendations from Assessment phase.
- Schedule follow-up sessions for question and answer on Assessment phase and to draft vision and work plan.
- Design and implement a training program for all staff to address the two key work environment challenges identified during the Assessment phase: communication and trust.
- Augment trust building with off-site teambuilding sessions to deepen overall sense of trust and morale.
- Provide all staff with self-assessments, change readiness and personal mastery classes.
- Provide members with coaching on an as needed basis.
- Periodically bring in external subject matter experts as liaisons and resources to further analyze specific issues with staff and to gather additional data to improve section performance.
- Administer modified work environment follow-up survey within 90 days of sharing findings.

ACTS Supervisors

- Research the industry standard to revise, update and clarify the dispatch policy. Include an advisory team of investigators to create workable best practices.
- Revisit the practice of holding daily line-ups. Consider holding them once per week for investigators and once per segment for platoon-duty investigators. However, require platoon duty investigators to attend fire station lineups so that they are kept abreast of Department changes and new information.
- Continue the practice of mini-drills, but scale back the frequency and make them more arson-specific. Include supervisors in the mini-drill rotation for application-based learning purposes.
- Maintain the already high expectation of training, qualifying, and continuing education, while shifting focus toward investigator duties in two categories:
 - 1) High frequency (e.g. report writing, workload indicator tracking, legal updates,

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communications with field supervisors), 2) High risk (e.g., firearms, personal safety).

- Commit to seeing one case through from dispatch to filing to gain a more in-depth understanding of investigator workload.

ACTS Investigators

- Establish and maintain more of a presence in the office, whether assigned to platoon duty or day schedule. Hold each other accountable for maintaining this practice.
- Accept and – better yet – *propose* compromises to former policies, with the understanding that returning to the status quo is neither productive nor aligned with the future focus of the Department's guiding principles. Compromises may include: 1) Checking in with the Sr. Investigator or one of the Captains before triaging as a compromise to reduce autonomy. 2) Commitment to consistency in checking and responding to e-mails within an acceptable timeframe as a compromise to regularized in-person checkins. 3) Regular communications about exact whereabouts as a compromise to mandatory sign-in and sign-out sheets.
- Practice direct communication with each other and supervisors and agree to intervene when bad-mouthing sessions or rumor-mongering occur.
- Recognize the investigators who communicate most effectively as positive influences and informal leaders, regardless of their alignment with your opinions or number of years in the section. As peers, compliment each other for diplomatic and bridge-building behavior.

ACTS Civilian Employees

- Recognize that current section structure and retirements will lead to continued high turnover rates of uniformed staff. Create organizational systems and checklists to ensure smooth transitions when future personnel changes occur.
- Increase comfort level of providing input to investigators and supervisors on a regular basis to remind them of your valuable contribution to the section.

Bureau of Emergency Services

- Determine immediately whether surveillance cameras are, in fact, being used in the ACTS office. If so, they should be used in accordance with City guidelines and state and federal law and should not be kept secret. Disseminate accurate information to all ACTS members and remove the sign outside the door.
- Request a written report from Prince and Phelps detailing the bases for their recommendations to the Fire Department regarding the detailing of personnel. Request regular written updates of their ongoing observations and conclusions regarding the threat level within the section.

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- Fill the Captain I vacancy with a member who has training and experience from an investigator standpoint. No current or recent supervisor assigned to ACTS has been an investigator and it would be unwise to continue this trend. Reversing this trend is critical to bridging the experiential gap between investigators and supervisors as well as providing the supervisor team with a knowledge-based core.
- Develop expertise and interest-based small (2-4 members) groups/committees from within the section to advise decision-makers. Interest areas should include: 1) Improved methods for marketing the section for increased personnel and resource allocation; 2) Increased effectiveness in tracking and measuring workload indicators; 3) Ideal space allocation and location for ACTS; 4) Ideal ACTS structure; 5) Policy review (including dispatch, triage, training)
- Secure funding for 90-day Personal Services contracts for retired personnel to assist with the most labor-intensive aspects of the current ACTS workload. Recommendations for duties include: 1) Retired Investigators: providing increased training in cause-and-origin to captains assigned to the field; training new investigators; performing policy review; following up on auto fires, fraud cases. 2) Retired Clerk Typists, Sr. Clerk Typists: assisting clerical staff with office duties and providing relief during their absences; 3) Retired Systems Analysts, MAs: bringing quantitative and database expertise to the improve tracking and workload indicators.

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- Develop a career ladder for and within ACTS. Standards for promotion should be clear to all and consistently applied. The high turnover rate of supervisors undermines authority in many work locations throughout the Department. This is acutely felt in ACTS because of the accompanying knowledge and experiential advantage that investigators have over supervisors. Suggestions include: 1) Making the position of Sr. Investigator a formal supervisory position equivalent to Captain I; 2) Creating the position of Arson Captain, similar to EMS Captain; 3) Attaching a promotional structure to the positions of Arson Investigator that mirrors Fire Inspector I and II.
- View subpoena control as a long-term function and abandon the practice of assigning light duty employees to carry out these duties. If after serious consideration, the Department determines that ACTS is the best place for this function, then provide the section with a full-time Subpoena Control Officer and justify it through statistics from the litigation arm of the Risk Management Section.
- Research the feasibility of relocating ACTS to a larger space.

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- Research and determine how many investigators should cover a geographical area, taking into consideration ideal work schedules, caseload, and administrative workload.
- Speak to MA Teresa Martin in detail about the ideal direction of data management and technological infrastructure.

Several of these recommendations have been completed as a result of the work on the LAPD Audit recommendations. The balance of these recommendations has been tasked out to identified parties to report back at the Guiding Coalition and Management Review Meeting scheduled for November 4, 2009. The objective of this process is to clarify the recommendation of the WEU, and develop consensus on a plan for completing the recommendations.

Two additional bodies of work have been developed by the Department to help further define the mission and work of the ACTS. The first is an External "Best Practices" study, and the second, an internal "Best Practices study. Each of these bodies of work contains additional recommendations for alternative practices, which will also be considered for implementation. Any changes to ACTS policy or procedures will be linked to these reports. The implementation timeline is six months (November 1, 2009) for the LAPD audit recommendations, and November 1, 2010 for implementation of the other three studies/ surveys.

The WEU was requested to provide input for this report, three documents were submitted and are attached. The documents include Long-Term goals/solutions for ACTS, Progress update on WEU assessment recommendations, and survey interim and follow-up results.

RELOCATION OF ACTS

The main office of ACTS is located at FHMTTC. While the location at FHMTTC is centrally located to the downtown courts, Department Headquarters, the District Attorney's Office, LAPD Training Academy and Administrative facilities, and readily accessible to the public, the present location at FHMTTC has become crowded and has been the basis for several of the work environment complaints contained in the WEU audit.

The LAPD is preparing to re-furbish the old Rampart Station, located at 2710 West Temple Street, for the future home of the Metropolitan Division. A conceptual "white paper" for the relocation of the ACTS office was developed based on an informal discussion between an employee of the Building Administration Section and a lieutenant of the LAPD Metropolitan Division. This "white paper" was forwarded to the Building Administration Section Commander who evaluated the report and determined that at this time it was not feasible due to the lack of funding, as all Fire Department Proposition Q (modification and improvement of existing fire facilities) monies have been committed. No formal or informal discussions have occurred between the LAFD

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and LAPD Administrations on this matter. Recent attempts by the Building Administration Section to contact LAPD to discuss the possibility of co-locating to this facility have been unsuccessful.

Previous requests for expansion of the existing office space have been submitted during previous budget preparatory processes. In August 2007, a "white paper" was developed to justify the need for the ACTS office expansion. Also at this time, old Fire Station 4 was discussed as a possible option for ACTS. Additionally, the Department was considering various elements of its reorganization efforts and there was discussion that the Quality Improvement Section would be relocating to City Hall East. As a result, plans were developed to expand the ACTS workspace into the space being occupied by the Quality Improvement Section at FHMTTC. Since the relocation of the Quality Improvement Section never occurred, these expansion plans were put on hold.

Board report prepared by Battalion Chief John Miller

ATTACHMENTS

Arson/Counter-Terrorism Section (ACTS): Long-term Solutions

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The following long-term solutions are aligned with the WEU assessment, LAPD audit, and best practices survey results.

- I. Develop appropriate workload indicators and measures of effectiveness.
- II. Redesign the hierarchical structure and infrastructure of the Arson/Counter-Terrorism Section (ACTS) to more comprehensively reflect its duties and responsibilities.
Suggestions include:
 - A. Develop a career ladder for and within ACTS. Standards for promotion should be clear to all and consistently applied.
 - i. Create the position of Arson Captain (Example: EMS Captain).
 - ii. Attach a promotional structure to the positions of Arson Investigator, Arson Sr. Investigator, and Arson Captain (Examples: Fire Inspector I and II).
 - iii. Tighten and formalize the requirements for promotion to the Arson Investigator rank.
 - B. Create more linkages between other functions within the Department that focus on counter-terrorism, homeland security, and weapons of mass destruction.
- III. Relocate the ACTS main office to a location that fulfills the following requirements:
 - A. Full-time staffed counter that is accessible to the public (e.g. public transportation, ample parking, centrally located) and satisfies CPRA.
 - B. Secured facility that supports the safe storage of ammunition, firearms, evidence, property, etc.
 - C. Adequate square footage for the following:
 - i. Private office space for supervisors;
 - ii. Conference Room;
 - iii. Interview/interrogation rooms (with electronic recording equipment);
 - iv. Roll call room;
 - v. Incarceration capabilities;
 - vi. Locker/changing rooms;
 - vii. Workout facility;
 - viii. Dedicated space for service animals.
- IV. Establish a culture that better supports the primary duties of the section. Few duties are related to fire prevention and/or suppression, while the majority are directly related to research, investigation, and law enforcement.
- V. Ensure that policies are updated, aligned with federal and state codes, and formalized and publicized within the section and the Department.

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WORK ENVIRONMENT ASSESSMENT: ARSON COUNTER-TERRORISM SECTION (ACTS) Performed by the Workforce Excellence Unit (WEU)

#		STATUS
WORKFORCE EXCELLENCE UNIT		
1	Schedule informational sessions with ACTS staff to share key findings and recommendations from Assessment phase.	
ACTIONS	-January 6 - 16, 2009: occurred w/both supervisor teams, staff	COMPLETE
2	Schedule follow-up sessions for Q&A on Assessment phase and to draft vision and workplan.	
ACTIONS	-January 15 – 23, 2009: occurred w/both supervisor teams, staff; -January 28, 2009: WEU submitted draft vision and goals to BES for approval.	COMPLETE
3	Design and implement a training program for all staff to address the two key work environment challenges identified during the Assessment phase: <ul style="list-style-type: none"> • Communication • Trust 	
ACTIONS	-February 2, 2009: First Guiding Coalition (GC) meeting is held. WEU and GC enter into an agreement that the "GC will engage in team building and trust building activities." Members of the GC are slated to be among the first employees to go through training to set the example for their peers and to model improved methods of communication and deeper levels of trust. -March through August 2009: Training in communication skills and trust-building skills are not delivered due to shift in GC's focus.	INCOMPLETE*
4	Augment trust-building with off-site teambuilding sessions to deepen overall sense of trust and morale.	
ACTIONS	-December 2008: "Menu of Options to be Funded" submitted to BES; - January 14, 2009: Supplementary info ("Outcomes & Benefits of Training") submitted to BES; - June 3, 2009: Updated cost breakdown submitted to BES.	UNADDRESSED (PENDING BES DECISION)
5	Provide all staff with self-assessments, change readiness and personal mastery classes.	
ACTIONS	-Self-assessments included in "Menu of Options to be Funded"; -Change readiness classes included in "Menu of Options to be Funded"; -January 6 – 14, 2009: 32-hour Personal mastery class (I-21) attended by 2 ACs, BC, CII; -April 7, 2009: WEU submitted F-225 through channels outlining a no-cost approach to delivering classes; -July 15, 2009: WEU submitted draft list of no-cost assessment tools to PSD.	INCOMPLETE (PENDING PSD, ADMIN OPS, BES DECISIONS)
6	Provide members with coaching on an as-needed basis.	

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WORK ENVIRONMENT ASSESSMENT: ARSON COUNTER-TERRORISM SECTION (ACTS) Performed by the Workforce Excellence Unit (WEU)

ACTIONS	-WEU has provided limited coaching to members who have been open to it. -WEU is researching funding sources for external behavioral coaching services.	INCOMPLETE (PENDING WEU ACTION)
7	Periodically bring in external subject matter experts as liaisons and resources to further analyze specific issues with staff and to gather additional data to improve section performance.	
ACTIONS	- January 22 & 23, 2009: "External Best Practices" survey results shared; - March 17 & 18, 2009: LAPD Auditors presented findings; - June 11, 2009: LAPD Auditors returned to answer questions; - October 14, 2009: GC-MRP Summit participants discussed requesting a D-3 on-loan from LAPD	IN PROGRESS
8	Administer modified work environment follow-up survey within 90 days of sharing findings.	
ACTIONS	-January 12 – 20, 2009: Interim survey administered; results shared with section/bureau. -July 13 – 23, 2009: Follow-up survey administered; results shared with section/bureau.	COMPLETE
#	ACTS: Supervisors	
9	Research the industry standard to revise, update, and clarify the dispatch policy. Include an advisory team of investigators to create workable best practices.	
ACTIONS	-Modified dispatch policy submitted through channels November 10, 2008; -Guiding Coalition reviewed and endorsed policy. Submitted to MRP on April 23, 2009; -July 2009: Emergency Ops agreed to implement modified dispatch policy for a pilot period of six months.	COMPLETE
10	Revisit the practice of holding daily line ups. Consider holding them once per week for day investigators and once per segment for platoon-duty investigators. However, require platoon duty investigators to attend fire station lineups so that they are kept abreast of Department changes and new information.	
ACTIONS	-April 29, 2009: GC submitted proposed lineup policy" (APB # 1) to MRP. Policy recommends that "lineups be conducted when A, B & C shifts work on consecutive Tue, Wed & Thur (every 3 weeks) or <u>as the need arises.</u> "	IN PROGRESS (PENDING BES DECISION)
11	Continue the practice of mini-drills, but scale back the frequency and make them more arson-specific. Include supervisors in the mini-drill rotation for application-based learning purposes.	
ACTIONS	- April 29, 2009: APB # 1 recommends that "Members who recently attended Department sponsored training seminars will be scheduled to deliver a synopsis of their training at a future line up." - No further decisions made regarding remainder of recommendation.	IN PROGRESS (PENDING ACTS ACTION, BES DECISION)
12	Maintain the already high expectation of training, qualifying, and continuing education, while shifting focus	

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WORK ENVIRONMENT ASSESSMENT: ARSON COUNTER-TERRORISM SECTION (ACTS) Performed by the Workforce Excellence Unit (WEU)

	toward investigator duties in two categories: <ul style="list-style-type: none"> • High frequency: (e.g. report writing, workload indicator tracking, legal updates, communications with field supervisors) • High risk (e.g. firearms, personal safety) 	
ACTIONS	- Being addressed through LAPD Audit recommendations 1D and 3A.	IN PROGRESS
13	Commit to seeing one case through from dispatch to filing to gain a more in-depth understanding of investigator workload.	
ACTIONS	-January 15, 2009: Section commander stated to the WEU that he has already done this. -Status unknown for section captains. -Acknowledgement and consensus on this issue have yet to be sought from investigators.	IN PROGRESS
	ACTS: Investigators	
14	Establish and maintain more of a presence in the office, whether assigned to a platoon duty or day schedule. Hold each other accountable for maintaining this practice.	
ACTIONS	-Anecdotal information indicates that this is not occurring on a regular basis.	UNKNOWN* (PENDING ACTS ACTION)
15	Accept and – better yet – <i>propose</i> compromises to former policies, with the understanding that returning to the status quo is neither productive nor aligned with the future focus of the Department's guiding principles. Compromises may include: <ul style="list-style-type: none"> • Checking in with the Sr. Investigator or one of the Captains before triaging as a compromise to reduced autonomy. • Commitment to consistency in checking and responding to e-mails within an acceptable timeframe as a compromise to regularized in-person check-ins. • Regular communications about exact whereabouts as a compromise to mandatory sign-in and sign-out sheets. 	
ACTIONS	-Multiple compromises and policy proposals have been drafted and submitted through and by the GC; -Sign-in/sign-out sheets have been eliminated.	IN PROGRESS
16	Practice direct communication with each other and supervisors and agree to intervene when bad-mouthing sessions or rumor-mongering occur.	
ACTIONS	-Anecdotal information indicates that direct communication between select investigators and select supervisors is <i>not</i> occurring;	UNKNOWN* (PENDING ACTS ACTION)

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**WORK ENVIRONMENT ASSESSMENT:
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Performed by the Workforce Excellence Unit (WEU)**

	-WEU observation indicates that limited intervention in bad-mouthing and rumor-mongering is occurring, but not on the large-scale that is required for improvement in the work environment.	ACTION)
17	Recognize the investigators who communicate most effectively as positive influencers and informal leaders, regardless of their alignment with your opinion or number of years in the section. As peers, compliment each other for diplomatic and bridge-building behavior.	
ACTIONS	-The GC was originally intended to be an example of open communication, diplomacy, and bridge-building between representatives of supervisor, investigator, and civilian groups. This behavior was to serve as an example for the entire section. Purpose of the GC has been shifted to that of a workgroup addressing the recommendations of a single audit.	IN PROGRESS* (PENDING FOCUS SHIFT)
	ACTS: Civilians	
18	Recognize that current section structure and retirements will lead to continued high turnover rates of uniformed staff. Create organizational systems and checklists to ensure smooth transitions when future personnel changes occur.	
ACTIONS	-Unknown	UNKNOWN
19	Increase comfort level of providing input to investigators and supervisors on a regular basis to remind them of your valuable contribution to the section.	
ACTIONS	-A representative has attended & provided input at nearly every GC meeting. While civilian input is valued when it is provided through support functions, the WEU observes that it may be undervalued when provided through advisory or expert functions. Preliminary findings suggest that trust-building and improved communication skills will contribute to improvement in this area.	IN PROGRESS*
	BUREAU OF EMERGENCY SERVICES	
20	Determine immediately whether surveillance cameras are, in fact, being used in the ACTS office. If so, they should be used in accordance with City guidelines and state and federal law and should not be kept secret. Disseminate accurate information to all ACTS members and remove the sign outside the door.	
ACTIONS	-February 11, 2009: Captain Rueda addressed GC with accurate information regarding surveillance. GC was tasked to share information with others. -GC concluded that the signs were not the primary issue; accurate information was.	COMPLETE
21	Request a written report from Prince and Phelps (P&P) detailing the basis for their recommendations to the Fire Department regarding the detailing of personnel. Request regular written updates of their ongoing observations and conclusions regarding the threat level within the section.	
ACTIONS	-December 2008: P&P provided BES with a brief write-up.	COMPLETE

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**WORK ENVIRONMENT ASSESSMENT:
ARSON COUNTER-TERRORISM SECTION (ACTS)
Performed by the Workforce Excellence Unit (WEU)**

	-January 23: P&P presented threat assessment methodology/approach & held Q&A session for ACTS. -P&P has not continued with their observations of the section.	
22	Fill the Captain I vacancy with a member who has training and experience from an investigator standpoint. No current or recent supervisor assigned to ACTS has been an investigator and it would be unwise to continue this trend. Reversing this trend is critical to bridging the experiential gap between investigators and supervisors as well as providing the supervisor team with a knowledge-based core.	
ACTIONS	-March 30, 2009: Paul Proni, a former Arson investigator, began his assignment in the Captain I position.	COMPLETE
23	Develop expertise and interest-based small (2-4 members) groups/committees from within the section to advise decision-makers. Interest areas should include: <ul style="list-style-type: none"> • Improved methods of marketing the section for increased personnel and resource allocation; • Increased effectiveness in tracking and measuring workload indicators; • Ideal space allocation and location for ACTS; • Ideal ACTS structure; • Policy review (including dispatch, triage, training). 	
ACTIONS	-GC addresses two of the interests listed (tracking workload indicators and policy review) through its work addressing the LAPD audit. Committees have not been formed to address the other issues.	INCOMPLETE*
24i.	Secure funding for 90-day Personal Services contracts for retired personnel to assist with the most labor-intensive aspects of the current ACTS workload. Recommendations for duties include: <ul style="list-style-type: none"> i. Retired Investigators: <ul style="list-style-type: none"> • Providing increased training in cause-and-origin to captains assigned to the field; • Training new investigators; • Performing policy review; • Following up on auto fires, fraud cases; 	
ACTIONS	-Unknown	UNKNOWN
ii.	ii. Retired Clerk Typists, Sr. Clerk Typists: <ul style="list-style-type: none"> • Assisting clerical staff with office duties and providing relief during their absences. 	
ACTIONS	-July 2009: Student workers are assigned to ACTS on a temporary basis.	INCOMPLETE
iii.	iii. Retired Systems Analysts, MAs: <ul style="list-style-type: none"> • Bringing quantitative and database expertise to the improved tracking of workload indicators. 	
ACTIONS	-July 2009: A retired MA donates part-time services	IN PROGRESS
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**WORK ENVIRONMENT ASSESSMENT:
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25	Develop a career ladder for and within ACTS. Standards for promotion should be clear to all and consistently applied. The high turnover rate of supervisors undermines authority in many work locations throughout the Department. This is acutely felt in ACTS because of the accompanying knowledge and experiential advantage that investigators have over supervisors.	
	-Only very informal discussions have been held.	INCOMPLETE
26	View subpoena control as a long-term function and abandon the practice of assigning light duty employees to carry out these duties. If, after serious consideration, the Department determines that ACTS is the best place for this function, then provide the section with a full-time Subpoena Control Officer and justify it through statistics from the litigation arm of the Risk Management Section.	
ACTIONS	-Date unknown: request for a Subpoena Control Coordinator (at the level of MA I) was submitted. Includes cost, scope & breakdown of work, and necessity to the department.	INCOMPLETE
27	Research the feasibility of relocating ACTS to a larger space.	
ACTIONS	-August 17, 2009: WEU, BES, ACTS received documents Building and Safety Section pertaining to feasibility of co-locating ACTS with LAPD's Metro Division at the old Rampart station.	INCOMPLETE

* **See below**

3 AND 17. The WEU recommends returning the GC to its original purpose by moving its focus away from the LAPD audit and toward serving as the nucleus of this fragile work environment. The work environment has been compromised in the last several months because of the GC's heavy orientation toward task accomplishment and nearly nonexistent orientation toward relationship building.

14 AND 16. WEU can develop a brief survey to obtain specific information on the quality of interaction and communication between investigators and supervisors.

19. The WEU re-emphasizes that the training recommended for supervisors and investigators is also recommended for civilian employees.

23. It is recommended that one GC member head each subcommittee, with non-GC members invited to compose the remainder of the subcommittee. Our recommendations would be:

October 13, 2009

UPDATE

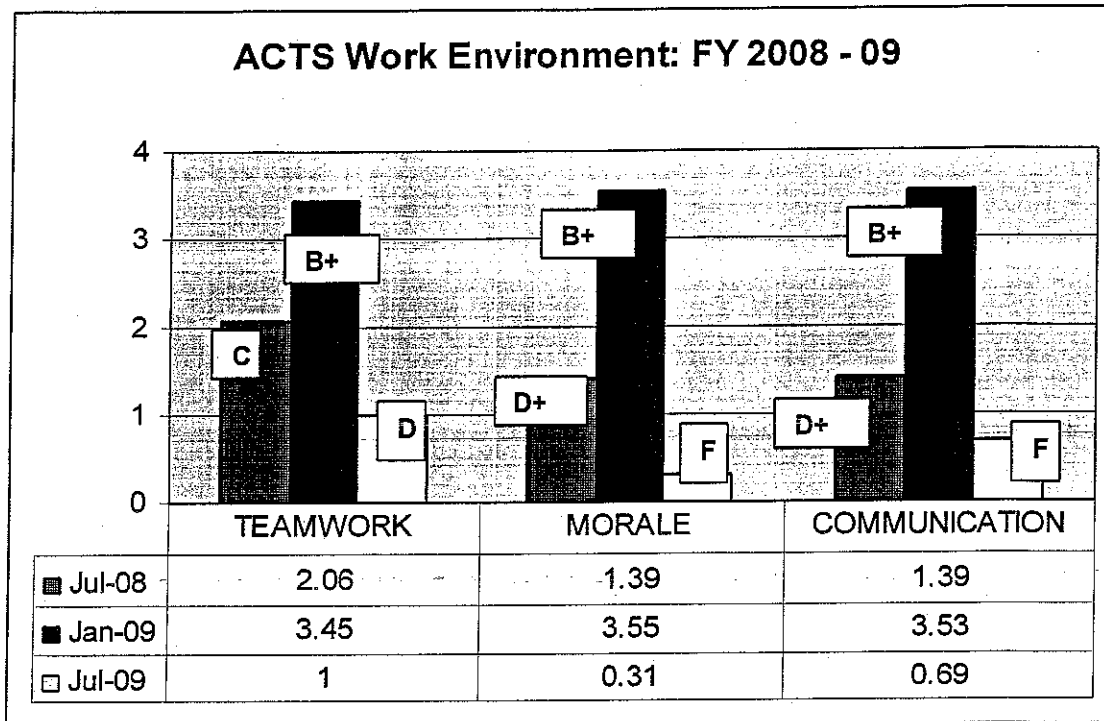
WORK ENVIRONMENT ASSESSMENT: ARSON COUNTER-TERRORISM SECTION (ACTS) Performed by the Workforce Excellence Unit (WEU)

DRAFT

- Improved methods of marketing the section for increased personnel and resource allocation:
 - GC member, supervisor, civilian, investigator;
- Increased effectiveness in tracking and measuring workload indicators:
 - GC member, MAIL, CI, 2 investigators;
- Ideal space allocation and location for ACTS:
 - GC member, supervisor, civilian, investigator, department experts
- Ideal ACTS structure;
 - GC member, supervisor, investigator, external experts
- *NEW*: Develop a career ladder for and within ACTS
 - GC member, supervisor, investigator, department experts

Work Environment FOLLOW-UP Survey
ARSON COUNTER-TERRORISM SECTION (ACTS)
Quantitative Results
July 2009

DRAFT



Members of the Arson Counter-Terrorism Section (ACTS) were initially surveyed from July 3 – July 25, 2008. Of the 24 employees assigned to ACTS, 18 returned surveys, equating to a 75% response rate. A mixed methods approach was used, giving employees the option to complete the survey on-line or as a hard copy. Although surveys were submitted anonymously, a few participants chose to identify themselves. Through this manner, the WEU was able to determine that all three sectors of ACTS were represented (civilian employees, investigators, and supervisors).

Members were surveyed again from January 12 – January 20, 2009. Of the 24 employees assigned to ACTS, 22 returned surveys, equating to a 92% response rate. The survey was conducted via hard copy only. Because of the number of surveys returned, the WEU was able to determine that all three sectors of ACTS were represented.

Members were surveyed once again from July 13 – 23, 2009. Of the 24 employees assigned to ACTS, 15 returned surveys, equating to a 62.5% return rate. The WEU conducted this survey electronically and was able to apply slight differences to the surveys submitted to each sector. This time, only the civilian and investigator sectors were represented.