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September 19, 2023

The Honorable Public Safety Committee  
City of Los Angeles  
200 N. Spring Street  
Los Angeles, CA 90012  
Attn: City Clerk

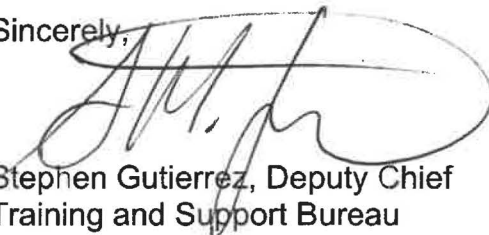
COUNCIL FILE NO. 21-0980

Honorable Members:

In response to the City Council's action on June 30, 2022, regarding Council File 21-0980, the Los Angeles City Fire Department (LAFD) appreciates the opportunity to submit the enclosed report regarding the Los Angeles City Fire Department's implementation progress of the recommendations from the Deloitte Organizational and Training Assessment Study. The report is hereby transmitted to the Public Safety Committee for consideration and approval.

Should you need additional information, please contact Deputy Chief Stephen Gutierrez, Training and Support Bureau (213) 978-3551.

Sincerely,



Stephen Gutierrez, Deputy Chief  
Training and Support Bureau

Attachments

## DISCUSSION

In collaboration with Labor and Management, an organizational assessment of the LAFD through Deloitte Consulting LLP (Deloitte) was completed in 2021. The assessment result was a report which presented a roadmap for the LAFD to follow. Deloitte identified and recommended four improvement categories that align with the mission, vision, values, and strategic plan for the LAFD. The four categories are:

- Leadership Development: Expand mentorship and increase leadership development opportunities to invest in members.
- Career Management: Improve career management guidance and establish succession planning.
- Systemic Equity & Inclusion: Create a more inclusive culture to collaborate and communicate.
- Operational Processes & Systems: Centralize Human Resource operations to manage processes.

As outlined in the Deloitte recommendations, the Department has created a new Equity Division which will centralize all human resource operations and provide an organizational structure to facilitate a formalized workplace mentorship platform, ensure trained members are available for work environment mediation, facilitate department-wide work environment training, and promote fair and equitable treatment of all members to drive meaningful, lasting change for promoting well-being across the Department.

The identified initiatives each have a detailed strategy, that includes an overall Objective, Desired Outcomes, Capabilities Required, Dependencies, and High-Level Activities, as well as a suggested roadmap timeline for implementation

The Equity Division strives to:

- Ensure equity in all areas of the LAFD to improve member and organization engagement.
- Provide effective leadership competencies, which include inclusion programs to train and educate the workforce.
- Provide a fair and impartial third-party neutral process with the purpose of mediating disputes in the workplace to prevent escalation.
- Mentor and engage with *all* members on probation so that they are provided the best opportunity for success.
- Provide a diverse and inclusive work culture that promotes fairness and equal participation in all areas.
- Gather statistics for the Department to use in reports, i.e., Board of Fire Commission Reports.

## Overview

The Equity Division is divided into the Workforce Effectiveness Section and the Ombuds Section.

**The Workforce Effectiveness Section** will work closely with the In-Service Training Section to provide mentorship and training to all ranks by developing task books, classes, and other training. The Section will serve ALL RANKS and include:

- Leadership/Mentorship Training Officer
- Diversity, Equity, and Inclusion Officer
- Recruitment and Retention Officer
- Probationary Engagement Officers for ALL RANKS (formerly QAU).

**The Ombuds Section** will work closely with Risk Management and the Professional Standards Division and provide mediation to ensure appropriate policies are followed. The Ombuds Section will include the following:

- Lead Mediation/Investigative Officer(s)
- Investigative Officer
- Senior Administrative Clerk
- Personnel Analyst(s)

The Department is committed to an organizational culture that embraces diversity, equity, and Inclusion, known as DEI.

- **Diversity** not only defines individuals based on demographic characteristics, but also the diversity of thought, education, and perspectives, which values how people differ.
- **Equity** provides individuals with just and fair opportunities to attain their full potential.
- **Inclusion** is a state of being valued, respected, and supported. Inclusion results in everyone feeling a sense of belonging in the organization.

Diversity, Equity, and Inclusion are embedded in embracing differences, ensuring equity in systems, rules, policies, and decisions, and making every environment in our Department inclusive of every member of the Department. The Rules and Regulations and the Manual of Operation, among other documents, support the definition of DEI and embed its concepts. The Equity Division will facilitate specific actions guided by the most recent organizational assessment. It will encompass a culture of Inclusion where diversity is celebrated, equity is the norm, and the action of Inclusion is commitment.

## CONCLUSION

The LAFD is committed to creating a sustainable workforce where all employees have equitable access to career opportunities and an inclusionary sense of security while at

work. This vision begins with creating a workplace culture of belonging within our organization which values diverse backgrounds, experiences, beliefs, behaviors, and perspectives.