



REVISED Feb 21/17
(Appendix A only)

P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 01
Halifax Regional Council
February 21, 2017

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed by Director

Chief Doug Trussler, Halifax Regional Fire & Emergency

DATE: January 6, 2017

SUBJECT: 2016 Career Firefighter Recruitment Results

INFORMATION REPORT

ORIGIN

January 14, 2016 direction from Regional Council to Halifax Regional Fire & Emergency (HRFE) to report back on the effectiveness of the new recruitment process six months after the establishment of the career Firefighter Consideration for Hire Pool.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter 2008, c. 39 Section 35(2)(b) the Chief Administrative Officer may appoint, suspend and remove all employees of the Municipality, with power to further delegate this authority;

Administrative Order 24 Respecting Fire & Emergency Service in Halifax Regional Municipality, Section 1(5)(2) The Chief Officer may appoint to the Fire Service any person qualified under subsection (1) when a vacancy occurs through the death, retirement, resignation or discharge of a member with the result that the complement of the Fire Service is below the staff complement approved by Council or where the Council increases the staff complement of the Fire Service.

BACKGROUND

On January 12, 2016, HRFE presented a Recommendation Report to Regional Council outlining the proposed Career Firefighter Recruitment and Selection Process. The details of the recruitment and selection process are outlined in Appendix A. Council unanimously approved the report and proposed the process to be used in developing a Consideration for Hire Pool of qualified candidates to fill existing and forecasted firefighter vacancies. The Recommendation Report was approved and the recruitment process was launched on January 14, 2016. Council directed HRFE to return to Council within six months of the establishment of the Consideration for Hire Pool to report back on the effectiveness of the new recruitment process.

DISCUSSION

Improvements

In an effort to be more inclusive and to attract a broader pool of applicants, HRFE made amendments to the recruitment and selection process. These changes were intended to remove potential barriers and to attract candidates for whom a career in the fire service was not previously a possibility.

These amendments included eliminating the requirement for candidates to have Firefighter Level 1 Certification and First-Aid Certification to enter the selection process.

HRFE also established an Outreach Committee, whose members were actively engaged with the African Nova Scotian Community, the Aboriginal community, new Canadians, LGBTQ communities and women interested in becoming firefighters, to encourage individuals from these communities to consider a career in the fire service.

As a result of these changes and the efforts of the Outreach Committee, HRFE saw an increase in the number of applicants who self-identified as a member of an employment equity group.

2016 Career Firefighter Applicants		
Did not identify	1508	71.5%
Aboriginal Person	101	4.8%
Racially Visible Person	210	10.0%
Persons with Disabilities	32	1.5%
Woman	259	12.3%
TOTAL	2110	100.0%

A total of 602 applicants in the 2016 Career Firefighter Recruitment, representing 28.5% of the total number of applicants, self-identified as belonging to an employment equity group. This is an increase of 247 employment equity candidates from the last career firefighter recruitment in 2007. There may be additional candidates from employment equity groups who chose not to self-identify.

HRFE also made changes to recognize active HRFE volunteer firefighters for their service. Many members of the volunteer sector aspire to be career firefighters. Tangible recognition of volunteer service in the recruitment and selection process contributed to a 13% increase in the number of volunteer firefighter applicants.

Establishing the Consideration for Hire Pool

When the recruitment began, it was anticipated there would be a need to fill between 16 to 32 firefighter vacancies up to March 31, 2017. Based on those projected vacancies, HRFE committed to processing candidates with the top 150 scores in the Aptitude Testing Phase through to the Physical Abilities Phase. Then the top 100 scoring candidates in the Physical Abilities Testing would proceed to the Panel Interview Phase. Candidates who successfully completed all three phases of the selection process were to be placed in the Consideration for Hire Pool. Of the 150 candidates processed, 37 candidates entered the Consideration for Hire Pool in May 2016. One candidate later withdrew from the pool and a second candidate passed away, leaving 35 candidates in the Consideration for Hire Pool.

Subsequent to the launch of the recruitment, on January 26, 2016 Regional Council approved the addition of 32 more firefighter positions to the HRFE staff complement. These positions will be added in the following increments:

- April 1, 2017 20 positions
- April 1, 2018 12 positions

Additionally, a change in the HRM Pension Plan effective July 31, 2016, eliminating the option for eligible employees to take the commuted value of their pension in a lump sum, prompted several HRFE members

to submit their retirement notice. As a result of the increase in the number of retirements, an additional 25 firefighter vacancies occurred between May and December 2016.

With a greater number of firefighter vacancies to be filled than candidates in the Consideration for Hire Pool as of May 2016, a decision was made to process the next 150 highest scoring candidates, all of whom were well above the established cut off score, through to the Physical Abilities Phase. Then the top 100 scoring candidates in the Physical Abilities Testing proceeded to the Panel Interview Phase. Candidates who successfully completed all three phases of the selection process were placed in the Consideration for Hire Pool. Of the second 150 candidates processed, another 43 candidates entered the Consideration for Hire Pool in December 2016. This brought the total number of candidates in the Consideration for Hire Pool to 78.

Community Representation

The 2011 Canadian census data for the Halifax Regional Municipality was used as a comparator to determine if the consideration for hire pool is reflective of the community we serve. As noted in the table below, the percentage of Aboriginal and racially visible persons exceeds the percentage of the population. The percentage of persons with disabilities and women in the final Consideration for Hire Pool is below the percentage of the population.

Composition of FINAL Consideration for Hire Pool			HRM Community Demographic (according to 2011 Canadian census data)
Did not identify	57	73.1%	
Aboriginal Person	5	6.4%	4.6%
Racially Visible Person	10	12.8%	9.1%
Persons with Disabilities	1	1.3%	15%
Woman	5	6.4%	51.6%
TOTAL	78	100.0%	

Overall, HRFE is encouraged by the number of applicants from employment equity groups. Complete statistical data for all phases of the recruitment and selection process are shown in Appendices B through G of this report.

HRFE is optimistic that with continued outreach efforts, overall numbers of employment equity candidates participating in future recruitment and selection processes will continue to grow. Numerous outreach activities have taken place in the past twelve months and will continue into the future.

Volunteer Representation

In the January 12, 2016 report to Regional Council, HRFE committed to recognizing HRFE volunteers for their service by awarding HRFE volunteers in good standing, who met the minimum cut off score in the aptitude test, one percentage point (1%) for each year of volunteer service in accordance with HRFE Policy P-044 Participation Requirements for Active Membership Status for Volunteer Firefighters (Appendix B of the January 12, 2016 report to Regional Council), up to a maximum of five percentage points (5%).

Thirteen active HRFE volunteer firefighters were successful in the first three phases of the recruitment and selection process and were placed in the Consideration for Hire Pool.

Recruit Classes Hired August 2016 and March 2017

HRFE hired a career firefighter recruit class of 16 in August 2016. Two of those 16 were the final 2 candidates remaining from the 2007 recruitment process. This class included one Aboriginal person, two racially visible persons, and two women. There were also five HRFE volunteer firefighters in the class. The recruits graduated from the HRFE career firefighter training program on December 9, 2016 and were assigned to composite stations throughout the rural areas of the HRM in accordance with the requirements of the Collective Agreement between HRFE and the International Association of Firefighters (IAFF) Local 268.

An additional 20 career firefighter recruits have recently been confirmed for hire with a start date of March 27, 2017. The composition of this class includes two Aboriginal persons, three racially visible persons and two women (one racially visible person is also a woman). Four members of this class are current HRFE volunteer firefighters.

Maintaining the Consideration for Hire Pool to March 31, 2018

In the January 12, 2016 report to Regional Council, HRFE made the following statement in relation to the expiration date for the Consideration for Hire Pool:

The Consideration for Hire Pool will remain in effect for one year, expiring on March 31, 2017. However, if currently unknown operational requirements dictate, the Consideration for Hire Pool expiration date may be extended to March 31, 2018. If the operational requirements exceed the number of candidates in the Consideration for Hire Pool, additional qualified candidates may be moved forward through the selection process.

The total number of known vacancies to April 1, 2018 is 57. This includes the 25 current firefighter vacancies and the 32 new firefighter positions to be added to the staff complement between April 1, 2017 and April 1, 2018, as directed by Regional Council. Based on the normal rates of retirement within HRFE of approximately 10 to 12 per year, we expect the number of firefighter vacancies could rise to as many as 70 by April 1, 2018.

After the class of 20 is hired March 27, 2017, there will be 44 candidates remaining in the Consideration for Hire Pool. The composition of the candidates remaining in Consideration for Hire Pool will be as follows:

Composition of Remaining Consideration for Hire Pool after March 27, 2017 hire			HRM Demographic (according to 2011 Canadian census data)
Did not identify	34	77.3%	
Aboriginal Person	2	4.5%	4.6%
Racially Visible Person	5	11.4%	9.1%
Persons with Disabilities	1	2.3%	15%
Woman	2	4.5%	51.6%
TOTAL	44	100.0%	

HRFE intends to extend the Consideration for Hire Pool to March 31, 2018 and hire two additional classes from this recruitment, one in August 2017 and one in April 2018.

FINANCIAL IMPLICATIONS

In an effort to conduct a more inclusive recruitment and selection process, HRFE absorbed all costs previously incurred by candidates at various phases of the selection process. It was estimated the cost to HRFE in the 2015/16 fiscal year would be \$75,000.

Actual costs incurred by HRFE in the 2015/16 fiscal year were \$48,845, to administer the aptitude and physical abilities testing. Costs incurred to date for the 2016/17 fiscal year are \$47,793 including costs for physical abilities testing for the second group of candidates processed and the cost to complete security clearances, integrity interviews, and medical assessments prior to hire of the first class of 16 career firefighter recruits. HRFE expects to incur additional costs of approximately \$50,176 in the 2016/17 fiscal year to complete the security clearances, integrity interviews, and medical assessments for the second class of 20 career firefighter recruits hired.

The estimated costs of approximately \$71,680 will be incurred by HRFE in the 2017/18 fiscal year to complete security clearances, integrity interviews, and medical assessments for the final two classes of career firefighter recruits to be hired from this recruitment and selection process. Therefore, no new funds are being requested.

COMMUNITY ENGAGEMENT

The HRFE Outreach Committee members will continue to actively engage with members of the African Nova Scotian community, Aboriginals, new Canadians, LGBTQ communities and women who are interested in becoming firefighters, to encourage individuals from these communities to consider a career in the fire service. A community engagement workshop is being planned for early 2017 to identify opportunities to continue building relationships within the aforementioned communities and to encourage community members to consider the fire service as a viable career option.

HRFE will also continue to support initiatives such as Camp Courage, which allows young women with an interest in emergency services, an opportunity to explore career options.

HRFE representatives will continue to attend career fairs and community events to develop a connection and relationship with the community we serve. HRFE has temporarily assigned a Diversity & Community Liaison Officer to lead these efforts.

ATTACHMENTS

Appendix A – January 12, 2016 Report to Regional Council - HRFE Career Firefighter Recruitment & Selection Process (2016)

Appendix B – HRFE Career Firefighter Selection Process Statistics (2016) – Application Phase

Appendix C – HRFE Career Firefighter Selection Process Statistics (2016) – Aptitude Testing Phase

Appendix D – HRFE Career Firefighter Selection Process Statistics (2016) – Physical Abilities Phase (March) and (October)

Appendix E – HRFE Career Firefighter Selection Process Statistics (2016) – Interview Phase (April) and (November)

Appendix F – HRFE Career Firefighter Selection Process Statistics (2016) – Consideration for Hire Pool

Appendix G – HRFE Career Firefighter Selection Process Statistics (2016) – HRFE Volunteer Fire Stats

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.php> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Phil McNulty, Executive Officer, Halifax Regional Fire & Emergency 902-490-6552

Report Approved by: _____
Chief Doug Trussler, Halifax Regional Fire & Emergency 902-490-4239

Report Approved by: _____
Catherine Mullally, Director Human Resources 902-490-7239

Report Approved by: _____
John Traves, C.C., Director Legal, Insurance & Risk Management Services 902-490-4226

Report Approved by: _____
Amanda Whitewood, Director of Finance and Information Technology/CFO 902-490-6308

Original Signed



P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

REVISED

Appendix A – January 12, 2016 Report to Regional Council - HRFE
Career Firefighter Recruitment & Selection Process (2016)

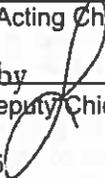
Item No. 14.1.3
Halifax Regional Council
January 12, 2016

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed by 

SUBMITTED BY:

John Traves, Q.C. Acting Chief Administrative Officer

Original Signed by 

Mike Labrecque, Deputy Chief Administrative Officer

DATE: December 23, 2015

SUBJECT: Halifax Regional Fire & Emergency Recruitment Process

ORIGIN

March 2011 direction from Council to Halifax Regional Fire & Emergency (HRFE) to revise the career Firefighter recruitment process.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter 2008, c. 39 Section 35(2)(b) the Chief Administrative Officer may appoint, suspend and remove all employees of the Municipality, with power to further delegate this authority;

Administrative Order 24 Respecting Fire & Emergency Service in Halifax Regional Municipality, Section 1(5)(2) The Chief Officer may appoint to the Fire Service any person qualified under subsection (1) when a vacancy occurs through the death, retirement, resignation or discharge of a member with the result that the complement of the Fire Service is below the staff complement approved by Council or where the Council increases the staff complement of the Fire Service.

RECOMMENDATION

It is recommended that Halifax Regional Council direct Halifax Regional Fire & Emergency to return to Regional Council to report back on the effectiveness of the new recruitment process six months after the establishment of the career Firefighter Consideration for Hire Pool.

BACKGROUND

In 2007, Halifax Regional Fire & Emergency (HRFE) conducted a career Firefighter recruitment process which resulted in the creation of an eligibility list without an expiration date. In March 2011, a review of the process and outstanding eligibility list was undertaken which resulted in Halifax Regional Council directing HRFE to return to Council in six months with a revised recruitment process in consideration of operational requirements, forecasted hiring needs and industry best practices while also incorporating the following:

- Fairness and transparency of the process, requirements and standards against which candidates will be measured.
- An outreach strategy aimed at attracting candidates from the various communities within HRM, including the protected groups (Aboriginal Persons, Females, Racially Visible Persons and Persons with Disabilities).
- Consider developing an option to assess HRFE volunteer candidates to recognize their training and experience acquired through time served as a volunteer Firefighter.

In December 2011, it was determined that the existing career Firefighter eligibility list would not be expired. With this decision, there was no requirement to establish a new recruitment process until the existing career Firefighter eligibility list was exhausted. Currently, three candidates remain on the eligibility list. Therefore, HRFE will undertake a career Firefighter recruitment process in 2016.

DISCUSSION

As directed by Council, the following items were considered in the development of a new career Firefighter recruitment process:

Forecasted Operational Requirements

Currently, there are 16 vacant positions. Based on historic retirement trends, another 12 to 16 retirements may occur by the end of 2016.

Career Firefighter recruit training currently takes place over a sixteen-week-period (including pre-course preparation) and is delivered to a maximum of 16 career recruits at a time. HRFE is able to run two recruitment training sessions each year, for a maximum annual hire of thirty-two (32) Firefighters.

Based on all of these considerations, we anticipate the hire of between 16 and 32 Firefighters between April 1, 2016 and March 31, 2017.

Industry Best Practices

HRFE conducted an industry best practice review with eight major municipalities across Canada. The findings show that the minimum application requirements vary, with some municipalities calling for the National Fire Protection Association (NFPA) 1001 and 1002 certification from a recognized training institution for applicants to be considered, while others require Grade 12 or equivalent and opt to train recruits to NFPA standards upon hire. There is consistency across the municipalities contacted in the use of aptitude testing, physical abilities testing, panel interviews, and medical assessment in the selection process. The security clearance requirements also vary from one municipality to another and may include criminal records check, drivers abstract, integrity interviews, and polygraph.

Fairness & Transparency in the Recruitment Process

HRFE will undertake a merit based recruitment and selection process. This process will include aptitude testing, physical abilities testing, and a panel interview. The skills, abilities and competencies measured through each of these phases are in alignment with the requirements for the position of Firefighter.

When the general recruitment call is issued, an outline of the recruitment process and associated timelines will be published. Frequently Asked Questions and links to all applicable information will be posted on the on halifax.ca website with a link to HRFE website. This will allow applicants an opportunity to prepare and plan accordingly. The step by step process is outlined in Appendix A - HRFE Career Firefighter Selection Process (2016).

HRFE has undertaken a number of revisions to the career Firefighter recruitment process intended to remove identified barriers by eliminating the need for post-secondary certification and all costs previously incurred by candidates at various phases of the selection process. This provides opportunity for a broader pool of applicants to pursue a career as a Firefighter with HRFE. Minimum qualifications to apply are:

- Grade 12 education or equivalent.
- Nova Scotia Class 5 Driver's License (or equivalent from another province) with driver's abstract demonstrating a safe and responsible driving record.
- Criminal record check with no job-related convictions of a criminal offense for which a pardon has not been granted.
- Ability to communicate clearly in English (oral and written form) under demanding, high-pressure situations.

Applicants who meet these screening requirements will proceed to the first phase of the selection process, a written Firefighter aptitude test which is in alignment with the competencies required for this position. An aptitude test is used as part of the selection process by all eight municipalities contacted during the best practice review. Using the generally accepted ratio of three candidates for every vacancy, the top 150 candidates who meet the minimum cut off score in the aptitude test will move forward. The second phase of the selection process is physical abilities testing based on *bona fide* occupational requirements for Firefighters and is used as part of the selection process by all eight municipalities contacted during the best practice review. The top 100 candidates who successfully complete the physical abilities testing and meet the minimum cut off score will move to the third phase in the selection process, a panel interview.

Candidates who successfully complete the first three phases of the selection process will be placed in a Consideration for Hire Pool. As operational requirements dictate, candidates will move through the remaining phases in the selection process:

- reference checks
- criminal records & drivers abstract checks
- integrity interview
- medical assessment

The Consideration for Hire Pool will remain in effect for one year, expiring on March 31, 2017. However, if currently unknown operational requirements dictate, the Consideration for Hire Pool expiration date may be extended to March 31, 2018. If the operational requirements exceed the number of candidates in the Consideration for Hire Pool, additional qualified candidates may be moved forward through the selection process.

Outreach & Community Representation

HRFE is committed to fairness throughout the hiring process and in having recruit classes representative of the communities we serve. This will be achieved through community outreach efforts, removal of identifiable barriers, and consideration of all designated groups when making decisions regarding the make-up of recruit classes.

HRFE has convened an Outreach Committee. Committee members are actively engaging with members of the African Nova Scotian Community, Aboriginals, new Canadians, LGBTQ communities and women who are interested in becoming Firefighters, to encourage individuals from these communities to consider a career in the fire service. The work of the Outreach Committee will be an ongoing effort.

In consideration of feedback received following the 2007 career Firefighter recruitment process, HRFE has eliminated all candidate costs associated with the career Firefighter recruitment and selection process. As previously mentioned, HRFE has also eliminated the requirement for Firefighter Level 1 and first-aid certification to enter the selection process. In advance of the upcoming recruitment, information sessions will be held to ensure all applicants have access to information and resources to assist them in preparing for the selection process.

It is the expectation of HRFE that these efforts will result in the number of applicants and recruits from the aforementioned groups being representative of the community. HRFE will return to Council in six months to provide an update on the effectiveness of the outreach efforts in attracting candidates who self-identify as female, visible minority, Aboriginal or persons with disabilities.

Consideration for Volunteers

Volunteers play an important role within HRFE, with twenty-four fire stations within the Halifax Regional Municipality fully supported by HRFE volunteer members and another seventeen composite fire stations supported in part by volunteer members. To train and equip each volunteer member, HRFE spends several thousand dollars and numerous resources in providing the volunteer members with the training required to be a volunteer Firefighter. Many individuals become volunteers with HRFE in the hope it will afford them the opportunity to transition to the role of career Firefighter at some point. Our statistics show that the attrition point for many volunteers occurs between one and five years of volunteer service.

In recognition of their volunteer service, and to encourage increased and continued participation in the HRFE volunteer service, HRFE volunteers in good standing who meet the minimum cut off score in the aptitude test at phase 1 of the selection process will be awarded up to five percentage points (5%) to be added to their score. HRFE volunteers will receive one percentage point (1%) for each year of volunteer service in accordance with HRFE Policy P-044 Participation Requirements for Active Membership Status for Volunteer Firefighters (Appendix B), up to a maximum of five percentage points (5%). These additional points may impact placement of an HRFE volunteer Firefighter in the top 150 candidates moving to phase 2 of the selection process. Additionally, the training and experience acquired through time served as an HRFE volunteer Firefighter should make these volunteer candidates more familiar with the components in the physical abilities testing, as they are based on actual tasks a Firefighter may perform at a fire scene.

FINANCIAL IMPLICATIONS

The anticipated cost to administer the recruitment and selection process is approximately \$75,000. These funds will come from the approved HRFE 2015/16 operating budget.

The first hire from this recruitment process will be September 2016. This hire will address the twelve current Firefighter vacancies and anticipated vacancies which are funded through the current wage model.

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Project and Operating reserves, as well as any relevant legislation.

COMMUNITY ENGAGEMENT

N/A

ENVIRONMENTAL IMPLICATIONS

N/A

ALTERNATIVES

The March 2011 directive from Council was for HRFE to develop a new recruitment process. Therefore, we have not identified any other options at this time.

ATTACHMENTS

Appendix A – HRFE Career Firefighter Selection Process (2016)

Appendix B – Policy P-044

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.php> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Phil McNulty, Executive Officer, Halifax Regional Fire & Emergency, 902-490-6255

Report Approved by:

Doug Trussler, Chief, Halifax Regional Fire & Emergency, 902-490-4239

Catherine Mullally, Director, Human Resources, 902-490-7239

Martin Ward, O.C., Acting Director, Legal, Insurance & Risk Management Services,
902-490-4232

Financial Approval by:

Amanda Whitehead, Director of Finance and Information Technology/CFO, 902-490-6308

Original Signed

Appendix A - HRFE Career Firefighter Selection Process (2016)

Please note timelines are tentative and may be adjusted prior to the issue of the general recruitment call.

Application (Jan 14-30, 2016)

- General recruitment call issued. Posted on halifax.ca website with a link to HRFE website, complemented by social media and other advertising.
- Job posting will outline all steps in the recruitment and selection process and provide projected schedule for each step.
- Interested citizens will apply through the on-line applicant tracking system.

Written Aptitude Test – Phase 1 (Feb 15-19, 2016)

- Applicants who meet minimum qualifications are screened in to write entry level Firefighter aptitude test.
- The aptitude test measures reading comprehension, mathematical reasoning, map reading, writing ability, interpersonal skills, teamwork, logical reasoning, mechanical aptitude and spatial rotation ability.
- Test scored by vendor. Results provided to HRFE.
- Cut-off score of 70%.
- Top 150 candidates proceed to Phase 2.

Physical Abilities Testing - Phase 2 (March 7-11)

- Gledhill Firefighter Abilities Protocol based on Firefighter bona fide (job-related) occupational requirements.
- Testing proctored and scored by Kinesiologists through an external service provider. Results provided to HRFE.
- Candidates must successfully complete all components.
- Scored based on time to complete.
- Cut-off score of 70%
- Top 100 candidates who successfully complete the testing proceed to Phase 3.

Panel Interview – Phase 3 (April 1-May 15, 2016)

- Panel interview conducted by two representatives of HRFE and a Sr. Human Resources Consultant.
- Behavioural & situational questions based on core competencies for the position.
- Candidates must achieve cut off score of 70% to be considered for Phase 4.

Consideration for Hire Pool – Phase 4 (June 1, 2016)

- Candidates who successfully complete Phases 1-3 will be given an overall weighted score based on the following formula:
 - 20% of aptitude test score
 - 30% of physical abilities test score
 - 50% of panel interview score
- Candidates who achieve an overall minimum cut off score of 70% will be placed in a Consideration for Hire Pool.
- **The Consideration for Hire Pool will remain in effect for one year, expiring on March 31, 2017.** However, if currently unknown operational requirements dictate, the Consideration for Hire Pool expiration date may be extended to March 31, 2018.
- Candidates move through the remaining phases in the selection process as operational requirements dictate the need to hire a recruit class.
- Placement in the Consideration for Hire Pool is not a guarantee of future employment. This is a highly competitive process and not all candidates who meet the minimum cut off score will be hired. Hiring will be dictated by operational requirements.

Security Clearance – Phase 5

- Criminal Records Check, Child Abuse Registry Check and Drivers Abstract.
- Employment Reference Checks.
- Candidates may be eliminated at this phase if the results do not meet position requirements.
- Conducted by an external service provider. Results provided to HRFE.

Integrity Interview – Phase 6

- Integrity Interview Questionnaire completed by candidates.
- Integrity Interview conducted through external service provider. Results provided to HRFE.
- Integrity Interview is designed to elicit truthful information from the candidate and to gain insight in to an applicant's possible participation in behaviours that are not aligned with the requirements of the position.
- Candidates may be eliminated at this phase.

Medical Evaluation – Phase 7

- Based on National Fire Protection Association 1582 - Standard on Comprehensive Occupational Medical Program for Fire Departments.
- Conducted by medical practitioners through external service provider. Fit for Duty document provided to HRFE.
- Candidates may be eliminated at this phase.

Offer of Employment

- Issued to candidates upon successful completion of all phases of the selection process.

HALIFAX REGIONAL FIRE AND EMERGENCY

P o l i c y M a n u a l

Subject: PARTICIPATION REQUIREMENTS FOR ACTIVE MEMBERSHIP STATUS FOR VOLUNTEER FIRE FIGHTERS	Policy No: P-044
Division: ADMINISTRATION	Page 1 of 2
Issued by: OPERATIONS (B. Turpin)	Date of issue: 2010/05/28
Approval:  Original Signed	
Forms required:	Revision date:
File information: VFAC - approved February 8, 2010	

PURPOSE: To define *Active Member* of the volunteer fire service through participation requirements for attendance at meetings, participation in training programs, and attendance at emergency events.

To establish a minimum participation standard for active members of Halifax Regional Fire and Emergency.

POLICY: Active Membership Status:

- 1) Members who meet or exceed the participation levels identified below are to be recognized as *Active Members* of the volunteer fire service wherever that status needs to be identified by Halifax Regional Fire & Emergency.
- 2) Individual departments may exceed this standard where warranted and supported by the membership.
- 3) Members who do not fit the parameters for *Active Member* may apply to be retained as Support Members where positions are available within the authorized complement. Participation requirements for operational support members are the same as those stated for active members. Administrative support members are expected to commit 2 hours per week to station activities.

Definitions:

Attendance at meetings: The number of meetings includes all regularly scheduled meetings the member is expected to attend. This is normally monthly, but in the case of officers, may include additional management meetings or representation of the department in another context.

Attendance at training sessions: The number of training events includes all regularly

Subject:	PARTICIPATION REQUIREMENTS FOR ACTIVE MEMBERSHIP STATUS FOR VOLUNTEER FIRE FIGHTERS	Policy No:	P-044
Division:	ADMINISTRATION	Page 2 of	2

scheduled department training, including courses required to reach basic firefighter membership requirements. Special training events organized for and expected to involve participation of the majority of members may also be included.

Attendance at emergency responses: This includes all responses by the department to render emergency aid.

Participation Standard:

- 1) All members are expected to attend all meetings, training and emergency responses of the station to which they are assigned.
- 2) At the end of each calendar quarter the Chief (Volunteer Captains in Zone 6) or designate shall meet with members who fall below 50% participation in any of the three categories to discuss their lack of attendance and provide appropriate coaching. Notes of these discussions shall be kept in the manner prescribed in the Progressive Discipline Process.
- 3) Members who fall below 33 % attendance at meetings and training or below 20% attendance at emergency responses may be removed from active service and are no longer entitled to the benefits of active membership. Examples of benefits are vehicle licenses, pagers, protective clothing, other clothing, etc.
- 4) Lists of active members shall be submitted annually to the BOC for review. The Board shall forward the Active Membership List to the Deputy Chief Director or designate on or before September 30th. The Board shall update the list as changes occur.

Appendix B - HRFE Career Firefighter Selection Process Statistics (2016)

2016 Career Firefighter Recruitment Stats - Application Phase

Breakdown of all applicants		
Did not identify	1508	71.5%
Aboriginal Person	101	4.8%
Racially Visible Person	210	10.0%
Persons with Disabilities	32	1.5%
Woman	259	12.3%
TOTAL	2110	100.0%

28.5% (602) of applicants self-identified as belonging to an Employment Equity group

Applicants who did not write the aptitude test (screen out because did not submit required proof of grade 12, withdrew from the competition, or did not attend the scheduled testing)		
Did not identify	493	73.0%
Aboriginal Person	22	3.3%
Racially Visible Person	75	11.1%
Persons with Disabilities	12	1.8%
Woman	73	10.8%
TOTAL	675	100%

32.0% (675) of the 2110 applicants did not write the aptitude test

27.0% (182) of the 675 applicants who did not write the aptitude test self-identified as belonging to an Employment Equity Group

73.0% (493) of the 675 applicants who did not write the aptitude test were not from an Employment Equity Group

Breakdown of candidates screened in to write the aptitude test		
Did not identify	1015	70.7%
Aboriginal Person	79	5.5%
Racially Visible Person	135	9.4%
Persons with Disabilities	20	1.4%
Woman	186	13.0%
TOTAL	1435	100.0%

29.3% (420) of the candidates who wrote the aptitude test self-identified as belonging to an Employment Equity group. This represents an 11.8% increase of number of Employment Equity candidates from the 2007 career firefighter recruitment.

Appendix C - HRFE Career Firefighter Selection Process Statistics (2016)

2016 Career Firefighter Recruitment Stats - Aptitude Testing Phase

Breakdown of candidates who wrote the aptitude test		
Did not identify	1015	70.7%
Aboriginal Person	79	5.5%
Racially Visible Person	135	9.4%
Persons with Disabilities	20	1.4%
Woman	186	13.0%
TOTAL	1435	100.0%

29.3% (420) of the candidates who wrote the aptitude test self-identified as belonging to an Employment Equity group

Breakdown of candidates who did not meet the minimum pass mark in the aptitude test		
Did not identify	157	65.4%
Aboriginal Person	10	4.2%
Racially Visible Person	43	17.9%
Persons with Disabilities	0	0.0%
Woman	30	12.5%
TOTAL	240	100.0%

16.7% (240) of candidates who wrote the aptitude test did not meet the minimum pass mark

34.6% (83) candidates who did not meet the minimum pass mark self-identified as belonging to an Employment Equity group

Breakdown of candidates who met the minimum pass mark in the aptitude test		
Did not identify	858	71.8%
Aboriginal Person	69	5.8%
Racially Visible Person	92	7.7%
Persons with Disabilities	20	1.7%
Woman	156	13.1%
TOTAL	1195	100.0%

83.3% (1195) of candidates who wrote the aptitude test met the minimum pass mark

28.2% (337) of 1195 candidates who met the minimum score self-identified as belonging to an Employment Equity group

Breakdown of candidates with the top 150 (and ties) scores on the aptitude test		
Did not identify	128	84.2%
Aboriginal Person	8	5.3%
Racially Visible Person	5	3.3%
Persons with Disabilities	0	0.0%
Woman	11	7.2%
TOTAL	152	100.0%

15.8% (24) of 152 candidates with the top 150 (and ties) scores self-identified as belonging to an Employment Equity group

Breakdown of candidates with the next 150 (and ties) scores on the aptitude test		
Did not identify	136	83.4%
Aboriginal Person	7	4.3%
Racially Visible Person	11	6.7%
Persons with Disabilities	3	1.8%
Woman	6	3.7%
TOTAL	163	100.0%

16.6 (27) of 163 candidates with the next 150 (and ties) scores self-identified as belonging to an Employment Equity group

Appendix D - HRFE Career Firefighter Selection Process Statistics (2016)

2016 Career Firefighter Recruitment Stats - Physical Abilities Phase (March)

Breakdown of candidates invited to participate in physical abilities testing March		
Did not identify	128	84.2%
Aboriginal Person	8	5.3%
Racially Visible Person	5	3.3%
Persons with Disabilities	0	0.0%
Woman	11	7.2%
TOTAL	152	100.0%

15.8% (24) of 152 candidates invited to participate in physical abilities testing self-identified as a member of an Employment Equity group

Breakdown of candidates who were no show/withdrawal for physical abilities testing		
Did not identify	11	91.7%
Aboriginal Person	0	0.0%
Racially Visible Person	1	8.3%
Persons with Disabilities	0	0.0%
Woman	0	0.0%
TOTAL	12	100.0%

8.3% (1) of 12 candidates who did not show or withdrew self-identified as a member of an Employment Equity group

Breakdown of candidates who attended physical abilities testing March		
Did not identify	117	83.6%
Aboriginal Person	8	5.7%
Racially Visible Person	4	2.9%
Persons with Disabilities	0	0.0%
Woman	11	7.9%
TOTAL	140	100.0%

16.4% (23) of 140 candidates who attended physical abilities testing self-identified as a member of an Employment Equity group

Breakdown of candidates not successful at physical abilities testing		
Did not identify	38	80.9%
Aboriginal Person	1	2.1%
Racially Visible Person	1	2.1%
Persons with Disabilities	0	0.0%
Woman	7	14.9%
TOTAL	47	100.0%

33.6% (47) of 140 candidates were not successful at physical abilities testing

19.1% (9) of 47 candidates who were not successful at physical abilities testing self-identified as a member of an Employment Equity group

Breakdown of candidates successful at physical abilities testing		
Did not identify	80	86.0%
Aboriginal Person	5	5.4%
Racially Visible Person	4	4.3%
Persons with Disabilities	0	0.0%
Woman	4	4.3%
TOTAL	93	100.0%

66% (93) of 140 candidates were successful at physical abilities testing

14% (13) of 93 candidates successful at physical abilities testing self identified as a member of an Employment Equity group

Appendix D - HRFE Career Firefighter Selection Process Statistics (2016)

2016 Career Firefighter Recruitment Stats - Physical Abilities Phase (October)

Breakdown of candidates invited to participate in physical abilities testing October		
Did not identify	136	83.4%
Aboriginal Person	7	4.3%
Racially Visible Person	11	6.7%
Persons with Disabilities	3	1.8%
Woman	6	3.7%
TOTAL	163	100.0%

16.6% (27) of 163 candidates invited to participate in physical abilities testing self-identified as a member of an Employment Equity group

Breakdown of candidates who were no show/withdrawal for physical abilities testing		
Did not identify	22	71.0%
Aboriginal Person	3	9.7%
Racially Visible Person	2	6.5%
Persons with Disabilities	1	3.2%
Woman	3	9.7%
TOTAL	31	100.0%

19.0% (31) of 163 candidates invited to participate in physical abilities testing did not attend as scheduled (no show/withdrawal)

29% (9) of 31 candidates who did not show/withdrew self-identified as part of an Employment Equity group

Breakdown of candidates who participated in physical abilities testing		
Did not identify	113	85.6%
Aboriginal Person	4	3.0%
Racially Visible Person	9	6.8%
Persons with Disabilities	3	2.3%
Woman	3	2.3%
TOTAL	132	100.0%

14.3% (19) of 132 candidates who participated in physical abilities testing self-identified as a member of an Employment Equity group

Breakdown of candidates not successful at physical abilities testing		
Did not identify	34	91.9%
Aboriginal Person	1	2.7%
Racially Visible Person	1	2.7%
Persons with Disabilities	1	2.7%
Woman	0	0.0%
TOTAL	37	100.0%

28.0% (37) of 132 candidates were not successful at physical abilities testing

8.1% (3) of 37 candidates who were not successful at physical abilities testing self-identified as a

Breakdown of candidates successful at physical abilities testing		
Did not identify	79	83.2%
Aboriginal Person	3	3.2%
Racially Visible Person	8	8.4%
Persons with Disabilities	2	2.1%
Woman	3	3.2%
TOTAL	95	100.0%

72.0% (95) of 132 candidates were successful at physical abilities testing

16.8% (16) of 95 candidates successful at physical abilities testing self-identified as a member of an Employment Equity group

Appendix E - HRFE Career Firefighter Selection Process Statistics (2016)

2016 Career Firefighter Recruitment Stats - Interview Phase (April)

Breakdown of candidates who participated in panel interview phase		
Did not identify	79	85.9%
Aboriginal Person	5	5.4%
Racially Visible Person	4	4.3%
Persons with Disabilities	0	0.0%
Woman	4	4.3%
TOTAL	92	100.0%

14% (13) of 93 candidates interviewed self-identified as a member of an Employment Equity group

*Please note - one candidate invited for interview declined.

Breakdown of candidates not successful at interview phase		
Did not identify	48	85.7%
Aboriginal Person	3	5.4%
Racially Visible Person	2	3.6%
Persons with Disabilities	0	0.0%
Woman	2	3.6%
TOTAL	56	98.2%

60.2% (56) of 93 candidates interviewed were not successful

12.5% (7) of 56 candidates who were not successful at the interview phase self-identified as a member of an Employment Equity group

Breakdown of candidates successful at interview phase, entered in Consideration for Hire Pool		
Did not identify	31	83.8%
Aboriginal Person	2	5.4%
Racially Visible Person	2	5.4%
Persons with Disabilities	0	0.0%
Woman	2	5.4%
TOTAL	37	100.0%

39.8% (37) of 93 candidates were successful at the interview phase and entered the Consideration for Hire Pool

16.2% (6) of 37 candidates entered in the Consideration for Hire Pool self-identified as a member of an Employment Equity group

*Please note - One candidate in the pool chose to withdraw. Another candidate passed away. Neither were members of an employment equity group. Leaving 35 candidates in the pool.

Appendix E - HRFE Career Firefighter Selection Process Statistics (2016)

2016 Career Firefighter Recruitment Stats - Interview Phase (November)

Breakdown of candidates who participated in panel interview phase		
Did not identify	78	83.0%
Aboriginal Person	3	3.2%
Racially Visible Person	8	8.5%
Persons with Disabilities	2	2.1%
Woman	3	3.2%
TOTAL	94	100.0%

17% (16) of 94 candidates interviewed self-identified as a member of an Employment Equity group

*Please note - one candidate invited for interview did not attend and did not reply to attempts to contact.

Breakdown of candidates not successful at interview phase		
Did not identify	49	96.1%
Aboriginal Person	0	0.0%
Racially Visible Person	1	2.0%
Persons with Disabilities	1	2.0%
Woman	0	0.0%
TOTAL	51	100.0%

54.2% (51) of 94 candidates interviewed were not successful

3.9% (2) of 51 candidates who were not successful at the interview phase self-identified

Breakdown of candidates successful at interview phase, entered in Consideration for Hire Pool		
Did not identify	29	67.4%
Aboriginal Person	3	7.0%
Racially Visible Person	7	16.3%
Persons with Disabilities	1	2.3%
Woman	3	7.0%
TOTAL	43	100.0%

46.2% (43) of 93 candidates were successful at the interview phase and entered the Consideration for Hire Pool

32.6% (14) of 43 candidates entered in the Consideration for Hire Pool self-identified as a member of an Employment Equity group

Appendix F - HRFE Career Firefighter Selection Process Statistics (2016)

2016 Career Firefighter Recruitment Stats - Consideration for Hire Pool

Composition of FINAL Consideration for Hire Pool		
Did not identify	57	73.1%
Aboriginal Person	5	6.4%
Racially Visible Person	10	12.8%
Persons with Disabilities	1	1.3%
Woman	5	6.4%
TOTAL	78	100.0%

26.9% (21) of 78 candidates self-identified as belonging to an employment equity group

Composition of August 2016 career firefighter recruit class		
Did not identify	9	64.3%
Aboriginal Person	1	7.1%
Racially Visible Person	2	14.3%
Persons with Disabilities	0	0.0%
Woman	2	14.3%
TOTAL	14	100.0%

2 members of the August class were from the 2007 career recruitment process for a total class size of 16 recruits

35.7% (5) of 14 recruits from the 2016 career recruitment process self-identified as belonging to an employment equity group

Composition of March 2017 career firefighter recruit class		
Did not identify	14	70.0%
Aboriginal Person	2	10.0%
Racially Visible Person	3	15.0%
Persons with Disabilities	0	0.0%
Woman	1	5.0%
TOTAL	20	100.0%

30% (6) of 20 recruits self-identified as belonging to an employment equity group

Please note - one racially visible candidate is also female

Composition of candidates remaining in the Consideration for Hire pool		
Did not identify	34	77.3%
Aboriginal Person	2	4.5%
Racially Visible Person	5	11.4%
Persons with Disabilities	1	2.3%
Woman	2	4.5%
TOTAL	44	100.0%

22.7% (10) of 44 candidates remaining self-identified as belonging to an employment equity group

Appendix G - HRFE Career Firefighter Selection Process Statistics (2016)

HRFE Volunteer Firefighter Stats

HRFE Volunteers who applied	187
HRFE Volunteers who wrote the aptitude test	165
HRFE Volunteers who met the minimum score	140

84.8% (140) of 165 HRFE volunteers met the minimum score

HRFE Volunteers invited to physical abilities testing	51
HRFE Volunteers who withdrew or did not attend as scheduled	11
HRFE Volunteers who successfully completed the physical abilities testing	26
HRFE Volunteers who were not successful	14

16.2% (51) of 315 candidates invited to physical abilities testing were HRFE Volunteers

65% (26) of 40 HRFE volunteers who participated in physical abilities testing were successful

HRFE Volunteers who attended the panel interview	26
HRFE Volunteers who successfully completed the panel interview	12
HRFE Volunteers who were not successful	14

46.1% (12) of 26 HRFE volunteers interviewed were placed in the Consideration for Hire Pool

15% (12) of 80 candidates in the Consideration for Hire Pool are HRFE Volunteers