

LOS ANGELES FIRE DEPARTMENT



MILLAGE PEAKS
FIRE CHIEF

January 20, 2011

BOARD OF FIRE COMMISSIONERS
FILE NO. 11-006

TO: Board of Fire Commissioners
FROM: Millage Peaks, Fire Chief *mlp*
SUBJECT: REPORT BACK ON HR VALUE CONTRACT

FOR 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 Withdrawn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

Recommendation

It is respectfully recommended that the Board:

1. Authorize the Department to expend funds of up to \$99,000 in FY 2010-2011 for the second year of the HR Values Contract.
2. Instruct the Commission Executive Assistant to Receive and File this report.

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:

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

The goal 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.

On January 18, 2011 Dr. Lynch provided a detailed report back on the Succession Plan, including the "triage plan and the "blue print plan."

Fiscal Impact:

This contract obligates the Fire Department to expend funds for the services in an amount up to \$ 99,000 in FY 2010 - 2011.

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.

Board Report Prepared by the Planning Section.

Attachment:

- Next Steps

Next Steps

In order to set the Department up for a successful implementation of a succession planning process, I recommend that it use a phased-in approach. As the missing critical success factors are being addressed, the Department can begin to build on the existing foundational elements, such as the special duty assignments and the proposed mentoring program to enhance readiness for change. In the interim, the upcoming vacancies will be addressed through implementation of a replacement plan. Below are representative examples of actions to be taken in three time periods: immediate, intermediate, and long term.

Immediate Steps

- Conduct a risk analysis to identify the places in the Department where the chances of losing people are the highest.
- Focus replacement planning efforts on critical functions, jobs, and skills across the organization.

Identify alternatives to filling positions and staffing functions where possible.

- Identify 3-4 possible replacements for each position that will be vacated during the next 3-5 years.
- Make it a priority to place targeted candidates for promotion into appropriate Special Duty positions as soon as possible.
- Offer a program as an alternative, or complementary to, special duty assignments: establish separate, shorter, more focused program of job rotation through bureaus to understand their respective functions, challenges, and opportunities.
- Identify other resources currently available for professional development.
- Capture the institutional knowledge of members well before they leave the organization.

Intermediate Steps

- Establish strategies for rolling out the program. Begin with the Fire Chief job level and work down the hierarchy.
- Develop a systematic rotation system for Special Duty assignments that supports professional development goals and is consistent with the Department's needs.
- Develop a competency model for each job level across the organization.

Next Steps

- Ensure the performance management system accurately and effectively tracks performance in a timely manner, providing constructive feedback for development purposes.
- Develop and implement an organizational strategy that includes a clear “picture” of the Department of the future. Tie the succession planning process to this strategy.
- Establish and maintain an accurate talent database.
- Fulfill “meet and confer” requirements.
- Work with the City Personnel department to get their assistance.

Long-term Steps

- Create individual development plans for every Department member.
- Formalize career path information for every level of job in the organization.

Ensure all position descriptions are current.

Develop effective assessments of individuals’ potential for filling future positions.

- Hold managers accountable for providing accurate and timely assessments.
- Develop effective methods for assessing readiness on an individual basis.
- Develop talent pools for each job level.
- Transition from a culture that operates from a silo-based mentality to one that operates as a single Department.
- Provide opportunities for systematic, structured training and development opportunities to prepare individuals for promotion.
- Agree on standards for “high potentials.”
- Create a culture that has no tolerance for poor leaders.
- Integrate national standards into Department professional development opportunities, performance management systems, and requirements for promotion.