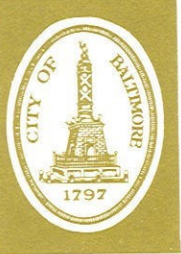


FROM

NAME & TITLE	Gregory B, Ward, Acting Chief of Fire Department <i>GBW</i>
AGENCY NAME & ADDRESS	Baltimore City Fire Department 401 E. Fayette St.
SUBJECT	City Council Bill #08-0025R – Fire Department Recruitment Policies

CITY of  
BALTIMORE  
**MEMO**



TO

The Honorable Stephanie Rawlings-Blake, President  
And All Members of the Baltimore City Council  
City Hall, Room 408

DATE: March 26, 2008

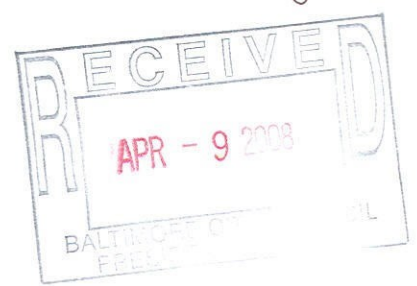
Fire Department Recruitment Policies:

The Baltimore City Fire Department Firefighter/Paramedic Recruit Program is a four (4) year training program that combines structured classroom learning with real life on the job training. The program is a 21- week "Training Course" that prepares, trains and certifies recruits in Emergency Medical Technician - Basic, Firefighter I and II, Hazardous Material Operations and others.

After completing the training program, recruits are assigned to fire suppression duties within the Department. During the next 2.5 years recruits will apply the principals and practices they have learned from the program, into their everyday duties. While assigned to fire suppression, the recruits will also begin a 10-month training program to acquire licensure as a Maryland Cardiac Rescue Technician - Intermediate. Members are enrolled with Baltimore City Community College (BCCC) upon entering the Fire Academy and will receive 23 college credits for completing the program.

A copy of our Recruitment, Testing and Hiring Policy is enclosed.

*Comments*





## BALTIMORE CITY FIRE DEPARTMENT

### Recruitment , Testing, and Hiring Policy

April 8, 2008

Karen C. Scroggins  
April 8, 2008

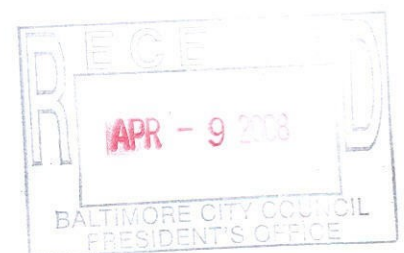


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## **Mission Statement**

The strength of the Baltimore City Fire Department relies, in part, on the diversity of our workforce. The goal of the recruitment, testing, and hiring process is to continue and strengthen our recruitment, training, and retention of a highly qualified and diverse workforce. The mission is to improve the success rate of all candidates entering the Firefighter Paramedic Recruit Class. In addition, we will minimize the loss of highly trained employees to other jurisdictions and retain our significant investment in the workforce

## **Executive Summary**

We will recruit and produce the most qualified, medically proficient and technically trained Firefighter Paramedics in the region. We are stepping up our recruitment efforts with more aggressive marketing within the City of Baltimore. The training at the Baltimore City Fire Academy is a strong and competitive program and will continue to produce highly qualified firefighter paramedics well into the future.

The Baltimore City Firefighter Paramedic will continue to give outstanding customer service to the citizens of the City of Baltimore. Our recruitment efforts will actively target candidates with a history of success. Ideally, these candidates will have displayed success in their previous educational and/or occupational environments.



# Policies and Procedures

## Equal Employment Opportunity Compliance

The Baltimore City Fire Department will adhere to all city, state, and federal laws prohibiting employment discrimination. Specifically, race, color, sex, national origin, religion, disability and age as stated in Title VII of the Civil Rights Act of 1964. We strive for diversity in our recruitment efforts and within the Fire Department.

## Pre-employment Process- 1<sup>st</sup> phase

### Application Procedures

The Recruitment Section<sup>1</sup> will have open and ending application dates for perspective candidates. Applications will be available at the Fire Academy and community fire stations, as well as distributed at job fairs, career days, community festivals and fairs, to name a few. Applicants must completely fill out the application and have all supporting documentation into the Recruiting office by the close of the application period.

### Testing Procedure

The testing procedure incorporates three (3) separate and distinct sections as follows:

1. Written Test; which will account for 50% of the overall weighted grade
2. Physical Agility; which will account for 40% of the overall weighted grade
3. Oral Interview; which will account for 10% of the overall weighted score

### Written Test

The Recruitment Section<sup>1</sup> will oversee the written test provided through an independently contracted testing agency, and will be administered to all qualified applicants. As noted above, the overall weighted percentage for the written test is 50%. The testing process will be in January.

### Physical Agility

The physical agility test will be administered, monitored, and graded by specially trained members of the Baltimore City Fire Department. These tests reflect actual physical endurance that a Firefighter Paramedic may encounter on a daily basis. Applicants who are invited to take the physical agility test must have successfully completed the written test. As noted above, the overall weighted percentage for the physical agility test is 40%.

### **Interview Process**

A Selected Interview Panel will be conducted for the perspective candidates. Applicants who are invited to take part in the interview process must have successfully completed the written and physical agility tests. The interview process is formulated from an independently contracted testing agency. As noted above the overall weighted percentages for the interviews are 10%.

### **Candidate List**

The candidate list will be a compilation of points accrued by candidates from the written test, physical agility test, and interview; as well as, residency, military status, and certifications. The list will be good for a two year period.

### **Pre-employment -Process 2<sup>nd</sup> phase**

#### **Background Checks/Fingerprints**

All candidates will be subject to background checks to include fingerprinting.

#### **Conditional Job Offer**

Candidates will be given a conditional job offer pending outcome of drug screening and medical exam..

#### **Medical/Drug Test**

Prospective recruits must successfully pass a medical physical exam to include a drug screening. The exam will be administered through the Public Safety Infirmery (PSI) at Mercy Hospital. If the candidate has a medical issue that prevents him/her from passing the exam, the candidate must discuss and resolve the medical issue with his/her personal physician and PSI within a two week grace period. Should the candidate fail the drug screening, he/she is no longer qualified to continue in the process and will be removed from the eligible list.

### **Hiring Process -Final Phase**

#### **Class Selection**

After all the preliminary information has been tabulated and reviewed, the Department will begin the selection process for the Firefighter Paramedic Recruit class. The timing of the class, size, as well as the frequency will be dependent on factors such as the number of current vacancies within the Department as well as the financial situation at that time.

#### **Acceptance/Rejection Notification**

Candidates will be notified by letter of their status in every step of the employment process.



## Industry Analysis

Upon completing an industry analysis of other EMS programs in the area, it is apparent that being accepted into the Baltimore City Fire Academy as a Firefighter Paramedic Recruit is among one of the best possible career paths that an individual can choose. The recruit will receive both firefighting and paramedic training. The level of training by the Fire Department compares very favorably with the training in other community colleges or fire departments within the region. When a candidate is accepted into the Firefighter Paramedic program, the recruit is paid a starting salary with benefits. Once the recruit completes their course work and graduates from the academy, each immediately receives college credits from Baltimore City Community College. The recruit also has the opportunity to go further academically and receive an Emergency Medical Services or Fire Technology degree. At \$18 per credit; the substantially reduced tuition costs are the lowest in the state.

There are several Emergency Medical Services programs in Maryland; Baltimore City Community College, Anne Arundel Community College, Carroll Community College, Community College of Baltimore County, and Montgomery College. Individuals that graduate from these programs will only receive Emergency Medical Services training, instead of the Firefighter Paramedic training program. You will note below that the cost of these other EMS programs at these community colleges is considerably higher than what the city pays for its recruits.

### These are the community colleges with the cost per credit hour.

Baltimore City Community College-	\$78
Anne Arundel Community College -	\$86
Carroll Community College -	\$46
Community College of Baltimore County-	\$90
Montgomery College-	\$93

Based on our industry analysis, it is a great benefit for individuals to enter the Baltimore City Fire Department's Firefighter Paramedic Program and this process gives each recruit the basis for an outstanding career path.

## Marketing Strategy

The Recruitment and Testing Section will target individuals with a history of success. It is our goal to target, recruit, and retain perspective candidates who have vision, drive, ability and a desire to contribute to society. Listed below are organizations we have reached out to and have conducted recruitment sessions with over the past few years.

### College Recruitment

Colleges will be a great source of recruitment; individuals in this arena have a history of success. The Emergency Medical Service courses are now college level courses and we have started participating at some of the following colleges:

- Morgan State University April 16, 2008
- Coppin State College March 12, 2008
- University of Maryland Baltimore County April 3, 2008
- Towson State University February 19, 2008
- Loyola College March 26, 2008

### Faith Based Recruitment

Churches in the area have a wide diverse population. We are eager to tap into this group. We wish to tap into both large and small churches. It is our goal to participate in the conferences and convocations that begin in May. In addition, we will participate in upcoming job fairs at many of the churches in the community. We expect the list of places of worship to grow.

- Bethel AME Church
- Kingdom Worship Center
- The Catholic Education Conference
- New Shiloh Baptist Church
- Southern Baptist Church



## High School Recruitment

We intend to target twelfth graders in the high schools. We want to inspire, encourage, and educate students with the Firefighter Paramedic program. Seeking students with a history of success is our goal. We have started at various schools with positive feedback.

*The following lists are some of the schools on our recruitment calendar.*

- Reginald Lewis High School February 5, 2008
- Patterson High School February 14, 2008
- Baltimore Polytechnic Institute High School March 3, 2008
- Dunbar High School March 11, 2008
- Vivian T. Thomas March 12, 2008
- Digital Harbor High School March 14, 2008
- City College High School March 26, 2008
- August Falls Savage April 4, 2008
- Prince Georges Comm. April 9, 2008
- Anne Arundel Comm. April 9, 2008
- Walbrook High School April 12, 2008

## Community Festivals/Fairs

We will target community fairs that represent diversity and render successful candidates. We expect the list of festivals to increase with beginning of summer to include different venues.

- Mayor's Black History Month Celebration February 16, 2006
- Congressman Cummings 2008 Job Fair April 28, 2008
- African American Festival
- Hispanic Festival
- Jewish Heritage Festival

## Military Recruitment

We have contacted military administrators to discuss recruiting opportunities with personnel who are transitioning into civilian life. There are several job fairs throughout the year in which our recruitment teams will participate.

- Aberdeen Jan 30, 2008
- Edgewood Jan 30, 2008
- Fort Meade February 27, 2008

### **High School Shadow Program**

We will initiate a shadow program whereby young people will follow a recruit to class and view the training first hand. Examples of qualifications will be:

- 17 years of age
- Good academic record
- Parental involvement
- No significant criminal record

### **Fire Department Family Day Fair (Recruitment & Goodwill)**

- Recruitment Teams educating the public about the department
- Fire Prevention Teams educating the public about fire safety
- Homeland Security/Special Operations perform demonstrations
- EMS Teams educating the public on health concerns; taking blood pressure, discussing diabetes, etc).
- Fire Department engines and trucks. Public take rides and get a closer look.
- Wholesale vendors, (food, arts and crafts)
- Live local entertainment
- Contest for adults and children
- Rides (one for adults and one for children)

## Advertising

We have researched the many potential venues for advertising. As the recruitment period draws closer we will begin working to get the word out through a number of means including city resources and external resources. This is included but not limited to utilizing the Mayor's Office of Neighborhoods, TV 25, local Baltimore newspapers and magazines, local college newspapers, and local websites.

## Summary

The Recruitment and Testing Section is excited about our new recruitment effort. We are sure that we will recruit the most diverse, qualified and talented candidates for our Firefighter Paramedic class. We believe once our recruits graduate, they will be a strong, highly trained, motivated, and diverse workforce. Thus, we have no doubt that we will increase the retention rate in the Fire Department and be cost effective.



# **APPENDIX: A**

**BALTIMORE CITY FIRE DEPARTMENT  
PHYSICAL AGILITY TEST POLICY  
AND PROCEDURE**



# BALTIMORE CITY FIRE DEPARTMENT PHYSICAL AGILITY TEST POLICY AND PROCEDURE

## Rules for Physical Agility Test

1. All stations except the ladder climb will be timed events
2. The time needed to complete the station will determine your final score (the faster you complete the station the better your score)
3. Actions and omissions that result in time penalties for each station will be read to you at that station.
4. There will be a two (2) minute rest period between stations 5 and 6.
5. The candidate will wear a fifty (50) pound weighted vest, hard hat, and gloves throughout the entire testing period.
6. If a candidate fails to complete any station they will be assessed a nine hundred (900) second penalty for this station.
7. If during the Physical agility test a candidate does not perform a station as directed by the proctor they will be stopped and instructed how to perform it correctly. There is no penalty assessed, but the time will continue to run until the test is completed correctly.
8. If a candidate requires an additional break or rest period they will be assessed a two (2) minute penalty on their next station. If this occurs during the last station it will be directly applied to the last station.

Station 1 - Check In – fill out paper work and make copies of forms (Driver's License, Birth Certificate, Social Security Card and Proof of High School Completion)

- All paperwork will be verified
  - Copies will be made of the Drivers License
1. This will be completed in the closest office or area nearest to the large copier.
  2. This will require 4 monitors.
  3. Tables and chairs to accommodate 4 candidates.



# BALTIMORE CITY FIRE DEPARTMENT PHYSICAL AGILITY TEST POLICY AND PROCEDURE

Station 2 - Physical Assessment – conducted by medical personnel, this is not a physical, but an evaluation to see if the candidate can safely complete the Agility Test.

1. The candidate will be issued a 50 # weight vest, gloves, safety glasses, and a hard hat at the completion of the assessment.
2. They should be wearing comfortable clothing that will not impair their ability to complete the test.
3. This will require 2 monitors.

# BALTIMORE CITY FIRE DEPARTMENT

## PHYSICAL AGILITY TEST POLICY AND PROCEDURE

### Station 3 - Hose Drag

#### ***Equipment:***

Uncharged fire hose with hoseline nozzle, marked at 8 ft. past the coupling for draping across shoulder or chest, and marked at 50 ft. past the coupling to indicate amount to be pulled into a marked boundary before completing the test.

2 monitors, 1 clipboard, and 2 stop watches

#### ***Purpose of Evaluation:***

A critical task of dragging an uncharged hoseline from the fire apparatus to the fire occupancy and pulling an uncharged hoseline around obstacles while remaining stationary. This test is for endurance and aerobic capacity.

#### ***Event:***

Grasp hoseline nozzle attached to 200 ft. of 1 ¾ inch hose, place it over your shoulder or across your chest, not exceeding 8 ft. mark, drag hose 75 ft. (you may run) to a pre-positioned drum, make 90° turn around drum, continue an additional 25 ft., stop within marked 5ft. X 7 ft. box, drop to at least one knee and pull the hoseline until the 50 ft. mark crosses finish line. During the hose pull, you MUST keep at least one knee in contact with the ground and knees must remain within marked boundary lines.

#### ***Penalty points:***

- 1. If the candidate fails to go around the drum, the candidate will return to the point where they left the marked path and continue the test on the correct path. There is no penalty assessed, but the time will continue to run until the test is completed correctly.*
- 2. If after 1 warning the candidate fails to keep their knee in contact with the ground or if the knee goes out of the marked boundary a sixty (60) second penalty for each occurrence will be assessed at the end of the station.*

# BALTIMORE CITY FIRE DEPARTMENT PHYSICAL AGILITY TEST POLICY AND PROCEDURE

## Station 4 - Ladder Climb

### *Equipment:*

1 fire department ladder (35' extension ladder), 3 harnesses and 1 fall arrest system.

2 monitors 1 clipboard and 3 harnesses.

### *Purpose of Evaluation:*

- a critical task of having the ability to climb a stationary ladder at an average fireground height that may be required to accomplish many activities.

### *Event:*

For this event you must wear a Fifty (50) pound vest, a hard hat, gloves and safety glasses. After being secured in a harness and fall arrest system the candidate will climb the ladder to the top and touch a specified area with their hand. The candidate will then descend the ladder safely to complete the station.

### *Penalty Points:*

- 1. If a candidate fails to complete this station they will be assessed a nine hundred (900) second penalty for this station.*



# BALTIMORE CITY FIRE DEPARTMENT PHYSICAL AGILITY TEST POLICY AND PROCEDURE

## Station 5 - Tower Climb

### *Equipment:*

This event requires 4 monitors, 1 clipboard, and 2 stopwatches.

### *Purpose of Evaluation:*

This event is designed to simulate the critical tasks of climbing stairs in full protective clothing carrying firefighter equipment. This event challenges your aerobic capacity, lower body muscular endurance and ability to balance. This event affects your aerobic energy system as well as the following muscle groups: quadriceps, hamstrings, gluteus maximus, calves, and lower back stabilizers.

### *Event:*

For this event you must wear a Fifty (50) pound vest, a hard hat, gloves and safety glasses. This is a timed event the timing will begin when the monitor calls the word *START*. At this time, from the lobby, you will ascend the steps of the 6<sup>th</sup> floor landing of the training tower. You are required to touch each step with at least 1 foot. Upon reaching the 6<sup>th</sup> floor landing, you will descend to the 3<sup>rd</sup> floor. From the 3<sup>rd</sup> floor you will return to the 6<sup>th</sup> floor landing. At this time you will return to the lobby. The evaluation will be completed when you reach the lobby.

The candidate may touch the wall or handrail momentarily for balance only.

### *Penalty Points:*

- 1. If the wall or handrail is grasped or is used for weight bearing you are warned two (2) times the third time this occurs you will be assessed a sixty (60) second penalty for each occurrence.*
- 2. If the candidate skips or fails to touch a step they will be assessed a sixty (60) second penalty for each occurrence.*

# BALTIMORE CITY FIRE DEPARTMENT PHYSICAL AGILITY TEST POLICY AND PROCEDURE

## Station 6 - Ladder Raise, Ladder Extension

### ***Equipment:***

-24 ft. fire department ladders (for safety, a retractable lanyard is attached to ladder)

1 clipboard, 2 stopwatches, 2 monitors.

### ***Purpose of Evaluation:***

-simulate critical tasks of ladder raise and extension and anaerobic endurance

### ***Event:***

For this event you must wear a Fifty (50) pound vest, a hard hat, gloves and safety glasses. The candidate will walk to top rung of 24 ft. aluminum extension ladder, lift unhinged end from ground, walk it up until it is stationary against the wall, this will be done by hand over hand fashion, using each rung until it is stationary against the wall, you must not use ladder rails to raise ladder, immediately proceed to pre-positioned 24 ft. ladder, stand with both feet in the marked area and extend fly section, hand over hand, until it stops, lower the fly section hand over hand, back to starting position.

***Penalty Points: The candidate will be assessed a sixty (60) second penalty for any of the following infractions.***

- 1. If after one (1) warning the candidate misses any rung***
- 2. If the ladder falls to the ground***
- 3. If the safety lanyard line is released***
- 4. If after one (1) warning, during the ladder extension your feet do not remain within the boundary***
- 5. If you do not maintain control of the ladder in hand over hand fashion***
- 6. If you let the rope halyard slip uncontrolled***



# BALTIMORE CITY FIRE DEPARTMENT PHYSICAL AGILITY TEST POLICY AND PROCEDURE

## Station 7 - Rescue Drag

### *Equipment:*

-2 weighted mannequins with harness and shoulder handles.  
2 monitors, 1 clipboard, and 2 stop watches

### *Purpose of Event:*

This station simulates the critical task of removing a victim or injured person from a fire scene, challenges aerobic capacity and anaerobic endurance

### *Event:*

For this event you must wear a Fifty (50) pound vest, a hard hat, gloves and safety glasses. The candidate must grasp 165 pound mannequin by handles on shoulders and drag 35 ft. to pre-positioned drum, make 180° turn around drum and continue additional 35 ft. to finish line. You are not permitted to grasp or rest on drum. The mannequin may touch drum. You are permitted to drop and release mannequin to adjust your grip. The entire mannequin must cross marked finish line.

### *Penalty Points:*

- 1. If the candidate grasps or rests on the drum after the first warning they will be assessed a sixty (60) second penalty on this station.*



# BALTIMORE CITY FIRE DEPARTMENT PHYSICAL AGILITY TEST POLICY AND PROCEDURE

## Station 8 - Equipment Carry

### *Equipment:*

Two (2) saws, tool cabinet replicating storage cabinet on a fire truck  
2 monitors, 2 stopwatches, 1 clipboard.

### *Purpose of Evaluation:*

Simulate critical tasks of removing power tools from fire apparatus, carrying them to scene and returning equipment to apparatus. This event challenges endurance and balance.

### *Event:*

For this event you must wear a Fifty (50) pound vest, a hard hat, gloves and safety glasses. Remove the two saws from the cabinet, one at a time, place them on ground. Pick up one in each hand and carry while walking 75 ft. around drum, then back. You are permitted to place saws on ground for grip adjustment. Upon return to the starting position, place the saws on the ground, pick up one at time and place back in designated area in cabinet.

*Penalty Points: The candidate will be assessed a sixty (60) second penalty for each occurrence of the following*

- 1. If the candidate drops one of the saws during the test*
- 2. If the candidate continues to run after the first warning*
- 3. If the candidate does not place both saws on the ground as stated in the instructions they will be stopped by the proctor and instructed on how to complete the station properly. There is no penalty assessed, but the time will continue to run until the test is completed correctly.*