

FEB 16 2010

LOS ANGELES FIRE DEPARTMENT



MILLAGE PEAKS
FIRE CHIEF

February 4, 2010

BOARD OF FIRE COMMISSIONERS
FILE NO. BFC 10-011

TO: Board of Fire Commissioners
FROM: Millage Peaks, Fire Chief *mlp*
SUBJECT: Quarterly Audit Implementation Plan Report

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|-----------------------|-----------------------------------|---|------------------------------------|
| 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 Withdrawn |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. Receive and file the attached 4th Quarter Audit Implementation Plan Report.

Attachments:
Quarterly Audit Implementation Plan Report



DEPARTMENT
Planning Section

LOS ANGELES DEPARTMENT

"Audit Implementation Plan Update"

The following is an update of the Audit Implementation Plan for the 4th quarter 2009. The document focuses on the Audit Action Plan (AAP) Goals listed jointly with the recommendations from the Controller's Office.

The Los Angeles Department recently welcomed Millage Peaks as the Interim General Manager August 30, 2009. Fire Chief Millage Peaks was confirmed by the Los Angeles City Council on September 11, 2009 as the permanent Fire Chief.

In an effort to gain a better grasp of Department operations, Chief Peaks invited every Bureau Commander and specific Section Commanders to present a "State of their Bureau" at his Bureau Analysis Meetings held at the Emergency Operations Center, October 27th and 29th, 2009. During these analysis meetings, the Fire Chief and Command Staff were able to clearly communicate where we stood as a Department and outline specific plans and action steps for the future.

The Bureau Analysis Meetings were a precursor for the Executive Staff meeting held on November 10, 2009 at the Getty Museum. At the Executive Staff meeting, Chief Peaks had each of the presenters from the Bureau Analysis Meetings make an abbreviated presentation to the members in attendance. A discussion period was followed by a question and answer period for each presentation. This allowed for a liberal flowing of ideas and solutions to some challenges presented.

Controller's Recommendation A: Develop and communicate a formal "Vision" for the LAFD.

AAP Goal 1: Vision Statement – The Fire Department's Vision provides direction for the Department and reflects its members' commitment to serve the City of Los Angeles and to respect one another.

AAP 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 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 previous 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.

Chief Peaks presented and discussed his vision and expectations to an Executive Staff meeting on November 10, 2009. The meeting held at the Getty Museum consisted of every Chief Officer and civilian supervisor in the Management / Personnel Analyst classification or higher. The Fire Chief was very deliberate in his presentation, and focused on 8 critical areas to establish his vision. The eight areas included:

- Technology
- Communication
- Workforce Demographics
- Succession Planning
- Education/Critical Thinking
- Economy
- Emergency Medical Services
- Political Environment

Technology

Development of a Fire Chief's Blog in which an exchange of ideas could take place using up to date electronic mediums.

The use of video conferencing for employee training, staff meetings and information exchange.

Enhancing the Department website so that members could access the site from remote locations and process forms and other necessary documentation.

Communication

Maintain situational awareness within individual sections in an effort to share accurate information and keep gossip and rumors to a minimum.

Convert the Department library to allow for electronic access 24 hours a day.

Hold open forum discussions with sworn and civilian members.

Develop a more collaborative system between sworn and civilian members when working on projects.

Workforce Demographics

Changing demographics in the Department, where 38% of the Command Officers and 22% of the workforce will retire within 5 years, have caused the Fire Chief to look into new skill sets, loss of experience, cultural differences and understanding diversity, not just in race and gender. Strategies to develop a better understanding of these differences include all hands meetings with members from the rank and file firefighters through the ranks to Chief Officers (including civilians).

Better utilization of different skill sets throughout the rank and file to enhance automation, training experiences and opportunities.

Succession Planning

Identify and develop personnel to fill key organizational positions through training, mentoring and formalized education.

Education and Critical Thinking

The Fire Chief believes that education leads to critical thinking and enhanced professionalism. Leaders educate those around them while managers control situations or projects. Portions of this plan include:

Creating internships for members through the Succession Training program using the private corporate arena to improve our business savvy.

Creating scholarships for those members seeking higher education and collegiate degrees.

The return on investment from the Internship and Scholarship programs can provide new innovative solutions to the Department and City challenges.

Economy

Chief Peaks was very clear in his presentation of the current and forecasted economic issues facing the City and the Department. His plan includes aligning the priorities of the Department with the budget, and to create a different business model for the Department that ties the budget to our capabilities and our capabilities into our performance. Chief Peaks wants the new business model for the Department to generate more revenue for the City while taking a greater than perfunctory in depth evaluation of our operations.

Controller's Recommendation B: Set a "tone at the top" that demonstrates accountability to all organizational policies and procedures and develops protocols that ensure policies, procedures, rules, and regulations are consistent, clear, and enforced.

AAP 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

Chief Peaks has already begun to schedule and visit every Department work location. Currently he has met with all three field Division offices, eight Battalion offices and fifteen fire stations. He has scheduled meetings with all Bureau and Section heads to analyze their respective area of responsibility, and held an Executive Staff meeting to state his vision, expectations and the direction of the Department. During the Executive Staff meeting held November 10, 2009, Chief

Peaks clearly stated his expectations to every supervisor and manager in attendance, which included:

- Provide Leadership.
- Maintain a healthy work environment with a clear understanding of the zero tolerance policy of the Department and the City.
- Keep the employees under your command safe.
- Make certain your employees understand their role in obeying the rules, regulations and policies and procedures of the Department.
- Stay focused on the Guiding Principles of the Department.
- Every member should have their moral compass based on the Core Values of the Department from the Fire Chief to the probationary firefighter.
- Use effective delegation and empower your staff.
- Make certain your decisions are grounded in metrics and data.

Controller's Recommendation C: Expand and enrich the lines of communication from the Fire Chief down through the chain of command to rank and file firefighters, including more use of electronic communications media (with appropriately equipped fire stations), increased fire station visits by the Fire Chief and key commanders, periodic mandatory "all hands" meetings with battalion level commanders, and a formalized no-fault direct feedback system, such as an Employee Suggestion Evaluation Committee.

AAP Goal 4: Effective Department Communication – The Department's communication system enable members to be fully successful personally and professionally in the workplace, meeting or exceeding technical and performance standards

Two of Chief Peaks' top priorities are the dissemination of information and the two-way communication with our members. Chief Peaks, and his Command Staff, was able to have important dialogue with key supervisors during the Bureau Analysis Meetings and the Executive Staff meeting. This innovative approach allowed a two-way communication process to be fostered among the leaders in the Department.

The Bureau Analysis Meetings were a precursor for the Executive Staff meeting held on November 10, 2009 at the Getty Museum. Command Staff discussed plans to improve Department communication from top down, bottom up and sideways. Chief Peaks discussed his plan to improve the Department's Information Portal and websites, use social networking technology to enhance our member's ability to get accurate information quickly.

The Department web-site has moved to the top of the communication ladder and Chief Peaks has directed staff to improve the site to allow for easier access, more content and avenues where members can communicate with the Fire Chief's office.

Controller's Recommendation D: Undertake a comprehensive effort to develop future leaders and increase management competency to lead, guide, and mentor both male and female firefighters, as well as those from all ethnic groups. Also, future leaders should be trained to address the different communication style and direction needed to assure today's generation of recruits can excel in a paramilitary organization like the LAFD.

AAP 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.

Chief Peaks has reviewed the current Succession Plan presented by the Planning Section in the 2nd quarter of 2009. The plan details specific recommendations to enhance the skill sets of individuals that desire to promote. The Department Succession Plan will support the guiding principles of the Department and will incorporate mentoring, institutional memory, training and formalized education. The goal is to position the Department for the future, identify short and long-term vacancies, develop our work force, identify high potential employees, select the right employee, and provide for a seamless transition. Chief Peaks has stated that a formal Succession Plan should be instituted in 2010.

An example:

Session I – Operate Through Teamwork, a Department wide seminar addressing teamwork, teambuilding, and professional development. Focus on the organization and how each area is part of the team. Here is where we begin to recruit members into the different areas of our Department.

Session II - Operate Ethically and with Integrity, a Department wide seminar addressing ethics, decision making, leadership, integrity, and their role in the succession development.

Session III – Operate to Position the Department for the Future, a Department wide seminar that focuses on the future of the Department and promotional development opportunities. This session will incorporate the study program and development for our future leaders.

Each session will have update from Fire Personnel on the current status of Department promotions and future exams. Bureau Commanders will provide updates on current and future special duty vacancies.

Terminal Objectives

Promotional/Development Opportunities

- Provide the dates of all upcoming promotional exams
- Special Duty vacancies – Special Details

Identify Pool of Candidates

- Questionnaire
 - Resume – Qualifications
 - Past Experience
 - Military Background
 - Short Term Goals – Long Term Goals

Identify Career Goals

- Promotional Process
 - Workshops
 - Career Guidance Unit/Career Guidance Task Book
- Promotional Ladder
 - Means justifies the ends – how you get there.

Training

- Personal Training Doctrine
- Station Mentoring and Growth Environment
- Department Training
- Academic/External Training
- Leadership Training

Successor Identification

- Identify potential vacancies and job description
- Identify a group of candidates for the position
- Provide Opportunities and mentorship
- Select Successor
 - Early notification
 - Seamless Transition

Evaluation/Assessment/Examination

- Executive Appraisals/Assessment of Promotability (AP)
- Knowledge-Skills-Abilities-Training
- Skill set match the job description

Controller's Recommendation E: Reinstitute a separate EEO investigative function outside the LAFD chain of command as was the intent of the original recommendation by the HRDC and City Council ten years ago, including confidential treatment, investigating, tracking and reporting to the Fire Commissioners and the City's Personnel Department of EEO-related complaints.

AAP Goal 7: Equal Employment Opportunity Unit – The Equal Employment Opportunity Unit handles complaints fairly, consistently, professionally and in a timely manner.

The Professional Standards Division (PSD) is operating effectively and has identified these priorities relative to EEO complaints and investigations for fiscal year 2009/10.

- Efficient Management of Complaint Workload
- Improve the Ability to Investigate and Respond to Workplace Environment/EEO Complaints
- Development/Implementation of HR/EEO/PSD Annual Training Program (Sworn & Civilian Members)

Strategies designed to assist with PSD priorities include:

- Improve the Ability to Investigate and Respond to Workplace Environment/EEO Complaints
 - a. Maintain Emphasis that EEO Complaints are of the Highest Priority
 - b. Streamline Intake Process (15 Business Days Max)
 - c. Proactively Implement Steps to Prevent Future Harassment/Retaliation
 - d. Increased Work Environment Outreach/Access
- Development / Implementation of HR / EEO / PSD Annual Training Program
 - a. Annual OCEP/COCEP/IFSTA
 - b. Education Based Discipline (EBD)

Controller's Recommendation F: Establish a centralized mandatory tracking and reporting system for disciplinary and corrective actions that includes all measures taken at each LAFD level, beginning with the fire station level, decisions made at each higher level (e.g., battalion, division, bureau) when advanced through the chain of command, and ultimate results from disciplinary actions taken at the Operations Commander/Fire Chief/Board of Rights levels.

Controller's Recommendation G: Develop within the tracking system the capability to provide feedback to supervisors and accused members, within an established timeframe, regarding the status and actions taken in disciplinary cases that have progressed through channels.

Controller's Recommendation H: Empower an independent party (i.e., a monitor within a separate Internal Affairs Division) to periodically and systematically review the disciplinary tracking and reporting system for consistency and compliance as well as detecting behavioral trends, training needs, and possible policy/procedure changes.

AAP 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.

PSD began capturing and tracking incidents electronically using the Complaint Tracking System (CTS) January 1, 2008. A pilot program was implemented in Division I in August 2008 to obtain feedback from the users in the field. This feedback resulted in improvements and modifications to the system before its Department-wide rollout on January 1, 2009.

Training for the CTS was provided as a hands-on component of the OCEP/COCEP training offered November and December 2008. PSD staff is committed to providing additional training and support on an as needed basis. Clear work rules governing the CTS have been developed and were used in the recent PSD training for over 500 officers. 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.

There are currently three methods by which complainants are provided updated status information of their case. One method in the CTS is an electronically generated form letter. Upon receipt and entry of a complaint into the CTS, the system generates a letter acknowledging the receipt of the complaint and is forwarded to the complainant via U.S. mail or electronically, depending on the complainant's preference. If the case remains under investigation for longer than 5 months, a follow-up letter is generated and sent to the complainant informing them that their case remains open. At the conclusion of the investigation, the case is closed and a copy of the disposition is forwarded to the complainant.

Once a complaint is filed in the CTS via the Department Information Portal, the complainant has the ability to check the current status using the CTS. The complainant would log into the system using their assigned complaint number and PIN number or E-ID. CTS will show if the investigation remains open or has been closed. Complainants also have the option of calling the PSD to inquire on the status of their case. PSD staff will let them know whether their investigation remains open or has been closed.

A key addition to PSD was the hiring of a dedicated moderator to manage the Complaint Tracking System. The Reporting Systems Monitor (RSM), a Management Analyst II is responsible for the continued evolution of the CTS, which tracks, manages, and supports the 538 complaints received by Department in calendar year 2008, and the over one thousand complaints in 2009, at an average of over 100 per month.

The RSM is also charged with reviewing incoming complaints on a daily basis and evaluating them with the PSD Chief to determine their priority and assignment. Finally, the RSM is instrumental in coordinating the development of the Discipline Tracking System (DTS) and Litigation Tracking System (LTS) with the City's Information Technology Agency and the Department's Management Information Systems Division.

The PSD Chief and the RSM review the feedback regarding the CTS and are authorized to make adjustments to the tracking system as necessary. The concept behind the CTS is to identify problematic trends and develop solutions.

Controller's Recommendation I: Develop, with input from the firefighters' and chiefs' unions, a set of disciplinary standard disciplinary penalty guidelines for sworn firefighters that reflect the unique accountability resulting from their public safety responsibilities; and, once developed, assure that they are consistently applied and fairly administered. The standard disciplinary penalty guidelines should include specific penalties for specific offenses, repeat offenses, and include criteria for progression through channels.

AAP 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.

AAP Goal 10: Disciplinary Guidelines and Process – The Department's disciplinary guidelines, developed and maintained through a collaborative process, restore members' 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 previous Fire Chief approved the disciplinary guidelines on September 21, 2007. The new guidelines and their focus on providing clear performance expectations were presented in a letter to Chief Officers.

Managers throughout the chain of command were trained in how to use and apply the new disciplinary guidelines and the previous 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. PSD is solely responsible for the application of discipline. Complaints are channeled through the CTS and tracked by the RSM 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.

Controller's Recommendation J: Eliminate the practice of proposing greater disciplinary punishment simply to create a bargaining position for negotiating a lesser punishment with the accused member or the union. Rather, only propose penalties that are consistent with a set of disciplinary penalty standards developed through joint cooperation of the firefighters' and chiefs' unions.

Controller's Recommendation K: Assure that Skelly Hearings are continued when new information is presented so that a response from key witnesses or supervisors can be obtained. Also, ensure that all outcomes and decisions that result from Skelly hearings are sufficiently documented and supported.

Goal 11: Consistency in the 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 previous Fire Chief issued a directive to the PSD 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.

Chief Peaks supports the recommendation that eliminates the practice of proposing greater disciplinary punishment simply to create a bargaining position for negotiating a lesser punishment with the accused person or union.

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.

Controller's Recommendation L: Create a separate Internal Affairs Division within the LAFD with permanently assigned investigative staff who possess the necessary expertise, experience, and training to conduct the wide range of investigations to ensure public accountability of the LAFD, as well as prepare and maintain professionally documented investigative files. Necessary knowledge, skills, and abilities of the investigators would likely come from prior experience as former or current peace officers, and other government investigators or inspectors.

Controller's Recommendation M: Require that the separate Internal Affairs Division report to both the Fire Chief and Fire Commission, but be otherwise removed from the chain of command and work closely with the Fire

Commission's EEO on EEO-related complaints. This unit's mission should be to hold all LAFD members accountable to comply with policies and standards.

Controller's Recommendation N: Consider creating within the separate Internal Affairs Division an Internal Auditor or Monitor position to provide oversight of the investigative process to ensure and maximize accountability.

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

The Department's practice of rotating sworn members into administrative positions for a 2-year cycle will hinder our ability to consider this recommendation complete. In an effort to provide stability to the Internal Affairs Section, three (3) full-time civilian Special Investigators II were hired for their individual investigative expertise, adding a civilian perspective to disciplinary investigations. Their knowledge and participation in PSD investigations has already proven invaluable in creating a more thorough and detailed work product. The sworn members and the civilian investigators are teamed up when conducting investigations in order to provide continuity.

The Division's internal structure and work flow are facilitated by a Secretary and Senior Clerk Typist, who maintain the Division's confidential files, generate and prepare confidential PSD documents and maintain the integrity of the Division's work areas.

The Fire Chief holds a bi-weekly standing meeting that includes the PSD Commander, Chief Investigator, Internal Affairs Chief, the Deputy City Attorney, the EEO Coordinator and the Senior Personnel Analyst II of the Board of Fire Commissioners' Office. The focus of these meetings is to provide updates on significant cases, case tracking and trends, and PSD and EEO updates and challenges. The EEO and Chief Investigator report directly to the PSD Chief who reports directly to the Fire Chief.

The Internal Affairs Section uses objective fact-finding, developed guidelines, experience, training and the Board of Rights process to conduct complete and accurate investigations. The results of the investigations will provide the administration with firm footing to determine the preponderance of guilt, which in turn will create more a consistent application of discipline and hold all members equally accountable.

The Department completed its search and hiring of the Independent Assessor in August of 2009. Mr. Stephen Miller comes to the Department with over 22 years of experience in the private practice of law. Mr. Miller was appointed by Governor Schwarzenegger as a Senior Assistant Inspector General for the State of California's Office of the Inspector General.

Mainly the position of Independent Assessor for the Department engages in assisting the Board of Fire Commissioners in oversight and monitoring of matters related to internal disciplinary processes and other issues within the jurisdiction of the Board. Mr. Miller will provide direction and strong independent civilian oversight to the Department.

The Board of Fire Commissioners listed some of the duties and responsibilities of the Internal Assessor as the following:

- Reviews investigations of complaints filed against Department employees to determine whether investigations are conducted fairly and comprehensively and progress within standard time frames.
- Determines whether adjudication of complaints complies with Department policies and procedures
- Conducts audits of the internal disciplinary system to identify trends and issues and to ensure that oversight by the Board of Fire Commissioners is comprehensive.

Controller's Recommendation O: Undertake a Department-wide initiative to address the LAFD's hostile workplace issues, including harassment, hazing, and discrimination concerns. Under the Fire Chief's leadership, this comprehensive effort should include gaining input and insights through workplace forums and focus groups representing all civilian and sworn firefighter levels, employee associations and unions, and other interested stakeholders. The objective of these meetings would be to create specific action plans to address problems identified, and to establish measurable timelines for completion. The LAFD's approach must be developed in such a way that all employees are encouraged to participate without fear of retaliation or other retribution.

AAP Goal 13: Department-wide Human Relations Development Plan – As described in the LAFD Service Statements, work environments throughout the Department are characterized by trust and respect for the individual, and they foster open and honest communication at all levels.

AAP Goal 14: Human Relations Program Design, Delivery and Evaluation – The Fire Departments' 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 Fire Chief has begun to personally visit every Department work location to listen to the sworn and civilian members' concerns on many issues facing the Department from the budget to the Early Retirement Incentive Program (ERIP) to furloughs and a myriad of other things. Chief Peaks is also using these work

location visits as an opportunity to emphasize his expectations, vision, direction and priorities.

Chief Peaks stated publicly that he believes in and supports the Zero Tolerance position of the City in regards to the importance of creating workplaces free from harassment, hazing and discrimination. Chief Peaks told every Chief Officer and civilian supervisor at the Executive Staff meeting on November 10, 2009 that they will maintain a healthy work environment and support the zero tolerance policies of the Department and the City.

A contract was tendered to the part-time human relations professional responsible for the Department-wide training and evaluation of the human relations programs. This employee is directly responsible for developing and evaluating training for the Department, in conjunction with the Training and Support Bureau.

Controller's Recommendation P: Create an employee evaluation and recognition process that addresses firefighter adherence to, and application of, the human relations goals of the LAFD. Assure through training, professional development, and counseling that each member is accountable and has the tools to effectively fulfill the LAFD's core values regarding workplace interactions.

AAP 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, integrity, 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.

The COA has developed a draft Executive Appraisal for their bargaining unit. The pilot program for the changes in the COA Executive Appraisal is expected to begin soon. The inclusion of human relations measuring devices in the performance appraisal for the UFLAC bargaining unit has not been addressed formally.

Controller's Recommendation Q: Determine whether the current promotional system administered by the Civil Service Commission can be modified to include subjects related to human relations management and other areas directly related to the LAFD's mission. Work with the appropriate organizations to assure the promotional process is relevant to LAFD's needs.

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

The City Personnel Department and the Personnel Services Section of the Department conducted assessments that included human relations and Guiding Principle questions or components for the following ranks in 2008/2009:

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

Controller's Recommendation S: Assure that only recruits who have achieved passing scores for each performance standard during the Drill Tower academy are hired as probationary firefighters.

Controller's Recommendation T: Cease the Fire Chief's practice of overruling Drill Tower instructors' recommendations to terminate recruits until the resulting qualitative and quantitative impact to the recruit, co-workers and the public have been fully considered; and the perception among firefighters of special treatment and favoritism has been addressed. While the number of firefighters from certain underrepresented groups has increased as a result of the Fire Chief overruling Drill Tower instructors, only if such an evaluation overwhelmingly demonstrates that an overriding public benefit is achieved can such actions be justified.

AAP Goal 18: Drill Tower – The Department's Recruit Training Academy inspires confidence of members and the public in the quality of the diverse candidates who graduate from its program.

The Recruit Services Section's policies and procedures manual provides clear direction for minimum performance standards for recruit firefighters in the drill tower. It includes academic standards and firefighting skills, which is broken down into Personal Protective Equipment, Self Contained Breathing Apparatus, Ladder Evolutions, Basic Engine Company Operations, Hose evolutions, Tools and Equipment, Knots, Fittings, Appliances and Live Fire Training.

Recruit firefighters must pass all three phases of the drill tower with a minimum score of 70 percent in order to be passed into the field for their probationary period. If a recruit scores below 70 percent in 2 or more of the areas, they will be terminated. If a recruit scores between 65 and 70 percent in one area, the Recruit Services Section Chief, the Drill Master and the Recruit Training Officer can offer the recruit a re-assignment to the second drill tower. The recruit must take the entire drill tower curriculum again at the re-assignment and pass every

phase with a minimum 70 percent. If the recruit scores below 70 percent during their reassignment they are terminated.

- The revised Training Academy plan was accepted by the Fire Commission and implemented as documented in the Audit Implementation Plan – Status Report, completed April 3, 2007.
- The previous Fire Chief formalized his previously stated commitment to supporting the requirement that only fully qualified recruits be hired as probationary firefighters in a memo dated January 24, 2008. Chief Peaks supports the requirement that only qualified recruits be hired as probationary firefighters.
- Chief Peaks affirmed his commitment to trusting the judgment of Drill Tower instructors in decisions about terminating recruits who are unable to meet the stated performance standards.
- The Drill Tower Academy was re-structured in collaboration with the stakeholder group. Improvements made to address the stated concerns include the following actions:
 - A. Develop a firm and fair standard of performance.
 - B. Improve the order and sequencing of training.
 - C. Teach the recruit firefighters in smaller groups.
 - D. Increase the amount of hands-on training.
 - E. Improve recruit firefighter wellness.
 - F. Increase fire station orientation for recruit firefighters
 - G. Review Training Academy statistics beginning in 2005.
- The new Drill Tower Plan was implemented in 2005 for new recruit classes.
- Drill Tower instructors use a formal tracking system to evaluate recruits' performance and determine where and when changes or improvements need to be made.
- Only candidates who pass all tests are permitted to graduate from the Academy.
- Improving the sequencing and order of instruction, teaching in smaller groups, increasing the hands-on training, and adding fire station orientation have increased retention of recruit firefighters.
- The new system has been monitored and evaluated on an on-going basis.
- Since the 2005 re-structuring, 100% of recruit firefighters who graduated from the Academy have completed their probationary periods successfully.

- Budget restraints may force the cancellation of the remaining class of recruit firefighters from entering the academy.

Controller's Recommendation U: Review the Drill Tower statistics for the 2005 graduates and those that come later to assure that retention rates, manipulative, and academic test scores and other performance measures fulfill LAFD's need to train and advance fully competent firefighters. Also, track graduates through their probationary periods to whether the newly revised curriculum needs to be modified.

Goal 19: Recruitment and Retention of Qualified Candidates from Underrepresented Groups in the Workforce - The LAFD's Recruit System attracts and supports qualified candidates from underrepresented groups in the workforce throughout the training and probationary periods.

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.

As previously submitted:

- Recruit Services Section, in collaboration with the appropriate stakeholder groups, identified specific measures of the new recruitment system's effectiveness in June 2005.
- Recruit Services Section validated the use of all performance tests in the Drill Tower by August 2005.
- Recruit Services Section created a mentoring process to replace the preceptor structure with more emphasis on improving performance through teaching and supporting recruits by trained and experienced mentors in August 2005.
- Recruit Services Section completed a benchmark study of like Departments to identify their successes in the recruitment and retention of women as firefighters.
- In conjunction with the City Personnel Department, Recruit Services Section created a draft five-point Department Recruitment Plan that outlines specific Personnel Department assistance. The focus of the Plan is a campaign to raise awareness of the Department employment opportunities in the underutilized communities.

- The following components of the Department Recruitment Plan have been implemented to date:
 1. Fire Recruitment and Staff Development
 2. College/military Recruitment
 3. Community Recruitment
 4. Media and Community Outreach
 5. Data Collection/Event Analysis
 6. Department Development Programs Unit
 7. Preparations Programs Unit
- The firefighter entrance exam was given once a month. One drill tower has been shuttered as a result of the reduction of the Department budget.
- Budget restraints will force the cancellation of the remaining class of recruit firefighters from entering the academy in FY 2009/10.