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700 EAST TEMPLE STREET  
LOS ANGELES, CA 90012

Margaret Whelan  
GENERAL MANAGER

May 10, 2012

Honorable Members of the Budget and Finance Committee  
c/o Erika Pulst  
Office of the City Clerk  
Room 395, City Hall

**PERSONNEL DEPARTMENT FY 2012-2013 PROPOSED BUDGET: FIREFIGHTER  
RECRUITMENT AND HIRING**

In response to questions from your Committee at our April 30, 2012 budget hearing, we are providing additional information (attached) on our Firefighter Recruitment advertising funding request.

Thank you for your consideration of this request. Should you have any questions or require additional information, please contact Gloria Sosa, Assistant General Manager at (213) 473-3470.

  
MARGARET WHELAN  
General Manager

Attachment

c: Neil Guglielmo, Deputy Mayor Budget & Financial Policy  
Sharon Tso, Executive Officer, Office of the Chief Legislative Officer  
Miguel A. Santana, City Administrative Officer

## FIREFIGHTER RECRUITMENT PLAN - FY 2012-13

### TO PROVIDE A QUALIFIED AND DIVERSE WORKFORCE

#### Demographics in Support of Needed Diversity: City of Los Angeles Labor Force

Black	Hispanic	Asian	Caucasian	Native American	Other	Male	Female
8.7%	45.7%	11.9%	31.9%	N/A	1.7%	54.2%	45.8%

Los Angeles is one of the most diverse cities in the United States and it is essential that a concerted and strategic recruitment effort be implemented to ensure that our Firefighter candidate pool is representative of this diversity as shown above.

#### LAFD Sworn Representation

Black	Hispanic	Asian	Caucasian	Native American	Other	Male	Female
11.2%	31.2%	7.0%	50.1%	0.4%	0.0%	97.0%	3.0%

As of March 2012, the overall ethnic/gender make-up of the LAFD reflects that the department is over 50% Caucasian and 97% male. These figures do not reflect the diversity of the City of Los Angeles, but they do reflect a significant need for an intensive, strategic recruitment effort to improve diversity in the department. Unfortunately, the demographics of entry-level Firefighters who will with time move up the ranks are very similar to the overall figures:

#### LAFD Entry-Level Firefighter Representation

Black	Hispanic	Asian	Caucasian	Native American	Other	Male	Female
11.1%	30.9%	7.2%	50.3%	0.5%	0.0%	97.4%	2.6%

#### Candidate Physical Abilities Test (CPAT) Cards

Although not a direct indicator of those who would ultimately apply for the City's firefighting job, valid CPAT cards provide us with an idea of the number and makeup of another potential applicant pool. Of the 6,500 CPAT cards issued in California in 2011 (cards are valid for 1 year), only 200 or 3% were issued to women. Unfortunately, the ethnic breakdown of these cards was not available.

#### Firefighter Notification Cards

Black	Hispanic	Asian	Caucasian	Native American	Other	Male	Female
14.5%	32.6%	6.6%	45.1%	1.2%	0.0%	93.2%	6.8%

Although we collected notification cards since 2009 from people who indicate interest in the Firefighter position, the demographic breakdown of these cards has only been available since September 2011 (above), which represents 4,063 of our most recent candidates who are also most likely to apply. These notification cards continue to reflect a significant majority of Caucasian (45.1%) and male (93.2%) candidates in comparison to the City's labor force of only 31.9% Caucasians and 54.2% males. Hispanic, Asian, and especially female candidates are significantly underrepresented. Also, it must be noted that from past collections of Firefighter notification cards, we have found that only 30-35% of those filing these cards actually apply. Since a valid CPAT score will be a requirement to apply when we open the exam, we are concerned that there will be even fewer candidates prepared and qualified to apply, especially among non-traditional candidates who are unfamiliar with the process.

#### Strategic Plan:

Without a strategic and concerted recruitment effort, the candidates for Firefighter will continue to reflect demographics that are not representative of the City's labor force. A very deliberate and active recruitment campaign is necessary to improve diversity in the applicant pool that will ultimately go toward positively impacting LAFD's representation.

Since a valid CPAT card is required to apply for Firefighter, the goal will be to recruit candidates to prepare and pass the CPAT, thereby making them eligible to apply. To that end, LAFD Recruiters will conduct Recruitment Seminars, CPAT Prep Programs, and other recruitment outreach events in targeted communities. Advertising for these events will occur in the weeks and days prior to the event, and it will be accomplished by LAFD Recruiters engaging in canvassing through the communities, as well as through radio ads, print ads, outdoor media, such as community flyers and posters, bus ads, Internet ads, social media, and through outreach to colleges.

Some of the recruitment efforts will be free, such as using social media to recruit. However, it is necessary to take a multi-pronged approach to reach potential applicants who traditionally do not consider Firefighting as a career option. And many recruitment methods are expensive.

#### Proposed Budget Expenditures:

The following proposed expenditures will be used in support of the recruitment efforts described above in the targeted communities.

- \$50,000 Radio Ads – KJLH, KGGI & AMP
- \$90,000 Community Posters & Electronic Signage at Shopping Centers
- \$64,000 Community Marketing – Flyer/Poster Distributions, E-blasts, Website Ads, In-home Mailers & Bus Ads
- \$25,000 Internet Ads & Direct Marketing
- \$50,000 College Athletic Program Outreach
- \$0 Social Media, Channel 35, Neighborhood Councils, Council newsletters and E-blasts.

There is no disputing that there are a myriad of worthy ways to spend these funds, and strategic recruitment is equally worthy. This is an investment in the future of the LAFD. As attrition and retirements occur and DROP candidates leave, there is an opportunity to improve and sustain diversity within LAFD. Senate Bill 1045 passed in 2001 cites diversity as a public policy goal in public employment, and clarifies our ability to engage in targeted recruitment of underrepresented groups in the workforce. It is our opinion that additional resources for targeted recruitment must be provided to continue progress in making the Fire Department better reflective of all of the residents it serves.