

Running head: CREATING A DIVERSE WORKFORCE: IMPROVING MINORITY

Executive Development

Creating a Diverse Workforce: Improving Minority Recruiting Efforts within the Fayetteville

Fire Department

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Certification Statement

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

Signed: \_\_\_\_\_

## Abstract

Fayetteville Fire Department provides services to a city of approximately 174,000 people. The city prides itself on being one of the more diverse cities in the nation. However, while minorities make up nearly 51% of the city's population, they only make up 12% of the fire departments workforce. The purpose of this research paper is to identify barriers that hinder Fayetteville Fire Department's recruitment of minorities and women into the fire service. A historical research method was to answer the following questions. a.) What is the current testing and selection process for Fayetteville Fire Department? b.) What are barriers that prevent minorities and women from being hired? c.) What components of recruitment and selection processes have been successful in recruiting African-American and women in the fire service?

Questionnaires were used to survey minority and female firefighters throughout F.F.D. as well as other fire departments throughout the industry to gain different perspectives of recruitment issues. A literary review included research to understand how the business and corporate worlds have approached the topic of diversity. The results showed that all three groups understand the benefits of diversity and that each group touts similar strategies which they see as successful recruitment measures.

The recommendations suggested as a result of this project includes delivery of a clear message of F.F.D.'s embracement of diversity throughout the department and the community as a whole. Notice of recruitment periods should be made available to all groups and the use of networking groups should be encouraged. Last but not least, the department must continue to evaluate testing procedures to ensure that tests evaluate candidate's capabilities to perform the job for which they are applying as opposed to simply using the test to whittle down the field of candidates to manage as a method to manage the selection process.

Creating a Diverse Workforce: Improving Minority Recruiting Efforts of Fayetteville Fire

Department

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## **Introduction**

Fayetteville Fire Department is a medium sized, career department. A total of 302 personnel operate out of its 15 fire houses and administration, training and prevention divisions. The department provides services to a city of 174,000 citizens spread throughout approximately 92 square miles. The City of Fayetteville is the sixth largest municipality in the state of North Carolina. Known as a military town, it sits adjacent to Ft. Bragg Military Post and Pope Air Force Base and is located in the sandhills region of North Carolina. Fayetteville's close proximity to the military installations helps establish it as one of the more diverse cities in the nation. The city is ranked fourth on the country's list of most diverse communities in the Metro 2000-2004 Report. (Journal Communications, Inc., 2005, 4) According to the Fayetteville's redistricting consultant after the city's last annexation, its population is made up of 48.51% white, 41.89% black and 9.6% other races, which includes American Indian and Alaskan Native, Asian and Pacific Islander, and Hispanics.

Minorities and women make up about 12 % of the F.F.D.'s firefighters. The problem is the Fayetteville Fire Department's recruiting efforts fail to create a diverse workforce which comes close to mirroring the demographics of the community. This creates an atmosphere of misperception among many of the African-American employees and citizens.

The purpose of this project is to analyze the current recruiting and testing processes of Fayetteville Fire Department. It will also investigate recruiting processes of other departments in urban/suburban settings to determine what efforts have been successful in recruiting minority

and female candidates into fire departments in similarly diverse communities. The project will use the historical research methods to answer the following questions:

- a) What are the current recruitment, testing and selection processes for Fayetteville Fire Department?
- b) How do these processes help recruit minorities into the Fayetteville Fire Department?
- c) What type barriers are present in the recruitment and selection processes that prevent minorities from being hired in the fire service?
- d) What components of recruitment and selection processes that have been successful in recruiting African American and/or women in the fire service?
- e) What can be done to improve the recruitment and selection process for the Fayetteville Fire Department?

### **Background and Significance**

In 1999 the Fayetteville Human Relations Commission and Fayetteville United, a faith based interracial group launched community wide study circles on race and relations. The action was the result of racial disharmony created by incidents occurring in Fayetteville during the preceding three years. One of the resounding themes that came out of those studies was that there was a dearth of public service, public safety and mentoring programs in the city. (Lail, 2005) This was of a particular of concern to minority citizens and to Assistant Chief Benjamin E. Nichols who had facilitated one of the study circles. One of the challenges for the department over recent years was the recruitment, hiring and retention of minority firefighters. Several of the

department's African-American firefighters had frequently voiced this concern among themselves over the years.

In March of 2002, the Chief of Fayetteville Fire Department, James A. Hall called a meeting with African-American firefighters within the department. His concern was that he had received information that African American firefighters were becoming more and more concerned with the lack of minorities hired as well as the lack of Black officers within the department. During the meeting several of the firefighters confirmed that there was a concern of a lack of representation at every rank and believed that parts of the hiring and promotional procedures hindered minorities—primarily African Americans from being hired and promoting through the ranks.

A review of fifty-eight personnel hired during the time period of January of 1998 through March of 2002 revealed that of fifty-eight of the personnel hired, seven (12%) were minorities. The department had hired three African-American males, one American Indian male, one Pacific Islander/Asian male and two females—one White and one American Indian. This was in comparison to fifty-one (88%) white males hired.

An evaluation of the time period of April 2002 through June 2005 revealed that sixty-five additional personnel were hired of which seven (11%) were minorities. The breakdown of the employees hire during this time frame were 59 White males, 5 African American males, 1 Hispanic male, and 1 White female. In addition, during an annexation of areas adjacent to existing city limits in 2004, two career/volunteer combination departments were absorbed. Twenty-two of the full time firefighters at these two departments were hired by Fayetteville Fire Department. The twenty-two were composed of 18 White males, 1 African-American male, 1 American Indian male and American Indian female.

The City of Fayetteville, as does many other organizations recognizes the value of a diverse workforce and strives to develop one that reflects the labor workforce of the community. The city describes the process it uses to help it accomplish this goal in its Equal Employment Opportunity plan (E.E.O.P.). According to the Human Resources director the plan is updated to annually to establish benchmark data on recruitment and selection by taking a snapshot of each department's work force on June 30th of each year. According to information presented the in Fayetteville's E.E.O.P., as of June 30, 2006 twelve percent of Fayetteville Fire Department's uniformed personnel were minorities. Of the 288 filled positions, 7% were African American and .05% was of other minorities. Females were represented by less than .02% of the force. (See Appendix A for a complete break down of the department's demographics for the FY2005-2006.)

Fayetteville Fire Department has not been oblivious to the challenge of recruiting and hiring underrepresented populations of the community. The department has been involved in ongoing discussions regarding the challenge to increase the diversity of its work force over the administration spans of the past four fire chiefs. Most of the interest centered on increasing the numbers of African-American and female applicants. More efforts were made to recruit through historically black organizations such as Historically Black Colleges and Universities (HBCU) and predominantly African-American churches. In addition, underrepresented firefighters were encouraged to recruit and participate in the hiring process. However, over the years the percentage of underrepresented populations on the department continued to hover around 11 – 12%, even as the department concentrated on evaluating the different components of the hiring process.



In 1999, a review of the hiring process was conducting by the Fayetteville Fire Department Training Division. The review revealed that African-American males were equally successful in passing the agility test in comparison to males in other groups. Female candidates as a whole were not faring as well as their male counterparts during the physical agility testing. Not only was this noteworthy in comparing demographic statistics, it was important because the agility test is used to pare down candidates before moving to the second phase of the hiring process. Doing so helped reduce the cost of the testing process. The department could limit the number of test purchased to those required for candidates who were deemed physically capable of performing firefighters' duties.

Scoring for the physical agility test was based on a time/points based system, which created another cause of concern. Candidates were required to complete physical tasks at ten stations. The task simulated physical functions that a firefighter would be expected to perform. Each task was timed. Points were awarded in increments from a sliding scale of 10, 7, 5, 3, or 1 point(s) based on the time taken to complete the task. Candidates received from one point if the task was completed at the maximum set time and up to ten points if it was completed in the minimum set time or less. No points were awarded if the task was not completed within the maximum allotted time. The Training Division's concern was candidates were rewarded points based on how quickly they could accomplish the task as opposed to whether or not the candidate could successfully complete the task in a give amount of time. The Fayetteville Human Relations department shared the concern when the issue was brought to their attention and agreed to assist in the review process.

Each component of the agility was reviewed and evaluated. Eighty-four percent of the department's line personnel participated by completing the agility test. Their times were used to

establish acceptable maximum times for each task. Taking into account that each firefighter had experience and knowledge which could be of benefit during testing and that there were a limited pool of minorities and females to participate in the evaluation, additional personnel from other departments throughout the City of Fayetteville were asked to take the agility test. Students from fire academy at Fayetteville Technical Community College were asked to complete the test as well. The results from all test subjects were used to help validate times set for each activity. (See Appendix B for memo detailing evaluation results.) In 2001 the agility test was revised to a pass/fail rating system to insure a more fair method of evaluating all candidates. The Fayetteville Human Relations and Human Resources departments recommended that three of the ten stations, a half-mile run and two obstacle courses be dropped from the testing because they did not reflect requirements of the job for the position of firefighter.

The changes in the agility test resulted in little changes in regards to candidates applying or hired in 2002. Of twelve personnel hired, two were minorities—one black male and one American Indian female. In 2004, the agility test was expanded to include climbing a 75 foot aerial ladder and simulating opening a roof on a ventilation simulator. The half-mile run was added back into the agility test as well. All events remained on a pass/fail scale.

In 2003, the department re-evaluated the written test used in the hiring process. The test gauged the candidates' knowledge of basic equipment and terminology used in the fire service. As candidates submitted their completed application packet, they received a sample test booklet to help them prepare for the test. Routinely applicants with experience in the fire service scored higher on the test. A decision was made to change from the standard written test to a video based testing system developed through Ergometrics and Applied Research, Inc. The multiple-choice video based test program boasted that its strengths hinged on evaluating human relation and

teamwork skills in addition to measuring candidates' mechanical aptitude. The human relations portion of the test accounted for 70% of the candidates' composite score while the mechanical aptitude portion accounted for 30%. Candidates are required to score a minimum of 75% on the human relations dimension and 65% on the mechanical aptitude dimension. The program also incorporated a test which addressed reading competency. Candidates are required to score 70% on the reading test.

The video based test was used for the 2005 and 2006 hiring process. In 2005, 112 candidates preceded it to the video based exam. Thirty-two percent of the group represented minority groups, with one African-American female. Of the total candidates tested, 53% (59 of the 112) of the candidates tested passed the exam. Ninety-two percent of the candidates scored at 70 percent or higher on the composite score of the human relations and mechanical aptitude portion of the exam. However, only 62% (70 of the 112) candidates obtained 70 or above on the reading test. Fifty-five percent of all minorities failed to score 70 or above on the reading test. Less than 30% (4 of 14) of African-American candidates passed the reading test. The lone female tested passed all portions of the exam. (See appendices C and D for complete results of the 2005 and 2006 testing processes.)

During the 2006 hiring process 95 candidates advanced to the video-based test. Twenty-seven percent of the candidates were minorities. In the minority group, only 1 of the 16 African American candidates obtained the minimum required scores. Of the 15 African Americans that did not obtain the minimum scores, 12 were the result of scoring below 70% on the reading exam. Half of the 6 females scored less than 70% on the reading exam, while one other failed to score the minimum on the mechanical aptitude portion. Two of the three Native Americans passed the reading exam. The only Hispanic seeking employment scored less than the minimum

on the reading and mechanical aptitude tests. Just over 43% of *all* candidates successfully completed the exam. Ultimately 17 people were hired. This new group of employees consisted of 15 white males, 1 American Indian and 1 white female.

Aside from the testing statistics, an equally important observation is that a disproportionate number of minorities, particularly African-Americans and females even apply for the position of firefighter. It is evident that the current methods used to recruit minorities and females into the fire service are not successful.

The National Fire Protection Association estimates there are 258,000 firefighters in the United States of which only 8% are African American (Chou & Buscher, 2006). As the American population continues to become increasingly more diverse, many fire departments across the nation are facing diversity issues. One of the lessons presented during the Executive Development class centered on change management. Changes in the workforce will necessitate changes within the workplace. These changes will include the way agencies recruit and evaluate potential candidates for hire as they try to be truly representative of their communities. This becomes important as fire service managers and administrators understand that citizens demand that government bureaucracies (including public safety) should be representative of the people being served. Furthermore, they as taxpayers in the workforce should co-produce the public goods and services they receive. (Thompson (ed.), 1993, p. 211)

### **Literature Review**

For this project a literature review was conducted to understand: (1) the impacts of changes in demographics across the nation; (2) the benefits of diversity in the workplace; (3) the challenge of recruiting African-American and women candidates; and (4) how other organizations and agencies have approached the subject of diversity. The review included a

search of literary works and reports studying diversity as it relates to demographics in the corporate worlds as well as articles written in fire service professional and trade journals.

### *The impacts of a changing workforce*

It is no surprise that several books and articles have been written regarding diversity in the workplace as the nation anticipates future changes in its workforce. O'Sullivan (2006) writes that "the U.S. population is increasing at nearly one percent a year, making the United States the world's fastest growing industrial nation." The minority working-age population will shift from 18% to 37% during the span of time of 1980 to 2020. Inversely, during that same period the predictions are the White working-age population will decline from 82% to 63%. (National Center for Public Policy and Higher Education, 2005)

As the composition of the national workforce has changed so has the emphasis on diversity in the workplace. The current emphasis on diversity stems from several demographic and economic trends that have changed the composition of the nation's workforce. (Thompson (ed.). 1993, p.197) The demographic trends have not evolved so much whereas fire departments find it extraordinarily difficult to fill positions from a traditional pool of applicants. However, as communities continue to change in terms of population and demographics there will be a greater demand for diversity in the fire service.

### *Benefits of diversity in the workplace*

Some fire organizations may question the need to become more diverse, especially if they serve a more homogenous community. Greenberg (2005) wrote that "an organization's success and competitiveness depends upon its ability to embrace diversity and realize the benefits." While Meisinger stated, "If organizations want to remain competitive in the marketplace, diversity has to be a part of their strategic goal" (Lau, Maingault, & Dooley, 2006, p. 37).

Diversity benefits both the employer and the employees. Organizations benefit by fielding a group of employees that can offer a variety of alternatives to issues at hand. Individuals will offer various skills, talents and ideas acquired through their individual cultural experiences. This is important as organizations strive to effectively meet growing needs and demands of an ever-growing diverse customer base. Also organizations that champion diversity helps motivate their members and employees to perform at a higher ability. This leads to higher levels of productivity and increased moral. (Greenberg, 2006)

With that being said, it is more difficult to link diversity to performance and productivity in the fire service. In the corporate world companies can track market share growth, increases in cost savings, reduced employee absenteeism and turnover. All lead to the ultimate goal of increased profits. In the fire service productivity is measured through increased moral and more ideas through innovation. Taking into account that other factors may contribute to the increased moral and productivity, it makes it even more difficult to gauge successful impacts of diversity in the organization. As a result, they find themselves concentrating more on the goal of improving their image in their communities and protecting themselves from discrimination and Equal Employment Opportunity complaints. (Morgan, 2002)

#### *The challenge of recruiting African-American and women candidates*

Many cases throughout the nation have highlighted the discussions and strategies that fire departments have implemented as they attempt to become more inclusive agencies. Overall, fire departments have not effectively marketed the fire service as a career choice to African-Americans and women. Many officers in positions responsible for recruiting may not receive training in effective recruiting strategies. Training officers and their staff, who rotate through training divisions normally specialize more in areas of firefighting training than recruitment.

The overall perception of many people of color and women is that the fire service is not diversity friendly. This perception may be rooted in the traditionalism attitude that has been a part of the fire service culture. Crawford (2004) describes traditionalism in an organization as “refusing to let go of its past.” Firefighters and many of their organizations tend to be passionate about tradition. While traditionalism in the fire service should be appreciated, it creates an issue when organizations resist change—even when its past lends to being less inclusive as an organization. Departments faced with a changing tradition may even resist changing recruiting or hiring practices that appear to be biased—whether the bias is intentional or not. (Crawford)

Another factor that perpetuates the perception of the fire service as being less diversity friendly can be described through what is known as “hidden instinct”. Babcock writes most people are more prejudice than they realize. (Babcock, 2006, p.52) She goes on to describe the Implicit Association Test, a test developed by a Harvard led research team to help expose hidden biases in people. The test detected biases based on factors that included race and gender. Evidence of biases was exhibited in all groups that completed the test. More than 70% of the biases were directed at African-Americans, the elderly, overweight persons and other stigmatized groups. The researchers believed the participants’ honest assertion that they possessed no hidden prejudices. Of the study, Ben Dattner, a psychologist, states that the “biases don’t necessarily stem from evil in the hearts of men and women” and in some cases, a person may have an “inexplicable and slightly negative reaction” to a person. Whatever the case, the biases can impact recruiting and hiring efforts of an organization. (Babcock, 51-52)

In the PBS documentary, *The Test of Courage: Making of a Firefighter*, a diverse group of individuals were followed as they pursued their quest of becoming a firefighter. It was noted that “With firefighting being a traditionally white male profession, it is not surprising that

firefighters strongly resisted the introduction of people especially women, who did not fit their image of a firefighter.” (PBS Television, n.d) Berkman found that firefighting training was traditionally aimed at male candidates. These male students tended to be more familiar with basic tools and mechanical skills. Women candidates often have other skills and a strong academic background not necessarily including mechanical skills. The firefighting training fails to address the learning skills of other groups. (Berkman, Floren, & Willing, 1999, p. 40)

Another challenge lies in the way many fire departments recruit. A common method of recruiting is the informal system of referrals or word of mouth recruitment to fill vacancies within an organization. Current employees of a fire department will provide information or even provide a mentorship to relatives or friends as their department begin their recruitment process. This legal and fair process may offer slight advantages to candidates applying for positions within a fire department. If a department has only a few minorities, it unintentionally encourages a more homogeneous workforce. (Crawford, 2004) The lack of significant number of African-American and women role models at all levels of the fire service adds to the perception that they are not as welcomed.

*How have other organizations and agencies approached the subject of diversity?*

Several businesses and corporations have been successful as they embraced diversity. Incorporating the use of affinity groups is steadily becoming a more popular strategy as corporations strive to bring new faces with their various skills and knowledge into their operations. Affinity groups are normally organized around a common shared focus such as race or ethnicity of the group. The networking group serves as links to the community and assists in recruiting and mentoring employees and can be organized to manage diversity in the workplace. (Whiting, 2006)



The 3M Corporation utilizes several affinity groups to help provide community outreach, mentoring and sharing of information among their diverse workforce. (3M Corporation, 2006) Arnold found in her research that affinity groups can play a large part in a company's recruitment efforts. In major companies the group attends job and career fairs with recruiters to reach out to diverse potential candidates. (Arnold, 2006, p. 146) The Diversity Best Practices Council writes that "Affinity groups are a growing part of corporate America." It goes on to estimate that "90% of Fortune 500 companies have, or soon will have employee network or affinity groups." (Diversity Best Practices, n.d., p. 3)

### **Procedures**

A historical research method was used to obtain information to define where the department stands today in regards to ethnicity and gender diversity. The City of Fayetteville's E.E.O.P. was the primary resource used to gather current demographical data. A research of recent years' recruitment and testing processes was conducted to gather information used to help define possible issues and barriers that may hinder successful recruitment of minorities and women candidates for the position of firefighter. Changes and evolutions in the department's hiring process were chronicled from 1999 to the present to better understand the effects different components of the process had on minorities and women.

In addition a review of partnerships developed between three other entities was conducted to evaluate the effects on the department's minority recruitment efforts. F.F.D. had approached a local historically black college, Fayetteville State University (F.S.U.) with the idea of the university developing a Bachelor of Science degree in Fire Science. The idea was a result of then Assistant Chief Nichols' involvement with the 1999 study circles campaign. Nichols viewed a relationship between the department and F.S.U. as avenue to expose minorities to the

fire department in a favorable fashion. The idea expanded to involve Fayetteville Technical Community College (F.T.C.C.) and E.E. Smith High School whose student body make-up is 90% African-American.

Procedures also included a literary search conducted through the Learning Resource Center located at the National Fire Academy in Emmitsburg, Maryland and locally through Cumberland County Library. Books and other published articles on diversity in the workplace were reviewed. The search was expanded to an exploration of the internet. Through the internet information was gathered from a review of fire service journals and magazines, as well as other electronic articles discussing diversity in the workplace in the corporate and business worlds.

Additional research included employing two questionnaires through an internet based survey program. A link to the first questionnaire was sent to 100 fire departments in various regions of the nation via email. Departments were chosen based on their similarities to Fayetteville Fire Department which included one or more of the following:

1. Proximity to military bases.
2. Demographic statistics of the departments' jurisdiction and surrounding community.
3. Demographic statistics of the organization.
4. Size of the department.

Thirty departments responded to the survey. The goal of the questionnaire was twofold. The first objective was to help determine the types of successful diversity recruitment programs were in place in the departments. Secondly, the questionnaire was designed to identify what the departments considered as barriers to recruiting minorities and females into the fire service. (See Appendix F for survey)

The second questionnaire solicited the opinions of minorities and women who are currently serving as firefighters. A link to the survey was emailed locally to 43 minority and female firefighters. The link was also emailed to the representatives of the International Association of Black Professional Firefighters, the Women in the Fire Service, Inc., and Black Women in the Fire Service organizations with a request that it be made available to interested parties. The questionnaire was designed to gain a perspective on what minorities and females view as barriers that make it difficult for them to enter the fire service. Thirty-two people responded to the survey. (See Appendix G for survey and results)

Research during this project also included an interview with Raleigh Fire Chief, John McGrath. Raleigh Fire Department, located approximately 65 miles north of Fayetteville faced similar diversity issues. The department had implemented successful strategies to increase the number of minority candidates during their most recent fire academy.

### Limitations

One limitation to this research is that it is assumed that individuals responding to the questionnaires were knowledgeable in their responses as they applied to their organization. Also there is an assumption that respondents understood diversity and barriers as it relates to ethnicity or gender. Specific questions were left unanswered or the respondent completed the question by entering N/A. Lastly, the design of the questionnaires could have contributed to vague responses. Some questions could have been too broad or too general resulting in the respondent providing less specific responses.

### Results

The results for this research project was gleaned from a comprehensive review of data collected from the Fayetteville Fire Department's most recent years' recruitment processes, from

information received through written questionnaires, from the interview conducted with an neighboring department as well as through literature reviewed. Information was used to answer three of the project's research questions.

*What are the current recruitment, testing and selection processes for the Fayetteville Fire Department?*

A review of the recruitment and hiring process revealed an evolution of the testing procedures over the past five years. More changes were implemented in the past 5 years than in the total preceding 15 years. Every change implemented was in an attempt the level the playing field for all candidates participating in the recruitment and selection process. Decisions to implement selected changes were made after discussions were held at each step. Included in the conversations were the City of Fayetteville Human Resources and Human Relation departments. A diverse group of personnel helped to develop what would be adopted as the fire department's current process. That process consists of:

- Advertising the local newspapers for a period of 2 weeks up to 30 days to notify potential candidates of the acceptance period for application packets;
- Background, employment history and driver's license check;
- Physical Agility Test
- Video-based tests, consisting of teamwork, public relation skills, and mechanical aptitude, followed by a reading comprehension assessment;
- Panel Interview
- Chief's interview

*How do the processes help recruit minorities into the Fayetteville Fire Department?*

The results revealed that the actual recruitment process is limited. There is no written list of periodicals in which recruitment advertisements are placed. Traditionally advertisements for recruitment were placed in the local daily newspaper and in various smaller weekly and monthly circulated newspapers geared more towards minorities. During some periods, advertisement were placed in newspapers serving other cities or towns and placed on internet based sites, but that approach was not taken on a consistent basis.

The recruitment process also depends on a system of referrals whereas existing employees would pass information of the department's hiring process on to family, friends and co-workers at other places of part-time of employment. More than 85% of the firefighters employed at F.F.D. happen to be white male. A large percentage of these firefighters volunteer or work part-time at rural, volunteer or combination fire departments, most of which have few minorities on the their rosters. Even though there is no evidence that members of FFD only recruit individuals that "look like them", there are unintended consequences that may be contributed to the referral process. African American and other minorities and women are encouraged to recruit potential candidates, but by virtue of their lower numbers their impact on the potential applicant pool is not as great.

Although the partnership developed between the fire department, F.S.U., F.T.C.C. and E.E. Smith is not a component of the hiring and selection process, it does aid in the recruitment process. F.S.U. provided property on which a fire station was constructed. The station was designed to compliment F.S.U.'s newly developed Bachelor of Science Program in Fire Science which will begin accepting students in 2007. F.T.C.C. helped to develop a Fire Academy in E.E. Smith High School. Through the academy, high school students are able to gain college credits towards an Associate Degree in Fire Protection Technology offered at the community college.

As a result more minority and women who would not normally consider the fire service as a career choice are exposed to the industry. As an extra benefit they are presented an early opportunity to begin preparing themselves for upward mobility in the fire service.

*What are barriers in recruitment and selection processes that prevent minorities and women from being hired in the fire service?*

To answer the question two questionnaires were developed and made available to fire departments and minority and female firefighters. (See Appendices F and G) The first questionnaire was designed to solicit information from fire departments. Of the 100 departments surveyed, responses were received from 30 departments. Twenty-one of the responding departments replied that they had diversity recruitment programs in place. However, 15 of those departments did not feel they were attracting adequate numbers of minorities. Five of the remaining respondents also felt as though they did not attract adequate numbers of minorities or females.

Despite their efforts, seven departments eluded to “minorities are not applying” or “not choosing the fire service as a career choice” as a hindrance to recruitment. Respondents contributed the lack of minority applicants on a lack of exposure and education of the industry, as well as a lack of representation in many fire organizations. One department listed social perceptions regarding the fire service as a barrier to recruiting minorities and women, while two departments responded that they hire from their volunteer and part-time staff. They went on to express that many minority do not volunteer as firefighters and minorities in the inner-city have limited access to volunteer careers.

Fire departments also felt that they failed to qualify minority and female applicants during the hiring process. Although they did not give a detailed response, seven departments

included either written exams or agility tests as barriers to minorities. Two other departments listed strict requirements as barriers. The requirements included state certifications such as fire fighter, paramedic or emergency medical technician certifications or required experience in the field. Two departments stated that background and criminal record checks presented barriers to minorities applying for positions in these agencies.

A second questionnaire was geared to obtain opinions of minority and women firefighters. It was sent to 43 minority and women firefighters in the state of North Carolina as well as to members of organizations that represent minorities and women firefighters. The survey consisted of ten questions soliciting information regarding race, level of experience and rank and possible barriers minorities and women face that make it difficult for them to enter the fire service. It also asked what aspects of recruiting processes appeared to work better than others. Responses were received from 32 people.

Twenty-two (69%) of the respondents were African American male. Eight women (25%) responded of which 4 were white, 3 were African-American and one did not list her ethnicity. One male of Asian/Island Pacific origin responded along with one white male. Respondents' experience ranged from a few months on their department to over 30 years of service.

Eighteen of the responses received referred to either a lack of knowledge, exposure or education of the fire service as barriers which hinder recruitment of minorities and women into the industry. References to a lack of minority representation or role models in the fire service were included in several of these responses. Five people also made references of testing issues as barriers while; only 2 of the eight women mentioned a perception of females not having the physical strength or body make up possibly required as barriers.

Both questionnaires support that fire departments and minority firefighters believe a lack of exposure and education of the fire service presents barriers to recruitment efforts. The questionnaires also reveal that both factions believe under-representation of minorities and females contribute to a perception that the service is not for them. Both groups mention testing as a barrier. Written tests impact minorities as a whole, while physical agility tests create a barrier for some women.

*What components of recruitment and selection processes that have been successful in recruiting African American and/or women in the fire service?*

The questionnaires along with the personal interview were used to gain responses to this question. Respondents of the two surveys overwhelmingly agreed that the most successful recruiting efforts consisted of involving minority and women in the recruitment and selection processes. This included participating in outreach programs at women groups, predominately minority schools, churches and other organizations to introduce under-represented groups to the fire service. Departments thought that minorities and women should be visible at social and community events to educate people of opportunities in the fire service. Respondents of the firefighters' survey went a step further stating that minority and women representation at upper levels of management in agencies aids as a form of on-going recruitment. There was also an overall attitude that departments with a better process of notifying the public of vacancies fared better in their recruitment of minorities and women.

References were also made on both surveys stating that providing opportunities for candidates to practice test, particularly agility tests were successful in the hiring process. Only two firefighters addressed written tests. Both were African-American males. One stated that written tests which are scored as pass or fail benefit all candidates during the recruitment



process. The other wrote tests should not evaluate fire service knowledge. Tests should evaluate candidates' mechanical aptitude and reading and math skills.

The personal interview with the John McGrath yielded information on successful recruitment efforts. Upon McGrath's appointment to chief of Raleigh Fire Department, he implemented a diversity recruitment plan in part to complaints that the department's African American ratio did not reflect the make up of the community. With a population composed of 30% African-Americans, R.F.D's make-up consisted of 12% African-Americans. However the department made headlines with its latest recruit class. Twelve of the 30 recruits were African-American males. The class also boasted three women.

Chief McGrath was interviewed on November 16, 2006. He suggested that fire departments are "arms of the government" and "must do the right things." He stated "They (fire departments) should be representative of all of the people." McGrath began his approach to increasing minority and female representation on R.F.D. by discussing the issues with all current members of his department. One concern expressed by firefighters was standards should not be lowered at the expense of gaining a more diverse department. His response assured firefighters that those were not his intentions. He also explained to firefighters how insulting such statements appeared. McGrath believed the statement implied that groups of minorities and women were not capable of meeting the same standards as others. He further explained to the firefighters that such implications contributed to perceptions that minorities and women were not welcomed in the fire service.

In order to combat the perception that minorities and women were not welcomed he implemented a series of open houses at stations throughout the department. During these open houses, staff took advantage of the opportunities to educate citizens about the department and the

fire service. The department also made an effort to utilize minority and female firefighters during recruitment efforts. Companies and personnel also visited in the communities to educate citizens. McGrath reiterated that minorities and women need to see people that reflected them in the fire service.

To make the recruitment process more citizen friendly, applications were made available at all stations. Previously applications could only be obtained at one location. Making application accessible at all stations helped to encourage people in all areas of the city to apply. This was especially encouraging in predominately minority areas.

### **Discussion**

The results of this research project reveal that most organizations realize the benefits of a diverse workforce. Organizations understand that cultural differences among employees may lead to innovative ideas and a greater means to understanding its customers and their needs. Embracing the diversity among its workforce helps an organization raise the level of morale and productivity among its employees. (Greenberg, 2005) However the fire service tends to be less diverse in terms of ethnicity than many other services. A push to provide a more diverse workforce in many fire departments is driven in part by:

- a.) changing compositions of the national workforce;
- b.) community's demands for their workforce to more closely reflect the community that public service agencies serve and represents;
- c.) responses to underrepresented groups of employees; and
- d.) a desire to protect themselves from E.E.O. complaints.

The challenge for the Fayetteville Fire Department and for the fire service in general is

how to increase minorities' and women's interests in fire service careers. Research during this project reveals that at least one underrepresented group, African Americans do not perceive the fire service as an inclusive industry. The fact that a relatively few African American firefighters make up the quarter of a million firefighters throughout the nation perpetuates this perception. Conversely many fire departments recognize the lack of racial diversity and the lack of women on their personnel rosters unintentionally sends a wrong message. They also recognize that past recruitment efforts have not yielded overwhelming results. These departments, including F.F.D. are beginning to investigate additional strategies that can be employed to recruit a more diverse pool of candidates.

Both, agencies and candidates alike believe utilizing people with commonalities of targeted groups is paramount to the successful recruitment of minority and women candidates. They also agree that minorities and women should be represented at various levels of management within an organization. Potential candidates want to know that there is opportunity to grow and to advance in an organization. Understanding that there are people that look like them in more areas than just the entry levels aids with recruitment and retention efforts. In the fire service, recruiters have informally organized groups to reach out to people of the same race or ethnic background during recruitment processes. In the business world many companies have recognized the value of this strategy for several years. A growing number of corporations are accepting more formalized networking groups such as affinity groups to aid in their recruitment, development and retention efforts. Affinity groups can be as much of a benefit in the fire service. The groups can serve as mentors to its underrepresented groups in fire departments. They can help provide a level of connectivity to the communities served by the department. By

recognizing such networking groups the department shows the community and potential minority and women candidates that it is responsive to their needs.

Research also shows that in several jurisdictions minority and female candidates generally have not fared as well on entry level or promotional tests. Periodicals are peppered with news accounts of underrepresented candidates scoring less than their counterparts during hiring and promotional processes. Research during this project reveals that departments and minority candidates view testing as a barrier. However two areas beg additional research to understand the effects of testing during the hiring process. The first deals with the types of tests available. A host of research indicates that standardized tests negatively impacts minorities. Research continues to show that standardized tests can be culturally or socially biased rendering minority groups disadvantaged during entry exams. Dimensions measured by tests may also contribute to lower scores by minority groups during hiring process. If dimensions measured include the candidates' knowledge of firefighting equipment or procedures minority and women candidates are more like to be handicapped by a lack of experience and exposure to the fire service.

### **Recommendations**

*What can be done to improve the recruitment and selection process for the Fayetteville Fire Department?*

The City of Fayetteville and F.F.D have taken the first steps towards developing effective methods of recruiting minorities and women. First, the F.F.D. continually communicates that diversity is a clear focus of the department. Care should be taken to ensure that the message is not directed towards only one group or towards only a particular area of the community. Presently the message rings clearly through the department's relationship with Fayetteville State

University, Fayetteville Technical Community College and E.E. Smith High School and the immediate surrounding community. But the department must be sure that the message that begins with management resonates throughout the rest of the department, the city and its adjacent communities. The same message that the F.F.D. is an inclusive organization should flow seamlessly from each of its fire stations and divisions and by the way members represent the department.

The message of inclusiveness is supported by the City's diversity training program. The training has been a part of the city's standard for the past eight years. Every effort is made to ensure that all employees receive initial diversity training. Training is expanded as employees promote to supervisory levels within their department. However, after their initial training as a new employee and as a new supervisor, the employee shoulders more of the responsibility to seek periodic diversity training. Many times such training is in competition with other job required training. As a result employees can go through extended years of employment without revisiting training in diversity. F.F.D should step up efforts to ensure periodic diversity training. Periodic training will underscore the department's attitude towards the importance of diversity.

Like many other agencies, F.F.D. encourages minority and women to assist in its recruitment effort. The assistance is normally in the form of word of mouth recruitment. The department depends on the employees to advise relatives and friends of employment opportunities and to market the department. Although recruitment advertisements are normally placed in local papers, there is no formalized list of which periodicals or websites will be utilized during any given year. The department should develop a list of advertising mediums through which notification of recruitment periods will be provided during each process. The list should include periodicals and websites geared towards women and minority groups. Also the

department should investigate the utilization of networking groups. Affinity groups can prove beneficial to recruiting and mentoring efforts. Through the groups more consistent messages can be developed and utilized throughout the course of the year. The groups will increase minority visibility throughout the department and provide another medium through which to educate the public of the fire service and its opportunities. The groups could also prove beneficial to minorities and women groups as they prepare for written exams and physical ability tests.

Finally the department should continue to focus on each component of its formal recruitment and hiring process. The goal should be to substantiate that the testing process does not weed out capable individuals for the primary benefit of narrowing the field of candidates as they progress through the hiring process. Although the system has evolved in an effort to level the playing field for all applicants, a review of the process shows that some components may still have an adverse impact on minorities and women. The department must continue to be willing to investigate and evaluate other forms and methods of testing that have been validated by other organizations.

Based on the findings of this report it is apparent that Fayetteville Fire Department should continue to evaluate its strategies to increase diversity among its workforce. The department has invested a lot of effort in its steps towards change in the recruitment process. These steps may yield advantages of a changing workforce, and provide opportunities to members of the minority and female populations. It is apparent that no one method alone will enable the department to accomplish its goals. Engaging in a systematic approach will lead to a formula for a successful recruiting program for all citizens.

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Appendix A

**City of Fayetteville EEOP Statistics for July 1, 2005 through June 30, 2006**

All Personnel						
Position	White	Black	Hispanic	Asian	Am. Ind.	Total
Fire Chief	1					1
Asst. Chief	1	1				2
Battalion Cmr.	10	1				11
Emergency. Mgmt.	1					1
Captain	42	3	2	1		48
Lieutenant	52	3	2		2	59
Fire Inspect.	5	1				6
Firefighters	138	14	2	1	5	160
<b>Totals</b>	<b>250</b>	<b>23</b>	<b>6</b>	<b>2</b>	<b>7</b>	<b>288</b>

Table A

Male						
Position	White	Black	Hispanic	Asian	Am. Ind.	Total
Fire Chief	1					1
Asst. Chief	1	1				2
Battalion Cmr.	9	1				10
Emergency. Mgmt.	1					1
Captain	41	3	2	1		47
Lieutenant	52	2	2		2	58
Fire Inspect.	5	1				6
Firefighters	138	13	1	1	5	158
<b>Totals</b>	<b>248</b>	<b>21</b>	<b>5</b>	<b>2</b>	<b>7</b>	<b>283</b>

Table B

Female						
Position	White	Black	Hispanic	Asian	Am. Ind.	Total
Fire Chief						
Asst. Chief						
Battalion Cmr.	1					1
Emergency. Mgmt.						
Captain	1					1
Lieutenant		1				1
Fire Inspect.						
Firefighters		1	1			2
<b>Totals</b>	<b>2</b>	<b>2</b>	<b>1</b>			<b>5</b>

Table C

## Appendix B

**Memo detailing results from Fayetteville Fire Department Agility Test Evaluation  
Conducted during August 2001**

TO: Chief James Hall

DATE: September 4, 2001

REF: Agility Testing

As advised by the Human Relations and Human Resources Divisions, last month we began ensuring that personnel who may perform fire fighting activities as part of their duties are able to pass the job related portions of the agility test. The seven exercises that are job related are:

1. Dummy/Bag Drag or Carry – The candidate must move a 95 lb. bag of sand 100'. (Max. time – 2 min.)
2. Hose Load/Unload – The candidate must stack 10 sections of 3" hose from the ground on a table that is 3 ½' in height and then return the sections of hose to their original position on the ground. (Max. time – 2 min.)
3. Vertical Ladder Raise – The candidate must raise the fly section of a 35' ladder then lower it to its original position. (Max. time – 2 min.)
4. Horizontal Ladder Lower – The candidate must remove a 14' foot roof ladder positioned horizontally on hooks, lay it on the ground and then return it to its original position. (Max. time – 1 min.)
5. Pre-connect pull – The candidate must pull 150' of 1 ¾" pre-connected line from its bedded location on an engine. (Max. time – 1 min.)
6. Charged Line Drag – The candidate must drag a 1 ¾" charged line 100'.  
(Max. time – 1 min.)
7. Water Supply – The candidate must move a 3" section of hose line located 20' from a hydrant to the 2 ½" discharge of that hydrant, making the connection and charging the line. (Max. time – 1 minute 30 seconds)

Eighty-four percent (163 of 194) of Fayetteville Fire/Emergency personnel ranking from captain to fire fighter completed the 7 stations. In addition some of the students from F.T.C.C.'s Fire Academy were tested as well as city personnel whom work in city hall.

On the following pages is the break down of the testing results.

Appendix C

**Results of testing**

**All F.D. Personnel Tested (163 Of 194)**

Activity 1	2	3	4	5	6	7	
Avg. Time	12.79	32.66	14.14	4.47	4.12	23.24	30.98

**All FFD Male Minority Tested (22 of 26)**

Avg. Time	11.05	43.58	13.94	4.16	4.18	24.30	31.48
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**All FFD Female Tested (3)**

Avg. Time	12.58	43.10	16.91	6.27	4.98	31.87	38.66
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Originally, 2 people (1 female and 1 male) did not complete the charged line drag in the allotted time. The male suffered a finger injury during the exercise and completed it 7 seconds over the maximum time allowed. The female re-tested and completed the exercise in 47 seconds. During the re-test the line was laid out in an accordion-like fashion. This is the way it is set up during actual candidate testing. The female grasped the hose at the nozzle and at the mid-point of the line to drag it. During testing candidates are permitted to use this technique.

**Result of testing all other participants.**

**Male Academy Students (6 tested)**

Activity 1	2	3	4	5	6	7	
Avg. Time	12.50	33.85	13.98	4.88	4.56	21.86	31.93

**Female Academy Student (1)**

Activity 1	2	3	4	5	6	7	
Time	13.00	31.48	15.89	5.79	5.24	46.03	37.60

**Non-Fire Female City Employees (2)**

Activity 1	2	3	4	5	6	7	
Avg. Time	21.73	48.75	32.53	9.61	4.28	56.72	37.03

**Male Candidates from 2000 hiring process (47)**

Activity 1	2	3	4	5	6	7	
Avg. Time	17.44	29.72	15.07	4.35	2.57	16.39	32.60

**Female Candidates from 2000 hiring process (6)**

Activity 1	2	3	4	5	6	7	
Avg. Time	27.91	38.67	20.37	6.02	2.56	38.75	40.59

The hose in the charged line drag (station 6) was set up in an accordion-like fashion. Candidates were permitted to grasp the nozzle and another point on the line. One female city employee completed the pull 11 seconds in excess of the allotted time. One female in the 2000 candidate test group went 1 second over the allowable time.

At all other stations all candidates completed the task in well under the allotted times. Included in the following comparisons are the highest time taken to complete each tested station, the maximum time allowed and recommended adjusted times to complete each station.

<u>Highest Time in seconds</u>	<u>Max. Time Allowed</u>	<u>Recommended Adjustments</u>
Station 1 – 40.58	2 minutes	1 minute
Station 2 – 70.03	2 minutes	1.5 minutes
Station 3 – 38.32	2 minutes	1 minute
Station 4 – 14.71	1 minute	.5 minute
Station 5 – 11.26	1 minute	.5 minute
Station 6 – 111.13	1 minute	1 minute
Station 7 – 53.13	1.5 minutes	1.5 minutes

We also recommend changing to a pass/fail grading system for all stations as opposed to awarding points based on time increments up to the maximum time allowed.

## Appendix D

## 2005 Hiring Process - Ergometric Exam Results

Gender	Ethnic	Years experience	Combined Score	Human Relations	Mechanical Score	Reading Score	Pass
Female	African Amer.	1 – 2 years	78.48	83.18	67.50	92	1
Male	African Amer.	1> year	76.49	81.42	65.00	84	1
Male	African Amer.	1> year	79.90	81.99	75.00	80	1
Male	African Amer.	None	72.33	75.48	65.00	76	1
Male	African Amer.	None	73.85	78.71	62.50	68	N/A
Male	African Amer.	None	72.02	77.17	60.00	68	N/A
Male	African Amer.	None	70.06	76.51	55.00	64	N/A
Male	African Amer.	3 – 4 years	73.68	76.32	67.50	60	N/A
Male	African Amer.	None	69.36	77.66	50.00	60	N/A
Male	African Amer.	None	70.51	71.79	67.50	56	N/A
Male	African Amer.	2 – 3 years	77.06	82.22	65.00	52	N/A
Male	African Amer.	None	70.19	76.70	55.00	52	N/A
Male	African Amer.	None	62.47	72.11	40.00	52	N/A
Male	African Amer.	2 – 3 years	69.73	78.19	50.00	36	N/A
Male	Asian	2 – 3 years	83.66	85.22	80.00	80	1
Male	Asian	2 – 3 years	79.97	84.25	70.00	72	1
Male	Caucasian	3 – 4 years	77.88	76.96	80.00	100	1
Male	Caucasian	2 – 3 years	72.23	67.83	82.50	100	N/A
Male	Caucasian	3 – 4 years	84.18	85.97	80.00	96	1
Male	Caucasian	2 – 3 years	71.80	70.43	75.00	96	N/A
Male	Caucasian	1> year	82.09	78.70	90.00	92	1
Male	Caucasian	2 – 3 years	77.96	77.08	80.00	92	1
Male	Caucasian	1> year	90.39	90.55	90.00	88	1
Male	Caucasian	1 – 2 years	85.85	84.08	90.00	88	1
Male	Caucasian	2 – 3 years	83.56	81.87	87.50	88	1
Male	Caucasian	2 – 3 years	80.59	80.84	80.00	88	1
Male	Caucasian	2 – 3 years	79.82	86.17	65.00	88	1
Male	Caucasian	1 – 2 years	78.79	83.62	67.50	88	1
Male	Caucasian	None	78.50	78.93	77.50	88	1
Male	Caucasian	None	76.00	78.57	70.00	88	1
Male	Caucasian	2 – 3 years	75.39	77.69	70.00	88	1
Male	Caucasian	3 – 4 years	73.51	76.08	67.50	88	1
Male	Caucasian	2 – 3 years	86.01	84.29	90.00	84	1
Male	Caucasian	3 – 4 years	82.34	81.20	85.00	84	1
Male	Caucasian	2 – 3 years	81.40	79.86	85.00	84	1
Male	Caucasian	3 – 4 years	80.80	84.36	72.50	84	1
Male	Caucasian	2 – 3 years	77.99	80.34	72.50	84	1
Male	Caucasian	None	77.72	78.88	75.00	84	1
Male	Caucasian	3 – 4 years	77.57	77.60	77.50	84	1
Male	Caucasian	3 – 4 years	76.14	78.76	70.00	84	1
Male	Caucasian	None	73.61	75.16	70.00	84	1

Male	Caucasian	2 – 3 years	85.79	86.12	85.00	80	1
Male	Caucasian	2 – 3 years	80.97	74.96	95.00	80	N/A
Male	Caucasian	2 – 3 years	80.74	79.99	82.50	80	1
Male	Caucasian	3 – 4 years	79.54	83.63	70.00	80	1
Male	Caucasian	None	75.20	75.29	75.00	80	1
Male	Caucasian	3 – 4 years	72.36	77.66	60.00	80	N/A
Male	Caucasian	1 – 2 years	68.54	68.98	67.50	80	N/A
Male	Caucasian	3 – 4 years	86.35	86.93	85.00	76	1
Male	Caucasian	3 – 4 years	83.63	85.19	80.00	76	1
Male	Caucasian	None	82.76	82.87	82.50	76	1
Male	Caucasian	None	81.46	82.08	80.00	76	1
Male	Caucasian	2 – 3 years	81.15	83.79	75.00	76	1
Male	Caucasian	2 – 3 years	79.79	81.85	75.00	76	1
Male	Caucasian	2 – 3 years	79.15	75.57	87.50	76	1
Male	Caucasian	None	79.09	81.92	72.50	76	1
Male	Caucasian	2 – 3 years	78.79	82.55	70.00	76	1
Male	Caucasian	3 – 4 years	77.23	76.04	80.00	76	1
Male	Caucasian	2 – 3 years	76.86	84.08	60.00	76	N/A
Male	Caucasian	None	76.24	74.64	80.00	76	N/A
Male	Caucasian	2 – 3 years	75.92	78.45	70.00	76	1
Male	Caucasian	3 – 4 years	81.61	80.16	85.00	72	1
Male	Caucasian	3 – 4 years	81.30	79.71	85.00	72	1
Male	Caucasian	3 – 4 years	80.58	79.75	82.50	72	1
Male	Caucasian	3 – 4 years	79.93	82.05	75.00	72	1
Male	Caucasian	3 – 4 years	79.81	81.87	75.00	72	1
Male	Caucasian	3 – 4 years	78.41	76.65	82.50	72	1
Male	Caucasian	None	77.38	78.40	75.00	72	1
Male	Caucasian	3 – 4 years	76.57	79.38	70.00	72	1
Male	Caucasian	2 – 3 years	68.79	71.49	62.50	72	N/A
Male	Caucasian	None	83.79	87.56	75.00	68	N/A
Male	Caucasian	1 – 2 years	82.96	83.16	82.50	68	N/A
Male	Caucasian	2 – 3 years	79.04	80.77	75.00	68	N/A
Male	Caucasian	None	78.74	80.34	75.00	68	N/A
Male	Caucasian	3 – 4 years	78.11	76.23	82.50	68	N/A
Male	Caucasian	None	78.07	79.39	75.00	68	N/A
Male	Caucasian	3 – 4 years	76.76	76.44	77.50	68	N/A
Male	Caucasian	3 – 4 years	73.85	71.22	80.00	68	N/A
Male	Caucasian	2 – 3 years	73.56	72.94	75.00	68	N/A
Male	Caucasian	3 – 4 years	80.02	81.10	77.50	64	N/A
Male	Caucasian	3 – 4 years	74.08	73.69	75.00	64	N/A
Male	Caucasian	1> year	70.96	68.15	77.50	64	N/A
Male	Caucasian	2 – 3 years	69.26	77.51	50.00	60	N/A
Male	Caucasian	3 – 4 years	65.67	67.02	62.50	60	N/A
Male	Caucasian	3 – 4 years	76.22	74.61	80.00	56	N/A
Male	Caucasian	3 – 4 years	84.55	82.22	90.00	52	N/A
Male	Caucasian	3 – 4 years	76.86	83.01	62.50	52	N/A
Male	Caucasian	2 – 3 years	73.66	73.09	75.00	52	N/A

Male	Caucasian	3 – 4 years	76.26	81.09	65.00	40	N/A
Male	Caucasian	3 – 4 years	66.44	65.98	67.50	36	N/A
Male	Caucasian	None	85.47	84.60	87.50	12	N/A
Male	Hispanic	3 – 4 years	85.51	86.79	82.50	92	1
Male	Hispanic	1> year	83.30	84.72	80.00	88	1
Male	Hispanic	None	79.95	84.22	70.00	76	1
Male	Hispanic	None	75.19	74.20	77.50	72	N/A
Male	Hispanic	1> year	65.98	69.61	57.50	72	N/A
Male	Hispanic	1> year	66.78	76.12	45.00	60	N/A
Male	N/A	3 – 4 years	55.32	69.38	22.50	36	N/A
Male	Native Amer.	2 – 3 years	74.07	77.96	65.00	84	1
Male	Native Amer.	None	81.40	84.14	75.00	76	1
Male	Native Amer.	None	74.33	84.75	50.00	72	N/A
Male	Native Amer.	3 – 4 years	76.58	79.40	70.00	40	N/A
Male	Native Amer.	3 – 4 years	70.58	74.05	62.50	20	N/A
Male	Native Amer.	3 – 4 years	61.51	64.29	55.00	8	N/A
Male	Other	None	84.95	87.08	80.00	80	1
Male	Other	None	79.53	77.19	85.00	80	1
Male	Other	1 – 2 years	75.89	79.48	67.50	64	N/A
Male	Other	None	72.73	79.26	57.50	64	N/A
Male	Other	1 – 2 years	72.13	73.04	70.00	64	N/A
Male	Other	2 – 3 years	80.36	85.88	67.50	52	N/A
Male	Other	1 – 2 years	77.94	78.13	77.50	52	N/A
Male	Other	2 – 3 years	78.91	78.44	80.00	28	N/A

## Appendix E

**2006 Hiring Process –Ergometrics Exam Results**

Gender	Ethnic Group	Years experience	Combined Score	Human Relations	Mechanical Score	Reading Score	Pass
Male	Caucasian	3 - 4 years	88.53	88.97	87.50	80.00	Yes
Male	Caucasian	1 - 2 years	87.52	86.46	90.00	84.00	Yes
Male	Caucasian	2 - 3 years	86.97	86.75	87.50	92.00	Yes
Male	Caucasian	2 - 3 years	85.87	85.17	87.50	76.00	Yes
Male	Caucasian	2 - 3 years	85.43	83.47	90.00	88.00	Yes
Male	Caucasian	3 - 4 years	84.26	81.80	90.00	100.00	Yes
Male	Native American	2 - 3 years	84.20	87.08	77.50	84.00	Yes
Male	Caucasian	2 - 3 years	83.98	81.41	90.00	84.00	Yes
Male	Caucasian	1 > year	83.78	81.11	90.00	80.00	Yes
Male	Caucasian	1 - 2 years	83.72	84.24	82.50	80.00	Yes
Male	Caucasian	None	83.47	82.81	85.00	88.00	Yes
Male	N/A	2 - 3 years	83.31	85.80	77.50	84.00	Yes
Male	Caucasian	2 - 3 years	83.19	83.49	82.50	68.00	No
Male	Caucasian	3 - 4 years	82.84	82.99	82.50	84.00	Yes
Male	Native American	None	82.81	86.15	75.00	84.00	Yes
Male	Caucasian	2 - 3 years	82.78	79.69	90.00	72.00	Yes
Male	Caucasian	2 - 3 years	82.73	83.90	80.00	76.00	Yes
Male	Caucasian	None	82.32	88.68	67.50	64.00	No
Male	Other	1 > year	81.36	80.88	82.50	92.00	Yes
Male	Caucasian	1 > year	81.33	77.62	90.00	84.00	Yes
Male	Caucasian	1 > year	81.02	77.17	90.00	92.00	Yes
Male	Caucasian	2 - 3 years	80.88	82.33	77.50	52.00	No
Male	African American	3 - 4 years	80.80	83.29	75.00	80.00	Yes
Male	Caucasian	None	80.77	81.09	80.00	68.00	No
Male	Caucasian	3 - 4 years	80.55	81.85	77.50	88.00	Yes
Male	Caucasian	3 - 4 years	80.48	78.55	85.00	84.00	Yes
Male	Caucasian	2 - 3 years	80.47	77.46	87.50	72.00	Yes
Male	Caucasian	2 - 3 years	80.42	80.60	80.00	84.00	Yes
Male	Caucasian	1 - 2 years	79.97	83.18	72.50	68.00	No
Male	Caucasian	2 - 3 years	79.92	82.02	75.00	60.00	No
Male	Caucasian	None	79.89	80.92	77.50	84.00	Yes



Male	Caucasian	3 - 4 years	79.73	81.76	75.00	68.00	No
Male	Caucasian	2 - 3 years	79.72	80.68	77.50	76.00	Yes
Male	Caucasian	1 > year	79.70	80.64	77.50	76.00	Yes
Male	Caucasian	3 - 4 years	79.47	81.39	75.00	80.00	Yes
Male	Caucasian	None	79.06	85.08	65.00	28.00	No
Male	Caucasian	2 - 3 years	78.84	79.41	77.50	84.00	Yes
Male	Caucasian	1 > year	78.57	84.38	65.00	68.00	No
Male	Caucasian	2 - 3 years	78.51	75.73	85.00	44.00	No
Male	Caucasian	3 - 4 years	78.46	83.16	67.50	72.00	Yes
Male	Caucasian	None	78.07	80.46	72.50	84.00	Yes
Male	Caucasian	3 - 4 years	78.02	77.17	80.00	32.00	No
Male	African American	2 - 3 years	77.99	82.49	67.50	64.00	No
Male	Caucasian	None	77.80	75.78	82.50	88.00	Yes
Male	Caucasian	None	77.70	82.08	67.50	68.00	No
Male	Caucasian	None	77.70	82.07	67.50	80.00	Yes
Male	Caucasian	2 - 3 years	77.65	77.72	77.50	68.00	No
Male	Caucasian	None	77.45	80.64	70.00	72.00	Yes
Male	Caucasian	1 > year	77.41	83.80	62.50	48.00	No
Male	Other	None	77.40	82.71	65.00	60.00	No
Male	Caucasian	None	77.36	77.30	77.50	88.00	Yes
Male	Caucasian	2 - 3 years	77.32	76.18	80.00	72.00	Yes
Male	African American	None	77.11	81.23	67.50	36.00	No
Female	Caucasian	2 - 3 years	76.93	76.68	77.50	76.00	Yes
Male	Caucasian	2 - 3 years	76.92	78.81	72.50	76.00	Yes
Male	Caucasian	None	76.72	77.46	75.00	60.00	No
Male	Caucasian	3 - 4 years	76.59	80.48	67.50	64.00	No
Male	African American	None	76.30	87.57	50.00	72.00	No
Female	Caucasian	2 - 3 years	76.28	80.04	67.50	72.00	Yes
Male	Caucasian	3 - 4 years	76.22	78.89	70.00	56.00	No
Male	Caucasian	2 - 3 years	76.06	78.65	70.00	80.00	Yes
Female	African American	None	75.96	76.38	75.00	52.00	No
Male	African American	None	75.93	84.90	55.00	52.00	No
Male	Caucasian	None	75.59	76.91	72.50	52.00	No
Male	Caucasian	1 > year	75.55	73.65	80.00	64.00	No
Female	Other	None	75.52	78.95	67.50	24.00	No
Female	African American	None	75.37	83.03	57.50	72.00	No

Male	Caucasian	None	75.13	82.68	57.50	68.00	No
Male	African American	None	74.97	76.03	72.50	68.00	No
Female	Caucasian	None	74.89	74.84	75.00	64.00	No
Male	Caucasian	1 > year	74.79	76.84	70.00	52.00	No
Male	Caucasian	3 - 4 years	74.66	72.37	80.00	44.00	No
Male	Caucasian	None	74.65	73.42	77.50	72.00	No
Male	Caucasian	None	74.24	77.14	67.50	68.00	No
Male	Caucasian	1 - 2 years	74.14	80.19	60.00	52.00	No
Male	African American	2 - 3 years	74.13	75.90	70.00	68.00	No
Male	Caucasian	2 - 3 years	74.01	71.44	80.00	72.00	No
Male	Hispanic	None	73.75	77.50	65.00	60.00	No
Male	Caucasian	1 - 2 years	73.43	72.75	75.00	44.00	No
Male	African American	1 - 2 years	73.11	76.58	65.00	56.00	No
Male	African American	None	72.99	82.85	50.00	80.00	No
Male	African American	None	72.89	77.34	62.50	52.00	No
Male	Caucasian	3 - 4 years	72.84	70.84	77.50	56.00	No
Male	Caucasian	3 - 4 years	72.82	70.81	77.50	60.00	No
Male	African American	None	72.60	80.15	55.00	60.00	No
Male	Native American	3 - 4 years	72.52	78.95	57.50	56.00	No
Male	Caucasian	3 - 4 years	72.07	75.10	65.00	80.00	Yes
Male	Other	1 > year	71.58	80.83	50.00	24.00	No
Male	Caucasian	2 - 3 years	71.55	74.35	65.00	32.00	No
Male	African American	2 - 3 years	71.24	81.42	47.50	64.00	No
Male	Caucasian	None	70.57	72.95	65.00	72.00	No
Male	African American	None	70.28	71.47	67.50	36.00	No
Male	Caucasian	None	68.97	72.81	60.00	52.00	No
Male	African American	None	65.14	70.56	52.50	40.00	No

Appendix F

This survey is intended for Career and Volunteer Fire/Rescue organizations. Your participation will be greatly appreciated, as information from this survey will help to improve female and minority recruitment plans in the Fire Service.

Survey responses will remain anonymous. Electing to enter your email address and/or department information will enable contact to be made for clarification of responses if needed. Regardless, no participant information will be made available in any resulting report.

Your participation in this report will be greatly appreciated. If you are interested in the final results of this survey or if you have any questions, feel free to contact me.

Again, thank-you!

Benjamin Major  
 Battalion Commander  
 Fayetteville Fire Department  
 (910) 433-1429  
 bmajor@ci.fayetteville.nc.us

<b>Department Diversity Information</b>
<b>1. What is the size (personnel) of your department?</b>
Sworn - Civilian -
<b>2. What is the population of the area served by your department?</b>
<b>3. What is the demographic make-up by race of the area served by your department? (You may answer by number or percentage.)</b>
White - Black - Hispanic - Native Indian - Asian - Other -
<b>4. What is the present diversity of your department's workforce?</b>
# of women - # of minorities - Comments: -

5. Of the candidates hired in the last 5 years:

How many females were hired?  
How many minorities were hired?  
What is the total amount of all candidates hired?

6. Does your department presently have a diversity recruitment program in place?

7. Do you feel your department attracts adequate numbers of women and minorities?

8. Is there any aspect of your department's recruiting process that you believe is particularly successful in attracting women and minorities to apply?

Yes -  
No -  
If you answered yes, please identify those areas: -

9. Identify any barriers that your department has encountered in regards to recruiting minorities and women.

10. The name of your department or contact information will not be revealed in the report. Providing your department's name and a point of contact will enable contact to be made in the event that clarification is needed for any of your responses.

Name of Department: \_\_\_\_\_

Point of Contact: \_\_\_\_\_

Telephone #: \_\_\_\_\_

Email: \_\_\_\_\_

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Appendix G

This survey is intended for career/volunteer minority and female fire service members. Information obtained through this survey will be used to help improve recruitment of under-represented populations in the fire service.

Survey responses will remain anonymous. Your candid participation in this survey will be greatly appreciated. If you have any questions or are interested in the results of this survey, feel free to contact me.

Again, thank you.

Benjamin Major  
 Battalion Commander  
 Fayetteville Fire Department  
 bmajor@ci.fayetteville.nc.us

<b>Creating a Diverse Workforce: Recruitment of Minorities and Females in the Fire Service</b>
1. How long have you been in the fire service?
2. What is your current rank and in what division are you assigned within your organization?
3. What is the size of your department?
4. What is your highest level of education?
5. What or who interested/inspired you most to seek a career in the fire service?

6. How long did it take for you to get hired as a full-time career firefighter?

7. What is your ethnic background?

- White -
- African-American -
- Native American -
- Asian/Pacific Islander -
- Hispanic -
- Other -

8. In your opinion, what barriers (if any) make it difficult for minorities or women to begin a career in the fire service or to promote within a fire organization?

9. What are your career goals as a member of the fire service?

10. In your opinion, what are aspects of a recruiting process that you consider to be particularly successful in recruiting and minorities and women into the fire service?



Creating a Diverse Workforce: Recruitment of Minorities & Females in the Fire Service Response Sheet									
Ethnicity	Gender	Rank	Years of Service	Dept. Size	Education Level	What interested you in becoming a Firefighter?	How long did it take to get hired as FF?	What are barriers for minority and women?	What are successful recruiting methods?
A.A.	M	Bat. Cmr.	20-25	301 - 350	BS	By chance	0 - 6 mos	lack of representation & low pay	minority recruiters
A.A.	M	Bat. Chief	30+	500+	Some College	Friend	6 mos - 1 yr.	1-entrance exams, 2-lack of recruitment/notification in minority communities, 3-CPAP, 4-Gen. Knowledge of service	recruiting in minority communities & notifying them when testing
A.A.	M	Captain	30+	301 - 350	A.S. Degree	Grew up in D.C., saw black FF as I walked to school everyday. Knew it was a job I could attain.	1 -2 years	Accessibility. Not having all the information. Lack of volunteer organization accessible to women and minorities. We (minorities) live in urban/suburban areas that do not have volunteer opportunities. Promotions are tough for women and minorities because of upper management failure to "do the right thing". Women and minorities are doing well at the exams, but still not being promoted.	A full time recruiter and a recruitment budget. Getting your whole department involved by offering referral bonuses (this has gotten us more women), referred by men! Having a diverse recruitment team. Diverse recruitment materials. A constant presence in your region to promote your department, whether you are hiring or not.
A.A.	M	Engineer	15 - 20	101 - 150	Some College		6 - 1 yr.		
White	M	Lieutenant	25 -30	500+	H.S.		4 - 5 yrs.	Standardized written test and racism	Familiarity w/fire house, what we do & personal contact of same ethnicity
A.A.	M	Master Sr. /FF	15 - 20	101 - 150	Masters	I was interested in F.S. as a child.	6 mos. - 1 yr.	I think it is difficult for minorities because most of them have no prior exposure to the fire service.	Career days in schools



Ethnicity	Gender	Rank	Years of Service	Dept. Size	Education Level	What interested you in becoming a Firefighter?	How long did it take to get hired as FF?	What are barriers for minority and women?	What are successful recruiting methods?
A.A.	M	Bat. Chief/Cmr.	15 - 20	51 - 100	Some College		0 - 6 mos.	Personally I feel that there is a lack of public education in regards to this career field. We as career firefighters need to get out in the community and let the youth see us stand tall. Show them there are positive images to follow without taking the wrong path. For those who do not have the fortune to see positive examples, let us be the role models.	Pub. Ed. Is the key. Also it shows we care for our community,
A.A.	M	Captain	15 - 20	500+	Some College		6 mos. - 1 yr.	Exposure, education, prejudice, ignorance of cultural differences.	Face - face encounters, exposures in schools, explorer/boys scout programs, mentorship, word of mouth, television & radio.
A.A.	M	Captain	15 - 20	500+	Some College	Friend that was Lt. on Dept.	6 mos. - 1 yr.	Civil Service exams & CPAT	No testing of FS knowledge, instead test reading, math, and psych. aptitude. Proper notification of vacancies.
A.A.	M	Bat. Chief/Cmr.	15 - 20	500+	B.S.		3 - 4 yrs.		
A.A.	F	Ret. Capt.	11 - 15	500 +	B.S.	Desire to give back to community	0 - 6 mos.	Lack of exposure to industry and opportunities. "Crab in the barrel" mentality of black minorities. The myth that pay does not equal/exceed the risks.	Recruitment personnel that are reflective of those whom you are trying to recruit & outward support from the organization.

Ethnicity	Gender	Rank	Years of Service	Dept. Size	Education Level	What interested you in becoming a Firefighter?	How long did it take to get hired as FF?	What are barriers for minority and women?	What are successful recruiting methods?
A.A.	M	Captain	25 - 30	500+	Some College	Brother	6 mos. - 1 yr.	one dimensional testing	Aggressively going into community to recruit.
A.A.	M	Lieutenant	15 - 20	51 - 100	H.S.	Father, (Fire Chief)	6 mos. - 1 yr.	The knowledge is out there. You have to go out to obtain it. It's a self motivational thing. If you want upward advancement you have to work for it. NOTHING IS GIVEN TO US.	You can go to the schools and Universities and put up posters, flyers, TV ads etc. People have to want the career as a firefighter. Firefighting is not for everyone. Perhaps a junior firefighter explorer program so our youth can see first hand what is involved in our career. Then they can decide whether or not they would like to pursue a professional career.
White	F	Asst. Chief	11 - 15	11 - 15	A.S. Degree	I wanted to help others & make a difference in the lives of others.		Because the old school of thought is that firefighting is a "man's job," it has been difficult for female firefighters to not only get into the fire service, but to get promoted. There is also the physical side of the job. Some females just do not have the strength or body makeup for the job. From past experiences of being a female in the fire service, I have learned that you have to be assertive, be ready to overlook certain comments and slights, and be ready for the tough row to hoe!!	The process of having a written test 1st attracts females who are knowledgeable in aspects of the fire service and upon passing will serve a motivation to prepare for & complete CPAT & other test.

Ethnicity	Gender	Rank	Years of Service	Dept. Size	Education Level	What interested you in becoming a Firefighter?	How long did it take to get hired as FF?	What are barriers for minority and women?	What are successful recruiting methods?
Asian/P.I.	M	Deputy Chief	25 -30	251 - 300	Masters	Advertisements in magazine & shop window.	6 mos. - 1 yr.	Knowledge of vacancies, of what is required to enter	Use role models to overcome disadvantage of communities who know little of the service.
A.A.	M	Lieutenant	11 - 15	351 - 400	A.S. Degree		0 - 6 mos	Most minorities/women in fire service comes from outside, not a volunteer. Most men do not want females on team.	Reach out to schools to show there are females/minority in fire service.
White	F	FF	0 - 5	301 - 350	Some College	9/11, wanted job I could be proud of & the freedom of doing something new everyday.	6 mos. - 1 yr.	Fact of being minority in field is a barrier. You have to decide to go out of comfort zone and be comfortable with fact that there is a good chance you will not work with anyone like you.	Don't know.
A.A.	M	Master Sr./ FF	25 - 30	301 - 350	H.S.	A black friend that lived on same street and both of us entered military.	6 mos. - 1 yr.	Background in fire service; lack of recruitment in A.A. community. Select few that receive promotional opportunities.	On-going recruitment and using people of color.
A.A.	M	Asst. Chief	30+	301 - 350	Some College	Advertisement, felt exp. In military would benefit	0 - 6 mos.	Fear of fire & going into burning structures.	Being visible in schools, speaking at community events and conducting recruitment fairs.

Ethnicity	Gender	Rank	Years of Service	Dept. Size	Education Level	What interested you in becoming a Firefighter?	How long did it take to get hired as FF?	What are barriers for minority and women?	What are successful recruiting methods?
A.A.	M	FF	0 - 5		A.S. Degree		0 - 6 mos.	Many do not know the criteria to become a FF. & many are unaware of when an organization is in the hiring process.	Showing the public different aspects of the department, educating communities & showing the dept. has something for everyone.
A.A.	F	Lieutenant	6 -10	301 - 350	Some College	Female friend who was also a career FF	2 - 3	Networking and sharing info. among ourselves is at an all-time low, Some people have an "I got mine, you get yours" attitude.	Seeing more minorities in a position of authority within service.
A.A.	M	District Chief	15 - 20	51 - 100	B.S.	Embarrassment of lack of black firefighters to progress.	2 - 3	Self-limitations	None. It is mostly lip service.
A.A.	M	Prevention/Ed.	25 - 30	301 - 350	B.S.	Growing up seeing city firefighters on vehicles.	1 - 2	Mentorship's. Coming out of high school, I had no clue of the types of classes or skills needed to become a FF.	Being active in local schools in inner city. All testing equal across the board.
A.A.	M	FF/HazMat	0 - 5	51 -100	Some College	Black Battalion Cmr.	6 mos. - 1 yr.	Race/ethnic background may be known for negative things. Not all people of ethnic race are bad.	Tell people about the good aspects of the fire service.
A.A.	M	FF	25 - 30	500+	Some College	Newspaper Ad.	6 mos. - 1 yr.	Lack of equal educ. Inner city pub. schools do not prepare students for adequate career opportunities.	Realignment of the test scoring process. - Written portion should be pass or fail. Diverse board for oral review of applicants, prep. for written & physical ability portions after application process.

Ethnicity	Gender	Rank	Years of Service	Dept. Size	Education Level	What interested you in becoming a Firefighter?	How long did it take to get hired as FF?	What are barriers for minority and women?	What are successful recruiting methods?
No response	F	Pos. Action Mgr. - FF recruiter	25 - 30	500+	Some College	Mother worked within local government body that managed F.D. She told me about vacancies.	Non-uniformed position.	Perception of role being physically challenging. Lack of visible role models. Culture of the organization. Promotion - lack of awareness & knowledge and test taking.	Open Days for women are good. These days give women the opportunity to dispel the myths or fears that they may have by giving them the opportunity to undergo a practice of all the tests, particularly the physical fitness tests. Also, in my organization, we give women the opportunity to use our fitness centre free of charge in order for them to develop and maintain their physical fitness ability.
A.A.	M	Eng	15 - 20	151 - 200	Some College	IABPFF	1 - 2	Racism & discriminating practices, both overt & covert.	Understanding cultural differences. Public appearances, media efforts and someone of like characteristics involved in final decisions.
White	F	Bat. Chief/Cmr.	20-25	301 - 350	Some College	Interested in career opportunity; desire to help people & serve community.	0 - 6 mos.	Family obligations. Self-imposed pressure. Not accepted when promoted over those who have been there longer. Prejudicial feeling that you were promoted because you are female.	I honestly feel that the fire service is not an attraction for female & minorities. Those that do show an interest seeks out the opportunity.
A.A.	F	FF	0 - 5	351 - 400	Some College	Friend on a F. D.	6 mos - 1 yr.	Phys. strength. Most women lack phy. strength, Once on the dept. discrimination place a part.	Showing the public that there are minorities & women on the department and it is possible.

Ethnicity	Gender	Rank	Years of Service	Dept. Size	Education Level	What interested you in becoming a Firefighter?	How long did it take to get hired as FF?	What are barriers for minority and women?	What are successful recruiting methods?
White	F	Captain	6 - 10	301 - 350	Some College	Witness a vehicle accident at age of 18. Witnessed the effectiveness of the emergency personnel inspired me to volunteer at a local dept.	1 - 2	I don't think that there are barriers in a dept. that abide by EEOC rules. Minorities & women are a small portion of the large make up of the fire service and are not seen as much in higher ranking positions.	Promotion of the fire service that shows all aspects of it and not just suppression.
A.A.	M	Captain	15 - 20	251 - 300	H.S.	Volunteers	5+	Not receiving education of the fire service.	Educating about the fire service and training.
A.A.	M	FF	6 - 10	251 - 300	B.S.	Firefighters asked me to apply.	0 - 6 mos.	Subjective ratings involved in some testing.	Networking, via school and community ties.