



# ORANGE COUNTY FIRE AUTHORITY AGENDA

## Human Resources Committee Meeting

Tuesday, November 5, 2019

12:00 Noon

### Orange County Fire Authority Regional Fire Operations and Training Center

1 Fire Authority Road

Room AE117

Irvine, California 92602

Rob Johnson, Chair

Vince Rossini, Vice Chair

Noel Hatch Gene Hernandez Dave Shawver

Michele Steggell Ed Sachs

This Agenda contains a brief general description of each item to be considered. Except as otherwise provided by law, no action or discussion shall be taken on any item not appearing on the following Agenda. Unless legally privileged, all supporting documents, including staff reports, and any writings or documents provided to a majority of the Human Resources Committee after the posting of this agenda are available for review at the Orange County Fire Authority Regional Fire Operations & Training Center, 1 Fire Authority Road, Irvine, CA 92602 or you may contact Sherry A.F. Wentz, Clerk of the Authority, at (714) 573-6040 Monday through Thursday, and every other Friday from 8 a.m. to 5 p.m. and available online at <http://www.ocfa.org>

If you wish to speak before the Human Resources Committee, please complete a Speaker Form identifying which item(s) you wish to address. Please return the completed form to the Clerk of the Authority. Speaker Forms are available on the counter noted in the meeting room.



In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, you should contact the Clerk of the Authority at (714) 573-6040. Notification 48 hours prior to the meeting will enable the Authority to make reasonable arrangements to assure accessibility to the meeting.

### CALL TO ORDER

PLEDGE OF ALLEGIANCE by Director Steggell

### ROLL CALL

### PUBLIC COMMENTS

Any member of the public may address the Committee on items within the Committee's subject matter jurisdiction but which are not listed on this agenda during PUBLIC COMMENTS. However, no action may be taken on matters that are not part of the posted agenda. We request comments made on the agenda be made at the time the item is considered and that comments be limited to three minutes per person. Please address your comments to the Committee as a whole, and do not engage in dialogue with individual Committee Members, Authority staff, or members of the audience.

**1. PRESENTATIONS**

No items.

**2. MINUTES**

**A. Minutes from the September 17, 2019, Special Human Resources Committee Meeting**

Submitted by: Sherry Wentz, Clerk of the Authority

Recommended Action:

Approve as submitted.

**3. CONSENT CALENDAR**

No items.

**4. DISCUSSION CALENDAR**

**A. Organizational Development Project Update**

Submitted by: Brian Fennessy, Fire Chief

Recommended Action:

Receive and file the report.

**B. Third Quarter Recruitment and Selection Unit Update**

Submitted by: Nina Collins, Assistant Chief/Director of Human Resources Department

Recommended Action:

Receive and file the report.

**COMMENTS**

**HUMAN RESOURCES DIRECTOR'S COMMENTS**

**COMMITTEE MEMBER COMMENTS**

**CLOSED SESSION**

**CS1. CONFERENCE WITH LEGAL COUNSEL–ANTICIPATED LITIGATION**

Authority: Government Code Section 54956.9(b) – Significant Exposure to Litigation  
(31 Cases)

**CLOSED SESSION REPORT**

**ADJOURNMENT** – The next regular meeting of the Human Resources Committee will be February 4, 2020, at 12 noon.

**AFFIDAVIT OF POSTING**

I hereby certify under penalty of perjury under the laws of the State of California, that the foregoing Agenda was posted in the lobby, front gate public display case, and website of the Orange County Fire Authority, Regional Fire Training and Operations Center, 1 Fire Authority Road, Irvine, CA, not less than 72 hours prior to the meeting. Dated this 31<sup>st</sup> day of October 2019.

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Sherry A.F. Wentz, CMC  
Clerk of the Authority

**UPCOMING MEETINGS:**

Budget and Finance Committee Meeting	Wednesday, November 13, 2019, 12:00 noon
Executive Committee Meeting	Thursday, November 21, 2019, 5:30 p.m.
Board of Directors Meeting	Thursday, November 21, 2019, 6:00 p.m.

# MINUTES ORANGE COUNTY FIRE AUTHORITY

**Human Resources Committee Special Meeting**  
**Tuesday, September 17, 2019**  
**12:00 Noon**

**Regional Fire Operations and Training Center**  
**Room AE117**  
1 Fire Authority Road  
Irvine, CA 92602

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## **CALL TO ORDER**

A meeting of the Human Resources Committee was called to order on September 17, 2019, at 12:00 p.m. by Chair Johnson.

## **PLEDGE OF ALLEGIANCE**

Vice Chair Rossini led the assembly in the Pledge of Allegiance to our Flag.

## **ROLL CALL**

**Present:** Rob Johnson, Cypress  
Vince Rossini, Villa Park  
David Shawver, Stanton  
Gene Hernandez, Yorba Linda  
Noel Hatch, Laguna Woods  
Michele Steggell, La Palma

**Absent:** Ed Sachs, Mission Viejo

## **Also present were:**

Fire Chief Brian Fennessy  
Assistant Chief Pokey Sanchez  
Assistant Chief Robert Cortez  
Assistant Chief Lori Smith  
Clerk of the Authority Sherry Wentz  
Legal Counsel Barbara Raileanu

Deputy Chief Lori Zeller  
Assistant Chief Randy Black  
Assistant Chief Jim Ruane  
Assistant Chief/Director Nina Collins  
Director of Communications Colleen Windsor

## **PUBLIC COMMENTS (F: 12.02D3)**

Chair Johnson opened the Public Comments portion of the meeting. Chair Johnson closed the Public Comments portion of the meeting without any comments from the public.

### **1. PRESENTATIONS**

#### **A. Introduction of Newly Appointed Human Resources Director (F: 17.10J)**

Fire Chief Fennessy introduced newly appointed Assistant Chief/Human Resources Director Nina Collins. Assistant Chief Nina Collins provided an overview of her experience and background, and thanked everyone for the warm welcome.

### **2. MINUTES**

#### **A. Minutes from the Human Resources Committee May 7, 2019, Regular Meeting (F: 12.02D2)**

On motion of Director Shawver and second by Director Hernandez, the Human Resources Committee voted by those present to approve the Minutes of the May 7, 2019, Regular Human Resources Committee meeting as submitted.

### **3. CONSENT CALENDAR**

#### **A. Classification and Compensation Recommendations for Service Center Occupational Series (F: 17.18A)**

On motion Director Hernandez and second by Vice Chair Rossini, the Human Resources Committee voted unanimously by those present to direct staff to place the item on the agenda for the Executive Committee meeting of September 26, 2019, with the Human Resources Committee's recommendation that the Executive Committee:

1. Approve elimination of the Fire Equipment Technician classification.
2. Approve the establishment of the Supply Services Specialist, Urban Search and Rescue Warehouse and Logistics Specialist, Service Center Technician I and Service Center Technician II classifications, with corresponding salary range.
3. Approve the retitling and adoption of the revised classification specification for Fire Delivery Driver and Senior Fire Equipment Technician to Fleet Assistant and Senior Service Center Technician respectively, with corresponding salary range.
4. Approve the revised classification specifications for Service Center Lead and Service Center Supervisor with corresponding salary range.

#### **4. DISCUSSION CALENDAR**

##### **A. Organizational Service Level Assessment Human Resources Department (F: 17.16) (X: 17.10J)**

Deputy Chief Lori Zeller introduced Citygate Associates Gary Stewart and Mario Beas who presented a PowerPoint presentation on the Human Resources Service Level Assessment.

On motion Vice Chair Rossini and second by Director Hernandez, the Human Resources Committee voted unanimously by those present to receive and file the report.

##### **B. Contract Adjustment Third Party Workers' Compensation Administration (F: 18.10A2)**

Deputy Chief Lori Zeller provided an overview on the Contract Adjustment Third Party Workers' Compensation Administration.

On motion Director Hernandez and second by Vice Chair Rossini, the Human Resources Committee voted unanimously by those present to direct staff to place the item on the agenda for the Executive Committee meeting of September 26, 2019, with the Human Resources Committee's recommendation that the Executive Committee approve and authorize the Purchasing Manager to increase the Professional Services Agreement with CorVel for Workers' Compensation Third Party Administration for the remaining three years of the contract, at an annual increase of \$71,250 for 2019/20 (partial year) and \$95,000 per year for 2020/21 and 2021/22.

#### **COMMITTEE MEMBER COMMENTS (F: 12.02D4)**

Director Shawver commended and thanked Fire Station 46 (Stanton) for participating in the City of Stanton's Open House.

Director Hernandez congratulated Assistant Chief Sanchez for his upcoming recognition by the Boy Scouts at its 30<sup>th</sup> Annual Spurgeon Awards Luncheon.

#### **CLOSED SESSION (F: 12.02D5)**

##### **CS1. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION**

Authority: Government code section 54956.9(b) – Significant Exposure to Litigation (32 cases)

General Counsel Barbara Raileanu reported the Human Resources Committee would be convening to Closed Session to consider the matter on Agenda identified as CS1, Conference with Legal Counsel-Anticipated Litigation.

Chair Johnson recessed the meeting to Closed Session at 1:17 p.m.

Chair Johnson reconvened the meeting from Closed Session at 1:45 p.m., with all members present.

**CLOSED SESSION REPORT (F: 12.02D5)**

Legal Counsel Barbara Raileanu stated there were no reportable actions.

**ADJOURNMENT** – Chair Johnson adjourned the meeting at 1:46 p.m. The next regular meeting of the Human Resources Committee will be November 5, 2019, at 12:00 noon.

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Sherry A.F. Wentz, CMC  
Clerk of the Authority



Orange County Fire Authority  
**AGENDA STAFF REPORT**

**Human Resources Committee Meeting**  
**November 5, 2019**

**Agenda Item No. 4A**  
**Discussion Calendar**

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**Organizational Development Project Update**

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**Contact(s) for Further Information**

Brian Fennessy, Fire Chief  
Administration & Support Bureau

[lorizeller@ocfa.org](mailto:lorizeller@ocfa.org)

714-573-6020

Nina Collins, Assistant Chief/Director  
Human Resources Department

[ninacollins@ocfa.org](mailto:ninacollins@ocfa.org)

714.573.6353

**Summary**

This agenda item is submitted to the Committee to provide an overview of the OCFA Organizational Development Project focused on all safety Chief Officer ranks, from Battalion Chief to Deputy Chief.

**Prior Board/Committee Action(s)**

Not Applicable.

**RECOMMENDED ACTION(S)**

Receive and file the report.

**Impact to Cities/County**

Not Applicable.

**Fiscal Impact**

Not Applicable.

**Background**

As part of the Fire Chief's Message, Chief Fennessy expressed his belief that leader development is a shared responsibility of the employee and employer. He further indicated that we would focus our attention on building stronger leadership within the OCFA by providing formal leadership development and training at all levels of the organization. The intended outcome of the OCFA Organizational Development Project for Chief Officers is to use information that the consultant, retired Fire Chief Bob Roper, gathers from the Fire Chief, executive leaders and staff to develop a formal leadership development program with a primary goal of rapidly identifying and developing the next group of Chief Officer leaders for the OCFA. Initially, the focus will be on filling the vacant Deputy Chief, Emergency Operations Bureau position, which is the #2 fire safety position. However, all processes will be documented and ultimately become the roadmap for leadership development in other areas of the organization, including non-safety positions.

Over the last year, the Fire Chief filled several key vacancies at the executive level to build a high performing team of leaders that consists of individuals who are exceptionally qualified and dedicated professionals in their fields and have an unfettered commitment to supporting the OCFA Mission Statement, Vision and Values. The remaining Executive Team position, Deputy Chief,



Emergency Operations Bureau is currently vacant. It is important that the individual selected to fill the Deputy Chief position not only possesses the technical skills associated with fire operations but also has strong leadership skills that are needed to maintain positive relationships and build trust with other members of the Executive Team and staff. To that end, recruitment for the Deputy Chief will be an internal process, restricted to current OCFA employees. Selecting a Deputy Chief, Emergency Operations Bureau from within is more likely to result in a stronger more dedicated organization than bringing in an outside chief officer.

Over the last ten years, OCFA has experienced several changes in leadership. When this happens, it is not uncommon for aspiring new leaders to settle into their existing comfort levels and not pursue promotional opportunities. As discussed above, it is important to our success to fill these positions from within. This requires the Fire Chief to create a culture for success and excitement. This includes providing support through professional development and clearly communicated expectations in addition to marketing the benefits of pursuing promotional opportunities (financial and intrinsic). These efforts have to be well researched, documented, and consistently applied in order to successfully build a pool of qualified and willing future leaders.

Over a period of approximately ninety days, OCFA will use the services of a consultant, partnering with the Fire Chief and Executive Team and meeting with Labor and the Chief Officers, to explain the process for developing leaders and the expectations for the Deputy Chief, Emergency Operations Bureau, as well as other safety ranks within Executive Management and the Chief Officers. The consultant will perform an analysis of OCFA as it pertains to chief officer development through an employee survey process. They will also receive feedback from the Fire Chief on what the “finish line” looks like for successful candidates, especially the Deputy Chief, Emergency Operations Bureau position. This includes the chosen leadership style of the Fire Chief and stated expectations, which will be aligned with the standard job description and then rolling the expectations into a career development plan and marketing it to identified aspiring new leaders within the OCFA organization.

At the conclusion of the ninety days, the Fire Chief will receive a detailed roadmap to success with a suggested timeline. This roadmap will become the foundation for meeting the primary goal of identifying and developing the next group of leaders for the OCFA and will include detailed next steps of the process.

Ultimately, the goal is for the Fire Chief to select the best candidate to become the Deputy Chief, Emergency Operations Bureau, and to have a developed pool of candidates ready to fill any vacancies that are left upon promotion of an employee to Deputy Chief. Continued success in the promoted role is an essential part of the project. Promoted employees will receive ongoing support from the Fire Chief, and their peers on the Executive Team. Additionally, they will receive ongoing training, education, and mentoring throughout the probationary period and the duration of the career with OCFA. The success of the Deputy Chief, Emergency Operations Bureau helps the Fire Chief and organization to meet goals and sets a positive example that will make promotional opportunities attractive to aspiring leaders throughout the organization going forward.

**Attachment(s)**

None.



Orange County Fire Authority  
**AGENDA STAFF REPORT**

Human Resources Committee Meeting  
November 5, 2019

Agenda Item No. 4B  
Discussion Calendar

**Third Quarter  
Recruitment and Selection Unit Update**

**Contact(s) for Further Information**

Nina S. Collins, Assistant Chief/Director     [ninacollins@ocfa.org](mailto:ninacollins@ocfa.org)     714.573.6353  
Human Resources Department

Tia Grasso, Human Resources Manager     [tiagrasso@ocfa.org](mailto:tiagrasso@ocfa.org)     714.573.6835

**Summary**

This agenda item is submitted to the Committee to provide a third quarter update on the Recruitment & Selection Unit's (RSU) 2019 activities.

**Prior Board/Committee Action**

None.

**RECOMMENDED ACTION(S)**

Receive and file the report.

**Impact to Cities/County**

Not Applicable.

**Fiscal Impact**

Not Applicable.

**Background**

The Recruitment & Selection Unit of Orange County Fire Authority's (OCFA) HR Department works diligently to fill OCFA's vacancies with highly qualified and diverse candidates.

**Recruitment Overview**

As of October 2019, the RSU has conducted 94 promotional, safety, and non-safety recruitments. Staff received and reviewed 10,151 applications, invited 4,878 candidates to written examinations, 2,703 to oral interviews, and 2,147 to performance examinations. These processes resulted in 870 candidates being placed on eligibility lists. Ultimately, 331 candidates were hired or promoted.

There are currently two safety promotional recruitments, five safety recruitments, eight internal safety recruitments, and eighteen non-safety recruitments in progress at different phases in selection process. There are two promotional recruitment process scheduled to open before December 2019, along with one safety and seven non-safety recruitments that are pending finalization of the recruitment and selection process prior to opening. The attached summary provides a list of current and upcoming recruitments.

### ***Firefighter Trainee Selection Process Update***

Among the most notable undertakings is the Firefighter Trainee selection process, which began in February 2019. OCFA received 3,905 applications for this highly desirable position. From February through July 2019, the RSU guided applicants through the written exam, Biddle physical agility test, and seven weeks of oral interviews. Following the oral interviews, candidates whose combined written exam and oral interview score exceeded 80% were banded into Group A (90% to 100%) and Group B (80% - 89%). Through this process, OCFA has been able to seat three separate Academies (Academies 49, 50, and 51).

In response to OCFA's immediate need to increase the number of Firefighter/Paramedics, the RSU was tasked with adding an additional academy using candidates from the current Firefighter Trainee recruitment and selection process. Candidates in Groups A & B with firefighter/paramedic experience were assessed by subject matter experts. Successful candidates were placed into an 8-week firefighter paramedic lateral academy, Academy 49, which began on September 13, 2019. The RSU was able to schedule the paramedic assessment exam, complete the live-scan, physical, background, and on-boarding process in a six-week time frame in order to hire 23 professional Firefighter Paramedics. Academy 49 is scheduled to graduate November 23, 2019.

The remainder of the candidates in Group A were invited to interview with Fire Chief Fennessy. From those candidates, the Fire Chief selected 134 additional candidates as primary and alternate firefighter recruits for Academy 50 (February 2020) and Academy 51 (August 2020), which will each seat 50 firefighter recruits. Currently, the top 70 candidates are in the background and physical process for Academy 50.

### ***Outreach & Recruitment Team***

As part of the effort to expand our recruitment efforts, we developed an Outreach & Recruitment Team (ORT) to support short and long-term firefighter trainee recruitment goals. The team includes Division Chief Mike Contreras, HR Manager Tia Grasso, and Fire Captain Octavio Medina who recruited and selected 30 operations personnel from all ranks and backgrounds to perform targeted outreach, recruitment, and mentorship.

The ORT attends recruitment events that target potential candidates from underrepresented populations, transitioning from military service, or competitive athletes. The ORT is also actively establishing relationships with fire academy instructors, Emergency Medical Technician programs, and high school and collegiate level athletic directors.

Within OCFA, our team is facilitating a voluntary, pre-academy workout program for its participants led by Chief Contreras. The pre-academy program is designed to prepare recruits for the physical demands of the academy and demonstrate the manipulative skills needed for success. Once trained, the ORT will mentor candidates by supporting them at each step of the selection process and mentor academy recruits by providing such things as nutritional support and fire service cultural insights. In the near future, the ORT mentorship efforts will expand to include supporting interested current employees through OCFA's promotional processes and participating in the selection processes as both oral interview panel raters and Firefighter Academy Cadre.

### **Attachment(s)**

Summary of Current and Upcoming Recruitments

Agenda Staff Report Attachment  
Recruitment and Selection Unit Update – Summary of Current and Upcoming Recruitments  
October 2019

**Current Safety Recruitments:**

The recruitments listed below are current open and promotional safety assignments.

Fire Apparatus Engineer – Academy 31

- Twenty-seven (27) candidates have been invited to the written examination scheduled for 11/5/2019
- Oral interviews scheduled for 12/2 - 12/5/2019
- Academy 31 scheduled for 1/6 – 2/27/2020

Fire Captain – Academy 27

- Academy 27 scheduled for 10/15 – 11/15/2019
- Assessment center scheduled for 11/18 – 11/20/2019

Firefighter Trainee – Academy 48

- Graduation scheduled for 11/23/2019

Firefighter Trainee – Academy 49

- Graduation scheduled for 11/23/2019

Firefighter Trainee – Academy 50

- Academy 50 begins 2/3/2020
- Academy 50 graduation 5/20/2020
- Promotion to probationary Firefighter scheduled for 5/22/2020

Firefighter Trainee – Academy 51

- Academy 51 begins 8/3/2020

Hand Crew Firefighter

- Recruitment opened 10/21/2019
- Recruitment closes 11/3/2019
- Target start date is 4/24/2020

**Scheduled Safety Recruitments:**

Listed below are safety recruitments scheduled to open.

Fire Battalion Chief – Academy 26

- Recruitment opens 11/4/2019
- Recruitment closes 11/18/2019
- Academy 26 scheduled for 1/6 – 2/6/2020

Fire Captain – Academy 28

- Recruitment opens 12/2/2019
- Recruitment closes 12/16/2019
- Academy 28 scheduled for 3/16 – 4/23/2020

Agenda Staff Report Attachment  
Recruitment and Selection Unit Update – Summary of Current and Upcoming Recruitments  
October 2019

**Internal Safety - Staff Special Assignments**

The posting listed below are non-promotional, special assignment opportunities.

EMS Committee Member

- Recruitment opened 10/24/2019
- Recruitment closes 11/12/2019
- Appointment scheduled for 11/22/2019

Assistant Fire Training Officer

- Oral interviews scheduled for 10/28/2019
- Assignment begins 11/8/2019

Academy 50 Coordinator

- Recruitment closes on 10/31/2019
- Assignment begins 1/3/2020

Fire Apparatus Engineer Academy 31 Coordinator

- Candidate selection pending
- Assignment begins 12/5/2019

Fire Apparatus Engineer Academy 31 Staff

- Recruitment closed 10/27/2019
- Assignment begins 12/20/2019

Part-time Haz Mat Specialist

- Recruitment closes on 11/4/2019
- Assignment training to begin 1/6/2020

Peer Fitness Coordinator

- Recruitment closes 11/17/2019

Staff Captain – Division 6

- Oral interviews held on 10/24/2019
- Assignment begins 11/22/2019

**Non-Safety Recruitments**

In addition to the safety and special assignment recruitments listed above, there are currently eighteen (18) non-safety recruitments at various stages of the recruitment process.

Administrative Assistant – Human Resources (full-time and part-time)

- Selection interviews scheduled 10/29/2019
- Target start dates are 11/18/2019

Administrative Assistant – Clerk of the Authority

- Selection interview date TBD

Agenda Staff Report Attachment  
Recruitment and Selection Unit Update – Summary of Current and Upcoming Recruitments  
October 2019

Assistant Fire Apparatus Technician

- Candidate scheduled to start 11/8/2019

Fire Apparatus Parts Specialist (full-time and part-time)

- Two (2) full-time candidates scheduled to start 11/12/2019
- Two part-time candidates scheduled to start 10/28/2019 and 11/4/2019
- One part-time candidate selected and start date is TBD

Fire Community Relations/Education Specialist

- Recruitment closed on 9/22/2019
- Recruitment placed on hold per hiring manager

GIS Analyst

- Oral interviews scheduled for 11/5 – 11/7/2019
- Target start date is 12/9/2019

GIS Technician

- Two candidates scheduled to start 11/18/2019

Human Resources Analyst I/II

- Selection interviews scheduled for 11/6/2019
- Anticipated start date 12/2/2019

Human Resources Manager

- Oral interviews scheduled for 11/13/2019
- Anticipated start date 12/9/2019

Information Technology Help Desk Technician

- Three candidates started 9/30/2019
- One candidate scheduled to start 11/8/2019

Management Analyst

- Recruitment is continuous until filled

Office Services Specialist

- Candidate scheduled to start 11/4/2019

Payroll/Accounts Payable Manager conducted by a consultant (CPS)

- Eight candidates selected for oral interview
- Oral interview dates TBD

Reserve Firefighter

- Recruitment opens 12/2/2019
- Recruitment closes 12/16/2019

Agenda Staff Report Attachment  
Recruitment and Selection Unit Update – Summary of Current and Upcoming Recruitments  
October 2019

- SROs complete interviews 1/6 - 1/30/2020
- Candidates scheduled to start 4/18/2020

Risk Management Specialist

- Candidate scheduled to start 11/5/2019

Senior Account Support Specialist

- Recruitment opened 10/25/2019
- Recruitment closes on 11/3/2019
- Selection interviews scheduled for the week of 12/2/2019
- Target start date is 1/13/2020

Senior Fire Apparatus Technician

- One candidate promoted on 10/25/2019
- One candidate scheduled to start 11/8/2019
- One hire pending budget confirmation

Senior Human Resources Analyst

- Oral interviews scheduled for 11/13/2019
- Target start date is 12/9/2019

Service Center Technician I

- Four full time vacancies and one limited-term vacancy
- Recruitment opened on 10/31/2019
- Recruitment closes on 11/18/2019
- Target start dates are 1/16/2020

**Pending Recruitments**

The following recruitments are pending hiring manager review of recruitment and selection process and timeline.

- Communications Installer
- EMS Nurse Educator Supervisor
- Fire Apparatus Technician
- Fire Communication Dispatcher Supervisor
- IT Analyst
- Lead Fire Pilot
- Public Information Officer
- 2020 Firefighter Trainee