

OCT 19 2010

LOS ANGELES FIRE DEPARTMENT

MILLAGE PEAKS
FIRE CHIEF

September 20, 2010

BOARD OF FIRE COMMISSIONERS
FILE NO. 10-118

TO: Board of Fire Commissioners

FROM: Millage Peaks, Fire Chief *MP*

**SUBJECT: APPROVAL OF THE RECOMMENDATIONS FOR THE STAFFING
PLAN OF THE PROFESSIONAL STANDARDS DIVISION**

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 Withdrawn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

Recommendations: That the Board:

- 1) Recommend that the Council and Mayor authorize by resolution the following nine (9) positions within the LAFD for the period of July 1, 2010 through June 30, 2011:

<u>No.</u>	<u>Code No.</u>	<u>Class Title</u>
8	0602-2	Special Investigator II
1	9184-2	Management Analyst II
Total:	9	

- 2) Recommend that the Council and Mayor authorize the Controller to appropriate from the Unappropriated Balance to the LAFD, Fund 100, Department 38, Fire Department, to the following accounts:

Account No.	Account Name	Amount
1010	Salaries General	\$853,619
3040	Contractual Services	6,000
6010	Office and Administrative	51,490
6020	Operating Supplies	4,365
7300	Furniture, Office & Tech. Equip.	132,000
9350	Communication Services	39,600
	Total	<u>\$1,087,074</u>

- 3) Recommend that the Council and Mayor authorize the LAFD to fill these positions and that these positions be exempt from the Managed Hiring Process.
- 4) Authorize the City Administrative Officer to make technical corrections that may be necessary to implement the intent of this action.

Summary:

Background

On January 26, 2006, the Controller published its Review of the Los Angeles Fire Department Management Practices. On January 31, 2006, the City of Los Angeles, Personnel Department released its Audit of Fire Department Selection and Employment Practices. Both reviews determined that the Fire Department's complaint and disciplinary processes needed improvement. The Fire Department worked with its Stakeholders to develop a plan to address these issues. On June 5, 2007, the Fire Department plan was sent to the Mayor's Office. The Mayor's Office convened the LAFD Professional Standards Division Working Group to present a final plan that incorporated best practices, realistic timelines and resources necessary to implement the best model for the Professional Standards Division. On January 11, 2008, the Personnel Department provided the Public Safety and Audits and Governmental Committees of the City Council with its report on the development of a Professional Standards Division. The product of these efforts resulted in the creation of the present structure and staffing of the Professional Standards Division. (Attachment A). The current configuration was designed under the following assumptions made during the review and planning phases:

1. The Fire Department received an average of one-hundred (100) complaints annually;
2. All complaints must be reported and tracked using a centralized system;
3. The Professional Standards Division should be staffed with permanently assigned civilian and sworn investigative staff with the necessary expertise, experience and training to conduct a wide range of investigation.

On March 27, 2010, the Independent Assessor, Board of Fire Commissioners, issued his Assessment of the Department's Disciplinary Process and Professional Standards Division. The Independent Assessor concluded among his many findings that the increased number of complaints received by the Department "has severely impacted and will continue to severely impact its ability to effectively conduct investigations, prosecute disciplinary hearings, target

issues of concern and appropriately manage the disciplinary system without additional and qualified resources being provided.” The Independent Assessor also noted that despite recommendations from both the Controller and Personnel to staff the Professional Standards Division with permanently assigned civilian investigators having the necessary expertise, experience and training to conduct a wide range of investigations, limited progress has been made in this area.

In the 2010-2011 Budget, the Mayor allocated \$1,413,996 in the Unappropriated Balance (UB) account for direct and indirect costs regarding civilian staffing for the Professional Standards Division. On May 14, 2010, the Budget and Finance Committee discussed the funding and urged the Department to move expeditiously in submitting a staffing plan to Council for approval. The Budget and Finance Committee instructed the CAO and CLA to reconvene the working group that established the Professional Standards Division and the Independent Assessor and develop recommendations on expending the funds from the Fire Department’s Professional Standards Divisions line item.

Analysis

As noted by the Independent Assessor, the Controller, Personnel, the LAFD Professional Standards Division Working Group and the Stakeholders laid a solid foundation for the Professional Standards Division. However, unforeseen or unanticipated factors have culminated in significant operational deficiencies based in large part on inadequate staffing estimates for Professional Standards Division staff in the original model, as follows:

1. The estimate of one hundred complaints received annually has been exceeded twelve-fold during the first full year of operation of the Complaint Tracking System and remains on track for a similar number in 2010;
2. The additional responsibilities and tasks of the Reporting Systems Moderator because of the increased number of tracked complaints, have overwhelmed the time and resources of the single Management Analyst II in that position and leading to delays in opening, tracking and closing the 1,230 complaints received this year;
3. The individual primary case load of Advocates and investigators and their assignment as the secondary investigator on other cases to maximize the expertise within the Division has become burdensome, affecting both the quality and the turnaround time of investigations;
4. The need to accurately document the substance of witness and subject interviews and the evidence in the form of the investigative report, creates a significant time burden on the Advocate or investigator, who must

synthesize or transcribe lengthy interviews themselves, leading to delays in the turnaround of investigations;

5. The secondary responsibilities of providing feedback on field investigations conducted by the chain of command performed by the Internal Affairs Section Commander, delays and detracts from that position's primary duties of supervising the Internal Affairs Section and reviewing complaint investigations with sustained allegations and recommending the appropriate penalty;
6. The increase in the number of pending Board of Rights hearings from two in 2008 and two in 2009 to sixteen in 2010, coupled with no permanent staffing assigned to that function, has led to a backlog of hearings;
7. The inadequate number of sworn and non-sworn staff permanently assigned to the Professional Standards Division has resulted in delays in assigning, investigating and completing investigations and challenges to the level of training and expertise because of the limited number of civilian investigators and the rotation of sworn Advocates.

Number of Complaints Received

The Complaint Tracking System (CTS) began partially operational on April 1, 2008, tracking complaints from one of the three Fire Department Divisions. Following this initial phase, CTS was used Department wide in December 2008. Although only used for part of the year to account for complaints from a third of the Fire Department, CTS received 538 complaints for 2008 resulting in 489 investigations being opened. In its first full year of operation, CTS received 1,230 complaints in 2009, resulting in 1,165 investigations being opened (including 340 investigations involving driver license issues).

Other aspects of the types of complaints received by the Fire Department have seen similar increases. Although the number of complaints from external sources rose from 315 in 2008 to 362 in 2009, the number of complaints by Department members grew from 223 in 2008 to 803 in 2009. The number of complaints made by anonymous complainants rose from 28 in 2008 to 72 in 2009. (Of the 72 anonymous complaints, 7 were sustained).

Centralized Complaint and Investigation Tracking System

Because of its confidential nature, access to the information within the Complaint Tracking System is monitored and controlled on a "need-to-access" and "right-to-access basis". The responsibility for the control of access to CTS rests with the Reporting Systems Moderator, a Management Analyst II reporting directly to the Professional Standards Division commander. Because of the confidential nature

of the complaint information, letters to complainants and subjects regarding the receipt of a complaint and its closure are generated by the Moderator. Additionally, the Moderator has become the “public face” of the complaint process and serves as the contact for complainants wishing to make a complaint over the telephone. The Moderator receives phone calls and emails from complainants, field investigators and subject members with questions on the status of their case, CTS and/or the complaint process. The Moderator also extracts and analyzes CTS data, identifies trends, draws conclusions based on the data and prepares written correspondence and an annual report to the Fire Chief. The Moderator also monitors, analyzes and forecasts the budget needs and prepares the budget requests for the Professional Standards Division.

The increase in the number of complaints, coupled with the expanded role of the Moderator as the public contact, trend analyst, and Division budget analyst and the mandatory furloughs, have severely taxed the Management Analyst II in that position and created a bottleneck in the processing and tracking of complaints.

Increased Caseload for Professional Standards Division Investigators/Advocates

When it was first established, the Professional Standards Division had two sections responsible for PSD investigations and prosecuting disciplinary hearings or Boards of Rights: The Internal Affairs Section and the Equal Employment Opportunity (EEO) Unit. The January 11, 2008 Personnel Department report recommended that by June 2010, the Internal Affairs Section would have six full time Advocates or investigators (3 Captain II and 3 Special Investigator II) and the EEO Unit would have three full time Advocates or investigators (1 Senior Personnel Analyst I and 2 Special Investigator II), for a total of nine (9) full-time Advocates or investigators.

As of September 2010, the Internal Affairs Section has four full-time Advocates or investigators (two (2) sworn Captain II and two (2) civilian Special Investigator II), supplemented by four (4) sworn “detailed” Captains, temporarily assigned on a full-time detail from their regular assignment. The EEO Unit currently has one (1) full-time civilian Special Investigator II and two (2) part-time civilian Senior Personnel Analyst I, supplemented by two (2) sworn “detailed” Captains. (The Senior Personnel Analyst I position was eliminated after the incumbent retired during ERIP). Thus, the assigned investigative staffing of the Professional Standards Division consists of five (5) full-time and two (2) part-time Advocates or investigators, supplemented by six (6) “detailed” sworn Captains. (See Attachment A – Professional Standards Division Organization Chart, September 2010)

Of the four hundred twenty-eight (428) open investigations as of September, 6, 2010, one-hundred thirty-nine (139) are assigned to the Professional Standards Division because of the nature of the allegation and/or the complexity of the

investigation. One hundred two (102) cases are assigned to a primary Advocate or investigator in the Internal Affairs Section. The remaining thirty-seven (37) cases are assigned to a primary Advocate or investigator in the EEO Section. Based on 137 open investigations and an investigative staff of eleven (11) full-time and detailed Advocates and investigators and two (2) part-time investigators, the average primary caseload of open investigations for a Professional Standards Division Advocate or investigator exceeds ten cases.

However, this number alone does not accurately depict the individual workload demands on the Advocates and investigators. The Controller, City Personnel and the Independent Assessor all recognized the limitations of an investigative staff comprised solely of sworn Fire personnel. Because of this limitation, the Stakeholders recommended that Professional Standards investigations be assigned to an investigative team comprised of a sworn and civilian investigator. As such, Professional Standards Division Advocates and investigators are assigned as the secondary investigator in a number of other cases, in addition to those for which they have primary responsibility. Because of the limited number of experienced civilian investigators and the constant rotation of sworn Advocates because of their two year Special Duty term, the investigative team approach has become an operational necessity to bring the optimum combination of training and experience on individual cases.

Currently, PSD is utilizing detailed Fire Captains to complete cases before the statute of limitations runs. It is hoped that through a combination of the additional trained and experienced Special Investigators, changing the investigative report format for cases where the investigation shows that the allegations cannot be sustained, using one investigator alone when possible, the time to complete PSD investigations will be reduced. It is possible that the reduction of investigative time created by the Special Investigators may allow some of the detailed Fire Captains conducting investigations to return to their assignments. However, that analysis will be possible only after the Special Investigators have been hired and their impact on the caseload and factors existing at the time of the analysis are considered.

Report Writing

Another task in the investigative process which taxes the time and efforts of existing Advocates and investigators and delays the completion of the investigation is the writing of the investigative report. Within that function is the labor intensive job of synthesizing the interviews of the complainant, witnesses and subject members. Where the evidence sustains the allegations and substantive discipline may be recommended, there can be no short cuts in the investigative report. However, the Professional Standards Division is exploring other alternatives, including a short form report when allegations will not be sustained and the outsourcing of interview transcriptions, to reduce both the time

devoted to report writing by the Advocate or investigator and overall time to complete investigations.

Ability to Review and Provide Feedback on Open Field Investigations

In addition to the one-hundred thirty-nine (139) open investigations assigned to the Professional Standards Division as of September 6, 2010, two-hundred and eighty-nine (289) open investigations are assigned to the member's chain of command as "field investigations". These complaints are non-criminal allegations of minor misconduct which do not require an in-depth investigation. Because most of the fire officers in the chain of command have received only eight (8) hours of investigative training (provided by the Professional Standards Division in 2008), the quality of the field investigations is inconsistent and often, substandard.

The Controller and Personnel Audits and the Stakeholders concluded that because of the perceived and actual biases of an accused member's supervisors, all oversight of the disciplinary process remain outside of the chain command. As such, the responsibility for assisting field investigators, reviewing their reports and ensuring the quality of their investigations rests with Professional Standards Division.

The ability of the existing Professional Standards Division to review and provide timely feedback to field investigations is limited at best. Because of the existing demands on the Advocates and investigators, requests for advice and the review of field investigations often falls on the Battalion Chief, Internal Affairs Section Commander. The primary functions of the Internal Affairs Section Commander is to supervise the open investigations assigned to the Internal Affairs Section and to recommend discipline when misconduct allegations are sustained based on the investigative report. Although the issues involved in field investigations are not complex, their sheer number and the inconsistent quality of the work product taxes the time of an already overwhelmed Internal Affairs Section Commander, limiting that position's ability to review and provide detailed feedback, direction and training to the field. These observations are consistent with the Independent Assessor's conclusion that field investigations were prone to being incomplete, untimely and lacking both detail and depth. Also, existing supervisor review and quality control processes were inadequate.

Adjudication and Penalty Recommendations for Sustained Complaints

As stated above, the Battalion Chief, Internal Affairs Section Commander is responsible for reviewing investigative reports where the evidence appears to sustain the allegations and to propose discipline. For each case where discipline will be imposed, the Internal Affairs Section Commander evaluates the evidence and authors a written finding of fact and disciplinary recommendation for the

Professional Standards Division Commander, using the appropriate disciplinary guidelines. It is based on this analysis and recommendation that charges are drafted, approved by the Fire Chief and served on the member.

As previously identified, the Internal Affairs Section Commander is also responsible for supervising the Internal Affairs Section and as the quality control point for field investigations. The multiple hats worn by the Internal Affairs Section Commander increasingly results in delays in the review and adjudication of completed investigations.

Prosecution of Disciplinary Hearings

Although responsibility for the presentation and prosecution of the Department's evidence at an evidentiary hearing (a "Board of Rights" for sworn personnel or a civil service hearing for civilian personnel) belongs to the Professional Standards Division, the staffing needs for this function were not discussed by the Controller, Personnel or the Stakeholders. Whether the Fire Chief directs a member to a Board of Rights because the proposed penalty exceeds a 30 day suspension or the member exercises his or her right to an evidentiary hearing, preparing for and prosecuting misconduct charges is a time-consuming process requiring skill and expertise in rules of evidence and hearing advocacy.

The increased number of complaints has resulted in an increase in sustained allegations and discipline imposed. Likewise, the number of Board of Rights, either directed by the Fire Chief or requested by the member, have increased dramatically from two in 2009 to sixteen in 2010. (Nine of the sixteen were requested by the member).

Because of the level of expertise and skill required to present evidentiary hearings and the backlog of hearings, the Fire Chief detailed an experienced Battalion Chief to the Professional Standards Division to manage the Board of Rights process. Supported by a detailed Fire Captain, the Board of Rights section presented three "directed" hearings this calendar year, all resulting in guilty verdicts and penalties of discharge. Two additional Boards of Rights are in progress.

Staffing Plan

The Professional Standards Division currently has the following regular authority positions:

<u>No.</u>	<u>Code</u>	<u>Class Title</u>
1	2166-BN	Assistant Chief (SD)
1	0604	Chief Special Investigator
1	2152-BN	Battalion Chief (SD)

	2	2142-2 SD	Fire Captain II (SD)
	3	0602-2	Special Investigator II
	1	9167-2	Senior Personnel Analyst II
	1	9184-2	Management Analyst II
	1	1116	Secretary
	1	1368	Senior Clerk Typist
	1	9207	Human Relations Advocate
Total:	13		

The Professional Standards Division currently has the following positions "detailed" at the direction of the Fire Chief:

<u>No.</u>	<u>Code</u>	<u>Class Title</u>
1	2152-BN	Battalion Chief
1	2142-2	Fire Captain II
7	2142-1	Fire Captain I
Total:	9	

In order to remedy the operational deficiencies identified in the analysis portion of this report through the use of civilian staffing, it is recommended that the following new positions be added to the Los Angeles Fire Department as Regular Authority positions:

Four (4) Special Investigator II – Internal Investigations Unit

- Conduct investigations into allegations of misconduct, including but not limited to gathering and collecting evidence, interviewing witnesses and preparing a written investigative report.
- Prepare for and present evidence and arguments on behalf of the Department in disciplinary cases before a Board of Rights or the Civil Service Commission.

Two (2) Special Investigator II – Equal Employment Opportunity Unit

- Conduct investigations into allegations of discrimination, retaliation, hazing or other EEO violations, including but not limited to gathering and collecting evidence, interviewing witnesses and preparing a written investigative report.

- Prepare for and present evidence and arguments on behalf of the Department in disciplinary cases before a Board of Rights or the Civil Service Commission.

One (1) Special Investigator II – Board of Rights Unit

- Under the direction of the Battalion Chief, Board of Rights Section, review and evaluate completed investigative reports for sufficiency in respects to a potential prosecution at a Board of Rights or the Civil Service Commission.
- Assist other Advocates or investigators assigned to Boards of Rights or Civil Service Commission hearings by the Battalion Chief, Board of Rights Section, in the management, strategizing, coordination and preparation phase of the advocacy process.
- Prepare for and present evidence and arguments on behalf of the Department in disciplinary cases before a Board of Rights or the Civil Service Commission.
- With the Chief Special Investigator, develop and deliver an ongoing training program for Advocates and investigators designated as prosecutors in Boards of Rights or Civil Service Commission hearings.

One (1) Special Investigator II – Field Investigation/Support Unit

- As the Professional Standards Division primary point of contact with the chain of command, liaison with officers and supervisors conducting field investigations to assist with investigative strategy and issues; review submitted field investigations for content, thoroughness and lack of bias; meet with field investigators where investigation requires further work.
- With the Field Investigation/Support Unit, develop curriculum and present training to uniformed and civilian employees on the complaint process, investigative techniques and CTS. Related duties include but are not limited to assisting with the writing of PSD and discipline related manuals, traveling to various Department worksites for training presentations, and assisting with the development and modification of training materials and formats.

Note: Reallocating the duties of liaison and review of field investigations to the Field Investigation/Support Unit will allow the Internal Affairs Section Commander to focus on his or her core duties.

One (1) Management Analyst II – Field Investigation/Support Unit

- In order to maintain the business hours presence of the Reporting Systems Moderator position, review, assign and monitor complaints entered into the Fire Department's (Department) Complaint Tracking System (CTS) in the absence of the Reporting Systems Moderator. Related duties include but are not limited to monitoring Department representatives' handling of complaints received and forwarded through the CTS, monitoring the forwarding of complaints to the proper Department representative in order to ensure the most timely and effective resolution, and notifying the Professional Standards Division (PSD) Commander of complaint resolution trends or the improper or lack of usage of the CTS.
- Collect, investigate and analyze data and prepare narrative and numerical reports on the effectiveness and usage of the CTS, the complaint and disciplinary process for review by the Fire Commission, Fire Chief, PSD Commander, Deputy Chiefs, Fire Administrator, and elected representatives. Related reports include but are not limited to complaint trends relative to specific worksites or individual employees, response levels and rates by specific work locations or individual employees, and workload indicators in support of staffing levels and budgetary requests.
- Design, develop and provide training for uniformed and civilian employees on the appropriate procedures on field level disciplinary investigation. Related duties include but are not limited to assisting with the developing and writing of field investigation manuals, traveling to various Department worksites for training presentations, and assisting with the development and modification of training materials and formats.
- Prepare and review Professional Standards Division budget requests, forecasts of future needs and maintain accounting and financial statistics and data for budget preparation, including but not limited to the training needs for Professional Standards Division staff to meet the continuing education/development needs of the investigative, advocacy and human relations functions.
- Prepare various documents, forms, correspondence and memorandums related to the activities of the PSD, including reports to the Fire Chief and the Board of Fire Commissioners, operating manuals, organization and work flow charts for the investigation, advocacy, and Board of Rights procedures within the Professional Standards Division and memos to Department offices.

The proposed organization chart of the Professional Standards Division with the requested civilian positions is attached as Attachment B. The Budget Request Package prepared by the Administrative Services Bureau is attached as Attachment C. The position descriptions for the Special Investigator II and Management Analyst II – Training/Support Unit are attached as Attachments D and E.

On September 7, 2010, a working group consisting of representatives of the Mayor's Office, City Administrative Officer, Chief Legislative Analyst, City Personnel, Public Safety Committee, Fire Commission Independent Assessor and the Fire Department met and discussed the proposed staffing plan. The discussion, feedback and input of the working group were considered and incorporated into this Board Report.

Conclusion:

The approval of the Professional Standards Division staffing plan to authorize, fund and hire eight (8) Special Investigator II and one (1) Management Analyst II will further the recommendations contained in the 2006 Controller and Personnel audits and will address concerns raised by the 2010 Independent Assessor's assessment of the Department's Disciplinary Process and Professional Standards Division.

The addition of the eight (8) Special Investigator II positions further the Department's goal to permanently assign civilian investigative staff with the necessary expertise, experience and training to conduct a wide range of investigation and enhance the quality of internal affairs and EEO investigations. The six (6) Special Investigator II positions within the Internal Investigations Unit and the EEO Unit will reduce the current caseload per investigator and enhance the timely completion of investigations. The Special Investigator II position within the Board of Rights section will enhance the Department's strategizing, planning and ability to present viable prosecutions at Boards of Rights and Civil Service hearings and expedite the hearing process to reduce the current backlog of pending hearings.

The Special Investigator II and Management Analyst II positions within the Field Investigation/Support Unit will provide support and feedback for officers in the chain of command who are investigating the less serious misconduct allegations at the field level, including a quality control function for submitted field investigations. Thus, the Special Investigator II and Management Analyst II within the Field Investigation/Support Unit will alleviate that burdensome task from the Battalion Chief, Internal Affairs Section, so that position's focus can remain on its primary duties of reviewing sustained cases and proposing discipline.

The addition of the Management Analyst II allows for the reallocation of many of the peripheral duties that have been absorbed by the current Reporting Systems Moderator and alleviate the delays in opening, tracking and closing the 1200+ complaint that will be received this year.

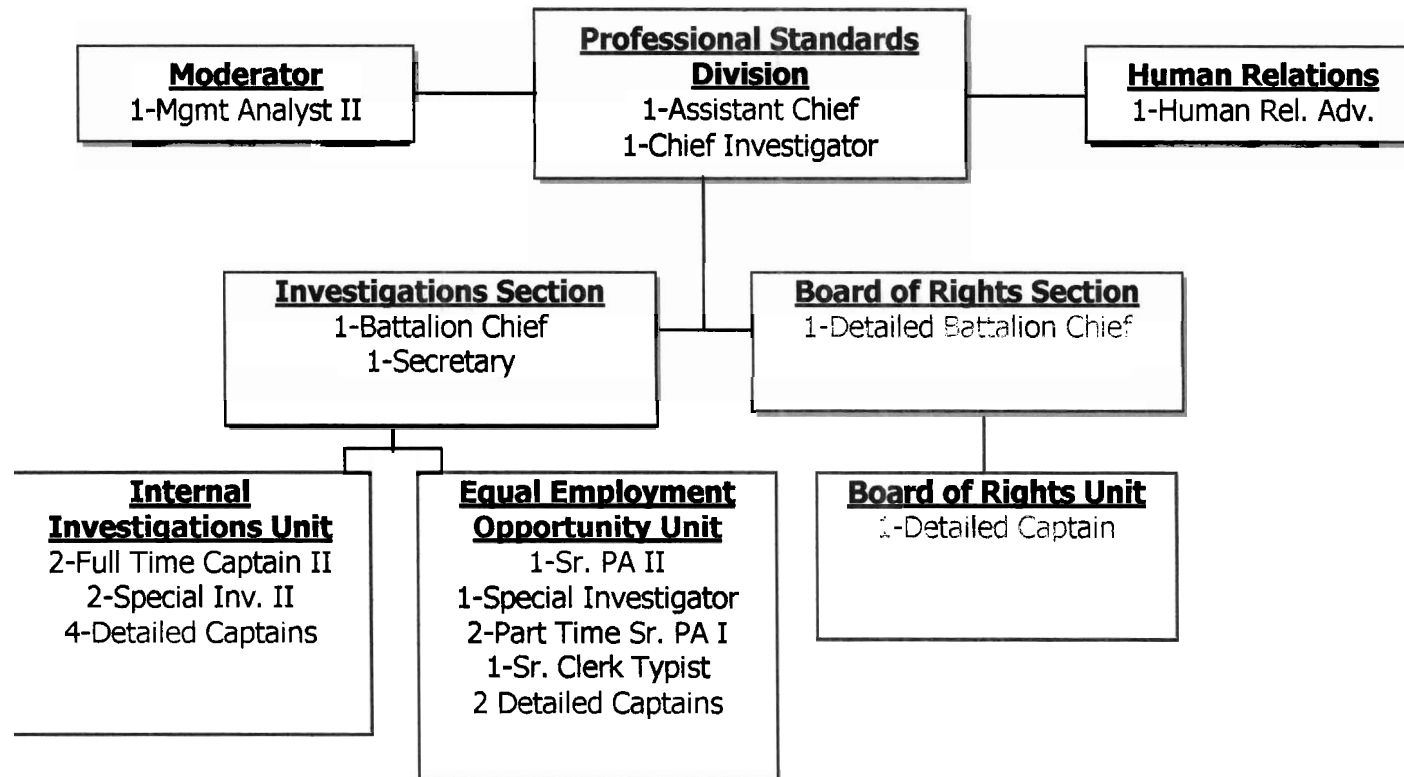
Board report prepared by Roxanne Bercik, Assistant Chief, Professional Standards Division and Paul Hayashida, Chief Special Investigator, Professional Standards Division.

Attachments

- Attachment A – Professional Standards Division Organization Chart, September 2010
- Attachment B – Proposed Professional Standards Division Organization Chart
- Attachment C – Budget Request Package for New Positions
- Attachment D – Position Description for Special Investigator II, Class Code 0602
- Attachment E – Position Description for Management Analyst II, Field Investigation/Support Unit, Professional Standards Division, Class Code 9184-2

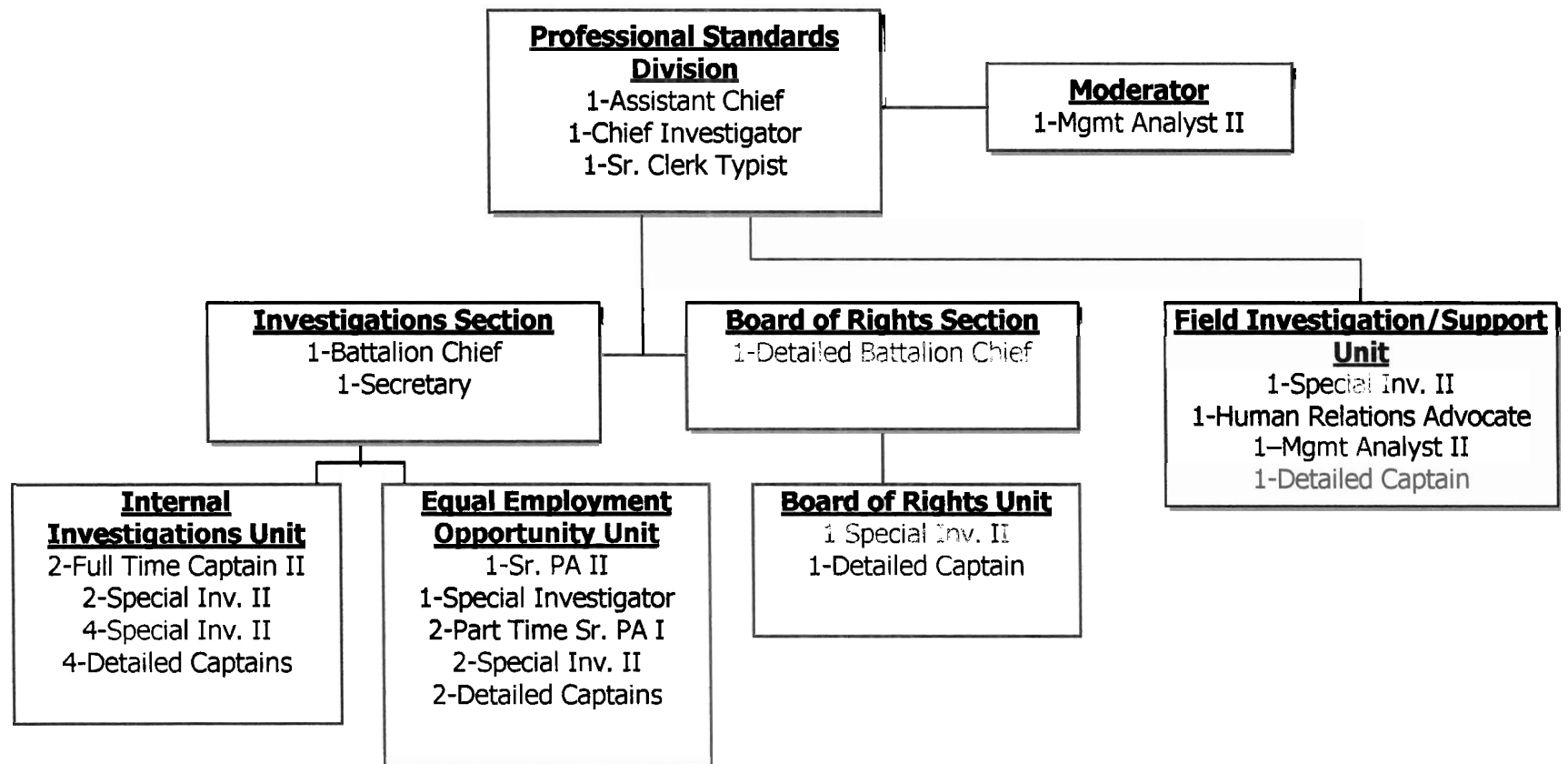
**Professional Standards Division
Organizational Chart
CURRENT AS OF SEPTEMBER 2010**

Attachment A



Proposed Professional Standards Division Organizational Chart

Attachment B



Total New Positions: (8) Special Investigator II
(1) Management Analyst II

NOTE = Per CLA 2010-10 Proposed Budget document regarding UB funding for LAFD, one Special Investigator for IA was included from total funding (see page 12 of document dated 5/11/2010)

BUDGET REQUEST: POSITION/SALARY DETAIL
FY 2010-2011

PACKAGE TITLE: PSD - Special Investigators

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1. CIVILIAN POSITIONS: *FY 2010-2011*

[illegible]

2. SWORN POSITIONS:

[illegible]

3. OTHER SALARY: (1050, 1070, 1090, 1092, 1093, 1098)

[illegible]



BUDGET REQUEST: EXPENSE/EQUIPMENT DETAIL
FY 2010-2011

PACKAGE TITLE: PSD - Special Investigators

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<u>Acct Title</u>	<u>Acct Detail</u>	<u>Type</u>	<u>Qty (Q)</u>	<u>Unit Cost (U)</u>	<u>Proposed (Q * U)</u>
6010 Office & Administrative	OFFICE SUPPLIES	A	9	300	2,700
	CHAIR, ROTARY ARM	A	9	185	1,665
	COMPUTER (GENERAL PURPOSE) S/W NOT INCLUDED	A	9	1,400	12,600
	SOFTWARE (COMPUTER OR LAPTOP)	A	17	400	6,800
	17" FLAT PANEL MONITOR	A	9	450	4,050
	Blackberry (New Special Investigators)	A	9	275	2,475
	Blackberry (PSD Staff currently working)	A	8	275	3,200
	LAPTOP (GENERAL PURPOSE) S/W NOT INCLUDED	A	9	2,000	18,000
Total: \$			79	5,285	51,490
6020 Operating Supplies	Blackberry Monthly Service (New Special Investigators)	A	9	80	720
	Blackberry Monthly Service (PSD Staff currently working)	A	9	80	720
	OPERATING EXPENSES	A	9	200	1,800
					0
					0
					0
					0
Total: \$			27	360	3,240
9350 ITA	TELEPHONE INSTALLATION & SERVICE CHARGE	A	22	1,800	39,600
	(assumes move to new office)				0
					0
					0
					0
					0
					0
					0
Total: \$			22	1,800	39,600
3040 Contractual Services	Copier 12 months (large)	A	12	500	6,000
	(assumes move to new office)				0
					0
					0
					0
					0
					0
					0
Total: \$			12	500	6,000

BUDGET REQUEST: EXPENSE/EQUIPMENT DETAIL
FY 2011-2012

PACKAGE TITLE: PSD - Special Investigators

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[illegible]

POSITION DESCRIPTION Attachment D**DO NOT USE THIS SPACE****City of Los Angeles**

1. Name of Employee: 8 Positions Total		2. Employee's Present Class Title/Code: Special Investigator II/0602 (8 positions)		3. Present Salary or Wage Rate:	
4. Reason for Preparing Description:				Date Prepared	
<input checked="" type="checkbox"/> New Position <input type="checkbox"/> Routine Report of Duties <input type="checkbox"/> Change in Existing Position <input type="checkbox"/> Review for Proper Allocation				09/09/10	
5. Location of office or place of work: City Hall East - Room 1880			6.		
			Name of Department Fire		
			Division Professional Standards Section Internal Affairs/EEO		
7. Name and title of the person from whom you ordinarily receive instructions and who supervises or reviews your work:					
Name _____ Title Battalion Chief					
8. Describe in detail the duties and work of this position, describing each duty in a separate paragraph. Begin with the duties that normally take most of your time and then describe the duties that are infrequent. Be certain to tell what is done, how it is done and what materials or equipment are used. Using percentages, show the distribution of the total working time. Also, if the duties and responsibilities of the position have changed, indicate how and when the changes occurred.					
PERCENT OF TIME		DUTIES			
65%		As a member of an investigative team, works in conjunction with the Advocates, in conducting investigations into allegations of misconduct as received from Department members, the public and other agencies, where Department uniformed and civilian employees have allegedly violated Departmental or City rules, regulations, policies or procedures, including potential Equal Employment Opportunity (EEO) violations. Coordinates the investigative process, including but not limited to gathering and collecting evidence, interviewing witnesses and assembling the subsequent written reports reviewed and used by the Commander of Internal Affairs in proposing the appropriate discipline.			
20%		<p>Works with the uniformed Advocates in the preparation of evidence and arguments on behalf of the Department in disciplinary cases pending before a Board of Rights for uniformed employees in accordance with Charter Section 1060. Related duties include but are not limited to providing assistance in the Board of Rights selection process, and identifying and securing the appropriate witnesses and testimony in support of the Department's case.</p> <p>Works in conjunction with uniformed Advocates in representing the Department in Civil Service Commission appeal hearings for Department civilian employees who have received discipline, and in workers' compensation appeals and arbitrations.</p>			
15%		Attends meetings and trainings on topics relative to work environment issues and the investigative activities of the Internal Affairs Section and the EEO Unit, including but not limited to proper and effective investigative techniques, employee rights, arbitration, discrimination, workplace violence prevention, threat assessment and management, and risk management.			
9. How long have the duties been substantially as described above? New positions					
10. List any machinery or equipment operated and any unusual or hazardous working conditions. Personal computers, printers, fax machines, telephones, tape recording equipment, and Fire Department sedans.					
11. Percent of time spent supervising (training and evaluating employees, assigning and reviewing work). None					
12. Indicate the number of employees supervised by class titles. Not Applicable					
13. I certify that the above statements are my own and to the best of my knowledge are accurate and complete.					
Signature <u>SE</u>		Date <u>9/30/2010</u>		Phone No. <u>(213) 473-7717</u>	

ITEMS TO BE FILLED IN BY THE IMMEDIATE SUPERVISOR

14. Indicate in what respects if any the duties and responsibilities on the other side are not sufficiently or accurately described.

Not applicable

15. SUPERVISION RECEIVED. Describe the nature, frequency, or closeness of supervision received by the employee, including the way that the employee's work is assigned and reviewed.

Status of investigations are reported on a weekly basis and directly to the Internal Affairs Commander; completed investigation reports are reviewed for accuracy and thoroughness by the Internal Affairs Commander.

16. REQUIREMENTS. Indicate the minimum requirements to perform the duties of this position:

(a) Education (include specific matter).

Graduation from a recognized college or university.

(b) Experience (type and length; list appropriate city classes, if any).

Two years of full time paid experience conducting investigations in the areas of employee discipline, discrimination, fraud, waste, abuse, law, or other related fields.

17. PHYSICAL REQUIREMENTS. Check below all physical capabilities needed to do this job.

☒ Strength to: 15 Lift 15 Push 15 Pull

Average weight _____ Heaviest weight _____

☒ Climbing (stairs, ladders, poles)

How far *

☒ Face severe work conditions

Outdoors * on/near water _____

Other/explain *Dependent on investigation locale

SPECIAL NEED FOR:

☒ Vision, to read fine print/numbers

☒ Hearing, for telephone/alarms

☐ Balance, for working heights

Other/explain

EXTENSIVE USE OF:

☒ Legs, for walking/standing

☒ Hands and fingers

☒ Back, for strenuous labor

Other/explain

Position requires the ability to sit and use a personal computer for extended periods

Hours per week

5

*20

*

(a) List any alternative methods or devices that can be used to aid in meeting the physical requirements checked above.

Methods and devices dependent on the candidate's work restrictions, proposed reasonable accommodation and availability and adaptability of devices and methods at the time of the job offer.

18. RESPONSIBILITIES

(a) Policy and Methods: Describe the responsibility for the interpretation and enforcement of policy and methods; indicate the extent of participation in development, if any, and approval by higher authority required.

May assist in recommending modifications to the investigative process and report formats. May assist in recommending and drafting policies relative to the investigative activities of the Internal Affairs Section and the EEO Unit.

(b) Materials and Products: Describe the responsibility and opportunity for bringing about economies and/or preventing losses through effective handling, processing or storing of materials or products, or through planning or engineering in connection with same.

Responsible for the efficient use of office supplies and equipment.

(c) Machinery and equipment: Describe the responsibility for the operation, use, repair or care of machinery, equipment, or facilities, or for planning or engineering in connection with the same; indicate the size and kind of such machinery and equipment; describe the opportunity for preventing losses or achieving economies.

Responsible for the safe operation of all office equipment and Department sedan used throughout the completion of the investigative and report writing duties.

(d) Money: Describe the responsibility for and access to cash, stamps or other negotiables, or the responsibility for authorizing the expenditure of funds; indicate the average value of negotiables handed each month, or the amounts which are authorized to be expended each month.

Is position bonded? No; amount of bond \$ _____

Not Applicable

(e) Personal Contacts: Describe the purpose and frequency of personal contact with others, both within and outside the organization; indicate the types of contacts, purpose thereof, and the importance of persons contacted.

Constant in-person and telephonic contact with uniformed and civilian Department employees, union representatives, the public, representatives from other City Departments and the City Attorney, and law enforcement agencies.

(f) Records and Reports: Describe the records and reports, including the kind and value of records in descriptive terms, and the action employee takes in respect thereto

Assists with the preparation of forms, records and reports related the investigative activities of the Internal Affairs Section and the EEO Unit.

Signature of the immediate supervisor

[Signature]

Date

9/30/10

Class Title Assistant Chief - Commander, Professional Standards Division

Phone No.

(213) 473-7714

Signature of department head

Date

POSITION DESCRIPTION Attachment E**City of Los Angeles****DO NOT USE THIS SPACE**

1. Name of Employee: Vacant		2. Employee's Present Class Title/Code: Management Analyst II/9184-2		3. Present Salary or Wage Rate:	
4. Reason for Preparing Description:		<input checked="" type="checkbox"/> New Position <input type="checkbox"/> Change in Existing Position		<input type="checkbox"/> Routine Report of Duties <input type="checkbox"/> Review for Proper Allocation	
5. Location of office or place of work: City Hall East - Room 1880		6. Name of Department <u>Fire</u> Division <u>Professional Standards (PSD)</u> Section <u>Not Applicable</u>			
7. Name and title of the person from whom you ordinarily receive instructions and who supervises or reviews your work: Name <u>Roxanne Bercik</u> Title <u>Fire Assistant Chief - PSD Commander</u>					

8. Describe in detail the duties and work of this position, describing each duty in a separate paragraph. Begin with the duties that normally take most of your time and then describe the duties that are infrequent. Be certain to tell what is done, how it is done and what materials or equipment are used. Using percentages, show the distribution of the total working time. Also, if the duties and responsibilities of the position have changed, indicate how and when the changes occurred.

PERCENT OF TIME	DUTIES
35%	Review and monitor the progress of complaints entered into the Fire Department's (Department) Complaint Tracking System (CTS) in the absence of the Reporting Systems Moderator position. Related duties include but are not limited to monitoring Department representatives' handling of complaints received and forwarded through the CTS, monitoring the forwarding of complaints to the proper Department representative in order to ensure the most timely and effective resolution, and notifying the Professional Standards Division (PSD) Commander of complaint resolution trends or the improper or lack of usage of the CTS.
25%	Collect, investigate and analyze data and prepare narrative and numerical reports on the effectiveness and usage of the CTS, the complaint and disciplinary process for review by the Fire Commission, Fire Chief, PSD Commander, Deputy Chiefs, Fire Administrator, and elected representatives. Related reports include but are not limited to complaint trends relative to specific worksites or individual employees, response levels and rates by specific work locations or individual employees, and workload indicators in support of staffing levels and budgetary requests.
15%	Design, develop and provide training for uniformed and civilian employees on the appropriate procedures on field level disciplinary investigation. Related duties include but are not limited to assisting with the developing and writing of field investigation manuals, traveling to various Department worksites for training presentations, and assisting with the development and modification of training materials and formats.
15%	Prepare and review Professional Standards Division budget requests, forecasts of future needs and maintain accounting and financial statistics and data for budget preparation, including but not limited to the training needs for Professional Standards Division staff to meet the continuing education/development needs of the investigative, advocacy and human relations functions.
10%	Prepare various documents, forms, correspondence and memorandums related to the activities of the PSD, including reports to the Fire Chief and the Board of Fire Commissioners, operating manuals, organization and work flow charts for the investigation, advocacy, and Board of Rights procedures within the Professional Standards Division and memorandums to Department offices.

9. How long have the duties been substantially as described above? <u>Reallocation of duties from existing Management Analyst II (Moderator)</u>	
10. List any machinery or equipment operated and any unusual or hazardous working conditions. <u>Personal computers, printers, fax machines, telephones and Fire Department sedan</u>	
11. Percent of time spent supervising (training and evaluating employees, assigning and reviewing work). <u>None</u>	
12. Indicate the number of employees supervised by class titles. <u>None</u>	

13. I certify that the above statements are my own and to the best of my knowledge are accurate and complete.

Signature [Signature] Date 9/30/2010 Phone No. (213) 473-7717

ITEMS TO BE FILLED IN BY THE IMMEDIATE SUPERVISOR

14. Indicate in what respects if any the duties and responsibilities on the other side are not sufficiently or accurately described.

Not applicable

15. SUPERVISION RECEIVED. Describe the nature, frequency, or closeness of supervision received by the employee, including the way that the employee's work is assigned and reviewed.

On a daily basis, reports directly to the Captain, Training/Support Unit, PSD for work assignments and instructions. Work product may be reviewed for thoroughness and accuracy by the Commander, Battalion Chief and the Captain, Field Investigation and Support Unit.

16. REQUIREMENTS. Indicate the minimum requirements to perform the duties of this position:

(a) Education (include specific matter).

In accordance with the examination bulletin for this classification

(b) Experience (type and length; list appropriate city classes, if any).

Extensive report writing and computer skills highly desirable.

17. PHYSICAL REQUIREMENTS. Check below all physical capabilities needed to do this job.

☒ Strength to: 15 Lift 15 Push 15 Pull

Average weight _____ Heaviest weight _____

☒ Climbing (stairs, ladders, poles)

How far *

☐ Face severe work conditions

Outdoors _____ on/near water _____

Other/explain *Dependent on training location

SPECIAL NEED FOR:

☒ Vision, to read fine print/numbers

☒ Hearing, for telephone/alarms

☐ Balance, for working heights

Other/explain

EXTENSIVE USE OF:

☒ Legs, for walking/standing

☒ Hands and fingers

☐ Back, for strenuous labor

Other/explain

*Totals will fluctuate based on the Department's training needs and the computer workload

Hours per week

*10

*25

(a) List any alternative methods or devices that can be used to aid in meeting the physical requirements checked above.

Methods and devices dependent on the candidate's work restriction, proposed reasonable accommodation, and availability and adaptability of methods and devices at the time of job offer.

18. RESPONSIBILITIES

(a) Policy and Methods: Describe the responsibility for the interpretation and enforcement of policy and methods; indicate the extent of participation in development, if any, and approval by higher authority required.

May assist in the interpretation of policies and instructions relative to recording, reviewing and responding to complaints and the investigation of field level complaint as mandated by the policies and working rules of the CTS, and the direction of the PSD Commander.

(b) Materials and Products: Describe the responsibility and opportunity for bringing about economies and/or preventing losses through effective handling, processing or storing of materials or products, or through planning or engineering in connection with same.

Responsible for the efficient use of office supplies and equipment.

(c) Machinery and equipment: Describe the responsibility for the operation, use, repair or care of machinery, equipment, or facilities, or for planning or engineering in connection with the same; indicate the size and kind of such machinery and equipment; describe the opportunity for preventing losses or achieving economies.

Responsible for the safe operation of all office equipment and Department sedan used throughout the completion of the essential duties of the position, including training presentations

(d) Money: Describe the responsibility for and access to cash, stamps or other negotiables, or the responsibility for authorizing the expenditure of funds; indicate the average value of negotiables handed each month, or the amounts which are authorized to be expended each month.

Is position bonded? No ; amount of bond \$

Not Applicable

(e) Personal Contacts: Describe the purpose and frequency of personal contact with others, both within and outside the organization; indicate the types of contacts, purpose thereof, and the importance of persons contacted.

Constant in-person and telephonic contact with uniformed and civilian Department employees, union representatives, the public, representatives from City Departments, the City Attorney and elected officials, relative to CTS, field investigations and budget issues.

(f) Records and Reports: Describe the records and reports, including the kind and value of records in descriptive terms, and the action employee takes in respect thereto

Generates statistical, narrative and numerical reports on the disciplinary process, field investigations and related activities at pre-established intervals as directed by the PSD Commander, for review by various Department offices, the Fire Commission and elected representatives.

Signature of the immediate supervisor

Date

09/06/10

Class Title Assistant Chief - Commander, Professional Standards Division

Phone No.

(213) 978-2107

Signature of department head

Date