

LOS ANGELES FIRE DEPARTMENT



RALPH M. TERRAZAS
FIRE CHIEF

May 21, 2018

BOARD OF FIRE COMMISSIONERS
FILE NO. 18-054

TO: Board of Fire Commissioners
FROM: Ralph M. Terrazas, Fire Chief *RMT*
SUBJECT: LOS ANGELES FIRE DEPARTMENT - 2018 FIREFIGHTER
RECRUITMENT 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 Withdrawn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

In alignment with the 2018-2020, Los Angeles Fire Department (LAFD) Strategic Plan, the Firefighter Recruitment Section is providing an overview of the 2018 LAFD Firefighter Recruitment Plan to augment and enhance the current strategy to ensure and apply predictability, structure, and data driven results to the Recruitment campaign efforts.

The detailed report is attached for the Board of Fire Commissioner's review and addresses Goal 4 (Enhance LAFD Sustainability and Community Resiliency) of the LAFD Strategic Plan. It is specifically designed and focused on enhancing efforts to increase workforce diversity within the Los Angeles Fire Department to reflect the communities we serve.

RECOMMENDATION

That the Board:
Receive and file this report.

Board Report prepared by Kristina Kepner, Battalion Chief, Firefighter Recruitment Section.

Attachment

FIREFIGHTER RECRUITMENT PLAN

Fiscal Year 2017- 2018



**FIREFIGHTER RECRUITMENT SECTION
2018 FIREFIGHTER RECRUITMENT PLAN**

TABLE OF CONTENTS

INTRODUCTION	3
DEMOGRAPHICS	3
OVERALL LAFD RECRUITMENT STRATEGIC PLAN	4
A Safer City: LAFD Strategic Plan Goals	4
Firefighting Hiring Timeline	5
Women's Recruitment and Mentoring	6
Social Media/Marketing/Data Management	7
Data Collection and Event Analysis	7
Preparatory Program Development and Implementation	8
Candidate Physical Ability Test Orientation and Practice Program	9
Oral Interview Preparation Program	9
Targeted Recruitment and Outreach	10
Community Recruiter	10
Roving Recruitment Contact Team Program	11
Firefighter Candidate Mentoring	11
Youth Development Programs	11
High School Magnet Program	12
Youth F.I.R.E Program	12
Cadet Program	12
Girls Camp	12
Strategic Plan Benchmarks	13
 APPENDICES	
 A. Recruitment Campaign Flyer	 14
B. LAFD Firefighter Applicant Contact Information	15
C. Follow-up Email to Applicants	16-18

FIREFIGHTER RECRUITMENT SECTION 2018 FIREFIGHTER RECRUITMENT PLAN

INTRODUCTION

Being a Firefighter is a highly desirable job that attracts many traditional applicants. The City of Los Angeles is seeking to enhance recruitment efforts so the Los Angeles Fire Department (LAFD) reflects the diversity of the City it serves. The key to Firefighter recruitment is to conduct targeted outreach to attract non-traditional, diverse, qualified applicants.

Recruiting is a key element in fostering diversity in any organization. Proactive efforts to reach out to the community and generate interest in working for the LAFD, in addition to mentoring future candidates, are among the most effective means of improving the demographic diversity of the candidate pool entering into the selection and hiring process. The Firefighter Recruitment Section has developed a recruitment plan focused on increasing workforce diversity. Currently, the Los Angeles Fire Department workforce is composed of 3,325 employees encompassing the following ethnicities:

ETHNICITY	MALE	FEMALE	TOTAL
Black	11.13%	0.21%	11.33%
Hispanic	31.06%	0.41%	31.47%
Asian	5.56%	0.21%	5.77%
Caucasian	46.63%	2.36%	48.98%
Filipino	1.97%	0.03%	2.00%
Native American	0.44%	0.00%	0.44%
TOTAL SWORN EMPLOYEES	3,288	109	3,397

The 2018 LAFD Firefighter Recruitment Plan (Recruitment Plan) is directly aimed at improving the overall ethnic and gender makeup of the Los Angeles Fire Department so that more transparent and authentic public safety services are delivered to the residents and visitors of Los Angeles.

RECRUITMENT STRATEGIC PLAN FOR LAFD

Guiding Principles

The mission of the Firefighter Recruitment Section (FRS) is to inform and educate potential firefighter applicants of the skills, knowledge, abilities and traits necessary to become a Firefighter for the City of Los Angeles. We will also ensure the LAFD applicant pool is a reflection of the communities we serve. In doing so, political, economic, and social influences are considered in our recruitment activities and events. Our efforts will target various community groups, faith based organizations, sports and athletic programs, schools/colleges, and military services to help us identify qualified applicants. The FRS is guided by the LAFD Vision of being metric driven, technologically sophisticated and community focused while reflecting the people we serve.

In all interactions we have with potential applicants, stakeholders, and the public, members from the FRS will be guided by the LAFD Core Values:

Service - Dedication to our community

Professionalism - Honoring the Firefighter Oath

Integrity - Upholding moral and ethical conduct at all times

Respect - Embracing diversity and recognizing individual worth

Innovation - Taking creative risks to adapt and improve

Trust - Reliance on the integrity, strength and ability of our members

A SAFER CITY: LAFD STRATEGIC PLAN GOALS

In March 2018, Fire Chief Ralph M. Terrazas presented a “Safer City 2.0,” the updated LAFD Strategic Plan. Goal Four, Strategy Two, states that we will “Enhance efforts to recruit diverse candidates reflective of the communities we serve.” This goal is the foundation of the 2018 LAFD Recruitment Plan. The specific strategies, tactics and benchmarks under Goal Four have helped guide us to develop and implement a recruitment plan that promotes fairness in attracting and hiring well-qualified and diverse candidates. The six goals of the LAFD Firefighter Recruitment Plan are as follows:

- 1. Budget and staff the Recruitment Unit to meet the needs and requirements of the Recruitment Plan.**
 - Update Recruitment Plan in conjunction with City’s Personnel Department
 - Increase staffing in the Recruitment Unit to effectively manage growth of youth development programs and events
 - Full implementation of the Recruitment Plan
- 2. Continue offering preparatory programs to assist firefighter candidates throughout the hiring process.**
 - Re-evaluate and expand programs based on candidate trends, emerging technologies and identify funding
 - Partner with stakeholders based on a needs assessment relative to staffing and timelines
 - Evaluate programs and improve as necessary
- 3. Establish formal partnerships with educational institutions.**
 - Partner with Junior Colleges and Universities in Los Angeles to advertise and market a career in the fire service
 - Meet with Athletic Directors for recruitment efforts of local athletes
- 4. Continue to standardize and expand the current LAFD Youth Programs.**
 - Develop Code of Conduct, liability waivers and provide training to LAFD members who will be working with youth
 - Develop pathways from LAFD Youth Programs to being hired - assess the feasibility of a “train-to-hire” program
 - Deliver two LAFD Girls Camps per year for long-term recruitment of women and an increase of female participants in all LAFD Youth Programs

5. Improve efforts to recruit a workforce reflective of the City's population.

- Update Recruitment Plan in conjunction with City Personnel to focus on underrepresented group for marketing and advertising (Appendix A)
- Develop and deliver a new Recruitment Campaign including a new Public Service Announcement
- Ensure socioeconomic groups are targeted from a young age through youth development programs

6. Ensure effectiveness of our recruitment efforts.

- Establish a cadre that reflects the diverse candidate pool we are striving to attain
- Develop metrics, collect data and analyze effectiveness of our recruitment efforts
- Track recruitment efforts through use of technology (Google forms)

City Personnel Department (CPD) and the LAFD will stay on track with the Recruitment Plan by following the Firefighting Hiring Timeline below.

Month	Operational Milestones
January 2018	<ul style="list-style-type: none"> • Target to Open Firefighter Bulletin • Filming of new PSA • Posters, Banners and Flyers created for Recruitment Campaign
February 2018	<ul style="list-style-type: none"> • Recruitment Campaign begins • LAFD will advertise on joinlafd.org, Facebook, Twitter and Instagram
March 2018	<ul style="list-style-type: none"> • Fire Department Expo – Operations Valley Bureau at Fire Station 81 • Advertising on ESPN websites/app begins for 5 weeks • Women's Recruitment event at Getty House • PSA to air on local media stations
March 5, 2018	<ul style="list-style-type: none"> • LAFD WILL BEGIN ACCEPTING APPLICATIONS • WRITTEN TESTING BEGINS - including Saturday tests (written testing will be continuous until close of filing)
April 2018	<ul style="list-style-type: none"> • Fire Department Expo – Operations Central Bureau at Frank Hotchkin Memorial Training Center • Girls Camp at Fire Station 81 – linked with media coverage for recruitment efforts
May 2018	<ul style="list-style-type: none"> • Fire Service Day – "Recruitment" theme with targeted recruitment efforts at community fire stations • Ongoing advertising, marketing and recruitment events in the community and partnerships with local colleges and universities
June 2018	<ul style="list-style-type: none"> • CLOSE OF APPLICATION FILING PERIOD • CLOSE OF WRITTEN TESTING
August 2018	<ul style="list-style-type: none"> • TARGET Stratified Random Sample (SRS) 1st Group • TARGET Interview notices emailed to individuals identified through SRS process • Oral Interview Preparatory Seminars Begin
September 2018	<ul style="list-style-type: none"> • TARGET Oral Interviews Begin • Oral Interview Preparatory Seminars and Mock Interviews Continue
October 2018	<ul style="list-style-type: none"> • Pre-Investigative Questionnaire (PIQ) begins • TARGET Oral Interviews and Interview Prep continues
November 2018	<ul style="list-style-type: none"> • TARGET Field Investigations Begin • CPAT due by the end of Background Process – ongoing practice sessions
January 2019	<ul style="list-style-type: none"> • TARGET Medical and Psych Begins • TARGET Conditional Job Offers (CJO) Issued

In order to accomplish the goals within the timetable listed above, the workload of FRS has been divided up and categorized into five main functions:

- Women's Recruitment and Mentoring
- Social Media and Data Management
- Preparatory Program Advancement
- Targeted Recruitment and Outreach
- Youth Development Programs

WOMEN'S RECRUITMENT AND MENTORING

Currently, women make up only 3.1% of the LAFD workforce (109 female firefighters). The Fire Chief has set a specific goal to increase the number of female firefighters to 5% (or 178) by the year 2020. In order to accomplish this goal, recruiting efforts must be centered on attracting and mentoring qualified female applicants. Every member assigned to FRS will be laser focused on developing programs, scheduling events, and hosting orientation sessions that welcome and encourage female applicants. These responsibilities include:

- Recruitment and marketing campaign development
- Analyzing, tracking, and assessing female applicant progress
- Offering a Girls Camp two times per year throughout the City
- Liaison with stakeholder groups (Mayor, Council, Board of Fire Commissioners, Empower LA, Los Angeles Women in the Fire Service (LAWFS), etc.)
- Manage the Applicant Orientation Program

The Applicant Orientation Program (AOP) is designed as an introductory program to take individuals that are identified in the recruitment process as non-traditional candidates and introduce them to the tasks and skills taught in the fire academy. The participants will be given a thorough orientation to firefighter's duties and responsibilities, the 24-hour schedule, emergency activities and physical fitness requirements.

The program is designed to give potential candidates a look into the LAFD culture and provide them a true measure of the commitment, qualifications, skills, abilities and determination required to become a Los Angeles Firefighter. It is an excellent introductory program for those individuals who have never been exposed to a career in the fire service, or it can expand on the level of training for those who have participated in LAFD youth development programs.

The LAFD AOP is a vital part of the recruitment process for assisting non-traditional applicants to become familiar with the career opportunity. This program will meet once a week on Tuesday nights at Frank Hotchkin Memorial Training Center from 1800 hours to 2100 hours. Class size will be limited to 50 students per session. Participants must be at least 18 years of age and sign a liability release. In the program, participants will be given an introduction to ladders, hose, personal protective equipment, EMS operations, firefighting tools, and CPAT and fitness requirements.

At the conclusion of the program, participants will be better prepared to complete the application and hiring process, in addition to learning what is expected of a Recruit Firefighter. As a result, retention rates should increase among the diverse group of candidates the LAFD

has recruited and mentored. Our goal is for these individuals to receive an invitation to this program well in advance of beginning the testing process and/or the training academy.

SOCIAL MEDIA / MARKETING / DATA MANAGEMENT

The LAFD and CPD understand the importance of appropriately advertising and promoting the LAFD in order to attract a diverse applicant pool. Through social media (Twitter, Facebook, Instagram, and others), a recruiter can reach every ethnic grouping, fitness and athletic aficionado, faith based group, and armed forces service member to promote the LAFD. Social media allows the recruiters to have a presence at multiple events, share news and information, and place a face and a reflection of the community in all we do. A Captain I position has been added to the FRS to handle all social media interactions; he/she works closely with the social media specialists from the Fire Chief's Office, CPD, and the LAFD's Public Service Officer to ensure consistency of messaging.

The LAFD is striving to develop the most effective messaging avenues for maximum branding. Print publications, television, radio, literature, and other social media outlets will be studied and analyzed for effectiveness. In order to get the most exposure for the money spent, our electronic media is targeted toward those groups that are underrepresented in the process, specifically women and people of diverse ethnicities. We will use the following to increase awareness:

- Newsfeed static image link ads and carousel ads to drive clicks to a LAFD website for recruitment
- A tool to provide follow-up communications after events and during the recruitment cycle (Appendix B - Firefighter Interest Card)
- Boosted video and photo post themes targeted to people who "like" and custom audiences of likely female prospects
<https://www.facebook.com/LosAngelesFireDepartment>
- Geographically and Demographically target the audience's social likes
- Utilize the joinlafd Facebook, Instagram and Twitter accounts to advertise upcoming events and hiring process:
 - Facebook - www.facebook.com/joinlafd/
 - Instagram - www.instagram.com/joinlafd/
 - Twitter - twitter.com/JoinLAFD

CPD presently provides the FRS with a variety of literature and promotional items for distribution for recruitment events. CPD also owns the www.JoinLAFD.org website, but FRS staff provides and pushes out social media content. CPD is currently revising the website to improve workflows and to provide easier maneuverability.

Measurement: Each month the FRS will track social media activity and report the findings as requested.

DATA COLLECTION AND EVENT ANALYSIS

CPD and LAFD recruiters are a good source for determining if an event is meeting the recruitment goals of LAFD. Accordingly, Fire Department members provide an After Action Report following every event or presentation to determine if resources should be allocated to future events. Analysis is then done to measure our effectiveness.

Effective recruiting is accomplished when FRS captures applicant information at each event, follow-up contact is made the next day with each applicant and an invitation is emailed to them for the Applicant Orientation Program (Appendix C). These actions will help us to track and measure the effectiveness of our efforts.

The Personnel Department has developed a computer program that captures all firefighter interest cards and applications. They have developed an LAFD Mentor Report that allows FRS to analyze the candidate pool and status of their processing. Event After-Action reports, contacts, and any supplemental information to assist in establishing the most effective recruitment plan is currently being conducted by FRS staff with data analysis and technology background.

The following are data collection and analysis functions the FRS will oversee:

- Monitoring of a database/s of recruitment contacts (Firefighter Interest Card)
- Monitors and maintains database/s of recruitment outreach events attended and after-action evaluation to determine viability of future attendance
- Provides reports to monitor new testers (women and minorities, then prioritizes mentorship needs)
- Provides reports on the status of women and minorities in the selection process via Candidate Summary Reports (status provided to recruitment staff and LAWFS for mentoring purposes)
- The FRS has developed a Recruiter Tracking system to monitor the progress and productivity of each of its recruiters (Appendix B)
- CPD and FRS will work with Information Technology Division, Recruit Services Section, In-Service Training Section, and academia to develop one tracking and monitoring system that is compatible with other recruit training programs

In addition, the following Google Forms have been developed for Data Management:

- LAFD Preparatory Programs - <http://bit.ly/lafdprepprogram>
- LAFD Interest Card - <http://bit.ly/lafdinterestcard>
- LAFD Cadet Program Waitlist - <http://bit.ly/CadetRegister>
- LAFD Crew 3 Waitlist - <http://bit.ly/waitlistcrew3>
- Youth F.I.R.E Program - <http://bit.ly/youthFRS>
- Magnet Program Applicant Contact - <http://bit.ly/LAFDMagnet>
- Bitlink Management – Allows the Department to track user activity (i.e., clicks) on links

Measurement: Each week, month and quarter recruiting events, preparatory programs, and mentoring relationships will be analyzed and measured for their effectiveness. Targets and yields will be set for each recruiter to achieve.

PREPARATORY PROGRAM ADVANCEMENT

Before an applicant starts the testing process, they may need support and familiarization with the profession. The CPD's and FRS' goal is to prepare the applicant to be successful every step of the way. This is accomplished by providing information, education and training about the functions of a firefighter's job, as well as exposing applicants to the requirements of the

examination process, including minimum requirements, EMT certification, CPAT, written test, oral interview and the background investigation process.

Preparation programs are provided to prospective candidates as informational opportunities. These preparation programs are offered to all interested candidates and, in addition, the FRS staff continuously mentors the underrepresented groups and encourages them to attend every program to increase their success rate. Seminars are provided to inform all prospective candidates of the multiple steps of the selection process.

Candidate Physical Ability Test (CPAT) Orientation and Practice Program

- The CPAT is a National standardized test that is not administered by the City of Los Angeles. Currently, there are four locations in the Southern California area that administer the CPAT: The California Fire Fighter Joint Apprenticeship Committee CPAT Testing Centers in Orange County, El Monte, San Diego, and the Center at Oxnard College Regional Fire Academy. Each of these testing facilities charges a \$150.00 registration fee.
- LAFD has acquired the CPAT equipment (located at Frank Hotchkin Memorial Training Center) to provide candidates free continuous practice opportunities, giving them a better probability of being successful on their CPAT test.
- The CPAT is a pass/fail test that consists of eight separate events:
 1. Stair climb
 2. Hose drag
 3. Equipment carry
 4. Ladder raise & extension
 5. Forcible entry
 6. Search
 7. Rescue
 8. Ceiling breach & pull
- Candidates can also view the CPAT Video on Tuesday nights at the Applicant Orientation Program.
- This has become a significant development tool allowing candidates to work with LAFD recruiters at no cost. Practice sessions are held every Wednesday evening and are staffed by FRS staff members, including certified CPAT proctors utilizing variable staffing hours (V-Hours).

ORAL INTERVIEW PREPARATION PROGRAM

- The interview preparation program provides an overview of the behavioral based interview, culminating in practice interview sessions.
- Mock oral interview boards are comprised of two LAFD members. These members are trained by an Interview Cadre.

Measurement: Participants will be asked to complete an electronic survey to evaluate program content and delivery. Feedback will be consistently analyzed and adjustments to programs will be made as needed.

TARGETED RECRUITMENT AND OUTREACH

Objectives of the CPD and FRS are to provide a sufficient applicant pool of well qualified people who represent the ethnic makeup of the City of Los Angeles. A technique that has been utilized to ensure this goal is achieved is “Targeted Recruitment” of underrepresented groups. This targeted recruitment is accomplished through event participation, outreach and mentoring programs, and media exposure toward groups least represented in the LAFD (women, Asians, African Americans, and Native Americans).

The FRS continues to participate in a variety of recruitment opportunities throughout the greater Los Angeles area. Section members are provided specific recruitment responsibilities and are responsible for scheduling events that will achieve City diversity goals. The following are examples of the types of events that the section and cadre members attend:

- Career Fairs
- Community Career Expos
- Diverse community events in alignment with the Recruitment goals
- High Schools
- Junior Colleges and Universities including sporting events
- Team building events with female athletes playing college level sports
- Trade Schools
- Athletic/CrossFit events
- Women’s Professional Sporting Events (LA Sparks)
- Military Base Career Fairs
- Community/Neighborhood events as recommended by City elected officials and appointed leaders as appropriate

Community Recruiter

The development of a Community Recruiter Program using citizens within the targeted communities will greatly assist in locating potential candidates. Hundreds of community recruiters will routinely contact potential candidates during the course of their day. This will significantly increase our reach into targeted communities over the current stationary location recruiting event approach.

The FRS has developed a relationship with Empower LA who will also connect us to community members, organizations, and local leaders from the 96 Neighborhood Councils and 14 Council Alliances. We will work with them for extended community outreach and assistance to reach into their constituencies to drive our message. They will post our programs and opportunities on their website. Interested groups can then contact FRS to set up a presentation for their targeted community group.

The primary tools of the Community Recruiter will be their passion and an easy to carry and hand out postcard. The recruiters will be trained to direct people to our www.JoinLAFD.org website, Facebook page, Instagram and Twitter accounts.

Roving Recruitment Contact Team Program

Another program that is different from our stationary recruiting location method is the Roving Recruitment Contact Team Program. Teams of recruiters will move about the region, visiting key community or sporting events. The recruiters will be mobile and may have a fixed booth with a staff member available to answer questions. The Roving Recruiter will expand our opportunity to seek out and make more candidate contacts with people who may not visit the booth. These teams will deploy at community events, college sporting events, the LA Marathon, Taste of Soul, and any locations that draw a large gathering of active people who may be interested in fire service as a career option.

FIREFIGHTER CANDIDATE MENTORING

As candidates express interest in the process, the FRS, in coordination with employee organizations, will establish a one-on-one mentoring relationship with them in which a staff member will make regular follow-up contacts. FRS staff, employee organizations, and cadre members provide positive reinforcement and direction to candidates that are interested in preparing for a career in the fire service. These contacts serve to update the candidates on the process and how they can improve their chances for success. In addition, they are directed to the various preparation programs that are provided. The tracking system and database allows LAFD to keep in touch with the many candidates and prospective candidates throughout the process in order to provide important information, encouragement and direction. These contacts are made through various communications such as email, recorded voice messages and personal phone calls.

The selection process incorporates 10 steps. It is the FRS' goal to contact each candidate as they progress through each step of the process. By following up with these candidates, the LAFD will increase the quality of the candidate pool of underrepresented groups in the process and increase the success rate and candidates' level of preparedness for the Recruit Training Academy. This includes directing candidates to the Candidate Advancement Program throughout the process. The success of the mentoring program can be measured by monitoring trend analysis and the number of non-traditional candidates that attend preparatory programs, enter the selection process, and ultimately succeed in entering and graduating from the fire academy.

Measurements: Monitor the trends in the number of candidates from "targeted groups" who attend preparatory programs, enter the selection process, and are ultimately successful in entering the fire academy.

YOUTH DEVELOPMENT PROGRAMS

The Youth Development Programs provide early education and orientation into a career within the LAFD. The programs are designed to enlighten junior high, high school, and college students about opportunities offered in the fire service and will serve as a long-term recruitment tool. This early introduction exposes students to possibilities within the Department and initiates a relationship with the future candidate. An FRS Senior Project Coordinator, Captain I and Firefighter III support the programs where possible. The following are the LAFD Youth Development Programs:

High School Magnet Program:

- The goal of this program is to partner with high schools within the greater Los Angeles area to provide students with information about a career as a Los Angeles Firefighter. Through early contact, the Department can direct them down a path that gives them a greater chance of success. This program acts as a pathway into other LAFD Youth Programs. There are currently three participating magnet high schools including Banning, Wilson and Dorsey. Monroe High School will be added as a Magnet program beginning the 18/19 school year.

Youth F.I.R.E. Program:

- The Fire Instruction Recruitment and Education Program (F.I.R.E.) was initially developed at Roosevelt High School by members of the Department who recognized the need to expose high school students to the field of firefighting. Valley College also recognized the need and was the first college to offer this opportunity to high school students. The F.I.R.E. program has grown to include four High School Fire Academies, including areas in East Los Angeles, West Los Angeles, San Pedro, and the Valley. Each Academy meets on seven to eight consecutive Saturdays for six hours. Each session will culminate with an examination on material covered during that session's lecture, practical hands-on and discipline. Students entering the program for the first time will be assigned to the beginning class which covers basic engine company operation and equipment. Returning students will be assigned to the advanced class and will be instructed on basic truck company operations, as well as familiarization with truck tools and equipment. The F.I.R.E. program provides a catalyst in the introduction to firefighting as a career option. The next step in the youth development process is the Fire Cadet Program.

Cadet Program:

- The Fire Cadet Program is designed for young men and women between 14 and 21 years old. In this program, they learn first-hand how exciting the job of a firefighter is by working side by side with actual Los Angeles Firefighters. Following an introductory training program, Fire Cadets respond to real emergencies with firefighters and paramedics and assist them by performing routine, supervised tasks. Fire Cadets assist with virtually all routine tasks around the fire station, including community relations, fire prevention, equipment and station maintenance, and training. Becoming a Fire Cadet is an excellent way to develop the needed skills and gain experience that will be helpful in nearly every field or endeavor. The Los Angeles Fire Department has 13 Cadet Posts currently in operation. Each post has an assigned post advisor.

Girls Camp:

- The LAFD Girls Camp is a two-day introductory fire camp for girls age 14-18. The goal of the camp is to instill confidence, leadership and courage in young women while providing awareness of a potential career in the fire service. The curriculum includes interactive training exercises with power tools, ladders, hose lines and extinguishers; basic training in first-aid and CPR; and physical fitness and teambuilding events. In partnership with City Council members, LAFD Girls Camp will be held two times a year, rotating through each of the Fire Department's four Geographical Bureaus.

All Youth Programs are a joint effort with neighboring City Council Districts to provide summertime and/or after school development training as well as recruitment opportunities for underrepresented high school and college-aged students within local communities.

Measurement: Monitor the trends in the number of children from the High School Magnet Programs, F.I.R.E. Academies, and Cadet Posts who enter the selection process and are ultimately successful in entering the fire academy.

STRATEGIC PLAN BENCHMARKS

FIRE RECRUITMENT CADRE DEVELOPMENT

- FRS to provide at least **2** in-service training sessions to recruitment cadre members

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

Community Participation:

- LAFD FRS to conduct **2** major Recruitment expos this fiscal year and events on Fire Service Day
- LAFD to partner with Mayor's staff for Women's Recruitment Event at the Getty House
- LAFD Youth Development Unit to conduct **4** high school magnet presentations this fiscal year (total of 8)
- LAFD Recruitment Unit to attend **10** college career fairs this fiscal year and **10** presentations to athletic departments

Focused College and Military Outreach:

- LAFD Recruitment Unit to attend **5** college student athlete career fairs and/or recruitment presentations (18 local colleges) this fiscal year at targeted universities and junior colleges
- LAFD Recruitment Unit to attend **2** military career fairs or transition center job fairs this fiscal year throughout the 5 military bases
- 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** faith based organizations this fiscal year
- LAFD Recruitment Unit to develop relationships with **2** new community-based organizations and recruit **2** candidates per group (Empower LA, Veterans Affairs, Friday Night Lights, etc.)
- 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 hiring process
- Media Exposure/Advertising - CPD Recruitment to review/implement **2** new media outlets and promotional opportunities

LOS ANGELES FIRE DEPARTMENT

The LAFD is about more than fighting fires. You'll be able to take advantage of career opportunities as diverse as our city.

HOW TO APPLY

Applications will be accepted on-line only from:

MONDAY
MARCH
5
2018

TO

FRIDAY
JUNE
29
2018

To access the application, go to JoinLAFD.org and select "Firefighter Application" in the Apply menu.

MINIMUM QUALIFICATIONS

- At least 18 years of age at the time of application 2018.
- Graduation from a U.S. high school or equivalent, G.E.D. or equivalent from a U.S. institution, or a California High School Proficiency Examination (CHSPE) Certificate is required.
- FIREFIGHTER CANDIDATE ASSESSMENT (FCA): To meet the FCA requirement, you must register and take the FCA during the testing period.

For More Information:

Call: LAFD Firefighter Recruitment Section
(213) 893-9899 or email us at joinlafd@lacity.org

Annual Salary Range:

\$65,521 - \$95,672

Effective January 7, 2018

COMMIT^{TO}SERVICE

LAFD IS HIRING JOINLAFD.ORG

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Appendix B



JOIN **LAFD**.ORG

LAFD Firefighter Applicant Contact Information

First Name *

Last Name *

Age *

Gender *

Ethnicity *

Email Address *

Phone Number *

City and State of residence *

Are you a Veteran?

- ☐ Yes.
- ☐ No.

Have you previously applied for the job of Firefighter with the LAFD? *

- ☐ No.
- ☐ I applied previously, but I am not currently in the hiring process.
- ☐ I am currently in the hiring process with the LAFD. (I have taken the written exam.)

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

Who was the Recruiter you spoke with? *

Name of Recruiter you spoke with if not specifically listed in question above.

Appendix C



JOINLAFD.ORG
(2 1 3) 8 9 3 - 9 8 9 9

Hello Future Firefighter,

On behalf of the Los Angeles Fire Department (LAFD) Firefighter Recruitment Section, we would like to thank you for your interest in becoming a Firefighter for the City of Los Angeles.

As you may already know, this is an exciting career with many opportunities and the LAFD Firefighter Recruitment Section would like to assist you on this journey. We offer many orientation and preparation programs to enhance your experience. Our staff is always here to answer questions should you need it. Please see the attached job bulletin for the position of Firefighter. Please read through the entire bulletin. There is pertinent information about the position and the testing process.

The first step is attending the Applicant Orientation Program (AOP), which is designed to introduce you to the job of a Firefighter, the LAFD culture, and the details of each step in the hiring process to become a Firefighter with the LAFD.

The AOP is being offered on Tuesday evenings from 6 pm to 9 pm at Frank Hotchkin Memorial Training Center located at 1700 Stadium Way, Los Angeles, CA 90012. Please click on the link for more information about this program and register today. All are welcome to attend. www.lafd-aop.eventbrite.com

Every Firefighter Candidate must also pass the Candidate Physical Ability Test (CPAT) to be eligible to be hired as a Firefighter with the LAFD. The Firefighter Recruitment Section offers a free orientation to the CPAT course, as well as a chance to run through a practice test. We are the only organization that provides exposure to the CPAT at no cost to the candidate.

A video introduction to the Candidate Physical Ability Test (CPAT) can be found at: <http://bit.ly/cpatvideo>

If you are interested in an orientation or a practice test on our certified CPAT course, please click on the link to register. www.lafd-cpat.eventbrite.com

Lastly, please visit our website, www.joinlafd.org for more information about the Los Angeles Fire Department, the hiring process, and more. You can also follow us on Facebook, Twitter, and Instagram at www.facebook.com/joinlafd.

For further information, please feel free to contact us via email at joinlafd.lacity.org or call the Firefighter Recruitment Section at [\(213\) 893-9899](tel:(213)893-9899).



City of Los Angeles

A great place for a career

City of Los Angeles Personnel Department

per.lacity.org

FIREFIGHTER

Class Code: 2112

Open Date: 01-19-18

(Exam Open to All, including Current City Employees)

ANNUAL SALARY

\$65,521; \$69,008 to \$90,702; \$76,859 to \$95,672

DUTIES

As members of the Los Angeles Fire Department, a Firefighter's duties include engaging directly in firefighting, emergency medical services requiring assignment to a rescue ambulance, mitigation of hazardous materials emergencies, fire prevention and rescue, and inspections of buildings and properties to ensure compliance with the fire codes. All Firefighters are required to become Emergency Medical Technicians (EMT) and may be required to become Paramedics.

REQUIREMENTS/MINIMUM QUALIFICATIONS

1. At least 18 years of age at the time of application, and
2. Graduation from a U.S. high school or equivalent, G.E.D. or equivalent from a U.S. institution, or a California High School Proficiency Examination (CHSPE) certificate is required, and
3. Achievement of a passing score on the **FIREFIGHTER CANDIDATE ASSESSMENT (FCA)** in order to be considered in the next phase of the selection process. Information on how to register to take the FCA is available at <https://lacityfirefighter.nsexams.com> and at joinLAFD.org.

PROCESS NOTES

1. **FIREFIGHTER CANDIDATE ASSESSMENT (FCA):** To meet the FCA requirement, you must register and take the FCA during the testing period. FCA registration will start on Monday, March 5, 2018, and will be available until Friday, June 29, 2018. Candidates must also submit a City application during the application filing period. Candidates may submit the application prior to registering for the FCA.
2. **A passing score on the FCA taken from February 2016 through January 2017 satisfies the FCA requirement. If you previously achieved a passing score on the FCA, you must submit a City application, but you do NOT need to retake the FCA.**
3. All information on the FCA, including cost, tutorial assistance, the registration process, and low-income voucher qualification is available at <https://lacityfirefighter.nsexams.com> and at joinLAFD.org.
4. All entry-level positions are temporary training positions as defined in Civil Service Commission Rule 5.30. Upon completion of this training period, an appointment to a regular position of Firefighter can be made in which a one year probationary period begins.
5. **CANDIDATE PHYSICAL ABILITY TEST (CPAT):** Candidates must provide proof of a current passing score on the CPAT during the Field Investigation. Proof must also be provided at the time of certification for hiring consideration. A CPAT score is valid for one year. Information regarding the CPAT can be found at: <http://per.lacity.org/exams/Firefighter2012CPATInformation.pdf>.
6. **LICENSE:** A valid California Driver's License is required at the time of appointment. Once hired, Firefighters are required to obtain and maintain a California Class "B" or Firefighter's driver's license, in accordance with Fire Department Procedures, as a condition of employment.
7. Candidates must obtain a valid EMT certificate prior to appointment.

SELECTIVE CERTIFICATION

In accordance with Charter Section 1010 (b) and Civil Service Rule 5.31, selective certification may be used for some positions that require special skills and/or training. Only persons possessing one or more of the following at the time of filing may be considered for appointment to fill such positions.

1. Ability to speak and/or write a language other than English.
2. Possession of a valid National Registered Paramedic (NREMT-P) certification issued by the National Registry of Emergency Medical Technicians.
3. Possession of a valid State of California Paramedic License issued by the Emergency Medical Services Authority.

If you possess one or more of these special skills and/or training, indicate them in the appropriate box(es) on the application.

WHERE TO APPLY

City Job applications **WILL ONLY BE ACCEPTED ON-LINE**. When you are viewing the on-line job bulletin, simply scroll to the top of the page and select the "Apply" icon. On-line job bulletins are also available at <https://www.governmentjobs.com/careers/lacity> under "Jobs Open to All." City computers are available at the Personnel Department, local libraries, and worksite centers. Applicants who have problems with the on-line application or need assistance applying on-line, may visit the Personnel Department Building, 700 E. Temple Street, Room 150, Los Angeles, CA 90012, or call the Public Safety Division at (213) 473-9080.

AN EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER

For additional information and FAQs regarding the City's hiring process, please go to: <http://per.lacity.org/index.cfm?content=employmenttestingprocess>



APPLICATION DEADLINE

Applications will be accepted on-line only from **MONDAY, MARCH 5, 2018 THROUGH FRIDAY, JUNE 29, 2018.**

In accordance with Civil Service Rule 4.2, all applicants who apply may not be tested in this examination. To meet anticipated hiring needs, stratified random sampling of qualified applicants who passed the FCA will be invited to participate in the interview. Stratified random sampling may occur periodically and as needed, based on the City's hiring needs. Applications submitted during the filing period will be kept on file and will automatically be included for consideration during the stratified random sampling process under this job bulletin.

Candidates will be notified by e-mail of the specific date, time, and location of the interview. Interviews are anticipated to begin after the end of the application filing period.

SELECTION PROCESS

After meeting minimum qualifications, and in accordance with Rule 4.2 as stated above, candidates will be scheduled for the following:

Examination Weight: Interview 100%

The examination process consists of the following steps.

1. The **INTERVIEW** is a behavior-based review of a candidate's personal history. It is designed to evaluate initiative in learning, practical orientation, role adaptability, service orientation, oral communication skills, job motivation, teamwork, and respect for diversity. The minimum passing score is 70. This score will determine a candidate's rank on the eligible list, which is valid for one year from the date of the interview. This is an extremely competitive examination and a sufficient number of candidates with the highest scores will continue in the selection process.
2. Based on a candidate's ranking on the eligible list and the hiring needs of the Fire Department, candidates with the highest scores will be selected for a **BACKGROUND INVESTIGATION**. The background investigation will consist of a background appointment and field investigation. The background investigation is conducted to evaluate: interpersonal skills, sensitivity, and respect for others; decision-making and judgment; maturity and discipline; honesty, integrity, and personal ethics; setting and achieving goals; and a records check.
3. A **MEDICAL EXAMINATION** is conducted by a City physician to evaluate the candidate's medical fitness (vision, hearing, cardiovascular, respiratory, etc.) to perform the full range of Firefighter duties, with no conditions which would affect the candidate's ability to safely perform those duties.
4. A **PSYCHOLOGICAL EVALUATION** (including written tests, and possibly an interview by a City Psychologist) is conducted to evaluate the candidate's psychological fitness to safely perform the full range of Firefighter duties.

ADDITIONAL JOB INFORMATION

Candidate Advancement Program (CAP): Candidates selected in the stratified random sampling and who move forward in the selection process after the interview will be required to complete the CAP Fitness Assessment. The CAP Fitness Assessment results are advisory. Candidates will also be required to maintain the CAP Fitness Assessment Logbook throughout the field investigation. The CAP Fitness Assessment Logbook must be completed by the conclusion of the field investigation.

After the field investigation is conducted, a **REVIEW OF QUALIFICATIONS** will be completed by representatives from the Fire Department, which may include a department interview. This review may include the evaluation of the candidate's training, experience, personal qualifications, and findings of the background investigation as they prepared the candidate for the job of Firefighter. Based on hiring needs, those candidates with the strongest qualifications will receive a conditional job offer from the Fire Department and be scheduled for the medical and psychological evaluation. This is an extremely competitive examination and there are relatively few positions to be filled. Based on this, not all candidates reviewed will be selected for further processing.

PHYSICAL: Firefighting and medical rescue work is physically demanding. Candidates must be in excellent health and have no conditions which would restrict their ability to safely perform fire suppression and rescue work. Weight (body fat content) must be proportionate to height.

VISION: Uncorrected distance visual acuity of at least 20/100 in the poorer eye and 20/40 in the better eye, correctable to at least 20/40 in one eye and 20/20 in the other eye is required. Regarding refractive surgery, most persons who have had these procedures will be passed. However, some may be deferred for several months or disqualified based on an individualized assessment of the surgical outcome. Regarding color vision, candidates must be able to accurately and quickly name colors and be free of other visual impairments that would restrict their ability to perform Firefighter duties.

TOBACCO: Firefighters are required to refrain from all use of tobacco throughout their employment with the Los Angeles Fire Department.

DRUG & ALCOHOL SCREENING: A drug and alcohol screening test may be required at any time prior to appointment because Firefighter has been designated as a safety sensitive class.

NOTES:

1. As a covered entity under the Fair Employment and Housing Act and Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodations to ensure equal access to its programs, services, and activities. To request a disability accommodation, please complete the Disability Accommodation Form within 14 calendar days of the submittal of the City application on-line. The Disability Accommodation Form can be obtained at: http://per.lacity.org/exams/verify_disability.pdf.
2. This examination is based on a validation study, and as provided by Civil Service Commission Rule 4.20, the examination will not be subject to candidate inspection.
3. Names will be removed from the eligible list after one year unless the eligibility of candidates on the list is extended.
4. Applications are accepted subject to review to ensure that minimum qualifications are met. Candidates may be disqualified at any time if it is determined that they do not possess the minimum qualifications stated on this bulletin.

NOTICE:

If you receive and accept an offer of employment to a regular position with the City of Los Angeles, your employer benefit coverage (including health and dental coverage as well as life insurance) will commence approximately six weeks after your original regular appointment. Not all positions in the City receive benefit coverage; you should inquire regarding the availability of employee benefits prior to accepting a position.

THIS EXAMINATION IS TO BE GIVEN ONLY ON AN OPEN COMPETITIVE BASIS

The City of Los Angeles does not discriminate on the basis of race, religion, national origin, sex, age, marital status, sexual orientation, gender identity, gender expression, disability, creed, color, ancestry, medical condition (cancer), or Acquired Immune Deficiency Syndrome.

Class Code 2112 **01-19-18**