



FIRE DEPARTMENT
9 METROTECH CENTER BROOKLYN, N.Y. 11201-3857

NICHOLAS SCOPETTA
Fire Commissioner

January 14, 2003

Abraham May, Jr.
Executive Director
Equal Employment Practices Commission
253 Broadway, Suite 301
New York, New York 10007

Dear Mr. May:

I am writing in response to your December 11, 2002 Final Determination of the Audit concerning the New York City Fire Department's Recruitment Program for Examination 7029. I am pleased to learn that the Equal Employment Practices Commission (EEPC) has approved and accepted the many corrective actions implemented by the Fire Department. To follow-up on some of the actions considered outstanding by the EEPC, I have outlined some information below.

Recommendation #1

There should be year-round recruitment team for each borough. All recruitment teams should include at least one African American, one Hispanic, one Asian American and one Caucasian. No less than one recruiter should be a female.

FDNY Response

As previously stated, the Recruitment Unit is a dynamic unit and the composition therein changes on a daily/monthly basis. For your convenience, attached is a partial list of events along with the ethnicity/race and gender of the recruitment unit personnel who hosted the events/ presentations. See Attachment A.

Recommendation #3

The Advisory Committee should be fully involved in all firefighter recruitment strategies and related decisions. In addition, management of the Fire Department should meet with the Committee at least on a quarterly basis and more frequently during the height of the recruitment campaign.

FDNY Response

The last Advisory Committee meeting was held on August 19, 2002. An additional meeting was scheduled for December 5, 2002, after the scheduled written exam for firefighters on November 23, 2002. The December 5th meeting was cancelled due to the extension of the deadline for filing for the firefighter exam on October 31, 2002, and the written exam on December 14, 2002. A meeting of the Advisory Committee has been scheduled for January 30, 2003 at 2:00pm. A copy of the memo-to-file regarding the August 19, 2002 Advisory Committee meeting is attached. See Attachment B

Recommendation #9

FDNY, specifically its Office of Employment Initiatives, should assume prime responsibility for developing and implementing a program or strategy to reduce attrition by applicants in the underutilized groups-minorities and women.

FDNY Response

The Office of Recruitment and Diversity Initiatives is primarily responsible for developing and implementing a program to reduce attrition and has devised an "Attrition Prevention Plan" to respond to the attrition by applicants in the underutilized groups – minorities and women. Documents that summarize the "Attrition Prevention Plan, Mentoring Activities and various recruitment related activities are attached. See Attachment C.

Recommendation #10

The Department should conduct an adverse impact study to determine if the new educational requirement disproportionately screens out members of historically underrepresented groups. If the study reveals such disparate impact, the Department should conduct a validation study in accordance with the federal government's "Uniform Guidelines on Employee Selection Procedures."

FDNY Response

The Fire Department has not yet made a final determination concerning this study.

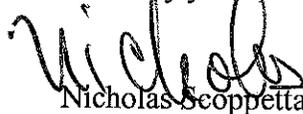
Recommendation #13

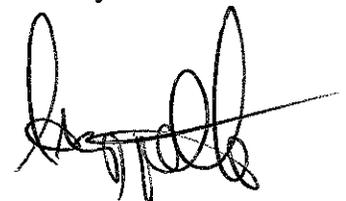
The Fire Department should conduct an adverse impact study based on the results of the written examination. If the Department's study reveals that the test disproportionately screens out minority or female candidates, FDNY should conduct a validation study in accordance with the federal government's guidelines on Employee Selection Procedures."

FDNY Response

The Fire Department has not yet made a final determination concerning this study.

Sincerely yours,


Nicholas Scoppetta



cc: Douglas White, Deputy Commissioner
Paulette Lundy, Assistant Commissioner

ATTACHMENT A

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
8/1/02	Brower Park	Hispanic	man
8/1/02	Brower Park	Black	Man
8/3/02	Block Party	Black	Man
8/3/02	Jamaica Music Festival	Black	Man
8/3/02	Jamaica Music Festival	Hispanic	man
8/3/02	Black Family Reunion	Black	Man
8/3/02	Block Party	White	Woman
8/3/02	Block Party & Office Sidewalk	Black	Man
8/3/02	Summer Sidewalk Office	White	Woman
8/3/02	Jamaica Music Festival	White	Woman
8/3/02	Jamaica Music Festival	White	Woman
8/3/02	Faith Assembly Church	Black	Man
8/3/02	Jamaica Ave Street Festival	Black	Man
8/3/02	Basketball Chinatown	Asian	Man
8/3/02	Jamaica Ave Street Festival	White	Man
8/4/02	Black Family Reunion	Black	Man
8/4/02	Black Family Reunion	Black	Man
8/4/02	Bronx PR Parade	Hispanic	man
8/4/02	Junction Blvd	Hispanic	Man
8/4/02	Black Family Reunion	Black	Man
8/4/02	Halem Bike Tour	Black	Man
8/4/02	Bronx PR Parade	Hispanic	Man
8/4/02	Harlem Bike Tour	Black	man
8/4/02	Junction Blvd	white	woman
8/4/02	Halem Bike Tour	White	Man
8/5/02	MLK Concert Series	Black	Man
8/5/02	MLK Concert Series	Black	Man
8/6/02	National Night Out	Black	Man
8/6/02	National Night Out	Hispanic	Man
8/6/02	National Night Out	Black	Man
8/6/02	National Night Out	Black	Man
8/6/02	Urban League	Black	Man
8/6/02	National Night Out	Black	Woman
8/7/02	Vulcan	Black	Man
8/8/02	Chinatown	Asian	Man
8/8/02	CDCS Career Fair	Black	Woman
8/9/02	ENY Church	Black	Man
8/10/02	Staten Island Mall	Black	Man
8/10/02	Pathmark Mall	Black	Man
8/10/02	Dance Theater of Harlem	Black	Man
8/10/02	Women's Boxing	Hispanic	man
8/10/02	Dragon Boat Races	Asian	Man
8/10/02	Dance Theater of Harlem	Black	Man
8/10/02	Dance Theater of Harlem	Back	Man
8/10/02	Women's Boxing	Black	Woman
8/10/02	Panamerica Festival	White	Woman
8/11/02	Pathmark Mall	Black	Man
8/11/02	Rucker Basketball	Black	Man

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
8/11/02	Rucker Basketball	Hispanic	Man
8/11/02	Panamerica Festival	White	Woman
8/11/02	Panamerica Festival	black	man
8/11/02	Rucker Basketball	Hispanic	Man
8/11/02	Dragon Boat Races	Asian	Man
8/11/02	Rucker Basketball	Black	Woman
8/12/02	The Door	Black	Man
8/12/02	MLK Concert Series	Hispanic	Man
8/12/02	MLK Concert Series	Black	Man
8/13/02	Urban League	Black	Man
8/13/02	Hispanic Society	Black	Woman
8/14/02	Vulcan Presentation	Black	Man
8/15/02	Women Presentation	White	Woman
8/15/02	Hunter College	Black	Man
8/15/02	Women Presentation	Black	Woman
8/15/02	Women Presentation	White	Woman
8/15/02	Women Presentation	White	Woman
8/17/02	Street Fair	Black	Man
8/17/02	Hip Hop Parade	White	Woman
8/17/02	Hip Hop Parade	Black	Man
8/17/02	East River Housing	Black	Woman
8/18/02	Christian Cultural Center	Black	Man
8/18/02	Washington Ave. Street Fair	Black	Man
8/18/02	135th St.	Black	Man
8/18/02	Christian Cultural Center	Hispanic	Man
8/18/02	Washington Ave. Street Fair	Black	Man
8/18/02	MSG Game	Black	Woman
8/19/02	MLK Concert Series	Black	Woman
8/19/02	Wingate Park	Black	Man
8/19/02	Seminar	Black	Woman
8/20/02	Christian Cultural Center	Black	Man
8/21/02	Vulcan Presentation	Black	Man
8/21/02	News E. 273	Asian	Man
8/23/02	Bronx Worker	Hispanic	Man
8/23/02	Muslim Org	Black	Man
8/23/02	Urban League	Black	Man
8/24/02	Dedication for Ff	Black	Man
8/24/02	Bailey Pond Park	Black	Man
8/24/02	Block Party	Black	Man
8/24/02	Green Acres Mall	Black	Man
8/25/02	St Paul's Church	Black	Man
8/25/02	Orchard Beach	Black	man
8/25/02	St. Pauls Baptist	Black	Woman
8/25/02	Green Acres Mall	Black	Man
8/25/02	St Jeromes Festival	White	Woman
8/25/02	St Paul's Church	Black	Woman
8/27/02	NYC Church of Christ	Black	Man
8/27/02	NYC Church of Christ	Black	Man
8/27/02	Green Acres Mall	Black	Man

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
8/27/02	Hispanic Society	Hispanic	man
8/27/02	Hispanic Society	Black	man
8/28/02	Deliveries	Black	Man
8/28/02	Phone Bank	Black	Woman
8/28/02	Vulcan Presentation	Black	Man
8/29/02	Green Acres Mall	Black	Man
8/29/02	Green Acres Mall	Black	Woman
8/29/02	Green Acres Mall	White	Woman
8/29/02	Green Acres Mall	Black	Man
8/29/02	Phone Bank	Black	Woman
8/29/02	Green Acres Mall	black	man
8/29/02	Green Acres Mall	Black	Woman
8/30/02	Ft Hamilton	Hispanic	Man
8/31/02	Grace Baptist Church	Black	Man
8/31/02	Grace Baptist Church	Black	Man
8/31/02	Pathmark Mall	Black	Man
8/31/02	Ingresoll Housing	Black	Man
8/31/02	Grace Baptist Church	Black	Man
8/31/02	Street Fair	White	Woman
8/31/02	Grace Baptist Church	Black	Man
8/31/02	Ingresoll Housing	Black	Man
8/31/02	St Jeromes Festival	White	Woman
8/31/02	Chinese Baptist	black	man
8/31/02	Chinese Baptist	Black	Woman
9/1/02		Black	Man
9/1/02	S.I. Path Mark	Black	Man
9/1/02	Kings Plaza	Black	Man
9/1/02	Kings Plaza	White	Woman
9/1/02	Kings Plaza	Black	Man
9/1/02	Phone Bank	Black	Woman
9/2/02	Labor Day Parade	Black	Man
9/2/02	Marcus Garvey Park	Black	Man
9/2/02	West Indian Day Parade	Black	Man
9/2/02	Queensboro CC	Black	Man
9/2/02	Labor Day Parade	Black	Man
9/2/02		Black	Man
9/3/02	Camp Smith	White	Woman
9/3/02	Baptist Church	Black	Man
9/3/02	Brooklyn College	Black	Man
9/4/02		Hispanic	Man
9/4/02		Asian	Man
9/4/02	College Recruitment	Black	Man
9/5/02	Hunter College	Black	man
9/5/02	Queensboro CC	Asian	Man
9/5/02	Queensboro CC	Black	Man
9/5/02	Queens Plaza	Hispanic	Man
9/5/02		Hispanic	Man
9/5/02	TB Testing	White	Man
9/5/02	NYC Tech.	Hispanic	Man
9/5/02	Camp Smith	Black	Woman
9/6/02	BMCC College	Black	man

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
9/6/02	Queens Center Mall	Hispanic	man
9/6/02	Forest Hills HS	Hispanic	Man
9/6/02		Hispanic	Man
9/6/02	NYC Tech.	Hispanic	Man
9/6/02	BMCC College	Hispanic	Man
9/7/02	Harlem State Bldg.	Black	Man
9/7/02	Vanderbilt Street Fair	Black	Man
9/7/02	116th & Lex	Hispanic	Man
9/7/02		Asian	Man
9/7/02	Kings Plaza	black	Man
9/7/02	Marcus Garvey Park	Black	Man
9/7/02	Rent-A-Wear	Hispanic	Man
9/7/02		White	Man
9/7/02	Kings Plaza	Black	Man
9/7/02	Phone Bank	Black	Woman
9/7/02	Kings Plaza	White	Woman
9/7/02	TB Testing	White	Man
9/7/02	Christian Faith Tabernacle	Black	Man
9/7/02	Baptist Church	Black	Man
9/7/02	West Point	Black	Woman
9/8/02	Abyssinian Church	Black	Man
9/8/02	Council Festival	black	Man
9/8/02	Abyssinian Church	White	Man
9/8/02	Womens Seminar	Black	Woman
9/8/02	Latino Parade	White	Woman
9/8/02	Abyssinian Church	Hispanic	Man
9/8/02		White	Man
9/8/02	Kings Plaza	Black	Man
9/8/02		Black	Man
9/8/02	Council Festival	Black	Man
9/8/02	Latino Parade	Black	Man
9/8/02	Abyssinian Church	Black	Woman
9/9/02	York College	White	Man
9/9/02	NYC Tech.	Black	Man
9/10/02	Bronx CC	Black	Man
9/10/02	John Jay College	White	Woman
9/10/02	Urban League	Black	Man
9/10/02	Brooklyn College	Hispanic	Man
9/10/02		Hispanic	Man
9/10/02		White	Man
9/10/02	John Jay College	White	man
9/10/02	The Door	Black	Woman
9/11/02	Vulcan Presentation	Black	Man
9/12/02	College of Staten Island	Black	Man
9/12/02	Marcus Garvey Park	Black	Man
9/12/02	Womens Seminar	White	Woman
9/12/02	BMCC College	Black	man
9/12/02	Bronx CC	Hispanic	man
9/12/02		Black	man
9/12/02	NY Technical College	Black	man
9/12/02	Phone Bank	Black	Woman

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
9/12/02	Queens Library	White	Woman
9/12/02	The Door	Black	Man
9/12/02		White	Man
9/12/02	Phone Bank	Black	Woman
9/13/02	9 Metrotech	Black	Man
9/13/02	Green Acres Mall	Black	Man
9/13/02	Parsons & Jamaica	Asian	Man
9/13/02	Green Acres Mall	White	Woman
9/13/02	Green Acres Mall	Black	Man
9/13/02	Broadway East NY	Hispanic	Man
9/13/02		Hispanic	Man
9/13/02		White	Man
9/14/02	Forest Avenue Pathmark	Black	Man
9/14/02	S.I. Path Mark	Black	Man
9/14/02	Back-to-School Expo	Black	Man
9/14/02	Fulton & Nostrand	Black	Man
9/14/02		Black	Man
9/14/02		Hispanic	Man
9/14/02	Kings Plaza	White	Man
9/14/02	Fulton & Nostrand	Black	Man
9/14/02		White	Man
9/14/02	Kings Plaza	Black	Man
9/14/02	Womens Seminar	Black	Woman
9/15/02	Green Acres Mall	Black	Man
9/15/02		Black	Man
9/15/02	Green Acres Mall	Black	Man
9/16/02	Davidson Community Ctr	Black	Man
9/16/02	York College	White	Woman
9/17/02	BMCC College	Black	Man
9/17/02	Lehman College	Hispanic	Man
9/17/02	NYC Tech.	Black	Man
9/17/02	NY Technical College	Black	Man
9/17/02	Lehman College	Black	Man
9/17/02		Black	Man
9/17/02		Hispanic	Man
9/18/02	York College	White	Woman
9/19/02	Press Conference	Asian	Man
9/19/02	Press Conference	White	Woman
9/19/02		Hispanic	Man
9/19/02	Press Conference	Asian	man
9/19/02	Press Conference	Black	Man
9/19/02	Press Conference	Black	Man
9/20/02		Hispanic	Man
9/20/02	Kings Plaza	Black	Man
9/21/02	Green Acres Mall	Hispanic	Man
9/21/02	BMCC-KISS FM	Black	Man
9/21/02	Atlantic & 88th Street Park	White	Woman
9/22/02	African Day Parade	Black	Man
9/22/02	Kings Plaza	White	Woman
9/22/02	Harlem Parade	Black	Man
9/22/02	African Day Parade	Black	Man

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
9/22/02	African Day Parade	Black	Man
9/22/02	African Day Parade	Black	Woman
9/22/02	AME Church	Black	Man
9/22/02	African American Parade	Hispanic	Man
9/22/02	African American Parade	Black	Woman
9/22/02	African American Parade	Black	Man
9/22/02	Recruitment Duties	Black	Man
9/22/02	AME Church	Hispanic	Man
9/22/02		Hispanic	Man
9/22/02	African American Parade	Black	Man
9/22/02	Green Acres Mall	White	Man
9/22/02	African American Parade	Black	Man
9/22/02	African American Parade	Black	Man
9/22/02	AME Church	Black	Man
9/22/02	Korean Day Parade	Asian	Man
9/22/02	Chinatown	Asian	Man
9/22/02	Hispanic Parade	Hispanic	Man
9/22/02	African Ameri	Black	Man
9/23/02	St. Albans Library	Black	Man
9/23/02	York College	White	Woman
9/23/02	Recruitment Classes	Hispanic	Man
9/23/02	Queens College	White	Man
9/23/02	City College	Black	Man
9/23/02	Women in the Fire Service	Black	Woman
9/23/02	Recruitment Duties	Black	Man
9/23/02	Green Acres Mall	White	Man
9/23/02		Black	Man
9/23/02	Open Competitive	Black	Man
9/24/02		Black	Man
9/24/02	Queens College	Hispanic	Man
9/24/02	BMCC College	Black	Man
9/24/02	Chinatown	Black	Man
9/24/02	Bronx Community College	Black	Man
9/24/02	Recruitment Duties	Black	Man
9/24/02	Brooklyn College	Hispanic	Man
9/24/02		Hispanic	Man
9/24/02	Green Acres Mall	White	Man
9/24/02	John Jay College	White	Man
9/24/02	John Jay College	White	man
9/24/02	Queensborocollege	Black	Man
9/24/02	Recruitment Paperwork	Black	Woman
9/25/02	Bmcc College	Black	Man
9/25/02	Hispanic parade	Hispanic	Man
9/25/02	Harlem Hispanic Society	Hispanic	Man
9/25/02	Green Acres Mall	White	Man
9/25/02	john Jay College	Hispanic	Man
9/25/02	Vulcan Society Presentation	Black	Man
9/25/02	CityTech	Black	Man
9/25/02	Queens Library	Black	Woman
9/26/02	Recruitment	Black	Man

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
9/26/02	City College	Black	Man
9/26/02	Thomas Edison HS	Black	Man
9/26/02	BMCC College	Black	Man
9/26/02	Hostos College	Hispanic	Man
9/26/02	Non Traditional	Black	Woman
9/26/02	City College	Hispanic	Man
9/26/02		Hispanic	Man
9/26/02	Sunset Park	Asian	Man
9/26/02	York College	White	Woman
9/26/02	Open Competitive	Black	Woman
9/27/02	Open Competitive	White	Woman
9/27/02	ENY/Broadway Juntion	Black	Man
9/27/02	Open Competitive	White	Woman
9/27/02	Wome in the Fire Service	Black	Woman
9/27/02	Staten Island Ferry	Hispanic	Man
9/27/02		Hispanic	Man
9/27/02	Green Acres Mall	White	Man
9/27/02	Jamaica Ave Train Station	Black	Man
9/27/02	Queens College	White	Man
9/27/02	Green Acres Mall	Hispanic	Man
9/27/02	Queens Library	Black	Woman
9/28/02	Kings Plaza	White	Woman
9/28/02	Rotary Club	Black	Man
9/28/02	Health Fair	White	Man
9/28/02	Kings Plaza	Black	Man
28-Sep	Yankee Stadium	Black	Man
9/28/02	Breast Cancer Awareness	Black	Woman
9/28/02	Recruitment Duties	Black	Man
9/28/02	Green Acres Mall	White	Man
9/28/02	Health Fair	Black	Man
9/28/02	senior center	Hispanic	Man
9/28/02	Queens Library	Black	Woman
9/29/02	Green Acres Mall	White	Man
9/29/02	Islamic Parade	Black	Man
9/29/02	Islamic Parade	Black	Man
9/29/02	Green Acres Mall	Black	Man
9/29/02	Green Acres Mall	Black	Man
9/29/02	Chinatown	Asian	Man
9/29/02	Green Acres Mall	White	Woman
9/29/02	Green Acres Mall	White	Woman
9/29/02	Green Acres Mall	White	Man
9/29/02	Muslim Day Parade	Hispanic	Man
9/29/02	Green Acres Mall	Black	Man
9/29/02	Sunset Park	Asian	Man
9/29/02	Sunset Park	Asian	Man
	Recruitment Seminar		
9/30/02	Scheduling	White	Man
9/30/02	China Town	Asian	Man
9/30/02	Recruitment Seminar	White	Man
10/1/02	China Town	Asian	Man
10/1/02	Grand Christies	Asian	Man

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
10/1/02	John Jay College	White	Man
10/1/02	Hispanic Radio Station	Hispanic	Man
10/1/02	Hispanic Radio Station	Hispanic	Man
10/1/02	Elmhurst Queens	Asian	Man
10/1/02	Elmhurst Queens	Asian	Man
10/1/02	Hispanic Channel 41	Hispanic	Man
10/1/02	Hispanic TV	Hispanic	Man
10/1/02	Recruitment Office Work	Black	Woman
10/1/02	John Jay College	White	Man
10/1/02	Chinatown	Asian	Man
10/1/02	China Town	Asian	Man
10/2/02	Recruitment Supervision	White	Man
10/2/02	Vulcan Society Presentation	Black	Man
10/2/02	Recruitment Office Work	Black	Woman
10/2/02	Recruitment Supervision	White	Man
10/3/02	Recruitment Supervision	White	Man
10/3/02	HQ/Recruitment	Black	Man
10/3/02	Recruitment Office Work	Black	Man
10/3/02	Training for Tutorial	Black	Man
10/3/02	Hispanic Channel 41	Hispanic	Man
10/3/02	Training for Tutorial	Hispanic	Man
10/3/02	Vulcan Society Presentation	Black	Man
10/3/02	Green Acres Mall	Black	Man
10/3/02	Training for Tutorial	White	Woman
10/3/02	Training for Tutorial	Asian	Man
10/3/02	9 Metrotech Ctr	Asian	Man
10/3/02	Training for Tutorial	White	Woman
10/3/02	Training for Tutorial	Hispanic	Man
10/3/02	Training for Tutorial	Hispanic	Man
10/3/02	Training for Tutorial	Hispanic	Man
10/3/02	Training for Tutorial	White	Woman
10/3/02	Recruitment Supervision	White	Man
10/3/02	Training for Tutorial	Asian	Man
10/3/02	Training for Tutorial	Asian	Man
10/4/02	Training for Tutorial	Hispanic	Man
10/4/02	Jamaica & Archer	Hispanic	Man
10/4/02	BQE Racquetball Club	Asian	Man
10/4/02	BQE Racquetball Club	Asian	Man
10/4/02	BQE Racquetball Club	Asian	Man
10/4/02	BQE Racquetball Club	Asian	Man
10/5/02	Heath Fair 151st & 186th Ave.	Hispanic	Man
10/5/02	Health Fair 1st & 136th Ave.	Hispanic	Man
10/5/02	Parsons & Jamaica	Asian	Man
10/5/02	Jamaica & Archer	Asian	Man
10/5/02		Hispanic	Man
10/5/02	Green Acres Mall	Hispanic	Man
10/5/02	Green Acres Mall	Hispanic	Man

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
10/5/02	151 W. 113th & 125th St.	Black	Man
10/6/02		Hispanic	Man
10/6/02	Crossroads Tabernacle	Hispanic	Man
10/6/02	Green Acres Mall	White	Man
10/6/02	Green Acres Mall	Hispanic	Man
10/7/02	BQE Racquetball Club	Asian	Man
10/7/02	Supervise Members	White	Man
10/7/02	Fordham Rd & Grand Concourse	Black	Man
10/8/02	Manhattan Mall	Hispanic	Man
10/8/02	John Jay College	Black	Man
10/8/02	Rockerfeller Center	White	Man
10/8/02	Supervise Members	White	Man
10/8/02	Queensboro College	Hispanic	Man
10/8/02	33rd St. Mall	Black	Man
10/9/02	City College	Black	Man
10/9/02	Manhattan Mall	Hispanic	Man
10/9/02	Brooklyn College	Black	Man
10/9/02	Laguardia College	White	Woman
10/9/02	John Jay College	White	woman
10/9/02	Medgar Evers	White	Man
10/9/02	Cadet Corps	White	Man
10/9/02	Medgar Evers	Black	Man
10/9/02		Black	Man
10/9/02	Prospect Hgts.	Black	Man
10/10/02	City College	Black	Man
10/10/02	Manhattan Mall	Hispanic	Man
10/10/02	Vulcan Society Presentation	Black	Man
10/10/02	GrandConcourse	Hispanic	Man
10/10/02	ENY/Broadway Juntion	Black	Man
10/10/02	Queens College	White	Man
10/10/02	Queens College	White	woman
10/10/02	Green Acres Mall	White	Man
10/11/02	Kings Plaza	black	Man
10/11/02	Staten Island Ferry	Black	Man
10/11/02	Queens Mall	White	w
10/11/02	Green Acres Mall	White	Man
10/11/02	Green Acres Mall	Hispanic	Man
10/12/02	Staten Island Ferry	Black	Man
10/13/02	Green Acres Mall	White	Man
10/13/02	Latin Day Parade	Hispanic	Man
10/13/02	Hispanic Day Parade	Hispanic	Man
10/13/02	Hispanic Day Parade	Hispanic	Man
10/13/02	Queens Mall	White	w
10/13/02	Schomberg Recruitment Seminar	Black	Man
10/13/02	Green Acres Mall	Black	Man
10/13/02	Shomberg /Kiss FM Recruitment	Black	woman
10/15/02	BQE Racquetball Club	Asian	Man

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
10/15/02		White	Man
10/15/02	John Jay College	White	Man
10/15/02	John Jay College	White	Man
10/15/02	John Jay College	Black	Man
10/15/02	John Jay College	Black	Man
10/15/02	Recruitment Mailing	Black	Woman
10/16/02	John Jay College	White	Man
10/16/02	Medgar Evers	Black	Man
10/16/02	Medgar Evers	White	Man
10/16/02	York College	White	Woman
10/16/02	Medgar Evers	Black	Man
10/16/02	Recruitment Office Work	Black	woman
10/17/02	Queensboro College	Hispanic	Man
10/17/02	Womens Seminar	White	woman
10/17/02	Fordham Rd & Grand Concourse	White	Man
10/17/02	Queens College	White	Woman
10/17/02	Fordham Rd & Grand Concourse	Black	Man
10/17/02	GrandConcourse	Black	Man
10/17/02	Laguardia College	Black	Man
10/17/02	Womens Seminar	Black	Woman
10/18/02	BQE Racquetball Club	White	Man
10/18/02	165th St & Jamaica Ave.	Hispanic	Man
10/18/02	BQE Racquetball Club	Asian	Man
10/18/02	14th Street Union Square	White	Woman
10/18/02	Womens Seminar	Black	Woman
10/18/02	Green Acres Mall	White	Man
10/19/02	14th Street Union Square	Black	Man
10/19/02	Green Acres Mall	Hispanic	Man
10/19/02	Kings Plaza	Asian	Man
10/19/02	Green Acres Mall	Hispanic	Man
10/19/02	Queens Ctr. Mall	Black	Man
10/19/02	Green Acres Mall	Black	Man
10/20/02	Prepared Curriculum for Training	White	Man
10/20/02	Queens Mall	White	Woman
10/20/02	Kings Plaza	Hispanic	Man
10/20/02	Green Acres Mall	Hispanic	Man
10/20/02	Queens Mall	White	
10/20/02		Black	Man
10/20/02	Kings Plaza	White	Man
10/20/02	Black Psychologist Society	Black	Man
10/20/02	Green Acres Mall	Black	Man
10/20/02	Kings Plaza	White	Man
10/20/02	Black Psychologist Society	Black	Woman
10/21/02	Cadet Corps	White	Man
10/21/02	Mailing	Black	Man
10/21/02	Bronx Community College	Asian	Man
10/21/02	Recrutment	Black	Woman
10/21/02	Flushing HS		

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
10/21/02	Mailing	White	Man
10/21/02	Recruitment Paperwork	Black	Woman
10/22/02	Supervise Members	White	Man
10/22/02	Queens College	White	Woman
10/22/02	York College	Black	Man
10/22/02	Recruitment	Black	Man
10/22/02	Mailing	White	Man
10/22/02	Jamaica	Hispanic	Man
10/22/02	Queens College	Black	Man
10/22/02	Recruitment Paperwork	Black	Woman
10/23/02	Cadet Corps	White	Man
10/23/02	John Jay College	Black	Man
10/23/02	John Jay College	White	Man
10/23/02	John Jay College	White	Woman
10/23/02	Mailing	White	Man
10/23/02	Brooklyn College	Black	Man
10/23/02	Recruitment Paperwork	Black	Woman
10/24/02	Metrotech	White	Woman
10/24/02	Firefighter Instructor Test Prep	White	Man
10/24/02	Metrotech	White	Woman
10/24/02	Woman Seminar	White	Woman
10/24/02		White	Woman
10/24/02	St Francis College	Black	Man
10/24/02	Mailing	White	Man
10/24/02	Recruitment Paperwork	Black	Woman
10/25/02	Grand Concourse	Hispanic	Man
10/25/02		White	Man
10/25/02	Green Acres Mall	Asian	Man
10/25/02	Queens Mall	White	Woman
10/25/02	Green Acres Mall	Black	Man
10/25/02	Recruitment	Black	Man
10/26/02	Kings Plaza	Black	Man
10/25/02	Green Acres Mall	White	Man
10/25/02	Recruitment Paperwork	Black	Woman
10/26/02	Green Acres Mall	White	Man
10/26/02	Green Acres Mall	Black	Man
10/26/02	Green Acres Mall	Hispanic	Man
10/26/02	Green Acres Mall	Asian	Man
10/26/02	Kings Plaza	Black	Man
10/26/02	Metropolitan Pavilion Womens Event	Hispanic	Man
10/26/02	Kings Plaza	White	Man
10/27/02	Finalize Week & Training Education	White	Man
10/27/02	Concord Baptist Church	Black	Man
10/27/02	Health Fair 1st & 136th Ave.	Hispanic	Woman
10/27/02	Marcy Ave. Church	Hispanic	Man
10/27/02	Green Acres Mall	Black	Man
10/27/02	Kings Plaza	White	Man

Unit Events - Personnel - Race Gender

Date	Event	Ethnicity	Gender
10/27/02	Concord Baptist Church	Black	Woman
10/28/02	Recruitment Office Work	Black	Man
10/28/02	Cadet Corps	White	Man
10/28/02	Metrotech Classes	Hispanic	Man
10/28/02	Laguardia College	White	Woman
10/28/02	Cadet Corps	Black	Woman
10/28/02	Queens	White	Man
10/28/02	Recruitment	White	Man
10/28/02	Recruitment Office Work	Black	Woman
10/29/02	Recruitment Supervision	White	Man
10/29/02	Queens College	White	Woman
10/29/02	Canarsie H.S	Black	Man
10/29/02	Queens College	White	Woman
10/29/02	John Jay College	White	Man
10/29/02	Recruitment Office Work	Black	Woman
10/30/02	Cadet Corps	White	Man
10/30/02	Woman Seminar	White	Woman
10/30/02	Kings Plaza	Black	Man
10/30/02	John Jay College	Black	Man
10/30/02	John Jay College	Black	Man
10/30/02	Woman Seminar	White	Woman
10/30/02	Tutorial Class	Black	Woman
10/30/02	York College	Black	Man
10/30/02	York College	White	Man
10/30/02	Woman Seminar	White	Woman
10/30/02	York College	White	Man
10/30/02	Recruitment Office Work	Black	Woman
10/31/02	Recruitment Office Work	Black	Man
10/31/02	Green Acres Mall	Black	Man
10/31/02	Kings Plaza	White	Woman
10/31/02	Recruitment Unit	Black	Man
10/31/02	Recruitment Office Work	Black	Woman

ATTACHMENT B

ADVISORY COMMITTEE MEETING
AUGUST 19, 2002
MEMO TO-FILE

On August 19, 2002, a meeting was held of the Advisory Committee for Recruitment.

Those in attendance were:

Paul Washington and Mike Marshall	Vulcan Society
William Whelan	Emerald Society
Miguel Ramos	Hispanic Society
Thomas Ryan	Fire Flag – EMS – NY
Philip Parr	FDNY Chief Recruiter
Tarece Johnson	FDNY Director of Diversity Initiatives
Douglas White	FDNY Dep. Commissioner of Administration

The following organizations were invited to the meeting:

- VULCAN SOCIETY
- HISPANIC SOCIETY
- UNITED WOMEN FIREFIGHTERS
- COLUMBIAN SOCIETY
- EMERALD SOCIETY

The meeting began with Deputy Commissioner Douglas White discussing the efforts of the recruitment unit in the campaign. Deputy Commissioner White described the 2.7 million dollar media campaign, which was put in place by PASS a multicultural marketing and communication company. Heroes Wanted is the theme of the campaign. Deputy Commissioner White indicated that at the time of the meeting, approximately 700 ads per week were placed on billboards, bus shelters and telephone kiosks throughout the City.

The Deputy Commissioner also explained that the recruitment unit was also working on having public service announcements (“PSA’s”) on the radio and that Rev. Calvin Butts, of Abyssinian Baptist Church, and Eve, the Internationally known recording artist, had agreed to record the PSA. Additional PSA’s were to be done by on-air personalities.

The Deputy Commissioner also indicated that the Recruitment Unit was budgeted at 1.6 million dollars and would have approximately 20 firefighters per day attending various events such as, job and school fairs, churches, expos, career days, non-profit organizations and college presentations. The unit also used fire cadets to distribute flyers, contact cards, poster placements and for general out reach.

Paul Washington of the Vulcan Society pointed out the recruitment unit need 100 recruiters on the street every day of the campaign to make a difference. Deputy

Commissioner White indicated that the unit was trying to run a comprehensive campaign i.e. recruiters, media advertisement, information sessions, mailings and mentoring. Deputy Commissioner White stated that he did not think 100 recruiters constituted a "magic" number.

Paul Washington led a discussion on what he calls the unfairness of the firefighter test. He said that you don't need to score 85 or above to be a good firefighter. Washington also argued that perhaps the written exam should be eliminated. Deputy Commissioner White noted that Paul Washington had made those arguments to the Commissioner, Nicholas Scoppetta and the Mayor, Michael R. Bloomberg.

At the request of Paul Washington, Deputy Commissioner White briefed the committee on the current number of applicants who filed to take the firefighter exam (including their race and gender). Paul Washington suggested that we were going to have a big fall off between those who file to take the exam and those who actually take it. He said we needed to work on a follow-up effort. The committee discussed an attrition prevention program, i.e. mailings to filers, mentoring, telephone contracts etc. Philip Parr and Tarece Johnson indicated that the unit had already put in place many of the suggestions discussed and some of the suggestions had come from the Vulcan Society, Hispanic Society and United Women Firefighters Association. Tarece Johnson indicated that we were fleshing out the attrition prevention program and would hope the advisory committee members would contact the recruitment unit with suggestions.

William Whelan of the Emerald society stated that he thought the Heroes Wanted theme of the campaign was a mistake and a disservice to those who died on 911. Those filing to take the firefighter exam are not heroes.

ATTACHMENT C

Recruitment & Diversity Initiatives Unit Attrition Prevention Plan

The Recruitment & Diversity Initiatives Unit, in conjunction with the Computer Programming and Operations Unit, CPOU collaborated to create and design a database to record, update and track all potential candidates. This database has a variety of functions, it 1) generates automatic customized reports 2) produces mailing labels and 3) performs queries for specific information, among other things.

The Unit collects information from interested persons at various recruitment venues (*i.e. events, career fairs, schools, colleges, recruitment sessions, recruitment posts, streets, non-profit organizations, subways, malls, etc.*). These "interest cards" are then input into the database with contact information from people who expressed interest in firefighting as a career. This database facilitates the mailing, tracking and follow-up of all potential candidates.

We have and will continue to collect information from interested persons and contact candidates via mail and/or phone to encourage and consistently follow up with them regarding a career in firefighting. Applications, information regarding firefighter benefits and requirements to be a firefighter were mailed to those who completed the interest cards. Several letters were also mailed to these persons with updated firefighter presentation locations, dates and times where potential candidates may meet firefighters, ask questions, see motivational recruitment videos and understand firefighting as a career, as well as learn more about the written and physical exams. These sessions were designed to educate, inform, encourage and recruit brave people to join the FDNY. Prospective candidates were also called last month to encourage them to file and study to take the Firefighter's written exam.

The Recruitment & Diversity Initiatives Unit's "Attrition Prevention Plan" includes, but is not limited to the following:

- Mailing a special newsletter to the 14,000 potential candidates in our database encouraging them to file before the September 30th deadline and listing some self-study books to encourage interested persons to start studying for the written exam.
- Requesting all prospective candidates in our database to contact us to advise of their filing status; this will facilitate our follow-up with those who filed for the exam.
- Mailing letters with suggestions/tips on how to best prepare for the written exam and also give a listing of written exam training sessions throughout the city.
- As the physical exam nears, candidates will receive information from the Recruitment Unit on how to best prepare and introduce them to various physical training options.
- Notifying all candidates who passed the written exam that they have a free 4-month membership to select New York Sports Clubs. These candidates will have the opportunity to train for the physical exam.
- Preparing and training all women who passed the written exam to pass the physical exam.
- Mailing monthly newsletters with information on encouraging themes such as firefighting as a career, mentors, meetings/sessions, profiles of firefighters, events and career preparation, etc. to all candidates in our database.

Mentoring Activities

FDNY

1. Orientation & Informational sessions to diverse candidates
2. Written & Physical exam training

Fraternal Organizations

3. Vulcan Society & Hispanic Society provided informational sessions to all interested candidates
4. Vulcan Society & Hispanic Society provided written exam training to all candidates who filed to take the exam

United Women Firefighters

5. United Women Firefighters met with interested women candidates to encourage them to consider firefighting a career.
6. The United Women Firefighters supported women in their training for the written examination.
7. The United Women Firefighters will also assist women during their participation in the NYSC firefighter training program
8. The United Women Firefighters called all women candidates who filed to take the exam to remind and encourage them.

The United Women Firefighters, Hispanic Society & Vulcan Society will continue to provide information, encouragement and assistance to their constituents.

Recruitment Informational Sessions at Headquarters:

The Fire Department is hosting recruitment session every Monday from 6 – 8PM at 9 Metro Tech Center in the auditorium.

Date	Sessions
Monday, July 8	Fire fighting as a career Introduction Welcome Show Recruitment Video Power Point Presentation Discuss what the job involves (examples & experiences) Questions & Answers
Monday, July 15	How to apply to become a NYC Firefighter Introduction Welcome Show Recruitment Video Power Point Presentation Application Process (examples & experiences) Review Application Mailing Instructions Questions & Answers
Monday, July 22	Firefighter Benefits Introduction Welcome Show Recruitment Video Power Point Presentation Discuss firefighter benefits Professional, Financial, Personal, etc. (examples & experiences) Questions & Answers
Monday, July 29	The Testing Process Introduction Welcome Show Recruitment Video Power Point Presentation Explain & Describe testing process (examples & experiences) Brief description of written & Physical exam Give samples booklets of exams Questions & Answers
Monday, August 5	New York City Fire Fighter Organizations Introduction Welcome Show Recruitment Video Power Point Presentation 8 Minutes presentation from every firefighter organization Questions & Answers

Monday, August 12	History of the Fire Department Introduction Welcome Show Recruitment Video Power Point Presentation Factual & Historical Info. of the NYC Fire Department The mission and duties of the Fire Department Questions & Answers
Monday, August 19	Other career options in the Fire Department Introduction Welcome Show Recruitment Video Power Point Presentation Brief description of jobs in the Fire Department 5 minutes presentation on careers such as Cadet program, EMT, Fire Marshall, firefighter, etc. Questions & Answers
Monday, August 26	Vulcan Society Meeting for Prospective Fire Fighters Introduction Welcome Show Recruitment Video Power Point Presentation Vulcan Society Presentation Questions & Answers
Monday, September 9	Hispanic Society Meeting for Prospective Fire Fighters Introduction Welcome Show Recruitment Video Power Point Presentation Hispanic Society Presentation Questions & Answers
Monday, September 16	Filing for the NYC Fire Department examination Introduction Welcome Show Recruitment Video Power Point Presentation Review Filing Process Encourage candidates to file before 9/30 Questions & Answers

Monday, September 23	<p>United Women Fire Fighters Meeting for Prospective Fire Fighters</p> <p>Introduction</p> <p>Welcome</p> <p>Show Recruitment Video</p> <p>Power Point Presentation</p> <p>United Women Firefighters Presentation</p> <p>Questions & Answers</p>
Monday, September 30	<p>All about the Fire Fighter written exam</p> <p>Introduction</p> <p>Welcome</p> <p>Show Recruitment Video</p> <p>Power Point Presentation</p> <p>Give sample exam booklets</p> <p>Review written exam</p> <p>Tips on preparing for written exam</p> <p>Questions & Answers</p>
Monday, October 7	<p>Preparation tips for the physical exam</p> <p>Introduction</p> <p>Welcome</p> <p>Show Recruitment Video</p> <p>Power Point Presentation</p> <p>Give sample physical exam booklets</p> <p>Review physical exam</p> <p>Tips on preparing for physical exam</p> <p>Questions & Answers</p>
Monday, October 14	<p>What's next after the written & physical exam</p> <p>Introduction</p> <p>Welcome</p> <p>Show Recruitment Video</p> <p>Power Point Presentation</p> <p>Review Hiring Process</p> <p>Discuss requirements</p> <p>Discuss waiting time and what to do while waiting on appointment</p> <p>Questions & Answers</p>
Monday, October 21	<p>Fire Fighting Videos</p> <p>Introduction</p> <p>Welcome</p> <p>Show Recruitment Video</p> <p>Power Point Presentation</p> <p>Show various fire fighting videos</p> <p>Questions & Answers</p>
Monday, October 28	<p>Review Practice Exam</p>

Working relationships with Organizations

SUMMARY

The unit mailed a letter to fraternal organizations encouraging support and requesting names of people from their organization to assist the unit in this campaign. As a result, we have a list of diverse auxiliary firefighters to assist the unit in recruitment endeavors. This unit worked extensively with members of each organization during all phases of our campaign (the Vulcan Society, the Hispanic Society, and the United Women Firefighters), using them for events, training, and our recruitment presentations.

- Met with Lt. Michael Marshall, VP of the Vulcan Society on several occasions to discuss recruitment strategies, current recruitment efforts and negative media attention regarding lack of African Americans in Fire Department.
 - Met with Lt. Miguel Ramos to discuss recruitment and requested suggestions and comments.
 - Met with Capt. Brenda Berkman to discuss women recruitment efforts, invited Cpt. Berkman to a meeting with the New York Sports Clubs to discuss training for women candidates. Followed up on most of Cpt. Berkman's suggestions and requests.
1. Shared all contact information of all the Blacks, Women & Hispanics who expressed interest in firefighting as a career and who allowed us permission to share their information.
 2. Supplied the Societies and UWF with mailing labels to outreach to their candidates.
 3. Supplied the Societies and UWF with envelopes to mail letters to their constituents.
 4. Invited members from Societies and UWF to conduct information sessions at headquarters.
 5. Shared information on events, training and presentations to all candidates in database regarding organization events.
 6. Shared organization contact information to all interested candidates in database.
 7. Trained members from the societies and UWF on test taking strategies, to best prepare candidates to take the Written exam.
-

DETAILS

Auxiliary Firefighters and Recruitment Unit Presentation Training

On July 1st and 2nd a cadre of 35 auxiliary firefighters from various FDNY organizations attended a 3-hour training session to prepare them to give FDNY informational presentations. The training consisted of recruitment facts and video and power point presentations.

Recruitment Efforts & Vulcan & Hispanic Societies

- Chief Philip E. Parr was assigned as Chief of Recruitment.
- FF John Coombs, Regina Wilson, Tracy Lewis, Russel Feliciano & Ralph Negron among other Society Members assist in the recruitment campaign full-time.
- The Recruitment Unit trained Society Members at the FDNY on how to give recruitment presentations and supplied them with a recruitment videos and a power-point presentation.
- The Unit assisted Societies with presentations.

- The Unit shared candidate information with the Societies – mailing labels/ addresses of all blacks in the database who permitted us to do so.
 - Chief Parr & Tarece Johnson periodically met with leaders from the Vulcan & Hispanic Society
 - The Unit invited the Societies to give a presentation to interested candidates at the FDNY headquarters.
 - The Unit has included the Societies in all printed materials, outreach and shared contact information.
 - The Unit calls Society members to attend recruitment events and presentations when needed (evening & weekends).
 - The Recruitment & Diversity Initiatives Unit coordinated a “*Train the Trainer*” course to teach Firefighters including members of the Societies - general test taking techniques. This course taught Firefighters how to best conduct a written exam training course, multiple choice strategies and test preparation advice.
-

Women Recruitment Efforts & United Women Firefighters

- Tarece Johnson was appointed as Director of Diversity Initiatives.
- Firefighter Tracy Lewis & Regina Wilson are detailed to the unit to assist in the recruitment campaign.
- The recruitment unit along with the United Women’s Firefighter Association offered informational sessions at the FDNY headquarters to all women interested in Fire fighting as a Career. We mailed 1,200 letters to all women in our database and included this information on the web site advising women to attend these sessions. Sessions were held on 8/1, 8/15, 9/12, 9/23, 9/27, 10/17, 10/24 & 10/30 from 6:30 –7:30PM.

Outreach to women in the trades

Partnering with trade organizations to target non-traditional women.

- Non-traditional Employment for Women
Ms. Lisa Wager 212-627-6252 ext. 226
243 West 20th Street 3rd floor
Recruitment presentations were scheduled from 7/11 – 9/30.
(Non-traditional Employment for Women has done additional outreach to women)

Media/Advertising

- All video and media advertising has included women in prominent positions.

Physical Training

- We have formed a partnership with the New York Sports Club to host pre-conditioning physical training and special work-out program for women preparing for the physical exam.

Written Exam Training

In order to encourage candidates to follow through with confidence their taking of the firefighter exam the recruitment unit designed and hosted training sessions throughout the city. Our focus was to mitigate the usual attrition of candidates particularly minority candidates taking the exam.

Written Exam Training

The Recruitment Written Exam Training covered general test taking information, nine ability areas, preparation and review of the Firefighter practice exam, among other things. Firefighter Written Exam Training Courses were provided to only the candidates who filed to take the exam. The Unit mailed information regarding training sessions to its database (*people who expressed interest in firefighting as a career*). Firefighter written exam information was shared with any individual who inquired about the exam, students from High Schools, Colleges and to members from the Non-Profit Organizations assisting the Recruitment Unit. The Unit provided written exam training of twenty classes per week at ten different locations taught by trained firefighters. The course provided a free Firefighter Test Preparation Manual and a Memory and Examination Booklet to each candidate. The training sessions commenced the week of November 4th and continued through December 13th. These classes were presented twice a week, once during the weekday evening from 6:00 – 8:30 PM and on Saturday mornings. (*For a list of written exam training locations see October Issue of the Recruitment "Heroes Wanted" Newsletter.*)

Physical Exam Training

The New York City Fire Department's Recruitment & Diversity Initiatives Unit is coordinating a partnership with the New York Sports Clubs (NYSC) to allow access to all candidates who passed the written examination to exercise in select facilities. These candidates will be given a six-month membership to the New York Sports Clubs. The NYSC will coordinate a supervised "express line" in certain club locations. This circuit training will consist of a group of exercise machines that help develop the muscles used throughout the physical exam. Fire Department & NYSC trainers will assist candidates in their routines to ensure proper use of machines and muscle/strength development.

During the month of February the Unit will sponsor orientation meetings at headquarters outlining the process for successful candidates who have passed the written exam. These sessions will also allow candidates to sign and receive a temporary membership card. Access to the NYSC will start in February and end on July 1.

Physical Training for Women

The NYSC is also developing a special program to physically train women who have passed the written exam. One of the major challenges to women being hired as New York City firefighters is the rank-ordered physical abilities entry exam. This exam entails strenuous upper and lower body exercises. A program designed to train women to build strength and endurance is critical to the success of women firefighters. The NYSC training program will not only encourage and build interest in women candidates but it will also demonstrate support for women in non-traditional jobs. This 8 week training program will start in March. The training location will be held in the Wall St. NYSC on Wednesday and Thursday evenings & Sunday afternoons.

Other Continued Efforts

High levels of successful minority candidates (*those who've passed the physical and written exam*) do not complete the hiring process. This unit will maintain contact via mail, meetings and phone with these candidates and assist them in successfully completing the entire process.

The unit will continue to work with non-profit and religious organizations to educate, recruit and train interested candidates.

As staffing schedules permit, this unit will continue to perform daily outreach efforts in junior high, high schools, colleges and job fairs.

The Unit will continue to work with other Units in the Fire Department to assist with recruitment efforts in building awareness in diverse communities.