



LAFD Current State Organization and Training Assessment

November 2021





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Executive Summary



The Assessment Results

The assessment identified four key areas of strength for LAFD, along with eight key areas that require focus moving forward, with an additional nine that are rated important by the workforce



Refer to page 99 for the table view and pages 105 and 106 for definitions of the 29 levers



Assessment themes across qualitative & quantitative data

THERE IS A STRONG SENSE OF TEAMING

- 81% of survey responses were favorable towards "I enjoy working with my team"
- Qualitative data supports the strong sentiments of comradery among members

THERE ARE FOUR PRIMARY SOURCES OF CONFLICT

1. Heavy workloads/inadequate staffing (77%)
2. Poor leadership (67%)
3. Stress (56%)
4. Personality clashes/ego (56%)

There are some differences when looking at sworn and civilians:

- The most frequent conflict selected by civilians was personality clashes/ ego (55%)
- Sworn selected heavy workload/ inadequate staffing most frequently at 81%

MEMBERS PERCEIVE INEQUITABLE ACCOUNTABILITY

- 19% of survey responses were favorable towards "senior leaders' actions match their words"
- Qualitative feedback noted perceived inequities in disciplinary actions, notably when higher ranking members violated professional standards

MEMBERS HAVE A SENSE OF PRIDE & PURPOSE IN THE ORGANIZATION

- 82% of survey responses were favorable towards "the work I do is meaningful"
- Qualitative data supports the high sense of connection and pride members feel

STAFFING PROGRAMS IMPACT SOME SWORN GROUPS MORE THAN OTHERS*

87% of sworn survey participants indicated being impacted by Assigned Hire and Recall programs. The groups most impacted are:

1. Engineers (98%)
2. Fire Paramedics (97%)
3. Fire Captains I & II (94%)
4. Firefighter III (93%)
5. Apparatus Operators (85%)

Those most impacted by Assigned Hire and Recall programs have statistically significant lower favorability in "Trust in Leadership" and "Positive Work Environment" than civilians and other non-management sworn members

**Shown to be statistically significant when analyzed for group differences*



Assessment themes across qualitative & quantitative data

MEMBERS FEEL DISCONNECTED FROM & HAVE LOW TRUST IN SENIOR LEADERSHIP*

- Across all survey responses, "Trust in Leadership" is shown to be statistically significant in lower favorability than "Positive Work Environment", "Meaningful Work", "Supportive Management", and "Growth Opportunity"*
- 14% of survey responses indicated favorability for "transparency and honesty" of senior leaders
- Qualitative data was captured from sworn and civilian members around the lack of accountability for, trust in, and a disconnect from their senior leadership

WELL-BEING RESOURCES EXIST, BUT MORE CAN BE DONE

- 28% of survey responses were favorable towards "my organization has a genuine interest in my health & well-being"
- "Maintaining a healthy work-life balance" had significant differences in favorability between civilians (79%) and sworn members (34%)
- Qualitative data revealed that members are aware of resources available and how to use them, but more resources are needed (e.g., department psychologists)

MEMBERS SEEK MORE LEARNING & DEVELOPMENT OPPORTUNITIES

- 35% favorable responses to "my organization invests in my training and development"
- Individuals with less than 1 year of tenure provided indicators of higher favorability across Talent Mobility, High Impact Training Culture, Training and on the Job Support, and Self-Directed Dynamic Learning
- Qualitative data noted a consensus among members for soft skills training to mitigate conflict and improve coordination and collaboration within and across teams

MEMBERS SEEK GREATER FEEDBACK & TRANSPARENCY IN PROMOTIONS

- 48% favorable responses for "I'm excited about the career paths available to me"
- 63% favorable responses to "I believe my career goals can be achieved at my organization"
- Qualitative data noted a perceived lack of clear promotional requirements and transparency in promotion decisions for some. Some members also noted a need for reliable feedback mechanisms to help bridge the gap for subsequent promotion cycles

**Shown to be statistically significant when analyzed for group differences*



Assessment themes across qualitative & quantitative data

SUPPORTIVE FRONT-LINE MANAGEMENT IS AN ORGANIZATIONAL STRENGTH

- 81% of survey responses were favorable to "I have a positive working relationship with my manager"
- Qualitative data supports the sentiments on supportive management with some seeking more formal coaching and mentoring

NOT ALL MEMBERS EXPERIENCE PSYCHOLOGICAL SAFETY

- Respondents that selected "prefer not to disclose" to demographic questions showed low favorability across most survey attributes, compared to other demographic groups
- Some participants shared they did not feel comfortable participating in focus groups and requested 1:1 interviews or opted out altogether
- Survey data suggests that employees have different experiences in their ability to share opinions at work. 56% of civilian survey participants responded favorably to "I feel comfortable sharing my opinions at work", compared to 49% of sworn

SWORN FEMALES CONTINUE TO PERCEIVE HIGHER DISCRIMINATION AND BULLYING*

- 56% of sworn females selected "bullying/harassment" and "perceived discrimination" as sources of conflict compared to sworn males (19%)* and civilian females (27%)
- Sworn females indicated less favorable responses (13%) to "my organization has a genuine interest in my health and well-being" compared to sworn males (26%) and civilian females (56%)
- Sworn females indicated less favorable responses to "I feel comfortable sharing my opinions at work" at 38% compared to civilian females at 65%
- Qualitative data collected in focus groups and interviews supported and confirmed survey data

THERE ARE CHALLENGES AROUND INCLUSION

- 36% favorable responses to "LAFD is committed to achieving equality based on core values"
- Black or African Americans (47%) and Indian or Alaska Natives (43%) selected "perceived discrimination" at a statistically significant higher rate than other race and ethnicity groups
- Qualitative feedback suggests that different employee and demographic groups have different experiences around inclusion; sentiments exist that it is not widely felt across the organization
- Civilians shared they sometimes feel like "second class citizens" (e.g., sworn receive more training opportunities, celebrations for promotions)

**Shown to be statistically significant*



Five Highlights for Discussion

In addition to the themes outlined on the three previous slides, these are five areas for consideration and discussion

- 1 | LAFD respondents provided positive feedback for meaningful work and supportive management (direct supervisor), while rating trust in leadership and communication much lower
- 2 | The 10 highest ranked survey items included five on meaningful work and three on supportive management (direct supervisors) and the seven lowest ranked items were all connected to trust in leadership
- 3 | Quantitative data across sworn and civilian indicate different experiences at LAFD in some areas while also highlighting a consistent opportunity to improve well-being programs across both groups. Less than half of LAFD believe there is a fair, inclusive, and diverse work environment
- 4 | Several factors can impact trust within an organization. LAFD respondents identified key areas that give them pause in trusting the organization
- 5 | Respondents – particularly new sworn members - provided positive feedback on learning programs in the Academy and probationary period. Additional learning programs including mentorship opportunities and career progression were identified for tenured respondents



Highlight 1: Survey Scorecard

With a 34% response rate across the LAFD, this confidential survey provided clear themes – with high marks towards meaningful work and supportive frontline management. Percentages reflect the percent of survey participants who responded favorably in each of these six survey themes

Refer to survey details and definitions beginning on page 102

MEANINGFUL WORK

67%

Work that aligns employees to their strengths and gives employees a sense of purpose and empowerment. Employees are enabled with the tools and autonomy they need to develop and succeed

SWORN	CIVILIAN	MALE	FEMALE
67%	68%	68%	67%

SUPPORTIVE MANAGEMENT

71%

Management that guides and empowers its employees by setting clear goals and decision-making processes, coaching for high performance, developing future leaders, and providing continuous feedback

SWORN	CIVILIAN	MALE	FEMALE
72%	62%	72%	66%

POSITIVE WORK ENVIRONMENT

59%

A workplace that is flexible, collaborative, humane, and inclusive, with benefits and programs that allow work to fit into employees’ lifestyles. Emphasis on reducing workloads and maintaining a strong culture of recognition

SWORN	CIVILIAN	MALE	FEMALE
58%	65%	60%	62%

GROWTH OPPORTUNITY

57%

A belief in giving employees ample opportunities for continuous learning, professional development, and career progression. Focus on supporting and facilitating internal mobility

SWORN	CIVILIAN	MALE	FEMALE
59%	45%	58%	55%

TRUST IN LEADERSHIP

31%

Inspirational leadership that invests in its people, communicates honestly, and fulfills the organization’s mission, vision, and purpose

SWORN	CIVILIAN	MALE	FEMALE
28%	53%	30%	47%

COLLABORATION & COMMUNICATION

50%

A workplace promoting simplicity by providing the resources employees need to do their jobs, while not overburdening them with unnecessary information. Decisions are made by logical processes and are clearly conveyed across the organization

SWORN	CIVILIAN	MALE	FEMALE
49%	55%	51%	55%



Highlight 1: Survey & Favorability Score Analysis

Survey responses were analyzed to understand attitudes toward survey themes at a high level, and to gain a detailed understanding of workforce attitudes in each of the survey attributes

<i>Frequency of % Strongly Agree and Agree</i>				
Survey Respondent	Response to Question 1	Response to Question 2	Response to Question 3	
1	Strongly Disagree	Strongly Disagree	Strongly Disagree	
2	Strongly Agree	Neutral	Disagree	
3	Strongly Agree	Agree	Strongly Agree	
4	Strongly Disagree	Strongly Agree	Agree	
Favorability Frequency	(2/4) = 50%	(2/4) = 50%	(2/4) = 50%	50% favorability

- Provides the percentage of the population that selects “Agree” and “Strongly Agree” for each question
- Used as an index to measure favorability across survey items
- Provides a directional view of attitudes toward each theme for further investigation in a deep dive analysis
- This data is reflected on the Survey Scorecard – Favorability Frequency






<i>Average of Likert Scale</i>					
Survey Respondent	Response to Question 1	Response to Question 2	Response to Question 3	Average Likert Score	Likert Score Conversion
1	1	1	1	1.00	Unfavorable
2	5	3	2	3.33	Neutral
3	5	4	5	4.67	Favorable
4	1	5	4	3.33	Neutral
				(1/4) = 25% favorable	

- Considers the full range of potential responses, from “Strongly Disagree” to “Strongly Agree”
- Enables statistically significant analyses of demographic groups
- Converts responses to the Likert Scale (Strongly Disagree = 1, Strongly Agree = 5)
- Averages the score of each survey respondent and converts that score back into the scale based on:
 - 1-2.99: Unfavorable
 - 3-3.99: Neutral
 - 4-5.00: Favorable
- This data is reflected in the Assessment Deep Dive section



Highlight 1: Survey Attributes Average Favorability

Among the six themes of the survey there are 21 attributes* with corresponding question(s) that provide a more nuanced perspective. Only the attributes that were applicable to the emerging themes were analyzed, within the context of the assessment framework. The below provides the average favorability score for each attribute

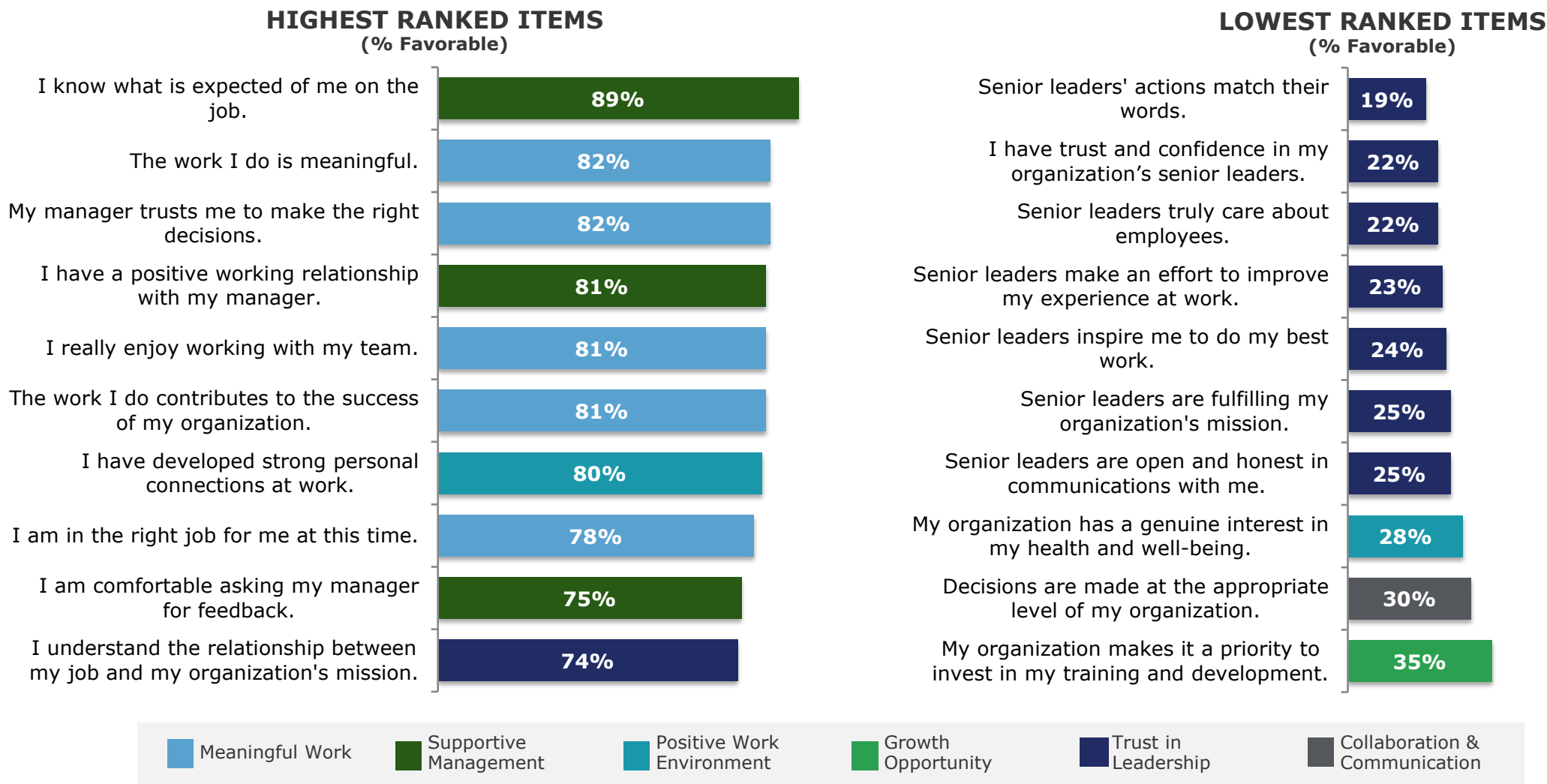
MEANINGFUL WORK AVERAGE 	SUPPORTIVE MANAGEMENT AVERAGE 	POSITIVE WORK ENVIRONMENT AVERAGE 	GROWTH OPPORTUNITY AVERAGE 	TRUST IN LEADERSHIP AVERAGE 
AUTONOMY 2 Questions 54%	AGILE PERFORMANCE MANAGEMENT 2 Questions 61%	CULTURE OF RECOGNITION 2 Questions 44%	FACILITATED TALENT MOBILITY 2 Questions 45%	MISSION AND PURPOSE 3 Questions 26%
WORK IMPACT 5 Questions 56%	COACHING 2 Questions 62%	FLEXIBLE WORK ENVIRONMENT 2 Questions 39%	HIGH-IMPACT LEARNING CULTURE 2 Questions 35%	TRANSPARENCY AND HONESTY 4 Questions 14%
SELECT TO FIT 1 Question 78%	CLEAR AND TRANSPARENT GOALS 1 Question 89%	FAIR, INCLUSIVE, DIVERSE WORK ENVIRONMENT 3 Questions 45%	TRAINING AND SUPPORT ON THE JOB 1 Question 64%	CONTINUOUS INVESTMENT IN PEOPLE 1 Question 23%
SMALL, EMPOWERED TEAMS 1 Question 81%	INVESTMENT IN DEVELOPMENT OF MANAGERS 1 Question 42%	HUMANISTIC WORKPLACE 4 Questions 34%	SELF-DIRECTED DYNAMIC LEARNING 1 Question 63%	INSPIRATION 1 Question 24%
UNSTRUCTURED TIME 2 Questions 35%	COLLABORATION & COMMUNICATION 5 Questions			

*Refer to page 104 for definitions of the 21 attributes



Highlight 2: High and Low Survey Favorability

The 10 highest ranked survey items included five on meaningful work and three on supportive management (direct supervisors) which the seven lowest ranked items were all connected to trust in leadership





Highlight 3: Well-Being

OBSERVATIONS

- Quantitative data across sworn and civilian indicate different experiences at LAFD in some areas while also highlighting a consistent opportunity to improve well-being programs across both groups. Less than half of LAFD believe there is a fair, inclusive, and diverse work environment

Culture of Recognition

44% average favorable responses to a workplace that recognizes employees for their contributions

Sworn and civilian favorable responses were similar on this item at 44%

- Across gender and employee status, female civilians indicated higher favorability (46%), compared to their counterparts – civilian males 41%, sworn females (41%)
- This variation grows (14%) when it comes to recognition between sworn and civilian pay

Flexible Work Environment

39% average favorable responses to a work environment that allows employees to maintain a healthy work-life balance

Favorability varied between sworn (34%) and civilian (79%)

- Engineers (24%), Firefighter Paramedics (27%), Firefighter III (28%) responses were lowest in favorability
- Administrative Services (91%), Training and Support (75%), EMS (74%) and IT (71%) were highest in favorability

Fair, Inclusive, Diverse Work Environment

45% average favorable responses to a work environment that is safe, fair, and allows for the expression of diverse opinions and values

Favorability varied for civilians (50%) and sworn (44%)

- Firefighter Paramedics indicated low favorability in responses (33%) while Apparatus Operators had one of the highest favorability responses (64%)

50% favorability to "I feel comfortable sharing my opinions at work" Across gender, sworn females indicated lower favorable responses at 38% compared to sworn males at 50%, and civilian females at 65%

- Apparatus Operators and Fire Inspectors provided higher indicators of favorability at 64%, while Firefighter II indicated lower favorability at 33%

Humanistic Workplace

34% average favorable responses to an interconnected workplace characterized by strong personal connections between employees

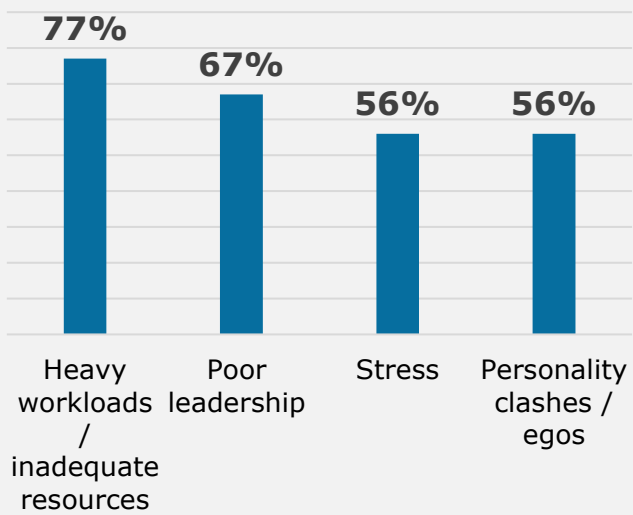
- Similar responses between sworn (34%) and civilians (45%) across this attribute
- 80% favorability to "I have developed strong personal connections at work"
- 28% favorability to "my organization has a genuine interest in my health and well-being"
- Respondents born after 1995 had a 9% favorability response regarding LAFD being a "humanistic workplace"



Highlight 4: People - Trust

Several factors can impact trust within an organization. LAFD respondents identified key areas that give them pause in trusting the organization

Most selected reasons across LAFD



Reasons vary between sworn and civilians

- "Personality clashes / egos" was **the option most selected by civilians at 55%**
- "Heavy workloads/ inadequate resources" was **most selected by 81% of sworn respondents**

Sworn Employees

56% of sworn females selected **bullying/harassment** compared to 19% of sworn males and 26% of civilian females*

54% of sworn females selected **perceived discrimination** compared to 29% of sworn males and 23% of civilian females

Sworn ranks that selected "heavy workload / inadequate resources" are:

- **91% of Firefighter Paramedics, 81% of Firefighter IIIs and Fire Captain Is & IIs, 84% of Engineers, and 46% of Fire Inspectors**

87% of Operations Valley and South selected "heavy workload", followed by West (80%), Central (79%), and Emergency Headquarters (77%)

Race / Ethnicity

Stress: 71% of American Indian or Alaska Natives selected stress as a source of conflict, followed by Asians (60%), Other Races (57%), Native Hawaiian or Other Pacific Islander (56%), White (55%), and Black or African American (52%). 43% of civilians selected stress

Bullying / harassment: 41% of Black or African Americans and Native Hawaiian or Other Pacific Islanders selected bullying / harassment as a source of conflict while others selected this below 20%

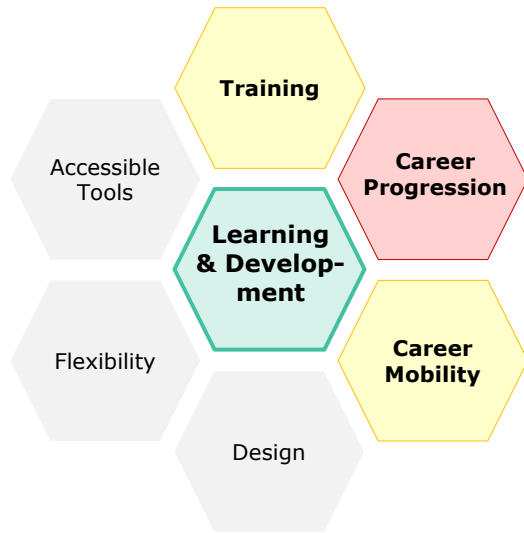
Perceived discrimination: 47% of Black or African Americans and 43% of American Indian or Alaska Natives selected "perceived discrimination" as a source of conflict more than others*

*Shown to be statistically significant when analyzed for group differences



Highlight 5: Learning & Development

- Area Requires Attention
- Area of Focus
- Area of Strength



TRAINING

- **Technical training:** Sworn members feel a sense of pride in the technical trainings offered at LAFD (e.g., for firefighters). However, both sworn and civilian groups indicate low favorability in feeling that LAFD makes investments in training and development of their employees (35%.) Civilians expressed there was a lack of effective technical training for their roles. Survey data shows civilians (51%) responded less favorably towards having training and on the job support than sworn members (66%)
- **Soft skills and leadership training:** Although Leadership Academy is available, data from focus groups and interviews indicated a desire for effective and mandatory soft skills training, especially for those in leadership roles. These sentiments were prominent across Fire Captains both in focus groups and survey results, with Captains' responses around training and support on the job at 54% favorability
- **Training methods and materials:** Common feedback from sworn members suggest that training materials are outdated and focus on policies and procedures rather than everyday challenges and situations employees face
- **Access to trainings for civilians:** Civilians noted that they would like access to LAFD trainings, where appropriate, instead of just those available through the City of LA

CAREER MOBILITY

- **Sworn opportunities for mobility:** Sworn members had a 48% favorability response for career mobility compared to 34% for civilians. This was reflected in focus group and interviews with civilians expressing limitations in career mobility
- **Excitement for sworn career paths:** Firefighter II indicated higher favorability at 93% in response to "I am excited about career paths available to me", compared Assistant Chiefs at 40%, and Apparatus Operators at 44% who provided lower indicators of favorability

CAREER PROGRESSION

- **Lack of robust performance measurement and reviews:** Feedback from focus groups and interviews indicate that performance management processes are limited to checking boxes, and are not accompanied with coaching conversations and actionable developmental feedback
- **Development practices for career progression:** Both sworn and civilian members show a perceived lack of understanding about requirements for and what factors are considered in promotions. The process was described in focus groups and interviews as subjective and biased. Firefighter II (87%), Fire Captain II (81%), Engineers (79%), and Fire Inspector II (79%) indicated higher favorability, while Firefighter Paramedics (51%), Fire Assistant Chiefs (60%) and Fire Battalion Chiefs (62%) provided lower indications of favorability
- **Objectivity in promotion process:** Feedback heard from sworn members indicated that at certain levels (e.g., Captain II) written tests are not standardized, and panel decisions around promotions lack objective measurement, which allows biases in the process. Data collected in focus groups and interviews indicate that reasons for decisions are not always shared with candidates, which compounds perceptions of a lack of transparency and clarity in the process

Overview



Overview: Assessment of Current State

This assessment of the City of Los Angeles Fire Department’s (LAFD) current state focuses on its organization and training environment. Data was gathered by survey, focus groups, and interviews to enable a broad and encompassing analysis

Assessment Scope

What

- Help LAFD assess current organization and training capabilities as well as document challenges, pain points, and other opportunity areas for consideration

Who

- Current LAFD members and Board of Fire Commissioners

How

- Data comes from survey, interviews, and focus groups. The survey was sent to 3,699 LAFD members and Board of Fire Commissioners. It returned 1,246 responses. 105 people participated in interviews and focus groups

When

- Data was gathered from 9/08/21 to 10/13/21

24
Interviews

20
Focus Groups

1,246
Survey Responses

100+
Policy, Governance, &
Program Documents Analyzed

Assessment Activities



Gathered Documentation

Collected and reviewed existing information on policies, programs, and initiatives



Conducted Interviews & Focus Groups

Identified and conducted 24 interviews and 20 focus groups to gain insights from both leaders and frontline sworn and civilian participants



Created and Distributed Employee Survey

Surveyed the entire workforce to gather open and transparent feedback through a confidential survey tool



Analyzed Quantitative and Qualitative Data

Combined input from add data sources to identify themes and complete this assessment

ASSUMPTIONS (1 of 2)

When reading through the Assessment, consider the following assumptions to put the data-driven analysis into context

OVERARCHING ASSUMPTIONS

“**Member**” refers to individuals currently employed by the LAFD

Members classified as **civilian** are managed by the City of LA’s Personnel Department and under their policies and guidelines

The analysis is based on **data collected** from the survey, focus groups, and interviews, along with LAFD policies, procedures, programs, and practices

Anonymity and **confidentiality** are maintained and preserved

- Quotes made by participants were anonymized to remove attributable / identifiable information
- Raw survey data was independently and solely accessed and analyzed by Deloitte

Data collected from the survey is not applicable to the **technology pillar**. A qualitative summary of the feedback received via focus groups and interviews is provided for awareness

The Assessment **classifications** are based on quantitative and qualitative data, along with primary and secondary research conducted. They are defined as follows:

- **Green** indicates an area of strength
- **Yellow** indicates an area of focus
- **Red** indicates an area that requires attention

FOCUS GROUPS & INTERVIEWS

LAFD stakeholder groups were asked to provide 20 recommended participants from their representative association to **include their perspectives**; not all recommended participants were selected

Other participants were representative across levels/ranks, departments, and demographics. These participants were **blindly and randomly selected** from the LAFD employee population to allow for unbiased cross-representation

Focus groups were **organized by peer level**; **varying ranks or levels were not combined** to allow candid conversation

ASSUMPTIONS (2 of 2)

When reading through the assessment, consider the following assumptions, which put the survey analysis into context

Survey was distributed to LAFD

Current LAFD employees and Board of Fire Commissioners were given access to the survey over a 13-day period from 9/08 to 9/20

Survey had a 34% response rate

Survey sample size and analysis is based on the 1,246 responses received, which is 34% of the LAFD workforce (1 in 3). A representative sample size was set at 30%

Unsubmitted responses were removed

Surveys that were started but not submitted were removed from the survey to avoid duplicate information in the analysis

A sampling threshold was set

A sampling threshold of 10 survey participants was implemented to preserve anonymity when analyzing the demographic categories

Demographic questions were optional

Demographic questions were optional – participants could skip or select “Prefer not to disclose”. While these responses were excluded from demographic analyses, they are included when looking at organization-wide responses. Questions tied to the survey instrument that measure workplace attitudes required a mandatory response for submission

Five custom questions were included

Five custom questions were added to the survey Instrument. These questions were developed in coordination with LAFD stakeholders and the Mayor's Office of Public Safety (MOPS)

Statistical significance

To enable a deeper understanding of correlation, statistical significance was explored for differences between groups. Where applied and applicable, statistical significance is noted

COVID-19 vaccine mandate went into effect after survey closed

The survey was conducted and closed before the COVID-19 vaccine mandates went into effect in the City of LA. However, the mandate was under consideration while the survey was open. An analysis of free-hand responses was conducted and comments mentioning the mandate fell below the sampling threshold for further analysis

Technology pillar does not include survey data

Data collected from the survey is not applicable to the technology pillar and was removed as a focus area for quantitative analysis. A qualitative summary of the feedback received is provided for awareness



Data Collection Methodology

The methodology included the following: 1) conduct the survey, focus groups, and interviews and 2) analyze the data collected and identify themes

1 Survey & Interview/Focus Group Approach

- Questions were developed for interviews and focus groups
- For the survey, standardized questions were used, in addition to five customized questions
- Questions measured workplace attitudes, challenges, and experiences
- Participation was encouraged across the LAFD, and the feedback received was confidential and non-attributable

2 Data Collection & Analysis

- Themes were identified based on the frequency of comments made in interviews and focus groups
- Themes were elevated based on level of consistency across data collection approaches
- Deloitte’s Workforce Experience framework was used to categorize themes identified

The analysis and themes are categorized into **6 primary pillars of the Workforce Experience framework***:

Work

The relationship I have with the work I do, the norms, methods, and tools I use to get work done, and how my work strengthens me

People

The relationship I have with the community I serve, the people I manage, report to, collaborate, partner, and engage with in my work community

Organization

The relationship I have with the mission, purpose, culture, and leadership behaviors of the organization, and its policies, programs, and rewards

Well-Being

The relationship I have with my personal life, rewards and well-being, goals, and world view

Learning & Development

The relationship I have with how well prepared I feel to advance and learn in my work

Technology

The relationship I have with the technologies that connect me to my work, workforce, and workplace

not a focus area

**Refer to page 100 for additional information about the Workforce Experience Framework*



Framework Deep Dive

The framework has 29 levers* that impact the relationship between the six pillars. Some levers have a primary influence on more than one pillar, while others play a secondary role. The analysis focuses on levers applicable to the assessment conducted

**Refer to pages 105 and 106 for definitions of the 29 levers*



Participant Demographics



Demographics

Summary of Interviews & Focus Groups

Across many under-represented demographic groups, the percentage of individuals that participated in interviews and focus groups exceeded that specific group’s representation in the LAFD workforce

Final Interview and Focus Group Count

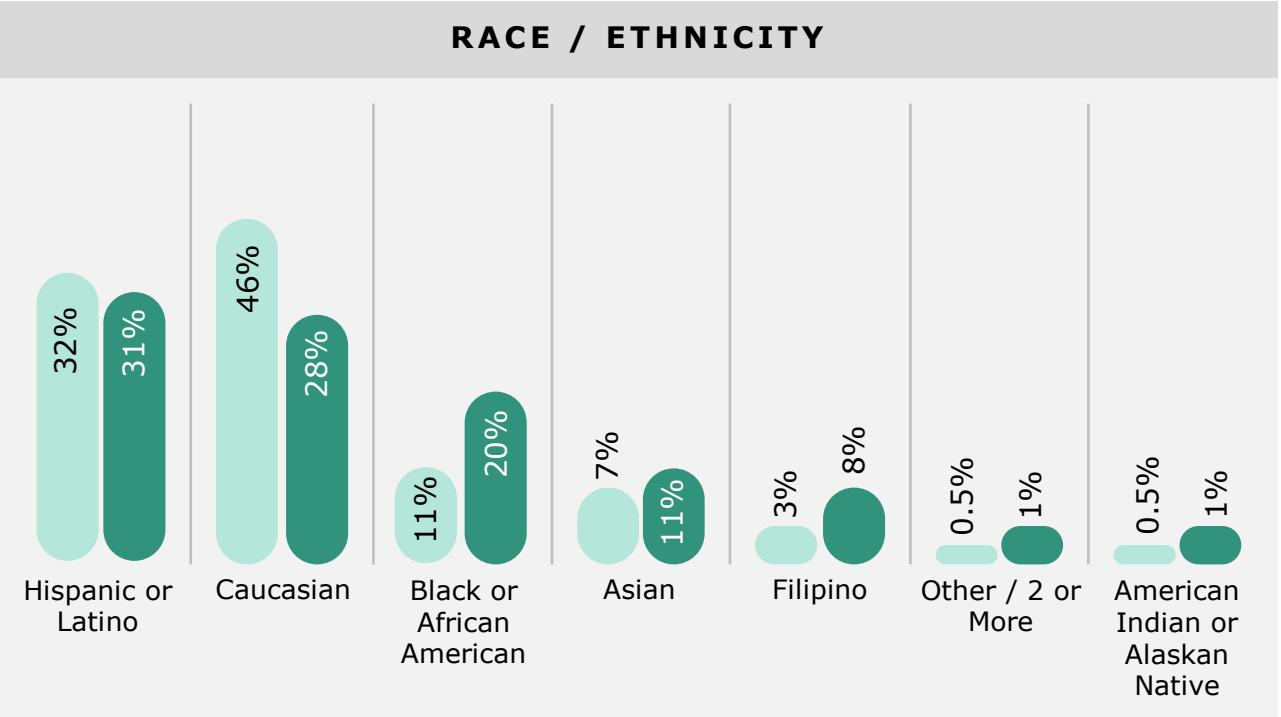
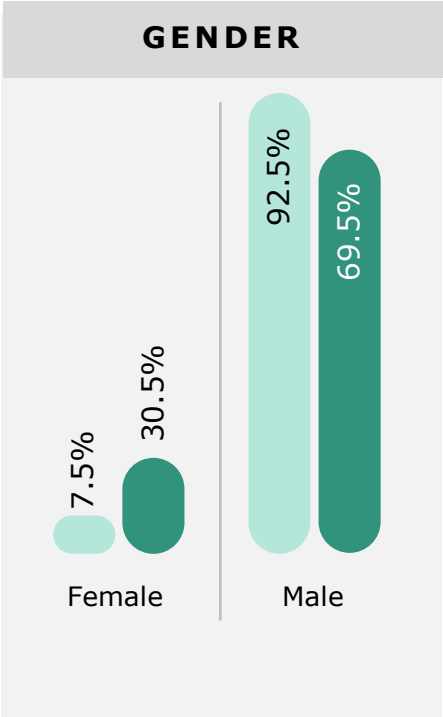
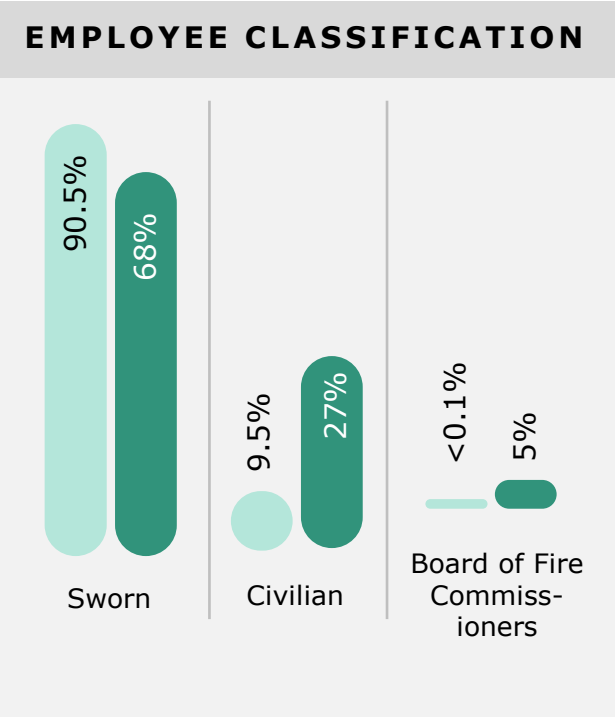
24 participants interviewed

81 participants attended focus groups

% of Total Workforce

% of Interviews & Focus Group Participation

Refer to Data Deep Dive for additional analysis on page 61





Demographics

Summary of Survey

Demographic information collected in the survey show cross representation of the workforce to enable a more informed understanding of workplace attitudes and experiences in these categories

Refer to Data Deep Dive beginning on page 62 for additional analysis

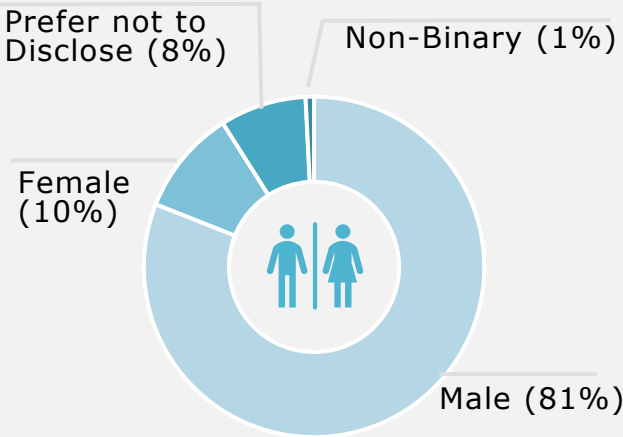
Final Survey Count

1,246 responses received = **34%** of the LAFD workforce

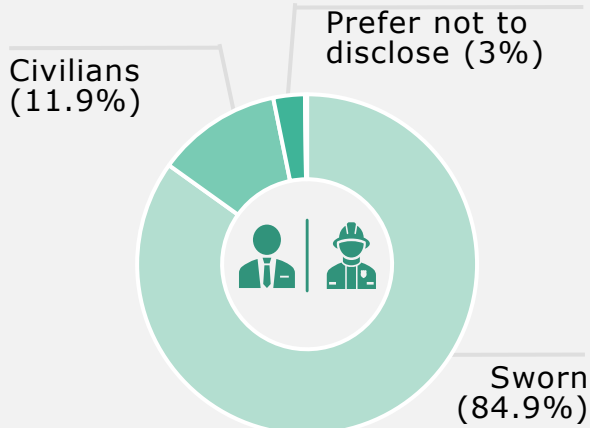
Survey Completion Rate by Bureau

Bureau	% of Workforce	% of Respondents
Administrative Operations Headquarters	0.5%	83%
Information & Technology	1.5%	52%
Administration	1.0%	43%
Fire Prevention & Public Safety	6.0%	42%
Operations Valley	20.0%	39%
Operations West	12.0%	36%
Operations Central	14.5%	36%
Administrative Services	3.0%	33%
Operations South	16.0%	31%
Training & Support	7.5%	20%
EMS	10.0%	13%
Emergency Operations Headquarters	8.0%	7%
Prefer not to disclose	N/A	N/A

Distribution by Gender



Distribution by Employee Classification



Assessment Report



The Assessment is organized...

...into five pages for each framework pillar

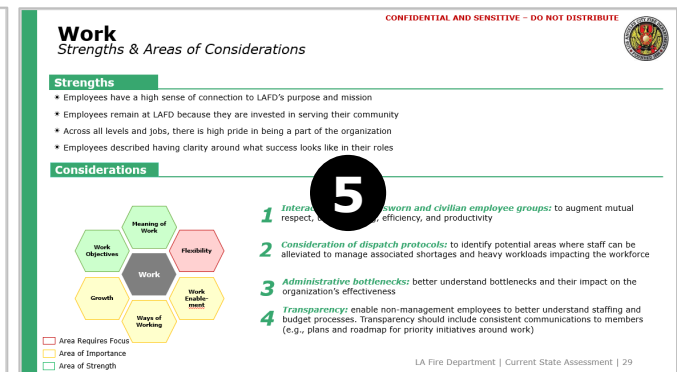
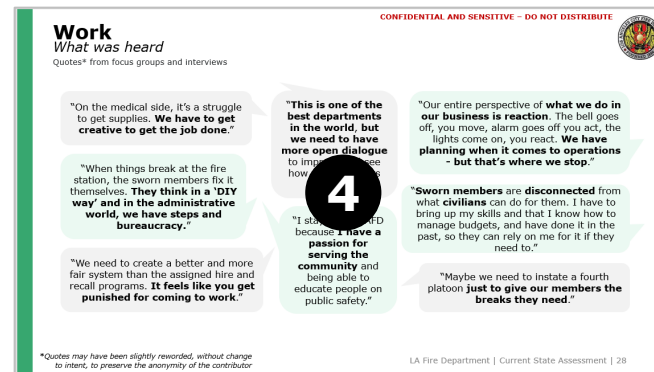
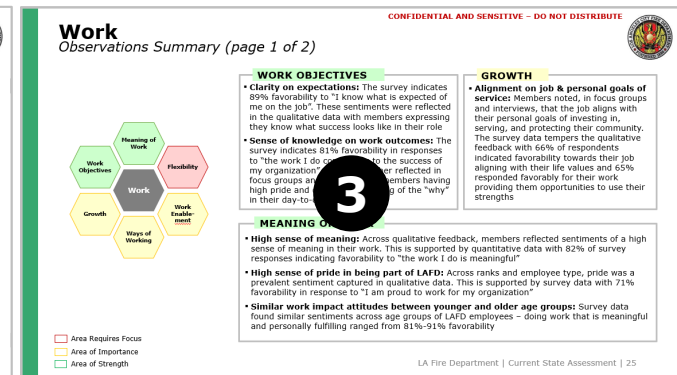
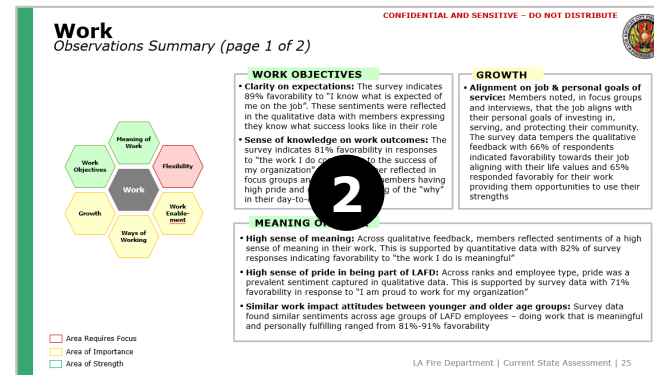
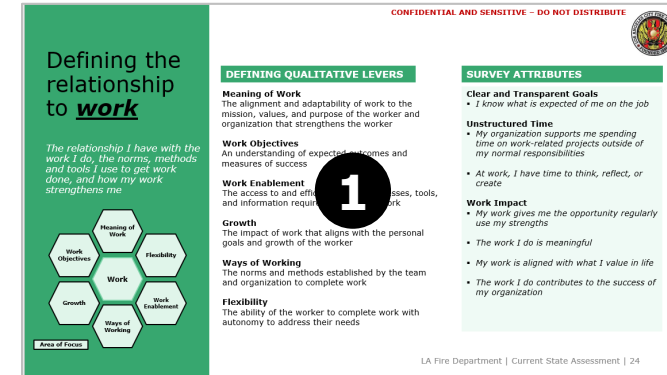
1 Defining the Levers & Attributes: provides the background and information needed to understand how the framework was applied

2 Summary of Observations: shows both qualitative and quantitative feedback collected that pertains to each pillar

3 Quantitative Overview: displays quantitative takeaways and analysis of survey attributes related to each pillar

4 What We Heard: provides real quotes made by participants in interviews and focus groups pertaining to each pillar

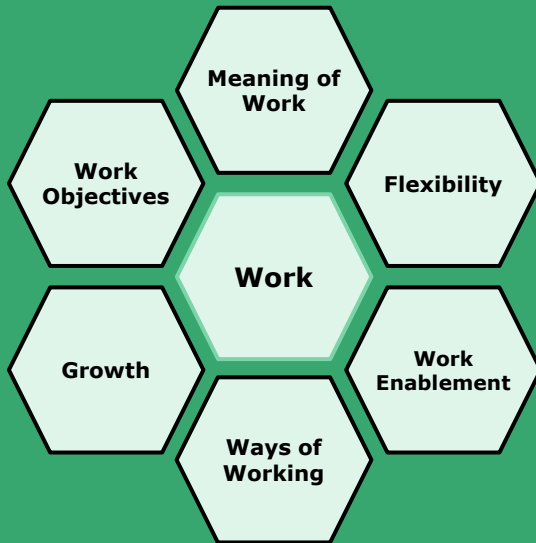
5 Strengths & Consideration Areas: displays qualitative strengths and areas of consideration





Defining the relationship to work

The relationship I have with the work I do, the norms, methods and tools I use to get work done, and how my work strengthens me



DEFINING QUALITATIVE LEVERS

Meaning of Work

The alignment and adaptability of work to the mission, values, and purpose of the worker and organization that strengthens the worker

Work Objectives

An understanding of expected outcomes and measures of success

Work Enablement

The access to and efficiency of the processes, tools, and information required to complete work

Growth

The impact of work that aligns with the personal goals and growth of the worker

Ways of Working

The norms and methods established by the team and organization to complete work

Flexibility

The ability of the worker to complete work with autonomy to address their needs

SURVEY ATTRIBUTES

Clear and Transparent Goals

- *I know what is expected of me on the job*

Unstructured Time

- *My organization supports me spending time on work-related projects outside of my normal responsibilities*
- *At work, I have time to think, reflect, or create*

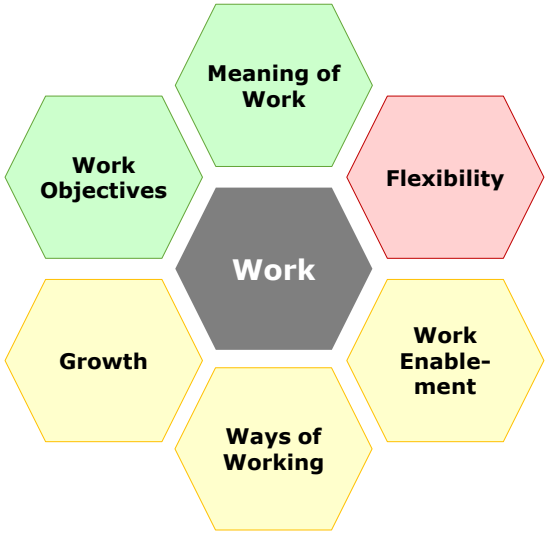
Work Impact

- *My work gives me the opportunity regularly use my strengths*
- *The work I do is meaningful*
- *My work is aligned with what I value in life*
- *The work I do contributes to the success of my organization*



Work

Observations Summary (page 1 of 2)



WORK OBJECTIVES

- **Clarity on expectations:** The survey indicates 89% favorability to “I know what is expected of me on the job”. These sentiments were reflected in the qualitative data with members expressing they know what success looks like in their role
- **Sense of knowledge on work outcomes:** The survey indicates 81% favorability in responses to “the work I do contributes to the success of my organization”. This was further reflected in focus groups and interviews by members having high pride and clear understanding of the “why” in their day-to-day job

GROWTH

- **Alignment on job & personal goals of service:** Members noted, in focus groups and interviews, that the job aligns with their personal goals of investing in, serving, and protecting their community. The survey data tempers the qualitative feedback with 66% of respondents indicated favorability towards their job aligning with their life values and 65% responded favorably for their work providing them opportunities to use their strengths

MEANING OF WORK

- **High sense of meaning:** Across qualitative feedback, members reflected sentiments of a high sense of meaning in their work. This is supported by quantitative data with 82% of survey responses indicating favorability to “the work I do is meaningful”
- **High sense of pride in being part of LAFD:** Across ranks and employee type, pride was a prevalent sentiment captured in qualitative data. This is supported by survey data with 71% favorability in response to “I am proud to work for my organization”
- **Similar work impact attitudes between younger and older age groups:** Survey data found similar sentiments across age groups of LAFD employees – doing work that is meaningful and personally fulfilling ranged from 81%-91% favorability

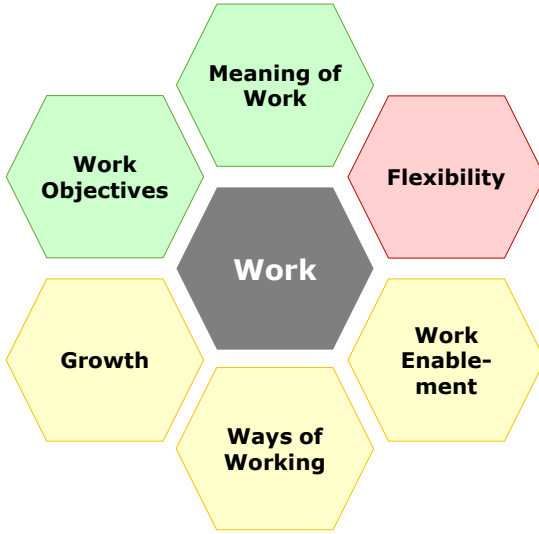
- Area Requires Attention
- Area of Focus
- Area of Strength



Work

Observations Summary (page 2 of 2)

- Area Requires Attention
- Area of Focus
- Area of Strength



WORK ENABLEMENT

- **Planning:** Employees perceive a lack of planning for administrative and operational matters (e.g., headcount, staffing, and budget) that impacts their ability to work efficiently, captured in focus groups and interviews
- **Assigned hire & recall programs:** Department-wide sentiment, captured through focus groups, noted that members do not see these programs as effective solutions to staffing shortages. This is also noted in Flexibility under the Learning & Development pillar
- **Dispatch processes & call volume:** In focus groups, sworn members shared that an increasing number of calls do not always require fire expertise, yet all relevant personnel are required. Under the assigned hire and recall programs, members noted a need to re-evaluate this practice
- **Chain of command approvals effect on work processes for civilians:** Some civilians noted, during focus groups and interviews, how some bureaucratic processes cause unnecessary bottlenecks and delays. Examples shared include approval for F255 and invoices

FLEXIBILITY

- **Flexibility for sworn members:** During unstructured time, sworn members (33%) show lower favorability scores compared to civilians (51%)
- **Flexibility for Firefighter Paramedics:** Survey data also suggests that Firefighter Paramedics have lower average favorable responses (20%) regarding their ability to complete work with autonomy, followed by the Firefighter II & III population (28%). This is captured in qualitative feedback collected and may be attributed to areas highlighted in the work enablement section for sworn (e.g., high call volumes, assigned hire and recall programs)

WAYS OF WORKING

- **Tension between sworn and civilians:** Civilians shared that there are often learning curves for some sworn members who are assigned to work in the civilian workspace (e.g., special duty assignments). Sworn members are not always given the tools and trainings to help them work better together, making them rely on their emergency management-style of working, which isn't always compatible with civilian work styles
- **Confirming shift coverages:** Currently, some members use a Facebook group to exchange shifts with one another. Focus groups noted a need for improved tools and processes to facilitate work and allow for time-off



Work

Quantitative Overview

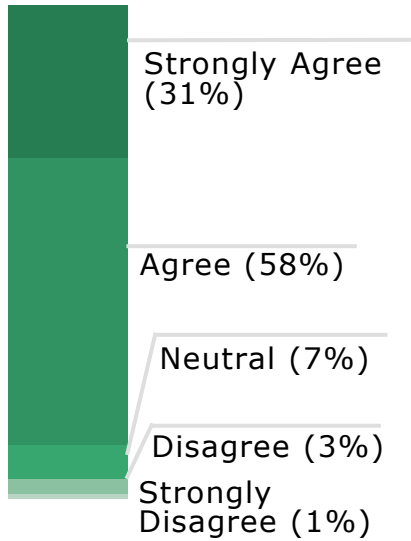
Refer to Data Deep Dive beginning on page 65 for additional analysis

OBSERVATIONS

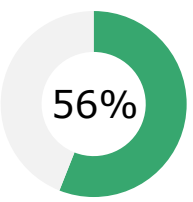
- Work Objectives is highly ranked with “I know what is expected of me on the job” receiving an 89% favorable item response
- Sworn members highly impacted by staffing programs find statistically significant less meaning in work than non-management sworn members who are not as heavily impacted by staffing programs*
- Work Impact (consisting of 4 survey items) has 56% indication of favorability, with both civilians and sworn members rating work impact similarly
- Firefighter Paramedics provided indicators of less favorable responses to unstructured time (flexibility) at 20%, indicating a potentially different workplace attitude or environment from other sworn members

Work Objectives

“I know what is expected of me on the job”



Work Impact

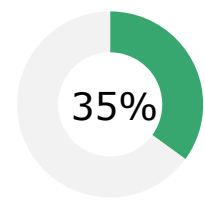


...of survey participants responded favorably for doing work that gives them a sense of meaning, purpose, and personal fulfillment

Upon further analysis of favorability averages across attribute:

- Sworn and civilian provided indications of similar favorability at 57% and 56%
- Across age groups analyzed, those born after 1995 have lower indicators of favorability (45%) compared to those born between 1946-1964 (57%)

Unstructured Time



...of survey participants responded favorably for having sufficient time during the day to accomplish tasks

Upon further analysis of favorability averages across attribute:

- Civilians have higher indications of favorability (51%) compared to sworn members (33%)
- Across ranks analyzed across unstructured time:
 - Firefighter Paramedic have indicators of less favorability at 20%
 - Fire Inspector I have indicators of higher favorability at 57%

*Shown to be statistically significant when analyzed for group differences



Work

What was heard

Quotes* from focus groups and interviews

"On the medical side, it's a struggle to get supplies. **We have to get creative to get the job done.**"

"When things break at the fire station, the sworn members fix it themselves. **They think in a 'DIY way' and in the administrative world, we have steps and bureaucracy.**"

"We need to create a better and more fair system than the assigned hire and recall programs. **It feels like you get punished for coming to work.**"

"**This is one of the best departments in the world, but we need to have more open dialogue** to improve and see how we can always be better."

"I stay at the LAFD because **I have a passion for serving the community** and being able to educate people on public safety."

"Our entire perspective of **what we do in our business is reaction**. The bell goes off, you move, alarm goes off you act, the lights come on, you react. **We have planning when it comes to operations - but that's where we stop.**"

"**Sworn members** are **disconnected** from what **civilians** can do for them. I have to bring up my skills and that I know how to manage budgets, and have done it in the past, so they can rely on me for it if they need to."

"Maybe we need to instate a fourth platoon **just to give our members the breaks they need.**"

*Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor



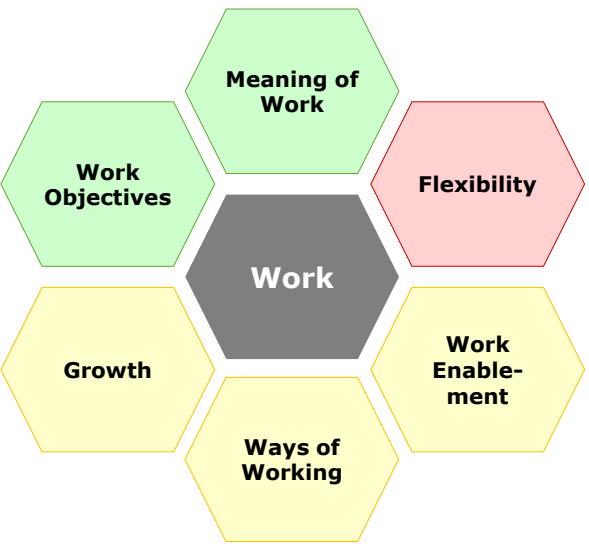
Work

Strengths & Areas of Considerations

Strengths

- * Employees have a high sense of connection to LAFD’s purpose and mission
- * Employees remain at LAFD because they are invested in serving their community
- * Across all levels and jobs, there is high pride in being a part of the organization
- * Employees described having clarity around what success looks like in their roles

Considerations



- Area Requires Attention
- Area of Focus
- Area of Strength

- 1 Interactions between sworn and civilian employee groups:** to augment mutual respect, understanding, efficiency, and productivity
- 2 Consideration of dispatch protocols:** to identify potential areas where staff can be alleviated to manage associated shortages and heavy workloads impacting the workforce
- 3 Administrative bottlenecks:** better understand bottlenecks and their impact on the organization’s effectiveness
- 4 Transparency:** enable non-management employees to better understand staffing and budget processes. Transparency should include consistent communications to members (e.g., plans and roadmap for priority initiatives around work)



Defining the relationship to *people*

The relationship I have with the people I manage, report to, collaborate with, partner with, and engage with in the community at large.



DEFINING QUALITATIVE LEVERS

Communication

How communication is conducted, delivered, and encouraged amongst colleagues and teams

Accountability

The level of accountability across people (e.g., teams and colleagues) that encourages collaborative behavior and shared goals

Teaming & Belonging

The ability of teams to collaborate, work together, foster relationships and interact with colleagues

Trust

The safety and support team members feel to share ideas, address conflict, share burdens, and achieve their goals

Coaching & Mentorship

The ability and enablement of team leaders to develop team members, inspire, create followership, and drive results

Network *(not a focus area)*

The opportunities available and interpersonal relationships that connect people and build a network

SURVEY ATTRIBUTES

Small, Empowered Teams

- *I really enjoy working with my team*

Coaching

- *My manager provides coaching to help me do my job well*
- *I have a positive working relationship with my manager*

Collaboration & Communication

- *People in my organization share information and knowledge across divisions, departments, and/or functions*
- *Decisions are made at the appropriate level of my organization*
- *My organization enables me to deliver high quality products and services to my customers*
- *I have the information I need to do my job well*
- *I have the resources (e.g., people, tools, technology) I need to do my job well*

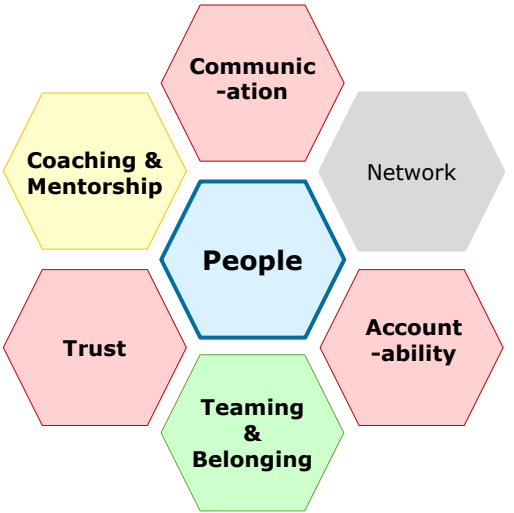
Conflict

- *What are the main sources of conflict at LAFD? Select all that apply*



People

Observations (page 1 of 2)



COMMUNICATION

- **Silos of information across LAFD:** 35% of survey participants responded favorably to: “People in my organization share information and knowledge across divisions, departments, functions”
- **Clarity on organizational imperatives:** Qualitative feedback suggests there is a perceived lack of clarity and understanding of the organization’s strategic imperatives and decisions that leaders make
- **Organizational feedback mechanisms:** Members noted a desire for more effective feedback mechanisms to share perspectives and attitudes about the organization’s performance. Members expressed that the current mechanism, a suggestion box, is not trusted or utilized in a meaningful way
- **Communications for civilians:** In focus groups and interviews, civilians noted that they feel disconnected to the strategic and high-level information shared with them because it is mostly focused on informing sworn. In addition, the portal is perceived as a sworn-specific communication tool with little relevance for civilians

ACCOUNTABILITY

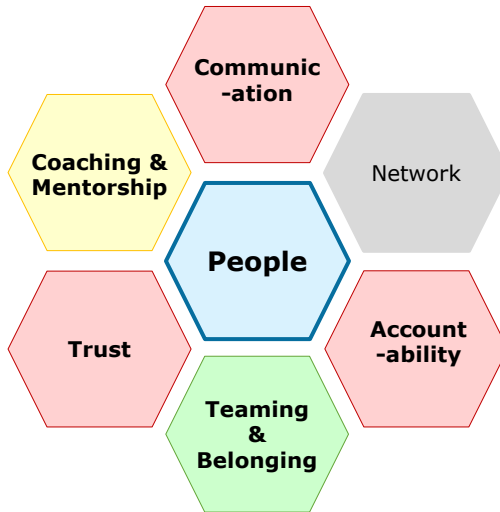
- **Disciplinary actions for sworn members in higher ranks:** Across focus groups and interviews, there was a general sentiment of frustration regarding perceived inconsistencies in disciplinary action taken by LAFD leadership for misconduct among mostly sworn members. Members felt that discipline is especially inconsistent for those in higher ranks. Many referenced this as eroding their trust in leadership. In interviews, leaders acknowledged that this perception exists across the membership and more work needs to be done to increase transparency on accountability and disciplinary actions
- **Clarity and accountability concerns among Chiefs:** Survey data indicates that “lack of clarity and accountability” is felt most among Chiefs, as over 60% of this population selected this option as a source of conflict

- Area Requires Attention
- Area of Focus
- Area of Strength



People

Observations (page 2 of 2)



- Area Requires Attention
- Area of Focus
- Area of Strength

TRUST

- **Psychological safety:** Survey data suggests that employees experience differences in psychological safety (the ability to share opinions at work). 81% of civilian participants responded favorably when asked if they felt comfortable sharing their opinions, compared to 66% of sworn members
- **Honesty and openness:** 41% of survey respondents selected "lack of honesty and openness" as a source of conflict within LAFD; 43% of sworn respondents selected this option as a source of conflict, compared to 29% of civilian respondents
- **Trust in leadership:** 19% of survey respondents indicated favorability towards senior leaders' actions match their words (see "executive leadership" category in Organization for more information). These sentiments were also reflected in interviews and focus groups. Members shared how issues around promotions, discipline, leadership qualifications, and leaders not considering employee feedback or perspectives, impact their trust in leadership

TEAMING & BELONGING

- **Sentiments of teaming:** Qualitative feedback supports the survey data that indicates 81% of the organization enjoys working with their team
- **Organic comradery:** Members share that comradery naturally increases as members work more together and note the importance of their teams. 17% of survey respondents selected "poor selection / pairing of teams" as a source of conflict

COACHING & MENTORSHIP

- **Coaching:** The survey showed 62% favorability around successfully fostering coach-coachee relationships. Qualitative feedback reflected some members noting the need for more formal coaching mechanisms
- **Formal coaching past probationary period:** Members shared that formal coaching/mentorship does not exist at LAFD. For sworn members, it occurs in the first year of the academy and stops after probation. Many suggested that formal coaching could better support rising leaders in managing conflict within and across teams
- **Manager-dependent coaching:** Focus group members said organic coaching occurs across the organization but is often dependent on an individual's supervisor. Members who receive coaching and/or mentoring mentioned they are likely to pay it forward

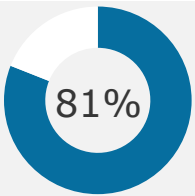


People

Quantitative Overview

Refer to Data Deep Dive beginning on page 68 for additional analysis

GENERAL SENTIMENTS ON TEAMING



...of survey participants responded favorably for having effective, cohesive teams that enjoy working together. This is supported in the survey data for both sworn and civilians. One of the least selected causes of conflict was “poor selection / pairing of teams”

Relationships with Managers

81% of responses were favorable to “I have a positive relationship with my manager”

62% of responses were favorable to “my manager provides coaching to help me do my job well”

75% of responses were favorable to “I am comfortable asking my manager for feedback”

Job Related Information

71% of responses were favorable to “I have the information I need to do my job well”

Civilians indicated 64% favorability and sworn indicated 72%
➤ Fire Inspectors I indicated lower favorability at 61%, compared to 86% for Fire Inspectors II

Decisions at Right Level of Organization

45% of responses were favorable to “decisions are made at the right level of the organization”

Favorability varied between civilians (51%) and sworn (27%)
▪ Apparatus Operators responded with 20% favorability, followed by Fire Engineers (23%), Firefighter Paramedics (24%), and Fire Captains I & II (25%)

Information & Knowledge Sharing

35% of responses were favorable to “my organization shares information and knowledge across divisions / departments / functions”

Favorability varied between civilians (44%) and sworn (34%)
▪ Fire Captains I & II indicated lower favorability at 25%, compared to Firefighter IIs at 67%

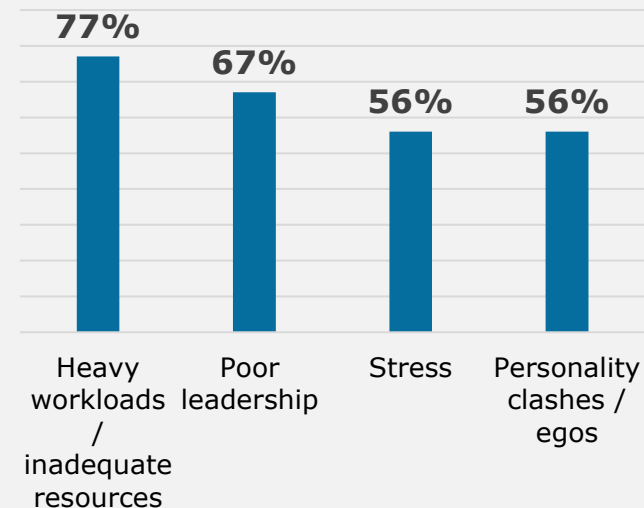


People

Trust (Conflict)

Several factors can impact trust within an organization. LAFD respondents identified key areas that give them pause in trusting the organization

Most selected reasons across LAFD



Reasons vary between sworn and civilians

- "Personality clashes / egos" was **the option most selected by civilians at 55%**
- "Heavy workloads/ inadequate resources" was **most selected by 81% of sworn respondents**

Sworn Employees

56% of sworn females selected **bullying/harassment** compared to 19%* of sworn males and 26% of civilian females

54% of sworn females selected **perceived discrimination** compared to 29% of sworn males* and 23% of civilian females

Sworn ranks that selected "heavy workload / inadequate resources" are:

- **91% of Firefighter Paramedics, 81% of Firefighter IIIs and Fire Captain Is & IIs, 84% of Engineers, and 46% of Fire Inspectors**

87% of Operations Valley and South selected "heavy workload", followed by West (80%), Central (79%), and Emergency Headquarters (77%)

Race / Ethnicity

Stress: 71% of American Indian or Alaska Natives selected stress as a source of conflict, followed by Asians (60%), Other Races (57%), Native Hawaiian or Other Pacific Islander (56%), White (55%), and Black or African American (52%). 43% of civilians selected stress

Bullying / harassment: 41% of Black or African Americans* and Native Hawaiian* or Other Pacific Islanders selected bullying / harassment as a source of conflict while others selected this below 20%

Perceived discrimination: 47% of Black or African Americans and 43% of American Indian or Alaska Natives selected "perceived discrimination" as a source of conflict more than others*

*Shown to be statistically significant when analyzed for group differences



People

What was heard

Quotes* from focus groups and interviews

"I've been sexually harassed in the fire station; there have definitely been a few instances throughout my career. I got past that by keeping my head down, doing my job, and once I had some time in at the station and the guys got comfortable with me, then they treated me as a friend, like one of them."

"What keeps me at LAFD is the people. Overall, they're friendly, willing to help one another, understanding, and respectful."

"What work-life balance means to these newer generations is a lot different than what it meant to me when I started in this field."

"I feel equipped to support the larger mission of LAFD, but **there is a gap in communicating the larger picture.**"

"There's a disconnect with us and those at the top. We would love to know what the plan and vision is for the department. I'd love to have a **monthly briefing from the Fire Chief** to hear where we're going and how we're fixing all the problems he recently mentioned."

"I see trust developed through the process that all of us as members have gone through and it's strengthened by the quality of people that are employed here. **I've never seen peer pressure be such a powerful and positive force** as much as it is within the fire department, and it has a positive effect on performance too."

"If the Chief can put out a message about the new robot we're investing in, he can put out a **supportive message** to the members for all the hard work we've done the past 18 months."

"Things can seem siloed between teams, personally we had a hard time working with another team recently. Communication from the top down might be helpful to prevent these team-to-team conflicts."

*Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor



People

Strengths & Areas of Considerations

Strengths

- * LAFD members have strong, positive sentiments around teaming and forming comradery when working together
- * Involved and effective managers build trust within teams and enhance feelings of well-being and care
- * Members who receive mentorship and coaching are committed to paying it forward to newer members

Considerations



- Area Requires Attention
- Area of Focus
- Area of Strength

- 1 Zero tolerance for discrimination:** There is a need to enforce organizational policies on discrimination, communicate what it means for members at LAFD, and determine who is accountable for upholding its application
- 2 Utilize neutral/objective resources for internal investigations:** There are perceptions of a lack of neutrality in holding all members equally accountable
- 3 Strengthen strategic communication:** There is a need for strategic communication methods around vision, mission, and organization-wide announcements (e.g., townhalls and newsletters). Using the right channels will also help promote transparency and support a culture of trust
- 4 Provide actionable feedback in performance management and promotion cycles:** Employees lack actionable feedback following performance and promotion cycles to understand how to better manage their careers and growth
- 5 Integrate mentorship and coaching into performance management:** Mentorship and coaching are not formalized or integrated into expectations in performance reviews for those in management positions. By integrating it, LAFD can expect more formal mentorship and coaching to occur



Defining the relationship to organization

The relationship I have with the mission, purpose, culture, and leadership behaviors of the organization, and its policies, programs, and rewards



DEFINING QUALITATIVE LEVERS

Adaptability

The ability of the organization to keep pace with the changing marketplace, key players, equipment, and rules

Executive Leadership

The leadership behaviors which impact core values, motivation, and communication

Purpose

The organization's mission and values that drives how business is conducted and value is given to the community

Diversity, Equity & Inclusion

How an organization creates an environment that enables the workforce be themselves and live out the shared values

Rewards *(not a focus area)*

The organization's dedication to the worker's self, growth, value, and work

Accountability *(not a focus area)*

The accountability of the organization to deliver on its promises to the community, workforce, and partners

SURVEY ATTRIBUTES

Mission and purpose

- *I understand the relationship between my job and my organization's mission*
- *I am excited about my organization's mission*
- *Senior leaders are fulfilling my organization's mission*

Transparency and honesty

- *Senior leaders' actions match their words*
- *I have trust and confidence in my organization's senior leaders*
- *Senior leaders are open and honest in communication with me*
- *Senior leaders truly care about employees*

Continuous investment in people

- *Senior leaders make an effort to improve my experience at work*

Inspiration

- *Senior leaders inspire me to do my best work*

Conflict

- *What are the main sources of conflict at LAFD? Select all that apply*



Organization

Observations

- Area Requires Attention
- Area of Focus
- Area of Strength



DIVERSITY, EQUITY & INCLUSION

- **Bullying / harassment and perceived discrimination among sworn females:** 56% of sworn females selected bullying/harassment as a source of conflict, compared to 19% of sworn males, and 26% of civilian females. In addition, 54% of sworn females selected perceived discrimination as a source of conflict, compared to 29% of sworn males and 23% of female civilians. Qualitative data from interviews and focus groups also noted the perception of discriminatory, hostile, and unprofessional work environments for members
- **Inclusion:** Data collected during interviews and focus groups suggests that inclusion is not widely felt across the organization, and some voices overshadow others. Survey data also suggests similar sentiments, with 36% favorable responses on "LAFD is committed to achieving equality based on core values"
- **Behavioral standards:** Qualitative feedback suggests that there is a perception that an alpha, male-dominated mold exists. If an employee identifies with that mold, they are more likely to feel comfortable at LAFD

ADAPTABILITY

- **Inflexibility:** During focus groups, members expressed that the organization appears adaptable on paper, but might lack flexibility and openness when it comes to innovative ideas, resources, equipment, and opportunities for improvement
- **New generational norms:** Qualitative data suggested that the new generation of employees have different expectations of work-life balance. Survey data further indicates this as those born after 1995 had the least favorable responses towards LAFD being a humanistic workplace (see well-being)

PURPOSE

- **Sense of purpose:** LAFD's core values and mission resonate with members personally, and are understood and valued professionally, as seen through qualitative and survey data. Respondents had 74% favorability towards understanding the relationship between their jobs and the organization's mission

EXECUTIVE LEADERSHIP

- **Disconnect from executive leaders:** Qualitative and quantitative data suggest that both sworn and civilian members feel disconnected from their executive leadership, with 25% of survey respondents indicating leaders are open and honest in communications with them
- **Trust in leadership:** Across the department, 31% of responses were favorable regarding trust in leadership. This data is also reflected through interviews and focus groups with members noting a perceived lack of openness and accountability
- **Sworn members' trust:** Regarding the survey question "senior leaders are fulfilling my organization's mission", civilians have 53% favorability compared to 22% favorability for sworn. In interviews and focus groups, sworn members shared that low morale is partly because they do not understand the basis for decisions and perceived lack of equitable discipline



Organization

Quantitative Overview

Refer to Data Deep Dive beginning on page 72 for additional analysis

OBSERVATIONS

- Low trust in leadership is observed in survey results and is based on 4 attributes of: mission and purpose (26%), transparency and honesty (14%), continuous investment (23%), and inspiration (24%)
- Quantitative data is supported by qualitative feedback collected in focus groups and interviews across sworn and civilians

Mission and Purpose

26% average favorable responses to mission and purpose of the organization being exciting and relatable

74% favorable responses for "I understand the relationship between my job and my organization's mission"

25% favorable responses for "senior leaders are fulfilling my organization's mission"

- Responses varied for civilians (53%) and sworn (22%)
- Apparatus Operators responded with 9% favorability, followed by Engineers at 18%, and Firefighter III and Captain I at 20%

Transparency & Honesty

14% average favorable responses for having senior leaders who are open, honest, and compassionate

Sworn responses indicate 11% favorability, civilians 39%

"Senior leaders' actions match their words" had 19% favorability across responses

All four operation centers had less than 15% favorability in responses. Administration had the highest rate of favorable responses at 50%. Engineers, Apparatus Operators, Fire Captain Is, and Firefighter IIIs had less than 10%

Continuous Investment

23% average favorable responses to senior leaders make an effort to improve employees' work experience

Favorability varied between civilian members (45%) and sworn members (20%)

- Apparatus Operators had the lowest favorable response rates at 11%
- Sworn females had the lowest favorable response rates across gender and employee type at 10%

Inspiration

24% average favorable responses for senior leaders inspiring employees to do their best work

Favorability varied between civilians (45%) and sworn (22%)

- Apparatus Operators responded with 13% favorability, followed by Fire Engineers (16%), Fire Captain I (17%), and Firefighter Paramedics (19%)



Organization

What was heard

Quotes* from focus groups and interviews

"I think **we're missing psychological safety in LAFD**. We need to improve this in the department to foster better connection to our core values."

"I have two daughters in college, **there is no way that I would ever let them consider working for the LAFD**. It's based on a misogynistic mindset; no leadership has ever done anything to address this."

"Our mentality is 'I'll take the fewest resources possible and make it work' – that may work in a fire but not in terms of administrative functions. **When good ideas come to us, if they come to us, we don't have enough help to address them.**"

"They make it known in your interviewing process that you should be very familiar with the core values and aware of what they mean to you. **To me, they're the foundation of the members at this department.** I think we're going in the right direction strengthening these values."

"**We've finally seen the first Hispanic Fire Chief.** Prior to that, there was mainly a wall of male, Caucasian faces. **We also had a few African American members get promoted to the Chief rank which was great to see.**"

"There's a running joke at our department **that if you get in trouble, you get rewarded for it.**"

"In the Marine Corps it's like – 'If I rank higher than you and I'm giving you a uniform inspection, my uniform has to look better than yours.' Here at LAFD, **the higher you go up, the less accountability there is**, and I can't wrap my head around it."

*Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor



Organization

Strengths & Areas of Consideration

Strengths

- * Past years have yielded an increase of diverse recruits and promotions to leadership positions
- * The core values of LAFD personally resonate with employees across civilian and sworn populations

Considerations



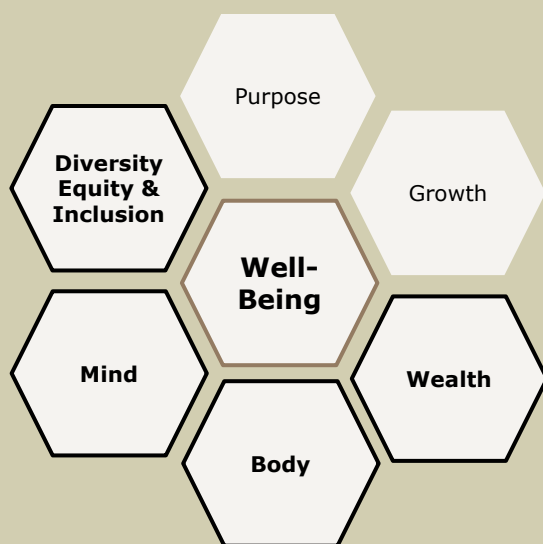
- 1 Increase connection between senior leadership and LAFD members:** Employees seek transparency and honesty. They want to hear directly from the Fire Chief and command staff around important and prevalent matters
- 2 Systematic approach to DEI:** Consider a systematic approach to access and engage a more diverse workforce, build inclusive leadership capabilities, foster an inclusive culture, and embed equity and inclusion across every bureau
- 3 Adaptability:** Members seek opportunities to share ideas with LAFD to enhance and improve the organization’s adaptability

- Area Requires Attention
- Area of Focus
- Area of Strength



Defining the relationship to *well-being*

The relationship I have with my personal life, rewards and well-being, goals, and worldview



DEFINING QUALITATIVE LEVERS

Mind

The ability of a worker to manage their mental health, stress, and work-life integration

Body

The ability of a worker to manage their physical health, wellness, and physical activity

Wealth

The ability of a worker to manage the financial aspects of their work and personal life

Diversity, Equity & Inclusion

The ability of an organization to empower workers to bring their authentic selves in a safe, encouraging, and accepting environment

Purpose *(not a focus area)*

The connection of a worker's personal values with the values of others and the organization, creating a sense of fulfillment and meaning

Growth *(not a focus area)*

The ability of the organization to meet the needs of the worker's personal and professional goals

SURVEY ATTRIBUTES

Culture of Recognition

- *I am paid fairly for the work I do*
- *I am recognized for excellent work*

Flexible Work Environment

- *I have the flexibility I need to balance my work and personal life*
- *I have predictable work hours*

Fair, Inclusive, Diverse Work Environment

- *I feel comfortable sharing my opinions at work*
- *I am treated with respect at work*
- *I am treated fairly at work*

Humanistic Workplace

- *My organization has a genuine interest in my health and well-being*
- *The people I work with are there for me when I need them*
- *I have fun at work*
- *I have developed strong personal connections at work*

Work-Life Integration *(custom question)*

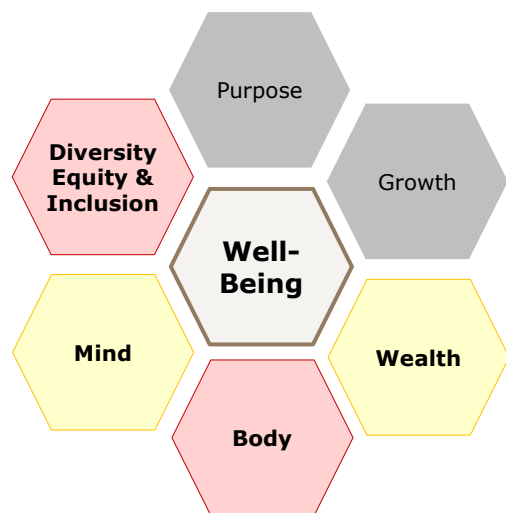
- *I have access to adequate resources to help manage my mental health, stress, and work-life integration*



- Area Requires Attention
- Area of Focus
- Area of Strength

Well-Being

Observations



BODY

- **Burnout:** Sworn noted in focus groups that Assigned Hire and Recall programs are leading to burnout. Trepidation was also expressed on upcoming DROP retirees' and pending vaccine mandate terminations' impact on this. Survey data showed 28% favorability towards LAFD having a genuine interest in health and well-being by sworn. Sworn members also selected "heavy workload / inadequate resources" as one of the main sources for conflict at LAFD
- **Time-off policies:** In focus groups and interviews, employees described the policies for time off as not well defined, laborious, informal, and causing stress on the individual and the workforce
- **Dispatch call requirements:** During focus groups, sworn members expressed frustration and exhaustion when describing the requirement to dispatch a fire engine team to every call (see "work" for more details on this)

WEALTH

- **Sentiments around pay for sworn:** Survey data shows that 73% of sworn members responded favorably for being paid fairly. In focus groups, sworn expressed that they are compensated fairly and are pleased with the opportunity to collect a pension, but feel the department sees compensation as the primary form of appreciation
- **Different perception of value:** Survey data suggests that 59% of civilians responded favorably to being paid fairly. Feedback from focus groups indicated that during the COVID-19 pandemic, civilians were furloughed while sworn members were not, which was said to perpetuate an "us vs. them" mentality

MIND

- **Wellness resources:** Survey data indicates that 60% of responses were favorable to "having access to adequate resources to help manage my mental health, stress, and work-life integration." Employees expressed recognition of the efforts LAFD has made in access to and improvements in wellness resources in recent years, such as two department psychologists and support dogs
- **Sworn females' well-being:** Survey data indicates that sworn members responded with 28% favorability towards "my organization has genuine interest in my well-being", while civilians responded with 52% favorability. Sworn females responded with 13% favorability, while civilian females responded with 56%. Sworn males responded with 26% favorability

DIVERSITY, EQUITY & INCLUSION

- **Inclusion Challenges:** Although the Department has a workforce that is demographically representative of the city of LA, data collected in interviews and focus groups indicate potential differences in experiencing inclusion at work. Two examples: Sworn females responded 38% favorably to "I feel comfortable sharing my opinions at work" compared to sworn males (50%) and civilian females (65%) and Civilians also expressed perceptions of being treated as "second-class citizens" and not being considered as crucial to the mission of the fire service
- **Gratitude:** Members expressed, during interviews and focus groups, that they would like to receive more messages of positive reinforcement, gratitude, and appreciation from leadership and immediate supervisors. Civilians noted that their promotions were not celebrated in the same way as sworn promotions and impacted their sense of inclusion
- **Personal connections:** Members shared, in focus groups and interviews, that they work with colleagues with whom they have personal connections and support them. This is further reflected by survey data showing 80% favorability to "I have developed strong personal connections at work"



Well-Being

Quantitative Overview

Refer to Data Deep Dive beginning on page 81 for additional analysis

OBSERVATIONS

- Quantitative data across sworn and civilian indicate different experiences at LAFD in some areas while also highlighting a consistent opportunity to improve well-being programs across both groups. Less than half of LAFD believe there is a fair, inclusive, and diverse work environment

Culture of Recognition

44% average favorable responses to a workplace that recognizes employees for their contributions

Sworn and civilian favorable responses were similar on this item at 44%

- Across gender and employee status, female civilians indicated higher favorability (46%), compared to their counterparts – civilian males 41%, sworn females (41%)
- This variation grows (14%) when it comes to recognition between sworn and civilian pay

Flexible Work Environment

39% average favorable responses to a work environment that allows employees to maintain a healthy work-life balance

Favorability varied between sworn (34%) and civilian (79%)

- Engineers (24%), Firefighter Paramedics (27%), Firefighter III (28%) responses were lowest in favorability
- Administrative Services (91%), Training and Support (75%), EMS (74%) and IT (71%) were highest in favorability

Fair, Inclusive, Diverse Work Environment

45% average favorable responses to a work environment that is safe, fair, and allows for the expression of diverse opinions and values

Favorability varied for civilians (50%) and sworn (44%)

- Firefighter Paramedics indicated low favorability in responses (33%) while Apparatus Operators had one of the highest favorability responses (64%)

50% favorability to "I feel comfortable sharing my opinions at work" Across gender, sworn females indicated lower favorable responses at 38% compared to sworn males at 50%, and civilian females at 65%

- Apparatus Operators and Fire Inspectors provided higher indicators of favorability at 64%, while Firefighter II indicated lower favorability at 33%

Humanistic Workplace

34% average favorable responses to an interconnected workplace characterized by strong personal connections between employees

- Similar responses between sworn (34%) and civilians (45%) across this attribute
- 80% favorability to "I have developed strong personal connections at work"
- 28% favorability to "my organization has a genuine interest in my health and well-being"
- Respondents born after 1995 had a 9% favorability response regarding LAFD being a "humanistic workplace"



Well-Being

What was heard

Quotes* from focus groups and interviews

"I think **we've come a long way with the development of the Behavioral Health Center and hiring of the psychologists** we have at the department now. I have first-hand experience using those resources for myself and my members and **they take care of us.**"

"At the Captains' level, **I think mental health should be more openly discussed. We need to provide our Captains with the tools and resources** to be able to talk about this with their subordinates."

"Our engagement as a team has suffered since switching to telecommuting. I feel our employees slacking off more, **they've forgotten the purpose of their role and require more attention than they did when we were in the office** with one another."

"When our members work long hours, then go home, they're just in recovery from their long shifts. I don't think that's real quality time being spent with their family. **I can see the long-term effects of that looming over our guys.**"

"We don't feel appreciated at our level. Feels like **no matter how hard we work, it's never enough.**"

"I reached out to the department psychologist when I needed help, **but they were booked up for two weeks and seemed overwhelmed with the need** they were seeing."

"**I love my job, but I'm working more than I ever have.** I work more than is needed from month to month and then I'm told **I can't go home and see my kids.**"

"Staffing problems are **foreseeable and won't be sustainable**, looks like as more college educated individuals are being hired, they're going to want to be **thinking smarter not harder and thinking scientifically about our wellness.**"

"**Staffing shortages play into work-life balance** and how people are doing. With the recalls and staffing, you don't feel like the department is supporting you. They just want you to show up and do your job."

"For those who continue to promote and stay at the Department, sworn members receive a promotions recognition party and I think **the same celebration and recognition would be nice for civilians to have** when we get promoted too."

*Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor



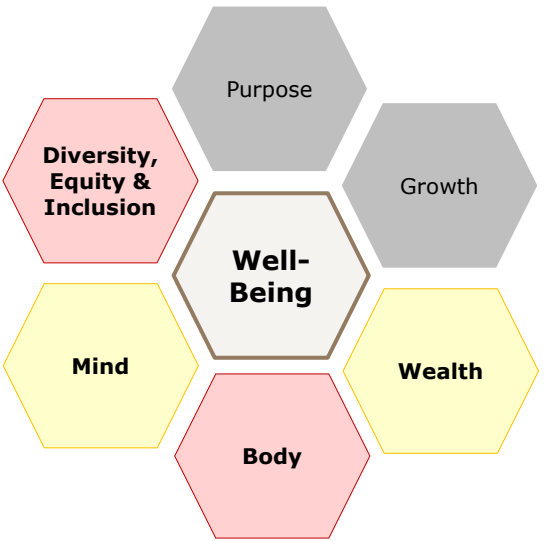
Well-Being

Strengths & Areas of Consideration

Strengths

- * Sworn members at LAFD feel they are fairly and well compensated
- * Mental health resources are available at LAFD and most are aware of the avenues to utilize these resources, if needed

Considerations



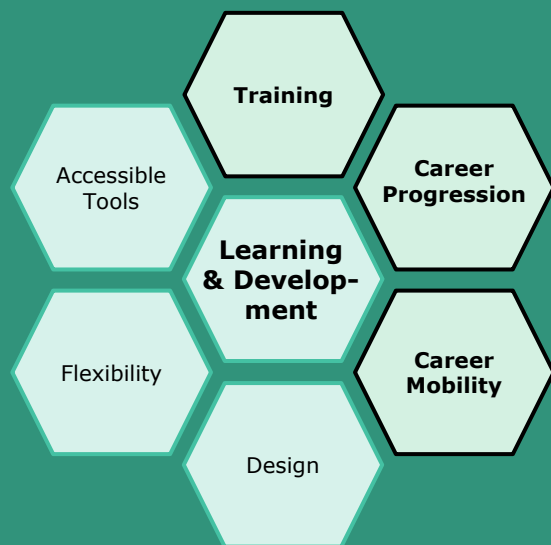
- 1 Strengthen psychological safety:** Through measures such as conversations that make employees feel heard and anonymous feedback channels, concerns around psychological safety may be addressed
- 2 Show gratitude:** There is an opportunity to more frequently express gratitude for employees that can increase morale
- 3 Re-iterate time off policies:** Providing guidance around appropriate approaches in taking time off work may lead to appropriate usage of time-off policies that could lead to members feeling recharged
- 4 Celebrate civilian promotions:** Civilians expressed a desire for their promotions to be celebrated in the same way that sworn promotions are
- 5 Availability of mental health resources:** Members expressed a need for additional psychologists to increase accessibility to help at the time that it's needed

- Area Requires Attention
- Area of Focus
- Area of Strength



Defining the relationship to learning & development

The relationship I have with how well prepared I feel to advance and learn in my work



DEFINING QUALITATIVE LEVERS

Training

The system of activities designed to help me obtain knowledge, skills, and progress professionally and personally

Career Progression

The opportunities available to me for moving forward and getting promoted

Career Mobility

The opportunities and resources available to me which allow me to move across positions or occupations in the workplace

Flexibility *(not a focus area)*

My ability to determine where and when I work

Accessible Tools *(not a focus area)*

The access to tools that equip the workspace, enable work anytime and anywhere, enhance work, reduce hassle, etc.

Design *(not a focus area)*

The design of the workspace and technology that accommodates my personal and work needs

SURVEY ATTRIBUTES

Facilitated Talent Mobility

- *I am excited about career paths available to me*
- *I believe my career goals can be achieved at my organization*

High-Impact Learning Culture

- *My organization makes it a priority to invest in my training and development*
- *I have opportunities to learn and grow at work*

Training and Support on the Job

- *I have someone at work who actively supports me in my career*

Self-Directed Dynamic Learning

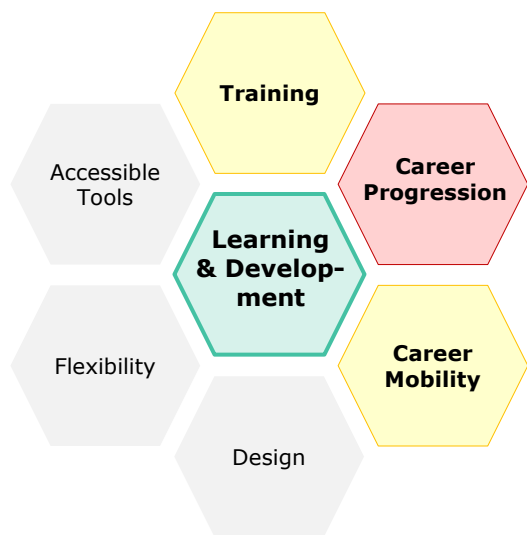
- *I have access to learning opportunities that I can pursue on my own (e.g., online training, mentoring programs)*



Learning & Development

Observations

- Area Requires Attention
- Area of Focus
- Area of Strength



TRAINING

- **Technical training:** Sworn members feel a sense of pride in the technical trainings offered at LAFD (e.g., for firefighters). However, both sworn and civilian groups indicate low favorability in feeling that LAFD makes investments in training and development of their employees (35%.) Civilians expressed there was a lack of effective technical training for their roles. Survey data shows civilians (51%) responded less favorably towards having training and on the job support than sworn members (66%)
- **Soft skills and leadership training:** Although Leadership Academy is available, data from focus groups and interviews indicated a desire for effective and mandatory soft skills training, especially for those in leadership roles. These sentiments were prominent across Fire Captains both in focus groups and survey results, with Captains' responses around training and support on the job at 54% favorability
- **Training methods and materials:** Common feedback from sworn members suggest that training materials are outdated and focus on policies and procedures rather than everyday challenges and situations employees face
- **Access to trainings for civilians:** Civilians noted that they would like access to LAFD trainings, where appropriate, instead of just those available through the City of LA

CAREER MOBILITY

- **Sworn opportunities for mobility:** Sworn members had a 48% favorability response for career mobility compared to 34% for civilians. This was reflected in focus group and interviews with civilians expressing limitations in career mobility
- **Excitement for sworn career paths:** Firefighter II indicated higher favorability at 93% in response to "I am excited about career paths available to me", compared Assistant Chiefs at 40%, and Apparatus Operators at 44% who provided lower indicators of favorability

CAREER PROGRESSION

- **Lack of robust performance measurement and reviews:** Feedback from focus groups and interviews indicate that performance management processes are limited to checking boxes, and are not accompanied with coaching conversations and actionable developmental feedback
- **Development practices for career progression:** Both sworn and civilian members show a perceived lack of understanding about requirements for and what factors are considered in promotions. The process was described in focus groups and interviews as subjective and biased. Firefighter II (87%), Fire Captain II (81%), Engineers (79%), and Fire Inspector II (79%) indicated higher favorability, while Firefighter Paramedics (51%), Fire Assistant Chiefs (60%) and Fire Battalion Chiefs (62%) provided lower indications of favorability
- **Objectivity in promotion process:** Feedback heard from sworn members indicated that at certain levels (e.g., Captain II) written tests are not standardized, and panel decisions around promotions lack objective measurement, which allows biases in the process. Data collected in focus groups and interviews indicate that reasons for decisions are not always shared with candidates, which compounds perceptions of a lack of transparency and clarity in the process



Learning & Development

Quantitative Overview

Refer to Data Deep Dive beginning on page 90 for additional analysis

OBSERVATIONS

- General sentiments around learning and development vary by civilians and sworn, with civilians providing indicators of less favorability towards Talent Mobility, High Impact Training Culture, Training and on the Job Support, and Self-Directed Dynamic Learning
- Individuals with less than one year of tenure at LAFD provided indicators of higher favorability across Talent Mobility, High Impact Training Culture, Training and on the Job Support, and Self-Directed Dynamic Learning

Facilitated Talent Mobility

45% average favorable responses to having sufficient career growth and development opportunities at the organization

Favorability varied between civilians (34%) and sworn (48%)

- Sworn (51%) and civilian (39%) responses indicate variance in favorability in "I am excited about the career paths available to me"
- Sworn (65%) and civilian (45%) responses indicate variance in "I believe my career goals can be achieved at my organization"

Individuals with less than 1 year of tenure at LAFD provided indicators of higher favorability for both sworn (71%) and civilian (75%)

Training and on the Job Support

64% favorable responses to having ample support and mentorship in career development

Favorability varied between civilians (51%) and sworn (66%)

- Fire Captains I & II indicated lower favorability at 55%, compared to Firefighter III and Fire Assistant Chiefs at 80%

For sworn members, individuals with over 31+ years have lower favorable responses at 29%

High Impact Training Culture

35% average favorable responses to a culture that prioritizes training and development

Favorability varied between civilians (31%) and sworn (36%)

- Sworn (36%) and civilian (31%) provided similar indicators of favorability towards "my organization makes it a priority to invest in my training & development"
- However, responses vary by civilian (53%) and sworn (72%) on "I have opportunities to learn and grow at work"

Self-Directed Dynamic Learning

63% favorable responses to having access to self-directed learning activities such as online training and mentoring programs

Favorability varied between civilians (50%) and sworn (64%)

- Firefighter II (93%) and Fire Assistant Chiefs (90%) indicated higher favorability, while Firefighter Paramedics (59%), Apparatus Operators (60%), and Fire Captain I (62%) indicated lower favorability
- Individuals who have been at LAFD for less than 1 year indicated higher favorability at 82%



Learning & Development

What was heard

Quotes* from focus groups and interviews

"**Mentorship is self-motivated at LAFD.** People finding and mentoring you on their own is a VERY limiting opportunity. I don't see this working for others below me. When you go up for a promotion, guys will seek out mentors, **but as an organization, we fail at setting that up formally.**"

"The In-Service training team, which oversees training members throughout their careers after probation year one, has a staff of ~10 people whereas the Recruit Training team is staffed with ~45 individuals. **This shows me in black and white that our priority in training is for the first year only.**"

"Our promotions process works like, **if member A has more connections/knows more people than person B, they may get a better score.** I'm not sure this is affording us top-rated candidates."

"If we had **set standards for each promotional role,** they'd know exactly what's expected of them when they come in at that level."

"We can take time off to secure and attend a class, but there's all this scheduling and work behind the scenes to do that, especially with the current staffing shortage. **It costs us more than just the normal cost of taking the class.** Not to mention the stigma of not being at work so we can take this course."

"**Trainings, classes and opportunities exist** but you have to be self-motivated to take advantage of all of these things. The Leadership Academy is one of the best tools for this."

"The message from our fire department regarding training is – train like your life depends on it **but do it on your own time.**"

*Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor



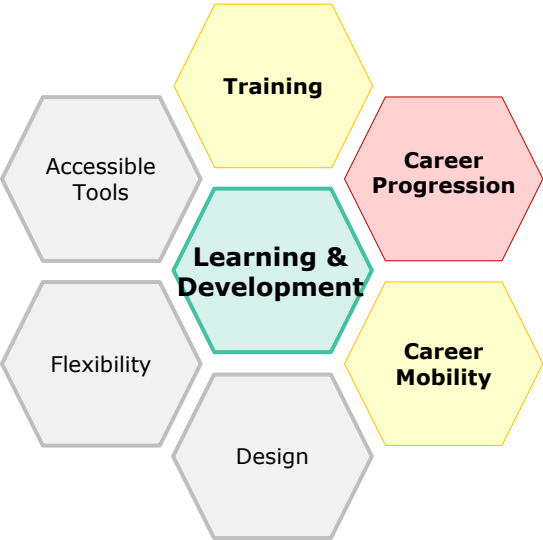
Learning & Development

Strengths & Areas of Consideration

Strengths

- * Development of Critical Conversations training program & Leadership Academy
- * First year as a probationary member yields high learning and development opportunities, mentorship, and hands on training

Considerations



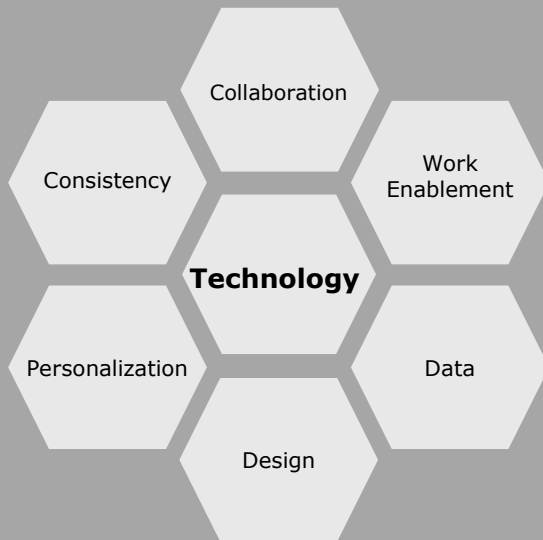
- 1 Opportunities for mentorship:** Mentorship is not sustained after probationary period leading to poor perceptions around career mobility, progression support, and leadership development
- 2 Objectivity in promotion process:** A need for objective and formal promotion process to decrease perceptions of bias, and create objective behavioral and technical measures for promotions
- 3 Evaluate training materials and learning opportunities:** Desire for training materials and expanded access to learning and development opportunities that address conflict mitigation, DEI, compassionate leadership, and hands-on, rank and level-specific job training

- Area Requires Attention
- Area of Focus
- Area of Strength



Defining the relationship to technology

The relationship I have with the technologies that connect me to my work, workforce, and workplace



DEFINING QUALITATIVE LEVERS

Collaboration & Communication *(not a focus area)*

The promotion of teaming and knowledge sharing through technology

Work Enablement *(not a focus area)*

The ability to leverage the right technology to accomplish work efficiently

Data *(not a focus area)*

The ability to access real-time information, dashboards, and applications to drive decision-making and complete work

Design *(not a focus area)*

How technology is designed in a human-centric way, resulting in intuitive, simple tools with minimal training

Personalization *(not a focus area)*

The level of personalization that enables technology to cater to the needs and preferences of the worker

Consistency *(not a focus area)*

The usage of technology to enable a consistent work experience regardless of where or when work is done

SURVEY ATTRIBUTES

Data collected from the survey is not sufficiently applicable to the pillar of technology

*For this reason, it was removed as a focus area / area of opportunity. Instead, a qualitative summary of the feedback received through focus groups and interviews is provided for awareness on **page 56***



Technology

What we heard

Quotes* from focus groups and interviews

"I don't think we've invested enough in mobile technology."

Right now, completing all the necessary documentation requires us to go back to a fixed facility, a brick-and-mortar building, to upload our information."

"Our software programs are very outdated which limits me from easily gathering the data that I need. I have to go through different city programs just to get what I need."

"Resources have been removed from the FireStat effort/initiative so it's very basic and doesn't demand the accountability that it could or should. CompStat was a more intense version of FireStat that held people to a very strict standard with well-defined consequences."

"I'd love to see more visuals of data incorporated into communications to the department that are mobile friendly and easy to read and access. **Think it could also be beneficial to utilize social media** more often too to deliver messages from the top."

"We need to get away from a paper-first way of working."

"We're innovative on paper, but at what cost. We're not asking our firefighters about their ideas for solutions to make our citizens safer. We only want to make the headlines."

"We have old computers/monitors, some without cameras, which make it hard to work collaboratively, remotely."

*Quotes may have been slightly reworded, without change to intent, to preserve the anonymity of the contributor

Data Deep Dive



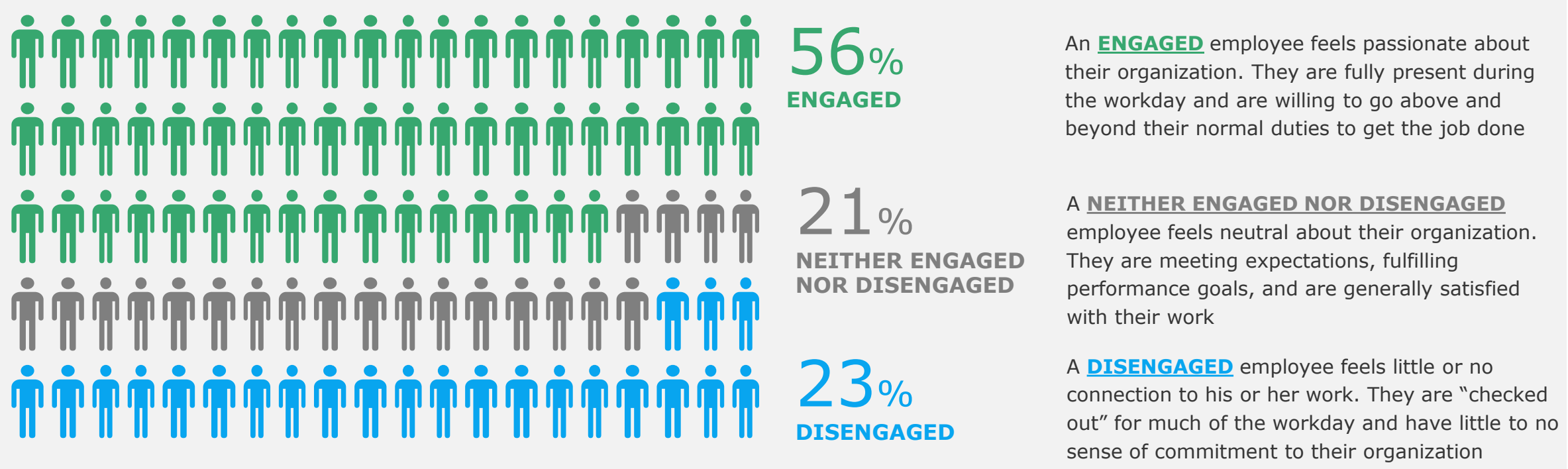
Engagement Data

Survey Deep Dives



Engagement at LAFD

LAFD’s engagement across the organization shows that 56% of the workforce is engaged. Government and public sector organizations generally score 60% or higher



Survey Items	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
My organization motivates me to give my best effort at work.	9%	25%	28%	23%	15%
I would recommend my organization to family and friends as a place to work.	17%	31%	23%	16%	13%
I am proud to work for my organization.	33%	38%	16%	8%	5%
Two years from now, I plan to be working at my organization.	40%	31%	17%	5%	7%



Demographics

Interviews, Focus Groups & Survey



Demographics

Interviews & Focus Groups

Across civilian and sworn, interviews and focus groups collected data at all organizational levels. The largest sampled population in both civilian and sworn classifications were non-management employees

Across all management levels*, employees across the following **bureaus and functions** at LAFD participated in interviews and focus groups

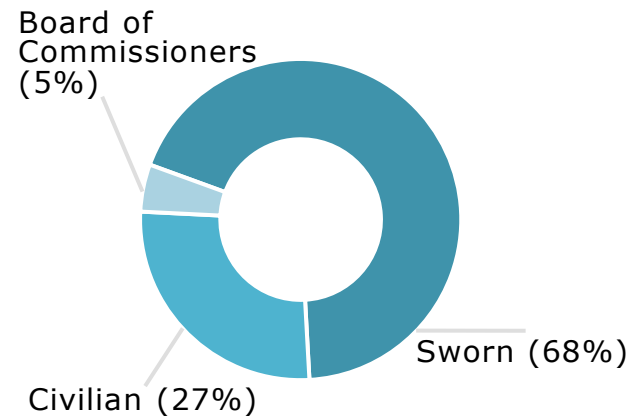
BUREAUS

- Administration
- Administrative Operations HQ
- Administrative Services
- Emergency Operations HQ
- Training & Support
- Information & Technology
- Operations Valley

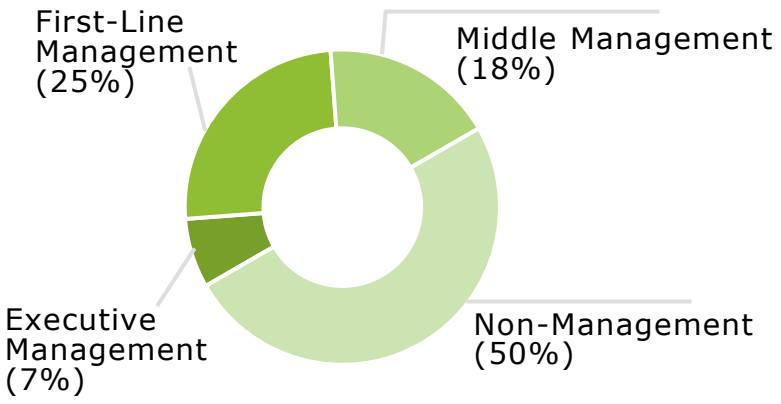
FUNCTIONS

- Professional Standards
- Risk Management
- Recruit Services
- In-Service Training
- Human Resources
- Internal Investigations
- Personnel Services
- EEO
- Supply & Maintenance
- Emergency Operations
- Financial Management
- Management Information Systems
- Fire Line Safety Inspection

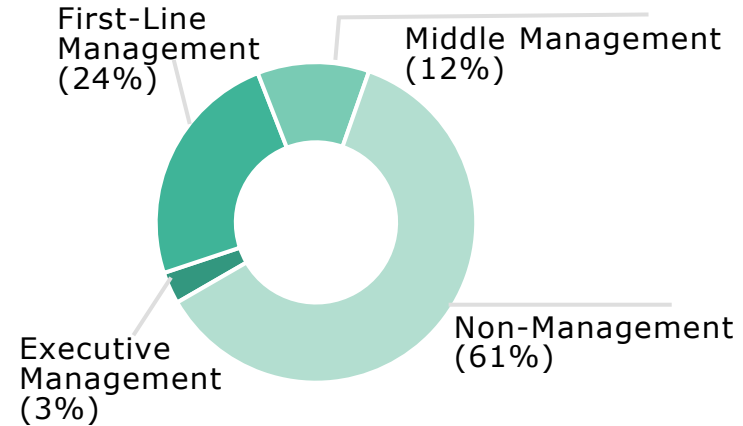
Member Type



Civilian Classification



Sworn Rank



Refer to page 107 to review the types of roles categorized under each management level



Demographics

Survey (page 1 of 3)

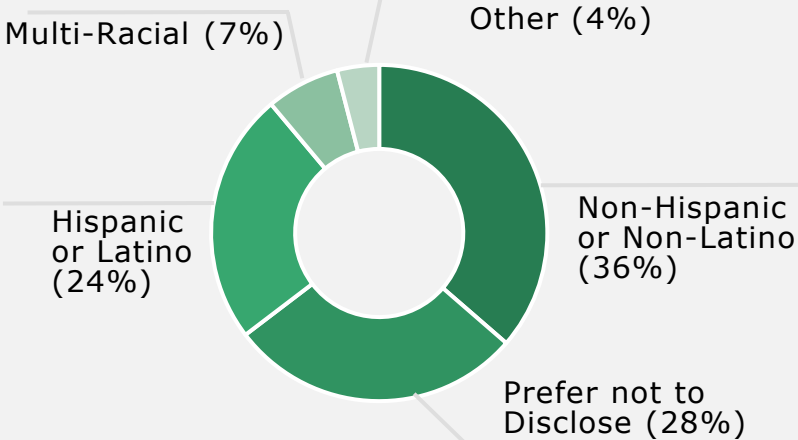
Across the survey responses, snapshots of the data were analyzed to show who participated in the survey based on the demographic categories of **age**, **ethnicity**, and **race** to show the collective workplace attitudes of respondents in these categories

Takeaways

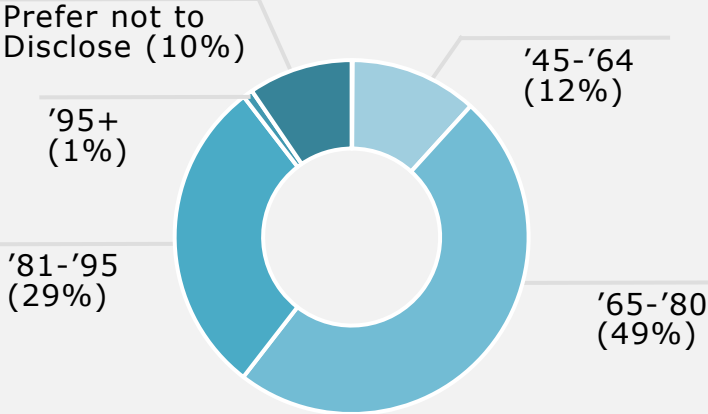
The largest percentage of participants identified their ethnicity as **non-Hispanic/non-Latino**, their race as **Caucasian**, and were between **41-56 years of age**

The survey captures cross-representation found in the LAFD’s workforce across race, ethnicity, and age groups

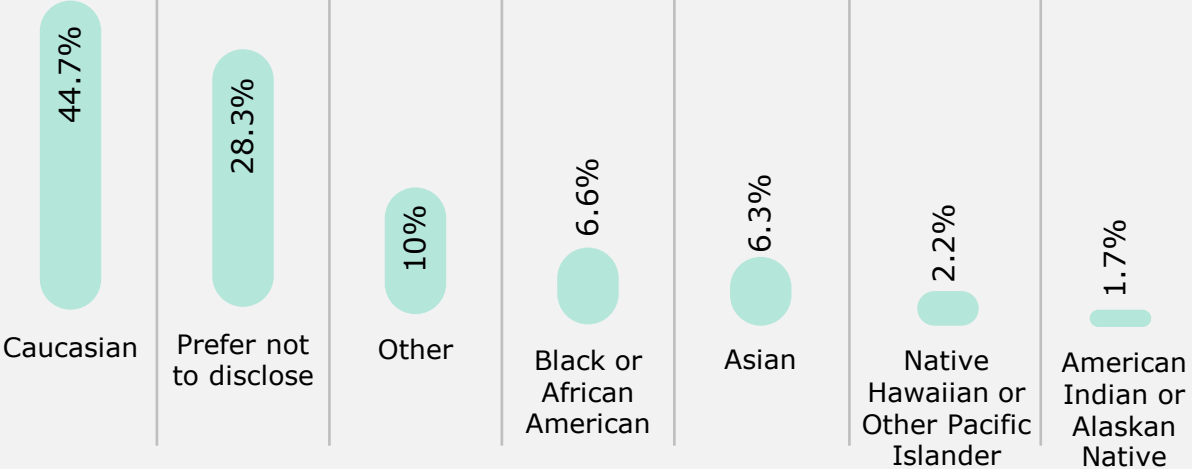
Distribution by Ethnicity



Distribution by Age



Distribution by Race





Demographics

Survey (page 2 of 3)

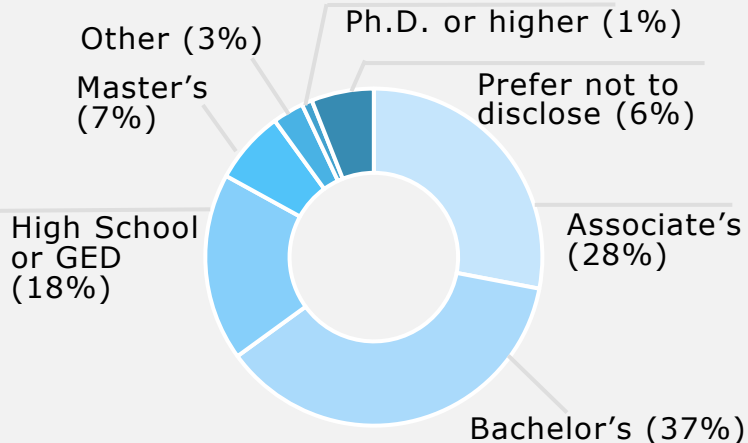
Across the survey responses, snapshots of the data were analyzed to show who participated in the survey based on the demographic categories of **location**, **education**, and **impact of employee programs** to show the collective workplace attitudes of respondents in these categories

Takeaways

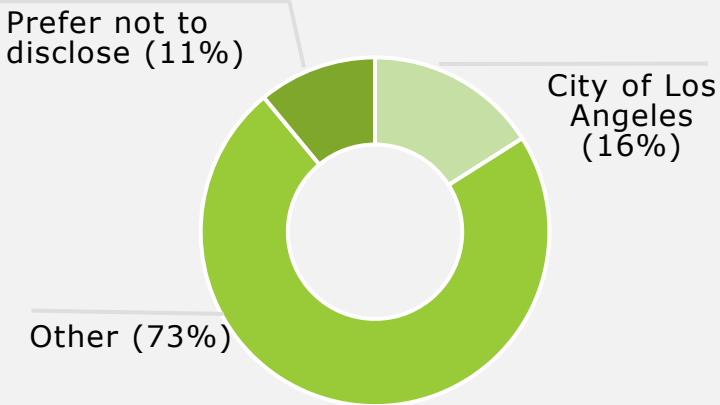
45% of participants identified that they have a **bachelor’s degree or higher**, 73% live **outside of the City of Los Angeles**, and 65% were impacted by **both the recall and assigned hire programs**, with **90% of sworn population** who participated in the survey indicating being impacted by at least one of the programs

This reflects the feedback received during focus groups and interviews that LAFD has moved towards **hiring more individuals with higher education backgrounds**. Feedback also reflected that **a large percentage of the workforce** has been affected by the **recall and assigned hire programs**

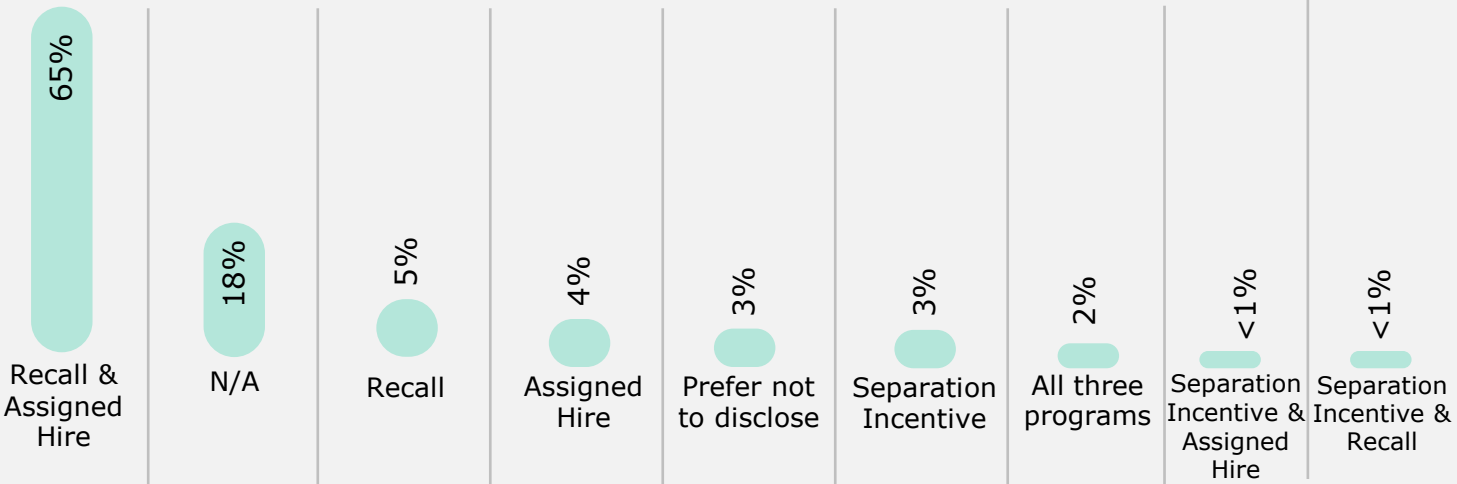
Distribution by Education



Distribution by Location



Impact of Employee Programs





Demographics

Survey (page 3 of 3)

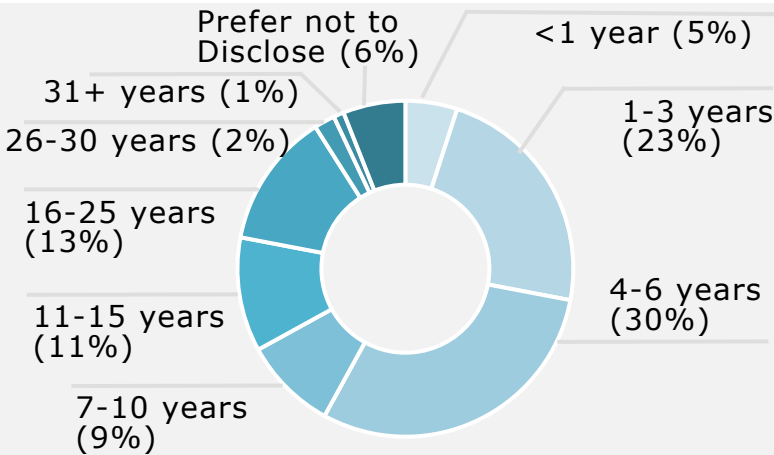
Across the survey responses, snapshots of the data were analyzed to show who participated in the survey based on the demographic categories of **tenure at LAFD** and **tenure in role** to show the collective workplace attitudes of respondents in these categories

Takeaways

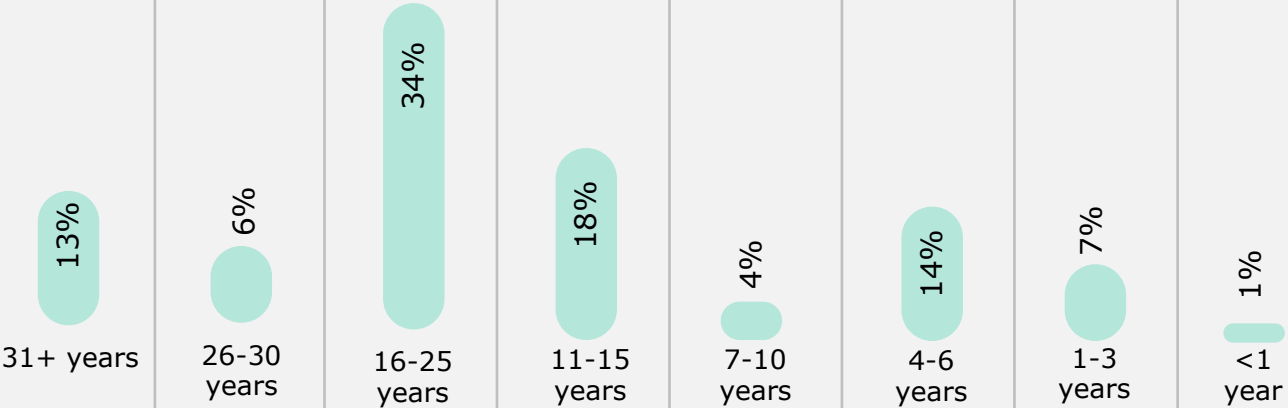
The largest percentage of participants identified that they’ve been at LAFD for **16-25 years**

The largest percentage of participants also identified they’ve been in their role for **4-6 years** closely followed by **1-3 years**

Distribution by Tenure in Role



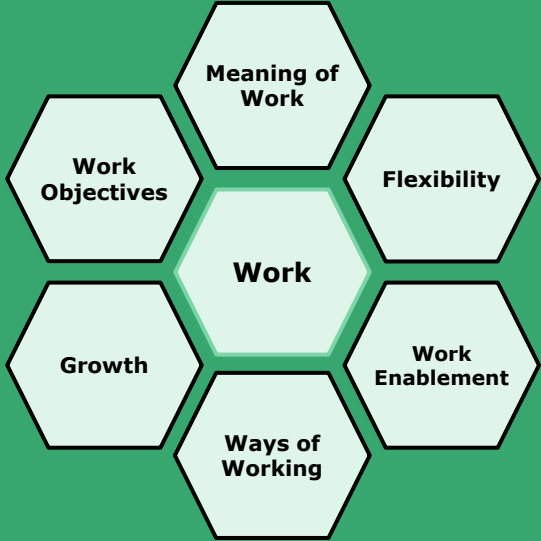
Distribution by Tenure at LAFD





Work

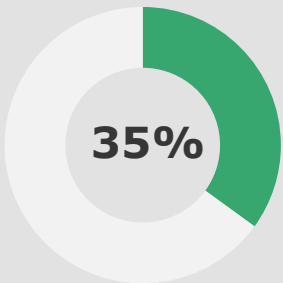
Survey Deep Dives





Work

Flexibility (Unstructured Time)

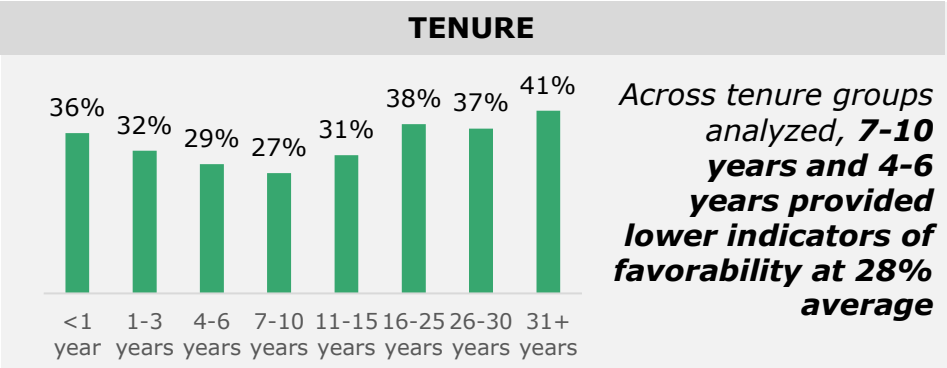
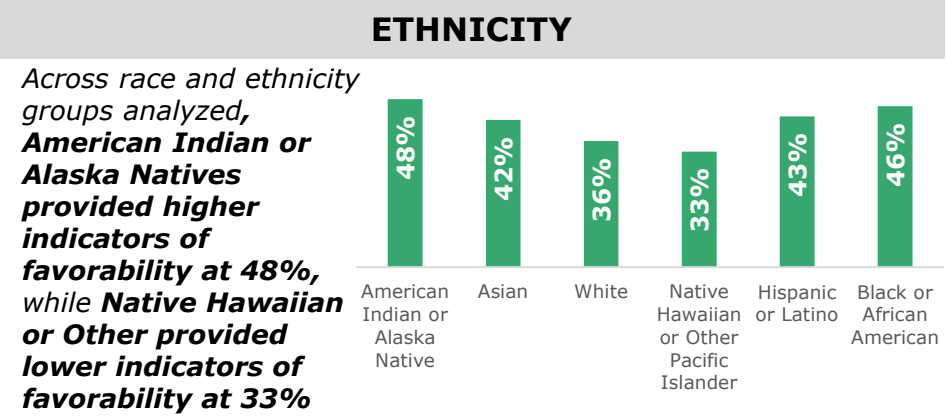
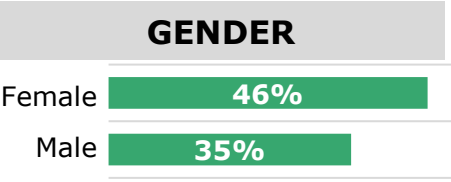
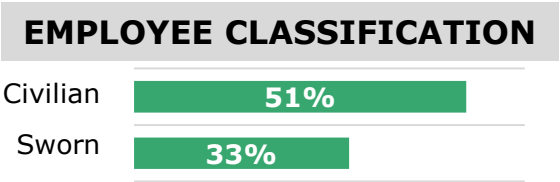


...of survey participants responded favorably to having sufficient time in the day to accomplish tasks

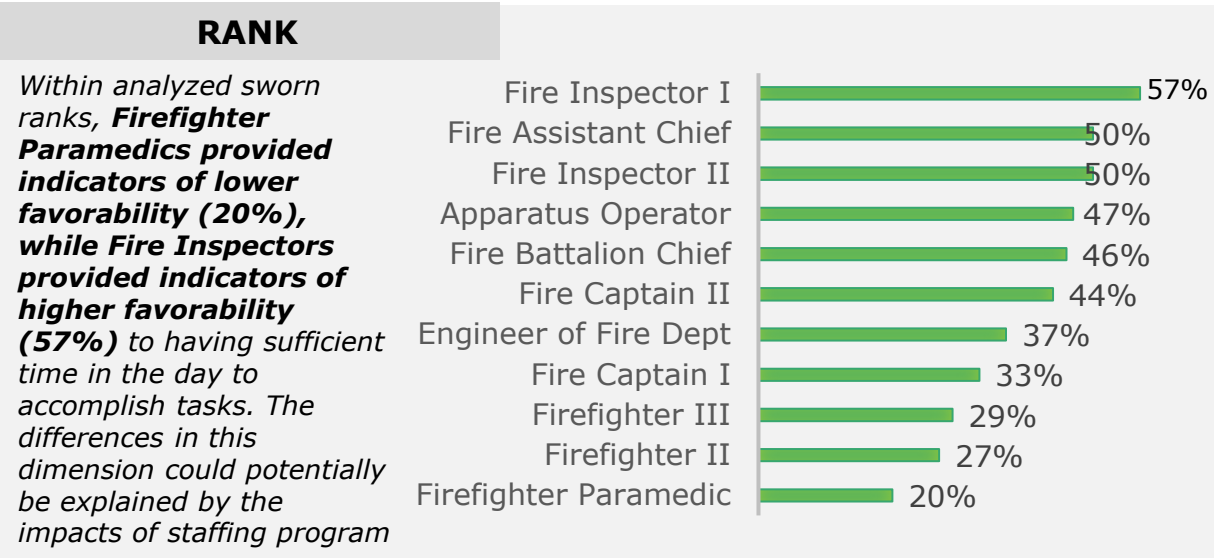
Survey Items					
My organization supports me spending time on work-related projects outside of my normal responsibilities	11%	28%	36%	15%	10%
At work, I have time to think, reflect, or create	11%	33%	23%	20%	14%

Strongly Agree Agree Neither Agree Nor Disagree Disagree Strongly Disagree

Across employee classification and gender, **civilians provided higher indicators of having flexibility (51%)**, compared to **sworn (33%)**; Across gender, **females provided higher indicators of favorability 46%** compared to **males 35%**



Favorable Responses
(Strongly Agree & Agree)

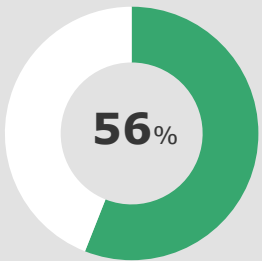




Work

Meaning of Work (Work Impact)

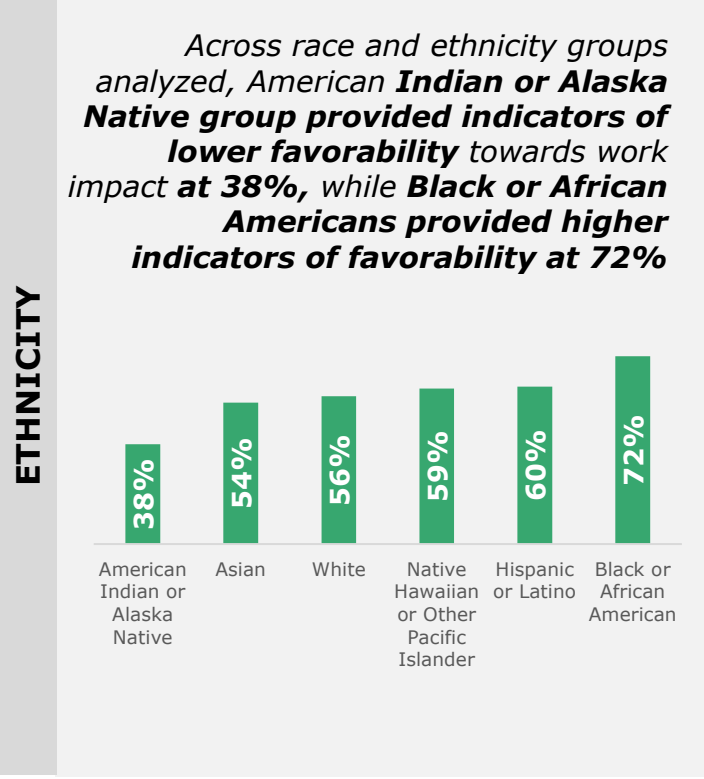
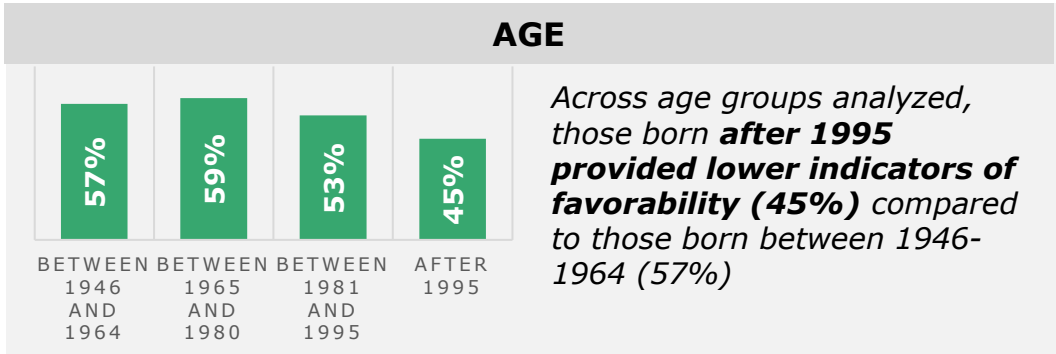
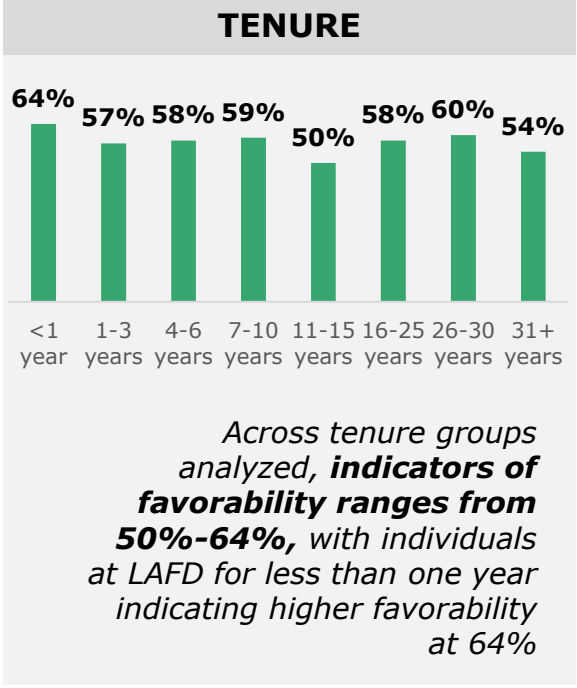
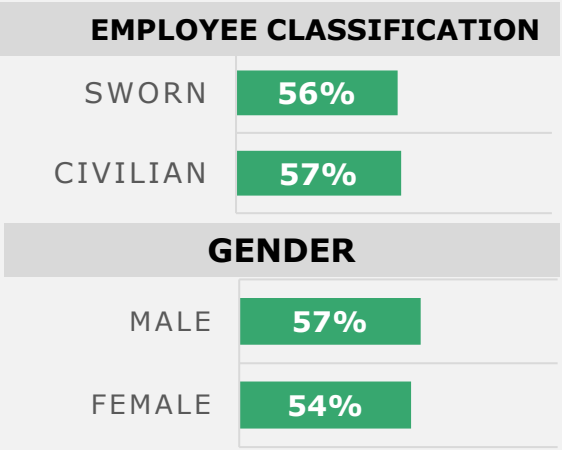
Strongly Agree Agree Neither Agree Nor Disagree Disagree Strongly Disagree



...of survey participants responded favorably towards their work giving them a sense of meaning, purpose, and personal fulfillment

WORK IMPACT						
My work gives me the opportunity to regularly use my strengths.		18%	47%	18%	12%	5%
The work I do is meaningful.		33%	49%	12%	4%	3%
My work is aligned with what I value in life.		23%	43%	19%	9%	5%
The work I do contributes to the success of my organization.		33%	48%	12%	5%	3%

Across gender and employee classifications analyzed, responses indicated **similar favorability between sworn and civilian, and male and female** (sworn 56%, civilian 57%) and gender (male 57%, female 54%)



Favorable Responses (Strongly Agree & Agree)

Favorable response percentage is derived from average of Likert scale responses across survey items



People

Survey Deep Dives

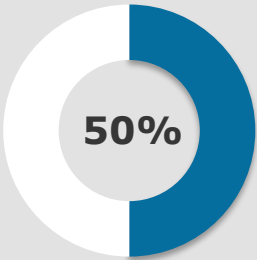




People

Communication (Collaboration & Communication, 1 of 2)

COLLABORATION & COMMUNICATION



...of responses indicated favorability towards a workforce that promotes simplicity by providing the resources they need to do their jobs, while not overburdening them with unnecessary information. This dimension also encompasses the belief that decisions are made by logical processes and are clearly conveyed across the organization

Across employee classifications analyzed, **sworn responded 49% favorably** and **civilian responded 55% favorably**

EMPLOYEE CLASSIFICATION



EMPLOYEE RANK

Within sworn ranks analyzed, data suggests that **Firefighter Paramedics responses indicated less favorability (44%)**, followed by Fire Captain I population (46%), while **Firefighter II population responses indicated higher favorability at 72%**

EMPLOYEE BUREAU

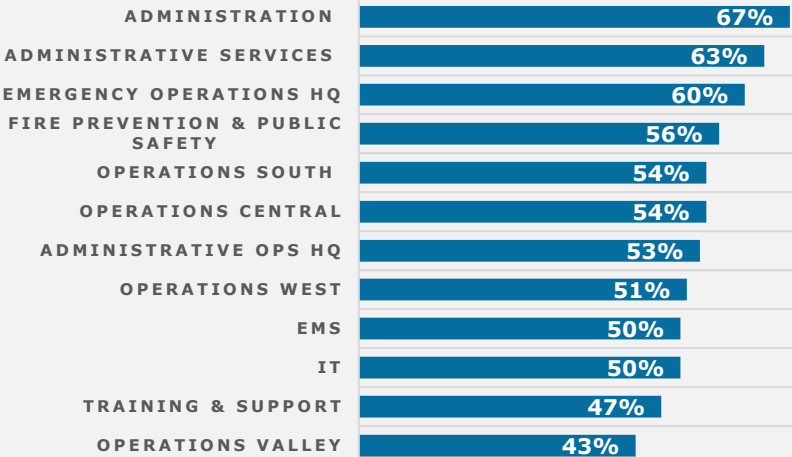
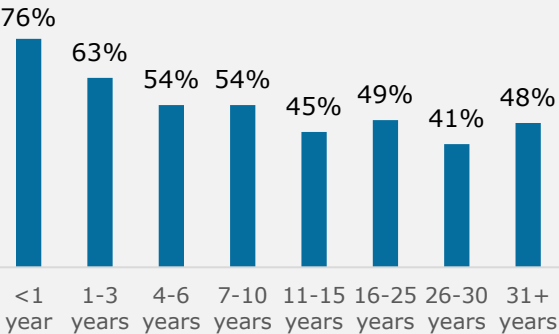
By bureaus analyzed, **Operations Valley responses indicated lower level of favorability** towards collaboration and communication **(43%)**, and **Administration indicated higher favorable responses at 67%**

Favorable Responses
(Strongly Agree & Agree)



Female responses indicated more favorably around collaboration and communication **(55%)**. Across tenure groups analyzed, individuals with **26-30 years with LAFD indicated less favorable responses** to collaboration and communication, **<1 year of tenure responses indicated higher level of favorability (76%)**

EMPLOYEE GENDER & TENURE

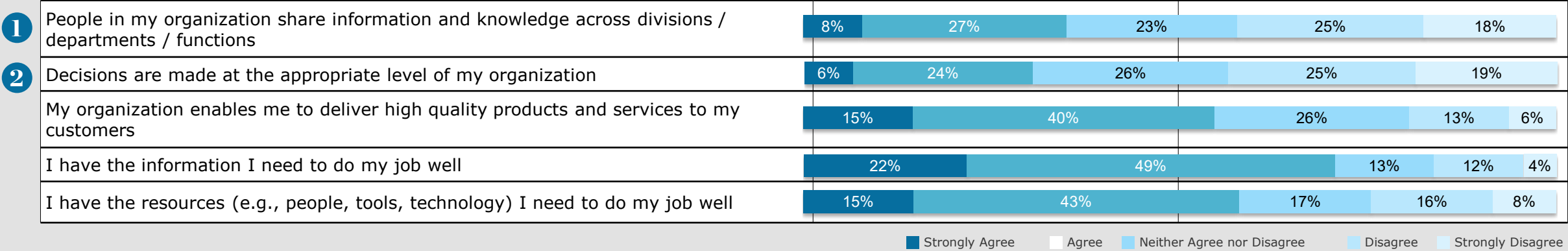




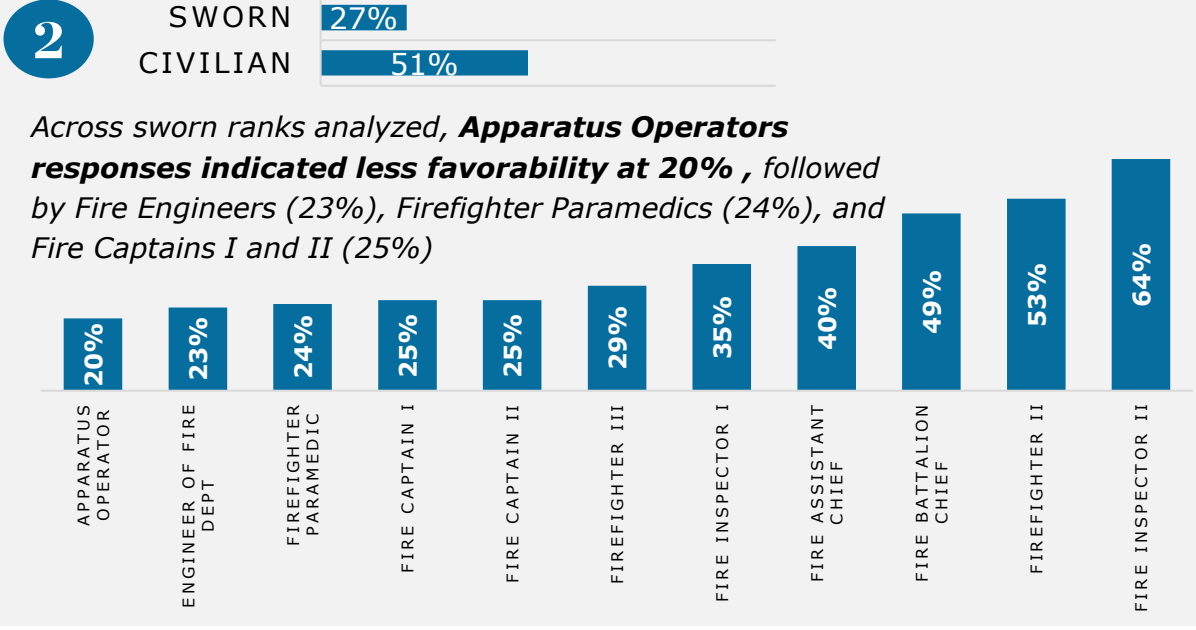
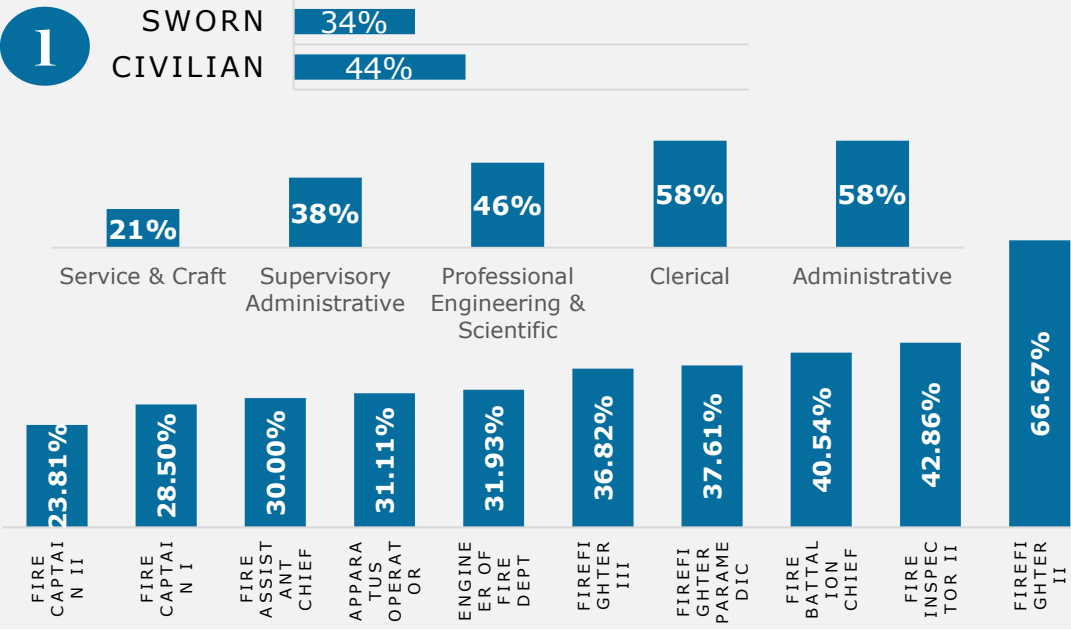
People

Communication (Collaboration & Communication, 2 of 2)

Within the index of Collaboration & Communication, a deeper look was taken into two survey items that received responses indicating low favorability



Favorable Responses
(Strongly Agree & Agree)



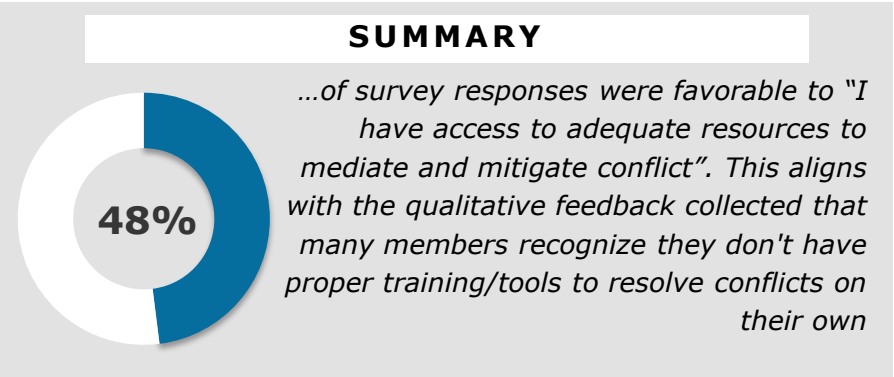
Favorable response percentage is derived from average of Likert scale responses across survey items



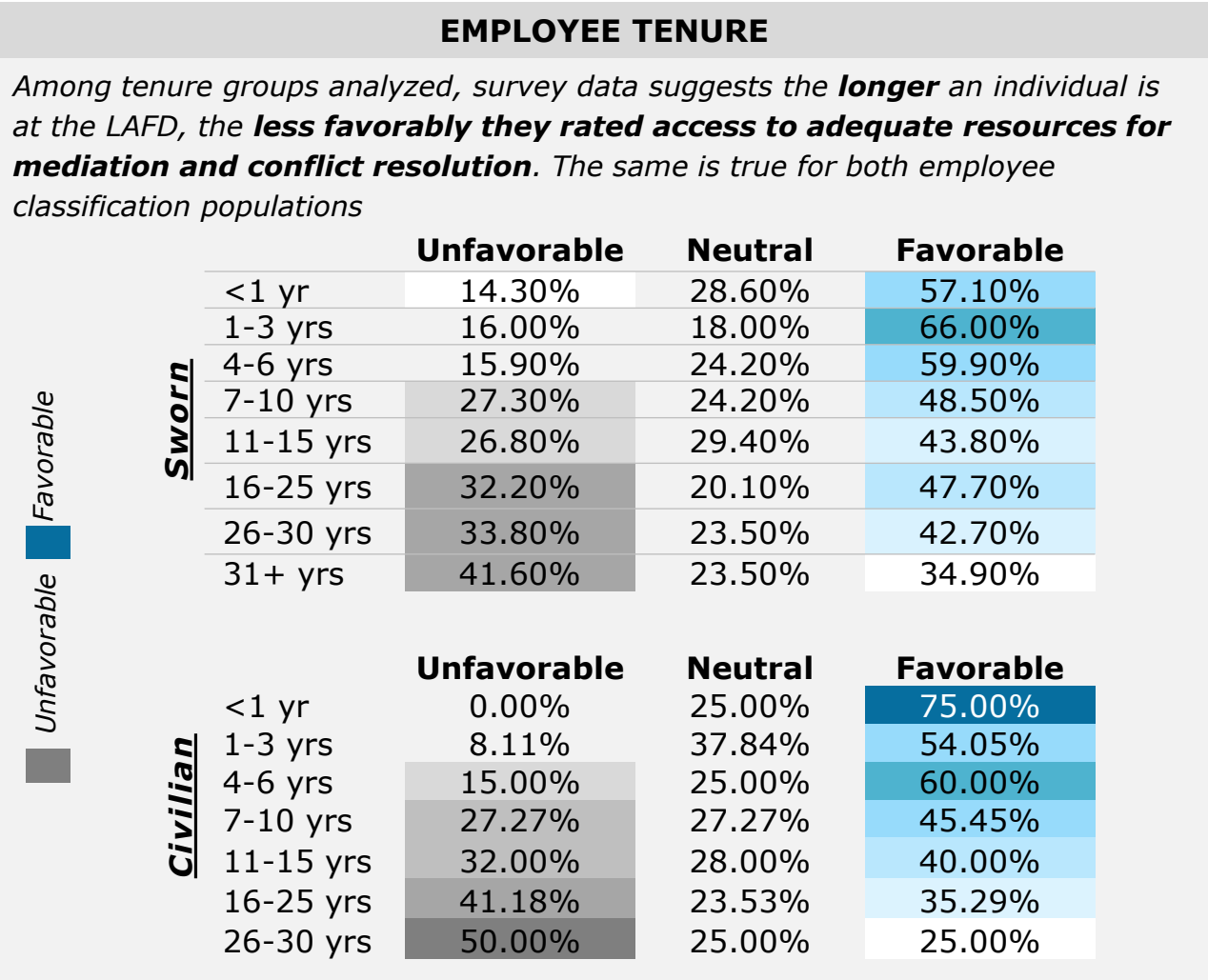
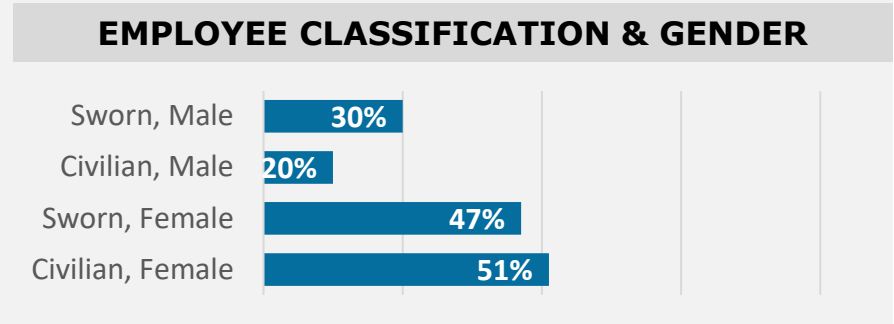
People

Trust (Conflict)

In the survey a set of custom questions were developed with LAFD stakeholders to gain a deeper understanding of workplace attitudes and beliefs. For people, the question – “**I have access to adequate resources to mediate and mitigate conflict**” relates to the qualitative lever of trust



When looking across employee classification and gender, among the four groups analyzed, **male civilians had the lowest favorable responses (20%), and civilian females had the highest favorable responses (51%)**



Favorable response percentage is derived from average of Likert scale responses across survey items



Organization

Survey Deep Dives

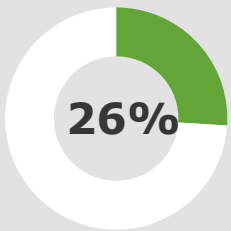




Organization

Trust in Leadership (Purpose)

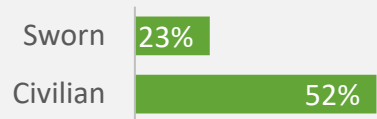
Strongly Agree Agree Neither Agree Nor Disagree Disagree Strongly Disagree



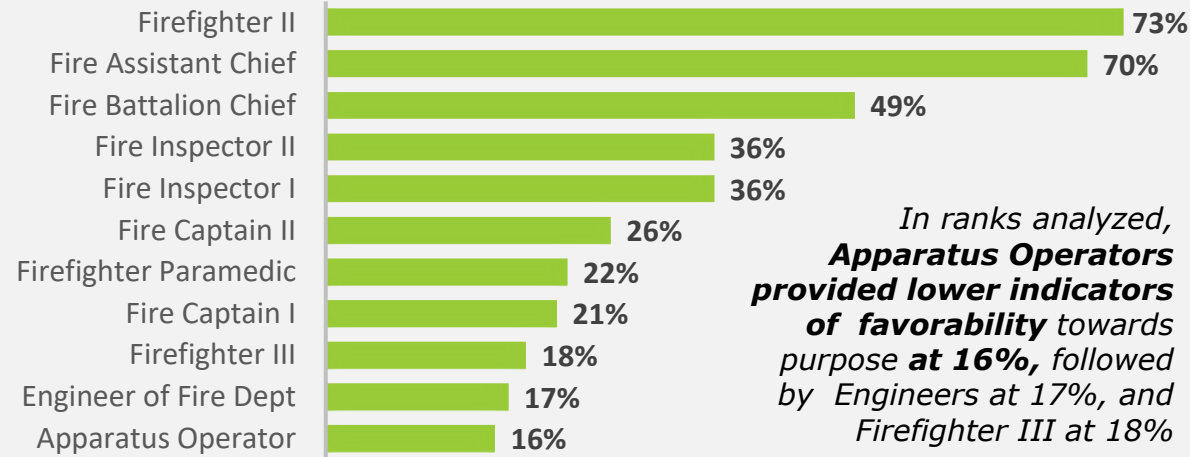
...of LAFD members responded favorably to the mission and purpose of the organization being exciting and relatable

Survey Items					
I understand the relationship between my job and my organization's mission	23%	51%	14%	7%	4%
I am excited about my organization's mission	13%	33%	31%	14%	9%
Senior leaders are fulfilling my organization's mission	6%	19%	28%	22%	25%

Employee Type



Responses indicate there is variability in purpose by employee type with **sworn having 23%** and **civilian having 52% favorable responses**

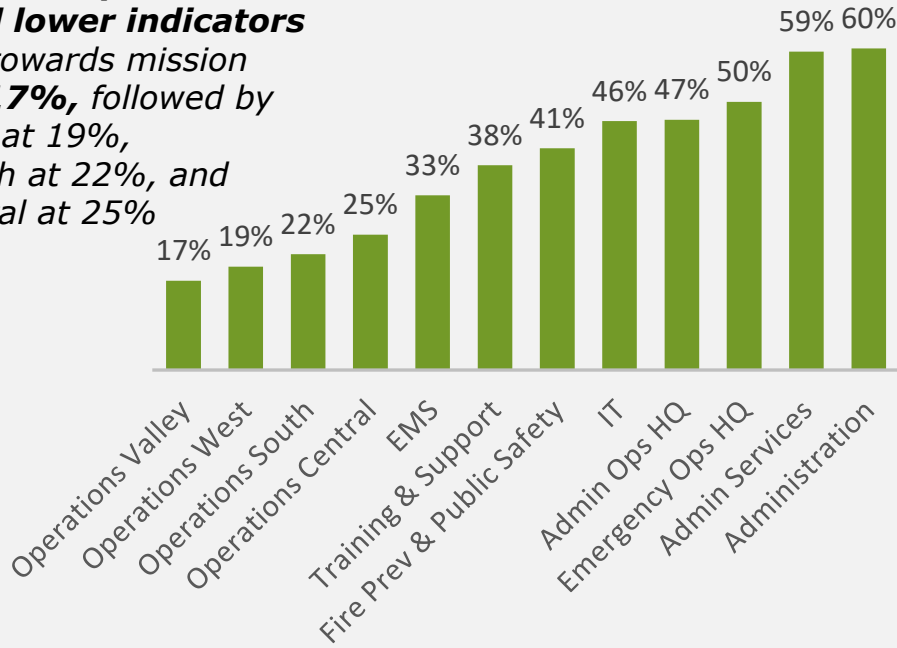


In ranks analyzed, **Apparatus Operators provided lower indicators of favorability** towards purpose **at 16%**, followed by **Engineers at 17%**, and **Firefighter III at 18%**

Favorable Responses
(Strongly Agree & Agree)

Employee Bureau

In bureaus analyzed, **Operations Valley provided lower indicators of favorability** towards mission and purpose **at 17%**, followed by **Operations West at 19%**, **Operations South at 22%**, and **Operations Central at 25%**



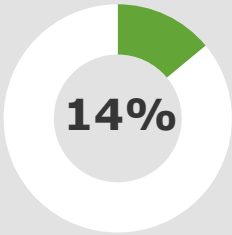
Favorable response percentage is derived from average of Likert scale responses across survey items

Organization

Trust in Leadership (Transparency and Honesty, 1 of 2)



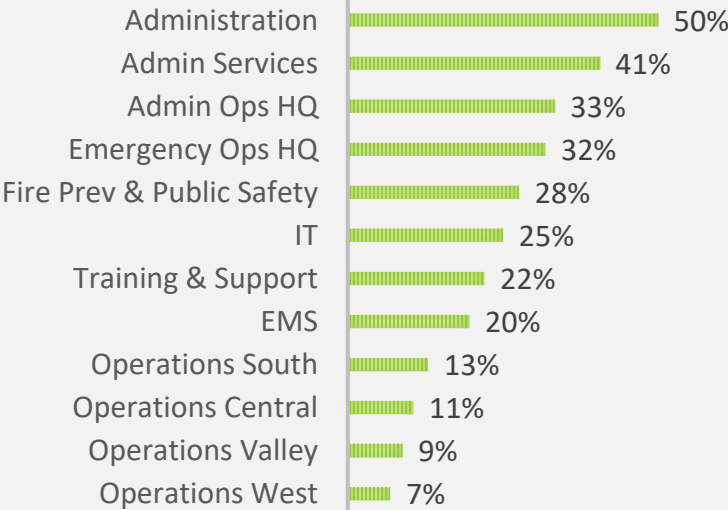
Favorable Responses
(Strongly Agree & Agree)



...of survey participants responded favorably towards senior leaders being open, honest, and compassionate in their communications with employees

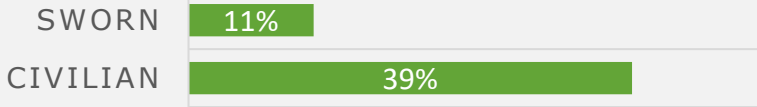
Survey Items	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
Senior leaders' actions match their words	5%	14%	19%	27%	35%
I have trust and confidence in my organization's senior leaders	6%	16%	23%	26%	30%
Senior leaders are open and honest in communications with me	6%	19%	25%	24%	26%
Senior leaders truly care about employees	6%	16%	24%	24%	30%

Employee Bureau



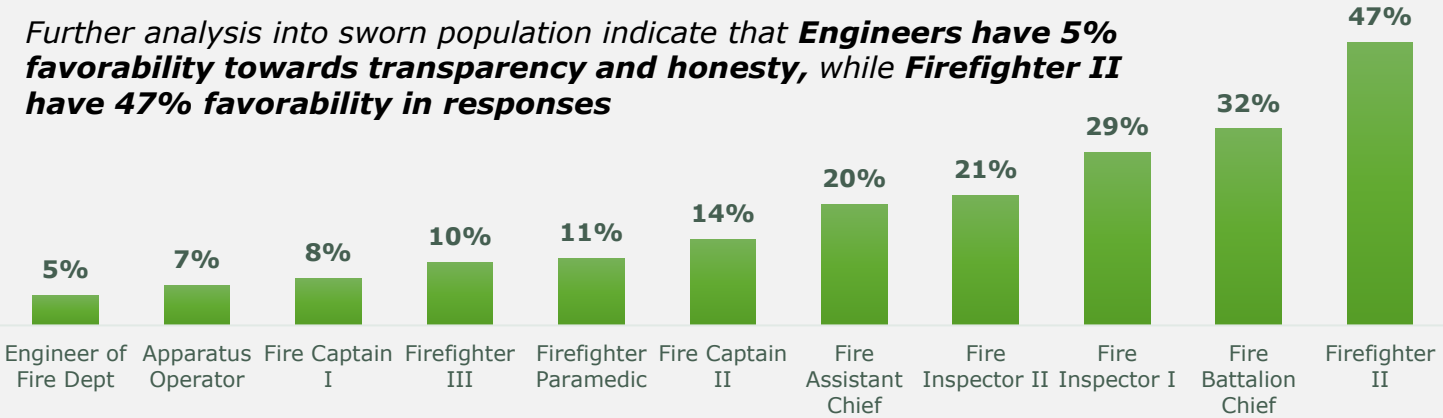
Across bureaus analyzed, **Operations West provided lower indicators of favorability** towards transparency and honesty at 7%, followed by Operations Valley at 9%, Operations Central at 11%, and Operations South at 13%

Employee Type



Responses indicate there is variability in transparency and honesty across employee type with **sworn having 11% favorability** in responses compared to **civilians at 39%**

Further analysis into sworn population indicate that **Engineers have 5% favorability towards transparency and honesty**, while **Firefighter II have 47% favorability in responses**



Organization

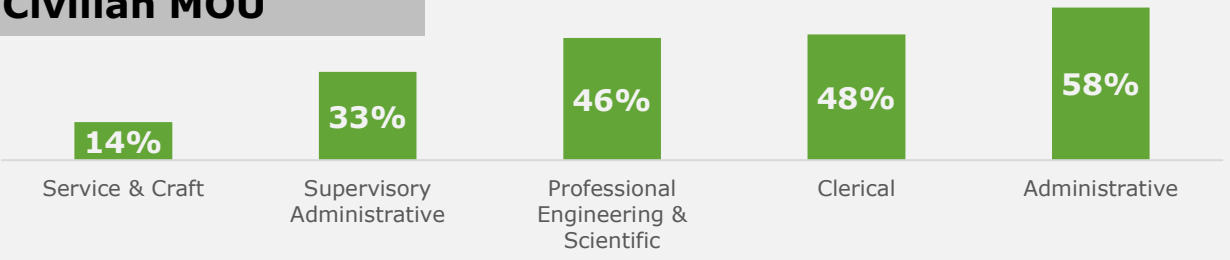
Trust in Leadership (Transparency and Honesty, 2 of 2)



Favorable Responses
(Strongly Agree & Agree)

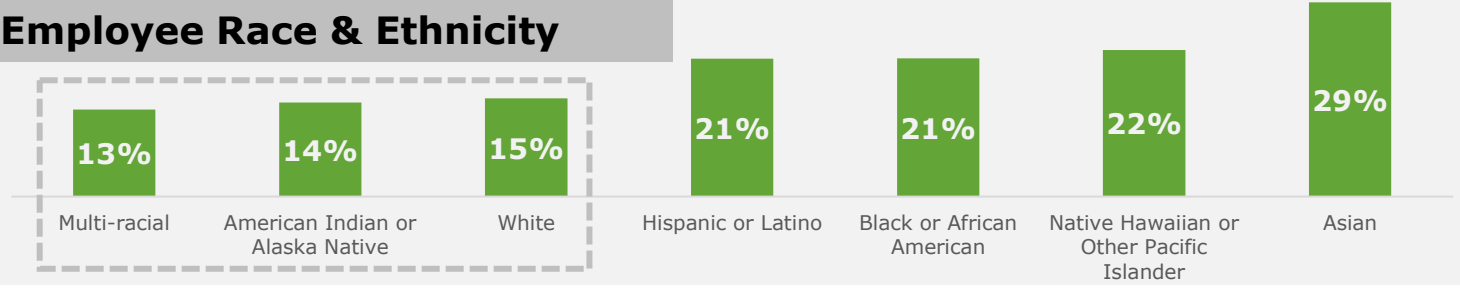


Civilian MOU



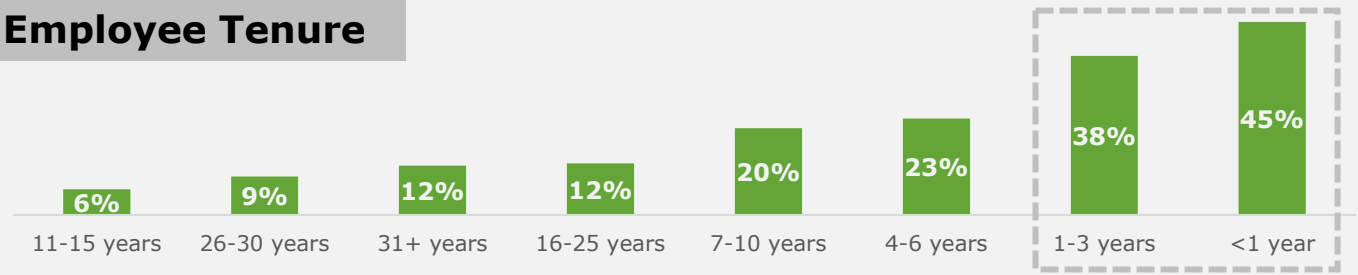
Across civilian MOUs analyzed, **Service and Craft has the lowest indicator of favorable responses at 14%** and **administrative has the highest at 58%**

Employee Race & Ethnicity



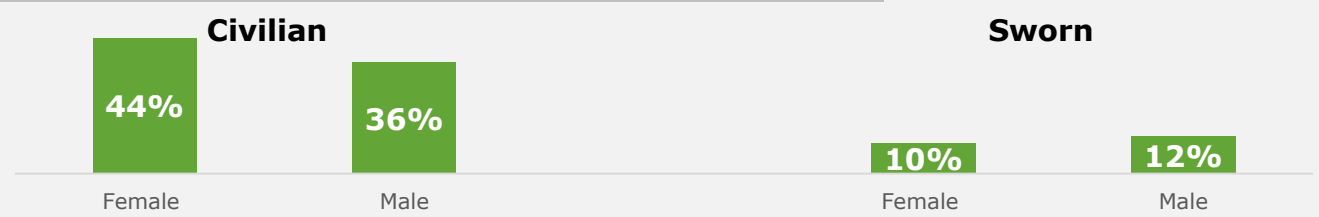
Across race and ethnicity groups analyzed, **Multi-racial, American Indian or Alaska Native, and Caucasian populations indicated less than 16% favorability** in responses for transparency and honesty

Employee Tenure



Across tenure groups analyzed, individuals who have been at LAFD for **less than 3 years provided higher indicators of favorability** in responses for transparency and honesty

Employee Gender & Type



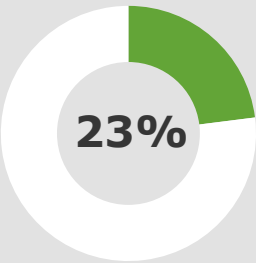
Sworn females provided indicators of lower favorability at 10%, compared to their **male counterparts at 12%**, and **female civilians at 44%** for leaders continuously investing in employees

Favorable response percentage is derived from average of Likert scale responses across survey items



Organization

Executive Leadership (Continuous Investment, 1 of 2)



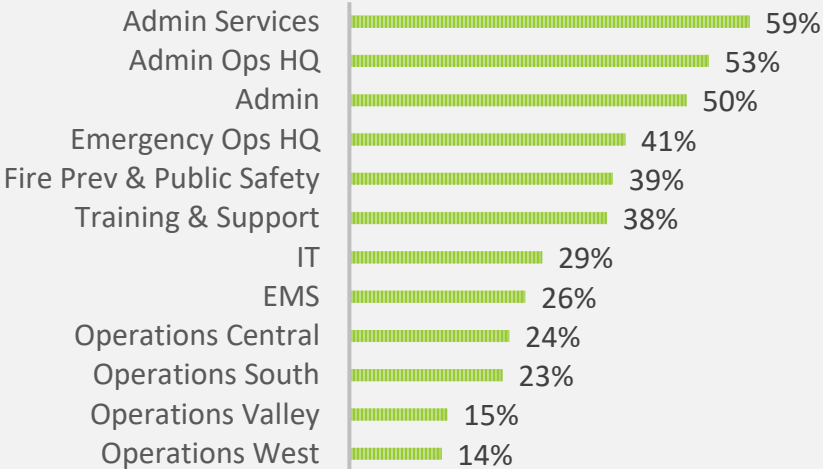
... survey participants responded favorably to leaders making an effort to improve the work experience of employees

Survey Items		
Senior leaders make an effort to improve my experience at work	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>

Strongly Agree Agree Neither Agree Nor Disagree Disagree Strongly Disagree

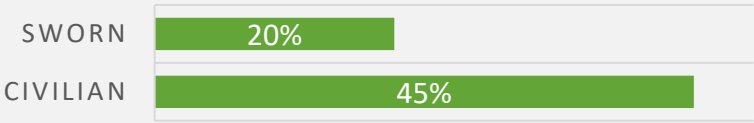
Employee Bureau

Across bureaus analyzed, **Operations West provided lower indicators of favorability at 14%, followed by Operations Valley at 15%**



0% 10% 20% 30% 40% 50% 60% 70%

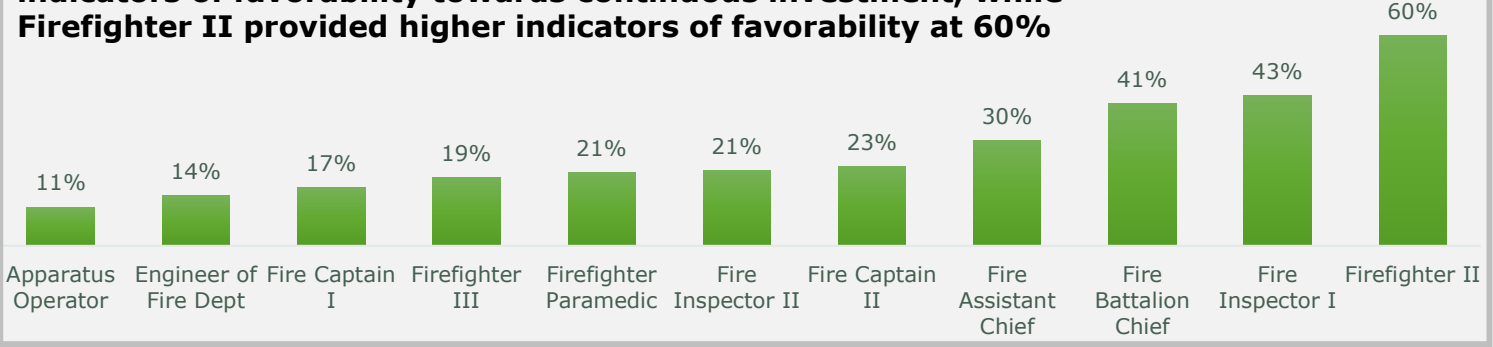
Employee Type



Survey data suggests there is variability in continuous investments across employee type with **sworn indicating 20% favorability** in responses, compared to **civilians at 45%**

 **Favorable Responses**
(Strongly Agree & Agree)

Across ranks analyzed, **Apparatus Operator (11%), Engineers (14%), Fire Captain Is (17%), and Firefighter III (19%) provided lower indicators of favorability towards continuous investment, while Firefighter II provided higher indicators of favorability at 60%**

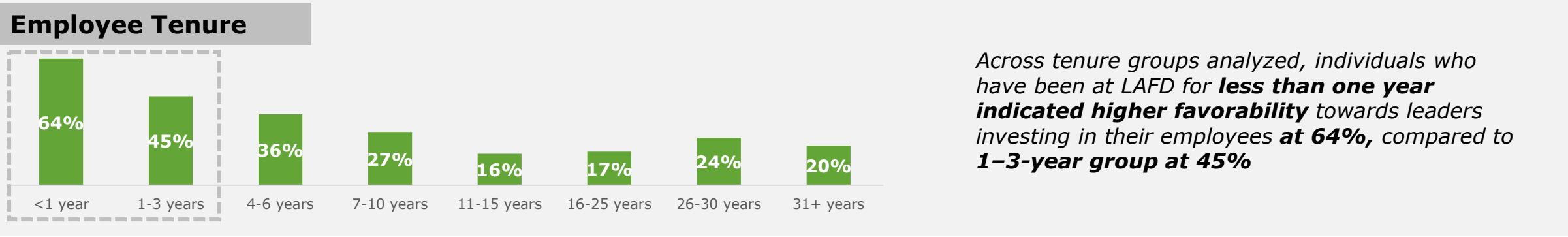
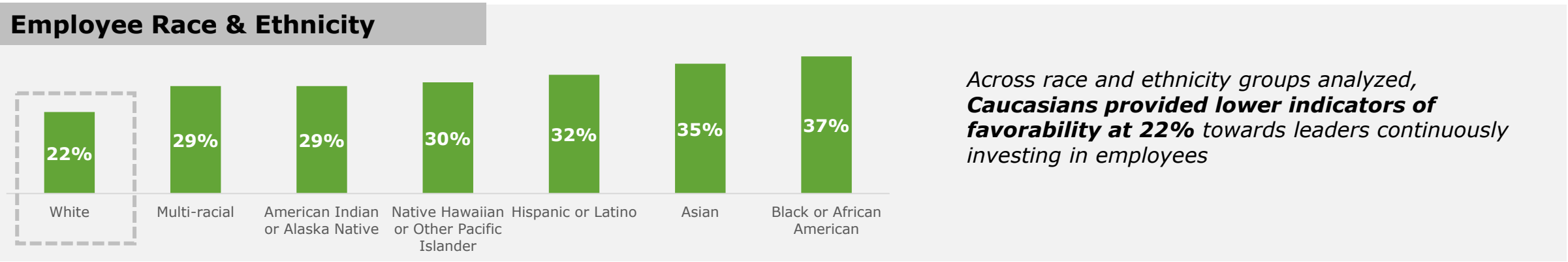
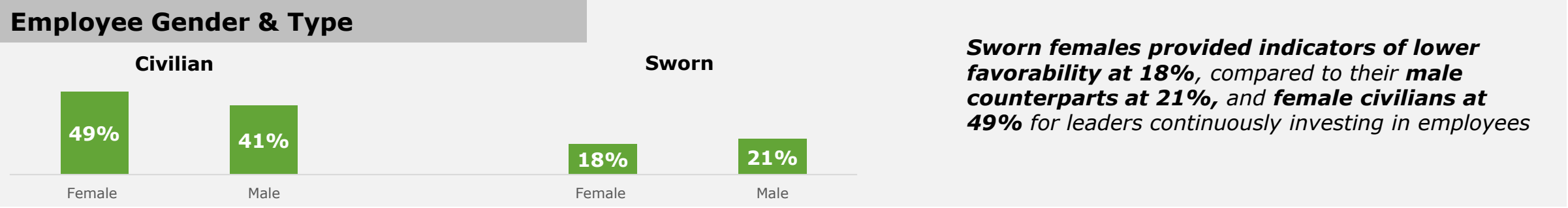


Favorable response percentage is derived from average of Likert scale responses across survey items



Organization

Executive Leadership (Continuous Investment, 2 of 2)



Favorable response percentage is derived from average of Likert scale responses across survey items

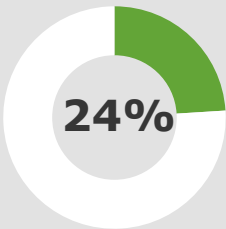


Organization

Executive Leadership (Inspiration, 1 of 2)



Favorable Responses
(Strongly Agree & Agree)



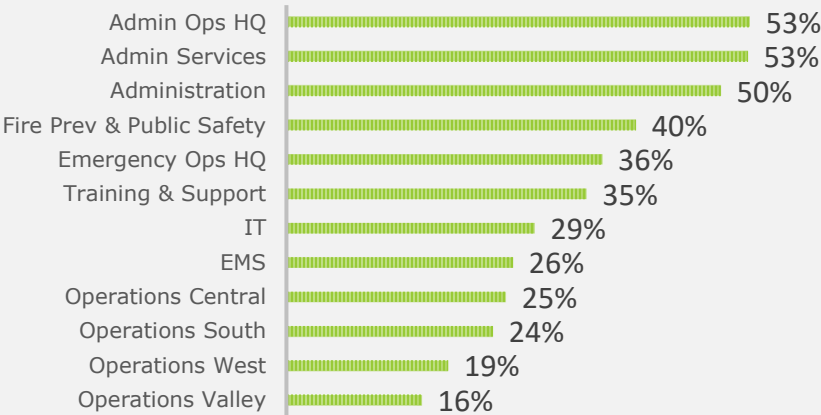
...Of survey participants responded favorably to having senior leaders who inspire employees to do their best work

Survey Items					
Senior leaders inspire me to do my best work	7%	17%	26%	25%	25%

Strongly Agree Agree Neither Agree Nor Disagree Disagree Strongly Disagree

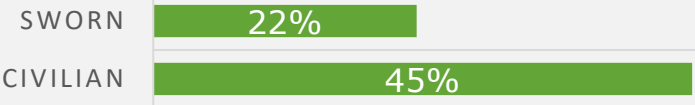
Employee Bureau

Across bureaus analyzed, **Operations Valley 16%, and Operations West 19% provided lower indicators of favorability**, while **Administrative Ops HQ provided higher indicators of favorability at 53%**



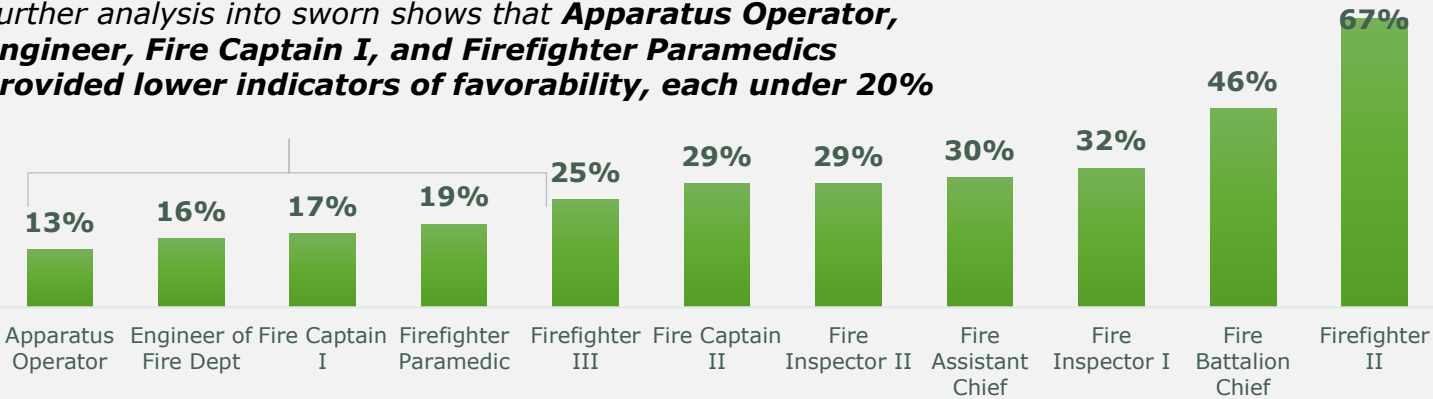
0% 10% 20% 30% 40% 50% 60%

Employee Type & Rank



Survey responses indicate there is variability in inspiration from leaders with **sworn having 22% favorability in responses** compared to **45% for civilians**

Further analysis into sworn shows that **Apparatus Operator, Engineer, Fire Captain I, and Firefighter Paramedics provided lower indicators of favorability, each under 20%**



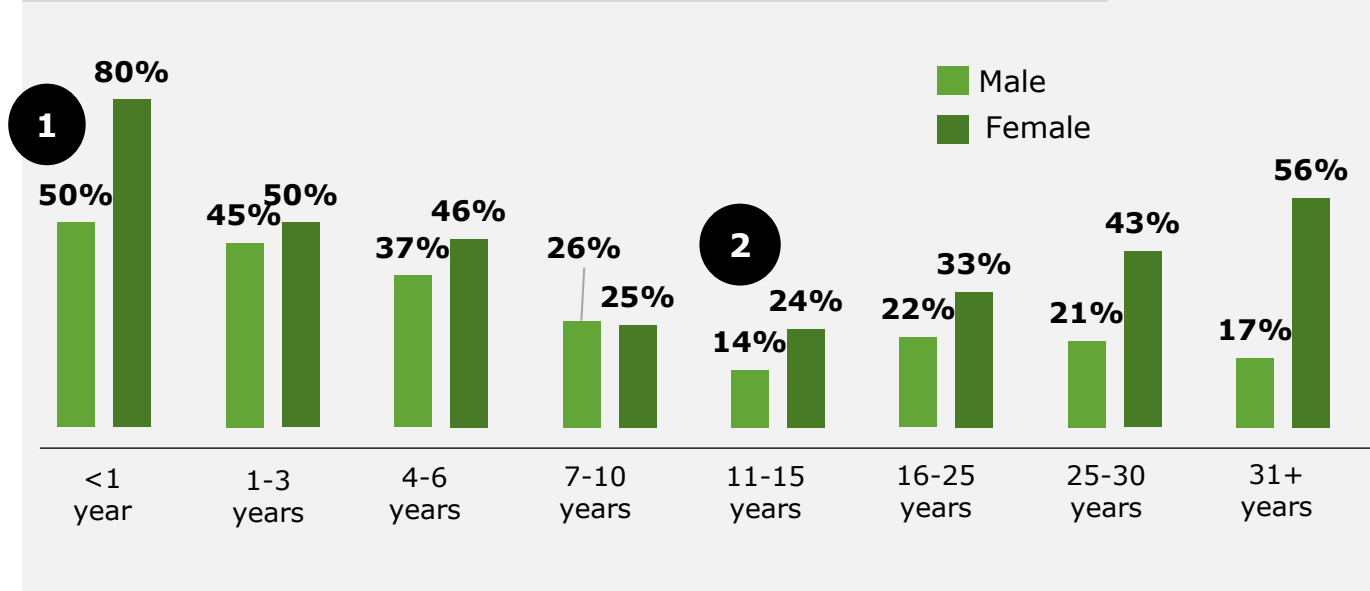
Favorable response percentage is derived from average of Likert scale responses across survey items



Organization

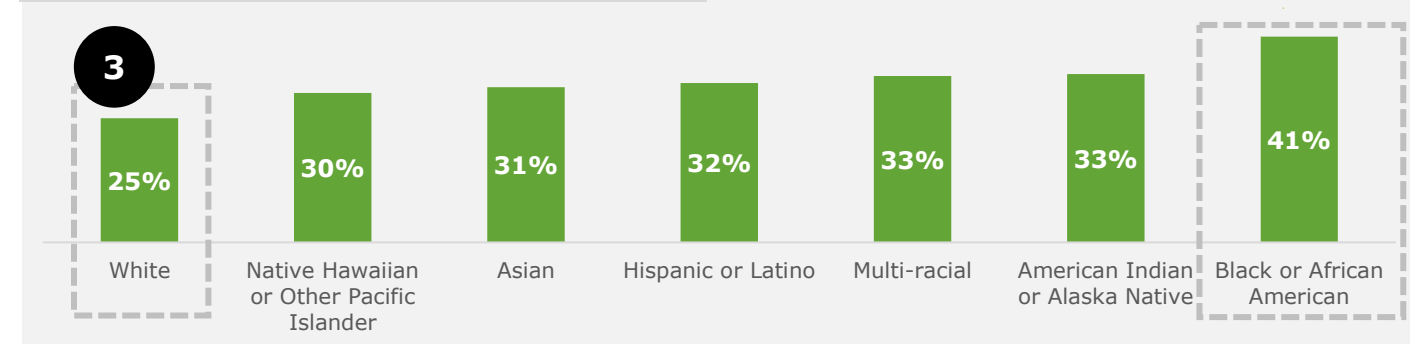
Executive Leadership (Inspiration, 2 of 2)

Employee Gender & Tenure



- 1** For tenure groups analyzed, individuals who have been at LAFD for **less than 1 year provided higher indicators of favorability** towards being inspired by senior leaders
- Females indicated higher favorability in responses for inspiration by senior leaders than males
 - Females who have been at LAFD for less than 1 year have provided the highest indicators of favorability of analyzed factors across tenure and age, for being inspired by senior leaders, followed by females who have been at LAFD for over 31 years
 - However, in the 1-3 year tenure group, indicators of favorability decrease for women by 30%
- 2** For tenure groups analyzed, individuals who have been at LAFD for **11-15 years have the least indications of favorability** to being inspired by senior leaders

Employee Race & Ethnicity



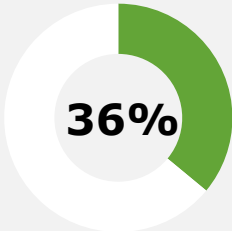
- 3** Across race and ethnicity groups analyzed, **Caucasians provided the least indications of favorability** towards being inspired by senior leaders (**25%**), while **Black or African Americans had the greatest indicators of favorability (41%)**



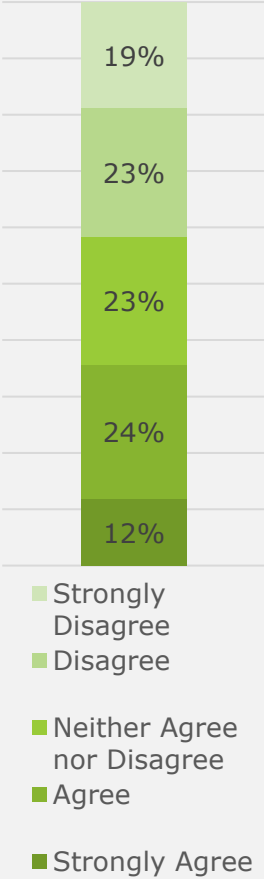
Organization

Diversity, Equity & Inclusion (Equality)

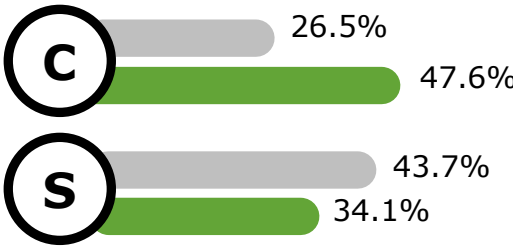
In the survey a set of custom questions were developed with LAFD stakeholders to gain a deeper understanding of workplace attitudes and beliefs. For organization, one of the custom questions was – **“Given your experience, LAFD is committed to achieving equality based on core values”**



Across LAFD survey respondents, the organization received a **36% favorability for being committed to achieving equality based on core values.** This aligns with the **qualitative feedback collected that expressed a potential lack of a behavioral standard, across the department, that encompasses the core values of integrity, respect, and trust**

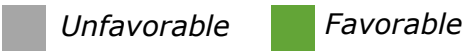


Employee Classification



Civilians provided indicators of higher favorability than sworn. This was the case across gender as well

- **Sworn females responded 23% favorable** compared to **civilian females who responded 54% favorable**
- **Civilian males responded 42% favorable** compared to **sworn males who responded 36% favorable**



Civilian Tenure

Across analyzed tenure groups for civilians, it appears that **the longer an individual is at LAFD, the less favorable they rated LAFD’s commitment to equality**

	Unfavorable	Neutral	Favorable
<1 yr	25.0%	0.0%	75.0%
1-3 yrs	18.9%	32.4%	48.7%
4-6 yrs	20.0%	30.0%	50.0%
7-10 yrs	36.4%	9.1%	54.6%
11-15 yrs	32.0%	28.0%	40.0%
16-25 yrs	41.2%	11.8%	47.1%
26-30 yrs	50.0%	25.0%	25.0%

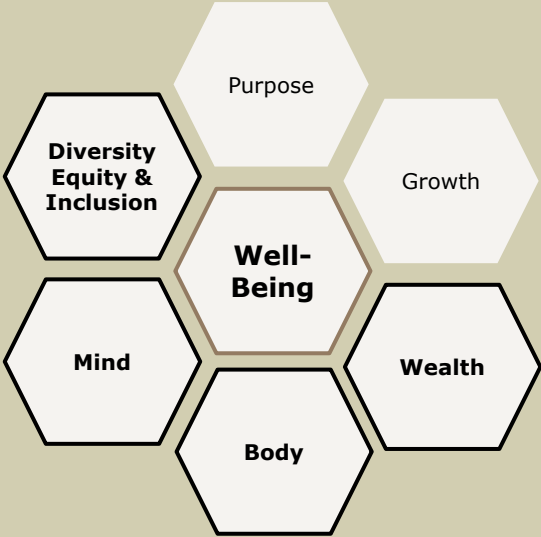
Similar favorability is not seen for sworn members. However, high **favorability results exist for those with <1 years at LAFD while unfavorability scores peak between 7-10 years**

Favorable response percentage is derived from average of Likert scale responses across survey items



Well-Being

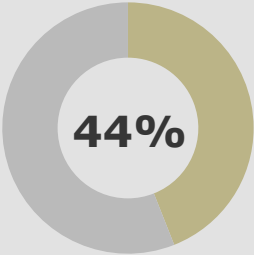
Survey Deep Dives





Well-Being

Wealth (Culture of Recognition, 1 of 2)



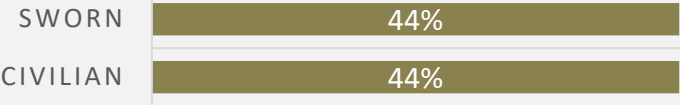
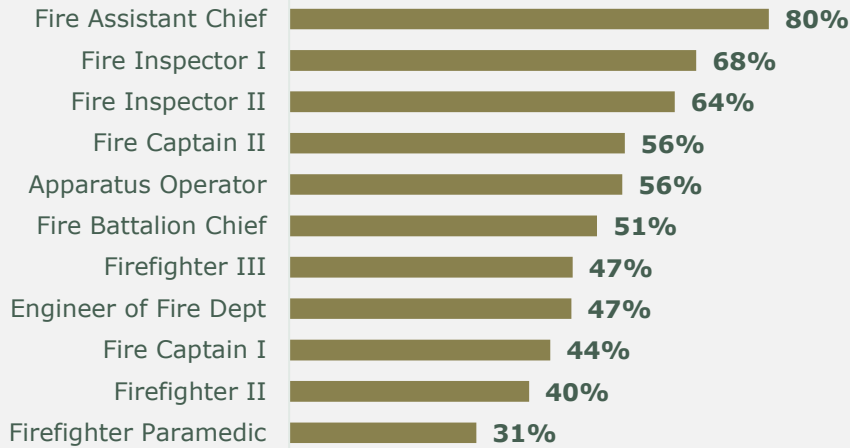
...of survey participants responded favorably to having a workplace culture that recognizes employees for their contributions

Survey Items					
I am paid fairly for the work I do	30%	41%	12%	11%	5%
I am recognized for excellent work	13%	32%	27%	17%	12%

Strongly Agree Agree Neither Agree Nor Disagree Disagree Strongly Disagree

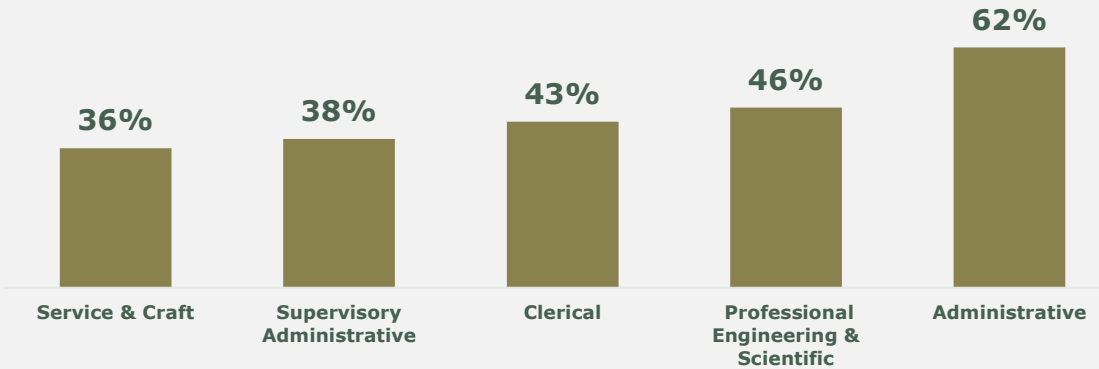
Employee Type & Rank/Classification

Across analyzed ranks and classifications, **Firefighter Paramedics (31%) provided lower indicators of favorability** followed by Firefighter II (40%), Fire Captain I (44%) Engineers (47%), and Captain II (47%)



Across both Sworn and Civilian members, **favorable responses are similar at 44%**

Further analysis into civilian groups indicate that **Service and Craft provided lower indicators of favorability (36%)** for "culture of recognition", with **Administrative providing higher indicators of favorability 62%**



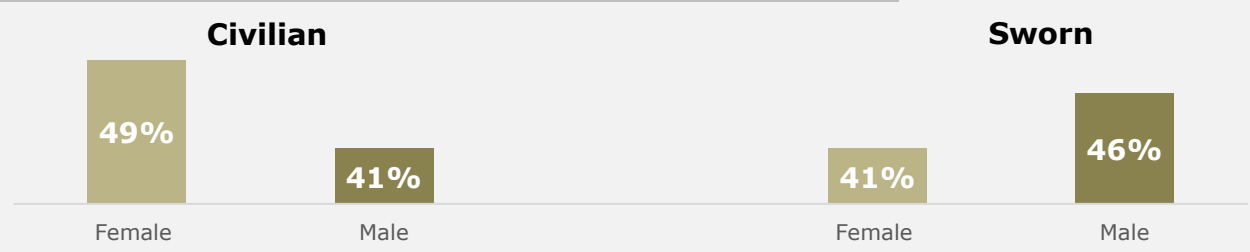
Favorable response percentage is derived from average of Likert scale responses across survey items



Well-Being

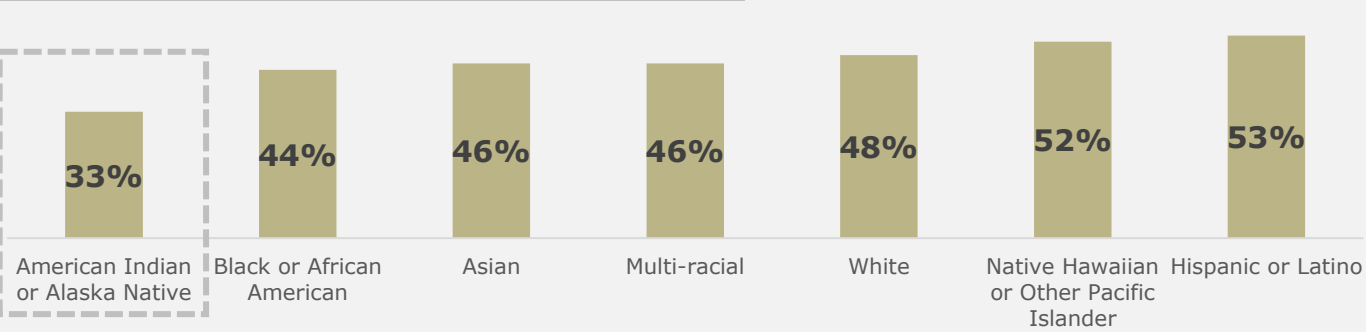
Wealth (Culture of Recognition, 2 of 2)

Employee Gender & Type



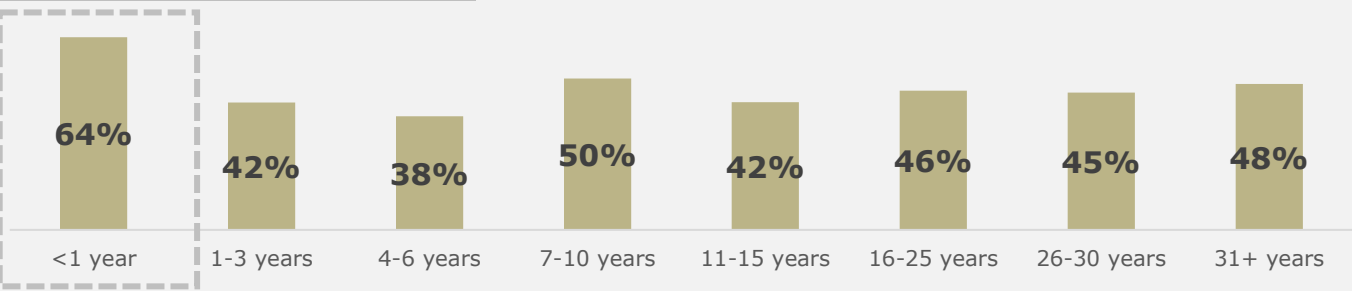
Female civilians provided higher indicators of favorability (49%) on experiencing a culture of recognition, while **sworn females (41%)** and **sworn males (41%)** provided lower indicators of favorability

Employee Race & Ethnicity



Across race and ethnicity groups analyzed, **American Indian or Alaska Natives provided lower indicators of favorability** to a culture of recognition

Employee Tenure

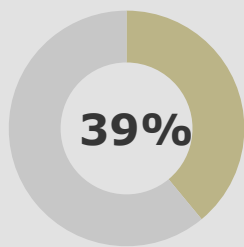


Across tenure groups analyzed, individuals who have been at LAFD for **less than one year provided higher indicators of favorability at 64%**

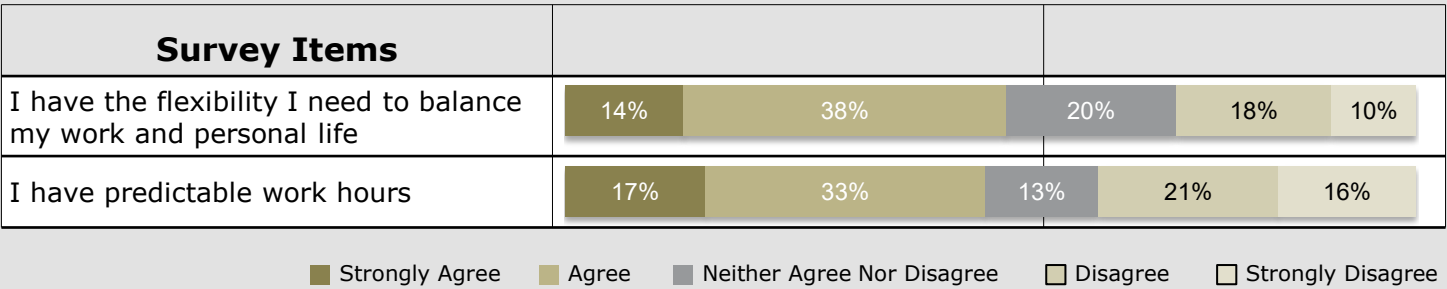


Well-Being

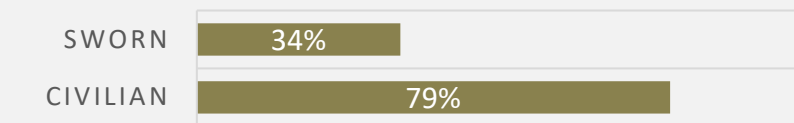
Mind (Flexible Work Environment)



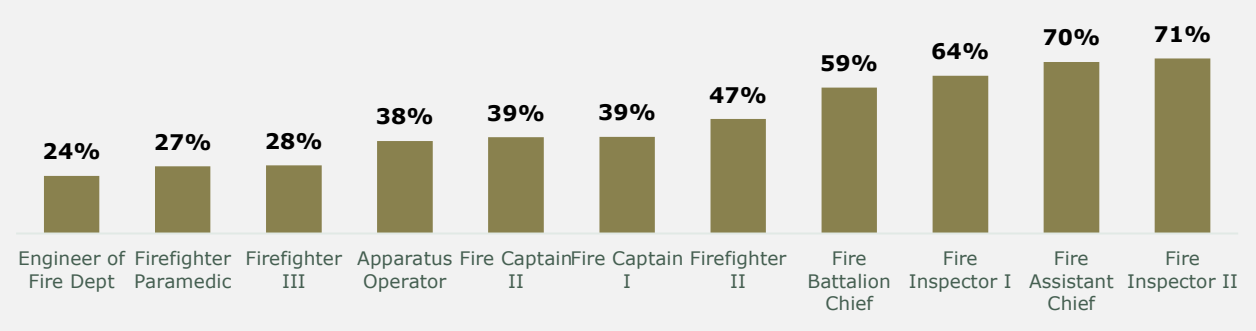
...of survey participants responded favorably to having a work environment that allows them to maintain a healthy work-life balance



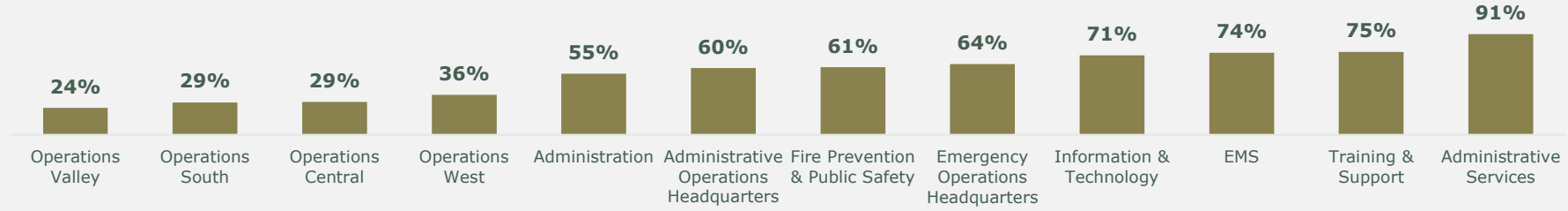
Employee Type & Rank



Across employee types and ranks analyzed, **Sworn (34%) provided lower indicators of favorability than Civilians (79%).** A closer analysis of sworn ranks shows that **Engineers (24%), Firefighter Paramedics (27%), and Firefighters IIIs (28%) provided lower indicators of favorability**



Employee Bureau

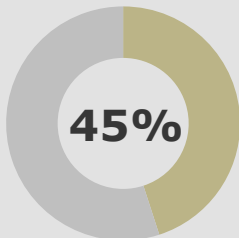


Across bureaus analyzed, **Operations Valley (24%), Operations South (29%), Operations Central (29%), and Operations West (36%) provided lower indicators of favorability**



Well-Being

Diversity, Equity & Inclusion (Fair, Inclusive, Diverse Work Environment, 1 of 2)

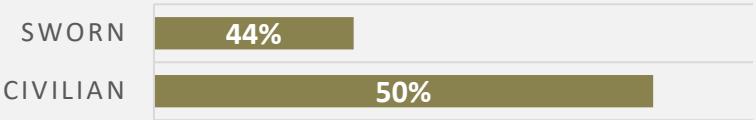


...of survey participants responded favorably to having a work environment that is safe, fair, and allows for the expression of diverse opinions and values

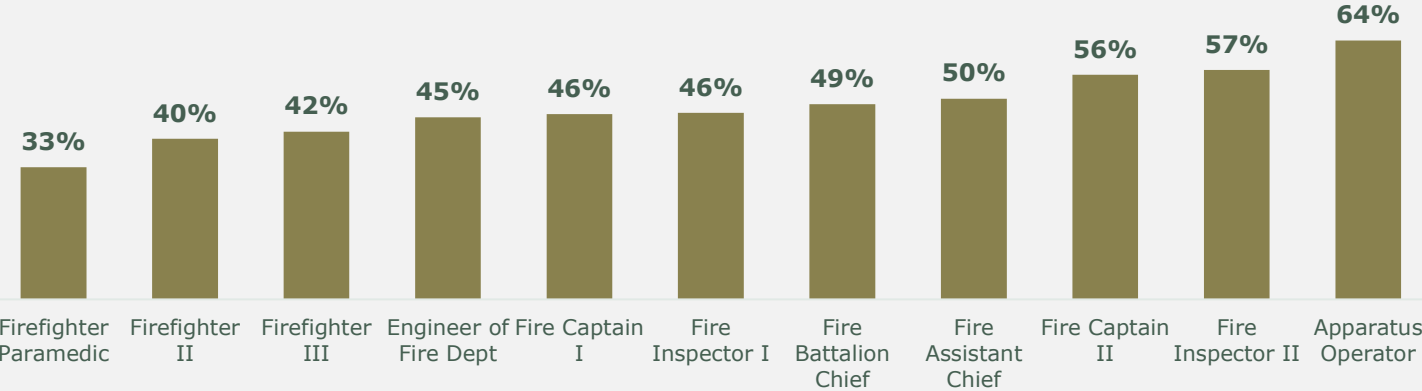
Survey Items					
I feel comfortable sharing my opinions at work	15%	35%	18%	19%	13%
I am treated with respect at work	24%	47%	15%	8%	6%
I am treated fairly at work	20%	48%	17%	9%	7%

Strongly Agree Agree Neither Agree Nor Disagree Disagree Strongly Disagree

Employee Type & Rank

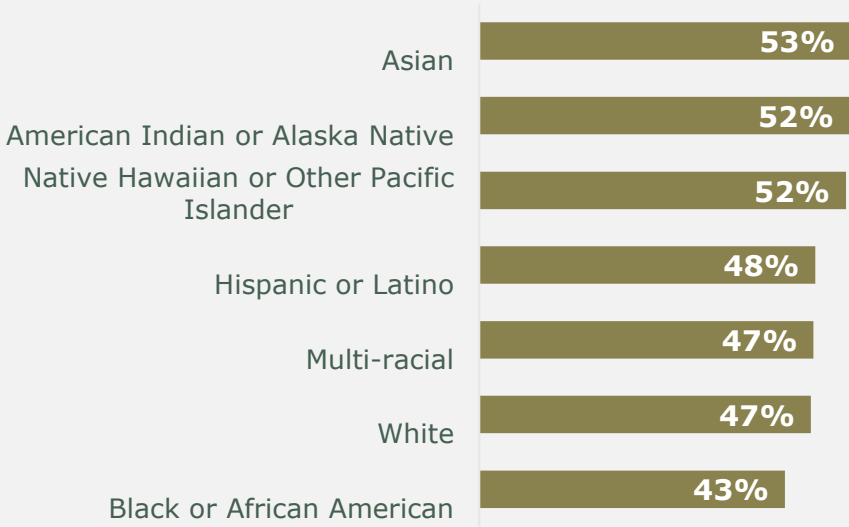


*Across analyzed employee type and ranks, **sworn members provided lower indicators of favorability at 44%**. A closer analysis of sworn ranks shows that **Firefighter Paramedics (33%)**, **Firefighter II's (40%)**, and **Firefighters III's (42%)** provided lower indicators of favorability*



Employee Race

*Across race groups analyzed, **Black or African Americans provided lower indicators of favorability at 43%***



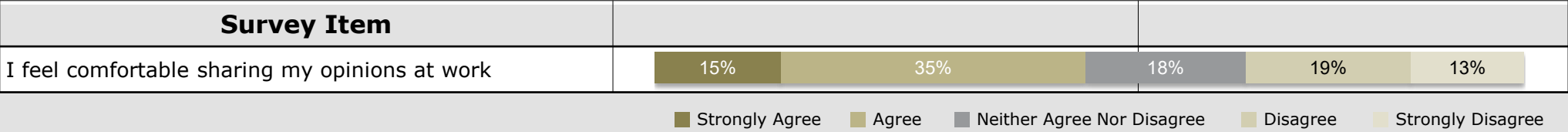
Favorable response percentage is derived from average of Likert scale responses across survey items



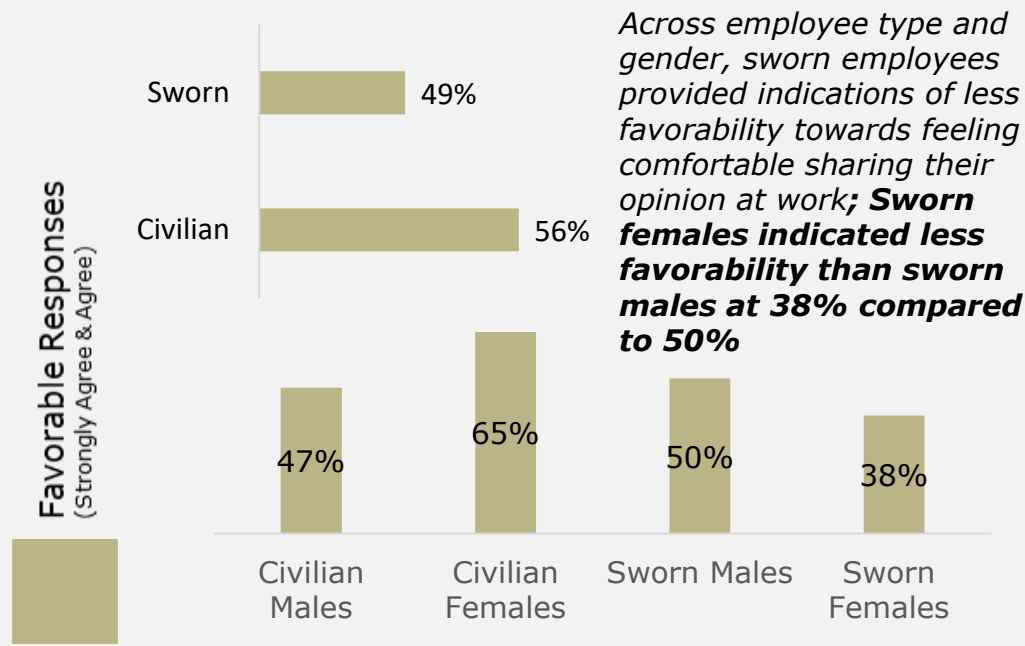
Well-Being

Diversity, Equity & Inclusion (Fair, Inclusive, Diverse Work Environment, 2 of 2)

Within the attribute of Fair, Inclusive, Diverse Work Environment, a deeper look was taken into a survey item that indicated mixed feedback during focus groups and interviews



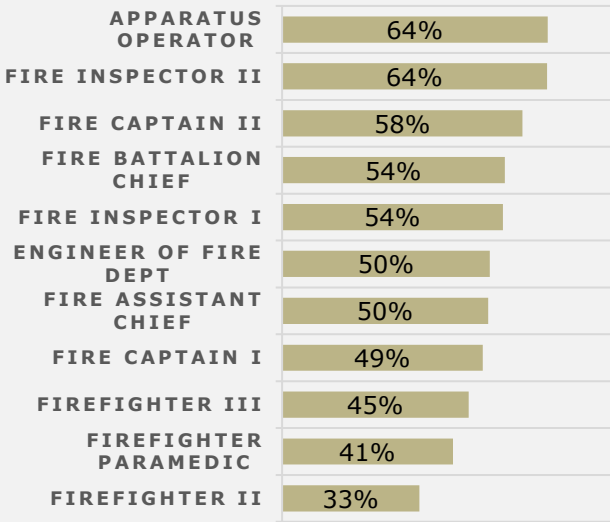
Employee Type & Gender



Across employee type and gender, sworn employees provided indications of less favorability towards feeling comfortable sharing their opinion at work; **Sworn females indicated less favorability than sworn males at 38% compared to 50%**

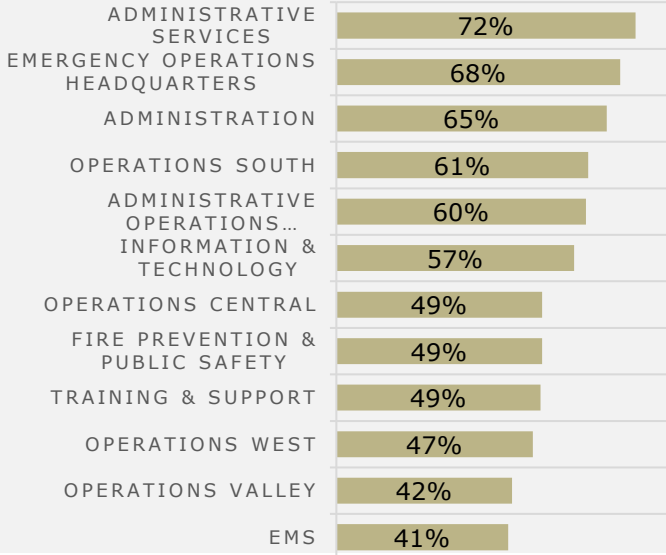
Sworn Rank

Across analyzed ranks, **Apparatus Operators and Fire Inspectors provided higher indicators of favorability at 64%, while Firefighter II indicated lower favorability at 33%**



Bureau

Across analyzed Bureaus, **EMS provided lower indicators of favorability at 41%**, followed by Operations Valley at 42%, while Administrative Services indicated higher favorability for being comfortable sharing opinions at work at 72%

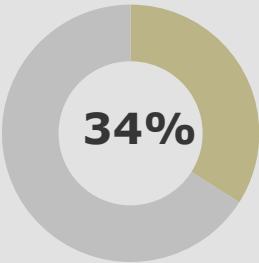


Favorable response percentage is derived from average of Likert scale responses across survey items



Well-Being

Diversity, Equity & Inclusion (Humanistic Workplace, 1 of 2)

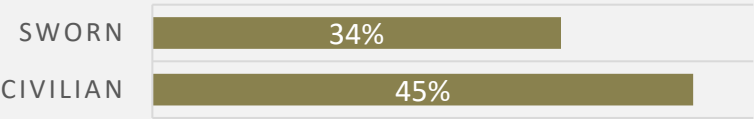


...of survey participants responded favorably to a workplace that is interconnected and characterized by strong personal connections between employees

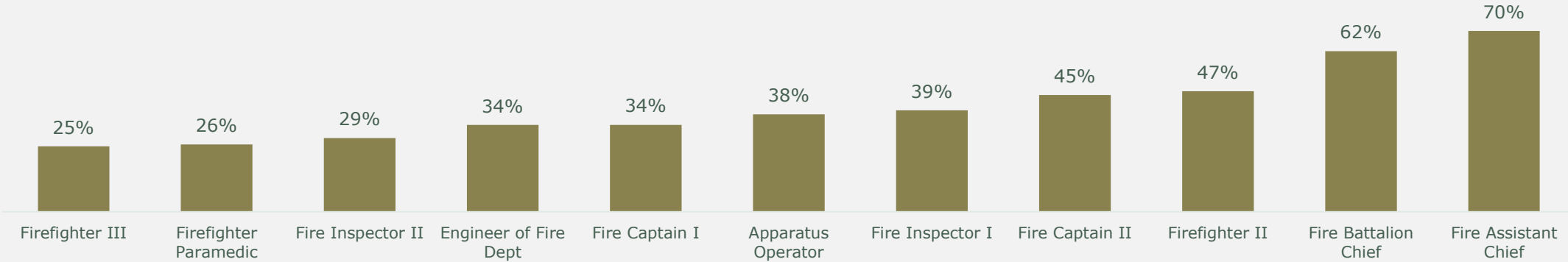
Survey Items					
My organization has a genuine interest in my health and well-being	7%	21%	22%	23%	26%
The people I work with are there for me when I need them	24%	48%	17%	7%	3%
I have fun at work	19%	41%	23%	11%	6%
I have developed strong personal connections at work	32%	48%	13%	5%	2%

Strongly Agree Agree Neither Agree Nor Disagree Disagree Strongly Disagree

Employee Type & Rank



*Across analyzed employee type and rank, **sworn provided lower indicators of favorability at 34%**, compared to **civilians at 45%**. A look at sworn ranks analyzed suggests that **Firefighters IIIs (25%)**, **Firefighter Paramedics (26%)**, and **Fire Inspectors (29%)**, provided lower indicators of favorability*



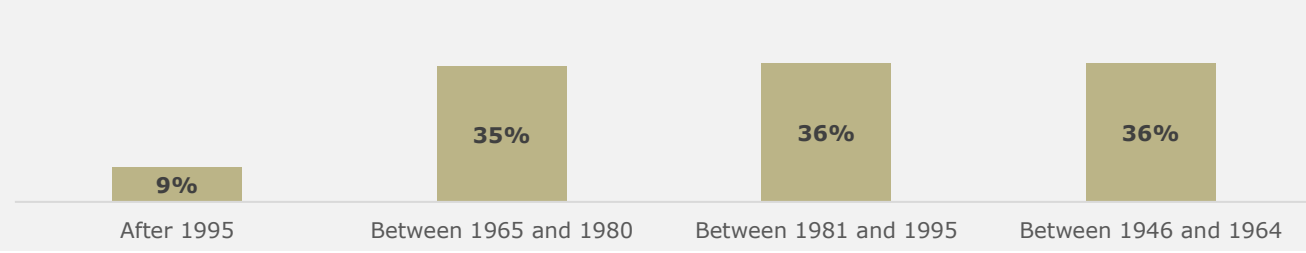
Favorable response percentage is derived from average of Likert scale responses across survey items



Well-Being

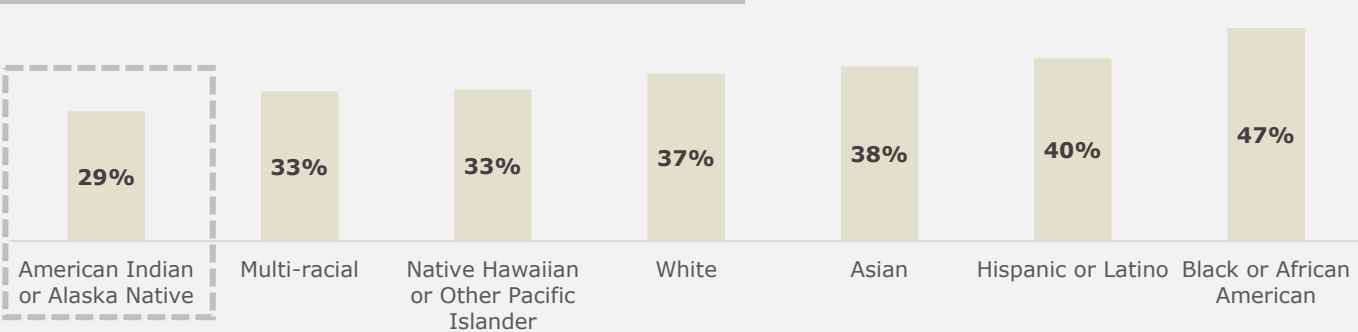
Diversity, Equity & Inclusion (Humanistic Workplace, 2 of 2)

Employee Age Group



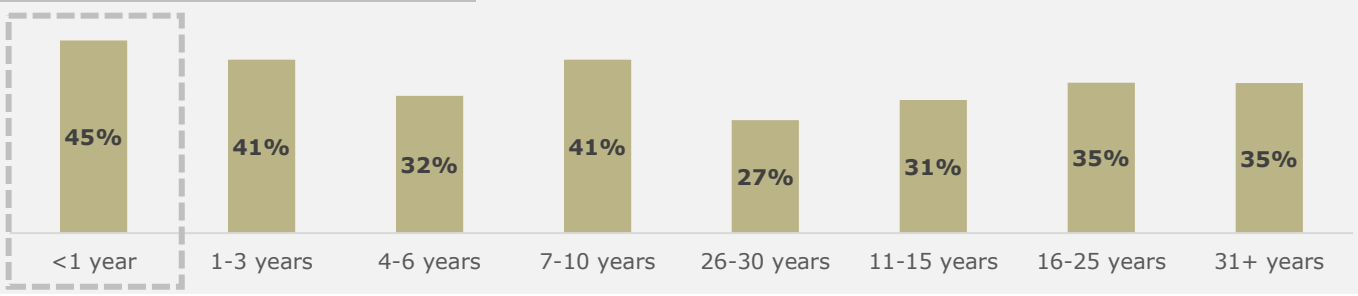
Across analyzed age groups, those **born after 1995 provided lower indicators of favorability (9%)** towards LAFD being a humanistic workplace

Employee Race & Ethnicity



Across analyzed race and ethnicity groups, **American Indian or Alaska Natives provided lower indicators of favorability (29%)** towards LAFD being a humanistic workplace

Employee Tenure



Across analyzed employee tenure groups, individuals who have been at LAFD **for less than a year provided higher indicators of favorability at 45%**



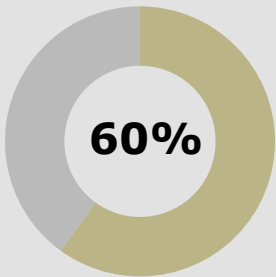
Well-Being

Mind (Mental Health)

In the survey a set of custom questions were developed with LAFD stakeholders to gain a deeper understand of workplace attitudes and beliefs. For people, the question – “**I have access to adequate resources to help manage my mental health, stress, and work-life integration**” relates to the qualitative lever of mind

 Favorable Responses
(Strongly Agree & Agree)

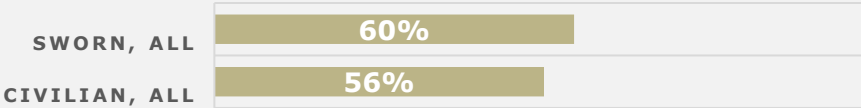
SUMMARY



Across LAFD survey respondents, the organization received a **60% favorability score**. This aligns with the qualitative feedback collected that acknowledges LAFD’s efforts to prioritize access to health & well-being resources

Survey data show that **civilians and sworn members agree on their access to adequate resources**. When looking more closely at the female and sworn favorability responses, some differences arise

EMPLOYEE CLASSIFICATION



Sworn females indicate higher favorability than their civilian and sworn male counterparts, with 77% favorable responses compared to civilian females (60%) and sworn males (61%). Civilian males responded least favorably (51%)

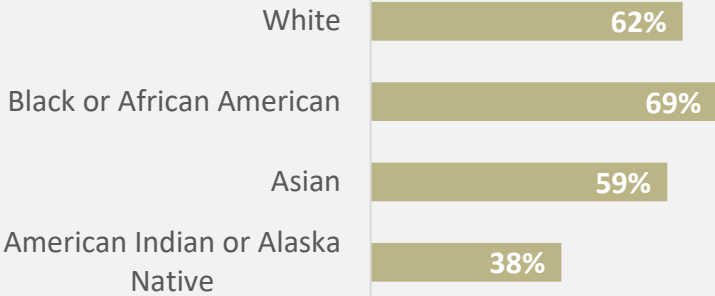
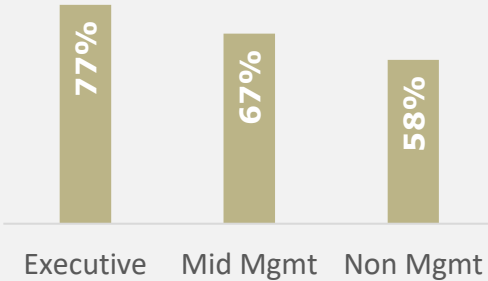
SWORN RANK

Access to resources was also seen differently by different levels among sworn members. Lowest ranking results came from the following

- Firefighter Paramedics (50%)
- Engineers (56%)
- Firefighter III (61%)
- Fire Inspectors (62%)
- Apparatus Operators (66%)

Other sworn members responded to this item 87% favorably, indicating a different experience

Sworn members of lower ranks responded less favorably than Mid-level and Executive level management



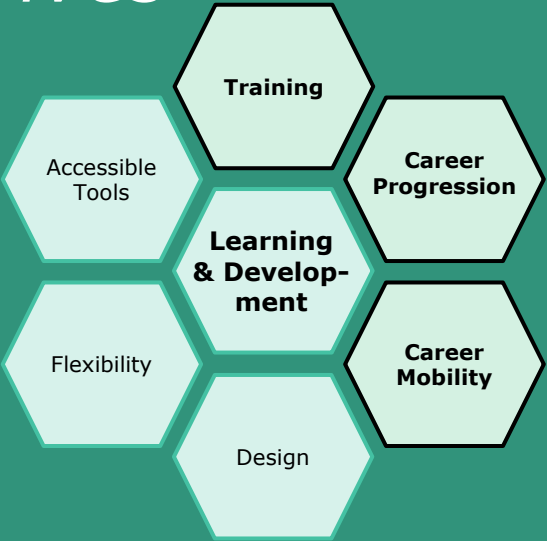
EMPLOYEE RACE

American Indian or Alaska Native responded with a 38% favorability to having access to adequate resources to help manage their mental health, stress, and work-life integration



Learning & Development

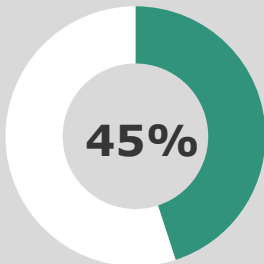
Survey Deep Dives



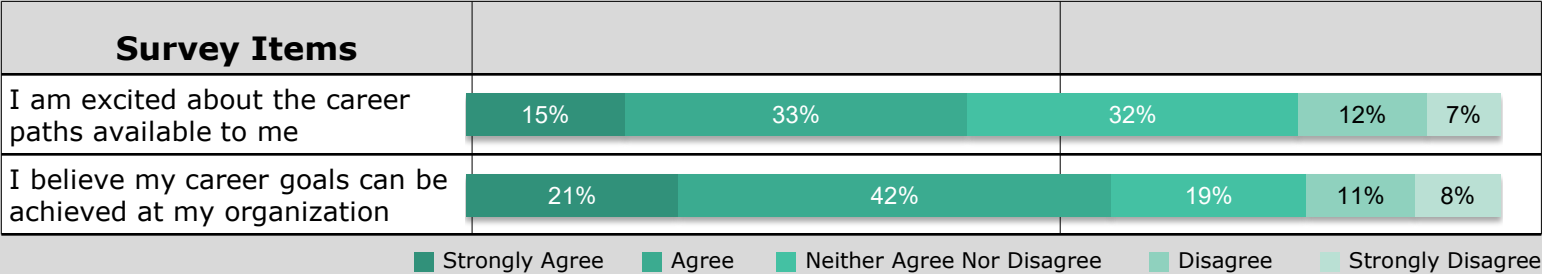


Learning & Development

Career Mobility (Facilitated Talent Mobility)



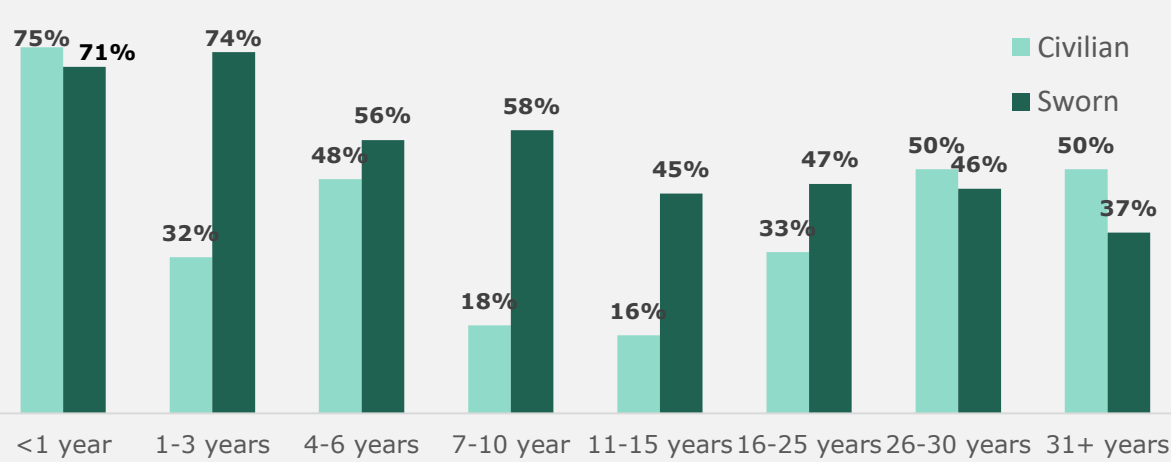
...of survey participants responded favorably towards talent mobility



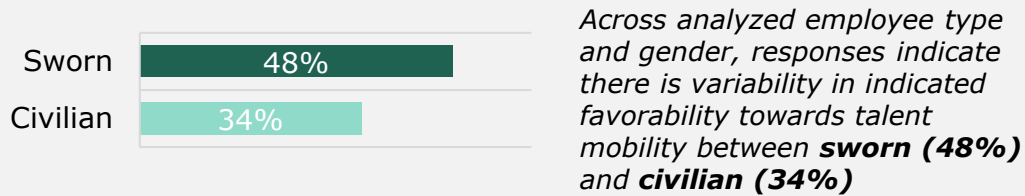
Employee Type & Tenure

Across analyzed employee type and tenure groups, survey responses indicate there is variability in talent mobility across tenure for sworn and civilians. Individuals who have been with LAFD for **less than 1 year** provided **higher indicators of favorability** at a similar rate for civilians and sworn (~70%); For 1-3 years however, civilians provided lower indicators of favorability 32%, compared to sworn who remain in 70th percentile

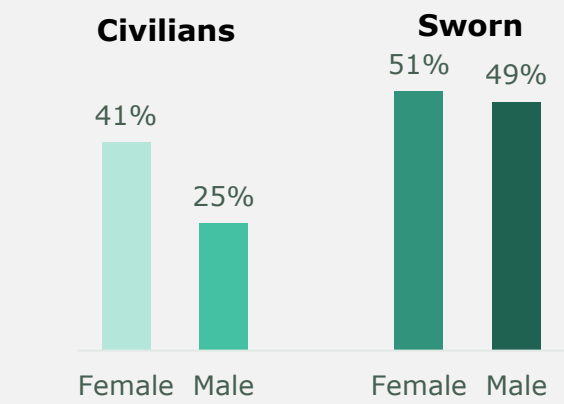
Favorable Responses
(Strongly Agree & Agree)



Employee Type & Gender



Across analyzed employee type and gender, responses indicate there is variability in indicated favorability towards talent mobility between **sworn (48%)** and **civilian (34%)**



Across analyzed employee type and gender, **female sworn provided higher indicators of favorability at 51%**, while **civilian male provided lower indications of favorability at 25%**

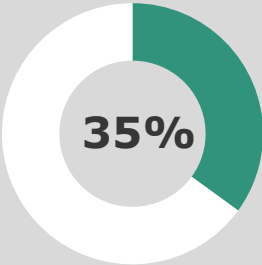
Favorable response percentage is derived from average of Likert scale responses across survey items



Learning & Development

Training (High Impact Training Culture)

Favorable Responses
(Strongly Agree & Agree)



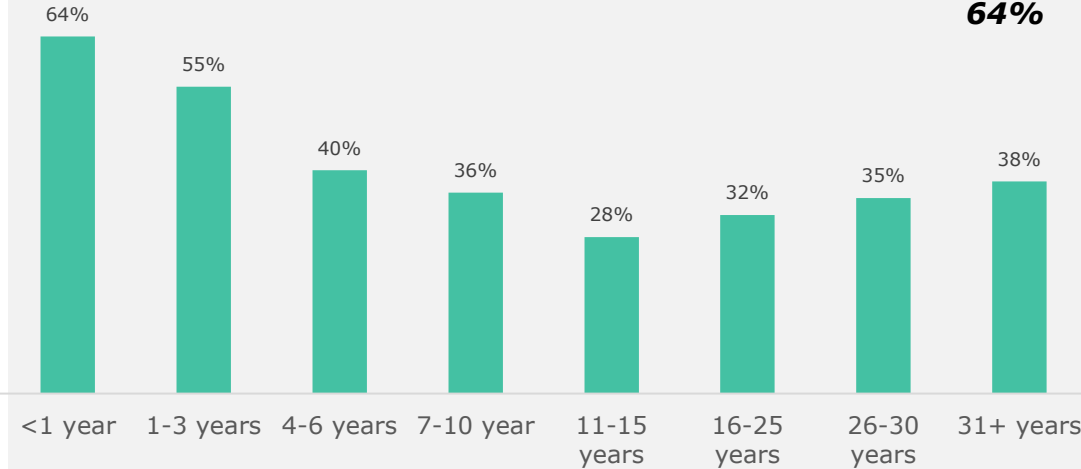
...of survey participants responded favorably to LAFD having a culture that prioritizes training and development

Survey Items					
My organization makes it a priority to invest in my training and development	8%	27%	26%	23%	16%
I have opportunities to learn and grow at work	18%	51%	15%	11%	5%

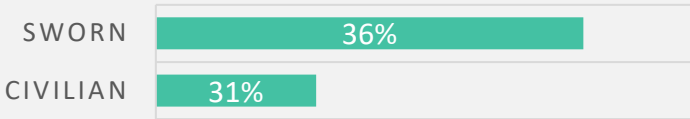
Strongly Agree Agree Neither Agree Nor Disagree Disagree Strongly Disagree

Employee Tenure

*Across analyzed employee tenure groups, individuals that have been with LAFD for **less than 1 year** provided higher indicators of favorability at **64%***

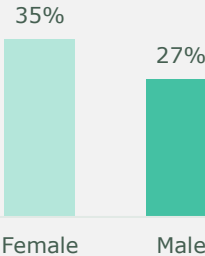


Employee Type & Gender

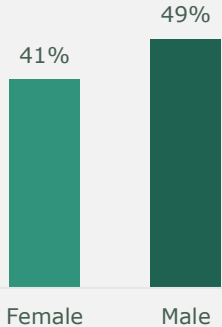


*Across analyzed employee types, **sworn provided 36% indication of favorability** while **civilians provided 31% indication of favorability***

Civilians



Sworn



*Across analyzed employee type and gender, **sworn males provided higher indicators of favorability at 49%**, compared to **civilian males at 27%***

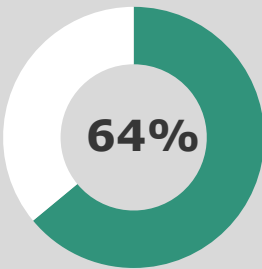


Learning & Development

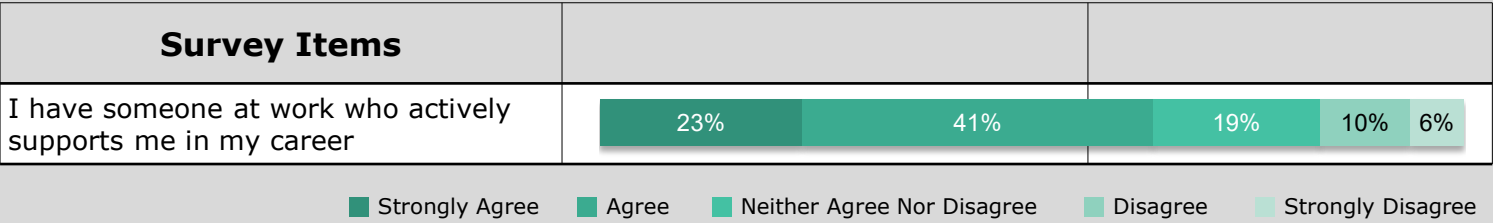
Training (Training & on the Job Support)



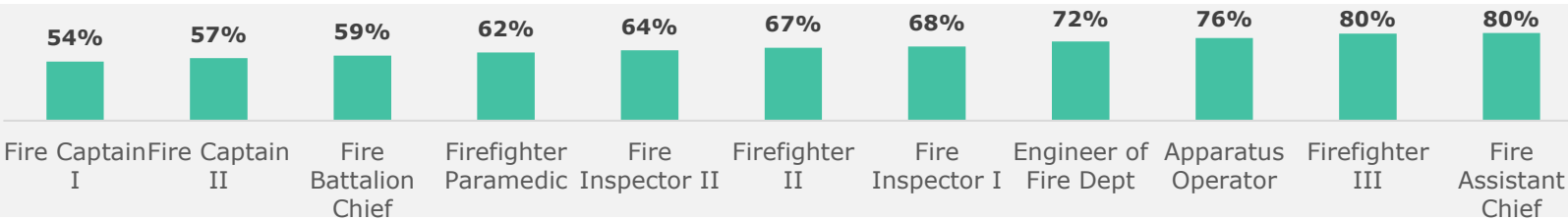
Favorable Responses
(Strongly Agree & Agree)



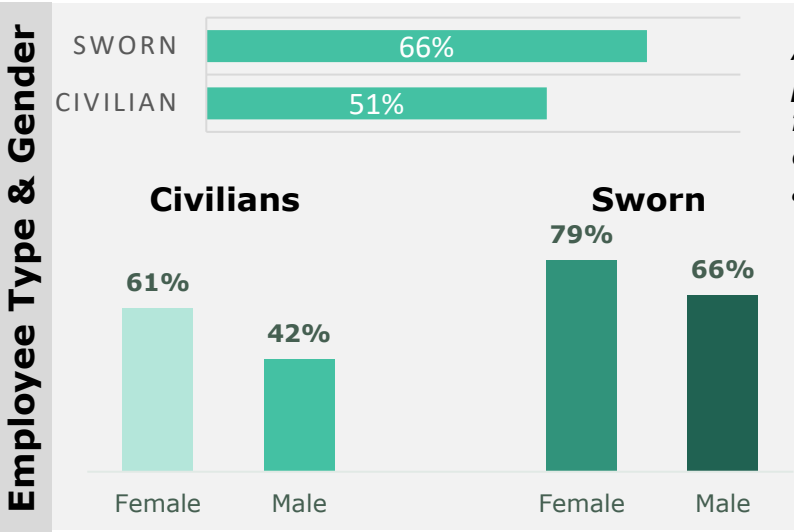
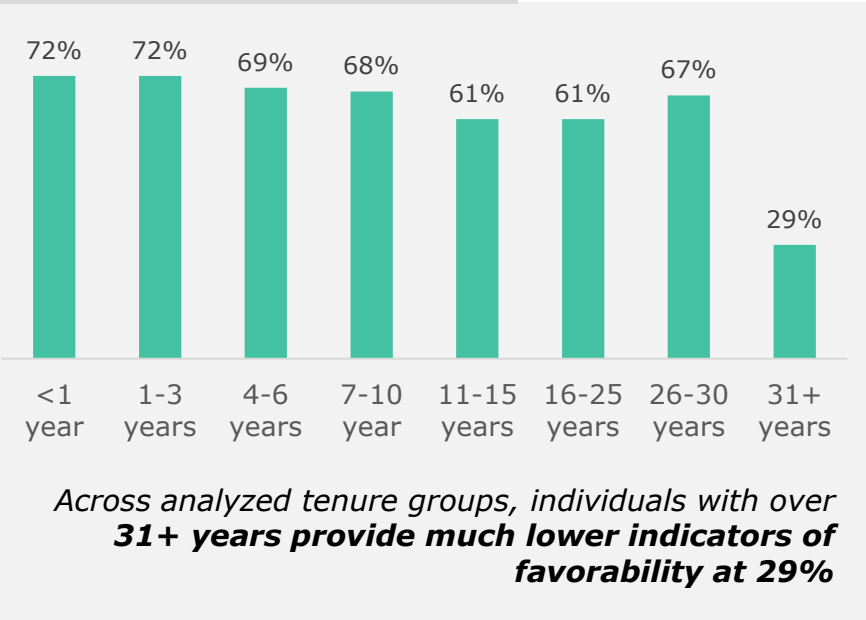
...of survey participants responded favorably towards having ample support and mentorship in their career development



Across analyzed ranks, **Captain I and II** provided lower indicators of favorability at **54% and 57%**, followed by **Battalion Chiefs** at **59%**



Employee Tenure



Across analyzed employee types, **sworn** provided higher indicators of favorability at **66%** when compared to **civilians** at **51%** towards having support and mentorship

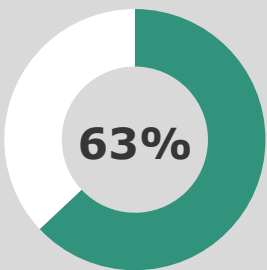
Across analyzed employee type and gender, **sworn females** provided higher indicators of favorability at **79%**, compared to **66% sworn males** and **civilian males** at **42%**

Favorable response percentage is derived from average of Likert scale responses across survey items

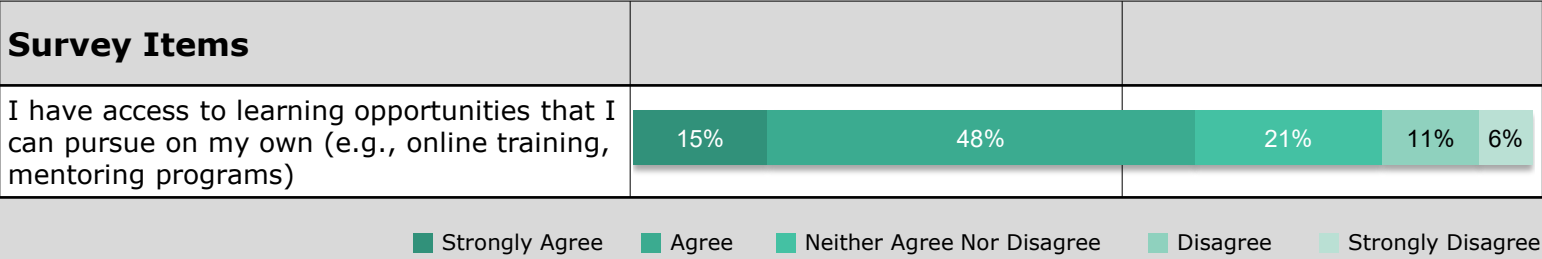


Learning & Development

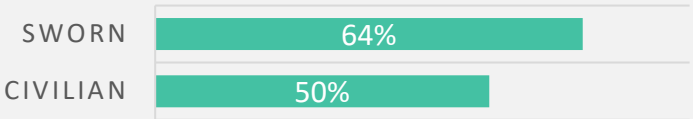
Training (Self Directed Dynamic Learning)



...of survey participants responded favorably to having access to self-directed learning activities such as online training and mentoring programs



Employee Type

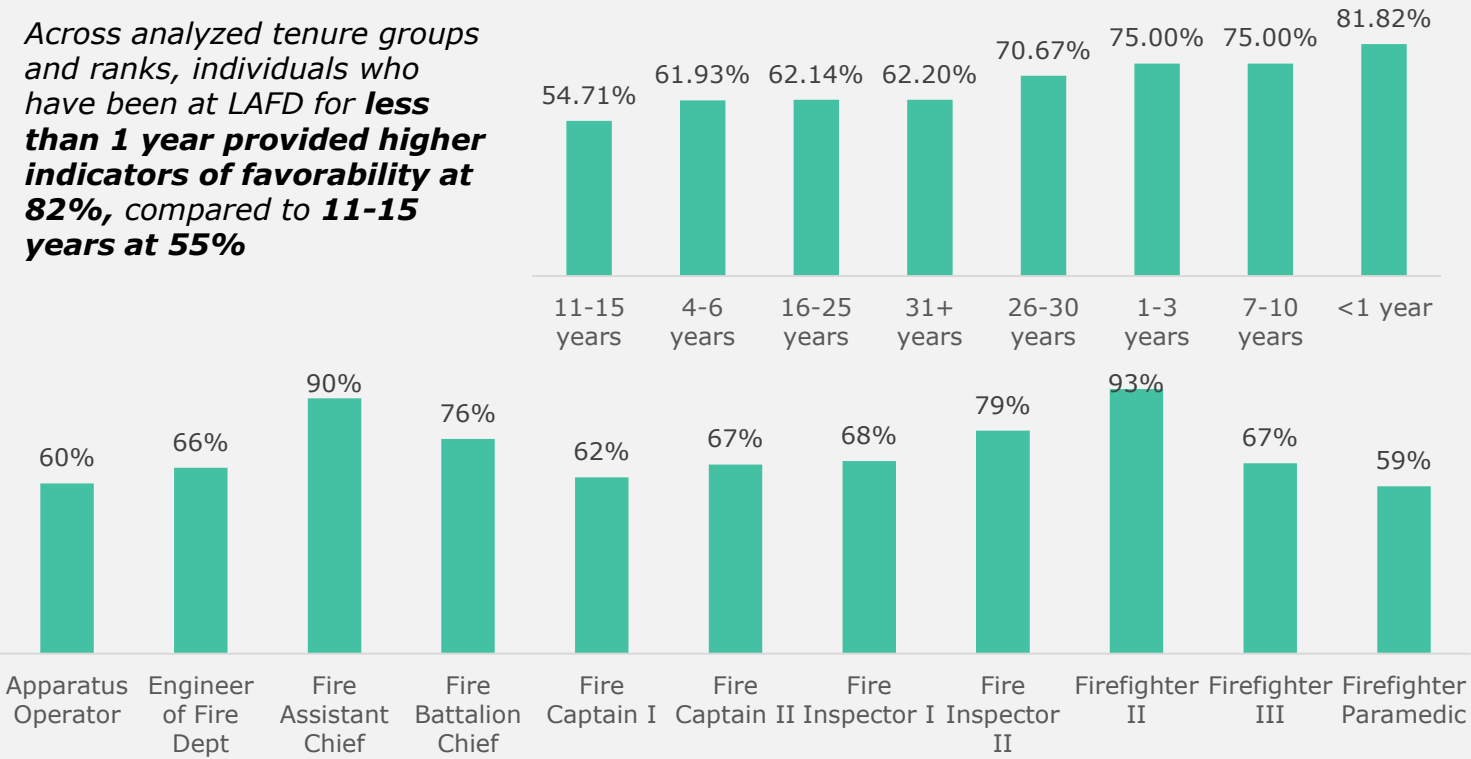


Across analyzed employee types, **sworn members provided higher indicators of favorability at 64%, compared to civilians at 50%**



Employee Tenure & Rank

Across analyzed tenure groups and ranks, individuals who have been at LAFD for **less than 1 year provided higher indicators of favorability at 82%, compared to 11-15 years at 55%**





Custom Questions

This section will provide a deep dive of the 5 custom questions that were added to the EngagePath survey*

**These questions were developed with Fire Department stakeholders to capture items not captured by the EngagePath instrument.*

CUSTOM SURVEY QUESTIONS

Custom Question 1

I have access to adequate resources to help manage my mental health, stress, and work-life integration.

Custom Question 2

Given your experience, LAFD is committed to achieving equality based on core values.

Custom Question 3

I have access to adequate resources to mediate and mitigate conflict.

Custom Question 4

What are the main causes of conflict you see at LAFD?

Custom Question 5

Please provide one recommendation to improve the LAFD employee experience.

RELATED FOCUS GROUP & INTERVIEW QUESTIONS

- *How supported do you feel by LAFD to manage your mental health, stress, and work-life balance? What do you need to feel more supported?*
- *How do you see executive leaders at LAFD living the core values of LAFD and motivating employees?*
- *Do you feel that you have the right resources to create trust in the organization? E.g., giving your team members the tools to address conflict*
- *Is there anything else you would like to share that we have not covered already?*



Overview of Custom Survey Questions

Five custom questions were added to the survey Instrument. These questions were developed in coordination with LAFD stakeholders and the Mayor's Office of Public Safety (MOPS)

Custom Question 1: I have access to adequate resources to help manage my mental health, stress, and work-life integration.	<div><div>21%</div><div>39%</div><div>19%</div><div>13%</div><div>8%</div></div>	
Custom Question 2: Given your experience, LAFD is committed to achieving equality based on core values.	<div><div>12%</div><div>24%</div><div>23%</div><div>23%</div><div>19%</div></div>	
Custom Question 4: I have access to adequate resources to mediate and mitigate conflict.	<div><div>13%</div><div>35%</div><div>24%</div><div>18%</div><div>10%</div></div>	

■ Strongly Agree ■ Agree ■ Neither Agree nor Disagree ■ Disagree ■ Strongly Disagree

Note: n counts differ across questions because these questions were optional and not every participant answered the question



Survey Free Response Feedback

Statements* are representative of feedback collected from free responses provided through the survey

I truly believe that Captains and Chiefs need to receive formal leadership training.

I can't speak for everyone but the majority of those that are the leaders of this organization have a huge disconnect with the workers on the ground level. It is time they come ride out with us and see how the department has changed since they were firefighters and make changes to help with station morale. Lead from the front, not from the top.

Improve on transparency from the administration down to the rank and file.

The Department could do a better job of valuing civilian employees. It's nice to have an appreciation day or lunch but the Department needs to better train sworn on what the roles are of their civilian counterparts and include civilians in promotion ceremony.

Improve the promotional process. It needs to be more clear-cut and concise. It's an absolute let down to the membership when we have to play a guessing game.

Do a better job holding members accountable for their actions! The lack of accountability is a large source of conflict within individual stations!

I think Firefighter Paramedics run most of the calls in the city and are treated the worst. The culture of this department is that medics are bad firefighters, and we are not treated with the same respect. We are consistently detailed off fire apparatus on training days when we try to better ourselves. The rotation of a Firefighter Paramedic is not even one third.

**Statements may have been slightly altered to preserve the anonymity of the contributors*

Appendix



The Assessment Results

The assessment identified four key areas of strength for LAFD, along with eight key areas that require focus moving forward, with an additional nine that are rated important by the workforce

Area of Strength	Area of Focus	Area Requires Attention
<p>Teaming & Belonging: The ability of teams to collaborate, work together, and foster relationships and interact with colleagues</p> <p>Purpose: The organization’s mission and values that drives how business is conducted and value is given to customers</p> <p>Work Objectives: An understanding of expected outcomes and measures of success</p> <p>Meaning of Work: The alignment and adaptability of work to the mission, values, and purpose of the worker and organization that strengthens the worker</p>	<p>Coaching & Mentorship: The ability and enablement of team leaders to develop team members, inspire, create followership, and drive results</p> <p>Adaptability: The ability of the organization to keep pace with the changing marketplace, key players, equipment, and rules</p> <p>Mind: The ability of a worker to manage their mental health, stress, and work-life integration</p> <p>Growth: The impact of work that aligns with the personal goals and growth of the worker</p> <p>Wealth: The ability of a worker to manage the financial aspects of their work and personal life</p> <p>Ways of Working: The norms and methods established by the team and organization to complete work</p> <p>Work Enablement: The access to and efficiency of the processes, tools, and information required to complete work</p> <p>Career Mobility: The opportunities and resources available to me which allow me to move across positions or occupations in the workplace</p> <p>Training: The system of activities designed to help me obtain knowledge, skills, and progress professionally and personally</p>	<p>Communication: How communication is conducted, delivered, and encouraged amongst colleagues and teams</p> <p>Accountability: The level of accountability across people, e.g., teams and colleagues, that encourages collaborative behavior and shared goals</p> <p>Trust: The safety and support team members feel to share ideas, address conflict, share burdens, and achieve their goals</p> <p>Diversity, Equity, & Inclusion: The ability of an organization to empower workers to bring their authentic selves in a safe, encouraging, and accepting environment</p> <p>Executive Leadership: The leadership behaviors which impact core values, motivation, and communication</p> <p>Body: The ability of a worker to manage their physical health, wellness, and physical activity</p> <p>Flexibility: The ability of the worker to complete work with autonomy to address their needs</p> <p>Career Progression: The opportunities available to me for moving forward and getting promoted</p>



Workforce Experience Assessment Framework

An industry leading framework was used to enable the analysis of the LAFD's organizational engagement across 6 primary workforce pillars, pictured below. The assessment provides a quantitative and qualitative analysis of the survey, interviews, and focus groups for each pillar. Engagement is defined as employees' attitudes and attachment towards their job, coworkers, and organization

WORK

The relationship I have with the work I do, the norms, methods, and tools I use to get work done, and how my work strengthens me

PEOPLE

The relationship I have with the community I serve, the people I manage, report to, collaborate, partner, and engage with in my work community

LEARNING & DEVELOPMENT

The relationship I have with how well prepared I feel to advance and learn in my work

WELL-BEING

The relationship I have with my personal life, rewards and well-being, goals, and world view

ORGANIZATION

The relationship I have with the mission, purpose, culture, and leadership behaviors of the organization, and its policies, programs, and rewards

TECHNOLOGY*

The relationship I have with the technologies that connect me to my work, workforce, and workplace

**Provided qualitative data, but quantitative data; was not a focus area of our assessment*



Primary & Secondary Research

The primary and secondary research generated 1,000+ data points across 24 interviews, 20 focus groups, and 100 documents. Data points were filtered through the methodology, tagged to a pillar in the framework, and analyzed

Primary Research

EngagePath Survey*

- 34% response rate
- 1,246 responses
- 847 free responses
- Delivered from 9/08 to 9/20

Focus Groups

- 20 focus groups
- Participation from 81 LAFD employees across 30+ functions and 25+ fire stations
- From 9/17 to 10/05

Qualitative & quantitative data collected

Interviews

- 24 one-on-one interviews across 7 bureaus
- From 9/10 to 10/13

Secondary Research

Strategic Plans (4)

Performance Evaluation Templates (2)

Learning & Training Documents (5)

DEI Documents & Reports (5)

Former Audits & Assessments (6)

Professional Standards Documents (7)

100 Documents

Org Charts (54)

Position Descriptions (17)



The Survey Model

Deloitte has deployed the **EngagePath™** survey across the private and public sectors and National Business Research Institute to provide industry engagement benchmarks from more than 30,000 organizations. The survey helps understand workplace attitudes across 6 indices

<div>MEANINGFUL WORK</div> <div></div>	<div>SUPPORTIVE MANAGEMENT</div> <div></div>	<div>POSITIVE WORK ENVIRONMENT</div> <div></div>
<p>Work that aligns employees to their strengths and gives employees a sense of purpose and empowerment. Employees are enabled with the tools and autonomy they need to develop and succeed.</p>	<p>Management that guides and empowers its employees by setting clear goals and decision-making processes, coaching for high performance, developing future leaders, and providing continuous feedback.</p>	<p>A workplace that is flexible, collaborative, humane, and inclusive, with benefits and programs that allow work to fit into employees’ lifestyles. Emphasis on reducing workloads and maintaining a strong culture of recognition.</p>
<div>GROWTH OPPORTUNITY</div> <div></div>	<div>TRUST IN LEADERSHIP</div> <div></div>	<div>COLLABORATION & COMMUNICATIONS</div> <div></div>
<p>A belief in giving employees ample opportunities for continuous learning, professional development, and career progression. Focus on supporting and facilitating internal mobility.</p>	<p>Inspirational leadership that invests in its people, communicates honestly, and fulfills the organization’s mission, vision, and purpose.</p>	<p>A workplace promoting simplicity by providing the resources employees need to do their jobs, while not overburdening them with unnecessary information. Decisions are made by logical processes and are clearly conveyed across the organization.</p>



Survey Approach

The EngagePath survey was deployed for LAFD in September 2021. The survey is deployed across the private and public sectors and National Business Research Institute to provide industry engagement benchmarks from more than 30,000 organizations. Details of the deployment can be found below

METHODOLOGY		DISTRIBUTION		TIMING	
WHAT	WHY	WHO	HOW	WHEN	
<p>EngagePath™ assesses employee engagement across six different indices, as well as an overall engagement index.</p> <p>Each index is composed of attributes that contribute to overall engagement at LAFD.</p>	<p>The purpose of the EngagePath™ survey is to better understand employee engagement at LAFD.</p> <p>The survey will establish a baseline of the current state of engagement at LAFD and serve as a starting point for action planning.</p>	<p>3,699 employees from LAFD were invited to participate in the survey.</p> <p>The Fire Chief sent five communications via the fire department’s portal to introduce the survey, encourage participation, communicate reminders, and thank members for participating.</p>	<p>The survey was administered online</p> <p>The survey was administered confidentially</p> <p>Every LAFD employee received an email containing a unique survey link</p>	<p>The survey was administered for approximately two weeks from 9/8/21 to 9/20/21.</p>	



Defining the Survey

INDEX	ATTRIBUTE	DEFINITION
MEANINGFUL WORK	Autonomy	Empowering employees with the freedom to make independent decisions about their work
	Work Impact	Work that gives employees a sense of meaning, purpose, and personal fulfillment
	Select to Fit	Selecting employees whose interests and goals align with the job
	Small, Empowered Teams	Effective, cohesive teams that enjoy working together
	Unstructured Time	Giving employees the freedom and flexibility to work on activities outside of their day-to-day tasks
SUPPORTIVE MANAGEMENT	Agile Performance Management	Ensuring that employees receive clear, consistent, and actionable feedback on their job performance
	Coaching	Fostering positive relationships between managers and employees that allow for open communication, feedback, and mentorship
	Clear, Transparent Goals	Ensuring that employees clearly understand what is expected of them on the job
	Investment in Management Development	Training employees to develop their management and leadership skills
POSITIVE WORK ENVIRONMENT	Culture of Recognition	A workplace culture that recognizes employees for their contributions
	Well-Being	A work environment that allows employees to maintain a healthy work-life balance
	Fair, Inclusive, Diverse Work Environment	A safe, fair work environment that allows for the expression of diverse opinions and values
	Humanistic Workplace	An interconnected workplace characterized by strong personal connections between employees
GROWTH OPPORTUNITY	Facilitated Talent Mobility	Ensuring that employees have sufficient career growth and development opportunities at their organization
	High Impact Learning Culture	Fostering an organizational culture that prioritizes training and development
	Training and Support on the Job	Giving employees ample support and mentorship in their career development
	Self-Directed Dynamic Learning	Giving employees access to self-directed learning activities such as online training and mentoring programs
TRUST IN LEADERSHIP	Mission and Purpose	Communicating the mission and purpose of the organization to employees in an exciting, relatable way
	Transparency and Honesty	Senior leaders who are open, honest, and compassionate in their communications with employees
	Continuous Investment in People	Making an effort to improve the work experience of employees
	Inspiration	Senior leaders who inspire employees to do their best work
COLLABORATION & COMMUNICATION	N/A (does not have attributes, only items)	A workplace promoting simplicity by providing the resources employees need to do their jobs, while not overburdening them with unnecessary information. Decisions are made by logical processes and are clearly conveyed across the organization



Defining the Framework

(1 of 2)

PILLAR	LEVER	DEFINITION
WORK	Meaning of Work	The alignment and adaptability of work to the mission, values, and purpose of the worker and organization that strengthens the worker
	Work Objectives	An understanding of expected outcomes and measures of success
	Work Enablement	The access to and efficiency of the processes, tools, and information required to complete work
	Ways of Working	The norms and methods established by the team and organization to complete work
	Flexibility	The ability of the worker to complete work with autonomy to address their needs
	Growth	The impact of work that aligns with the personal goals and growth of the worker
PEOPLE	Communication	How communication is conducted, delivered, and encouraged amongst colleagues and teams
	Accountability	The level of accountability across people, e.g., teams and colleagues, that encourages collaborative behavior and shared goals
	Teaming	The ability of teams to collaborate, work together, and foster relationships and interact with colleagues
	Trust	The safety and support team members feel to share ideas, address conflict, share burdens, and achieve their goals
	Coaching	The ability and enablement of team leaders to develop team members, inspire, create followership, and drive results
	Network <i>(not a focus area)</i>	The opportunities available and interpersonal relationships that connect people and build a network
ORGANIZATION	Adaptability	The ability of the organization to keep pace with the changing marketplace, key players, equipment, and rules
	Executive Leadership	The leadership behaviors which impact core values, motivation, and communication
	Purpose	The organization's mission and values that drives how business is conducted and value is given to customers
	Diversity, Equity & Inclusion	How an organization creates an environment that enables the workforce be themselves and "live out" the shared values
	Rewards <i>(not a focus area)</i>	The organization's dedication to the worker's self, growth, value, and work
	Accountability <i>(not a focus area)</i>	The accountability of the organization to deliver on its promises to the community, workforce, and partners



Defining the Framework

(2 of 2)

PILLAR	LEVER	DEFINITION
WELL-BEING	Mind	The ability of a worker to manage their mental health, stress, and work-life integration
	Body	The ability of a worker to manage their physical health, wellness, and physical activity
	Wealth	The ability of a worker to manage the financial aspects of their work and personal life
	Diversity, Equity & Inclusion	The ability of an organization to empower workers to bring their authentic selves in a safe, encouraging, and accepting environment
	Purpose <i>(not a focus area)</i>	The connection of a worker's personal values with the values of others and the organization, creating a sense of fulfillment and meaning
	Growth <i>(not a focus area)</i>	The ability of the organization to meet the needs of the worker's personal and professional goals
LEARNING & DEVELOPMENT	Training	The system of activities designed to help me obtain knowledge, skills, and progress professionally and personally
	Career Progression	The opportunities available to me for moving forward and getting promoted
	Career Mobility	The opportunities and resources available to me which allow me to move across positions or occupations in the workplace
	Flexibility <i>(not a focus area)</i>	My ability to determine where and when I work
	Accessible Tools <i>(not a focus area)</i>	The access to tools that equip the workspace, enable work anytime and anywhere, enhance work, reduce hassle, etc.
	Design <i>(not a focus area)</i>	The design of the workspace and technology that accommodates my personal and work needs
TECHNOLOGY <i>(not an area of focus for the assessment)</i>	Collaboration & Communication <i>(not a focus area)</i>	The promotion of teaming and knowledge sharing through technology
	Work Enablement <i>(not a focus area)</i>	The ability to leverage the right technology to accomplish work efficiently
	Data <i>(not a focus area)</i>	The ability to access real-time information, dashboards, and applications to drive decision-making and complete work
	Design <i>(not a focus area)</i>	How technology is designed in a human-centric way, resulting in intuitive, simple tools with minimal training
	Personalization <i>(not a focus area)</i>	The level of personalization that enables technology to cater to the needs and preferences of the worker
	Consistency <i>(not a focus area)</i>	The usage of technology to enable a consistent work experience regardless of where or when work is done



Defining the Management Levels at LAFD

MANAGEMENT LEVEL	ROLES		
EXECUTIVE MANAGEMENT	Fire Chief Fire Deputy Chief Fire Administrator Chief Information Officer		
MIDDLE MANAGEMENT	Fire Battalion Chief Fire Assistant Chief Personnel Director II Equipment Superintendent PR Accountant II Sr Personnel Analyst II		
FIRST-LINE MANAGEMENT	Fire Captain I Fire Captain I Auditor I Programmer/Analyst V Sr Management Analyst I Sr Systems Analyst I Sr Systems Analyst II		
NON-MANAGEMENT	Apparatus Operator Fire Engineer Fire Inspector I Fire Inspector II Firefighter II Firefighter III	Fire Protection Engineer Assc II Management Analyst Administrative Clerk Sr Administrative Clerk Sr Fire Statistical Analyst Office Service Assistant	Executive Admin Assistant II Mech Helper Fire Special Investigator Sr Store Keeper Management Aide Equipment Repair Supervisor