

Police Chief and Fire Chief Survey Results

The results of a survey of California police and fire chiefs conducted in November 2003 by Golden Gate University Student John Becker provided valuable insight into the current status of minority and female recruitment efforts and the perceptions of public safety leadership on the issue. The questionnaire was sent to members of the California Police Chief's Association and the California Fire Chief's Association with the assistance of the City of Newark Police Chief and the City of Newark Fire Chief. A copy of both police and fire survey's can be found after this summary. 15.7% of the police chiefs and 18.2% of the fire chiefs completed and returned the survey. This was a much lower response rate than was expected since it was assumed that the ease and convenience of an e-mail survey would result in a significantly higher response rate.

Question 1 asked the chiefs how important it was for their department to reflect the racial, ethnic and gender diversity of their communities. Of the 52 police chiefs that responded, 75% responded that it was "very important" and 19.2% responded with "somewhat important". Only 5.8% responded with "neutral" or "not very important". Of the 47 fire chiefs that responded, 53.2% responded with "very important" and 38.3% with "somewhat important". 8.5% of the fire chiefs responded with "neutral" or "not very important".

Question 2 asked the chiefs to rate their department's success in diversifying their workforce. Of the 52 police chiefs that responded to the question, 9.6% rated their department as "excellent" and a surprisingly high 48.1% as "good". 25% of the police chiefs rated their success as "fair" and 17.3% as "poor". The fire chiefs were less satisfied with their results. Of

the 47 that responded, 8.5% rated their department as “excellent” and 19.1% as “good”. 44.7% rated their department’s success as “poor” and 27.7% as “poor”. The results of questions 1 and 2 clearly reflect an agreement by police and fire department leadership on the importance of a diverse public safety workforce and an acknowledgement that a problem exists.

In question 3, the chiefs were asked to select three obstacles that they believed were preventing achievement of a more diverse workforce. They were provided with a list of 11 choices including an “other” category that allowed them to make open-ended comments. While all of the police and fire chiefs responded to the question, not all of them selected 3 choices. This impacted the results of the data. Many of the chiefs comments relayed a sense of frustration regarding their department’s diversity efforts. One police chief summarized what many other chiefs expressed individually with this comment:

“There is little interest in pursuing a career in law enforcement within our minority community. It has been difficult to get minority candidates to apply. When they do apply, they have rarely done any preparation for the process and know very little if anything about the job. This puts them at a severe disadvantage when competing against other candidates who have taken a variety of measures to prepare for the testing process. In addition, we are a small department of 26 sworn that have been relatively successful in officer retention. We may go a number of years without any recruitment and when we do it is usually for one or two positions. This limits the potential for all applicants who successfully test to receive a job offer”.

Figures 1 and 2 below summarize the top 5 reasons that were selected by the Police and Fire Chiefs. It is significant to note the similarities in the chief's responses to the question. Both groups responded with nearly identical factors/obstacles.

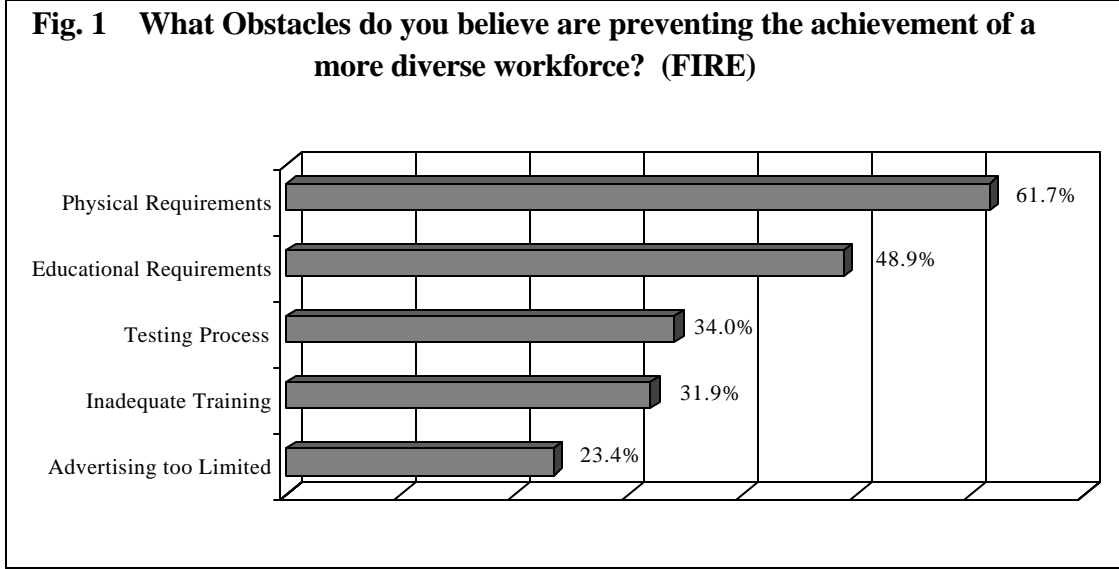
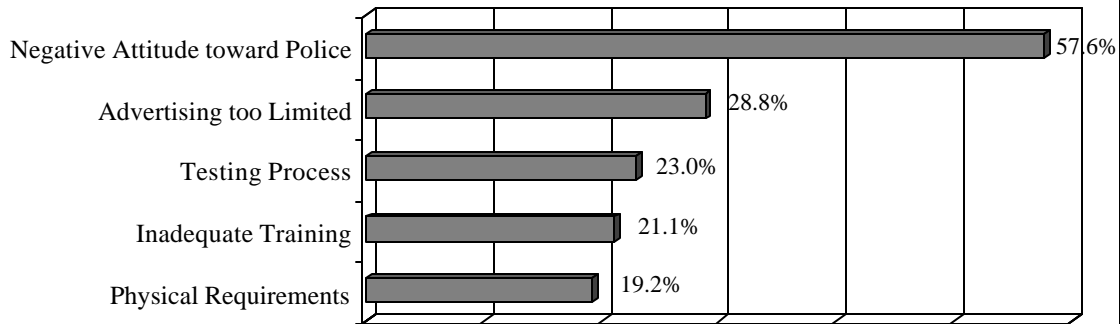


Fig. 2 What Obstacles do you believe are preventing the achievement of a more diverse workforce? (POLICE)



Question 4 asked the chiefs whether or not their departments had a written diversity plan. Of the 52 police chiefs that responded, 21.2 % indicated that they had a diversity plan and 78.8% did not. The percentages of the fire departments with diversity plans were very comparable. Of the 47 fire chiefs that responded, 19.1% of their departments had plans and 80.9% did not. The responses to this question were compared with question 2 to determine if there was a correlation between diversity plans and a departments success in achieving diversity in their workforce. Of the 11 police departments that had a diversity plan, 9.1% of the chiefs rated their department's diversity success as "excellent", 45.5% as "good". Despite having diversity plans, 36.3% of the police chiefs rated their success as "fair" and 9.1% as "poor". Of the 9 fire departments that had diversity plans, 22.2% of the chiefs rated their department's success as "excellent", 33.3% as "good", and 44.5% as "fair". Although the sample size was small, the responses seemed to

support a link between diversity plans to improvements in minority and female recruitment efforts.

As a related follow-up, questions 5 and 6 were designed to obtain information about court imposed diversity orders or consent decrees. Question 5 asked the chiefs if their departments were currently under any court imposed diversity order. 51 responses were received from the police chiefs with 100% of the chiefs answering “no”. 47 responses were received from the fire chiefs with 100% also responding with “no”. Given the proliferation of litigation on this issue in prior years, this result was rather surprising.

Question 6 asked the chiefs if their department was ever under any court imposed diversity order. Of the 52 responses from the police chiefs, 2% answered “yes” and “98% answered “no”. Of the 47 responses received from the fire chiefs, 12.8% answered “yes” and 87.2% answered with “no”.

Question 7 asked the police chiefs if their departments were operating under a “community oriented policing” model. Fire chiefs were asked about their department’s emphasis on public fire prevention outreach. 52 police chiefs responded to the question with 94.2% indicating “yes” and 5.8% indicating “no”. 47 fire chiefs responded to the question with 97.9% indicating that they emphasize fire prevention outreach and 2.1% indicating “no”.

The results of this question were correlated with question 1 to determine if there was a relationship between the police chief’s opinions on the importance of diversity and the use of a “community oriented policing” model in their department. A comparison was also done with the

fire chiefs responses to determine if a relationship existed between their commitment to public fire prevention outreach efforts and their response to the importance of diversity in their department. Of the 46 fire chiefs that indicated that their departments emphasize fire prevention public outreach, 54.3% indicated on question 1 that diversity in their department was “very important”, 39.1% indicated it was “somewhat important”, 6.5% were neutral, and 2.1% indicated that it was “not very important”. Of the 49 police chiefs that indicated that their departments use a community oriented policing model, 77.6% indicated diversity in their department was “very important”, 16.4% indicated it was “somewhat important”, 4% were neutral, and 2% indicated that it was “not very important”.

Question 8 was open-ended and allowed the chiefs to provide information on techniques or strategies that their departments have used to recruit minorities and females. 42 of the police chiefs and 24 of the fire chiefs who responded to the survey provided comments. These comments also included after the summary. One of the most interesting recruitment ideas came from a Southern California police chief who wrote:

“We sent recruiters to the Santa Monica Beach during the summer. Our recruiters were dressed in shorts and T-shirts and they approached sun bathers. I don't think anyone who was contacted that day signed up, but CNN ran the story for a week because of the visuals, including a 3 year old with an ice cream cone talking to a police officer. The phones rang off the hook for days”.

After reviewing the results of the questionnaire, some problems were identified with the survey process and with some of the questions that were asked. First, the use of an e-mail survey that relied on a third party to issue it, probably resulted in some level of miscommunication which would impact the response rate. There was also a requirement for the chiefs to have a level of sophistication with e-mail that might have been overestimated by the researcher. Second, there was potential for built-in bias because a large majority of the respondents were probably non-minority males. Third, question 3 could have been more effective if it was designed to ask the chiefs for separate responses for minorities and women. Finally, a response rate of 15.7% from the police chiefs and 18.2% from the fire chiefs was much less than was expected from an e-mail survey. With more time, a follow-up e-mail or a phone call would probably have increased the response rate. Unfortunately, I only had 3 weeks to complete the survey and analyze the results.

FIRE CHIEF SURVEY

Dear Chief,

The following questionnaire is designed to obtain Chief Officer perspectives regarding opportunities and obstacles to improving minority and female recruitment and retention of firefighters. The data collected will be used to develop policies and procedures that increase minority and female representation in the fire service.

This survey is being conducted by John Becker, Assistant City Manager for the City of Newark, California as part of a graduate student research project through Golden Gate University, San Francisco. **Your help in answering the following questions would be greatly appreciated, and is very important to the success of this research project.** The

survey should only take a few minutes to complete. **Questionnaire respondents will not be identified in the results of the research.**

To complete the survey, simply “click” on the appropriate response box for each question. Question #8 requires a text response. Once you have completed the survey, please “click” on the SAVE icon (no need to rename) and then select EXIT from the FILE pull down menu (this will close the attachment). Select FORWARD and e-mail back to me at john.becker@newark.org. **Please reply back by Friday, November 28, 2003.** Thank you in advance for your time and assistance.

1. In general, how important do you believe it is for your department’s workforce to reflect the racial, ethnic, and gender diversity of the community they serve?

- Very important
- Somewhat important
- Neutral
- Not very important
- Don’t know

2. How would you rate your department’s success in recruiting minority and female firefighters?

- Excellent
- Good
- Fair
- Poor
- Don’t know

3. What obstacles do you believe may be preventing the achievement of a more diverse department workforce? Select the three that most apply.

- Educational requirements of the job
- Lack of adequate training
- Physical requirements of the job
- Agency personnel rules and regulations
- The testing process
- Recruitment advertising is too limited
- Negative community perceptions about the job
- Required work hours or schedule
- Lack of flexibility in duty assignments

- Concerns for personal safety
- Other (please specify)

4. Does your department have a written diversity plan?

- Yes
- No

5. Is your department currently under any court imposed diversity order/consent decree?

- Yes
- No

6. Has your department ever been under any court imposed diversity order/consent decree?

- Yes
- No

7. Does your department emphasize “Fire Prevention” public outreach?

- Yes
- No

8. What unique techniques or strategies has your department used to recruit minority and female firefighters?

Thank you for completing the survey. To return this questionnaire, please follow the instructions above.

Check this box and provide your name and address if you would like a copy of the survey results.

Name:

Mailing Address:

POLICE CHIEF SURVEY

Dear Chief,

The following questionnaire is designed to obtain Chief Officer perspectives regarding opportunities and obstacles to improving minority and female recruitment and retention of police officers. The data collected will be used to develop policies and procedures that increase minority and female representation in the police service.

This survey is being conducted by John Becker, Assistant City Manager for the City of Newark, California as part of a graduate student research project through Golden Gate University, San Francisco. **Your help in answering the following questions would be greatly appreciated, and is very important to the success of this research project.** The survey should only take a few minutes to complete. **Questionnaire respondents will not be identified in the results of the research.**

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1. In general, how important do you believe it is for your department’s workforce to reflect the racial, ethnic, and gender diversity of the community they serve?

- Very important
- Somewhat important
- Neutral
- Not very important
- Don’t know

2. How do you rate your department’s recruiting minority and female officers?

- Excellent
- Good
- Fair
- Poor
- Don’t know

3. What obstacles do you believe may be preventing the achievement of a more diverse department workforce? Select the three that most apply.

- Educational requirements of the job
- Lack of adequate training
- Physical requirements of the job
- Back ground requirements are too stringent
- Agency personnel rules and regulations
- The testing process
- Recruitment advertising is too limited
- Negative community perceptions about the job
- Required work hours or schedule
- Lack of flexibility in duty assignments
- Concerns for personal safety
- Other (please specify)

4. Does your department have a written diversity plan?

- Yes
- No

5. Is your department currently under any court imposed diversity order/consent decree?

- Yes
- No

6. Has your department ever been under any court imposed diversity order/consent decree?

- Yes
- No

7. Has your department adopted a “community oriented policing” model?

- Yes
- No

8. What unique techniques or strategies has your department used to recruit minority and female officers?

Thank you for completing the survey. To return this questionnaire, please follow the instructions above.

Check this box and provide your name and address if you would like a copy of the survey results.

Name:

Mailing Address:

Written Remarks on Police Department Questionnaires

Question 3: What obstacles do you believe.... (“Other” selection and remarks)

1. Lack of assistance by minority community groups
2. Number of qualified minority applicants in the workforce is disproportionately small.
3. Lacking good quality candidates!
4. Commute and/or relocation issues
5. Difficult to find quality candidates
6. Lack of interest
7. My inability to compete with larger agencies
8. There is little interest in pursuing a career in law enforcement within our minority community. It has been difficult to get minority candidates to apply. When they do apply, they have rarely done any preparation for the process and know very little if anything about the job. This puts them at a severe disadvantage when competing against other candidates who have taken a variety of measures to prepare for the testing process. In addition, we are a small department of 26 sworn that have been relatively successful in officer retention. We may go a number of years without any recruitment and when we do it is usually for one or two positions. This limits the potential for all applicants who successfully test to receive a job offer.
9. Profession is not desirable to many racial/ethnic groups.
10. Housing costs and negative connotation by media/entertainment on law enforcement.

11. Several issues come to mind about recruiting in general, which includes recruiting women and minorities.. One is that police work is not currently thought of as a revered profession too many young people. Everybody loves a fireman, few love a cop. We've done a poor job of public relations for the profession. Also, we are in competition with employeers who pay better, and whose jobs don't involve shift work and physical danger. Many in society seem less inclined to become involved in serving the public.

The applicant pool for police officers of any race or gender is too shallow. A significant number of applicants today seem too self centered, concerned only about themselves with little concern about the community they are applying to work in. I find myself talking to candidates who have no business even applying for law enforcement positions. They have significant recent drug use or other issues that make them unacceptable.

Too many of us are competing for the few good candidates out there. It's a buyers market for men and women who are suitable for police work and have a desire to serve. Just take a look in the PORAC magazine under employment opportunities and you get an idea of how difficult recruiting is for any police agency.

Lowering the standard is in my opinion, the last thing we want to consider. Turning an active substance abuser, or a person inclined to violate the law loose on the public is unthinkable to me. In the end, lowering the standard creates issues such as those recently seen in San Francisco. If someone isn't concerned about the consequences of their actions before they pin on a badge, it's unlikely that the badge will make a personality change for that individual.

12. Ability to compete with other agencies
13. Culturally based negative views of the law enforcement profession. Size of candidate pool.
14. Competitive compensation
15. We are a small agency with 25 officers, it is difficult to recruit quality applicants when competing against larger police departments.
16. Lack of competitive pay
17. Small agencies seem to have more difficulty attracting good qualified candidates in general.

18. Pay and benefits, minority officers go to larger agencies

Question 8: What unique techniques or strategies has your department used....

1. Right now nothing unique but I'm interested in knowing more productive ways
2. A community education /outreach program aimed at minority recruitment; a "fast-track" hiring program which allows for persons meeting certain requirements to take a priority in hiring.
3. Encourage current sworn employees to seek positions on local Academy training staff. Identify target candidates early and subsidize them during the academy.
4. Heavy recruitment from our community which is 75% Hispanic.
5. Our department currently utilizes a number of different approaches to recruit within the minority community. Specifically, we not only host and/or participate in job fairs within specific targeted communities but we also do outreach at local military bases, colleges, high schools, and other organizations associated with the Asian, Pan-Asian, Hispanic, African American, and gay and lesbian communities.
Recruiters also attend the Chief's community forums and provide literature at locations/businesses that cater to female and or minority clientele. In addition, we also have an active internship program that introduces high school students to a variety of employment possibilities within the department. Although current budget concerns have impacted our ability to recruit as diligently as we would like, our organization continues its efforts to seek out and recruit ALL viable candidates for the position of police recruit.
6. We have worked with our Hispanic Chamber of Commerce, the local chapter of the NAACP and with other special interest groups with very limited success. These groups always talk about assisting in recruiting but do not follow through. We have had the best success with our Explorer and Cadets. We feel this will be our answer for the future. The younger we can recruit potential applicants the better.
7. Attempt to recruit prior to attending academy and pay for academy if qualified individual.
8. Menlo Park PD has a comprehensive plan that responds to the issue of racial profiling that has been endorsed by the ACLU. Further, we have worked hard to create a culture

filled with opportunities for minority and female officers. This has earned us a reputation that is attractive to women and minorities, and therefore they apply.

9. Personal level of recruitment at Academy level, and networking with current and former officers for the overall good candidates who have minor glitches that have prevented hiring elsewhere. When I say “personal” I mean I go to the Academy or to working officers for names, pay one on one visits, explain what we offer, goods, drawbacks, etc to the candidate, and go from there. I can (to a degree) pick and choose the type of candidate that I want to have apply. These persons (overall) tend to do well on later independent interviews, I think possibly because they feel like they have an inside track, which they don’t, but FEEL they do, so they are perhaps more relaxed, confident, etc.. I believe this has increased our pool of desirable persons, which does to a degree skews the odds in favor of getting the right blend.
10. Nothing unique, we’ve attended local community functions on a regular basis trying to get positive exposure.
11. It may not be unique, but we strive to provide an environment free of any type of internal conflict. We have a zero tolerance and a quick response by the administration for any type of harassment be it sworn or non-sworn, race, gender, or preference. This support has spread and I believe has been helpful when recruiting.
12. We usually draw from local academy or area which has a large minority ration. We receive few female applicants.
13. None, other than to attend recruitment drives at local academies
14. \$10 K signing bonus, silent down payment on a house, step for step salary transfer, internal recruitment incentives.
15. Created a recruiting DVD that is played at job fairs, and handed out to potential applicants.
16. We have addressed local schools which are complimented with various minorities. We have encouraged our Officers to be on a constant alert for recruiting minorities and women on and off the job. We do recruiting at local colleges and Academies and encourage minorities and women.

17. One of the cornerstones of the Fresno Police Department is to recruit and hire a diverse pool of sworn and non-sworn employees, that is reflective of the demographics of the community which the Department serves. To enhance the departments recruiting effort, the Fresno Police Department developed the recruiting unit comprised of police officers who are representative of the diversity of the department, as well as model police officers. The recruiting officers are involved in every aspect of the hiring process. This type of personal service has given our department a definite advantage in retaining the very best candidates of all races during the highly competitive hiring process.
18. Directed recruiting from local area with an attempt to specifically target Hispanic and Female candidates.
19. Focused recruitment effort
20. None, but I think the fact that we have a female commander, female supervisors and a fair number of females on the department has helped us with recruitment. This is true with our ability to recruit gay officers.
21. We outreach to the community, local colleges and local academies. We have a well balanced diversity in all ranks, city is 61,000. We also have a philosophy of “Grow your Own” through Cadet, Reserve Programs.
22. We are currently working with minority groups to develop a strategy to attract minority applicants and foster interest in law enforcement. We are considering the development of a non-English “citizen academy” and are making outreach to minority students through our cadet program. We also hope to initiate an “intern” program within the next year. We will be cooperating and in partnership with the community college and other organizations to develop and fund this program. Being a somewhat isolated community the difficulty is getting qualified minorities to want to stay here rather than explore better employment opportunities elsewhere.
23. Been lucky so far, 20% women and 30% Hispanic. Part of our luck deals with these candidates not being hiring by other departments in the area due to their being women, issues with their relatives or willingness to accept older employees.
24. Targeted recruitment efforts for females and minorities and lucrative cash incentive program for employees to recruit new officers.

25. Currently the department has not sought opportunities to recruit minority applicants. It has been a hot topic within the community and the department is seeking alternatives strategies for future opportunities.
26. Hired a private firm to do recruiting
27. Our recruiting team from the department is diversified, we also work to attract gays and lesbians which for the most part is an untapped field of candidates.
28. We have a full-time recruiter who is also a minority. He is supplemented with other officers to handle recruiting on an overtime basis. These officers encompass female and minority officers who want quality candidates to grow our organization.
29. We require an applicant, either recruit or lateral to be bilingual which has resulted in a diverse employee makeup though this recruitment has excluded female applicants on occasion.
30. We target women for recruitment. They have major problems completing the physical agility portion of the testing.
31. We have not had much difficulty in recruiting women for over 25 years as we've always been proactive and have a good track record of hiring and promoting women. We normally have between 20-25% female officers at any given time. For minorities, we have used our minority officers to target college students in recruitment efforts and have up until recently provided incentives to officers who recruit any officer candidate, regardless of race or sex and to successful candidates. Had to discontinue these incentives due to budget cuts.
32. As a small agency, we hire most our officers as laterals from other agencies. When underrepresented candidates are eligible, I hire them under our existing personnel rules. We have done limited recruiting, and none targeting specific groups. I believe that, more than any other branch of government, law enforcement should reflect the diversity of the community it serves. But, not at the expense of merit.

Before coming to my current department, I spent over 28 years at LAPD. I was in charge of Personnel, including recruitment and hiring, in the early 90's. We operated under a court ordered consent decree that established numerical goals for blacks, Hispanics, Asians, and females. We specifically targeted these groups and spent all of our recruitment money seeking qualified candidates. The consent decree allowed us to selectively hire to meet the goals. We also recruited in the gay and lesbian community in

response to another lawsuit settlement agreement. We not only recruited at locations that would have large numbers of perspective candidates, but we also recruited at unique events that would result in media coverage. For example, we sent recruiters to the Santa Monica Beach during the summer. Our recruiters were dressed in shorts and T-shirts and they approached sun bathers. I don't think anyone who was contacted that day signed up, but CNN ran the story for a week because of the visuals, including a 3 year old with an ice cream cone talking to a police officer. The phones rang off the hook for days. I also had to convince the Chief it was worthwhile to send recruiters to the ski resorts in Big Bear. He thought it was a junket. Again, we probably didn't get anyone off the ski slopes, but the local San Bernardino paper ran a cover story and that resulted in many inquiries. The narrow view would be it that both of these events were a waste of time. The reality was, we got a lot of potential candidates by being a little creative and letting the media help get the word out. For recruiting women (our goal was 43%), we went to where large concentrations of women are. Some people would criticize this, but the reality is women go to shopping malls and gyms. Both are good locations. The military has very high representations of women and minorities and they continue to be a good resource. We had limited success with junior colleges. I argued we should recruit at 4 year colleges and change the recruitment message from one that emphasized the entry level benefits, to one that explained the duties and benefits of senior management. My belief was that this would attract a different type of candidate who was looking at a professional career. I was never able to get it off the ground.

Retention for female officers continues to be a problem everywhere. We recruit young women at a child bearing age. It is no surprise when they quit after several years to start a family. 24 hour child care doesn't exist. If that were available, it may help, but I learned it is extremely expensive to implement, and would not get much use. Women tend to prefer more stable hours. Larger departments have more administrative type jobs and detectives. It is more of a challenge for small departments like mine where almost everyone works a patrol shift.

33. I don't know that is so unique and it isn't the answer to our immediate need for more minority officers (we have a representative number of females) but we are starting a cadet program at the schools with the expressed goal of locating minority cadets that we can mentor, groom and train to become suitable candidates for us. We are trying to grow our own if you will. Hopefully in the long run we will be able to more adequately represent the community ethnic population.
34. None required, as the community is 95% Hispanic and we have an abundance of candidates.

35. Using lateral transfer minority officers to lure other minority officers from their former departments.
36. This is not unique but we aggressively out-reach to academies and colleges to attract minority and female applicants. We have been moderately successful.
37. We have a number of our officers on the staff at a local police academy, we hand select many of our applicants from the academy classes.
38. We have used both female and minorities for recruitment purposes. We have sent them to the academy as well as job fairs.
39. Primarily we have recruited minority and female officers through our local community college. Staff members teach as adjunct professors allowing them to become knowledgeable about interested and qualified candidates.
40. These aren't unique. We go out to local high schools, colleges and universities in the area. Our Explorer program and Adopt a Cop programs in the elementary, middle, and high schools help with attracting minorities.
41. Use minority recruitment officers
42. Aside from attending a variety and wide range of job fairs and college job recruitments in and out of our region, we have reorganized and increased the number of employees for our department recruitment team. We've sought to increase the number of minority employees as well as non-sworn personnel to the team and have drawn from a larger cross section of job assignments.

Written Remarks on Fire Department Questionnaires

Question 3: What obstacles do you believe.... ("Other" selection and remarks)

1. Funding for outreach
2. Recruitment activities are very limited and given the significant diversity of cultures and nationalities of our community, I think that we are not using effective recruitment strategies and we have a cultural barrier in some regards in terms of the perception or status of firefighting as a profession that will need assistance from cultural community leaders to overcome.
3. Lower pay than other area departments.
4. Lack of diversity of the recruiters
5. Ability to reach community youth and minority work force.
6. Paramedic requirements
7. Lack of interest
8. Nature of job, stress associated with the job.
9. Lack of courage
10. Cost of living, lack of qualified applicants
11. Labor pool limitations (dominated by white males) AND female opportunities with other departments – further limiting those available)
12. Limited recruitment to only those applicants who are paramedic.
13. Financial issues with attending paramedic school or Fire Academy as unsponsored students.
14. I don't believe there are any obstacles any longer. As a matter of fact, I believe there are advantages to being female or minority if you are seeking employment as a firefighter. This very survey is testament to that fact. Lack of interest for some ethnic groups in the fire profession is a major factor, and as for females, there is a limited pool of those who possess the strength to meet the job requirements. Thus, I don't believe it's realistic to seek parity between the genders.
15. Other departments can pay more

16. Small community lack of base, limited diversity
17. Candidates not available locally
18. Most paramedic recruits are white males. The change to FF/P has actually set our diversity goals back.
19. One of the biggest problems we face is developing a sufficiently diverse applicant pool. This is partly due to the fact that we have limited resources to devote to extensive outreach and advertising programs. The other program seems to be the fact that there are simply insufficient numbers of qualified applicants to meet our diversity needs. For example, is the fire service really a profession sought out by many qualified women. If not then the applicant pool will reflect that reality no matter how much we want to diversify our workforce.

Question 8: What unique techniques or strategies has your department used....

1. Offer paramedic training to employees of other departments who wish to become firefighters. Actively promote ride-along program. Outreach to high school students. Career counseling services to those interested in becoming firefighters. The basic strategy is to cast widely, encourage people to prepare and test, and to have a commitment to recruit minorities and females.
2. Early union involvement, targeted recruitment, diverse oral boards, CPS written exam, physical agility norming, fire station remodeling to provide separate facilities for men and women, diversity training, and rule of the list.
3. Minor diversity outreach, word of mouth, employee incentives, some recruitment and career day activities.
4. Our department is very small and we have not used any unique techniques for recruitment. The biggest problem our department faces in recruiting female firefighters is their ability to pass the physical agility. We do take the applicants height into consideration and do not have shorter (any for that matter) applicants lift heavy items over the height that they would normally lift an item if they were given a specific task to on the fire ground. (ie. Hand a smoke ejector in a doorway) The applicant is asked to place the smoke ejector hanger in a position that they would normally install the device if

asked to do so, prior to the test. This assures that the smoke ejector hanger is not placed beyond their reach.

5. We have developed a youth program where firefighters mentor middle school youth during the summer. The program encourages females to consider a fire service career. We supplement this with an explorer program that encourages females to participate.
6. Expand our Fire Explorer programs in a number of communities with the intent of reaching out to young adults, and hopefully increase their interest in a fire service career. The Inland Empire Fire Explorer Program just graduated 222 explorers from a 5-day academy at Fort Irvin.
7. We have a volunteer Reserve Firefighter program that is very successful. We have an excellent representation of the ethnicity of our community.
8. We have involved our field personnel by creating a recruitment committee that is made up of a cross section of the department. The Recruitment Committee has been charged with trying to establish an applicant pool that is reflective of our community. Unfortunately, due to requiring paramedic licensure as a prerequisite, the committee has met with only fair results.
9. Advertising in other than typical periodicals/journals/newspapers
10. Non paid Fire Auxiliary program, sponsorship to Fire Academy, sponsorship to Paramedic Training.
11. Weekly seminars, participation by black firefighters organization, women in fire service and bomberos in teaching seminars to targeted recruitment, removing artificial barriers and perceptions about women and minorities, the courage to do the right thing.
12. We have used a generational approach to our hiring process.
13. While not unique, word of mouth has been most effective
14. We have not changed any standards and will not lower standards to any protected class. Everyone is treated equally.
15. We are in the second year of teaching EMT at the high school level. The focus is on teaching EMT as we employ a mixed crew ALS system which teams FF/PM's with EMT's on our four ambulances. We then use the EMT pool as a hiring pool following

their completion of Paramedic school, which we promote through scheduling. Although our hiring success has been fair using this program, retention has been difficult. It was with this in mind that we started the high school program (which is an elective) to draw young people with ties to the community to our EMT ranks. We will not see the results for another year or two but we do have two students from the first year of the program putting themselves through PM school who are not currently employed with us. These two do not need to work currently and are parent supported. The elective course has been VERY popular and this year we received three times the applicants that we were able to include in the class.

16. Outreach to minority areas of the City.
17. None that are unique. We advertise in minority newspapers and on minority radio and television stations. As for the previous question, I'm not familiar with the term "Fire Prevention Public Outreach". If it means do we use our Fire Prevention resources as a human resources tool, the answer is no.
18. School outreach and using private company recruiters
19. Volunteer Programs
20. Changed our Physical Abilities Testing to the CPAT and began administering the CWH written vs. CPS.
21. Recruitment of female student athletes (college)
22. We utilize a student firefighter/intern program to assist in attracting/hiring minority and female firefighters.
23. Focused recruitment
24. When resources permit, which hasn't been all that often over the last 20+ years, we have had success when we target minority communities and organizations. The process is very time consuming and labor intensive but does produce results. Traditional advertising has never produced the results achieved by reaching out and meeting the target groups.

