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Nota di contenuto	Cover; Title Page; Copyright; Preface; Contents; Figures and Tables; Summary; Acknowledgments; Abbreviations; CHAPTER ONE: Introduction; Scope and Limitations of This Report; Time Constraints; The City's Recent Changes; Objectives Guiding the Project; Identify Applicants Most Likely to Be Successful Firefighters; Ensure Equal Opportunity Throughout the Hiring Process; Increase the Demographic Diversity of New Firefighter Hires; Minimize Costs for the City of Los Angeles and Its Applicants; Study Approach; Drawing on Existing Expertise and Past Research Exploratory Interviews to Understand Stakeholder Perspectives Review of Existing Documentation and Informational Interviews on Recruiting and Selection Processes; Job Incumbent Focus Groups to Confirm and Identify New Key Duties, Knowledge, Skills, Abilities, and Other Characteristics for Firefighter Service; Data Analyses to Examine Disparate Impact of the 2013 Selection Process; Organization of This Report; CHAPTER TWO: Firefighter Recruitment and Outreach Strategies; A Framework for Understanding Recruitment; Firefighter Recruiting Practices; Key Comments on Recruiting from the Interviews The Emphasis Should Be on Finding Highly Qualified Candidates, Not Merely on Increasing the Quantity of Candidates CHAPTER THREE: The 2013 Firefighter Selection Process; Notification Cards; Step 1: Preliminary Background Application; Step 2: Describing the Minimum Requirements; Step 3: Written Test; Test of Reading Comprehension,

Arithmetic, and Mechanical Aptitude; Test Development; Step 4: Candidate Physical Ability Test; Step 5: Oral Interview; Job Interview with a Firefighter and Interview Specialist; Step 6: Background Investigation and Preliminary Investigative Questionnaire Collection of Preliminary Background Information Using Applicant-Provided Information Step 7: Initial Panel Review; Two Fire Captains Review the Candidate's Initial Background Application Package; Step 8: Field Investigation; In-Depth Background Check; Step 9: Final Panel Review; Repeat of Initial Panel Review with Corroborated Information; Step 10: Medical and Psychological Evaluations; Certification; CHAPTER FOUR: Statistical Analysis of the Selection Process; Data; Reduction of Applicants in the Selection Process; The Selection Process's Impact on Minorities Caution in Interpreting These Estimates Is Warranted CHAPTER FIVE: Recommendations; Overview of Recommendations as They Relate to the Objectives; Objective 1: Identify Applicants Most Likely to Be Successful Firefighters; Objective 2: Ensure Equal Opportunity Throughout the Hiring Process; Objective 3: Increase the Demographic Diversity of New Firefighter Hires; Objective 4: Minimize Costs for the City of Los Angeles and Its Applicants; Overarching Recommendations Targeting the Four Objectives; Start a New Citywide Outreach and Recruiting Campaign for the LAFD Validate Selection Criteria by Establishing Relationships to KSAOs Required to Be an Effective Firefighter

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