

**PROMOTION PROCEDURE GUIDELINES
UNIFORMED FIRE CLASSIFICATIONS
FIRE APPARATUS ENGINEER, FIRE CAPTAIN,
AND BATTALION CHIEF**

**CITY OF LITTLE ROCK, ARKANSAS
ADOPTED AUGUST 22, 2013**

I. PURPOSE

The purpose of the Promotion Procedure Guidelines (hereafter referred to as Guidelines) is to provide direction for the promotion of Fire Apparatus Engineer, Fire Captain and Battalion Chief. Promotion refers to the advancement of an employee from one classification to a position of another classification of a higher grade pursuant to a competitive selection process.

II. RESPONSIBILITY

The responsibility for establishing policy and general procedure guidelines regarding the promotion of Uniformed Fire Personnel rests with the City of Little Rock Civil Service Commission.

The responsibility for the administration of this Uniformed Fire Personnel promotion process rests with the Director of Human Resources (hereafter referred to as the Director). The Director is authorized and directed to develop and implement administrative procedures and test components to ensure the efficient and professional administration of the guidelines. The Director may modify such administrative procedures and test components as necessary to ensure compliance with the Guidelines. The Director shall also act as a technical advisor to the Civil Service Commission with respect to promotion matters. The responsibility for the initiation of timely promotion related activities for all ranks within the Little Rock Fire Department rests with the Director.

The Fire Chief shall ensure the:

- timely development of reading/study lists for candidates and distribution thereof, and
- availability of in-house subject matter experts and raters to assist in the development and administration of promotion components (written exam, assessment center exercises, practical exams, etc.), and
- timely distribution of promotion process announcements.

III. PROCEDURES

A. Vacant Promotional Positions

A vacancy which has been created due to death, demotion, retirement or promotion and remains vacant or is anticipated to remain vacant for sixty (60) days or longer will be eliminated from the Department's budget. The Director will authorize the commencement of advertising the promotional process based upon an anticipated certification date, and the City Manager must approve the re-establishment of the position back into the City's budget in order to fill the vacancy.

B. Announcements

The Director shall make every reasonable effort to announce and implement testing procedures according to a timetable that will result in certification of a new eligibility list upon expiration of the previous list.

1. At least 120 days before the written test for those ranks requiring a written test, the Director shall make every reasonable effort to announce a list of possible source materials from which the test will be constructed.
2. At least 30 days before the written test for those ranks requiring a written test, the Director shall announce the following:
 - The date, location, and time of the written examination.
 - Eligibility to compete in the selection process.
 - The promotion components, maximum points possible per component, and any other relevant information regarding the components or the process.
 - Source materials used in the construction of the test.
 - The approximate percentage of questions per source.
 - Cut-off Score.
 - Other information as necessary.

C. General Provisions

Letters or notices to candidates shall be issued as necessary under the direction of the Director to explain or give notice about critical dates, action required by the candidate, documents required from the candidate specific to each component, and other information. Failure to comply with the requirements described in these letters or notices may result in disqualification.

Candidates who arrive late for any selection component or fail to submit a Department of Human Resources Application or component documents by the announced deadline shall be immediately disqualified unless a verifiable emergency situation occurs; the continuation in the promotional process is solely at the discretion of the Director.

D. Application

Eligible current City employees must complete and submit an On-Line Application form during the 30-day posting and before the Closing Date/Time to the Human Resources Department for all announced positions.

IV. ELIGIBILITY LISTS

- A. Upon completion of the promotion components, including any appeals, the candidates shall be ranked in the order of their standing and their names placed on a list to be submitted for certification by the Civil Service Commission.
- B. For the classifications of Fire Apparatus Engineer, Fire Captain and Battalion Chief, the effective period of the eligibility list shall be a minimum of one (1) year, not to exceed two (2) years from the effective date of certification by the Civil Service Commission provided that such period is announced in accordance with Item III. B. 2. The length of the list will be mutually agreed upon by the Director of Human Resources and the Fire Chief preceding the publication of the thirty (30) day announcement.

- C. The Fire Chief may select any of the three (3) standing highest on the certified list for promotion to the rank for which the candidate has competed. Regardless of ranking on the certified list, a person will not be considered as standing among the three (3) highest on the certified list until the candidate meets the minimum service requirement as indicated in Chart II. If ties are present, the Fire Chief will consider Residency as a tie-breaker.
- D. At the expiration of the effective period of the list, all right of priority under the list shall cease.

V. ELIGIBILITY REQUIREMENTS

- A. A Little Rock Fire Department employee serving in an eligible classification as listed in Chart I shall be eligible to compete in the promotion process for Fire Apparatus Engineer, Fire Captain and Battalion Chief if the employee satisfies the minimum service requirements listed below:

**CHART I
ELIGIBILITY TO COMPETE REQUIREMENTS**

| Eligibility to Compete for Promotion To (Subject Rank): | Eligible Classification | Minimum Service In Eligible Classification | Effective Date |
|--|--------------------------------|--|-----------------------|
| Fire Apparatus Engineer | Firefighter | 4 years of service as a Firefighter by the date of the written test | 09/27/2012 |
| Fire Captain | Fire Apparatus Engineer | 2 years as a Fire Apparatus Engineer by the date of the written test | 6/30/2012 |
| Battalion Chief | Fire Captain | 2 years as a Fire Captain by date of written test | 9/01/2012 |

- B. To be eligible for promotion to the next rank, the candidate must be a uniformed Little Rock Fire Department employee who satisfies the eligibility requirements indicated in Chart II and stands among the top three on the certified eligibility list.

**CHART II
ELIGIBILITY TO BE PROMOTED REQUIREMENTS**

| Promotion To (Subject Rank): | Eligible Classification | Minimum Service In Eligible Classification | Effective Date |
|---|------------------------------------|---|---------------------------|
| Fire Apparatus Engineer | Firefighter | 5 years | 9/27/2012 |
| Fire Captain | Fire Apparatus Engineer | 2 years | 12/8/2011 |
| Fire Captain | Fire Apparatus Engineer | 3 years | 6/01/2014 |
| Battalion Chief | Fire Captain | 3 years | 12/8/2011 |

VI. PROMOTION COMPONENTS

The promotion process for each rank is comprised of different selection components (see Chart III).

**CHART III
PROMOTION COMPONENTS
AND MAXIMUM POINTS PER COMPONENT**

| Promotion To (Subject Rank): | Written Test | Practical Exam | Assessment Center/Behavioral Simulation | Experience Review |
|---|-------------------------|---------------------------|--|------------------------------|
| Fire Apparatus Engineer | 60 points | 40 points | | |
| Fire Captain | 45 points | | 55 points | |
| Battalion Chief | 35 points | | 45 points | 20 points |

A. Composite Score

Candidates will be ranked by composite score. The composite score is the sum of the points obtained by an individual in each component. Maximum composite score is 100 points. Composite scores will be rounded to the nearest two decimal places. Using general rounding rules, 5 and above round up, and 4 and below round down (i.e., 80.559 will round up to 80.60; 65.243 rounds to 65.24). Seniority credit will be added to the final composite score before a ranked list is created. Please refer to paragraph D. for the explanation of the seniority credit administration.

1. Beginning the first Human Resources business day after the Civil Service Commission has certified an eligibility list for the specified rank, all candidates for promotion may personally review composite score information that they received on all promotion factors.

B. Written Examination

For each rank, all candidates for the relevant rank will be administered the written test at the same time and date. For the ranks of Fire Apparatus Engineer, Fire Captain and Battalion Chief, a minimum cut-off score of 70% will be utilized.

A candidate may be permitted to take the written examination at an alternate location pursuant to the following circumstances, if:

- the candidate is scheduled for military duty on the day of the test and the candidate provides acceptable documentation that he made reasonable effort to reschedule the military duty, or
- the candidate is on Little Rock Fire Department business out-of-state on the day of the test, or
- the candidate is out-of-state attending to an emergency situation such as the death or hospitalization of a member of the candidate's immediate family, and
- acceptable written evidence of the scheduling conflict is provided to the Director a minimum of two weeks before the announced test date and time (unless the situation is considered an emergency), and
- an approved test monitor is available at the alternate location and the monitor agrees to perform the monitor duties as prescribed by the Human Resources Department, and
- the monitor guarantees that security of test materials as prescribed will be maintained prior to, during, and after the scheduled test time, and
- the test is administered at an approved alternate test location at the announced time and date.

A committee consisting of one representative of the Fire Department and one representative from the Human Resources Department will determine if the requirements for an alternate test location are satisfied and sufficient timely notification was received. Approval or denial of the alternate test location by the Committee is final.

The written examination will cover the sources (or a portion thereof) specified in the reading list. The Director shall implement procedures to ensure the security of the examination during the test development and test administration process. Candidates must pass the test to be eligible to participate in the remainder of the promotion process.

1. Review of Written Examination

Beginning the next Human Resources Department business day following the written examination publication of results, candidates may review their written examination answer sheets and a test key during the published review hours. The "Review Period" duration is five Human Resources Department business days. If a holiday observed by the City, or extraordinary circumstance as determined by the Director, occurs in this period, the review period shall be extended to provide candidates the entire five Human Resources Department business days for the Review Period.

2. Appeal of Written Examination Items

A candidate may appeal any test question or keyed answer. Candidates may review their written examination answer sheets and a test key, and submit a written appeal relative to the accuracy of any test question or keyed answer during the published review hours. The appeal shall be submitted in writing to the Director during the Review Period. The Director shall confer with a consultant, if necessary, and other advisors to determine the final keyed

answer. Appeals will be published without the name of the appealing candidate so that other interested candidates may freely support or challenge the appeal.

If an appeal is found to be valid, the Director will determine the appropriate remedial action and rescore all test answer sheets. Candidates will be notified of the appeal decision(s), the basis of decision(s), and their revised test score.

3. Education Points

Education points will be added to the written raw exam score (after the appeal process and before final weighting) for the ranks of Fire Captain and Battalion Chief only; applicants are required to successfully pass the written test before education points are added. Only degrees/hours completed at an institution accredited by one of the six regional accrediting associations recognized by the U.S. Secretary of Education will be accepted. Chart IV, illustrated below, contains the distribution of education points.

**CHART IV
EDUCATION POINTS**

| Rank | Effective Year | Education Points |
|-----------------|-----------------------|--|
| Battalion Chief | 2012 | 15-29 hours = ¼ point 30-59 hours = ½ point 60-90 hours or Associates Degree = ¾ point 91-120 hours or Bachelors Degree = 1 point |
| Battalion Chief | 2014 | 15-29 hours = ½ point 30-59 hours = 1 point 60-90 hours or Associates Degree = 1 ½ points 91-120 hours or Bachelors Degree = 2 points |
| Battalion Chief | 2016 | 15-29 hours = 1 point 30-59 hours = 2 points 60-90 hours or Associates Degree = 3 points 91-120 hours or Bachelors Degree = 4 points |
| Fire Captain | 2014 | 15-29 hours = ¼ point 30-59 hours = ½ point 60-90 hours or Associates Degree = ¾ point 91-120 hours or Bachelors Degree = 1 point |
| Fire Captain | 2016 | 15-29 hours = ½ point 30-59 hours = 1 point 60-90 hours or Associates Degree = 1 ½ points 91-120 hours or Bachelors Degree = 2 points |

C. Assessment Center / Behavioral Simulation

This component will consist of exercises designed to assess supervisory or management skills. The candidate's responses will be observed by an assessor or assessors, and/or recorded electronically, and/or recorded in written form in the case of an in-basket or other written exercise, and presented to a panel of trained assessors for evaluation. For the Fire Captain and Battalion Chief processes, the City may administer and/or score the Assessment Center/Behavior Simulation, or

contract with a firm to administer and/or score all or any part of the component or exercises, utilizing current or former fire personnel or other trained assessment professionals. Qualified assessors may reside inside or outside the state of Arkansas. Current or former LRFD personnel will not be utilized as assessors for Assessment Center exercises in which the identity of the candidates is readily apparent (i.e. recorded counseling sessions, etc.). For exercises in which the candidate will remain anonymous, such as a Situational Judgment Test (SJT), which requires the candidate to respond only in a written format, current or former LRFD personnel may be utilized as assessors. Candidates' written responses will be typed to ensure candidate identity remains anonymous.

Candidates will receive feedback concerning their Assessment Center performance after the final certification.

1. Review of Exercises

Beginning the next Human Resources Department business day following the release of the scores for this component, candidates may review their performance in the exercise(s). The "Review Period" is five Human Resources Department business days. If a holiday observed by the City, or extraordinary circumstance as determined by the Director, occurs in this period, the review period shall be extended proportionately to provide candidates the entire five Human Resources Department business days for the Review Period.

2. Appeal

A candidate may appeal the outcome in this examination by the following appeal procedures. After notification of their rating on this component, candidates may initiate an appeal by reviewing their performance and/or scoring criteria during the Review Period. After reviewing the information, candidates will be required to provide a written explanation of their appeal.

Utilizing all information including scoring criteria and the appeal information submitted by the candidate, a panel of assessors (the "Review Panel") will review the appeal and decide whether the candidate's rating is: a) reasonable (remains the same), b) should be raised, or c) should be lowered.

The Review Panel will be trained to conduct the review and may be drawn in part or whole from the group of assessors who originally rated the candidate. Candidates may appeal their results of an assessment center/behavioral simulation exercise developed by the Human Resources Department by following the procedures presented above. The Review Panel may consist of current or former fire personnel or other trained assessment professionals.

D. Practical Exam

A "Practical Examination" is an examination which permits the evaluation of a candidate's skill in the operation of Fire Department apparatus(es) and/or equipment. The Human Resources Department is responsible for the administration of the practical. The Fire Chief and individuals designated by the Fire Chief as the "Rating Panels" shall be responsible for conducting and scoring the Practical Examination. A Practical Examination will be administered to each

candidate for Fire Apparatus Engineer who has passed the written examination and is eligible for further consideration.

Reasonable efforts will be made to ensure gender and race diversity of personnel on the Rating Panels. Current or former LFRD personnel may be utilized in the Rating Panels for this component and panel members will hold a rank equal to or greater than the rank for which the candidate is applying. Reasonable effort will be made to ensure that the Practical Examinations are recorded.

If a candidate fails the practical exam, the candidate will not be eligible for further consideration in the current promotional cycle. Candidates will be informed of failing criteria before the administration of the Practical Examination.

1. Review of Recorded Exercises

Beginning the next Human Resources Department business day following the release of the scores for this component, candidates may review the recordings and/or rating criteria of their performance in the exercise(s). The "Review Period" is five Human Resources Department business days. If a holiday observed by the City, or extraordinary circumstance as determined by the Director occurs in this period, the review period shall be extended to provide applicants the entire five Human Resources Department business days for the Review Period.

2. Appeal

Candidates may appeal their outcome in this component by the following appeal procedures. Following notification of their rating on this component, candidates may review their recorded performance and/or scoring criteria during the review period. After reviewing this recording, candidates will be required to provide a written explanation of their appeal.

Utilizing the recorded information, if necessary, scoring criteria and the appeal information submitted by the candidate, a panel of raters (the "Review Panel") will review the appeal and decide whether the candidate's rating is: a) reasonable (remains the same), b) should be raised, or c) should be lowered.

The Review Panel will be trained to conduct the review and may be drawn in part from the group of assessors who originally rated the candidate. As indicated regarding the original assessors, the panel members will hold a rank equal to or higher than the rank for which the candidate is applying.

- E. Experience Review

1. An Experience Review will be conducted for the rank of Battalion Chief. Candidates must complete a questionnaire and for each designated knowledge, skill, or ability they must report a specific and verifiable experience/accomplishment that demonstrates their expertise. The Experience Review Packet will be scored by a panel of trained raters. The process may contain a live interview or may consist only of a review of the submitted questionnaire.

- a. Battalion Chief: The Review Panel for the Battalion Chief process will include the Fire Chief or designee and two designees of the City Manager.

2. Appeal

The rating of the Experience Review Panel is not subject to appeal.

F. Seniority Credit

For purposes of giving candidates credit for seniority, Seniority Credit is added to the final composite score. Seniority Credit will be calculated from the date of promotion to the candidate's current rank (years of service in rank) to the date of the Written exam. Uniformed service time must be active, consecutive service time in the Little Rock Fire Department in the current rank. Days served as suspensions will be deducted from the time in service. Credit will be awarded as follows in chart V:

**CHART V
SENIORITY CREDIT**

| Rank | Years of Service in Rank | Seniority Credit / Points | Effective Date |
|-------------------------|--|--|-----------------------|
| Fire Apparatus Engineer | 5 years (beginning the 49 th month) to 10 years as a firefighter. | ONE (1) POINT PER YEAR, <i>(prorated)</i> , with a maximum of five (5) points. | 09/27/2012 |
| Fire Captain | 4 years (beginning the 37 th month) to 8 years as a Fire Apparatus Engineer | ONE (1) POINT PER YEAR, <i>(prorated)</i> , with a maximum of five (5) points. | 6/01/2012 |
| Battalion Chief | 4 years (beginning the 37 th month) to 8 years as a Fire Captain | ONE (1) POINT PER YEAR, <i>(prorated)</i> , with a maximum of five (5) points. | 12/08/2011 |

VII. MISCELLANEOUS

The Human Resources Department will provide orientation for candidates, following successful completion of the written test, regarding additional promotion components. The orientation may be conducted via live presentation, through distribution of handouts or be web-based, and may be mandatory.

Any internal raters, assessors, review panelists and other individuals utilized during a testing process will be required to sign a statement stating that they will comply with all of the administrator's instructions including, but not limited to, basing their rating only on the observed performance of the candidate. The statement will also include a declaration that the rater is not in a familial or consensual relationship with the candidate, as defined in the City of Little Rock Administrative Policies and Procedures manual.

The Human Resources Department will provide a copy of the certified list to the Fire Chief as soon as reasonably possible following Civil Service Commission certification. The Fire Chief is then responsible for the distribution of the certified list to all work locations as soon as reasonably possible.

These guidelines shall be effective immediately following approval by the Civil Service Commission.

Previous Promotion Procedure Guidelines for uniform fire classifications were revised and adopted by the Commission: January 25, 2001, May 10, 2001, May 29, 2003, June 23, 2005, December 15, 2005, September 25, 2008, November 12, 2009, and December 8, 2011.