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MEETING DATE: AUG 5, 2014

BOARD OF FIRE COMMISSIONERS
FILE NO. BFC 14-078

Date: July 28, 2014

To: Board of Fire Commissioners

From: Office of the Independent Assessor

Subject: REVIEW OF THE RECRUITMENT, SELECTION AND HIRING PROCESS
FOR TRAINING ACADEMY CLASS 13-1

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 Withdrawn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	

Recommended Action:

1. REVIEW and APPROVE the Office of the Independent Assessor's (OIA) Review of the Recruitment, Selection and Hiring Process for Training Academy Class 13-1.

Discussion:

At the direction of the Board of Fire Commissioners (BOFC or Commission)) the Office of the Independent Assessor conducted this review of the Los Angeles Fire Department's (LAFD or Department) recruitment, selection and hiring process as it related to the class of recruits who began the Training Academy on January 27, 2014 (Class 13-1).

In this report, the OIA discusses the City's rules and regulations which pertain to the recruitment, selection and hiring of firefighters; the recruitment efforts of the Department relative to hiring Class 13-1; the 10-step selection and hiring process and the LAFD's role and responsibilities related to the process; the familial relationships of recruits to members of the

Department; and allegations of misconduct related to the process. Finally, the OIA made recommendations for the Commission's consideration for ensuring that future selection and hiring processes are fair, objective and impartial.

Although this was the first Academy class since June 2009, the Department never stopped recruiting and mentoring potential candidates. Beginning in August 2011, the Department reported publicly to the BOFC its belief that a new Academy class could begin by the end of 2012. From 2011-2013, the Department periodically updated the BOFC regarding the Department's recruitment efforts and plans for the selection, hiring and training of new recruits in anticipation of a future class.

On January 4, 2013, the Firefighter Job Bulletin was posted. The Personnel Department accepted on-line applications from 8:00a.m. January 15 – 11:59p.m. January 17, 2013. 13, 255 people applied. Candidates progressed through a 10-Step examination process by achieving a certain score on each portion of the exam. The 10-Step process included a written test, submission of certification for the Candidate Physical Abilities Test, an oral interview, a Personal History Form and Pre-Investigative Questionnaire, an Initial Panel Review, a field background investigation, a Final Panel Review, and a medical and psychological examination. Finally, before being hired, a candidate had to provide proof of Emergency Medical Technician certification.

70 people were selected and hired into Academy Class 13-1. According to the information provided by the Fire Department, of those 70 people, 21 (30%) had a relative active on the Fire Department during the selection and hiring process. While neither the City nor the Fire Department has a general anti-nepotism policy pertaining to family relations or other relationships between City employees and job candidates, several rules and regulations prohibited releasing confidential information or giving a candidate an advantage. Further, the Fire Department made some attempts to keep Department members related to candidates out of the rating process. However, despite the Fire Department's efforts to identify and disqualify would-be raters who were related to applicants, the Personnel Department, through their procedures, identified additional potential raters who were either related to or had a significant relationship with a candidate and prohibited those Department members from participating in the examination process.

Additionally, the Fire Department initiated personnel investigations into allegations of misconduct related to the selection and hiring process. This included allegations related to family members in the process, Department emails which were reported by the news media, and the alleged release of confidential information by raters. In order to safeguard the integrity of these investigations and the investigative process; this office did not speak with most of the subjects of the investigations. In the circumstances where this office did speak with the subject of an investigation, the issues related to the allegations of misconduct were not discussed. The OIA will conduct a full review of these cases once they have all been closed.

After examining the policies and laws governing the selection and hiring of candidates, the 10-Step examination process, and conducting a preliminary review of the allegations of misconduct, the OIA made recommendations for the Commission's consideration for

implementing additional precautions for avoiding future potential conflicts and maintaining a fair, objective and impartial process.

The OIA is appreciative of the cooperation received from the Fire and Personnel Departments during this review. Both departments were given a draft of this report and the OIA met with each department to discuss the report prior to final publication.

I am available to provide any additional information the Commission may require.

Respectfully submitted,



SUE STENGEL
Independent Assessor
Board of Fire Commissioners

Attachment

c: James Featherstone, Interim Fire Chief

LOS ANGELES BOARD OF FIRE COMMISSIONERS



REVIEW OF THE RECRUITMENT, SELECTION AND HIRING PROCESS FOR TRAINING ACADEMY CLASS 13-1



OFFICE OF THE INDEPENDENT ASSESSOR

SUE STENGEL
Independent Assessor

JULY 28, 2014

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I. INTRODUCTION

At their meeting on March 18, 2014, the Board of Fire Commissioners (BOFC) directed the Office of the Independent Assessor (OIA) to conduct a study of the Los Angeles Fire Department's (LAFD or Department) recruitment, selection and hiring process (process) as it related to the class of recruits who began the Training Academy (Academy or Drill Tower) on January 27, 2014 (Class 13-1).¹

Although this was the first Academy class since June 2009, the Department never stopped recruiting and mentoring potential candidates. Beginning in August 2011, the Department reported publicly to the BOFC its belief that a new Academy class could begin by the end of 2012. From 2011-2013, the Department periodically updated the BOFC regarding the Department's recruitment efforts and plans for the selection, hiring and training of new recruits in anticipation of a future class. The City's first budget appropriation for Class 13-1 was for fiscal year (FY) 2012/2013. Funding for two months of staffing at the end of the fiscal year for Academy preparations was included in the budget with the expectation that a class would start in FY 2013/2014. Ultimately, the City funded two academy classes, 70 recruits each, for FY 2013/2014.²

This report is a review of the Department's recruitment efforts and the selection and hiring process which resulted in Class 13-1. For this report, the OIA spoke with more than 25 individuals, reviewed hundreds of pages of documents and listened to recordings of past BOFC and City Council meetings. The OIA would like to express appreciation and thanks to the LAFD and Personnel Department for their assistance and cooperation during this review. However, due to the passage of time, transfers and retirements, some LAFD organizational knowledge has been lost, and due to the same factors, some documents were unable to be located. This report is a reflection of the documentation and information that was reviewed by the OIA.

Section II of this report discusses the City's rules and regulations which pertain to the recruitment, selection and hiring of firefighters. Section III addresses the recruitment efforts of the Department relative to hiring Class 13-1. Section IV details the 10-step selection and hiring process and the LAFD's role and responsibilities related to the process. The familial relationships of recruits to members of the Department are presented in Section V and allegations of misconduct related to the process are discussed in Section VI. Section VII is the OIA's recommendations for future selection and hiring processes and Section VIII is the conclusion.

The City recently contracted with RAND Corporation (RAND) to make recommendations for changing the recruitment, selection and hiring process for entry-level firefighters.³ In an effort to

¹ Class 13-1 graduated on June 12, 2014 and class members are now working at various fire stations throughout the City.

² The January 27, 2014 class was the first of the two. The second, anticipated for June 2014, was cancelled in the wake of the news reports and subsequent controversy over the January class, which led to the BOFC directing the OIA to conduct a study of the process.

³ According to the Scope of Work, RAND's project has three goals: 1) To recommend ways to improve the City's hiring policies and practices so that the City may identify the applicants most likely to be successful firefighters; 2) To ensure that the City provides an equal opportunity of being hired to all qualified applicants for firefighter positions; and 3) To suggest methods for improving the demographic diversity of new firefighter hires. In the first

avoid redundancies, this report seeks to bring transparency to the process that was used to recruit, select and hire Class 13-1 and to make recommendations for enhancing the efforts of the Department as it moves forward with future processes. Information and past events that are described in this review may demonstrate the need for changes to the hiring process; however, to avoid conflict with RAND's anticipated report, the OIA did not make recommendations for changes to the actual process, but rather limited its recommendations to the Department's responsibilities for executing the process.

Additionally, the Department has initiated personnel investigations into allegations of misconduct related to the selection and hiring process. In order to safeguard the integrity of the investigations and the investigative process; this office did not speak with most of the subjects of the investigations. In the circumstances where this office did speak with a subject of an investigation, the issues related to the allegations of misconduct were not discussed.

Both the Personnel Department and LAFD were given a draft of this report to review and the OIA met with each department to discuss the report prior to final publication.

II. LEGAL AUTHORITY FOR RECRUITMENT, SELECTION AND HIRING OF FIREFIGHTERS

Pursuant to the Charter of the City of Los Angeles (Charter), the Personnel Department has the power and duty to administer the City's civil service system.⁴ The Charter also states that "[a]pplicants shall be subject to review of experience and character and may be disqualified if it is determined specified requirements are not met."⁵ Examinations shall be practical, and shall relate to those matters that will fairly test the relative capacity of the persons examined to discharge the duties of the position to which they seek to be appointed and, when appropriate, shall include, or exclusively consist of, tests of physical qualifications, and manual skill."⁶

It is the role of the Board of Civil Service Commissioners (Board) to establish classes for all positions of employment and an appointment to any of these positions shall be made in accordance with the rules adopted by the Board.⁷ Civil service positions, such as that of Firefighter, must be filled by competitive examination.⁸ The Board of Civil Service Commissioners Rules (Civil Service Rules) define an Open Competitive Examination as "open

phase of the project, RAND will, among other things, review the City's hiring policies and practices to inform City leaders about their effectiveness, fairness, usefulness and applicability, and provide alternative courses of action to manage the large pool of applicants and to revise the process. Further, RAND will review existing communication, recruitment, and outreach strategies to determine if the current process meets standards of providing candidates an equal employment opportunity; define critical firefighter tasks and knowledge, skills, and ability; identify the most important and frequently performed firefighter tasks which will serve as a basis for identifying selection criteria that increase the accuracy, transparency objectivity, credibility, and fairness of the firefighter applicant selection system; review and analyze the job analysis results; and conduct an analysis for evidence of possible biases against minorities and women.

⁴ Los Angeles City Charter, Article V, Section 540.

⁵ Applicants for the position of Firefighter were not disqualified. If an applicant did not pass a section of the examination, he was "non-selected" from the process.

⁶ Los Angeles City Charter, Article X, Section 1005

⁷ Los Angeles City Charter, Article X, Section 1003.

⁸ Los Angeles City Charter, Article X, Section 1005.

to any person who meets the requirements as specified in these Rules and the examination announcement.”⁹ The Civil Service Rules also state, “[a]pplications will be evaluated and processed for examination in an equitable and consistent manner.”¹⁰

In addition to the Charter and the Civil Service Rules, the City Personnel Department and the LAFD entered into a Memorandum of Agreement (MOA) in 2008 which defined the responsibilities of the two departments “relative to the recruitment, selection and hiring of full-time Los Angeles Firefighters.”¹¹ The Introduction of the MOA states that pursuant to City Charter Section 1005 “authority and responsibility for selection of all civil service classifications rests with the Personnel Department. It is the responsibility of the Personnel Department to provide the LAFD with qualified candidates to hire into the Fire Department.”¹² Although the Personnel Department agreed that this is their responsibility, they reported their belief that the MOA did not apply to the process for hiring Class 13-1. The MOA was implemented at a time when the LAFD was continually hiring and both departments had more resources to devote to the process than in the current fiscal climate. However, the MOA was never amended or rescinded. The LAFD reported that even though some individuals believed the Department should adhere to the provisions of the MOA, deviations were allowed. Attachment “A” details the LAFD’s obligations pursuant to the MOA and specifies whether, according to the information gathered by this office, each obligation was fulfilled.

The above rules and regulations are the foundation upon which the recruitment, selection and hiring process was developed and executed.

III. RECRUITMENT

Deployment for Recruiting

Although the Department did not hire any new firefighters between June 2009 and January 2014, it still maintained a recruitment program. The Recruitment Unit was part of the Recruit Services Section (RSS) within the Training and Support Bureau (TSB). The budgeted positions for the Recruitment Unit from FY 2008/2009 to FY 2013/2014 included a Firefighter, a Captain I and a Clerk Typist. The Recruitment Unit was supplemented at various times based on need by additional personnel. Refer to Attachment “B” for details on the budgeted staff and the actual staff deployed to work in RSS.

Reports to the Board of Fire Commissioners

Beginning on August 16, 2011 until August 6, 2013, the Department provided verbal updates at seven BOFC meetings regarding recruitment and other matters related to the selection and hiring

⁹ Board of Civil Service Commissioners Rules Section 1.18(b)

¹⁰ Board of Civil Service Commission Rules Section 3.8.

¹¹ Memorandum of Agreement Between the Los Angeles Fire Department and the Los Angeles Personnel Department, effective November 21, 2008.

¹² Id.

process.¹³ Below are the salient points addressed by the Department during six of the seven meetings.¹⁴

August 16, 2011

- A five-point plan for recruitment was developed in conjunction with the Personnel Department which consisted of; 1) developing recruitment staff, 2) targeting college and military, 3) community recruitment, 4) media outreach and 5) candidate outreach.
- The Department had long term youth programs, cadet posts¹⁵ at various fire stations and high school F.I.R.E academies.¹⁶ The Department also spoke to students at high schools about becoming a firefighter.
- Hiring may begin in a year to a year-and-a-half. It takes about that long to prepare someone who never thought of becoming a firefighter to become a quality candidate for the LAFD.
- Two databases existed to track individuals interested in the LAFD; the Recruit Tracking System, maintained by the Fire Department, and joinlafd.org, maintained by the Personnel Department. The LAFD had the capability of communicating with the people in the databases. At the meeting, the Department indicated that 3,800 people were in the Recruit Tracking System and more than 13,000 expressed interest in joining the Department through joinlafd.org.¹⁷ A breakdown of those populations by race, gender and ethnicity was not available at the time of the report (August 16, 2011).
- When the Department stopped hiring in June 2009, the Department reduced the number of informational seminars and preparation programs and turned its attention to community outreach; concentrating on colleges, active military personnel and veterans, job fairs, employment agencies, work source sites, and career centers.
- The Department attended a number of events in the past, targeting underrepresented groups and continued this practice.¹⁸

¹³ The Department reported on some issues more than once. This report only notes each issue once.

¹⁴ The March 6, 2012 BOFC meeting agenda showed Item 4.A. as a “[V]erbal report on the *Recruiting and Retaining Diversity in the Fire Service Workshop* on February 2 and 3, 2012.” However, neither the audio recording nor the minutes of the meeting captured the Department’s report on this matter.

¹⁵ According to firecadet.org, “[t]he fire cadet program provides young men and women with an exciting opportunity to learn about firefighting and emergency medical services as future career choices. Cadets are young men and women ages 14 through 20 from all areas of the community that participate in fire department training activities, meetings, and as ride-alongs, once they are “ride-along” certified.”

¹⁶ The Department’s 2012-2013 *5 Point LAFD Recruitment Plan*, described the F.I.R.E. Academy program as “[t]he 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 instructed on basic truck company operations, as well as familiarization with truck tool [*sic*] and equipment. The F.I.R.E program is provided as a catalyst in the introduction to firefighting as a career option. The next step in the learning process is the Fire Cadet Program.”

¹⁷ The Department was unaware of the duplicates that may have existed in those databases.

¹⁸ The Department defined *underrepresented groups* as Women, African Americans, Asian/Pacific Islanders, and Latinos.

- The Department was holding preparation courses, including preparation for the Candidate Physical Abilities Test (CPAT) (which is discussed in detail in Section III, Step 4 below), but not as many as when the Department was hiring.¹⁹
- The Department anticipated receiving additional funding for recruitment and attendance at more events on the weekends and during non-business hours. Also, the Department worked with employee organizations -- Los Bomberos (Hispanic Firefighters), Stentorians (African American Firefighters) and Sirens (Women Firefighters²⁰) to enhance recruiting efforts.
- Two sworn members worked in the Recruitment Section, down from a high of six when the Department was hiring. Through “V hours,”²¹ the Department will, in the future, be able to attend and host events during non-business hours.
- There are no lateral transfer hires.

October 18, 2011

- The recruitment plan had five objectives:
 1. Ensure the people working on recruiting are properly trained for the task.
 2. Engage in recruit outreach utilizing targeted recruitment in communities (career fairs, college, military, community and faith-based activities, and outreach) and a robust mentoring program for candidates in the pipeline.
 3. Continue preparation programs.
 4. Continue the long-term youth development programs; Cadet Program, high school Fire Academies and speaking engagements at high schools.
 5. Conduct a cost-benefit analysis of each venue at which the Department recruits.
- The Recruit Academy was tentatively scheduled to begin in the summer of 2013. Therefore, the Department anticipated the hiring process to begin in the summer of 2012.
- The Recruitment Section was not fully funded to the level that existed before June 2009.

June 19, 2012

- The written exam was anticipated to be given in November or December of 2012.
- 17,000 interest cards had been submitted to the joinlafd website. The Department did not know the ethnicity or gender of those who submitted cards.
- The Department had 4,200 candidates logged into the Recruit Tracking System as a result of their face-to-face recruiting efforts during the past four years. 2,430 people were entered in the past two years. Of the 4,200, 11% were female, 7% Asian, 31% Hispanic, 17% African American and 33% Caucasian.
- 5,595 individuals possessed a valid CPAT in the state of California. Of the 5,595 people with CPAT certification, 5.1% were female, 3% African American, 14.4% Hispanic, 4.7% Asian and 75.1% Caucasian.

¹⁹ If a candidate passed the written examination, he was required to show proof of CPAT certification to advance in the selection process.

²⁰ The Sirens have since changed their name to Women in the Fire Service.

²¹ According to the City Administrative Officer’s office, Variable Staffing Overtime or “V hours” is paid to sworn members hired to teach training classes, attend training classes, work on special projects or reports, staff variable staffed Basic Life Support ambulances, staff Bicycle Medic Teams, perform Honor Guard activities, plan funerals, or staff recruitment events. Variable Staffing Overtime is also paid to sworn members hired to fill vacancies at fire stations created by a member being detailed to conduct or attend any of the above events.

- A decision had not been made as to when, after the written examination had been administered, candidates would be required to submit proof of CPAT certification.
- Two people (and a Battalion Chief working “V hours”) worked in the Recruitment Section; however, they recently trained 58 LAFD personnel to assist at recruiting events.
- The last two years, the Personnel Department received \$105,000.00 for recruiting, and although they asked for an additional \$275,000.00 it was denied by the City Council.

August 7, 2012

- For the last three years the Department has been continuously recruiting, focusing on a multitude of events and increasing the number of underrepresented groups in targeted areas.
- LAFD was working with its internal Personnel Department, Personnel Services Section, on data collection and trend analysis including the number of projected retirements in the next five years and analysis of past hiring practices.
- Last July the Personnel Department reached out to the 17,000 individuals who had expressed interest in joining the LAFD, asking them to resubmit an interest card. They received 6,794 responses. The belief was that those responses represented a more accurate picture of the number of people interested in becoming firefighters.
- The Department anticipated the Academy class would start in 2013 and graduate in February of 2014. The goal was to hire 70 people for the class with a projected attrition rate of 20-25%.
- The hiring list that will be established during the testing process will provide qualified candidates to fill five Academy classes over two years.
- During the public comment portion of the meeting, the President of United Firefighters of Los Angeles City recommended that the Department purchase more CPAT equipment and seek grant funding for training to facilitate increased CPAT practice time. The cost of the equipment was approximately \$20,000.

February 19, 2013

- The Department presented the number of job applications received (13,235²²) and the ethnic and gender breakdown of applicants (see Section IV, Step 3 for this information).
- The written test was held on March 2 and 3, 2013.
- Applicants received notice of the date and time they were scheduled to take the written exam. Once an applicant passed the written exam, CPAT proof was due.
- As of this date, (February 19, 2013) 8,740 people in the state had CPAT certification: 359 African Americans, 1,800 Hispanics, 400 Asians, 5,500 Caucasians, 56 Alaskans, and 138 Filipinos. 8,498 men and 242 women. The Department indicated that they still needed to work on this.
- The Department facilitated CPAT practice session approximately six times per month to assist recruits through the process and to the testing centers.

²² According to Personnel Department statistics, the actual number of applicants was 13,255.

- The Department was able to get the Orange and Oxnard locations to increase the number of testing dates.²³ The Department stated that only the location in Orange had been open continuously.
- LAFD worked with the CPAT testing locations to get LAFD candidates through the CPAT testing process.
- The Department discussed plans for the written examination, test preparation and oral interview preparation programs.
- LAFD reported that they were investigating becoming a certified CPAT center.
- There was discussion about the use of iPads and plans for a new physical fitness program to prevent injuries and workers compensation costs for the Academy class.
- The Department talked about the raters for the oral interviews and Initial and Final Panel Reviews.

August 6, 2013

- The Department presented the number of people who applied, number of people who took the written exam (9,616), and the number of people who passed the written exam (6,502).
- Beginning on April 22, 2013, candidates submitted proof of CPAT certification by facsimile, email and in person.
- 965 candidates submitted their CPAT within the first minute and those were the candidates who moved forward in the process.
- Civil service [oral] interviews began May 13 and concluded at the end of June. 619 candidates moved forward in the process.²⁴
- The Pre-Interview [Pre-Investigative] Questionnaire portion began on June 6 followed by Initial Panel Reviews [review of candidates' packets] which were done by Captains.
- LAPD investigators began from there.²⁵ These field investigations are continuing.
- Final Panel Reviews will begin at the end of August or first part of September. Captain IIs and Battalion Chiefs will do these.
- Recruit Services Section sponsored pre-application information seminars. Approximately 1,600 people attended.
- RSS also hosted preparatory classes. 1,553 people attended CPAT classes, 1,100 people attended written test preparation classes and 334 candidates attended oral interview preparation classes.
- The Academy class will begin January 27, 2014. Average attrition is 20-30%.
- The first two Academy classes will be back-to-back. The training cadre is new and developing at the same time. However the third class will begin in week 18 of the second class causing a two week overlap.
- The training facility cannot accommodate more than 70 recruits.

²³ This office confirmed the dates of the CPAT testing with the testing facilities. From January 2012 – March 2012 the facility in Orange facilitated two CPAT tests per month. From April 2012 – June 2012, they tested three times per month. From August 2012 – October 2012, they tested four times per month and then twice in November 2012 and three times in December 2012. In January 2013 they tested three times. In February 2013 they tested five times and in March they tested six times. They tested three times in April 2013 before the CPAT proof was required to advance in the selection process. The Oxnard location tested intermittently from January 2012 – January 2013.

²⁴ According to the most recent statistics from the Personnel Department, 620 people advanced in the process.

²⁵ The background investigators were civilians, formerly sworn officers retired from various law enforcement agencies (see Section IV, Step 8 below).

- The Department can reach its hiring goal by 2015 if Drill Tower 40 (the Department's second recruit training location) is funded in the next fiscal year's budget. If not, the goal will not be reached until closer to 2017.
- The Department is tracking vacancies and attrition to ascertain a predictable number of people to be hired.

Fiscal Year 2012/2013 Recruitment Plan

The Department created another, updated, Five-Point LAFD Recruitment Plan (Plan) for fiscal year 2012/2013. The Plan emphasized increasing the diversity of the Department and recognized the challenges associated with attracting women to a firefighting career. The Plan's five points were: 1) Fire Recruitment Staff Development 2) Recruitment Outreach 3) Preparation Programs 4) Data Collection/Event Analysis 5) LAFD Development [Youth] Programs.²⁶ Further, the Plan included overall recruitment goals and objectives, plans for training recruitment unit personnel, the number of recruitment events (such as career fairs) LAFD would attend, plans for mentoring candidates, test preparation programs, and outreach to the Department's Youth Development Programs. The Plan included a proposed organizational chart and identified the cost required for implementation.

An internal budget request was prepared to fund the Plan. The Department reported that the request was included in the Fire Chief's budget request to the Mayor; however, the funding did not appear in the Mayor's proposed budget. The Fire and Personnel Departments appealed to the City Council during budget deliberations, asking for \$279,000 to fund firefighter recruitment outreach and advertising, but the additional funding was not adopted in the City's final budget for fiscal year 2012/2013.²⁷ Despite that, the Department continued to recruit and host informational seminars and preparatory programs.

Recruitment Activities January 2011- September 2013

Department records indicated that between January 2011 and September 2013, the Recruitment Unit attended or hosted 169 events including community job fairs, recruitment events, visitations at high schools and colleges, military events and examination preparation seminars.

Between August 2012 and January 2013, the Department held the following Information and Orientation Seminars:

- Two Information and Orientation Seminars targeting women were held in September 2012 and January 2013 (before applications were accepted). 126 people attended.
- Two Information and Orientation Seminars targeting African Americans were held, October 2012 and January 2013 (before applications were accepted). 192 people attended.
- Two Information and Orientation Seminars targeting Asian/Pacific Islanders were held, September 2012 and January 2013 (before applications were accepted). 104 people attended.
- Two Information and Orientation Seminars targeting Latinos were held, October 2012 and January 2013 (before applications were accepted). 223 people attended.

²⁶ Similar plans were created in previous years. Refer to the Department's verbal report to the BOFC, dated August 16, 2011.

²⁷ This matter was heard by the Budget and Finance Committee on April 30, 2012. The Budget and Finance Committee recommended to the full Council that the \$279,000 be deleted from the Personnel Department's budget. On May 21, 2012, the full Council adopted the Budget and Finance Committee's recommendation.

- General Information and Orientation Seminars were held August 2012 – September 2013. 1,189 people attended.

IV. SELECTION AND HIRING

Attachment “C” explains the 10 step Firefighter Selection Process. Each step is detailed below.

STEP 1: Preliminary Background Application (PBA) (January 15-17, 2013)

On January 4, 2013, the Firefighter Examination Bulletin (Attachment “D”) was posted by the Personnel Department on the City website. According to conversations with people in the Personnel Department, although they consulted with the LAFD, they have the ultimate authority over the content of the bulletin as part of their responsibilities under the Charter.

Among other things, the bulletin stated that “[A]pplications will be accepted on-line only **STARTING AT 8:00 A.M. on TUESDAY, JANUARY 15, 2013 UNTIL THURSDAY, JANUARY 17, 2013, AT 11:59 P.M.**”

Applications were accepted on-line only (by the Personnel Department) during the dates and times listed above. The Personnel Department received 13,255 applications.²⁸

STEP 2: Minimum Qualifications

The information requested on the PBA represented the minimum qualifications²⁹ for an entry-level firefighter. Individuals who did not meet those qualifications were notified by the Personnel Department that they were not eligible for the position. 115 applicants did not meet the minimum qualifications.³⁰

TABLE 1: Firefighter Job Applications

Race/Ethnicity	Number	Percentage
African American	1,963	15%
Hispanic	4,168	31%
Asian	868	7%
Caucasian	5,642	43%
Other	614	5%
Total	13,255	100%
Female	669	5%

²⁸ Statistics were provided by the Personnel Department and are valid as of December 30, 2013.

²⁹ The minimum qualifications are explained in Attachment “C”, the Firefighter Selection Process.

³⁰ The Personnel Department did not have a race/ethnicity/gender breakdown for those who did not meet the minimum qualifications. Those who did not meet the minimum qualifications were not counted in the final number of applicants, 13,255.

STEP 3: Written Examination (March 2-3, 2013)³¹

The Personnel Department created and administered the written examination. The test was offered on March 2 and 3, 2013.

Validation study

In July 2010, a validation study was conducted by Friedland & Associates, Inc. As a result, the Firefighter Job Analysis Update 2010 was completed for the purpose of developing a job-related employee selection process for the entry level job of firefighter.³² The 2008 MOA required the Personnel Department to “[c]onduct an updated Firefighter validation study and develop tests for Firefighter based on job-related criteria.”³³ Members from various ranks of LAFD participated in the study. This served as the basis from which the written examination was created.

Exam contents and preparation courses

The written test consisted of 100 multiple choice questions: 40 questions related to reading comprehension, 40 math questions (such as addition, subtraction, multiplication, division, ratios and the use and conversion of decimals, fractions and percentages) and 20 mechanical aptitude questions (such as determining, by looking at a diagram, whether a pulley or gear is moving clockwise or counterclockwise). Candidates had two-and-a-half hours to complete the test.³⁴

There were 15, four-hour preparation seminars conducted by the Fire Department between January 22 and February 23, 2013 on Tuesday evenings (5:00p.m. - 9:00pm.) and Saturdays (either 8:00a.m. - 12:00p.m. or 1:00p.m. - 5:00p.m.). Seminars were held at Deaton Hall at First and Main Streets and Frank Hotchkins Memorial Training Center at 1700 Stadium Way. Applicants were notified of the seminars through flyers and email. Courses were open to all applicants. A PowerPoint presentation was designed jointly by the Personnel Department and the Fire Department. Additionally, an evaluation form was distributed to obtain feedback from participants. The Department reported that 1,137 individuals participated in the seminars; 1,031 men and 106 women.

Testing

The written test was given at the Los Angeles Convention Center.³⁵ Of the 13,255 people who submitted an application, 9,616³⁶ people took the exam at one of four sessions; morning and afternoon sessions on March 2 and 3, 2013. The Personnel Department’s computer system randomly assigned candidates the date and time of their session. The exam was the same at each session. Applicants received a pass or fail grade. Applicants had to answer 70% of the questions correctly to receive a passing grade. 6,502 people passed and were eligible to proceed to the next step of the process.

³¹ The Board of Civil Service Commissioners defines a written test as one “composed of multiple choice or essay questions or problems. (Board of Civil Service Commissioners Rules Section 1.37(d))

³² According to the validation study, a job analysis was performed in 1994, followed by a criterion-related validity study in 1996. The 2010 report was undertaken to review and update the earlier job analysis.

³³ 2008 MOA, p.7.

³⁴ This information was obtained from the test preparation PowerPoint presentation.

³⁵ According to the MOA, the Personnel Department shall “[A]dminister the entry-level Firefighter written test at various locations (including pocket tests).”

³⁶ Data was not collected regarding the reasons applicants did not take the written exam.

TABLE 2: Written Exam

Race/Ethnicity	Number Scheduled		Number Tested		Number Passed	
African American	1,963	15%	1,180	12%	389	6%
Hispanic	4,168	31%	3,254	34%	1,909	29%
Asian	868	7%	669	7%	522	8%
Caucasian	5,642	43%	4,102	43%	3,350	52%
Other	614	5%	411	4%	332	5%
Total	13,255	100%	9,616	100%	6,502	100%
Female	669	5%	459	5%	267	4%

STEP 4: Candidate Physical Abilities Test (CPAT)³⁷ (Beginning April 22, 2013)**Notification to candidates of written examination results and CPAT submission procedures**

The Personnel Department sent an email to all candidates on Thursday, April 11, 2013, instructing them to watch for a future email regarding the results of the written exam. On Wednesday, April 17, 2013, applicants were notified by the Personnel Department via U.S. mail whether they passed or failed the written exam. The letter to those who passed contained instructions for submitting CPAT certification.³⁸ Additionally, the Personnel Department sent an email at 9:13a.m. on Friday, April 19, 2013 informing applicants that they had passed the written exam. Applicants were further advised “[Y]our next step is to provide proof of your current passing score on the Candidate Physical Ability Test (CPAT) in order for us to schedule you for an interview.” The email also stated, “PROOF OF CPAT WILL BE PROCESSED IN THE ORDER THAT IT IS RECEIVED.”³⁹ YOU MAY SUBMIT YOUR CPAT PROOF BEGINNING MONDAY, APRIL 22, 2013 AT 8:00 A.M., PACIFIC STANDARD TIME...⁴⁰

At 8:00a.m. April 22, 2013, the Personnel Department began receiving CPAT certification submissions. CPAT certifications were received via email, facsimile and in person. By 8:01a.m., 965 CPAT certifications had been received. By 11:59p.m., 2,929 CPAT certifications had been submitted.⁴¹

Applicants selected to participate in oral interviews

The budget anticipated 70 recruits would be hired for the January 2014 Academy class. The Personnel Department determined that based on historical attrition rates in the testing process, a minimum of 600 candidates had to advance to the oral interview portion of the testing process in

³⁷ The Board of Civil Service Commissioners defines a physical abilities test as “a test used to measure the capacity of a candidate to do the physical tasks of the class involving strength, stamina, and/or coordination.” (Board of Civil Service Commissioners Rule 1.37(b))

³⁸ The Personnel Department reported this to the BOFC on May 6, 2014 during open session.

³⁹ The job bulletin released on January 4, 2013 stated, “Only those candidates who pass the written test will be invited to submit proof of a passing score on the CPAT; such proof will be processed in the order it is received.”

⁴⁰ It was not until April 17, 2013 that candidates learned of the date the CPAT proof would be due. This office was informed anecdotally that due to the cost of the CPAT certification, some candidates waited until they received the results to obtain certification. However, since candidates were only given from April 17 to April 22, 2013 to provide proof of CPAT it was too late for those who waited.

⁴¹ The Personnel Department continued to receive CPAT certifications until June 12, 2013. By that time, 770 additional CPAT certifications were received for a total of 3,699.

order to produce a class of 70 by the end of the testing process.⁴² According to the Personnel Department, in the days following the initial submission of CPAT certifications, they identified duplicates and determined the actual number of submissions. Focused on the need for a minimum of 600 candidates, the Personnel Department determined that those individuals whose CPAT certifications were received between 8:00a.m. and 8:01a.m. advanced to the oral interview. This decision was made approximately two weeks later and was driven by the fact that 965 CPAT certifications were received in that first minute; more than satisfying the need for a minimum of 600.⁴³

Of the 965 who turned in proof of CPAT within the first minute, the methods used were as follows:

- 949 Emails
- 7 Walk-Ins
- 9 Facsimile

Duplicates

- Of the 949 Emails received within the first minute, 87 also walked in with proof, and 17 also sent proof by facsimile.
- Of the 7 Walk-Ins received within the first minute, none used another submission method.
- Of the 9 faxed submissions, 4 also walked in with proof.

Of those who were hired for Class 13-1 (this is a subset of those who submitted proof of CPAT certification within the first minute), they submitted proof as follows:

- 68 Emails
- 1 Walk-In⁴⁴

Duplicates

- Of the 68 Emails received within the first minute, 7 also walked in with proof.
- The one person who walked in with proof did not use any other method.

TABLE 3: CPAT Certification Submissions

Race/Ethnicity/Gender	CPAT Certification Submissions	
African American	45	5%
Hispanic	251	26%
Asian	63	6.5%
Caucasian	574	59%
Other	32	3.3%
Total	965	100%
Female	21	2.2%

⁴² The Personnel Department reported this to the BOFC on May 6, 2014 during open session.

⁴³ Id.

⁴⁴ The 70th person was someone who had started, but did not complete a previous Academy class and was asked to return to Class 13-1.

CPAT

The CPAT is a timed pass/fail test that consists of eight separate events:

- | | |
|-------------------------------|----------------------------|
| 1. Stair Climb | 5. Forcible Entry |
| 2. Hose Drag | 6. Search |
| 3. Equipment | 7. Rescue |
| 4. Ladder Raise and Extension | 8. Ceiling Breach and Pull |

During the CPAT, candidates must progress along a predetermined path from one event to the next in a continuous manner. Participants wear a 50-pound vest to simulate the weight of self-contained breathing apparatus (SCBA) and firefighter protective clothing. An additional 25 pounds, using two 12.5-pound weights that simulate a high-rise pack (hose bundle), is added to the participant's shoulders for the stair climb event. Candidates have 10 minutes and 20 seconds to complete all eight tasks.⁴⁵

In California, CPAT certification is administered by the California Firefighters Joint Apprenticeship Committee (CFFJAC). The test is not administered by the City of Los Angeles and neither the Fire Department nor the City is affiliated with the testing centers. There are two testing sites in Southern California; in the cities of Orange and Camarillo.⁴⁶ Each site charges \$150.00 to take the test and \$25.00 for each practice session (two practice sessions are recommended before taking the test).⁴⁷

The joinlafd.org website provided candidates with information about locations where the CPAT was administered. Candidates from out of state were directed to the CPAT National Testing Network or the International Association of Firefighters for testing locations.⁴⁸

CPAT practice sessions

Although the LAFD held CPAT practice sessions on a limited basis during the years the Department was not hiring, practice sessions increased beginning in July 2012 in anticipation of a recruit class at the end of 2013 or the beginning of 2014 (see the information presented to the BOFC).

In June 2012, a cadre of 61 LAFD members (45 men and 16 women) was trained and certified to conduct CPAT practice sessions (7 members per session). Between July 2012 and April 2013, LAFD hosted free practice sessions on Tuesdays, Thursdays and the first and third Saturday of the month. Practice sessions were held on Saturdays 8:00a.m. – 4:00p.m. (eight sessions),

⁴⁵ <http://www.joinlafd.org/cpat.html>. Retrieved April 24, 2014.

⁴⁶ There are also testing sites in Northern California and other locations across the country.

⁴⁷ The California Fire Foundation makes grants available to pay CPAT fees for those who can demonstrate financial hardship. LAFD made grant applications available to candidates who attended any CPAT practice session, orientation seminar or recruitment event.

⁴⁸ <http://www.joinlafd.org/cpat.html>. Retrieved April 24, 2014.

Tuesdays 9:00a.m. – 2:00p.m. (six sessions) and Thursdays 3:00p.m. – 7:00p.m. (seven sessions).⁴⁹

The Department reported that CPAT practice sessions were continuously advertised by the LAFD using joinlafd.org, Google Calendar, LAFD Social Media (Facebook & Twitter), flyers distributed at recruitment events, while canvassing on college campuses, and at recruitment seminars.

[This section intentionally left blank.]

⁴⁹ The LAFD continued to hold regular practice sessions through October 2013.

The chart below provides information regarding the number, gender, race/ethnicity of practice session participants.

TABLE 4: LAFD CPAT Practice Session Attendees July 2012 – April 2013

Race/Ethnicity/ Gender	July 2012	Aug 2012	Sept 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013⁵⁰	Total
Males											
African American	18	24	11	14	27	13	20	27	17	5	176
Hispanic	24	59	54	70	21	13	46	59	46	14	406
Asian	8	13	13	19	9	2	8	13	11	3	99
Caucasian	13	37	13	39	16	13	13	19	17	5	185
American Indian	0	0	0	0	0	0	0	0	0	1	1
Other	0	0	1	6	0	1	1	6	0	2	17
Filipino	0	0	3	2	2	1	9	4	2	1	24
Total	63	133	95	150	75	43	97	128	93	31	908
Females											
African American	4	4	2	3	1	3	1	9	8	5	40
Hispanic	2	4	14	14	4	3	13	24	8	5	91
Asian	4	2	1	0	0	0	0	4	2	1	14
Caucasian	7	4	2	25	9	8	12	13	21	5	106
American Indian	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	2	2	0	1	1	0	0	6
Filipino	0	0	0	1	1	0	0	0	0	0	2
Total	17	14	19	45	17	14	27	51	39	16	259
All	80	147	114	195	92	57	124	179	132	47	1,167

Additionally, the joinlafd.org website had a CPAT Test Preparation Guide, a Fitness Guide and a Nutrition Guide.

The Personnel Department provided this office with the following CPAT certification statistics gathered from the CFFJAC.

⁵⁰ This number does not differentiate between the number of people who attended before the April 22, 2013 CPAT submission deadline and those who attended after that deadline.

TABLE 5: CFFJAC CPAT Certifications January 2012 – January 2013

Race/Ethnicity/Gender	Number	Percentage
Males		
African American	359	4.1%
Hispanic	1,810	20.7%
Asian	400	4.6%
Caucasian	5,522	63.2%
American Indian/Alaskan	56	0.6%
Filipino	138	1.6%
Undefined	455	5.2%
Total	8,498	100%
Males	8,498	97.2%
Females	242	2.8%
Total	8,740	100%

According to LAFD, the CFFJAC issued 10,356 certification cards between July 2012 and July 2013.⁵¹

STEP 5: Oral Interviews (May 13 - June 25, 2013)⁵²

The information regarding the Firefighter Selection Process (Attachment “C”) described the oral interview as a behavior-based review of a candidate’s personal history designed to evaluate initiative in learning, practical orientation, role adaptability, service orientation, oral communication skills, job motivation, teamwork and respect for diversity.

965 people were eligible for the interview. 918 participated.

This was the only portion of the testing process for which candidates received a numeric score, rather than a score of pass or fail. The minimum passing score was 70, however only candidates who scored 95 or above advanced to the next stage of the process. 620 candidates moved on to Step 6.

Oral interview preparation seminars

LAFD and the Personnel Department created a PowerPoint presentation to prepare candidates for the oral interview. Preparation seminars were given by LAFD members on Tuesdays (5:00p.m. – 9:00p.m.) and Saturdays (8:00a.m.– 12:00p.m.and 12:00p.m.– 4:00p.m.) in May and June 2013. The Personnel Department notified candidates of the preparation seminars by email.⁵³ Information about the seminars was also included in the letter to candidates who passed the written exam. 15 seminars were held. The PowerPoint presentation was also available on the joinlafd website and was presented at the seminars. Further, an evaluation form was

⁵¹ CPAT certification is valid for one year. The Department did not provide statistics for April 22, 2012 – April 22, 2013 nor did they provide statistics from out of state certifications.

⁵² Here, and in other portions of the testing process where multiple dates are listed, testing did not necessarily occur on every day during that time period.

⁵³ The Personnel Department reported that any information provided to candidates via email was also posted on the joinlafd website.

distributed at the end of the course to obtain feedback from participants. Additionally, a handout entitled “LAFD Behavior-Based Interview Preparation Guide” was available.

According to LAFD, 334 applicants participated in these programs; 323 males and 11 females.

An Information Notice entitled Mentoring Efforts for Firefighter Candidates (Notice) was posted on the LAFD’s “Portal”⁵⁴ on May 8, 2013. The Notice included the dates of the seminars and, among other things, stated:

“[t]o provide clarity and transparency to the selection process, the LAFD is bound by state law to comply with California Proposition 209 which states, ‘Government institutions shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment.’

In an effort to ensure that all candidates receive any information pertinent to the interview process, an oral preparation program will be offered by the Recruitment Unit by invite only. Applicants will be offered a spot in an oral interview preparation seminar based on their position in the process. [...]

Due to the large number of applicants and budgetary constraints the Recruitment Unit will not provide mock interviews to prepare candidates for the oral interview.

If any LAFD fire stations would like to assist candidates in their preparation for the interviews please use the attached PDF when answering any questions.⁵⁵ This PDF will provide accurate and consistent information between all fire stations and members.”

Interview Boards

Oral Interview Boards (Board) consisted of an LAFD Captain and an Interview Specialist from the Personnel Department. Each candidate had an in-person, face-to-face interview with a Board. Fire Department Training and Support Bureau members developed criteria for determining LAFD Captains eligible to be interviewers. The criteria were:

- Time commitment
- Experience (time and rank)
- Current Assignment
- Gender/Ethnic diversity
- Demonstrated practice of Department Core Values⁵⁶
- Credibility
- [No] Open/Active investigations with the Professional Standards Division

⁵⁴ LAFD’s Portal is the Department’s intranet where resources and Department-wide communications are posted and available to all LAFD employees.

⁵⁵ The attached PDF was the above-mentioned PowerPoint presentation.

⁵⁶ The Fire Department’s Core Values are: Service, Professionalism, Integrity, Respect, Innovation and Trust.

- Skill set – training, human resources, etc.
- “NO” family or close personal friends in the process

A list of Captains who met the established criteria was compiled. Internal Department memos related to the selection of Captains for Boards (and higher ranking personnel for the Final Panel Reviews) indicated that potential Board participants would not be selected as a rater if a family member or close personal friend was an applicant. According to the Department, individuals with family or close personal friends in the process were disqualified from being on Boards.⁵⁷ The Department reported that the Fire Chief⁵⁸ made the final selection of the 28 interviewers.

The Race/Ethnicity/Gender of the 28 LAFD Captains who interviewed firefighter candidates was as follows:

- Males – 22
- Females – 6
- African American - 8
- Hispanic - 8
- Asian - 2
- Caucasian - 9
- Filipino – 1

Training for interviewers

Interviewers attended a training program presented by the Personnel Department regarding how to properly conduct “structured” interviews.⁵⁹ An outline of the training revealed that interviewers were told about the civil service rules, Charter sections and other requirements for keeping interviews and other information confidential. Additionally, interviewers were told to excuse themselves from the interview if they knew the candidate or a member of the candidate’s family. Further, they were not to provide mock interviews to candidates.

An outline for briefing Board participants required facilitators read the following information verbatim to participants:

1. *This interview process is confidential and all materials with which you will be provided such as rating sheets, candidates’ applications, topic guides, and grading criteria are confidential. The performance and scores of candidates are also confidential and must not be discussed with anyone.*
2. *If you are related to or have a significant relationship with anyone who is taking this examination, you must report this to me [the person from the Personnel*

⁵⁷ The Department does not have documentation of these disqualifications.

⁵⁸ The individual who was Fire Chief during the selection and hiring process retired from the City in February 2014.

⁵⁹ The United States Office of Personnel Management defines a structured interview as, “an assessment method designed to measure job-related competencies of candidates by systematically inquiring about their behavior in past experiences and/or their proposed behavior in hypothetical situations. Generally speaking, structured interviews ensure candidates have equal opportunities to provide information and are assessed accurately and consistently.” (<http://www.opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/>. Retrieved May 30, 2014).

Department conducting the briefing]. *Failure to inform me of any such relationship could result in the disqualification of the candidate and discipline for City raters.*

3. *Do you know any of the candidates? [The schedule is shown to the raters.] (Any discussion takes place between the rater and the staff).*
4. *When, you as a rater, have prior knowledge of the candidate, and believe that you might not be able to make a fair and impartial judgment you should disqualify yourself. You should leave the interview room before the candidate comes in without discussing the reasons with the other board members. Notify me and I will make the necessary arrangements to secure an alternate rater. Do not re-enter the room until you have been notified that grading has been completed by the remaining board members. Do not discuss the candidate's score or in anyway influence the remaining board members' assessment of the candidate.*

If you recognize a candidate when he/she enters the room, disqualify yourself if you feel you cannot make a fair and impartial judgment. If you disqualify yourself, you should tell the candidate you cannot evaluate him/her and leave the room without discussing the reason and have the receptionist contact me. Have the candidate return to the receptionist and ask to speak with me. Arrangements will be made to bring in an alternate rater for the candidate.

Further, the Personnel Department required all interviewers to sign an Interview Rater Agreement (Agreement). By signing the Agreement, interviewers acknowledged that they understood, among other things, that they:

- were charged with security of examination materials and maintenance of strict confidentiality regarding the civil service selection process;
- were bound to report any incidents wherein individuals contacted them seeking information which provided any candidate with a special advantage in the examination or tried to obtain information regarding a candidate's performance or to influence the results;
- were required to report if any persons to whom they were related, or with whom they had significant relations have taken the exam;
- should disqualify themselves from evaluating a candidate whom they assisted in preparing for the exam or similar exam in the last two years;
- will not participate in coaching, test preparation or orientation programs designed to provide information about or prepare candidates for the exam process.

Interviews

Interviews lasted approximately 30 minutes. Each member of the Board was provided a rating sheet for scoring candidates. A rating sheet was completed by each Board member for each candidate. Candidates were assessed on the following factors:

1. Initiative in learning
2. Practical orientation (such as how the candidate analyzed an emergency situation in order to help those in need)
3. Role adaptability
4. Service orientation

5. Oral communication skill
6. Job motivation
7. Teamwork
8. Respect for diversity

Each factor was defined for the interviewers and a list of questions was given to the interviewers (for each factor) to be asked of candidates. Interviewers were at liberty to decide which questions would be asked of each candidate for each factor. These were behavior-based questions. The questions were open-ended, requiring more than a yes or no answer. Candidates were asked to provide examples from life experiences to answer the questions. Candidates were assessed for each factor as; unfavorable, minimal favorable, favorable, and very favorable. Each of these was explained on the rating sheet and a numeric score (a range such as 90-100) was attached to the assessment for each factor; however these points are not added to form a final score. Rather, an overall assessment was done by each interviewer and the candidate was given a tentative grade. After each interviewer gave a tentative grade, the interviewers discussed each candidate and gave a consensus final score. Raters were required to write comments on the rating sheets to justify their scores.

Interviews were recorded. The OIA requested a copy of the recordings however the Personnel Department advised that they were no longer available.

The chart below shows the statistics related to the candidates who participated in the oral interview.

TABLE 6: Candidate Statistics - Oral Interview

Race/Ethnicity/Gender	Scheduled		Tested		Passed⁶⁰		Scored 95 and above	
African American	45	5%	42	5%	42	5%	33	5%
Hispanic	251	26%	243	26%	243	27%	155	25%
Asian	63	7%	62	7%	61	7%	47	8%
Caucasian	574	59%	543	59%	542	59%	377	61%
Other	32	3%	28	3%	28	3%	8	1%
Total	965	100%	918	100%	916	100%	620	100%
Female	21	2%	21	2%	21	2%	19	3%

STEP 6: Background Investigation (June 6-18, 2013)

This portion of the testing process required candidates to go to the Personnel Department to complete a Pre-Investigative Questionnaire (PIQ).⁶¹ Prior to the appointment, candidates completed a Personal History Form (PHF) which they brought to this appointment. These forms inquired about the background of a candidate and required proof of certain documents, such as a driver's license, automobile insurance, and educational background. 606 people completed this Step.

⁶⁰ 70 or higher was a passing score.

⁶¹ The Firefighter Selection Process information sheet (Attachment "C") referred to this portion of the examination as "Background Investigation."

TABLE 7: Candidates Who Completed the PIQ and PHF

Race/Ethnicity/Gender	Number	Percentage
African American	32	5%
Hispanic	146	24%
Asian	37	6%
Caucasian	375	62%
Other	16	3%
Total	606	100%
Females	19	3%

STEP 7: Initial Panel Review of Qualifications (June 17 - August 13, 2013)

A panel consisting of two LAFD Captains⁶² reviewed and rated each candidate's PBA, oral interview rating sheets, PHF, PIQ and additional background information provided during the background investigation appointment. As with the captains who participated in the oral interviews, internal Department memos revealed an intent to disqualify those with family or close friends in the process. Raters were also required to sign an agreement identical to the agreement signed by the interviewers, and were required to attend training presented by the Personnel Department. At the training, the Personnel Department disqualified potential raters who were related to or had a significant relationship with an applicant. The Personnel Department reported that two Fire Department members indicated they met this standard and were not allowed to participate. Also at the training, rules of confidentiality were explained.

The Race/Ethnicity/Gender of the 40 LAFD captains who conducted the initial panel reviews were as follows:

- Males – 37
- Females – 3
- African American - 14
- Hispanic - 9
- Asian - 3
- Caucasian – 13
- Other - 1

Similar to the interviews, each panel reviewer/rater received a rating sheet. Candidates were assessed in the following areas in accordance with the established background standards:

- Interpersonal Skills/Sensitivity/Respect for Others
- Decision Making/Judgment
- Maturity/Discipline
- Honesty/Integrity/Personal Ethics
- Setting/Achieving Goals
- Record Checks

⁶² According to the 2008 MOA, the raters for the Initial Panel Review of Qualifications were to be one Captain and one representative from the Personnel Department for each application. However, due to a lack of resources, the Personnel Department did not provide raters for the Initial and Final Panel reviews. They did perform a quality assurance function for a percentage of the cases.

Each of the factors above was defined and raters received a list of criteria to be used for analyzing a candidate for each factor. Candidates received a rating from each rater: “Outstanding (O),” “Good (G),” “Satisfactory (S)” or “Unsatisfactory (U).” Each of these was also defined. As with the interviews, reviewers independently rated candidates and then together discussed each candidate to arrive at a final score. Candidates who received a rating of Outstanding from both raters advanced to the next step in the process. Candidates who were rated as Outstanding/Good, Good/Good or Good/Satisfactory, were selected to remain in the process. Others were sent letters indicating they had not been selected to advance through the process.

Of the 606 candidates who were rated, 228 were selected to advance to Step 8. A total of 452 remained in the process.

TABLE 8: Candidates Who Participated in the Initial Panel Review of Qualifications

Initial Panel Review Ratings	African American		Hispanic		Asian/Filipino		Caucasian		Am Indian		Undisclosed		Total		Female	
O/O	8	3.5%	49	21.5%	16	7.0%	147	64.5%	1	0.4%	7.1	3.1%	228	100%	3	1.3%
O/G	1	1.7%	20	34.5%	3	5.2%	31	53.4%	2	3.4%	1	1.7%	58	100%	0	0.0%
G/G	6	4.4%	29	21.3%	10	7.4%	88	64.7%	1	0.7%	2	1.5%	136	100%	5	3.7%
G/S	4	13.3%	6	20.0%	2	6.7%	18	60.0%	0	0.0%	0	0.0%	30	100%	4	13.3%
G/U	0	0.0%	0	0.0%	0	0.0%	1	100%	0	0.0%	0	0.0%	1	100%	0	0.0%
S/S	6	9.4%	14	21.9%	2	3.1%	40	62.5%	2	3.1%	0	0.0%	64	100%	5	7.8%
S/U	1	5.9%	7	41.2%	0	0.0%	8	47.1%	1	5.9%	0	0.0%	17	100%	1	5.9%
U/U	6	8.3%	21	29.2%	4	5.6%	40	55.6%	0	0.0%	1	1.4%	72	100%	1	1.4%
Total	32	5.3%	146	24.1%	37	6.1%	373	61.6%	7	1.2%	11	1.8%	606	100%	19	3.1%

Step 8: Field Investigation (June 24 – October 31, 2013)

This was a background investigation conducted by an investigator employed by the Personnel Department. All the background investigators were retired law enforcement officers.

TABLE 9: Demographics of Background Investigators

Ethnicity	F	M	Total	%
African American	1	1	2	10%
Hispanic	1	4	5	25%
Asian	0	1	1	5%
Caucasian	2	10	12	60%
Total	4	16	20	100%
Gender %	20%	80%	100%	

The following areas were evaluated:

- Interpersonal Skills/Sensitivity/Respect for Others
- Decision Making/Judgment

- Maturity/Discipline
- Honesty/Integrity/Personal Ethics
- Setting/Achieving Goals
- Record Checks

Candidates were not rated during this step in the process. Every candidate who chose to advance to the Final Panel Review was able to. Field investigations took up to 180 days to complete. The hiring process was done on a first-in, first-out basis. Candidates moved forward in the process as their background investigations were completed.

Step 9: Final Panel Review for Tentative Job Offer (September 24 – November 5, 2013)

A panel consisting of two LAFD members, either captains or battalion chiefs⁶³ reviewed and rated each candidate to determine if he or she would receive a conditional job offer. Raters were required to sign the same agreement as the interviewers and the Initial Panel Review raters and they were required to attend training presented by the Personnel Department. At the training, rules of confidentiality were explained. Despite the Fire Department's efforts to prevent individuals with family or friends in the process from being raters, one individual was disqualified by the Personnel Department for being related to or having a significant relationship with a candidate.

Raters reviewed the entire background package of each candidate, including the findings of the Background Investigator. Final Panel reviewers were also given the rating sheets from the Initial Panel Review so they could consider the previous analyses and ratings.

Ratings for the Final Panel Review were the same as for the Initial Panel Review and those candidates who received an "Outstanding" rating from both raters received a Conditional Job Offer (CJO).

221 candidates were rated. 196 passed, but only 158 received a CJO.

TABLE 10: Candidates Who Participated in the Final Panel Review for CJO

Race/Ethnicity/Gender	Panel Review		CJO		Select		Non-Select	
African American	7	3%	6	4%	6	3%	1	4%
Hispanic	52	24%	37	23%	48	24%	4	16%
Asian	17	8%	16	10%	17	9%	0	0%
Caucasian	135	61%	94	59%	116	59%	19	76%
Other	10	5%	5	3%	9	5%	1	4%
Total	221	100%	158	100%	196	100%	25	100%
Female	3	1%	3	2%	3	2%	0	0%

People who did not get selected were sent a letter informing them of this.

⁶³ According to the 2008 MOA, the raters for the Final Panel Reviews were to be a representative from the Fire Department and one from the Personnel Department. However, like with the Initial Panel Reviews, the Personnel Department lacked the resources to participate.

29 LAFD members, captains and battalion chiefs, conducted the Final Panel Review. The statistics of those individuals were as follows:

- Males – 25
- Females – 4
- African American - 8
- Hispanic - 7
- Asian - 4
- Caucasian – 10

Initial and Final Panel Reviews were recorded. The OIA requested a copy of the recordings; however, the Personnel Department advised that they were no longer available.

Step 10: Medical and Psychological Examinations (October 23 – December 9, 2013)

Medical exams were conducted by a City physician to determine whether the candidate was medically qualified to perform the full range of firefighter duties. Also, a psychological evaluation which consisted of a written exam (and, in some cases, included a clinical interview) was conducted by a City psychologist.

153 candidates had a medical examination and 126 passed. 116 had a psychological examination and 107 passed. Candidates who successfully completed these examinations were appointed in accordance with their date of completion.

TABLE 11: Candidates Who Completed the Medical Examination

Race/Ethnicity/Gender	No. Examined		Pass		Fail		Defer⁶⁴ 15-30-45 Days	
African American	6	4%	5	83%	0	0%	1	16%
Hispanic	37	24%	30	81%	2	5%	5	13.5%
Asian	17	11%	12	70%	2	11%	3	18%
Caucasian	92	60%	78	84%	6	6%	7	8%
Other	1	1%	1	1%	0	0%	0	0%
Total	153	100%	126	82%	11	6.5%	16	8%
Female	3	2%	2	66%	0	0%	1	33%

⁶⁴ Examples of causes for deferrals are: 1) City doctors requested and were waiting for information from a candidate's personal physician regarding a particular medical issue; 2) a candidate was required to wait for a particular condition to heal; or 3) a candidate did not meet the weight requirement, but would try again in the future.

TABLE 12: Candidates Who Completed the Psychological Examination

Race/Ethnicity/Gender	No. Examined		Pass		Fail		Defer⁶⁵	
African American	6	5%	4	66%	0	0%	2	33%
Hispanic	28	24%	27	96%	0	0%	1	3.5%
Asian	13	11%	12	92%	1	7.6%	0	0%
Caucasian	68	59%	62	91%	5	7.3%	1	1.4%
Other	1	1%	1	1%	0	0%	0	0%
Total	116	100%	106	92%	6	5%	4	0%
Female	3	3%	3	100%	0	0%	0	0%

EMERGENCY MEDICAL TECHNICIAN (EMT) CERTIFICATION

All candidates were required to show proof of a valid EMT certificate prior to being hired. The City does not offer or sponsor this program. Candidates bear the burden of this cost. The joinlafd.org website provided a link to many programs offered in Southern California. This office contacted 25 programs in Los Angeles County and received a response from 11. The cost of these programs ranged from \$250.00⁶⁶ to \$3,200.00.

JANUARY 27, 2014 ACADEMY CLASS, 13-1

On December 4, 2013, the Personnel Department provided the certification list to the Fire

Department.⁶⁷ The list consisted of 48 candidates who passed all portions of the test. The Personnel Department supplemented the certification list on December 16, 2013 for a total of 77 candidates. According to the Personnel Department, they did not supplement the list after this because LAFD determined that there were a sufficient number of candidates from which to hire.

According to the LAFD, the list provided by the Personnel Department ranked the candidates in the following order:⁶⁸

⁶⁵ Similar to medical deferrals, a candidate may have been deferred during the psychological exam because a psychologist needed more information.

⁶⁶ There was only one program that cost \$250.00. The next lowest cost was more than \$500.00.

⁶⁷ Section 1010 of the City Administrative Code states, “[t]he general manager of the Personnel Department shall certify to the appointing authority the names and addresses of those eligibles having the three highest whole scores on the register for the class to which the positions belong. The appointing authority shall fill the positions from the names certified by the general manager within 60 days from the date of certification.” The three highest whole scores refers to the Personnel Department Policy 9.1 which states that each test score in an examination shall be computed to three decimal places and “rounded off” to two decimal places. Further the Administrative Code states, “the general manager of the Personnel Department shall certify at least five names and addresses more than the number of positions to be filled.” The Board of Civil Service Commissioners defines “Eligible” as a person whose name is on an eligible list as the result of qualifying by examination (Board of Civil Service Commissioners Rules Section 1.16). The eligible list means “the list of names of those persons who have qualified by examination and who are ranked in the order of their final general averages. Persons with the same final general average will have the same rank on the list.” (Board of Civil Service Commissioners Rules Section 1.28)

⁶⁸ According to the LAFD, neither the Fire Department nor the Personnel Department knows the origin of this ranking system, but it has been a long standing practice.

1. Final General Average score (this was the score received for the oral interview)
2. Date of test completion
3. Oral interview date
4. Written test date
5. Application date

If candidates had the same test completion date, the oral interview date would be used as the tie-breaker, and so on, to identify 67 recruits (three of the class members were injured in previous Academy classes and were permitted to rejoin the Department in the January 2014 class, for a total of 70 recruits) and five alternates for the class.

70 people were selected to begin the Academy class.

TABLE 13: January 27, 2014 Academy Class

Race/Ethnicity/Gender	Number	Percentage
African American	4	5.7%
Hispanic	21	30%
Asian/Filipino	7	10%
Caucasian	38	54.3%
Total	70	100%
Female	1	1.4%

NOTE: 58 recruits graduated from the Academy on June 12, 2014. The graduation class statistics are reflected in Table 14.

TABLE 14: 13-1 Graduating Class

Race/Ethnicity/Gender	Number	Percentage
African American	3	5%
Hispanic	14	24%
Asian/Filipino	7	12%
Caucasian	34	59%
Total	58	100%
Female	0	0%

V. FAMILY MEMBERS

According to the information provided by the Fire Department, of the 70 people hired⁶⁹ for the January 2014 Academy class, 21 (30%) had⁷⁰ a relative active on the Fire Department during the selection and hiring process.⁷¹ Of the 21, the Department could not identify four of the relatives on the Department. Six recruits had relatives on other fire departments or who had retired from other departments in Southern California.

⁶⁹ This does not account for any attrition from the Academy that occurred.

⁷⁰ The father of one of the recruits was on the Department during the selection and hiring process, but has since retired.

⁷¹ Some recruits had more than one relative on the Department.

- 11 recruits had a father on the Department
- 3 recruits had an uncle on the Department
- 1 recruit had a brother on the Department
- 1 recruit had a brother-in-law on the Department
- 2 recruits had an unidentified uncle
- 4 recruits had an unidentified cousin⁷²
- 2 recruits had a relative on the Department who retired before the process began
- 2 recruits had an unknown relative on the Department who retired before the process began

Of the recruits with a relative on the Department, only one did not graduate.

While neither the City nor the Fire Department has a general anti-nepotism policy pertaining to family relations or other relationships between City employees and job candidates, several rules and regulations prohibited releasing confidential information or giving a candidate an advantage.

The City Charter states it is a misdemeanor to “defeat, deceive or obstruct any person in respect to his or her right of examination; to corruptly or falsely mark, grade, estimate, or report upon the examination of proper standing of any person examined under the civil service provision, or aid in so doing; or to willfully or corruptly furnish to any person any special or secret information for the purpose of either improving or injuring the prospects of any person for employment or promotion.”⁷³

Further, the City’s Governmental Ethics Ordinance, Municipal Code Section 49.5.5, Misuse of City Position or Resources states, “City officials, agency employees, appointees awaiting confirmation by the City Council, and candidates for elected City office shall not misuse or attempt to misuse their positions or prospective positions to create or attempt to create a private advantage or disadvantage financial or otherwise, for any person.”

Additionally, Municipal Code Section 49.5.3, Confidential Information states “[a] current or former City official or agency employee shall not misuse or disclose confidential information acquired as a result of city service.”

Also, the 2008 MOA between the Personnel and Fire Departments had a provision which stated, “although it is recognized that LAFD members in general are approached by potential Firefighter candidates who inquire about the position of Firefighter, LAFD representatives participating in the Firefighter selection process, including the validation study, civil service interview process, or panel review, may not (1) be involved in organized recruitment and/or mentorship efforts of Firefighter candidates; and/or (2) be related to, or have a significant relationship with a Firefighter candidate currently in the selection process whereby an unfair advantage can be gained by said candidate.”⁷⁴

⁷² The Department did not endeavor to identify a 3rd-cousin related to a recruit nor did they seek to identify other relatives deemed “distant.”

⁷³ Los Angeles City Charter Section 1019(c)(2).

⁷⁴ 2008 MOA, Pages 6-7.

Despite the rules and regulations, two chief officers assigned to the Training and Support Bureau had a relative in the process. One chief officer was related to an applicant who was chosen for the Academy, the other was related to an applicant who was not chosen for the Academy. Among other duties, TSB, is responsible for executing the Fire Department's responsibilities related to recruitment, selection, hiring and training of recruits. A third chief officer, who was related to a recruit in the Academy, began working in TSB the day before the Academy class started. All three chief officers were later transferred.

The LAFD, to its credit, took several steps to try to prevent bias in the process. First, Department memos and representations to this office evidenced an effort by the Department to prevent any member with family in the selection and hiring process from becoming a rater (see the discussion related to the Oral Interview Boards and the Initial and Final Panel Reviews). The Department is to be commended for this. However, only the Personnel Department had a formal procedure (the Agreements mentioned above which raters were required to sign) for ensuring that family and friends of applicants were not raters and that confidentiality was maintained. Accountability and Transparency would be better served if the Department documented its efforts to foster an unbiased process.

Second, the Department reported that personnel assigned to the Academy to train the new class of recruits were required to sign an Anti-Nepotism Protocol (Protocol). Each person was required to read the Protocol, review the class roster and acknowledge family members or close friends in the Academy class.⁷⁵ This office also commends the Department on this effort and recommends that this Protocol be applicable to all employees involved in the selection, hiring and training of new recruits. The current protocol should be evaluated to determine if the defined familial relationships are broad enough to prevent conflicts of interest. Further, this office recommends that the protocol be enhanced by including a general "catch-all" provision which requires a member to acknowledge that he, for whatever reason, may not be able to perform his duties objectively. Finally, any protocol or procedure should clearly state which Department employees are required to report relationships with applicants, the type of relationship about which an employee has to report, to whom the report must be made and when.

Third, in a letter to all Chief Officers dated March 4, 2014, the Fire Chief stated that all "Chief Officers assigned to RSS and/or Chief Officers who are in the direct chain of command of RSS, who have friends or relatives in the Recruit Training Academy or the recruit hiring process would be assigned to other duties." The OIA agrees with this decision, and in accordance with the recommendation above, it should become Department policy. Accordingly, the Department should develop a policy and/or procedure for transferring employees who may be working in a position that could cause a conflict of interest because of a relationship with an applicant for employment with the Department.

VI. INVESTIGATIONS OF ALLEGED MISCONDUCT

The Department initiated personnel investigations into allegations of misconduct related to the selection and hiring process. This included allegations related to family members in the process,

⁷⁵ The Department provided this office with a copy of all but one of the signed agreements.

Department emails which were reported by the news media⁷⁶ and the alleged release of confidential information by raters. In order to safeguard the integrity of these investigations and the investigative process; this office did not speak with most of the subjects of the investigations. In the circumstances where this office did speak with the subject of an investigation, the issues related to the allegations of misconduct were not discussed. The OIA will conduct a review of these cases once they have all been closed. However, after a preliminary review of the allegations and regardless of the disposition of the particular investigations, this office recommends additional precautions be implemented in an attempt to avoid similar situations or future conflicts.

Two of the pending investigations involved the alleged release of confidential information. After conducting a preliminary inquiry, the Personnel Department removed two Department members from their position as raters after they had reportedly been contacted by members inquiring about individual candidates.

Policies and rules exist which prohibit candidates from contacting raters or attempting to gain an unfair advantage. The Personnel Department has a policy which subjects candidates to disqualification if they contact or attempt to contact any rater in an examination regarding their score.⁷⁷ Additionally, the Civil Service Rules contain a provision stating, “[a]ny applicant or eligible candidate may be rejected or disqualified at any time prior to appointment who: “Practices or has attempted to practice any deception or fraud in making application or in securing eligibility or appointment. [...]”⁷⁸ Personnel Department policies also prohibit a candidate from engaging in fraud to gain an advantage in the examination.⁷⁹

Other rules and procedures are designed to address the conduct of the raters, such as the agreement they sign acknowledging the confidentiality of the process and their obligation to report contact by individuals seeking information about the exam.

The Ethics Ordinance prohibits a City employee from attempting to gain a private advantage for an individual. However, the Fire Department does not have its own policy in this regard putting members on notice and allowing the Department to hold employees accountable for inappropriately involving themselves in the process. The Fire Department took a step toward addressing this issue when it posted a Notice on June 5, 2013 stating,

“The Los Angeles Fire Department (LAFD) is currently conducting Firefighter Entrance Exams for a Fire Academy to begin in January 2014. Many of our

⁷⁶ On March 20, 2014, the Los Angeles Times reported about emails sent by a Department employee to other employees which, among other things, mentioned examination preparation for “**LAFD cadets and family members of the LAFD only!**” Further the emails stated, “All, Please inform all of the candidates that passed the firefighter entrance [written] exam, that the first 500 people that gets [*sic*] the requested information back to personnel office will be scheduled for an interview. This means at 8:00 Monday morning they have to send it electronically to the personnel office. **They expect to have the 500-person quota filled by 8:02 am.** Yes, that is correct! Within 2 mins they WILL have 500 people. Don’t delay, they have to be ready to go. No exceptions!!!!!!”

⁷⁷ Personnel Department Policy Section 1.12.

⁷⁸ Board of Civil Service Commissioner Rules Section 3.5(c).

⁷⁹ Personnel Department Policies Section 1.10(b).

LAFD members may have family and/or mentored perspective [*sic*] candidates and have a personal interest in their success.

Therefore, it is critical to maintain a fair and impartial testing criterion throughout the entire process. The Firefighter Entrance Exam is being conducted by selected LAFD Officers that have been trained by the Personnel Department to maintain confidentiality.

All members shall refrain from making contact with a Firefighter Entrance Exam Cadre Officer regarding the outcome of an interview or inquiring about the interview process [...]"

Although this notice was not posted until after the process and the oral interviews began, this was a positive step by the Department. The OIA recommends the Department implement a policy prohibiting members from contacting raters about candidates. This will make all members of the Department accountable for ensuring the integrity of the process.

Finally, the MOA recognized that Department members mentor individuals interested in applying to become firefighters. The internal emails reported by the Los Angeles Times are evidence of at least one member's desire to provide assistance to a group of people who want to work for the LAFD. Additionally, this office was informed that employee organizations, such as, the Stentorians and the Women in the Fire Service mentor people who are interested in applying for the job. It is worth noting that Personnel Department policies state, "[t]he Board of Civil Service Commissioners looks with disfavor upon organized coaching by departments for the purpose of assisting a portion of the candidate group to pass a specific examination. Such coaching or training is looked upon with disfavor inasmuch as it may give a selected group of potential candidates an unfair advantage in the examination or possibly give such an appearance."⁸⁰ The policies continue "[t]he Board [of Civil Service Commissioners] recognizes the difficulty in making specific examination training available to all interested candidates. However, in the interest of fairness, departments conducting such training shall make the training available including, as needed, making tape recordings of training and copies of handouts available to all interested candidates."⁸¹

Recognizing the enthusiasm members have for recruiting and assisting those whom they believe to be qualified candidates, this office recommends the Department develop a Notice or Bulletin reminding Department personnel of the laws, rules and regulations which govern unbiased selection and hiring processes and the appropriate preparation programs which can be facilitated by Department personnel.

⁸⁰ Personnel Department Policies Section 4.1.

⁸¹ *Id.*

VII. SUMMARY OF RECOMMENDATIONS

The Office of the Independent Assessor makes the following recommendations:

1. The current Anti-Nepotism Protocol (Protocol) should be applicable to all employees involved in the selection, hiring and training of new recruits. Additionally, it should be evaluated to determine if the defined familial relationships are broad enough to prevent conflicts of interest. Further, this office recommends that the protocol be enhanced by including a general “catch-all” provision which requires a member to acknowledge that he, for whatever reason, may not be able to perform his duties objectively. Finally, any protocol or procedure should clearly state which Department employees are required to report relationships with applicants, the type of relationship about which an employee has to report, to whom the report must be made and when.
2. For employees who are in positions where a conflict could arise, the Department should create a policy/procedure for transferring those employees.
3. The Department should implement a policy prohibiting members from contacting raters about individual candidates.
4. The Department should develop a Notice or Bulletin specifying the proper methods and venues for mentoring candidates and potential candidates, reminding Department personnel of the laws, rules and regulations which govern the unbiased selection and hiring process, and the appropriate preparation programs which can be facilitated by Department personnel.
5. The MOA was written at a time when the City was continually testing and hiring firefighters. The Fire and Personnel Departments had more resources than they had during the most recent process. As a result, some of the provisions of the MOA were not implemented or are outdated. The OIA recommends that the MOA be updated to reflect current expectations, resources and practices.

VIII. CONCLUSION

Although the Department stopped hiring new firefighters in June 2009, the Department (in conjunction with the Personnel Department) continued its recruiting and mentoring efforts, albeit on a smaller scale. When the Department learned hiring would resume in 2013, additional funds were requested for recruitment, but never allocated. Nevertheless, the Department participated in numerous events and evidence showed that LAFD probably succeeded in increasing the number of CPAT testing days available to potential candidates.

During the selection and hiring process, the Department participated in accordance with its obligations under the 2008 MOA even going above and beyond when the Personnel Department did not have the resources to share in the responsibilities, such as the panel reviews. Additionally, the Department implemented measures in an attempt to preserve the integrity of the process. Despite those measures, Fire Department members were identified and disqualified by the Personnel Department because of relationships with candidates. Also, allegations of preferential treatment for family members, as well as allegations of bias and impropriety tainted

the process. The recommendations made by this office are intended to enhance the past efforts of the Department and to assist in ensuring the process is fair, objective and impartial. Finally, the OIA urges the Fire Department to implement the recommendations in this report as soon as possible so that they will be applicable to all future examinations for entry level firefighters.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
	GENERAL				
1.	Deploy, staff and supervise a section of personnel dedicated to the recruitment and mentoring of Firefighters.	X			Please see Attachment “B” for a detailed description of staff assignments in the Recruitment Unit for fiscal years 2008/2009 through 2013/2014.
2.	Provide personnel of an appropriate rank to assess Firefighter candidates in the civil service testing process.	X			The Department provided Captains, Battalion Chiefs and Assistant Chiefs as required by the Selection Section of the MOA.
3.	Maintain statistical and historical data related to Firefighter attrition and make that information available to the Personnel Department upon request.		X		This office was provided with a list of anticipated staffing vacancies in the Emergency Services Bureau (field) based on personnel enrolled in the Deferred Option Retirement Plan for FY 2013/2014 – 2017/2018.
4.	Provide accurate information regarding LAFD’s projected hiring needs subject to budget constraints, with updates on a quarterly basis, for use by the Personnel Department in determining appropriate resource availability and allocation.			X	See above.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
5.	Notify Personnel Department of scheduled LAFD family orientation dates as soon as determined.	X			Although the LAFD notified the Personnel Department of the orientation date, this section was contemplated for a time when the Department was doing continual hiring.
	RECRUITMENT				
6.	Deploy and maintain a section of employees dedicated to the recruitment and mentoring of Firefighters. Make every reasonable attempt to staff and maintain a full-time “Recruitment Section.”	X			See No. 1 above.
7.	Implement the strategies as directed by the Personnel Department, developed in consultation with LAFD, to recruit candidates through a variety of means. Recruitment shall take place at a variety of locations including colleges, community centers, military bases, and other venues that may be viable in the recruitment of Firefighters.	X			LAFD reported to the BOFC regarding their recruitment efforts. See Section III of the report. Further, the LAFD provided this office with a list of all recruitment events attended between May 2012 and October 2012, including colleges, community centers, military outreach and more. Additionally, the Fire and Personnel Departments met regularly to discuss recruitment.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
8.	Mentor candidates as they progress through the selection process by answering any questions they may have about the testing process and discussing training programs and/or seminars offered by the LAFD.	X			LAFD reported that they did this to the extent their staffing levels allowed.
9.	Provide periodic question and answer seminars and oral interview seminars open to Firefighter candidates.	X			The Department hosted orientation seminars and preparation courses for the written test and oral interviews.
10.	Provide recruitment materials to LAFD stations and community groups for distribution to the general public.	X			The Department reported that they did this. The list of recruitment events included days spent at Fire Stations.
11.	Mentor high school students to pursue a career with the LAFD, subject to the availability of volunteer mentors.	X			Recruitment Unit personnel visited the Department’s youth academies. The Department also reported to the BOFC that personnel spoke at high schools.
12.	Administer physical preparatory program open to Firefighter candidates.	X			The LAFD created a cadre of trainers and held preparatory classes for the CPAT.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
13.	Assist the Personnel Department as needed to develop advertising and recruitment strategies, methods, and materials.	X			According to the Department, this occurred at the Recruit Coordinating Committee meetings.
14.	Seek opportunities for pro bono advertising, in coordination with the Personnel Department.				The Department indicated that they may have tried to coordinate efforts along with the Los Angeles Police Department.
15.	Organize LAFD-sponsored recruitment events.	X			The Department held 16 Information and Orientation Seminars from August 2012 – January 2013.
	SELECTION				
16.	Provide the Personnel Department with uniformed personnel as required for an updated Firefighter validation study, contingent upon public safety and available funding, with the understanding that this contingency may delay completion of the validation study.	X			In July 2010, Friedland & Associates, Inc. prepared the Firefighter Job Analysis Update 2010 for the LAFD. LAFD personnel participated in this study.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
17.	Schedule, coordinate and provide uniformed officers to participate in the civil service interview process for Firefighter.	X			The Department provided the OIA with a list of 28 Captains who participated in the candidate interview process.
18.	Designate a point of contact within the LAFD for the use of Personnel Department staff when scheduled sworn personnel do not report or must be replaced for any reason.	X			The Department reported that a Captain served in this capacity.
19.	In cooperation with Personnel Department staff, assist in the administration of the written test for entry-level Firefighters for small groups at colleges, military bases, and job fairs (i.e. Pocket tests).		X		Pocket tests were not offered for the January 2014 Academy class.
20.	The Initial Candidate Review Panel (“Initial Panel”) shall consist of one sworn Fire Department representative and one Personnel Department Representative.	X			The Initial Candidate Review Panels consisted of two sworn Fire Department representatives and no representatives from the Personnel Department.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
21.	Schedule, coordinate and provide a sufficient number of sworn personnel (no fewer than three, unless mutually agreed upon by both departments), at the level of Captain to serve on the Initial Panel to review and evaluate candidates for Firefighter in a timely manner.	X			A list of 42 Captains was provided to the OIA.
22.	In the event of a rating discrepancy at the Initial Panel, provide an assigned Battalion Chief to resolve it in the manner set forth in the MOA.	X			The Department reported that two Battalion Chiefs were available for this.
23.	The Final Candidate Panel (“Final Panel”) shall consist of two sworn Fire Department Representatives and one Personnel Department representative.	X			The Final Candidate Review Panels consisted of two sworn Fire Department representatives and no representatives from the Personnel Department.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
24.	Provide sufficient number of sworn personnel at the levels of Captain and Battalion Chief (no fewer than three at each level, for a minimum total of six unless mutually agreed upon by both departments), to serve on the Final Panel to review and evaluate candidates for Firefighter in a timely manner.	X			The Department provided the OIA with a list of 20 Battalion Chiefs and 10 Captain II who participated in the Final Panel Reviews.
25.	In the event of a rating discrepancy at the Final Panel, provide an assigned Assistant Chief to resolve it in the manner set forth in the MOA.	X			The Department reported that an Assistant Chief was designated for this purpose.
26.	If a candidate receives ratings in either the Initial or Final Panel that are more than one rating category apart, all panel members will meet and discuss their ratings to ensure a thorough evaluation and full consideration of the candidate’s qualifications.	X			The Department reported that this was done.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
27.	Meet with the Personnel Department at regular intervals (at least semi-annually) to evaluate the efficiency of the Initial and Final Panel Review rating system.	X			The LAFD and Personnel Department met regularly during the selection and hiring process, however, this provision was designed for a continual hiring process.
28.	Fire Department will participate in the training of the Panel members.	X			The Department participated in the trainings.
29.	Provide one LAFD representative to serve on the Initial Panel and two different people to serve on the Final Panel for the same candidate.	X			The Department provided the OIA with a list of LAFD representatives who served on the Initial and Final Panels. Different people served on each panel.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
30.	Although it is recognized that LAFD members in general are approached by potential Firefighter candidates who inquire about the position of firefighter, LAFD representatives participating in the Firefighter selection process, including the validation study, civil service interview process, or panel review, may not (1) be involved in organized recruitment and/or mentorship efforts of Firefighter candidates; and/or (2) be related to, or have a significant relationship with, a Firefighter candidate currently in the selection process whereby an unfair advantage can be gained by said candidate.			X	At the time this report was written, personnel investigations were pending.

Attachment "A"

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
	BACKGROUND INVESTIGATIONS				
31.	<p>Deploy a Background Liaison officer (BLO) whose duties are to:</p> <ul style="list-style-type: none"> • Assist the Personnel Department's Background Investigator by contacting candidates who are not responding to telephone calls or electronic messages from the Background Investigator. • Review list of non-compliant candidates provided by the Personnel Department. • Assist the Background Investigator by contacting candidates who are not providing required documents or otherwise failing to comply with the background investigation process. 	X			<p>The Department reported that a Background Liaison Officer was available beginning May 2013. In coordination with others in the Recruitment Unit, these functions were completed.</p>

Attachment “A”

	<ul style="list-style-type: none"> • Contact the Personnel Department’s Background Manager if the BLO has questions regarding the status of a candidate’s background investigation. • Depending on available funding and staff, conduct orientation sessions with candidates to discuss the Firefighter testing process, including the background investigation. • Establish a liaison with the Recruitment and Selection Division regarding candidate status in the testing process. 				
32.	Deploy Mentors to contact candidates to encourage them to comply with Background Investigators’ requests, subject to availability of mentors.	X			The Department reported that the Recruitment Unit did this.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
33.	Brief the Fire Chief, or his designee, providing an analysis of open and completed Firefighter cases, related to the length of time cases are in the background process based on statistics provided by the Personnel Department.			X	The Fire Chief at the time of the selection process has since retired from the Department.
34.	Maintain liaison with the Personnel Department and all LAFD entities involved in the training, testing and selection of Firefighters.	X			The Department reports that regular meetings with the Personnel Department were held regarding these issues.
	COMMUNICATION – The LAFD shall provide to the Personnel Department on a monthly basis:				
35.	A calendar of scheduled recruitment events, with updates as necessary.	X			The Department indicated that this was discussed at the regularly scheduled meetings between the Personnel Department and the Fire Department.

Attachment “A”

	LAFD RESPONSIBILITIES	COMPLETED BY LAFD	NOT COMPLETED BY LAFD	UNABLE TO DETERMINE IF COMPLETED BY LAFD	COMMENTS
36.	Recruitment data for each event to determine cost effectiveness of each event i.e., Event Request Forms and After Action reports (two days after scheduled events) to determine the viability of each event.	X			The Department reported that it completed the required forms for each event.
37.	A calendar of scheduled LAFD sponsored events including media appearances, community events and station activities, for the purpose of providing sufficient advanced notice to maximize recruitment opportunities at such events.	X			

Attachment “B”

Recruitment Unit Staffing Budget FY 2008/2009 through FY 2013/2014

Fiscal Year	Firefighter	Captain I	Clerk Typist
2008-2009	1	1	
2009-2010		1	1
2010-2011	1	1	
2011-2012	1	1	
2012-2013	1	1	
2013-2014	1	1	

Actual Staffing – Recruit Services Section and Recruitment Unit 2009 - 2014¹

DATES	Staff	Recruit Academy Schedule
February 2009 – February 2010	One Fire Captain I and One Firefighter III	The last Academy class before 2014 was in June 2009.
February 2010 – April 2012	One Fire Captain I and Two Firefighter III	Funding for the January 2014 Academy class was in final approved City budget for FY 2013/2014.
February 2012	Deputy Chief assigned to Training and Support Bureau	
April 2012 – May 2012	One Battalion Chief working Variable Staffing Overtime hours in Recruit Services Section, One Fire Captain I and Two Firefighter III	The application/testing process for January 2014 Academy class began in January 2013. At that time it was anticipated that the list of people certified to be hired would exist for at least two years of classes.
May 2012 – October 2012	One Battalion Chief working V hours in Recruit Services Section and Two Firefighter III	Preparation for CPAT testing was increased in August 2012.
October 2012 – January 2013	One Battalion Chief working in Recruit Services Section and Two Firefighter III	Applications for the Academy were received in January 2013 and the testing process continued for the remainder of the year.
January 2013 – February 2013	One Battalion Chief working in Recruit Services Section, One Fire Captain I and Two Firefighter III	
February 2013 – May 2013	One Battalion Chief working in Recruit Services Section, One Fire Captain I and Two Firefighter III	
May 2013 – November 2013	Assistant Chief (as needed), One Battalion Chief working in Recruit Services Section, One Fire Captain II, Two Fire Captain I and Two Firefighter III	
November 2013 – February 2014	One Battalion Chief working in Recruit Services Section, Captain I, two Captain II, two Firefighter III	Class 13-1 began the Academy on January 27, 2014.
February 2014 – present	One Battalion Chief, Two Captain II, one Captain I, two firefighter III	

¹ This includes personnel who were “assigned” and those who were “detailed.” “Detailed” or “Special Detail” is defined in the Department’s Rules and Regulations as “[a] special assignment for Departmental service.” (Definitions)

FIREFIGHTER SELECTION PROCESS

STEP 1: Preliminary Background Application

All candidates must complete a Preliminary Background Application (PBA) as part of the application process. After completing the PBA, you will receive instantaneous information on issues you should resolve before beginning the selection process and you will be told if you have a realistic chance of success in some of the common areas of the background investigation portion of the selection process. If you decide to continue the application process, you will be instructed to fill out additional application information on-line.

STEP 2: Minimum Requirements

If you decide to continue the application process, you must meet the following minimum requirements:

- Completion of the on-line Preliminary Background Application
- Be at least 18 years old of age at the time of application
- U.S. high school diploma or equivalent, G.E.D., or CHSPE certificate
- Valid California Driver's License is required at the time of appointment

STEP 3: Written Test (Multiple Choice)

The Written test measures: A) reading comprehension and B) mathematics, such as addition, subtraction, multiplication, division, ratios, squares, square roots, and the use and conversion of decimals, fractions, and percentages. After 1 year from the candidate's written test date, an unsuccessful candidate may re-apply to re-take this test by submitting a new PBA and on-line application (a new user ID and password must be created).

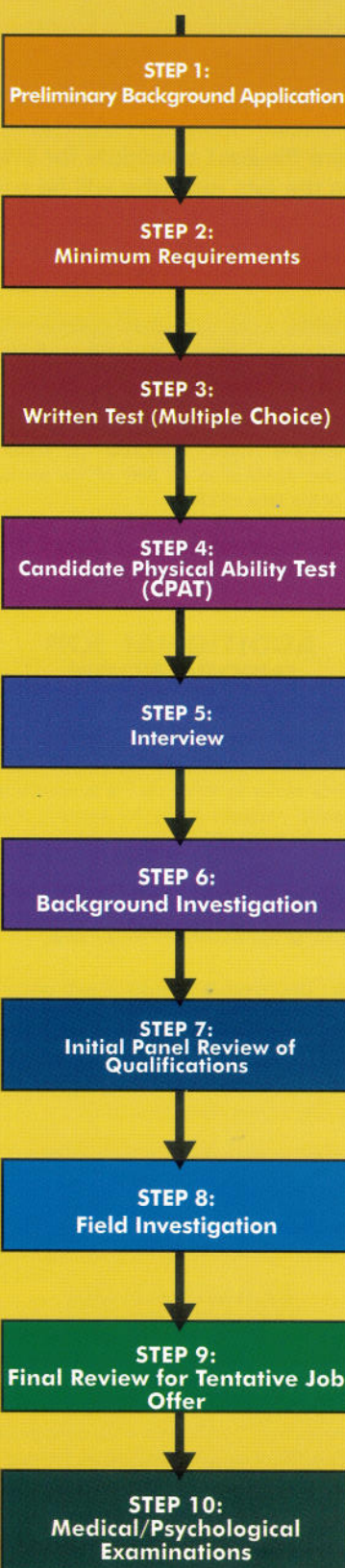
STEP 4: Candidate Physical Ability Test (CPAT)

Candidates who successfully pass the multiple-choice written test must provide proof of a current passing score on the Candidate Physical Ability Test before they will be scheduled for an oral interview and at the time of certification for hiring consideration. A CPAT score is valid for 1 year. The CPAT is not administered by the City of Los Angeles. Candidates must schedule and pay for their own CPAT.

STEP 5: Interview

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 skill, 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 2 years from the date of the interview. However, after 1 year and a day from the candidate's interview date, a candidate may apply to be scheduled to re-take the interview by submitting a new PBA and on-line application (a new user ID and password must be created). This is an extremely competitive examination and only those candidates with the highest scores will continue in the selection process.

Attachment "C"



STEP 6: Background Investigation

The Background Investigation will be conducted based on a candidate's ranking on the eligible list and the hiring needs of the Fire Department. Candidates with the highest scores will complete a Personal History Form prior to their scheduled appointment. At the time of their background investigation appointment, they will complete additional forms related to their background. Background appointments may take up to 4 hours to complete.

STEP 7: Initial Panel Review of Qualifications

Candidates who attend the background investigation appointment will be competitively evaluated during a review of qualifications by a panel consisting of a Fire Captain, a Personnel Department representative, and, as needed a Chief Officer. The panel will review the candidate's Preliminary Background Application (PBA), oral interview rating sheets, Personal History Form, and additional background information provided in the background investigation appointment.

STEP 8: Field Investigation

The field 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. A field investigation may take from 30 to 180 days, depending on the complexity of investigation required.

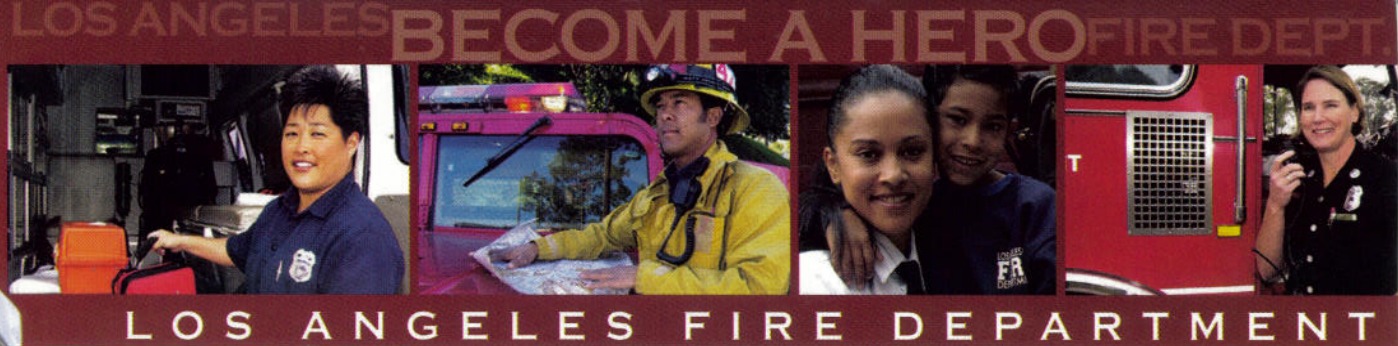
STEP 9: Final Review for Tentative Job Offer

The final review for tentative job offer will be completed by a panel consisting of and, at a minimum, a Fire Captain, a Personnel Department representative, and a Chief Officer. On the basis of this review, conditional job offers, in numbers proportionate to the number of anticipated vacancies, will be issued by the Fire Department.

STEP 10: Medical/Psychological Examinations

Medical exams are conducted by a City physician to determine whether the candidate is medically qualified to perform the full range of Firefighter duties, with no conditions, which would affect the candidate's ability to safely perform those duties. Additionally, a psychological evaluation, which consists of a written test and may include a clinical interview conducted by a City psychologist, will be required prior to appointment. Those successfully completing these evaluations will be appointed in accordance with their date of completion and City hiring needs.

**For more information go to
JoinLAFD.org
or call 213.473.9060**



LOS ANGELES FIRE DEPARTMENT

The Los Angeles City Fire Department strives to hire the best candidate for every position. Our goal is to hire candidates who are well qualified, have an interest in the job, and who will be committed to a career in fire service.

DUTIES

A firefighter engages directly in firefighting, Emergency Medical Services, fire prevention and rescue, and inspections of buildings and property to ensure compliance with fire codes. A valid Emergency Medical Technician card is required prior to appointment.

REQUIREMENTS

CPAT: After passing the written test, candidates must provide proof of successfully completing and achieving a passing score on the Candidate Physical Ability Test (CPAT) to be scheduled for the oral interview. Candidates must have a current passing score on the CPAT in order to be scheduled for an interview and at the time of certification for hiring consideration. The CPAT is a standardized test that is not administered by the City of Los Angeles. The City of Los Angeles will only accept the Candidate Physical Ability Test. The Consolidated Physical Agility Test (formerly known as the Biddle Test) or any other physical ability test will not be accepted. The CPAT is a pass/fail test that consists of the following eight events:

- | | |
|-----------------------------|--------------------------|
| 1. Stair Climb | 5. Forcible Entry |
| 2. Hose Drag | 6. Search |
| 3. Equipment Carry | 7. Rescue |
| 4. Ladder Raise & Extension | 8. Ceiling Breach & Pull |

The following agencies administer the CPAT in Southern California. Please contact the agencies directly to obtain further information and to schedule your test.

Oxnard College Regional Fire Academy
101 Durley Ave., Camarillo, CA 93010
(805) 384-8109
www.oxnardcollege.edu/departments/academic/fire_technology/cpat.shtml

California Fire Fighter Joint Apprenticeship Committee CPAT Testing Center
626 N. Eckhoff Street, Orange, CA 92868
(877) 648-2728
www.cpatonline.org

Cost is typically around \$150.00

Included in the registration fee is an orientation to the test parts and printed material. You are responsible to schedule and pay for your own CPAT. Due to CPAT availability, it may be several weeks before you can be scheduled for your test. Pre-tests are available for an additional \$25.00

AGE: At least 18 years of age at the time of application.

EDUCATION: A U.S. high school diploma or G.E.D. equivalent, or a California High School Proficiency Examination (CHSPE) certificate.

PRELIMINARY BACKGROUND APPLICATION: All candidates must complete a Preliminary Background Application as part of the application process at the time of filing.

LICENSE: A valid California Driver's License is required at the time of appointment.

ADDITIONAL JOB INFORMATION

PHYSICAL: Firefighting and medical rescue work is physically demanding. Candidates must be in excellent health and have no conditions that would restrict their ability to safely do fire suppression and rescue work. Weight (body fat content) must be proportionate to height for men and women. The Fire Academy, as well as the job of firefighting, is physically demanding. Therefore, it is in the best interest of each candidate to prepare well in advance to reach his or her maximum fitness level.

VISION: Uncorrected distance visual acuity of at least 20/100 in one eye and 20/40 in the other eye is required. Correctable distance visual acuity of at least 20/40 in the poorer eye and 20/20 in the other eye is also required. Candidates must also meet the City's color vision standard.

SMOKING: Firefighters are required to be nonsmokers throughout their employment with the Los Angeles City Fire Department.

EXAMINATION INFORMATION

The exam process consists of several components: The Written Test, Interview, Background Investigation, Initial Review of Qualifications, Field Investigation, Final Review of Qualifications, and Medical/Psychological Evaluation. For each test component, only those candidates who pass and score the best will continue in the selection process. The exam may be offered on a semi-annual basis, depending on hiring needs.

Starting Salary: \$53,766 - \$78,530

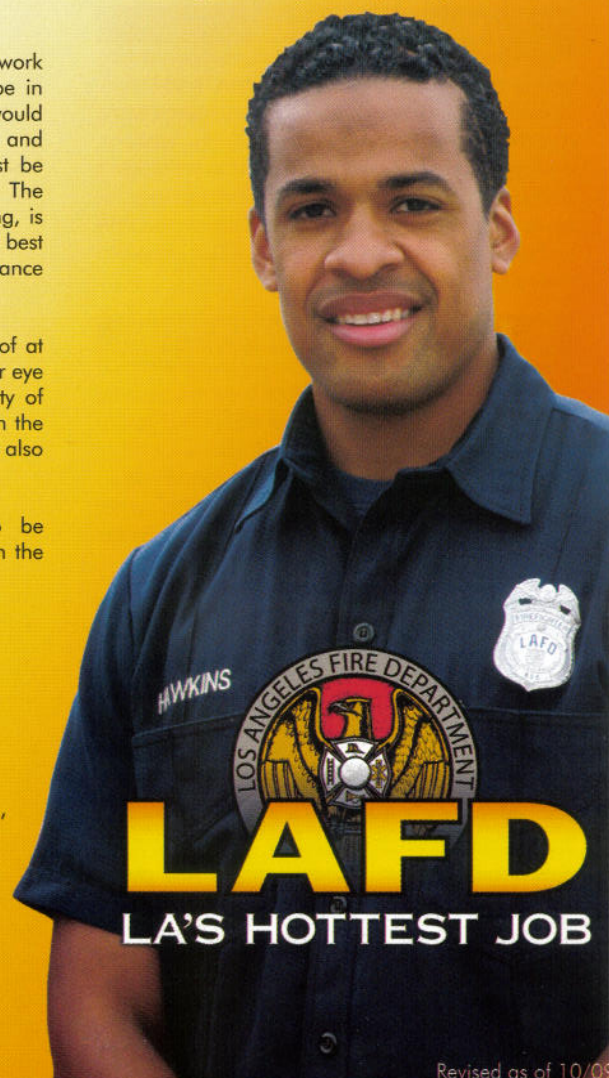
Benefits you will enjoy include:

- Family Health and Dental Coverage
- 16 Days Paid Vacation to Start
- Pension Plan
- 13 Paid Holidays per year

The recruitment and testing process for becoming a Firefighter in the City of Los Angeles is officially handled by the City's Personnel Department. Go to:

JoinLAFD.org

for detailed information on how to begin the process of becoming a Los Angeles City Firefighter.



LAFD
LA'S HOTTEST JOB

Revised as of 10/09

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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: 01-04-13

ANNUAL SALARY

\$57,065; \$60,071 to \$78,968; \$66,941 to \$83,332

Salary effective January 1, 2013

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

1. **PRELIMINARY BACKGROUND APPLICATION (PBA):** Complete a PBA on-line as part of the application process. The Certification Statement at the end of the PBA will help candidates determine if they have a realistic chance of success in the Firefighter application process. The PBA is part of the on-line City job application and can be previewed through the Supplemental Questions tab of the on-line City job bulletin.
2. **AGE & EDUCATION:** You must be at least 18 years of age at the time of application. 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.

NOTES:

1. **CANDIDATE PHYSICAL ABILITY TEST (CPAT):** Candidates must provide proof of a current passing score on the CPAT in order to be scheduled for an interview; proof must be provided at the time of certification for hiring consideration as well. Only those candidates who pass the written test will be invited to submit proof of a passing score on the CPAT; such proof will be processed in the order it is received. A CPAT score is valid for 1 year. Information regarding the CPAT can be found at: <http://per.lacity.org/exams/Firefighter2012CPATInformation.pdf>.
2. **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.
3. Candidates must obtain a valid EMT certificate prior to appointment.
4. A valid Paramedic license is highly desired.
5. The ability to speak or write a language other than English is highly desired.

WHERE TO APPLY

City job applications and the Preliminary Background Application (PBA) **WILL ONLY BE ACCEPTED ON-LINE**. When you are viewing the on-line job bulletin of your choice, simply scroll to the top of the page and select the "Apply" icon. On-line job bulletins are also available at <http://agency.governmentjobs.com/lacity/default.cfm> for Open Competitive Examinations. For those who may not have immediate access to a computer, computer access is available at local libraries and worksource centers. Candidates 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 Bureau at (213) 473-9060.

APPLICATION DEADLINE

Applications will be accepted on-line only **STARTING AT 8:00 A.M. on TUESDAY, JANUARY 15, 2013 UNTIL THURSDAY, JANUARY 17, 2013, AT 11:59 P.M.**

SELECTION PROCESS

Examination Weight: Interview 100%

The **Qualifying Written Test** will be held in a single half-day session and is scheduled for **SATURDAY, MARCH 2, 2013 and SUNDAY, MARCH 3, 2013**, in Los Angeles. Candidates will be notified by mail for one of those dates. Candidates will be notified of their specific dates and times for the Interview at a later time.

AN EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER

The examination process consists of seven separate tests, usually taken in the following order:

1. The **QUALIFYING WRITTEN TEST** consists of multiple-choice questions, which measure A) reading comprehension; B) mathematics, such as addition, subtraction, multiplication, division, ratios, and the use and conversion of decimals, fractions and percentages; and C) mechanical aptitude.
2. 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 only those candidates with the highest scores will continue in the selection process.
3. An initial **BACKGROUND INVESTIGATION** will be conducted 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 called first to provide additional information about their background and to complete additional personal history forms.
4. Those candidates who complete and return the forms in Step 3 will be considered for further processing during an **INITIAL REVIEW OF QUALIFICATIONS** by a panel consisting of a minimum of 2 City representatives. The Panel will review the candidate's Preliminary Background Application (PBA), oral interview rating sheets, personal history forms, and additional background information provided during Step 3 above. Depending on the hiring needs of the Fire Department, those candidates with the strongest qualifications will be drawn from this pool of candidates for further processing. This is an extremely competitive examination, and there are relatively few positions to be filled. Based on this, not all candidates in this pool will be selected for further processing.
5. A **FIELD 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.
6. After the field investigation is conducted, a **FINAL REVIEW OF QUALIFICATIONS** will be completed by a panel consisting of a minimum of 2 City representatives. On the basis of this review, conditional job offers based on hiring needs will be issued by the Fire Department.
7. 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. 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

1. **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.
2. **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.
3. **TOBACCO:** Firefighters are required to refrain from all use of tobacco throughout their employment with the Los Angeles Fire Department.
4. **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.