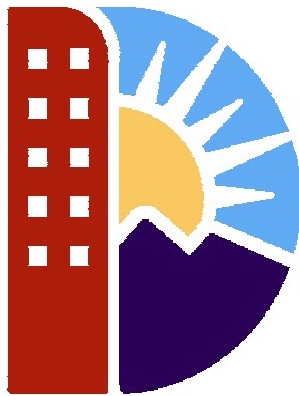
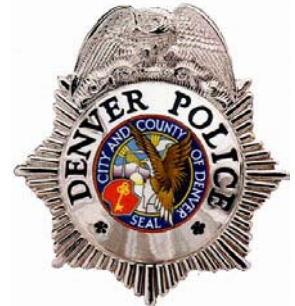


Civil Service Commission
City and County of Denver

2010 Annual Report



DENVER
THE MILE HIGH CITY





Civil Service Commission
Police and Fire Classified Service
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Denver, CO 80202-5332
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Dear Esteemed Colleagues:

Enclosed is a copy of the Denver Civil Service Commission's Annual Report for calendar year 2010. We are committed to working in full partnership with the Manager of Safety, Fire and Police Administrations and with members of the Classified Service to ensure that the intent and spirit of the City Charter and Commission Rules are met with the highest ethical and professional standards.

We are committed to fostering and maintaining merit system principles in the testing and selection processes for the Classified Service of the Police and Fire Departments while recognizing the value and benefit of a diverse workforce. This agency is also committed to ensuring that the members of the Classified Service have access to a fair disciplinary and disqualification review process.

The financial challenges for 2010 resulted in no Police Academy classes in this fiscal year. Despite these difficult times, the principles that we are entrusted to uphold were achieved. We are optimistic about the future and meeting the needs of the Classified Service.

Our achievements this past year are not ours alone but the result of collaborative efforts. We sincerely thank the Department of Public Safety, Police and Fire Administration, Public Safety Recruitment and members of the Classified Service for their valuable input and support.

Sincerely,

Earl E. Peterson
Executive Director



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EXECUTIVE SUMMARY

The City Charter established the Denver Civil Service Commission in 1904. The Commission is one of the oldest merit systems in the nation and is modeled after the Pendleton Act of 1883, which created the U.S. Civil Service Commission now known as the U. S. Office of Personnel Management.

The duties, powers and responsibilities of the Commission include establishing, fostering and maintaining a merit personnel system for the Classified Service of the Denver Police and Fire Departments. Through this merit process, a listing of eligible applicants determined to be the best qualified, is provided to the Manager of Safety for selection and appointment to the Classified Service.

By Charter and Rule, the Commission has a duty to maintain a merit system that provides for equality, diversity and integrity in the examination process. The Commission evaluates components used in the examination process on a regular basis and determines how these components should be graded and weighted in order to identify the best-qualified applicants and candidates for placement on eligible registers. The Commission's ongoing review of test material, selection methods and policies and procedures ensures an effective, efficient and fair process for entry-level and promotional testing. The Commission is committed to testing and selection processes that are fair, content valid, reliable and job related. The Commission adheres to all applicable Federal, State and local laws and adheres to the Uniform Guidelines on Employee Selection Procedures as established by the Equal Employment Opportunity Commission (EEOC).

The Commission is also committed to Equal Employment Opportunity and non-discrimination. The Commission's consideration and examination of all applicants for employment with the Commission and all applicants and candidates for appointment and promotion in the Classified Service, shall be made without regard to race, color, religion or creed, sex, sexual orientation, age, national origin or ancestry, political affiliation, or disability for individual's otherwise qualified to perform the essential functions of the position with or without reasonable accommodation.

In 2010, continued process improvements were made in both entry-level and promotional testing.

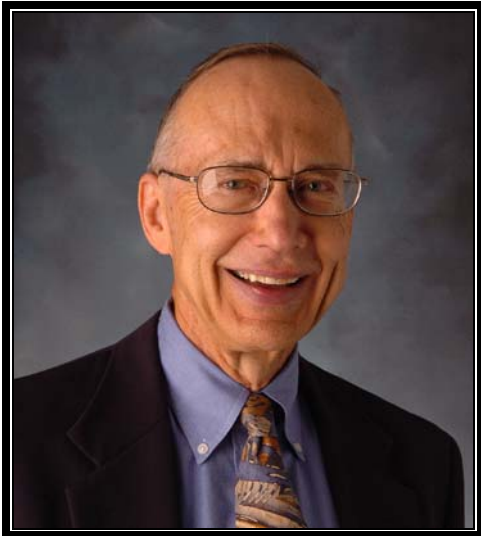
- Polygraph results are now reviewed by the psychologists in preparation for the Suitability Interview.
- The Commission redeveloped the entry-level Police and Fire language skills assessment questions and expanded the base of language skills assessors to ensure greater consistency in determining the proficiency level for preference points consideration.
- The Civil Service Commission testing lab was expanded from 28 to 36 stations using existing city resources and new energy efficient flat screen monitors were purchased.
- Police and Fire promotional candidates can now register on line via the city intranet and they can now receive Department reading material electronically vs. hard copy.
- The Civil Service Commission web page was given a new look with improved navigation.

- In cooperation with the Denver Fire Department administration, the Civil Service Commission tested and screened firefighters from the Sheridan Fire Department to ensure compliance standards were met for merger into the Denver Fire Department.
- In December 2010, the Commission administered a computer based written test to 282 applicants interested in the Denver Public Safety Cadet program.
- The Civil Service Commission provided administrative support to the Department of Public Safety Recruitment's use of the Commission's testing lab for on-site practice testing for potential entry-level Police and Fire applicants.
- The Civil Service Commission, in cooperation with Risk Management continues to evaluate the physical conditioning of new hires for the Denver Police and Fire Departments. This evaluation relates to the health, fitness and safety of new recruits in achieving decreased injuries in academy classes.
- The Civil Service Commission readily shares best practices and information regarding collaborative efforts with other cities. These inquiries demonstrate that the Commission continues to be a leader in test development and administration.

CIVIL SERVICE COMMISSIONERS

Cecilia E. Mascarenas, President

Cecilia E. Mascarenas was reappointed to the Commission in December 2010. Commissioner Mascarenas holds a Bachelor of Arts degree in Sociology from Goshen College in Indiana and an Associate of Arts Degree in Elementary Education from Hesston College in Kansas. She enjoyed a 30-year career as a Probation Officer and Probation Administrator for the Denver Juvenile Court. She is a former Governor appointee to the Colorado Board of Parole and a former Mayoral appointee to the Public Safety Review Commission. President Mascarenas has served on community, state and national Boards and Commissions. She served on the Mayor's Public Safety Infrastructure Taskforce Committee. She served as Interim Deputy Manager of the Family and Children's Division at the Denver Department of Human Services, appointed by the Colorado Department of Public Safety to the Regional Community Policing Institute, and was appointed by the Governor to the Justice Assistance Grant Board and the Community Corrections Advisory Council in 2007. As a Mayoral appointee, her term expires December 31, 2012.



Neal G. Berlin, Vice President

Neal G. Berlin was reappointed to the Commission in December 2010. For over 35 years he served local governments as a city manager; including Ann Arbor, Michigan; Arvada, Colorado; Iowa City, Iowa and Hanover, New Hampshire. Major responsibilities included oversight of Police and Fire operations and personnel administration. His primary professional interests are organizational change, responsiveness to citizens, effective and prudent financial management and consensus building. Commissioner Berlin served in the U.S. Army. Commissioner Berlin received a Master in Public Administration degree from the University of Michigan and his Bachelor of Arts degree in Political

Science from Illinois Wesleyan University. He has undertaken additional academic work at the John F. Kennedy School of Government at Harvard University, American University, the University of Colorado and the University of Denver. Commissioner Berlin works to improve the lives of persons who are challenged with developmental disabilities. He is a member of the Board of Directors and finance and personnel committee of the Developmental Disabilities Resource Center in Lakewood that provides services to persons with developmental disabilities in four counties. He is also president of the Windsong at Pinecrest homeowners association. As a City Council appointee, his term expires December 31, 2012.

CIVIL SERVICE COMMISSIONERS (CONTINUED)

Anna Flores, Commissioner

Anna Flores was reappointed to the Commission in January 2010. Commissioner Flores is a life long Denver resident. She attended Fairview Elementary School, Lake Jr. High, West High School, and Metropolitan State College with a double major in Political Science and Spanish. Former Mayor Frederico Pena appointed her as the Director for the Denver Commission on Aging from 1983 to 1989. Commissioner Flores previously narrated for the Colorado Talking Library for the Blind. She is an author and writes mysteries. She has currently written four books. As a City Council appointee, her term expires December 31, 2011.



Hillary Potter Ph.D., Commissioner

Hillary Potter was appointed to the Commission in January 2009. Dr. Potter is an Assistant Professor of Sociology at the University of Colorado at Boulder, where she teaches criminology courses and her research focuses on the intersections of race, gender, and class issues as they relate to crime and violence.

Dr. Potter, a resident of the Capitol Hill neighborhood, was born and raised in Denver and attended Barrett and Stephen Knight Elementary Schools, Kunsmiller Junior High School, Gove Middle School, and South High School.

Dr. Potter holds a B.A. and a Ph.D. in sociology from the University of Colorado at Boulder and an M.A. in criminal justice from the John Jay College of Criminal Justice, City University of New York. Dr. Potter is the author of *Battle Cries: Black Women and Intimate Partner Abuse* (New York University Press, 2008) and the editor of *Racing the Storm; Racial Implications and Lessons Learned from Hurricane Katrina* (Lexington Books, 2007). As a Mayoral appointee, her term expires December 31, 2011.

CIVIL SERVICE COMMISSIONERS **(CONTINUED)**



Stephen Young, Vice-President

Mr. Young received his law degree from the University of Colorado, School of Law and his Bachelor of Arts degree in Philosophy and Sociology from the University of California at Santa Barbara. Commissioner Young has a long history of civic, philanthropic and community involvement and he served on the Mayor's Public Safety Infrastructure Taskforce Committee. Since his arrival in Colorado in the early 1990s, he has been actively involved in many civic activities, including serving on the boards of both the Children's Museum and the Art Students League. He served on the board of Del Norte Neighborhood Development Corporation, which is a 501(c)(3) non-profit organization recognized by the City and County of Denver and the Department of HUD as a Community Housing Development Organization (CHDO). Commissioner Young is also a past Chair of the Alumni Board, for the University of Colorado, School of Law, on which he has served two terms. Mr. Young was a joint Mayoral and City Council appointee. He left the Commission in May 2010 to pursue other interests.

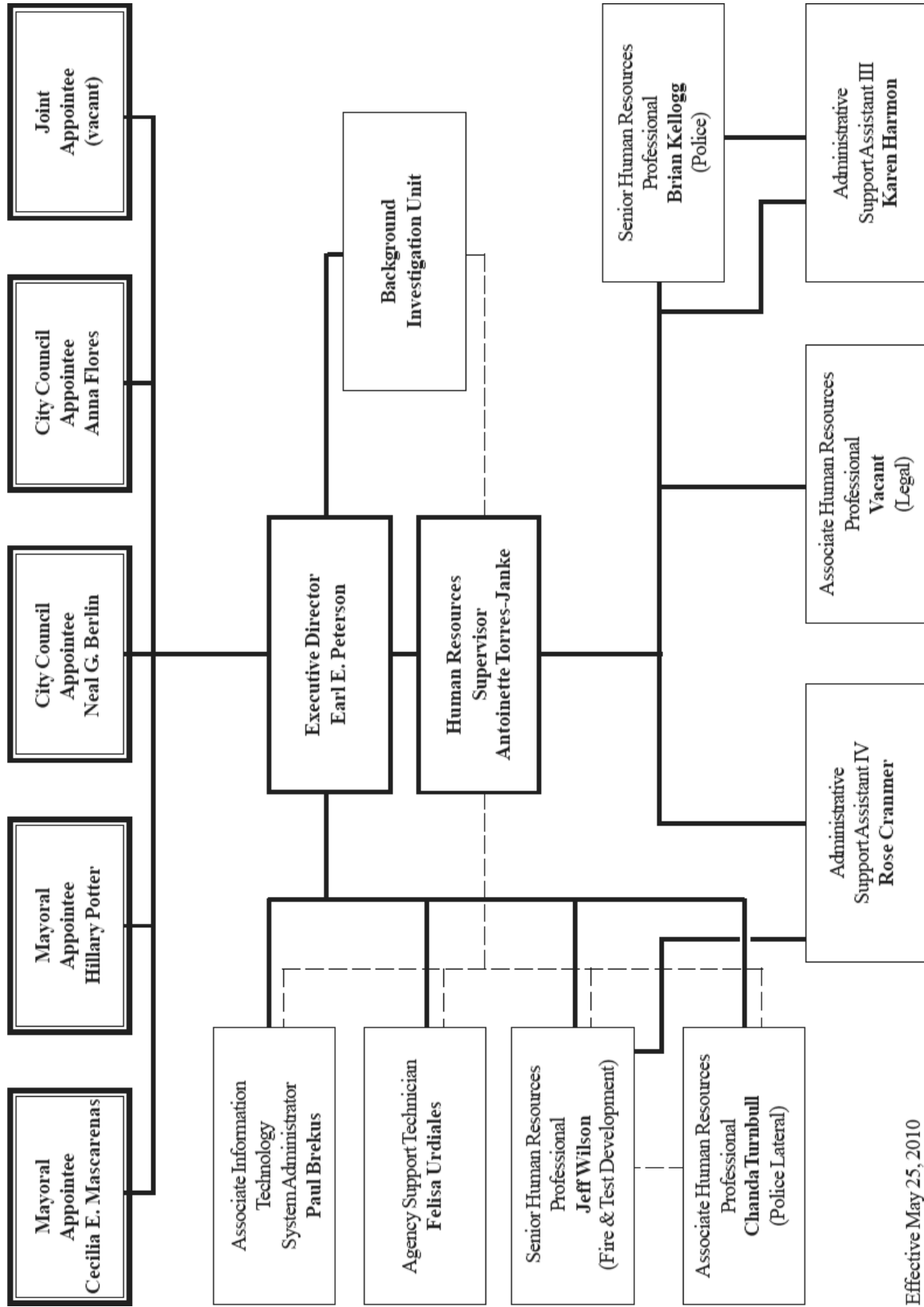
EXECUTIVE DIRECTOR



Earl E. Peterson

Earl E. Peterson has served as Executive Director since November 2000. Prior to this position he was in the private sector for over 19 years with Champion International Corporation, Nationwide Papers Division as Operations Manager, Administration Manager and Marketing Manager. Mr. Peterson is a graduate of the State University College of Arts and Science, Geneseo, NY, and holds a Bachelor of Science Degree in Management Science. Mr. Peterson is an active member of Eastern Hills Community Church. He currently serves on the architectural committee for the Prides Crossing HOA and was Vice President for seven years.

Civil Service Commission Org Chart



Effective May 25, 2010

COMMISSION BUDGET

In 2010, the Commission was budgeted \$1,304,200. The budget includes costs for a full-time staff of 9 employees, 18 on-call background investigators and payment to hearing officers to conduct disciplinary appeal hearings. The budget also includes payment for entry-level and promotional test development and applicant processing.

The Commission was involved in the development and administration of five promotional examinations; continuous administration of the entry-level computerized Police test; the administration of a computerized Fire test; and the subsequent processing of entry-level Police and Fire applicants.

\$112,239 in direct costs was spent during 2010 to develop and administer the following promotional examinations:

Police Lieutenant	\$40,163
Fire Engineer	\$28,041
Fire Captain	\$25,195
Assistant Fire Chief	\$17,072
Assistant Superintendent of Fire Alarm	\$1,768

The processing of applicants for Police and Fire academy classes reflected the following line item expenditures within the Civil Service Commission Budget:

Background Investigation Unit Payroll and Social Security	\$80,292
Polygraph Exams	\$55,675
Suitability Exams	\$69,539
Pre-Employment Drug Screening	\$1,768

The Civil Service Commission returned \$94,530 of the planned operating budget back to the general fund due to reductions in academy needs for Police and Fire as well as reduced operational expenditures. These savings represent 7.25% of the overall Commission budget for 2010.

DISCIPLINARY & DISQUALIFICATION APPEALS

The Appeal Process

The City Charter and Commission Rule 12 provide a disciplinary appeal process through which a member of the Classified Service may appeal any Departmental Discipline received, with the exception of the receipt of an oral or written reprimand and the dismissal of a probationary employee. The appeal process provides for a public hearing before a Hearing Officer and an option for assignment to a Settlement Officer. When the discipline being appealed includes a penalty of dismissal, or when the discipline being appealed is based on a member's conduct that resulted in a death, the appeal hearing is conducted by a three-person panel of Hearing Officers.

Except for the disqualification of any probationary member of the Classified Service, a member who is subject to disqualification and is being dismissed for a failure or inability to meet the qualifications necessary to perform the essential functions of the position may also file an appeal for a hearing before a Hearing Officer.

Any decision and order of a Hearing Officer (or panel of Hearing Officers) may be appealed by the member, or the Manager of Safety, for a review by the Board of the Commission.

An Appeal to the Hearing Officer

The appeal must be filed within 10 days of the date of service of the Manager of Safety's Departmental Order of Disciplinary Action or Disqualification. A Hearing Officer(s) will be randomly selected from among all Hearing Officers under contract.

The matter will be scheduled for a public hearing before the assigned Hearing Officer(s). Evidence may be presented and witnesses may testify at the hearing. The Manager of Safety has the burden of proof (by a preponderance of the evidence) at the hearing.

The Hearing Officer(s) will issue a written decision within 30 days after the hearing is closed. The Hearing Officer(s) may affirm, reverse, or modify the disciplinary action, in whole or in part. Either party, or both parties in the matter, may then appeal the Hearing Officer's decision to the Civil Service Commission Board, or directly to Denver District Court.

An Appeal to the Commissioners

A Notice of Appeal requesting review of the Hearing Officer's decision by the Commission must be filed within 15 days of the date noted on the certificate of mailing of the Hearing Officer's decision. Any appeal to the Commission is subject to a limited review of the Hearing Officer's decision based on one or more of the following reasons:

1. New and material evidence is available that was not available at the time of hearing;
2. Erroneous interpretation of Departmental or Civil Service Rules;
3. Policy considerations that may have effect beyond the case at hand;
4. The discipline affirmed or imposed is inconsistent with discipline received by other members under similar circumstances.

The parties may file briefs in the appeal, and the matter may be scheduled for Oral Argument to be heard before the Commission Board. Upon reviewing the record in the appeal, the Commissioners shall then issue their Final Decision and Order. The Commissioners may affirm,

reverse, or modify the Hearing Officer's Decision and Order. Any final decision issued by the Commissioners may then be further appealed to the Denver District Court.

An Appeal to the Denver District Court

When a decision of the Hearing Officer or of the Commission Board is appealed to the District Court, the Court will typically review the decision based on an analysis of whether the decision was arbitrary, capricious or an abuse of discretion.

2010 Disciplinary Appeals

In calendar year 2010, seven (7) new Police disciplinary appeals were filed before the Hearing Officers. One (1) appeal was settled in 2010 prior to hearing. Six (6) appeals carried over into 2011.

One (1) 2009 Police case was appealed to the Commission from a Hearing Officer decision issued in 2010 and it was carried over into 2011.

In 2008, the Commission Rules were amended to provide for a three (3) Hearing Officer panel for any disciplinary appeal involving a termination of a member of Classified Service involving a death. In 2010, the Commission held its first hearing before a three (3) Hearing Officer panel. This particular case was a 2009 case involving the consolidation of two separate appeals filed by the same Police Officer and termination of the officer. The Hearing Officer panel upheld the officer's termination. The Hearing Officers' decision was not appealed.

Hearing Officers

All Hearing Officers for the Commission are required to serve under contract and are not considered employees of the City and County of Denver. The procedures and qualifications for selection of Hearing Officers are provided by City Charter and Commission Rule 14. The selection process involves the mutual ranking of qualified applicants by the Manager of Safety and by representatives of the Police Officer and Firefighter collective bargaining agents acting as a single unit.

The selection process must be undertaken at least once every three years and the Commission is required to contract with at least three (3) persons to serve as Hearing Officers. In the calendar year 2010 there were five (5) individuals who received contracts as Hearing Officers as a result of the selection and ranking process that was completed in the fall of 2009. The five Hearing Officers under contract for 2010 through 2012 are:

Susan J. Eckert, Esq.
Daniel C. Ferguson, Esq.
Lawrence B. Leff, Esq.
Eric J. Moutz, Esq.
Rhonda L. Rhodes, Esq.

ENTRY-LEVEL POLICE OFFICER/FIREFIGHTER TESTING AND APPLICANT PROCESSING

During the respective open application periods, applicants interested in testing for a Police Officer or Firefighter position first complete an application form and schedule a test date online through the Commission's web site at www.denvergov.org/civilservice. The Commission's testing center can accommodate up to 36 applicants per test session, with testing conducted in the mornings. If the scheduled appointments for testing are full, an applicant can "walk-in" on any scheduled test day and will be permitted to fill any vacant testing stations on a first come first served basis.

Police Officer Testing

Testing for Police Officer was conducted at the Civil Service Commission in the months of March and April, 2010. The written test is administered via computer. The Police Officer entry-level test has two major components, A *Written Skills Test* and a *Situational Judgment Video* test. Both components are administered via computer.

The *Written Skills Test* component has two sections: a Writing Ability Skills section comprised of 44 questions, and a Human Relations Skills section comprised of 62 questions. The Writing Ability Skills section measures constructs including correct wording, grammar, spelling, punctuation and ease of understanding. The Human Relation Skills section measures constructs to include the ability to work under stressful conditions, integrity, ethics, decision-making, self-control, maintaining confidentiality, interpersonal skills, teamwork, the ability to follow rules, and demonstrating respect for others. The *Written Skills Test* is administered only on a pass/fail basis. The minimum passing score was 65.0943%.

Following the Police Officer *Written Skills Test*, a *Situational Judgment Video Test* is administered to those Police applicants who received a passing score on the written skills test. An applicant's score on the *Situational Judgment Video Test* is the applicant's "total test score" which is used for the purpose of ranking.

A comprehensive Test Orientation and Study Guide is made available to all Police Officer applicants. The Study Guide includes practice test items for both sections of the *Written Skills Test*. For the *Video Test*, two sample video scenarios with corresponding questions are made available through the Commission's website.

Police applicants who are currently employed as peace officers (with appropriate State certification), and who have a minimum of three years patrol experience, can be considered for lateral-entry placement. A benefit of the combined entry-level and lateral-entry academies allows lateral-entry applicants to complete the academy in 10 weeks (versus 26 weeks for entry-level applicants) if their previous training and experience warrants.

Firefighter Testing

Testing for Firefighter was conducted in the months of January and February, 2010. The Firefighter written test covers several areas that have been determined, by a comprehensive job analysis and input from Fire Department subject matter experts, to be important to the position of Firefighter. The skills and abilities measured include job related practical skills, interpersonal skills, emotional outlook, and basic educational skills (such as reading comprehension, writing and mathematics). The written test is administered via computer.

An applicant must pass the written test at 81.5% or higher. The Commission determined that the written test would be strictly pass/fail and that ranking would be established 100% by the composite score combining the Interpersonal Skills and Emotional Outlook components. Additionally, the Commission may administer a Mechanical Aptitude test for data collection purposes only. The Mechanical Aptitude test will not be used in the scoring. Further details regarding the Written Test can be found in the *Firefighter Study Guide* located on our website at www.denvergov.org/civilservice.

The City of Sheridan and the City and County of Denver entered into a inter-governmental agreement for Denver to acquire firefighter operations for Sheridan. The Civil Service Commission administered a special written test on August 9, 2010 for the Sheridan firefighters who had not previously taken and/or passed the entry-level written test given in January or February, 2010.

Special Testing for the Fire Department

The Fire Department has two specialized entry-level positions in the Classified Service. They are Fire Mechanic and Fire Systems Technical Specialist (including Electricians and Electronic Technicians). Fire Mechanics perform skilled work in the maintenance and repair of automotive equipment, fire apparatus and fire suppression equipment. Fire Systems Technical Specialists (Electricians) design, install and maintain all electrical, heat, and power systems. Fire Systems Technical Specialists (Electronic Technicians) design, build, install, inspect and repair all division systems and equipment. Equipment maintained includes radio fire-box transmitters and receivers, microwave, two-way mobile radios and pagers, towers, antennas, etc. When a vacancy is anticipated in any of these specializations, the Commission will screen and test applicants as outlined in the respective Announcement of Examination and the respective Informational Booklets.

In 2010, the Commission tested for Fire Systems Technical Specialist (Electrician). This position requires a current State of Colorado Journeyman Electrician license and a minimum of 4 years work experience in the electrical field.

Police Officer and Firefighter Applicant Processing

Police and/or Fire applicants who are invited on for further testing and screening are required to complete a Behavioral Questionnaire; Supplemental Application Form detailing their education and training, military service, employment and volunteer history; and a Background History Form providing information regarding their driving history, their use of drugs and alcohol, their legal history, references, etc.

The questionnaire and forms help identify personal and work behaviors related to the qualifications and suitability standards for Police Officers and Firefighters. Commission staff, the psychologist, the polygraph examiner, the background investigator and the Commissioners review this data. When an applicant is certified for consideration for hire to the Manager of Safety, the data and findings are also considered in the Manager's file review.

To be eligible for consideration for hire, applicants must successfully complete the following testing and screening phases:

- Physical Ability Test
- Suitability Assessment (Written Assessments, Interview, and File Review)
- Polygraph Examination
- Background Investigation (Including Interview)
- Background Review by Commissioners

All applicants who successfully complete all of the testing and screening phases are generally approved for placement on an "Eligible Register." There are separate eligible registers for Entry-Level Police, Cadet-Police, Lateral-Entry Police, Reserve Police Officer, Entry-Level Firefighter, Cadet-Firefighter, and Lateral-Entry Firefighter applicants. When it is time to fill an Academy class, the Commission will certify to the Manager of Safety a list of applicant names from one or more of the eligible registers.

When selecting names to be certified, the Commission does so based on the relative rank on the eligible register(s) and the requirements of any court orders in effect. With regard to Police applicants, the Commission certifies names in accordance with the provisions of the court approved Modified Hogue Consent Decree. The Hogue Consent Decree establishes minimum percentage goals based on racial and ethnic representation in the defined available work force. The Hogue Consent Decree goals apply to the following elements of the screening and selection process: listing qualified applicants on an eligible register; certifying a list of applicants to the Manager of Safety; and the hiring of applicants by the Manager of Safety.

From among those applicants certified, the Manager of Safety selects the individual applicants who are to be provided a conditional job offer. To aid the Manager of Safety in his selection decisions, each certified applicant is required to undergo a Department Panel Interview. Interviewed Police applicants files are reviewed by the Police Department's Command staff who then makes recommendations to the Manager based upon their file reviews. Interviewed Fire applicant files are reviewed by the Fire Chief who then makes recommendations to the Manager based upon his file review.

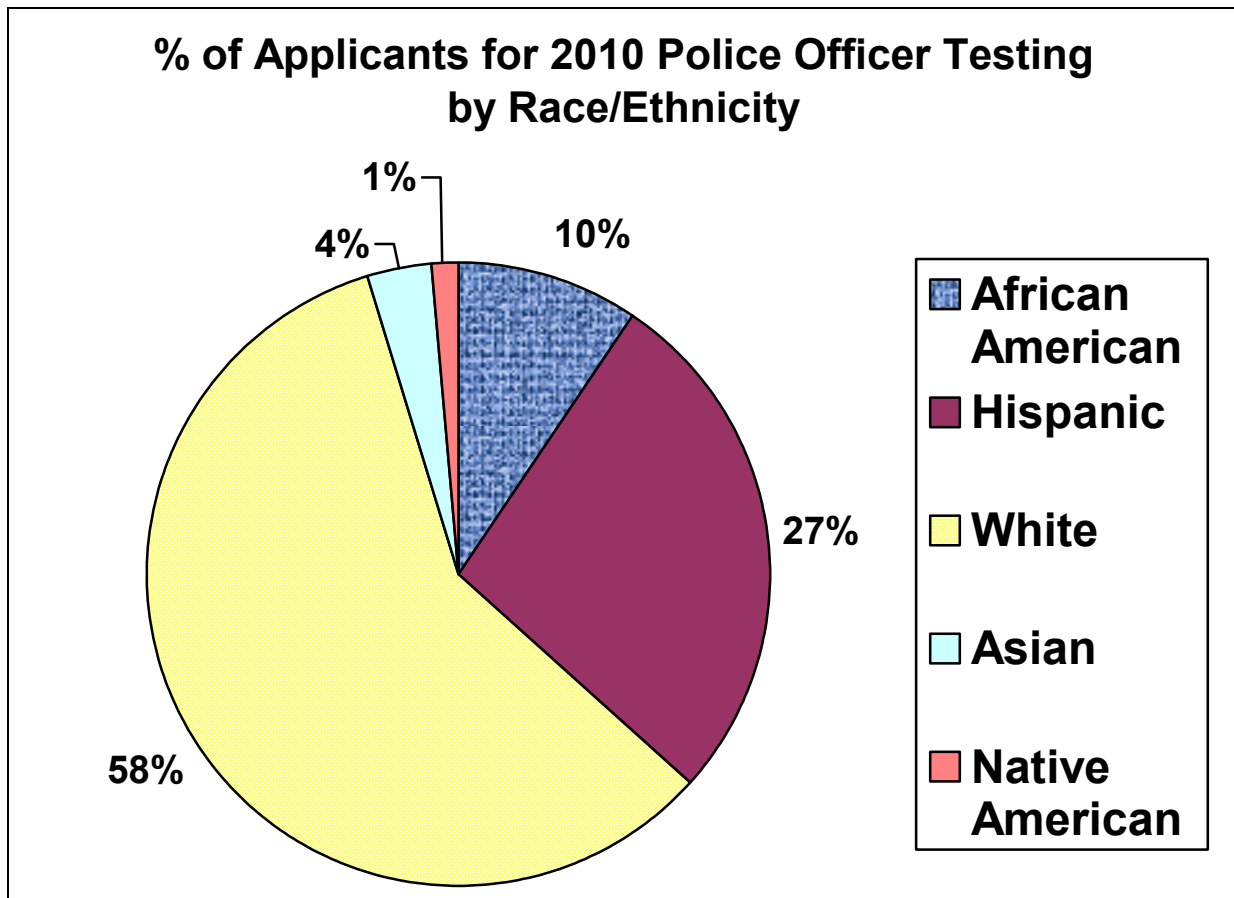
As part of the Manager of Safety's final screening process, those applicants receiving a conditional job offer must also successfully complete a medical evaluation, hair analysis drug screen, and fingerprinting. The medical evaluation includes, but is not limited to, a medical exam, the completion of a post-job offer questionnaire, a written psychological test and a psychological evaluation. The Manager of Safety retains the final hiring authority to select applicants for appointment to an academy class.

2010 ENTRY-LEVEL AND LATERAL-ENTRY POLICE APPLICANTS FOR POLICE OFFICER TESTING (By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Total	% of Total
African American	89	7.65%	22	1.89%	111	9.54%
Hispanic	246	21.13%	71	6.10%	317	27.23%
White	569	48.88%	111	9.54%	680	58.42%
Asian	35	3.01%	6	0.52%	41	3.52%
Native American	13	1.12%	2	0.17%	15	1.29%
Total	952	81.79%	212	18.21%	1164	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.

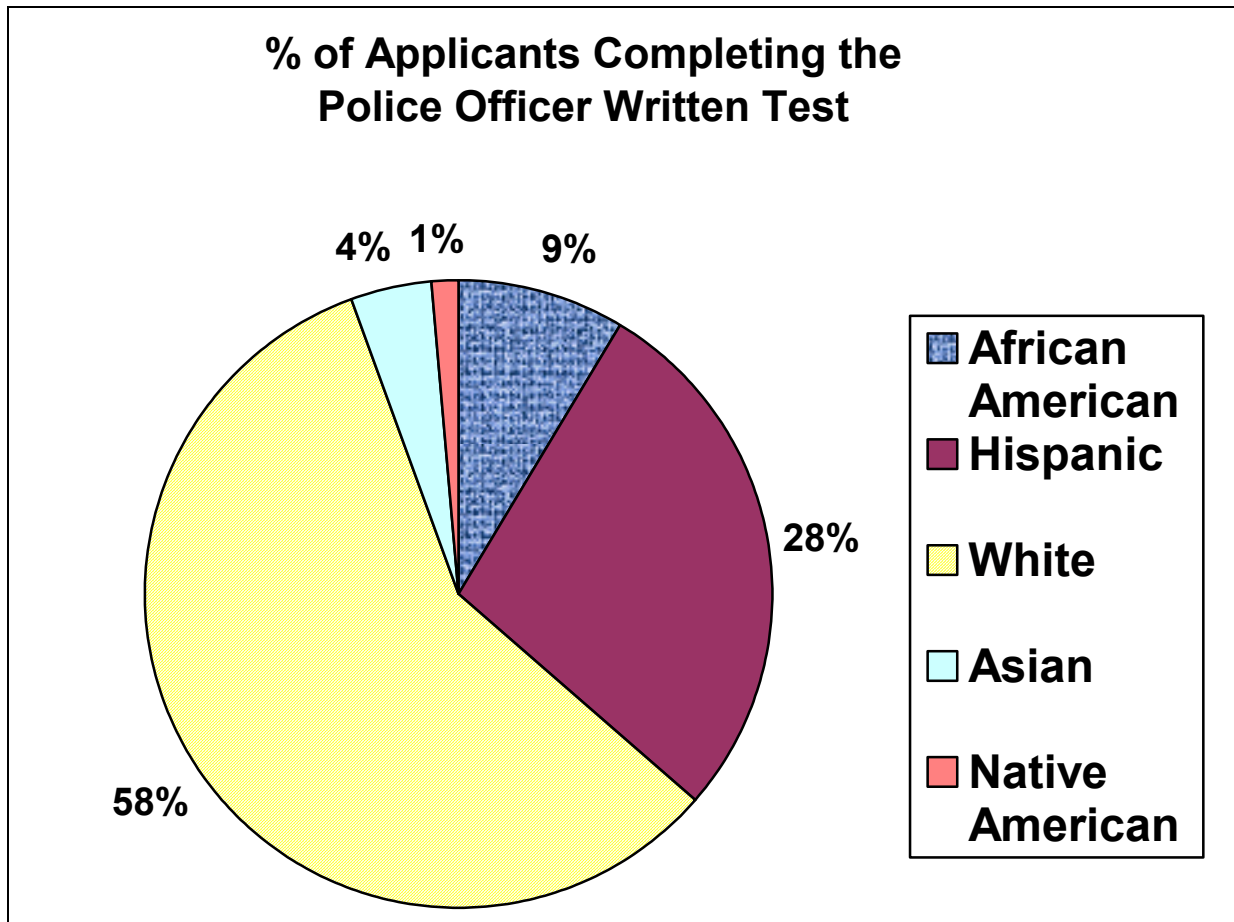
¹The applicant pool consists of people who applied during 2010 whether they tested, were disqualified at the time of application, or were a no-show to the written test.



**2010 ENTRY-LEVEL AND LATERAL-ENTRY POLICE
APPLICANTS COMPLETING THE POLICE OFFICER
WRITTEN TEST
(By Race/Ethnicity and Gender)**

	Male	% of Total	Female	% of Total	Total	% of Total
African American	60	6.88%	15	1.72%	75	8.60%
Hispanic	187	21.44%	55	6.31%	242	27.75%
White	410	47.02%	97	11.12%	507	58.14%
Asian	30	3.44%	6	0.69%	36	4.13%
Native American	10	1.15%	2	0.23%	12	1.38%
Total	697	79.93%	175	20.07%	872	100.00%

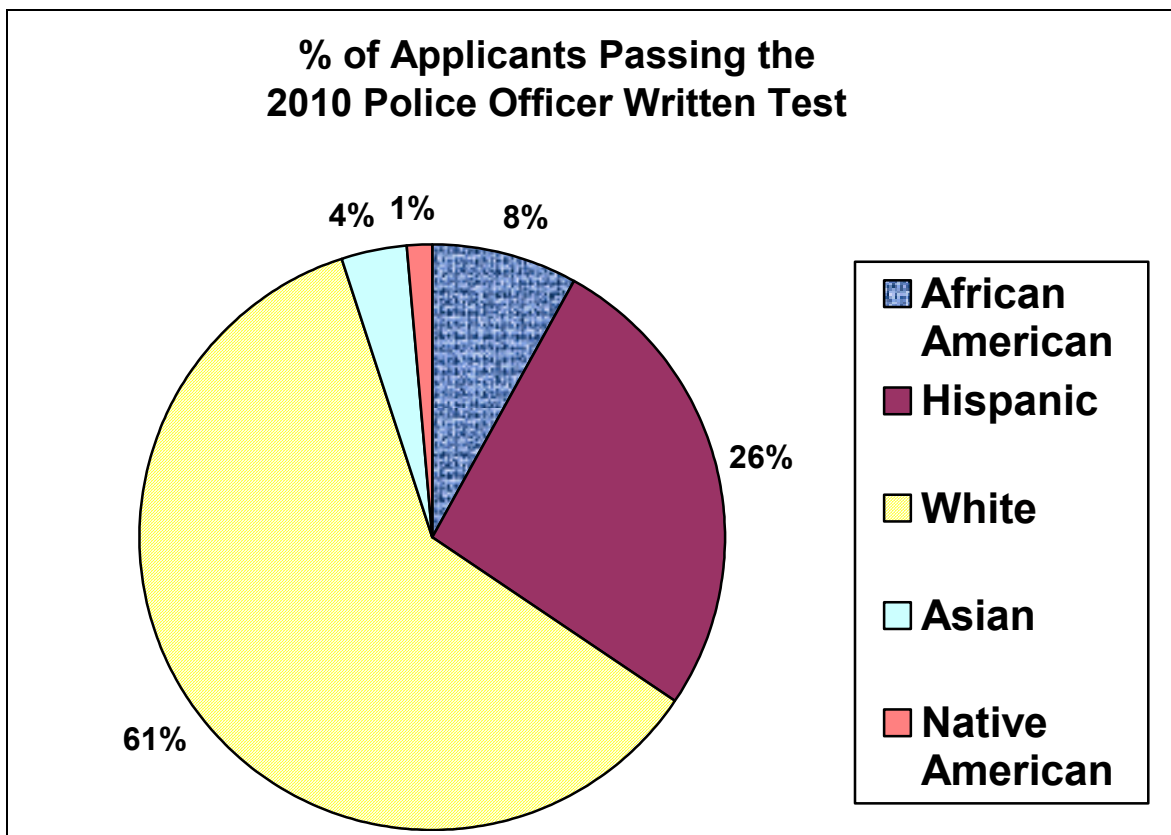
*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



**2010 ENTRY-LEVEL AND LATERAL-ENTRY POLICE
APPLICANTS PASSING THE POLICE OFFICER
WRITTEN TEST ¹
(By Race/Ethnicity and Gender)**

	Male	% of Total	Female	% of Total	Total	% of Total
African American	54	6.52%	13	1.57%	67	8.09%
Hispanic	167	20.17%	52	6.28%	219	26.45%
White	403	48.67%	97	11.71%	500	60.39%
Asian	25	3.02%	5	0.60%	30	3.62%
Native American	10	1.21%	2	0.24%	12	1.45%
Total	659	79.59%	169	20.41%	828	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



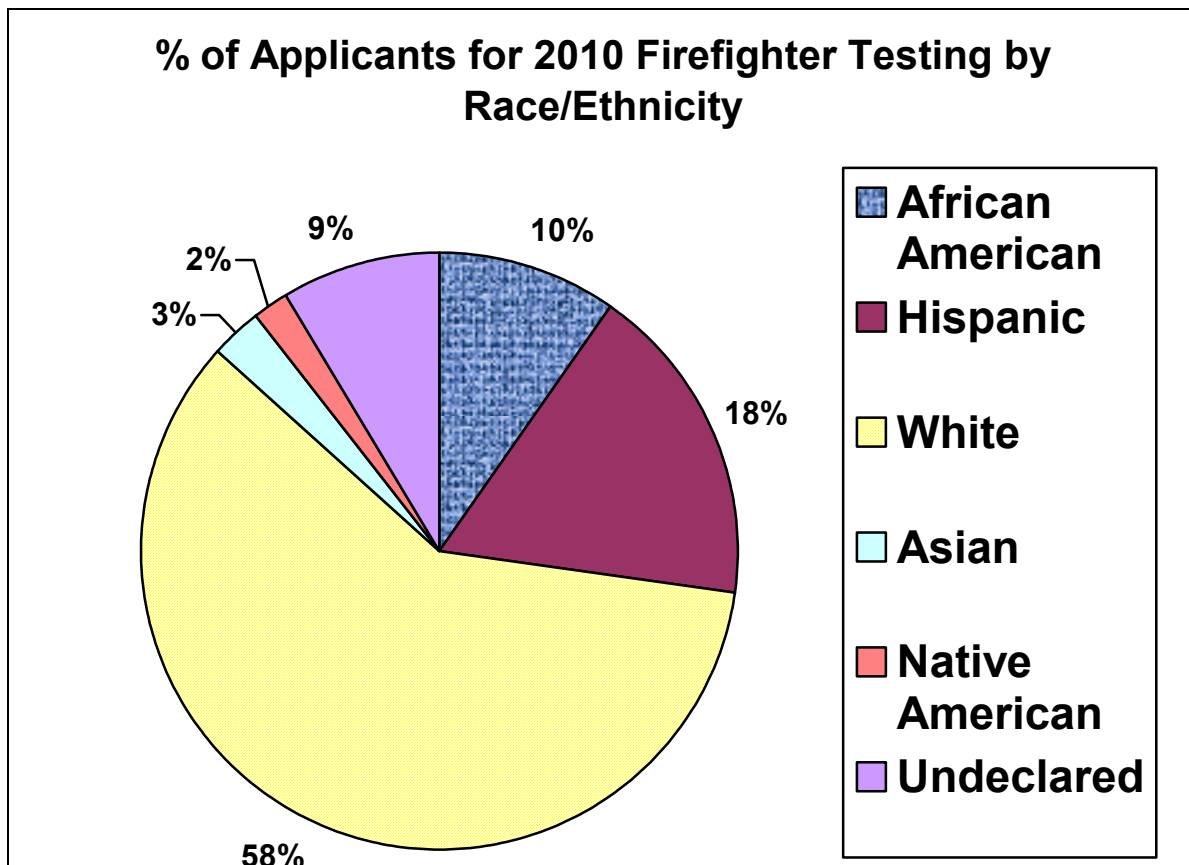
¹ In 2010, testing for Police Officer applicants was conducted at the Civil Service Commission's office on 33 separate days during the months of March and April, including two Saturdays. There were also two days of testing in April with specific spots reserved for Lateral-Entry Police Officer applicants.

2010 ENTRY-LEVEL AND LATERAL-ENTRY (Sheridan Fire Department) FIRE APPLICANTS FOR FIREFIGHTER TESTING (By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	125	8.10%	8	0.52%	17	1.10%	150	9.72%
Hispanic	231	14.96%	17	1.10%	24	1.55%	272	17.62%
White	753	48.77%	94	6.09%	70	4.53%	917	59.39%
Asian	38	2.46%	1	0.06%	1	0.06%	40	2.59%
Native American	23	1.49%	4	0.26%	3	0.19%	30	1.94%
Und. Race	107	6.93%	4	0.26%	24	1.55%	135	8.74%
Total	1277	82.71%	128	8.29%	139	9.00%	1544	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.

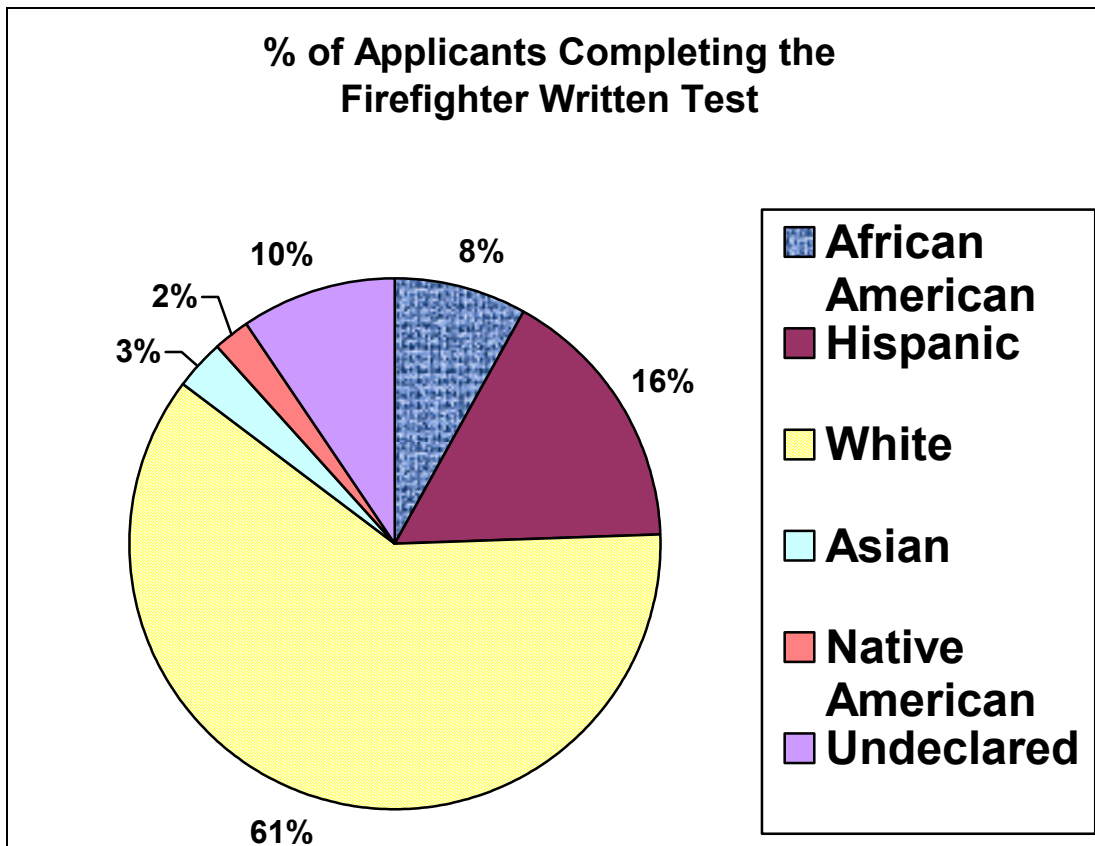
¹The applicant pool consists of people who applied during 2010 whether they tested, were disqualified at the time of application, or were a no-show to the written test.



2010 ENTRY-LEVEL AND LATERAL-ENTRY (Sheridan Fire Department) FIRE APPLICANTS COMPLETING THE FIREFIGHTER WRITTEN TEST (By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	89	7.53%	6	0.51%	0	0.00%	95	8.04%
Hispanic	181	15.31%	13	1.10%	1	0.08%	195	16.50%
White	643	54.40%	73	6.18%	3	0.25%	719	60.83%
Asian	35	2.96%	1	0.08%	0	0.00%	36	3.05%
Native American	20	1.69%	4	0.34%	0	0.00%	24	2.03%
Und. Race	95	8.04%	3	0.25%	15	1.27%	113	9.56%
Total	1063	89.93%	100	8.46%	19	1.61%	1182	100.00%

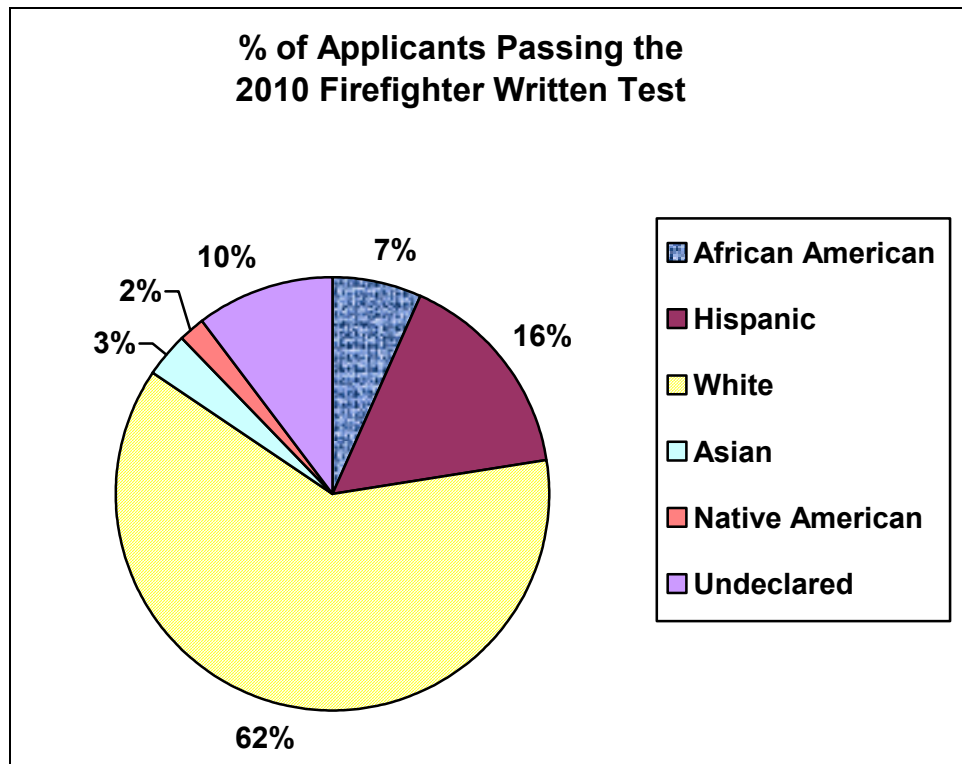
*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



2010 ENTRY-LEVEL AND LATERAL-ENTRY (Sheridan Fire Department) FIRE APPLICANTS PASSING THE FIREFIGHTER WRITTEN TEST ¹
(By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	64	6.34%	4	0.40%	0	0.00%	68	6.74%
Hispanic	146	14.47%	12	1.19%	1	0.10%	159	15.76%
White	561	55.60%	62	6.14%	2	0.20%	625	61.94%
Asian	32	3.17%	1	0.10%	0	0.00%	33	3.27%
Native American	17	1.68%	4	0.40%	0	0.00%	21	2.08%
Und. Race	86	8.52%	2	0.20%	15	1.49%	103	10.21%
Total	906	89.79%	85	8.42%	18	1.78%	1009	100.00%

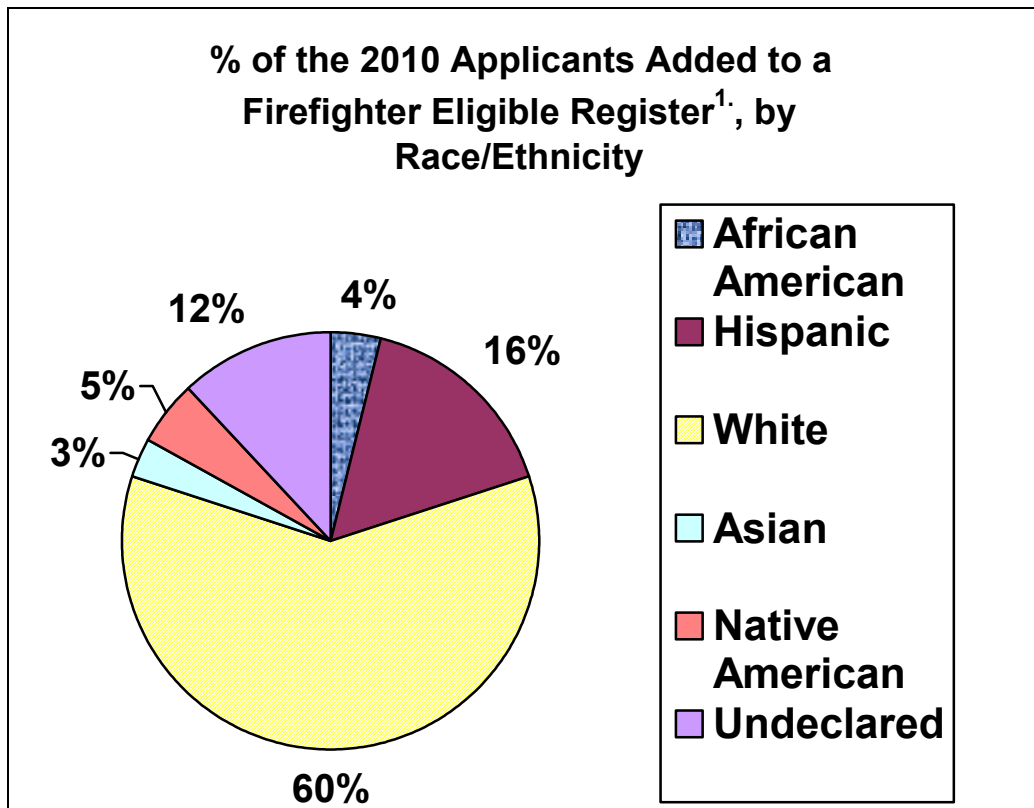
*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



¹ In 2010, testing for Firefighter applicants was conducted at the Civil Service Commission's office on 40 separate days during the months of January and February, including two Saturdays. There was also an additional day of testing reserved in August for Lateral-Entry Firefighter applicants being processed from the Sheridan Fire Department, and one in October for Public Safety Cadets being considered for the Fire Department.

**2010 ENTRY-LEVEL AND LATERAL-ENTRY (Sheridan Fire Department) APPLICANTS WHOSE NAMES WERE ADDED TO A FIREFIGHTER ELIGIBLE REGISTER¹.
(By Race/Ethnicity and Gender)**

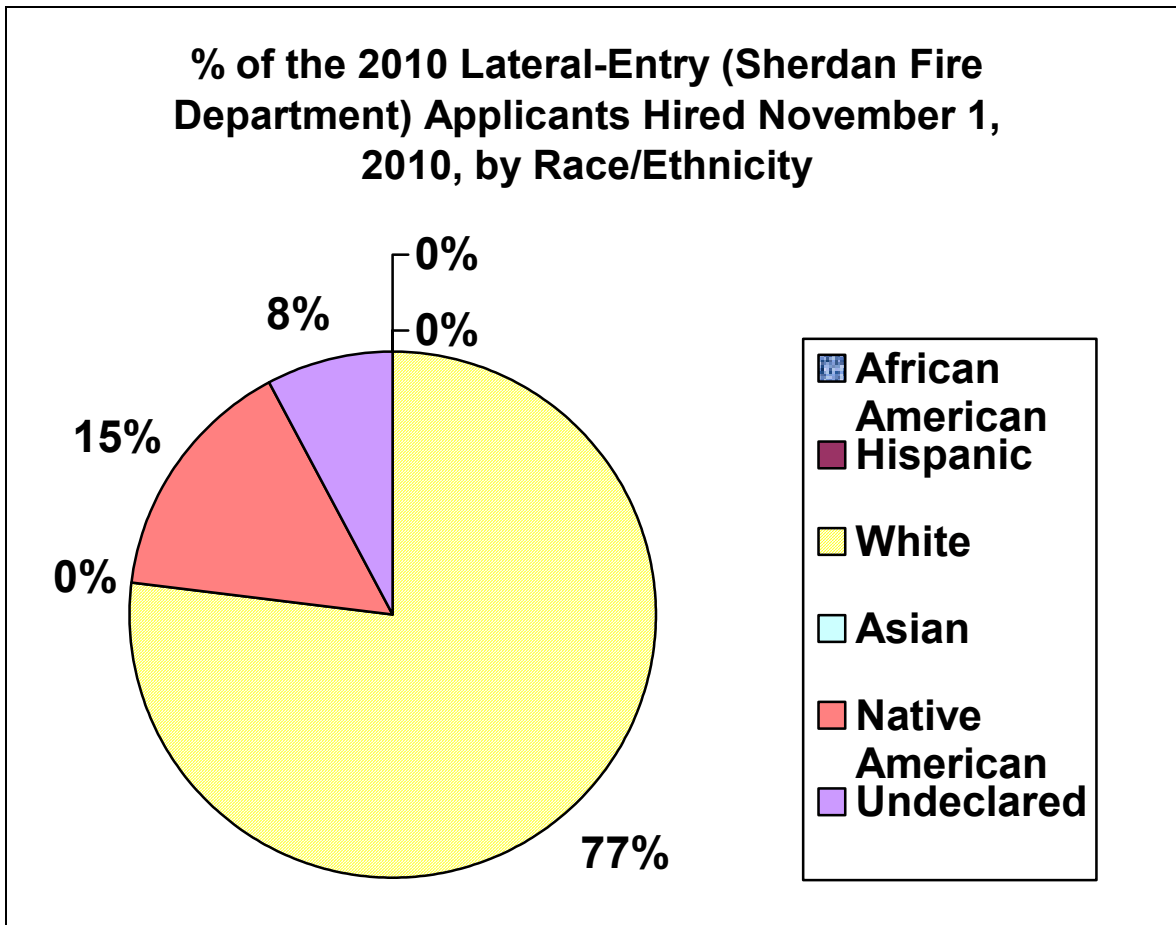
	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	4	4.00%	0	0.00%	0	0.00%	4	4.00%
Hispanic	16	16.00%	0	0.00%	0	0.00%	16	16.00%
White	55	55.00%	4	4.00%	1	1.00%	60	60.00%
Asian	3	3.00%	0	0.00%	0	0.00%	3	3.00%
Native American	4	4.00%	1	1.00%	0	0.00%	5	5.00%
Und. Race	8	8.00%	1	1.00%	3	3.00%	12	12.00%
Total	90	90.00%	6	6.00%	4	4.00%	100	100.00%



¹. Applicants must successfully complete all testing and screening, and be approved by the Board of Commissioners, to be added to an Eligible Register. Of the one hundred 2010 firefighter applicants added to an Eligible Register, 13 were added to the Cadet Register, 13 were added to the Lateral-Entry Register and 74 were added to the general Entry-Level Register.

**2010 LATERAL-ENTRY (Sheridan Fire Department)
 APPLICANTS HIRED NOVEMBER 1, 2010
 (By Race/Ethnicity and Gender)**

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Hispanic	0	0.00%	0	0.00%	0	0.00%	0	0.00%
White	10	76.92%	0	0.00%	0	0.00%	10	76.92%
Asian	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Native American	2	15.38%	0	0.00%	0	0.00%	2	15.38%
Und. Race	1	7.69%	0	0.00%	0	0.00%	1	7.69%
Total	13	100.00%	0	0.00%	0	0.00%	13	100.00%



Thru an intergovernmental agreement, the Denver Fire Department and the Sheridan Fire Department merged. All fire services for the City of Sheridan are now handled by the Denver Fire Department.

FIRE SYSTEMS TECHNICAL SPECIALIST

Fire Systems Technical Specialists (Electrician), under the supervision of the Superintendent of Fire Alarm or Assistant Superintendent of Fire Alarm, design, install, and maintain all electrical, heat, and power systems for the Denver Fire Department. This position is tested on an as-needed basis.

The application period for the Fire Systems Technical Specialist (Electrician) was from June 7 to July 9, 2010. A 100 question, multiple-choice written test was administered on July 26, 2010. The Oral Board was conducted on August 12 and 13, 2010. The applicant's final score was based on a maximum of 60 points from the written test, 40 points from the oral board, plus veteran's preference, and language skills points.

Number of Applicants Who Applied	52
Number of Applicants Who Took Written Exam	35
Number of Applicants Passed Written Exam	16
Number of Applicants Who Attended the Oral Interview	14
Hired	1

Fire Candidate Physical Ability Test (CPAT)

In 2010, the Commission administered the CPAT to Fire applicants that passed the written test in 2010, and whose ranks warranted. The test consists of 5 sessions. The first two are optional mentoring sessions where applicants are shown the steps of the test, and given hints on how to perform each step. The next two sessions are optional practice sessions where the applicants actually perform the CPAT test. If they successfully complete the test within the allotted time frame of 10:20, they have completed the CPAT, given a passed status, and will not have to return for final CPAT administration. If the applicant has either chosen to forgo the practice sessions, or was unsuccessful in the practice sessions, they take the final CPAT administration.

Please note, in these events, the candidate wears 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 shoulders for the stair climb event.

Throughout all events, participants must wear long pants, a hard hat with chin strap, work gloves and footwear with no open heel or toe. Watches and loose or restrictive jewelry are not permitted.

The Fire Service Joint Labor Management Wellness/Fitness Initiative Candidate Physical Ability Test © (CPAT) consists of eight separate events. The CPAT is a sequence of events requiring the candidate to progress along a predetermined path from event to event in a continuous manner. This test was developed to allow Fire departments a means of obtaining pools of trainable candidates who are physically able to perform essential job tasks at Fire scenes.

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

This is a pass/fail test based on a validated total time of 10 minutes and 20 seconds.

ENTRY-LEVEL AND LATERAL-ENTRY FIREFIGHTER CANDIDATE PHYSICAL ABILITY TEST (CPAT) (By Race/Ethnicity and Gender)

The Commission invited 197 applicants to test for CPAT in 2010. Of those, 122 took the CPAT test, and 117 passed.

Fire Applicants who passed CPAT

	Male	% of Total	Female	% of Total	Un-declared	% of Total	Total	% of Total
African American	5	4.27%	0	0.00%	0	0.00%	5	4.27%
Hispanic	17	14.53%	1	0.85%	0	0.00%	18	15.38%
White	64	54.70%	6	5.13%	1	0.85%	71	60.68%
Asian	4	3.42%	0	0.00%	0	0.00%	4	3.42%
Native American	4	3.42%	1	0.85%	0	0.00%	5	4.27%
Undeclared Race	10	8.55%	1	0.85%	3	2.56%	14	11.97%
Total	104	88.89%	9	7.69%	4	3.42%	117	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.

	Took CPAT	Passed CPAT	Pass Rate
African American	5	5	100.00%
Hispanic	19	18	94.74%
White	74	71	95.95%
Asian	4	4	100.00%
Native American	5	5	100.00%
Undeclared Race	15	14	93.33%
Male	106	104	98.11%
Female	12	9	75.00%
Undeclared Sex	4	4	100.00%
Total	122	117	95.90%

Police Officer Physical Ability Test

In 2010, the Commission administered the Physical Ability Test to Police applicants that were on the examination list from the 2010 testing, and whose scores warranted. A video of the Physical Ability test is shown to applicants who pass the written test and is also available on the Commission's web site. Applicants who fail the test may be invited to re-test providing they are still eligible.

Please note, in this test, the participant wears a regulation utility belt that contains an inoperable gun in a holster, hand cuffs, a can of mace and two magazine pouches containing two magazines. Participants must wear long pants with belt loops in order to secure the utility belt.

The Physical Ability Test consists of separate events which simulate an Officer pursuing a fleeing felony suspect and assisting a victim.

1. Suspect Description. While seated in a patrol car, the applicant is read a brief description of a suspect. The suspect must be correctly identified in a later phase.
2. The timing begins once the applicant exits the patrol car. The applicant must run about 130 yards to reach the first obstacle.
3. About mid-way through the course, the applicant will encounter and climb over an approximately 6-foot chain link fence.
4. On the other side of the fence, the applicant will crawl under two standard-size office tables. This tests maneuverability in tight spaces such as a crawl space.
5. After crawling under the tables, the applicant must run to, and climb through an opening (approximate size thirty inch by thirty inch located approximately fifty inches from the ground). This simulates entering a first story window.
6. After climbing through the opening, the applicant must identify the correct "suspect" from among four mannequins, each numbered and dressed differently. The applicant must shout out the number attached to the correct mannequin.
7. The applicant will then drag a dummy (from a seated position) to a designated line five feet away. The dummy weighs approximately 150 pounds. This is to simulate removing a victim from a vehicle. The timing of the events stops when the entire dummy and the applicant pass over the line.

This is a pass/fail test based on a validated total time of 63 seconds.

ENTRY-LEVEL POLICE OFFICER PHYSICAL ABILITY TEST (By Race/Ethnicity and Gender)

The Commission invited 284 applicants to a Physical Ability test in 2010. Of those, 260 took the test, and 249 passed.

Police Applicants who passed the Physical Ability Test

	Male	% of Total	Female	% of Total	Total	% of Total
African American	29	11.65%	7	2.81%	36	14.46%
Hispanic	44	17.67%	11	4.42%	55	22.09%
White	126	50.60%	19	7.63%	145	58.23%
Asian	9	3.61%	0	0.00%	9	3.61%
Native American	3	1.20%	1	0.40%	4	1.61%
Total	211	84.74%	38	15.26%	249	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.

	Took PA	Passed PA	Pass Rate
African American	37	36	97.30%
Hispanic	60	55	91.67%
White	150	145	96.67%
Asian	9	9	100.00%
Native American	4	4	100.00%
Male	215	211	98.14%
Female	45	38	84.44%
Total	260	249	95.77%

2010 PROMOTIONAL EXAMINATIONS DENVER FIRE AND POLICE DEPARTMENTS

In 2010, the Civil Service Commission conducted five Promotional Examinations. For Fire Captain, Fire Engineer, and Police Lieutenant, a written test was administered to all registered candidates, addressing content areas from among those that are determined as a result of the job analysis to be essential or important for the successful performance of the duties and responsibilities of the particular rank. Only those candidates who attained a passing score on the written test advanced to the assessment center or practical test. Candidates were then ranked by their total examination score. The total examination score is the sum of the points earned from the written test (if any), the assessment center or practical test, and seniority. The examinations for Assistant Fire Chief, and Assistant Superintendent of Fire Alarm only contained an assessment center. Eligible Registers remain active for a maximum of two years from the date of approval.

The Commission greatly appreciates the cooperation and assistance from the Fire and Police Administrations, Subject Matter Experts and Employee Groups in the development of the promotional examinations.

ASSISTANT FIRE CHIEF

Number of Candidates Eligible	40
Number of Candidates Who Registered	28
Number of Candidates Who Attended the Assessment Center	22

FIRE CAPTAIN

Number of Candidates Eligible	152
Number of Candidates Who Registered	68
Number of Candidates Passed Written Exam	31
Number of Candidates Who Attended the Assessment Center	28

FIRE ENGINEER

Number of Candidates Eligible	376
Number of Candidates Who Registered	89
Number of Candidates Passed Written Exam	42
Number of Candidates Who Attended the Practical Test	29

ASSISTANT SUPERINTENDENT OF FIRE ALARM

Number of Candidates Eligible	14
Number of Candidates Who Registered	7
Number of Candidates Who Attended the Assessment Center	6

POLICE LIEUTENANT

Number of Candidates Eligible	198
Number of Candidates Who Registered	68
Number of Candidates Passed Written Exam	24
Number of Candidates Who Attended the Assessment Center	23

2010 FIRE AND POLICE PROMOTIONS*

FIRE DEPARTMENT	
Fire Lieutenant	16
Fire Engineer	11
Fire Captain	12
Assistant Chief	8
Assistant Sup. Of FA	1

POLICE DEPARTMENT	
Police Sergeant	4
Police Lieutenant	2
Police Captain	1

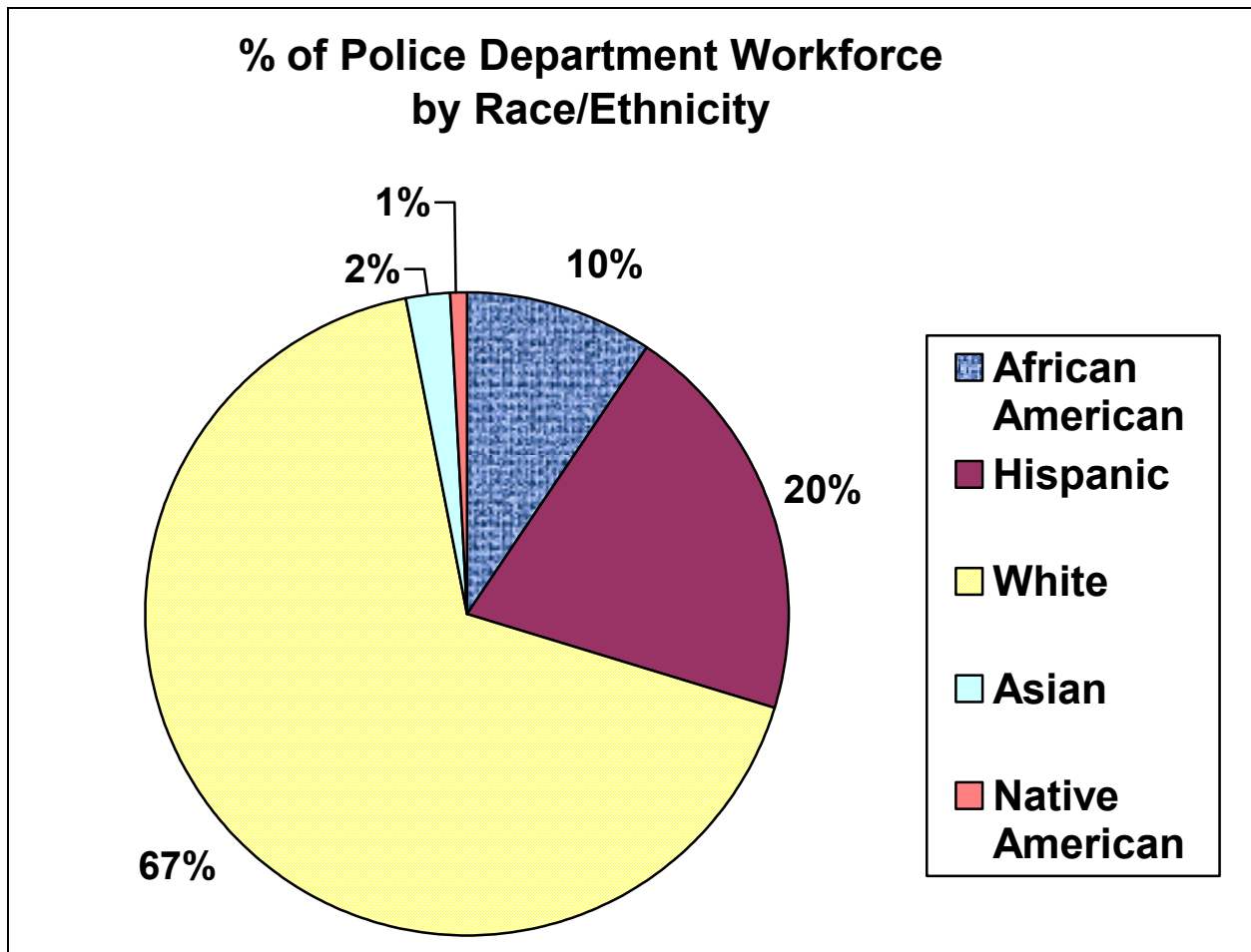
* Includes only those promotional ranks within the Classified Service. Promotional tests are administered every two years except in the case of Assistant Superintendent of Fire Alarm, and Assistant Master Mechanic, which are administered on an as-needed basis. Promotions can be made off of an eligible register that was created in the previous year.

2010 DENVER POLICE DEPARTMENT WORKFORCE DEMOGRAPHICS

	Male	% of Total	Female	% of Total	Total	% of Total
African American	115	7.86%	25	1.71%	140	9.57%
Hispanic	252	17.22%	41	2.80%	293	20.03%
White	893	61.04%	93	6.36%	986	67.40%
Asian	25	1.71%	5	0.34%	30	2.05%
Native American	12	0.82%	2	0.14%	14	0.96%
Total	1297	88.65%	166	11.35%	1463	100.00%

Based on DPD workforce data as of 12/31/2010.

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



2010 DENVER FIRE DEPARTMENT WORKFORCE DEMOGRAPHICS

	Male	% of Total	Female	% of Total	Total	% of Total
African American	48	5.36%	2	0.22%	50	5.59%
Hispanic	169	18.88%	2	0.22%	171	19.11%
White	620	69.27%	33	3.69%	653	72.96%
Asian	7	0.78%	0	0.00%	7	0.78%
Native American	12	1.34%	2	0.22%	14	1.56%
Total	856	95.64%	39	4.36%	895	100.00%

Based on DFD workforce data as of 12/31/2010. These numbers include 863 Firefighters, 16 Mechanics, and 16 Fire Systems Technical Specialists.

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.

