

Charlotte Fire Department HR Taskforce Update

SEPTEMBER 14, 2020



Agenda

- ◀ Introduction, Angela Charles
- ◀ External Policy Review, Management Partners
- ◀ VHOL and Admin 1, Sheila Simpson
- ◀ Summary of Recommendations, Angela Charles
- ◀ Questions

Charlotte Fire Dept. HR Task Force

- ◀ Initiated in April 2020 to address CFD employee feedback and concerns
- ◀ Goal is to ensure the City's practice remain ethical, legal, and aligned between CFD, City Human Resources, NC State Law, federal laws, and industry standards
- ◀ Members :
 - Assistant City Manager, Angela Charles – Task Force Lead
 - Fire Chief, Reginald Johnson
 - HR Director, Sheila Simpson
 - Deputy HR Director, Paula Rinnix
 - HR Consultant, Sandra Smith
 - City Attorney, Patrick Baker

Charlotte Fire Department HR Policy Review

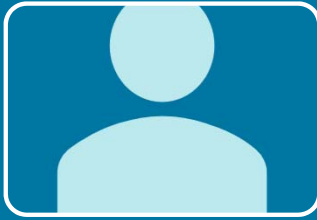
September 14, 2020

Jerry Newfarmer, President & CEO

Management
Partners



Tonight's Presentation



Project Approach



Summary of Observations

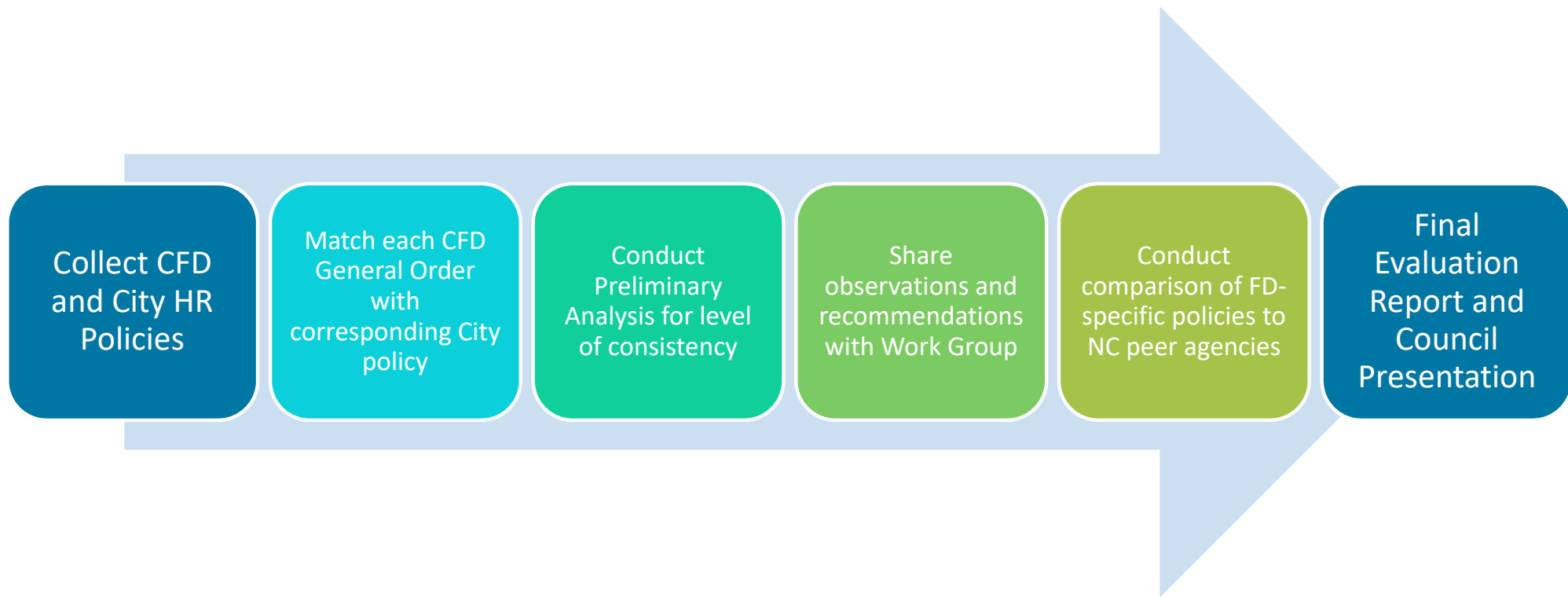


Recommendations

Background

- Engaged Management Partners in May 2020
- To ensure CFD General Orders comply with City HR policies, state and federal regulations and industry best practices.
- Objective: Identify CFD General Orders that vary from City HR policies and peer agency policies and provide recommended changes.

Project Approach



Preliminary Comparative Analysis



Peer Comparative Analysis



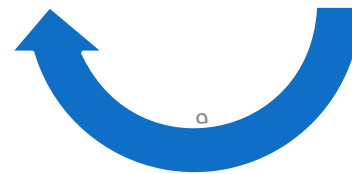
CFD General Orders



Raleigh Fire Department



Greensboro Fire Department



Summary of Observations

Level of Consistency with City and Peer Agency Policies	Number of CFD General Orders meeting criteria
Aligned	60
Revise	0
Eliminate	2
Consolidate	6
TOTAL	68

Recommendations

Management
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Aligned

Affirms compliance with:

- corresponding City policies
- peer agency policies
- state/federal regulations, or
- industry best practices.

60
Aligned

Some minor edits identified by Management Partners and recommended for inclusion.

Eliminate

No longer a relevant policy.

Recommended for Elimination:

- Discontinued VIP Blood Donor Program
- Military Leave Policy, instead defer to City's policy



Consolidate

The content of certain policies can be combined with another relevant CFD General Order to locate information more efficiently.

Recommended for Consolidation:

- Combine Off-Duty Personnel Recall and Hireback policies
- Combine two Firefighter Recruit-related policies into one
- Add Off-Duty Training Standards language to Uniform Regulations policy

Periodic Review

Establish regular update schedule.

Recommended Periodic Review:

- Inventory, evaluate and recommend updates to Fire Department-specific HR policies every two years.

2 Every

Years

Questions



Thank You!

Thank you for the opportunity to work with you

Jerry Newfarmer, President & CEO
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HR Task Force Administration Policy Review

CITY POLICIES AND PROCEDURES (ADM1)

VACATION IN-LIEU OF HOLIDAY



Policies and Procedures Handbook: ADM1

History

- ◀ **Drafted in 1990**
 - Comprehensive source for City policies that affect all employees.
 - Does not cover department operational policies
- ◀ **Three levels of authorities**
 - State and Federal laws
 - City Council Ordinances
 - City Manager ---Administrative policies
- ◀ **Administrative Policies Levels of Approval**
 - City Manager---City Policies
 - Dept. Director---Department Policies
- ◀ **Compliance**
 - Departments to follow City Policies unless otherwise approved by the City Manager

Recommendation

- ◀ **Maintain the Essence of the Policy**
 - City Policies
 - Department Operation Policies
 - City policies assessable to employees
- ◀ **Update**
 - Modernize the language
 - Reflect current organization structure
 - Confirm Policy Administrator (HR Director) role
 - *Policy change meets the spirit of our organization's core values and no conflict exist between human resource related department policies and citywide policies*

Vacation in-lieu of Holiday (VHOL) History

◀ 1976 Council authorized

- Conversion of paid holidays into paid vacation days
- Departments with shift schedules 24/hours per day, 7 days/week

◀ 1992 City Manager Administration

◀ 2017-2018

- Chief Rank added to VHOL

◀ 2019 Leave Resolution

- VHOL may be applied to departments that work in 24 hours/day, seven days/week shift operations and to the jobs with duties that are required to regularly work on City holidays.

◀ 2020 Current Jobs

- 3000 CFD and CMPD Employees
- 165 Command (Salaried) Ranks

CFD		CMPD	
Number of Employees	Salaried Personnel Rank	Number of Employees	Salaried Personnel Rank
1	Fire Chief	1	Police Chief
3	Deputy Chiefs	2	Sr. Deputy Chiefs
3	Division Chiefs assigned to Operations (A-B-C Shifts; VAC-F)	5	Deputy Chiefs
3	Division Chiefs assigned to Administration	12	Police Majors
30	Battalion Chiefs assigned to Operations (A-B-C-Shifts; VAC-F)	33	Police Captains
13	Battalion Chiefs assigned to Administration	59	Police Lieutenants
Total = 53		Total = 112	

Concerns Reported and Reviewed

Concerns	Determination After Review
Does the March 2019 Council resolution prevent salaried employees, including command staff, from receiving VHOL?	All salaried employees, including command staff, fit within the 2019 Council resolution and are eligible.
Are salaried staff required to work on City Holidays?	Salaried staff on VHOL are scheduled or required to work on City holidays.
Who determined eligibility for VHOL?	The City Manager, under Section 2-122 of the City Code.
Does VHOL create a funding liability to the Charlotte Fire Retirement System?	All salary increases and paid out leave increase the value of pensions. The City increased the contribution to CFRs in FY21.

Recommendation on VHOL

◀ Recommendation to City Manager

- Retain VHOL for the current job classifications
- Revise HR Standards and Guidelines to clarify language that is consistent with this recommendation

◀ Reasons

- Verified 20+ years of consistent practice of VHOL used in Police and Fire
- Police and Fire are scheduled to work on holidays, which is some of the busiest days for first responders

Summary of Actions & Recommendations

- ◀ The review confirms that CFD and the city have been operating in good faith within existing citywide policies
- ◀ All of Management Partners recommendations have been reviewed and accepted by CFD
- ◀ Admin 1 should be brought up to date
- ◀ VHOL should be retained for the current job classifications
- ◀ City staff should conduct an analysis on the merits of hiring a CFD Professional Standards Officer to review actions and concerns of Firefighters and to conduct internal investigations to ensure department and citywide compliance with policy

Questions