

Developing Recruiting Procedures that will attract a Diverse Population at
Washington Township Fire 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 writings of another”.

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ABSTRACT

The problem was that the Washington Township Fire Department (WTFD) had not developed a plan to ensure recruitment of a diverse workforce. Traditionally, the WTFD had experienced the majority of applicants to be white males. The purpose of this applied research project (ARP) is to identify possible strategies for the recruitment of personnel to pass the entry exam to achieve a more diverse workforce. Descriptive research methods were used to find out how other departments address diversity recruitment, determine the desired level of diversity, investigate the demographics of the community and WTFD, and identify issues that have prevented the recruitment of a diverse workforce. The research questions that were evaluated are:

1. How can the diversity ratio in the WTFD be changed to better reflect the diversity in the community?
2. What are the factors that impact the number of minorities applying and testing at the WTFD?
3. What can be done to draw in a more diverse applicant population to test?
4. What have other organizations done to increase the diversity of their workforce?

Research was conducted through the use of a survey which was dispersed to various departments across the country, personal interviews, and the use of the 2010 U.S. Census. Research revealed that 73% of departments that responded to the survey felt that recruiting a diverse workforce was important. Only 35% of departments had a formal process in place to encourage women and minorities to pursue fire service employment. It was also discovered that entry requirements and limited interest in the fire service by women and minorities present a challenge in improving diversity. Recommendations were made that further research is required

and that WTFD should further collaborate with the Human Resource Manager to implement strategies that are currently in the planning process.

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INTRODUCTION

Statement of the Problem

The problem that this applied research project addressed is that Washington Township Fire Department's (WTFD) testing procedures do not draw a diverse population from which to hire part-time firefighter ranks. The full-time spots are filled from the part-time positions. The lack of diversity leaves WTFD open to the perception of being prejudice or discriminatory to some ethnicities.

WTFD is a mid-sized department with 100 full-time members. Along with this, it has a part-time staff, which consists of 25 members. Of this combined 125 individuals, there are eight (8) white females and 117 white males. The department currently has no African-American or Hispanic members. At this time the department has one Asian member. WTFD holds a testing process to help select the best candidates for hire. The test has anywhere from 100 to 250 applicants. At the tests, there is a notable lack of varied ethnicities.

Washington Township Fire Department provides service to the City of Dublin Ohio. In 40 years, the city has grown from a small farming village into a thriving city in the northwestern area of Columbus Ohio. Dublin's population has also experienced change over this time. It started out as a small community of predominately white families and has grown into a multi-cultural society of many ethnic groups; however, the fire department has not. It is this disparity that this research project addresses and recommends possible solutions.

Purpose of the Study

The purpose of this applied research project was to provide research based information to aid in developing procedures that would increase diversity among the applicants. This in turn would result in a greater population of different ethnic groups being hired and retained.

Research Questions

The method used for this research project was descriptive. The following research questions were addressed:

1. How can the diversity ratio in the WTFD be changed to better reflect the diversity in the community?
2. What are the factors that impact the number of minorities applying and testing at the WTFD?
3. What can be done to draw in a more diverse applicant population to test?
4. What have other organizations done to increase the diversity of their workforce?

BACKGROUND AND SIGNIFICANCE

The Washington Township Fire Department was formed in 1943. It was a small community volunteer department that served Washington Township and the Village of Dublin. Eventually, it grew to serve areas in Madison, Union, and Delaware counties. It operated as a volunteer service for 30 years. With the development of the I-270 bypass around Columbus, the moving in of Ashland Chemical National Headquarters, and the development of the Muirfield Country Club and Golf Course, it was soon discovered that a volunteer service could no longer serve the area. In the span of forty years from 1970 to 2010 the city of Dublin grew from a population of 700 to 42,000. In 2017 the population was believed to be around 47,000.

The paid department started out as a combined effort between both Washington and Perry Townships. They operated out of a small station on Bridge St. in downtown Dublin. It was soon decided that it would be better for the two organizations to split. Perry Township would cover the city of Dublin east of the Scioto River and portions of Columbus, while Washington would cover Dublin proper west of the Scioto River. Both organizations were comprised of rosters of all white males. In 1982 Washington Township hired its first female firefighter. At that time the department had a total of 26 staff counting the two chiefs. With a work force of 24, that gave the department a 4% minority staffing.

As the City of Dublin grew in population the department grew as well. Perry Township staff merged with Washington Township in 2000. The Perry Township Fire Department was dissolved. At that time and until today the department has been comprised of 100 full-time members operating out of four stations. Their services to the three counties of Franklin, Union, and Delaware are aided by the use of approximately 25 part-time members. Today, 35 years after hiring the first female firefighter, the WTFD has eight (8) female firefighters working, including

one (1) in the part-time ranks. Out of a total of 125 firefighters, females make up the six percent minority population. That is only a 2% increase in 35 years. All of the female firefighters are also white.

The 2010 Census revealed that within the city limits of Dublin there was a population of 41,751. Of this 41,751 there were 20,617 males and 21,134 females. That produced a population of females greater than 50% of the City of Dublin. Surprisingly, the Census showed that in 2010 there were only 764 Hispanics and even less African-Americans at 752. The total of these two groups combined is about 3% of Dublin's population. With the development of the Honda Corporation and some other businesses, the 2010 Census showed that Dublin had an Asian population of 6,384. That is nearly 17% of its total population. The Washington Township Fire Department has one (1) Asian in its workforce (Commerce, 2010).

WTFD has allowed a vastly disproportionate mix of individuals to represent a cross section of the public which it serves. The department has become more aware of the problem. Observing individuals at the testing site, it was discovered that less than 10 applicants out of 200 were African-American. The numbers of Asians that sit for the test are even fewer to none. Of the African-Americans that tested, none passed.

As of yet, there has been no questions raised or outward accusations that the Washington Township Fire Department is unfair in its testing processes. However, the department wants to be proactive in creating a testing process that not only draws in minorities, but allows them to be competitive and successful.

WTFD is not a city department; it does not have to follow the Civil Service standards. Even with that, the Civil Service Standards just dictate that all of the testing is fair for all those participating in the process. There are cities that are able to hire from a broad cross-section of

individuals and then train them into the positions that they will hold. The township requires that all those who qualify to take the test must hold a Level II Firefighter certification and a minimum Basic-EMT certification. So, from the beginning, a large group of individuals have been eliminated. To be hired into the full-time ranks, a Paramedic-EMT certification is required. This totals, with Level II Firefighter Certification and Basic & Paramedic Certification, nearly 2 years of training.

The Washington Township Fire Department does not have the financial means to provide a candidate with this training. Plus, there are always the possibilities that the candidate could fail or move to another department once the training is completed. Without providing the certification training, the department has approximately \$30,000 invested in the candidate in their first year in gear, uniforms, basic probationary training, wages, etc. (Kahler, 2016).

The Washington Township Fire Department initiated the “Ambassador Program” in 2016. In 2017, this was the first full year for existence of the program. Since the program’s inception the members have come in contact with over 500 individuals at career fairs. These career fairs created 130 fire contacts. From these, 31 fire individuals gave contact information. 150 medic students were also reached. The Ambassador Program sent out test notifications to 80 people that showed interest. It was reported that only 6 showed up to participate in the test. Of those, none passed. There were 10 individuals of varied gender and ethnic backgrounds contacted who already had the qualifications to be hired that were aggressively recruited. All 10 gave various reasons why they were not testing at that time at Washington. To date, the program has resulted in no contacts being hired at Washington Township (Peters, 2017).

LITERATURE REVIEW

Much of the history of implementing diversity into organizations has strictly been a numbers game with little discussion about finding a diverse population that also includes some expertise of the fire service vocation (Rukavina, 1995). As a department that is recruiting, it not only has to consider how to draw in the diverse population, but it has to be able to draw in the diverse millennial population. What motivates the young adult today is different than the young adult 10 or 20 years ago. Below are some of the academic research projects that were found helpful with this goal.

Byrne (2007) described millennials, as the group is called in human resources circles, were born between 1978 and 1999; they number about 80 million strong. They are in a position to get what they want. This group, just entering the workforce (and the firehouse), is larger than the baby boomer group (78 million). What makes these individuals different is that they are harder to lead. According to the article, “Companies [and fire departments] that do not recognize and handle the potential for age-related clashes are setting themselves up for misunderstandings, conflicts, and failures in recruiting and retention” (Byrne, 2007). Byrne states that this ambitious and goal-oriented group seeks “interesting, meaningful” work, not just a paycheck. Yet, they value the security of health and retirement benefits. It is here that the fire service has a huge advantage over corporations. There is no more interesting or meaningful work than helping your neighbors in their time of need. Are we conveying this message in our recruitment? By simply seeing that this message is conveyed to potential candidates can create a very powerful and genuine interest by the candidate in the Fire/EMS services. In 2007 Byrne stated that,

“ There are five (5) commonalities of Millennials: Millennials (1) ask questions to understand their role, (2) are multi-taskers that are capable of working on several projects

at a time, (3) like to work in teams with shared rewards, (4) love the latest technology, (5) need to feel noticed, respected, and involved (p.37).”

Sinek (2017) is considered an expert in corporate leadership and leading the millennial population. His discussions are very open and frank on what makes this age group a joy and a hindrance to work with. He describes the age group as “everyone got a medal, even if they didn’t deserve it. And the child knows that they didn’t deserve it so they feel even worse” (Sinek, 2017). Even though, with some negative traits engrained since childhood, he believes that millennials truly want to impact the world.

“I absolutely applaud millennials and everyone who wants to have an impact. My concern is that saying ‘we want to make an impact’ is so broad it’s not helpful. Millennials need to find out what kind of impact they want to have, then they’ll be able to find a workplace right for them” (Sinek, 2017).

It should be the fire department’s job to make the type of impact known to these individuals that they can make on the community (Byrne, 2007).

As too integrating ethnic diversity into the fire service population Brooks (2002) delved into the topic for her department. Brooks (2002) discusses what procedures the Forest Park Fire Department went through in the development of a more culturally diverse department. They began with a recruitment survey which depicted the reasons that individuals joined the fire service. They ranged from family recommendation, to friends in the service, and the need to join a group. After these were identified, they established the estimated cost to fully train a new recruit to the level of firefighter/paramedic. As the Forest Park Fire Department had the capability of hiring first and training later, it allowed them a greater pool of applicants to choose from. At the time this research project was written (2002) it was approximately \$35,645 to bring a candidate into the service as a fully functioning FF/medic. The department was then awarded \$72,920 from the Ohio State EMS Grant Program. The department then advertised for

“minorities” alone to test for positions. The department was aware of what problems it could cause bringing in minorities to firefighter jobs that the current members felt they had to “earn” (Brooks, 2002, p.12). Over time, the acclamation into the department was accepted.

Ross (2011) addressed some concerns in which he stated “some fire service leaders are concerned that they must lower standards in order to attain a diverse workforce.” This also creates a sense of resentment in the incumbent workforce and brings up a concern for firefighter safety and feelings of diminishing the highly respected status of the position of firefighter. In addition to these concerns, several other barriers such as language, age, culture, religious belief, nationality, and sexual orientation are barriers that must be considered when considering the effectiveness of diversity recruitment.

Statistics from the U.S. Bureau of Labor in 2003 suggested that the fire service was the least diverse of any occupation in the protective service sector. This group includes security officers, police officers, and firefighters. It is important that the leadership in the fire service takes this issue seriously. Chiefs need to assess their own values and attitudes to work toward the promotion of a diverse workforce. The behavior that leaders demonstrate will have an impact on how their organization will embrace and accept a culturally diverse organization (McNeil, 2008).

A diverse workplace involves a change in culture. This can be quite the challenge in an organization where the leadership was part of the development of the current environment that needs to change. Cook (2002) shares that, “Chief Officers that spent their early careers in a culture that did not value diversity will find it especially difficult to change a similar culture” (p.143). That does not mean that those chief officers cannot make change even if they were products of that culture. It is their responsibility to change a dysfunctional culture.

Organizational vision must be shared and the fire chief must take care to understand the importance of what is said. The chief should take every opportunity to share the vision in a consistent manner (Cook, 2002).

“Personnel of the organization need to fully understand what diversity is. For success to occur there needs to be buy in from existing employees. Staff needs to be trained in diversity and a process needs to be in place to reeducate as needed. The training must be proactive for future situations and reactive to past situations” (Holton, 2002, p.149).

The Milwaukee Fire Department took this challenge seriously. It developed a comprehensive diversity program to make sure their employees had a complete understanding of the department’s expectations for their behavior toward their customers and co-workers. They utilized a seven step diversity model. **Step one** was having management and labor committed to the same goal of a diverse workforce. If the union is unwilling in the initiative there will not be buy in from the rank-and-file members and the program will never experience any success. **Step two** was the development of a committee with members from management and labor. Dedicated committee members are required to plan, develop, and implement the program. **Step three** was to research and investigate a mission statement. This will give direction to the diversity committee. The mission statement must be all inclusive to gender, race, religion, ethnicity, and sexual preference. **Step four** was the presentation of the program to all members of the department. Attendance for training must be mandatory for all personnel. The use of the same instructors is also very important to ensure that everyone in the organization receives the same message. **Step five** was to present the ethnic breakdown of the community the department serves to the employees. A responsive organization must know who their customers are in order to better meet their needs. **Step six** was to explain to members during training the rules and regulations concerning diversity. Employees must have a clear understanding of what is expected while they are on duty. This part of the presentation can include the legal advisor for the

community to interpret ordinances and laws that pertain to diversity. All members must sign in during the mandatory training to provide accountability that all have been introduced to diversity and employee expectations. **Step seven** was to use video based scenarios that show employees role playing in different situations to inspire discussion and interpret the proper behavior to reinforce what is expected by all personnel (Holton, 2002). Holton (2002) stated the following:

“Diversity is not about numbers or percentages. It is about respecting each individual’s background and beliefs. We all have perceived ideas about certain groups and beliefs. A good diversity program should not try to change anyone’s beliefs but should hold each fire service member accountable for negative behavior toward another member or citizen while representing the organization (p. 150).”

When discussing workplace diversity the concept of affirmative action comes to light. Affirmative action is the action of deliberately using gender or race as the preference for hiring or promoting personnel (Brooks, 2002). This is a highly debated subject that dates back to the presidency of Lyndon Johnson who enacted an executive order that required federal contractors to develop specific goals and timelines for the recruitment and hiring of women and minorities. There are still affirmative action programs that require the encouragement of minority hiring all the way to having specific percentages of federal contracts set aside for minority companies and workers (Rukavina, 1995).

Another major concern is that the population make-up of the United States is changing quickly. According to the Pew Research Center, the majority of the population will no longer be non-Hispanic whites on or before the year 2050. The Hispanic/Latino and Asian populations are expected to triple during this time frame. In addition, the African American population is expected to double and account for 14% of the total population of the U.S. (Pini, 2008).

The language that is spoken in the country is also changing. The U.S. Census Bureau's 2010 American Community Survey suggests that nearly 20% of households speak languages other than English as the primary language and that 12% of our population is foreign born. This is not only the case in metropolitan areas but it is also becoming more prevalent in rural communities (Pini, 2008).

One very important concern facing the fire service as the population changes is the ability to communicate fire prevention and safety education to the citizens. There are cultural practices that utilize incense and candles that can be fire hazards. Different cooking methods practiced by other cultures can also present fire safety concerns (Pini, 2008). The origin countries of many of these populations have not received exposure to the fire prevention strategies that are common place in the United States (Pini, 2008). It is the responsibility of the fire service to convey these risks to the public and offer solutions to help promote fire safety. This is a great challenge with the language barriers that exist and the lack of trust that may be present. The trust and language barriers can be addressed by having members of the fire service that can speak the languages and understand the beliefs this ever growing part of U.S. communities (Pini, 2008).

As Byrne (2007) indicated, millennials are the largest portion of our population, 80 million compared to 78 million baby boomers. This large population, across all ethnicities, has been raised to expect immediate gratification and equality. The fire service offers equality, yet, everyone is not equal. There is a natural military hierarchy to the rank-and-file from newly hired up to the chief. According to Sinek (2017) the millennial population can be a valuable source. The key is to get them to feel vested in the department and to believe that they can make a difference. As stated, getting a diverse group of individuals to simply test for a position, let alone become hired, can be an expensive and involved process. Buy in is required on all levels;

however, the primary place buy in begins first is at the top of the organization. As the U.S. Bureau of labor reported, “The fire service was the least diverse of any occupation in the protective service sector” (McNeil 2008). It has become evident that the fire service, in general, does not attract a large diverse group of people that are interested. A department cannot just sit idly by and expect it to become diversified. It needs to be proactive in the seeking out and drawing in of quality diverse candidates for potential hire (Ross, 2011).

This literature review influenced the design of the applied research project by indicating that departments need to draw interest to the fire service for the younger population. To attract a diverse candidate cross-section, departments must actively seek minority candidates. The literature indicates that attracting a diverse workforce is challenging. The research will indicate how many departments actively seek diverse candidates. The research will also indicate the success rate of those departments seeking minorities. For the departments that have a successful minority recruiting process, the research will show what methods of recruiting worked best for them.

PROCEDURES

A survey was developed using Google Sheets and sent out to 90 departments across the United States utilizing email. As that the subject matter could be deemed sensitive there were no stipulations to the survey to keep track of who responded. Questions were constructed to answer the four research questions in this applied research project and to establish points of correlation between respondents. Questions were reviewed by co-workers and fellow OFE members for relevance and accuracy. The survey was sent to a broad range of departments across the country. The departments contacted were selected randomly. They varied in size, career, volunteer, fire only, and combination. The purpose of the sample chosen was to gain a wide response on how

other departments look at diversity, if it is a concern to them, and if they have a plan in place to address diversity. Respondents were given 30 days to complete the survey. The survey was a hyperlink created and placed in the email request along with a brief explanation and intent for the survey. Their answers were automatically tabulated into the Google Sheet document as soon as the survey was completed. Thirty-Eight respondents completed the survey. This correlates to an approximate 34.2% rate of return. A copy of the survey questions is located in Appendix A. A question was also developed to address the diversity make up of each department responding. A copy of their responses is located in Appendix D.

Definition of Terms

Career Fire Department. “Individuals gainfully employed full time in the fire service that receive monetary compensation for the hours worked” (International Fire Service Training Association [IFSTA], 2008, p.15).

Volunteer Fire Department. “Individuals that receive no monetary compensation for providing emergency medical or fire protection services” (International Fire Service Training Association [IFSTA], 2008, p.15).

Fire Only Department. “A department that provides fire services only. Emergency medical services are provided separately. Fire only services can be by career or volunteer departments. (International Fire Service Training Association [IFSTA], 2008, p.16).

Combination Department. “These departments provide both fire and emergency medical services. They can be career or volunteer. (International Fire Service Training Association [IFSTA], 2008, p.16).

Limitations of the Study

There were some limitations that should be noted. The response to the survey was low. As 90 departments were contacted with only a 34.2% response this researcher is concerned if the data is accurate as it is less than 50%. Departments across the country were contacted for participation. There are areas of the country with greater populations of certain ethnic groups then specifically Ohio. As the surveys went to all areas of country without processes in place for notification of return address does the 34.2% return rate deliver a central cross section of the populations of the U.S.?

RESULTS

There are many types' of hierarchies that manage the fire industry (International Fire Service Training Association [IFSTA], 2008, p.23). Due to this fact, the initial survey question was to help determine at what level the issue of diversity is addressed and to get a rough idea on the size of the department. Typically, small volunteer departments do not have positions in place such as human resource directors and deputy chiefs. The following graph shows the position of the individual that completed the survey. It also tabulated how many individuals in that position completed the survey.

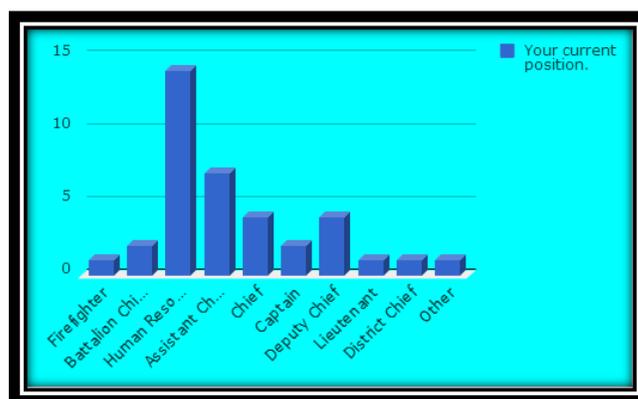


Figure 1

As **Figure 1** indicates, most of the responding departments are believed to be full time career departments the graph shows that the majority of surveys came from human resource individuals at 14 responses. The position of assistant chief had six responses. The positions of chief and deputy chief each had four responses. The positions of battalion chief and captain each had two responses. The positions of firefighter, district chief, lieutenant, and other resulted with a single response each.

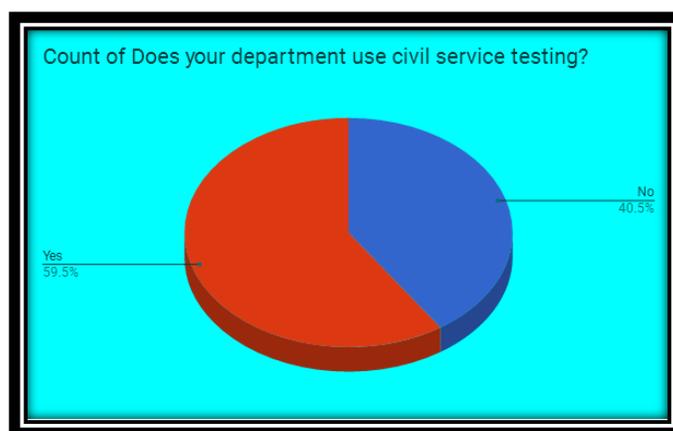


Figure 2

Of the responding departments, 23 (60%) indicated that they used civil service testing for hiring. Fifteen (40%) departments indicated that they do not use civil service testing.

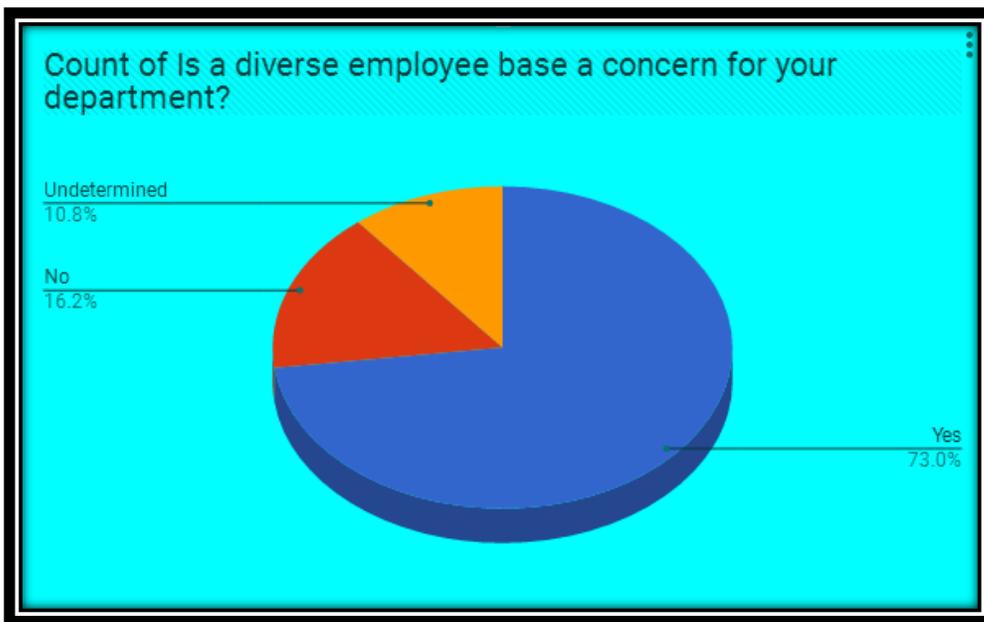
Figure 3 on the following page shows the amount of responding departments that were either full time or full time combination. Approximately 94% of those departments that responded were full time career departments. This represents that 27 departments were staffed by full time firefighters and that ten departments were staffed by full time firefighter/EMS personnel.

Figure 3



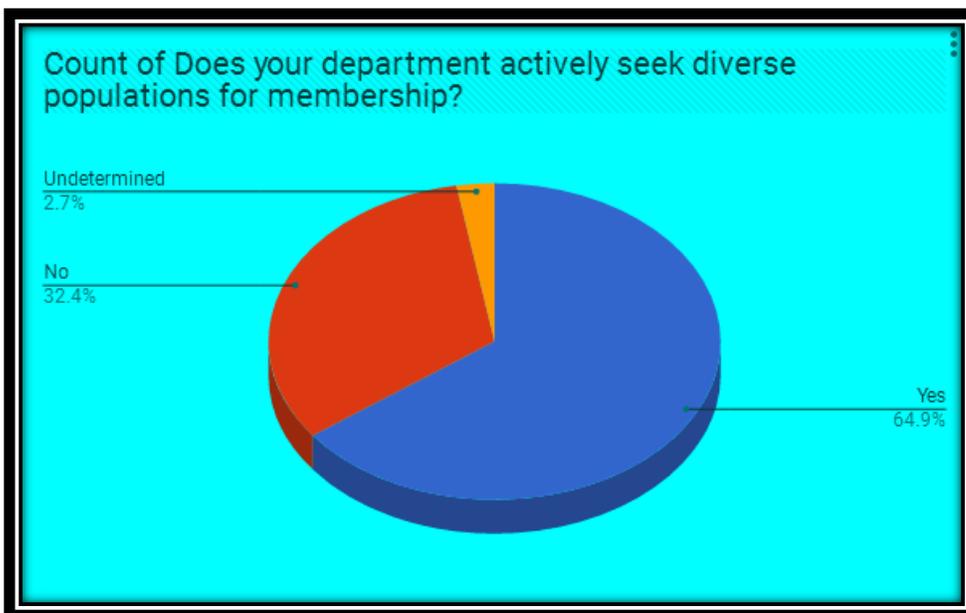
Figure 4 indicates that 28 (73%) of those departments surveyed stated that the issue of diversity was a concern for their departments.

Figure 4



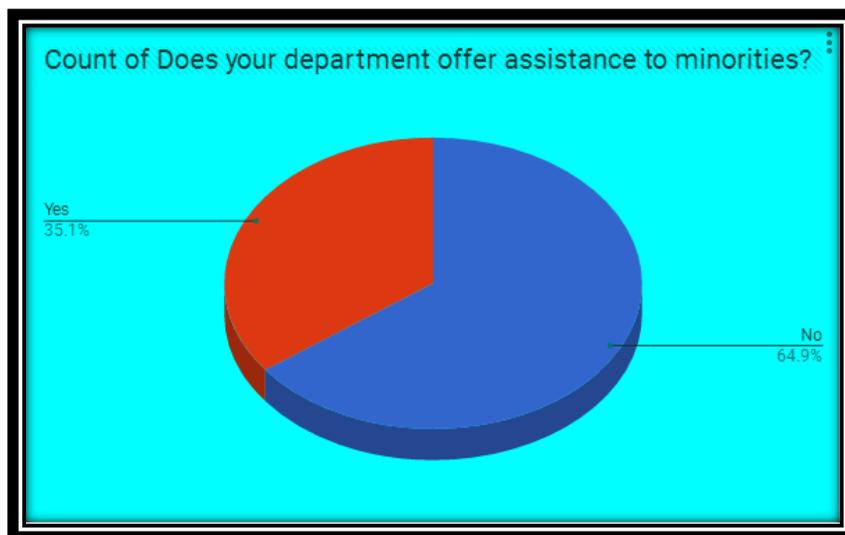
That survey group lowers to 24 (64%) that actively seek minority individuals for their departments as seen in **Figure 5**.

Figure 5



Of the departments surveyed, only 13 (35%) offered assistance to minorities to aid them in the testing process.

Figure 6

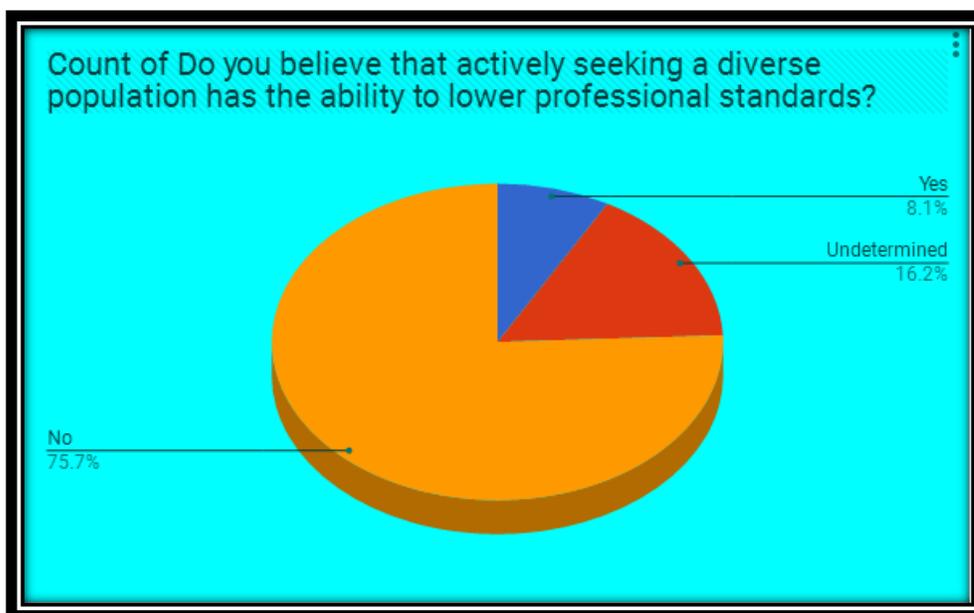


Even though the issue of diversity is described as an important organizational dimension, only 13 (35%) of the departments surveyed have a formal process in place to promote diversity when recruiting new employees. Nine-teen (50%) of the departments surveyed have had no specific methods that proved successful in the recruitment of minority candidates.

The 13 departments that offered assistance to minorities did so in three (3) basic forms. Four of the departments used a single method of assistance. Nine departments used multiple types of assistance. There were orientation & information sessions prior to testing to help them prepare. Nine departments used this method. Individuals were offered mentors to help get an idea and perspective on what the fire service truly had to offer. Two departments used this method. There was also preparation/study groups organized to help the minority candidates study prior to testing. Eight departments used this method. One department added in the “comments” section that they offered a fitness program for potential female candidates.

Of the 38 departments surveyed, 13 actively recruited minority candidates through direct contact. They promoted membership into the fire service by word of mouth, community events, job fairs, and speaking engagements at schools, community centers, and churches.

Figure 7 on the following page indicates that although the percentages were small there were a few survey responses that reflected the thought that seeking a diverse workforce could lower standards. Out of 38 responses, two (2) respondents indicated that they believed that seeking a diverse workforce had the ability to lower professional standards. Four respondents were undetermined if seeking a diverse workforce lowered standards.

Figure 7

Of the departments that responded to the survey that believed diversity in the organization is a concern the average of white male members is 90%. Three departments had a more diversified roster; however, white male members were still the majority at 65%. That left the remaining 35% to encompass all other groups, such as white females, Africa American males and females, Hispanics, Asians, and American Indian.

The survey offered a section where respondents could fill in what challenges their departments were dealing with when attempting to recruit a diverse population. This section resulted in some of the most insightful information gained in the survey. Four respondents stated that: (1) There is an apparent lack of interest in the fire service by minority candidates, (2) Traditional gender roles discourage females from pursuing fire service careers, (3) There is an

aversion of minority communities to what is seen as the authority role that the fire service represents which reduces interest in actively seeking employment, (4) The lack of minorities currently in the fire service has a direct impact on diversity recruitment.

DISCUSSION

Our nation is going through some challenging social and economic times that are affecting the United States fire service (Ross, 2011). New recruit testing in our area has been steadily dropping over the last few years. Organizational change is ever more challenging. This does not mean that a proactive approach to recruiting a diverse workforce should be placed on hold until times improve.

The challenge of creating an equal opportunity for both women and men of all races without the reduction of standards during the testing process presents a challenge (McNeil, 2008). This was also a concern shown in the survey where 9% believed that developing a diverse workforce may result in lowered standards, while 16% were undetermined. Together that makes a 25% cross-section of this survey as a whole that have some belief that developing a diverse workforce may lower standards.

The spoken language in the communities across the U.S. is changing from English being the primary language. Twenty percent (20%) of households speak other languages and the challenge of communicating in emergency situations and fire prevention activities is difficult (Pini, 2008). The Asian population in Dublin is 17% and growing steadily (Commerce, 2011). Indian, Somali, and Hispanic populations are also becoming more prevalent (Commerce, 2011). The ability to understand and communicate with the population we serve allows the fire department to better carry out its mission.

As the survey showed, the majority of career full time departments provide civil service testing to their candidates. Many of these locations are metropolitan and have no prerequisite qualifications. They have built into their system the ability to hire untrained individuals and then prepare them for the positions of firefighters and paramedics. For some departments the minimum requirements have evolved over the years because of the expense of labor cost associated with the fire service. Most departments have seen close to 100% increase in the income of firefighters in the last decade making hiring non-trained personnel an economic challenge (Ross, 2011). This is what is affecting Washington Township. Departments, such as Washington, have the most difficult time trying to reach minority candidates. The department is not a volunteer department, it does not do civil service testing, and it requires training in fire and EMS prior to being able to sit for the part time fire fighter test.

Even with the resources for training in Central Ohio, it has been proven through the department's Ambassador Program that the diverse population that is being sought to align with the population of Dublin will not come from Dublin residents. There may be a few interested individuals, but most of the population in Dublin is white collar workers that plan on sending their children to colleges with the hopes of them not becoming a civil servant (Peters, 2017). That being said, there is a huge population to draw candidates from in Franklin County alone. There are currently 14 departments with 66 fire stations serving Franklin County (Commerce, 2011).

As for the four (4) reasons that the survey reported why some diverse populations tend to avoid the fire service: (1) There is an apparent lack of interest in the fire service by minority candidates, (2) Traditional gender roles discourage females from pursuing fire service careers, (3) There is an aversion of minority communities to what is seen as the authority role that the fire

service represents which reduces interest in actively seeking employment, (4) The lack of minorities currently in the fire service has a direct impact on diversity recruitment.

Basic education of the fire service, what it involves, what the benefits are, and what the compensation is can change the perception of what the fire service has to offer.

RECOMMENDATIONS

It has been established that more research into this topic is required. Discussions should occur between the Chiefs, training manager, human resource manager, part time coordinator, and the Ambassador Program coordinator to solidify strategies that promote diversity recruitment in the fire department. Research indicates that the recruitment of an untrained minority population and then providing the training for them may be an option to increase the diversity of the department. The fire department needs to reach out to local minority leaders, within and outside of the Dublin area, to request their assistance in communicating the needs for the candidates in the fire service. Research showed that direct contact with various ethnic groups had an impact on developing interest in the fire service. Local community colleges, vocational schools, technical colleges, and the Ohio Fire Academy should be reached out to for assistance in drawing up a list of minority candidates that have completed the required trainings. These individuals should be contacted by the Ambassador Program coordinator and be notified of part time testing.

The department needs to take an aggressive position on diversifying. There will be a large change in personnel over the next 10 years due to retirements. All but three (3) of the current officers will have retired. Now is the time to create that change.

REFERENCES

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APPENDIX 1 – DIVERSITY SURVEY

1. What is your position within the department?
2. What is the diversity make-up of the area that you serve?
3. What is the diversity make-up of your department?
4. Is diversity a concern for your department?
5. Does your department actively seek diverse populations for membership?
6. If so, what methods do you use?
 1. _____ Word of Mouth
 2. _____ Direct Mail
 3. _____ Television Ads
 4. _____ Radio Ads
 5. _____ Print Ads
 6. _____ Dept./City Website
 7. _____ Job Fairs
 8. _____ Community Events
 9. _____ Schools/Community Center/Churches
 10. _____ Open House
 11. _____ Public Service Announcements
 12. _____ Minority Publication Ads
 13. _____ News Stories
 14. _____ Cadet/Explorer Program
 15. _____ News Letter
 16. _____ Cable/Local TV Access
 17. _____ Banners
 18. _____ Other _____
7. Does your department offer assistance to minorities?
8. If so, what type of service do they offer?
 1. _____ Orientation/Info Session
 2. _____ Mentoring
 3. _____ Preparation Assistance
 4. _____ Other _____
9. Has your department had success with initiating a diversity program?
10. What issues has your organization seen with trying to implement a diversity program?
11. Do you believe that actively seeking a diverse population can lower standards?

Appendix 2 – Ambassador Program 2017 Report Statistics

1. 2017 In Summary:
2. 130+ Career Fair Connections
3. 31 Career Fair Contacts Collected
4. 150+ Medic Students Reached
5. Test Notifications sent to 80 Candidates
6. 6 Tested in Fall of 2017
7. Zero Passed
8. One Recruitment Video Made

APPENDIX 3 – RESPONDING DEPARTMENTS DIVERSITY MAKE-UP

Predominantly white male

2. 90% White, 10% Black
3. All white. 26 males 1 female
4. 86% Men, 14% Women - 74% Caucasian, 22% African American, 4% Hispanic
5. All white males
6. 33 white males, 2 white females
7. We are proud to say that our workforce is highly diversified
8. mostly white males, a few white females, no others
9. 83% white males, 14% african-american males, 3% females - varied
10. 56% White Males, 22% African American Males, 9% Women, 3% American

Asian, 10% Hispanic

11. All white males
12. 95% white males, 5% white females
13. 93% white, 6% black, 1% hispanic 95% men, 5% women
14. 60% White, 40% African American 88% men 12% women
15. 401 sworn in people, 240 white males, 35 white females, 55 black males, 7 black females, 19 American Indian males, 3 American Indian females, 16 Hispanic men, 4 Hispanic females, 9 Asian men, 1 Asian women, 12 listed as unspecified (10 men & 2 women) –

Minneapolis MN

*Copied directly from survey program

APPENDIX 4 – ORGANIZATIONAL CHART

Washington Township

