

August 2016
RFP 139834

**PURCHASING DEPARTMENT
101 EAST 11th STREET, STE. G-13
CHATTANOOGA, TENNESSEE 37402**

Requisition No.: RFP – 139834
Ordering Dept.: City of Chattanooga Human Resources Department
Buyer: Sharon Lea
Phone No.: 423 643-7235
Fax No.: 423 643-7244

Request for Proposals for Fire Promotional Testing

*****REQUEST FOR PROPOSALS MUST BE RECEIVED*****

****NO LATER THAN 4:00 PM EST on September 1, 2016****

*****QUESTIONS MUST BE SUBMITTED IN WRITING*****

****NO LATER THAN 4:30 PM EST on August 17, 2016****

All Inquires must be submitted in writing regarding this RFP:

Sharon Lea, Procurement Analyst

slea@chattanooga.gov

The City of Chattanooga reserves the right to reject any and/or all proposals, waive any informalities in the proposals received, and to accept any proposal which in its opinion may be for the best interest of the City. The City of Chattanooga will be non-discriminatory in the purchase of all goods and services on the basis of race, color or national origin.

The City of Chattanooga (COC) Terms and Conditions posted on Website are applicable:

<http://www.chattanooga.gov/purchasing/standard-terms-and-conditions>

NOTE: ALL PROPOSALS MUST BE SIGNED. All proposals received are subject to the terms and conditions contained herein and as listed in the above referenced website. The undersigned Offeror acknowledges having received, reviewed, and agrees to be bound to these terms and conditions, unless specific written exceptions are otherwise stated.

PLEASE PROVIDE US WITH THE FOLLOWING:

Company Name: _____

Mailing Address: _____

City & Zip Code: _____

Phone/Toll-Free No.: _____

Fax No.: _____

E-Mail Address: _____

Contact Person: _____

Signature: _____

CITY OF CHATTANOOGA
HUMAN RESOURCES DEPARTMENT

**Fire Promotions Assessment
REQUEST for PROPOSALS
August, 2016**

The City of Chattanooga (the City) is soliciting written proposals for promotion assessment centers for the ranks of Captain and Lieutenant for the Chattanooga Fire Department.

The City will provide a facility acceptable to all parties for the administration of the assessment center. Members of the Human Resources (HR) staff are available to assist the independent contractor and staff (the Contractor) as needed for assessment administration and to assist the candidates.

The City reserves the right to reject any and/or all proposals, waive any informalities in the proposals received and to accept any proposal which in its opinion may be in the best interest of the City. The City is non-discriminatory on the basis of race, color, national origin, sex or handicap in the purchase of all goods and services.

The following items are required for a proposal for the Assessment Center.

- The Contractor will need to complete a new job task analysis on each rank. The City will provide subject matter experts (SMEs).
- Establish content validity for the Assessment Center exercises via the job analyses.
- Assist City HR Department and Fire Department staff in preparation of communications sent to all candidates.
- Provide on-site seminars for candidates on study skills and Assessment Center preparations. Preferred time to be spent is one, 8 hour day, per rank with accommodations made for three shifts.
- Design up to three Assessment Center exercises for the captains and lieutenants. Exercises must be work related and provide a demonstration of the knowledge, skills, abilities, and behaviors determined to be essential for success in each rank. Design a scoring process for the exercises that can be readily explained to the candidates.
- Design and provide a training module for the assessors using an adequate length of time based on the experience of the contractor or the assessor.
- Contractor will have adequate staff on site each day of the Assessment Centers to ensure proper administration and scoring of exercises.
- Design a scoring process that conforms to the terms of the promotions policy. (see attached)

- Provide written feedback on each candidate to the City that may be used as personal feedback and motivation for the candidate.
- Provide a list of 4-6 references who have agreed to answer questions in regard to the Contractor's performance in designing and administering promotions Assessment Centers.
- Provide any other usual and reasonable consulting items and/or requests that may arise during the provision of services.
- Contractor should provide a history and results of any prior and existing legal actions in which it participated in any form relating to testing, services, validity, performance, personnel and confidentiality.
- Provide an estimated time line for this project from start to finish.
- Provide cost for Contractor obtaining Assessment Center assessors. Describe qualifications of assessors to be obtained.
- Development of candidate and assessor daily schedules to ensure the best use of manpower and contain costs.

Any additional recommendations offered beyond the scope of this proposal will be considered and may be used in determining the best contractor.

Final determination of the contractor will be made by a panel whose members will come from the Chattanooga Fire Department and the HR Department of the City of Chattanooga.

It is the intent of the City to administer the promotions process around October or November 2016.

Affirmative Action Plan

The City of Chattanooga is an equal opportunity employer and during the performance of this Contract, the Contractor agrees to abide by the equal opportunity goals of the City of Chattanooga as follows:

1. The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, or handicap. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, national origin, or handicap. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay, or other forms of compensation, and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
2. The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin, or handicap.
3. The Contractor will send to each labor union or representative of workers with which he/she has a collective bargaining agreement or other contract or understanding, a notice advising the said labor union or workers' representatives of the Contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
4. In all construction contracts or subcontracts in excess of \$10,000 to be performed for the City of Chattanooga, any contractor and/or subcontractor is further required to file in duplicate within ten (10) days of being notified that it is the lowest responsible bidder, an affirmative action plan with the EEO Director of the City of Chattanooga. This plan shall state the Contractor's goals for minority and women utilization as a percentage of the work force on this project.
5. This Plan or any attachments thereto shall further provide a list of all employees annotated by job function, race, and sex who are expected to be utilized on this project. This plan or attachment thereto shall further describe the methods by which the Contractor or Subcontractor will utilize to make good faith efforts at providing employment opportunities for minorities and women.

During the term of this contract, the Contractor upon request of the City, will make available for inspection by the City of Chattanooga copies of payroll records, personnel documents and similar records or documents that may be used to verify the Contractor's compliance with these Equal Opportunity provisions.

6. The Contractor will include the portion of the sentence immediately preceding paragraph 1 and the provisions of paragraphs 1 through 6 in every subcontract so that such provisions will be requested of each subcontractor. The Contractor agrees to notify the City of Chattanooga of any subcontractor who refuses or fails to comply with these equal opportunity provisions. Any failure or refusal to comply with these provisions the contractor and/or subcontractor shall be a breach of this contract.

(Signature of Contractor)

(Title and Name of Company)

(Date)

RANK REQUIREMENTS & PROMOTIONAL PROCEDURES

000.00

Issued:	
Reviewed/Revised:	06/15/2016

1.0 PURPOSE:

1.1 To establish rank requirements and standards, and promotional procedures for each rank within the Chattanooga Fire Department (CFD). The CFD desires to institute promotional policies and procedures to promote quality individuals to manage and lead the department's high level of emergency service to Chattanooga. While no promotional process is perfect, the department seeks to be as objective and fair as possible in every aspect of the promotional assessment and selection.

2.0 SCOPE:

2.1 The application of this guideline will pertain to all sworn members of the Chattanooga Fire Department.

3.0 DEFINITIONS:

- 3.1 *Acting* – Refers to persons of a lower rank performing the roles and responsibilities of a person of a higher rank. Specifically, on occasion, the Senior Firefighter will fill the role of the Lieutenant and function as a company officer. Lieutenants often fill the roles of Captain as the company officer. Captains also fill the role of Battalion Chief when necessary.
- 3.2 *Promotional assessment center* – Refers to an unbiased evaluation process used to appraise a candidate's knowledge and application of fire department operations and policies, and includes the various tools, tests, activities, and means used to assess employees for promotion to the ranks of Lieutenant and Captain.
- 3.3 *Time-in-grade* – Refers to the time an employee has served in a specific rank or grade.
- 3.4 *Time-in-service* – Refers to the overall time an employee has served in the Chattanooga Fire Department.
- 3.5 *Third-party assessment* – Refers to the city's use of an independent testing company, team, consultant, or organization to ensure the competency and integrity of promotional testing. Assessment center exercises may include any combination of the following components: multiple choice tests, written components, and/or various performance tests (i.e. inbox scenarios, panel interviews, operational scenarios, personnel scenarios, etc.).

4.0 RANK REQUIREMENTS:

4.1 Firefighter (FF) Requirements:

- 4.1.01 Shall complete all physical, academic, and practical training for the Chattanooga Fire Department Fire Academy.
- 4.1.02 Meet 1-year probation standards as a new employee of the department.
- 4.1.03 Shall be state-certified as an Emergency Medical Responder (EMR) or above within twelve months from the date of the State's EMR Practical Examination.
- 4.1.04 Shall be certified as a Hazardous Materials First Responder – Awareness/Operations Levels.
- 4.1.05 Shall be state-certified as a Firefighter 1 within eighteen months after graduating from the fire academy.
- 4.1.06 Shall be state-certified as a Firefighter 2 within twenty-four months after graduating from the fire academy.

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4.2 Firefighter Engineer (FFE) Requirements:

- 4.2.01 Shall have four years of continuous service with the Chattanooga Fire Department as a sworn firefighter by the closing date of the Firefighter Engineer Promotional Test announcement.
- 4.2.02 Shall be state-certified as a Firefighter 2.
- 4.2.03 Shall be state-certified as a Fire Apparatus Operator (FAO) or a Pumper Driver/Operator (PDO) and Aerial Apparatus Driver/Operator (AADO).
- 4.2.04 Shall be state-certified or licensed as one of the following: Emergency Medical Responder (EMR), Emergency Medical Technician (EMT), Advanced Emergency Medical Technician (AEMT), or Paramedic.
- 4.2.05 Shall be certified as a Hazardous Materials First Responder – Awareness/Operations Levels.

4.3 Senior Firefighter (FFS) Requirements:

- 4.3.01 Shall have eight years continuous service with the Chattanooga Fire Department as a sworn employee by the closing date of the Senior Firefighter Promotional Test announcement.
- 4.3.02 Shall have met all of the requirements, and obtained and recently held the rank of Firefighter Engineer for a minimum of two years, including a state certification as a Firefighter 2.
- 4.3.03 Shall be state-certified as either a Fire Apparatus Operator (FAO) or a combination of Pumper/Driver Operator (PDO) and Aerial Apparatus Driver Operator (AADO).
- 4.3.04 Shall be state-certified or licensed as one of the following: Emergency Medical Responder (EMR), Emergency Medical Technician (EMT), Advanced Emergency Medical Technician (AEMT), or Paramedic.
- 4.3.05 Shall be certified as a Hazardous Materials First Responder – Awareness/Operations Levels.

4.4 Lieutenant Requirements:

- 4.4.01 Shall have at least six years continuous service as a sworn employee with the Chattanooga Fire Department by the closing date of the Lieutenant Promotional Test announcement.
- 4.4.02 Shall have met all the requirements for and served at least two years at the rank of Firefighter Engineer or have obtained the rank of Senior Firefighter, including state certifications as a Firefighter 2, and either FAO or a combination of PDO/AADO.
- 4.4.03 Shall be state-certified or licensed as one of the following: EMR, EMT, AEMT, or Paramedic.
- 4.4.04 Shall be certified as a Hazardous Materials First Responder – Awareness/Operations Levels.
- 4.4.05 Shall be state-certified as a Fire Instructor 1.
- 4.4.06 Shall be state-certified as a Fire Officer 1.
- 4.4.07 Shall have completed the Lieutenant Promotional Assessment Center provided by the department.

4.5 Captain Requirements:

- 4.5.01 Shall have at least ten years continuous service as a sworn employee with the Chattanooga Fire Department by the closing date of the Captain Promotional Test announcement.
- 4.5.02 Shall have met all the requirements for and served at least three years at the rank of Lieutenant, including state certifications as a Firefighter 2, and either FAO or a combination of PDO/AADO.
- 4.5.03 Shall be state-certified or licensed as one of the following: EMR, EMT, AEMT, or Paramedic.
- 4.5.04 Shall be certified as a Hazardous Materials First Responder – Awareness/Operations Levels.
- 4.5.05 Shall be state-certified as a Fire Instructor 1.
- 4.5.06 Shall be state-certified as a Fire Officer 1.
- 4.5.07 Shall be state-certified as a Fire Officer 2.
- 4.5.08 Shall have completed the Captain Promotional Assessment Center provided by the department.

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4.6 Battalion Chief and Assistant Chief Requirements:

- 4.6.01 Shall have at least twelve years continuous service as a sworn employee with the Chattanooga Fire Department by the closing date of the Promotional Test announcement.
- 4.6.02 Shall have met all the requirements for and served at least three years at the rank of Captain, including state certifications as a Firefighter 2, and either FAO or a combination of PDO/AADO.
- 4.6.03 Shall be state-certified or licensed as one of the following: EMR, EMT, AEMT, or Paramedic.
- 4.6.04 Shall be certified as a Hazardous Materials First Responder – Awareness/Operations Levels.
- 4.6.05 Shall be state-certified as a Fire Instructor 1.
- 4.6.06 Shall be state-certified as a Fire Officer 1.
- 4.6.07 Shall be state-certified as a Fire Officer 2.
- 4.6.08 Shall have completed the Battalion Chief Promotional process provided by the department.

5.0 PROMOTIONAL POLICIES AND PROCEDURES:

5.1 General Promotional Policies

- 5.1.01 **Process** – The department seeks to provide a fair and balanced approach to each level of rank promotion through a standardized and unbiased process of evaluation. The process is designed to measure each candidate’s competency and capability to fulfill the duties of the rank sought.

- 5.1.02 **Authorization** – The promotional policies are authorized by the City of Chattanooga Employee Information Guide, section IV Employment, subsection H. Employment Activities:

“EMPLOYMENT ACTIONS

The Mayor or designee has the authority to hire, promote, demote, transfer, suspend, and remove all City officers and employees. All vacancies in the City shall be filled by new hires, re-employments, promotions, appointments, transfers, or demotions...

Promotions

A promotion is assigning an employee from one position to another that is classified in a higher salary range. Promotions in every case must involve a definite increase in duties and responsibilities and shall not be made merely for the purpose of affecting an increase in compensation.”

- 5.1.03 **Eligibility to “Sit”** – The following criteria must be met prior to being eligible to “sit for” or take the promotional exams for lieutenant, captain, or battalion chief:
 - A. All required state certifications per rank.
 - B. At least one year of eligibility after the promotional process has concluded and the results are verified.
- 5.1.04 **Make-up Policy** – Generally, make-ups are not allowed. Candidates applying for promotion are required to report and participate in each test component at the time specified. In the event of an emergency, it must be reported immediately to the Human Resource Department (423-643-7200).

A. Exception: Candidates who miss a scheduled component in the promotional process due to military mobilization, or emergency hospital admission of themselves or an immediate family member, or death of an immediate family member, shall be afforded the opportunity to make up the missed component. For the purpose of this policy, “immediate family

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member” shall be limited to the candidate’s spouse, child, parent, or sibling.

- 5.1.05 **Vacancy** – Promotions will only occur when a position at the given rank level is available or vacant.
- 5.1.06 **Verification** – Promotions will also only occur after the Training Chief verifies that each certification has been completed and documented, and after Human Resources verifies continuous years of service and time-in-grade requirements.
- 5.1.07 **Pay Adjustment Timing** – Individuals selected for promotion will advance to the rank sought at the beginning of the next pay cycle.
- 5.1.08 **Records** – Third-party assessment results will be furnished to each candidate by mail or through individual feedback. Records of each phase of testing shall be kept in such a manner that candidates may review the results for areas of individual interest.
- 5.1.09 **Review of and Response to Results** – Any candidate desiring a review of his/her test scores or the testing procedures shall make such request in writing within five working days of the posting of scores. The request shall be directed to the Human Resources Administrator or his/her designee, who shall have fifteen working days to respond. If an employee is not satisfied with the response from the Human Resource Administrator, the employee shall follow the procedures outlined in the Employee Information Guide.
- 5.1.10 **Ineligibility** – Any employee who has received a demotion as a result of disciplinary action shall not be eligible for any promotion for two years from the date of demotion.

At the discretion of the Fire Chief, the following issues may also prohibit an employee’s promotional eligibility:

- A. Having received disciplinary action within the preceding 24 months;
- B. Having been convicted of a crime within the preceding 12 months;
- B. Extended leave or leave without pay (LWOP);
- C. Recurring negative comments and/or grading on employee evaluations;
- D. Willful violation of any provisions of City or Department rules and regulations; and/or
- E. A combination of any of these.

- 5.1.11 **Turndown of Promotion** – The employee may “turn down” or “reject” the opportunity for promotion when he or she deems the promotion is not personally appropriate. This employee will fall to the bottom of promotional list under the current promotional cycle.
- 5.1.12 **Probationary Period** – The City of Chattanooga Employee Information Guide, section IV Employment, subsection I: Probationary Period states the following:

“All persons employed or promoted to permanent positions shall serve a probationary period of six (6) months, except persons employed in fire protection or law enforcement in the Fire and Police Departments. Employees in those positions serve a probationary period of twelve (12) months. Before the end of the period, the supervisor shall indicate the following in writing to the Department Head and copy the Human Resources Director:

1. That he/she discussed with the employee the employee’s accomplishments, failures, strengths and weaknesses;

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2. Whether the employee is performing satisfactory work;
3. Whether the employee should be retained in the position;
4. Whether the employee, if a new employee, should be discharged or have his/her probationary period extended a given number of months not to exceed an additional six (6) months; or
5. Whether the employee, if on probation following promotion, should be reinstated in his/her former positions, if available, or have his/her probationary period extended a given number of months not to exceed an additional six (6) months.”

5.2 Firefighter Engineer Promotional Policies

5.2.01 **General and Exam** – The promotional process for advancement to the rank of firefighter engineer shall be based on the requirements outlined in the Rank Requirement section. Promotion to this rank SHALL NOT include a third-party promotional assessment. However, a firefighter seeking advancement will participate in a certified exam administered by the Department of Human Resources. Candidates will be ranked on a promotional list by combining the exam score and seniority component.

5.2.02 **Seniority Scoring** – Seniority, which accounts for experience, will comprise 10% of the overall score.

- A. Service time calculation for promotion shall have been continuous with the Chattanooga Fire Department from the candidate’s most recent employment date. Seniority will be years of service multiplied by 0.4 for a maximum of 10 points upon completion of 25 years.

Example 1:

25 years of total service
 $\times .4$ points allowed for each year of service
10 points to be added to overall score for seniority

Example 2:

8 years of total service
 $\times .4$ points allowed for each year of service
3.2 points to be added to overall score for seniority

5.2.03 **Selection** – Selection of eligible candidates will be based on the following order:

- A. The combination of the exam score and seniority component.
- B. At such time when two or more candidates score the same on the combination score, the following will be used for selection in sequential order:
 1. Earliest date of completion for all required state certifications;
 2. Most continuous time in service;
 3. Most continuous time in grade.

5.3 Senior Firefighter Promotional Policies

5.3.01 **General and Exam** – The promotional process for advancement to the rank of senior firefighter shall be based on the requirements outlined in the Rank Requirement section. Promotion to this rank SHALL NOT include a third-party promotional assessment. However, a firefighter engineer seeking advancement to senior firefighter will participate in a certified exam administered by the Department of Human Resources. This test will not be the same as the exam administered for the rank of Lieutenant. The candidate may choose to take both tests. Candidates for Senior Firefighter will be ranked on a promotional list by combining the exam score and seniority component.

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- 5.3.02 **Seniority Scoring** – Seniority, which accounts for experience, will comprise 10% of the overall score.
- A. Service time calculation for promotion shall have been continuous with the Chattanooga Fire Department from the candidate’s most recent employment date. Seniority will be years of service multiplied by 0.4 for a maximum of 10 points upon completion of 25 years.

Example 1:

25 years of total service
x .4 points allowed for each year of service
10 points to be added to overall score for seniority

Example 2:

8 years of total service
x .4 points allowed for each year of service
3.2 points to be added to overall score for seniority

- 5.3.03 **Selection** – Selection of eligible candidates will be based on the following order:
- A. The combination of the exam score and seniority component.
- B. At such time when two or more candidates score the same on the combination score, the following will be used for selection in sequential order:
1. Earliest date of completion for all required state certifications;
 2. Most continuous time in service;
 3. Most continuous time in grade.

5.4 Lieutenant and Captain Promotional Policies

- 5.4.01 **General** – The promotional process for advancement to the ranks of lieutenant and captain will be based on the requirements outlined in the Rank Requirement section and WILL include a third-party promotional assessment for each level of promotion.
- 5.4.02 **Responsibility** – Human Resources shall coordinate, administer, and monitor each segment of the promotional examination process, and report test results. Examination scores of promotional candidates will be prepared by the Human Resource Administrator or his/her designee, who will certify and submit a list of qualified individuals to the Fire Chief.
- 5.4.03 **Assessment Center Scoring** – Third-party assessment centers, which evaluate an applicant’s knowledge of current fire department operations and policies, will comprise 90% of the overall score. See the Definitions section to review what types of evaluations that could be entailed in a third-party assessments. The specific evaluation elements will be provided at the time of the formal promotional announcement.
- 5.4.04 **Seniority Scoring** – Seniority, which accounts for experience, will comprise 10% of the overall score.
- A. Service time calculation for promotion shall have been continuous with the Chattanooga Fire Department from the candidate’s most recent employment date. Seniority will be years of service multiplied by 0.4 for a maximum of 10 points upon completion of 25 years.

Example 1:

25 years of total service
x .4 points allowed for each year of service
10 points to be added to overall score for seniority

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Example 2:

8 years of total service
 $\times .4$ points allowed for each year of service
3.2 points to be added to overall score for seniority

- 5.4.05 **Eligibility List** – The third-party assessment company or organization will provide a list detailing the scores of all candidates per rank. The Human Resources Administrator or his/her designee will calculate and add points for Seniority based on each candidate's service time. The HR Administrator will then provide a list of the eligible candidates for the positions of Lieutenant and Captain to the Fire Chief.
- 5.4.06 **Final Selections** – The Fire Chief will review the eligibility lists for each rank, as well as the candidate's employee file. Upon needs of the department, the Fire Chief will promote individuals according to the highest scores of eligible candidates on the list, unless there is significant cause to prohibit the candidate's promotion. See 5.1.10 for further information regarding ineligibility.
- 5.4.07 **Frequency of Promotional Assessments** – The frequency of promotional assessments will be determined by the needs of the department at the discretion of the Fire Chief. The results from the certified promotional assessments should be valid for a period of two years from the date of certification. However, the Fire Chief may adjust the period of validity as financial and promotional considerations necessitate.
- 5.4.08 **Viability of Promotional List** – The promotional list shall remain viable until such time as another promotional assessment occurs.
- 5.5 Battalion Chief Promotional Policies**
- 5.5.01 **General** – The promotional process for advancement to the rank of battalion chief will be based on the requirements outlined in the Rank Requirement section and SHALL NOT include a third-party promotional assessment. It will include the components listed below.
- 5.5.02 **Responsibility** – The Fire Chief, with guidance from the Department of Human Resources, shall coordinate, administer, and monitor each segment of the promotional examination process, which includes Credential Scoring, Seniority Scoring, Interview Round(s) Scoring, and Final Presentation. The Credential, Seniority, and Interview Round(s) Scoring components provide the objective means to narrow the list of potential candidates to the Final Presentation, which is the final component. The Fire Chief then makes his/her selection based on his/her interaction with the final round of candidates. Each component is discussed further below.
- 5.5.03 **Credential Scoring** – Credential Scoring takes into account a candidate's educational accomplishments and credentialed experience including the minimum requirements for the position. For the purposes of this policy, educational degrees should be from an accredited institution, but are not required to be related directly to the fire service. Credentialed experience includes any of the professional certifications listed on the Supplemental Questionnaire. For the rank of Battalion Chief, there is no maximum for the amount of points that can be earned through Credential Scoring.
- A. Candidates will enter educational degrees and professional certifications in the Supplemental Questionnaire of the online application.
 - B. Credential scoring shall be tabulated by Human Resources upon verification of the degree(s) and/or certification(s).

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- C. Following verification, Human Resources will provide the raw scores to the Fire Chief or his/her designee, and the raw scores will be calculated with a 0.2 multiplier.
- D. The following examples are for reference only, and the certifications and raw point tabulations could be subject to change.

Example 1:

Captain A has the following:

- All of the required certifications (30 raw points);
 - + Bachelor's of Science in Nursing (9 raw points); and
 - + Certification as a Fire Instructor 2, Fire Officer 3, Fire Inspector 1, US&R, and is a AEMT (2 points given for each additional certification for a total of 10 additional raw points)
- = Total of 49 raw points

The 49 raw points are calculated with a multiplier of 0.2 for a score of 9.8 for the Credential Scoring segment.

Example 2:

Captain B has the following:

- All of the required certifications (30 raw points);
 - + High school diploma (5 raw points); and
 - + Certification as an Fire Instructor 2, Fire Officer 3, Fire Inspector 1, Fire Inspector 2, Fire Investigator, Wildland Fire Fighter 1, Wildland Fire Fighter 2, Public Fire and Life Safety Educator 1, US&R, and is a Paramedic (2 points given for each additional certification for a total of 20 additional raw points)
- = Total of 55 raw points

The 55 raw points are calculated with a multiplier of 0.2 for a preliminary score of 11.0.

5.5.04

Seniority Scoring – Seniority accounts for practical experience and longevity.

A. Service time calculation for promotion shall have been continuous with the Chattanooga Fire Department from the candidate's most recent employment date. Seniority will be years of service multiplied by 0.4. For the rank of B/C, there is no maximum that can be earned through Seniority Scoring.

Example 1:

25 years of total service
 $\times .4$ points allowed for each year of service
10 points to be added to overall score for seniority

Example 2:

8 years of total service
 $\times .4$ points allowed for each year of service
3.2 points to be added to overall score for seniority

5.5.05

Interview Round(s) Scoring – The Interview Round Scoring which intends to evaluate an applicant's knowledge of current fire department policies, leadership skills, and management skills will comprise most of the overall score. This component is the most important and therefore holds the most weight of any of the components. The Fire Chief and his/her designees will work with the Director of Human Resources to provide meaningful questions for two rounds of interviews.

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Round 1 Interview

All candidates will have the opportunity to participate in the Round 1 Interview. Interviewers will score each of the answers to the questions on a Likert-scale to provide as much objectivity as possible. These scores are added to the Credential and Seniority Scoring components, and the list will be organized according to the highest scores. The candidates in the top half of the list will move forward to the second round of interviews. In the event of an odd number of candidates, the second round participants will be the top half + 1 (the first candidate in the bottom half of the list).

Round 2 Interview

The candidates in the top half of the list will participate in the Round 2 Interview. Interviewers will score each of the answers to a different set of questions on the same Likert-scale to provide as much objectivity as possible. These scores will be added to the Credential, Seniority, and Round 1 Interview Scoring, and again, the list will be organized into the highest scores. The candidates in the top half of the list will move forward to the Final Presentation. In the event of an odd number of candidates, the Final Presentation participants will be the top half + 1 (the first candidate in the bottom half of the list).

- 5.5.06 **Final Presentation** – The remaining candidates will provide a “Final Presentation” to the Fire Chief and selected “outside” assessors from other City departments or other fire departments. The topic(s), question(s) and other specifications for this presentation will be provided to the candidate in advance for thought, preparation, and practice. With the exception of the Fire Chief, the assessors should not know or be acquainted with the candidates in this final round of the selection process.

The Final Presentation will provide the Fire Chief and other assessors with the final demonstration of the candidate’s ability to lead and manage. Unlike the Interview Scoring, the Final Presentation will not be scored per se. However, the Fire Chief will consult the outside assessors to assist with the selection process. Final selection(s) will be made from the candidates in this final round.

- 5.5.07 **Final Selections** –The Fire Chief will review each of the scoring components, the candidates’ employment files, and with consultation from the outside assessors and his/her command staff, he/she will make final determinations. Upon needs of the department, the Fire Chief will promote individuals according to the best fit of the remaining candidates in the process, unless there is significant cause to prohibit the candidate’s promotion. See 5.1.10 for further information regarding ineligibility.

- 5.5.08 **Frequency of Promotional Assessments** – The frequency of the battalion chief promotional process will be determined by the needs of the department at the discretion of the Fire Chief. The results from the certified promotional assessments should be valid for a period not to exceed two years. However, the Fire Chief may adjust the period of validity as promotional considerations necessitate.

5.6 **Assistant Chiefs and Other Promoted Positions**

- 5.6.01 **General** – All Assistant Chief Officers, and any other promoted positions (i.e. Deputy Fire Marshal), will be selected by the Fire Chief and/or his/her designee through an Oral Interview process.