

LOS ANGELES FIRE DEPARTMENT



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MILLAGE PEAKS
FIRE CHIEF

January 7, 2010

TO: Board of Fire Commissioners

BOARD OF FIRE COMMISSIONERS
FILE NO. **09-001-51**

FROM: Millage Peaks, Fire Chief *u.r.*

SUBJECT: **RECOMMENDATION OF WORK TO BE PERFORMED BY HR VALUE,
TO ASSIST THE DEPARTMENT DEVELOP BEST PRACTICES TO
MANAGE STAFFING SHORTAGES AND EVALUATE DEPARTMENT
PROGRAMS AND FUNCTIONS**

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 Withdrawn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

Recommendations: That the Board:

1. Accept the recommendations for utilization of HR Value; and
2. Instruct the Commission Executive Assistant to Receive and File

Background:

On February 17, 2009 the Fire Commission authorized the contract between the Los Angeles Fire Department and HR Value and instructed staff to return to the Commission with specific task based objectives for consideration by the Board prior to the commencement of work performed by the consultant.

On November 3, 2009 the Fire Commission authorized the Fire Chief to utilize the services of HR Value. Utilizing the agreement between the City and HR Value, the Department has used the services of HR Value to conduct an assessment of the needs of the Department and assist staff in the development of task-based objectives.

Confronted with the Early Retirement Incentive Plan (ERIP) enacted by the City, and the more recent acceleration of the ERIP plan, Dr. Lynch has assisted by attending bureau analysis meetings, advising the Administrative Services Bureau about a staffing process, conducting a focus group meeting with the Department's ERIP employees to deal effectively with the imminent vacancies, and presenting information on staffing options available to the Department. Dr. Lynch has invested approximately 20 hours into assisting the Department with the expected staffing issues that lie ahead.

To remain on track with addressing immediate and longer-term attrition and staffing issues, the Department desires to continue Dr. Lynch's assistance. The objectives include assisting staff to identify critical functions and skills, develop a plan to staff those positions in the short-term and the long-term, and provide on-going relevant advice and recommendations to the Fire Chief and/or his designees.

The Task-Based Objectives focus on the following key areas for the Department:

1. Develop and design a viable succession plan
2. Develop options and recommendations that result in a plan for the effective deployment of staff

The goal is to enable the Department to continue to achieve its primary mission of saving lives and preserving property within the constraints imposed by significantly fewer resources, both now and in the future.

The Department will compensate Dr. Lynch based on a combination of the deliverable based method (for the succession plan) and the equal payment method (for the staffing plan). Dr. Lynch will provide the department with detailed invoices that include a summary of deliverables provided; a list of meetings, focus group sessions, or other engagements with employees and staff; a summary of written reports; and/or a list of objectives achieved during the invoice period. The Fire Chief will be responsible for receiving and approving the work product for the succession plan objective; the Fire Administrator will be responsible for receiving and approving the work product for the staffing plan objective. Funds to compensate Dr. Lynch are available in the Fire Department's accounts.

Conclusion:

The Department is facing unprecedented challenges now and in the months ahead. Dr. Lynch will be a tremendous resource to staff as we traverse the foreseeable future.

Funds in the amount up to \$99,000 are available for these services in FY 2009-10. There is no additional impact on the General Fund in approving this report.

Board report prepared by William Jones, Senior Management Analyst II, Bureau of Administrative Services.