Category VII: Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency, which are addressed in Category VIII. 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 full-time and extra-board personnel. Administration of personnel is the responsibility of the City’s Human Resources (HR) Division with additional responsibilities given to the Fire Chief and the executive staff.
Performance Indicators:

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

Description
The City employs a human resources manager who is part of the City Manager’s Office. The Chief of Department further administers personnel management and delegate’s responsibilities to executive staff. The City Employee Handbook provides direction for employee-related issues and benefits.

Appraisal
The current multi-layered system of management and support dealing with personnel issues is appropriate to meet the needs of the department.

Plan
The department will continue to work within the current multi-layer system of management and support.

References
City of Lawrence Organization Chart
City of Lawrence Employee Handbook (available onsite)
Human Resources Manager Job Description
7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description
The City’s HR Division has a Human Resources Manager who is assisted by five employees as outlined below.

- **HR Manager**
  - Employee Relations
  - Human Resources Management
  - Employee Grievances

- **HR Specialist**
  - Benefits
  - Employee Recognition

- **Management Analyst II**
  - Compensation & Budget

- **HR Specialist (Part-Time)**
  - Workforce Training and Development

- **HR Generalist**
  - Recruitment
  - New Hire Orientation
  - Employee Recognition

- **Admin Support III**
  - Payroll

The department uses its executive staff to manage personnel in order to meet its mission, goals, and objectives. Those with supervision responsibilities can seek assistance from City Human Resources Division staff.

Appraisal
The staffing levels in the Human Resources Division are less than ideal however; the department currently has appropriate staff at all levels to manage employees for successful achievement of the mission, goals, and objectives. The City has reduced staffing overall and combined divisions to reduce overall organizational structure with the Human Resources Division being one of them.
Plan
The Human Resources Division continues to meet the needs of the city staff and outside customers with assigned staff. The department will continue to work with the Human Resources division to ensure members receive the necessary human resource support.

References
Human Resources Division Staffing
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
Federal, State and local practices direct City HR policies and practices. The employee handbook contains standard operating policies and procedures. The employee handbook is available on the City’s internal Intranet site. The City Attorney’s Office and Human Resources Division review policies and procedures for compliance.

Appraisal
The department currently conforms to all required local, state, and federal requirements. HR personnel retain memberships and subscriptions to various associations and publications that provide information on current legal labor standards and laws. The City Attorney’s Office provides assistance to review policies for legal compliance.

Plan
The City will continue to review and revise its policies as necessary to ensure continued compliance.

References
City of Lawrence Employee Handbook (available onsite)
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 HR Division, in cooperation with the department, coordinates the announcement of openings for entry-level, extraboard, firefighter positions. Local, regional and national media outlets allow for the broadest dissemination of information regarding available entry-level positions. Examples of the media used are as follows:

- Newspapers
- TV/Cable
- Direct Mailings
- City/LDCFM Website
- Internet
- Social Media

When the number of current extra-board firefighters is less than six, a new recruitment process will be considered. Retirements, staffing increases, or known turnover initiates marketing for the open positions. Applicants apply online at lawrenceks.org/jobs.

Department personnel receive email information regarding promotional opportunities. The e-mail includes the promotional position, deadline for application, and the appropriate process as determined by SOP 601.10 (Promotional Assessment Process) or the Chief of Department for Division Chief Positions. The promotional process for engineer, lieutenant and captain are outlined in SOP 601.10. The Chief of the Department identifies the process for division chief promotions however, the qualifications are listed in SOP 601.10 as well as the City of Lawrence Job Description. When the need arises to fill the Fire Chief position, City HR personnel coordinate the application and selection process.

Appraisal
Announcements for entry-level, extra-board, firefighter and promotional positions are adequate and give all applicants and candidates equal opportunity to apply and compete in the process.

**Plan**
The department will continue to evaluate our recruitment methods to determine what changes, if any, are needed. The department will evaluate the use of social media to attract potential candidates. The department will continue to reach out to community colleges that offer Fire and EMS courses in the Kansas City metropolitan area as well as Washburn University in Topeka, KS. The department will continue to include students at Haskell Indian Nations University, Kansas University and the Peaslee Technical Center in local recruiting efforts. The department will continue to seek qualified applicants through the various media available including Kansas Emergency Medical Service Association (KEMSA), International Association of Fire Chiefs (IAFC), State of Kansas, Board of EMS list serve and Department Website.

**References**

[Online Employment Application](#)

Hiring process and requirements as advertised on LDCFM web site
SOP 601.10 Promotional Assessment Process
Strategic Plan 2016-2021
7B.2 The agency administration and its members are part of the recruiting process.

**Description**
The recruiting process utilizes department personnel in a number of ways. Uniformed members in photos on flyers, during career fairs and during public education events promote the fire service profession. Department members are encouraged to promote career opportunities through normal duties such as company inspections and all public contacts. Additionally, department supports an Explorer Post and includes post information and activities on department’s website. A number of sworn personnel are involved in the explorer program as sponsors and mentors. The department serves as a field internship site for regional paramedic schools and recruits potential paramedic members from these programs. The department’s recruit coordinator, currently the Division Chief of EMS, attends numerous regional career or job fairs at colleges, junior colleges or EMS training programs. Several department members began their professional career by volunteering in one of the Volunteer Emergency Medical Responder agencies in Douglas County who are supported by the department.

**Appraisal**
Utilizing department members formally and informally in the recruiting process has been an effective means of promoting fire and EMS to prospective candidates. The Explorer Post has been very effective in portraying many aspects of the fire and EMS service to young people thinking about a career path. The department has been successful in recruiting qualified applicants from the local Explorer Post as an extra-board firefighter, and then as full-time employees. Historically, the Volunteer Emergency Medical Responders have proven to be a great source for qualified applicants to the firefighter extra-board as well. The unpredictability of attendance at career/job fairs has proven difficult in hiring for firefighter extra-board.

**Plan**
The department will continue its support of the Explorer Post Program, and will evaluate using department members at high school career fairs and area recruiting seminars at
community colleges with fire or EMS programs. The department will continue to recruit from paramedic training programs participating in field internship activities. The department will continue to reach out to regional fire and EMS programs for recruiting opportunities on a regular basis. The Volunteer Emergency Medical Responder groups in Douglas County will remain a source of potential applicants for the extra-board.

**References**

Recruitment Brochures (available on site)

LDCFМ Website – Explorer Post section
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 Human Resources Division, in cooperation with 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 application posting and closing dates, recruitment and candidate selection. All applications are reviewed through a screening process based on minimum qualifications, which include having a high school diploma or GED, National Registry EMT-B or Kansas EMT certification, a valid driver’s license, and a recent (less than one year) certification on a CPAT physical exam. A general aptitude test is administered and based on test scores, applicants are selected for an oral interview. Interviewers are department members and other City employees. Interviewers rank each candidate and forward the rankings to the Chief of Department. Chief of Department selects final candidates who complete background investigations, medical, physical and psychological evaluations per NFPA 1582. The Chief of the Department 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
Hiring process and requirements as advertised on LDCFM web site
SOP 601.10 Promotional Procedures
Strategic Plan 2016-2021
NFPA 1582 Chapter 6
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 Lawrence Fire Medical workforce closely reflects the demographics of the community. Ongoing recruitment activities assist in marketing employment opportunities to the widest possible audiences. Personnel participate in high school and college career day events, develop relationships with students and athletes from the three universities in the County, mentor paramedic students from community college EMS programs, continue to take every opportunity to promote and encourage the fire service profession.

Lawrence, as a college community, has a diverse demographic in the student populations. The community however, is predominantly white, with Black, Native American, Asian, Pacific Islander, and Hispanic races in the minority. According to the Bureau of Labor Statistics, women comprise 47% of the workforce, and Lawrence maintains a similar percentage according to US Census data.

A summary of findings from the Follow-up Report: Diversity Recruitment and Employee Retention 2017:

- Fire Medical Department member composition reflects the demographics of the City, except for representation within the Asian and Female groups.

- Results from peer city survey show fire departments in Northeast Kansas have similar gender and racial demographic makeup.

- Since 2012, the total number of members remained steady. Minor changes to the percent of minority and female members. Non-white members have increased to 9.3%, while female members represent 2.8% of total members.

- Two additional requirements were added to the 2014 hiring process to better ensure the department is selecting applicants with the skills to be successful in the organization.

- The average tenure of Fire Medical employees is higher than the city-wide average tenure. From 2005-2010, 74.6% of Fire Medical employees who separated employment from the City was due to retirement.
The Department has increased its recruitment efforts across Kansas and focused on developing one-to-one relationships with underrepresented populations.

**Appraisal**

Lawrence Fire Medical is fortunate to have always had an abundance of applicants for fire and EMS openings and typically has 80 to 100 applications for 10-12 positions. The department sponsors an Explorer Post and many of the Explorers eventually apply for openings in the department. A review of the department and community demographics illustrates the lack of minority representation among department employees, especially Asian, Hispanic and women.

The department utilizes an extra-board program consisting of pool of 10-12 applicants chosen for the recruit academy and who may fill an extra-board position upon satisfactory completion of the department’s firefighter recruit academy. When the extra-board pool is less than six, (SOP 108.20) the recruitment process begins for a new extra-board class. Currently, this occurs roughly every two years.

A workgroup consisting of department and human resources representatives meet prior to each academy recruitment process to identify applicant needs and challenges, and identify strategies to strengthen marketing activities.

**Plan**

The department will continue to market job opportunities to diverse applicants through relationships developed with Haskell University, Kansas University Athletes, Peaslee Technical Training Center, Public Education Program deliveries and at both high schools. The department will continue to evaluate the demographics of the department as compared to the City of Lawrence and look for opportunities to market to underrepresented minority groups. The Diversity Recruitment and Employee Retention Report identified by 2018, the initial workgroup will reassemble to evaluate the impact of the newly implemented strategies on the process and develop recommendations for future initiatives.
References

Diversity Recruitment and Employee Retention Report 2017

Census Quick Facts

SOP 108.20 Extraboard Firefighter
7B.5 A new member orientation program is in place.

Description
The department and the City have a number of levels of new employee orientation processes in place. As part of extra-board firefighter recruit academy, department provides each new hire the following:

- training textbooks and study guides,
- current copy of Department SOPs,
- equipment, uniforms and gear,
- ID badges,
- a tour of department facilities, and
- a review of required topics with the City’s Human Resources Division, and
- the City Employee Handbook

When an extra-board firefighter completes the firefighter recruit academy, they are assigned to a shift and a Captain. Each new extra-board member will then be oriented on their shift at the assigned station to the medic unit and fire apparatus. During this orientation, department SOP’s and medical protocols are covered with each extra-board member. They are evaluated on their performance and knowledge of department policies prior to being released to work with full duty assignments.

When an Extraboard firefighter receives full-time status, the City’s Human Resources Division conducts an employee orientation that covers and provides:

- City Employee Benefits package
- Assistance with completion of required forms/paperwork

Appraisal
The department and the City provide new employees with complete essential information during new employee orientation.
Plan
The department and the City will continue to provide an orientation program to all new members. An ongoing review, revision, and update process will continue as necessary to meet the needs of the employee, department and the City.

References
City of Lawrence new hire packet
Department Apprenticeship Completion Form
EMS Orientation Packet
CC 7B.6 A supervised probationary process is used to evaluate new and promoted members based on the candidates’ demonstrated knowledge, skills, and abilities.

Description
The department has a multi-layered process for evaluating new personnel. The extra-board recruit must successful complete each component of the academy through both skill demonstrations and knowledge assessments. At the conclusion of the extra-board recruit academy the extra-board members must attain certification in Firefighter I, Firefighter II, Hazardous Materials Awareness level, Hazardous Materials Operation level and Kansas AEMT. Upon successful completion of the extra-board recruit academy, each extra-board will cover the department policies and procedures and medical protocols. Extraboard members will then be evaluated in the stations as an extra member on the crew, riding as a third person on the medic units. The extra-board member must successfully complete the orientation and evaluation by the paramedic/officer they are assigned. The EMS Orientation Program evaluates, refines, and documents the skills of newly hired or newly certified AEMT and Paramedic members.

Upon completion of the orientation program, the extra-board will work, when needed, at an assigned station and be evaluated by the station officer with a formal evaluation every 6 months until their hire date.

The evaluation process for recently promoted members consists of a six-month probationary period. The newly promoted Acting Officers work with experienced officers and demonstrate and document cognitive and practical skills during real world incidents. The newly promoted Acting Officers must satisfactorily complete the Acting Officer Task Book prior to being released to operate as a company officer on the fire apparatus. The newly promoted Acting Officer may, at the discretion of the shift commander, work as a company officer on a medic unit while they are completing their Acting Officer Task Book.
Appraisal
The department successfully manages, documents, and supervises the probationary period for Extraboard firefighters and newly hired full-time firefighters, Acting Officers, AEMT’s and Paramedics. Newly promoted Captains may complete an Acting Shift Commander Task Book to fulfill the role of Shift Commander when there is a vacancy during vacations, sick leave or other types of leave.

Plan
The department will continue to use the supervisory probationary period to evaluate new personnel as well as the current system of evaluating newly promoted Acting Officers and EMS positions.

References
Apprentice Training Program Completion Form
EMS Orientation Program
Acting Officer Task Book
Mentoring Completion Form
7B.7 The agency has an employee/member recognition program.

Description
The City of Lawrence and department have a number of programs in place to recognize employees for outstanding service. These programs include the following:

- LEAP (Lawrence Excellence Award Program)
- Merit increases
- Longevity program
- 5, 10, 15, 20, 25, 30 and 35 year service awards
- 20-year Helmet Recognition Ceremony
- Valor, Distinguished Service and Commendation awards

Appraisal
Employees view the various means of employee recognition positively and appreciate the recognition for a job well done.

Plan
The City and department will continue the programs currently in place. Efforts to develop other meaningful ways to recognize and reward employee service will continue, within department, the City and the County.

References
LEAP Award Program
Longevity Memo
SOP 104.60 Awards
20 year helmet invitation
The agency's working conditions and environment attract, diverse and qualified applicants, and retains a tenured workforce.

Description
Lawrence, Kansas is a desirable, progressive and livable city in the Midwest. In keeping with that view, the department is seen as progressive and a leader in the fire and EMS community. Department personnel enjoy a competitive pay and benefits package, which includes health and life insurance, holiday pay, paid leave, an Employee Assistance Program, and Kansas Police and Fire retirement participation. Additionally, Department employees receive quality gear, equipment, apparatus and facilities.

Appraisal
The City of Lawrence and the department provide an excellent work environment that attracts quality personnel. The department maintains a high level of employee retention. The average tenure of Fire Medical employees is higher than the citywide average tenure. From 2005-2010, 74.6% of Fire Medical employees who separated employment from the City was due to retirement.

The extra-board firefighter hiring system has been in place since 1988. This hiring system requires a commitment to work part time until a fulltime opening exists, members have waited up 36 months before a fulltime position opened. This has proven difficult for some members because of the uncertainty of work hours per pay period. As the pool decreases in size, the number of hours per extra-board member increases. The department has lost extra-board members to other regional departments primarily because they can begin fulltime employment with benefits immediately.

Plan
The City and department will continue to evaluate the work environment and benefits package through comparison with peer cities to maintain a competitive, attractive work opportunity. The department has determined it a priority to evaluate its overall recruiting and hiring activities in order to increase the number of qualified diverse applicants.
References

2016-2021 Lawrence-Douglas County Fire Medical Strategic Plan

Employee Benefits

Diversity Recruitment and Employee Retention Report 2017
7B.9 The agency conducts exit interviews or periodic employee surveys or other mechanisms are used to acquire feedback and improve policies and procedures.

Description
Upon separation from the City, employees receive written exit interview forms. Supervisors or separating employees have the option to request an oral exit interview.

The City of Lawrence completed an Employee Satisfaction Survey in 2015, that identified that over three fourth of employees that completed the survey indicated they were overall satisfied with their employment at the city of Lawrence. The City and department management use the results of that survey to identify trends, areas of concern and areas of importance to the employees. Management then uses these results to develop goals and objectives to improve working conditions and overall employee satisfaction.

Appraisal
The written exit interview forms have a very low rate of return and do not provide a great deal of consistent or valid information. The Employee Satisfaction Survey, however, has been an effective tool to obtain feedback and to implement changes to enhance working conditions and increase employee satisfaction.

Plan
The City will continue conducting the Employee Satisfaction Survey every three years. The information developed from the Employee Satisfaction Survey will be discussed with department members upon compilation of the information.

References
City of Lawrence Employee Satisfaction Survey (LDCFM)
City of Lawrence Exit Interview Form
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 collaborates with the City Manager and Human Resources (HR) department for all workforce-planning issues. The department utilizes data from the Standard of Cover to plan for short and long-term personnel resource needs. The Extraboard program allows the department to maintain minimum staffing and to anticipate and prepare for retirements or separation of employees. The policy also includes the target number of less than six members on the current list to begin a new hiring process.

HR and the department monitor retention and attrition issues. The City strives to provide a positive and rewarding work environment and has several programs in place to solicit employee input and to reward employees for tenure, contributions, and for being a valued employee.

In 2016, the Human Resources Division published a 2016 turnover memo about trends based on various demographic factors. This memo was discussed by the citywide Management Team. The Human Resources Division also coordinates a citywide Succession Planning group to discuss issues related to retention and attrition of tenured and experienced employees.

**Appraisal**

The ongoing communication with the City Manager and Human Resources provides an open line of communication about department personnel needs. The extraboard program does a good job of having a qualified member available for hire as the need arises. The majority of department personnel separate from the City due to retirement, which indicates high job satisfaction.

**Plan**

The department and HR will continue to monitor workplace satisfaction. The Department may conduct internal workplace assessments as needed. Regular meetings and an open-door policy by executive staff and supervisors will continue to assist in mitigating issues
and concerns before they become problematic. HR will continue to provide recognition and feedback opportunities for all City employees.

**References**

SOP 108.20 Extraboard Firefighter  
Diversity Recruitment and Employee Retention Report 2017  
2016 Turnover Report
Criterion 7C: Personnel Policies and Procedures

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.

Summary:
The City of Lawrence, Kansas has established and documented personnel policies and procedures. There are specific department policies that guide 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, written, and communicated to all personnel.

Description
Each recruit academy receives training on City and department personnel policies. When an employee moves to full-time status, they again receive training on City and department personnel policies. The City offers annual training on diversity, the Employee Assistance Program, benefits and other related personnel topics. Policies and procedures are available to all employees online through the City’s intranet, extranet and the department intranet. The department recently began distributing new and updated SOP’s on Target Solutions Software, which requires each employee to review the policy then take a short quiz on the content of the policy.

Appraisal
The City and department adequately communicate current and updated personnel policies and procedures as necessary to keep all employees informed. Target Solutions is ensuring that department members are keeping current on department policies and procedures. Target Solutions is a web based software that is easily accessed by many portable devices as well as station computers, this flexibility helps with compliance of department members reviewing policies and procedures.

Plan
The department will continue to rely more on Target Solutions and the department intranet to ensure department members are aware of changes to the department policies and procedures. The posted policies on the department’s intranet will continue to be reviewed on a regular basis. The accreditation manager will continue to oversee the updating process of department policies and the interval they are reviewed.

References
LDCFM SOP Index Listing
LDCFM Intranet

City Intranet (available on-site)
The agency has a **policy that defines and prohibits** sexual, racial, disability, or other forms of **harassment, bias, and unlawful discrimination** of employees/members 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 maintains a policy prohibiting harassment or discrimination of employees based on the “employee’s race, sex, religion, color, national origin, age ancestry, sexual orientation or disability.” 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 Human Resources Division, provides mandatory annual diversity training for all employees.

**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 City and department will continue to comply with all applicable laws. Reporting of prohibited behavior and enforcement of the policies will continue to be the responsibility of supervisors and managers of department.

**References**

Statement of Individual Respect, City of Lawrence, KS Employee Handbook

*Equal Employment Opportunity Policy, City of Lawrence, KS Employee Handbook*
7C.3 A **disciplinary system is in place and enforced.**

**Description**
The City of Lawrence Employee Handbook contains the guidelines for appropriate conduct and disciplinary action. The department’s SOP manual and the Memorandum of Understanding (MOU) between the City and the firefighters’ Union 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 and action intends 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 president of the local or his/her designee at all disciplinary hearings.

**Appraisal**
The City and department disciplinary systems serve to educate employees and to encourage appropriate behavior. They comply with all applicable laws.

**Plan**
The department will keep the current disciplinary system in place. The system is available to all employees so that they understand expected behaviors.

**References**
- Guidelines for Appropriate Conduct/Disciplinary Action, City of Lawrence, KS Employee Handbook
- SOP 104.12 Maintenance of Discipline
- Memorandum of Understanding between the City of Lawrence and IAFF Local 1596
7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

Description
The City of Lawrence Employee Handbook contains a policy regarding conflicts of interest. City Resolution No. 5403 states, “The public interest must be every employee’s primary concern…” and serves as the foundation for the code of ethics. The policy enumerates prohibited political activities and addresses outside employment. The department does not have a separate code of ethics but operates under the guidelines described in the City of Lawrence Employee Handbook.

Appraisal
The City’s policy intends to give employees guidance when making decisions that may conflict with employment with the City. The purpose of the policy is to avoid the appearance of impropriety and to ensure employee activities do not interfere with the delivery of city services in the community.

Plan
The department plans to continue to use the conflicts of interest policy in the Employee Handbook. Executive staff will investigate the development of a separate policy to address the unique situations faced by department members.

References
Conflicts of Interest, City of Lawrence Employee Handbook
City of Lawrence Resolution No. 5403
City Ethics Policy/Administrative Policy 50
7C.5 A **grievance/complaint procedure** 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**

Memorandum of Understanding between the City of Lawrence and IAFF Local 1596

*Grievance Procedure, City of Lawrence Employee Handbook*

City of Lawrence Grievance Form
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 “committed to saving and protecting lives and property”. 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**

Auditing and modification of position descriptions are primarily the responsibility of the Human Resources (HR) Division. HR reviews and updates position classification system and position descriptions as needed. The City uses a point factor system in its position evaluation plan. The factors used are expertise, decision-making, supervisory responsibility, contacts, and working conditions.

The City Manager’s Office and the City Commission have responsibility for authorizing changes in the position classification system as it relates to compensation amounts.

HR convenes an evaluation committee in the review and updating of position descriptions as appropriate. A periodic review of the position descriptions and performance evaluation results can occur every three years or as needed. Additional evaluations occur with the addition of new positions, or if position responsibilities change substantially. The job evaluation process is subordinate to applicable memoranda of understanding or employment agreements.

The department regularly participates in fire department salary and benefit surveys. When necessary the department has hosted a compensation summits to gain a better understanding of actual job duties.

The city publishes annually complete pay plan with all city classification and steps.

**Appraisal**

The process of reviewing position descriptions and classification system ensures consistency with job-related factors.
Plan
The department will continue to participate in compensation surveys to ensure it is staying in the market they are relevant to the work being performed.

References
Lawrence Pay Plan 2016
7D.2 **Current written job descriptions exist** for all positions, and incumbent personnel have input into revisions.

**Description**
The City maintains written job descriptions for all city positions and is available to all employees via the intranet. The Chief of Department is responsible for writing member-related job descriptions; however, he or she may assign the responsibility to someone else. The HR Division is responsible for writing non-member, or civilian, job descriptions, the positions for which are the same across the City. Position descriptions for fire medical operational personnel and Chief Officers were reviewed and updated in 2016 by the Accreditation Manager, Department Captain and Human Resources personnel.

**Appraisal**
The HR department reviews position descriptions for accuracy and consistency as needed. The initiation of the department hiring process triggers a review of the appropriate position description.

**Plan**
The department will continue to review and update all job descriptions.

**References**
Job Descriptions:

1) Administrative Support II
2) Administrative Support III
3) Administrative Support IV
4) Accreditation Coordinator
5) Fire Captain
6) Fire Division Chief (of Prevention) - Fire Marshal
7) Fire Division Chief – Operations
8) Fire Division Chief – EMS (Quality Services)
9) Fire Division Chief – Training
10) Fire Engineer
11) Fire Chief
12) Fire Inspection Officer
13) Firefighter
14) Fire Lieutenant
7D.3 A personnel appraisal system is in place.

Description
The City utilizes a formal performance appraisal process for all employees. Employees receive training on the performance appraisal system upon employment. The Performance Appraisal Handbook, Self-Evaluation Form and Performance Form are available to employees on the City intranet site. Performance management training is available to all supervisors on an annual basis and is a requirement for newly appointed supervisors.

The Department uses the City performance appraisal process for all non-MOU positions. MOU covered positions use the performance appraisal form developed by the department with performance indicator specific to the department.

Appraisal
The department does an adequate job using the performance appraisal process for employees. Performance objectives written by supervisors spell out expectations and performance improvement activities. Employee self-evaluations provide additional information for the supervisor to use during evaluation and during discussions with the employee. Supervisory training encourages the use of frequent documentation of performance activities to acknowledge for success and for improvement.

Plan
The department will continue to use the City Performance Appraisal and Performance Management processes. Executive staff will encourage supervisors to document employee performance on a regular basis and to identify and manage issues promptly. Supervisory personnel will be encouraged to participate in annual supervisory training and similar training from external entities.

References
City of Lawrence Performance Appraisal Handbook
City of Lawrence Performance Appraisal Form
City of Lawrence Employee Self Evaluation Form
LDCFM Performance Appraisal Form MOU
Methods for employee/member input or a suggestion program are in place.

Description
The Lawrence Excellence Award Program (LEAP) administers a program for employee input and suggestions. Any employee may submit a suggestion as outlined in the LEAP policy. The City Employee Relations Council (ERC) includes representatives from each department and provides information to the City Manager on a variety of topics, feedback and suggestions. Department members submit input and suggestions through their elected ERC member. The City of Lawrence Employee Handbook describes both the LEAP policy and the ERC.

The department has monthly labor-management meetings through which members may process input and suggestions. Members have an opportunity to submit input or suggestions informally through the chain of command or through the ERC representative.

Appraisal
The LEAP, ERC and labor-management meetings provide a venue for suggestions, and appear to work well. The process of submitting suggestions through the chain of command is the most often utilized system. Employees have the option of submitting suggestions directly to the fire chief if they so choose.

Plan
The department will continue to support all the methods currently available to members to provide input or suggestions.

References
Lawrence Excellence Awards Program (LEAP), City of Lawrence Employee Handbook
LEAP intranet page screenshot
Employee Relations Council web page screenshot
7D.5 Career and professional development programs are in place for all members.

**Description**

The department has an education program in place to assist in career development. The *Education Program SOP* outlines the education program and includes a description of recruit training, monthly training, quarterly training, career enhancement training, medical orientation and officer mentoring.

The department also has an *Educational Assistance Procedure SOP* with guidelines for the payment and limitations of tuition reimbursement for those personnel attending college/university courses. The employee performance appraisal process can guide professional development.

The Human Resources Division coordinates City of Lawrence Leadership and Development Training for managers and supervisors. The Division will host the City’s Leadership Training Series annually on various leadership topics.

Training Division posts training bulletins regularly on internal and external training opportunities to all members for leadership and professional development.

**Appraisal**

The department has a satisfactory career development program in place that encourages and provides opportunities for professional development. There are numerous opportunities available for members to participate, if desired.

**Plan**

The department will continue to follow the programs identified in the education SOP’s and encourage members at all levels to seek professional development opportunities.

**References**

SOP 604.10 Education Program
SOP 604.11 Educational Assistance
SOP 601.10 Promotional Assessment Process
The agency has a leadership development program and/or succession plan.

**Description**

The Human Resources Division coordinates City of Lawrence Leadership and Development Training for managers and supervisors. The Division hosts the City’s Leadership Training Series annually on various leadership topics.

In 2016, the City Manager’s Office coordinated a citywide task force to address succession planning. A Division Chief of Operations participated in the committee to represent the department. The Committee identified leadership behaviors associated with the recently developed Citywide leadership values from the City Strategic Plan. The Training Series gives supervisors an understanding of the behaviors that are associated with leadership values and how to use them to navigate through change and building strong teams.

Training Division posts training bulletins regularly on internal and external training opportunities, encouraging all members to participate in leadership and professional development courses. The department’s SOP on Promotions outlines the eligibility requirements and qualifications required for each position. Additionally, the department has Acting Officer and Shift Commander Task Books for members to complete to demonstrate knowledge, skills and abilities required for the position of Acting Officer and Shift Commander.

**Appraisal**

The department’s current leadership development programs are important and adequately meet the needs of the department. The department has no formal identified succession plan or internal leadership development program.

**Plan**

The Executive Team will continue to participate in the City succession planning committee. The Executive Team will evaluate the current leadership development opportunities and investigate opportunities for an internal leadership development program.
References
Succession Planning Task Force Deliverables

Professional Development Task book Example
Criterion 7E: Personnel Compensation

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

Summary:
The City of HR Division publishes an annual pay plan schedule and benefits information for all City employees. Copies of the pay schedule are available to members by accessing the City’s intranet. Benefits 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 HR Division publishes the annual pay plan for all employees including uniformed and civilian members of the department. Copies are available to employees on the City’s intranet. The annual City budget determines any adjustments to the pay schedule. Employees receive notification of individual adjustments and can access information on the City intranet.

The City Employee Handbook includes information dealing with other areas of compensation (i.e. incentives, longevity). The Memorandum of Understanding between the City and IAFF Local 1596 includes areas of compensation pertaining strictly to members of the collective bargaining unit.

Appraisal
The current method of providing employees with information on rates of pay and compensation is effective.

Plan
The department will continue to make available any published information on rates of pay and compensation to all of its members as it becomes available.

References
City Pay Plan
Compensation Policies, City of Lawrence Employee Handbook p.16
Memorandum of Understanding – City and IAFF Local 1596
7E.2 Member benefits are defined, published, and communicated to all employees/members.

**Description**

The City of Lawrence provides a variety of benefits to all employees. The City Employee Handbook contains information about the standard employee benefits and is available to all department employees on the City intranet.

The MOU between the City and IAFF Local 1596 identifies benefits applicable to IAFF Local 1596 members and are applicable to all qualifying members of the department regardless of membership in IAFF Local 1596. The Lawrence Firefighters Relief Association carries life insurance on all sworn department members, The Relief Association By-Laws describes how to access funds.

The city HR Department annually conducts member benefit meetings for the upcoming calendar year. Discussions include all changes in benefits and an explanation of benefits.

**Appraisal**

The annual meeting for all employees to discuss and explain benefits is very informative. The City has a HR Specialist available in the HR Division to assist department members on all benefits issues. Department members have access to the City Employee Handbook outlining the benefits provided by the City. The City of Lawrence Employee Handbook outlines a complete list of department member benefits. The IAFF MOU describes additional benefits.

**Plan**

The department will continue to distribute changes and updates to employee benefits provided to its employees.

**References**

City of Lawrence Employee Handbook- Employee Benefits
SOP 110.20 Vacation and Kelly Day Selection
SOP 110.30 Sick Leave and Injury Leave
SOP 110.31 Wellness Leave
SOP 110.32 Emergency and Family Sick Leave
SOP 604.11 Educational Assistance
Memorandum of Understanding between the City of Lawrence and IAFF Local 1596
Criterion 7F: Occupational Health and Safety and Risk Management

The department's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

**Summary:**

The department is committed to protecting the organization and its personnel from unnecessary injuries and losses through proper training, notification, and documentation of situations that occur throughout the process of performing various job duties. The primary goal is to prevent injuries and losses, before they have the opportunity to arise, and to prevent those situations that do occur from happening again.

The inspection of department vehicles ensures proper working order of each apparatus and that the vehicle is capable of responding to emergency calls. Vehicle maintenance tracking includes documented failure or damage to vehicles and complete repair information.

While performing duties at any department events or incidents, the Incident Commander has the ultimate responsibility for the safety and welfare of all members on scene. However, due to the size or severity of the scene, the Incident Commander may dictate the response or appointment of a safety officer. The department response dictates the automatic notification of appropriate members for specific types of incidents (i.e. working structure fires, technical rescue, anytime there is injury or damage to department personnel or property). The Division Chief of EMS receives all reports of injuries and exposures and/or damage to department personnel or property. In the absence of the Division Chief of EMS, the on-duty shift commander will handle and notify the Chief of Department, if needed.

Currently, the Division Chief of EMS position is vacant due to retirement. The department is conducting interviews on October 4th, 2017 to fill the vacancy. Until this position is filled, each of the Operations Division Chiefs will manage all injury/exposure reports and damage reports on their respective shifts. When the Division Chief of EMS position is filled it is expected that this responsibility will transfer back to that position.
Performance Indicators:

7F.1  A specific person or persons are assigned responsibility for implementing the occupational health, safety, and risk management programs.

Description
Risk management is the responsibility of multiple persons both within the department and at the City government level. Within department, the Division Chief of EMS is the primary person assigned this responsibility as the risk manager. The Training Division Chief and Administrative Division Chief play a role in implementing the provisions of the Risk Management program. Outside department, the City has a Risk Management (RM) Division within the City Manager’s Office. Between these separate entities, the management of risk is broken down into prevention, appraisal, investigation and mitigation, all under the general category of occupational health and safety.

The department maintains records of all accidents, occupational deaths, illnesses, and exposures. The department and city risk manager collect and analyze the data collected annually.

Appraisal
The department and the City have appropriately identified those individuals who are responsible for risk management and the occupational health and safety program.

Plan
The department and the City will continue to assign specific individuals with the responsibility of administering risk management and occupational health and safety programs. While the Division Chief of EMS position is vacant, the Chief of Department will assume responsibilities of the Health and Safety program chair.

References
Job Description: Risk Manager
SOP 501.10 Risk Management
7F.2 The agency's policies and procedures report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices.

**Description**

The department has a number of measures available for identifying and evaluating workplace hazards. The weekly maintenance program requires members to be in all areas of the station and as needs are identified they are addressed. A facilities program manager regularly reviews all maintenance requests sent to the city building maintenance division. The facilities program manager reviews building maintenance requests as the requests are generated. An in-depth inspection form and a comprehensive station assessment list is utilized by the facilities program manager annually. The Division Chiefs of Operations regularly tour faculties as they make their daily rounds to check on cleanliness and other issues. The Department of Labor and insurance representatives also complete inspections on an irregular basis that adds a new perspective from outside the department. Any department member may submit safety violations, which they have first properly submitted through the chain of command, to the health and safety program team for review.

Recently, the Health and Safety team provided guidance to the Chief of Department about cancer exposure. At the recommendation of the Health and Safety team the Chief of Department released a general order indicating that we will no longer wear bunker gear on EMS calls when responding from the station. This recommendation is based on exposure to the products of combustion remaining on PPE worn into the IDLH environment. Additionally, department members will remove their bunker gear and SCBA harness from the cab of the vehicle when returning from a structure fire until the equipment has been adequately cleaned. All of these steps have been put in place in an effort to reduce department member exposure to carcinogens and not expose our customers to them by responding unnecessarily in bunker gear.
Appraisal
The present system appears to be proactive in minimizing workplace hazards. A review and revision of the risk management SOP ensures compliance and documentation of issues.

Plan
The plan is to continue the systems in place to reduce the risk and allow proper reporting. The Health and Safety Program Team will continue to review and safety concerns and address them effectively to prevent workplace accidents and injuries.

References
SOP 501.10 Risk Management
SOP 403.20 Station Maintenance
SOP 403.21 Facility Maintenance Problems and Reporting.pdf
SOP 500.01 Health & Safety Program Team
Facility Safety Checklist
General order (no PPE on medical calls)
7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

**Description**

The department has a number of measures available for identifying and evaluating workplace hazards as well as accidents or injuries that occur. The department risk manager receives all paperwork on injuries and accidents, conducts a review of the reports, and then forwards the report to the City risk manager as required. The Health and Safety Program Team review the incident reports and make recommendations which are available on the department’s intranet.

**Appraisal**

The system in place minimizes workplace hazards with most hazards managed by station officers. The executive staff reviews issues beyond the scope and responsibility of the station officers.

**Plan**

The department will continue to evaluate the workplace for hazards and add additional measures when appropriate.

**References**

SOP 501.10 Risk Management
SOP 403.20 Station Maintenance
SOP 500.01 Health & Safety Program Team
7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

Description
The department has an infection control plan in place. The infection control plan as outlined in the department SOP, identifies how to minimize exposures for many situations and what to do if there is an exposure. The plan complies with OSHA and NFPA 1500 regarding air-borne and blood-borne pathogens standards. Copies of the plan are made available on the department’s internal website and at the Administrative Offices. The Division Chief of EMS serves as the department Infection Control Officer and Designated Agent.

During the interim, the Operations division chiefs will manage exposure reports on their respective shifts until the Division Chief of EMS position if filled. It is expected that when the position is filled this responsibility will return to the Division Chief of EMS.

Per department SOP, all department members and affiliated volunteer first responder personnel receive annual refresher training on the Infectious Disease Exposure Control, with an emphasis on any changes or revisions to the plan.

Appraisal
The Infection control plan in place has worked well. The department risk manager forwards any exposures to the health and safety program team to review. Currently with the vacancy of the Division Chief of EMS, the Chief of Department will chair the Health and Safety program.

Plan
The department will continue to adhere to infection control procedures to effectively minimize and/or eliminate the potential for exposures.

References
SOP 501.10 Risk Management
SOP 504.10 Infection Control
SOP 500.01 Health & Safety Program Team
The agency's *occupational health and safety training program* instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.

**Description**

Both the City and the department manage employee health and safety issues with training programs designed to address issues at initial employment, position assignment, and/or with new products, processes or procedures.

As stated in the City of Lawrence Employee Handbook, “The City of Lawrence provides an active wellness program for the purposes of increasing the general health and well-being of all employees, reducing health care costs, and decreasing sick leave usage and health risk of employees. The City Health Activities Management Program (CHAMP) provides a variety of options for employees including: discounts on Parks and Recreation fitness classes, corporate rates for gym memberships, annual health risk appraisals, and flu shots.”

The department’s EMS Division is responsible for numerous functions of the departments program for employee wellness and health. This includes entry physicals, agility exams, immunizations and on-going annual medical evaluations of all sworn personnel. The City Risk Management Office investigates and follows up on all injuries and accidents in cooperation with the department Division Chief of EMS. The Division Chief of EMS serves as the department’s case manager for medical follow-up and rehabilitation, as well as department’s infection control officer in response to blood-borne and air-borne pathogens exposures, emerging infectious diseases and biological weapons exposures. The Training Division also conducts the annual infection control, emerging pathogens, and bio-weapons agent training for the department and the Volunteer Emergency Medical Responder agencies throughout Douglas County.
Annually, the department conducts extensive in-service education and safety training through various formats in order to provide competent and professional fire suppression and advance pre-hospital life support. Monthly training programs incorporate a combination of video, lecture, discussion and skill sessions. These in-service sessions, conducted on-duty, review updated fire and EMS related material as well as applicable department policies, procedures and medical treatment protocols. The Training Division develops training with the introduction of new policies, products, processes, or equipment.

**Appraisal**

The City and the department utilize extensive measures to ensure that training is available to all employees regarding occupational health and safety. New employees, as well as those who change positions or have changes in duties and responsibilities, receive training on new substances, procedures, processes or equipment. The City complies with required laws and standards relative to training employees in the areas of occupational health and safety and general workplace safety.

**Plan**

The department and the City will continue to provide training to employees according to the established policies and procedures as stated above. Training will continue whenever new standards, laws, regulations, and practices arise. The department and the City will continue to ensure documentation training offerings and participation.

**References**

SOP 500.01 Health & Safety Program Team
SOP 504.10 Infection Control
City Health Activities Management Program (CHAMP) Wellness Program Screenshot
7F.6  The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.

**Description**

The department utilizes the National Fire Fighter Near-Miss Reporting System for reporting and reviewing near miss situations. The Training Division routinely checks the National Fire Fighter Near-Miss Reporting System for lessons learned. These lessons are either forwarded via email for discussion on the department member level or incorporated into training session. Personnel are encouraged to routinely check the site for information.

**Appraisal**

The program in place allows members to share near miss experiences and look at others who share. A recent review of the near-miss reporting program at the Manager’s meeting provided positive feedback and good reminder on the importance of the program.

**Plan**

The department will continue to utilize the current program and monitor the status of the national program. Adjustments will occur as necessary to maintain a beneficial program.

**References**

www.firefighternearmiss.com

SOP 108.70 Near-Miss Incident Reporting
The agency has a **process in place to investigate** and **document accidents, injuries, legal actions, etc.** The agency’s information management system supports this process.

**Description**
City policies and procedures as well as department SOP’s clearly defines accident reporting procedures, investigation procedures, and legal actions. The City Attorney’s Office reviews incidents that involve discipline or other legal issues.

The department risk management policies detail the process for reporting accidents and loss of time incidents. The City Employee Handbook provides instructions in case of an accident or incident involving a department vehicle. The department works very closely with law enforcement and the Risk Management office to insure that fair and accurate responses to accidents occur.

The Division Chief of EMS initiates, reviews, and submits a detailed report with recommendations to the Chief of Department of needed SOP changes. The Health & Safety Program Team can appoint an accident investigation team for serious accidents resulting in a full report for submission to the Chief.

While the Division Chief of EMS position is vacant, the Operations Division Chief’s will handle incidents as they occur. It is expected that when the Division Chief of EMS position is filled this responsibility will return to the Division Chief of EMS.

**Appraisal**
The current policies and SOPs are strictly followed and effective for handling accident reporting, investigations and actions.

**Plan**
The department will continue ensure policies are in place and accurate for investigating and documenting all accident, injuries or legal issues that arise.
References

SOP 501.10 Risk Management
SOP 504.10 Infection Control
SOP 500.01 Health & Safety Program Team

City Employee Handbook
Risk Management Forms
The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

**Description**

The department requires all company officers to obtain Incident Safety Officer training. Each department member has an understanding that if any unsafe act is taking place, anyone can halt operations to address the safety concerns. This applies to incident activities as long as stopping any activity doesn’t create any additional unsafe situation. During training evolutions, risk management is discussed regularly. The practice of “risking a lot to save a lot and risk a little to save nothing” is engrained in each department member. Company officers perform a 360-degree walk around at fire and rescue incidents to identify potential risks and mitigate those risks if possible. The information gathered during the walk around is relayed to incoming units so all department members can work as safely and efficiently as possible.

**Appraisal**

Risk management is the responsibility of each department member. Company officers are tasked with finding and predicting risks during fire incidents and managing the scene in a safe manner until relieved by a shift commander. The shift commander becomes the safety officer for the incident. Structure fires and rescue incidents will have an additional safety officer added to the incident to maximize safety and minimize risk. Having additional safety officers has worked well to identify corrective actions, tactical shifts, management of resources and minimizing risk to department members. The department’s response matrix was recently updated to add additional personnel on confirmed structure fires, which reduces risk for all members on scene. The department is currently implementing Blue Card to improve communications on fire and medical incidents.

**Plan**

The department will continue to be aggressive in its risk management practices. The department will continue to support company officers attending incident safety officer programs and promote those practices which reduce risk to department members.
Department members will continue to have the ability to identify and stop unsafe practices and reduce risk during training and on active incidents.

**References**

Incident Safety Officer Certificate
SOP 207.10 Incident Factors
SOP 207.20 Incident Tactical Priorities
SOP 207.40 Rescue
SOP 207.50 Fire Control
Criterion 7G: Wellness/Fitness Programs

The department has a wellness/fitness program for recruit and incumbent personnel. The department specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

Summary:
The Department provides a comprehensive pre-hire medical physical for all new employees, an annual medical physical for all existing employees, and workers’ compensation provides rehabilitation for on the job injuries. All current employees are allocated time while on-duty to exercise in the departments workout facility located in each fire station. There is a peer fitness area on the IAFF Local 1596 website and a peer fitness Facebook page that provides education regarding general nutrition as well as workout programs encouraging participation. The department provides wellness/fitness education and information to all members at initial hiring.

The City provides an employee assistance program (EAP) to assist employees in seeking resources to address personal or behavioral problems that have, or could adversely affect their job performance or their families.

The Health & Safety Program Team annually evaluates the overall department wellness/fitness program. The department also requires an annual fit for duty from the occupational physician for each member based on their job assignment.
Performance Indicators:

CC 7G.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.

Description
The Department provides a comprehensive pre-hire medical physical for all new employees, an annual medical physical for all existing employees, and workers’ compensation provides rehabilitation for on the job injuries. New employees receive an offer of conditional employment pending approval of the medical evaluation.

Appraisal
The department requires all personnel to participate in initial, regular and rehabilitative medical and physical evaluations. The medical and physical evaluations have proven positive for both the department and the member. Health issues are identified on a one on one basis and a plan of correction is developed with the employee and evaluating physician. Having the ability to monitor trends in member health helps to predict and correct problems before they are serious. The evaluations are scheduled during the month of the employee’s birthday and are conducted off duty. The department member is compensated while performing their annual department physical. This system has been effective in ensuring all personnel receive evaluations at a consistent time during the year.

Plan
The department will continue to provide initial, regular and rehabilitative medical and physical fitness evaluations to all members. The Division Chief of EMS will continue to work with the occupational physician to ensure all medical and physical requirements are proper and adequate.

References
SOP 503.10 Physical Fitness Program
Memorandum of Understanding between the City of Lawrence and IAFF Local 1596 Section 10.5
SOP 501.10 Risk Management
7G.2  The agency provides personnel with access to fitness facilities and equipment.

Description
The Department has workout areas with fitness equipment at all fire stations for daily use. Each station has cardio and free weight equipment.

Appraisal
Each station has a variety of fitness equipment and the department encourages firefighters to exercise each day while on duty.

Plan
The department will continue to promote and encourage physical fitness by providing cardio fitness equipment and free weights for personnel. The Peer Fitness team evaluate and recommend physical equipment for purchase from the department budget. Equipment maintenance is on an as needed basis, maintenance needs are requested through the building maintenance process.

References
SOP 503.10 Physical Fitness Program
SOP 108.80 Peer Fitness Program
7G.3 The agency provides wellness/fitness training to all employees/members.

**Description**
The department provides wellness/fitness education and information to all members at initial hiring and regularly through various components. The department participates in the city’s CHAMP wellness program that provides for annual health screenings, discounted memberships to fitness centers, incentive programs, the city Well Care clinic.

There is a peer fitness area on the IAFF Local 1596 website and a peer fitness Facebook page that provides education regarding general nutrition as well as workout programs encouraging participation.

**Appraisal**
The department and city have provided wellness/fitness educational opportunities to all members/employees through the initiatives aforementioned. The wellness programs are working well to improve the overall health of our employees through personal accountability.

**Plan**
The department and city will continue to offer wellness/fitness education through the many city initiatives already in place.

**References**
SOP 503.10 Physical Fitness Program
SOP 108.80 Peer Fitness Program
7G.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

Description
The City provides an employee assistance program (EAP) to assist employees in seeking resources to address personal or behavioral problems that have, or could adversely affect their job performance or their families. This program is voluntarily and cost free for initial consulting. Members have the ability to contact EAP individually or through their supervisor or the HR office. The EAP is coordinated by the HR office but is a separate organization that provides confidential counseling and services. Managers can offer the EAP when personal problems interfere with job performance. EAP resources help resolve problems in an effective and confidential manner.

The department has a critical incident stress debriefing (CISD) options available when necessary. The department Chaplain manages the program and has training specific to the needs of first responders. Access to the department chaplain is through the chain of command or directly to the Chaplain. This program assists members who may not want to use the EAP program.

Appraisal
The employee assistance program has been an effective tool for providing timely access to counseling services. The EAP does not provide CISD assistance and the use of the department chaplain has worked very well.

Plan
The EAP program in place is extensive and easy to access and will continue to be supported. The department will develop a documented policy on CISD to better guide front line supervisor. The department is in contact other area departments about peer support within the department. The peer support will be provided by department members for department members and will remain anonymous.

References
SOP 108.10 Department Chaplain
A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

Description
The Health & Safety Program Team annually evaluates the overall department wellness/fitness program at the Monthly Manager’s Meeting. The appraisal includes an analysis of standard operating procedures, equipment and training to determine the impact of the program. At least two goals and objectives are identified for the next program appraisal cycle.

Any changes in the Health & Safety program are discussed in the Monthly Managers Meeting to gain input from each department manager. During the recruit academy, recruits report to cross fit for daily physical fitness. Each recruit class completes a survey on the effectiveness of the physical fitness component.

The department requires an annual fit for duty report from the occupational physician for each member based on their job assignment.

Appraisal
The Health & Safety Program Team along with the Peer Fitness Project Team regularly evaluate the program and make recommendations for new equipment or other desired changes. This has been effective based on the positive responses from the 2015 survey conducted by the Peer Fitness Project Team.

Plan
The department will continue to evaluate the programs in place and modify or expand them as necessary to enhance the program.

References
SOP 503.10 Physical Fitness Program
SOP 108.80 Peer Fitness Program

SOP 500.01 Health & Safety Program Team

https://www.surveymonkey.com/results/SM-HRT6C3YW/

Wellness/Fitness Annual Program Appraisal

Recruit class 22 survey:
https://www.surveymonkey.com/results/SM-ZH8HJGYW/