



International Association of Fire Fighters Diversity Initiative



Achieving and Retaining a Diverse Fire Service Workforce

January 2006

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Acknowledgments

We have been thrilled and honored to conduct this study on behalf of the International Association of Fire Fighters and the Fire Service. After working with the Fire Service for the past 25 years, in the area of Selection and Testing, we realized that this research was long overdue. The issues of recruiting in general, and recruiting for diversity in particular, are among the most critical issues facing the Fire Service. However, while many individuals and organizations have expressed a recognition of the need, the IAFF provided the funding and direction for this first of its kind study into Best Practices in Recruiting Methods that can help unite us in our common goals.

We would like to especially thank our contact and liaison, David Neun, IAFF Education Director, for his support and feedback throughout the project. He also helped us to understand better the complex organization that is the IAFF, as well as the desire and motivation on the part of the IAFF to truly make a difference in this area. We also want to thank Harold Schaitberger, the General President of the IAFF, for his sponsorship of this project and leadership of the organization.

This project could not have been conducted without the cooperation and assistance from Fire Service and Human Resources professionals around the country. We offer a Big Thank You to the Local Presidents and members, Chief Officers, Training Officers, Recruiters, Human Resources managers and analysts, and others who gave their time, thought, honesty, and energy in interviews and completing the surveys that provide the major part of the research in this report.

We also want to express our deep gratitude to the paid and volunteer, US and Canadian, multi-cultural, brave and dedicated men and women of the Fire Service for their significant contributions to our communities.



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1. Project Summary and Key Findings on Recruitment Methods

Recruiting and Diversity have become “hot topics” in the Fire Service in recent years. A review of the demographics in the Fire Service (presented in the next chapter of this report) shows a large gap between our population and its representation in the Fire Service. There has also been a growing awareness of the effect on diversity of the huge wave of retirements that is happening now and will continue happening for the next few years. What diversity we have achieved is very likely to disappear, and as a profession and as a nation, we are uninformed and unprepared to solve the problem. Many well intentioned people have begun generating discussion, ideas, and have even proposed various solutions. However, this project is the first serious and scientific research that has been conducted to begin to understand potential solutions, and why some methods and approaches work and others do not. This study is a first step in the right direction. It will provide a good foundation for additional research to follow.



This summary highlights the key findings of this research, marked with this symbol. Best practices examples from our surveyed departments are flagged  throughout this summary and the entire report. When we obtained specific permission to name the department, we do. In other cases, we simply name the department as a Best Practices department. Other departments who participated in interviews are not named.

The overall objective established by the IAFF for this project ***was to identify effective recruitment, selection, and retention practices to achieve a fire service workforce that reflects the community served.*** The IAFF specifically wanted to address the under-representation of people of color, women, and gays and lesbians in the Fire Service. Many arguments can be made for why we should place emphasis on increasing diversity. In the literature review of this report, various researchers explore the business, financial, and legal reasons for supporting diversity. In the Fire Service, in addition to all the practical issues related to diversity, there are also strong social and emotional reasons. The Fire Service serves each and every community member, regardless of ethnicity, gender, race, background, economy, or any other factor, and also depends on the entire community and country for its funding and support. As public safety and public service organizations, most Fire Departments want to better understand, communicate with, and enlist cooperation in our multi-cultural communities.



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“We received a mandate to make our department demographics representative of our community. That way the community sees itself in those who are serving them.”

Best Practices department, Montgomery County, MD

The IAFF originally envisioned this project as research that would lead to the development of some type of program, such as a national web based orientation and training program. CWH proposed beginning the project with a much less defined end result, but with a broader focus. Throughout the project, we have questioned our assumptions and “common knowledge” about recruiting. The project evolved to be a comprehensive, qualitative, and quantitative study that documents what is and is not successful in helping to diversify the Fire Service. This report does not propose a rigid plan or structure. Instead, we provide examples of success, and documentation of many, many methods of implementing successful recruitment efforts. Even small departments or departments with severe budget restrictions can find tips and ideas that can be implemented to improve their results. Local presidents and members can review these results and suggestions and determine which ones will be most effective in your own departments with your own constituencies.

The findings of this research may at times seem contradictory or surprising; and at times seem to be just common sense. Although, the research methods we used included extensive data collection and analysis, the study was primarily a qualitative study. The results require us to interpret the data much more than to simply report it. The findings can guide the IAFF as a national organization in developing a type of program if it chooses, perhaps a cadet program or a “How to Guide” for individual departments. The results presented in this report also can guide individual departments and local unions in creating their own initiatives or adjusting their current efforts.

This project had 3 major phases or steps performed over the course of a year and a half. These were:

1. Literature Review

This resulted in the identification of major issues to probe in the interviews and surveys.

2. Identification of over 80 departments identified as potential examples of Best Practices departments and interviews with their local presidents, Chiefs, Training Officers, and others in the department.

This phase resulted in the elimination of over half of the potential Best Practices departments, based on their own assessment of their recruitment and diversity effectiveness.

3. Administration and analysis of a comprehensive survey of the departments that were identified as actually being Best Practices departments. Over 40 departments were invited to participate in the survey. We received completed responses from 31 departments.



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This phase resulted in the examination of over 25 specific recruitment methods and a comparison of effectiveness. In addition, we examined related concepts such as entry level requirements, education levels, pay, and diversity values, in over 200 survey items to identify the most successful strategies and create profiles of the most successful departments.



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Phase 1 - Literature Review Findings

We obtained many benefits in doing a thorough review of past research. In presenting the case for budget and resource allocations for diversity recruiting, the literature review provides strong justification for the effort, even in difficult times of budget cuts and limited financial resources. The literature review also provides a common terminology for our discussion, and a general understanding of basic concepts that work in recruiting, and especially in recruiting for diversity. In interpreting data from this study, the literature review provides a context for evaluating the ideas and methods used and proposed by various departments. In other words, the literature review can provide something of a “reality check,” to help determine how feasible or desirable an idea, approach, or method is. We evaluated our interview, survey, and data conclusions against the hypotheses and theories in the literature to help us interpret and understand some of our findings.

Not surprisingly, most prior research about diversity recruiting has been conducted with a focus on the private sector, especially how to attract limited top talent to the top corporations in what is perceived to be a competitive environment for employers. In fact, even in the private sector, much of the research is about reaching management level candidates and competing for a limited number of qualified candidates. By contrast, the Fire Service generally operates under entirely different parameters. Candidates for the Fire Service are entry level, usually high school graduates, and there are hundreds of thousands of them! Traditionally there are many more applicants for any one job than are needed. In fact, the whole idea of recruiting is somewhat new for many Fire Departments. We regularly talk to agencies about how to narrow or decrease their applicant pools rather than to increase them. The idea of bringing even more people to the door, only to put them through a selection process that hires only a few, can at first seem nonsensical.

As our economy continues to put pressure on public safety departments to reduce their budgets, many Fire and Human Resources executives, as well as City Managers and Civil Service board members, ask why they should spend money to do any recruiting. The literature review helps us answer that question. Diversity in the workforce will not occur simply because your department is located in a diverse metropolitan area or because your department follows the law regarding non-discrimination. In order to achieve diversity, you must have a strong commitment that includes an active recruiting strategy and you must take effective actions.

Many of the Best Practices departments we identified through our interviews and surveys use methods that have been recommended in previous research. The key findings and recommendations from the literature review are shown below, along with some Best Practices examples and survey results:



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1. Specifically target the group you want to reach and recruit (EEOC, 1997). Generic messages and blanket advertising do not work to reach Minorities and women effectively.

57% of Best Practices departments have recruitment strategies aimed at women, 63% have strategies aimed at Minorities.

Best Practices Example:

➤ The Austin, TX Fire Department calls this the “Name it and Claim it” approach. They recommend putting all your efforts into targeted recruitment. They said that whether you create an ad for TV, radio, or print, if you want to hire more women, your ad should have a woman character, talking to women, about women in the Fire Service.

One of our Best Practices departments expressed a concern regarding targeted recruitment. The survey respondent said that in his state, the law precluded methods or initiatives that target protected groups. Different laws are often subject to interpretation, and we are not giving legal advice in this report. However, we also want to emphasize that recruiting for diversity means being inclusive toward all groups and individuals. This does not preclude the decision to advertise and recruit in various and diverse venues and markets. After all, no department can recruit everywhere. Targeted recruitment should not be confused with giving any kind of preference in the selection system. Giving preference in the recruitment or selection system for non-job related characteristics is illegal.



2. When targeting particular groups and when doing recruiting in general, use language to promote a message of inclusiveness. Several studies found that even when targeting a particular group, a message of inclusiveness can be communicated effectively to all groups. A company in one study organized a recruitment event specifically for gays and lesbians and found that only half of the attendees were from the target group (Audit Commission, 2002).

The standard advised by the Equal Employment Opportunity Commission (EEOC) in its 1997 task force report is to target diverse populations and associations and to sponsor programs offered by Minority and women’s organizations, such as a “Women in Hard Hats” workshop that introduces women to non traditional careers.
http://www.eeoc.gov/abouteeoc/task_reports/practice.html



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3. Use some “formal” methods of recruiting such as advertising. For best results, combine that with establishing formal associations with Minority and women based organizations, formal programs with schools, or other formal channels. In other words do not rely on word of mouth from current fire fighters and your website alone to spread the message. Research shows that women and Minorities use a greater number of formal recruiting sources than White men (Kirnan et al., 1989).

*In a separate applicant survey developed by CWH for Montgomery County, MD Fire, 30% of Black applicants said they **first** heard that the Fire Department was hiring by hearing an ad on the radio, compared to only 1% of White applicants.*

R **Best Practices Example:**

Montgomery County, MD enlists the participation of its Minority firefighter groups in the recruitment effort. It also reaches out to local Minority associations, such as the NAACP, CASA, and Asian American associations. However, they do not rely on word of mouth alone. They also advertise extensively in both major and local newspapers, radio, and TV.



4. Give specific and detailed information about the job, entry level skills needed, work requirements, salary, and benefits. Let your potential candidates know what a great career opportunity it is, not just a job!

Almost all of the Best Practices departments describe the duties, salary, and basic benefits in their recruitment information. About 40% also describe opportunities for development and promotion.

R **Best Practices Example:**

A large southwest area department provides detailed information in its recruitment materials. This includes job duties, steps in the selection process, preparation assistance offered, salary and benefits, including providing benefits to domestic partners, not just spouses. Another department advised also providing information about some of the negatives of the job, such as the shifts, so that applicants are as fully informed as possible.



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5. In developing recruiting information and in advertising, remember to target the candidate’s family as well.

One study found that Black applicants for Police jobs will self-select out of the process after passing the first step because of lack of support from friends and family. (Ryan, et al. 2000)

“There is a common misconception in some Minority communities, Black and Hispanic, that the jobs of firefighter and police officer are strictly blue-collar and sub-level employment, say as compared to parents wanting their children to be an accountant, physician, etc. Education of the potential candidate often means educating the parents as well, as to all of the advantages that your department can provide in its employment.”

Best Practices department



6. Use minority and women recruiters. Walk the talk! One study found that half of Black candidates will consider whether there are other Blacks in the organization in making a decision about the job (Leonard, 2001). Make sure you let potential candidates know that they will not be the only minority or woman in the department.

Almost all of the Best Practices departments have at least 1 – 2 full time recruiters, and usually have additional recruiters on a part-time or overtime basis. The average number of recruiters is 1 FT and 4 PT or OT. The majority of full time recruiters are minority and/or female.

R **Best Practices Example:**

A medium sized southeast area department has 1 full time recruiter and 12 who recruit on overtime. They are all ethnic Minorities, and 5 are women.



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7. Communicate the value of Diversity in all your messages. Show Diversity in all your advertisements, recruiting information, website, study guide, and other materials. Go beyond simply stating an Equal Opportunity message, and describe how and why the department values inclusion and diversity. Studies have found that showing diversity and talking about values increases positive perceptions that Minorities and women hold about the organization without creating negative perceptions in White men. Also, diversity values are more important to women and Minorities than they are to White men.

Almost all of the Best Practices departments show pictures of ethnic Minorities and women in their recruitment materials. About a third of the departments also discuss their diversity values in more detail than a simple equal opportunity message.



8. Use a fair and valid selection process that measures what is really required for the job. Examine each stage in the selection process to look for adverse impact on protected groups. Keep your process flexible to adjust as needed. Be as inclusive as possible in the first stages of the process in order to learn more about more of your candidates.

43% of Best Practices departments use a test specifically validated for them. 33% use a pass/fail score on the written test. 31% of those who use a score on the written test set the cutoff score after reviewing the results.



9. Only require the education needed to perform the job.

100% of the Best Practices departments require no more than a High School diploma.



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10. For retention and job satisfaction, provide a mentoring program for newly hired firefighters. Individuals with mentors rated themselves as having more career opportunities, recognition, satisfaction, and promotions than those without (Fagenson, 1989). Women perceive greater barriers to having mentors than men and have more difficulty establishing informal mentor relationships.

48% of Best Practices departments report having some type of mentoring program.

R **Best Practices Example:**

“Members from within the workforce are recruited to participate in the cadet training program by serving as Team Leaders. These individuals usually come from Operations working a shift schedule and are moved to a 40 hour schedule during cadet training. Team leaders are assigned a group of 10 to 12 cadets who they mentor and assist throughout the training academy. Their role is to positively influence the training experience for cadets. They are expected to lead their assigned team by example, be a liaison with instructors to improve cadet performance, participate in Physical Fitness and drill field activities, monitor assigned team activities (e.g. attendance, performance, corrective corrections), document the performance and progress of each cadet, become knowledgeable on curriculum and skill requirements, be accountable for the success of cadets, be fully responsible for results of their assigned team, report directly to the training program coordinators.”

Austin, TX Fire Department

Summary of Literature Review

The positive news is that effective diversity recruiting does not require us to change all of our current recruiting strategies and methods; it does require us to change our focus and emphasis. Targeted messaging matters. We can implement one or two or more of these strategies in the course of our everyday business as we naturally have to revise our recruiting messages and internal policies. We have to communicate a clear, consistent, and committed message about diversity and inclusion in everything that we do.



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Phase 2 - Interviews with 80+ departments

Diversity recruitment requires a recognition of the need to diversify, an awareness of effective methods, a commitment to a program and strategies, and the assignment of resources. As we conducted the second phase of our study: interviews with IAFF Local Presidents, Recruiters, Chief Officers, Human Resources personnel, and others in various departments around the country, we learned why many departments do not have any recruitment programs in place, and especially not for diversity recruitment. Over half of the departments initially nominated as potential Best Practices departments, self-selected out of providing information because they did not believe that their department actually does effective recruiting.

Most of the people we interviewed in the departments that self selected out of the Best Practices nomination believe that diversity is decreasing in the Fire Service, not increasing. At least that is true in their own departments, and it is predicted for the country, especially with upcoming retirements and the end of many consent decrees and Affirmative Action initiatives put in place in the 70's and 80's.

Obstacles to Diversity

The comments received during these brief interviews inform us about some of the problems with Recruitment, Selection, and Retention in the Fire Service. This section highlights some of the major obstacles in achieving diversity.



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Obstacle 1. Being passive or defeatist about the problem. CWH has worked with departments who believe that being challenged legally and forced into a consent decree is a more realistic option or achievable goal than actually solving the problem. Unfortunately, consent decrees end, and they can have strong and lasting negative impacts. If the recruiting and selection process has not been corrected, the problem repeats itself as firefighters retire.

Our literature review also shows that people hired under an affirmative action plan may have a stigma attached to them for their entire careers (Heilman, Block, & Lucas, 1992). Another study reported that some Blacks withdraw from the selection process if there is a perception of favoritism towards Blacks, rather than deal with the stigma for the duration of their careers (Schmit & Ryan, 1997).

Seven (over 20%) of the Best Practices departments had been under consent decrees at some time in the past.

This situation can be a catalyst for change, as is the case with our Best Practices departments, or it can be a temporary relief that eventually reverts back to the conditions that caused the legal action.

Three other departments in the original 80+ are currently or were also under consent decrees, but they have not appeared to have implemented corrective policies.

“We are currently representative of the community because of a consent decree, but it ended 9 years ago. In the past 8 years, we have hired 2 Blacks and 1 Hispanic.”

Interview respondent, medium sized department in the Midwest

“We are under a consent decree until 2007. There is no incentive to recruit, so we don’t. If 30% of Minorities pass the test, the recruit class must be 30% minority. The union President has pushed for year-round recruitment and training/preparation for candidates, but this has fallen on deaf ears.”

Interview respondent, medium-large department in the Midwest



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Obstacle 2. The selection process does not measure the most important skills and abilities. Tests that do not measure a wide range of appropriate and important skills and characteristics will screen out quality and diversity.

43% of the Best Practices departments use a written test validated for their department, and another 25% have done a transportability study.

“Diversity is lessening every day. We used to be on a 2 list system, and it may go back to that soon. Recruitment efforts have not been successful in getting Minorities to apply – and those who do have a hard time passing the test. Our union and management have a good relationship and we all realize we have a problem.”

Interview respondent – medium department in the Midwest

“We are not representative of the community and never will be with the current test. The current PAT focuses on upper body strength, not aerobic capacity. We are getting bulky men in worse shape than our incumbents.”

Interview respondent – medium - large department in the South



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Obstacle 3. The selection process requires education, certification, or prior experience that limits diversity. This is often used to reduce the applicant pool or to address a specific need in the department. However, this decreases diversity significantly and has effects that last for up to 30 years.

In separate CWH recruitment surveys administered to candidates in 4 large NE departments, 56% of Whites had previous experience (volunteer or paid), compared to 21% of Blacks. 49% of Whites had FF1 certification, compared to only 17% of Blacks. The same trend is true of men compared to women.

None of the Best Practices departments require prior experience.

*83% do not require FF1 certification until after hire.
74% do not require EMT-B until after hire.*

“Our representation does not match our community. We now require fire academy graduation and college courses. Our department pays lip service to diversity, but we do not do anything to achieve it.”

Interview respondent, medium department in the West

“Our department is mostly White males. Our community is 70% – 80% Black and Hispanic. Candidates must be paramedics to apply, but our community is very impoverished, and it is unlikely that we will be able to recruit from our community.”

Interview respondent – small department in the Midwest

“We are lacking in diversity. The last minority we hired was 15 years ago. We used to be known for hiring women, but that is going down too. We look for people with volunteer experience. We do not do any real recruiting.”

Interview respondent- small department in the West



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Obstacle 4. Not knowing how to reach the desired groups effectively.

The literature review and our Best Practices departments show that recruiting should be focused on the desired group with a message of inclusiveness. It should put forth a strong message about why the career of firefighting is beneficial for them. Also, having women and Minority recruiters may help, as well as showing diversity in the recruitment materials.

“We have traveled around the country to recruit women, but efforts have not been successful.”

Interview respondent - medium department in the Northwest

“We are lacking in diversity. The last few recruit classes haven’t had any women. The last class of 32 had 1 Minority. Our recruitment efforts, including ads in Minority publications and having a booth at the library in Minority communities, have not been successful.”

Interview respondent- large department in the Southwest

“We are not representative. We have 12 Blacks and 15 women out of 280 sworn. Our recruitment efforts – going to neighborhoods, churches, and cultural events, putting ads in newspapers, radio, and TV – have not been successful. ”

Interview respondent- medium department in the Northeast



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Obstacle 5. Not communicating a clear message of the value of diversity within the organization, not fostering an inclusive environment within the organization, and not developing or enforcing policies regarding harassment.

Our literature review says that informal methods of recruitment are the most frequently used and effective methods of recruitment for all jobs. That includes word of mouth and referrals, which are used extensively in the Fire Service. However, this method of recruitment promotes homogeneity in the workforce (Jackson et al., 1991). Where internal values and policies do not support diversity, informal recruiting such as word of mouth can even work in the reverse.

“Our representation has gotten better for Hispanics and Blacks, but worse for women. The department does not make any conscious effort to recruit – it is mostly word of mouth. Women are warning other women not to apply.”

Interview respondent - large department in the West



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Phase 3 Results and Key Findings

Process

- Called and interviewed departments.
- Gathered extensive survey data regarding critical areas of:
 - Demographics
 - Recruitment
 - Selection
 - Retention
- 44 + Departments were contacted.
- 29 Departments provided full data, 2 others provided almost complete data, others provided only partial data.
- 7 of the 31 departments were under recently ended previous consent decrees. These departments were excluded from most of the statistical analysis because they were under a court ordered selection process. However, many of them have implemented good recruitment strategies and programs that we do include in our qualitative analysis.
- Over 200 survey questions were asked in order to fully describe and analyze departments.

Limitations with Sampling Method

- 1 This is not a random sample. Departments self selected based on their belief that they used effective recruiting methods.
- 2 Restriction of Range. All departments in the survey are using some innovative recruitment methods, so there is no easy way to compare innovative to traditional or to no recruiting.
- 3 There may be other successful departments that were not identified.

Limitations with Survey Method

- All data is self reported.
- Complete data is not available for any department. For example, we do not have data from individual departments that actually tracks recruitment success linked to each method. Therefore, our analysis was based on only 1 measure of success (Diversity in the department) that is also influenced by many other factors (Such as, for how long they have been using innovative recruitment methods).
- There is no data regarding how long each method had been used in the department.



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The list of all survey questions is available in the Appendix. Also, an Item Frequencies report is presented in the Appendix. This report shows how many departments selected each answer choice. This has average responses and range of responses on each question.

Definition of Terms related to Recruiting

Recruiting method

This is the specific effort or process used, such as Doing Radio Ads. Our survey asked the Best Practices departments to tell us which methods they used. A table presented in this summary lists the 27 methods and shows how frequently they are used.

Innovative approach vs. Traditional approach to recruiting

These terms do not describe specific methods, but refer to the approach toward recruiting. Innovative recruiting requires more effort, resources, and is usually more targeted to a specific group or defined in terms of results desired. Examples of innovative approaches include recruiting in different cities, using ads designed specifically for women on Lifetime TV, developing a cadet program, and other similar, less routine efforts.

Traditional approaches consist of methods used generally and frequently by most departments. Examples include: Direct mail interest cards, word of mouth, newsletters, general advertising. Traditional methods generally are effective for increasing your applicant pool, but are not usually effective at increasing diversity in your applicant pool, unless it is combined with a very innovative approach.

Targeted recruiting approach

Similar to innovative in that this targets a specific group or result desired. However, a traditional method, such as direct mail cards, may be targeted to a specific group.

Formal vs. Informal methods

Formal recruiting methods involve planning and funding. Doing advertising is a formal method. Informal recruiting relies on social networking and referrals. Word of mouth, open houses, and similar approaches

Effective method

Specifically for this report our measure of success is diversity. Many methods may be effective in other ways. For example, word of mouth is effective in getting numbers of candidates. However, it will usually bring in more of the same demographic group as is the majority in the department. Word of mouth is not effective to attract Minorities and women, unless it is targeted and used as part of a more planned and innovative approach.



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What is Effective and Successful Recruiting for Diversity?

Effective recruiting for Diversity involves multiple methods of recruiting. Targeted recruiting for the specific groups desired is much more effective than general recruiting. Both Innovative and Traditional approaches may be used as long as they are all targeted. Also, a combination of Formal and Informal methods should be used.

For the purpose of this analysis, we measured Success in our Best Practices departments by the percent of Minorities and Women represented in the local population based on census data compared to the percent represented in the department.

We also used National Statistics to make the same comparisons. The table below shows National (U.S.) statistics comparing U.S. population to reported representation in the Fire Service. (Please note that 2 Canadian Fire departments were also included in the study but either did not complete demographic information or did not meet or exceed average Canadian representation.)

Demographic Representation

US Census Data Compared to Bureau of Labor Statistics representation in the Fire Service

	Black	Hispanic	Asian	Women
US Census 2000	12.3%	12.5%	3.6%	50.9%
Firefighting Profession US Bureau of Labor Statistics	8.4%	8.6%	1.3%	5.1%
Group Ratio comparing percent represented in profession to percent of each group in population	.68	.69	.36	.10

Group Ratio

Similar to an adverse impact ratio, the closer the ratio is to 1.00, the closer the representation of the target group is to the actual population. Using these ratios, a successful department would be one whose ratio exceeds the national ratio. That would mean that for Blacks, a ratio between .68 and 1.00 exceeds the national percentage and comes closer to actual population representation. Likewise, for women, ratios above .10 would demonstrate better than average progress towards Diversity.

More information about demographics is presented in the next chapter of this report.

Types of recruiting methods

The following list of 27 recruitment methods are rank ordered according to how many Best Practices departments reported using this method. A mean of 2 would indicate that all



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departments reported using this method. A mean of 1 would indicate that no departments used this method.

For example, Word of Mouth is used by almost everyone. (In fact, 1 department stated it was not used, but it probably is used informally and not tracked.) Recruiting in other cities is the least used method, only used by 1 department.

Reported Use	Mean
1 Word of Mouth Use Recruitment Effort 1	1.90
2 Dept/City Website Use Recruitment Effort 16	1.87
3 Other Job Fairs Use Recruitment Effort 20	1.87
4 Community Events Use Recruitment Effort 18	1.84
5 Schools/Com Ctr/Churches Use Recruitment Effort 19	1.81
6 Ads Local Newspapers Use Recruitment Effort 6	1.74
7 Ads Major Metro Newspapers Use Recruitment Effort 5	1.71
8 Open House Use Recruitment Effort 21	1.65
9 Public Service Announcements Use Recruitment Effort 13	1.58
10 Minority Publication Ads Use Recruitment Effort 11	1.58
11 News Stories Use Recruitment Effort 15	1.55
12 Cadet/Explorer Program Use Recruitment Effort 24	1.55
13 Other Website Use Recruitment Effort 17	1.52
14 Radio Ads Use Recruitment Effort 7	1.48
15 Orientation/Info Session Use Recruitment Effort 22	1.48
16 Mentoring Applicants Use Recruitment Effort 25	1.48
17 Direct Mail Interest Cards Use Recruitment Effort 2	1.42
18 Recruit Other Cities Use Recruitment Effort 26	1.42
19 Cable/Local Access TV Ads Use Recruitment Effort 9	1.39
20 Network TV Ads Use Recruitment Effort 8	1.39
21 Newsletter Use Recruitment Effort 3	1.35
22 Minority Radio/TV Ads Recruitment Effort 13	1.35
23 Female Publication Ads Use Recruitment Effort 10	1.32
24 Preparation Assistance Use Recruitment Effort 23	1.32
25 Female Radio/TV Ads Use Recruitment Effort 12	1.23
26 Banners Use Recruitment Effort 4	1.19
27 Test Other Cities Use Recruitment Effort 27	1.03



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Finding #1

Even among our “Best Practices” departments, there are differences in recruiting methods used. We divided our departments into 3 groups for statistical analysis. Departments that had been under a consent decree in the recent past were excluded (n = 7). (Our Best Practices departments that have been under a consent decree are doing very innovative and active recruiting; however, it is too early to determine how much that will affect their ability to maintain diversity obtained through the consent decree.)

The groups are:

- 1 Top 10 Most Successful Departments (Rated in terms of successful in recruiting total Minorities)
- 2 Middle 8 Moderately Successful Departments
- 3 Remaining 5 Less Successful Departments

Similarities and Differences in Recruitment Methods used by our Best Practices Departments:

- 1 All of the departments use many different methods. That is, they do not rely on just a few methods to recruit.
- 2 Almost all of the departments use a combination of Traditional and Innovative recruiting methods and approaches.
- 3 The Top 10 departments in our sample (Most Successful) use more Innovative (and targeted) approaches than the other departments.
- 4 The Middle 8 departments (Moderately Successful) use some Innovative methods, but rely more on Traditional methods.
- 5 The bottom 5 departments (Less Successful) rely more on Traditional methods and also report using Innovative recruitment methods.



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Finding #2

Our Top 10 Most Successful departments use more methods in combination than our Moderately successful departments.

- 1 Top 10 departments use an average of 6 and up to 9 of the most Innovative methods.
- 2 Moderately Successful departments use an average of 3 and up to 6 of the Innovative methods.



Finding #3

What are the most effective recruiting methods?

- 1 Minority Radio/TV Ads
- 2 Direct Mail Interest Cards
- 3 Minority Publication Ads
- 4 News Stories
- 5 Female Radio/TV Ads
- 6 Cadet/Explorer Program
- 7 Mentoring Applicants
- 8 Word of Mouth is used very effectively when there is diversity in the department on which to build!

- All of these methods are more Innovative methods.
- Each of these methods is used by over half of the top 10 departments.
- Our Top 10 departments use these methods more than our other departments.
- These methods target the desired group.



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Finding #4

What are other effective recruiting methods used by our Moderately Successful departments?

- 1 Community Events
- 2 Job Fairs
- 3 Ads Local Newspapers
- 4 Ads Major Metro Newspapers
- 5 Radio Ads
- 6 Network TV Ads
- 7 Cable/Local Access TV
- 8 Female Publication Ads
- 9 Public Service Announcements

- These are additional methods used somewhat successfully.
- All departments use some of these methods.
- Our Moderately Successful group uses these methods more than the most effective methods used by the Top 10 group.
- The major difference between these methods and the methods used by the Top 10 is that these methods are not as targeted. They reach a more general audience.



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Finding #5

What are the Least Effective recruiting methods for increasing Diversity?

- 1 Word of Mouth – This is only effective if there is some diversity in the department to attract and refer other diversity, and if it is planned and formalized.
 - 2 Dept/City Website – This is a method to reinforce your diversity message and to provide recruiting information. It is not effective to recruit if the candidate does not know about you.
 - 3 Schools/Community Centers/Churches – Attending events or making isolated presentations is not effective. Working with community groups and building relationships is effective.
 - 4 Assistance/mentoring – Offering short term classes for test preparation immediately prior to testing is traditional, but not effective for recruiting larger numbers of Minorities and females. Many of these programs enroll more White men than other groups.
 - 5 Open House – Same comments as for word of mouth. This typically engages candidates who already know about your organization.
 - 6 Other Website – Same comments as for Department Website.
 - 7 Orientation/Info Session – Same comments as for Assistance/mentoring.
- These are very common methods used by most departments.
 - They reach Non Minorities more than Minorities.
 - They reach males & females equally.
 - They are “minimum” efforts that are more traditional.



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Finding #6

There are differences in which methods are more effective for different groups.

Some of the Most Successful Recruitment Efforts for Blacks

- Cadet/Explorer Program
- Direct Mail
- Radio Ads
- Ads in Minority Publications
- Cable/Local Access TV Ads
- Community Events
- Mentoring
- Orientation/Information Sessions

Some of the Most Successful Recruitment Efforts for Hispanics

- Cadet/Explorer Program
- Radio Ads
- Ads in Minority Publications
- Cable/Local Access TV Ads
- Community Events
- Mentoring
- Job Fairs
- Minority Radio Ads
- Orientation/Information Sessions

Some of the Most Successful Recruitment Efforts for women

- Cadet/Explorer Program
- Radio / TV Ads on stations targeting women
- Ads in Major and Minority Publications
- Radio Ads
- Job Fairs
- Orientation/Information Sessions
- Formal advertising in different media is very effective for women!



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Review of Effective Methods used by Most Successful Departments

This section highlights the most effective methods used by our Best Practices departments.

Keep in mind that Best Practices departments use a combination of approaches. Many of these methods are effective because they are used in a targeted approach and in combination with other methods. These methods are not presented in order of effectiveness, but these are the primary methods used by all of our best practices departments.



1. Word of Mouth

This is named as the most frequently used method by all departments. However, word of mouth without other recruiting methods and without strong diversity commitment will increase homogeneity in the department, not diversity.

This method should not be relied on by most departments without a good recruitment plan to accompany it.

Word of mouth works when:

- 1 Involves current employees in planned activities and events and build on success.
- 2 Use current employees to attract others within the same group.
- 3 Combine with strong relationships with community organizations and events with those organizations.
- 4 Combine with other methods of formal advertising.
- 5 Message is consistent from employees, website, recruiting materials, etc. about the values of diversity.
- 6 Ask Minority and women employees to refer family and friends to the department.

Note that many of our most successful departments count on word of mouth to continue their success. However, they also formalize the word of mouth process to some extent.



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2. Formal advertising, especially when targeted to desired group.

This includes ads in major newspapers, as well as local minority based papers. Also includes radio, TV, Cable ads during shows heard or watched by targeted group, such as Lifetime for women, BET for Blacks, Spanish speaking TV shows for Hispanics.

1. Women rely on formal methods, such as advertising, much more than men for finding jobs.
2. Advertising in all different media works for women.
3. Radio and targeted advertising works better for Minorities.
4. Put ads on TV during popular shows, not during fill time on cable.
5. Almost all of our Best Practices departments use a combination of advertising in different media.
6. PSAs can also be effective.
7. Advertise to the families of the candidates as well as to the candidates.



3. Direct Mail

While this can be a very traditional method, if it is used to make personal contact with your target group, this is very effective.

Almost all Best Practices departments use this method.

This is most effective when:

1. Maintain a database of all people who express interest and keep them informed.
2. Be aggressive in reminding people about upcoming dates for training, testing, etc.
3. Combine with phone calls if possible.
4. Have personal contact with candidates prior to test date.
5. Have current employees volunteer to answer phone calls, answer emails, etc. as questions come in from candidates.



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4. Cadet/Explorer Program

Programs vary, but this exposes kids from 8th grade through high school to the career opportunity in the Fire Service. It provides an option and extends a personal welcome.

This is one of the most effective methods. This method is effective for all Minority Groups and for women.

Some of the Best Practices departments use a Cadet program as their primary recruiting method that minimizes the need to advertise and use other formal methods of identifying candidates.

1. Create relationships with local schools in predominately Minority communities to offer programs.
2. Build alliances with organizations that offer special programs for girls to teach them non traditional skills and show non traditional career options.
3. Develop relationships with the schools and kids in the programs to communicate Fire Service culture and values.
4. Programs should focus on career preparation.
5. Provide internships and interactions with firefighters.
6. Partner with local Tech Center/School to offer Fire / EMT program.



5. News Stories

This is free advertising that can be good if focused on good deeds of the department and members, showing diversity, emphasizing community values. Can be negative if the issue is about adverse impact in the testing process and how the department has not hired Minorities or women.



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6. Diversity message, inclusion message, showing diversity in recruitment messages and internal communications

The strongest and most statistically significant correlations in the data are with having a strong diversity and inclusive message and commitment.

1. Continually train and reinforce positive values and message.
2. Post diversity goals and statements in every station and reinforce in internal and external documents.
3. Match newly hired firefighters to mentors who are preferably same gender and ethnicity, demonstrate value for all employees.
4. Provide diversity training for all employees.
5. Rigorously enforce harassment policies.



7. Job Fairs / Community Events / Churches / Schools

This method can be very effective when:

- *Participation is geared toward targeted groups, not general audiences*
- *Based on relationships with community groups*

“Having a number of females on the department has proven invaluable in recruiting other females, as their visible presence gives immediate hope to others. The same principle applies to ethnic Minorities. Be prepared to answer questions about real or perceived barriers in the testing process.” Minneapolis Fire Department

1. The department, employee minority groups, and IAFF locals sponsor booths at Cultural events during Cinco de Mayo, Martin Luther King Day, and other events.
2. Current employees from each group create their own recruitment plans.
3. Ask employees to represent the department at these events.
4. Relationship building in the community gets you invited to these events as well as others that are less well known.
5. Best Practices departments named Kwanza, Chinese New Year, Fiesta Hispanio, Filipino Festival, Juneteenth, Hmong, and Somalian events and festivals as some they attend and sponsor.



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8. Candidate preparation, candidate and employee assistance and mentoring

This must be inclusive, but can also be targeted so that mentors are matched with others of same ethnicity and gender.

Best Practices departments that use CPAT discussed the importance of mentoring women candidates by women employees.

1. Develop a program to build relationships and offer career preparation, not simply test preparation.
2. Continue mentoring through academy and training to offer support to newly hired firefighters.
3. Mentors can be informal.
4. Assign women and Minorities to work together.
5. Hire 2 – 3 women and Minorities at a time in each academy to provide mutual support, mentoring opportunities, etc.
6. Assign women and Minorities to a strong trainer/officer whom you know will not tolerate anti-women or anti-Minority statements.
7. Protect your newly hired firefighters from poor attitudes from others until they are trained and confident.



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Case Studies



1. Madison, WI

This department has never been under a consent decree. They have over-representation of Blacks, community representation of Hispanics, and very good representation of women. This department is ranked #1 in our sample for excellent diversity for all groups.

What type of recruiting is done?

- *News stories*
- *Advertising in major and local/community newspapers*
- *Ads in newspapers, radio, TV whose audience is Women and Minorities*
- *Ads on Cable TV*
- *Direct mail*
- *Word of Mouth through strong relationships with community groups*
- *Job Fairs*
- *Churches, schools, open houses, and orientation*
- *Department website*

Keys to Success: They make use of their good diversity to continue building on it. They involve current employees in recruiting and formal word of mouth through community organizations. They also continue to use formal methods of advertising to reach all segments of their market. Their website and recruiting materials reinforce the message of valuing diversity.

*They have 25 PT recruiters, 14 are Minorities and/or women
Approximately 1% of budget goes to recruitment*



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2. Lansing, MI

This department has never been under a consent decree. They have excellent representation of women, ranking #3 for representation of women with 20% in the department. Most of their ethnic diversity is fairly new - in the last 10 years 42% of their new hires have been protected group members. They acknowledge there is still a long ways to go to be representative of the community.

“Hire quality and diversity...after a few years, other employees recognize the world didn't end...”

What type of recruiting is done?

- *Advertising in major and local/community newspapers*
- *Ads in newspapers, radio, TV whose audience is Women and Minorities*
- *Cadet program*
- *Word of Mouth, small community, recruit in other communities*
- *Relationship with community college provides many applicants*
- *Recruit in other cities*
- *News Stories*
- *Job Fairs*
- *Churches, schools, open houses, and orientation*
- *Department website*

Keys to Success: They have a cooperative union/administration program. They assign mentors to new employees. Employees communicate with candidates, keep them informed. They have current employees act as informal recruiters and teach classes



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3. Minneapolis, MN

This department was under a consent decree to hire ethnic Minorities until 2000. For that reason, they were not included in our top 10 departments. However, they have excellent representation of women, and conduct active recruiting. They do very active recruiting and build on the success they have, especially with women.

“Candidates are called individually and encouraged to show up for tutoring sessions for both the written and physical test. In addition, a recruiter is available to answer questions.”

What type of recruiting is done?

- *Advertising in major and local/community newspapers*
- *Ads in newspapers, radio, TV whose audience is women and Minorities*
- *Word of Mouth, community events, Women and Minority recruiters*
- *News Stories*
- *Job Fairs*
- *Sporting events, colleges, schools*
- *Department website*

Keys to Success: Participate in many cultural and community events and have current employees attend. Personally contact applicants and provide mentoring for applicants. Conduct aggressive recruiting prior to testing.

They have 1 FT recruiter and 4 others PT.



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4. Charlottesville, VA

This department ranks 3rd in Black representation, with a ratio of .83.

“Offer high school students the opportunity to explore these career paths through courses taught at the Tech Center.”

What type of recruiting is done?

- *Advertising in major and local/community newspapers*
- *Test Preparation, Job Fairs, Open House*
- *Cadet program*

Keys to Success: Encourage, support, and provide training for newly hired Minority and Women firefighters. Rigorously enforce harassment policies. Go where Minorities are to recruit; don't expect them to come to you.

7 PT recruiters, includes 5 Women and Minorities.



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5. Rochester, NY

They consider the Cadet program to be Very Successful relative to any other method. They sponsor a Firefighter Trainee program with the school district, and they bring graduates right into a recruit class in the department.

“Understand that for women, breaking into what has been traditionally a man’s domain, creates special problems and the need for out of the box solutions.”

What type of recruiting is done?

- *Ads on radio/tv targeting Minorities, PSAs*
- *News Stories*
- *Work with community agencies, community events, job fairs*
- *Cadet program – Trainee program, work with school district*

Keys to Success: Working in the community, ensuring inclusiveness in the organization, recognizing that the organization has to demonstrate its commitment to treating women and Minorities as equals. Getting women to talk to others so they have realistic expectations about the job.

2 FT recruiters who are Minorities.

Finally, words of advice from Best Practices departments include being persistent, keeping working at it, and not giving up. Once your efforts begin to work, success builds on success.

It is critical to track results at every stage. Some Best Practices departments administer candidate surveys to ask how they learned about the job opportunity. One department administers a survey to newly hired firefighters to ask about their experience of the process.



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2. Demographics of the Best Practices departments

The table below shows demographics for the major ethnic Minority groups and for Women that were used as the basis for comparison in this report. The terms Black, Hispanic, Asian, and White are used to match the terms used by the U. S. Census. The term Hispanic is inclusive of Latino, Mexican American, Puerto Rican, Cuban and other. The term Asian is inclusive of Filipino, Pacific Islander, and other Asian. We did collect data regarding other Minority groups, such as Arab/Middle Eastern, but the numbers are too small to report. Total Minority in this report when we refer to census and similar data usually refers to a combination of Black, Hispanic, and Asian.

The goal of diversity in the fire Service is for each group to be represented according to the representation in the general population. A comparison of Census data (row 1) with Fire Service data (row 2) shows that all groups are significantly underrepresented in the Fire Service. Using the same type of comparison with the Best Practices departments in this study shows that *on average*, the representation almost meets or exceeds the national averages for representation in the Fire Service as a whole (row 3). However, even our Best Practices departments as a group are below the national census numbers. This would suggest that progress has been made in our Best Practices departments, but there is more work to do. This is a useful comparison to give a general sense of the issue.

However, using the percent of each group within a department as a measure of success or comparison is not useful to determine the success of each department. It does not take into account the percent of representation in each department’s community. In other words, a department may have 20% Black, but if the community is 60% Black, this is not good representation. In order to create a better measure of success, we use a Group Ratio, of department representation divided by community representation.

Group Ratio

Similar to an adverse impact ratio, the closer the ratio is to 1.00, the closer the representation of the target group is to the actual population. Row 4 in the table shows the National group ratios comparing representation in the Fire Service to representation in the population. Using these ratios, a department showing progress would be one whose group ratios exceed the national Fire Service ratios. For example, a department with a Black ratio between .69 and 1.00 exceeds the national ratio for Blacks in the Fire Service as a whole and comes closer to actual population representation. Likewise, for women, ratios above .10 would demonstrate better than average progress towards Diversity. (For women, either the ratio or percent representation in the department is a valid comparison because women make up about half the population in most communities.)



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Demographics in the US, Fire Service, and Best Practices departments

	Black	Hispanic	Asian	Women
1. US Census 2000	12.3%	12.5%	3.6%	50.9%
2. Firefighting Profession US Bureau of Labor Statistics	8.4%	8.6%	1.3%	5.1%
3. Average Percent of each group in Best Practices Departments	11.8%	8.5%	1.6%	7.8%
4. National ratio - percent representation in the Fire Service compared to representation in the US	.68	.69	.36	.10

For the purpose of this analysis, we measured Success in our Best Practices departments by the percent of Minorities and women represented in the local population based on census data compared to the percent represented in the department.

As the table below shows, the average ratios in our Best Practices departments are below the average ratios nationally for Minorities. This is because there are other departments in the US with equal or better representation of Minorities compared to their communities. This study did not identify all departments with good diversity, nor was that the goal of the project. The goal of the project was to identify departments with active and successful recruiting for diversity, whose numbers are expected to improve over time as they continue pursuing their diversity goals.

Best Practices Departments
Average Ratios, and Minimum and Maximum

	Black	Hispanic	Asian	Female	Female %
Mean	.60	.47	.24	.15	7.8%
Minimum (department with the worst ratio)	.11	.00	.00	.01	0%
Maximum (department with the best ratio)	1.5	1.0	.97	.46	24%



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The current representation of Minorities and Females in each department is one important measure of success. However, the current snap shot may not reveal how the department is changing or has changed since implementing effective recruiting. This is why even some of the Best Practices departments may not have good representation of all groups. Also, the purpose of the study is to identify methods that are more or less effective. Therefore, we included departments with a somewhat limited range of success in order to compare methods between departments.

Women

The US Bureau of Labor statistics (2004) reports that 5.1% (13,668) of firefighters are female in the US. The Women in the Fire Service (WFS) reports a figure of less than half of that (www.wfsi.org, 2005). Depending upon which estimate is used, the department ratios will show more or less progress compared to national. For the purpose of this study, we used the BLS numbers, which sets a higher comparison for the Best Practices departments.

The average representation of women in our Best Practices departments is 7.8%. This shows that our Best Practices departments are exceeding the national average. Some of the Best Practices departments exceed the national average very significantly. In fact, many of the Best Practices departments have had more success recruiting women than ethnic Minorities.



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3. Correlations with Methods of Recruitment and Group Ratios

How to read the data

CWH conducted several analyses on the survey data. One of the analyses was to simply run correlations between various methods of recruitment and group ratios, indicating diversity success. This and other analyses form the basis for the Key Findings presented earlier.

The attached tables show the correlations between the Group Ratios (that we are using as indicators of success) and each recruitment method. Due to the small sample size ($n = 31$ departments), most of the correlations are not statistically significant. However, this information can be helpful to see the relative effectiveness or usefulness of the 27 different recruitment methods used by Best Practices departments. This also shows some other recruitment oriented actions and strategies used by the departments.

The larger the number in the correlation, the stronger the relationship is between the two variables. Positive correlations indicate that departments with better group representation use the particular method. Negative correlations indicate that departments with lower group representation use the method. Correlations greater than .10 or less than -.10 are highlighted as being of some interest. Correlations between .10 and -.10 should be generally ignored. A few correlations are statistically significant and those are shaded. The shaded correlations indicate very strong support for the use of the method.

This analysis used our full sample of 31 departments, and did not make distinctions between more or less successful departments or those with consent decrees.

How to use this data

Please note that we cannot draw cause and effect conclusions from this data. We can use this data to help guide our understanding of recruitment in the context of our literature review and the qualitative data provided by the departments. This information can help in the development of recruitment strategies. All recruitment efforts should be tracked in detail and analyzed by each department to determine their effectiveness over time.

Caution:

In interpreting this data, it is important not to place too much emphasis on any one method or correlation, but to use this as additional information. Keep in mind that most departments use a combination of methods. Also, the nature of and implementation of each method may be different from department to department.



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The same table of correlations is presented several times, sorted by each group (Black, Hispanic, Asian, Total Minority, and Female) to make it easy to see results related to specific groups. The Total Minority results are presented for comparison purposes but are generally not as useful or meaningful. The results are washed out by combining across groups, and it is more meaningful to look at what has worked for individual groups.

The correlations are between the group ratio and the Method of recruitment. Each group ratio is the percent of representation in that department compared to the percent of representation in the city or area, similar to an adverse impact ratio. Thus, higher correlations indicate that greater representation is associated with the use of the particular method.

Correlations that are **shaded** are statistically significant and indicate strong support for use of the method. Correlations that are **bolded** are interesting and meaningful, and should be considered and interpreted in with other information.

Each of the following tables sorts the methods by what appears most effective for each group.



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1. Correlations with 31 Department's Recruiting Methods - Sorted by Black Ratio

	Use of Recruitment Methods that Impact Diversity	Black	Hispani c	Asian	Total Minority	White	Female	N
2	Direct Mail Interest Cards Use Recruitment Effort 2	0.43	0.28	0.23	0.35	-0.24	0.03	31
1	Word of Mouth Use Recruitment Effort 1	0.34	-0.20	-0.04	0.09	-0.04	0.18	31
7	Radio Ads Use Recruitment Effort 7	0.18	0.15	-0.18	0.24	-0.11	0.46	31
15	News Stories Use Recruitment Effort 15	0.16	-0.06	-0.08	-0.09	0.13	0.12	31
16	Dept/City Website Use Recruitment Effort 16	0.16	-0.29	-0.25	-0.03	0.34	-0.25	31
18	Community Events Use Recruitment Effort 18	0.15	0.04	0.21	0.00	0.24	0.24	31
3	Newsletter Use Recruitment Effort 3	0.12	0.14	0.06	0.00	0.01	0.05	31
10	Female Publication Ads Use Recruitment Effort 10	0.12	0.20	0.18	0.10	-0.15	0.24	31
24	Cadet/Explorer Program Use Recruitment Effort 24	0.11	-0.17	-0.01	-0.22	-0.01	0.02	31
23	Preparation Assistance Use Recruitment Effort 23	0.10	-0.15	-0.05	-0.06	-0.08	-0.11	31
9	Cable/Local Access TV Ads Use Recruitment Effort 9	0.08	-0.03	-0.08	0.01	0.02	0.27	31
6	Ads Local Newspapers Use Recruitment Effort 6	0.07	-0.06	-0.01	0.08	-0.06	0.41	31
4	Banners Use Recruitment Effort 4	0.04	0.09	0.18	0.16	0.26	-0.07	31
25	Mentoring Applicants Use Recruitment Effort 25	0.02	0.02	0.35	-0.20	-0.18	-0.02	31
20	Other Job Fairs Use Recruitment Effort 20	0.02	-0.26	-0.14	-0.35	-0.06	-0.04	31
5	Ads Major Metro Newspapers Use Recruitment Effort 5	0.01	-0.04	-0.01	-0.09	-0.02	0.42	31
11	Minority Publication Ads Use Recruitment Effort 11	0.00	-0.08	0.13	-0.07	-0.01	0.07	31
	Use Assistance/Mentoring Recruitment Strategy	0.00	-0.24	-0.11	-0.29	-0.14	-0.06	31
19	Schools/Com Ctr/Churches Use Recruitment Effort 19	-0.01	-0.13	0.06	-0.30	0.27	0.15	31
17	Other Website Use Recruitment Effort 17	-0.02	-0.03	-0.08	-0.24	0.23	0.06	31
13	Minority Radio/TV Ads Use Recruitment Effort 13	-0.03	0.06	-0.03	-0.11	0.15	0.01	31
14	Public Service Announcements Use Recruitment Effort 14	-0.03	-0.12	-0.13	-0.02	0.14	0.04	31
27	Test Other Cities Use Recruitment Effort 27	-0.04	-0.01	-0.10	-0.09	0.19	-0.13	31
21	Open House Use Recruitment Effort 21	-0.07	-0.17	-0.31	-0.29	0.00	-0.17	31
26	Recruit Other Cities Use Recruitment Effort 26	-0.10	0.10	0.03	-0.23	-0.04	0.20	31
22	Orientation/Info Session Use Recruitment Effort 22	-0.12	-0.07	-0.11	-0.14	0.12	-0.12	31
8	Network TV Ads Use Recruitment Effort 8	-0.15	-0.10	0.02	-0.24	0.05	0.19	31
12	Female Radio/TV Ads Use Recruitment Effort 12	-0.16	-0.12	0.08	-0.22	0.11	0.14	31
	Other Recruitment related activities that Impact Diversity	Black	Hispani	Asian	Total	White	Female	N



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			c		Minority			
Q143	Q143 - Is Test prep offered?	0.27	0.07	-0.15	0.17	0.16	0.07	31
Q149	Q149 - Is test preparation geared for minorities?	0.21	0.15	0.15	0.00	-0.11	0.35	22
	Use Newspaper or Publication Recruitment Strategy	0.13	0.00	0.05	0.15	-0.11	0.45	31
Q147	Q147 - Is test prep geared for women?	0.12	0.04	0.11	-0.09	-0.09	0.39	22
	Use TV or Radio Recruitment Strategy	0.06	0.06	-0.08	0.12	0.11	0.25	31
	Number of Newspaper & Publication Recruitment Efforts	0.06	0.01	0.09	0.00	-0.07	0.33	31
	Number of TV and Radio Recruitment Efforts	-0.02	-0.01	-0.06	-0.08	0.06	0.31	31
Q126	Q126 - Recruitment targets women	-0.03	-0.01	0.03	-0.05	-0.03	0.11	31
Q127	Q127 - Recruitment targets minorities	-0.04	-0.02	0.01	-0.13	0.08	0.06	31
Q194	Q194 - Mentoring program?	-0.07	0.18	0.07	0.01	-0.17	-0.15	31



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

2. Correlations with 31 Department's Recruiting Methods - Sorted by Hispanic Ratio

		Black	Hispani c	Asian	Total Minority	White	Female	N
2	Direct Mail Interest Cards Use Recruitment Effort 2	0.43	0.28	0.23	0.35	-0.24	0.03	31
10	Female Publication Ads Use Recruitment Effort 10	0.12	0.20	0.18	0.10	-0.15	0.24	31
7	Radio Ads Use Recruitment Effort 7	0.18	0.15	-0.18	0.24	-0.11	0.46	31
3	Newsletter Use Recruitment Effort 3	0.12	0.14	0.06	0.00	0.01	0.05	31
26	Recruit Other Cities Use Recruitment Effort 26	-0.10	0.10	0.03	-0.23	-0.04	0.20	31
4	Banners Use Recruitment Effort 4	0.04	0.09	0.18	0.16	0.26	-0.07	31
13	Minority Radio/TV Ads Use Recruitment Effort 13	-0.03	0.06	-0.03	-0.11	0.15	0.01	31
18	Community Events Use Recruitment Effort 18	0.15	0.04	0.21	0.00	0.24	0.24	31
25	Mentoring Applicants Use Recruitment Effort 25	0.02	0.02	0.35	-0.20	-0.18	-0.02	31
27	Test Other Cities Use Recruitment Effort 27	-0.04	-0.01	-0.10	-0.09	0.19	-0.13	31
17	Other Website Use Recruitment Effort 17	-0.02	-0.03	-0.08	-0.24	0.23	0.06	31
9	Cable/Local Access TV Ads Use Recruitment Effort 9	0.08	-0.03	-0.08	0.01	0.02	0.27	31
5	Ads Major Metro Newspapers Use Recruitment Effort 5	0.01	-0.04	-0.01	-0.09	-0.02	0.42	31
6	Ads Local Newspapers Use Recruitment Effort 6	0.07	-0.06	-0.01	0.08	-0.06	0.41	31
15	News Stories Use Recruitment Effort 15	0.16	-0.06	-0.08	-0.09	0.13	0.12	31
22	Orientation/Info Session Use Recruitment Effort 22	-0.12	-0.07	-0.11	-0.14	0.12	-0.12	31
11	Minority Publication Ads Use Recruitment Effort 11	0.00	-0.08	0.13	-0.07	-0.01	0.07	31
8	Network TV Ads Use Recruitment Effort 8	-0.15	-0.10	0.02	-0.24	0.05	0.19	31
14	Public Service Announcements Use Recruitment Effort 14	-0.03	-0.12	-0.13	-0.02	0.14	0.04	31
12	Female Radio/TV Ads Use Recruitment Effort 12	-0.16	-0.12	0.08	-0.22	0.11	0.14	31
19	Schools/Com Ctr/Churches Use Recruitment Effort 19	-0.01	-0.13	0.06	-0.30	0.27	0.15	31
23	Preparation Assistance Use Recruitment Effort 23	0.10	-0.15	-0.05	-0.06	-0.08	-0.11	31
24	Cadet/Explorer Program Use Recruitment Effort 24	0.11	-0.17	-0.01	-0.22	-0.01	0.02	31
21	Open House Use Recruitment Effort 21	-0.07	-0.17	-0.31	-0.29	0.00	-0.17	31
1	Word of Mouth Use Recruitment Effort 1	0.34	-0.20	-0.04	0.09	-0.04	0.18	31
	Use Assistance/Mentoring Recruitment Strategy	0.00	-0.24	-0.11	-0.29	-0.14	-0.06	31
20	Other Job Fairs Use Recruitment Effort 20	0.02	-0.26	-0.14	-0.35	-0.06	-0.04	31
16	Dept/City Website Use Recruitment Effort 16	0.16	-0.29	-0.25	-0.03	0.34	-0.25	31



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

Other Recruitment related activities that Impact Diversity		Black	Hispani c	Asian	Total Minority	White	Female	N
Q194	Q194 - Mentoring program?	-0.07	0.18	0.07	0.01	-0.17	-0.15	31
Q149	Q149 - Is test preparation geared for minorities?	0.21	0.15	0.15	0.00	-0.11	0.35	22
Q143	Q143 - Is Test prep offered?	0.27	0.07	-0.15	0.17	0.16	0.07	31
	Use TV or Radio Recruitment Strategy	0.06	0.06	-0.08	0.12	0.11	0.25	31
Q147	Q147 - Is test prep geared for women?	0.12	0.04	0.11	-0.09	-0.09	0.39	22
	Number of Newspaper & Publication Recruitment Efforts	0.06	0.01	0.09	0.00	-0.07	0.33	31
	Use Newspaper or Publication Recruitment Strategy	0.13	0.00	0.05	0.15	-0.11	0.45	31
	Number of TV and Radio Recruitment Efforts	-0.02	-0.01	-0.06	-0.08	0.06	0.31	31
Q126	Q126 - Recruitment targets women	-0.03	-0.01	0.03	-0.05	-0.03	0.11	31
Q127	Q127 - Recruitment targets minorities	-0.04	-0.02	0.01	-0.13	0.08	0.06	31



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

3. Correlations with 31 Department's Recruiting Methods - Sorted by Asian Ratio

		Black	Hispani c	Asian	Total Minority	White	Female	N
25	Mentoring Applicants Use Recruitment Effort 25	0.02	0.02	0.35	-0.20	-0.18	-0.02	31
2	Direct Mail Interest Cards Use Recruitment Effort 2	0.43	0.28	0.23	0.35	-0.24	0.03	31
18	Community Events Use Recruitment Effort 18	0.15	0.04	0.21	0.00	0.24	0.24	31
10	Female Publication Ads Use Recruitment Effort 10	0.12	0.20	0.18	0.10	-0.15	0.24	31
4	Banners Use Recruitment Effort 4	0.04	0.09	0.18	0.16	0.26	-0.07	31
11	Minority Publication Ads Use Recruitment Effort 11	0.00	-0.08	0.13	-0.07	-0.01	0.07	31
12	Female Radio/TV Ads Use Recruitment Effort 12	-0.16	-0.12	0.08	-0.22	0.11	0.14	31
3	Newsletter Use Recruitment Effort 3	0.12	0.14	0.06	0.00	0.01	0.05	31
19	Schools/Com Ctr/Churches Use Recruitment Effort 19	-0.01	-0.13	0.06	-0.30	0.27	0.15	31
26	Recruit Other Cities Use Recruitment Effort 26	-0.10	0.10	0.03	-0.23	-0.04	0.20	31
8	Network TV Ads Use Recruitment Effort 8	-0.15	-0.10	0.02	-0.24	0.05	0.19	31
24	Cadet/Explorer Program Use Recruitment Effort 24	0.11	-0.17	-0.01	-0.22	-0.01	0.02	31
5	Ads Major Metro Newspapers Use Recruitment Effort 5	0.01	-0.04	-0.01	-0.09	-0.02	0.42	31
6	Ads Local Newspapers Use Recruitment Effort 6	0.07	-0.06	-0.01	0.08	-0.06	0.41	31
13	Minority Radio/TV Ads Use Recruitment Effort 13	-0.03	0.06	-0.03	-0.11	0.15	0.01	31
1	Word of Mouth Use Recruitment Effort 1	0.34	-0.20	-0.04	0.09	-0.04	0.18	31
23	Preparation Assistance Use Recruitment Effort 23	0.10	-0.15	-0.05	-0.06	-0.08	-0.11	31
15	News Stories Use Recruitment Effort 15	0.16	-0.06	-0.08	-0.09	0.13	0.12	31
17	Other Website Use Recruitment Effort 17	-0.02	-0.03	-0.08	-0.24	0.23	0.06	31
9	Cable/Local Access TV Ads Use Recruitment Effort 9	0.08	-0.03	-0.08	0.01	0.02	0.27	31
27	Test Other Cities Use Recruitment Effort 27	-0.04	-0.01	-0.10	-0.09	0.19	-0.13	31
	Use Assistance/Mentoring Recruitment Strategy	0.00	-0.24	-0.11	-0.29	-0.14	-0.06	31
22	Orientation/Info Session Use Recruitment Effort 22	-0.12	-0.07	-0.11	-0.14	0.12	-0.12	31
	Public Service Announcements Use Recruitment Effort							
14	14	-0.03	-0.12	-0.13	-0.02	0.14	0.04	31
20	Other Job Fairs Use Recruitment Effort 20	0.02	-0.26	-0.14	-0.35	-0.06	-0.04	31
7	Radio Ads Use Recruitment Effort 7	0.18	0.15	-0.18	0.24	-0.11	0.46	31
16	Dept/City Website Use Recruitment Effort 16	0.16	-0.29	-0.25	-0.03	0.34	-0.25	31
21	Open House Use Recruitment Effort 21	-0.07	-0.17	-0.31	-0.29	0.00	-0.17	31



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

Other Recruitment related activities that Impact Diversity		Black	Hispani c	Asian	Total Minority	White	Female	N
Q149	Q149 - Is test preparation geared for minorities?	0.21	0.15	0.15	0.00	-0.11	0.35	22
Q147	Q147 - Is test prep geared for women?	0.12	0.04	0.11	-0.09	-0.09	0.39	22
	Number of Newspaper & Publication Recruitment Efforts	0.06	0.01	0.09	0.00	-0.07	0.33	31
Q194	Q194 - Mentoring program?	-0.07	0.18	0.07	0.01	-0.17	-0.15	31
	Use Newspaper or Publication Recruitment Strategy	0.13	0.00	0.05	0.15	-0.11	0.45	31
Q126	Q126 - Recruitment targets women	-0.03	-0.01	0.03	-0.05	-0.03	0.11	31
Q127	Q127 - Recruitment targets minorities	-0.04	-0.02	0.01	-0.13	0.08	0.06	31
	Number of TV and Radio Recruitment Efforts	-0.02	-0.01	-0.06	-0.08	0.06	0.31	31
	Use TV or Radio Recruitment Strategy	0.06	0.06	-0.08	0.12	0.11	0.25	31
Q143	Q143 - Is Test prep offered?	0.27	0.07	-0.15	0.17	0.16	0.07	31



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

4. Correlations with 31 Department's Recruiting Methods - Sorted by Total Minority Ratio

		Black	Hispani c	Asian	Total Minority	White	Female	N
2	Direct Mail Interest Cards Use Recruitment Effort 2	0.43	0.28	0.23	0.35	-0.24	0.03	31
7	Radio Ads Use Recruitment Effort 7	0.18	0.15	-0.18	0.24	-0.11	0.46	31
4	Banners Use Recruitment Effort 4	0.04	0.09	0.18	0.16	0.26	-0.07	31
10	Female Publication Ads Use Recruitment Effort 10	0.12	0.20	0.18	0.10	-0.15	0.24	31
1	Word of Mouth Use Recruitment Effort 1	0.34	-0.20	-0.04	0.09	-0.04	0.18	31
6	Ads Local Newspapers Use Recruitment Effort 6	0.07	-0.06	-0.01	0.08	-0.06	0.41	31
9	Cable/Local Access TV Ads Use Recruitment Effort 9	0.08	-0.03	-0.08	0.01	0.02	0.27	31
18	Community Events Use Recruitment Effort 18	0.15	0.04	0.21	0.00	0.24	0.24	31
3	Newsletter Use Recruitment Effort 3	0.12	0.14	0.06	0.00	0.01	0.05	31
14	Public Service Announcements Use Recruitment Effort 14	-0.03	-0.12	-0.13	-0.02	0.14	0.04	31
16	Dept/City Website Use Recruitment Effort 16	0.16	-0.29	-0.25	-0.03	0.34	-0.25	31
23	Preparation Assistance Use Recruitment Effort 23	0.10	-0.15	-0.05	-0.06	-0.08	-0.11	31
11	Minority Publication Ads Use Recruitment Effort 11	0.00	-0.08	0.13	-0.07	-0.01	0.07	31
27	Test Other Cities Use Recruitment Effort 27	-0.04	-0.01	-0.10	-0.09	0.19	-0.13	31
5	Ads Major Metro Newspapers Use Recruitment Effort 5	0.01	-0.04	-0.01	-0.09	-0.02	0.42	31
15	News Stories Use Recruitment Effort 15	0.16	-0.06	-0.08	-0.09	0.13	0.12	31
13	Minority Radio/TV Ads Use Recruitment Effort 13	-0.03	0.06	-0.03	-0.11	0.15	0.01	31
22	Orientation/Info Session Use Recruitment Effort 22	-0.12	-0.07	-0.11	-0.14	0.12	-0.12	31
25	Mentoring Applicants Use Recruitment Effort 25	0.02	0.02	0.35	-0.20	-0.18	-0.02	31
24	Cadet/Explorer Program Use Recruitment Effort 24	0.11	-0.17	-0.01	-0.22	-0.01	0.02	31
12	Female Radio/TV Ads Use Recruitment Effort 12	-0.16	-0.12	0.08	-0.22	0.11	0.14	31
26	Recruit Other Cities Use Recruitment Effort 26	-0.10	0.10	0.03	-0.23	-0.04	0.20	31
17	Other Website Use Recruitment Effort 17	-0.02	-0.03	-0.08	-0.24	0.23	0.06	31
8	Network TV Ads Use Recruitment Effort 8	-0.15	-0.10	0.02	-0.24	0.05	0.19	31
21	Open House Use Recruitment Effort 21	-0.07	-0.17	-0.31	-0.29	0.00	-0.17	31
	Use Assistance/Mentoring Recruitment Strategy	0.00	-0.24	-0.11	-0.29	-0.14	-0.06	31
19	Schools/Com Ctr/Churches Use Recruitment Effort 19	-0.01	-0.13	0.06	-0.30	0.27	0.15	31
20	Other Job Fairs Use Recruitment Effort 20	0.02	-0.26	-0.14	-0.35	-0.06	-0.04	31



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

Other Recruitment related activities that Impact Diversity		Black	Hispanic	Asian	Total Minority	White	Female	N
Q143	Q143 - Is Test prep offered?	0.27	0.07	-0.15	0.17	0.16	0.07	31
	Use Newspaper or Publication Recruitment Strategy	0.13	0.00	0.05	0.15	-0.11	0.45	31
	Use TV or Radio Recruitment Strategy	0.06	0.06	-0.08	0.12	0.11	0.25	31
Q194	Q194 - Mentoring program?	-0.07	0.18	0.07	0.01	-0.17	-0.15	31
	Number of Newspaper & Publication Recruitment Efforts	0.06	0.01	0.09	0.00	-0.07	0.33	31
Q149	Q149 - Is test preparation geared for minorities?	0.21	0.15	0.15	0.00	-0.11	0.35	22
Q126	Q126 - Recruitment targets women	-0.03	-0.01	0.03	-0.05	-0.03	0.11	31
	Number of TV and Radio Recruitment Efforts	-0.02	-0.01	-0.06	-0.08	0.06	0.31	31
Q147	Q147 - Is test prep geared for women?	0.12	0.04	0.11	-0.09	-0.09	0.39	22
Q127	Q127 - Recruitment targets minorities	-0.04	-0.02	0.01	-0.13	0.08	0.06	31



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

5. Correlations with 31 Department's Recruiting Methods - Sorted by Female Ratio

	Black	Hispani c	Asian	Total Minority	White	Female	N
7 Radio Ads Use Recruitment Effort 7	0.18	0.15	-0.18	0.24	-0.11	0.46	31
5 Ads Major Metro Newspapers Use Recruitment Effort 5	0.01	-0.04	-0.01	-0.09	-0.02	0.42	31
6 Ads Local Newspapers Use Recruitment Effort 6	0.07	-0.06	-0.01	0.08	-0.06	0.41	31
9 Cable/Local Access TV Ads Use Recruitment Effort 9	0.08	-0.03	-0.08	0.01	0.02	0.27	31
18 Community Events Use Recruitment Effort 18	0.15	0.04	0.21	0.00	0.24	0.24	31
10 Female Publication Ads Use Recruitment Effort 10	0.12	0.20	0.18	0.10	-0.15	0.24	31
26 Recruit Other Cities Use Recruitment Effort 26	-0.10	0.10	0.03	-0.23	-0.04	0.20	31
8 Network TV Ads Use Recruitment Effort 8	-0.15	-0.10	0.02	-0.24	0.05	0.19	31
1 Word of Mouth Use Recruitment Effort 1	0.34	-0.20	-0.04	0.09	-0.04	0.18	31
19 Schools/Com Ctr/Churches Use Recruitment Effort 19	-0.01	-0.13	0.06	-0.30	0.27	0.15	31
12 Female Radio/TV Ads Use Recruitment Effort 12	-0.16	-0.12	0.08	-0.22	0.11	0.14	31
15 News Stories Use Recruitment Effort 15	0.16	-0.06	-0.08	-0.09	0.13	0.12	31
11 Minority Publication Ads Use Recruitment Effort 11	0.00	-0.08	0.13	-0.07	-0.01	0.07	31
17 Other Website Use Recruitment Effort 17	-0.02	-0.03	-0.08	-0.24	0.23	0.06	31
3 Newsletter Use Recruitment Effort 3	0.12	0.14	0.06	0.00	0.01	0.05	31
14 Public Service Announcements Use Recruitment Effort 14	-0.03	-0.12	-0.13	-0.02	0.14	0.04	31
2 Direct Mail Interest Cards Use Recruitment Effort 2	0.43	0.28	0.23	0.35	-0.24	0.03	31
24 Cadet/Explorer Program Use Recruitment Effort 24	0.11	-0.17	-0.01	-0.22	-0.01	0.02	31
13 Minority Radio/TV Ads Use Recruitment Effort 13	-0.03	0.06	-0.03	-0.11	0.15	0.01	31
25 Mentoring Applicants Use Recruitment Effort 25	0.02	0.02	0.35	-0.20	-0.18	-0.02	31
20 Other Job Fairs Use Recruitment Effort 20	0.02	-0.26	-0.14	-0.35	-0.06	-0.04	31
Use Assistance/Mentoring Recruitment Strategy	0.00	-0.24	-0.11	-0.29	-0.14	-0.06	31
4 Banners Use Recruitment Effort 4	0.04	0.09	0.18	0.16	0.26	-0.07	31
23 Preparation Assistance Use Recruitment Effort 23	0.10	-0.15	-0.05	-0.06	-0.08	-0.11	31
22 Orientation/Info Session Use Recruitment Effort 22	-0.12	-0.07	-0.11	-0.14	0.12	-0.12	31
27 Test Other Cities Use Recruitment Effort 27	-0.04	-0.01	-0.10	-0.09	0.19	-0.13	31
21 Open House Use Recruitment Effort 21	-0.07	-0.17	-0.31	-0.29	0.00	-0.17	31
16 Dept/City Website Use Recruitment Effort 16	0.16	-0.29	-0.25	-0.03	0.34	-0.25	31



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

Other Recruitment related activities that affect Diversity		Black	Hisp	Asian	Total Minority	White	Female	N
	Use Newspaper or Publication Recruitment Strategy	0.13	0.00	0.05	0.15	-0.11	0.45	31
Q147	Q147 - Is test prep geared for women?	0.12	0.04	0.11	-0.09	-0.09	0.39	22
Q149	Q149 - Is test preparation geared for minorities?	0.21	0.15	0.15	0.00	-0.11	0.35	22
	Number of Newspaper & Publication Recruitment Efforts	0.06	0.01	0.09	0.00	-0.07	0.33	31
	Number of TV and Radio Recruitment Efforts	-0.02	-0.01	-0.06	-0.08	0.06	0.31	31
	Use TV or Radio Recruitment Strategy	0.06	0.06	-0.08	0.12	0.11	0.25	31
Q126	Q126 - Recruitment targets women	-0.03	-0.01	0.03	-0.05	-0.03	0.11	31
Q143	Q143 - Is Test prep offered?	0.27	0.07	-0.15	0.17	0.16	0.07	31
Q127	Q127 - Recruitment targets minorities	-0.04	-0.02	0.01	-0.13	0.08	0.06	31
Q194	Q194 - Mentoring program?	-0.07	0.18	0.07	0.01	-0.17	-0.15	31



IAFF Diversity Initiative
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4. Department Characteristics and Policies that Impact Diversity

Research suggests that many other factors influence recruiting and diversity success, other than recruiting method. The CWH comprehensive survey collected data on Selection, Retention, Training, and Diversity Commitment policies in addition to recruitment methods.

The table below shows correlations with the Group Ratios (that indicate greater diversity success) and other various policies. Statistically significant correlations are **shaded**. Stronger relationships have been **bolded**.

Selection Policies

		Blac k	Hispani c	Asia n	Total Minority	Whit e	Female	N
Q32	Dept provides patient transport	0.32	0.34	0.28	0.33	-0.31	0.43	31
Q35	Offer Incentive Pay for EMS certification (rather than requiring it at hire)	0.14	0.47	0.25	0.26	-0.35	0.50	31
Q60	Require more than a High School Diploma	-0.26	0.06	-0.22	-0.16	0.32	-0.13	32
Q62	Hire both Certified and Non Certified Firefighters (if need some to be certified at hire)	0.14	0.04	-0.09	0.12	0.04	-0.04	31
Q63	Hire from Separate lists for certified & non certified Firefighters (if need some certified at hire)	0.21	0.37	0.03	0.32	-0.23	0.19	26
Q64	Hire Both Paramedics and Non Paramedics (if need more Paramedics)	0.01	-0.21	-0.31	-0.09	0.05	-0.30	31
Q65	Hire Paramedics from Separate list (if need more Paramedics)	-0.06	0.14	0.27	0.00	-0.01	0.42	29
Q97	Preference Points Given for Veteran's, City Residence, Prior Experience, City employee, etc.	0.08	0.07	-0.07	-0.02	0.04	-0.21	34
Q98	Accept applications continuously, have open recruitment	-0.29	0.04	-0.07	-0.22	0.29	-0.13	31
Q99	Test frequently or have on-going testing	-0.18	-0.03	0.02	-0.14	0.23	0.05	31
Q147	Test preparation class or program targets women (especially PAT)	0.12	0.04	0.11	-0.09	-0.09	0.39	22
Q149	Test preparation class or program targets minorities	0.21	0.15	0.15	0.00	-0.11	0.35	22
Q141	Have personal contact with candidates other than at the test administration	0.08	0.13	-0.02	-0.12	-0.03	0.22	30



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Diversity Commitment, Message, and Values

			Blac k	Hispani c	Asia n	Total Minority	Whit e	Female	N
Q200	Encourage Official or Unofficial Organizations/Groups based on race, gender, etc.		0.65	0.31	0.30	0.49	-0.16	0.06	31
Q180	Diversity Message Communicated in Department Mission		0.41	0.24	0.14	0.34	-0.19	0.51	29
Q182	Develop a Specific & Formal Diversity Plan		0.23	0.01	-0.02	-0.02	0.13	0.20	29
Q183	Specifically Refer to Types of Diversity in Statements/Plans (such as race, gender, sexual orientation, etc.)		0.10	0.38	0.23	0.11	0.10	0.42	26
Q185	Develop and enforce Specific Harassment Policies Based on race, sexual harassment, sexual orientation, etc.		0.01	0.30	0.32	0.06	-0.15	0.30	28

Other Recruitment Issues & Policies

			Blac k	Hispani c	Asia n	Total Minority	Whit e	Female	N
Q139	Provide Detail about process in the Recruitment Message		0.28	0.08	0.11	0.03	-0.05	0.11	31
Q140	Provide Detail about department values in the Diversity Message		0.22	0.17	-0.01	0.02	-0.30	0.06	30

Conclusions

- 1 Requiring certifications for firefighter, EMS, or Paramedic **decreases** or limits diversity. Some Best Practices departments have dealt with this issue by using two different lists, and hiring from the certified list to maintain minimum required numbers. Other non certified employees are allowed time after hire to obtain necessary certifications or are provided training.
- 2 Having continuous and open application periods and continuous testing **decreases** diversity. This may be because this decreases the recruitment effort that normally



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would occur right before testing when departments test on an annual or bi-annual cycle. Most departments would not be able to maintain the necessary level of recruiting effort continuously.

- 3 Having personal contact with candidates during the recruiting period, including offering preparation classes is very **helpful**. Preparation classes should be inclusive and open to all candidates if possible. Ensure that the classes are not filled up with candidates referred by current employees and do not include adequate numbers of your targeted groups.
- 4 The communication about the department's diversity and inclusion intent and commitment is **critical**. For retaining Minorities and Women, and for using the current employees to recruit others, the enforcement of harassment policies is also **critical**.
- 5 Providing detail about the job, the process, and the department's values is **important**.
- 6 Preference points may either **help or hurt** diversity. Generally, preference points for city residence or city employment will **help** Minorities when representation is high in the city. Giving Veteran's points will **hurt** women. Giving preference for prior experience **decreases** diversity.



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5. Candidate Physical Ability Test (CPAT)

Fifteen Best Practices departments report using CPAT. This includes departments with the following characteristics.

- 3 departments were part of the original validation study.
- 1 department was under a previous consent decree to hire women. However that consent decree ended in 1983.
- 2 departments began using CPAT in 2005

Two other departments said that they plan to use CPAT in the future.

Regarding departments that do not use CPAT:

- 3 other departments were under previous consent decrees to hire women. These consent decrees ended within the past 7 years



CPAT

The importance of the mentoring aspect of CPAT was mentioned again and again by Best Practices departments

CPAT and related comments:

- One department thought the mentoring / training / orientation time for CPAT needed to be longer.
- Many departments noted the importance of having other women in the department be the ones who mentored women candidates.
- Almost all departments talked about the importance of having women firefighters to be role models and success stories for other women.

One implication is that departments who do not have women currently will need to implement CPAT carefully to ensure that women are mentored and encouraged appropriately. In other words, departments with poor female representation may have more difficulty implementing CPAT successfully. In fact, that is probably true of all PATs.



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This study was not designed to do a comparison or analysis of Physical Ability tests, or any test mentioned as being used by departments. We do not know how long each department has used each type of test, for example. Among the CPAT departments, we do not know what test they used previously. And, of course, CPAT was only recently introduced. Thus, comparisons based on the percent of women in each department must be interpreted with great caution.

Because of the small sample size (n = 31 departments in this study), and even smaller number of departments using a particular PAT, no correlations regarding the PAT were statistically significant.

Type of PAT used and percent representation of women on average

PAT Test	N	Range of % representation of women in departments using each type of test	Average % representation of women in departments using each type of test
CPAT	15	< 1% - 23%	7.79 %
Combat Challenge	5	<1 – 12.6%	5.74 %
Simulation test other	11	1.4% - 20.4%	9.44%
	<i>N =</i> 31		

Note: The average % representation of women is presented simply for information about our current sample. The current sample is not representative of all departments using each type of test and we strongly caution against making comparisons or drawing conclusions about the type of test used based on these numbers.

The US Department of Labor statistics (2004) reports that 5.1% of firefighters in the U.S. are female. See <http://stats.bls.gov/>. The Women in the Fire Service (WFS) reports a much lower number of women career firefighters, half or less of the Labor Dept. estimate (www.wfsi.org, 2005). This suggests that regardless of the type of PAT used, the average representation of women in the Best Practices departments exceeds national averages.

Additional Research

Future additional research would be very helpful as Physical Ability testing is so important to firefighter selection, and is also very controversial. All CPAT departments should be included in future analysis. In addition, equal numbers of departments of similar size and characteristics should be included in future studies to better determine any impact of the type of PAT on the representation of women in the departments.



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6. Data Collection Process and Sample Selection

Selecting our sample

The departments in our sample were selected from both the United States and Canada to be representative of the membership departments of the International Association of Fire Fighters (IAFF). The one absolute criterion for inclusion in the study was that the department had to have some paid firefighting personnel. Because of this, paid and combination departments were included in the study, while strictly volunteer departments were not. So that the results would generalize to a wide variety of fire departments, we made a conscious effort to include departments of various sizes, types, and locations. We also tried to include at least one department from each of the 16 IAFF Districts.

Department selection occurred through the following steps:

- Putting out a request for departments to self-identify as a best practice in recruitment. This request was put out separately by both the IAFF and the International Association of Fire Chiefs (IAFC).
- Reviewing demographic data on IAFF Locals collected through an IAFF Internal Organizing Survey to determine departments with good minority and female representation.
- Conducting a search of department web sites to gather information on their recruitment practices.

From this process, we identified 81 departments to complete a short screening survey and interview. A list of these departments is included in the Appendix.

Administering the Screening Survey and Interview

The screening survey was a telephone interview that solicited opinions on department diversity and recruitment. Specifically, we asked whether diversity in the department represented the diversity in the community served; what the department's recruitment efforts consisted of; and whether those recruitment efforts were successful in attracting women and minorities. (For a complete list of questions, see the Appendix) For the majority of the 81 departments surveyed, the person interviewed was the President of the IAFF Local Union. In certain cases, union representatives referred us to department members involved in the recruitment process.

The purpose of the screening survey was to identify potentially successful departments to complete a comprehensive survey on recruitment, selection, and retention practices. The comprehensive survey was lengthy and time-consuming. We did not want to unnecessarily burden departments by asking them to complete the survey if they did not have a successful



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recruitment program. Based on the responses we received to the screening survey, we were able to narrow down our sample for the comprehensive survey. For a department to move on to the comprehensive survey, they had to express both of the following characteristics of their department:

1. Were making an active recruitment effort; and
2. Had some success in their representation of women and/or minorities in the department.

Comprehensive Survey Sample and Responses

Based on responses to the screening survey, we invited 44 departments to complete the comprehensive survey. (Please see the Appendix for a complete list of invited departments.) Of the 44 invited departments, 29 departments fully completed the survey, 4 departments partially completed the survey, and 11 departments either declined to participate or did not complete the survey. Most of the results presented in this report are based on survey responses from the departments who fully completed the survey. In some cases, as indicated, results include departments who provided partial responses.

Comprehensive Survey Responses

Attached to this report is the Item Frequency Report that provides a detailed breakdown of answers and average responses to every question on the survey.

This report is called [IAFF Diversity Report.pdf](#). This report can be viewed with Adobe Acrobat reader.

This report can be used to see the following types of information and more about our Best Practices departments. If an electronic version of the report is used, the following bookmarks have been created so that you can jump to the each topic:

1. Department description
2. Demographics
3. Description/Size
4. Incentive Pay
5. Consent Decree
6. Education / Experience requirements
7. Written Test
8. PAT
9. Other selection processes
10. Preference points
11. Testing schedule



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12. Average number hired
13. Drop out rates
14. Recruitment methods
15. Recruitment messages
16. Preparation assistance
17. Recruiters
18. Diversity message/training
19. Accommodation of women
20. Recognized employee groups
21. Other requirements
22. Background check
23. Why candidates drop out
24. Time for recruiting before test
25. Candidate contact
26. Community groups & events
27. Most successful efforts
28. Advice
29. Mentors
30. Accommodating women

If you would like to review a list of the Survey Questions, please see the Appendix.



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7. Literature Review

To determine what practices might be successful in the recruitment, selection, and retention of women and minorities in the fire service, we conducted a review of the literature. Most of the research focuses on private sector corporations; however, many of the findings could be applicable to the fire service.

Recruitment

Sources/Methods:

Informal methods of recruitment are the most frequently used methods for all jobs and are responsible for a proportionately greater number of hires (Braddock & McPartland, 1987; Kirnan, Farley, & Geisinger, 1989). Informal methods are those that rely on social networks, such as referrals. This is similar to the reliance on word of mouth in the fire service. However, informal recruitment methods promote homogeneity in your work force (Jackson et al., 1991). In other words, if you rely on informal recruitment your applicant pool will reflect your current workforce, not your desired future workforce. One reason is that women and minorities use a proportionately greater number of formal recruiting sources than white men (Kirnan et al., 1989), including advertisements, employment agencies, trade unions, and school placement. Results from a survey of new hires in the Canadian Federal Public Service (van Gaalen, 2002) found that minorities relied most heavily on the internet in their job search while non-minorities relied most heavily on informal sources such as friends, family, and contacts.

Recruiters:

Who you choose to be recruiters is important. Recruiter characteristics influence how an applicant perceives both the job and the organization (Harris & Fink, 1987; Powell, 1991; Rynes, Bretz, & Gerhard, 1991; Turban, Forret, & Hendrickson, 1998). This influence can have an impact beyond perceptions of the job attributes. For positive reactions from applicants, recruiters should be personable, competent, and informative. Recruiters influence applicant decisions to the extent that they are perceived as a reliable signal of the organization (Rynes et al., 1991). An applicant's interaction with a female or minority recruiter may signal to the applicant that the employer values diversity (Breaugh & Starke, 2000). For female or minority candidates, interacting with a female or minority recruiter signals that there is someone "like them" in the department and reinforces that their goal of becoming a firefighter is achievable. **In a 1988 survey of large fire departments, Booth & Rohe found that organizing current minority and female firefighters into a task force was the most successful recruitment strategy.**

In contrast, interaction with an incompetent recruiter or a negative experience on a site visit can cause disinterest in wanting to be a member of your department (Turban et al., 1998). One study following college students through the recruitment process found that 50% of the female subjects described at least one negative gender-related experience during their recruitment, such as inappropriate comments about their appearance, negative comments about other minority groups, and receiving correspondence addressed to "Mr." even after an initial interview (Rynes et al., 1991).



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Other negative experiences included failing to meet any managerial women on site visits and being told that the organization is “macho.”

You should also take care in the message you convey to your recruiters. Vague talk of finding candidates who “fit” on things such as social background, lifestyle, or even attitudes and beliefs may be introducing subtle racism into your process. Those who received such a business justification rated Blacks lower or selected fewer qualified Blacks for interviews (Brief, Buttram, Reizenstein, Pugh, & Callahan, 1997). If you are serious about matching candidates to the department on the basis of values, those values must be clearly articulated and carefully assessed.

Diversity Message:

The composition of your current workforce and policies related to diversity are important considerations to minority and female applicants (Leonard, 2001; Sass & Troyer, 1999; Thomas & Wise, 1999). Leonard found that nearly half of the Black job seekers he surveyed consider the composition of their prospective employer’s workforce in their decision-making process. In their sample of police departments, Sass and Troyer found that a higher proportion of men in the department negatively affected the percentage of new female hires. Thomas and Wise found that diversity factors such as the demographics of the organization, diversity management, and affirmative action were significantly more important to women and minorities than they were to white males. The composition of the workforce can also affect the retention of women and minorities. It will be more difficult to be the only minority at a station, than it will be if there are others like you who can provide support (Pettigrew & Martin, 1987; Tsui, Egan, & O’Reilly, 1992).

The diversity of your workforce, or desired diversity, should also be highlighted in your recruitment materials. One way to do this is to present success stories of the minority and female firefighters currently in your department (Doverspike, Taylor, Shultz, & McKay, 2000). As with having a female or minority recruiter, the firefighters whose stories are presented serve as role models and signal that the department values diversity. Another way to highlight diversity is to have pictures of a diverse workforce on your recruitment materials. Studies have shown that increasing the diversity pictured in your recruitment materials can increase the attraction of minority candidates without negatively affecting the attraction of white candidates (Avery, 2003; Perkins, Thomas, & Taylor, 2000; Roberson, Collins, & Yeung, 2005). Picturing diversity in your advertisements can result in higher attraction, increased perceptions of compatibility, and positive perceptions of the organization’s image.

It is also a good idea to include a message in your recruitment materials about the how the department values diversity. Stating that you are an equal opportunity employer is only a start. Adding a statement that you encourage women and minorities to apply can draw more attention and lead to more positive reactions (Barber & Roehling, 1993). Going further and adding a paragraph on how the department values diversity to your recruitment materials can result in even more favorable reactions than just having an EEO statement (Williams & Bauer, 1994). Including text on the department’s commitment to diversity can lead to candidates having more positive inferences about the treatment of employees and the relationships between employees, and having greater intentions to accept a job offer (Kim & Gelfand, 2003). Diversity statements that focus on inclusion rather than just demographic representation lead to even greater attraction on the part of the applicant and greater intentions to apply (Roberson et al., 2005). However, Doverspike et al. (2000) caution that along with an EEO statement encouraging women and minorities to apply, your recruitment materials should also emphasize individual merit and the fairness of the selection system.



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Job Information:

While diversity factors play an important role in a candidate's decision-making process, job characteristics are most important (Taylor & Bergmann, 1987; Thomas & Wise, 1999). Your recruitment materials should provide specific information about job duties and qualifications. Qualified candidates prefer to have this specific information, and it will also allow unqualified candidates to screen themselves out of the process (Mason & Belt, 1986). Providing specific information during recruitment can also help to reduce the number of applicants who self-select out of the selection process. Ryan, Sacco, McFarland, and Kriska (2000) found that one reason applicants, especially Black applicants, self-selected out of the first stage of a police selection process was that they had inaccurate expectations of the job duties. Providing detailed information during recruitment can help to ensure that all applicants have a clear picture of the job for which they are applying. Ryan et al. also found that those who self-selected out at the second stage of the selection process had less support from their family and friends. This implies that detailed recruitment information should be targeted not only to the applicant, but also to his or her family. This is especially important for cultures where typically the fire service is not seen as a viable career option.

In addition to information on job duties and qualifications, you should also provide information on salary and benefits as they can sometimes play a critical role in a candidate's decision-making process. Barber and Roehling (1993) found that when reviewing job advertisements subjects paid most attention to information on location, salary, and benefits. However, the importance a candidate places on pay increases if there is a greater pay distribution (Rynes, Schwab, & Heneman, 1983). That is, if all departments in your area pay about the same, pay will not be a big factor in an applicant's decision. However, if pay varies a lot between area departments, pay will be a greater factor in an applicant's decision. In addition, Roberson, Collins, and Oreg (2005) found that providing more detailed information during recruitment led to enhanced perceptions of the organization and of fit with the organization. They conclude that including information about promotion and development opportunities, compensation and benefits, and organizational policies may improve an applicant's attraction to and fit with the organization.

Providing an explanation of how to prepare for both the job and the selection process is also helpful, especially for non-traditional candidates (Brown, 1981). Thus, providing some kind of preparation assistance, such as a study-skills class for the written test or practice sessions for the physical ability test could be beneficial to female and minority candidates. Even offering an orientation session could be helpful. Brink and Miller (2005) found that women attended voluntary orientation sessions more than men did. They also found that those who attended an orientation session were more likely to show up for the selection process.

Recommendations:

The literature provides the following recommendations for promoting fair employment practices through recruitment (Braddock & McPartland, 1987; Doverspike et al., 2000).

- Avoid word-of-mouth or walk-in methods
- Advertise in media directed toward minorities
- Include the organization's EEO policy in advertisements, but also emphasize the importance of individual merit in the selection process
- List jobs with public employment agencies; use community agencies that specialize in minority candidates



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- Develop ties with high schools and colleges to develop your future applicant pool
- Use successful minority job incumbents in your recruitment advertising. This sends the signal that the department is committed to diversity, that potential role models exist within the department, and that minorities have a strong likelihood of success.

The Equal Employment Opportunity Commission (EEOC) highlights the following recruitment best practices in their 1997 task force report on private sector employers (http://www.eeoc.gov/abouteeoc/task_reports/practice.html). The EEOC cautions that these practices may not be universally replicable for any employer or industry, but can be used as a tool box to provide ideas.

- Posting notices on job hotlines and in minority publications
- Providing job postings to community groups
- Providing scholarships
- Internship and traineeship programs
- Programs focusing on dropout prevention in the schools
- Mentoring programs in the schools
- Targeting diverse student populations
- Targeting civic and professional associations in recruitment efforts
- Having recruiters with experience doing the job that is being recruited
- Partnerships with selected schools and universities to promote the company as a career choice
- Supporting various minority and women's organizations
- Sponsoring a "Women in Hard Hats" workshop that introduces women to non-traditional employment
- Participating in or sponsoring programs such as INROADS, Project Equality, A Better Chance, Our House, United Negro College Fund, etc.



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Selection

There appears to be a stigma attached to being hired under affirmative action. That is, those hired under affirmative action are perceived as not being as qualified as those who were hired without affirmative action (Heilman, Block, & Lucas, 1992). This perception can actually lead to lower organizational commitment and satisfaction for those hired under affirmative action (Chacko, 1982). One study found that this stigma was reduced when hires were under diversity management instead of under affirmative action (Gilbert & Stead, 1999). Another way to combat the stigma is to provide information on your affirmative action procedures. This information should focus on competence being the first screen (Pettigrew & Martin, 1987). You can also circulate information on the special skills, accomplishments, and interests of all of your new hires.

Whether or not your department has an affirmative action program, your selection process should be job-related and fair. It's best to use a comprehensive or compensatory model of testing that covers as many KSAs (Knowledge, Skills, and Abilities) as possible (Kirkpatrick, 2005). This means that you should test for all of the skills that a new Firefighter needs to be successful on the job, not just test for cognitive and physical skills. You should also examine each step in your selection process to determine whether there is any adverse impact on protected groups. Adverse impact is determined through statistical analysis (*Isabel, et al. v. City of Memphis*, 2005). Commonly, the first step in analyzing adverse impact is to look at whether the passing rate of a protected group is less than four-fifths the passing rate of the majority group. For example, you might look at whether providing equipment that truly fit would increase the passing rate for women on the physical ability test (Booth & Rohe, 1988). You should also ensure that the people involved in your recruitment and selection process are committed to getting the best candidates and ensuring the process is fair. Just one person acting against the values of the department can have a detrimental effect on your process. For example, in a study on police department hiring one applicant claimed to have been told, "Whites need not apply, only Black applicants are being hired." Results in this case showed that some Black applicants withdrew because of perceived favoritism towards Blacks (Schmit & Ryan, 1997).

Recommendations:

The literature provides the following recommendations are for promoting fair employment practices through selection and promotion (Braddock & McPartland, 1987; Doverspike et al., 2000).

- Use objective screening methods based on job-related and validated standards
- Do not require greater educational credentials than are actually needed to perform the job
- Post all job openings to be filled internally
- Emphasize objective, measurable performance factors



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Retention

Policies and Plans:

Showing a commitment to diversity through mission, plans, policies, training, and development can be beneficial to the recruitment of women and minorities and contributes to their retention once they become members of the department. It is critical that you deliver on the diversity promises you made during the recruitment and selection processes. Organizations that do not follow-up on their diversity promises, may be contributing to a perceived breach of the psychological contract (Chrobot-Mason, 2003). This breach of contract can lead to cynicism about and dissatisfaction with the organization.

Communicate your commitment to diversity in your mission and values statement and then demonstrate that commitment through your strategic plans and policies. A successful diversity initiative comes from a paradigm of integration (Thomas & Ely, 1996). Integration comes from providing equal opportunity as well as celebrating differences in a way that employees learn and grow from those differences. Your diversity initiative should inform business strategy and managerial practice and encourage policy and system changes (Cox & Blake, 1991; Davidson, 1999). Initiatives should be grounded in inclusion and take in the perspectives of all organizational members, not just those of minority members. While the commitment of top management is necessary, champions for diversity are needed at all levels of the organization.

Organizational policies can reduce discrimination and provide support. Minorities who experience positive treatment and acceptance from their organization are more satisfied with and committed to the organization, utilize more of their skills, participate in more development and training opportunities, and are more optimistic about their career (Burke, 1991). Examples of supportive organizational policies include:

- A written policy prohibiting discrimination and harassment
- A diversity training program promoting awareness
- Representation at and support of cultural events or activities
- Official and/or unofficial organizations or networks of minority group employees (such as women, Blacks, Hispanics, Asians, gays and lesbians, etc.)
- Benefits that include domestic partners as well as spouses

Button (2001) found that organizational policies like these that support gays and lesbians in the workplace communicate the organization's commitment to diversity in general and thus can also attract women and ethnic minorities. To illustrate this point, a financial company organized a recruitment event specifically for gays and lesbians and found that only half of the attendees were from the target group while the other half were nearly all from other under-represented groups such as ethnic minorities (Audit Commission, 2002).

Offering diversity training is a common way to provide support for a diversity initiative. The perceived success of a diversity training program is associated with top management support for diversity, mandatory attendance for all managers, long-term evaluation of training results, managerial rewards for increasing diversity, and a broad inclusionary definition of diversity in the organization (Rynes & Rose, 1995).



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Mentoring:

Mentoring is one way to help candidates and new hires learn about the job and the organization. Mentoring provides a number of benefits. Mentored individuals had greater job satisfaction and organizational socialization than non-mentored individuals (Chao, Walz, & Gardner, 1992). Individuals with mentors rated themselves as having more career opportunities, recognition, satisfaction, and promotions than those without mentors (Fagenson, 1989). They also perceived themselves as having more influence on organizational policies, greater access to important people, and more resource power (Fagenson, 1988). Mentoring experiences are also associated with positive career outcomes, such as promotions and satisfaction with pay and benefits (Dreher & Ash, 1990). The longer the mentoring relationship lasts, the greater these outcomes will be. In addition, the presence of other women and minorities in management, whether or not they are mentors, can promote higher levels of acceptance, satisfaction, and optimism in female and minority employees (Ely, 1995).

Mentoring effects were not found to differ based on gender or position level – it is “egalitarian in its positive effect” (Fagenson, 1988, 1989). Gender is unrelated to initiating or receiving mentoring (Turban & Dougherty, 1994), even though women perceive greater barriers to getting a mentor and greater drawbacks to being a mentor (Ragins & Cotton, 1991, 1993). In addition, protégés reported neither more contact nor more satisfaction with their mentor if they were of the same race/ethnicity (Ensher & Murphy, 1997). As long as the protégé can find some aspect of similarity with their mentor, they may be just as satisfied with a mentor of a different race as with a mentor of the same race. However, same-gender and same-race mentoring relationships tend to result in more psychosocial support with the mentor acting as a role model than cross-gender or cross-race relationships (Ragins & McFarlin, 1990; Thomas, 1990). One study also found that career-support functions of the mentoring relationship can be more pronounced with same-race pairings (Kalbfleisch & Davies, 1991).

The benefits of mentoring are typically associated with informal pairings. That is, the mentor and protégé naturally gravitate toward each other and start a relationship. However, in fire departments the mentoring program can be formal with protégés being assigned specific mentors. Research shows that formal mentoring produces the same types of benefits as informal mentoring; the results are just not as strong (Chao, Walz, & Gardner, 1992). In addition, relationships with peers can provide many of the same benefits as mentoring relationships (Kram & Isabella, 1985).

Recommendations:

Incorporating diversity into your policies and plans typically involves a change initiative. Cox & Blake (1991) did a review of the literature on managing diversity and provided the following five necessary components for a successful diversity change initiative:

1. Leadership – You need the genuine support of top management. Human, financial, and technical resources must be provided. Diversity should be featured in corporate strategy and made part of senior staff meetings. Champions for diversity are also needed at all levels of the organization.
2. Training – Provide awareness training to create an understanding of the importance of diversity and self-awareness on diversity related issues. Provide skill-building training to educate on specific cultural differences and how to respond to differences in the workplace.



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3. Research – Collect data to initiate discussions in training sessions. Identify areas where change is needed, and evaluate change efforts.
4. Culture and Management Systems Audit – Uncover sources of potential bias and identify ways that corporate culture may inadvertently put some members at a disadvantage.
5. Follow-up – Consistently monitor and evaluate results.

The EEOC highlights the following best practices regarding promotion and career advancement in their 1997 task force report on private sector employers. They caution that these practices may not be universally replicable for any employer or industry, but should instead be used as an idea bank.

- As part of the company's strategic plan, diversity goals are set for all management positions
- Diversity goals are linked to managers' incentive pay
- Job posting policy lists diversity as a corporate value and company uses diversity as a tiebreaker rather than seniority
- Provides numerous training programs to help employees develop
- Provides diversity training as well as courses on management development, team building, and conflict resolution
- Requires a minimum of 40 hours per year in development for each employee
- Provides tuition reimbursement
- Corporate mentoring program includes matching mentors with protégés and a peer mentor program



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Appendix
Short Screening Survey / Interview Questions

1. In general, how would you describe your department in terms of its diversity? (That is, do you believe that your department's diversity represents the diversity of the community or not?)
2. Why? That is, Why do you think your department has been able to achieve the diversity it has? Or Why do you think the diversity representation is not better?
3. Does your department have a recruitment strategy or program? Who handles recruitment for the department?
4. Does it specifically try to recruit women and people of color?
5. In general, what do the recruitment efforts involve?
6. In general, how would you rate your department's recruitment programs for attracting women and people of color? That is, how successful do you think the department's recruitment efforts are? (*Perhaps rate effectiveness on scale of 1-10.*)
7. How would you characterize union's relationship with management regarding diversity issues?
8. Once we evaluate the information from this first step, we may want to contact you or others within your department who are responsible for the recruitment efforts and ask them some more in-depth questions about the recruitment program. Who would be the most appropriate people for us to talk to?
9. Who is the current Chief of the Department?



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**Appendix
Comprehensive Survey Questions**

1.	Which section of the survey would you like to complete at this time?
2.	Department Name:
3.	Name of person completing this section of the survey:
4.	Date Completed (mm/dd/yr):
5.	Rank/Title of person completing this section of the survey:
6.	Street Address
7.	City
8.	State/Province
9.	Country
10.	Zip Code
11.	Phone Number (XXX-XXX-XXXX)
12.	Fax Number
13.	Email Address
14.	Department type:
15.	Department pay status:
16.	What type of service does your department provide?
17.	What is the approximate total number of uniformed/sworn personnel in your department?
18.	Please enter the total number of uniformed/sworn personnel for each function:
19.	Please enter the total number of uniformed/sworn personnel for each age range:
20.	Please enter the total number of uniformed/sworn personnel for each group:
21.	Please indicate the number from each group in each rank:
22.	What kind of shifts do uniformed/sworn personnel work? (Check all that apply.)
23.	What ranks are included in the department's structure? (Check all that apply.)
24.	Approximately how many non-uniformed personnel (such as administrative support staff) does the department have?
25.	How many stations does the department have?
26.	What kind of apparatus does the department operate?
27.	Approximately what size area does your department serve (in square miles/kilometers)?
28.	Approximately what is the total daytime/business hour population of the area the department serves?



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29.	If the population served in the evening/night time differs from the daytime population served, please enter the approximate total evening/night time population here. (If the population does not differ, please skip to the next question.)
30.	We have filled in the demographics for your community from the 2000 (US) or 2001 (Canada) census. Please review these percentages and update them if you have more current demographic information on your community. (Please note that because of the way census data is collected the total may be more than 100%.)
31.	On average, approximately how many calls does the department respond to each year?
32.	Does the department provide patient transport?
33.	What operating divisions does the department have? (Check all that apply.)
34.	What specialized services does the department provide? (Check all that apply.)
35.	Does the department offer incentive pay for EMS certification? (Check all that apply.)
36.	When compared to neighboring departments, the starting salary offered by the department is:
37.	Please indicate which section of the survey you would like to complete next, or that you are finished and ready to submit your responses.
38.	Department Name:
39.	Name of person completing this section of the survey:
40.	Date Completed (mm/dd/yr):
41.	Rank/Title of person completing this section of the survey:
42.	Street Address
43.	City
44.	State/Province
45.	Zip Code
46.	Country
47.	Phone Number (XXX-XXX-XXXX)
48.	Fax Number
49.	Email Address
50.	Is the department currently under a consent decree or other legal requirement to hire ethnic minorities?
51.	What year do you expect the current legal requirement to expire?
52.	What ethnicities are included in the current legal requirement? (Check all that apply.)
53.	Has the department previously been under a consent decree or other legal requirement to hire ethnic minorities?
54.	What ethnicities were included in the previous legal requirement? (Check all that apply.)
55.	What year did that previous legal requirement end?
56.	Is the department currently under a consent decree or other legal requirement to hire women?



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57.	What year do you expect the current legal requirement to expire?
58.	Has the department previously been under a consent decree or other legal requirement to hire women?
59.	What year did that previous legal requirement end?
60.	What educational level does the department require of entry-level firefighter applicants?
61.	Does the department require that applicants have previous firefighter experience?
62.	Does the department hire both firefighter certified and non-certified candidates?
63.	Does the department maintain separate hiring lists for firefighter certified and non-certified candidates?
64.	Does the department hire both paramedics and non-paramedics?
65.	Does the department maintain separate hiring lists for paramedics and non-paramedics?
66.	For each of the following certifications, please use the drop down menu to indicate: 1) If and when the department requires that certification of its members, and 2) Whether preference is given in the selection process to candidates who have that certification.
67.	If your department has any academic, certification, or physical requirements not listed in the previous question, please list them here along with how long applicants are given to meet those requirements.
68.	Does your department use a written test as part of its entry-level selection process?
69.	Please use the drop down menus to: 1) Indicate whether this step is numerically scored or pass/fail. 2) Indicate how the pass point (the minimum standard an applicant must meet to be considered qualified) is set. 3) Indicate whether this step is administered before or after an offer of employment. 4) Indicate how a decision is made as to who moves on to the next step.
70.	How was the written test validated?
71.	Does your department use a physical ability test as part of its entry-level selection process?
72.	Please use the drop down menus to: 1) Indicate whether this step is numerically scored or pass/fail. 2) Indicate how the pass point (the minimum standard an applicant must meet to be considered qualified) is set. 3) Indicate whether this step is administered before or after an offer of employment. 4) Indicate how a decision is made as to who moves on to the next step.
73.	Which applicant physical ability screening test does the department use? (Check all that apply.)
74.	How was the physical ability screening test validated?
75.	Does your department use an oral board or interview (other than a Chief's interview) as part of its entry-level selection process?



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76.	Please use the drop down menus to: 1) Indicate whether this step is numerically scored or pass/fail. 2) Indicate how the pass point (the minimum standard an applicant must meet to be considered qualified) is set. 3) Indicate whether this step is administered before or after an offer of employment. 4) Indicate how a decision is made as to who moves on to the next step.
77.	Does your department use a video test as part of its entry-level selection process?
78.	Please use the drop down menus to: 1) Indicate whether this step is numerically scored or pass/fail. 2) Indicate how the pass point (the minimum standard the applicant must meet to be considered qualified) is set. 3) Indicate whether this step is administered before or after an offer of employment. 4) Indicate how a decision is made as to who moves on to the next step.
79.	Does your department use an assessment center as part of its entry-level selection process?
80.	Please use the drop down menus to: 1) Indicate whether this step is numerically scored or pass/fail. 2) Indicate how the pass point (the minimum standard an applicant must meet to be considered qualified) is set. 3) Indicate whether this step is administered before or after an offer of employment. 4) Indicate how a decision is made as to who moves on to the next step.
81.	Does your department use a background check as part of its entry-level selection process? (This may include verifying employment history, criminal record check, driving record check, drug test, etc.)
82.	Please use the drop down menus to: 1) Indicate whether this step is numerically scored or pass/fail. 2) Indicate whether this step is administered before or after an offer of employment. 3) Indicate how a decision is made as to who moves on to the next step.
83.	Please indicate what is included as part of your background check of applicants? (Check all that apply.)
84.	Please describe what criteria you use in your background check. In other words, what would you have to discover in order to disqualify an applicant from the process?
85.	Does your department use a Chief's interview as part of its entry-level selection process?
86.	Please use the drop down menus to: 1) Indicate whether this step is numerically scored or pass/fail. 2) Indicate whether this step is administered before or after an offer of employment. 3) Indicate how a decision is made as to who moves on to the next step.
87.	Does your department use a polygraph test as part of its entry-level selection process?
88.	Please use the drop down menus to: 1) Indicate whether this step is numerically scored or pass/fail. 2) Indicate whether this step is administered before or after an offer of employment. 3) Indicate how a decision is made as to who moves on to the next step.



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89.	Does your department use a psychological screening as part of its entry-level selection process?
90.	Please use the drop down menus to: 1) Indicate whether this step is numerically scored or pass/fail. 2) Indicate whether this step is administered before or after an offer of employment. 3) Indicate how a decision is made as to who moves on to the next step.
91.	Does your department use a medical screening as part of its entry-level selection process?
92.	Please use the drop down menus to: 1) Indicate whether this step is numerically scored or pass/fail. 2) Indicate whether this step is administered before or after an offer of employment. 3) Indicate how a decision is made as to who moves on to the next step.
93.	Does your department use any step(s) in its entry-level selection process other than what we have listed? (Written test, physical ability test, oral board or interview, video test, assessment center, background check, Chief's interview, polygraph test, psychological screening, or medical screening.)
94.	Please describe the other step(s) that are involved in your department's entry-level selection process.
95.	For each of the entry-level selection steps, please indicate the order in which the steps are administered.
96.	Are the steps in the entry-level selection process fixed (for example, required by Civil Service Rules) or can they change?
97.	Does the department award extra points or give preference for any of the following? (Check all that apply.)
98.	How often does the department accept applications?
99.	How often does the department typically test for entry-level firefighters?
100.	Is firefighter training provided for new hires?
101.	How many weeks of firefighter training are provided?
102.	Is EMS training provided for new hires?
103.	How many weeks of EMS training are provided?
104.	How many recruits did the department hire over the past 5 years?
105.	What is the typical number of firefighter academy classes you have each year?
106.	Typically, what percentage of candidates drop-out from the academy?
107.	Typically, what percentage of candidates fail the academy?
108.	Why do you think candidates typically fail or drop out of the academy?
109.	How does the department measure or track why recruits drop out of or fail the academy? (Check all that apply.)
110.	Do women or ethnic minorities drop out of or fail the academy at a higher rate than white men?
111.	In your opinion, what major factors or issues contribute to these group differences in drop out or failure rates?



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112.	Please indicate which section of the survey you would like to complete next, or that you are finished and ready to submit your responses.
113.	Department Name:
114.	Name of person completing this section of the survey:
115.	Date Completed (mm/dd/yr):
116.	Rank/Title of person completing this section of the survey:
117.	Street Address
118.	City
119.	State/Province
120.	Zip Code
121.	Country
122.	Phone Number (XXX-XXX-XXXX)
123.	Fax Number
124.	Email Address
125.	Who handles recruitment for the department? (Check all that apply.)
126.	Does the department have a recruitment strategy that specifically addresses women?
127.	Does the department have a recruitment strategy that specifically addresses ethnic minorities?
128.	Which ethnic groups does the recruitment strategy target? (Check all that apply.)
129.	How is recruitment funded? (Check all that apply.)
130.	Approximately what percentage of the department's total budget is spent on recruitment?
131.	Does the department track or evaluate recruitment success?
132.	Please describe how your department tracks and evaluates recruitment success.
133.	Does the department track interested individuals on an ongoing basis and notify them when applications will be accepted?
134.	Please describe how your department tracks and notifies interested individuals.
135.	How many months in advance of testing or hiring do you start your recruitment efforts? (If you recruit year-round, please put "continuous".)
136.	What do the department's recruitment efforts involve and how successful have they been for attracting women and/or people of color?
137.	To what types of schools do you communicate your recruitment message? (Check all that apply.)
138.	To what types of community groups do you communicate your recruitment message? (Check all that apply.)
139.	The department's recruitment information includes a description of (check all that apply):
140.	Regarding diversity, the department's recruitment information includes (check all that apply):



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141.	Do you have contact with candidates either in-person or by phone at any time in the recruitment or selection process other than for testing?
142.	Please describe what this personal contact with candidates consists of and how frequently it occurs.
143.	Is any type of preparation assistance provided to applicants? (For example, study guides, tutoring or classes, practice sessions, mentoring, etc.)
144.	What type(s) of preparation assistance is provided to applicants? (Check all that apply.)
145.	How often is contact typically made with a candidate to provide preparation assistance for the written test?
146.	How often is contact typically made with a candidate to provide preparation assistance for the physical ability test?
147.	Is any preparation assistance offered that is designed or intended specifically for women?
148.	Please describe this assistance intended specifically for women.
149.	Is any preparation assistance offered that is designed or intended specifically for ethnic minorities?
150.	Please describe this assistance intended specifically for ethnic minorities.
151.	What type(s) of recruiters does the department use for the position of firefighter? (Check all that apply.)
152.	Approximately how many recruiters does the department use?
153.	Approximately how many female recruiters does the department use?
154.	Approximately how many minority recruiters does the department use?
155.	Does the department have any partnerships or cooperative efforts in an attempt to increase the diversity of the applicant pool? (For example, a partnership with the local school district to provide fire service courses to high school students.)
156.	Please describe the partnerships or cooperative efforts the department has.
157.	Does the department participate in or sponsor any cultural events? (For example, Cinco de Mayo, Juneteenth, Pride Fest, etc.)
158.	In what cultural events is the department involved?
159.	What efforts or practices have proven to be the most successful in the department's recruitment of women?
160.	From your experience, what advice would you give other departments trying to recruit women?
161.	What efforts or practices have proven to be the most successful in the department's recruitment of ethnic minorities?
162.	From your experience, what advice would you give other departments trying to recruit ethnic minorities?
163.	Please indicate that you would like to complete the Diversity Commitment section of the survey or that you are finished and ready to submit your responses.
164.	Department Name:
165.	Name of person completing this section of the survey



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166.	Date Completed (mm/dd/yr):
167.	Rank/Title of person completing this section of the survey:
168.	Street Address
169.	City
170.	State/Province
171.	Zip Code
172.	Country
173.	Phone Number (XXX-XXX-XXXX)
174.	Fax Number
175.	Email Address
176.	What efforts or practices do you believe to be the most successful in the department's retention of women?
177.	From your experience, what advice would you give other departments trying to retain women?
178.	What efforts or practices do you believe to be the most successful in the department's retention of ethnic minorities?
179.	From your experience, what advice would you give other departments trying to retain ethnic minorities?
180.	Is the importance of diversity communicated in the department's mission or value statement?
181.	Is the importance of diversity included in the department's strategic or business plan?
182.	Does the department have a specific diversity plan?
183.	Which aspects of diversity are included in department plans? (Check all that apply.)
184.	Departments may encounter resistance, both from within and outside the department, when establishing and implementing diversity goals. Please describe any actions your department has taken to overcome such real or potential resistance.
185.	The department has a written policy prohibiting harassment based on (check all that apply):
186.	For whom is harassment training mandatory? (Check all that apply.)
187.	Does the department offer diversity training?
188.	Which topics are included in diversity training? (Check all that apply.)
189.	Which groups are addressed in diversity training? (Check all that apply.)
190.	How long is diversity training?
191.	For whom is diversity training mandatory? (Check all that apply.)
192.	How often is diversity training offered?
193.	How often are department members required to take diversity training?
194.	Does the department have a mentoring program for newly hired firefighters?
195.	Please describe how new firefighters are matched with mentors.
196.	Please indicate the number of stations that have separate locker room and shower facilities for women.



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197.	Are protective gear and equipment specifically designed or fitted for women?
198.	Please describe any other changes the department has made to accommodate the entry of women.
199.	How does the department measure or track why employees leave? (Check all that apply.)
200.	For which groups does the department have either an officially recognized organization (such as a chapter of the International Association of Black Professional Fire Fighters) or an unofficial organization or network of employees? (Check all that apply.)
201.	Please indicate that you are finished and ready to submit your responses.
202.	Department Name:
203.	Name of person completing this section of the survey:
204.	Date Completed (mm/dd/yr):
205.	Rank/Title of person completing this section of the survey:
206.	Please use this area for any additional information or comments you would like to share.
207.	Do you agree to allow us to mention your department by name when providing an example of a best practice?
208.	Would you be interested and available to participate in a focus group to explore best practices in the recruitment, selection, and retention of women and people of color in the fire service?



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Appendix
Departments Included in Short Survey / Interview

1.	Anaheim, CA
2.	Andrews Air Force Base
3.	Atlanta, GA
4.	Aurora, CO
5.	Austin, TX
6.	Large mid Atlantic
7.	Boise, ID
8.	Boulder, CO
9.	Broward County, FL
10.	California Department of Forestry and Fire Protection (CDF)
11.	Charlottesville, VA
12.	Chattanooga, TN
13.	Chesapeake, VA
14.	China Lake
15.	Cleveland, OH
16.	Cobb County, GA
17.	Columbia, SC
18.	Columbus, OH
19.	Dayton, OH
20.	Daytona Beach, FL
21.	Denver, CO
22.	Detroit, MI
23.	Eugene, OR
24.	Large Midwest
25.	Federal Firefighters Assoc.
26.	Fort Lauderdale, FL
27.	Fort Wayne, IN
28.	Fort Worth, TX
29.	Fresno, CA
30.	Hartford, CT
31.	Indianapolis, IN
32.	Jackson, MS
33.	Joliet, IL
34.	Kansas City, MO
35.	Lafayette, LA
36.	Lansing, MI
37.	Large Southeast
38.	Los Alamos Co, NM
39.	Los Angeles City, CA
40.	Los Angeles County, CA
41.	Madison, WI
42.	Memphis, TN



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43.	Miami-Dade County, FL
44.	Milwaukee, WI
45.	Minneapolis, MN
46.	Medium Southeast
47.	Montgomery County, MD
48.	New Orleans, LA
49.	Oceanside, CA
50.	Oklahoma City, OK
51.	Orange County, CA
52.	Large Southeast
53.	Ottawa, ON
54.	Palm Beach County, FL
55.	Palo Alto, CA
56.	Pasadena, CA
57.	Large Southwest
58.	Pittsburgh, PA
59.	Portsmouth
60.	Medium Midatlantic
61.	Pueblo, CO
62.	Puget Sound
63.	Rochester, NY
64.	Rockford, IL
65.	Saginaw, MI
66.	Saint Louis, MO
67.	Large Western
68.	Large Western
69.	Seattle, WA
70.	Shreveport, LA
71.	Surrey, BC
72.	Tacoma, WA
73.	Tampa, FL
74.	Tucson, AZ
75.	Tulsa, OK
76.	Tuscaloosa, AL
77.	Vancouver, BC
78.	Washington, DC
79.	Waukegan, IL
80.	Wichita, KS
81.	Winnipeg, MB



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**Appendix
Departments Invited for Comprehensive Survey**

1.	Aurora, CO
2.	Austin, TX
3.	Large mid Atlantic
4.	Broward County, FL
5.	California Department of Forestry and Fire Protection (CDF)
6.	Charlottesville, VA
7.	Columbia, SC
8.	Daytona Beach, FL
9.	Eugene, OR
10.	Large Midwest
11.	Fairfax County, VA
12.	Fort Wayne, IN
13.	Fresno, CA
14.	Hartford, CT
15.	Indianapolis, IN
16.	Kansas City, MO
17.	Lafayette, LA
18.	Lansing, MI
19.	Large Southeast
20.	Madison, WI
21.	Miami-Dade County, FL
22.	Minneapolis, MN
23.	Medium Southeast
24.	Montgomery County, MD
25.	New Orleans, LA
26.	Large Southeast
27.	Ottawa, ON
28.	Palm Beach County, FL
29.	Palo Alto, CA
30.	Large Southwest
31.	Prince George’s County, MD
32.	Medium Midatlantic
33.	Rochester, NY
34.	Large Western
35.	Large Western
36.	Seattle, WA
37.	Shreveport, LA
38.	Tacoma, WA
39.	Tucson, AZ
40.	Tulsa, OK
41.	Vancouver, BC
42.	Washington, DC
43.	Wichita, KS
44.	Winnipeg, MB



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Appendix
Departments Included in Comprehensive Survey Results

	Departments	Black Ratio	Hispanic Ratio	Asian Ratio	Total Minority	Female Ratio
1.	Aurora, CO	27.37	19.57	35.59	31.4	14.23
2.	Austin, TX	51.68	44.05	9.69	46.65	7.36
3.	Large Mid Atlantic department	51.19	15.31	6.12	50.57	16.29
4.	Broward County, FL	18	77.65	60	48.42	25.2
5.	California Department of Forestry and Fire Protection (CDF)	33.32	58.75	24.66	61.88	16.47
6.	Charlottesville, VA	83.09	0	0	76.16	17.2
7.	Columbia, SC	65.22	33.33	50	65.55	2
8.	Daytona Beach, FL	54.55	25	0	51.35	14
9.	Large Midwest department	48.31	61.73	15.43	54.28	5.56
10.	Fresno, CA	76.27	53.39	24.65	63.05	6.78
11.	Lansing, MI	49.41	56.52	0	52.7	40.87
12.	Large Southeast	49.7	6.63	0	44.44	2.78
13.	Madison, WI	150.5	91.97	0	153.85	28.09
14.	Miami-Dade County, FL	74.57	67.67	97.14	71.69	27.09
15.	Minneapolis, MN	98.04	58.82	43.14	103.36	32.94
16.	Medium Southeast	55.32	50.89	0	55.22	46.31
17.	Montgomery County, MD	96.67	45	20	59.01	19.8
18.	New Orleans, LA	56.6	28.09	0	55.58	2.81
19.	Large Southeast	59.48	72.45	47.06	72.18	20.47
20.	Ottawa, ON	10.71	7.14	7.94	24.6	1.71
21.	Palm Beach County, FL	70.83	56.55	37.5	65.42	10.33
22.	Large Southwest	130.19	47.76	39.34	59.32	10.3
23.	Medium Mid Atlantic	36.53	18.03	12.62	31.55	22.71
24.	Rochester, NY	15.29	45.86	19.23	23.58	3.46
25.	Large Western	81.94	70.67	41.27	90.48	17.56
26.	Large Western	120.82	100.15	63.52	190.93	26.97
27.	Shreveport, LA	56.42	0	0	54.29	20.96
28.	Tacoma, WA	42.34	56.02	27.57	70.03	15.69
29.	Tucson, AZ	25	83.33	33.33	76.62	8
30.	Vancouver, BC	0	0	0	0	1.77
31.	Wichita, KS	49.26	68.97	0	58.22	2.46



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To read individual department profiles, go to the next section. Departments are presented in numerical order as shown above.



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Appendix
Individual Department Profiles

This appendix contains a brief profile of each department in the study.



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IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

1. Department Profile

Location: Western U.S.; IAFF District 9

Type: Municipal; Paid; Fire & EMS without transport

Size: 281 sworn; 13 stations; serve population of 305,000 and an area of 145 square miles

Special Services: Haz-Mat, Technical Rescue

Annual Call Volume: 900 Fire; 16000 EMS

Demographics: 7.1% Female; 10.7% Minority as compared to 38% Minority in area served

Application Requirements: High School education; EMT-B certification by end of academy; Firefighter I & II certifications within 1 year on the job; Paramedic certification within 3-5 years on the job.

Recruitment:

- 0% of the department's budget goes toward recruitment. Have a specific recruitment budget, but have been under a hiring freeze.
- 1 person recruits full-time, who is an ethnic minority.
- Use 25 different recruitment efforts, 24 of which were rated as unsuccessful. Recruiting in other cities was rated as of limited success.
- Plan to track protected group progress through the process to identify any adverse impact.
- Recruit on a continuous basis.
- Recruit in high school through college.
- Recruitment materials provide detailed information on job duties and how to apply as well as salary and benefits. Include pictures of diverse firefighters.

Selection:

- 7 selection steps: written test, physical ability test, oral board, psychological screening, polygraph, medical screening, and background check.
- Selection steps are flexible; can be changed.
- Test only as needed.
- Offer incentive pay for Paramedics.
- Preference given to veterans.
- No previous consent decree or court order.

Diversity Commitment

- The importance of diversity is not included in the mission statement or strategic plans.
- Harassment training is mandatory for all.
- Do not offer diversity training.
- 54% of stations accommodate women. Gear/equipment is not available in women's sizes.
- Have a mentoring program for new firefighters. Mentors are assigned by immediate supervisors.

Department: Aurora, CO **Permission to Name:** YES, Chris Henderson, Recr Coord



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2. Department Profile

Location: Southwest U.S.; IAFF District 11

Type: Municipal; Paid; Fire & EMS without transport

Size: 1032 sworn; 43 stations; serve population of 700,400 and an area of 291 square miles

Special Services: Haz-Mat, Technical Rescue, Wildfire, Aircraft, Dive Team

Annual Call Volume: 17700 Fire; 40000 EMS

Demographics: 3.7% Female; 20% Minority as compared to 52% Minority in area served

Application Requirements: High School education; Firefighter I & II and EMT-B certifications by end of academy.

Recruitment:

- Have a specific recruitment budget.
- 10 people recruit full-time, 1 woman & 9 ethnic minorities; 10 people recruit part-time, 6 women & 22? minorities; 3 people recruit on light duty, 2 of whom are women.
- Use 26 different recruitment efforts. 6 were rated as very successful – word of mouth, radio ads, ads on network & cable/local access tv, preparation assistance sessions, and recruiting in other cities.
- Track recruitment success through applicant surveys.
- Recruit continuously.
- Recruit in elementary and high schools as well as community colleges and colleges.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare, developmental and promotional opportunities, and salary and benefits. Also included are an EEO statement encouraging women and minorities to apply, a statement on how the department values diversity, pictures of diverse firefighters, and quotes from diverse firefighters.
- Minority associations within department request info from the recruiting division and contact applicants. These associations also provide prep classes not sponsored or paid for by the department.
- Provide a study guide, physical training/fitness sessions, and practice sessions for the CPAT.
- CPAT preparation put on by department & local university – all welcome, but targets women.
- Department typically has a presence at most ethnic celebrations, such as Cinco de Mayo.

Selection:

- Consent decree to hire African Americans, Hispanics, and women ended in 1983.
- 7 selection steps: written test, video test, oral board, CPAT, background check, psychological screening, and medical screening.
- Selection steps are fixed.
- Test only as needed.
- Preference given for veterans, paid experience, 30 college hours, Spanish proficiency.

Diversity Commitment



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- The importance of diversity is included in the mission statement and in strategic and business plans.
- The department has an informal diversity plan.
- Harassment training is mandatory for all new hires.
- Diversity training is mandatory for all new hires.
- 37% of stations accommodate women. Gear/equipment is available in women's sizes.
- Mentoring is provided for new firefighters as part of the training program.
- The department has set up a diversity council as a forum to discuss race and gender issues.

Keys to Success:

Department: Austin, TX **Permission to Name:** YES, BC Rene Garza & Rec Coord Duncan Charlton



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

3. Department Profile

Location: Midatlantic U.S.; IAFF District 4

Type: Municipal; Paid; Fire & EMS with ALS transport

Size: 1633 sworn; 38 stations; serve population of 1,000,000 and an area of 87 square miles

Special Services: Haz-Mat, Technical Rescue, Dive Team, Marine

Annual Call Volume: 10680 Fire; 135170 EMS

Demographics: 8.1% Female; 33.4% Minority as compared to 68% Minority in area served

Application Requirements: High School education; Firefighter I & II, EMT-B certifications by end of academy. EMT-I and Paramedic certification required within 3-5 years on the job.

Recruitment:

- 1% of the department's budget goes toward recruitment.
- 12 people recruit part-time; 2 are women and 11 are ethnic minorities.
- Use 13 different recruitment efforts, all rated as successful. (Word of mouth, banners on stations, ads in metro & local/community papers, ads on cable/local access tv, ads in ethnic minority publications, public service announcements, news stories, department/city website, other websites, community events, schools/community centers/churches, and cadet/explorer program.)
- Tracks demographics of candidates and recruits. Administers survey to applicants.
- Recruit on a continuous basis.
- Recruit in middle school through college.
- Recruitment materials provide general information on job duties and how to apply, steps in the selection process, and salary and benefits. An EEO statement is also included.
- Provide a study guide.
- Have fire/EMS curriculum in high school and a fire/EMS program for 8th graders.

Selection:

- 5 selection steps: written test, physical ability test, background check, oral board, and medical screening.
- Selection steps are flexible; can be changed.
- Test only as needed.
- Offer incentive pay for Paramedics.
- Preference given to veterans, residents, and city/county employees.
- No previous consent decree or court order.



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

Diversity Commitment

- The importance of diversity included in the mission statement and in strategic and business plans.
- The department has a formal, written diversity plan.
- Harassment training is mandatory for all city employees.
- Diversity training is mandatory for all employees, annually or as needed.
- Gear/equipment is available in women's sizes. No information on station accommodation.

Department: Permission to Name: Section not completed.



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

4. Department Profile

Location: Southeast U.S., IAFF District 12

Type: County; Paid; Fire & EMS with ALS transport

Size: 500 sworn; 15 stations; serve population of 1,600,000 and an area of 1320 square miles

Special Services: Haz-Mat, Technical Rescue, Wildfire, Aircraft, Dive Team, Marine, Air Rescue, Bicycle Medics, SWAT

Annual Call Volume: 11200 Fire; 23800 EMS

Demographics: 12.6% Female; 18.4% Minority as compared to 40% Minority in area served

Application Requirements: High School education; Firefighter I & II certification; Paramedic certification within 1 year on the job.

Recruitment:

- Have a specific recruitment budget. Recruiting division is within Human Resources.
- 4 people recruit full-time; 3 are women and 2 are ethnic minorities.
- Use 17 different recruitment efforts. Orientation/Information sessions and mentoring of applicants by current personnel were rated as very successful.
- Recruit continuously.
- Start recruitment at the high school level and go through the college level.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process, developmental and promotional opportunities, and salary and benefits. Include an EEO statement and provide pictures of diverse firefighters.
- Have incentive program - if one of your referrals gets hired, you get a bonus.

Selection:

- 6 selection steps: pre-screen phone interview (work history, substance/tobacco use, theft), physical ability test, written test, oral board, background check, and medical screening.
- Test several times a year and continuously accept applications.
- Selection steps are flexible; can be changed.
- Offer incentive pay for EMTs and Paramedics.
- Have never been under a consent decree or court order.

Diversity Commitment

- Importance of diversity is included in the mission statement and in strategic or business plans.
- Harassment training is voluntary.
- The department does not offer diversity training.
- None of the stations accommodate women, but gear/equipment is available in women's sizes.
- In process of developing a voluntary mentoring program for new firefighters.

Department: Broward County, FL **Permission to Name:** YES, Deputy Chief Rick Earle



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

5. Department Profile

Location: Western U.S.; IAFF District 10

Type: State; Combination; Fire & EMS without transport

Size: 2101 sworn; 22 stations; serve population of 35,005,225 and an area of 163,707 square miles

Special Services: Haz-Mat, Wildfire, Aircraft

Annual Call Volume: 26575 Fire; 214700 EMS

Demographics: 8.25% Female; 24.75% Minority as compared to 51% Minority in area served

Application Requirements: High School education; Some positions require EMT-B, EMT-I, EMT-Other, or Paramedic certification at time of application.

Recruitment:

- 5% of the department's budget goes toward recruitment.
- 6 people recruit full-time. No information on gender or ethnicity.
- No ratings provided on recruitment effort success.
- Have candidates complete a recruitment evaluation form.
- Recruit in high school through college.
- Recruitment materials provide detailed information on job duties along with how to apply and salary and benefits. An EEO statement along with a statement describing how the department values diversity are included along with pictures of diverse firefighters and quotes from women firefighters.
- Disclaimer that the State of California prohibits targeting protected groups.

Selection:

- Consent decree to hire African Americans, Hispanics, Asian Americans, Native Americans, Hawaiians/Pacific Islanders, and women ended in 2001.
- 4 selection steps: written test, medical screening, physical ability test, and background check.
- Selection steps are flexible; can be changed.
- Test every 2 years.
- Offer incentive pay for Paramedics.
- Preference given to veterans and state employees.

Diversity Commitment

- The importance of diversity included in the mission statement and strategic or business plans.
- The department has a formal, written diversity plan.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all every 2 years.
- All stations accommodate women, but gear/equipment is not available in women's sizes.

Department: CDF **Permission to Name:** YES, Virgie Jackson Recruitment Coordinator



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

6. Department Profile

Location: Midatlantic U.S.; IAFF District 4

Type: Municipal; Paid; Fire & EMS without transport

Size: 93 sworn; 3 stations; serve population of 50,000 and an area of 11 square miles

Special Services: Haz-Mat

Annual Call Volume: 2550 Fire; 2600 EMS

Demographics: 8.6% Female; 18.3% Minority as compared to 29% Minority in area served

Application Requirements: High School education; Firefighter I & II and EMT-B certification within 1 year on the job.

Recruitment:

- 2% of the department's budget goes toward recruitment.
- 7 people recruits part-time; 2 are women and 3 are ethnic minorities.
- Use 11 different recruitment efforts. Word of mouth rated as successful. Ads in local/community papers and cadet/explorer program rated as of limited success. Rest rated as unsuccessful.
- Plan to track protected group progress through the process to identify any adverse impact.
- Recruit in high school through college.
- Recruitment materials provide general information on job duties and how to apply, steps in the selection process, and salary and benefits. Include an EEO statement.
- Provide a study guide and practice sessions for the PAT.
- Partnership with technical school to provide high school students the opportunity to explore fire career paths and get their FF-I and EMT-B certifications.

Selection:

- 6 selection steps: written test, oral board, physical ability test, background check, polygraph, and medical screening.
- Selection steps are flexible; can be changed.
- Test only as needed.
- No previous consent decree or court order.

Diversity Commitment

- The importance of diversity included in the mission statement and strategic or business plans.
- Harassment training is mandatory for all sworn staff.
- Do not offer diversity training.
- 1 station accommodates women (33%).

Department: Charlottesville, VA **Permission to Name:** YES, Joseph Hughes, Firefighter - on IAFF Local HR Committee



IAFF Diversity Initiative
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7. Department Profile

Location: Southeast U.S.; IAFF District 12



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

8. Department Profile

Location: Southeast U.S.; IAFF District 12

Type: Municipal; Paid; Fire & EMS without transport

Size: 100 sworn; 6 stations; serve population of 85,000 and an area of 68 square miles

Special Services: Haz-Mat, Technical Rescue, Wildfire, Dive Team

Annual Call Volume: 905 Fire; 14725 EMS

Demographics: 7% Female; 19% Minority as compared to 39% Minority in area served

Application Requirements: High School education; Firefighter I and EMT-B certifications.

Recruitment:

Have a specific recruitment budget, which is 2% of the department budget.

- 4 people recruit part-time, 2 of whom are ethnic minorities.
- Use 15 different recruitment efforts. Only 1 (newsletters) was rated as unsuccessful. Rest rated as successful (word of mouth, ads in metro & local/community newspapers, department/city website, other websites, community events, schools/community centers/churches, job fairs, open houses, orientation/information sessions, preparation assistance sessions, cadet/explorer program, mentoring of applicants by current personnel, and recruiting in other cities).
- Track recruitment success and report results annually.
- Recruit continuously.
- Recruit from high school to college level.
- Recruitment materials provide information on how to apply, steps in the selection process and how to prepare, available preparation assistance, and salary and benefits. Also included are EEO and Affirmative Action statements and pictures of diverse firefighters.
- Provide a study guide and practice sessions for the PAT.
- Participate in cultural events such as MLK and Juneteenth.

Selection:

- 6 selection steps: written test, physical ability test, oral board, Chief's interview, medical screening, and background check.
- Selection steps are flexible; can be changed.
- Test several times a year and accept applications continuously.
- Offer incentive pay for Paramedics.
- Preference given to veterans and city/county employees.
- No previous consent decree or court order.

Diversity Commitment



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

- The importance of diversity is included in the mission statement and in strategic and business plans.
- The department has a formal, written diversity plan.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all every 1 or 2 years.
- All stations accommodate women. Gear/equipment is not available in women's sizes.
- Mentoring is provided for new firefighters. Each firefighter is assigned to 2 company officers.
- The department has set up a diversity council as a forum to discuss race and gender issues.

Department: Daytona Beach, FL **Permission to Name:** YES, Linda Pellicer Recruitment Coord HR



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

9. Department Profile

Location: Midwest U.S., IAFF District 8

Type: Municipal; Paid; Fire & EMS with BLS transport

Size: 108 sworn; 5 stations; serve population of 100,000 and an area of 8 square miles

Special Services: Haz-Mat, Technical Rescue, Dive Team

Annual Call Volume: 3700 Fire; 4300 EMS

Demographics: 2.8% Female; 15.7% Minority as compared to 35% Minority in area served

Application Requirements: High School education; Firefighter II certification by end of academy; EMT-B certification within 1 year on the job; Paramedic certification within 2 years on the job.

Recruitment:

- Recruitment is funded through the city Human Resources budget.
- 12 people recruit on overtime; 2 are women and 8 are ethnic minorities.
- Use 15 different recruitment efforts. Department/city website rated as very successful and community events rated as successful.
- Keep spreadsheet on all contacts. Applicants typically list on the application how they heard about the process.
- Provide a test-taking workshop.
- Recruitment materials provide general information on job duties and how to apply, the physical ability test, development and promotional opportunities, and salary and benefits. Include an EEO statement and pictures of diverse firefighters.

Selection:

- 7 selection steps: written test, CPAT, oral board, background check, polygraph, psychological screening, and medical screening.
- Test every 2 years.
- Selection steps are flexible; can be changed.
- Offer incentive pay for paramedics.
- Preference given for Paramedic certification and to veterans.
- Have never been under a consent decree or court order.

Diversity Commitment

- Importance of diversity is included in strategic or business plans.
- Follow the city harassment policy, but do not offer training.
- Do not offer diversity training.
- All stations accommodate women and gear/equipment is available in women's sizes.
- Reviewed maternity policy. Added a maternity uniform.
- Just starting a mentoring program for new firefighters.

Keys to Success:

Department: **Permission to Name:** NO,



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

10. Department Profile

Location: Western U.S., IAFF District 10

Type: Municipal; Paid; Fire only

Size: 295 sworn; 18 stations; serve population of 456,000 and an area of 120 square miles

Special Services: Haz-Mat, Technical Rescue

Annual Call Volume: 2135 Fire; 19830 EMS

Demographics: 3.4% Female; 31.5% Minority as compared to 61% Minority in area served

Application Requirements: High School education; Firefighter I and EMT-I certification by end of academy

Recruitment:

- 1% of the department budget goes toward recruitment.
- 2 people recruit part-time, both are women and ethnic minorities.
- Use 19 different recruitment efforts, none of which were rated as successful.
- Provide a study-guide as well as physical fitness training and practice for the PAT.
- Partner with churches, civic groups, and community-based organizations and participate in cultural events.
- Recruitment materials provide general information on job duties and how to apply, along with information on steps in the selection process and how to prepare, development and promotional opportunities, salary and benefits, as well as EEO and Affirmative Action statements and pictures of diverse firefighters.

Selection:

- 7 selection steps: written test, physical ability test, oral board, Chief's interview, polygraph, background check, and medical screening.
- Test every 2 years.
- Selection steps are flexible; can be changed.
- Offer incentive pay for EMTs and special teams (Haz-Mat, etc.).
- Give preference to veterans.
- Have never been under a consent decree or court order.

Diversity Commitment

- Importance of diversity is included in strategic or business plans.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all sworn staff upon employment and then as needed.
- 37% of stations accommodate women and gear/equipment is available in women's sizes.

Department: Fresno, CA **Permission to Name:** YES, BC Bruce McDaniel



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

11. Department Profile

Location: Midwest U.S., IAFF District 8

Type: Municipal, Paid, Fire & EMS with BLS transport

Size: 230 sworn; 9 stations; serve population of 180,000 and an area of 36 square miles

Special Services: Haz-Mat, Technical Rescue

Annual Call Volume: 0 Fire; 12000 EMS

Demographics: 20.5% Female; 17.5% Minority as compared to 36% in area served

Application Requirements: High School education; preference given to candidates with FirefighterII, EMT-I, and/or Paramedic certifications

Recruitment:

- Use 12 different recruitment efforts. Word of mouth and recruitment in other cities rated as their most successful efforts.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process, salary and benefits, statements on EEO, Affirmative Action, and how the department values diversity, pictures of diverse firefighters.
- Close relationship with the community college that supplies the majority of applicants. Many off-duty personnel teach classes and conduct informal recruiting.
- The women in the department have been instrumental in recruiting other women.

Selection:

- 6 selection steps: written test, physical ability test, oral board, Chief's interview, background check, and medical screening.
- Selection steps are flexible; can be changed.
- Tests once a year.
- Offers incentive pay for EMTs and Paramedics.
- Tracks new hires; 42% of new hires since 1996 are protected group members.
- Have never been under a consent decree or court order.

Diversity Commitment

- The importance of diversity is included in the mission statement and in strategic or business plans.
- Harassment training is mandatory for all.
- Diversity training is a part of the recruit academy and then required annually.
- Has a cooperative program with the union to mentor new firefighters.
- All stations accommodate women and gear/equipment is available in women's sizes.
- Most of the department's diversity has happened in the past 10 years. Recognize they have not yet reached their goal of representing the community, but are working towards it.

Department: Lansing, MI

Permission to Name: YES, Fire Chief Greg Martin



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

12. Department Profile

Location: Southeast U.S., IAFF District 8

Type: Municipal/County; Paid; Fire & EMS with ALS transport

Size: 503 sworn; 22 stations; serve population of 260,000 and an area of 287 square miles

Special Services: Haz-Mat, Technical Rescue, Wildfire, Large Animal Rescue

Annual Call Volume: 7700 Fire; 26860 EMS

Demographics: 1.4% Female; 7.5% Minority as compared to 20% Minority in area served

Application Requirements: High School education; Firefighter I and EMT-B certification by end of academy; Firefighter II certification required within 2 years on the job.

Recruitment:

- 15% of the department budget goes toward recruitment.
- 3 people recruit full-time. In addition 2 women and 2 ethnic minorities recruit on overtime.
- Use 6 different recruitment efforts. Word of mouth and direct mail/interest cards were rated as most successful.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare, salary and benefits, as well statements on how the department values diversity, EEO, and Affirmative Action statements and pictures of diverse firefighters.

Selection:

- 7 selection steps: written test, physical ability test, oral board, background check, medical screening, polygraph, and psychological screening.
- Test only as needed.
- Selection steps are fixed.
- Offer incentive pay for paramedics.
- Give preference to those with FF I, II, EMT-B and/or Paramedic certifications as well as to veterans who reside in the county.
- Have never been under a consent decree or court order.

Diversity Commitment

- Importance of diversity is included in the mission statement.
- Harassment training is mandatory for sworn staff.
- The department does not offer diversity training.
- 18% of stations accommodate women and gear/equipment is not available in women's sizes.

Keys to Success:

Department: Permission to Name: NO,



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

13. Department Profile

Location: Midwest U.S., IAFF District 5

Type: Municipal; Paid; Fire & EMS with ALS transport

Size: 299 sworn; 11 stations; serve population of 295,000 and an area of 76 square miles

Special Services: Haz-Mat, Technical Rescue, Dive Team

Annual Call Volume: 2850 Fire; 17200 EMS

Demographics: 14% Female; 15.38% Minority as compared to 16% Minority in area served

Application Requirements: High School education; EMT-B certification by end of academy

Recruitment:

- 1% of department budget goes toward recruitment.
- 25 people recruit part-time; 9 are women and 5 are ethnic minorities.
- Use 19 different recruitment efforts. News stories and city/department website rated as their most successful efforts.
- Have strong relationships with various community groups to keep communication open.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare, development and promotional opportunities, salary and benefits, statements on EEO, Affirmative Action, and how the department values diversity, pictures of diverse firefighters.

Selection:

- 6 selection steps: written test, physical ability test, oral board, Chief's interview, background check, and medical exam.
- Written test, PAT, and oral board are all pass/fail.
- Test every 2 years.
- Selection steps are flexible; can be changed.
- Success is tracked at each stage of the selection process.
- Offer incentive pay for paramedics.
- Have never been under a consent decree or court order.

Diversity Commitment

- Importance of diversity is included in the mission statement and in strategic or business plans.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all on an annual basis.
- All stations accommodate women and gear/equipment is available in women's sizes.

Keys to Success:

Department: Madison, WI

Permission to Name: YES, Assistant Chief Jim Keiken



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

14. Department Profile

Location: Southeast U.S., IAFF District 12

Type: County; Paid; Fire & EMS with ALS transport

Size: 1750 sworn; 60 stations; serve population of 1,800,000 and an area of 1971 square miles

Special Services: Haz-Mat, Technical Rescue, Aircraft, Dive Team, Marine, Helicopter

Annual Call Volume: 12000 Fire; 150000 EMS

Demographics: 13.5% Female; 55.2% Minority as compared to 78% Minority in area served

Application Requirements: High School education

Recruitment:

- Have a specific recruitment budget that is 1% of the department budget.
- 5 people recruit part-time; 2 are women and 2 are ethnic minorities.
- Use 10 different recruitment efforts, all of which were rated as successful. (Word of mouth, ads in metro/local/minority papers, community events, schools/community centers/churches, job fairs, preparation assistance sessions, cadet/explorer program, and mentoring of applicants by current personnel.)
- Keep statistics on recruitment, applications, etc.
- Provide a study guide and practice sessions for the CPAT.
- Start recruitment at the high school level and go through the college level.
- Attend several community events with equipment and personnel.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare, preparation assistance available, and salary and benefits. Include an EEO statement encouraging women and minorities to apply as well as a statement about how the department values diversity. Also provide pictures of diverse firefighters.

Selection:

- 5 selection steps: written test, oral board, CPAT, background check, and medical screening.
- Test every 2 years.
- Selection steps are flexible; can be changed.
- Offer incentive pay for EMTs and Paramedics.
- Preference given for Firefighter I and Paramedic certifications as well as veteran status.
- Have never been under a consent decree or court order.

Diversity Commitment



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

- Importance of diversity is included in the mission statement and in strategic or business plans.
- Have an informal diversity plan.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all, once. (Offered in the 90s, unclear if still offered.)
- Stations were modified to accommodate women and gear/equipment is available in women's sizes.

Department: Miami-Dade County, FL **Permission to Name:** YES, IAFF Pres Stan Hills



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

15. Department Profile

Location: Midwest U.S.; IAFF District 5

Type: Municipal; Paid; Fire & EMS without transport

Size: 425 sworn; 19 stations; serve population of 500,000 and an area of 58 square miles

Special Services: Haz-Mat, Technical Rescue

Annual Call Volume: 7110 Fire; 21435 EMS

Demographics: 16.5% Female; 29% Minority as compared to 34% Minority in area served

Application Requirements: No education requirement; Firefighter I & II and EMT-B certifications by end of academy.

Recruitment:

- Recruitment funds are from the human resources budget.
- 1 person recruits full-time, who is an ethnic minority. 4 people recruit part-time; 2 are women and 3 are ethnic minorities.
- Use 18 different recruitment efforts, all rated as either successful or very successful. (Word of mouth, ads in local/community papers, radio ads, public service announcements, news stories, community events, job fairs, and mentoring of applicants by current personnel = very successful.) (Direct mail/interest cards, newsletters, ads in metro papers, ads on network & cable/local access tv, ads in minority & women publications, department/city website, schools/community centers/churches, and orientation/information sessions = successful.)
- Track candidates by gender and race through the recruitment process and compare to census data to evaluate.
- Recruit in high school through college.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare, available preparation assistance, and salary and benefits. EEO and Affirmative Action statements are included along with encouraging women and minorities to apply. Also include pictures of diverse firefighters.
- Call candidates and encourage them to attend tutoring sessions for written and physical tests. Black firefighters association is involved in this.
- Provide test-taking workshop, physical training, and practice sessions for PAT, and pre-hire mentoring.
- Participate in numerous cultural events.

Selection:

- Consent decree to hire African Americans, Hispanics, and Native Americans ended in 2000.
- 6 selection steps: written test, physical ability test, oral board, background check, psychological screening, and medical screening.
- Selection steps are flexible; can be changed.
- Test only as needed.



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

- Preference given to veterans.

Diversity Commitment

- The importance of diversity included in the mission statement and strategic or business plans.
- The department has an informal diversity plan.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all, every 2 years.
- All stations accommodate women, and gear/equipment is available in women's sizes.
- Have a mentoring program for new firefighters. Mentors are assigned during recruitment.

Department: Minneapolis, MN **Permission to Name:** YES, Asst Chief James Clack, HR Analyst Steve Nutting, Deputy Chief Alex Jackson



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

16. Department Profile

Location: Southeast U.S., IAFF District 14

Type: Municipal; Paid; Fire & EMS with ALS transport

Size: 393 sworn; 19 stations; serve population of 196,000 and an area of 210 square miles

Special Services: Haz-Mat, Technical Rescue, Marine

Annual Call Volume: 2725 Fire; 16900 EMS

Demographics: 23% Female; 26% Minority as compared to 49% Minority in area served

Application Requirements: High School education; Firefighter I, II, and EMT-B certification by end of academy.

Recruitment:

- Recruitment is funded through discretionary funds.
- 1 person recruits full-time, who is an ethnic minority. In addition 12 people recruit on overtime, all of whom are ethnic minorities and 5 of whom are women.
- Use 13 different recruitment efforts, 12 of which were rated as successful. (Word of mouth, ads in newspapers/radio/tv, website, community events/job fairs/schools, and recruiting in other cities.)
- Recruitment success is tracked through contact sheets and personal interviews.
- Provide a study-guide.
- Start recruitment at the middle school level and go through the college level.
- The department is involved in Black history month.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare, and salary and benefits. Include a statement encouraging women and minorities to apply and provide pictures of diverse firefighters.

Selection:

- 6 selection steps: written test, physical ability test, background check, medical screening, Chief's interview, and oral board.
- Test every 2 years.
- Selection steps are fixed.
- Offer incentive pay for EMTs, Paramedics, and Haz-Mat.
- Give preference to those with Paramedic certifications as well as to veterans.
- Have never been under a consent decree or court order.

Diversity Commitment

- Importance of diversity is included in the mission statement and in strategic or business plans.
- Department has a specific diversity plan that is formal and written.
- Have a harassment policy, but do not offer training.
- The department does not offer diversity training.
- Gear/equipment is available in women's sizes.

Department: Permission to Name: NO,



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

17. Department Profile

Location: Midatlantic U.S.; IAFF District 4

Type: County; Combination; Fire & EMS with ALS transport

Size: 1500 sworn; 33 stations; serve population of 1,500,000 and an area of 497 square miles

Special Services: Haz-Mat, Technical Rescue, Dive Team

Annual Call Volume: 5685 Fire; 73405 EMS

Demographics: 6.9% Female; 15.9% Minority as compared to 38% Minority in area served

Application Requirements: High School education

Recruitment:

- 1% of the department's budget goes toward recruitment. Have a specific recruitment budget.
- 1 person recruits full-time, female minority. 1 person recruits part-time. 20 people recruit on overtime; 8 are women and 10 are ethnic minorities.
- Use 23 different recruitment efforts. Word of mouth, department/city website, and mentoring of applicants by current personnel all rated as very successful. Radio ads, targeted radio/tv ads, and other websites rated as successful.
- Administer recruitment survey to applicants. Evaluate money spent on total applicants and breakdown of minority applicants.
- Recruit in middle school through college.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process, available preparation assistance, developmental and promotional opportunities, and salary and benefits – including benefits for domestic partners, not just spouses. An EEO statement is included along with pictures of diverse firefighters.
- Provide study guide, study skills class, test-taking workshop, physical training, and practice sessions for CPAT. Preparation for CPAT is 3 times a week for 12 weeks.
- Have a high school cadet/EMT program.
- Participate in numerous cultural events.

Selection:

- 5 selection steps: written test, oral board, background check, medical screening, and CPAT.
- Selection steps are flexible; can be changed.
- Test every year.
- Offer incentive pay for Paramedics.
- Preference given for EMT-I and Paramedic certification and to veterans who have been state residents for at least 5 years.
- No previous consent decree or court order.



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

Diversity Commitment

- The importance of diversity included in the mission statement and strategic or business plans.
- The department has an informal diversity plan.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all, upon hire.
- All stations accommodate women, and gear/equipment is available in women's sizes.

Department: Montgomery County, MD **Permission to Name:** YES, Brock Cline Lt Recruiter



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

18. Department Profile

Location: Southeast U.S.; IAFF District 14

Type: Municipal; Paid; Fire only

Size: 712 sworn; 33 stations; serve population of 485,000 and an area of 199 square miles

Special Services: Haz-Mat, Technical Rescue, Industrial

Annual Call Volume: 14000 Fire; 30000 EMS

Demographics: 1.4% Female; 38.9% Minority as compared to 72% Minority in area served

Application Requirements: High School education, residency, Firefighter I & II certifications by end of academy.

Recruitment:

- 1% of department budget is spent on recruitment.
- 2 people recruit part-time; both are ethnic minorities and 1 is a woman.
- Recruit on a continuous basis.
- Use 5 different recruitment efforts, none of which were rated as successful.
- Recruit at all school levels from elementary through college.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare including available preparation assistance, developmental and promotional opportunities, and salary and benefits. They also include pictures of diverse firefighters.
- Provide a study guide to candidates.

Selection:

- Previously under a consent decree to hire African Americans.
- 6 selection steps: written test, physical ability test, background check, Chief's interview, psychological screening, and medical screening.
- Written test scores are banded according to results.
- Preference points given to veterans.
- Test several times a year.

Diversity Commitment

- The importance of diversity is included in strategic or business plans.
- Harassment training is mandatory for all sworn members.
- Company officers and line staff are required to attend diversity training once.
- All stations accommodate women.

Department: New Orleans, LA **Permission to Name:** YES, Chief of HR & Public Affairs
Norman Woodridge



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

19. Department Profile

Location: Southeast U.S.; IAFF District 12

Type: County; Paid; Fire & EMS with ALS transport

Size: 850 sworn; 38 stations; serve population of 1,600,000 and an area of 780 square miles

Special Services: Haz-Mat, Technical Rescue, Wildfire, Aircraft

Annual Call Volume: 8500 Fire; 66200 EMS

Demographics: 10.25% Female; 26.7% Minority as compared to 40% Minority in area served

Application Requirements: High School education; some positions require Firefighter I & II and EMT-I or Paramedic certification at the time of application.

Recruitment:

- Have a specific recruitment budget which is 5% of the department's budget.
- 3 people recruit full-time; 1 is an ethnic minority. 5 people recruit on overtime; all 5 are women and ethnic minorities.
- Use 21 different recruitment efforts; all were rated as very successful. (Word of mouth, direct mail/interest cards, ads in metro and local/community and minority/women papers/publications, ads on network and cable/local access tv, radio ads including targeted ads, public service announcements, news stories, department/city website, other websites, community events, schools/community centers/churches, job fairs, cadet/explorer program, mentoring of applicants by current personnel, and recruiting in other cities.)
- Track the number who apply and compare to number hired.
- Recruit in elementary school through college.
- Recruitment materials provide information on how to apply, steps in the selection process and how to prepare, preparation assistance available, developmental and promotional opportunities, and salary and benefits. Include pictures of diverse firefighters.
- Provide a study guide, physical training, and practice sessions for the CPAT (12 weeks).
- Partnership with schools to allow 11th and 12th graders to get their EMT certification.

Selection:

- 8 selection steps: written test, CPAT, video test, background check, psychological screening, Chief's interview, polygraph, and medical screening.
- Selection steps are flexible; can be changed.
- Test monthly and accept applications continuously.
- Offer incentive pay for EMTs, Paramedics, and Haz-Mat technicians.
- Give preference for FF-II and Paramedic certification and to veterans.
- No previous consent decree or court order.

Diversity Commitment

- Did not complete this section

Department: Permission to Name: did not complete section



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20. Department Profile

Location: Central Canada, IAFF District 13

Type: Municipal; Combination; Fire only

Size: 1400 sworn; 43 stations; serve population of 875,000 and an area of 2750 square kilometers

Special Services: Haz-Mat, Technical Rescue, Wildfire, Marine, Heavy Rescue

Annual Call Volume: 28000 Fire; 0 EMS

Demographics: 0.8% Female; 2.2% Minority as compared to 18% Minority in area served

Application Requirements: High School education

Recruitment:

- Recruitment is funded through applicant fees.
- 1 person recruits full-time and 10 people recruit on overtime. Of the overtime recruiters, 2 are women and 6 are ethnic minorities.
- Use 15 different recruitment efforts, of which all but one were rated as successful or very successful. (Word of mouth, ads in metro/local/minority papers, radio ads, tv ads on network & cable/local access, department/city website, community events, schools/community centers/churches, job fairs, open houses, orientation/information sessions, and preparation assistance sessions – limited success.)
- Keep statistics on each step in the process. Candidates are encouraged to self-identify.
- Start recruitment at the high school level and go through the college level.
- Community college offers 3 semester pre-entry program. Department sponsors the program and provides preceptorship (internship) opportunities. Deputy Chief is also the chairman of the advisory council for the college.
- Department participates in numerous community events.
- Recruitment materials provide detailed information on job duties and how to apply, as well as steps in the selection process and how to prepare. Include an EEO statement encouraging women and minorities to apply as well as a statement about how the department values diversity. Also provide pictures of diverse firefighters.

Selection:

- 7 selection steps: (written test, assessment center, psychological screening), CPAT, oral board, (background check and medical screening).
- Test every 2 years.
- Selection steps are flexible; can be changed.
- Give preference for paid or volunteer experience, certifications (don't specify which), post-secondary education, and trade skills.
- Have never been under a consent decree or court order.

Diversity Commitment



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

- Importance of diversity is included in strategic or business plans.
- Have an informal diversity plan.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all, once in their career.
- All stations accommodate women and gear/equipment is available in women's sizes.
- Have a mentoring program for new firefighters. Matched with senior firefighters in the station.

Department: Ottawa, ON **Permission to Name:** YES, Deputy Chief Bruce Montone



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

21. Department Profile

Location: Southeast U.S.; IAFF District 12

Type: County; Paid; Fire & EMS with ALS transport

Size: 1200 sworn; 41 stations; serve population of 691,525 and an area of 550 square miles

Special Services: Haz-Mat, Technical Rescue, Wildfire, Aircraft, Dive Team

Annual Call Volume: 24835 Fire; 72690 EMS

Demographics: 5.2% Female; 13.1% Minority as compared to 22% Minority in area served

Application Requirements: High School education; Firefighter I & II and EMT-B certifications. Paramedic certification within 3 years on the job and must be maintained.

Recruitment:

- 10% of the department's budget goes toward recruitment. Funded through recruitment budget and operations budget.
- 1 person recruits full-time, who is an ethnic minority. 7 people recruit part-time; 3 are women and 2 are ethnic minorities.
- Use 17 different recruitment efforts. Word of mouth and direct mail/interest cards were rated as very successful. Ads in metro and local/community papers, news stories, department/city website, cadet/explorer program, and recruiting in other cities all rated as successful.
- Have a database of applicants that is updated. Compare diversity of applicant pool to diversity of recruit class.
- Recruit on a continuous basis.
- Recruit in high school through college.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process, the physical ability test, and salary and benefits. EEO and Affirmative Action statements are also included along with pictures of diverse firefighters.

Selection:

- Consent decree to hire African Americans ended in 1992.
- 4 selection steps: CPAT, oral board, background check, and medical screening.
- Selection steps are flexible; can be changed.
- Test every year.
- Offer incentive pay for Paramedics and Haz-Mat technicians.
- Preference given to veterans.

Diversity Commitment

- The importance of diversity included in the mission statement.
- The department has an informal diversity plan.
- Harassment training is mandatory for all supervisors.
- Diversity training is mandatory for all supervisors, annually.
- All stations accommodate women and gear/equipment is available in women's sizes.

Department: Palm Beach County, FL **Permission to Name:** YES, Rod Thornton, Recr Coord



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22. Department Profile

Location: Southwest U.S.; IAFF District 10

Type: Municipal; Paid; Fire & EMS with ALS transport

Size: 1398 sworn; 49 stations; serve population of 1,393,400 and an area of 512 square miles

Special Services: Haz-Mat, Technical Rescue, Aircraft, Dive Team, Industrial

Annual Call Volume: 15430 Fire; 110200 EMS

Demographics: 5.1% Female; 24.3% Minority as compared to 43% Minority in area served

Application Requirements: High School education and EMT-B certification; EMT-Other certification by end of academy.

Recruitment:

- Recruitment is funded through overtime.
- 5 people recruit on overtime; 3 are women and all 5 are ethnic minorities.
- Use 12 different recruitment efforts. Word of mouth, department/city website, other websites, cadet/explorer program, and mentoring of applicants by current personnel were all rated as very successful.
- Recruit in high schools and community colleges.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare, available preparation assistance, developmental and promotional opportunities, and salary and benefits - including benefits to domestic partners not just spouses. Also included are EEO and Affirmative Action statements, as well as statements encouraging women and minorities to apply and describing how the department values diversity. Pictures of and quotes from diverse firefighters are also included.
- Provide a study guide, study skills class, physical training, practice sessions for the CPAT, and pre-hire mentoring.
- Women mentor other women in study skills and physical agility. IAFF, Los Bomberos, Emerald Society, and JW Robinson members all mentor like and diverse applicants to show by example that the city and department value diversity.
- Relationship with the technical high school that offers beginning fire science courses.
- Department participates in and sponsors numerous cultural events and conferences.

Selection:

- 5 selection steps: written test, CPAT, background check, oral board, and medical screening.
- Written test cut score is set after examining the data.
- Selection steps are fixed.
- Test every 2 years.
- Offer incentive pay for Paramedics and for EMT re-certification.
- Preference given for EMT-Other certification and to veterans.
- No previous consent decree or court order.

Diversity Commitment

- The importance of diversity is included in the mission statement and in strategic and business plans.
- The department has a formal, written diversity plan.
- Harassment training is mandatory for all.



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- Diversity training is mandatory for all annually.
- All stations accommodate women. Gear/equipment is not available in women's sizes.
- Mentoring is provided for new firefighters. Mentoring is in the culture and provided by all.

Keys to Success:

Department: Permission to Name: NO,



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23. Department Profile

Location: Mid-Atlantic U.S., IAFF District 4

Type: County; Combination; Fire & EMS with ALS transport

Size: 317 sworn; 19 stations; serve population of 275,800 and an area of 360 square miles

Special Services: Haz-Mat, Technical Rescue

Annual Call Volume: 6100 Fire; 32200 EMS

Demographics: 11.4% Female; 10.4% Minority as compared to 38% Minority in area served

Application Requirements: High School education; Firefighter I & II and EMT-B certification by end of academy

Recruitment:

- 2% of department budget goes toward recruitment.
- 59 people recruit on overtime; 13 are women and 15 are ethnic minorities.
- Use 22 different recruitment efforts. Word of mouth and department/city website rated as very successful.
- Have candidates complete a survey to track recruitment. Also survey recruiters after job fairs and events.
- Recruit on a continuous basis.
- 12 week CPAT mentoring sessions. While not designed specifically for women, women who participate have a greater success rate.
- Also provide study guides, physical training assistance, and pre-hire mentoring.
- Start recruiting at middle-school level and go through college.
- Participate in numerous cultural events.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare, available preparation assistance, development and promotional opportunities, and salary and benefits. Include statements on EEO, Affirmative Action, encouraging women and minorities to apply, and how the department values diversity. Also have pictures of diverse firefighters.

Selection:

- 6 selection steps: written test, CPAT, polygraph, background check, medical screening, and oral board.
- Test several times a year and accept applications continuously.
- Selection steps are flexible; can be changed.
- Offer incentive pay for paramedics.
- Preference given for Paramedic certification.
- Have never been under a consent decree or court order.



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Diversity Commitment

- Importance of diversity is included in strategic or business plans.
- Have an informal diversity plan.
- Hired a contractor to help the department conduct an organizational cultural review.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all and offered several times a year.
- All stations accommodate women and gear/equipment is available in women's sizes.

Department: Permission to Name:



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24. Department Profile

Location: Northeast U.S., IAFF District 1

Type: Municipal; Paid; Fire & EMS without transport

Size: 520 sworn; 16 stations; serve population of 212,000 and an area of 35 square miles

Special Services: Haz-Mat, Technical Rescue, Aircraft, Industrial

Annual Call Volume: not reported

Demographics: 1.7% Female; 12.5% Minority as compared to 55% Minority in area served

Application Requirements: High School education; Firefighter I certification by end of academy

Recruitment:

- Have a specific recruitment budget, which is 1% of the department budget.
- 2 people recruit full-time, both are ethnic minorities.
- Use 20 different recruitment efforts. The Cadet/Explorer program rated as their most successful effort.
- Offer training sessions to prepare for the written test.
- Sponsor a firefighter trainee program with the city school district. Graduates are placed in a future recruit class.
- Partner with community agencies around recruitment and participate in both city-wide and neighborhood festivals.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare, development and promotional opportunities, salary and benefits, as well as an EEO statement and pictures of diverse firefighters.

Selection:

- 6 selection steps: written test, physical ability test (CPAT), background check, psychological and medical screenings, and a review committee.
- Test every 3-4 years.
- Selection steps are flexible; can be changed.
- Offer incentive pay for EMTs.
- Give preference to veterans.
- Have never been under a consent decree or court order.

Diversity Commitment

- Importance of diversity is included in the mission statement and in strategic or business plans.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all and offered every 2 years.
- Gear/equipment is available in women's sizes. Locks have been put on bathroom doors and privacy screens are provided.

Department: Rochester, NY
Assistant

Permission to Name: YES, Thomas Haley, Principal Staff



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25. Department Profile

Location: Western U.S., IAFF District 10

Type: Municipal; Paid; Fire & EMS with ALS transport

Size: 900 sworn; 45 stations; serve population of 1,241,300 and an area of 330 square miles

Special Services: Haz-Mat, Technical Rescue, Wildfire, Aircraft

Annual Call Volume: data not reported

Demographics: 8.75% Female; 31.7% Minority as compared to 54% Minority in area served

Application Requirements: High School education; EMT-B certification.

Recruitment:

- Recruitment is funded through the training budget.
- 1 person recruits full-time. In addition 5 people recruit on overtime, all of whom are ethnic minorities and women.
- Use 13 different recruitment efforts. Community events, Cadet/Explorer Program, and Job Fairs were rated as most successful.
- Recruitment success is tracked through surveys given to new hires.
- Start recruitment at the elementary school level and go through the college level.
- Provide informal mentoring to candidates.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process, and salary and benefits. Include an EEO statement and provide pictures of diverse firefighters.

Selection:

- 6 selection steps: written test, oral board, background check, Chief's interview, medical screening, and physical ability test.
- Test every 2 years.
- Selection steps are fixed.
- Offer incentive pay for EMTs and Paramedics.
- Give preference to those with Paramedic certifications.
- Have never been under a consent decree or court order.

Diversity Commitment

- Importance of diversity is included in the mission statement and in strategic or business plans.
- Department has an informal diversity plan.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all.
- All stations accommodate women and gear/equipment is available in women's sizes.

Department: Permission to Name: NO,



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26. Department Profile

Location: Western U.S., IAFF District 10

Type: County; Paid; Fire & EMS with ALS transport

Size: 1676 sworn; 42 stations; serve population of 1,500,000 and an area of 49 square miles

Special Services: Haz-Mat, Technical Rescue, Wildfire, Dive Team

Annual Call Volume: data not reported

Demographics: 13.5% Female; 44% Minority as compared to 54% Minority in area served

Application Requirements: High School education

Recruitment:

- Have a specific recruitment budget.
- No information on number of recruiters.
- Use 8 different recruitment efforts, all of which were rated as successful. (Word of mouth, direct mail/interest cards, banners on stations, ads in local/community papers, radio ads, public service announcements, department/city website, and community events.)
- Provide a study guide, physical training, practice sessions for the CPAT, and pre-hire mentoring.
- Involved in numerous cultural events.
- Recruitment materials provide detailed information on job duties and how to apply, the steps in the selection process, the physical ability test, and salary and benefits. Include an EEO statement and pictures of diverse firefighters.

Selection:

- Consent decree to hire African Americans, Hispanics, Asian Americans, and women ended in 1998.
- 6 selection steps: written test and video test, oral board, CPAT, background check, and medical screening.
- Cut scores for the written test, video test, and oral board are set after examining the data.
- Test every 2 years.
- Selection steps are flexible; can be changed.
- Offer incentive pay for EMTs and Paramedics.
- Preference given for EMT-B, EMT-I and EMT-Other certification.

Diversity Commitment

- Importance of diversity is included in the mission statement and in strategic or business plans.
- Harassment training is mandatory for all supervisors.
- Do not offer diversity training.
- Gear/equipment is available in women's sizes. No information on station accommodations.
- Have a mentoring program for new firefighters.

Department: Permission to Name: NO,



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27. Department Profile

Location: Southeast U.S.; IAFF District 14

Type: Municipal; Paid; Fire & EMS with ALS transport

Size: 563 sworn; 21 stations; serve population of 300,000 and an area of 112 square miles

Special Services: Haz-Mat, Technical Rescue, Aircraft, Dive Team

Annual Call Volume: 2500 Fire; 23500 EMS

Demographics: 10.5% Female; 29% Minority as compared to 54% Minority in area served

Application Requirements: High School education; Firefighter I & II certifications by end of academy; EMT-B certification within 1 year on job.

Recruitment:

- 1% of department budget goes toward recruitment.
- 1 person recruits full-time. This person is an ethnic minority.
- Use 16 different recruitment efforts. Word of mouth, targeted radio ads, and job fairs rated as most successful.
- Recruit at middle school level through college.
- Recruitment materials provide detailed information on job duties and how to apply, how to prepare for the selection process, developmental and promotional opportunities, and salary and benefits. They also include pictures of diverse firefighters.
- Provide practice sessions for the CPAT.
- Relationships with local minority churches and civic organizations.

Selection:

- Consent decree to hire African Americans ended in 2004.
- 8 selection steps: State written test, CPAT, Test for Basic Adult Education, background check, polygraph, oral board, psychological screening, and medical screening.
- Selection steps are flexible; can be changed.
- Test annually.
- Preference given for Firefighter I, Firefighter II, EMT-B, and EMT-I certifications.
- Offer incentive pay for EMTs and Paramedics.

Diversity Commitment

- The importance of diversity is included in the mission statement.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all on an annual basis.
- Only 24% of stations accommodate women, but gear/equipment is available in women's sizes.
- Mentoring is provided for new firefighters through designated training stations.

Department: Shreveport, LA **Permission to Name:** YES, Assistant Chief Brian Crawford



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28. Department Profile

Location: Northwest U.S., IAFF District 7

Type: Municipal; Paid; Fire & EMS with ALS transport

Size: 408 sworn; 16 stations; serve population of 213,100 and an area of 61 square miles

Special Services: Haz-Mat, Technical Rescue, Marine

Annual Call Volume: 4125 Fire; 26275 EMS

Demographics: 7.8% Female; 14.7% Minority as compared to 29% Minority in area served

Application Requirements: High School education; Firefighter I and EMT-B certification by end of academy; Firefighter II within 1 year on the job.

Recruitment:

- 1% of department budget goes toward recruitment.
- 25 people recruits part-time; 5 are women and 10 are ethnic minorities.
- Use 18 different recruitment efforts, many of which were rated as successful. Department/city website, community events, schools/community centers/churches, job fairs, and mentoring of applicants by current personnel were all rated as very successful.
- Track applicant statistics, hiring statistics, and successful completion of probation.
- Recruit on a continual basis.
- Provide a study-guide and practice sessions for the PAT.
- Start recruitment at the middle school level and go through the college level.
- Have a high school job-shadow program.
- Recruit through community groups and participate in cultural events.
- Recruitment materials provide detailed information on job duties and how to apply, steps in the selection process and how to prepare, available preparation assistance, development and promotional opportunities, and salary and benefits. Include an EEO statement encouraging women and minorities to apply as well as a statement about how the department values diversity. Also provide pictures of diverse firefighters.

Selection:

- 6 selection steps: written test, physical ability test, background check, oral board, psychological screening, and medical screening.
- Test every 3 years.
- Selection steps are flexible, can change.
- Offer incentive pay for Paramedics.
- Give preference to those with Paramedic certifications as well as to veterans.
- Have never been under a consent decree or court order.

Diversity Commitment

- Importance of diversity is included in strategic or business plans.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all on an annual basis.
- Mentoring program for new firefighters on a voluntary basis through the union.
- All stations accommodate women and gear/equipment is available in women's sizes.

Department: Tacoma, WA **Permission to Name:** YES, Bruce Baurichter, Union Leadership



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29. Department Profile

Location: Southwest US.; IAFF District ?



IAFF Diversity Initiative Achieving and Retaining a Diverse Fire Service Workforce

30. Department Profile

Location: Western Canada.; IAFF District 6

Type: Municipal; Paid; Fire & EMS without transport

Size: 790 sworn; 20 stations; serve population of 1,000,000 and an area of 128 square kilometers

Special Services: Haz-Mat, Technical Rescue, Wildfire, Industrial, Marine

Annual Call Volume: 2250 Fire; 20500 EMS

Demographics: 1% Female; no department minority data – community is 36%

Application Requirements: 30 post-secondary credits; Firefighter I and II certifications

Recruitment:

- Have a specific recruitment budget, which is 2% of the department budget.
- 1 person recruits full-time.
- Recruit on a continuous basis.
- Use 9 different recruitment efforts. Word of mouth and city/department website rated as most successful. Schools and job fairs also rated as successful.
- Recruit at all school levels from elementary through community college.
- Recruitment materials provide general information including an EEO statement and pictures of diverse firefighters.
- Provide both pre-hire mentoring and mentoring to new firefighters.
- Participate in numerous community events.
- Relationship with First Nations group.

Selection:

- 6 selection steps: written test, oral board, physical ability test, medical screening, background check, and Chief's interview.
- Selection steps are flexible; can be changed.
- Test annually.
- Never been under a consent decree or court order.

Diversity Commitment

- The importance of diversity is included in strategic or business plans.
- Harassment training is mandatory for all.
- Diversity training is mandatory for all, once in career.
- All stations accommodate women and gear/equipment is available in women's sizes.

Department: Vancouver, BC **Permission to Name:** YES, Recruitment Coordinator Rick Critchlow



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31. Department Profile

Location: Midwest U.S.; IAFF District 2

Type: Municipal; Paid; Fire & EMS without transport

Size: 406 sworn; 19 stations; serve population of 380,000 and an area of 140 square miles

Special Services: Haz-Mat, Technical Rescue, Dive Team

Annual Call Volume: 1650 Fire; 28000 EMS

Demographics: 1.2% Female; 12.8% Minority as compared to 26% Minority in area served

Application Requirements: High School education and EMT-B certifications.

Recruitment:

- No data on budget or number of recruiters.
- Use 7 different recruitment efforts. Word of mouth and cadet/explorer program were rated as most successful.
- Do not recruit in schools or to community groups.
- Minimal information on recruitment materials – eligibility requirements, how to apply, the steps in the selection process, and salary and benefits. Do include a statement encouraging women and minorities to apply and pictures of diverse firefighters.
- Provide practice sessions for the CPAT.
- Participate in cultural events such as Kwanza and Cinco de Mayo.

Selection:

- 5 selection steps: written test, CPAT, oral board, background check, and medical screening.
- Selection steps are flexible; can be changed.
- Test every 2 years, but accept applications continuously.
- Offer incentive pay for EMTs and Paramedics.
- Preference given for Firefighter I & II, EMT-B, and Paramedic certification as well as paid and volunteer experience.
- No previous consent decree or court order.

Diversity Commitment

- The importance of diversity is not communicated in the mission statement or strategic and business plans.
- Harassment training is mandatory for all recruits.
- Do not offer diversity training.
- 90% of stations accommodate women and gear/equipment is available in women's sizes.

Department: Wichita, KS **Permission to Name:** YES, Oleyta Triston – Lt in Fire Prevention