

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
"Leading with Excellence"

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: BUILDING TOMORROW'S FIRE DEPARTMENT

DATE OF IMPLEMENTATION/ADOPTION: NOVEMBER 2014

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2020)

CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE COVID-19 IMPACT AWARD ONLY. (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Los Angeles County Fire Department (Fire Department) has been an industry
 2 leader in fire-service personnel training and professional development. The Fire
 3 Department's Training Services Division, implemented under Fire Chief Daryl L. Osby,
 4 is charged with developing and conducting in-service trainings for fire series personnel.
 5 In November 2014, the Fire Department launched the Fire Captain (Captain) academy,
 6 the Battalion Chief (BC) academy in May of 2015, the Fire Fighter Specialist (FFS)
 7 academy in September 2016, and the Assistant Fire Chief (AFC) academy in
 8 September 2018. To build and enhance competencies, a 10-day wildland training for
 9 newly promoted captains has been added. All academies equip newly promoted
 10 personnel with the knowledge and skills necessary to transition to their new role. For
 11 Captain, the academy provides the full integration of competencies needed for their new
 12 supervisory role; for BC and AFC, the academies provide for enhanced management
 13 and leadership competencies. To date, 600 personnel have completed the FFS, 414 for
 14 the Captain, 60 for the BC, and 6 for the AFC academies.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

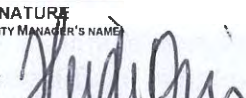
ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS
 Los Angeles County Fire Department
 1320 North Eastern Avenue, Los Angeles, CA 90063

TELEPHONE NUMBER
 (323) 881-6180

PROGRAM MANAGER'S NAME
 Assistant Fire Chief Dennis Breshears
 EMAIL Dennis.Breshears@fire.lacounty.gov


TELEPHONE NUMBER
 (323) 400-9243

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE
(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)
 Heidi Oliva
 Executive Support Division Chief 

DATE
 06/21/21

TELEPHONE NUMBER
 (323) 881-6109

EMAIL
 Heidi.Oliva@fire.lacounty.gov

DEPARTMENT HEAD'S NAME AND SIGNATURE
 Fire Chief Daryl L. Osby 

DATE
 06/21/21

TELEPHONE NUMBER
 (323) 881-6180

****ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE****

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame**. Use Arial 12 point font.

An integral element of the Fire Department’s training objectives is to anticipate future workforce needs, expectations, and improve/enhance employee professional development. As part of the Department’s 411 plan and its focus to *Build Tomorrow’s Fire Department*, the Training Services Division partnered with internal and external partners to help meet Fire Department Goal 3 of our Strategic Plan – Organizational Effectiveness.

Previous to the establishment of the FFS, Captain, BC, and AFC academies, a formal training program was not available to personnel promoting to fire fighter specialist and supervisory/management fire series positions. To build and enhance competencies, the FFS, Captain, BC, and AFC academies were developed and implemented to equip newly promoted personnel with the knowledge and skills necessary to transition into their new role. For FFS, the academy provides the full integration of competencies needed as the apparatus engineer; for Captains, the academy provides the full integration of competencies needed for their new supervisory role; and, for BC and AFC, the academies provide for enhanced management and leadership competencies.

The duration of the initial academies, are as follows:

- FFS Academy (implemented September 2016): 8 days
- Captain Academy (implemented November 2014): 10 days
- BC Academy (implemented May 2015): 10 days
- AFC Academy (implemented September 2018): 5 days

In recent years, after a review of the training curriculum, it was determined to add newly promoted lifeguard series personnel to the academies along with a ten-day wildland intensive training to assist newly promoted fire captains meet the requirements to open a position task book under the California Incident Command Certification System for Engine Boss and Incident Commander Type 4. Prior to the additional ten-day training, promoted fire captains would try to complete the core course requirements with varied success. Now all promoted fire captains start their new positions meeting the minimum requirements to respond to all-hazards incidents as an Engine Boss or Incident Commander for Type 4 Incidents and include the following classes: S-200 Initial Attack Incident Commander, S-290 Intermediate Wildland Fire Behavior, S-230/231 Crew Boss/Engine Boss, S-215 Fire Operations in the Wildland Urban Interface, and L-280 Followership to Leadership.

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The academies are instructed utilizing a blended approach – online, in-person, assessment style, and hands-on training.

Current topics covered in the FFS Academy: management expectations; overview of driver responsibilities; relaying primary water supply from water to fire ground; principles of supplementing hydrant pressure; aerial operations; wildland training; administration and acting captain responsibilities; etc.

Current topics covered in the Captains Academy: management, leadership, and supervisory expectations; emergency medical services; structure fire operations and hazardous materials; wildland training; implicit bias training; County Policy of Equity (CPOE) and Americans with Disability Act (ADA) training; cultural competency training; business writing; etc.

Current topics covered in the BC Academy: management expectations; leader's intent; incident command operations/expectations; hazardous materials command; homeland security; cultural competency training; applied EMS leadership; CICC requirements; wildland training; PIO/media relations; Standards of Behavior and Firefighter Bill of Rights; CPOE and ADA; Risk Management and Return to Work; etc.

Current topics included in the AFC Academy: leader's intent; management expectations; Professional Performance Section, Employee Relations, Risk Management, Return to Work and Labor; budget process; fire prevention and city interface; area representative and duty incident commander; division inspections; city, customer service, and community service liaison expectations; probationary firefighter program; MAPP goals; operational expectations; disaster support services; Region I, Operational Area, and 9-1-1 Communications Center; EMS; cultural competency; etc.

In our current environment, fire service professionals today have very different expectations of education methodology. As we experience attrition, generational differences amongst incoming personnel and their expectations of their fire service career differ from outgoing personnel (i.e., Gen Y or Millennials vs. Baby Boomers). Changes in Department culture require management to continually adapt, identify, define, and describe the current training needs and forecast those for the future. The gaps identified in our organizational culture, both operationally and administratively, create opportunities to reduce vulnerabilities and improve the resiliency of our personnel going through the promotional academies.

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Beginning in 2021, the Training Services Division added two additional days to the FFS academy to remain consistent with the Captain and BC promotional academy models. Newly promoted FFSs will complete the training with certification from the California State Fire Marshal's Office in Apparatus Operator 1B Pump Operations, along with additional truck company operations and an eight-hour staging area manager (J-236) class, enabling our FFSs to become qualified Staging Area Managers to assist on greater alarm incident and events.

The evolution of the Fire Department's promotional academies has evolved to meet the needs of our incident qualifications and certification requirements. The Fire Department fosters a culture to develop talent and ensure individuals are better prepared for their new promotional assignments by challenging and providing educational tracks to equip them with tools for success.

With our workforce continually promoting to *Build Tomorrow's Fire Department*, a formalized all-hazards and blended approach program is a vital baseline for our professional success.

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12-point font.

As identified in its Strategic Plan, the County is committed to continually pursuing the development of our workforce by investing in tomorrow’s workforce today and today’s workforce for a better tomorrow. The FFS, Captain, BC, and AFC academies develop effective supervisors, managers, and leaders; provide for professional development through training models that envision learning and professional growth; and ensure succession planning by preparing the next group of personnel to assume leadership of the Fire Department. The Fire Department’s promotional academies have been transformative in retaining a talented workforce committed to providing the gold standard of service to residents and communities in our care.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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\$	\$	\$	\$	<input checked="" type="checkbox"/>

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The cost of the promotional academies is funded and supported by the Fire Department.