

May 3, 2016

LOS ANGELES FIRE DEPARTMENT



RALPH M. TERRAZAS
FIRE CHIEF

April 18, 2016

BOARD OF FIRE COMMISSIONERS
FILE NO. 16-044

TO: Board of Fire Commissioners

FROM:  Ralph M. Terrazas, Fire Chief

SUBJECT: UPDATE ON RECRUITMENT STRATEGIC PLAN

FINAL ACTION:	<input type="checkbox"/> Approved	<input type="checkbox"/> Approved w/Corrections	<input type="checkbox"/> Withdrawn
	<input type="checkbox"/> Denied	<input type="checkbox"/> Received & Filed	<input type="checkbox"/> Other

SUMMARY

The information in this report outlines fourth quarter (October – December 2015) and first quarter (January – March 2016) recruitment activities for the Firefighter Recruitment Section (FRS) as it relates to the 2015/2016 LAFD Recruitment Plan and the Los Angeles Fire Department: A Safer City Strategic Plan (Goal number 8).

The FRS is reporting on recruitment activities and has collected data for the past six months to measure performance against goals set by the above two references.

RECOMMENDATION

That the Board:
Receive and file.

DISCUSSION

By utilizing an ongoing data collection process, the FRS has transitioned into a data driven Section. We have strived to capture and track each contact with potential Firefighter Candidates in an effort to measure our effectiveness.

These actions have provided the ability to plan and organize through marketing and program development. There are systems in place to track metrics on a daily, weekly, monthly, and quarterly basis. The Los Angeles Fire Department (LAFD): A Safer City Strategic Plan Goal Number 8 is "Recruit, develop, and retain a professional and diverse workforce."

The information below indicates the 7 identified strategies, which guide the FRS toward achievement of the goal.

1. Budget/Staff the FRS to accomplish the goals of the Recruitment Plan.
2. Design Preparatory Programs to assist candidates through the process.
3. Establish a formal mentorship program with educational institutions.
4. Modify, standardize, and expand current Cadet Program, Crew 3, and other volunteer opportunities.
5. Improve effort to recruit a workforce that reflects the community.
6. Partner with LAUSD to develop a Firefighter High School Magnet Program.
7. Ensure the effectiveness of our recruitment efforts.

The following includes the Strategic Plan Benchmarks from the 2015/2016 LAFD Recruitment Plan. The FRS has made great progress in achieving this in just two quarters.

FIRE RECRUITMENT STAFF DEVELOPMENT

- City Personnel Department (CPD) to provide at least 2 in-service training sessions to LAFD FRS and field cadre members this fiscal year.
- City Personnel Department and FRS to provide at least 1 in-service training session to LAFD field members this fiscal year.

RECRUITMENT OUTREACH (YOUTH, COMMUNITY, COLLEGE, AND MILITARY)

Community Participation:

- LAFD FRS to conduct 4 major Recruitment Expos this fiscal year (1/Bureau and events on Fire Service Recognition Day).
- LAFD Youth Development Unit to conduct 3 high school magnet presentations this fiscal year (total of 9).
- LAFD Recruitment Unit to attend 8 college career fairs this fiscal year.

Focused College and Military Outreach:

- LAFD Recruitment Unit to attend 1 college student athlete career fair and/or recruitment presentation this fiscal year (18 local colleges) at targeted universities and junior colleges.

- LAFD Recruitment Unit to attend 2 military career fairs or transition center job.
- LAFD Recruitment Unit to conduct 1 recruitment presentation for 3 trade schools this fiscal year.
- LAFD Recruitment Unit to conduct 1 recruitment presentation for each college fire academy this fiscal year.

Outreach and Mentoring Programs:

- Each LAFD Recruiter to collect at least 12 new candidate contacts per month.
- LAFD Recruitment Unit to develop relationships with 2 houses of worship this fiscal year.
- LAFD Recruitment Unit to develop relationships with 2 new community-based organizations and recruit 2 candidates from these organizations this fiscal year (Empower LA, Veterans Affairs, Friday Night Lights). LAFD Preparatory Unit to train and mentor at least 250 new candidates this fiscal year.
- Each LAFD Mentor to contact each candidate in the database at least 3 times during the process.
- Media Exposure/Advertising.
- CPD Recruitment to review/implement 2 new media outlets and promotional opportunities per month.

FRS uses several mechanisms to collect contact information from Firefighter Candidates. The two main systems are the LAFD Applicant Intake Form used at recruitment events and electronic registration at our Department sponsored Preparatory Programs. The following includes the metrics for the aforementioned areas from October 2015 to March 2016:

- 1,043 Recruitment Contacts
- 1,434 Contacts at Preparatory Programs

The attached tables and charts indicate Ethnicity and Gender counts reached by the FRS within these two quarters.

There are two ways to identify conversion rates as a candidate moves through the recruitment process and into the selection process; first, when they register and take the Firefighter Candidate Assessment (FCA) and second when they receive a Conditional Job Offer (CJO) and enter into a fire academy. Since the online application process does not begin until May 1, 2016, the FRS cannot effectively measure the conversion rate at this time. However, we can determine how many candidates have registered and completed the FCA since February 22, 2016.

CONCLUSION

Through the efforts of the FRS, the City Personnel Department, and Stakeholder partnerships (i.e., Quigley Simpson, AEG, LA Sparks, Los Angeles Convention Center, LAFD Employee Organizations and bargaining units, the Departments of Transportation and Recreation and Parks, Emergency Operations, and the Board of Fire Commissioners) recruitment outreach for firefighter hiring has been aggressively transformed for the Los Angeles Fire Department. With the main goal to recruit, develop, and retain a professional and diverse workforce, the Department will continue to provide exceptional service to the citizens and visitors of Los Angeles.

Board Report prepared by Alicia Welch, Battalion Chief, Firefighter Recruitment Section.

Attachments

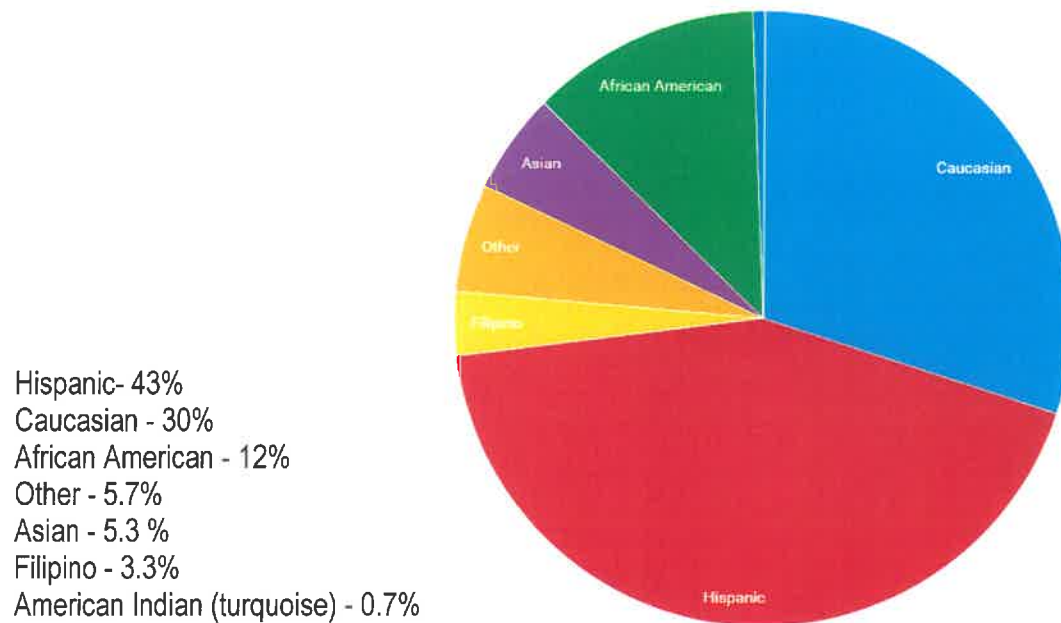
Preparatory and Applicant Data (Graphs)

Preparatory and Applicant Data (Table)

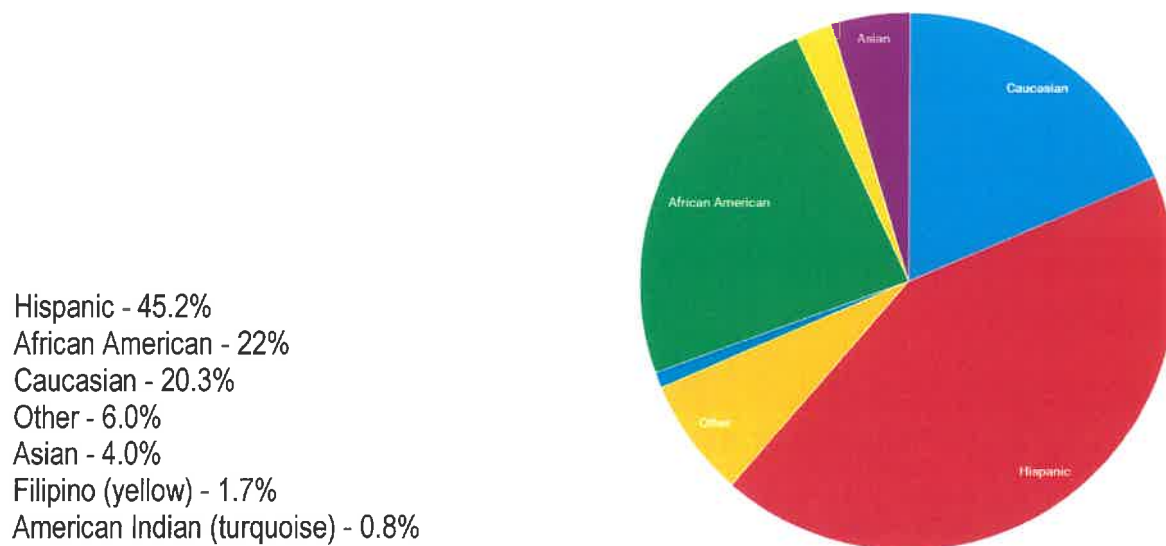
Firefighter Candidate Assessment Report

PREPARATORY AND APPLICANT DATA (GRAPHS)

Preparatory Program Data by Ethnicity - October 2015 - March 2016

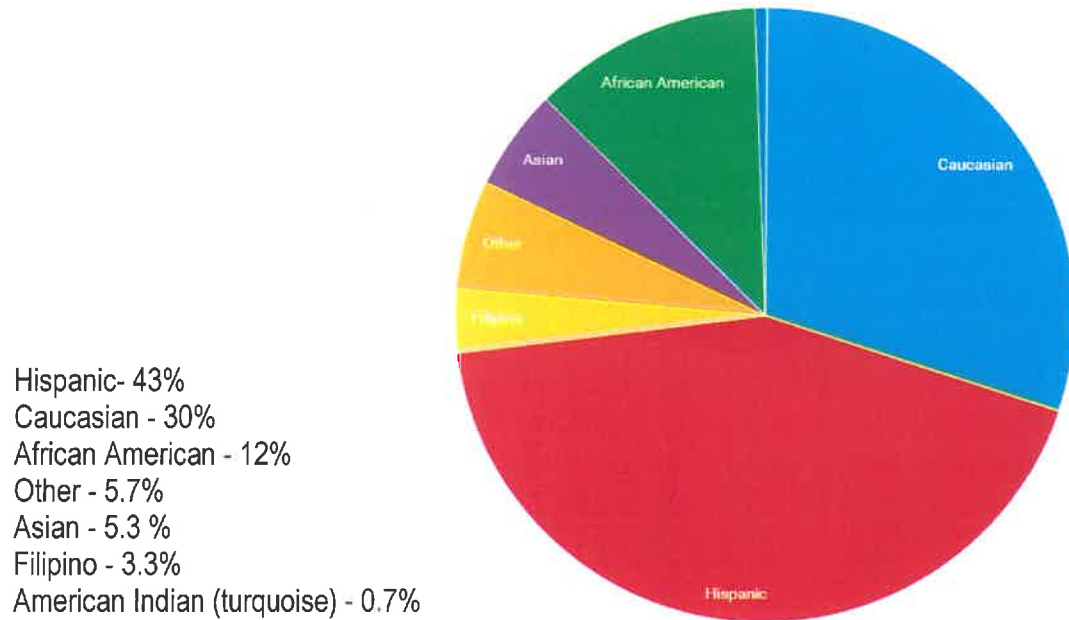


Applicant Data by Ethnicity - October 2015 - March 2016

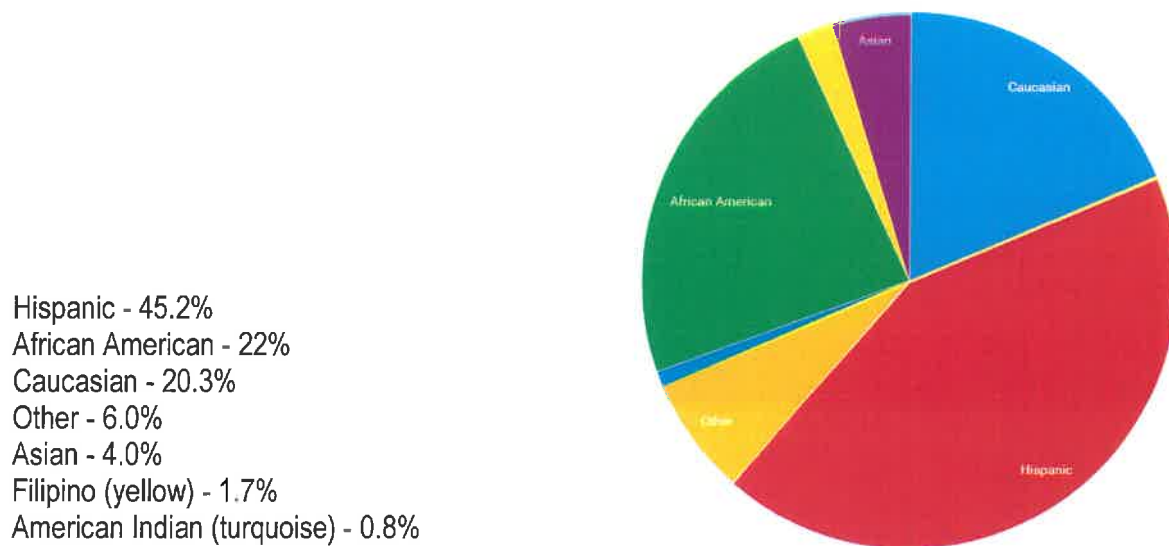


PREPARATORY AND APPLICANT DATA (GRAPHS)

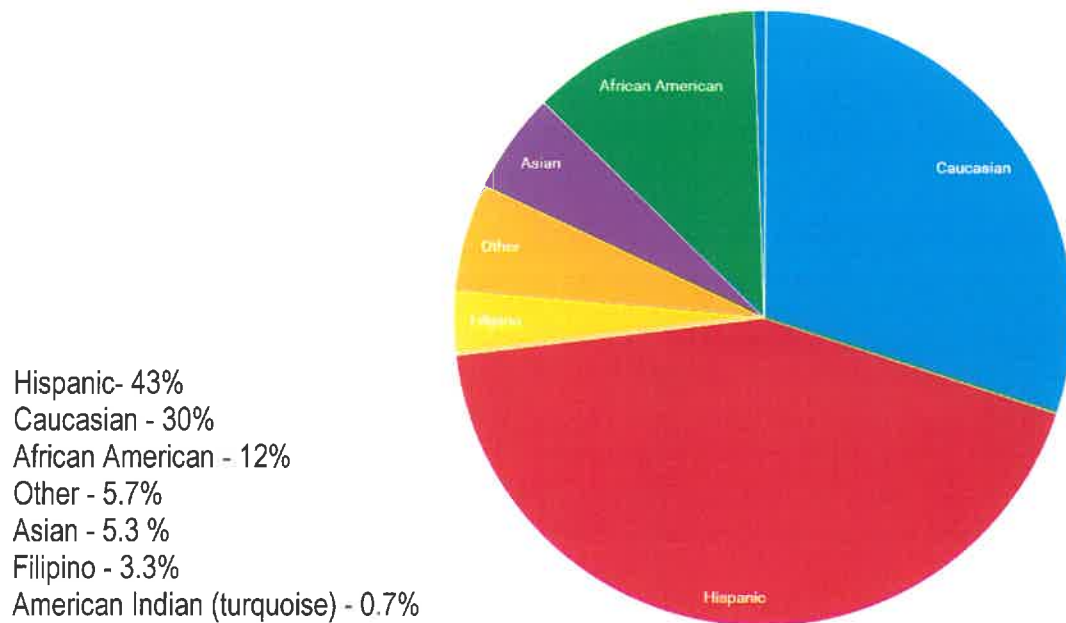
Preparatory Program Data by Ethnicity - October 2015 - March 2016



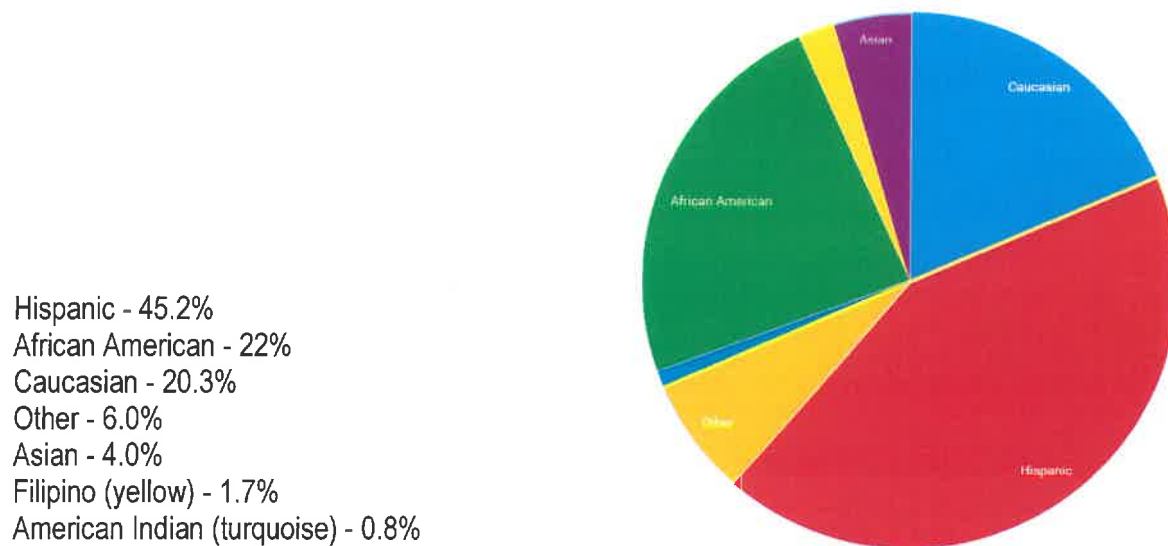
Applicant Data by Ethnicity - October 2015 - March 2016



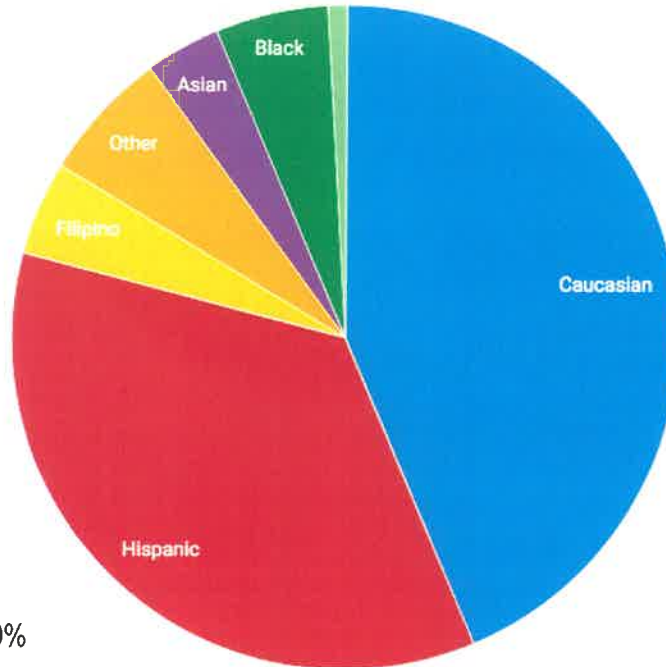
Preparatory Program Data by Ethnicity - October 2015 - March 2016



Applicant Data by Ethnicity - October 2015 - March 2016

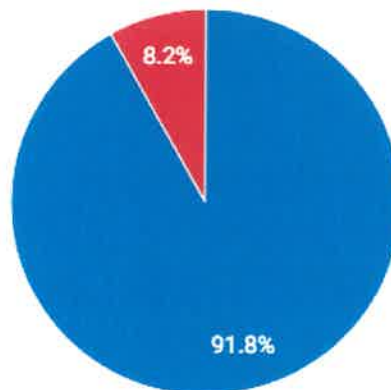
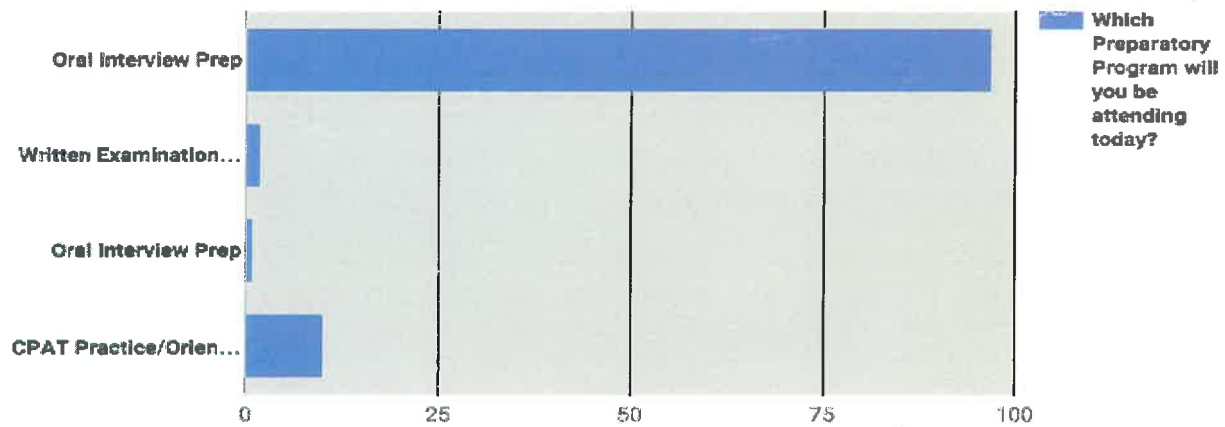


Preparatory Programs - October 2015



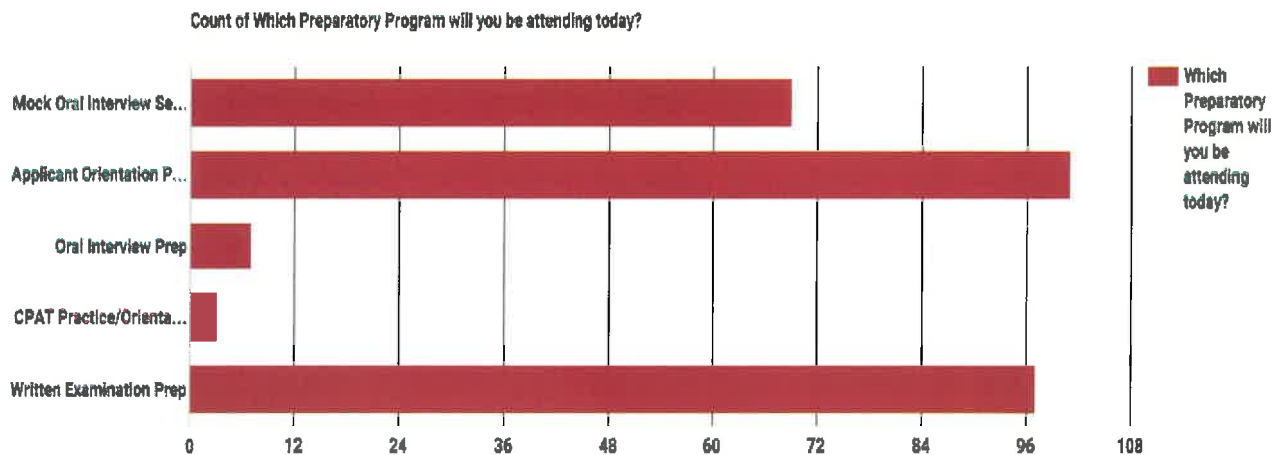
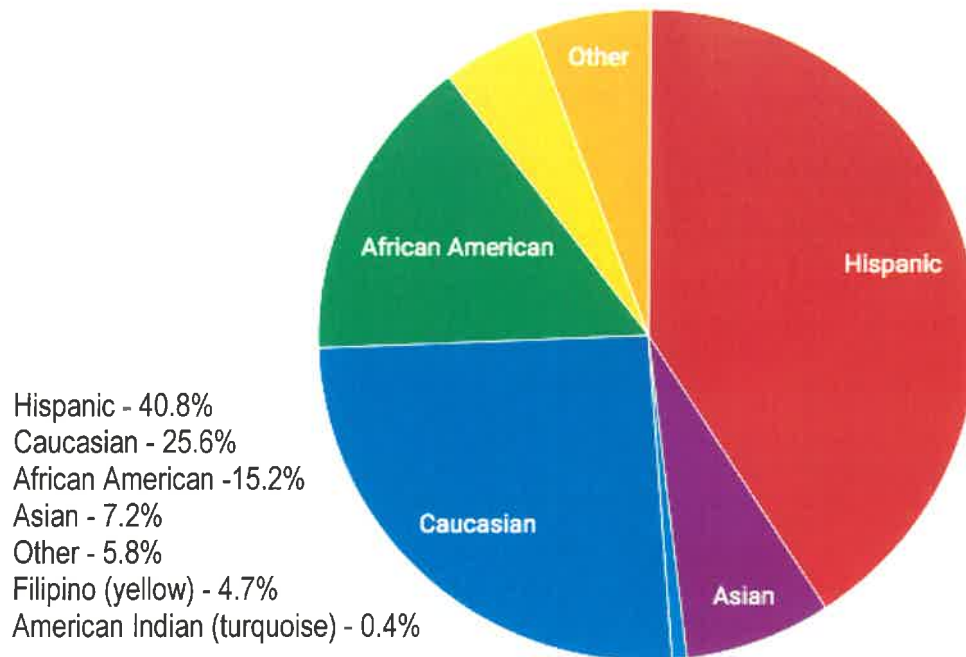
Caucasian - 43.6%
 Hispanics - 35.5%
 Other - 6.4%
 African American - 5.5%
 Filipino - 4.5%
 Asian - 3.6%
 American Indian (light green) - 0.9%

Count of Which Preparatory Program will you be attending today?

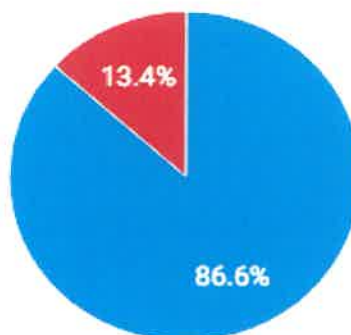


Male (Blue) - 91.8%
 Female (Red) - 8.2%

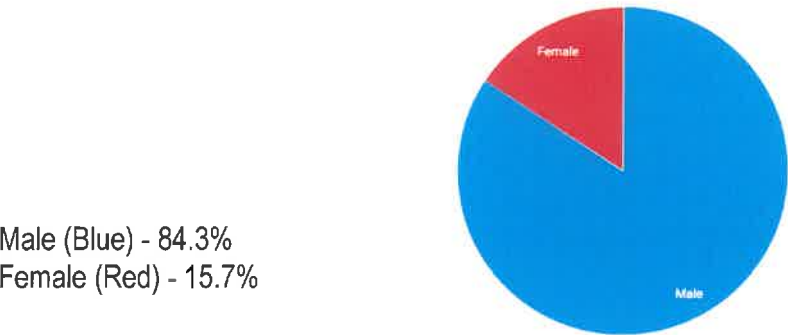
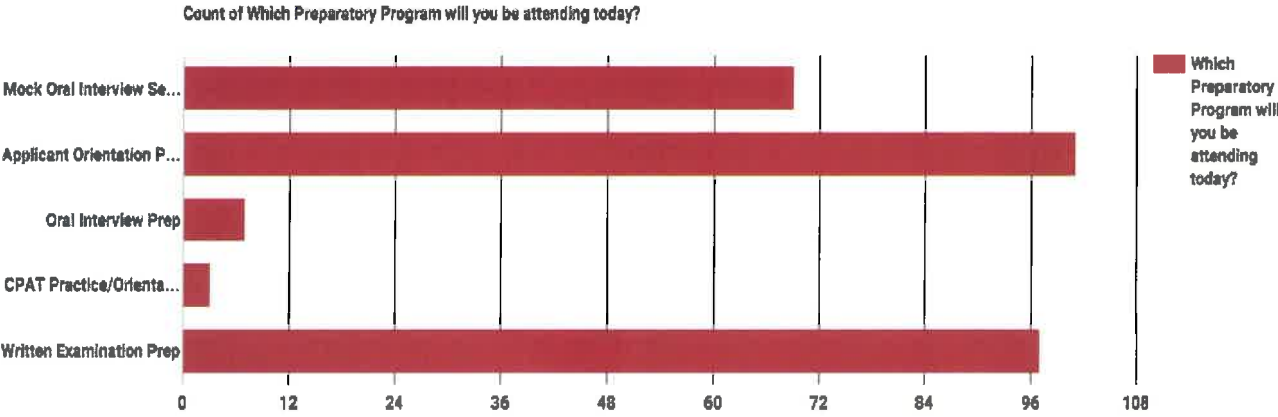
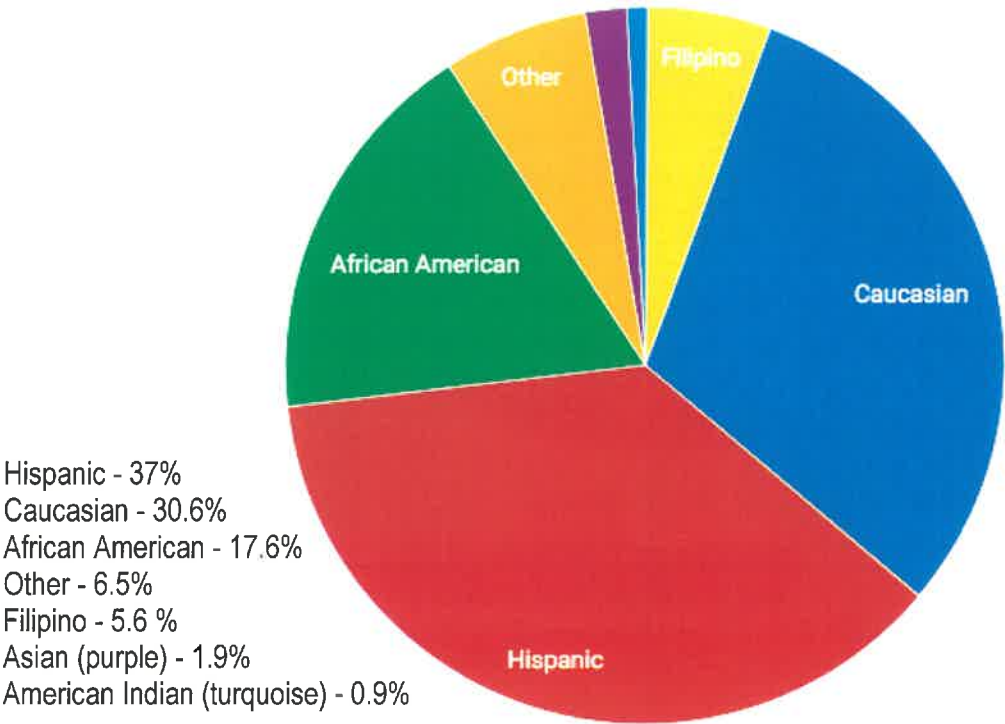
Preparatory Programs - November 2015



Male (Blue) - 86.6%
Female (Red) - 13.4%

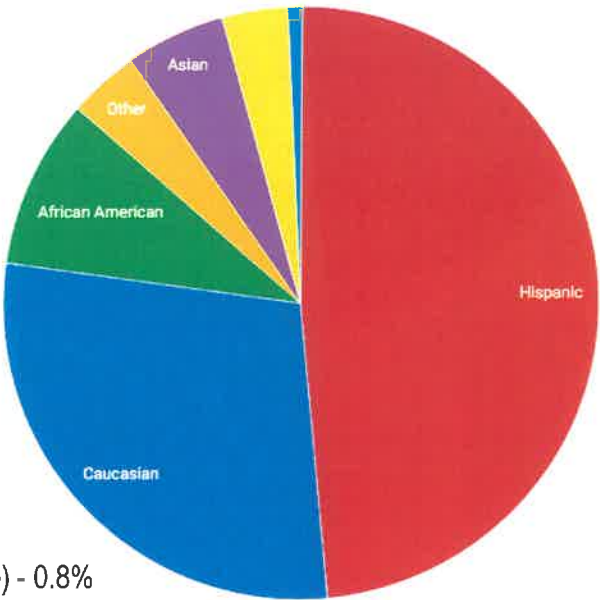


Preparatory Programs - December 2015

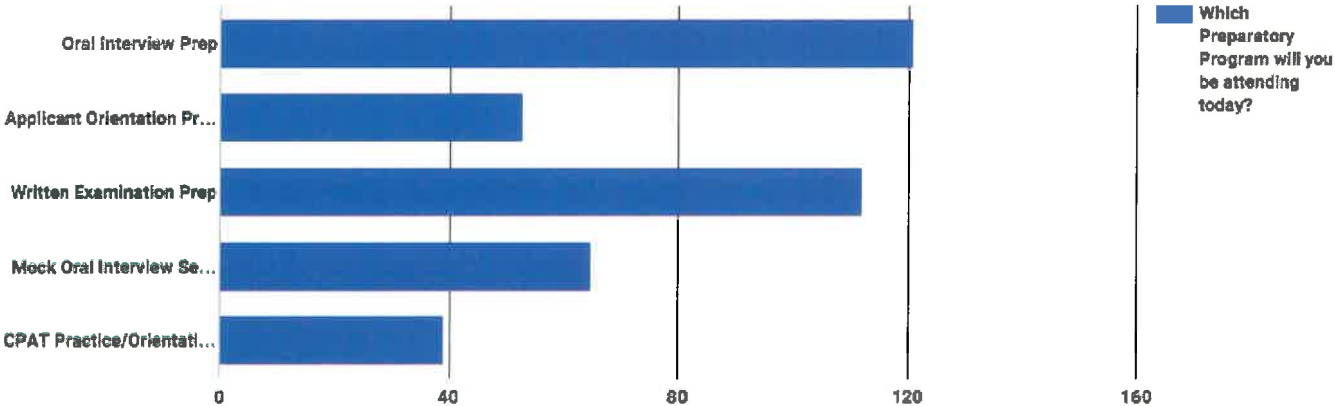


Preparatory Programs - January 2016

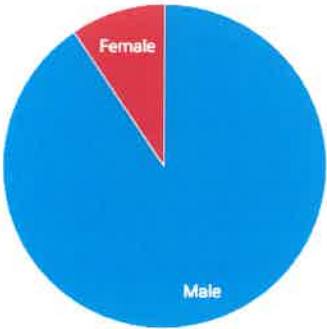
Hispanic - 48.5%
Caucasian - 28.7%
African American - 9.2%
Asian - 5.4%
Other - 3.8%
Filipino (yellow) - 3.6%
American Indian (turquoise) - 0.8%



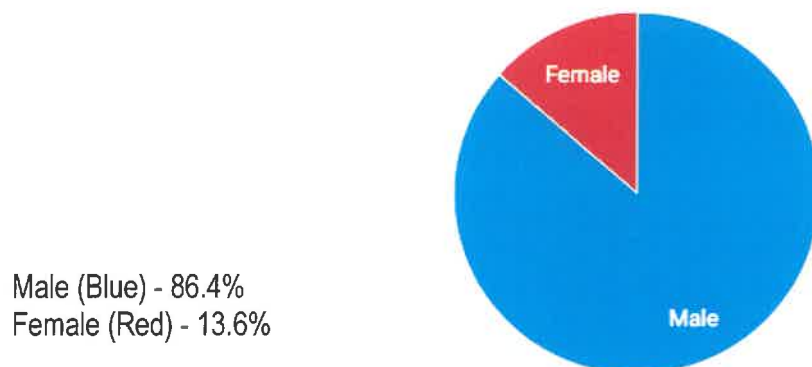
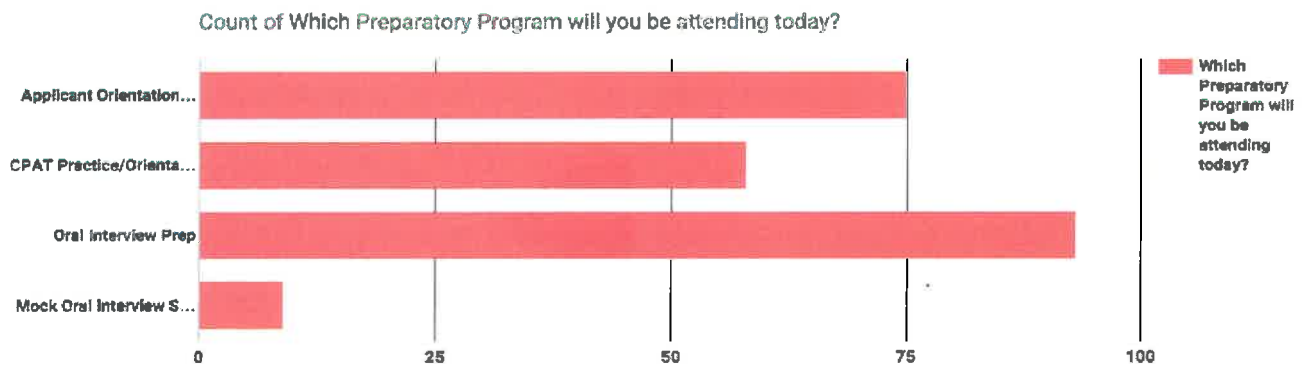
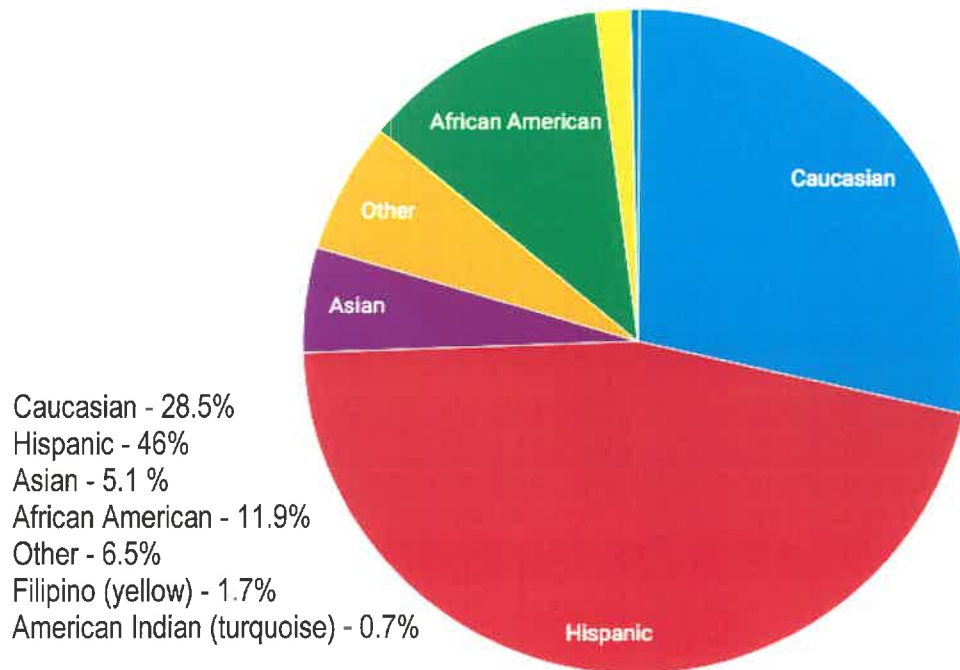
Count of Which Preparatory Program will you be attending today?



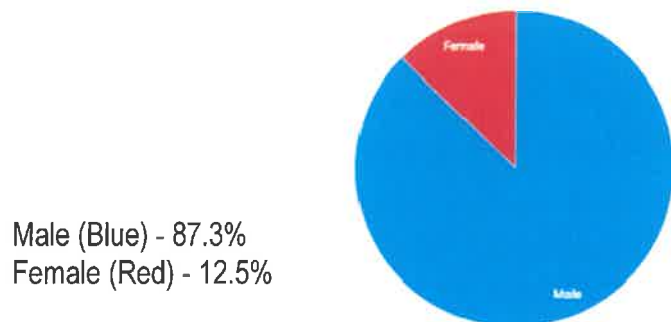
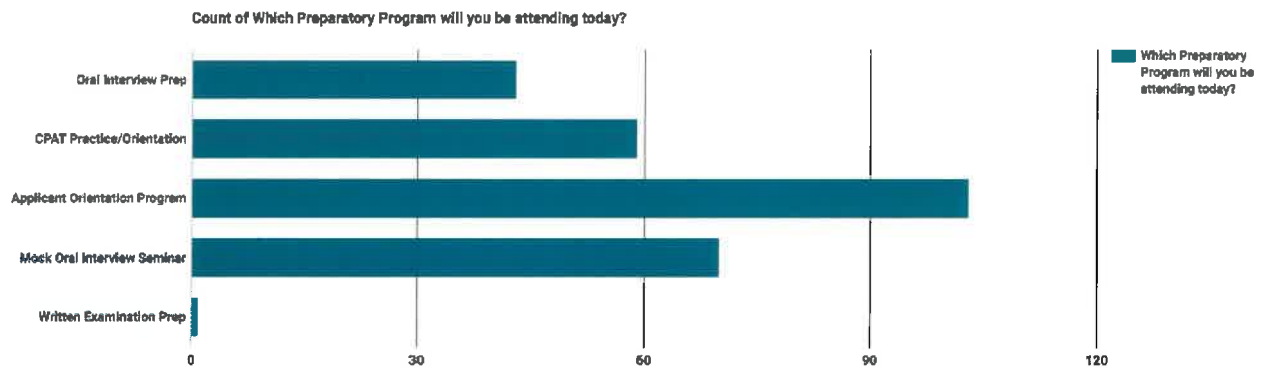
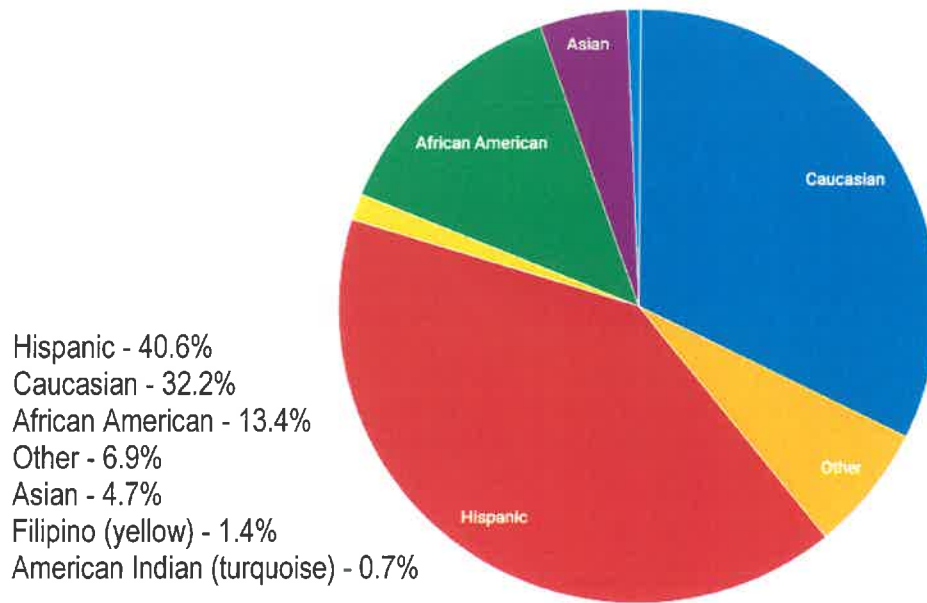
Male (Blue) - 90.5%
Female (Red) - 9.5 %



Preparatory Programs - February 2016

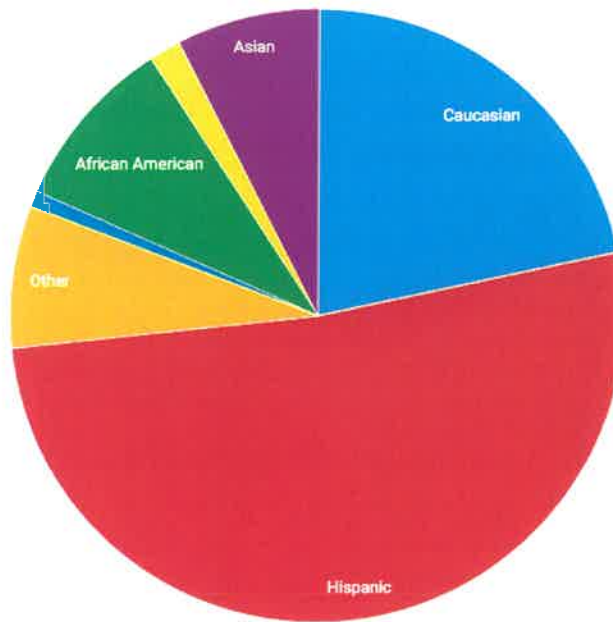


Preparatory Programs - March 2016

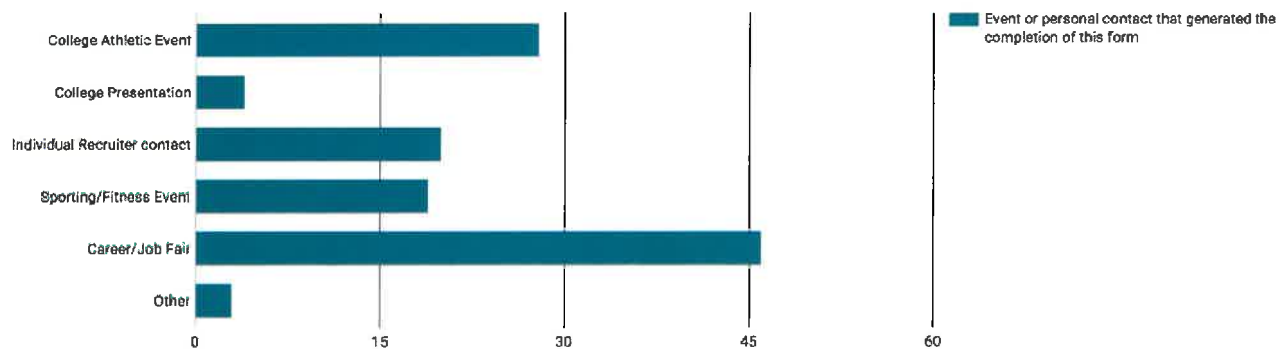


Applicant Information - October 2015

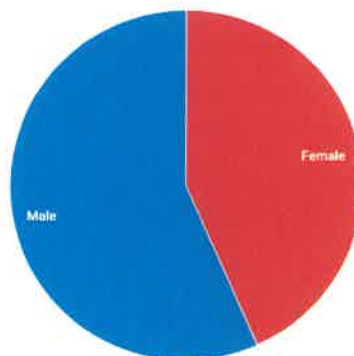
Hispanic - 51.7%
 Caucasian - 21.7%
 African American - 9.2%
 Asian - 7.5%
 Other - 7.5%
 Filipino (yellow) - 1.7%
 American Indian (turquoise) - 0.9%



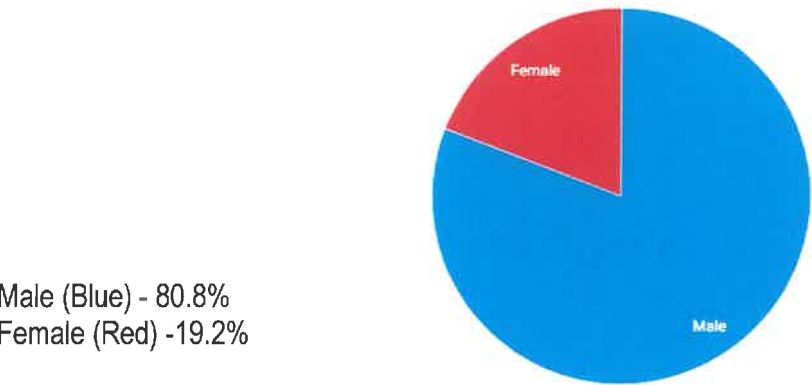
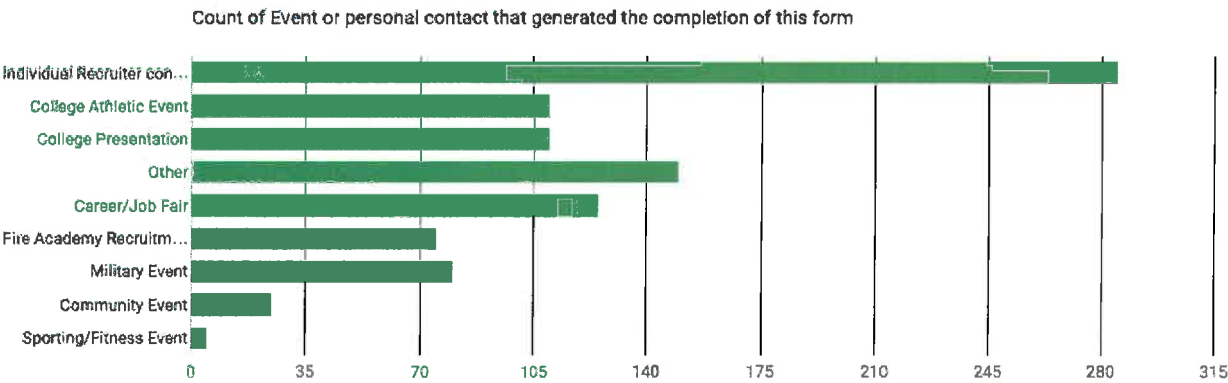
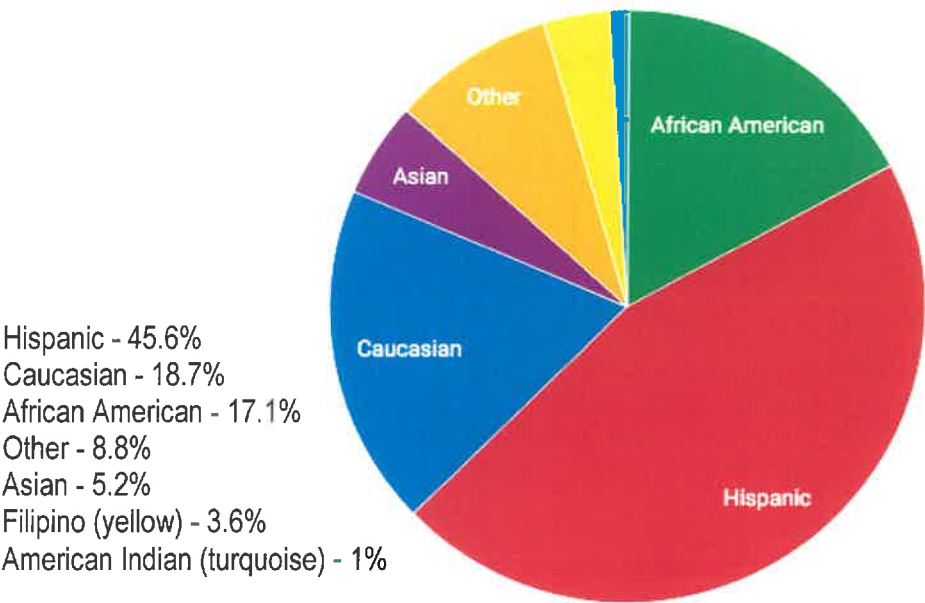
Count of Event or personal contact that generated the completion of this form



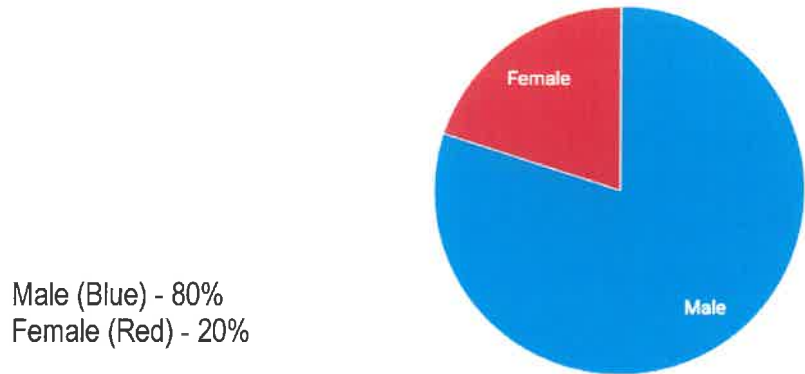
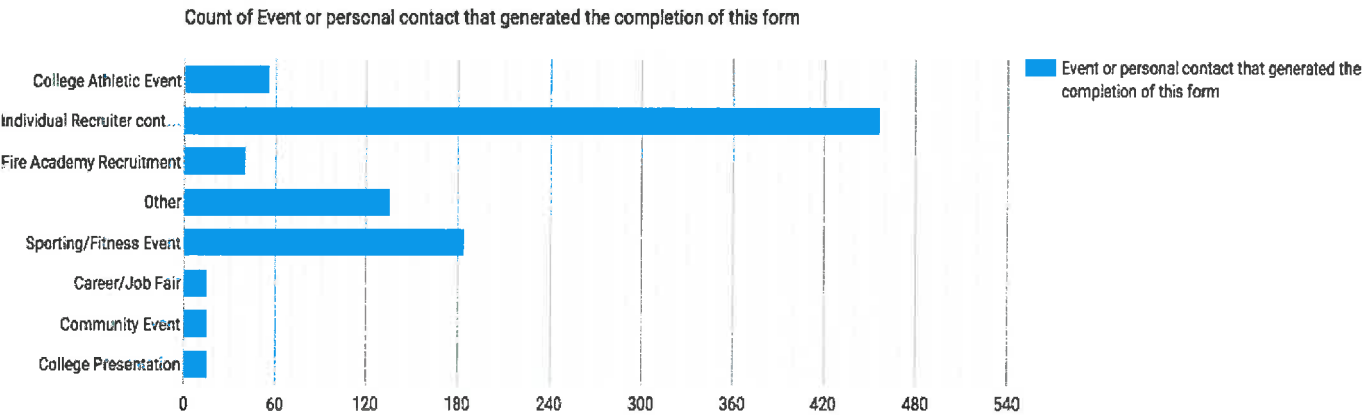
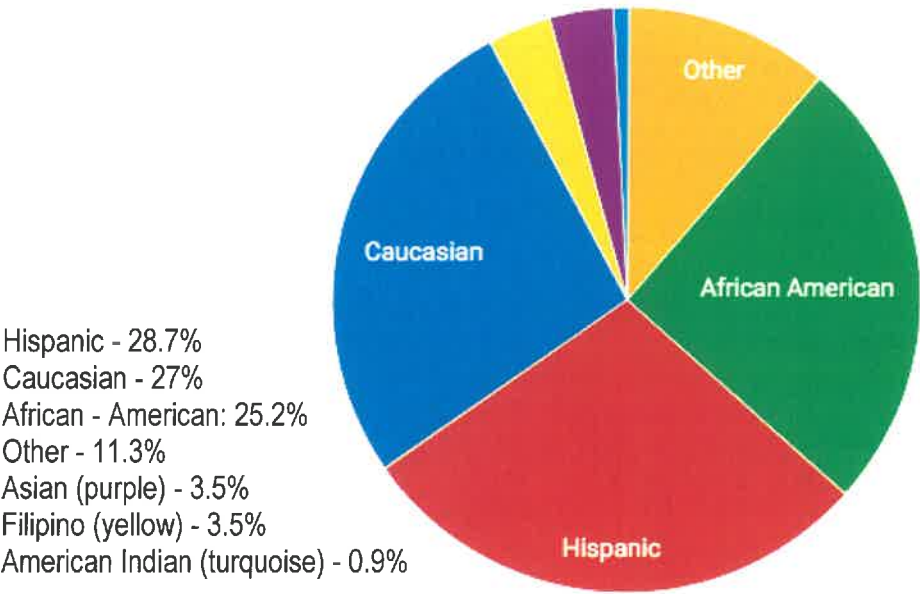
Male (Blue) - 56.7%
 Female (Red) - 43.3%



Applicant Information - November 2015

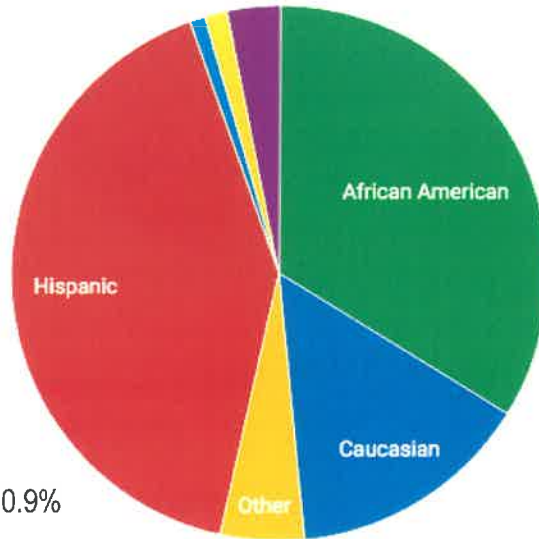


Applicant Information - December 2015

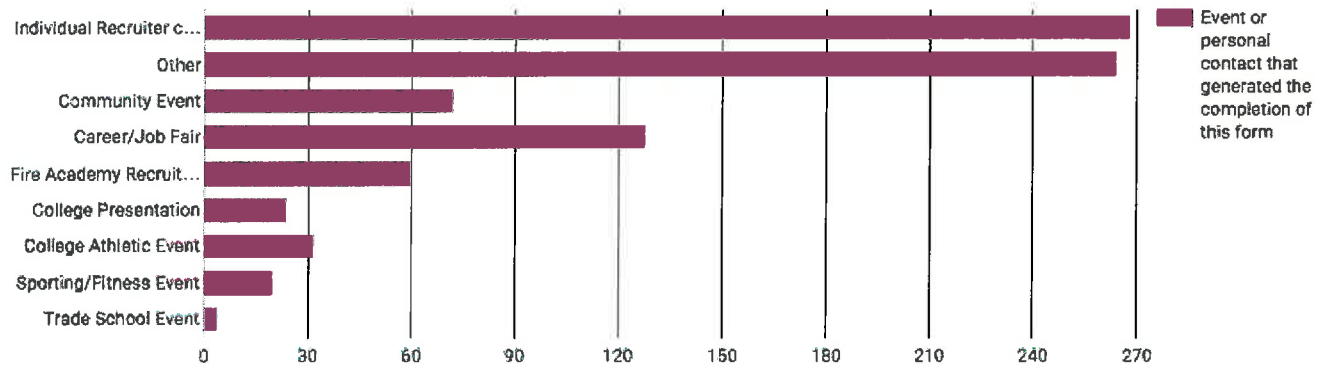


Applicant Information - January 2016

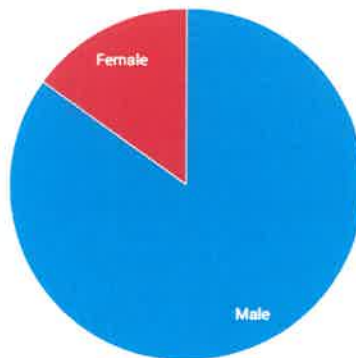
Hispanic - 41.1%
 African American - 33.8%
 Caucasian - 14.6 %
 Other - 5%
 Asian (purple) - 3.2 %
 Filipino (yellow) - 1.4%
 American Indian (turquoise) - 0.9%



Count of Event or personal contact that generated the completion of this form

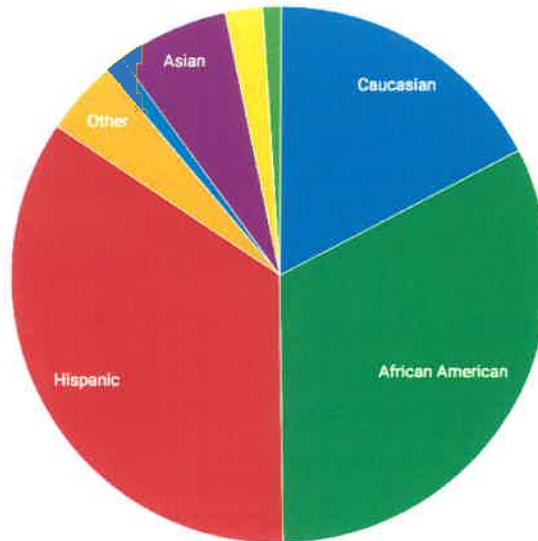


Male (Blue)- 84.9%
 Female (Red) - 15.1%

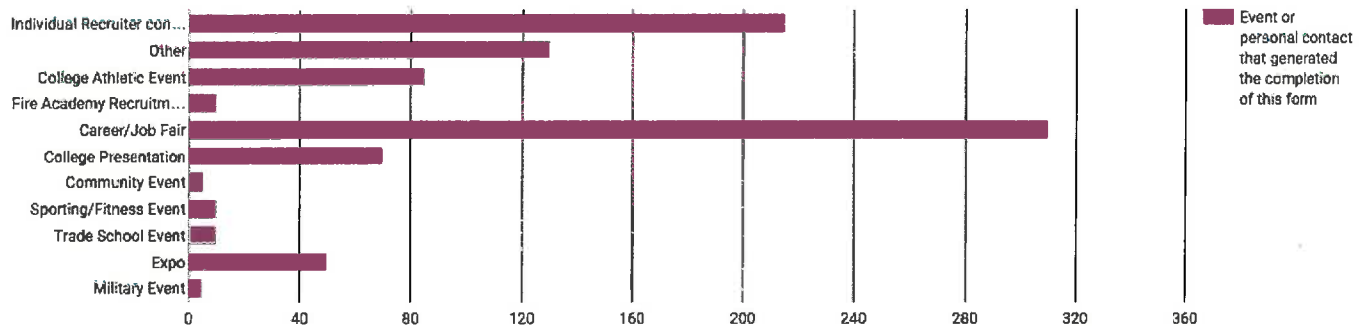


Applicant Information - February 2016

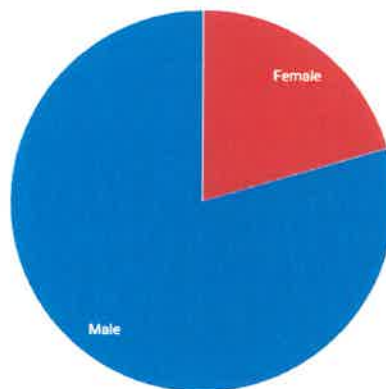
Hispanic - 34.6%
 African American - 32.4%
 Caucasian - 17.3%
 Asian - 6.7%
 Other - 4.5%
 Filipino (yellow) - 2.2%
 American Indian (turquoise) - 1.1%
 Black (light green) - 1.1%



Count of Event or personal contact that generated the completion of this form

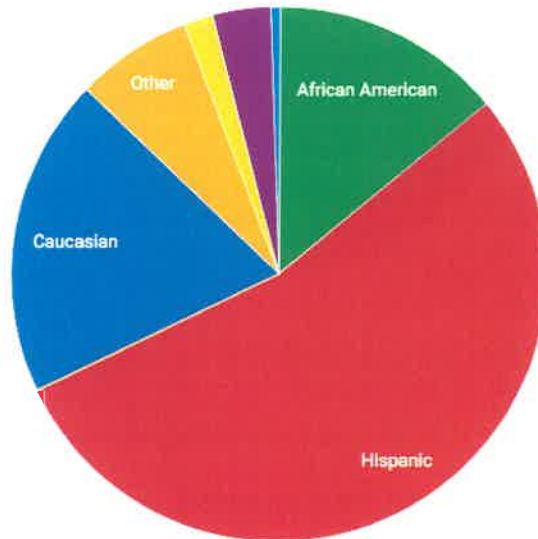


Male (Blue) - 79.4%
 Female (Red) - 20.6%

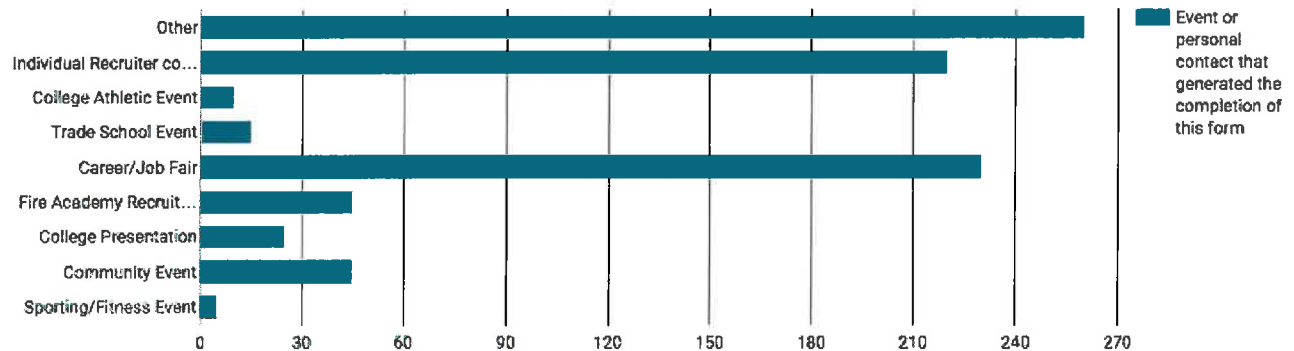


Applicant Information - March 2016

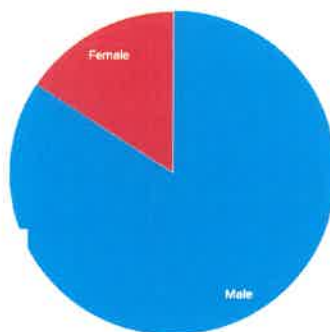
Hispanic - 53.8%
 Caucasian - 19.3%
 African American - 14%
 Other - 7%
 Asian (purple) - 3.5%
 Filipino (yellow) - 1.8%
 American Indian (turquoise) - 0.6%



Count of Event or personal contact that generated the completion of this form



Male (Blue) - 84.2 %
 Female (Red) - 15.8 %



PREPARATORY AND APPLICANT DATA (TABLE)

PREPARATORY PROGRAM DATA BY ETHNICITY

<u>Ethnicity</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Total</u>
Hispanic	39	113	40	186	108	112	598
Caucasian	48	70	33	112	67	89	419
African							
American	7	42	19	36	28	37	169
Other	7	15	7	14	15	19	77
Asian	4	19	2	21	11	12	69
Filipino	4	12	5	14	3	4	42
American							
Indian	-	2	1	3	1	2	9
Total	109	273	107	386	233	275	1,383

Gender

Male	100	236	90	349	201	241	1,217
Female	9	37	17	37	32	34	166

APPLICANT DATA BY ETHNICITY

<u>Ethnicity</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Total</u>
Hispanic	61	85	33	90	62	216	547
Caucasian	25	36	31	32	31	110	265
African							
American	11	33	29	74	60	39	246
Other	8	17	13	10	9	16	73
Asian	9	10	4	7	12	7	49
Filipino	2	7	4	3	4	-	20
American							
Indian	1	2	1	2	2	2	10
Total	117	190	115	218	180	390	1,210

Gender

Male	66	154	92	185	143	363	1,003
Female	51	36	23	33	37	27	207

FIREFIGHTER CANDIDATE ASSESSMENT REPORT

FCA REGISTRANTS 1/25/16 TO 1/29/16*		
RACE	Count	%
American Indian or Alaska Native	30	6%
Asian	34	7%
Black or African American	45	9%
Native Hawaiian or Other Pacific Islander	9	2%
Prefer not to say	50	10%
Two or more races	105	21%
White	233	46%
Total	506	100%
<i>*"Hispanic or Latino" option was not captured during this period.</i>		
SEX	Count	%
Male	474	94%
Female	31	6%
Prefer not to say	1	0%
Total	506	100%

FCA REGISTRANTS 1/30/16 TO 4/5/16		
RACE	Count	%
American Indian or Alaska Native	15	1%
Asian	71	5%
Black or African American	122	9%
Hispanic or Latino	457	33%
Native Hawaiian or Other Pacific Islander	17	1%
Prefer not to say	56	4%
Two or more races	116	8%
White	528	38%
Total	1382	100%
SEX	Count	%
Male	1261	91%
Female	105	8%
Prefer not to say	16	1%
Total	1382	100%

TOTAL FCA REGISTRANTS: 1888 1/25/2016 THROUGH 4/5/2016

COMPLETED FCA TESTING 2/22/16 TO 4/5/16		
RACE	Count	%
American Indian or Alaska Native	31	3%
Asian	65	6%
Black or African American	64	6%
Hispanic or Latino	233	23%
Native Hawaiian or Other Pacific Islander	16	2%
Prefer not to say	63	6%
Two or more races	132	13%
White	424	41%
Total	1028	100%
SEX	Count	%
Male	959	93%