

Running head: MINORITY RECRUITMENT: IDENTIFYING WAYS TO ENHANCE

Minority Recruitment: Identifying ways to enhance diversity in the

Delray Beach Fire-Rescue Department

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### Certification Statement

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writing of another.

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## Abstract

In the twenty-first century fire service, therein rests an early twentieth century problem. Despite the efforts to change the appearance of the modern fire service to reflect the demographical landscape of communities served, a homogenous countenance remains. Such is the predicament of the Delray Beach Fire-Rescue Department. The problem is the DBFR has not been successful in recruiting minority candidates to meet departmental goals. The purpose of this applied research project is to identify methods to successfully recruit minority candidates to meet departmental goals. In order to achieve the stated goal of this research project, the descriptive research method was utilized. The research questions utilized were: a) What programs have private sector organizations developed to recruit minorities? b) Identify minority recruit initiatives employed by the fire service. c) Identify minority recruitment methods utilized by other public safety agencies. d) How has the armed forces diversified through recruitment measures? e) Identify obstacles preventing the successful recruitment of minority candidates.

The procedure included a literature review, personal communications, a 13 question survey, and answering five associated research questions. Results of the applied research project identified some commonalities in conventional minority recruitment initiatives deemed successful and others that were out of the box type initiatives. There were nine recommendations stemming from the study. Recommendations included formation of a diverse recruitment team, the development and implementation of a strategic recruitment plan, a measure to provide a mini CPAT training session, establish recruiting trips, expand outreach to local schools, and construct and nurture relationships, to name a few. If the DBFR Department follows the recommendations delineated in this applied research project, the department will

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enhance its diversity through greater minority representation. In doing so, DBFR can develop a model recruitment plan for other agencies to adopt.

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## Introduction

The City of Delray Beach is settled on the southeastern shoreline of the State of Florida. With her beautiful sandy beaches, lofty palm trees, and warm blue ocean waters, Delray Beach is a little taste of paradise. Nestled between West Palm Beach to the north and Ft. Lauderdale to the south, Delray has become a popular destination for visitors looking to enjoy all that Florida has to offer. Delray boast a family conducive atmosphere that is pet friendly and representative of the global community in which we all belong. The City of Delray Beach is a two-time winner of the All-America City designation. The City has been recognized for its race relations, albeit racial discord and/or racial misgivings still exist and are ever present just beneath the surface.

It is easy to see that diversity is changing the interwoven fabric of America. The workplace is becoming more diverse. Stedman Graham (2006, p.33) stated in his book, *Diversity Leaders not Labels*, “Diversity is literally changing the face of the American workplace.” Cultural and ethnic diversity is being touted as an asset and an advantage for every organization willing to capitalize on its strength and marketability. Graham (2006, p.15) opined, “Savvy businesses are finding unlimited economic and competitive advantages in the creation of socially diverse corporate structures.” Diversity expands an organization’s knowledge base, cultural sensitivity, and creates many different vantage points in viewing the organization’s strengths, weaknesses, opportunities, and threats. David Daniels (2006) in chapter six, Diversity and Inclusion in the Fire Service, of the book *Chief Fire Officer’s Desk Reference* stated, diversity goes beyond what an organization looks like, how its employees act, what values they hold, or how they practice their religious beliefs, it is more so about the differences in the ways they think, perceive, and interact with the global and multicultural environment around them.

The DBFR, nevertheless, lacks the global community sentiments in the ethnic and gender representation of the organization's uniformed personnel. The total department population representing members of a protected group is 25 personnel and that number accounts for 18.5 percent of the total departmental population.

Within the multicultural community, reside a multicultural people with their traditions, values, and ideology. Because the department does not mirror or at least resemble more closely the community, the lack of diversity impacts the citizenry and the organization alike. By lacking the necessary multicultural representation within the fire department, the chasm between the department and portions of the multicultural environment it serves widens and relationships become strained. A phenomenon Sagen calls multicultural capacity sheds light on this thought. Sagen (2008) in the article, *Diversity in the Fire Service: Why Does It Matter* purports that multicultural capacity is the degree of sensitivity, proficiency, and ease with which fire/EMS personnel respectfully deliver services to multicultural community members. This includes communication, gaining an understanding and knowledge of cultural practices, values, rituals, and differences in affective expression.

Because fire department crews lack diversity, cultural capacity is lost and misunderstandings can occur. These misunderstandings have materialized in the form of a lack of openness, language barriers, knowledge gaps, culturally inappropriate touching, a lack of proactive relationships, a feeling of coercion or helplessness in the handling of affective expression, and discontent toward religious customs (dealing with death or the dying). These in turn lead to additional problems of fear of the police or fire-rescue personnel, cultural embarrassment (i.e. inability to pay, communicate, receive understanding or acceptance), or fear of deportation.

Through perceived biases toward women and people of color, internally within fire departments, the lack of cultural capacity presents itself as well and causes departments to reside in constant tension. Because many departments appear to have the propensity to avoid hiring minority and female candidates and exhibit bias to those working within their organizations; a lack of trust and hostile work environments develop. Law suits seek to rectify racially biased entrance and promotional exams that are extremely subjective or at the least, marginally objective. The lack of diversity and the bias towards firefighters of color and of the female persuasion are a constant issue.

In spite of these nationally well-known publicized issues, the DBFR has attempted to recruit minority and women candidates. The problem is the DBFR has not been successful in recruiting minority candidates to meet departmental goals. The purpose of this applied research project is to identify methods to successfully recruit minority candidates to meet departmental goals. In order to achieve the stated goal of this research project, the descriptive research method was utilized. The research involved a literature review, personal communications with departmental historians, and a survey/questionnaire. The process also included the answering of five associated research questions concerning minority recruitment: a) what programs have private sector organizations developed to recruit minorities? b) Identify minority recruit initiatives employed by the fire service. c) Identify minority recruitment methods utilized by other public safety agencies. d) How has the armed forces diversified through recruitment measures? e) Identify obstacles preventing the successful recruitment of minority candidates.

### Background and Significance

The City of Delray Beach is a beautiful small city located in Eastern South Florida. A village by the sea that began as an agricultural community in 1895, Delray Beach has become

one of Florida's most popular destinations for visitors. The DBFR provides fire and life safety protection to the incorporated city limits and surrounding communities. The DBFR is a professional multi-disciplined organization consisting of 135 uniformed personnel, six administrative staff assistants, two EMS billing specialist, and one civilian plans reviewer that offers diverse services to the citizens, the work force, and visitors of Delray Beach. Personnel are divided among operations three battalions or shifts, administrative division, fire safety division, training division, and the EMS division. Each shift is supervised by a Battalion Chief with the assistance of an EMS Shift Captain for supervision during high level medical emergencies and highly involved responses [e.g. structure fires, special operation responses, target hazard emergencies].

Currently, the fire department operates six fire stations serving Delray Beach, Highland Beach, and the Town of Gulfstream. Each fire station has the capability to respond a fire engine or an aerial ladder truck along with an ALS medic response vehicle. The suppression units at the stations are staffed by three uniformed personnel; all of the department's fire suppression units are ALS capable. All medic apparatus are staffed with two uniformed paramedics. The fire department responds to an average of 12,000 requests for service per year.

The emergency response services offered by the fire department include emergency management, emergency medical response (ALS/BLS), structural and vehicle firefighting, hazardous materials mitigation, and water and dive rescue. Additionally, the fire department also renders the following non-emergency services: fire safety inspections, plan review, CERT [Citizen Emergency Response Team] training, Public Education programs [such as first-aid, CPR/AED training, smoke detector assistance program]; Fire Prevention, a Youth Fire Explorer Program, and a Youth Fire Starter Program. The problem is that although the DBFR department

has a well-known brand throughout the state, the DBFR department has not been successful in recruiting minority candidates to meet departmental goals. This problem has existed for more than thirty years. In the late 20<sup>th</sup> century, like most other fire departments, DBFR was predominately staffed by Caucasian males.

If you ask any fire chief or public safety director about the importance of diversity in the fire service, you will most likely hear an answer that would seem rehearsed, refined, and as familiar as a politician's talking points during a stump speech in the mist of election season. Fire executives all across this great nation will in no uncertain terms boisterously defend the need of fire service racial, ethnic, cultural, and gender diversity. Nonetheless, the demographics of the department are starkly different than the demographics of the City.

According to the United States Census Report (2010) the City of Delray Beach has 60,522 residents filling its 15.1 square mile area. The City also has 10,000 part-time residents during the winter months drawn to the beautiful winter climate of South Florida. Within the diverse communities of the city, women represent 51.9% of the total population of the city. Caucasians make up 59.2% of the population at 35,829 residents while people of African descent make up 28% of the population or 16,946 residents. Hispanic and Latinos within our community constitute 9.5% or 5,750 residents of the total population. Asians/Pacific Islanders account for 3.3% or 1,997 residents of the total population of the All-America City.

Nevertheless, the DBFR lacks the global community sentiments in its ethnic and gender representation within the organization's uniformed personnel. The total department population representing members of a protected group is 25 personnel and accounts for 18 percent of the total departmental population. Furthermore, looking at the departmental minority representation from a slightly different vantage point, the picture grows more ominous. Of the department's

135 uniformed personnel, six (6) percent are African American, nine (9) percent female, three (3) percent Hispanic/Latino, and .007 percent Asian American.

DBFR faces an uncertain future in minority representation. Currently 29 members of the organization are participating in the Deferred Retirement Option Program (DROP). This is significant not only because this number represents 21% of the organization, but also because of the racial, ethnic, and gender makeup of the group. Within that 21% rests a large portion of the organizational African American representation, some gender representation, and Hispanic/Latino representation as well. In the next four years, one half (50%) of the department's sworn black employees will separate through attrition. Furthermore, 33% of the organization's Hispanic representation and 20% of its female representation will likewise retire during that time span. The future prospect of diversity within DBFR looks bleak. The burning question is how did we as an organization get here?

To find answers, the researcher sought assistance from the City's Human Resources Department and the Clerk's Office. The researcher also communicated with former fire department leaders and members to elucidate the environment that spawned a lack of diversity and to identify contributing factors that aided in creating such a narrowly diverse organization. Over a period of three (3) weeks, personnel from the Clerks' and Human Resources' Offices diligently searched archives, followed leads, and performed intensive records review in search of federal mandates in the form of consent decrees for minority inclusion, City driven minority recruitment initiatives, or minority recruitment initiatives on the departmental level. Lanelda Gaskins, Assistant City Clerk, and Shirley McKennon, Assistant Human Resources Director, (personal communications, September 10, 2012), stated that the exhaustive search yielded no information on any federal minority recruitment mandates, any Affirmative Action initiatives,

any City minority recruitment initiatives nor could she locate any departmental initiatives concerning recruitment.

On September 17, 2012, a retiree of the Delray Beach Fire-Rescue Department and Community Activist Randy Straghn weighed in on the diversity plight of the department and provided a historical perspective on how the department arrived at such an impasse. Lieutenant Randy Straghn began his career with the department in 1975 and retired in 2000 after serving for twenty-five years and nine months. As related by Straghn (personal communication, September 17, 2012), DBFR has struggled with its diversity for many decades. During our conversation, Straghn began to recite the historical record of the department as it related to minorities joining the ranks. According to Straghn, Frank Bean, the first African American firefighter for the City of Delray Beach was hired in June 1968.

Firefighter Bean was hired, according to Straghn, not because the City chose to diversify of its own volition, but because of pressure placed on the City by the federal government. Straghn spoke of the difficulties Firefighter Bean faced as the first African American on the department and likened his challenges to those of baseball great Jackie Robinson. In Straghn's words, Bean broke the color barrier in the fire service for Delray Beach just as Robinson broke the color barrier for major league baseball and both faced the ugliness that discrimination and bigotry had to offer. After Firefighter Bean was hired, the department began to hire African Americans at a rate of one (1) every twelve to twenty-four months.

In 1970 or 1971, Bobby Brown, the second black firefighter was hired followed by Earkus Hill in 1972. After Earkus Hill, the department hired two more blacks, Bernard Mizell and John Andrews in 1973. The significance of the Andrews hire is that John Andrews was a paramedic and considered to be highly skilled and technologically savvy for that era. In 1975,

the department made their final hire of an African American during that era when Firefighter Randy Straghn joined the force.

Retired Lieutenant Straghn (personal communication, September 17, 2012) stated that each of the six minority firefighters was hired through a federal minority recruitment program effort. Of his own hire, Straghn cited a 1975 governmental program called the Community and Economic Development Association (CEDA) Program in which part-time positions were created and in turn were used to fill three fulltime firefighter positions made vacant through attrition. As stated by Straghn, the funding was made available to revitalize our economically depressed region. However, shortly thereafter, the funding ended and the program discontinued. In 1981, six years after the Straghn hiring, the first female firefighter, Pamela Garcia, was hired. Straghn stated that the department did not hire another African American male until 1989, nearly fifteen years later. When questioned about the seemingly long period between African American hires, Straghn expounded his thoughts on why African Americans failed to have a place in recruit classes of the late seventies and early eighties.

The first deterrent to the effective recruitment of minority candidates according to Straghn (personal communication, September 17, 2012), was the administration's indifference to diversity. Under the leadership, or lack thereof, of the fire chiefs during the late seventies and mid-eighties, the organization maintained the status quo. It was not until the arrival of a proverbial outsider that the ideology of inclusion took root and sought to bear fruit.

When Chief Robert Rehr arrived as the Assistant Chief of Operations, he brought with him his vision and perception of how a modern fire organization should look. Coming to Delray Beach from the City of Miami, Rehr as stated by Straghn worked in a diverse department and understood the advantages of inclusion. It was Rehr that reached out to Straghn and asked what

ideas he had in attempting to bring about an increase in departmental diversity. As related by Straghn, the two of them devised a plan. The plan centered on marketing the department at minority functions, such as the annual Roots Cultural Festival, placing ads in minority magazines and publications, and making recruitment visits to historical black colleges and universities such as Bethune-Cookman College, Florida Memorial, and Florida Agricultural and Mechanical University (FAMU).

Straghn (personal communication, September 17, 2012) stated that the recruitment effort would have been successful if the rules of the game had not been changed in midstream. Straghn reminisced that when the early minorities came aboard; their training cost was funded by the City. This, according to Straghn was a major selling point. However, as the minor recruitment initiatives gained momentum, funding for the recruits minimum standards and EMT training was discontinued. Straghn suggested that the fire chief ordered that new recruits pay for their training. The ramifications for minority candidates were catastrophic. Per Straghn, the minority candidates could not afford to pay for the training and work to provide for their families. Nevertheless, the amendment to the minority recruitment initiative remained in place.

The minority recruit initiative remained in place for the duration of Chief Rehr's tenure yielding no fruit. All of the hard work of marketing, traveling and speaking to different groups led to zero hiring. Simply put, said Straghn, the ones that could afford to pay for their training were washed out of the process by something insignificant in their past and those that had a squeaky clean slate, could not afford the cost of training.

On October 9, 2012, Fire Chief retired Kerry B. Koen shared his perspective on the department's minority recruitment initiatives during his tenures as the executive officer of the department. Chief Koen served as Fire Chief from 1986-1994 and from 2001-2007. Koen

(2012, personal communication) stated that when he first arrived in 1986, there was a lack of minority representation on the department due to the era preceding his arrival. Chief Koen stated that one of the main issues that needed to be addressed was the awareness that the community needed to be represented in the organization. On his appointment as Chief of the department, Chief Koen stated that there were employed at that time two (2) female and five (5) African American firefighters respectively. Chief Koen stated that his approach for diversification was a holistic approach seeking to raise the caliber of the department in education, technical skills, and diversity while increasing the standards to ensure the best candidates were secured for employment.

Chief Koen (2012, personal communication) stated that he realized that he could not operate a 1980s or 1990s department in like fashion to the 1950s. With this in mind, Koen set about moving the department forward. He began by engaging community leaders through counseling sessions, built rapport with recognized community stalwarts, and gained insight to the racial dynamics of the City. Koen stated the he initiated open communications with the pastors and business leaders and sought to have honest dialogue wanting to receive information in a straight forward manner, not water downed or diluted. Koen reiterated that input from the community was paramount. Even with the community involvement, reaching out to the clergy for help in identifying members that could meet the qualifications, engaging business and community leaders, Koen stated that some of the earlier efforts fell short because there were a finite amount of minority candidates and the challenge was in competing with surrounding organizations for the limited resources.

Chief Koen identified that minority representation still lacked and in his holistic approach to minority inclusion wanted to identify ways to enhance minority representation in the

organization. Koen (2012, personal communication) stated that although the standards would remain high, a strategy to increase inclusion was created by deferring some certification attainment until after beginning employment. For example, an initiative to increase diversity allowed an employee to attend a minimum standards course as part of a conditional hire. This strategy was also utilized for Firefighter/EMT candidates to obtain a paramedic certification within two (2) years after initial employment thereby increasing diversity within the candidate pool.

Chief Koen stated that this initiative was employed because of the recognition that many minority candidates may not have had opportunity to gain these certifications prior to employment. This initiative paid some dividends. Several minority candidates received assistance in gaining admission to the fire academy through departmental sponsorship. Others were admitted as a part of their conditional job offer and required to successfully navigate the process to retain employment. Per Chief Koen, this initiative was marginally successful because some met the objectives and for a lot of reasons, he stated, most did not.

Another initiative Chief Koen discussed (2012, personal communication) was working in concert with the local academies in identifying candidates that could be successful if given the opportunity. Some of DBFR personnel held instructor positions in several academies in South Florida while at least one other worked as an adjunct instructor for the State of Florida Fire Academy. The approach was to utilize the instructors in providing notice of potential candidates that had the best chance for success. Chief Koen again reiterated that his approach was holistic in that he looked for the best candidates believing that within the overall scheme of things, qualified minority candidates would be discovered and recruited. Chief Koen admitted that this initiative worked to some extent but a limiting factor was that of minority candidate's entry into

the academy thus making it increasingly difficult for more successful outcomes. Because of this, the Fire Chiefs' Association of Palm Beach County sought to devise an initiative to address the level of minority candidates gaining entry into the fire academy.

Per Chief Koen, the county fire chiefs' association formed a committee to review the admission standards for the academy. The main objective was to review the community college's admission standards to determine if the standards were fair and equitable and not having an adverse impact on possible minority candidates' admittance opportunities. The committee was a proponent to easing some standards without reducing the overall high standards that had come to be expected. One standard that was relaxed was the swimming requirement. The swimming requirement was deferred until the candidate was hired and then required at the end of probation to retain employment. The candidate was permitted swimming classes to improve swimming status prior to test requirement. Chief Koen stated that this was one of the best adjustments made and to his knowledge every candidate eventually passed the requirement.

Finally, Chief Koen shared what he thought was the best minority recruitment tool the department had employed. The minority recruitment initiative was in the form of a scholarship for tuition assistance. Captain Hal Knabb who oversaw the project stated (2012, personal communication) in 1997, the department initiated the Delray Beach Fire Department Haitian-American Firefighter Scholarship. The scholarship provided four semesters of tuition for paramedic training at the community college. The premise was to begin bridging the cultural divide between departmental personnel and the Haitian-American community through better communications, cultural empathy, and in overcoming cultural biases. The program was a success; however it was discontinued in 2002 or shortly thereafter.

From 1986 to 2012, a twenty-six year span, of the 205 firefighters hired by the department, thirteen (13) were African American, fourteen (14) Hispanic, one (1) Haitian American, one (1) Asian/Pacific Islander American, and twenty-seven (27) female firefighters. The 55 minority firefighters represented 27 percent of the total hired population during that twenty-six year span. Today there remains within the organization, eight (8) African American firefighters, five (5) Hispanic firefighters, and twelve (12) female firefighters.

The topic, *Minority Recruitment: Identifying Ways to Enhance Diversity in the Delray Beach Fire-Rescue Department* aligns with the United States Fire Administration's strategic goals and the Executive Fire Officer Program's Executive Development course. This applied research project discusses and brings to the forefront two of the USFA's strategic goals, improve the fire and emergency services' for the establishment and sustainment of a dynamic organization and improve the fire and emergency services' professional status. These goals are highlighted through having a department that resembles and reflects the diversity of the community it serves. Having a diverse department, not only in terms of cultural, ethnical, racial diversity, but also diversity in thought, enhances the organization's ability to plan, implement, execute, and evaluate service delivery (i.e. mission) through the spectrum of multiple vantage points. Inasmuch, identifying ways to lead to a diverse organization lends itself to better community relations, increase levels of trust, a higher degree of perceived professionalism (i.e. perception is reality), and overall community ownership of the fire-rescue department. It also brings to bear the Executive Development course's philosophy of leading proactively for the cause of inclusion through cultural and organization change initiatives.

## Literature Review

Diversity is and very well could be a sensitive topic for years to come. Opinions on diversity, its place in society and its place in the workplace vary between two viewpoints. Those against ensuring a more diverse workforce through targeted recruitment applaud the fact that the increased number of diverse applicants have demonstrated that the deliberate targeting of minorities is unnecessary and qualifies as wasteful resource management. Or as introduced by Janice Fenn and Chandra Irvin (2005) in their book entitled, *Do you See What I See: A Diversity Tale for Retaining People of Color*,

Critics of these corporate diversity initiatives argued that diversity encompassed a broad range of differences that employees brought to the workplace. Since most companies' diversity initiatives were focused on increasing the number of women and people of color, they were really nothing more than sophisticated affirmative action goals.

Those in support of diverse workplaces however, believed that its diversity gives the organization an edge over its competition. Graham (2006) stated that diverse workforces increase sales and expand market share by matching the demographical makeup of the customer base. Kenneth Roldan and Gary Stern (2006) purports in *Minority Rules*, many minorities underestimate the gifts and talents that they could bring to an organization and the help they could provide in increasing company profits, market share, and appeal to an ever changing diverse community. Susan Pfefferle and Tyronda Gibson (2010, p. 5) in their publication *Minority Recruitment for the 21<sup>st</sup> Century: An Environmental Scan* shared this view, "A diverse workforce can increase trust and engagement among the broader population in need of services." However, before these changes can come to fruition qualified minorities must find their way into the annals

of the organization's structure by way of a deliberate minority target recruitment initiative. The purpose of this literature review is to research and identify minority recruitment initiatives employed by the private and public sectors with emphasis placed on identifying those initiatives deemed successful and adoptable by DBFR to enhance its minority recruitment efforts.

*What programs have private sector organizations developed to recruit minorities?*

In her book, *Double Outsiders: How Women of Color Can Succeed in Corporate America*, Jessica Carter (2007) stated that companies have begun to understand the globalization of the marketplace and have looked to women of color and employees from varied demographical regions to position themselves to reach the new client segments. Carter (2007, p.11) also reasoned that in so doing, "companies invest in their employee base, provide for management incentives for diversity, develop leadership programs, host networking events, and provide guidance to employees, sometimes with an emphasis on women of color." Carter (2007) also spoke of the common practice of recruiting top talent to an organization by utilizing external sources employing diversity executive search firms. Another strategy used by the private sector on diversity issues and minority recruitment is the "diversity scorecard."

Carter (2007) purports that General Mills, utilizes a "diversity scorecard" to evaluate managers in the performance factors of "hiring, retaining, and promoting" minorities including women. Another initiative used in private industry to attract diversity is Verizon's Diversity Performance Incentive Program. Carter stated that Verizon's program looks to increase and maintain diversity through pay incentives connected to the manager's overall divisional diversity goals. Carter espoused that leadership and mentor programs are a highly used and successful recruiting tool for recruiting employees of color. Making resources available to employees of an underrepresented demographic is another strategy companies use to attract minority candidates

(Carter, 2007, p.13). Resources can be in the form of funds to assist in relocating, access to executives for mentoring and internships, and bonuses and incentives for joining the organization.

Fenn (2005) outlined additional minority recruitment initiatives used by corporate America as presentations, receptions, and luncheons hosted by top company executives. The draw for people of color and for women was the time senior executives had taken to share scholarships and awards with prospective recruits through their campus minority clubs. Often those that responded would be wooed and wowed with gifts, interview opportunities privately offered by company executives, promises of challenging and high visibility assignments, competitive salaries, sign-on bonuses, relocation, and opportunity to acquire future top executive positions. Another recruitment initiative used by top management and their HR counterparts was recruiting at historical black colleges and universities and Hispanic serving institutions. Roldan (2006) stated that many corporations used this strategy to effectively diversify their entry level staff and as a matter of fact, this maneuver brought in thousands of talented people of color and women professionals to boost their companies' ability to compete in the global economy.

*Minority Recruitment for the 21<sup>st</sup> Century: An Environmental Scan*, a publication by Susan Pfefferle and Tyronda Gibson identified several promising recruitment strategies. Pfefferle and Gibson (2010) first and foremost advocated priming the workforce pipeline at all stages. In other words, organizations should initiate K-12 programs utilizing them to interest children in the sponsored career path. Another promising recruitment strategy proposed was addressing problems with perception through social marketing to address stigmas. Because pictures can say a thousand words, a media campaign can effectively address organizational social and professional perception problems. Pfefferle and Gibson purported that an encouraging

strategy is reaching out and investing in minority communities while targeting recruitment activities specifically for minority populations. Finally, a sure strategy for increasing diversity and minority recruitment is working on the organization's culture and climate to make it inclusive and welcoming to minority employees.

Because of the success of ethnic minorities and women when given the opportunity as executive officers, senior executives, managers, and entry level employees, companies are responding to the globalization of their communities and organizations by developing initiatives, strategies, and programs in order to recruit minorities. These programs although varied and diverse in and of themselves have been successful. Organizations have used these to attract and retain talented women and people of color from all demographics. However, with all of the resources utilized recruiting and hiring minorities, companies large and small have struggled to increase their overall representation of minority groups within their organizations. This may prove to be a common theme throughout the research.

*Identify minority recruit initiatives employed by the fire service.*

Greater diversity in the fire service has been the battle anthem for many decades. Diversity has been considered imperative for our communal survival because of the multicultural shifting within local communities of America. Larry Sagen (2008), in the article *Recruiting and Retaining Diversity: A Perspective from some "Thought Leaders,"* posits that by the year 2042, today's minority demographics will represent the majority of our population. Sagen continues by stating that according to the Census Bureau, Hispanics and Asian populations will triple and the African American community will nearly double. With such a fundamental shift in the make-up of the community, it is clear why diversity in the fire service matters. Nonetheless, the concept of diversity in the fire service is viewed through various lenses.

Depending on individual perspective, diversity of the fire service has been implemented and unsuccessful or halfheartedly pursued and in need of new implementation strategies. John McNeil (2008) in the article, *Diversity in the Fire Service: A Problem or a Solution*, states that beliefs regarding the impact of inclusion in the fire service vary from causing discord and ineptitude in the organization to providing a position of strength and achievement through collective intelligence.

It's no secret that the fire service needs diversification. The Bureau of Labor and Statistics' 2011 jobs report indicated that there are about 310,400 firefighters nationwide. Of these, 9.6% are Hispanic, 6.4% are African-American, 0.5% is Asian/Pacific Islander and 3.6% are women. That means that approximately 80% of U.S. firefighters are white males and that diversity still needs to be addressed in the fire service. Like the private sector, the public sector is affected by the changing demographics of our environment. Unlike the private sector, the vast majority of fire service recruitment initiatives are for entry level positions instead of management and executive officer positions. Nonetheless, recruiting for minorities is difficult at best. John McNeill (2008) purported in his article *Diversity in the Fire Service*:

Achieving diversity in the fire service requires that fire service leaders commit seriously to actively recruit in arenas that will provide qualified minority applicants without lowering any standards. College campuses, the military service (experienced members), and fitness/wellness centers are examples of potential sources of qualified and successful firefighter applicants. Additionally, leaders and recruiters have to be willing to approach minorities with an equally positive and personal approach in recruitment as was used in recruiting the incumbent firefighters.

According to Kathryn A. Fox, Chris W. Hornick, & Erin Hardin (2006, p. i.), “The issues of recruiting in general, and recruiting for diversity in particular are among the most critical issues facing the fire service.” In his article, *Rethinking Recruitment*, Part II, L. F. Willing (1994) stated that if the fire service is to become diversified, active effective recruitment must be done. Willing went on to add, if your organization is serious about diversity, your toolbox should have a recruitment plan for primary use in diversifying because without recruitment, getting the right people will be a matter of luck versus a decision of choice. The minority recruitment initiatives deemed most successful by Fox, et al (2006) are minority TV/radio and publication ads, direct mail interest cards, news or special reports, female TV/radio ads, cadets/explorer programs, mentoring prospective candidates, and word of mouth.

Probably the most prevalent recruitment strategy used by the fire service is the informal method of word of mouth. Fox, et al (2006, p. 4) stressed that “word of mouth is effective in getting numbers of candidates. However, it will usually bring in more of the same demographic group that is already the majority in the department.” If a department desires to utilize this informal method, if it is not integrated within a more comprehensive type of recruitment initiative or program that targets minorities, it will not be successful. Outside of the box thinking may enhance an organization’s creativeness in achieving minority recruitment such as the “Name it and Claim it approach.”

The Austin, Texas Fire Department (AFD) has a creative approach to minority diversity called “Name it and Claim it” approach. Fox et al (2006) specified that AFD recommends putting all your efforts into targeted recruitment. AFD’s approach to minority recruitment is whether you create an ad for TV, radio, or print, if you want to hire more women, your ad should include a woman character, talking about the job, and showing women in the job. Likewise,

African Americans should be used to engage and attract other blacks, Hispanics to attract Latinos, so on and so forth.

Boynton Beach (Florida) Fire Rescue also has an innovative minority recruitment initiative entitled “Focus Recruitment Initiative.” The Focus Recruitment Initiative (Boynton Beach Fire-Rescue, 2008) is an outreach program centered on informing local residents of employment opportunities with the fire-rescue department. The program is opened to anyone although there is a determined focus on those individuals that represent any of the demographics of the underrepresented segments of the community. Debra Jarvis in an article “Key Considerations for Diversity Recruitment and Retention,” submitted to *Fire Chief Magazine* described several key considerations when it comes to diversity recruitment.

Jarvis (2007) stressed that the most imperative strategy for recruiting minorities is to form a diverse recruitment team. Jarvis believes that the successful recruiter/team develops and nurtures long-term relationships with community leaders of the demographic groups they will be recruiting. She also states that recruiters need to market to target groups by reaching out to diversity organizations for assistance and keeping in mind that recruiters need to look like the people you want to hire. Relationships can be build and nurtured with potential firefighters and paramedics with emphasis placed on members of the protected classes. Sagen (2008) in the article, *Recruiting and Retaining Diversity*, purports that relationships are key. Plain and simple, he continues, recruiting is all about relationships. Because relationships are formed over time, the time spent with prospective candidates developing their technical and cognizant skills in firefighting and emergency medical response can be paramount to attracting these perspective employees at a later date. Other key considerations outlined in the article are identify and

remove obstacles in the selection process, identify and remove obstacles in organizational systems, and develop organization reward-recognition systems for supporting diversity.

Mary Roberts in her article “Turn up the Heat” conveyed the sentiments of Pat Morrison assistant to the general president for education and training at the International Association of Fire Fighters. Morrison stated (Roberts, 2012) “Recruitment of diverse, qualified candidates should be a top priority for fire chiefs.” In fact, continued Morrison, “there’s something wrong if fire departments fail to represent the communities they serve.” Robert Osby (1991) concurs as voiced in his article “Guidelines for Effective Fire Service Affirmative Action.” Osby stated that recruiting and hiring minorities require strong commitment from top leadership. Furthermore, the leader of the organization may be a cheerleader for diversity, however more importantly; the leader must be an advocate for diversity.

In his book *Fire Service Personnel Management*, S. Edwards espoused an effective way to recruit women and minorities. Edwards (2010, p.113) stated “One effective way to recruit women and minorities to the fire service is by example. If women and minorities hold visible and important positions within the fire department, then this should be known throughout the community. The more visible those members of your organization are that resemble the demographics you want to recruit, the more success your minority recruitment initiatives will experience, and the more diverse your organization will become.

*Identify minority recruitment methods utilized by other public safety agencies.*

Diversity is extremely important to law enforcement. Alexa Kasdan (2006) stated that because community police officers are highly visible, a racial and gender diverse organization will publically convey a message of equal treatment under the law. Kasdan (2006, p. 1) also stated, “Diversity in the ranks can also help make police personnel more sensitive to the use of

racially or ethnically offensive language in casual as well as public conversations.” In other words, diversity does matter. Nevertheless, when it comes to recruiting women and minorities to the policing agencies throughout the country, police departments have fared about as well as the fire service. Benny Lee Smith (Smith, 2004) in his article “Minority Hiring” conveyed the sentiments of police recruitment officers in that when it comes to minority recruitment in law enforcement, there is a nationwide problem. Experts concur and state that it is not a right now problem, but has been an ongoing problem for some length of time. In the same article, Jesse Lee Jr., executive director of the National Organization of Black Law Enforcement Executives (NOBLE) opined that the key to successful minority recruitment is to have a recruitment plan, and then follow it.

Lee (Smith, 2004) followed up his thought by stating, “If you want to recruit minorities you have to have a strategic plan which includes programs that go into the schools and develop interest in law enforcement.” Lee also identified a useful tool for minority recruitment. This tool is internships. An internship is offered to college-aged individuals interested in a career in law enforcement. Another important message in the article was the need to garner community involvement. As part of the recruitment plan, Ron Gahagan, spokesman for the Spartanburg County Sheriff Office, stated that the agency is focusing on getting more women into the department by recruiting at local colleges.

Gahagan (Smith, 2004) continued by saying that a mechanism his organization is using to recruitment African American men and women is by focusing recruiting efforts where they are located in traditional black colleges and universities within his region. As a part of their recruitment plan, Gahagan stated that the department has also recognized the “need to make stronger contacts (build better rapport) with the leaders of the African American community.”

Hubert Williams, President of the National Police Foundation stated in the article, that it is important to keep in mind that community attitudes have an imperative role in minority recruitment for law enforcement and must be taken into consideration (Smith, 2004).

Community attitudes in minority neighborhoods generally are negative perspectives on policing. Perceptions such as an unequal footing under the law for minorities, fear of officers, and a lack of opportunities for those minorities interested in becoming officers can be addressed through community policing programs as well as youth sporting sponsorships and explorer post or through a police academy program located in the community high school.

In *Increasing Diversity in Police Departments: Strategies and Tools for Human Rights Commissions and Others*, Kasdan discovered and or uncovered minority recruitment strategies that were innovative and promising. The strategies were divided into four broad categories, a) partnerships and collaborations, b) outreach, c) hiring reform, and d) long term recruitment efforts. Kasdan (2006) identified how an expanded partnership/collaboration with Workforce Development Agencies can assist a police department in recruiting. The recruiting efforts utilized the standard applications such as advertising vacant positions and test dates, posting job openings and minimum requirements on its web site, and providing drug testing for applicants, however, the collaboration went further by providing a personal trainer to assist candidates in passing the physical abilities test. The agency also assisted interested out of state applicants with access services in order to create a smooth transition as they moved through the process.

Another collaboration partnership agreement was between the Atlanta Police Department (APD) and the United States Military. The APD maintained contact with all major U.S. military bases in order to advertise job opportunities. Finally, the collaborating agencies in Rhode Island launched a new recruitment campaign in early 2006 focused on attracting women and minority

candidates. The drive consisted of neighborhood-based study halls with mentors and coaches helping potential candidates to prepare for the police exam. The study halls were organized in conjunction with the Omni Development Corporation and the Urban League of Rhode Island and included instruction in physical fitness, grammar, incident report writing, reading comprehension, test taking and arithmetic. In addition, the drive utilized media and public outreach targeted to minority communities. All classes were free and open to all applicants. The article also talked about outreach which consisted of recruitment road trips, targeted recruiting to Latino communities, and aggressive advertising.

According to Kasdan (2006) the Atlanta Police Department (APD) conducted out-of-town recruiting. APD chose cities based on an analysis of demographics, unemployment rates and recent layoffs of police officers. Prior to each trip advertisements were placed in minority newspapers and on radio stations. While on the road, the APD rents out a hotel conference room where it provides information as well as conducts tests and interviews with potential recruits. Targeting recruitment to Latino communities is also identified as a recruitment strategy in the article. The APD Recruitment Unit takes the time to reach out to Atlanta's rapidly growing Latino community which exposes the community residents interested in a career in law enforcement to information that may have remained unattainable. APD uses mass media advertising blitzes to reach the Hispanic community through local Spanish and Latino language media outlets. APD also placed fliers and posters advertising the department in local Latino restaurants and attended job fairs sponsored by the Latin American Association. The next strategy outlined in the article was that of hiring reform.

Kasdan (2006) stated that APD noticed that many potential recruits were being determined ineligible for employment consideration due to a bad driving record or poor credit.

However, with a more in-depth review, it was determined that many of these cases were not related to the applicant's potential to be a police officer. Because of this, the department began to examine more closely each applicant and perform a case by case determination on those candidates whose applications are salvageable because their credit infractions and driving violations are deemed minor and repairable. Likewise, APD reviewed their performance requirements and made changes by lowering the minimum passing requirements for recruits after it found that certain parts of the requirements disproportionately affected black and women candidates. Finally, the article explained the importance of long term recruiting efforts.

With assistance from the Atlanta Workforce Development Agency, APD recruited minority high school students for summer employment. APD also created a Police Athletic League to provide programs and athletic activities for low income minority children. They offered intramural sports such as golf, football, and baseball. These activities were supervised by APD officers and served the purpose of exposing the inner-city children to police officers in a positive context. In addition, and equally important, it provided for the opportunity for police officers to develop mentor and coaching relationships with the youth that would forever change their perspective of law enforcement.

Finally, in the article entitled, *Step up to Law Enforcement: A Successful Strategy for Recruiting Women into the Law Enforcement Profession*, authors Lianne Tuomey and Rachel Jolly (2009) presented and touted the nine week pre-academy program in the great State of Vermont that introduced real policing and corrections to women considering careers in law enforcement. The program, which has now been utilized for four years, has proved to be a particularly effective recruitment strategy for attracting women to law enforcement careers. Since the program's inception, there has been a significant increase in women applicants and

furthermore there has also been an increase in women officers hired. This indicates that the program is reaching those qualified women who previously had not seen policing as a career option.

*How has the armed forces diversified through recruitment measures?*

Each year, the Department of Defense is required by Congress to publish statistics on the social representation of the armed forces in terms of such characteristics as race, ethnicity, marital status, and age (Asch, Buck, Klerman, Kleykamp, and Loughran, 2009). Like the public and private sectors, the military too desires to resemble the population that it serves. As a matter of fact, an implicit goal is that diversity in the armed forces should approximate diversity in the general population. Social representation within the armed forces is an ongoing concern of policymakers (Asch et al, 2009). Although the different branches of the military utilize slightly different variations in seeking to fulfill their recruitment goals, the basic premises of the initiatives employed are consistent.

Like the other branches of service, the recruiting mission of the United States Army is based on the branch's projected loss rate. The Department of the Army (U.S. Army Recruiting Handbook, 2011) assigns a yearly accession mission to meet its end strength goals and to cover normal attrition. The Department of the Army accession mission is converted to an adjusted contract mission. The adjusted contract mission equals the accession mission plus a percentage (about 10 percent) to cover potential losses from future soldier pool. In other words, if the Army expects to lose 20,000 soldiers due to retirement or attrition, the adjusted contract mission for the Recruiting Command will be 22,000 future soldiers. In this scenario, by the sheer number of recruits needed to replenish the allotted vacancies in the Army, it would be safe to say that the

recruiting center would have a daunting and formable task before it. That is why the recruiting center and recruiting support teams is mission critical to the armed forces of the United States.

When it comes to the armed forces (U.S. Army Recruiting Handbook, 2011), the recruiting center is the basic recruiting unit and the recruiting support team is the operational backbone of the recruiting unit. Within this unit resides the Engagement Team (ET). The Engagement Team is the face of the recruiting unit and carries out the recruitment process. Recruitment initiatives for the ET includes contacting leads and conducting face to face prospecting, conducting area canvassing activities, executing school recruiting programs, and conducting interviews.

According to the U.S. Army Recruiting Handbook (2011), face to face prospecting is contacting a lead in person and should be performed in the target areas in which possible leads have developed. On the other hand, area canvassing includes visiting popular hangouts (e.g. malls, popular eateries, community events, etc.), executing the school recruiting program through school visits, and posting businesses. By posting businesses, the Army seeks to assist future soldiers with temporary employment while awaiting orders to their training stations.

Per the U.S. Army Handbook (2011) a good working relationship with businesses in the community make it easier for recruiters to help high school students, recent graduates, and future soldiers pending accession find temporary jobs. Future Soldiers provide employers with talented, bright, and drug-free employees. Thus, networking efforts can help students, Future Soldiers, and the community. These working relationships help the business community to see the recruiter as a trusted ally to whom they will provide referrals. Of the initiatives listed, by far the most successful initiative for recruitment in the armed forces arsenal is the school recruiting program.

U.S. Army Handbook (2011) stated that no other segment of the community network has as much impact on recruiting as schools. The Army purports that the student recruiting program is the cornerstone of Army recruiting; the same could be said by the other branches of the armed forces. The Army believes that establishing trust and credibility with students, even students as young as middle school aged, can positively impact high school and postsecondary school recruiting efforts. Recruiters are instructed to build trust and rapport with targeted influencers such as popular students (e.g. student athletes, class officers, etc.) teachers, principals, counselors, school secretaries, and even parent-teacher organization members. Recruiters have made themselves permanent fixtures on high school campuses. Which is in accordance with guidelines purported by military leadership in that recruiters must established themselves as friends to the educational community who can provide a valuable service and make themselves indispensable to administrators, counselors, faculty, and students alike.

In her article entitled, *US Military Recruiters Targeting Minority Teens*, Erika Hayasaki, (2005) stated they're talking up arms: Military recruiters are fortifying their outposts at high schools, hoping to entice students to enlist. As detailed by Hayasaki, Marine Sgt. Rick Carlross is as familiar to students as some teachers at Downey High School, in Los Angeles. Carlross practices one of the basic tenants outlined in the Recruiting Handbook, he makes himself accessible and indispensable. He does push-ups with students during PE classes and plays in faculty basketball games. During lunch, he hands out key chains, T-shirts and posters that proclaim: "Think of Me as Your New Guidance Counselor."

Erika Hayasaki, (2005) stated that the Marine Corp guide instructs recruiters to deliver doughnuts and coffee for the school staff once a month; attend faculty and parent meetings; chaperon dances; participate in Black History Month and Hispanic Heritage Month events.

Recruiters are also instructed to meet with the student government, newspaper editors and athletes; and lead the football team in calisthenics. It lays out a month-by-month plan to make recruiters "indispensable" on campus. According to Hayasaki, the booklet states: "Be so helpful and so much a part of the school scene that you are in constant demand." In doing so, the recruiter enhances his or her chances of successful outcomes.

Hayasaki (2005) posits that such familiarity is what the Marines and Army believe they need if they are to keep their ranks replenished. That year, as stated in the article, the Army and the Marines planned not only to increase the number of recruiters, but also to penetrate high schools more deeply, especially those least likely to send graduates to college. Here in belays the foundation of the armed forces success in school recruitment programs and specifically, their minority recruitment initiative. The plan is simply to infiltrate campuses housing those least likely to pursue higher education at a college or university and those students not inclined to attend a trade school to develop skills for introduction into the workforce after completing high school. The idea is to convince them to join one of the branches of the armed forces.

For Carlross and other recruiters, part of the way has been cleared by the No Child Left Behind education law (Policy Guidance, 2002) which provides the military with students' home addresses and telephone numbers. It also guarantees that any school that allows college or job recruiters on campus must make the same provision for the military. Additionally, the Department of Defense has developed a national high school data base to document recruiter access. Presently, 95 percent of the nation's 22,000 secondary schools provide a degree of access to military recruiters. Not all educational authorities are satisfied with the military's increased presence on high school campuses. Some teachers, parents, and students are complaining about what they consider to be overly aggressive recruitment tactics, especially at

schools with low-income and minority students. The deprecation of some elected officials has curtailed access to high school students by the military to some degree. The criticism has also prompted some schools, such as Roosevelt High in Boyle Heights, California, to curb military recruiting. But at others, like Downey, which serves mostly Latino students from working-class families, recruiters like Carloss are welcomed.

Marine Corps Recruiting Command spokesman Dave Griesmer (Hayasaki, 2005), summed it up by stating, the military seeks diverse candidates, regardless of income level. But Griesmer added:

You're not going to waste your resources if you're in sales in a market that is not going to produce. We certainly don't discount any school, he said. But if 95% of kids in that area go on to college, a recruiter is going to decide where the best market is. Recruiters need to prioritize.

The recruitment of minorities to serve in the active component of the U.S. military service is an important priority for military planners. The decline in black representation in Army enlistments is of concern because black youths are a key market segment for the Army. The success of Army recruiting is partially due to the Army's ability to attract black youths (Asch et al, 2009). Dissimilarly, Hispanic representation among high quality enlistments has increased in both the Army and the Navy. This dilemma caused the military to seek and identify through research the factors that could cause increase in enlistments among high quality black youths.

According to Asch et al (2009) several initiatives or programs increased the percentage of black youth enlistment. Asch et al estimated that black Army high-quality enlistments increase more with recruiters than they do with enlistment bonuses, military pay relative to civilian pay,

and educational benefits. For example, Asch et al discovered that a 10 percent increase in Army recruiters is associated with a 6.2 percent increase in Army black high-quality enlistments, whereas a 10 percent increase in enlistment bonuses is associated with a 2.0 percent increase in black high-quality Army enlistments. In other words, black potential enlistees responded more favorably to an increase in contact with recruiters that resembled themselves which increased the successful recruitment of African Americans by 6.2 percent for the Army.

By far, the most successful initiative for minority recruitment by the armed forces is the school recruitment programs (U.S. Army Handbook, 2011). The success of school recruitment program is highly enhanced when military personnel resemble the demographics sought for enlistment. By utilizing individual recruiters that resemble the segment of the population targeted, the recruiter begins with an advantage due to his or her familiarity with the targeted segment, ability to relate, shared commonalities, cultural and or ethnic understanding.

*Identify obstacles preventing the successful recruitment of minority candidates.*

The concept of diversity in the fire service is highly supported by organizations large and small. Fire service leaders throughout the country are ever ready to expound on the necessity of diversity and inclusion within the modern fire service of the 21<sup>st</sup> century. Nevertheless, when asked to explain the seemingly anorexic percentage of minority representation within the fire service, leaders give generalities that are often lacking any substantive and problem solving narratives. The purpose of this portion of the research is to identify obstacles preventing the successful recruitment of minority candidates.

What are the prevailing obstacles for minority recruitment? All of the prevailing obstacles can be reduced to these which are most prevalent, fire service leaders passive and defeatist attitudes, fire service leaders' assumptions and beliefs, the fire service's culture of

exclusion, organization and candidate perception, and entrance exams. The one of the most prevailing obstacles in preventing the recruitment of minority candidates in the fire service is fire service leaders. Fox et al (2006) stated that some fire service leaders have taken a passive or defeatist attitude toward minority recruitment which creates a challenging organizational environment. Many other fire service leaders are a part of the problem in that their assumptions and beliefs reinforce stereotypical ideologies and behaviors. McNeil (2008) stated that many leaders of America's fire service grew up in segregated communities and have internalized all the stereotypical beliefs about race, gender, sexual orientation, and nationality. What's potentially harmful is that fire service leaders untested and unchallenged assumptions and attitudes towards diversity and multiculturalism drive their thought processes while utilizing a faulty sense of values and core beliefs as a moral compass to steer their decision making responsibilities. This in turn leads to perpetuating the retro homogenous fire service look of the early twentieth century.

Instead of fighting diversity recruitment, fire service leaders are obligated to embrace and embody diversity recruitment. Mary Roberts (2012), in her article in *Fire Chief Magazine* entitled, Turn up the Heat, quoted Pat Morrison, assistant to the general president for education and training at the International Association of Fire Fighters who stated that "recruitment of diverse qualified candidates should be a top priority for fire chiefs." Roberts (2012) also quoted Jona Olsson, the founder and director of Cultural Bridges to Justice, a national training consortium, saying that "chiefs must ensure every member can perform at their best and be successful. That means we have to do our best to dismantle any barriers to full participation," Olsson said. Fox et al (2006) stated diversity recruitment requires recognition of the need to diversify, an awareness of effective methods, a commitment to programs and strategies, and the

assignment of resources. Only the fire chief, fire executive, or public safety director can authorize a commitment to, delegate adequate resources for, and provide the visionary leadership to accomplish a change in organizational culture from one of exclusion to one of inclusion.

A culture of exclusion is another obstacle to minority recruitment. Throughout most of its existence, especially in its infancy, the fire service thereby the firehouse belonged to a small group of Caucasian men that were intimately bound by nepotism to the political and/or socioeconomic power of their cities and towns. Most notably, members of the fire department were usually close family or friends. As time moved into the late twentieth and twenty-first centuries, the culture of exclusion remained. Cynthia Dizikes (2010) stated in her article, *Fewer Black Firefighters in the Ranks: We are Definitely Moving Backwards*, Gillespie Taylor, 24, an accounting student at DeVry University, said that growing up in Rogers Park, he rarely saw black firefighters but still heard stories of conflict in the department. “It follows that we’re not welcome ... it is not something that we should pursue,” said Taylor. He believes that the fire service did not project that this could be a career option as a young African-American. Women fared worse than minority men when attempting to find acceptance, camaraderie, and trust within the fire service.

Rosemary Roberts Cloud began her career in 1980 with the Atlanta Fire Department after completion of the fire academy. Cloud (Roberts, 2010) stated that she did not experience any backlash for being a black woman in her training group at the academy. As a matter of fact, according to Cloud, the recruits worked together to enhance their overall completion chances. It was not until Cloud’s arrival at her assigned station that she realized that things were not going to be as smooth as she had hope. In preparation for her arrival, as she liked to call it, treating the soil for the new flowers, it was discovered that the preparation did not take place.

Cloud found herself harassed by a company officer who wouldn't give her time on the engine to gain training and skills needed to be an engineer. According to Cloud, this went on for months. Ultimately, she did make engineer and went on to have an excellent career climbing the ranks and eventually becoming the Operations Chief. However, over most of her early career, she filed many grievances and complaints against people who abused her. She spoke of an incident in which a male firefighter pushed her onto a mattress that was on fire, something she could never prove. Nevertheless, after the many battles, she states that if she had it to do over again she would do it differently. Still she remains steadfast in her belief that the fire service needs to continue to treat the soil, specifically when it comes to recruiting and retaining minority and female firefighters.

Perception is another formidable obstacle to minority recruitment in the fire service. This obstacle can be in the form of the organization's perception or the in the form of the minority candidate's perception. The organization's perception can be based on limited exposure to members of the targeted group from outside organizations, through past employment experience, or from a varying number of other encounters. Simply put, the organization leader's attitude determines the organization's perception and value of diversity. McNeil (2008) stated that leaders should assess their attitudes, assumptions, and feelings about people who differ from them and must work to change any negative attitude, theirs and others. In the fire service, the organization leader generally sets tone and tenor. The organization's perception that minority candidates joining the department are there because of a dumbing down of the process, a lowering of standards, or tokenism to satisfy a segment of the community must be repudiated and dispelled through open support and communication on the value and importance of diversity.

McNeil (2008) also added that the behavior leaders demonstrate will in turn begin to change not only their negative attitudes and misconceptions but also those of their members.

As it relates to the candidate, perception plays a vital role, after all the old adage states that perception is reality. So it seems safe to suggest that a negative perception of an industry or an organization may become an obstacle in targeted recruitment. Fox et al (2006) stated that 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 can facilitate a despairing candidate perception of the organization and may become an obstacle to minority recruitment. EFOP Student Richard Davis, Assistant Fire Chief, Austin, Texas (2012) in his Applied Research Project entitled, *Understanding Minority Perceptions toward the Austin Fire Department*, offered a conclusion concerning the perception of minority candidates. He stated that the basic premise is that a number of qualified individuals are ill informed (causing negative perception) about the nature of the fire service and that organizations must do a better job of understanding the social variables that help to build or dismantle relationships. In the minority neighborhoods, utilizing social structure is a guaranteed way to disseminate messages of inclusion and opportunity.

Entrance exams continue to be an obstacle to minority and women candidates seeking an opportunity of employment within the fire service. In the article, *Fire Department Makes Push for Greater Diversity*, author Layla Garms (2012) reported of the Winston-Salem, North Carolina fire department, women are few and far between within the Fire Department. Freddie Broome, Assistant Fire Chief, said only 17 women are currently employed on the force. City native Danielle Edwards is one of them. Edwards, 27 years old (Garms, 2012) after returning home from a professional basketball career overseas believes that the grueling agility test recruits must

pass may keep many women away. The test was difficult Edwards said, even for an athlete in peak condition.

Cloud (Roberts, 2010) believes that the fire service needs to continue to treat the soil, specifically when it comes to recruiting and retaining female firefighters. To make it work, procedures, preferences and requirements to qualify for firefighting work needs to be revisited, specifically the CPAT. Cloud also believes that the test's time limit is arbitrary and should be eliminated. Concerning other minority groups, entrance exam obstacles included but is not limited to written exams, previous firefighting experience, length of time for the hiring process, and education requirements (e.g. certs for firefighter 1/ paramedic, or a degree requirement). Fox et al (2006) stated that a common obstacle identified by organizations is that 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.

In summary, the literature review helped the author discover plausible successful initiatives to increase minority representation in the Delray Beach Fire-Rescue Department by putting forth a recruitment team that resembles the targeted segment. The literature also provided the author insight in that many of the initiatives employed by the fire service is also utilized in minority recruitment by police agencies and the armed forces. The literature review caused the author to gain a more in-depth understanding of the importance of departmental ownership of diversity and how it begins with the leader, the importance of social relationship between the department and the community, and how perception can enhance or discourage organization and/or candidate participation in a minority recruitment effort. Finally, the literature review solidifies the argument that the fire department can resemble the community it serves if the

organization is willing to make the investment of time and resources in order to find and recruit qualified women and people of color.

### Procedures

The purpose of this applied research project was to identify successful minority recruitment initiatives and develop recommendations for enhancing the diversity of the organization through minority recruitment. The author of the applied research project utilized the descriptive method to identify ways to enhance the diversity of his organization. The five (5) research questions were a) what programs have private sector organizations developed to recruit minorities? b) Identify minority recruit initiatives employed by the fire service. c) Identify minority recruitment methods utilized by other public safety agencies. d) How has the armed forces diversified through recruitment measures? e) Identify obstacles preventing the successful recruitment of minority candidates.

Initial research began in June 2012 utilizing the Learning Resource Center at the National Fire Academy in Emmitsburg, Maryland, searching the vast amount of information contained in the form of applied research projects on the subject of minority recruitment and diversity. The author also used the City of Delray Beach Public Library and the Delray Beach Fire-Rescue Department Library as well as unlimited access to other resources via the worldwide web. The internet was used to obtain access to unlimited journals, articles, and periodicals containing the subject matter. Personal communications were conducted with HR, diversity, and inclusion professionals from private sector organizations to glean insight on private sector minority recruitment strategies.

Also during the research phase of the applied research project, the author performed personal communications with Human Resources personnel, an Assistant City Clerk, a retired

Fire Lieutenant, a currently serving Fire Captain, and a retired Delray Beach Fire Chief to gain a historical perspective on the City's minority recruitment programs and initiatives. Human Resources and the Clerk's Office were asked of the existence of any federal mandates directing minority recruitment in the City overall, and more specifically in the fire department. Neither the Clerk's Office nor HR could uncover any such documentation. The author conducted personal communications with a retired fire lieutenant, a fire captain, and a retired fire chief. Each was asked the following questions. What minority recruitment initiatives were utilized during your tenure with the department? Were these minority recruitment initiatives successful? What obstacles were there to minority recruitment?

A Human Resources report entitled, 1967-2012 New Hire Report (Appendix C) was utilized to obtain a snapshot of the fire department demographics over a period of time. A thirteen question survey (Appendix B) was created through survey monkey. The survey was utilized to solicit information and obtain statistics on fire service versus community demographics, minority recruitment initiatives, minority recruitment initiatives deemed successful, minority recruitment plans, and organizations utilizing a recruitment officer. The 2010 United States Census Report was utilized to obtain the most current City demographics.

On September 5, 2012, a survey was created to assist the author in obtaining data on minority recruitment initiatives. The purpose of the survey was threefold. First and foremost, the author utilized the survey to discover what fire departments across the nation were doing to recruit women and people of color into their organizations. Second, the author hoped to identify successful minority initiatives that could be replicated and utilized in his organization to enhance diversity. Finally, the author wanted to identify any obstacles that hinder minority recruitment

that these may be compared with perceived obstacles within his organization and addressed to increase minority participation.

The survey was circulated and dispersed among an email group within the Palm Beach County Fire Chief's Association and within the State of Florida Fire Chief's Association. The survey was also disseminated nationally through the National Society of Executive Fire Officers (NSEFO) on September 14, 2012. It is believed that the survey reached well over 800 possible respondents. However, the researcher received 53 responses to the survey from various regions of the country. Because of this, the author of the research believes that there are limitations to the research.

The author of the research believes that due to the delicate nature of the subject matter, the emotions that it evokes within the fire service whether one is a proponent or an opponent, and because of the challenge to organizational assumptions embedded in this research to equal employment opportunity within the fire service, a reduction in organization participation may have been realized. Another limitation discovered were the incomplete answering of some questions. Respondents failed to answer some of the questions that required stating minority recruitment initiatives and identifying those deemed successful. Likewise, the researcher had to operate under certain assumptions.

First, that the respondents would honestly and truthfully answer the survey questions. Second, the author assumes that the data collected from the respondents to the survey are an accurate representation of the national fire service minority recruitment initiatives and programs. Third, because of the sheer volume of material on diversity and minority recruitment, there may have been some successful minority recruitment initiatives unrealized in the research.

## Results

The results of this applied research project are delineated from a thirteen question survey, personal communications with DBFR historians, data collected from the 2010 Delray Beach Census Report, the City of Delray Beach New Hire Report (Appendix C) encompassing the timeframe of 1970 through 2012, as well as pertinent and relative literature reviewed during the research process in order to answer the five research questions. An online fire service minority recruitment survey was completed by 53 respondents. The survey was employed to identify what minority recruitment initiatives were utilized, deemed successful, and replicated by the author's organization to enhance diversity and inclusion. Likewise the survey was also utilized to identify obstacles and hindrances to minority recruitment, ideas that will address obstacles and hindrances, and solutions that can once again be replicated by the author's organization.

### *What programs have private sector organizations developed to recruit minorities?*

On October 24, 2012, personal communications took place with diversity professionals from State Farm and Cracker Barrel Old Country Store during an open forum in Nashville, Tennessee. Paul Seal, Director of Field Human Resources for Cracker Barrel invited me to come and spend a couple of hours with diversity leaders from four organizations. The panel included Seal, Greg Garrett, Diversity and Inclusion Manager/Multicultural Markets for State Farm, Terry Deas, Director of Diversity and Outreach for Cracker Barrel, and Rick Hunt, Director of Talent Acquisition for Cracker Barrel. Other professionals representing Dollar General and Office Depot had to cancel due to unexpected circumstances that arose prior to the forum. Nevertheless, the panel was gracious in providing some insight to the author on private sector minority recruitment initiatives.

Garrett (2012, personal communication) began by sharing a couple of State Farms signature programs the YMCA Latino Achievement Program and a program called *Futuro*. The YMCA Latino Achievement Program recognized student achievement from primary through high school and assisted students with their future school endeavors through philanthropic assistance. According to Garrett, the initiative built relationships with future Latino members of the workforce. *Futuro*, translated future in English, is indicative of State Farm's recognition of where the organization's future growth will come from. Recognizing that the market share of Latinos exploded over the past decade in the middle Tennessee area, as well as throughout the nation, organization leaders wanted to enhance their ability to expand into the demographic. In an effort to boost Hispanic/Latino representation, State Farm sought to develop an informal network of Latino/Hispanic individuals that could be attracted, recruited, and finally have the State Farm brand placed upon them as prospective recruits for positions within the organization.

From this generic idea, *Futuro* was created and now boast chapters of Latino/Hispanic students on nine (9) college and university campuses throughout middle Tennessee. The program utilizes access to Latino students, identifying those for mentoring and internships. State Farm delivers "lunch and learn" activities that help to shape and mold members of *Futuro* for employment in the organization. State Farm has effectively leveraged the program and secured its existence with a long term commitment. Stated simply, Garrett (2012, personal communication) said due to treating the soil, planting seeds, and nurturing, the harvest has begun. Garrett also stated that the long term goal of *Futuro* is to see chapters spread nationwide. Over the weekend of October 20<sup>th</sup> Garrett spoke with eighty-five (85) members of *Futuro* and believes that the future is bright for Latino recruitment at State Farm.

As an African American recruitment initiative, Garrett shared a program from Louisville, Kentucky in which State Farm partnered with the Urban League in providing an open house that featured getting to know the life of an agent. The Urban League provided State Farm with an audience of 25 qualified individuals meeting the requirements of State Farm. A forum took place in that the agents spoke about their roles and responsibilities, career mobility and advancement opportunities, and fielded questions at the end of the presentation for clarity of information. Per Garrett, six (6) candidates signed on to complete a career profile and move forward in the process of becoming employed by State Farm. Other forums for minority recruitment are being planned in other regions of the country.

Finally, Garrett stated that the State Farm approach is holistic. State Farm uses a synergistic style that utilizes funds from their marketing, philanthropic, recruiting, and Public Affairs to fund these programs which simultaneously create organization ownership. In Garrett's words, as it relates to the mantra of State Farm, "Diversity is any difference that makes a difference and what we do with those differences is how we start leveraging value, and that's inclusion."

Paul Seal concurred with Garrett and State Farm's methods then added that the mantra of Cracker Barrel employed by himself and his colleagues is "In order to attract the market, you have to be the market." Seal and Hunt (2012, personal communication) stated that one of their most successful minority initiatives came through a program to help develop and retain female general store managers. Hunt stated that as the Director of Talent Acquisition, he noticed that the female demographic was underrepresented in the general store manager position within the corporation. During subsequent research and follow-up, it was determined that female candidates would not show interest in the positions due to the work hour requirement.

According to Hunt (2012, personal communication) women candidates were concerned with flexibility of hours in order to be home for their children, parents, or other domestic responsibilities. Understanding how important it was to increase this demographic within the position of general store manager, Hunt began to work for a resolution to this dilemma.

As he worked through the problem, he discovered a simple solution. It dawned on him that women would take the role of store general manager if the hours were conducive. Why did every manger position require fulltime status? So Hunt devised an initiative to create part-time store general manager positions that would afford women candidates the opportunity to work 25-30 hours a week yet have the flexibility to be at home with family during crucial hours of the day. In each store, he would take one or two of the manager positions (depending on the size of the store) and form two or three part-time flexible manager positions. As a result, the female demographic held within the organization for the position of store general manager became more diverse and proved to be a successful minority recruitment initiative for the organization.

Private sector professionals purported that in order to find the demographics that your organization was looking for; you had to go to the place where they gathered. The research confirmed that in order to find African American candidates, organizations needed to make inroads to historical black colleges and universities. The same was true for Hispanic/Latinos and for women candidates as well. Corporations such as State Farm and Cracker Barrel used this strategy to increase its minority representation. Both organizations' representatives promote diversity and inclusion. Achieving inclusion and diversity comes about through the minority recruitment initiative of positive organizational culture. As a matter of fact, Garrett (2012, personal communication) stated that being involved with diversity and inclusion at State Farm gives license to challenge organization assumptions and culture as it relates to inclusion.

Helping employees to understand the impact of organization culture on diversity and inclusion is paramount to the perception and reality of prospective minority candidates. Culture is a minority recruitment initiative because it helps to make a difference between being diverse or remaining homogeneous.

*Identify minority recruitment initiatives employed by the fire service.*

A survey of fire service organizations was conducted. There were 53 respondents to the survey. The fire organizations represented in the survey range in sizes from 5 uniformed personnel manning one fire station to larger organizations with 1200 uniformed personnel manning 55 stations and 1,312 personnel manning 37 stations respectively. Organizations responding to the survey were broken down into four groups. Group one (1) consisted of organizations with uniformed personnel ranging from five (5) to fifty (50). Group two (2) consisted of organizations with uniformed personnel ranging from 51 to 99. Group three (3) consisted of organizations with uniformed personnel ranging from 100 to 500. Finally, group four (4) consisted of organizations with uniformed personnel ranging from 501 and greater.

There were 18 responded organizations within group one constituting 34% of respondents to the survey. There were 17 responded organizations within group two constituting 32% of respondents to the survey. Group three had 12 organizations that responded to the survey. Group three represents 23% of the total respondents to the survey. Lastly, group four had six (6) organizations that responded to the survey. Group four represents 11% of the total respondents to the survey. The following questions, questions five through ten, were more pertinent to identifying minority recruitment initiatives. The following are the results of questions five through ten of the fire service minority recruitment survey. For complete survey results, please see Appendix E.

*Does your department employ a recruiter?*

Two of eighteen (11%) of the organizations in group one answered yes to this question. Within group two, one of seventeen respondents (6%) answered yes to this question. Likewise, group three had similar results to the recruiter question. Within group three, two of the twelve respondent organizations (17%) answered yes to this question. Lastly, within group four representing the larger organizations, three of the six respondents (50%) answered yes to the question. Overall, the data shows that 15% of all respondents surveyed utilize a recruiter within their organization to assist with recruitment.

*Does your organization have a recruitment plan?*

Five of eighteen respondents (28%) in group one answered yes to the question. Group two yielded six of seventeen (35%) respondents answering yes to the question. Nine out of twelve (75%) respondents in group three answered in the affirmative to the survey question. Within the final group of larger organizations, six of six respondents (100%) answered in the affirmative to the recruitment plan question. Overall the data shows that 49% of all respondents surveyed answered in the affirmative to the organization recruitment plan question.

Of the respondents within group one, 20% identified marketing toward the female population as a significant portion of their recruitment plan content. Likewise, 20% of the respondents that answered the question in group one stated that the development of their recruitment plan was outsourced to a company tasked with recruiting for the fire service organization.

Of the respondents of group two, 50% identified a community based approach to their recruitment plan in that members of the community were targeted for recruitment. Community residents were encouraged to enroll in local academies and fire science courses. In addition 33%

of respondents included in this segment sample utilized a pre-hiring academy for community members that qualified to test. 17% of respondents to the question identified that a significant part of their recruitment plan is centered on a high school aged Explorer Post and a three tiered reserved firefighter program to recruit local candidates for hire. Finally, 17% of respondents in group two identified publishing jobs in various sources, using minority firms in recruiting senior level positions, attending job fairs, and making presentation to local minority churches as relevant content held in their organization's recruitment plan.

Of the respondents that answered in the affirmative in group three, 44% identified some form of marketing as the lion's share of their recruitment plan. Marketing was identified in the form of brochures disseminated, community events and social organizations and websites utilized, partnering with military outlets, posting information with civic, neighborhood, and church affiliated groups, and using fire department websites. 22% of respondents identified a recruitment plan that centered on an orientation process or on focus recruiting reaching minorities and women candidates. Unfortunately, the plan initiatives tailored made to succeed in the recruitment process were not identified.

11% of the respondents that answered in the affirmative in this group identified a plan that stressed working with technical schools to establish a firefighter curriculum in high schools. Likewise, 11% of the respondents identified an initiative in the recruitment plan that provided students the opportunity to complete the Firefighter 1 curriculum free of charge. Finally, 11% of the respondents identified a recruitment team/committee in its recruitment plan. The committee comprises of City employees, elected officials, and community members actively recruiting under represented candidates. Unfortunately, the respondent did not include any additional information in the form of strategies or initiatives utilized by the team.

Of the respondents in group four that answered in the affirmative, four out six respondents provided some detail to their organizations' recruitment plan. 50% of the respondent organization listed advertisement as the predominately featured initiative employed by their recruitment plan. 25% stated that advertisement included minority focused advertisement in Latino and Asian newspapers, and featured commercials on radio and television. 25% identified advertising to included job fairs and featuring paramedic targeted recruitment.

25% of group four respondents that answered the survey question identified a recruitment team utilizing minorities and women and a major initiative in the recruitment plan. The team makes face to face contact and mentor prospective hires throughout the training and hiring process. Another part of the recruitment plan is a partnership with the training facility to ensure that 10% of each incoming academy class is reserved for minorities. Finally, 25% of respondents identified a recruitment plan that has an initiative to introduce the fire service profession to citizens and children alike. The plan initiates career day programs starting in elementary schools and continuing through college age students. The plan also target women at fitness centers, and young adults through an explorer program.

*If your department does not have a recruitment plan, how does your department go about selecting individuals for available positions?*

Fourteen of eighteen respondents within group one answered the question on selecting individuals for available positions. 28% of the organization responding to the survey question identified testing and evaluations as initiatives in selecting individuals for available positions. 22% of the organizations within this grouping identified advertisements in local papers and postings on fire related websites as ways to select personnel for available positions without a

recruitment plan. 17% of the respondent organizations identified interviews as ways to select prospective hires. 6% of respondents within this grouping identified following the rules and standards of the City Resource Officer, following the State Civil Service Process, or hiring from an acceptable list provided by the community fire academy.

Within group two, fourteen of seventeen respondents answered the survey question. 24% of the responding organizations of group two identified a testing process on how their organization goes about selecting individuals for available positions. The testing processes identified consist of simple testing like the CPAT to a more comprehensive eight part testing process. 18% of respondents identified the civil service process and collaborating and partnering with local fire academies and paramedic training programs for how the organization goes about selecting individuals for available positions. 12% of respondents identified advertising within newspapers as a replacement for a recruitment plan or stated that their organization utilized an open application process to fill available positions. 6% of respondents utilized their police and fire board to administer the hiring process. Finally, 6% of respondents surveyed identified word of mouth as a method used by their department in reaching and selecting prospective individuals for employment.

Within group three, five of the twelve (42%) respondent organizations answered the question. The data shows that 80% of the respondents that answered the question listed advertisement or job postings as methods used in place of recruitment plans. 20% of the respondent organizations listed civil service testing as a technique to select individuals for prospective hire. 20% of respondents identified background screenings, interview process, and an assessment process that identifies candidates for hire consideration.

Of group four respondents, three of the six (50%) answered the survey question. Of those answering the question, 66% identified testing procedures as a way to select future hires. Of those identifying testing procedures as a way to select future hires, 50% of the organizations that responded, listed civil service testing with veteran's preference as a technique used by the organization to select prospective hires. Finally, 33% of the respondent organizations identified a selection committee responsible for selecting individuals for available positions.

*Does your department actively target and recruit minority and women candidates?*

Six of eighteen respondents (33%) in group one answered in the affirmative. Seven of seventeen respondents (41%) within group two answered the question in the affirmative. Of the respondent organizations within group three, nine of twelve respondents (75%) answered in the affirmative to the survey question. Finally, group four respondents, out of six responses, five answered in the affirmative which represents 83% of the group.

*Please identify minority recruitment initiatives employed by your organization to attract minority and women candidates.*

Five of eighteen respondents (28%) in group one provided some detail to the minority recruitment initiatives employed by their organization. 40% of the respondent organizations acknowledged advertisement as a minority recruitment initiative. The organizations identified advertising in Spanish newspapers and magazines while concentrating other ads on women and minority groups. 20% of respondents outlined open forums to include recruiting days at local colleges and universities. Finally, 20% of the respondents that answered in the affirmative in group one identified as a minority recruitment initiative programs centered and concentrated on minorities and women. However, the respondent failed to introduce said programs to substantiate the minority recruitment initiative.

Seven out of seventeen respondents (41%) in group two answered the question in the affirmative. 43% of respondents identified job fairs as a minority recruitment initiative. 29% of respondents that answered in the affirmative to the survey question identified attending local minority churches for recruitment opportunities. 29% of respondents also identified utilizing the media to publish Public Safety Announcements and the postings of job openings to expand minority recruitment. Likewise, 29% of the respondents listed some form of community collaboration such as neighborhood site visits, public education programs within targeted neighborhoods, or community organizations and fire department partnerships to increase minority recruitment. 14% of organizations responding in the affirmative to the survey question identified high school career days, employing minority associations and advocacy groups, and Native American Women's group as minority recruitment initiatives.

Nine of twelve respondents (75%) in group three answered in the affirmative. Of those that answered the survey question, 44% identified job/career fair participation as a minority recruitment initiative. The respondents provide minority staff to attend and represent the organization during fairs located at HBCUs. 44% of respondents also identified marketing through various media outlets such newspapers, trade journals, and in women and minority professional association publications. 33% of respondents identified a partnership or collaboration with area schools for increasing minority recruitment. Finally, 11% of respondents identified community outreach as an initiative for minority recruitment. These respondents proposed incorporating civic and church organizations in the minority recruitment efforts.

Five of six respondents (83%) answered in the affirmative to the survey question within group four. 40% of respondents in group four that answered the survey question identified job fairs as a minority recruitment initiative. 40% of respondents also identified marketing as a

minority initiative. The respondents listed advertisement in newspapers (Latino and Asian) as well as radio and television commercial spots as marketing tools for minority recruitment. 20% of respondents that answered the survey question identified a mentoring and training program for women candidates as a minority recruitment initiative. Finally, 20% of respondents within group four identified a minority recruitment team used to represent the organization as recruiting functions as a minority recruiting strategy.

*Please list and explain in detail the minority and women recruitment initiatives deemed successful.*

Of the five of eighteen respondents in group one that answered the survey question, please identify minority recruitment initiatives employed by your organization to attract minority and women candidates' only one of five (20% of the participating group, 6% of the overall group) provided examples of minority recruitment initiatives deemed successful. The respondent identified newspaper and multimedia ads as successful in increasing minority recruitment within the organization. The respondent also made mention of the organization's programs to assist women and minority group participation within the organization. No other information was provided.

Of the seventeen respondents in group two, six (86%) provided information on minority recruitment initiatives deemed successful. 50% of respondents answering the survey question identified job fairs as a successful minority recruitment initiative. 33% of respondents listed media campaign targeting minorities as a successful recruitment initiative. 17% of respondents identified a community outreach in partnership with community leaders that actively targeted community minorities for recruitment as a successful initiative. 17% also identified one on one recruitment activities as a successful initiative due to a higher test applicant rate resulting from

the one on one recruitment effort. Likewise 17% of respondents identified attending diversity conferences such as the Native American Hiring Symposium as a successful initiative. Finally, 17% of respondents identified their local community college's fire academy as a successful initiative. The respondent failed to identify a specific program utilized to enhance and make more successful their minority recruitment initiatives.

Of the nine of twelve respondents within group three that answered the previous survey question, only four provided an answer to the current survey question. 25% of respondents identified a partnership with the local school board that permits establishing firefighter curriculum in high schools. 25% of respondents identified success with reaching out and partnering with minority civic organizations and minority places of worship in enhancing recruitment efforts. 25% of respondents within group three identified limited success with their recruitment team/committee. The team/committee consists of city employees, elected officials, and community members. Finally, 25% of respondents identified a marketing campaign aimed at minority candidates as successful.

In the final group, group four, five of six respondents (83%) answered the survey question. 40% of respondent organizations identified referrals from other employees as successful initiatives as well as advertisements on radio, television, or in minority circulated newspapers, professional publications, or minority associations' journals. 40% of respondents identified neighborhood site visits to present the fire department to underrepresented demographics and partnering with military organizations. 20% of the respondents identified employing a female a lead recruiter was a successful initiative. Finally, 20% of respondents identified a program instituted to attract women by providing them mentoring and training to improve and enhance their opportunity for fire service employment.

*Identify minority recruitment methods utilized by other public safety agencies.*

Personal communications were conducted with recruiters from the Delray Beach Police Department (DBPD) and Boca Raton Police Services Department (BRPD) on November 15, 2012 and November 16, 2012 respectively. Recruiters were asked for the following information in the form of a question, please identify minority recruitment initiatives utilized by your organization and share any obstacles experienced with minority recruitment strategies. Sergeant John Crane-Baker (2012, personal communication) of the DBPD stated that as far as his organization was concerned, DBPD advertise in the Equal Opportunity Employment and Education Journal at least twice a year. Crane-Baker also stated that recruiters visit Palm Beach State College Police Academy and the Broward State College Academy to recruit prospective officers as well as other areas like north central Florida.

Likewise, stated Crane-Baker, the organization has ventured as far north as Cocoa, Florida to visit the Brevard Community College Police Academy to physically recruit prospective officer from that region. Other than the physical recruiting trips, the organization employ internet sites and law enforcement organizations and associations to advertise and broaden their reach for minority candidates. The internet sites and law enforcement associations utilized are Policeone.com, Florida Police Chiefs Association (FPCA), the International Association of Chiefs Police (IACP), the Florida Police Officers Association (FPOA), and LEJobs.com.

Investigator William Morales of BRPD shared his organization's minority recruitment initiatives on November 16, 2012. During the personal communication, Morales stated that their recruiting efforts, when it relates to minorities, generally centers on advertising and recruiting trips. Morales stated that his organization currently advertise in *National Minority Update* and

*Black College Today*. Morales (2012, personal communication) also stated that prior to the economic decline, the organization would send a recruitment team to Historical Black Colleges and Universities (HBCU), these schools had a predominately minority population.

*How has the armed forces diversified through recruitment measures.*

To answer this research question, the author initiated personal communications with armed forces recruiters stationed at Recruiting Station Delray Beach. On November 28, 2012, personal communications took place with Petty Officer 1<sup>st</sup> Class Mariska Rey, US Navy, Sergeant Timothy Kim, US Marine Corps, and Sergeant Lorena Jurado, US Air Force. A question was posed to each of the recruiters, how has your organization diversified through recruitment measures?

Surprisingly, each recruiter stated that their organization doesn't specifically target any specific demographic within the community. Sergeant Jurado (2012, personal communication) stated that the Air Force has not experienced difficulty in recruiting any demographic. Jurado stated that most of her enlistees walk in to the recruiting station seeking information on joining usually as a byproduct of a family member or friend currently serving in the Air Force. She continued by stating that those seeking out the Air Force are a diverse group of individuals from various backgrounds.

Sergeants Kim, Jurado, and Petty Officer Rey (2012, personal communication) shared the fact that the armed forces have relaxed their pursuit of any one segment of the population over another segment due to political pressures applied by elected officials. However, when pressed to share how their respective branches of the armed forces went about recruiting minorities prior to it becoming political fodder, each identified one specific initiative, the school recruitment program. Jurado (2012, personal communication) stated that recruiters would identify schools

that were predominately filled with the demographics in which their organization sought. Armed with demographic specific materials, recruiters that resembled the segment sought would descend upon the targeted schools and begin the process.

*Identify obstacles preventing the successful recruitment of minority candidates.*

To answer this research question, question number eleven of the fire service minority recruitment survey was posed. Question eleven asked respondents to identify obstacles preventing or hindering successful recruitment of minority and women candidates into your organization. Of group one eighteen respondents to the survey questions, ten of the respondents (56%) answered question eleven.

Of the ten respondents within group one, 30% cited certification requirements as an obstacle within their organization. 20% percent of respondents identified a small pool of prospective candidates as a hindrance. 20% of respondents listed limited or inadequate resources to pursue minority recruiting initiatives. Finally, 10% of respondents cited competition with larger surrounding departments, geographical location, pay rate, negative stereotyping, non-female friendly facilities, lack of public understanding of the firefighter's roles and job, and lack of viable marketing as obstacles within their organizations. 10% of respondents also identified organization leadership as an obstacle. The respondent named strong opinions against such measures at the chief level as an impediment to successful minority recruitment.

In group two, thirteen of seventeen respondents (76%) answered the question posed in the survey. 23% of the respondents identified a lack of interest of underrepresented members as a hindrance. 23% of respondents cited testing as an obstacle to successful minority recruitment. Testing included drug screening, civil service exam, written and medical evaluations as well as background examinations. Likewise, 23% of respondents identified a lack of recruitment as an

obstacle. 15% of respondents cited small candidate or hiring pools along with a lack of funding as a hindrance. 8% of respondents identified minority perception, lack of suitable candidates, and minority recruitment not being seen as an issue for the organization as a hindrance. Lastly, a respondent to the survey question identified the physical requirements of the CPAT as an obstacle for female candidates.

Group three consisted of twelve respondent organizations. In group three, ten of twelve respondents (83%) answered the question posed by the survey. 30% of respondents identified a lack of resources (budget) as a hindrance. 30% of respondent organizations named inadequate organization marketing to minorities as an obstacle to successful minority recruitment. 20% of respondents list lack of qualified minority candidates, lack of organization recruiters/recruitment team, and background checks as an impediment to minority recruitment into their organizations. Finally, 10% of respondent organizations mentioned the civil service exam, child care issues for female candidates as well as the CPAT as obstacles to successful minority recruitment.

Group four consisted of six respondent organizations. Of the six respondent organizations, five respondents (83%) answered the survey question. Of the respondent organizations, 80% cited the CPAT or a validated physical exam as an obstacle to female candidates. 20% of respondents named misperception of the fire service on the part of minority candidates, background investigations, and organization education and certification requirements.

Finally, an interesting sidebar was garnered through the personal communications with a member of Recruiting Station Delray Beach. Sergeant Kim of the Marine Corps stated that they have faced an obstacle in terms of recruiting one segment of the community. Sergeant Kim (2012) identified a growing segment within the South Florida community that is

underrepresented in the armed forces and a group that he has garnered little success in recruiting. Kim (2012) related that the obstacle was not a traditional hindrance that disqualified members from other segments of the population but was something uniquely attached to this one segment. Kim was speaking of the Haitian American segment of our community. Kim continued by stating that overall one-third or 33% of all candidates do not meet the standard. Kim explained that the primary reasons for disqualifications are criminal history, substance abuse, lack of high school diploma/GED, and other related test failures.

Sergeant Kim (2012, personal communication) stated however for this growing segment, the odds against being successfully recruited are higher. The culprit that has aligned itself against Haitian Americans, is the written test given during prequalification. When it comes to Haitian Americans, Kim stated that the greatest obstacle is the lack of understanding the language which affects their reading comprehension and their overall test scores. The cultural differences are evident in the scores. When asked how his branch of the armed forces planned to address this obstacle preventing enlistment into the military for many young Haitian American men and women, Kim stated that you do all you can. After that, what can you do?

#### Discussion

53 respondents participated in the 13 question survey created for this applied research project on minority recruitment. Their answers provide a framework for comparing survey participants' ideas and opinions with those of authors, human resource professionals, and private sector and fire service leaders throughout the nation contained in the literature review.

One of the major themes held within the research and literature was utilizing historical black colleges and universities as well as other higher learning centers as recruiting fields for minority candidates. Roldan (2006) stated that many corporations used this strategy to

effectively diversify their entry level staff. Thousands of talented people of color and women professionals came into their organizations providing a boost to their companies' ability to compete in the global economy. William Morales (2012, personal communication) of the BRPD stated that his organization would send a recruitment team to Historical Black Colleges and Universities in an effort to recruit minorities.

Our private sector counterparts, the armed forces as well as members of the fire service identified recruiting at historical black colleges and universities and Hispanic serving institutions as viable ways to increase successful minority recruitment. The author concurs with this assessment. HBCUs are a fertile ground for securing qualified minority talent. The implication for the organization is simply this, the location of quality minority prospects is known. Therefore, the old excuses will not suffice. The organization has to become determined, focused, and souled out to the idea that excuses hailing a lack of qualified candidates within a geographical area are the tools of recruiting incompetence or an indifference to inclusion.

The research data and the literature review were also comparable in stressing the need of having a recruitment plan. The United States Armed Forces utilizes a recruitment strategic plan in the form of the recruiting handbook that delineates a clear and detailed step by step process for recruiting. The author believes a strategic recruitment plan can be considered a road map. This road map can provide direction to arriving at the final destination, a more inclusive organization. However, 49% of all respondents participating in the survey for this project answered in the affirmative when ask if their organization employed a recruitment plan. This means that 51% did not employ a recruitment plan or recruitment initiatives altogether. This is indicative of the old belief that if we wait, a change will come. Change doesn't happen through passive inactivity, change requires effort, and it is hard work.

The author also believes that for the most part, the fire service continues to employ the same strategy and hope for a different result. The author's organization employed a holistic approach, casting a proverbial net and assumed that the end result would garner a diverse multicultural recruit class. It is the author's belief, as supported by the data; a focused effort employing a strategic recruitment plan and diverse team is required for minority recruitment success. Fire service author L. F. Willing stated it best. Willing (1994) stated that if an organization is serious about diversity, a recruitment plan is an important tool to ensure you get the right people. Jesse Lee Jr. (Smith, 2004), executive director of the National Organization of Black Law Enforcement Executives (NOBLE) opined that the key to successful minority recruitment is to have a recruitment plan, and then follow it. He continued by stating, "If you want to recruit minorities you have to have a strategic plan." Another often stated initiative was advertisement.

A marketing campaign was an often cited initiative across all sectors and industries. Fox et al (2006) opined that minority and female TV/radio and publication ads, direct mail interest cards, and news or special reports are extremely successful for minority recruitment. Research findings demonstrated that 29% of overall respondent organizations identified advertisements on radio, television, or in minority circulated newspapers, professional publications, or minority association journals as successful minority recruitment initiatives. Pfefferle and Gibson (2010) proposed using social marketing to address problems and stigmas with minorities' fire service perception. Jarvis (2007) stated that recruiters need to market to targeted groups. Overall, the author believes that the data purports a damning portrait. The fire service has failed in marketing and enhancing our image not only to minorities but also to the public in general. Misperception, misconception, and misunderstandings prevail although vast technology is available to spread the

good news of the fire service far and wide. Likewise, the author's organization must do a better job of marketing. With the high attrition of minority and women personnel from the organization in the next five years, without an aggressive marketing campaign, the organization may reverse gains previously made to again resemble a department of the early 1960s.

Another commonality among the private sector, the fire service, and public safety are each industry's reliance on the community college for prospective candidates. Fire service author John McNeill (2008) identified college campuses as arenas that would provide qualified minority applicants and prevent the need to lower standards. John Crane-Baker (2012, personal communications) of DBPD and William Morales of BRPD stated that their organizations currently utilize recruitment visits to community and state colleges and law enforcement academies. State Farm's Greg Garrett (2012, personal communication) stressed the importance of colleges and universities when he spoke of the *Futuro* program and its chapters located on nine college campuses throughout middle Tennessee. The college campuses in conjunction with the program have given access to a large underrepresented demographic within his organization. Access garnered through the *Futuro* program members has begun a process of lessening the disparity between minority and majority representation in the organization.

Common strategies also discovered within the research and literature review are fostering relationships and partnerships with the community to enhance minority recruitment. Pfefferle and Gibson (2010) purported that an encouraging strategy is partnering with the community and its civic organizations in minority recruitment. Kasdan (2006) identified partnerships and collaboration as an essential part of recruiting for law enforcement agencies. The armed forces (U.S. Army Handbook, 2011) likewise stress the importance of a good working relationship with the business community. The connection is also evident in the writing of fire service leaders.

Jarvis (2007) believes that the successful recruiter develops and nurtures long-term relationships with community leaders, especially leaders of the demographic group the organization seeks to recruit. Sagen (2008) echoes this sentiment and stated that relationships are key, plain and simple, recruiting is all about relationships. Of the respondents of group two participating in the survey, the data supports that 50% identified a community based approach to their recruitment plan and encouraged members of the community targeted for recruitment to take advantage of the partnership between the community, the fire department, and the community college by enrolling in local academies and fire science courses. Also, 25% of group four respondents identified a partnership with the local academy to reserve 10% of available openings for minority and women candidates. In fostering relationships and partnerships, all sectors help to create a win/win environment while simultaneously enhancing and reinforcing the global multicultural community. This strategy was previously utilized in the author's organization with some success. The author believes that this initiative can be extremely successful if a collaborative partnership with the City, fire department, Chamber of Commerce, elected officials, community activist, and minority business owners can be garnered and nurtured.

Another common theme nestled within the research and the literature was initiating a diverse recruiting team. Carter (2007) spoke of the common practice of recruiting top talent to an organization by utilizing external sources employing diversity executive search firms also known as recruitment teams. Investigator William Morales (2012) of BRPD stated that his organization utilized a recruitment team to reach minorities at Historical Black Colleges and Universities. The data from the research demonstrate that 11% of respondents in group three acknowledged a recruitment team operating within their organization. However in larger

departments, recruitment teams appear to be more prevalent as demonstrated by group four. In group four, 25% of respondents cited that their recruitment plan utilized a diverse recruitment team featuring minorities and women.

Fire service literature also supports recruiting teams. Jarvis (2007) stressed that the most imperative strategy for recruiting minorities is to form a diverse recruitment team. Edwards (2010, p.113) stated “One effective way to recruit women and minorities to the fire service is by example.” In other words, if women and minorities hold visible and important positions within the fire department, leverage that value by assigning them to the recruitment team. The more visible those members of your organization are that resemble the demographics you want to recruit, the more success your minority recruitment initiatives will become. The message of employing a recruitment team cannot be clearer. The author is reminded of a statement made by Greg Garrett of State Farm during a personal communication. Garrett (2012) stated that “in order to attract the market, you must be the market.” The author believes that in order for his organization to attract minority recruits, prospective candidates will need to visualize minority members of the organization participating, recruiting, and performing in their roles.

The research and literature review provided agreement on the CPAT as an obstacle for female candidates. 8% of respondents to the survey from group two responded to the survey question and identified the physical requirements of the CPAT as an obstacle for female candidates. In group three, 10% of respondent organizations mentioned the CPAT as obstacles to successful recruitment of female candidates. 80% of group four respondents cited the CPAT or a non-validated physical exam as an obstacle to female candidates. Danielle Edwards (Garms, 2012) believes that the grueling agility test recruits must pass may keep many women away. Cloud (Roberts, 2010) believes that the requirements to qualify for firefighting work needs to be

revisited, specifically the CPAT. Cloud believes that the test's time limit is arbitrary and should be eliminated.

The author believes that the successful recruitment of women that can safely navigate the CPAT is achievable. The author believes that the literature demonstrated that personal mentoring and training helped increase the percentage of female success within a Connecticut police academy. Lianne Tuomey and Rachel Jolly (2009) presented and touted the nine week pre-academy program that introduced real policing and corrections to women considering careers in law enforcement. The program, which has now been utilized for four years, has proved to be a particularly effective recruitment strategy for attracting women to law enforcement careers. Since the program's inception, significant increases in women applicants and hires have been experienced. The author envisions a physical training camp to assist female candidates in preparing for the CPAT. Without initiating a program of this sort, implications for the organization will be a more pronounced decrease in female candidates hired.

The research and the literature review also compare favorably on utilizing high schools for recruitment. Lee (Smith, 2004) stated "If you want to recruit minorities you have to have a strategic plan which includes programs that go into the schools and develop interest in law enforcement." The U.S. Army Handbook (2011) stated that no other segment of the community network has as much impact on recruiting as schools. The Army purports that the student recruiting program is the cornerstone of Army recruiting. The private sector is also a proponent of targeting children early to elicit interest in their organization.

Pfefferle and Gibson (2010) advocate *priming the workforce pipeline* at all stages. In other words, organizations should initiate K-12 programs to entice children to desire a career path that leads them to their organizations. Of the research respondents in group two, 17% stated

that a significant part of their recruitment plan is centered on a high school aged explorer post and programs. 11% of group three respondents' recruitment plan stressed working with technical schools to establish a firefighter curriculum in high schools. Finally, 25% of respondents from group four identified a recruitment plan that has an initiative to introduce the fire service profession to citizens and children alike.

The plan initiates career day programs starting in elementary schools and continuing through college age students. The plan also target young adults through an explorer program. The author's organization employs a portion of this strategy. The organization currently provides opportunity for community children to participate in the DBFR Explorer Post #320. This has been a successful recruitment endeavor for the fire service. Over the past two decades, 17 former explorer post members have gone on to gain employment with fire-rescue departments throughout the state. However, of this fine group of young people, only 12% were minority (women) candidates. There remains significant work to accomplish.

### Recommendations

As a result of the research data and the literature reviewed, the author has compiled seven recommendations for his organization to better enhance our minority recruitment endeavors. Recommendations encompass the not so simple task of addressing organizational culture and attitudes on diversity inclusion to more daunting tasks like getting fire department as well as communitywide ownership of, and the need to improve underrepresentation problem of their community fire department.

#### *Recommendation One: Treat the soil of the organization*

Many of the problems associated with race and inclusion are due to a lack of cultural awareness that leads to negative perceptions and stereotypes, misconceptions, and

misunderstandings. The author's recommendation is for organization leadership to commission a department-wide survey on organization culture as it relates to diversity and inclusion. The idea is to take the results of the survey, utilize the results to create an open forum of dialogue among personnel and ultimately give voice to departmental personnel on initiatives and ideas in diversifying the organization. Results will assist the organization as it moves forward in implementing recommendations to develop minority recruitment initiatives and increase minority representation.

*Recommendation Two: Initiate a diverse recruitment team*

Data gathered for the applied research project stressed the importance of a recruitment team for minority recruitment initiatives. The most imperative strategy for recruiting minorities is to form a diverse recruitment team. In simple terms, if women and minorities hold visible and important positions within the fire department, leverage that value by assigning them to the recruitment team. The project repeatedly yielded information that reinforced this message. The armed forces message was that recruiters and recruitment teams that resembled those they targeted for recruitment fared better than the rest. There was also living evidence of this. During my visit to Recruiting Station Delray Beach, the recruiters representing the military were a Latino woman, an African American woman, and a Pacific Islander.

The recommendation is to assemble a recruitment team that portrays our organization's diverse multiethnic characteristics. The recommendation also includes utilizing the team as the face of the organization. The diverse recruitment team photos could be featured on departmental brochures and pamphlets, official websites, and in public safety infomercials which provides a great Segway into the author's next recommendation, initiating a media campaign.

*Recommendation Three: Initiate a media campaign*

In today's technological age in which information is only a fingertip away, marketing opportunities for career within our fire department to minority and women candidates is lacking. The data and the information gather for this project identify marketing and advertising as successful minority recruitment initiatives. The sheer volume of individuals utilizing the internet, facebook, and other social networks dictate that a media campaign will be successful in drawing targeted demographics to take a second look at the department. The recommendation is to create brochures and pamphlets depicting the organization's diversity. Brochures can be disseminated during special events, operation personnel presentations, official departmental functions, and made available at all stations for any unscheduled walk-ups.

The recommendation also includes promoting the organization's diversity by developing a public safety infomercial to air on local television. Also the Public Information Officer and his media contacts may be utilized to assist in developing special interest stories for the evening news placing minority and women members in the forefront performing their assigned tasks, roles, and responsibilities. Likewise, radio ads may be used to promote the department's image and its message of inclusion.

*Recommendation Four: Develop and nurture relationships and partnerships*

In essence, the communication within the research material could not overstate the importance of developing and nurturing relationships and partnerships. In order to be successful, the recruiter/recruitment team must develop and nurture long-term relationships/partnerships. Relationships and partnerships are important because the crux of the matter is this, recruiting for diversity is not a fire department initiative, it's a community initiative. The recommendation is to build a consortium of influential members of the City, such as, community stalwarts, minority

leaders, business owners, departmental personnel, and church and ministerial personnel to work in concert for minority recruitment. Nurture this relationship/partnership so that the tone and tenor for a lasting and fruitful affiliation will be maintained.

Another part of this recommendation for fostering and nurturing partnerships is to create a partnership with the local community high school, Palm Beach Community College Fire Academy, and Paramedic Program. Building and nurturing a relationship with the community high school can set the foundation for reviving the school fire service academy that introduced the interested students to the understanding of firefighting, EMS skills training, first aid, etc. Fostering a partnership with the Palm Beach State Fire Academy and the paramedic program can enhance our ability to gain access to candidates enrolled in those programs. Access to student enrolled in these programs may enhance the organization's ability to identify, contact, mentor, and recruit prospective minority and women candidates. Nurturing this partnership may also prove to be essential to increasing the success rate of female candidates in passing the CPAT and leads to recommendation five.

*Recommendation Five: Initiate a mini CPAT training camp to assist female candidates*

Because of the desire to increase minority and women representation within the organization, this recommendation this have the greatest impact not only for our organization but for the departments throughout the county. The literature review provided a telling story of a law enforcement initiative that garnered great success in preparing female law enforcement candidates for a career in policing. An academy in Vermont provided a nine week pre-academy for female candidates assisting them with different aspects of the job in preparation for the upcoming academy. Since the program's inception, significant increases in women applicants

and hires have been experienced. The author believes that a program, on a smaller scale, can provide the same opportunity for success to female fire academy candidates.

Being that the CPAT is a validated test; its use in the hiring process is here to stay for the immediate future. The author's thought process is instead hoping the test will go away, how about work to lessen the stress on female candidates by assisting them to be better prepared for the exam. The recommendation is to partner with surrounding departments and the academy to provide free instruction in overcoming the CPAT to female candidates contemplating a career in the fire service. The instruction can provide for a dry run to each candidate to experience what the exam entails. Likewise, the training can provide personal tips and ideas to each candidate to help her hone in on trouble areas that may prevent her from successfully navigating the CPAT. The event may be provided annually over a two to five day period, depending on the need, in which female candidates can register for one of two sessions held per day during the training camp event.

*Recommendation Six: Expand departmental outreach in the community schools*

Many of the authors were proponents of providing outreach programs to the schools within their communities. As a matter of fact, proponents stated that if you wanted to be successful, you needed to employ recruitment programs that went into the schools and developed interest in your organization's field. The armed forces, private and public sector organizations purport taking advantage of access to children as early as elementary school and maintaining contact through college levels. Research data likewise support working with schools to introduce or reintroduce the fire service to students who may become prospective candidates. So the recommendation is to increase outreach programs such as career days in the schools. Another possible initiative is to reestablish our local high school's fire academy course track for

students interested in a career in the fire service. This could be a long term endeavor to train, mentor, and develop future community fire service members.

*Recommendation Seven: Establish recruiting trips to Historical Black Colleges and Universities*

Historical black colleges and universities have been labeled as fertile soil for minority recruitment. Many industries outside of the fire service utilize these arenas for recruiting minorities into their organizations. In a time when the mantra for the fire service has been that there are not any qualified minority candidates available, the data and the literature review debunks this. The recommendation is to attend the annual career day event at Florida Memorial University located in Miami. The recruitment team could conduct presentations to various student organizations and participate in recruitment visits to other local schools, such as Latino/Hispanic seats of higher learning in the area.

*Recommendation Eight: Continue and increase support to Explorer Post #320*

The DBFR Explorer Post #320 has proven to be a successful endeavor in training, preparing, and mentoring young prospective firefighters. As previously stated, 18 members of the explorer post have gained employment within the fire service over the past two decades. However, despite the success of the post, it has remained slightly mostly segregated or homogenous. Recommendation eight would utilize the recruitment team to assist in recruiting diverse young men and women into the explorer post. The recruitment team could visit community elementary, middle and high schools touting and demonstrating aspects of the program's activities and sharing success stories of members' preparation for career opportunities.

*Recommendation Nine: Develop a strategic recruitment plan*

Finally, the author discovered in the research and in the literature review the importance of having a strategic recruitment plan. Planning is such an essential part of every aspect of the

fire service organization and encompasses daily operations and emergency response, administrative functions such as budgeting activities to ensure the organization's ability to achieve its mission, and is pertinent in preparing for the organization's future in the form of succession planning. Likewise, a strategic recruitment plan is mission essential. A strategic recruitment plan helps the organization identify assets needed to execute its mission, provides community example that the organization understands and values diversity and inclusion, and makes the organization relevant in the changing multicultural community. Therefore recommendation nine seeks to commission the development and initiation of a strategic recruitment plan.

The plan should incorporate the recommendations of the applied research project, identify recruitment team members for the triennial period, highlight minority recruitment efforts, ensure organization diversity, strive to increase minority representation, and require triennial review. The triennial review of the plan will evaluate the success of the previous period. The evaluation will determine if goals and objectives were attained, research and identify other possible initiatives that can be utilized, and make revisions and updates as necessary.

In conclusion, the Delray Beach Fire-Rescue Department desires to increase its diversity thereby demonstrating an organizational attitude of inclusion. If the department will follow the recommendations delineated in this applied research project, the department will enhance its diversity through greater minority representation. With the formation of a diverse recruitment team, the development and implementation of a strategic recruitment plan, and then following the plan in constructing and nurturing relationships, the Delray Beach Fire-Rescue Department can develop a model of recruitment for other agencies to adopt.

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## Appendix A

September 7, 2012

EFOP Alumni

National Fire Academy

16825 South Seton Avenue

Emmitsburg, MD 21727

Dear Fellow Alumnus,

Good afternoon. I'm writing this letter because I need your help. I have recently been accepted into the National Fire Academy's Executive Fire Officer Program (EFOP) in Emmitsburg, Maryland and have completed my first course in Executive Development. As you are most certainly aware, an Applied Research Project (ARP) is due at the conclusion of each course. For my first ARP subject matter, I chose the topic, Minority Recruitment. My focus is on identifying minority recruitment initiatives that have been employed and deemed successful by your organizations in recruiting your targeted demographic.

I have developed an assessment tool in the form of a questionnaire/survey. I ask that you would please take the time to complete the questionnaire/survey and also forward the link to any additional organizations (e.g. surrounding departments, professional fire service organizations, regional or national committees and/or publications, etc.) in which you are affiliated. I know that you are busy and that each day seems to lack the necessary time to complete your tasks while fulfilling your roles and responsibilities. I am not insensitive to our plights as leaders within our organizations. But if you could take a few moments to complete the short assessment tool it would be appreciated.

It is my hope that through this assessment tool a local, state, regional, and national perspective can be garnered in our attitudes toward and aptitude for minority recruitment. Thank you in advance for your understanding and assistance in this endeavor.

Sincerely,

Victor B. Williams

Division Chief-Fire Marshal

## Appendix B

### Fire Service Minority Recruitment Survey

1. What is the size of your organization? Number of uniform personnel, number of stations, coverage area in square miles...

Uniformed personnel

Number of stations

Coverage in square miles

\*2. What are the demographics of your representative jurisdiction in whole percentage points?

Caucasian, African American, Hispanic/Latino, Asian/ Pacific Islander, women, other....

Caucasian

African American

Hispanic/Latino

Asian

Pacific Islander

Women

Other

\*3. What are the demographics of your department? Caucasian, African American, Hispanic/Latino, Asian/ Pacific Islander, women, other....

Caucasian

African American

Hispanic/Latino

Asian

Pacific Islander

Women

Other

\*4. Do you feel that the ethnic demographics of your organization are representative of your community? Please explain your answer.

Yes/No: Please explain...

\*5. Does your department employ a recruiter?

Yes/No

\*6. Does your organization have a recruitment plan? If so, please explain some of its content.

Yes/No: Please explain some of its content

\*7. If your department does not have a recruitment plan, how does your department go about selecting individuals for available positions?

\*8. Does your department actively target and recruit minority and women candidates?

Yes/No

- \*9. Please identify minority recruitment initiatives employed by your organization to attract minority and women candidates.
- \*10. Please list and explain in detail the minority and women recruitment initiatives deemed successful...
- \*11. Please identify obstacles preventing or hindering successful recruitment of minority and women candidates into your organization...
- \*12. What was the total number of candidates hired by your organization within the past 7 years?
- \*13. What was the overall percentage of minority candidates hired in your organization over the past 7 years?

Women

African American

Hispanic/Latino

Asian

Pacific Islander

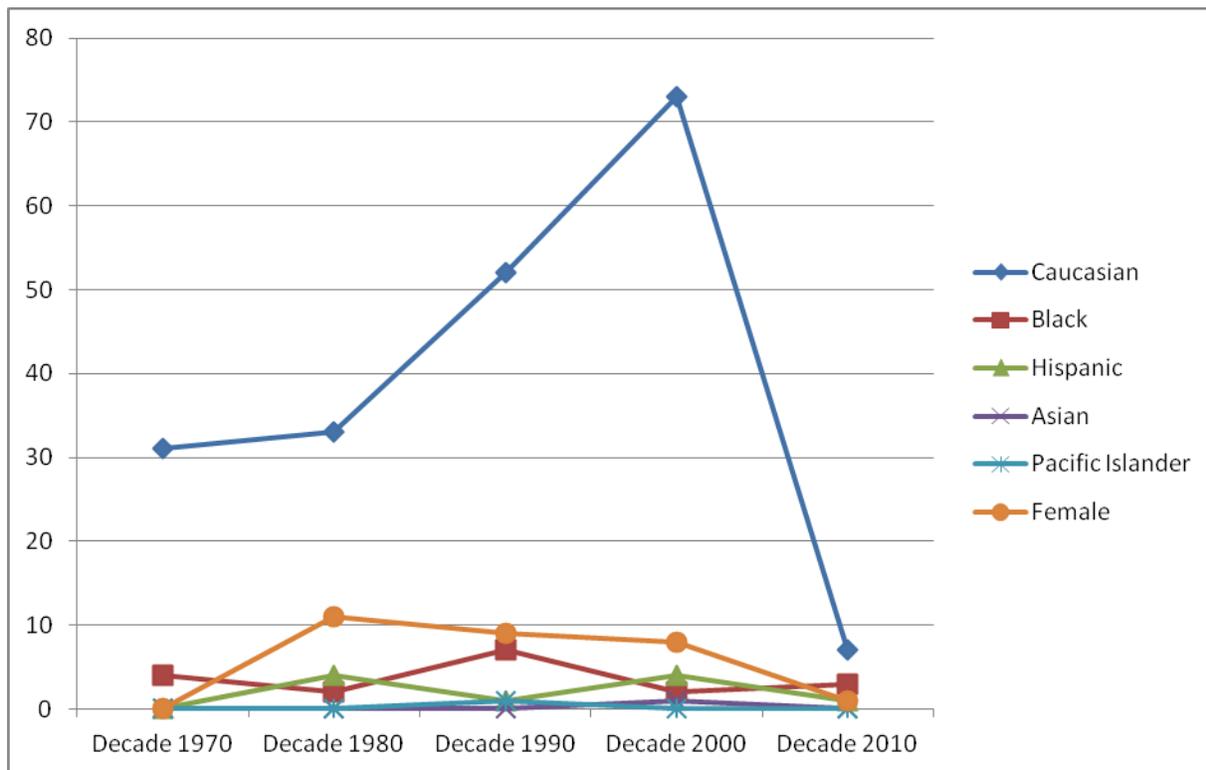
Other

## Appendix C

1970-2012

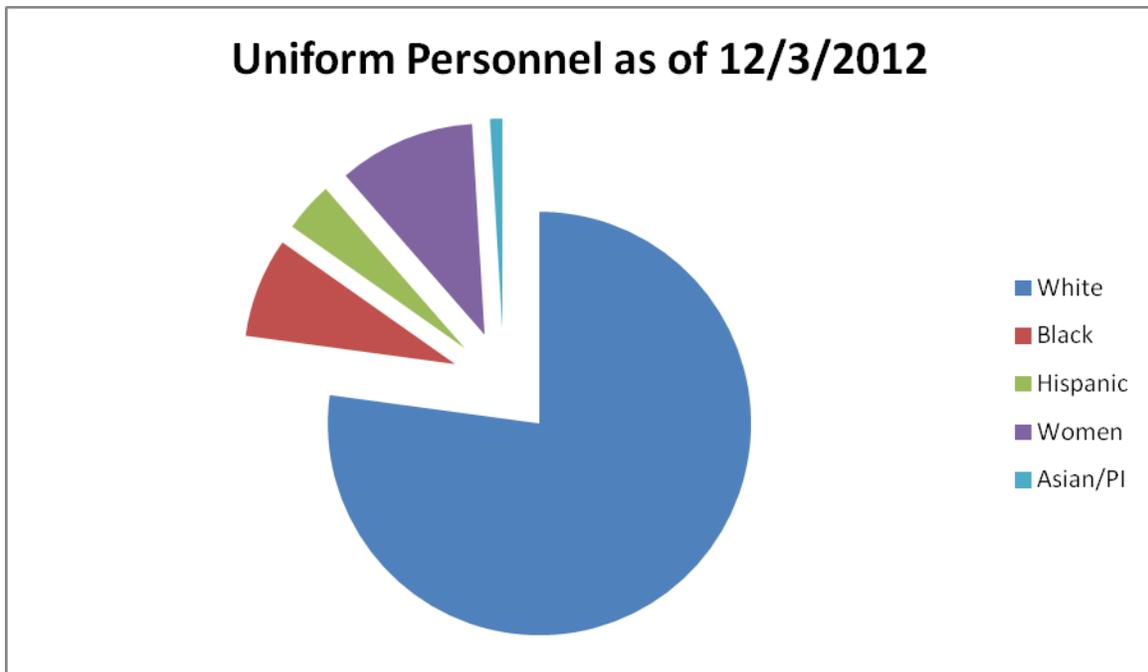
City of Delray Beach Fire Rescue-Department

### New Hire Report Graph



## Appendix D

### Delray Beach Fire-Rescue Department 2012 Demographics



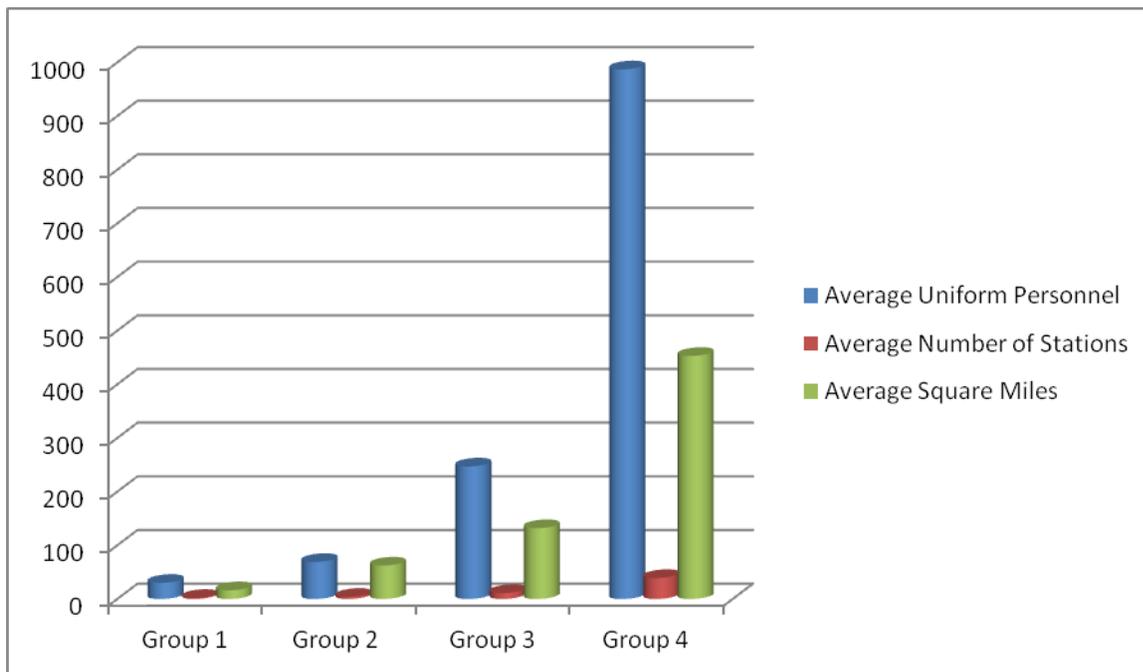
#### Personnel Totals

White Males	109	82%
Black Males	8	6%
Hispanic Males	4	3%
Women	11	8%
Asian/PI Males	1	0.007%

## Appendix E

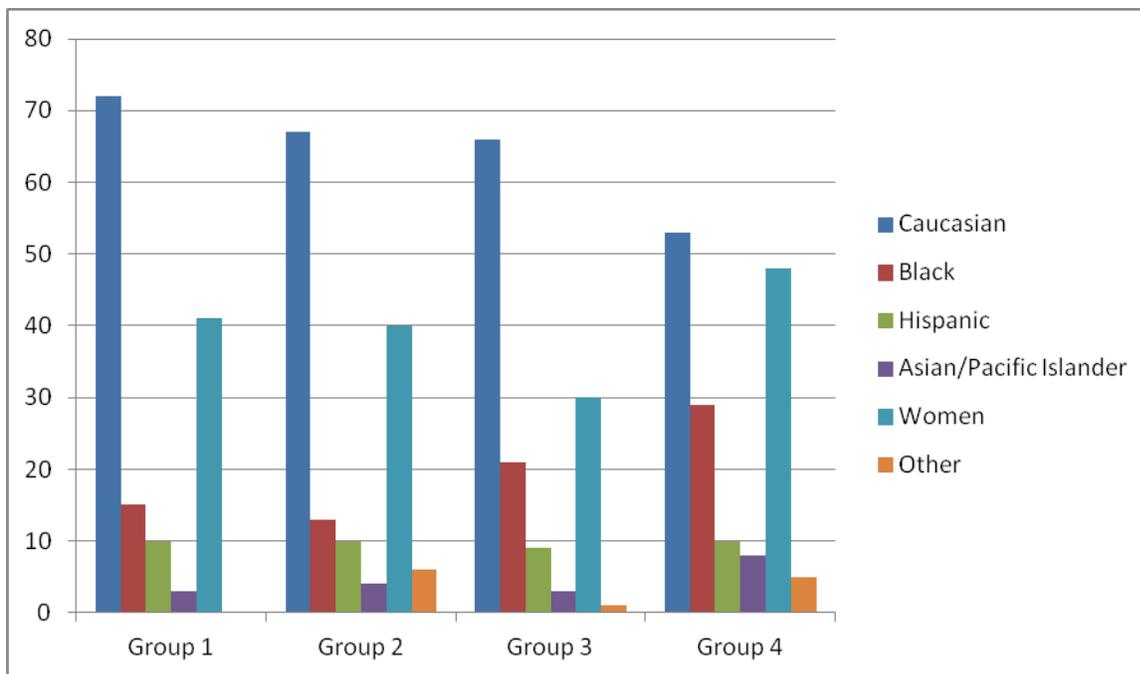
### Minority Recruitment Survey Complete Results

**Question #1** What is the size of your organization? Number of uniform personnel, number of stations, coverage area in square miles...



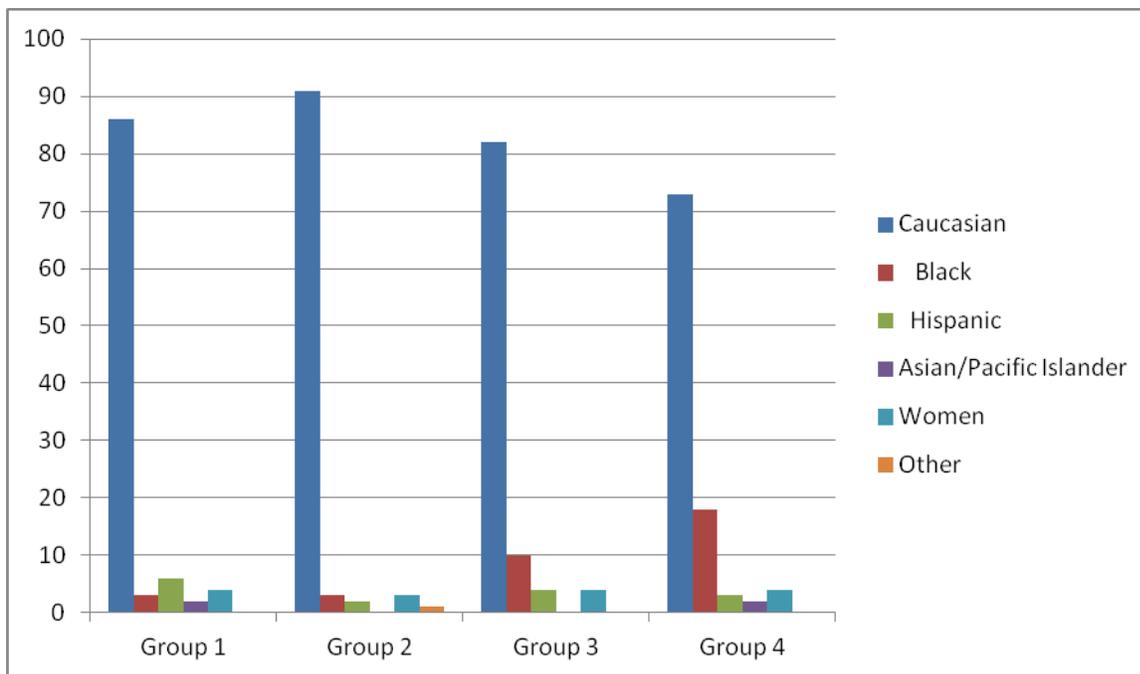
Group 1	30	2	16.3
Group 2	69	4	62.3
Group 3	247	11	132
Group 4	987	39	453

**Question #2** What are the demographics of your representative jurisdiction in whole percentage points? Caucasian, African American, Hispanic/Latino, Asian/ Pacific Islander, women, other....



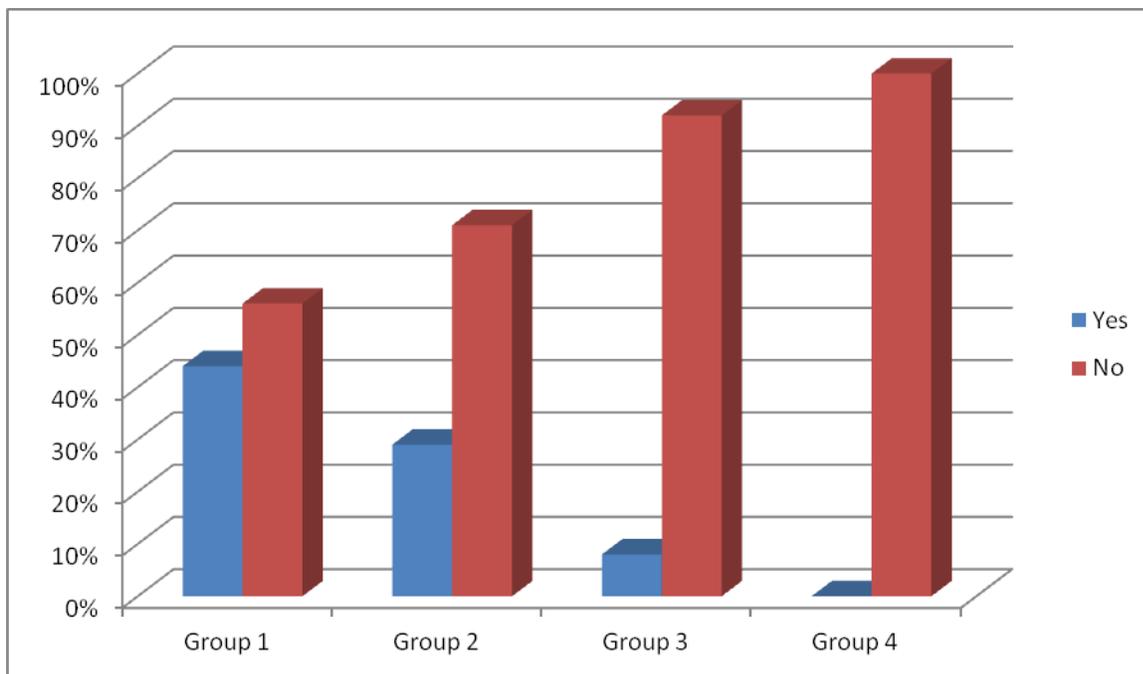
	Caucasian	Black	Hispanic	Asian/Pacific Islander	Women	Other
Group 1	72%	15%	10%	3%	41%	<1%
Group 2	67%	13%	10%	4%	40%	6%
Group 3	66%	21%	9%	3%	30%	1%
Group 4	53%	29%	10%	8%	48%	5%

**Question #3** What are the demographics of your department? Caucasian, African American, Hispanic/Latino, Asian/ Pacific Islander, women, other....



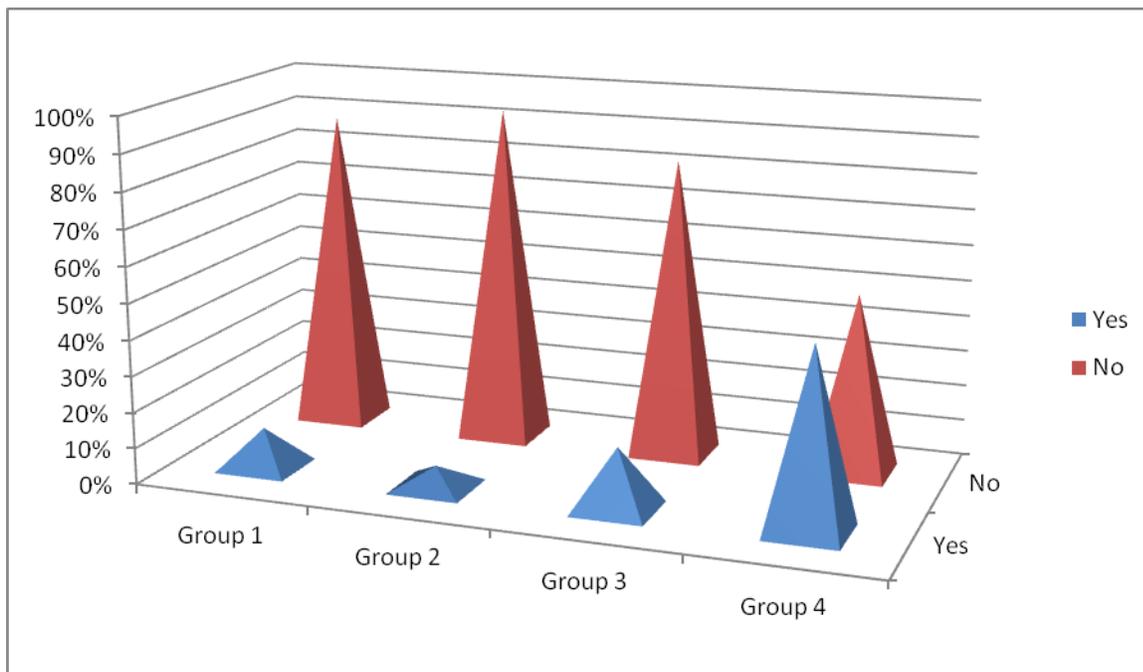
	Caucasian	Black	Hispanic	Asian/Pacific Islander	Women	Other
Group 1	86%	3%	6%	2%	4%	0%
Group 2	91%	3%	2%	0%	3%	1%
Group 3	82	10%	4%	0%	4%	0%
Group 4	73	18%	3%	2%	4%	0%

**Question #4** Do you feel that the ethnic demographics of your organization are representative of your community?



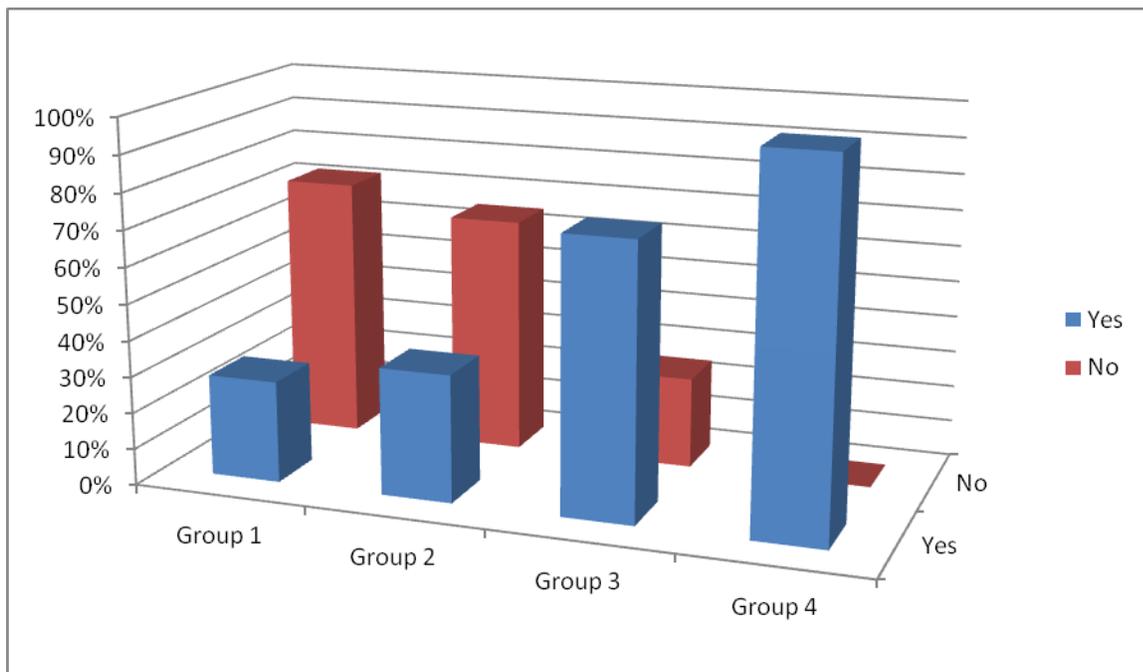
	Yes	No
Group 1	44%	56%
Group 2	29%	71%
Group 3	8%	92%
Group 4	0%	100%

**Question #5** Does your department employ a recruiter?



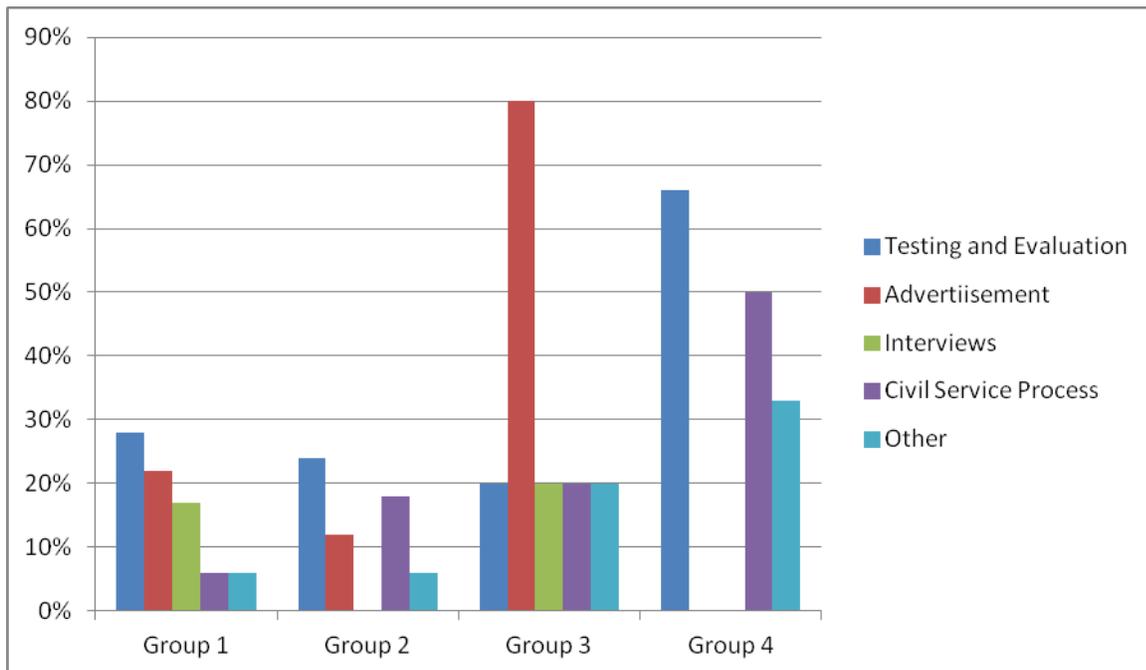
	Yes	No
Group 1	11%	89%
Group 2	6%	94%
Group 3	17%	83%
Group 4	50%	50%

**Question #6** Does your organization have a recruitment plan?



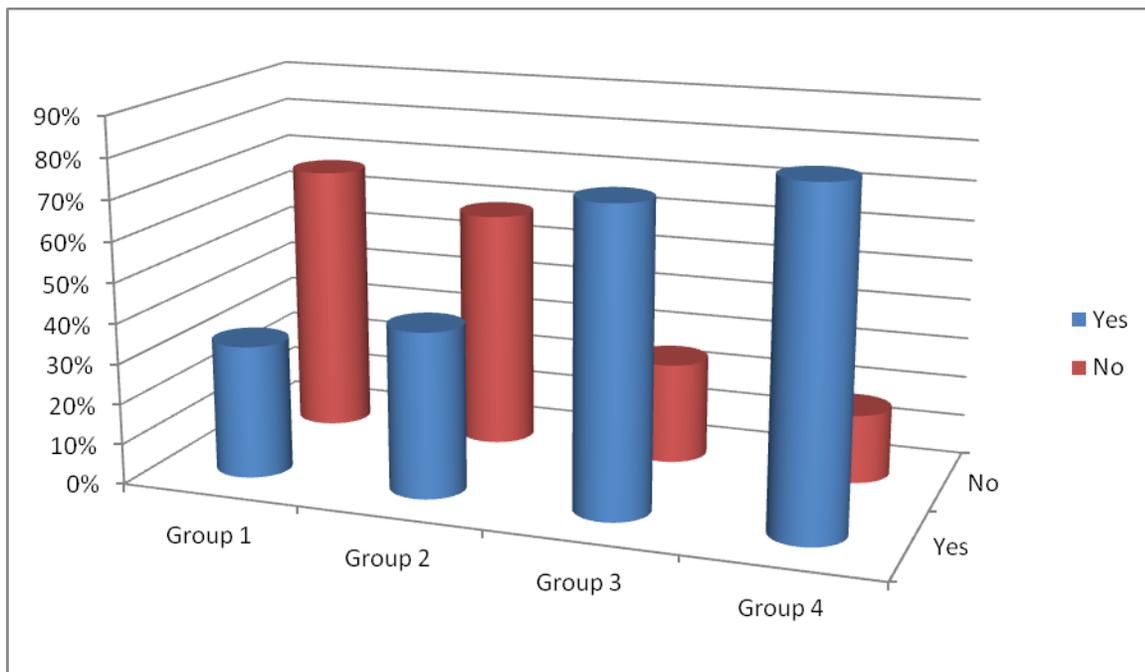
	Yes	No
Group 1	28%	72%
Group 2	35%	65%
Group 3	75%	25%
Group 4	100%	0%

**Question #7** If your department does not have a recruitment plan, how does your department go about selecting individuals for available positions? Fourteen of eighteen respondents within group one answered the question on selecting individuals for available positions. Within group two, fourteen of seventeen respondents answered the survey question. Within group three, five of the twelve (42%) respondent organizations answered the question. Of group four respondents, three of the six (50%) answered the survey question.



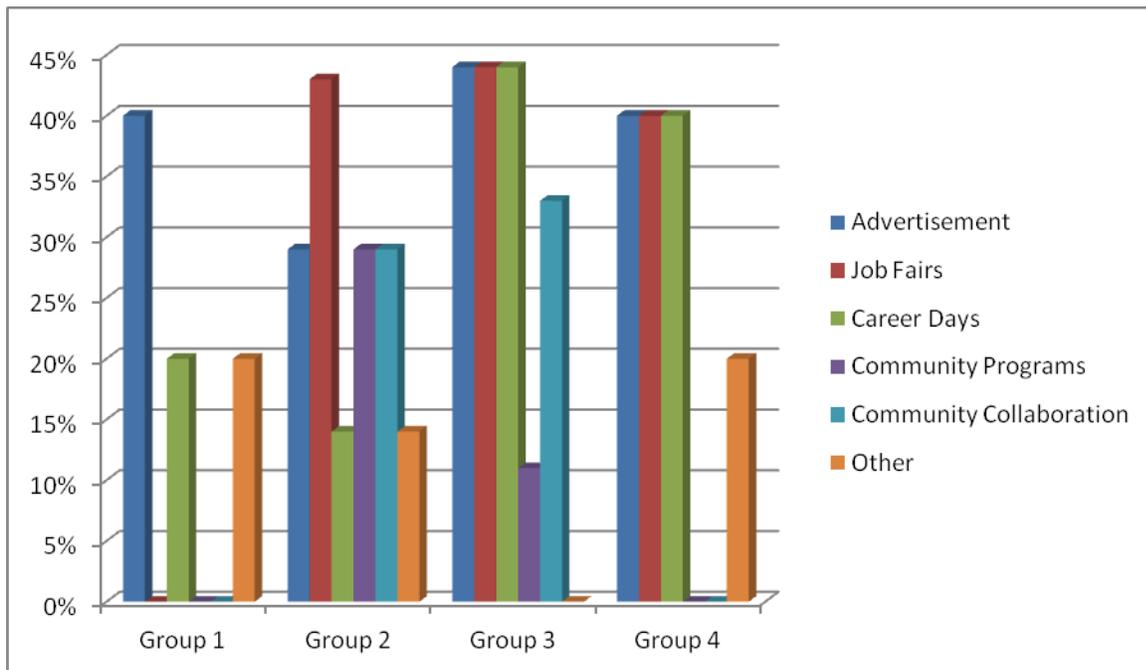
	(Test and Evaluate)	(Advertisement)	(Interview)	(Civil Service)	(Other)
Group 1	28%	22%	17%	6%	6%
Group 2	24%	12%	0%	18%	6%
Group 3	20%	80%	20%	20%	20%
Group 4	66%	0%	0%	50%	33%

**Question #8** Does your organization actively target and recruit minority and women candidates?



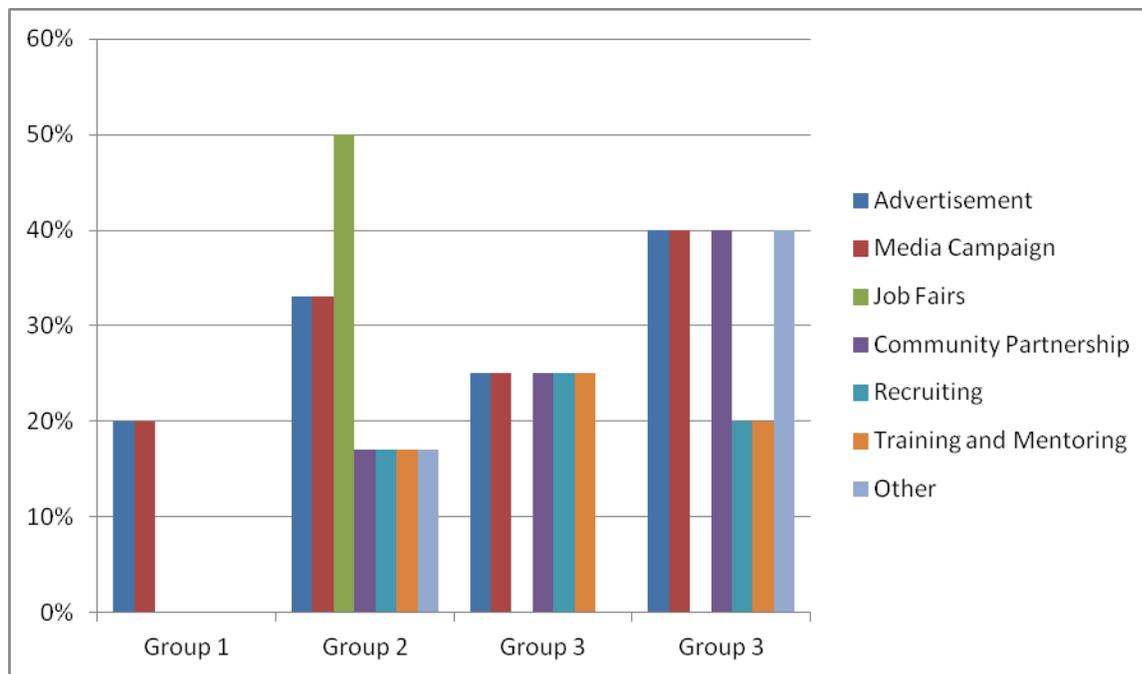
	Yes	No
Group 1	33%	67%
Group 2	41%	59%
Group 3	75%	25%
Group 4	83%	17%

**Question #9** Please identify minority recruitment initiatives employed by your organization to attract minority and women candidates. Five of eighteen respondents in group one answered the question. Seven out of seventeen respondents in group two answered the question. Nine of twelve respondents in group three provided information on initiatives their organization utilized to attract minorities. Finally, five of six respondents answered the survey question within group four.



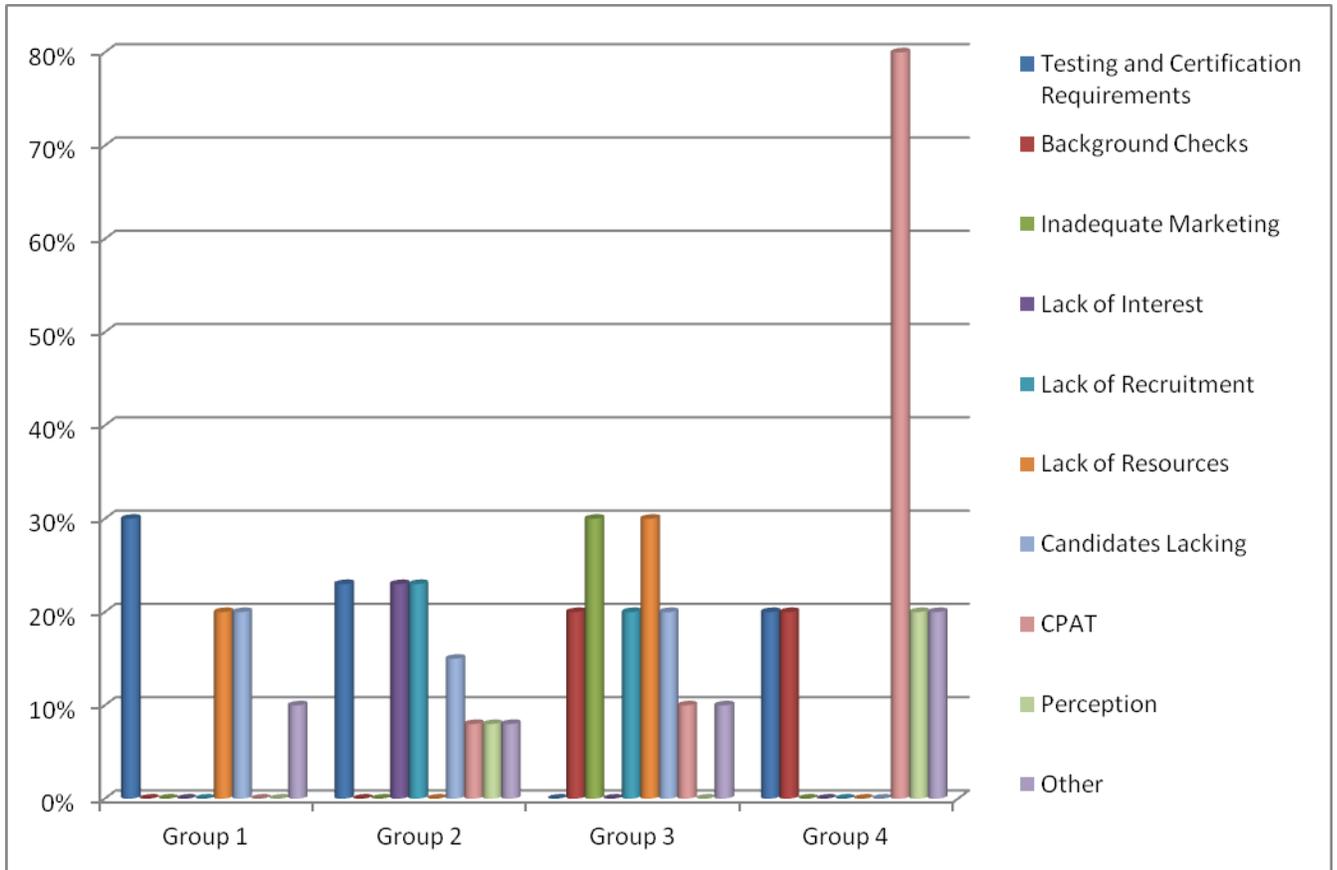
	(Advertisement)	(Job Fairs)	(Career Days)	(Comm. Programs)	(Community Collaboration)	(Other)
Group 1	40%	0%	20%	0%	0%	20%
Group 2	29%	43%	14%	29%	29%	14%
Group 3	44%	44%	44%	11%	33%	0%
Group 4	40%	40%	40%	0%	0%	20%

**Question #10** Please list and explain in detail the minority and women recruitment initiatives deemed successful....



	(Advertise)	(Media Campaign)	(Job Fairs)	(Comm. Partnership)	(Recruit)	(Training/Mentoring)	(Other)
Group 1	20%	20%	0%	0%	0%	0%	0%
Group 2	33%	33%	50%	17%	17%	17%	17%
Group 3	25%	25%	0%	25%	25%	25%	0%
Group 3	40%	40%	0%	40%	20%	20%	40%

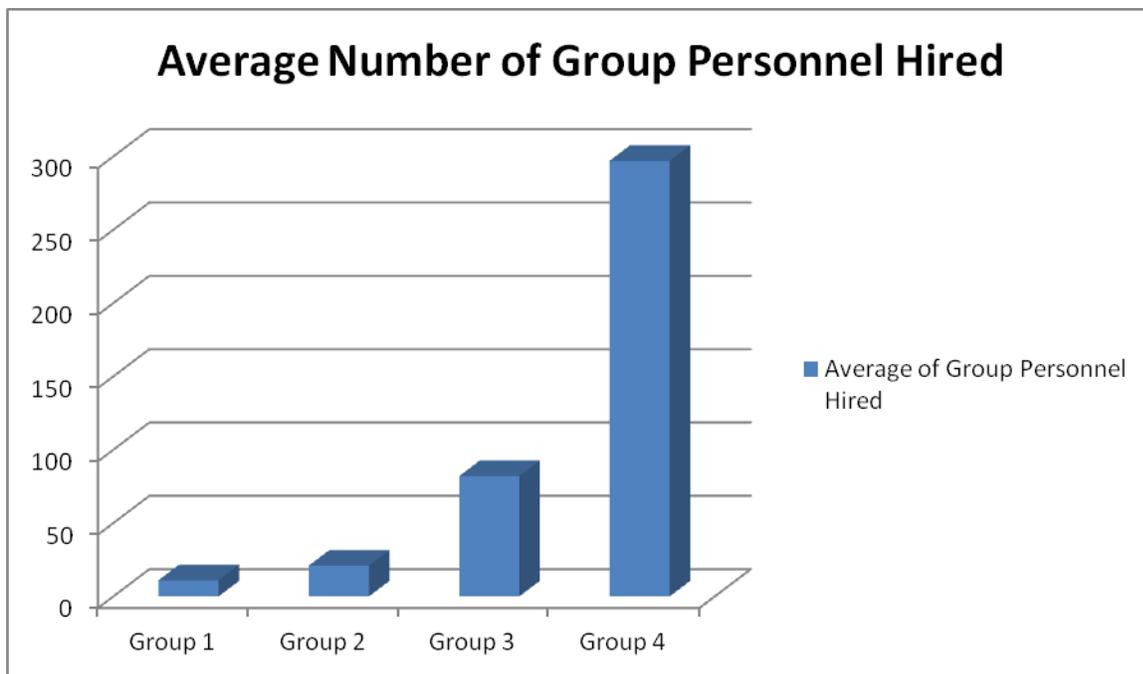
**Question #11** Please identify obstacles preventing or hindering successful recruitment of minority and women candidates into your organization...



Testing and Certification → → → → → → → → → → → → → → → Other

Group 1	30%	0%	0%	0%	0%	20%	20%	0%	0%	10%
Group 2	23%	0%	0%	23%	23%	0%	15%	8%	8%	8%
Group 3	0%	20%	30%	0%	20%	30%	20%	10%	0%	10%
Group 4	20%	20%	0%	0%	0%	0%	0%	80%	20%	20%

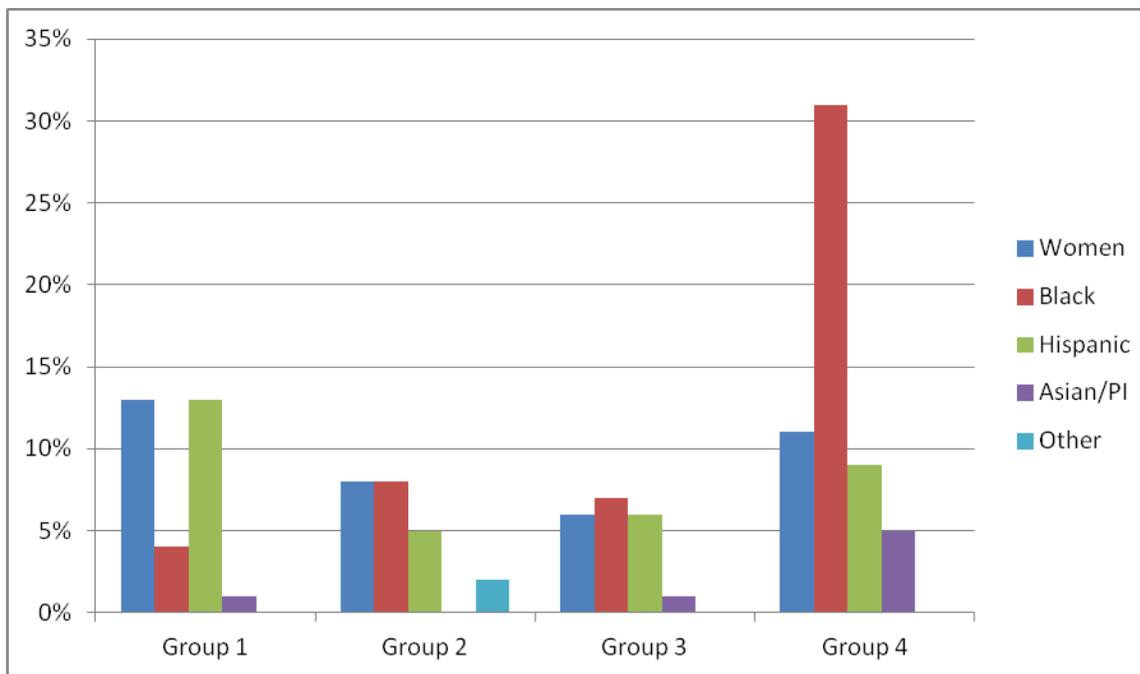
**Question #12** What was the total number of candidates hired by your organization within the past 7 years?



Average Number of Group Personnel Hired (2005-2012)

Group 1	11
Group 2	21
Group 3	82
Group 4	297

**Question #13** What are the overall percentages of minority candidates hired in your organization over the past 7 years?



	Women	Black	Hispanic	Asian/PI	Other
Group 1	13%	4%	13%	1%	0%
Group 2	8%	8%	5%	<1%	2%
Group 3	6%	7%	6%	1%	0%
Group 4	11%	31%	9%	5%	0%