

**PROMOTION PROCEDURE GUIDELINES UNIFORMED FIRE CLASSIFICATIONS  
FIRE APPARATUS ENGINEER, FIRE CAPTAIN, AND BATTALION CHIEF  
CITY OF LITTLE ROCK, ARKANSAS  
APPROVED - SEPTEMBER 1, 2022**

**I. PURPOSE**

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

In cases where internal Little Rock Fire Department documents exist describing any promotional selection procedures, these Civil Service Promotion Procedure Guidelines will supersede those documents.

**II. RESPONSIBILITY**

The responsibility for establishing policy and general procedure guidelines regarding the promotion of Uniformed Fire Personnel rests with the City of Little Rock Civil Service Commission. The responsibility for the administration of this Uniformed Fire Personnel promotion process rests with the Director of Human Resources (hereafter referred to as the Director). The Director shall:

- develop and implement administrative procedures and test components to ensure the efficient and professional administration of the guidelines,
- modify such administrative procedures and test components as necessary to ensure compliance with the Guidelines,
- review any promotion process concerns for evaluation and future administrations,
- ensure competency/exercise development includes Fire personnel and meets industry standards,
- act as a technical advisor to the Civil Service Commission with respect to promotion matters,
- ensure the initiation of promotion related activities for all ranks within the Little Rock Fire Department is timely,
- provide information and/or complaints concerning promotional processes to the Civil Service Commission, and forward all administrative appeals to the Commission for final resolution.

The Fire Chief shall:

- ensure the availability of in-house subject matter experts and raters to assist in promotion components (i.e. experience review, structured interview development),

designate staff for electronic distribution of announcements, including reading list, and keep records of distributions.

### **III. PROCEDURES**

#### **A. Vacant Promotional Positions**

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

#### **B. Announcements**

The Director shall make every reasonable effort to announce and implement testing procedures according to a timetable that will result in certification of a new eligibility list upon or after the expiration of the previous list. The Battalion Chief promotional process shall be initiated according to Section III. A. as described in these promotional guidelines.

1. At least one hundred twenty (120) days before the written test for those ranks requiring a written test, the Director shall make every reasonable effort to announce a list of possible source materials from which the test will be constructed.
2. At least thirty (30) days before the written test of the Director shall announce the following:
  - the date, location, and time of the written examination
  - eligibility to compete in the selection process
  - the promotion components, maximum points possible per component, and any other relevant information regarding the components or the process
  - source materials used in the construction of the test
  - the approximate percentage of questions per source
  - tentative assessment center and experience review dates, including score release dates and appeal dates,
  - tentative Civil Service Certification date, and
  - other information as necessary

#### **C. General Provisions**

Electronic notices to candidates may be distributed to give notice about critical dates, and/or requirements specific to each component, and other information. Failure to comply with the requirements may result in disqualification.

Candidates who arrive late for any selection component, fail to submit an application to Human Resources, or fail to submit advertised component documents by the announced deadline may be disqualified unless a verifiable emergency situation occurs; the continuation in the promotional process is determined by the Civil Service Commission. It is the responsibility of the candidate to provide all evidence and documentation concerning eligibility to continue in the promotion process to the Civil Service Commission a minimum of three (3) days before the Civil Service meeting via the Director.

#### **D. Application**

Eligible current City employees must complete and submit an online application during the posting period which shall be a minimum of thirty (30) calendar days.

### **IV. ELIGIBILITY LISTS**

- A.** Upon completion of the promotion components (Chart II), including any appeals, the candidates shall be ranked in the order of their standing and their names placed on a list to be submitted for certification by the Civil Service Commission.
- B.** For the classifications of Fire Apparatus Engineer, Fire Captain and Battalion Chief, the effective period of the eligibility list shall be a minimum of one (1) year, not to exceed two (2) years from the effective date of certification by the Civil Service Commission provided that such period is announced in accordance with Item III. B. 2. The length of the list will be mutually agreed upon by the Director of Human Resources and the Fire Chief preceding the publication of the thirty (30) day announcement. In cases where a State of Emergency is initiated by the Governor of the State of Arkansas or the Mayor of the City of Little Rock, the list may be extended, not to exceed two years beyond the date of certification.
- C.** The Fire Chief may select any of the three (3) standing highest on the certified list for promotion to the rank for which the candidate has competed, provided the candidate meets the minimum requirements for promotion to that rank as indicated in Chart II. Disciplinary actions (substantiated) may be considered. If ties are present, the Fire Chief will consider Residency as a tie-breaker.
- D.** At the expiration of the effective period of the list, all right of priority under the list shall cease.

### **V. ELIGIBILITY REQUIREMENTS**

- A.** For Fire Apparatus Engineer, Fire Captain, and Battalion Fire Chief, a Little Rock Fire Department employee serving in an eligible classification as listed in Chart I shall be eligible to compete in the applicable promotion process if the employee satisfies the minimum service requirements listed in Chart I. The years of service must be consecutive with the Little Rock Fire Department.

- B. For all ranks, the time of service in the eligible classification shall be computed to the date of the written test.

**CHART I: ELIGIBILITY TO COMPETE REQUIREMENTS**

<b>Eligibility to Compete for Promotion To:</b>	<b>Eligible Classification</b>	<b>Minimum Service In Eligible Classification (years must be consecutive with the LRFD)</b>
Fire Apparatus Engineer	Firefighter	4 years of service as a Firefighter by the date of the written test*
Fire Captain	Fire Apparatus Engineer	2 years as a Fire Apparatus Engineer by the date of the written test*
Battalion Chief	Fire Captain	2 years as a Fire Captain by date of written test*

*\*If the promotional list is to be effective for one (1) year, than Fire Department employees must be eligible for promotion (refer to Chart II) at the time of the administration of the written exam. If a candidate has been reinstated according to Chapter 5 of the Civil Service Rules and Regulations, service before reinstatement will not be counted towards eligibility to compete or seniority points.*

To be eligible for promotion to the next rank, the candidate must be a uniformed Little Rock Fire Department employee who satisfies the eligibility requirements of consecutive service with the Little Rock Fire Department to compete in Chart I and the eligibility to promote as indicated in Chart II and stands among the top three on the certified eligibility list. Education hours must be earned and transcripts submitted five (5) business days before the anticipated certification date. Candidates who do not meet the education requirements will be removed from the certification list.

**CHART II: ELIGIBILITY TO BE PROMOTED REQUIREMENTS**

<b>Promotion To (Subject Rank):</b>	<b>Eligible Classification</b>	<b>Minimum Service In Eligible Classification (years must be consecutive with the LRFD)</b>	<b>Education Requirement</b>
Fire Apparatus Engineer	Firefighter	5 years	
Fire Captain	Fire Apparatus Engineer	3 years	
Battalion Chief	Fire Captain	3 years	Associate Degree or sixty (60) hours of course credits

**VI. PROMOTION COMPONENTS**

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

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

<b>Promotion To (Subject Rank):</b>	<b>Written Test</b>	<b>Practical Exam</b>	<b>Assessment Center / Behavioral Simulation</b>	<b>Experience Review</b>
Fire Apparatus Engineer	60 points	40 points		
Fire Captain	40 Points		60 Points	
Battalion Chief	30 Points		40 Points	30 Points

**A. Written Examination**

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

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

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

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

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

1. Review of Written Examination

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

2. Appeal of Written Examination Items

A candidate may appeal any test question or keyed answer. Candidates may review their written examination answer sheets and a test key, and submit a written appeal relative to the accuracy of any test question or keyed answer during the published review hours. The appeal shall be submitted in writing to the Director during the Review Period. The Director shall confer with a consultant, if necessary, and other advisors to determine the final keyed answer. Appeals will be published without the name of the appealing candidate so that other interested candidates may freely support or challenge the appeal.

Appeals that do not follow the instructions provided to candidates during the appeal process will not be considered valid and will be automatically denied. If an appeal is found to be valid, the Director will determine the appropriate remedial action and rescore all test answer sheets. Candidates will be notified of the appeal decision(s), the basis of decision(s), and their revised test score.

**B. Assessment Center / Behavioral Simulation**

This component will consist of exercises designed to assess behavioral constructs applicable to the classification/target rank. The candidate’s responses will be observed by an assessor panel, and/or recorded electronically, and/or recorded in written form in the case of an in-basket or other written exercise, and presented to a panel of trained assessors for evaluation. The **exercise administration** process may be live or recorded.

For the Fire Captain and Battalion Chief processes, the City may administer and/or score the Assessment Center/Behavior Simulation, or contract with a firm to administer and/or score all or any part of the component or exercises, utilizing current or former fire personnel or other trained assessment professionals.

Qualified assessors must be current or former Fire personnel at the test rank or higher. Former LRFD personnel may not be utilized.

Assessor panels for the Battalion Fire Chief rank may include one civilian, familiar with firefighting operations, of a three rater panel if **not** rating fire technical behavioral constructs. The civilian rater may not be a current City of Little Rock employee, be selected by the Director and be approved by the Chief.

Qualified assessors may reside inside or outside the state of Arkansas. Current or former LRFD personnel will not be utilized as assessors for Assessment Center exercises in which the identity of the candidates is readily apparent (i.e. recorded counseling sessions, etc.). For exercises in which the candidate will remain anonymous, such as a Situational Judgment Test (SJT) or critical incident, which requires the candidate to respond only in a written format, current or former LRFD personnel may be utilized as assessors. Candidates' written responses will be typed to ensure candidate identity remains anonymous.

The composite assessment score will be the total of all the competencies. In cases where the competency is evaluated in more than one exercise or scenario, than the average of the competency will be calculated prior to compiling the sum of all competencies. Example for Verbal Communication:

Situation #1 Verbal Communication Score = 3.5  
 Situation #2 Verbal Communication Score = 3.0  
 Situation #3 Verbal Communication Score = 4.0  
 Total of 3 scores = 10.5  
 Average = 3.5 (total divided by number of scores)

A weighted assessment center score will be utilized to calculate the overall composite score, which is calculated prior to establishing the ranked list

Candidates may request feedback concerning their Assessment Center performance after the final certification.

#### 1. Review of Exercises

Beginning the next Human Resources Department business day following the release of the scores for this component, candidates may review their performance in the exercise(s). The Review Period duration is by appointment to ensure availability of equipment and is a minimum of three (3) days and maximum of five (5) Human Resources Department business days, dependent upon number of candidates. If a holiday observed by the City, or extraordinary circumstance as determined by the Director, occurs in this period, the review period shall be extended proportionately to provide candidates the entire five Human Resources Department business days for the Review Period.

#### 2. Appeal

A candidate may appeal the outcome in this examination by the following appeal procedures. After notification of their rating on this component, candidates may initiate an appeal by

reviewing their performance and/or scoring criteria during the Review Period. After reviewing the information, candidates will be required to provide a written explanation of their appeal.

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

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

### C. **Practical Exam**

A “Practical Examination” is an examination which permits the evaluation of a candidate’s skill in the operation of Fire Department apparatus (es) and/or equipment. The Human Resources Department is responsible for the administration of the practical. The Fire Chief and individuals designated by the Fire Chief as “Raters” shall be responsible for conducting and scoring the practical examination. A practical examination will be administered to each candidate for Fire Apparatus Engineer who has passed the written examination and is eligible for further consideration.

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

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

#### 1. Review of Recorded Exercises

Beginning the next Human Resources Department business day following the release of the scores for this component, candidates may review the recordings and/or rating criteria of their performance in the exercise(s). The “Review Period” is five (5) Human Resources Department business days. If a holiday observed by the City or extraordinary circumstance as determined by the Director occurs in this period, the review period shall be extended to provide applicants the entire five Human Resources Department business days for the Review Period.

#### 2. Appeal

Candidates may appeal their outcome in this component by the following appeal procedures. Following notification of their rating on this component, candidates may review their recorded



performance and/or scoring criteria during the review period. After reviewing this recording, candidates will be required to provide a written explanation of their appeal.

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

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

#### **D. Experience Review**

1. An Experience Review involves a systematic approach to evaluating candidate’s professional experience, accomplishments, and other factors that could benefit the target rank. Candidates must complete a competency based questionnaire and for each designated competency they must report specific and verifiable examples that demonstrate their expertise. The list of core designated competencies will remain consistent in order to provide candidates opportunities to acquire related experience. The submitted experience review packets are subject to verification by a LRFD review panel prior to the interview. The verification panel will have no influence in the rating process of the experience review packets; their designated role will be to verify the submitted information. Human Resources will have the right to include civilian verification reviewers if necessary. Scoring is based solely on the written material provide by the candidate.
2. Qualified raters must be current or former fire personnel at the test rank or higher and cannot be former LRFD personnel. Subject Matter experts at the rank of Battalion Chief and above will be available for additional information during the rating process; however, the Subject Matter Experts will not have any influence in the rating process and will not be present for the duration of the scoring. A member of the Human Resources Department will be present to function as an administrator.

#### **Appeal**

Candidates may appeal their rating(s) related to the experience review. After notification of their rating(s), candidates must follow the promotion appeal procedures in order to appeal. Utilizing all available information and any appeal information submitted by the candidate, a panel of raters (“Experience Review Appeal Panel”) will review the appeal and decide whether the candidate’s rating is: a) reasonable (remains the same), b) should be raised, or c) should be lowered. The Review Panel will be trained to conduct the review and may be drawn in part or whole from the group of raters who originally rated the candidate.

**E. Composite Score**

Candidates will be ranked by composite score. The composite score is the sum of the points obtained by an individual in each component. Maximum composite score is 100 points. Composite scores will be rounded to the nearest two decimal places. Using general rounding rules, 5 and above round up, and 4 and below round down (i.e., 80.599 will round up to 80.60; 65.243 rounds to 65.24).

Education Credit and Seniority Credit will be added to the final composite score before a ranked list is created. Please refer to paragraphs F. and G. for the explanations of the Education and Seniority Credits administration.

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

**F. Education Credit**

For purposes of giving candidates credit for promotion, Education Credit is added to the final composite score for the ranks of Fire Captain and Battalion Chief. Sixty (60) or more college credit hours will be considered the equivalent of an Associate’s Degree. No additional points will be awarded until a Bachelor’s Degree or higher has been obtained.

Only degrees/hours completed at an institution accredited by an accrediting association recognized by the U.S. Secretary of Education will be accepted. Chart IV, below, contains the distribution of education points.

**CHART IV - EDUCATION CREDIT**

<b>Rank</b>	<b>Education Credit</b>
Fire Captain	<ul style="list-style-type: none"> <li>• 2 points for Associate Degree or 60 hours college credit</li> <li>• 4 points for a Bachelor’s Degree</li> </ul>
Battalion Chief	<ul style="list-style-type: none"> <li>• 2 points for a Bachelor’s Degree</li> <li>• 4 points for a Post Graduate Degree</li> </ul>

**G. Seniority Credit**

For purposes of giving candidates credit for seniority, Seniority Credit is added to the final composite score. Seniority Credit will be calculated from the date of promotion to the candidate’s current rank (years of service in rank) to the date of the Written exam. Uniformed service time must be active, consecutive service time in the Little Rock Fire Department in the current rank. If a candidate has been reinstated according to Chapter 5 of the Civil Service

Rules and Regulations, service before reinstatement will not be counted. Days served as suspensions will be deducted from the time in service. Whole months will be utilized – there will be no rounding.

Credit will be awarded as follows in Chart V:

**CHART V – SENIORITY CREDIT**

<b>Seniority Credit Target Rank</b>	<b>Years of Service in Rank</b>	<b>Total of Months Completed</b>	<b>Seniority Credit / Points</b>
<b>Fire Apparatus Engineer</b>	5 years	61 – 72 months	1 point
	6 years	73 – 84 months	2 points
	7 years	85 – 96 months	3 points
	8 years	97 -108 months	4 points
	9 years	109 months or more	5 points
<b>Fire Captain &amp; Battalion Chief</b>	3 years	37 -48 months	1 point
	4 years	49 – 60 months	2 points
	5 years	61 – 72 months	3 points
	6 years	73 – 84 months	4 points
	7 years	85 months or more	5 points

## **VII. MISCELLANEOUS**

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

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

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

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

Previous Promotion Procedure Guidelines for uniform fire classifications were revised and adopted by the Commission: January 25, 2001, May 10, 2001, May 29, 2003, June 23, 2005, December 15, 2005, September 25, 2008, November 12, 2009, August 22, 2013, and August, 11, 2016, and June 18, 2020.