



ORANGE COUNTY FIRE AUTHORITY

HUMAN RESOURCES COMMITTEE Regular Meeting Agenda

**Tuesday, May 7, 2024
12:00 Noon**

**Orange County Fire Authority
Regional Fire Operations and Training Center
Classroom 1**

**1 Fire Authority Road
Irvine, California 92602**

Committee Members

**Joe Kalmick, Chair • Ross Chun, Vice Chair
Noel Hatch • Nitesh Patel • Dave Shawver • Mike Frost • Joshua Sweeney**

NOTICE REGARDING PUBLIC ACCESS AND PARTICIPATION

This meeting is open to the public. Committee members will participate in person. There are several alternative ways to make comments including:

In Person Comments at Meeting: Resolution No. 97-024 established rules of decorum for public meetings held by the Orange County Fire Authority. Resolution No. 97-024 is available from the Clerk of the Authority.

Any member of the public may address the Committee on items within their subject matter jurisdiction, but which are not listed on this agenda during PUBLIC COMMENTS. However, no action may be taken on matters that are not part of the posted agenda. We request comments made on the agenda be made at the time the item is considered and that comments be limited to three minutes per person. Please address your comments to the Committee and do not engage in dialogue with individual Board Members, Authority staff, or members of the audience.

If you wish to speak, please complete a Speaker Form identifying which item(s) you wish to address. Please return the completed form to the Clerk of the Authority prior to item being considered. Speaker Forms are available at the entryway of meeting location.

E-Comments: Alternatively, you may email your written comments to coa@ocfa.org. E-comments will be provided to the Committee members upon receipt and will be part of the meeting record as long as they are received during or before the Committee takes action on an item. Emails related to an item that are received after the item has been acted upon by the Committee will not be considered.

This Agenda contains a brief general description of each item to be considered. Except as otherwise provided by law, no action or discussion shall be taken on any item not appearing on the following Agenda. Unless legally privileged, all supporting documents, including staff reports, and any writings or documents provided to a majority of the board members after the posting of this agenda are available for review at the Orange County Fire Authority Regional Fire Operations & Training Center, 1 Fire Authority Road, Irvine, CA 92602 or you may contact the Clerk of the Authority at (714) 573-6040 Monday through Thursday, and every other Friday from 8 a.m. to 5 p.m. and available online at <http://www.ocfa.org>



In compliance with the Americans with Disabilities Act and [Board of Directors policy](#), if you need reasonable accommodations to participate in this meeting, please complete the [ADA Reasonable Accommodation Form](#) available on the Agency's website and email to COA@ocfa.org, or you may contact the Clerk of the Authority at (714) 573-6040 during regular business hours to submit your request orally. Please notify us at least 48 hours prior to the meeting to enable the Authority to make reasonable arrangements to assure accessibility to the meeting.

CALL TO ORDER by Chair Kalmick

PLEDGE OF ALLEGIANCE by Vice Chair Chun

ROLL CALL by Clerk of the Authority

PUBLIC COMMENTS

Please refer to instructions on how to submit a public comment on Page 1 of this Agenda.

1. PRESENTATIONS

None.

2. CONSENT CALENDAR

All matters on the consent calendar are considered routine and are to be approved with one motion unless a director or a member of the public requests separate action on a specific item.

A. Minutes for the Human Resources Committee Meetings

Submitted by: Maria D. Huizar, Clerk of the Authority

Recommended Action:

Approve the Minutes for the November 7, 2023, Regular Meeting as submitted.

3. DISCUSSION CALENDAR

A. 2023 Behavioral Health Program Update

Submitted by Stephanie Holloman, Assistant Chief/Human Resources Director, Rhonda Haynes, Risk Manager/Human Resources Department, and Ryan Kinney, Behavioral Health, and Wellness Coordinator

Recommended Action:

Review and file the update.

B. Employee Relations Division Update

Submitted by: Stephanie Holloman, Assistant Chief/Human Resources Director and Christy Dycus, Human Resources Manager/Employee Relations Division

Recommended Action:

Receive and file the report.

C. Election of Committee Chair and Vice Chair

Submitted by: Robert C. Cortez, Assistant Chief/Business Services Department and Maria D. Huizar, Clerk of the Authority

Recommended Action:

Elect a Chair and Vice Chair for 2024.

REPORTS

None.

COMMITTEE MEMBER COMMENTS

RECESS TO CLOSED SESSION

The Brown Act permits legislative bodies to discuss certain matters without members of the public present. The Committee finds, based on advice from the General Counsel, that discussion in open session of the following matters will prejudice the position of the Agency:

CS1. CONFERENCE WITH LEGAL COUNSEL – EXPOSURE TO LITIGATION

Pursuant to Government Code section 54956.9(d)(2) and (d)(3) – Thirteen (13) cases

CLOSED SESSION REPORT - The General Counsel will report on any action(s) taken.

ADJOURNMENT – The next regular meeting of the Human Resources Committee is scheduled for Tuesday, August 6, 2024, at 12:00 noon.

AFFIDAVIT OF POSTING

I hereby certify under penalty of perjury and as required by the State of California, Government Code § 54954.2(a), that the foregoing Agenda was posted in the lobby and front gate public display case of the Orange County Fire Authority, Regional Training and Operations Center, 1 Fire Authority Road, Irvine, CA, not less than 72 hours prior to the meeting.

Maria D. Huizar, CMC
Clerk of the Authority

FUTURE HRC AGENDA ITEMS – THREE-MONTH OUTLOOK:

- Amendments to the Personnel & Salary Resolution
- EXP/Tustin Unified School District Internship Program
- Annual Fraud Hotline Review
- Recruitment and Promotions Annual Report

UPCOMING MEETINGS:

Budget and Finance Committee

Operations Committee

Executive Committee

Board of Directors

Wednesday, May 8, 2024, 12 noon

Tuesday, May 14, 2024, 12 noon

Thursday, May 23, 2024, 5:30 p.m.

Thursday, May 23, 2024, 6:00 p.m.

MINUTES ORANGE COUNTY FIRE AUTHORITY

Human Resources Committee Regular Meeting Tuesday, November 7, 2023 12:00 p.m.

**Regional Fire Operations and Training Center
Classroom 1
1 Fire Authority Road
Irvine, CA 92602**

CALL TO ORDER

A regular meeting of the Orange County Fire Authority Human Resources Committee was called to order on November 7, 2023, at 12:01 p.m. by Chair Kalmick.

PLEDGE OF ALLIGENCE

Director Sweeney led the assembly in the Pledge of Allegiance to the Flag.

Director Hatch arrived at this time 12:02 p.m.

ROLL CALL

Present: Joe Kalmick, Seal Beach, Chair
Noel Hatch, Laguna Woods
Gene Hernandez, Yorba Linda
Nitesh Patel, La Palma
Dave Shawver, Stanton
Joshua Sweeney, Laguna Hills

Absent: Ross Chun, Aliso Viejo, Vice Chair

Also Present: Deputy Chief Lori Zeller	Assistant Chief Lori Smith
Communications Director Matt Olson	Assistant Chief Stephanie Holloman
Assistant Chief Rob Capobianco	Clerk of the Authority Maria D. Huizar
Assistant General Counsel Barbara Raileanu	

PUBLIC COMMENTS

None.

1. PRESENTATIONS

None.

2. CONSENT CALENDAR

On motion of Director Shawver and second by Director Hernandez, approved 6-0 Agenda Item 2A (Director Chun absent).

A. Minutes for the Human Resources Committee Meetings (FILE 12.02D2)

Action: Approve the Minutes for the August 1, 2023, Regular Meeting as submitted.

3. DISCUSSION CALENDAR

A. Annual Workers' Compensation Program Update (FILE 18.10A2C)

Risk Manager Rhonda Haynes presented the update.

On motion of Director Shawver and second by Director Patel approved 6-0 (Director Chun absent) to receive and file the report.

B. New Salary Range for Medical Director Classification (FILE 17.18)

Assistant Chief Holloman presented the item.

On motion of Director Shawver and second by Director Hernandez, approved 6-0 (Director Chun absent) to review the proposed agenda item and direct staff to place the item on the agenda for the Executive Committee meeting of November 16, 2023, with the Human Resources Committee's recommendation that the Executive Committee approve the revised salary range for the Medical Director classification at \$140-\$160 per hour.

C. Amendments to the Personnel & Salary Resolution (FILE 17.02)

Assistant Chief Holloman presented the item.

On motion of Director Shawver and second by Director Patel, approved 6-0 (Director Chun absent) to review the proposed agenda item and direct staff to place the item on the agenda for the Board of Directors meeting of November 16, 2023, with the Human Resources Committee's recommendation that the Board of Directors approve the amendments to the Personnel & Salary Resolution, Resolution Part 3, Article 1, Section 6(B) – Range Adjustment, to reflect a change in the salary range for the classification of Director of Communications.

REPORTS

None.

HUMAN RESOURCES COMMENTS

Assistant Chief Stephanie Holloman reported a Women's Wellness Conference is taking place in the near future and staff has invited other fire agencies to attend, noting anyone is welcome, both men and women to the two-day event.

COMMITTEE MEMBER COMMENTS

Director Hatch complimented the overall operations of the OCFA, noting that the Authority is running more smoothly than in the past.

Director Shawver reminisced when the Human Resources Committee did not exist and now have the best leadership overall.

Director Sweeney thanked the Human Resources staff for all the work performed for the Committee.

Chair Kalmick complimented the Human Resources staff for its tracking of personnel, and helping those out on disability in the process to getting back to work.

RECESS TO CLOSED SESSION (FILE 11.15)

CS1. CONFERENCE WITH LEGAL COUNSEL – EXPOSURE TO LITIGATION

Pursuant to Government Code section 54956.9(d)(2) and (d)(3) – Six (6) cases

RECONVENE TO OPEN SESSION

CLOSED SESSION REPORT

Assistant General Counsel Raileanu stated there was no reportable action.

ADJOURNMENT – Chair Kalmick adjourned the meeting at 12:53 p.m. The next regular meeting of the Human Resources Committee is scheduled for Tuesday, February 6, 2024, at 12:00 noon.

Maria D. Huizar, CMC
Clerk of the Authority

The logo of the Orange County Fire Authority is a shield-shaped emblem. At the top, the word "FIRE" is written in a semi-circle. Below it, "ORANGE COUNTY" is written in a larger semi-circle. The center of the shield features a landscape with mountains, a body of water, and three oranges. At the bottom, "CALIFORNIA" is written in a semi-circle, and "AUTHORITY" is written in a larger semi-circle. Below the shield, "Est. 1995" is written.

2023 Behavioral Health Program Update

Rhonda Haynes, Risk Manager

Ryan Kinney, Behavioral Health & Wellness Coordinator

Human Resources Committee Meeting
May 7, 2024

The background of the slide features a large, semi-transparent watermark of the Orange County Fire Authority logo. The logo is a shield-shaped emblem with the word "FIRE" at the top, "ORANGE COUNTY" in the middle, and "CALIFORNIA" at the bottom. Below "CALIFORNIA" is the text "AUTHORITY" and "Est. 1995".

Overview

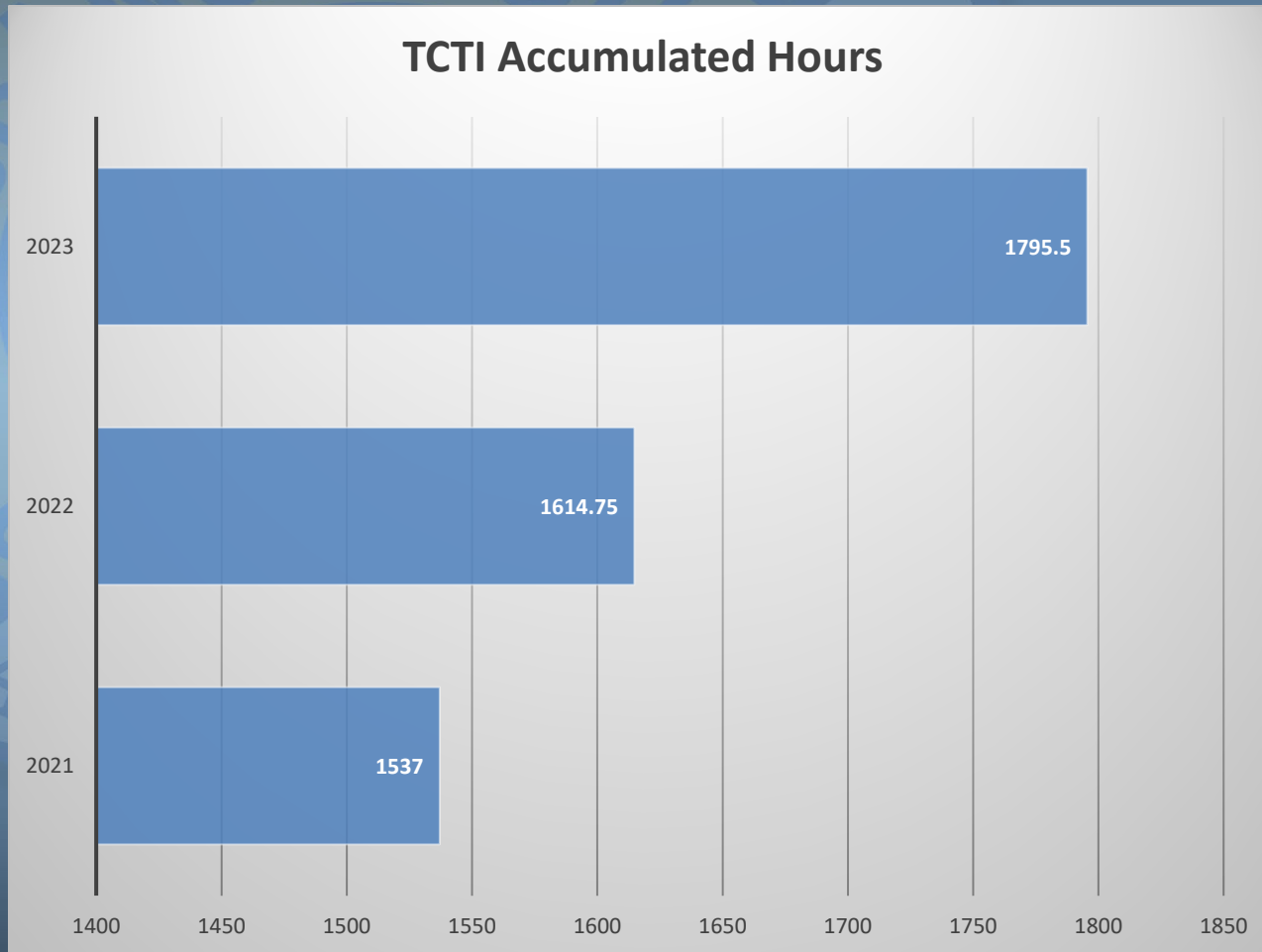
- Employers are required to provide an employee assistance program (EAP) to employees
- OCFA has developed a robust EAP due to the suicide of an employee in 2016 that expands traditional EAP services to include:
 - Peer support
 - Contracted with culturally competent clinicians for employee/family/retiree clinical support
 - Chaplain services
 - Wellness app
 - Anonymous data collection
 - Dedicated behavioral health months and events
 - Behavioral Health & Wellness Coordinator

The background of the slide features a large, semi-transparent watermark of the Orange County Fire Authority logo. The logo is a circular seal with 'FIRE' at the top, 'ORANGE COUNTY' in the middle, and 'CALIFORNIA' at the bottom. Below the seal, it says 'AUTHORITY' and 'Est. 1995'.

Program Highlights

- Family Wellness Days
 - 4th Family Day upcoming June 2024
- May Mental Health Awareness Movie Nights
 - Q&A session with a FF who was highlighted in the film
- September Suicide Prevention Month
 - Round table discussion with those who worked with employee who completed suicide to discuss signs/symptoms
 - Board members invited to OCFA's Suicide Awareness Walk
- Addition of Peer Support Canine

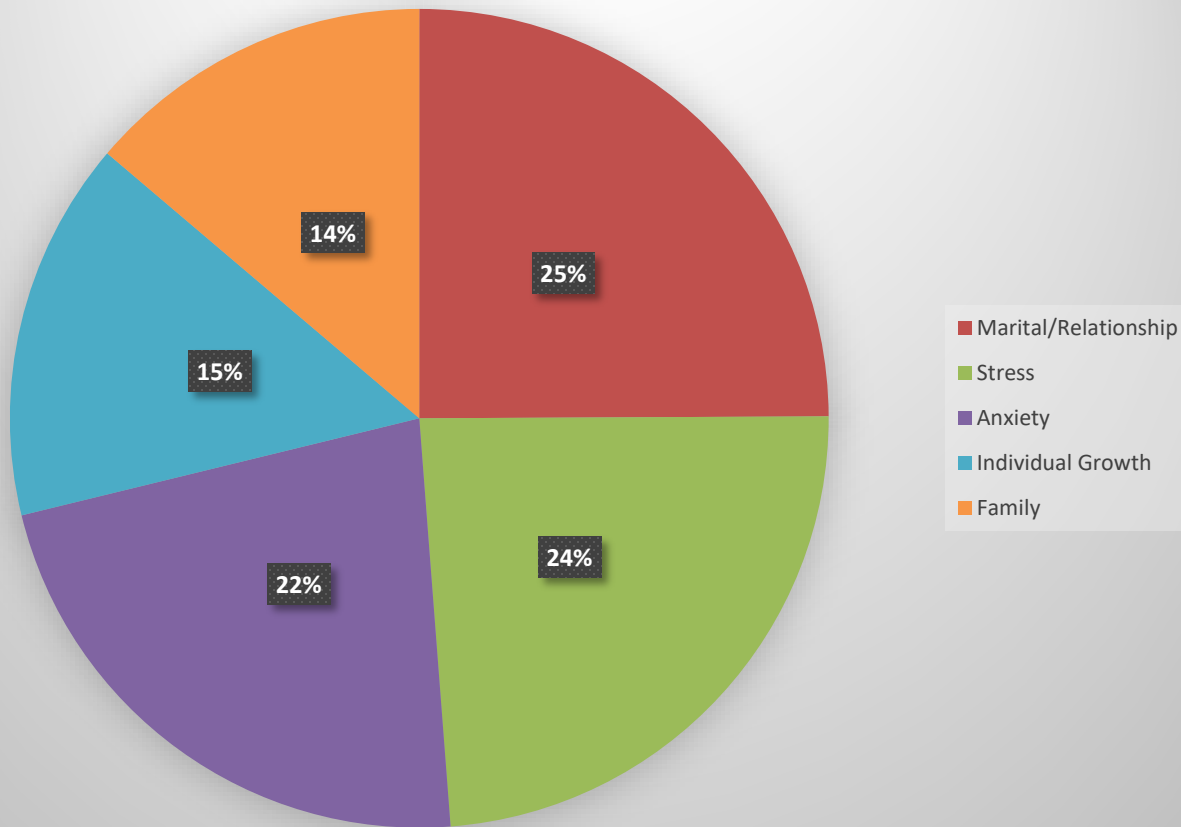
The Counseling Team International (TCTI)



- The total hours used by employees, families, and retirees in 2021, 2022, and 2023
- 5% increase in usage from 2021-2022
- 11% increase in usage from 2022-2023

The Counseling Team International (TCTI)

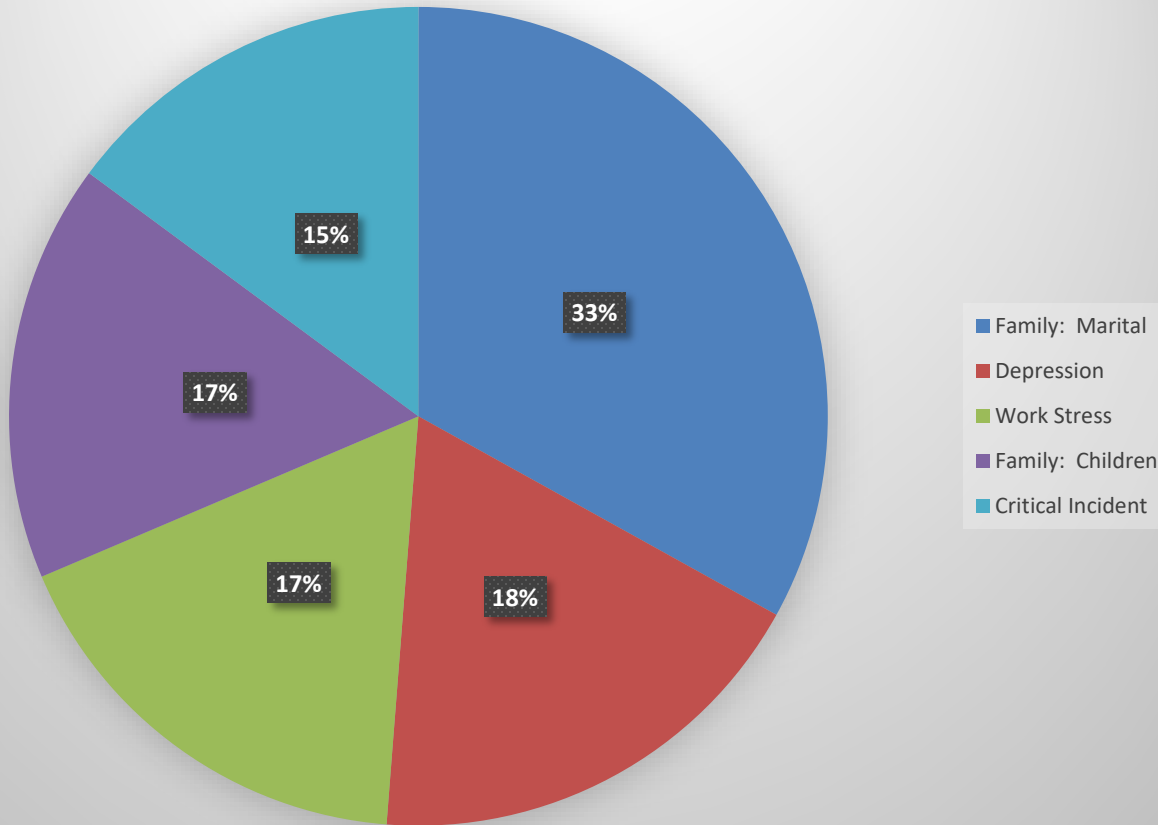
TCTI - Top 5 Concerns



- Top five (5) monthly concerns of 2023
- Marital/Relationship
- Stress
- Anxiety
- Individual Growth
- Family

Peer Support Contact Concerns

Employee Top 5 Concerns



- Top five (5) concerns expressed by employees in 2023
- Family: Marital
- Depression
- Work Stress
- Family: Children
- Critical Incident

The background of the slide features a large, semi-transparent watermark of the Orange County Fire Authority logo. The logo is a circular seal with a Maltese cross in the center. The words "FIRE" and "ORANGE COUNTY" are written in a circular path around the cross, and "AUTHORITY" is written at the bottom. The entire logo is in a light blue color.

FIRE

Program Updates

- Through RFP process, awarded The Counseling Team International Behavioral Health & Wellness Services contract for term 03/01/2024 – 02/28/2025
- Confidential online reporting forms
- Updated peer support handbook (to include defined roles)
- Developed best practices field guide
- Department trainings on behavioral health topics
 - Liaison on behavioral health with ECC to offer quick and effective resolution
 - Proactively providing care and resources
 - Behavioral health education and resources at orientation

Plans for Development

- Strategies to address and mitigate employee concerns
 - Creation of relationship improvement virtual workshops
- Working with L3631
 - To assist members with resources available in behavioral health program
 - Vet additional resources (sleep training/crisis centers/retreats)
- Working with The Counseling Team International
 - Developing targeted materials (video series/presentations/workshops) addressing top 5 employee concerns
 - Developing proactive measures assisting in prevention of top 5 employee concerns
 - To be deployed to recruits in firefighter and dispatch Academies along with new professional staff



Questions?



Orange County Fire Authority **AGENDA STAFF REPORT**

**Human Resources Committee Meeting
May 7, 2024**

**Agenda Item No. 3B
Discussion Calendar**

Employee Relations Division Update

Contact(s) for Further Information

Stephanie Holloman, Assistant Chief stephanieholloman@ocfa.org 714.573.6353
Human Resources Director

Christy Dycus, Human Resources Manager christydycus@ocfa.org 714.573.6835
Employee Relations

Summary

This agenda item is to provide the Human Resources Committee (HRC) with an update on the activities of the Professional Standards Unit/Employee Relations Division.

Prior Board/Committee Action

Since 2016, the HRC has received regular updates on the activity of the Professional Standards Unit/Employee Relations Division. The HRC last received an update at its regular meeting on May 7, 2023.

RECOMMENDED ACTION(S)

Receive and file the report.

Impact to Cities/County

Not applicable.

Fiscal Impact

Not applicable.

Background

Formally adopted on October 4, 2016, the mission of the PSU is as follows:

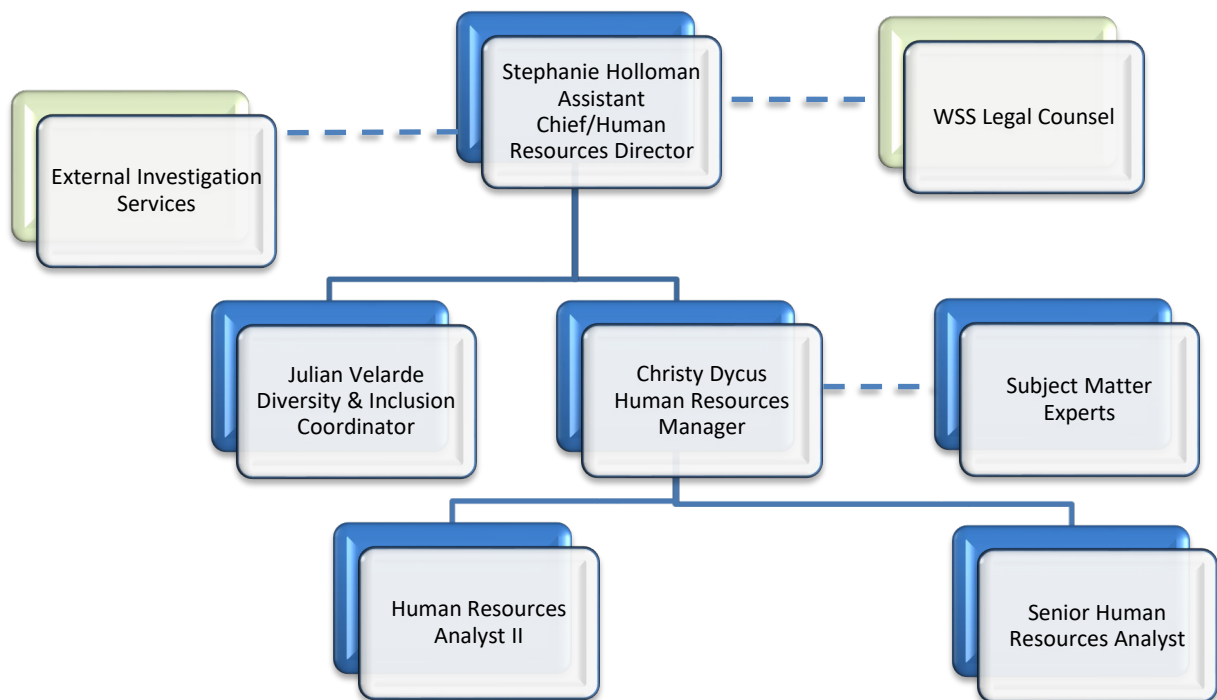
To preserve the trust of our public, our Board of Directors, and our workforce, the Orange County Fire Authority's Professional Standards Unit strives to ensure ethical, effective, and efficient conduct through leadership from all members, trust between management and labor, and accountability by everyone.

The original intent of the PSU was to ensure legally/contractually compliant administrative investigations, timely discipline, and consistency in imposed discipline. Under the umbrella of the Employee Relations Division, the PSU's efforts align with other initiatives that are overseen by the Assistant Chief/Human Resources Director including but not limited to training and professional development, performance management, diversity and inclusion, and policy and process development; all of which support a highly trained, ethical, and effective workforce.

Discussion

Division Overview

The Professional Standards Unit/Employee Relations Division (ERD) of the Human Resources Department, is staffed with three (3) regular positions. In addition, internal subject matter experts, typically at the level of Battalion Chief or higher, external investigators, independent legal counsel, and the new Diversity & Inclusion Coordinator, support the efforts of the permanent team. This internal/external hybrid model increases thoroughness of the investigative process, transparency, removes potential conflicts of interest, and ensures timely resolution of personnel matters.



For each investigation, consideration is given to the rank of the subject employee(s), nature of the alleged misconduct, and potential conflict of interest to identify a Subject Matter Expert with the appropriate rank, experience, and availability to work with the Employee Relations Team on an investigation. External investigative services are contracted when the nature and scope of the investigation, and potential risk to the OCFA, requires support from an independent investigator. The Department utilizes the services of multiple firms, each with extensive experience with Police and Fire Service investigations. Having this added resource serves the mission of the unit to conduct timely, compliant, and transparent investigations.

Policy Development

1. SB 497 went into effect January 1, 2024. This bill establishes that if an employer takes any adverse employment action against the employee within 90 days of employee exercising their rights under the Labor Code or Equal Pay Act, it will automatically be presumed that the employer's motivation was retaliatory. Additionally, it reinforces existing laws protecting employees engaging in various protected activities such as filing complaints, participating in an investigation, or exercising their rights under labor laws. Lastly, it increased penalties for employers who are found to retaliate. In light of this bill, the ERD reviewed and updated OCFA policies relating to Harassment, Discrimination and Retaliation (SOP HR 02.06 and GO 42). Additionally, the ERD conducted a 90-day lookback from January 1, 2024, of complaints, grievances, investigations, etc. for which this bill may have impacted and did not find any evidence of noncompliance.
2. Currently in conjunction with Risk Management, the ERD is reviewing the Workplace Violence Plan drafted by Risk Management to be compliant with SB 553 which goes into effect July 1, 2024. The ERD will report any relevant ER matters that occur as a result of the implementation plan during the annual reporting for the 2024/25 reporting year.

Training and Professional Development

Sexual Harassment and Discrimination Prevention Training - California legislation (SB 1343) enacted in 2018 requires employers with at least five employees or contractors to provide sexual harassment training every two years to all employees. The training must take at least 1 hour for non-supervisory employees and at least 2 hours for supervisory employees to complete. The ERD continues to conduct in person training for Harassment, Discrimination and Retaliation in Fire Captain and Battalion Chief Academies, for Cadre in Firefighter Trainee Academy and upon request by Safety and Non Safety Units. In February 2024, training was requested and provided to Reserve Officers who serve as leads in the Reserve Program.

The biannual compliance audit will occur in December 2024 which the ERD will begin to review in October 2024.

Pre-Academy Preparation Courses

In September 2023, the ERD provided review and recommendations for correction and/or compliance for the Cadet Handbook to be utilized in the Cadet Program.

In September 2023, the ERD provided in-person training to all leads in the Hand Crew Firefighter program in the ER topics that are taught in promotional academies to including prevention of harassment, discrimination and retaliation.

In February 2024, the ERD provided content for a preparatory guide that is provided to all Fire Captains Academy participants beginning with Fire Captains Academy 36.

In February 2024, the ERD reviewed approximately forty (40) skill sheets, the rating standards guidelines, and the Recruit and Cadre Codes of Conduct for which recommendations for correction and/or compliance actions were made to the Battalion Chief of Academy Training. Additionally, the ERD reviews the Cadre and Recruit Codes of Conduct prior to each Academy for compliance with OCFA or State/Federal policies and regulations.

The ERD continually provides training to Cadre for the Firefighter Trainee Academies to ensure consistency of documentation and mitigation of risk and liability to the OCFA. During this reporting period the ERD held two (2) training sessions. As reported in the prior year, the revamping of the probationary firefighter task book was in development, the ERD is happy to report an updated task book was implemented as planned in December 2023.

The ERD continues to present a weeklong module of topics in promotional training academies. Currently that includes weeklong trainings in the Fire Captain and Fire Battalion Chief Academies. Since May 2023, the ERD has held one (1) Battalion Chief Academy and three (3) Fire Captains Academies. Below are the topics that are covered in the Fire Captain and Battalion Chief Academies:

- Leadership
- Performance Management
- Firefighter Bill of Rights (FBOR)
- Pre-Discipline
- Progressive Discipline
- Leaves and Disabilities
- Harassment and Discrimination/Diversity, Equity, and Inclusion
- Hands-on application of training elements through topic centric scenarios

Supervisory Training and Development

In the May 2022 report, one of the ERD's objectives was to provide training on the topics listed above to all supervisory staff. As a result of a needs-based assessment for supervisor training and to provide a more hands-on learning environment, the ERD procured the services of Ken Blanchard Companies to provide instruction using their Situational Leadership II (SLII) Experience program. The SLII module provided employees with an intensive two-day training in which they learned how to identify the most appropriate leadership style in response to the needs of the staff. In addition, the training provided supervisors with the following set of tools to add to their leadership toolbox:

- Increase the quality of conversations with staff.
- Use a common language for leadership with the team and colleagues.
- Develop others' competence, commitment, and self-reliance.
- Increase trust and a sense of partnership with staff.
- Develop and retain team members.

As reported in the May 2023 report, the ERD held a second SLII training in August 2023.

Personnel Evaluation Improvement

In July 2020, the Employee Relations Division joined a Joint Labor/Management working group to revamp the OCFA standard Performance Evaluation form and guide for Supervisors and Managers. The process will result in enhancements to the evaluation program to increase clarity in rating factors; uniformity in rating standards; and alignment with merit increase provisions. The rating guide will prepare supervisors and managers to conduct annual evaluations that will better inform employees about areas of strength and weakness, facilitating more effective performance management.

As reported in May 2023, as of December 2022, the ERD finalized a majority of the elements of the comprehensive performance management system with the joint labor/management group (i.e., evaluation form, rating factors, rating standards, rating scale, merit increase criteria), however additional concerns were raised by the labor group for consideration resulting in modifications to the forms. The ERD provided a comprehensive performance management plan to implement such materials to the new labor board and Executive Management on November 1, 2023, with an agency wide roll out slated for July 2024.

In January 2024, the ERD engaged in a pilot plan with Battalion 9 to obtain feedback on the new materials for performance evaluations as well as introduce a fillable format of the evaluation form. In April 2024, the Joint/Labor Management group met on the results of the pilot plan and agreed on a training plan to roll out the new materials agency wide for the classifications of Firefighter, Fire Apparatus Engineer and Fire Captain. These three (3) classifications encompass a majority of the Safety unit. Lastly, during this meeting the labor group advised there was no longer a need to procure an e-Performance system for Safety employee evaluations as they were satisfied with the fillable version of the evaluation form that was utilized in the pilot. The ERD is currently developing the formalized training which will be delivered to the Safety employees via video format through our online training platform Target Solutions.

Investigations

Since May 7 , 2023, the ERD opened 98 matters of those 84 have been closed to date. The following chart shows the breakdown of new matters that were opened since May 2023, by case type, and the number of cases closed to date. Investigations are conducted in compliance with the Firefighter Bill of Rights, Memorandum of Understanding and other OCFA policies and procedures including notice requirements, hearing and appeals rights, and rights of representation.

	Appeal	Grievance	Discipline/ Investigation	Performance Mgmt.	Complaints	Other
New Cases	2	5	24	31	21	15
Closed Cases	1	5	21	26	19	12

This concludes the annual update to the Human Resources Committee.



Orange County Fire Authority
AGENDA STAFF REPORT

Human Resources Committee Meeting
May 7, 2024

Agenda Item No. 3C
Discussion Calendar

Election of Committee Chair and Vice Chair

Contact(s) for Further Information

Robert Cortez, Assistant Chief Business Services Department	robertcortez@ocfa.org	714.573.6012
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Maria D. Huizar, Clerk of the Authority	mariahuizar@ocfa.org	714.573.6041
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Summary

The Rules of Procedure includes provisions for the election of a Chair and Vice Chair.

Prior Board/Committee Action

This is an annual and routine item for Committee Member consideration.

RECOMMENDED ACTION(S)

Elect a Chair and Vice Chair for 2024.

Impact to Cities/County

None.

Fiscal Impact

None.

Background

The Rules of Procedure adopted by the Board of Directors includes a provision for election of the Chair and Vice Chair, as follow:

“RULE 10. THE STANDING COMMITTEES

Section (c)(2) At the first meeting of the Human Resources Committee following the annual election of the Chair and Vice Chair of the Board of Directors, the Directors assigned to the Human Resources Committee shall elect from its members a Chair and Vice Chair of the Committee.”

The Chair may call for nominations for the 2024 Chair and Vice Chair positions, close the nominations, vote on the matter and declare the results.

Attachment(s)

None.