

Category 7: Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency (addressed in Category 8) and health and safety (addressed in Category 11). The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.

Criterion 7A: Human Resources Administration

General human resources administration practices are in place and are consistent with local, state/provincial and federal statutory and regulatory requirements.

Summary:

The City of Lawrence, Kansas has established general personnel administration practices that meet local, state, and federal statutory and regulatory requirements. These practices apply to all employees of the organization. The department utilizes the Administrative Division to act as liaisons to assist in human resource activities.

Performance Indicators:

CC 7A.1 A human resources manager is designated.

Description

The City of Lawrence Human Resources (HR) Department has a designated HR Manager. This HR manager oversees the city’s HR Department who assist in the development of recruitment and training of employees, adapting policies / procedures as well as implementing new ones, and maintains employee benefit programs.

The department has designated the division chief of administration and the Administration Division as HR liaisons.

Appraisal

The HR manager has been designated; however, the department has experienced a disconnect with human resources support. This disconnect is primarily due to the turnover seen within both city departments.

Plan

The department will propose an expansion position within the Administration Division for the 2023 budget. This administrative specialist will be primarily dedicated to providing HR support to department members on a more concentrated level than what is currently being offered. This person will work directly with HR to ensure adequate support is being provided to department employees.

References

- Human Resources Manager Job Description
- City of Lawrence Organizational Chart
- 2023 Fire Medical Program Improvement Request Form Support Services (pages 7-8)

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description

Currently, the HR Department has eight staff members which is adequate to complete the basic administrative functions to support the organization. Some of the larger departments also have employees embedded within their teams to help complete HR functions, working closely with the central HR team. There is one vacancy in HR, and efforts are underway to fill this position. The city's HR Department staff oversee a multitude of functions including:

- Benefits
- Classification / Compensation
- Employment / Retention
- Employee Relations
- Employee Recognition
- Leadership
- Employee Professional Development
- Employee Health / Wellness

The department has two administrative support staff within the Administration Division that help department employees with HR related items.

Appraisal

Many of the functions and processes of the HR Department could be updated to reflect the current times. When the pandemic started, it forced the city's HR Department to come up with new ways to do necessary tasks. It has been identified the need to improve on what has been already established and create a more exhaustive and comprehensive program. The previous staff and procedures were successful for the pre-pandemic time. There has been turnover on the HR team recently, and the current team is working together to continue to learn and plan strategy for the future.

The department requested for an expansion administrative position in the 2023 budget proposal to the city. This position would have been dedicated to being the liaison between the department and HR employees. This request was not granted for the 2023 budget year.

Plan

The HR Department is currently in the process of implementing a new HRIS system that will be fully implemented by the end of 2022 / beginning of 2023. This will provide a more efficient way for the HR Department to function. The HR Department will continue to review current practices to ensure that they are still appropriate and necessary with the new software.

The department will ask for additional administrative positions during the 2024 budget process to better assist with the HR related demand within the growing department. The department will continue to work with HR to provide relevant information and assistance to employees. Through the budget request process, the department will continue to communicate the need for more resources within the Administration Division.

References

2023 Fire Medical Program Improvement Request Form Support Services (pages 7-8)

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial and federal requirements. The policies are reviewed annually and updated as needed.

Description

Due to the lack of adequate staffing numbers, the HR Department is unable to annually review all policies. Some of the policies are currently under review and waiting for approval from the City Manager's Office.

The department follows policies established in the City of Lawrence Employee Handbook which is maintained by the city's HR Department. The MOU between the Local 1596 and the City of Lawrence also adheres to local, state / provincial and federal requirements such as:

- Health Information Portability and Accountability Act (HIPPA)
- Family and Medical Leave (FMLA)
- Fair Labor and Standards Act (FSLA)
- Affirmative Action Program
- Equal Employment Opportunity

Appraisal

The HR Department was able to review the employee handbook and it was updated in 2015. Although some policies were reviewed, several policies still have effective dates from many years prior to 2015 that require updating. The policies that the department has been able to update typically have a significant impact on internal employees, therefore needed addressed immediately.

The department has received communication from the HR Department when adjustments to policies are made.

Plan

The HR department will continue to review policies and it is the goal and desire of HR to ensure that all the policies follow the local, state, and federal requirements. The

department will continue to adhere to all local, state / provincial and federal requirements with direction of the HR Department.

References

[Code of the City of Lawrence, Chapter 10 – Human Relations](#)

City of Lawrence Employee Handbook (available on-site)

Criterion 7B: Recruitment, Selection, Retention and Promotion

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial and federal statutory requirements.

Summary:

Established processes and incentives are in place to guide the City and department to recruit, select and retain highly qualified personnel. The City's HR Division, along with the department, applies the process and procedures for application, screening, interviewing and selecting qualified personnel for employment. The department maintains well-defined job descriptions for all positions within the department. Established procedures and the skills, knowledge and abilities outlined in the position description guide the selection of the most qualified applications for promotion. The City and department have a competitive wage and benefits package, quality equipment and facilities, and a safe working environment, all of which contribute to retaining qualified personnel.

Performance Indicators:

7B.1 A mechanism is in place to identify and announce potential entry-level, lateral, and promotional positions.

Description

The City of Lawrence utilizes Civic HR to manage applications for open positions. Open positions are posted on the city's website. The department utilizes social media postings and infographics for entry level positions. The department participates in local job fairs to promote entry level positions as well as an Explorer Program.

Memoranda are sent to department employees via email regarding promotional opportunities and are also posted on the department's intranet. The department maintains a promotional eligibility list for lieutenant and captain positions.

Appraisal

The use of the city's mechanism for announcing open positions has been mediocre. The department has seen a low number of applicants, compared to historic job postings. The department's past use of the "extra-board" system may be a contributing factor, although the department eliminated this position several years ago. The department's requirement that all new employees must become paramedics within three years of initial employment may also be contributing to the low applicant count. The applicant count has been compared to surrounding professional departments to determine the below expected turnout.

Plan

The department will continue to utilize the city's hiring process for the advertisement of open positions. Promotional opportunities within the department will continue to be announced through department memoranda and distributed to employees via email.

The department's newly formed PIO group will be working with the recruitment team to create visibility of department career opportunities.

References

LDCFM		Recruitment		Infographic
2021-05 Memoranda (Lt. and Cpt. Promotion Opportunity)				
SOP	601.10	Promotional	Assessment	Process

7B.2 The agency's administration and its members are part of the recruiting process.

Description

The department's division chief of EMS currently leads the recruitment process. The department uses a recruitment team to engage department employees and cultivate recruitment ideas. The team is comprised of 20 employees varying in rank and tenure. The team is currently focused on three main opportunities: explorer program, volunteerism with other first responding agencies in Douglas County, and full-time employment.

Appraisal

The department's recruitment activity has been minimal over the last few years. Through the 2021 Community-Driven Strategic Plan, the department has identified enhancing recruitment as a goal. Active participation from the department's recruitment team has been around 50%. However, the activity that the team has been a part of has been relatively successful related to reach and connectivity. The COVID-19 pandemic created barriers in meeting with local fire / EMS classes and participating in job fairs.

Plan

The accreditation manager will compose a task force team made up of two (2) members of each shift and two (2) administrative employees to work through the objectives and critical tasks that were created for the strategic plan goal: Goal 6: Commit to improving our recruitment process to positively obtain and retain qualified professionals through progressive, diverse opportunities. This goal aligns with the city's strategic plan commitment Engaged and Empowered Teams.

The newly formed recruitment team will meet twice a year, at minimum, to develop strategies to enhance department recruitment. The team will be expanding the recruitment activities to outside of the City of Lawrence.

References

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan – Goal 6, pp. 20-21
2022-06-29 Recruitment Committee Meeting Minutes

CC 7B.3 Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job-related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.

Description

The HR Department, in cooperation with the department, has developed recruiting, selection and promotion processes that comply with all local, state and federal regulations regarding equal opportunity and discrimination, thereby reducing bias and extending equal opportunity to all applicants. Current position descriptions outlining minimum qualifications structure the process for the application process. All applications are reviewed through a screening process based on minimum qualifications, which include having a high school diploma or GED, National Registry or Kansas EMT certification, and a recent (less than one year) certification on a CPAT physical exam. Qualified applicants are offered initial job interviews. The interview panel consists of department employees and at time, employees from other city departments. Interviewers rank each candidate and forward the rankings to the fire chief. The fire chief, or the designee, selects final candidates who complete background investigations, medical, physical and psychological evaluations per NFPA 1582. The fire chief conducts interviews and makes the final candidate selection.

Appraisal

The city and the department view compliance with equal opportunity and non-discrimination statutes as a priority in the recruitment, selection and promotion of applicants. The city’s HR Division ensures federal, state and local regulatory compliance and participates at all levels of the process.

Plan

The city and department will continue to monitor and re-evaluate the recruiting, selection and promotional process to ensure objectivity, equal access to all applicants, and compliance with local, state and federal regulations with regard to equal opportunity and non-discrimination statutes.

References

LDCFM Application for Promotion

City of Lawrence Employee Handbook (available on-site)

Online Employment Application

SOP 601.10 Promotional Process

NFPA 1582 Standard on Comprehensive Occupational Medical Program for Fire Departments, Chapter 6 (available on-site)

7B.4 The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

Description

The department closely reflects the demographics of the community served, except for representation within the Asian and Female groups. This mirrors the results from a study commissioned in 2017 that studied the diversity of the department. Ongoing recruitment activities assist in marketing employment opportunities to the widest possible audiences. Department employees actively participate in local high school and college career day events. The department's paramedics mentor a large number of paramedic students from community college EMS programs across the state; using the opportunity to promote and encourage these students to consider a career in fire-based EMS systems.

Appraisal

Over the years, with social media outlets and recruiting websites increasing, the city has expanded opportunities to advertise open positions. This has allowed the department to reach a much broader pool of applicants. The COVID-19 pandemic created issues related to broad and effective recruitment. The department's newly formed recruitment team should have a positive impact on increasing workforce composition to reflect the community's demographics.

Plan

The city will continue to utilize social media outlets and recruiting websites for open positions. The recruitment team will continue finding ways to expand the reach of recruitment opportunities and prioritize diversity in the department's workforce.

References

Paramedic Mentorship Documentation

Hutchison Job Fair 2022 Picture

Diversity Recruitment and Employee Retention Report 2017

U.S. Census Bureau QuickFacts_ Douglas County, Kansas

Lawrence-Douglas County Fire Medical Douglas County Demographics Overview

7B.5 A new-member orientation program is in place.

Description

The city's HR Department holds a New Employee Orientation (NEO) once a month. This meeting is held both in person and virtually over Zoom. The HR department provides any necessary documentation that may need to be completed, such as the Federal I9 form. The benefit information is also explained, and the paperwork is handed out to be completed. New Employee Orientation gives the HR Department the opportunity to discuss various departments of the city and introduces basic HR items like pay and benefits.

The department conducts its own recruit classes which include a new-member orientation that aligns with the City of Lawrence's orientation. The department's EMS and Training Divisions develop a customized onboarding process for each new sworn employee. During the recruit academy, each employee is evaluated throughout the process both academically and through skills. Each recruit firefighter must demonstrate competency based on NFPA 1001: Standard for Fire Fighter Professional Qualifications (minimum qualifications for firefighter). All recruit firefighters are certified as an emergency medical technician (EMT) at a minimum. Upon completion of the recruit academy, each EMT is mentored on a medic unit through a defined mentoring process developed by the department. Upon completion of the recruit academy, the recruit becomes a probationary firefighter. Probationary firefighters spend six months at the same station being evaluated and directed by a department captain. A formal evaluation of performance is completed six months after the recruit academy and any deficient performance areas are defined and a plan on correction is identified.

Appraisal

The current performance methodology works well. Each step in the orientation program is documented and any deficiencies identified are discussed between the probationary firefighter, their captain, operations chief officer, and the division chief of training during periodic reviews. The orientation is tailored towards the needs of the probationary firefighter as to the length of time. It is recognized that experience plays an important role in the onboarding of new members.

The orientation documentation has recently changed to include additional comments from the mentor. These comments are designed to recognize the probationary firefighter's strengths as well as identify areas of needed improvement. This change adds more transparency to the orientation process and allows the mentors to set specific, measurable goals with the probationary firefighter.

Plan

The city will continue to hold NEO monthly and will continue to provide information about all city departments. We will continue to provide all necessary documentation that is necessary for employment.

This new process will continue while the department looks an additional means of orienting new employees. The Training Division is exploring the idea of creating a career guide that would lay out specifically what education, classes or skills need to be obtained to assist the employee in continual development of personal and professional goal attainment. The Administrative Division will evaluate the possibility of becoming more intertwined with the new member orientation to develop the liaison role with individuals from day one of the recruit academy.

References

EMT Orientation Packet

Paramedic Orientation Packet

NFPA 1001: Standard for Fire Fighter Professional Qualifications Sheets (available on-site)

SOP 108.20 Firefighter Recruit Probationary

MOU IAFF Local 1596 - Jan. 1, 2022 to Dec. 31, 2024 (page 15)

CC 7B.6 A supervised probationary process is used by the agency to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills and abilities.

Description

The department utilizes SOP 108.20 Firefighter Recruit/Probationary to outline the recruit academy and six-month initial performance trial period for new employees. Once a probationary firefighter completes the recruit academy, they are assigned to a specific shift and station. Probationary firefighters are not able to travel to other stations on their assigned shift, this enables the assigned captain to adequately evaluate performance and progress. At the conclusion of the six-month initial performance trial period, the probationary firefighter will receive a performance appraisal and if appropriate, released from probationary status.

The department has a mentoring process in place to evaluate a newly promoted paramedic, acting officer, and acting operations chief officer. The department utilizes an officer development handbook to assist with employees that are promoting. The mentoring for each position is different due to the nature of the position however, each position is continuously being evaluated to ensure the employee is moving towards competency on a regular basis. Part of the evaluation process is the annual or semi-annual performance appraisal, completed by a direct supervisor.

Through the 2021 Community-Driven Strategic Plan, the department has identified enhancing succession planning as a goal. The goal is: Produce and implement a comprehensive leadership and career development program, investing in the creation of a qualified, educated workforce that promotes a supportive work environment. This directly impacts the ability of the department to ensure continuity of knowledge and activities, creating a more prepared workforce.

Appraisal

The department's current mentoring program has not been overwhelmingly successful. One of the areas that improvement could be made is making sure the orienting employee

has an uninterrupted orientation experience. Currently, due to budget and personnel restraints, the department is unable to dedicate appropriate resources to the orientation process without interruption. This causes the orientating member to have to pick up where they left off, days or weeks between orienting opportunities. Having a system and funding in place to allow for uninterrupted orientation would shorten the physical length of time an employee would begin to be effective in their new role.

Plan

As budgeting and personnel allows, the department will dedicate the needed resources to shorten the onboarding process. The department will continue to look for opportunities to include new and relevant information in the orientation process as well.

The command staff will continue to support work that aligns with the strategic plan in prioritizing succession planning.

References

EMT Orientation Packet

Paramedic Orientation Packet

Acting Officer Task Book

Acting Shift Commander Task Book

SOP 108.20 Firefighter Recruit Probationary

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan (page 15)

7B.7 The agency has an employee/member recognition program.

Description

The City of Lawrence has an employee recognition program, LEAP (Lawrence Excellence Award Program) to commemorate years of service to the organization as well as Longevity Compensation.

The department recognizes employees across several levels including Clinical Save Commendations, Medal of Valor, Distinguished Service Medal, 20-Year Helmet Recognitions / Ceremonies, and Retirement Recognitions / Ceremonies.

Appraisal

Douglas County has previously hosted an annual ceremony, the Valor Awards, that not only recognized department members for their service to the community, but also recognized other public safety members throughout the county. This recognition event has been on hiatus due to the COVID-19 pandemic.

The department believes that it would be of value to create another recognition program for department members.

Plan

The department’s Awards Program Team is planning to host an annual awards ceremony starting in late 2022. This event will be held to recognize several department members for their dedication and service to the department and the citizens of Douglas County.

References

SOP	104.60	Awards
Retirement		Invitation

7B.8 The agency's working conditions and environment accommodate diverse and qualified applicants and retains a tenured workforce that is reflective of the community.

Description

The city continues to monitor the working conditions and environment and makes adjustments as needed. The city has an ADA compliance manager who ensures that we have the best working conditions for our employees. The HR department acknowledges and listens to employees and what their needs/wants are. This help keep our diverse and qualified employees to continue to work for the city.

Appraisal

As employees are hired, they are assessed to see if there are particular needs that they may have. Policies have been modified to keep employees engaged and empowered.

Plan

The department will continue to learn the needs of our employees, creating a diverse and welcoming environment. The department will continue to modify our policies to meet the needs of our employees.

References

ADA Compliance Administrator Job Description

7B.9 The agency conducts exit interviews, periodic employee surveys or other mechanisms to acquire feedback for improving policies and procedures.

Description

The city conducts employee surveys annually. This process aids in the city in determining what employees are happy with, and what the city needs to improve. This information is used to influence strategic planning initiatives.

The city's HR Department offers electronic exit interviews to employees who are severing employment with the city. The HR Department offers additional appointments to review eligibility for benefit continuation / conversion and to help the employee complete necessary documents for this.

The department offers all employees who are leaving their position of employment the opportunity to meet with supervisors for an exit interview to provide constructive feedback.

Appraisal

The city's use of internal surveys has been recently implemented. Department employees have expressed positive feedback regarding the city's efforts to facilitate and collect employee input. The department has not seen how the survey responses have been used been used to facilitate actionable items relative to workplace improvement.

By conducting surveys, the department has been able to improve the various requests of the employees (compensation, working conditions, supervisor training, etc.).

The department has received a positive amount of feedback when employee surveys have been sent out. The department has recognized this as a good avenue to collect information from employees.

Plan

The city will continue to conduct employee surveys so that it can continue to learn about the needs and wants of the employees and what is important to them. The department will continue to engage employees via these online surveys.

References

City of Lawrence Employee Handbook (Available on-site)

Strategic Evaluation of LDCFM Uniforms and Process Email

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

Description

The department conducts workforce assessments to help maintain minimum staffing levels. Using a staffing level trigger, the department monitors when the recruitment process should begin. The trigger level takes recruitment and onboarding time into consideration as well as projected separations during the recruitment and onboarding time. Recruitment and retention are items that the department has identified as priority initiatives through the strategic planning process. The department does not conduct workforce assessments for civilian employees.

Appraisal

The staffing level trigger to begin the recruitment process has been successful and prompted the department to stay proactive in the hiring of employees. The department has identified one of their goals in the 2021-2026 Strategic Plan as a commitment to improving the recruitment process. The department does not prepare for civilian staff turnover well. Recruitment for civilian staff is not prioritized or proactively performed. This has resulted in employees being task saturated when separations occur.

Plan

The accreditation manager will create a diverse taskforce team to analyze current practices that have been identified as inefficient for the on-boarding and retention of employees. The department will also work with the city to ensure alignment with the strategic initiatives created through the city's strategic planning process.

References

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan
2022-02-07 Strategic Priorities and Next Steps Memo

Criterion 7C: Personnel Policies and Procedures

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior.

Summary:

The City of Lawrence has established and documented personnel policies and procedures. There are specific department policies that guide department personnel. These policies and procedures guide all department personnel as to their expected behavior. This information is updated and available to all employees through the intranet.

Performance Indicators:

CC 7C.1 Personnel policies, procedures, and rules are current, documented and communicated to all personnel.

Description

During New Employee Orientation, the employees are given the location of the online employee handbook. This handbook contains the policies for the entire city, but not specific departments. Each department will have specific policies and procedures that are unique to them and those will be given to them as they join their department. The city posts personnel policies, procedures, and rules which are accessible to all employees on their intranet.

The department utilizes the SOP 104.20 Standard Operating Procedures (SOPs) and Policies Life Cycle to guide the SOP workflow. SOPs are reviewed and updated, if necessary, on a rotating 1, 2, or 3 year schedule depending on the nature and contents of the SOP. If an SOP has content changes, it will be sent out for a two-week review by all lieutenants, captains, and the union president. They are instructed to facilitate a review with crews and provide feedback, comments, or questions to the SOP manager. Feedback will be relayed to the SOP's responsible party, as assigned through program management and the SOP dashboard. Once approved by command staff, the SOP will be assigned in Vector Solutions to all applicable employees. A test after each review is required to document that the employee understands the policy or procedure.

The department's SOPs are located on the intranet and Vector Solutions. The Administrative Division is responsible for managing the department's SOPs.

Appraisal

The use of Vector Solutions and intranet pages has been successful in providing employees different ways to be aware of changes and access the SOPs. Having city-wide policies and department policies managed and updated differently creates some inconsistency in SOP expectations from employees. Not having the ability to search key words in the SOP library has caused issues throughout the department.

The department's planned update cycle for all SOPs, re-evaluated on an annual, bi-annual, or triennial basis, has been a heavy lift for command staff. With a heavy task load and intentions to update SOPs thoroughly, department command staff have had a difficult time staying on pace to update SOPs.

Plan

The department will continue to follow SOP 104.02 Standard Operating Procedures (SOPs) and Policies Life Cycle and communicate to all employees through email and Vector Solutions. The department will evaluate different ways to allow the SOP library to be searchable for employee use.

The department will continue to review, update, and implement policies as determined by the designated update cycle. When policies are created or updated at the city, department employees will continue to be involved and stay up to date.

References

Administrative Division SOP Dashboard

City of Lawrence Intranet SOP (available on-site)

SOP 104.02 Standard Operating Procedures (SOPs) and Policies Lifecycle

CC 7C.2 The agency has a policy that defines and prohibits harassment, bias and unlawful discrimination of employees/members based on sex, race, disability or other legally protected characteristics, and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.

Description

The City of Lawrence Employee Handbook contains policies prohibiting “discrimination because of race, sex, religion, color, national origin, age, ancestry, sexual orientation, gender identity, disability, or any other characteristic protected by law.” Each employee is responsible to ensure a work atmosphere that is harassment and discrimination free. Supervisors are to report observed or reported incidents of prohibited behavior to department heads. It is the express intent of the city not to tolerate any harassment or discrimination. The city, through the HR Department, provides mandatory annual diversity training for all employees through Vector Solutions. The city and the department require all employees to sign a statement of individual respect annually during their annual performance appraisal.

Appraisal

The current policies and practices of the city comply with local, state and federal laws. The information is available to all department employees on department’s intranet.

Plan

The department will continue to comply with the established policy and uphold a work environment that is free of harassment and discrimination. Any violations of this policy will be handled immediately following the proper disciplinary action guidelines. Reporting of prohibited behavior and enforcement of the policies will continue to be the responsibility of supervisors and managers within department.

References

City of Lawrence Statement of Individual Respect

City of Lawrence Affirmative Action Program I.C (Employment Policies)

City of Lawrence Employment Policies I.D Equal Employment Opportunity (Employment Policies)

Code of the City of Lawrence, Chapter 10 – Human Relations

7C.3 A corrective actions system, which ensures accountability, is in place.

Description

The City of Lawrence Employee Handbook contains guidelines for appropriate conduct and disciplinary action. SOP 104.12 Maintenance of Discipline and the Memorandum of Understanding (MOU) between the city and IAFF Local 1596, both address maintenance of discipline. The city’s policy outlines, but does not limit itself to, several types of behavior that are considered inappropriate and which may result in disciplinary action. The city’s policy is intended to be educational and not merely punitive. Discipline is generally progressive but severe infractions may result in immediate termination. Department employees belonging to the bargaining unit may request the presence of the IAFF Local 1965 president or his/her designee at all disciplinary hearings.

The city uses a performance improvement plan (PIP) to document, facilitate and guide corrective actions related to inadequate performance or discipline.

Appraisal

The city and department disciplinary systems serve to educate employees and to encourage appropriate behavior. The department has seen compliance with all applicable laws.

Plan

The department will continue to use the tools and policies in place to ensure accountability throughout the entire organization and stay in compliance with the city expectations.

References

SOP 104.12 Maintenance of Discipline

City of Lawrence Performance Improvement Plan Form

CC 7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

Description

There are several policies in the employee handbook that address ethics and conflict of interest. There is an Affirmative Action Program, Equal Employment Opportunity, and Statement of Individual Respect. The city has a director of equity and inclusion who is working on a diversity and inclusion policy to be presented to city employees.

The city maintains an Employee Conduct policy within the Employee Handbook that outlines Conflicts of Interest, Codes of Ethics, Political Activities, and other related items. The Employee Handbook is made available to all city employees on the city intranet.

The department's SOP 104.11 Off-Duty Employment Policy addresses additional conflict of interest items related to additional employment the City of Lawrence Employee Conduct policy.

Appraisal

The city provides annual training for employees. We have conducted this training in several different ways. We have hired companies to come in and speak to groups, we have used videos from outside vendors, we have used our training software, and we've even had the ADA compliance coordinator make a recorded training.

Plan

The city looks forward to working with our DEI director and staff to build a program that will be engaging and educational to our employees on many different topics.

The department will continue to follow the City Employee Conduct policy as well as its own to maintain the integrity of its processes and employee interaction.

References

City of Lawrence Employee Handbook Section VI-E: Employee Conduct

SOP 104.11 Off-Duty Employment Policy

Director of Equity and Inclusion Job Description

7C.5 An employee/member grievance/complaint process is published and communicated to employees/members.

Description

The City of Lawrence Employee Handbook contains a grievance procedure. The policy is designed to encourage employee and supervisor communication and as a means to resolve misunderstandings or conflicts. The procedure is a multi-step process by which the aggrieved employee can attempt to find resolution to a situation the employee finds detrimental. The process can end at any step if the employee is satisfied with the outcome.

The MOU between the represented firefighters’ and the City contains provisions for the utilization of the grievance procedure by the Union in addition to the one outlined in the City of Lawrence Employee Handbook.

Appraisal

The grievance procedure developed by the city satisfies the need for an avenue for employees to resolve conflicts or undesirable work situations. The procedure is available to all employees in the City of Lawrence Employee Handbook.

Plan

The department will continue to utilize the current grievance procedure including the provisions described in the MOU. Staff will review grievances as a tool to improve communications between supervisors and employees and to resolve conflicts that arise.

References

City of Lawrence Employee Handbook (available on-site)
MOU IAFF Local 1596 - Jan. 1, 2022 to Dec. 31, 2024

Criterion 7D: Use of Human Resources

Human resources development and utilization is consistent with the agency's established mission, goals and objectives.

Summary:

The department's mission statement is "We are committed to saving and protecting lives and property through service to our community". Prevention, education, fire suppression, emergency medical services, hazardous materials mitigation and technical rescue activities ensure the fulfillment of the mission. The development and utilization of human resources is consistent with department's mission, goals and objectives. Regular workplace and performance audits, regular review of job descriptions and training records, implementation of opportunities to receive employee input and opportunities for career enhancement will continue to provide a workforce capable of fulfilling the department mission, goals and objectives.

Performance Indicators:

CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.

Description

The city's position classification system is determined by the assistant director of human resources using the FLSA laws as a guide. Positions can be reviewed as requested by a department director or designee. These positions classification reviews are done after employee(s) have completed a position description questionnaire (PDQ) which contains job assignments, necessary supervision, decision making, and more.

The city and the department maintain a position classification system with job descriptions. These descriptions are evaluated and updated to reflect relevant and accurate information / duties.

Appraisal

The city has used a compensation analyst along with FLSA laws to make the position classification determinations. The city has also hired a consultant to do a review of all employee positions for accuracy in status, position title and pay range. The department has seen the effects of this being implemented over the last two years in the pay plan adjustments.

Plan

The department will work with the city to review and ensure job descriptions remain relevant.

References

2022 City of Lawrence Pay Plan

2022 Fire Medical Pay Plan

MOU IAFF Local 1596 - Jan. 1, 2022 to Dec. 31, 2024

7D.2 Current documented job descriptions exist for all positions, and incumbent personnel have input into revisions.

Description

The City of Lawrence retains current documented job descriptions which are accessible on the employee facing website. Job descriptions are also provided during annual employee evaluations for review.

Appraisal

During the annual evaluation period, the City of Lawrence has encouraged its employees to review their job descriptions and offer suggestions regarding job duty details. The city has previously conducted a work force study which requested the input and feedback from all employees regarding their job description. This was facilitated in 2020.

The department job descriptions should be re-evaluated and updated to more accurately reflect the job duties. The job description for division chief has been identified as one that should be re-evaluated, depending on position.

Plan

The department will continue to review job descriptions on an annual basis and continue to fine-tune these documents to provide transparency to both new hires and employees looking for promotions. The command staff will facilitate an internal review of job descriptions to ensure they match the tasks performed.

References

City of Lawrence Intranet - Job Descriptions Website Screenshot

7D.3 A personnel appraisal system is in place.

Description

The department and the City of Lawrence have a formal appraisal system in place. These formal appraisals are conducted on an annual basis. There are two performance evaluations / forms used by the department; one is for sworn employees and the other is for non-sworn employees.

Appraisal

The sworn employee appraisal process has not aligned with the city’s process. Because of the lack of uniformity in the sworn personnel process, the department has not been successful in completing sworn employee appraisals in a timely manner. This has impacted payroll updates relative to timeliness.

The city’s facilitation of a standardized employee appraisal has been inconsistent and has caused confusion within the department related to timing and due dates of the completed appraisals.

Plan

The department plans to re-evaluate the effectiveness of the current sworn employee appraisal form / process. The department will work with the city’s HR Department to create a clear understanding of performance appraisal timelines and expectations.

References

- City of Lawrence Performance Appraisal Handbook
- City of Lawrence Employee Appraisal Form
- 2022 LDCFM Performance Appraisal and Development Plan
- SOP 104.50 Evaluations

7D.4 The agency has a policy or program for receiving employee/member input or suggestions.

Description

The city has a committee called Employee Relations Council (ERC) that was established in 1978. This group is represented by all city departments, including members of MOUs. The committee meets once a month to talk about employee changes that the employees would like to happen. The committee does several things, including a Shared Leave drive and an employee appreciation event. Employees are encouraged to talk to their department representative to discuss with the committee any changes they would like to see happen.

The department utilizes internal task forces to address department gaps and work towards improving. Within the task forces, the department employees contribute to the direction of the projects and provide input towards recommended solutions.

Appraisal

The ERC committee has presented several projects and memos to the city manager's office since its inception. Examples include memos in support of general wage adjustments, holiday pay for shift workers, performance appraisal, attendance performance factor, Veteran's Day recognition, and many other topics. The ERC has a member on two specific city committees, the health care committee, and the shared leave committee to represent city employees. One example of a successful result was regarding the performance appraisal attendance performance factor. The city has removed this factor from the primary performance appraisal form. The ERC has also hosted several different employee appreciation events such as a holiday party and food truck lunch in a park.

The department's use of task forces has been beneficial to increase department employee involvement, especially at the strategic level. In the last few years, the department has conducted projects that rely heavily on internal feedback and input.

Plan

The ERC continues to meet to be a voice for all employees. Monthly meetings are planned out and sub-committees are formed to go over the most important topics that the

committee votes to work on for the year. A planning meeting is scheduled each January to decide which topics the group would like to address. The ERC plans to work with the Engaged and Empowered Team as part of the city's strategic plan.

References

ERC Bylaws

2021-2026 Community Driven Strategic Plan Internal Stakeholder Workgroup (page 6)

2022 Community Risk Assessment Standards of Cover (page 3)

7D.5 Career and professional development programs are in place for all members and encourage the pursuit of professional credentialing.

Description

The city and the department heavily advocate for career and professional development at all levels of the organization. Internal and external opportunities for training, education, and experience are made available. Internally, the city conducts a leadership training program (Leadership Exploration and Development - LEAD), and host trainings relative to professional development through webinars and Vector Solutions classes. Opportunities range from task / skill based to strategic leadership development.

The department's Training Division coordinates the training offerings for sworn employees. Some agencies that are used in professional development include the FEMA National Fire Academy, the University of Kansas Public Management Center, Central Jackson County Paramedic Program, Kansas City Kansas Community College, and the Center for Public Safety Excellence University / Credentialing program.

Goal 3 in the 2021-2026 Community-Driven Strategic Plan is to produce and implement a comprehensive leadership and career development program, investing in the creation of a qualified, educated workforce that promotes a supportive work environment.

Appraisal

The training opportunities through the city have been made available using different mediums, including online options. This has been beneficial for the department because of the accessibility. The communication related to the city's training opportunities has been minimal. Awareness of training opportunities at the city level can be improved.

The department has seen success through supporting employees at all levels to participate in training programs and classes. Encouragement and support for professional development has primarily been infused in the employee's growth plan / goals within the annual performance appraisal. This has created a designated and documented roadmap for the employee and department to support.

The objectives and critical tasks for Goal 3 in the 2021-2026 Community-Driven Strategic Plan has not yet been started. Through an internal survey, the department decided that Goal 3 was to be the third goal to work on.

Plan

The department will continue to create opportunities for all employees to continuously improve and grow professionally. Goal 3 in the 2021-2026 Community-Driven Strategic Plan is expected to be worked on in early 2023. A task force team will be created and the objectives and critical tasks will be completed.

References

http://intranet/training_development - CoL Training and Development webpage

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan Goal 3 (page 15)

LDCFM – Strategic Plan Goals Lawrence Listens Survey

2021 Training Program Annual Appraisal

7D.6 The agency has a succession plan that incorporates mentoring.

Description

The department recognizes that the current succession plan is lacking. Succession planning is included in the strategic plan as a goal. Goal 5: Create and implement a succession planning process to fill vacancies more effectively to shorten onboarding time and ensure continuity of knowledge and activities.

Appraisal

Succession planning has not been successful, and mentoring has been non-existent. The timeliness, financial support, and availability of employees has directly impacted the department's ability to carry out actions to aid in succession planning and mentoring.

Plan

Through department's strategic plan Goal 5, the department will create a task force team to work through the designated objectives and critical tasks. The goal will be addressed in priority order, as determined through the Strategic Plan Goal survey. The team will be established in late 2023.

References

2021-2026 Lawrence-Douglas County Fire Medical Strategic Plan Goal 5 (page 19)
LDCFM – Strategic Plan Goals Lawrence Listens Survey

Criterion 7E: Personnel Compensation

A system and practices for providing employee/member compensation are in place.

Summary:

The City of Lawrence HR Department publishes an annual pay plan schedule and benefits information for all city employees. Copies of the pay schedule are available to employees by accessing the city's intranet. Employee benefit information is available in the city personnel policy manual and the Memorandum of Understanding (MOU) between the City and IAFF Local 1596. The city and IAFF Local 1596 negotiate compensation and benefits for the MOU.

Performance Indicators:

CC 7E.1 **Rates of pay and compensation are published and available to all employees/members.**

Description

The city posts current pay rates / scales on the city’s intranet under Compensation.

The department posts current pay rates / scales on the department’s intranet. These are also posted in the Memorandum of Understanding between the City of Lawrence and the International Association of Fire Fighters Local 1596.

Appraisal

These rates, when updated, are posted to all aforementioned locations as soon as they are received. The city has also sent out city-wide communication via email regarding the updates and when the new pay plan will be implemented.

Plan

The department will continue to provide established rates / scales to employees as they are updated.

References

City of Lawrence 2022 Job Title and Grade Assignment
MOU IAFF Local 1596 - Jan. 1, 2022 to Dec. 31, 2024, (page 53)

7E.2 Member benefits are defined, published, and communicated to all employees/members.

Description

Employee benefits are clearly defined in the City of Lawrence Employee Handbook. Annually, the city’s human resources benefit specialist communicates to all city employees regarding the benefits.

The department provides all relevant benefit information on the department’s intranet.

Appraisal

The city has provided detailed information during the onboarding of all new employees. The HR Department has conducted annual virtual meetings for all employees to communicate current benefits as well as any changes that may be implemented in the next year. Scheduling conflicts and process challenges have been identified.

Plan

The department will continue to provide up-to-date information which is accessible to all employees. The department’s Administrative Division will identify collaboration opportunities with the HR Department to assume responsibility for the onboarding process of new department employees. This will reinforce the liaison process of department employees, the Administration Division, and the HR Department.

References

City of Lawrence Employee Handbook (available on-site)