



# **Deloitte.** **LAFD: Org & Training Assessment**

Implementation Roadmap  
January 14, 2022





# Contents

<b>1</b>	Executive Summary	.....	<i>Page 3</i>
<b>2</b>	Roadmap Approach Overview	.....	<i>Page 4</i>
<b>3</b>	Recommendations Summary	.....	<i>Page 5</i>
<b>4</b>	Prioritization Matrix	.....	<i>Page 6</i>
<b>5</b>	Initiative Mapping	.....	<i>Page 7</i>
<b>6</b>	High-Level Timeline	.....	<i>Page 8</i>
<b>7</b>	Recommendations Deep Dive	.....	<i>Page 9</i>
<b>8</b>	Appendix	.....	<i>Page 29</i>



# Executive Summary

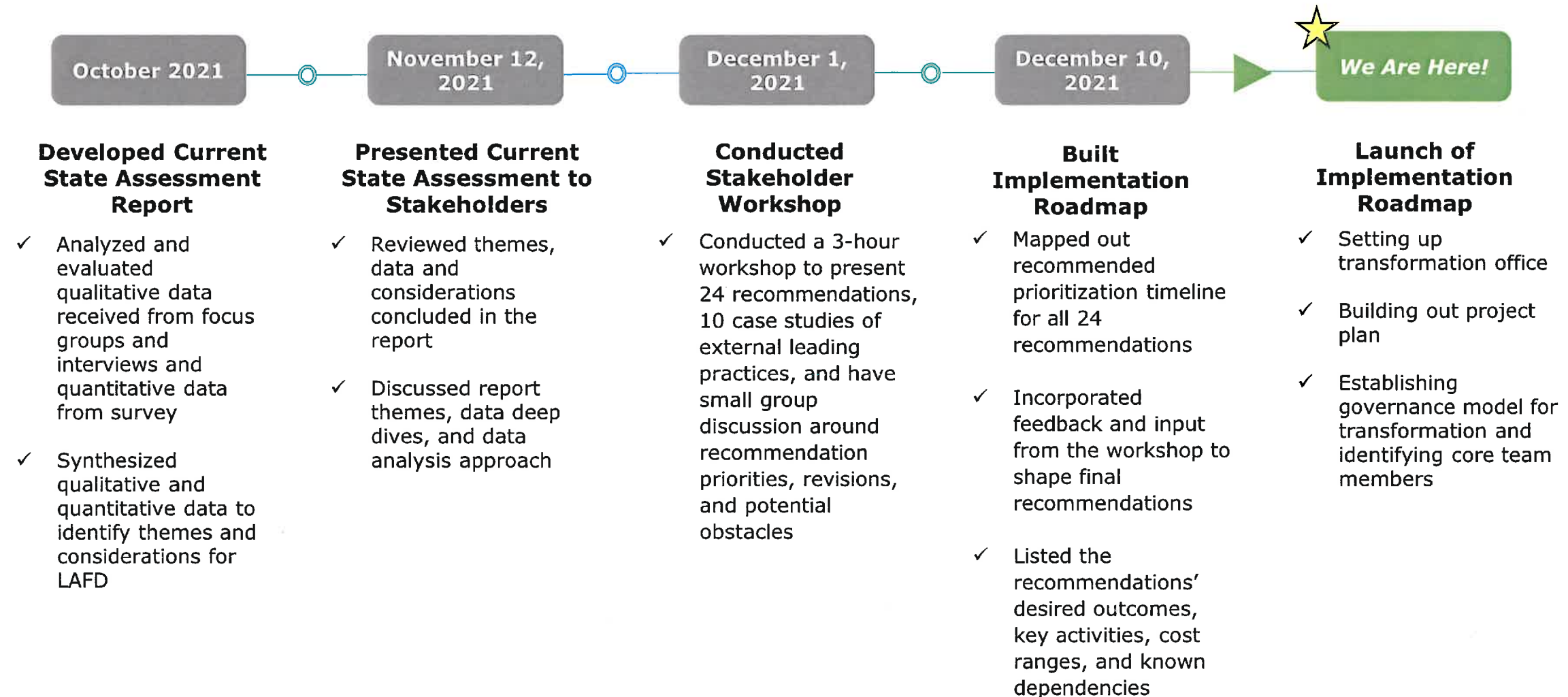
The implementation roadmap for LAFD includes the following information.

- 1 |** An outlined approach to creating the implementation roadmap
- 2 |** A summary of 24 recommendations grouped into four applicable initiatives. The initiatives, along with their specific recommendations, include context for how LAFD can begin to recognize organizational areas of opportunity, strengths, and how to start operationalizing improvements
- 3 |** The prioritization matrix taken directly from the interactive workshop conducted with LAFD stakeholders
- 4 |** A high-level map of recommendations and individual initiatives mapped out in greater detail across a 24-month period
- 5 |** A breakdown of each recommendations' estimated investment, desired outcomes, capabilities required, dependencies and high-level activities associated with each
- 6 |** An appendix consisting of 10 case studies related to the four initiatives. These case studies took the place of a benchmark analysis among other fire departments as other, more applicable leading practices were gleaned from other external industries and organizations

# Approach to Roadmap Overview



Below is a timeline of the implementation roadmap building process which occurred from November through December 2021.







# Recommendations Summary



## Leadership Development

- 1. Revise leadership competency model:** Revisit competency model for leadership to emphasize soft skills such as inclusive behavior, how to manage conflict, and how to foster positive team dynamics
- 2. Civilian Leadership Development programs:** Through partnering with city of LA, design leadership development programs for civilian population
- 3. Expand 1:1 mentorship and job shadow opportunities:** Institute post-probationary mentorship program for leader-to-leader development and member-to-member development
- 4. Launch cohort-based continuous learning model:** Design a cohort-based continuous learning post academy and probationary period
- 5. Design and launch program for emerging leaders:** Leverage external leadership programs / content to launch new curriculum for emerging leaders that is targeted at building leadership capabilities in earlier career
- 6. Diversify delivery methods that offer asynchronous learning opportunities:** Evaluate delivery of curriculum with a goal to enhance learning by utilizing various methods (e.g., webinars, classroom, interactive online courses)
- 7. Establish new guidelines around leadership development:** Create protocols around utilization of Leadership Academy and making it a mandatory step for promotions
- 8. Launch communication plan for Leadership Development Programs:** Create and execute communication plan for promotion of leadership academy to LAFD sworn members



## Talent Management

- 1. Define a clear process for performance management utilizing 360-degree feedback:** Design a new performance management process that is data driven, consistent in measurement, and meaningfully differentiates performance between employees at LAFD
- 2. Improve career management and mobility:** Create career paths and learning modules for various roles and levels that contain objective and measurable knowledge, skills, and abilities with clear differentiating behaviors at each level
- 3. Evaluate administrative rotational programs:** Assess current process around sworn members rotational programs to drive more cohesion and efficiency across sworn and civilian population
- 4. Create high-potential program:** Design a structured program to identify and develop employees who have potential for being future leaders of LAFD
- 5. Establish succession planning:** Proactively manage talent pipeline for critical roles through establishing a succession plan that creates, modifies, and calibrates talent for critical roles and assigns readiness of each successor



## Systemic Equity & Inclusion

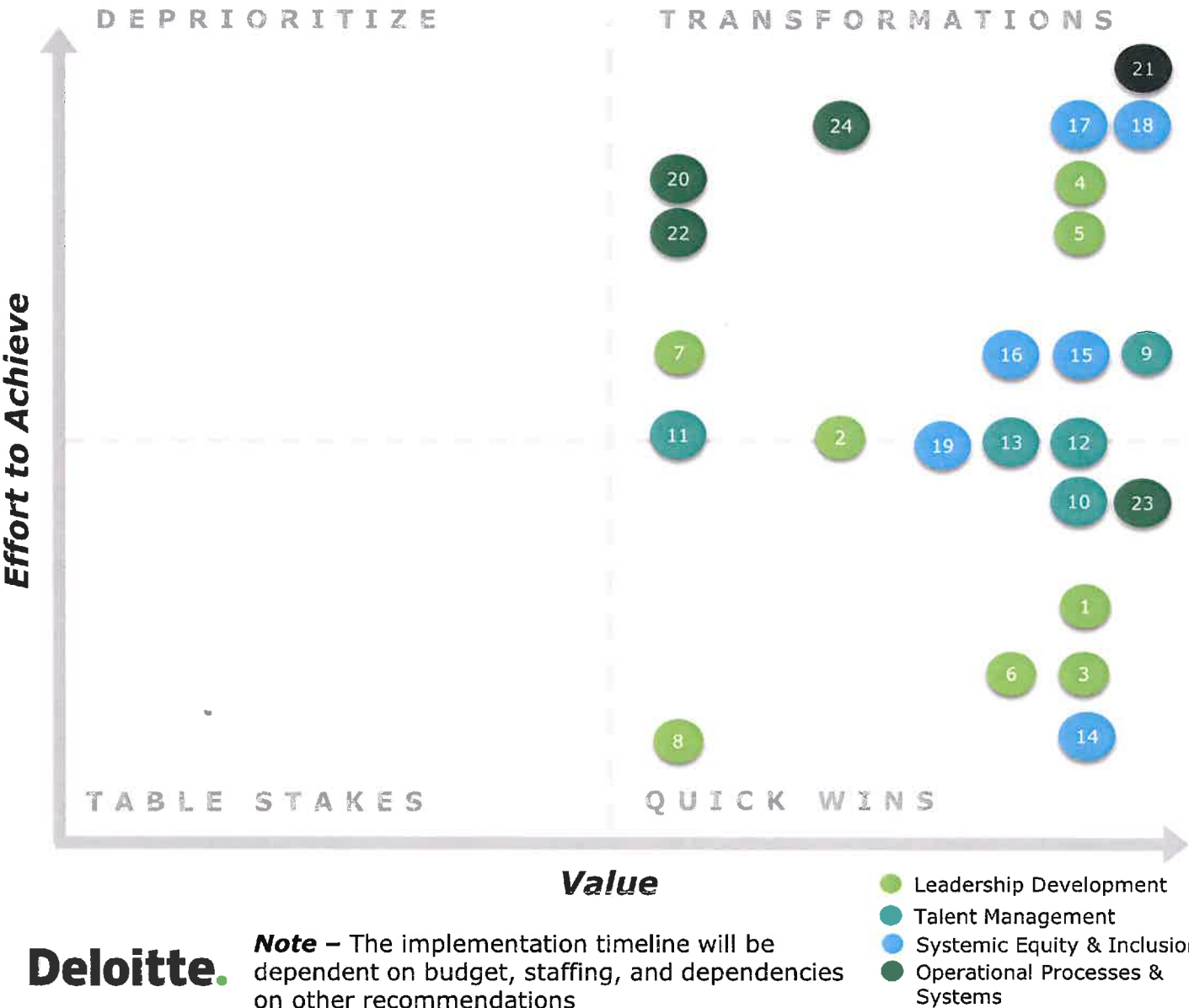
- 1. Nominate DEI change champions:** Identify a senior leader at the appropriate level of the organization to start the journey of pursuing equity
- 2. Define and establish a DEI vision:** Work with leadership in defining the vision, mission, and values for equity and belonging at LAFD and socialize with stakeholders
- 3. Bring in different voices:** Build mechanisms in the organization to bring vital voices to the table that drive strategic decisions towards equity, inclusion, and belonging across LAFD (example: DEI Committee)
- 4. Assess current state maturity of DEI:** Gather qualitative and quantitative data to identify gaps, levers, and potential points of bias in the organization that influence LAFD's ability to achieve equity
- 5. Define desired state of DEI maturity:** Design and facilitate a workshop with key stakeholders to discuss current state assessment, identify the desired level of maturity for DEI across the organization DEI pillars, and share leading practices to develop specific solutions and recommendations on how to bridge the gap
- 6. Prioritize measurable short-term and long-term initiatives to achieve desired state of equity and inclusion:** Identify top strategies to support recommendations (example: Inclusive Leadership Training) that will tactically strengthen DEI at LAFD and create a more inclusive culture



## Operational Processes & Systems

- 1. Evaluate Operating Model:** Define capabilities and determine target market maturity of each; clarify service delivery model and accountabilities of each to increase efficiency in operating model and how work is done at LAFD to improve talent experience
- 2. Centralize HR operations and establish a bureau to manage identified activities:** Centralize talent-related functions and programs to create standards and consistency within the organization
- 3. Reassess accountabilities and decision rights:** Simplify and strengthen approval layers for core administrative processes to reduce bottlenecks and enable decision rights at the right level of the organization
- 4. Establish engagement and communication platforms and metrics:** Create strategic communication and engagement methods, and establish a platform for analysis to improve employee morale, engagement, and consistently evaluate impact of trainings
- 5. Improve workforce planning platform and processes:** Establish a system for workforce planning to address immediate staffing issues, and proactively plan for future staffing needs to avoid burn out for employees

# Prioritization Matrix



- 1 Revise Leadership Competency Model
- 2 Civilian Leadership Development Programs
- 3 Expand 1:1 Mentorship and Job Shadow Opportunities
- 4 Launch Cohort-Based Continuous Learning Model
- 5 Design and Launch Program for Emerging Leaders
- 6 Diversify Delivery Methods that Offer Asynchronous Learning Opportunities
- 7 Establish New Guidelines Around Leadership Development
- 8 Launch Communication Plan for Leadership Development Programs
- 9 Define a Clear Process for Performance Management Utilizing 360-Degree Feedback
- 10 Improve Career Management and Mobility
- 11 Evaluate Administrative Rotational Programs
- 12 Create High-Potential Program
- 13 Establish Succession Planning
- 14 Nominate DEI Champion(s) and Change Agents for Support
- 15 Define and Establish DEI Vision
- 16 Bring in Different Voices
- 17 Assess Current State Maturity of DEI
- 18 Define Desired State of Maturity of DEI
- 19 Prioritize Measurable Short-Term and Long-Term Initiatives for Equity & Inclusion
- 20 Evaluate Operating Model
- 21 Centralize HR Operations and Establish a Bureau to Manage Identified Activities
- 22 Reassess Accountabilities and Decision Rights
- 23 Establish Engagement and Communication Platform and Metrics
- 24 Improve Workforce Planning Platform and Processes

# Mapping Recommendations to Initiatives



In order to simplify messaging, address dependencies and focus efforts we recommend grouping 24 recommendations into the following timeline and approach.

## Leadership Development

## Talent Management

## Systemic Equity & Inclusion

## Organization Processes & Systems

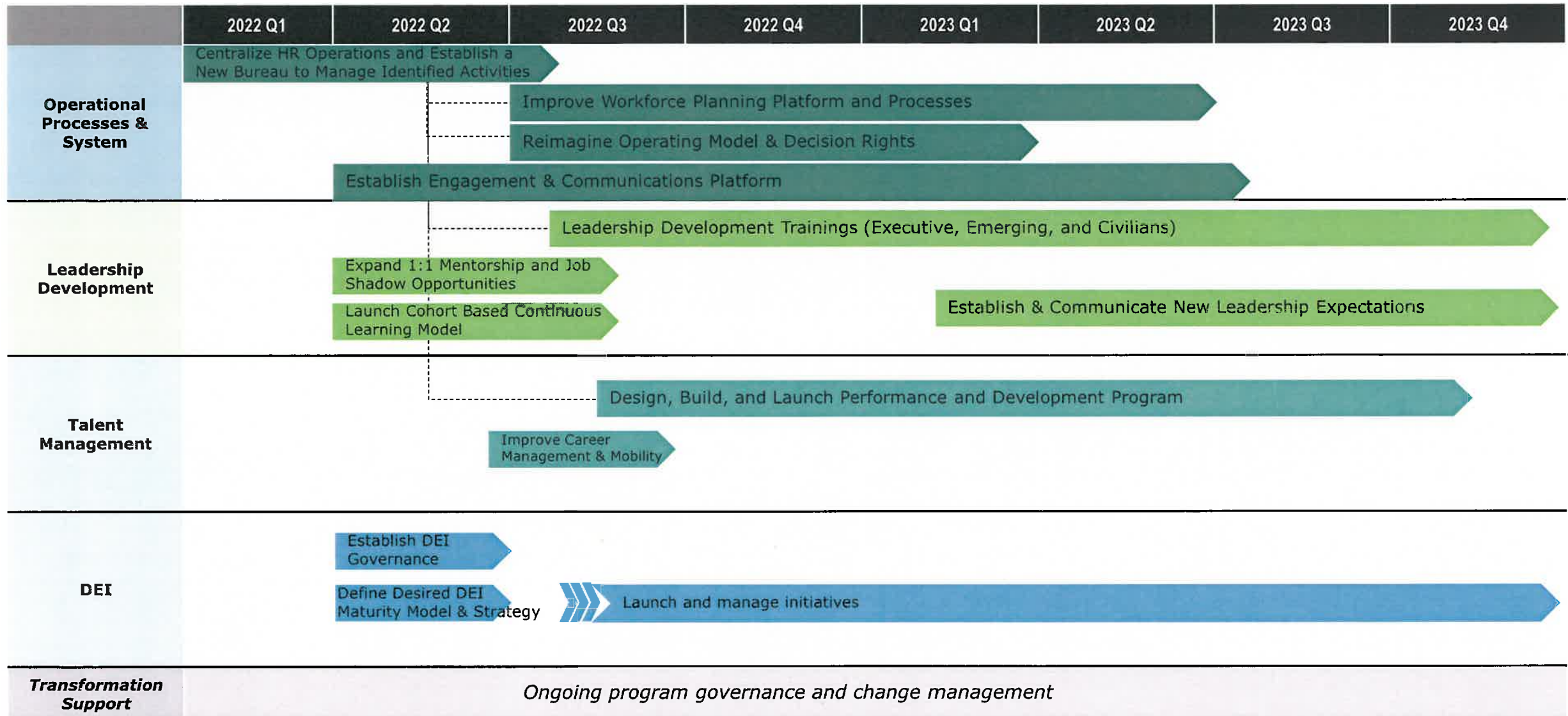
Initiatives	<b>1. Leadership Development Trainings</b> <ul style="list-style-type: none"> <li>Design and Launch Program for Emerging Leaders</li> <li>Civilian Leadership Development Programs</li> <li>Revise Leadership Competency Model</li> </ul> <b>2. Expand 1:1 Mentorship and Job Shadow Opportunities</b> <b>3. Launch Cohort Based Continuous Learning Model</b> <b>4. Establish &amp; Communicate New Leadership Expectations</b> <ul style="list-style-type: none"> <li>Diversify Delivery Methods that Offer Asynchronous Learning Opportunities</li> <li>Establish New Guidelines</li> <li>Launch Communication Plan</li> </ul>	<b>1. Design, Build, and Launch Performance and Development Program</b> <ul style="list-style-type: none"> <li>Define a Clear Process for Performance Management Utilizing 360-Degree Feedback</li> <li>Define High Potential Program</li> <li>Launch Succession Planning Program</li> </ul> <b>2. Improve Career Management &amp; Mobility</b> <ul style="list-style-type: none"> <li>Evaluate Administrative Rotational Programs</li> </ul>	<b>1. Establish DEI Governance</b> <ul style="list-style-type: none"> <li>Nominate DEI Champion(s) and Change Agents for Support</li> <li>Bring in Different Voices</li> <li>Define and Establish a DEI Vision</li> </ul> <b>2. Define DEI Strategy and Objectives</b> <ul style="list-style-type: none"> <li>Prioritize Measurable Short- and Long-Term Initiatives to Achieve Desired State of Equity &amp; Inclusion</li> <li>Assess Current State Maturity of DEI</li> <li>Define Desired State Maturity of DEI</li> </ul>	<b>1. Centralize HR Operations and Establish a New Bureau to Manage Identified Activities</b> <b>2. Improve Workforce Planning Platform and Processes</b> <b>3. Reimagine Operating Model &amp; Decision Rights</b> <ul style="list-style-type: none"> <li>Evaluate Operation Model</li> <li>Reassess Accountabilities and Decision Rights</li> </ul> <b>1. Establish Engagement and Communications Platform</b>
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# Initiative Timeline



In order to simplify messaging, address dependencies and focus efforts we recommend grouping 24 recommendations into the following timeline\* and approach.



**\*Note** that this is a 24-month timeline to address some of the more transformational initiatives

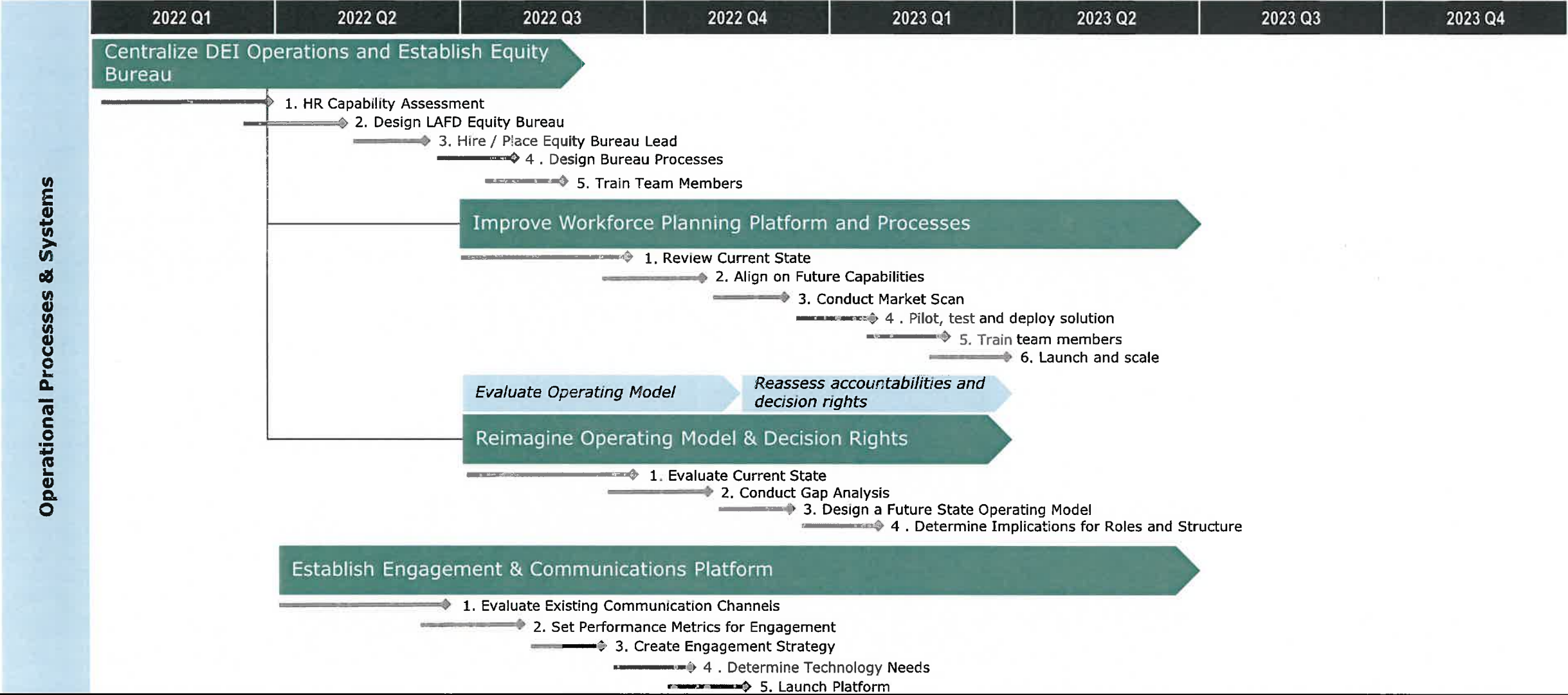


# **Operational Processes & Systems**



# Operational Processes & Systems

The following initiatives have dependencies on each other, which will be important to coordinate and manage throughout the year

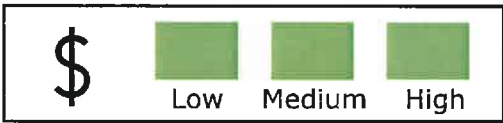




# Operational Processes & Systems

## Centralize DEI Operations & Establish Equity Bureau

### ESTIMATED INVESTMENT



### DESIRED OUTCOMES

- Equity Bureau roles and requirements aligned to LAFD strategy
- More efficient decision-making process around promotion of equity



### CAPABILITIES REQUIRED

- Organization Design
- Workforce Transition
- Human Resources
- DEI



### DEPENDENCIES

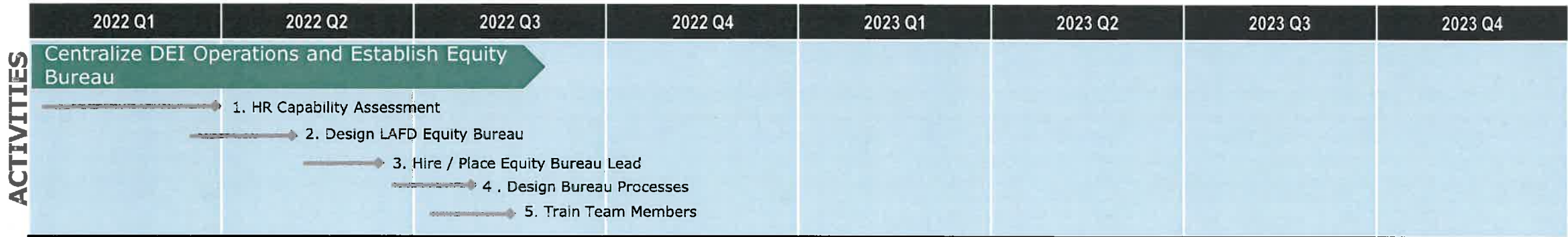
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### HIGH-LEVEL ACTIVITIES

- 1. HR capability assessment:** Determine what HR services and capabilities can be shared with the city of LA, and which ones will be unique to LAFD within the Equity Bureau
- 2. Design LAFD Equity Bureau:** Analyze future state desired capabilities and draft leadership structure and organization design for new bureau
- 3. Hire / Place Head of Equity Bureau:** Draft job description for head of bureau and assess current talent pool to determine whether this role will be fulfilled by current employees or external hire
- 4. Design bureau processes:** Establish and socialize future state bureau processes that leverage city of LA's policies
- 5. Train team members:** Enable LAFD organization to leverage new bureau function through communication and training plan and execution

### ROADMAP



# Operational Processes & Systems

## Improve Workforce Planning Platform and Processes

ESTIMATED INVESTMENT



### DESIRED OUTCOMES

- Increase flexibility for fire house staffing
- Improve retention and burnout



### CAPABILITIES REQUIRED

- Organization Design
- Human Resources
- Information Technology



### DEPENDENCIES

- Centralizing of HR functions and operations



### HIGH-LEVEL ACTIVITIES

- 1. Review current state:** Understand current state of tools and technologies currently used for workforce planning, deployment, and staffing throughout LAFD
- 2. Align on future capabilities:** Establish capabilities needed from a platform perspective for future of workforce planning and staffing
- 3. Conduct market scan & select platform:** Analyze various options and evaluate pros and cons of different platforms and techniques used for workforce planning
- 4. Pilot, test, and deploy solution:** Consider potential roadblocks, needed adjustments and improvements prior to future full-scale implementation
- 5. Train team members:** Enable LAFD organization to leverage new tools and processes through training plan and execution
- 6. Launch and scale:** Deploy and scale new platforms and processes using ongoing support model



Low

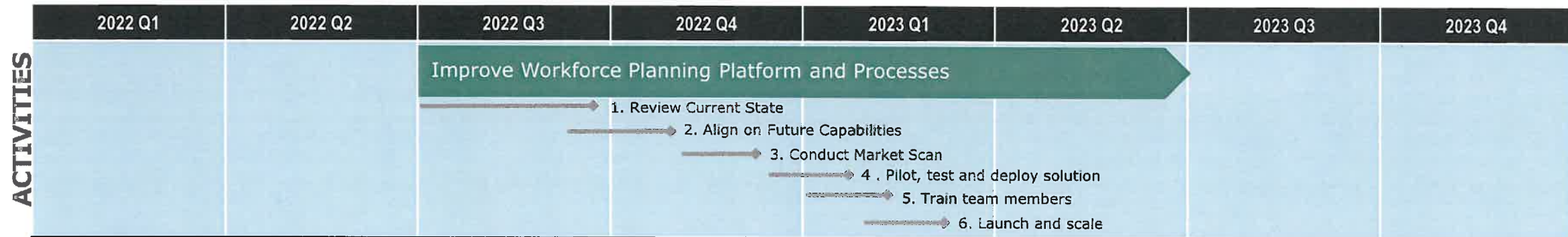


Medium



High

### ROADMAP





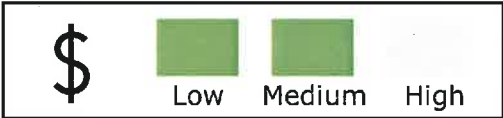


# Operational Processes & Systems

## Reimagine Operating Model & Decision Rights

Evaluate Operating Model and Reassess Accountabilities and Decision Rights\*

### ESTIMATED INVESTMENT



### DESIRED OUTCOMES

- Increase autonomy across organization levels
- Simplify interactions
- Better alignment of technology to roles



### CAPABILITIES REQUIRED

- Organization Design
- Human Resources



### DEPENDENCIES

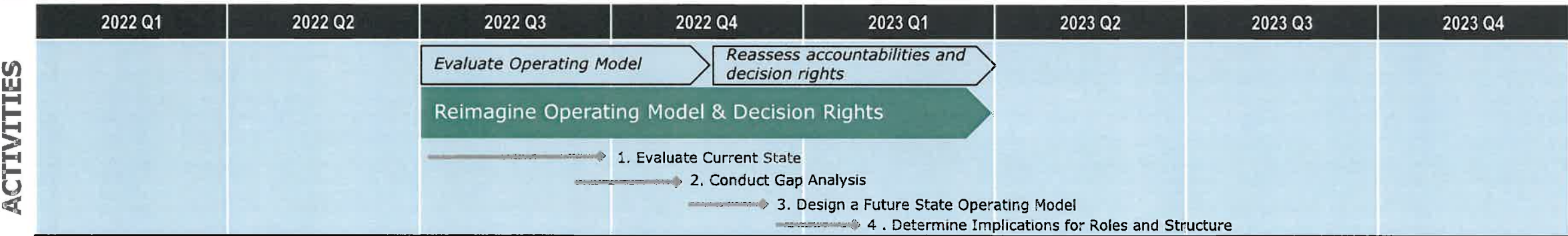
- Centralizing of HR functions and operations



### HIGH-LEVEL ACTIVITIES

- 1. Evaluate current state & desired future state capabilities:** Determine how work is currently done at LAFD and how it should be done in target state
- 2. Conduct gap analysis:** Identify capabilities needed within the organization to achieve target state based on market research
- 3. Design future state operating model:** Determine how LAFD capabilities will be grouped together in the future to achieve more agility and flexibility
- 4. Determine implications for roles and organizational structure:** Draft future state organization options, determining interaction model and decision rights

### ROADMAP



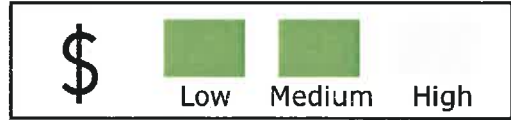
\* Definitions of recommendations bucketed under this initiative can be found on page 3



# Operational Processes & Systems

## Establish Engagement & Communications Platform

### ESTIMATED INVESTMENT



### DESIRED OUTCOMES

- Increase levels of transparency across the organization
- Increase levels of employee engagement



### CAPABILITIES REQUIRED

- Information Technology
- Change Management



### DEPENDENCIES

- N/A



### HIGH-LEVEL ACTIVITIES

- 1. Evaluate existing communication channels:** Understand current state of engagement platforms and communication channels across LAFD
- 2. Set performance metrics for engagement:** Determine KPIS for success and evaluate desired level of engagement with workforce
- 3. Create engagement strategy:** Using agile approach to test different channels and formats, establish the engagement methods
- 4. Determine technology needs:** Identify enabling platforms to support successful use cases
- 5. Launch platform:** Rollout new platform across the department with applicable enabling technologies

### ROADMAP

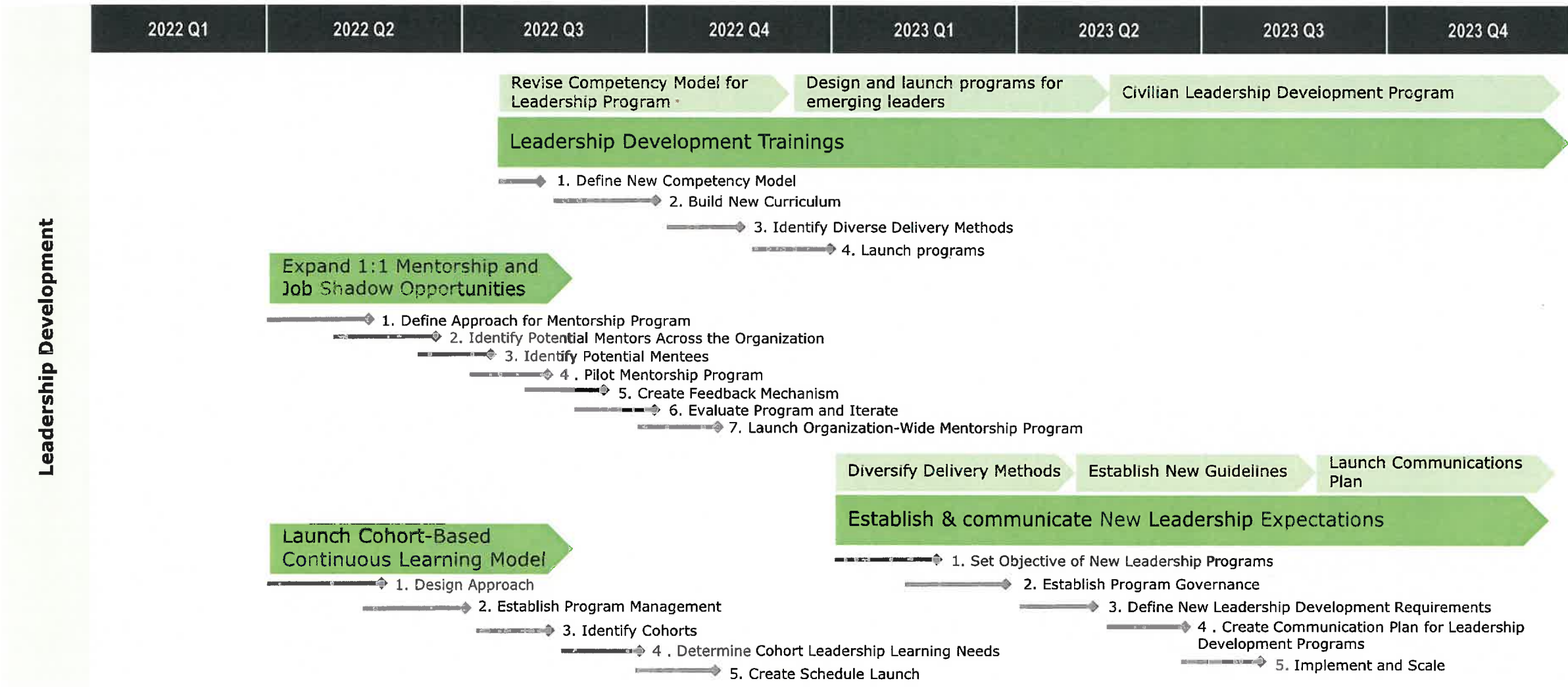


# **Leadership Development**

# Leadership Development



The following initiatives have dependencies on each other, which will be important to coordinate and manage throughout the year





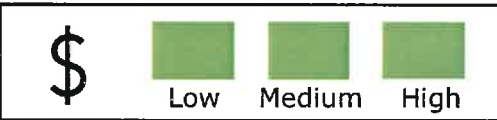
# Leadership Development

## Develop Leadership Development Trainings

Executive Leadership Program, Emerging Leadership Program, and Civilian Leadership Program\*



### ESTIMATED INVESTMENT



### DESIRED OUTCOMES

- Decrease in path to promotion to captain level
- Increase in leadership satisfaction / trust in leaders



### CAPABILITIES REQUIRED

- Leadership Development
- Training



### DEPENDENCIES

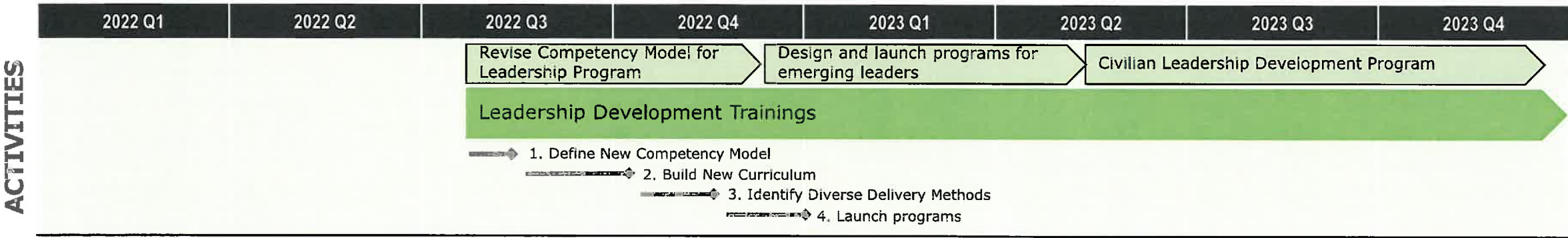
- Centralizing of HR functions and operations



### HIGH-LEVEL ACTIVITIES

- 1. Define new competency model**– Review best practices in leadership development to understand gaps in desired knowledge, skills, and abilities of leaders at LAFD and create a holistic competency model for various levels (*executive, emerging, and civilians*)
- 2. Build new curriculum:** Based on new competency model and existing materials, identify the courses that need to be revised, and newly designed and built for each level of leadership development
- 3. Identify diverse delivery methods:** Explore a variety of delivery methods other than traditional classroom settings such as webinars, self-paced trainings, and on the job, development options
- 4. Launch programs:** Create change management plan around new competency model and define approach to embed into existing leadership academy

### ROADMAP

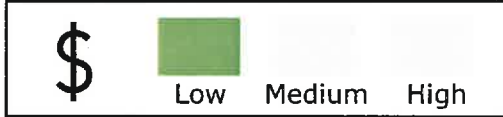


\* Definitions of recommendations included under this initiative can be found on page 3

# Leadership Development

## Expand 1:1 Mentorship & Job Shadowing

### ESTIMATED INVESTMENT



### DESIRED OUTCOMES

- Increase in leadership trust in leaders
- Increase in feelings of support around career development



### CAPABILITIES REQUIRED

- Program Management



### DEPENDENCIES

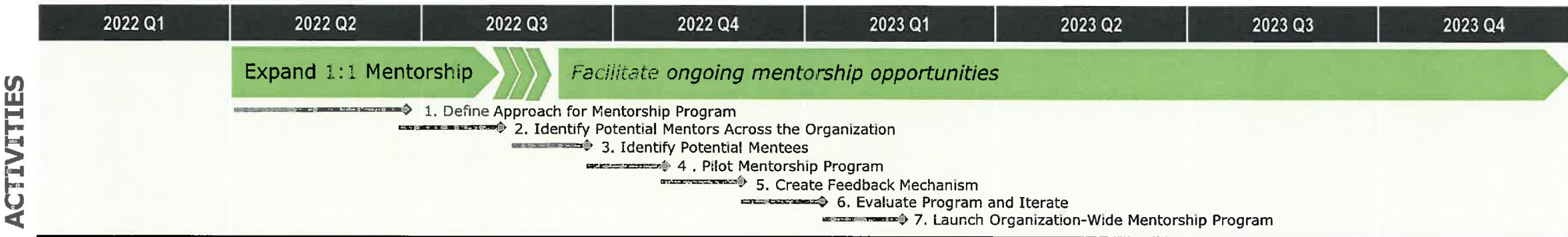
- N/A



### HIGH-LEVEL ACTIVITIES

- 1. Define approach for mentorship program:** Identify cadence, requirements, guidelines, materials, and approach to mentorship program
- 2. Identify potential mentors across the organization:** Collaborate with leadership in defining a list of selection criteria
- 3. Identify potential mentees:** Create a mixed approach of nominations and self-selection for individuals interested in having a mentor across LAFD and compile a list
- 4. Pilot mentorship program:** Select and match a small group of mentors and mentees to participate in piloting of program
- 5. Create feedback mechanism:** Create a mentorship program evaluation survey where both mentors and mentees can provide feedback on process
- 6. Evaluate program and iterate:** Based on feedback from pilot group, adjust approach and establish long-term guidelines and cadence
- 7. Launch organization-wide mentorship program:** Establish set standards and procedures for long term facilitation of mentorship program

### ROADMAP



# Leadership Development

## Continuous Cohort Learning Model



### ESTIMATED INVESTMENT



Low Medium High



### DESIRED OUTCOMES

- Faster promotion times across organization
- More career development opportunities and sentiments of support
- Organic comradery



### CAPABILITIES REQUIRED

- Program Management
- Change Management & Communications
- Leadership Development



### DEPENDENCIES

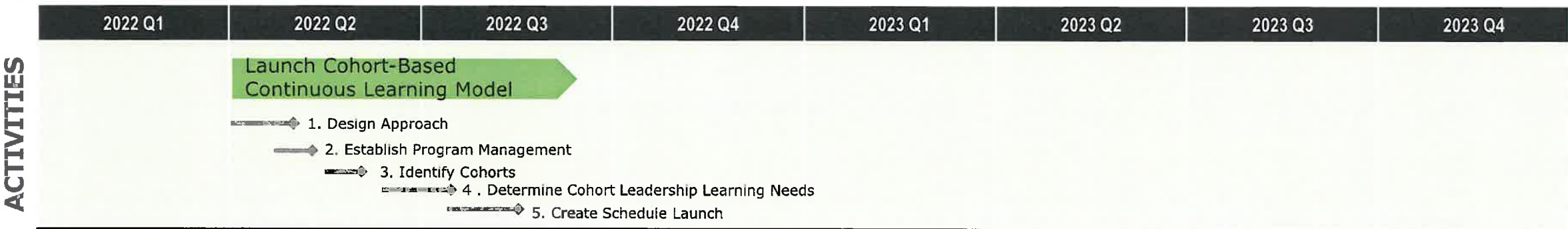
- Centralizing of HR functions



### HIGH-LEVEL ACTIVITIES

- 1. Design approach:** Define vision and strategy for cohort-learning model
- 2. Establish program management:** Identify team to manage cohort learning, and build supporting materials
- 3. Identify cohorts:** Establish various cohorts based on similar milestones (graduating class, promotion targets, etc.)
- 4. Determine cohort leadership learning needs:** Based on identified cohorts, determine the necessary trainings, experiences, and qualifications needed to reach the next level
- 5. Create schedule and launch:** Provide timeline of learning and training goals for cohorts to follow

### ROADMAP



# Leadership Development

## Establish & Communicate New Leadership Expectations

Diversify Delivery Methods, Establish New Guidelines, and Communication Program\*



### ESTIMATED INVESTMENT



### DESIRED OUTCOMES

- Increase in awareness around leadership development opportunities for LAFD members
- Standardization of good leadership behavior
- Consistency and transparency across levels



### CAPABILITIES REQUIRED

- Program Management
- Change Management & Communications



### DEPENDENCIES

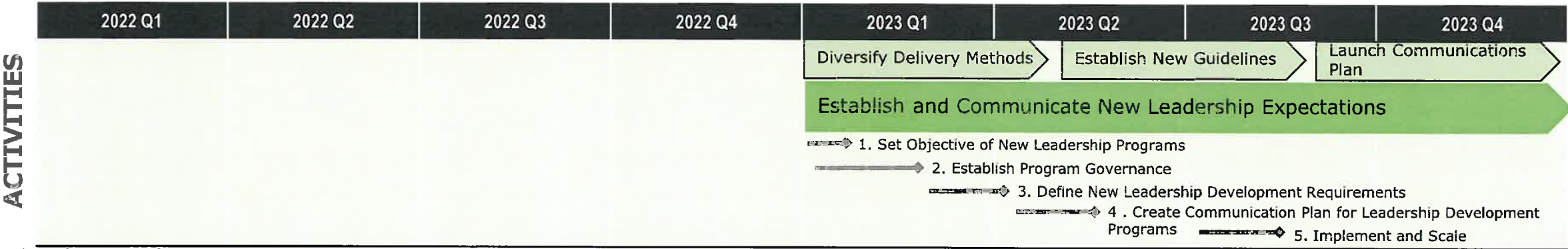
- Centralizing of HR functions
- Cohort based learning



### HIGH-LEVEL ACTIVITIES

- 1. Set objective of new leadership programs:** Define vision and objectives of new revised leadership development programs
- 2. Establish program governance:** Identify program owner, stakeholders, and define performance metrics
- 3. Define new leadership development requirements:** Identify new standards based on revised competency model across LAFD for leadership development practices and determine whether they should be a requirement for promotions
- 4. Create communication plan for leadership development programs:** Identify target audience for each leadership development program (executive, emerging, and civilians), identify timing, and various methods of distributing the information
- 5. Implement and scale:** Execute on communication plan and scale for various cohorts in and ongoing manner

### ROADMAP



\* Definitions of recommendations included under this initiative can be found on page 3

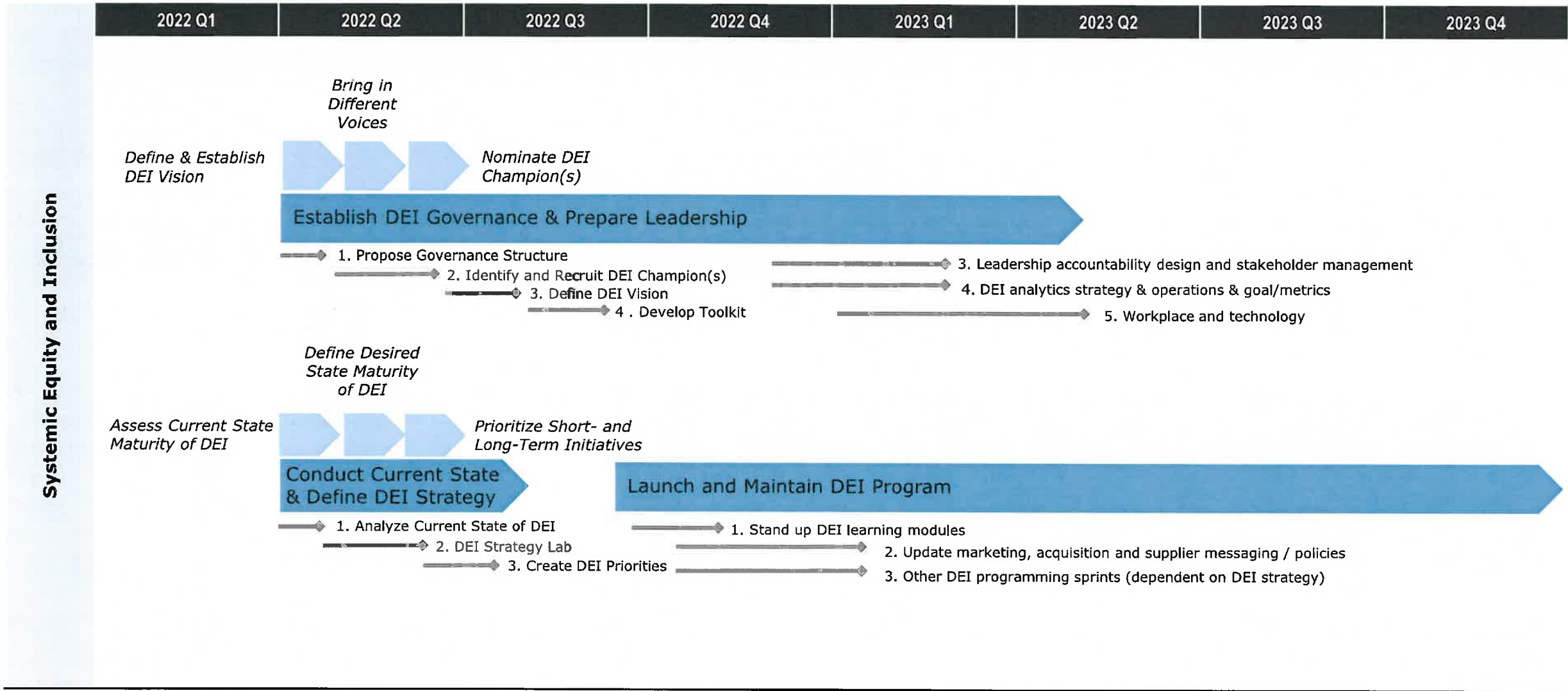


# **Systemic Equity & Inclusion**



# Systemic Equity & Inclusion

The following initiatives have dependencies on each other, which will be important to coordinate and manage throughout the year



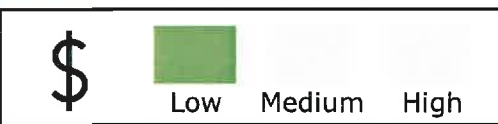


# Systemic Equity & Inclusion

## Establish DEI Governance

Nominate DEI Champion(s), Bring in Different Voices, and Define & Establish a DEI Vision\*

### ESTIMATED INVESTMENT



### DESIRED OUTCOMES

- Awareness of LAFD’s DEI strategy across all levels of organization
- Empowered accountability for DEI



### CAPABILITIES REQUIRED

- Diversity, Equity, and Inclusion
- Program and Change Management
- Governance



### DEPENDENCIES

- N/A



### HIGH-LEVEL ACTIVITIES

- Propose governance structure:** Define roles and responsibilities of DEI team members to institutionalize and embed DEI across the organization
- Identify and recruit DEI champion(s):** Develop strategy to select DEI champions to serve as a sounding board and drive adoption of DEI across the organization from various levels and bureau
- Define DEI vision:** Design and facilitate a DEI visioning session with stakeholders to determine DEI short-term and long-term vision for DEI at LAFD
- Develop toolkit:** Create materials and talking points to equip champions with consistent messaging around DEI efforts, raising awareness throughout the organization

### ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES	Define & Establish DEI Vision	Bring in Different Voices Establish DEI Governance 1. Propose Governance Structure 2. Identify and Recruit DEI Champion(s) 3. Define DEI Vision 4. Develop Toolkit	Nominate DEI Champion(s)					

\* Definitions of recommendations included under this initiative can be found on page 3

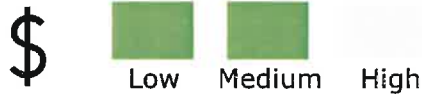


# Systemic Equity & Inclusion

## Define DEI Strategy & Objectives

Define Desired State Maturity of DEI, and Prioritize Measurable Short- and Long-Term Initiatives to Achieve Desired State of Equity and Inclusion\*

### ESTIMATED INVESTMENT



### DESIRED OUTCOMES

- DEI strategy acceleration
- Tactical plan for implementation



### CAPABILITIES REQUIRED

- Diversity, Equity, and Inclusion
- Design Thinking
- Change & Program Management



### DEPENDENCIES

- N/A



### HIGH-LEVEL ACTIVITIES

- 1. Analyze DEI programming and objectives:** Review quantitative and gather qualitative data from a holistic DEI lens for various areas such as race, ethnicity, nationality, gender identity and their experience of inclusion and belonging with LAFD to develop a report identifying any potential biases and opportunities for mitigation and standardizing practices
- 2. DEI Strategy Lab:** Design and facilitate an interactive strategy session to discuss current state of DEI at LAFD and align on desired maturity across DEI; Define sustainable metric areas for organizational accountability
- 3. Create DEI Priorities:** Based on current state and desired future state, identify top initiatives to address any gaps and move organization along the DEI spectrum

### ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES	Assess Current State Maturity of DEI	Define Desired State Maturity of DEI Conduct Current State & Define DEI Strategy 1. Analyze Current State of DEI 2. DEI Strategy Lab 3. Create DEI Priorities	Prioritize Short- and Long-Term Initiatives					

\* Definitions of recommendations included under this initiative can be found on page 3



# Talent Management



## Talent Management







# Talent Management

## Improve Career Management and Mobility

### ESTIMATED INVESTMENT



### DESIRED OUTCOMES

- Clear understanding of career paths across the organization
- Increase in objectivity of performance management and talent development programs



### CAPABILITIES REQUIRED

- Learning and Development



### DEPENDENCIES

- N/A



### HIGH-LEVEL ACTIVITIES

- 1. Define career paths:** Establish career progression tracks for every level and role across the organization for both sworn and civilian
- 2. Determine directionality of all roles:** Assess the types of roles that are available as employees move up tiers in the organization and differentiating competencies across levels
- 3. Define roles and tools necessary:** Identify methods for employees to develop skills, knowledge, and abilities across levels

### ROADMAP

	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
ACTIVITIES		<div>Evaluate Rotational Programs</div> <div>Improve Career Management &amp; Mobility</div> <div>1. Define Career Paths</div> <div>2. Determine Directionality of All Roles</div> <div>3. Define Roles and Tools Necessary</div>						



# Appendix

# **Leadership Development Case Studies**

# Soft Skills & Team Development at Health Organization



## Organization Details

- Integrated managed care organization based in California
- 175,000 employees
- 40+ hospitals and 600+ medical offices

## Overview

This organization piloted and launched a **leadership development program to address soft skills training and team development**, while also providing coaching opportunities to accelerate hard skills training. The client wanted to bridge its leadership gap with the belief that they could improve the health care industry through equipping and empowering their leaders

## Approach

- **People:** Developed an approach to address a variety of learners and opportunities to **personalize their experience** for maximum impact
- **Process:** Designed a **leadership program** and created a structure around Leadership Development. The detailed nine-month program included **in-person modules** to facilitate the transition from “Physician Leader” to “Enterprise Leader” in ability and mindset
- **Leadership Buy-In:** Collaborated with top-ranking executive education program to **leverage leading practices** and facilitate an impactful, sustainable, and engaging leadership program
- **Logistics & technology:** Gathered **real-time feedback** and iterated the program based on learning and experience. Launched **capability assessment** through a digital tool, executed **1:1 coaching**, and focused development planning

## Impact

- **Enterprise leader mindset:**  
Increased self-awareness and maturity of leaders; cultivated an enterprise leader mindset
- **Improved patient experience of care:**  
Improved quality, satisfaction and the work life of health care providers, clinicians and staff
- **Mobilization of an adaptive organization:**  
Prepared participants to lead the transformation from the front and mobilize an adaptive and resilient organization
- **Peer community of leaders:**  
Built to provide continual support and learning

# Executive & Emerging Leadership Academy at Seattle Fire Department



## Overview

Upon his appointment as Chief of the Seattle Fire Department, Chief Harold Scoggins established leadership development as a strategic priority for the Seattle Fire Department and partnered with University of Washington’s Leadership Center, to create the **Executive Leadership Academy (ELA) for Captain level and above and civilian leaders in senior or executive positions**. The ELA plays an important role in focusing on the leadership development of the most senior leaders in King County Fire Services, and due to its success, another program was launched the **Emerging Leaders Academy for Firefighter at any level and civilian leaders at any position**. The overarching goal of both these programs is to develop the current and next generation of Fire Services leaders by creating a learning and development experience.

## Approach

- **Participant selection:** Chosen by members of the board of advisors, leadership, and sponsors of program. **Readiness is assessed upon nomination and through an assessment**
- **Executive Leadership Academy:** A **2-year commitment involving workshops that occur every 4-8 weeks**. Participants take part in various activities where they hear from **guest speakers and program directors outside of fire services** to deepen understanding of leadership, 1:1 leadership coaching, immersive leadership, assessment and feedback reports, and team strategic projects. The **learning curriculum includes** 1) Authentic and inclusive leadership, 2) Leading adaptive / transformative change, 3) Fostering positive team dynamics, & 4) Strategic thinking leadership
- **Emerging Leaders Academy:** A **1-year commitment involving regular virtual workshops combining self-paced and peer learning** around topics like “how do you prepare to lead at your current level?” and “How do you build a culture that promotes everyone’s voice and opinion?”

## Impact

- **Effect on promotions:**  
Shortened length to promotion after attending programs
- **Launch of Emerging Leadership Academy:**  
Due to increase interest from emerging leaders
- **Launch of Quarterly Townhalls:**  
To share best practices from SFD for other Fire Service Departments in the nation
- **Higher levels of employee morale:**  
Due to transformative leadership
- **Inclusive leadership:**  
Increased capabilities across leaders at the organization



# Building Inclusive Leadership Capabilities at Non-Profit Healthcare



## Organization Details

- American academic medical center
- 80,000 employees

## Overview

Through an annual talent survey, this company **identified a gap in their employees' experience of inclusion** and recognized the importance of **engaging all levels of the organization to create an inclusive environment**. The company needed to scale its existing inclusion engagement programs and develop new tools to empower each employee to be inclusive leaders and shift the culture

## Approach

- **Six Traits of Inclusive Leadership:** Designed a **set of custom experiential sessions** using Deloitte's Six Traits of Inclusive Leadership framework to engage participants in interactive learning
- **Training Program:** Launched a **training program to certify select employees to facilitate** the experiential sessions across all departments and levels of the organization for 1,200 employees
- **Roadmap:** **12-month engagement journey, tailored by role,** to enable employees to deepen their understanding of inclusive leadership and to cultivate cultural change
- **Toolkit and resources for reinforcement:** Designed **inclusion activities to be used in 1:1 interactions and team meetings** to facilitate learning and drive inclusive behaviors

## Impact

- **Formed train-the-trainer model:**  
To build internal capability to facilitate inclusive leadership workshops across all departments
- **Established a model of repeatable, self-service engagement methods:**  
Methods were available on a learning system to enable employees to deepen their understanding of equity, inclusion and diversity
- **Created flexible, scalable inclusion:**  
Activities and materials became accessible to any employee to help drive cultural shift

# **Talent Management Case Studies**



# Integrating Core Values into Talent Management

## Organization Details

- American technology company, with operations in 13 countries
- Company known for technological innovation and mass scale with over 1.3M employees worldwide

## Overview

This client **anchored its culture of work and employee behavior in the organization’s core principles** that guides their interactions. These principles became woven into critical steps of the talent lifecycle and were embedded into the fiber of the organization. They also **served as assessment tools during the hiring process**, are reviewed during performance management, considered during promotion decisions, and help guide decisions around employee separations.

## Approach

- **Interview and selection process:** All candidates are **evaluated based on leadership principles** necessary for the role and level. Hiring decisions are made through an assessment of interview responses
- **New hire onboarding:** Employees attend **new hire orientation** where all leadership principles are discussed as core to the organization and embodied by senior executives
- **Performance review:** Employees ask **multiple evaluators to identify their top three accomplishments** of the year. Feedback is gathered and helps identify their top three leadership “super-powers”
- **Leadership principles marketing:** Leadership principles are **incorporated into companywide events** and leadership messages
- **Promotions:** Employee “owns their career.” Next level performance for promotion is **based on leveling guidelines and leadership principles**. Managers sponsor promotions and collect feedback from colleagues to validate that the employee is operating at the next level

## Impact

- **Organization’s Talent Philosophy:**  
*“Our Leadership Principles aren’t inspirational wall hangings. These Principles work hard, just like we do. We use them, everyday, whether we’re discussing ideas for new projects, deciding on the best solution for a customer’s problem, or interviewing candidates.”*





# Reinvention of Performance Management at Professional Services Firm

## Organization Details

- World’s largest professional services firm
- Over 280,000 employees worldwide
- Offers consulting, audit, and tax services to Fortune 500 companies

## Overview

Despite strong business performance, this organization had a culture of competitiveness and bias that frustrated practitioners and failed to emphasize development. The traditional approach was **not dynamic enough** to make changes and adjust performance throughout the year. Employees spent more time **fixing weakness rather than developing strengths**, thus not capitalizing team engagement. In addition, there was no holistic method of feedback in place and performance evaluations could be **only influenced by direct managers**, which benefited or hindered staff

## Approach

- **More transparency:** Business leaders view **aggregated data from Performance Snapshots** and use it to identify who requires support and to drive promotion or compensation decisions
- **Coaching and timely feedback:** Employees have **a coach to guide and support** their professional development
- **Holistic evaluation:** Multiple Performance Snapshots collected throughout the year in **real-time** provide a **weighted score of performance**
- **Simplified rating scale:** Performance Snapshots require employees and managers to answer 4-5 questions regularly, to **monitor performance and engagement**
- **Objective review:** **Regular coach touch points** provide rich evaluation context for business leaders and staff

## Impact

- **Employee tenure:**  
Increased from 2.2 years to 2.6 years across 3 years
- **Leadership survey scores:**  
12% increase with greatest improvement seen for communication skills
- **Technology practice engagement:**  
17% increase; 28% increase in immediate supervisor trust
- **Anecdotal feedback:**  
Company engagement survey revealed that ongoing conversations with leaders yielded better team communication
- **Candidate referrals:**  
12% increase saved the company \$1M in sourcing fees the first year of the new process





# Building a Coaching & Feedback Culture from the Ground Up

## Organization Details

- Federal Citizenship and Immigration Service Provider
- 19,000+ employees in over 200 offices across the US
- Grants immigration and citizenship benefits; ensures integrity of the US immigration system

## Overview

This company sought to transform the culture of performance at their organization **from prioritizing production to rewarding quality**. Main challenges experienced were consistent low levels of employee engagement and satisfaction, supervisors not being equipped to support performance management or to conduct coaching and feedback, ineffective application of performance standards, outdated and inefficient tools, processes and systems that undermined program efficacy, and employee morale

## Approach

- **Current State:** Conducted an **assessment** that reviewed and analyzed performance management (PM) guidance documents, policies, and forms. Conducted a **deep dive analysis with a cross-section of staff** to develop a new PM strategy through identifying what roles leaders, managers, and employees should hold
- **Set of core principles:** Aimed at **building a new quality-focused PM model** including “employee centric”, “development focused”, “ongoing, real-time”, and “simple”
- **Designed key pilot features:** Established an **implementation schedule**, and created an **evaluation plan** to measure pilot progress
- **Workshops & training:** Delivered **workshops and training sessions** covering pilot features, programs, and design elements to leadership team and change champions for adoption of new process
- **Engaged senior leaders:** Key stakeholders and leaders were **engaged throughout all phases of the project**, and sponsored communications

## Impact

- **Redefined quality:**  
Doing this across the organization drove thinking about both employee and organizational performance
- **Established a foundation:**  
Helped shift away from numeric production metrics toward enhanced quality, expertise, and customer service
- **Fostered a vibrant, collaborative spirit:**  
Across pilot locations, enabled management cohorts to collaboratively develop coaching and feedback skills
- **Enhanced support of teamwork and collaboration:**  
20% increase; 15% increase in enhanced peer recognition
- **Client noted as a best place to work:**  
Ranking on bestplacestowork.org has steadily risen; currently in the top 100 best federal agencies to work for

# **Systemic Equity & Inclusion Case Studies**



# Building an Inclusive Strategy to Continue Leading in DEI Space

## Organization Details

- American multinational technology conglomerate holding company
- 58,604 employees across locations worldwide

## Overview

This company sought to continue being a leader in DEI. To do this, they **developed a deeper global inclusion strategy** that outlined a clear path beyond the current environment. They recognized the need to develop an inclusive experience **at each stage of the employee lifecycle** and sought to understand leading practices across various organizations.

## Approach

- Talent Inclusion Assessment:** Conducted a **current state assessment on DEI** using stakeholder interviews/focus groups, leveraging existing demographic and survey data and an analysis of talent programs and policies
- DEI Strategy Lab:** Aligned stakeholders on the DEI current state, the future vision and the top inclusion priorities to **operationalize the full benefits of DEI as an organization: infrastructure, talent, culture, analytics, leadership, customer, community, and brand**
- DEI Maturity Diagnostic:** Used current state assessment and benchmarking to develop a **detailed DEI maturity diagnostic report**
- Roadmap for Implementation:** Developed and prioritized **2-year, DEI recommendations** to enable client to sustain momentum over time and build on its strengths

## Impact

- **Comprehensive global inclusion strategy:** Enabled the organization to engage leadership and key stakeholders on the importance of, and business case for, inclusion
- **Clear roadmap:** Help drive towards the future state vision including key milestones, stakeholders, and dependencies
- **Measurable plan:** Provided the ability to track progress of the inclusion strategy and activities





# Implementing DEI Strategy at a Leading Pediatric Research Hospital

## Organization Details

- Pediatric treatment and research hospital
- Nonprofit medical corporation who has treated patients across more than 70 countries including the United States

## Overview

This company **recognized DEI as a business imperative** and sought to understand current opportunities and barriers to DEI, as well as employee perceptions. Deloitte completed a DEI Current State Assessment that **accelerated a shared understanding of current landscape** across the organization's business units and functions and compiled an initial DEI strategy. To implement the efforts and roadmap, the client **established a DEI Department** and **hired a VP of DEI**, a direct report into the CEO, to oversee the department and the new DEI efforts.

## Approach

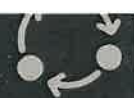
- **Established Governance:** Created a **governance model** that defined how the new DEI Department would partner with other departments and stakeholders. An **advisory board, institution-wide council, and committee dedicated to DEI** were also established
- **Defined a Brand for DEI:** Designed and facilitated a **visioning session** to define a custom DEI brand and communications materials
- **Developed Inclusive Leaders:** Designed a **multi-model, holistic Unconscious Bias program** to help staff develop core DEI skills. Created the supporting learning experience and ongoing engagement plan
- **Communicated Progress:** Supported communications efforts to **share progress against DEI efforts** with institution leaders, faculty, and staff
- **Tracked Efforts:** Defined **key performance indicators (KPIs)** for DEI efforts across the institution and a framework to support ongoing analysis

## Impact

- **DEI Department:**  
Activated the DEI strategy through staffing the DEI Department and tracked impact of DEI efforts over time
- **Institution-wide change with limited resources:**  
Enabled the DEI Department to leverage limited resources to impact institution-wide change around DEI by engaging a 75+ DEI advisory board, faculty committee, and council members
- **Raised awareness of DEI across all employees:**  
Through change management efforts, the new DEI Department communicated the DEI strategy and priorities to leaders and the organization



# **Operational Processes & Systems Case Studies**



# Optimizing Organizational structure to Maximize Workforce Experience

## Organization Details

- Major airline in United States
- 54,000 employees
- 11 airports as operating bases

## Overview

This company was faced with **workforce challenges including employees nearing retirement, contingent workers, a unionized environment, and a geographically dispersed team**. They needed to reorganize their HR organization to create an Employee Experience function to maintain their competitive talent advantage in the industry.

## Approach

- **Designed the new HR operating model:** Define the **capabilities** within the new Employee Experience (EX) function and a future-state empowered HR organization
- **Developed governance:** Enable **adaptable work** when bureaucracy is limited, make **transparent decisions**, and **empower individuals**
- **Established personas and mindsets:** Identify **employee experience strengths and opportunities** while designing programs and processes to improve the experience
- **Enacted change:** By **building a comprehensive list of initiatives and programs** to address employee expectations

## Impact

- **Clear focus:**  
To unite the team to the organization’s purpose; the focused Employee Experience function, with clear role accountability, enabled the company to constantly adapt to a changing workforce. This kept their employee experience on par with the customer experience and helped retain their talent advantage as an employer of choice
- **Organizational structure:**  
To better harness the power of their people, the company has all their teams aligned to the company purpose, positively impacting their business objectives and customer experience

# Rethinking How Work is Done at National Healthcare Provider



## Organization Details

- Non-profit health care system operating multiple hospitals across seven states
- 120,000 employees

## Overview

This company sought to rethink how work and administrative tasks were conducted within its staffing office as **attrition and burnout was increasing** for both the staffing office and their internal customers. They believed that **increased self-service and standardization would improve the workforce experience** and reduce the amount of operational and administrative work clinicians needed to complete.

## Approach

- **People:** Defined work outcomes, changes needed for the organizational structure, and performance measures to **reduce duplicative work and build an empowered culture**
- **Process:** The working team defined **work aspiration with five corresponding work outcomes** to simplify ways of working. Deloitte supported the design of the future structure, roles, responsibilities, and governance model to allow a **reduction in administrative work and effective scalability**
- **Change Management plan:** Created for **seamless transition to future-state** and the creation of a culture of empowerment. The work aspiration and its corollary work outcomes were defined through **collaborative lab sessions with leaders** from the staffing and scheduling office
- **Technology:** Minimum viable product (MVP) was developed with corresponding metrics for **tracking success and impact** of newly designed work. To support technology integration and solution delivery, future technology solutions and a support model were defined

## Impact

- **Leaders were aligned:**  
On the overarching work aspiration and corresponding work outcomes through two interactive and collaborative lab sessions
- **Five detailed workflows:**  
Including user journeys and technologies, created to introduce improved, automated processes that reduced administrative efforts
- **An automated dashboard:**  
Provided to track success without manual data entry. Metrics included average scheduling/staffing times, outreach costs, external agency charges, overtime, and employee engagement
- **An MVP technology solution to automate staffing/scheduling:**  
Quality assessment provided to the staffing office