

# LOS ANGELES FIRE DEPARTMENT

MILLAGE PEAKS  
FIRE CHIEF

January 3, 2011

BOARD OF FIRE COMMISSIONERS  
FILE NO. 10-162

TO: Board of Fire Commissioners  
FROM: Millage Peaks, Fire Chief *u.s.p.*  
SUBJECT: REPORT BACK ON HR VALUE CONTRACT

FOR YOUR INFORMATION	<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 Withdrawn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

## **Summary:**

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 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. The Department used the HR Value services to conduct a needs assessment and assist the staff in the development of task-based objectives.

On January 19, 2010 the Department submitted a request to continue Dr. Lynch's involvement in development of the following task based objectives:

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

The goal of this process 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.

On October 19, 2010 Dr. Lynch provided the Board of Fire Commissioners a verbal report on the HR Value work product characterized as the "triage plan" and the "blue print" plan. The Commission then made a request for written material and a comprehensive overview.

**Fiscal Impact:**

This contract provides the option for the Fire Department to continue utilizing HR Value services in FY 2010 – 2011 at a cost of \$99,000.

**Conclusion:**

A succession planning process is forward-looking, considering not just the organization's present needs, but its future direction and related needs as well. The urgency for doing this is highlighted by two stark facts: (1) between 20% and 50% of sworn members in various classifications will be retiring in the next five years, and (2) the current civilian vacancy rate, which includes critical functions and skills, is between 20% and 40%.

HR Value's participation will support comprehensive action and expedited implementation of an on-going, long-term process to systematically develop talent throughout the organization so that there is a readily available, qualified pool of candidates to fill critical positions as they become vacant.

Report prepared by Planning Section.

**Attachments:**

- Blue Print for Succession Planning Process
- Triage Plan "Process for Prioritizing Services provided by the LAFD"

## **BLUEPRINT FOR SUCCESSION PLANNING PROCESS**

An integrated succession planning process includes the following components:

- A strategy-based, clearly articulated “big picture” that guides the effort.
- Strong commitment by, and active involvement of, the Fire Chief and senior leaders.
- Identification of critical functions, jobs, and skills across the organization.
- Specific competencies for each job level.
- Talent database to identify staff knowledge, skills, abilities, and competencies.
- Effective performance management system throughout the organization.
- Identification of future competencies.
- Individual professional development plans for all Department members.
- Clear career paths identified for all job levels.
- Ability to assess staff on potential for success in demonstrating competencies required for higher level jobs.
- Organizational culture that is ready for, and supports, change.
- Continuous engagement in leadership development.
- Accurate measurement system to assess the process as well as individual progress.

## Process for Prioritizing Services Provided by the LAFD

By: Pat Lynch, Ph.D., President

1. Use the Department's mission as the criterion for all decisions – i.e., to save lives and protect property.
2. List all the services that the Bureau currently provides, and to whom they are provided. Break each service down as much as possible – i.e., list the various Personnel functions, IT functions, financial reporting and budgeting functions, etc. separately.
3. Categorize the services using the *Department's* mission as the criterion:
  - A. **Critical services** are those which, if not provided, prevent the Department from fulfilling its mission.  
Example: Payroll is critical because people will not work without pay.
  - B. **Very important services** are those which, if not provided, have a significant negative impact on the Department's ability to fulfill its mission.  
Example: Compliance-related services are very important because while the Department can achieve its primary mission of saving lives and protecting property, it is not fulfilling its statutory or regulatory obligations.
  - C. **Important services** are those which, if not provided, allow the Department to achieve its mission but at a diminished level of performance.  
Example: Many support services are important because they enable other staff members to focus attention on the work that only they can do.
4. Decide what your allocation of resources will be among the three categories above. Here are some sample allocations:  
Critical services = 100%, very important and important services = 0%  
Critical services = 75%, very important services = 20%, important services = 5%
5. Describe each service from a risk perspective under each of the following conditions (i.e., reduced outputs):
  - A. How, exactly, the service supports the Department's mission.
  - B. What the impact would be on the Department's ability to save lives and protect property if the service were *NOT* provided.

C. What the impact would be on the Department's ability to save lives and protect property if the service were *delayed*.

D. What the impact would be on the Department's ability to save lives and protect property if the service were *partially provided*.

E. What the impact would be on the Department's ability to save lives and protect property if the *standards* for providing the services were *reduced*.

6. For each service, consider the feasibility of the following options (i.e., increased inputs), including the costs and time required to implement them:

A. Increase the efficiency with which the service is provided.

B. Outsource the service.

7. Develop your list of service priorities. Compare the results to the Department's mission. Are they consistent with it?

Here is a decision-making tool that helps set priorities among conflicting interests:

	Gravity	Urgency	Trend	Probability
Service 1				
Service 2				
Service 3				

Use objective data, not arbitrary numbers or categories.

**Gravity:** What is the seriousness or impact of this service on the Department?

**Urgency:** What is the need for immediate action (i.e., can the service be delayed)?

**Trend:** Is the need for the service stable, growing, or decreasing?

**Probability:** What is the likelihood that the impact described will happen or continue?

Pat Lynch, Ph.D., is President of Business Alignment Strategies, Inc., a consulting firm that helps clients optimize business results by aligning people, programs, and processes with organizational goals.