

Civil Service Commission City and County of Denver

2012 Annual Report





Civil Service Commission
Police and Fire Classified Service
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Dear Friends and Colleagues:

Enclosed is a copy of the Denver Civil Service Commission's Annual Report for calendar year 2012. 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 continue to foster and maintain 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.

In 2012, the Commission processed one Fire Academy class and held four promotional examinations. Due to continuing budgetary constraints no Police academies were held. Despite continuing budget deficits, the principles that we are entrusted to uphold were achieved. We are optimistic about the future and meeting the continuing needs of the Classified Service.

Our achievements this past year are a result of collaborative efforts with the Department of Public Safety, Police and Fire Administration, Public Safety Recruitment and members of the Classified Service. Thank you for your 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/candidates 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.

As a testament to our testing and selection methods, our consultants have expressed the following commentary:

"The Civil Service Commission is committed to creating exams that are highly realistic and job related . . . The process and development efforts yield exams that are valid, fair, and highly defensible." *Carl Swander, Ph.D., Ergometrics/National Testing Network*

The Commission is "Utilizing the most current and researched based interpretation of screening instruments in the field of Public Safety." *John Nicoletti, Ph.D., ABPP, Nicoletti, Flater Assoc.*

"We have conducted in excess of 83,000 polygraph exams. . . I refer all agencies to the way the Denver Civil Service Commission conducts business." *Jeff Jenks, owner Amich and Jenks*

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 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, 2013.



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. Dr. Potter holds a B.A. and a Ph.D. in sociology from the University of

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, 2013.

CIVIL SERVICE COMMISSIONERS
(CONTINUED)



Matthew Spengler, Commissioner

Matthew Spengler holds a Masters in Public Administration from the University of Colorado-Denver, and a J.D. from George Mason University School of Law. Currently, Mr. Spengler practices law at Hale Westfall, LLP. Prior to joining Hale Westfall, Mr. Spengler was a law clerk for Justice Gregory Hobbs on the Colorado Supreme Court and Judge Susan G. Braden on the United States Court of Federal Claims.

Mr. Spengler worked as Government Relations Manager for the International Association of Fire Chiefs. Mr. Spengler also served as a Presidential Management Fellow at the United States Mint.

As a Joint appointee, his term expires December 31, 2014.

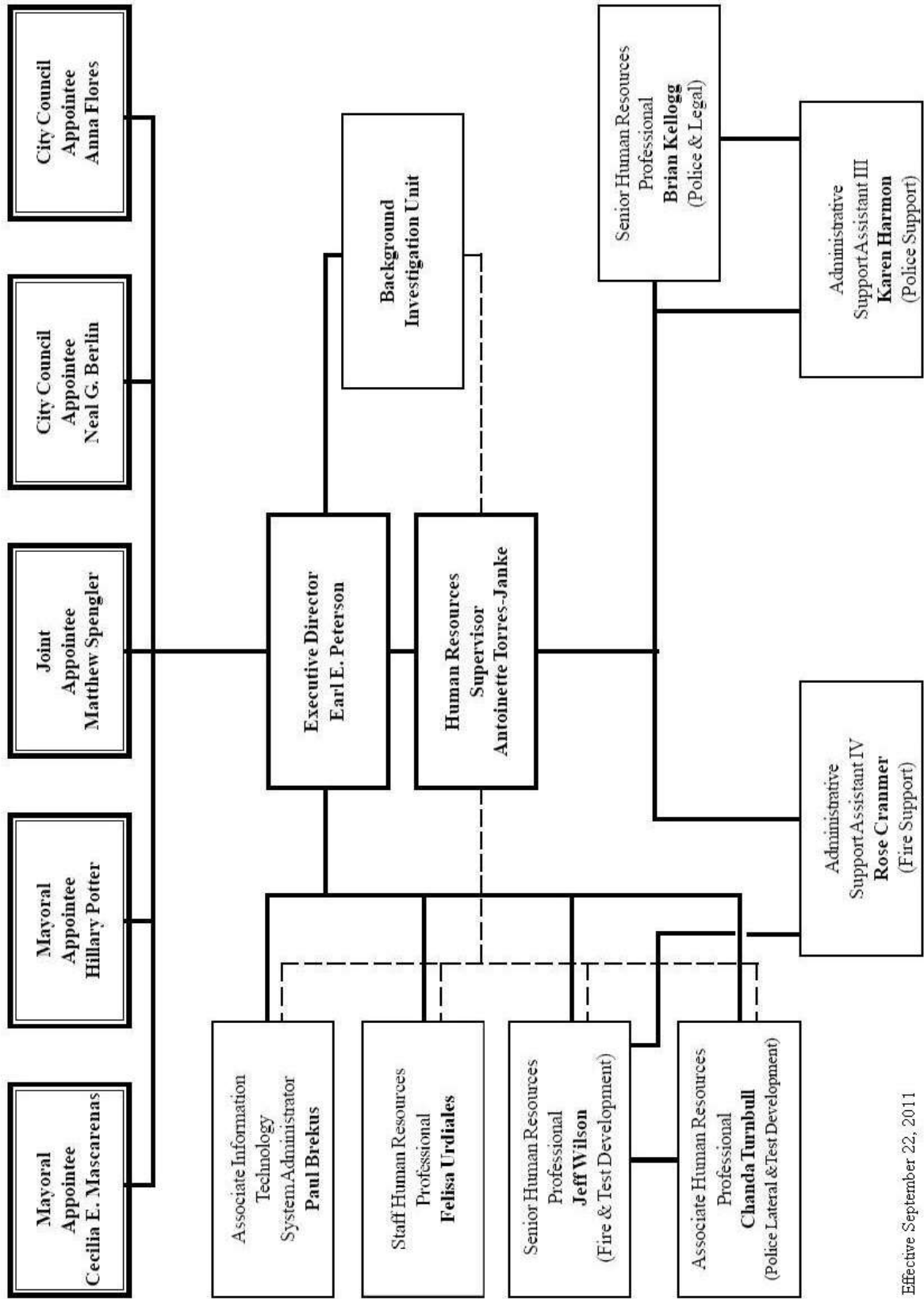
EXECUTIVE DIRECTOR

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 September 22, 2011

COMMISSION BUDGET

In 2012, the Commission budget was \$1,536,600.00. The budget includes costs for a full-time staff of 9 employees, 18 on-call background investigators and payment to contract independent hearing officers to conduct disciplinary appeal hearings. The budget also includes payment, for entry-level and promotional test development and applicant processing.

The overall direct cost for the development and administration of the following four promotional examinations was a total of \$109,370.00.

Assistant Fire Chief	\$16,900.00
Fire Captain	\$24,500.00
Fire Engineer	\$28,870.00
Police Lieutenant	\$39,100.00

One Fire academy of twenty-one Firefighters was placed in July, 2012 and one Fire Systems Technical Specialist was hired in 2012 from testing conducted in 2011/2012. Additionally, the Commission processed Fire applicants in 2012 in consideration of a March, 2013 Fire academy. Also, as a courtesy to the Department of Public Safety, the Commission conducted background investigations and drug screens on individuals vying for Denver Public Safety Cadet status.

The processing of Fire applicants and Denver Public Safety Cadets reflect the following line item expenditures for a total of \$210,631.00

Background Investigation Unit Payroll and Social Security	\$80,292.00
Polygraph Exams	\$55,675.00
Suitability Exams	\$70,899.00
Pre-Employment Drug Screening	\$3,765.00

The Civil Service Commission returned \$294,236.00 of the planned operating budget for 2012 back to the general fund due to reductions in academy needs for Police and Fire as well as by reducing other operational expenditures. These savings represent 19.15% of the overall Commission budget for 2012.

***DISQUALIFICATION & DISCIPLINARY APPEALS**

*The Commission undertook major revisions to Commission Rule 12 *Disqualification and Disciplinary Appeals, Hearings and Procedures*. Substantive changes to Rule 12 will be included in the 2013 Annual Report.

The Appeal Process

The City Charter § 9.4.15 and Commission Rule 12 provide for a disqualification and disciplinary appeal process through which a member of the Classified Service may appeal any disqualification from the Classified Service and any Departmental Discipline received, with the exception 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. There is an option also for assignment of a different Hearing Officer to serve as a Settlement Officer (mediator) in the appeal.

When the discipline being appealed includes a disciplinary 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 Hearing Officer Panel.

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 final decision and order of a Hearing Officer (or Hearing Officer Panel) may be appealed by the member, the Manager of Safety, or by both, for a limited review by the Civil Service Commissioners. In lieu of an appeal to the Commissioners, a final decision at the Hearing Officer level may be appealed directly to Denver District Court. A final decision at the Commissioner level also may be appealed to District Court.

An Appeal to the Hearing Officer

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

The matter will be scheduled for a public hearing before the assigned Hearing Officer(s). At the hearing the Manager of Safety has the burden of proof (by a preponderance of the evidence) to justify the Order of Discipline. Both sides may present evidence and may call witnesses to testify at the hearing. The Manager of Safety is represented by the City Attorney's Office. The member may be represented by an attorney or may proceed without representation.

The Hearing Officer(s) is charged with issuing a written decision and order within 30 days after the hearing is closed. The Hearing Officer(s) may affirm, reverse, or modify the Order of Discipline, in whole or in part.

Either party, or both parties to the appeal may, within certain limitations, appeal the Hearing Officer's final decision and order to the Civil Service Commissioners. In lieu of an appeal to the Commissioners, either party may appeal directly to District Court. If not appealed, the Hearing Officer's decision and order is binding on the parties.

An Appeal to the Civil Service Commissioners

A Notice of Appeal, requesting a review of a Hearing Officer's final decision and order, must be filed within 15 days of the date noted on the certificate of mailing of the Hearing Officer's decision. The Commissioners, sitting as a panel of all current Commissioners, consider the issues of an appeal. The Commissioners do not hold a new hearing. The parties will file written legal briefs in the appeal, and the matter may be scheduled for Oral Argument before the panel of Commissioners.

The Commissioners' review of a Hearing Officer's decision and order is limited, by Charter, to one or more of the following bases:

1. New and material evidence is available that was not available at the time of hearing;
2. The Hearing Officer's decision involves an erroneous interpretation of departmental or Civil Service Commission rules;
3. There are 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 of the department under similar circumstances.

After reviewing the official record (of the appeal that was before the Hearing Officer), and the respective legal arguments of each party, the Commissioners will issue their Final Decision and Order. The Commissioners may affirm, reverse, or modify the Hearing Officer's decision and order. Any final decision and order issued by the Commissioners may then be further appealed to Denver District Court by either or both parties. If not appealed, the Commissioners' decision and order is binding on the parties.

An Appeal to Denver District Court

When a decision of the Hearing Officer or of the Commissioners 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.

2012 Disciplinary Appeals

Disciplinary and Disqualification Appeals Decisions by Year or by Classified Member's Last Name can be found on the Commission's website at www.denvergov.org/civilservice .

Hearing Officer Selection and Qualifications

The Commission is required to contract with at least three (3) persons to serve as Hearing Officers. As required by City Charter, Civil Service Commission Hearing Officers shall not be employed by, or considered to be employees of, the City and County of Denver. The Commission's Hearing Officers are retained as on-call independent contractors. The procedures and qualifications for the selection of Hearing Officers are provided by City Charter § 9.3.7 and/or by Commission Rule 14. The selection process involves a confidential and independent ranking of qualified applicants by both the Manager of Safety and by the designated representatives of the Police Officer and Firefighter collective bargaining unions. Contracts are offered based on the designated order of mutual preference determined by the rankings.

The Hearing Officer selection process must be undertaken at least once every three years. The last Hearing Officer selection process was completed in late 2009 for contracts to be offered during 2010-2012. The following six individuals served as a Hearing Officer during all or part of calendar year 2012:

Timothy B. Arnold, Esq.
Susan J. Eckert, Esq.
Daniel C. Ferguson, Esq.
Lawrence B. Leff, Esq.
Carolyn J. Lievers, Esq.
Rhonda L. Rhodes, Esq.

A new Hearing Officer selection process began August 20, 2012, for contracts to be offered during 2013-2015. Twenty-three applications were received. Seven were deemed automatically qualified with sixteen applications reviewed by the Commissioner's. The Commissioner's determined twelve of the sixteen qualified pending an additional qualifications review undertaken by the Manager of Safety and the designated representatives of the Police and Fire unions. The Commissioner's deemed four as unqualified. The additional review by the Manager and designated representatives warranted no additional qualified applicants.

The following four individuals were selected in 2012 to serve as a Hearing Officer for the 2013-2015 contract period:

Daniel C. Ferguson, Esq.
Hazel E. Hanley, Esq.
Timothy L. Nemecheck, Esq.
Terry Tomsick, Esq.

ENTRY-LEVEL POLICE/FIRE 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 42 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

The Commission tests for the position of Police Officer on an annual basis. The testing for Police Officer was conducted in the months of March and April, 2012 for applicant processing in 2013. Due to budgetary restraints, no Police academies were anticipated in 2012.

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 58 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 64.7059%.

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, combined with any Veteran or Language Skill preference points.

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 15 weeks (versus 25-28 weeks for entry-level applicants) if their previous training and experience warrants.

Firefighter Testing

The Commission tests for the position of Firefighter every two (2) years. The testing for Firefighter was conducted in the months of January and February, 2012 for applicant processing in 2012/2013. The testing resulted in one Fire Academy class in July, 2012.

The Firefighter written test (administered via computer) covered 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). Additionally, the Commission administered a Mechanical Aptitude test for data collection purposes only. The Mechanical Aptitude test was not used in the scoring.

The minimum passing score was 81.5%. 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 with the addition of any Veteran or Language Skill preference points.

Special Testing for the Fire Department

In 2012, one Fire Systems Technical Specialist was hired from the 2011 testing. 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

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.

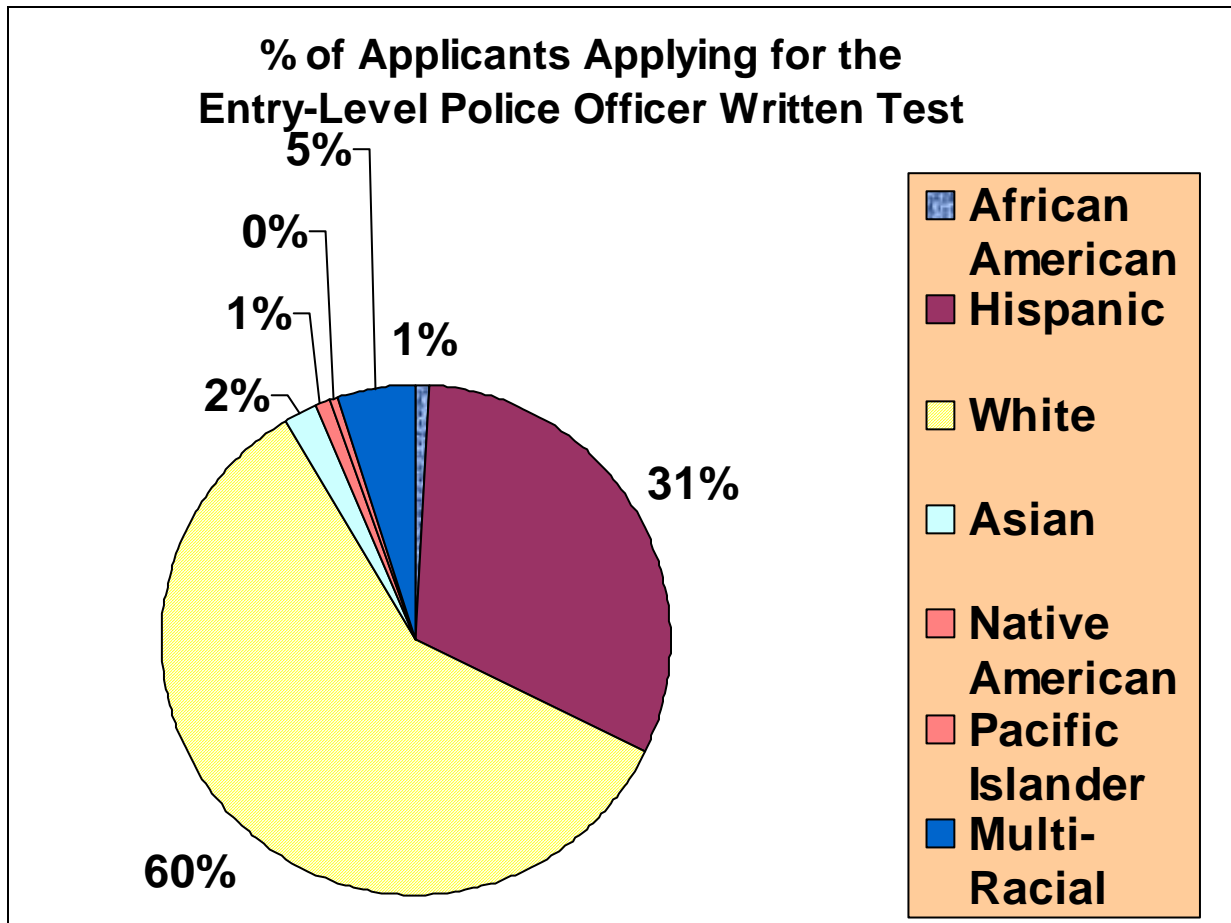
As part of the Manager of Safety’s final screening process, those applicants receiving a conditional job offer must also successfully complete a medical evaluation, hair analysis drug screen, and fingerprinting. The medical evaluation includes, but is not limited to, a medical exam, the completion of 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.

2012 ENTRY-LEVEL POLICE OFFICER # APPLYING FOR POLICE OFFICER TESTING (By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Total	% of Total
African American	81	6.50%	25	2.00%	106	8.50%
Hispanic	277	22.21%	85	6.82%	362	29.03%
White	575	46.11%	104	8.34%	679	54.45%
Asian	23	1.84%	3	0.24%	26	2.09%
Native American	8	0.64%	3	0.24%	11	0.88%
Pac. Islander	3	0.24%	1	0.08%	4	0.32%
Multi Declared	48	3.85%	11	0.88%	59	4.73%
Total	1015	81.40%	232	18.60%	1247	100.00%

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

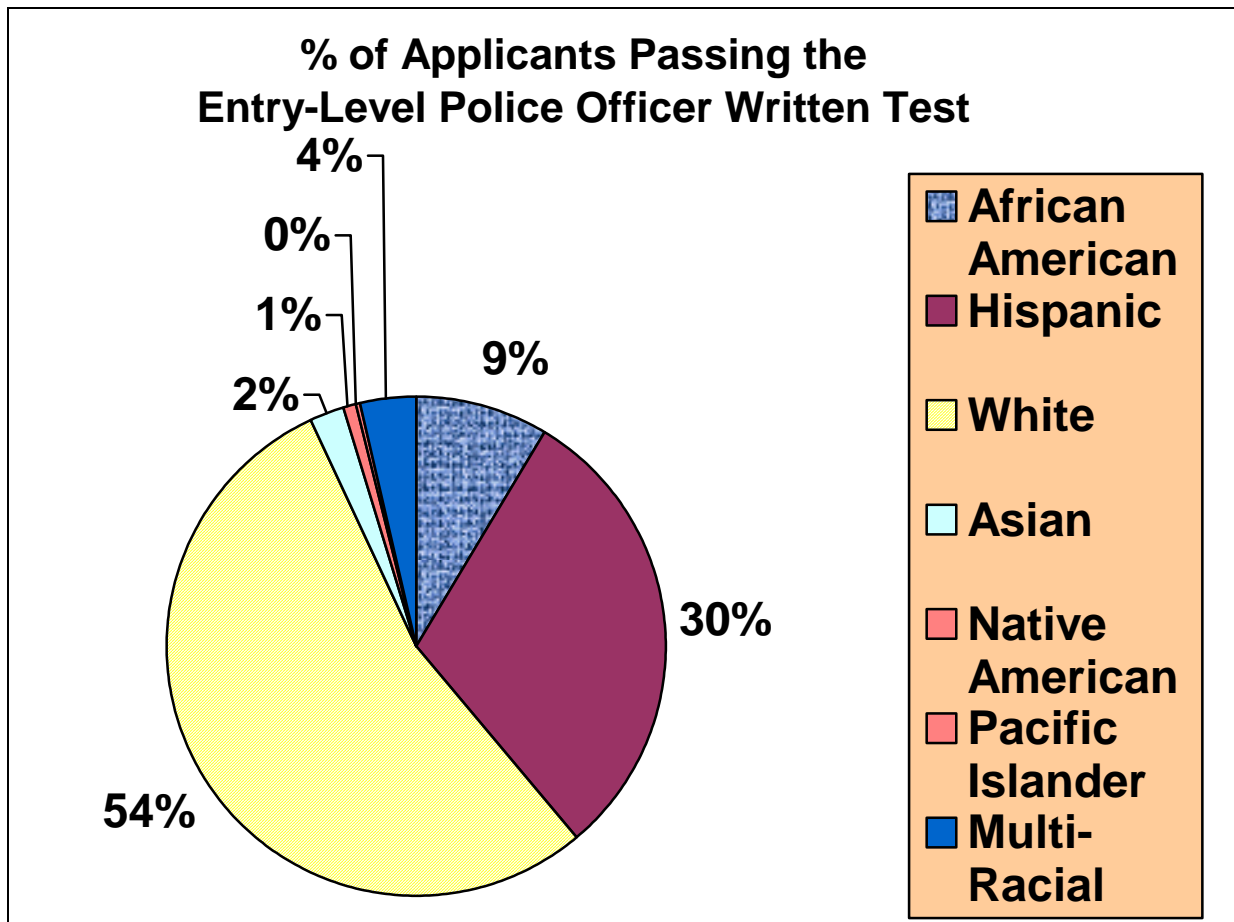
The applicant pool consists of people who applied during 2012 whether they tested, were disqualified at the time of application, or were a no-show to the written test.



2012 ENTRY-LEVEL POLICE OFFICER # PASSED THE WRITTEN TEST (By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Total	% of Total
African American	46	6.77%	12	1.77%	58	8.54%
Hispanic	152	22.39%	54	7.95%	206	30.34%
White	304	44.77%	64	9.43%	368	54.20%
Asian	11	1.62%	3	0.44%	14	2.06%
Native American	4	0.59%	2	0.29%	6	0.88%
Pac. Islander	1	0.15%	1	0.15%	2	0.29%
Multi Declared	19	2.80%	6	0.88%	25	3.68%
Total	537	79.09%	142	20.91%	679	100.00%

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

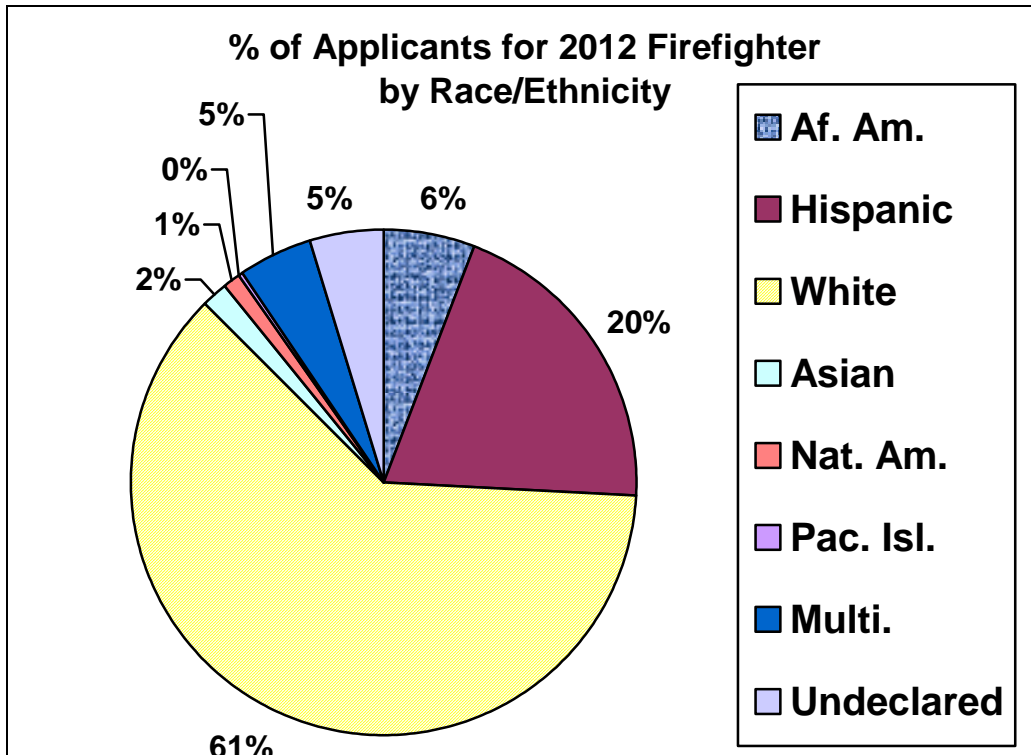


2012 ENTRY-LEVEL FIREFIGHTER # APPLYING FOR FIREFIGHTER TESTING (By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	97	5.22%	12	0.65%	0	0.00%	109	5.86%
Hispanic	341	18.34%	27	1.45%	3	0.16%	371	19.96%
White	1067	57.40%	66	3.55%	15	0.81%	1148	61.75%
Asian	28	1.51%	2	0.11%	0	0.00%	30	1.61%
Native American	18	0.97%	0	0.00%	0	0.00%	18	0.97%
Pac. Isl.	43	0.43%	1	0.05%	0	0.00%	9	0.48%
Multi	77	4.14%	7	0.38%	1	0.05%	85	4.57%
Und. Race	43	2.31%	3	0.16%	43	2.31%	89	4.79%
Total	1679	90.32%	118	6.35%	62	3.34%	1859	100.00%

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

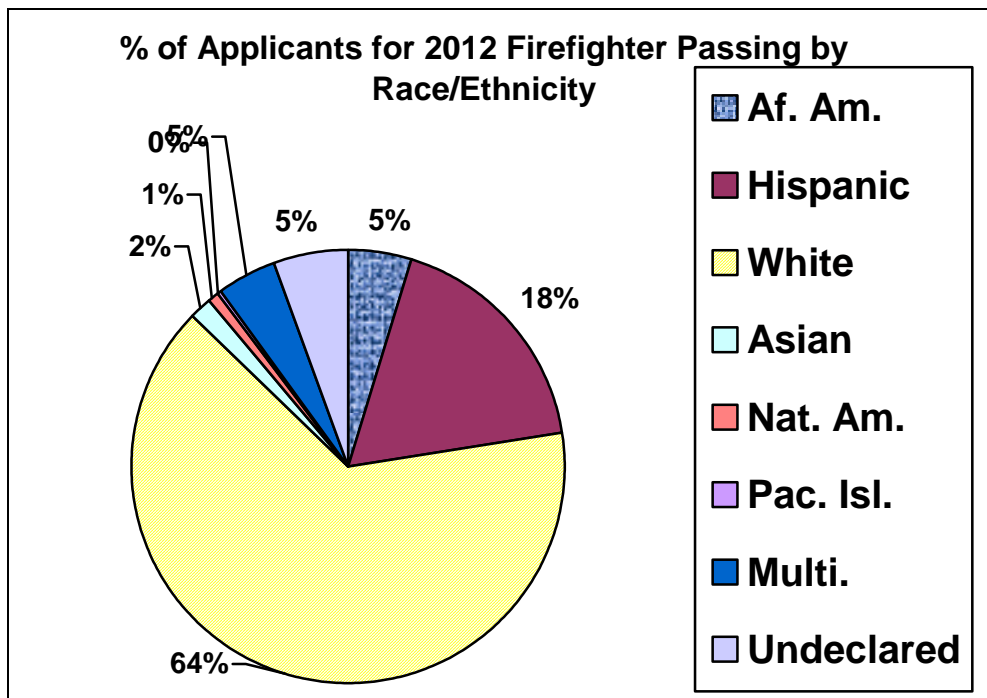
The applicant pool consists of people who applied during 2012 whether they tested, were disqualified at the time of application, or were a no-show to the written test.



2012 ENTRY-LEVEL FIREFIGHTER # PASSING THE FIREFIGHTER WRITTEN TEST (By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	50	4.44%	3	0.27%	0	0.00%	53	4.71%
Hispanic	186	16.52%	14	1.24%	1	0.09%	201	17.85%
White	685	60.83%	39	3.46%	4	0.36%	728	64.65%
Asian	17	1.51%	2	0.18%	0	0.00%	19	1.69%
Native American	10	0.89%	0	0.00%	0	0.00%	10	0.89%
Pac. Isl.	2	0.18%	1	0.09%	0	0.00%	3	0.27%
Multi	45	4.00%	5	0.44%	1	0.09%	51	4.53%
Und. Race	27	2.40%	2	0.18%	32	2.84%	61	5.42%
Total	1022	90.76%	66	5.86%	38	3.37%	1126	100.00%

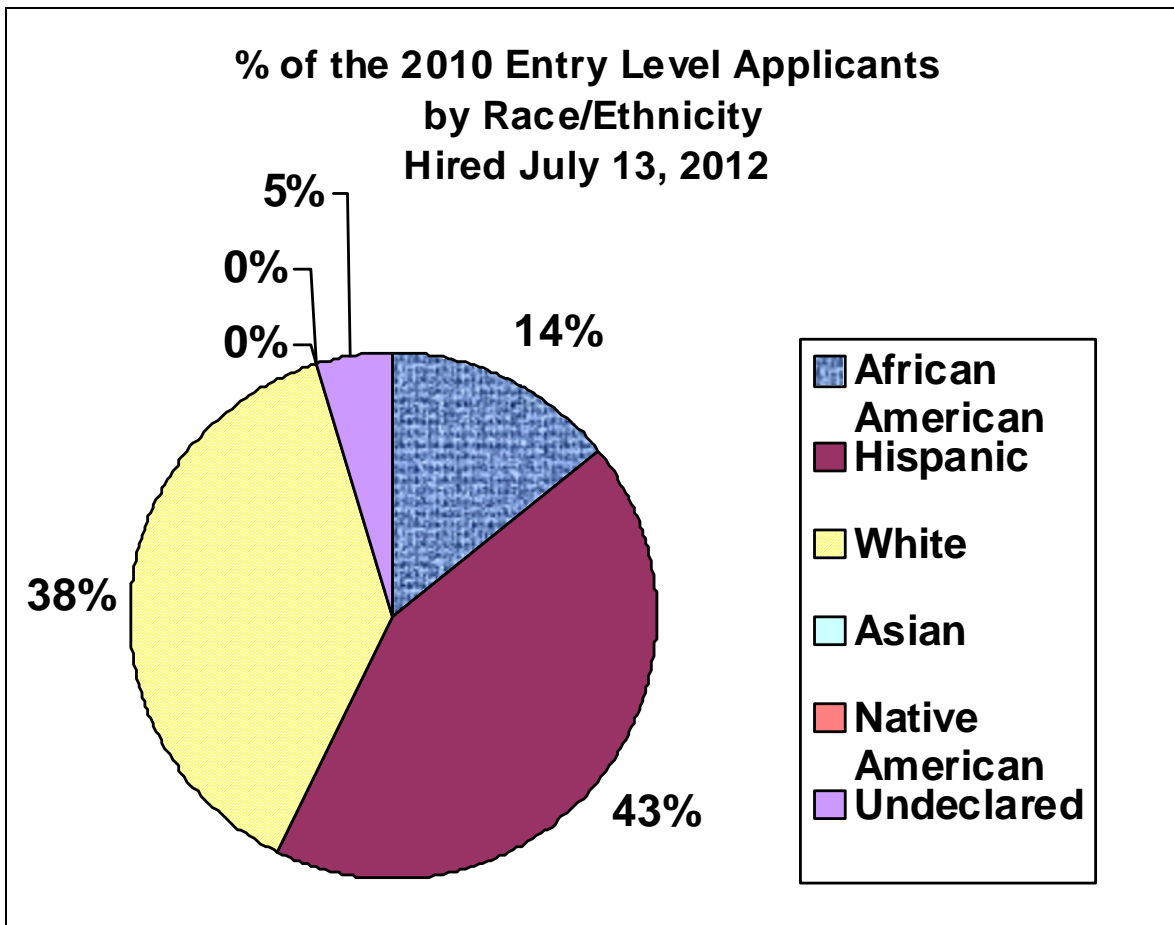
Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



FIRE ACADEMY DEMOGRAPHICS
JULY 13, 2012
(By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	3	14.29%		0.00%		0.00%	3	14.29%
Hispanic	9	42.86%		0.00%		0.00%	9	42.86%
White	7	33.33%	1	4.76%		0.00%	8	38.10%
Asian		0.00%		0.00%		0.00%	0	0.00%
Native American		0.00%		0.00%		0.00%	0	0.00%
Und. Race		0.00%		0.00%	1	4.76%	1	4.76%
Total	19	90.48%	1	4.76%	1	4.76%	21	100.00%

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



FIRE AND POLICE PROMOTIONAL EXAMINATIONS

In 2012, the Civil Service Commission conducted four Promotional Examinations. For Fire Engineer, Fire Captain, 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 for Fire Engineer). 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 examination for Assistant Fire Chief 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	46
Number of Candidates Who Registered	21
Number of Candidates Who Attended the Assessment Center	15

FIRE CAPTAIN

Number of Candidates Eligible	150
Number of Candidates Who Registered	80
Number of Candidates Passed Written Exam	31
Number of Candidates Who Attended the Assessment Center	29

FIRE ENGINEER

Number of Candidates Eligible	387
Number of Candidates Who Registered	108
Number of Candidates Passed Written Exam	42
Number of Candidates Who Attended the Practical Examination	33

POLICE LIEUTENANT

Number of Candidates Eligible	205
Number of Candidates Who Registered	50
Number of Candidates Passed Written Exam	12
Number of Candidates Who Attended the Assessment Center	12

2012 FIRE AND POLICE PROMOTIONS*

FIRE DEPARTMENT	
Fire Lieutenant	7
Fire Engineer	8
Fire Captain	3
Assistant Chief	2

POLICE DEPARTMENT	
Police Sergeant	6
Police Lieutenant	1
Police Captain	0

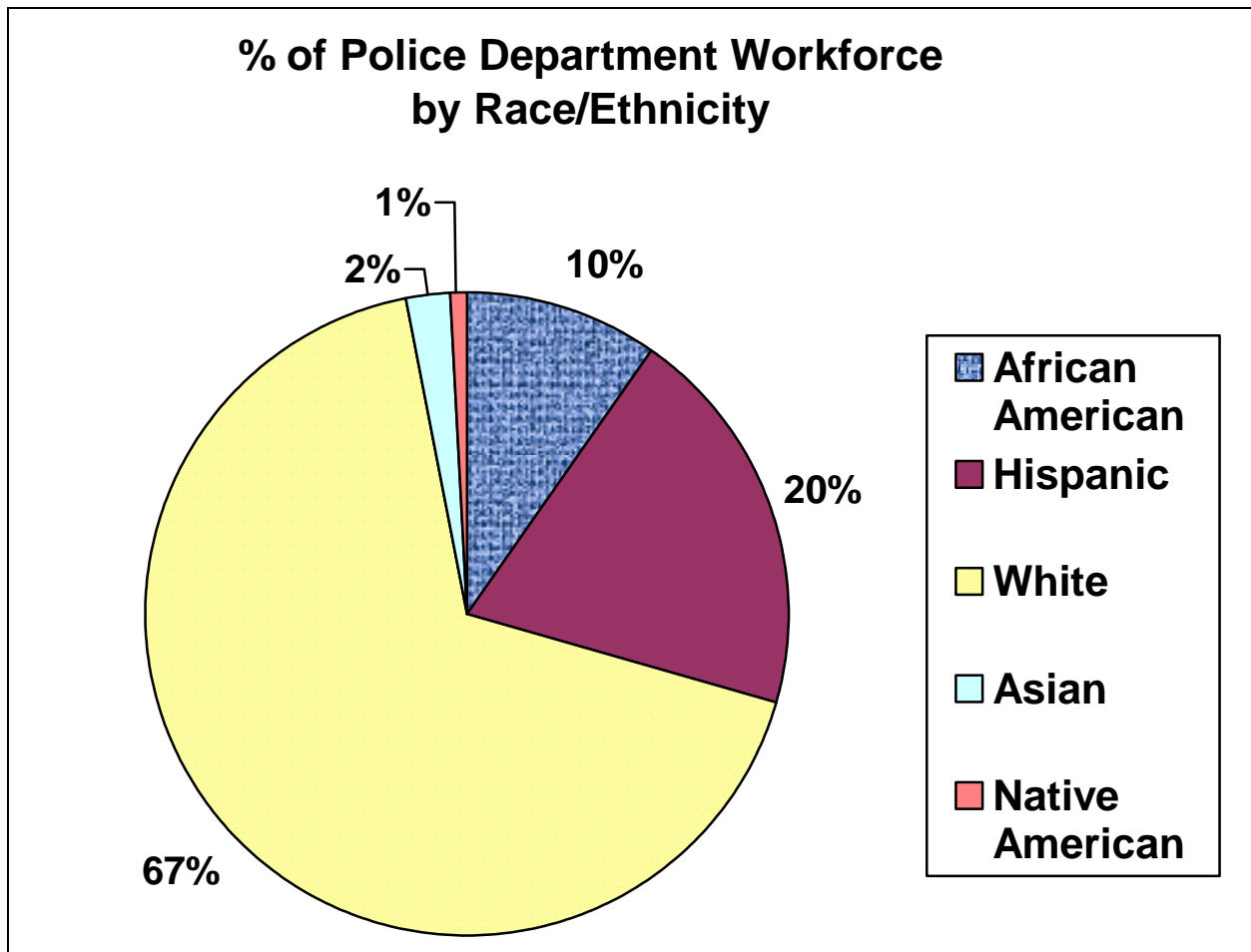
- * Includes only those promotional ranks within the Classified Service. Promotional tests are administered every two years except in the case of Assistant Superintendent of Fire Alarm, and Assistant Master Mechanic, which are administered on an as-needed basis. Promotions can be made off of an eligible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

2012 WORKFORCE DEMOGRAPHICS DENVER POLICE DEPARTMENT

	Male	% of Total	Female	% of Total	Total	% of Total
African American	112	8.03%	23	1.65%	135	9.68%
Hispanic	237	16.99%	39	2.80%	276	19.78%
White	856	61.36%	86	6.16%	942	67.53%
Asian	25	1.79%	5	0.36%	30	2.15%
Native American	10	0.72%	2	0.14%	12	0.86%
Total	1240	88.89%	155	11.11%	1395	100.00%

Based on DPD workforce data as of 12/31/2012.

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



2012 WORKFORCE DEMOGRAPHICS DENVER FIRE DEPARTMENT

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
Af. Am.	49	5.26%	2	0.21%	0	0.00%	51	5.47%
Hispanic	177	18.99%	2	0.21%	0	0.00%	179	19.21%
White	635	68.13%	35	3.76%	1	0.11%	671	72.00%
Asian	10	1.07%	0	0.00%	0	0.00%	10	1.07%
Nat. Am.	14	1.50%	3	0.32%	0	0.00%	17	1.82%
Un. Race	1	0.11%	0	0.00%	3	0.32%	4	0.43%
Total	886	95.06%	42	4.51%	4	0.43%	932	100.00%

Based on CSC data as of 12/31/2012. These numbers include 900 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%.

