

Running Head: FACTORS AFFECTING RECRUITMENT OF ASIAN AMERICANS

Identifying Factors Influencing Asian American Diversity in the San Gabriel 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.

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### Abstract

This paper attempts to address the problems that the San Gabriel Fire Department is facing in its' effort to recruit Asian American firefighters. Literature related to diversity in the workplace was reviewed, and questionnaires, interviews and data collection (descriptive research) were part of this author's attempts to uncover the factors that influence the employment decision of Asian Americans relative to employment in the fire service.

The research conducted found that the San Gabriel Fire Department is facing many of the same struggles that other fire agencies serving a similar demographic are facing. The results have uncovered a number of recruitment best practices that are recommended as the foundation of diversity recruitment and diversity training programs.

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## Identifying Factors Influencing Asian American Diversity in the San Gabriel Fire Department

### Introduction

Asian Americans make up the fastest growing ethnic group in the United States (President's Advisory Commission on Asian Americans and Pacific Islanders, 2001). Roughly 35% of the Asian population in America lives in California (U.S. Census Bureau, 2007), many in Los Angeles County. In the City of San Gabriel, the San Gabriel Fire Department serves a community of nearly 41,000 (2003 estimate), 50% of which are of Asian descent (U.S. Census Bureau, 2007). The problem is that an analysis of the demographics in the San Gabriel Fire Department indicates that the diversity in the department does not reflect that of the community it serves. While the community is nearly 50% Asian, Asian Americans make up only 6% of the workforce. The department has seen little interest from Asian American candidates, further hindering efforts to diversify its ethnic makeup.

The purpose of the research project is to identify factors that influence the employment decisions of Asian American young men and young women, and to identify best practice recruiting measures used by other fire departments that may increase the number of Asian American firefighter applicants with the San Gabriel Fire Department. Descriptive research methodology was used in the development of this applied research paper. The questions that are the subject of this research are:

1. What are the industry guidelines or best practices for recruiting a diverse workforce?
2. What practices are currently utilized by California Fire Departments, serving Asian American populations similar in size to San Gabriel, to recruit Asian

American firefighter candidates, and are these departments successfully increasing the number of Asian American firefighters that they employ?

3. What factors influence Asian American young men and young women in their career/employment decision?
4. What factors must the San Gabriel Fire Department address to increase the interest of Asian Americans in a career with the fire department?
5. What steps can the San Gabriel Fire Department take to develop a greater interest in a fire service career in high school and college age students?

### Background and Significance

Asian Americans and Pacific Islanders are predicted to make up 9% of the United States population by the year 2050. According to the U.S. Census Bureau, this ethnic group makes up the fastest growing population in the country, growing 95% from 1980 to 1990, and 43% from 1990 to July 1999, (2007). California is the home to 35% of the Nation's Asian population, 25% higher than the next highest state, New York (U.S. Census Bureau, 2007). As of 1997, 60% of Asian Americans were foreign-born (President's Advisory Commission on Asian Americans and Pacific Islanders, 2001), many settling in Asian enclaves throughout California and a handful of other states. These new immigrants present numerous challenges to the many fire departments who serve their communities, as each Asian community "offers its own mix of traditional culture" (Le, 2008, *The Origin of Asian American Enclaves*, ¶ 5). The constantly evolving demographics in cities throughout the United States underscore the need for similarly ethnically diverse fire departments to serve these communities.



The City of San Gabriel is a densely populated, urban city located 10 miles east of downtown Los Angeles. Home of La Misión del Santo Príncipe El Arcángel, San Gabriel de Los Temblores, which was founded in 1771 by the Spaniards, San Gabriel is also known as “The Birthplace of Los Angeles.” The City of San Gabriel was incorporated in 1913, is home to roughly 41,000 people, and covers 4.2 square miles. There are 12,909 housing units (U.S. Census Bureau, 2007), making the community largely residential, with a mix of light industry and two major commercial corridors which largely serve the rapidly growing Asian American population.

Demographically, the City of San Gabriel has experienced enormous change over the last two to three decades, as the region has become one of several Asian enclaves that have sprung up in Los Angeles County. The Asian American population continues to grow rapidly, while the Hispanic and White populations have slowly declined during this same time period. U.S. Census Bureau statistics for 2000 report that out of a total population of 39,804 (the reported estimated population for 2003 is 40,987), 33.4% is White, 30.7% is Hispanic, and 48.9% are Asian. Other minorities make up the final 22% (most having reported some other race). In 2000, 70.2% of the population in San Gabriel reported speaking a language other than English at home, nearly 31% higher than the California population as a whole (2007).

The San Gabriel (CA) Fire Department, which serves this diverse community, employs 36 personnel, 35 of whom are sworn, uniformed firefighters, including four administrators. These personnel operate out of two fire stations, and provide a full range of emergency services including fire suppression and emergency mitigation, paramedic transport, and fire prevention/public education. Over the past 10 years, the department has struggled to keep up with the rapidly changing demographics of the community. The department currently employs

two Asian Americans (6%), one Hispanic (3%), and no females (except the non-sworn administrative assistant). Both Asian firefighters were hired over 10 years ago. While the lack of both Asian Americans and Hispanics is significant in the topic of under-representation, this research paper will focus on the recruitment of Asian Americans because of the unique cultural factors that hinder the department's ability to attract this ethnic minority. As a side note, the department has successfully hired Hispanic firefighters over the last 10 years; all but one have left the department for other larger fire service organizations.

Over the course of the next five years, the San Gabriel Fire Department expects to lose nearly 1/3 of its' personnel to retirement, providing administrators with a prime opportunity to make an aggressive move to change the demographic makeup of the organization. The reason that this research is significant to the organization is that it aims to provide insight into the factors unique to the Asian culture that negatively affect the Department's ability to attract the young men and women of Asian descent into the fire service. The Asian culture is rich in traditions and values that are far different from those of Americans. So engrained in their culture's traditional values are these new immigrants, that marked differences in behavior, approach and emotion can be experienced between immigrants from different origin countries on nearly every response for aid made by fire department personnel.

The Asian origin countries most prominently represented in San Gabriel include China and Vietnam. C.N. Le, Ph.D., Sociologist and Director of the Asian and Asian American Studies Certificate Program at the University of Massachusetts, Amherst states that Los Angeles County may be "the most dynamic county in the U.S. in terms of racial/ethnic diversity" (Le, 2008, *The Origins of Asian American Enclaves*, ¶ 8), and the City of San Gabriel is certainly testament to this statement. While Asian Americans rank the highest of the five major racial/ethnic groups in

the U.S. in terms of socioeconomic status (U.S. Census Bureau, 2007), San Gabriel's Asian population ranges from those living in poverty to those who are very wealthy. It becomes clear that the best way to cope with the vastly different cultures present in the city is to hire a workforce that is representative of the community. This research paper is presented as a starting point for change.

Changing the recruiting and hiring practices of the City of San Gabriel starts with identifying the current practices being utilized to hire new firefighters. Based on the statistics already presented, it becomes clear that the current practices have been unsuccessful in attracting Asian candidates, even though the City Manager has openly supported the concept of diversifying the fire department work force. The City has used "passive" recruiting measures for over 15 years. The recruitment consists of producing a job flier (see Appendix A for the most recent job flier) and posting the opening on an employment website ([www.firecareers.com](http://www.firecareers.com)) and the City website. Generally speaking, a hiring process has occurred every one to two years for the last 10 years. (Prior to this time, most new employees were hired from a list of San Gabriel Fire Department's Auxiliary Firefighters, and no open test was administered.) There is no effort to target applicants who represent the ethnic makeup of the city, nor any effort to recruit applicants from local high schools and community colleges.

In 1997, the San Gabriel Fire Department began providing paramedic services, making them the last paid fire department in Los Angeles County to offer this service. In an effort to reduce start-up costs, the City opted to begin requiring all firefighter candidates to possess a paramedic license prior to appointment. (The Department also sent a number of current firefighters to obtain paramedic training, which was an expensive but necessary part of the establishment of the program.) The City has not dropped the requirement for applicants to

possess a paramedic license (or be enrolled in a paramedic training program) since it began requiring it in 1997, one of several factors that have significantly reduced the number of applicants in the applicant pool. Other factors include an increasing number of certificates that each candidate must obtain prior to the time of application. These include: a Certificate of Completion from a California State Fire Marshal accredited fire academy, Confined Space Awareness and Hazardous Material Fire Responder Operational certification. In addition, the candidate must submit that they have passed the Biddle Physical Ability Test and the CWH written examination prior to application. In comparison, larger organizations, such as the Los Angeles City Fire Department, have minimum requirements to qualify for employment (High School GED).

The City of San Gabriel has experienced a significant decrease in the number of applicants who meet the current job qualifications. The last 3 recruitments have seen less than 20 qualified applicants to proceed with the interview process, and the filing period has had to be extended to obtain a sufficient number of qualified applicants on more than one occasion. The most recent (and current) recruitment has been deemed “continuous,” and applications are continuously accepted. This practice has become common in the Southern California area as the labor pool for licensed paramedics has dwindled, particularly for smaller agencies such as the San Gabriel Fire Department. Those applicants who are deemed qualified by the application process are scheduled for a panel interview; those who pass are made available on a list for the Fire Chief to interview and hire. The current process used by the Fire Chief is to conduct a formal interview with all management staff, and then have the candidate participate in a firefighting and paramedic skills evaluation. He then selects the candidate for hire based upon the results of this phase of the examination process. The author has participated in the last four

testing processes as a rater on the paramedic skills assessment, and has met every candidate eligible for hire. Since 1997, 15 firefighters have been hired, none of them Asian American, and not one Asian American has participated in this assessment/Fire Chief interview process.

This fact, coupled with the lack of a recruitment process that focuses on attracting the ethnic minority, is the stimulus for this applied research paper. An attempt made by the author to obtain the ethnic data of firefighter applicants over the last 10 years was unsuccessful; the human resources department for the City of San Gabriel claimed that they do not (nor are they required to) keep such records. Whether the data exists or not, the fact remains that the San Gabriel Fire Department must become actively involved in recruiting ethnic minorities, particularly Asian Americans.

The author finds this topic significant for three reasons: (a) the Department currently has no formalized program that teaches diversity to Fire Department personnel, (b) the City's hiring practices do not include any form of active recruitment of under-represented minorities, and (c) this is the first step in becoming pro-active in developing diversity as part of the organizational culture. Diversity is not something that is federally mandated in many cases, but has significant benefits to the safety and well-being of both the fire department personnel, and the diverse communities that they serve.

Finally, this research paper is developed as part of the National Fire Academy's Executive Fire Officer Program, Executive Development course. This course, which is the first of four executive training courses, develops fire service officers to be leaders in managing change within their individual organizations. The results of this research are intended to be a starting point for changing the way the San Gabriel Fire Department serves the community.

Cultural diversity has been shown to enhance creativity and organizational effectiveness. Further, this change will help the San Gabriel Fire Department to meet the mission of the United States Fire Administration, as it will enhance the Department's ability to reduce the loss of life and property through a better understanding of, and better communication with, the diverse community. In order for public service providers (including fire departments) to adequately provide the services that these ethnicities require (which may be different than the needs thought of as those traditionally provided by the fire service), these providers must become more multicultural. Diversity within a fire service organization reflective of the community it serves fosters a multicultural understanding, and studies suggest that such diversity has a direct association with improved service delivery outcomes, and safer working environments (Fire 20/20, 2007).

### Literature Review

The literature review for this research project consisted of a review of journal articles, government agency reports, periodicals, databases and Internet articles. Some of the printed material related to best practices for recruiting a diverse workforce in the law enforcement industry, and other material was based on practices used in private industry. Diversity issues are prevalent in all industries and all forms of employment, and a great deal of research has focused on the topic of diversity in general. What this research paper focuses on is the specific ethnic issues related to recruiting Asian Americans into a field that they historically have not shown an interest in. This being said, the areas to be discussed in this literature review include a national perspective on immigration, the importance of diversity in the work place, challenges to diversifying the U.S. fire service, factors affecting employment decisions of Asian Americans, and practices for recruiting a diverse work force. The author was unable to obtain a written

policy or practice for recruiting and hiring from the City of San Gabriel, therefore this information has been included in the background and significance section of this paper.

### *National Perspective on Immigration and the Work Force*

The earliest immigrants to North America came from the British Isles and formed Britain's North American colonies. They came to the New World for numerous reasons: political, social and economic. Following the Revolutionary War, immigrants flowed into the United States in masses, settling primarily east of the Mississippi River. By the beginning of the Civil War, contract laborers from China began crossing the Pacific, settling on the West Coast. The arrival of the Chinese presented a language and culture very different from those of the Europeans that made up the majority of the population until this time (Bureau of Labor Statistics, 2001).

During the late 19<sup>th</sup> century, immigrants from southern and eastern Europe began settling in the United States. Unlike the Chinese, who settled in the sparsely populated West, these immigrants entered the country on the more densely populated East Coast. Like the Chinese, this wave of Europeans brought considerably different cultural and linguistic traditions with them, which created problems with their ability to assimilate into what had become mainstream American culture. Though these immigrants were White, the differences in language and culture caused lawmakers to pass legislation in 1917 that restricted European immigration based on nationality. These quotas remained intact until 1965, and the changes in this legislation can be seen in immigration statistics. In 1960, 75% of the foreign-born population was European, 5% Asian and 9% from Latin America. By 2000, more than 25% were from Asia, 51% from Latin America, and 15% from Europe (Bureau of Labor Statistics, 2001). With this massive shift came

the incredible impact of vastly different cultures on what was, for over one hundred years, known as the American way of life.

Rapid changes in the country's ethnic distribution have created numerous diversity implications for the nation's employers, public and private. In 2002, it was projected that African Americans, Hispanics and Asians would see population increases, while the White population decreases by 7% (Lowe & Barnes, 2002). It follows that this population increase will result in similar increases in the labor force. The Bureau of Labor Statistics reports (2001) that the number of Hispanics and Asians in the labor pool is projected to increase faster than those of whites and blacks, due mainly to the fact that both of these populations will continue the massive migration that started in the 1970s. The Asian labor force is projected to increase the most rapidly.

The U.S. Census Bureau states in its brief, *The Asian Population: 2000* (2002), that the population of the United States determined in Census 2000 was 281.4 million. Asians made up 4.2%, or 11.9 million of that total. (For the purposes of this report, the term "Asian" should be defined as people with origins in the Far East, Southeast Asia, or the Indian subcontinent.) Of all Asians in the United States, 49% live in the West. In Los Angeles, 11%, or 407,444, of the total population of nearly 3.7 million are Asian. Perhaps the most dynamic county in the U.S. in terms of ethnic diversity is Los Angeles County, and by Census 2000 reports, Asian majorities have expanded throughout eastern Los Angeles County and the San Gabriel Valley (Le, 2008.)

### *Diversity in the Work Place*

Lowe and Barnes (2002) describe diversity as existing "in a group or organization when its members differ from one another along one or more important dimensions of age, gender, and



ethnicity (Diversity Dimensions, ¶ 1).” Leach, George, Jackson and LaBella (1995) include sexual orientation, religion and disability in their definition, but also add that it refers to other ways we differ from one another, such as educational level, marital status and how or where one was raised.

As the demographics of the United States continue to evolve, the need for organizational diversity throughout the service industry becomes more evident. Diverse environments foster multicultural understanding in the provision of local services. Studies suggest a direct association between a safe working environment and improved service delivery outcomes, and the degree to which those providing the service reflect the populations they serve. Local government officials define service delivery patterns on the level of responsiveness to population subgroups, as in terms of the quality of services rendered to these subgroups. In terms of fire service delivery, it is important to address the unique needs of the population served (Fire 20/20, 2007).

In its *Recruitment and Retention Best Practices Update April 2006*, the California Commission on Peace Officer Standards and Training (2006) identify that by 2010, there will be a labor shortage of 10 million workers, as the demand for workers exceeds the supply. This report states, “Employers, including law enforcement agencies, must hire women and minorities if they are to fill their vacancies, reflect an increasingly diverse community, and effectively engage the community in addressing issues” (p. 10). In a report produced by CWH Research, Inc. on behalf of the International Association of Firefighters, Fox, Hornick and Hardin (2006) add that diversity will not simply happen because an employer is located in a diverse metropolitan area or by following non-discrimination laws. Diversity requires a strong commitment, active recruiting strategy and effective actions.

The U.S. Equal Employment Opportunity Commission [EEOC] (2006) has produced the Compliance Manual Section 15: Race and Color Discrimination to provide guidance to employers on Title VII's prohibition against workplace discrimination based on race or color. In the manual, best practices are included as "proactive measures designed to reduce the likelihood of Title VII violations and to address impediments to equal employment opportunity" (p.31). From a legal standpoint, developing a strong EEO policy which top administrators embrace, training all employees and enforcing the policy, and accountability in regards to equal employment opportunities will provide the necessary evidence disprove claims of discriminatory hiring practices, should they occur.

#### *Challenges to Diversifying the United States Fire Service*

Improving the fire service's ability to protect citizen lives is the overall objective of any diversity management program. It must remain, or become an important issue for every fire department. Citizens expect that their specific diversity is represented among their firefighters. If a fire department is able to display such diversity amongst its work force, citizens will feel that their firefighters understand and respect diversity, therefore reducing the risk of losing the trust and support of the citizens and the elected officials (Lowe & Barnes, 2002).

Lowe and Barnes (2002) continue by stating that the number of White firefighters in the United States will decrease as the White population continues to decrease. Consequently, the number of Black, Hispanic and Asian firefighters will increase to fill this void. Long standing traditions of the fire service, however, have created barriers to diversity management. Lowe and Barnes believe this to be a product of the human reaction to the demands of firefighters, who are asked to risk their lives responding to emergencies, creating a closed society. "Outsiders' are not

easily accepted into what has primarily been a white, male-dominated fire service workforce” (Fire Service Traditions: Barriers to Diversity Management?, ¶ 1). Since humans are naturally more comfortable working with others who look and act like themselves (particularly in life threatening situations), diversifying a work force presents challenges that are best met through training fire department officers to be intolerant of diversity harassment.

Amesqua & Wirth (2006) emphasize that the “misguided notions of tradition” (p. 38) challenge fire service leaders, as these “traditions” lead some firefighters to view the fire service as a “brotherhood” or “family business”. Perceptions such as these have discouraged many people from considering the fire service as a career. Le (2008) takes this one step further with respect to recruiting Asian Americans. Part of an e-mail message from C. N. Le (personal communication, April 24, 2008), he states:

In terms of trying to attract more Asian American applicants, the practical reality is that unfortunately, many fire (and for that matter, police) departments have a negative image problem to overcome. The sad truth is that for better and for worse, many Asian Americans do not see fire departments to be a welcoming environment. They see that in many cases, there continues to be an "insider vs. outside" mentality within many fire departments that result in non-White fire fighters feeling discriminated against, marginalized, and unwelcome.

I'm not saying that your department is guilty of such allegations but the truth is that your department is clearly being affected by such perceptions, as shown in the low numbers of Asian American candidates.

In a survey conducted by Lowe and Barnes (2002), corporate roots affecting a department's ability to influence diversity management were identified. Roots determined to hinder diversity management included:

Root Two: The fire department operates as a family unit...The disadvantages of a family unit model in which the fire chief is viewed as the “daddy” and senior chiefs are viewed as “aunts” and “uncles” is that families tend to require each member to assimilate into the family unit. Consequently, this subtle emphasis on assimilation makes it difficult for member with differing diversity characteristics to become accepted into the family unit: “If you want to ‘fit’ in with our family, you will have to change those aspects that don’t fit into our existing family’s value and culture system. (Cultural Audit Findings, ¶2)

The fire service’s extensive modeling of a paramilitary organization promotes this “family” model, and the structure continues to create these paternal roles as company officers are placed in charge of individual fire stations. Personnel within each station quickly establish roles, identities and rewards for assimilating into the station or shift cultures (Lowe & Barnes, 2002).

The Partnership for Public Service published a report (2005) that discusses the college graduates in the Class of 2005 and their interest in public service. As part of a survey given to these students, the report indicates that parents continue to influence student’s career decisions. When asked what career would make their parents most proud, only 22% said a job with the federal government, while 37% said starting your own business. College career services offices were found to be very helpful in providing career advice in only 22% of students. College seniors think of public servant as the people “in the trenches” such as teachers, firefighters and non-profit workers. They also describe a strong perception that public service is very low paying.

The report continues by reporting several reasons college students would not consider government employment include “too much bureaucracy” (33%), followed by “salaries not high enough” (14%), “don’t know what careers are available” (12%) and “never been asked” (11%). There are important ethnic differences related to government employment, the most significant being that only 20% of Asians claim to be interested in government service; this is half as many as the number of Hispanic and Blacks who said the same, 39% and 43% respectively. Finally, almost half of all graduating seniors cite pay and benefits as the biggest factor keeping them out of the public service sector, as they feel that the private sector cannot be matched in terms of salary potential, and that the government does not reward high achieving employees (Partnership for Public Service, 2005).

Challenges to fire department recruiting related to age are also found in the literature reviewed. A report by the California Commission on Peace Officer Standards and Training (2006) on recruitment best practices indicates that a survey of 850 police academy recruits found that more than 50% of them had decided that they were interested in law enforcement as a career by the time they had graduated from high school. Fox, Hornick and Hardin (2006) compare the candidates seeking private sector careers to those for the fire service, pointing out that entry level firefighters are usually high school graduates, and that it is important to distinguish this difference when considering other research about diversity recruiting.

#### *Factors Affecting Asian American Employment Decisions*

San Francisco Fire Chief Joanne Hayes-White states, in an article from *AsianWeek*, “Traditionally, a career in fire service has not been culturally promoted for Asians...They are typically driven toward education and careers in science and technology” (Pang, 2006,

Recruiting Efforts, ¶ 6). While many Asian Americans are self employed, most are conventional employees in the U.S. labor market. With the expansion of jobs requiring high levels of education and technical skills, Asians have successfully obtained jobs at the top while, at the same time, continue to perform relatively low-paying and unstable service jobs located in traditional urban Asian ethnic enclaves (Le, 2008). In Le's analysis of 2000 Census data, he indicates that the largest proportion of Asian ethnic groups are concentrated in "Sales, Operations and Support" or "Skilled Blue Collar" occupational categories. He also states that Chinese are well represented in the computer, scientific and engineering fields, while Vietnamese tend to be a bigger part of the blue collar working class (2008). As published data relates to Asians in the fire service, the Bureau of Labor Statistics report (2008) shows that Asians make up less than 1% (.9%) of the 288,000 firefighters in the United States.

Asian American stereotyping, as it corresponds to career decisions, may also hinder efforts to recruit this ethnic group into many organizations. Asian Americans have a hard time penetrating the "good old boys network" in many occupational environments. Such networks are invaluable in the exchange of important information that affects career decisions, exemplifying the argument that persistent stereotyping of Asian Americans as outsiders with specific career interests stifle their interest in many career fields (Le, 2008). Leong and Hayes (1990) state that stereotyping remains an external barrier to vocational exploration.

The traditional cultural values deeply rooted in Asian Americans include high values on interdependence, family accord and conformity with social norms greatly influences their career decisions. These values commonly lead to dependent decision-making styles and lower vocational identity that White Americans. Many young Asian Americans choose a career path that satisfies their interests and that is acceptable to their parents. The culture traditionally

expects that one will make a career choice that will fulfill a responsibility to provide for one's own family, as well as their parents and other extended family members in their old age (Tang, Fouad, and Smith, 1999).

Acculturation, the process of an individual's interaction with mainstream culture, is another factor influencing career choice, as Asian Americans who are less acculturated might be more susceptible to stereotyping and therefore be more easily influenced to choose careers that meet family desires rather than their own interests. It is the responsibility of younger generation Asian Americans to accomplish the wishes of the older generation and to carry on family traditions (1999).

#### *Recruiting a Diverse Fire Department Work Force*

The literature reviewed identified several factors that must be present for any diversity recruitment program to be successful. First, a diversity movement must have the commitment of the chief, and include the support of his staff and company officers (Brown, 2007). By introducing vertical and horizontal infiltration of the organization, all personnel will become a part of the diversity strategy and transformation of the culture will begin to take place without having to wait for top-down, hierarchical instruction (Hurren, 2007).

Guiding documents are critical if leaders truly desire to meet work force challenges. The documents should include a recruitment strategic plan, which must include a plan to recruit employees into an agency that has taken the necessary steps to promote and support a positive and diverse work environment. The second guiding document is a succession plan, so that employees are prepared to promote within the organization, preserving the institutional

knowledge and keeping them engaged (California Commission on Peace Officer Standards and Training, 2006).

Linda Honeycutt writes in the *Journal of Emergency Medicine* (as cited in Roper, 1998) that most emergency service workers receive little or no training in cultural values of the communities that they serve, leading to everyday incidences involving misunderstandings and actions that are offensive to different cultures.

According to a study of law enforcement agencies, 50% of the respondents to a survey reported that they budget no money for recruitment, and another 24% budget less than \$5,000 (California Commission on Peace Officer Standards and Training, 2006).

On behalf of the International Association of Firefighters [IAFF], Fox, Hornick and Hardin (2006) conducted a study entitled *Achieving and Retaining a Diverse Fire Service Workforce*. The resulting best practices for achieving a diverse workforce can be summarized in the following eight steps:

1. Word of mouth, which cannot be used without other recruiting methods and without strong diversity commitment. This method requires a good recruitment plan to be successful, and should involve current employees within the same target group to attract others. The message about the value of diversity within the organization must be consistent from the employees, website and other materials.
2. Formal advertising should be sent to the community, specifically to the target group, and should include all media including newspaper, radio, television and internet. Appeal to the families of the candidates, as well as the candidates.



3. Direct mail is used by nearly all Best Practices departments surveyed by the Fox et al. report, and it is especially useful in making personal contact with the target group.
4. Cadet/Explorer Programs, which expose kids from the 8<sup>th</sup> grade through high school to the fire service career opportunities, is one of the most effective methods for reaching all minority groups. Programs should focus on career preparation, and may partner with local EMT programs or community college programs.
5. News stories provide free advertising, and can show a fire department's community values.
6. Providing a strong diversity message and inclusion message throughout the organization. Continually train employees and reinforce positive values, and match new employees with mentors of the same ethnicity and gender.
7. Attend all job fairs, community events and schools, and participate in a manner that is geared toward target audiences.
8. Provide and encourage candidate preparation, employee assistance and mentoring to build relationships and to support newly hired or potential firefighters.

A report on recruitment and retention best practices compiled by the California Commission on Peace Officer Standards and Training (2006) found that law enforcement recruiters have improved levels of success by changing how they recruit in the following ways: expanding their community outreach, creating a web presence, and utilizing recruiters who

reflect the target community. They also have taken time to understand the under-represented groups' perspectives through open dialogue and research. Gilbert (2005) describes the successful recruiting approaches taken by the Alameda County Fire Department (CA), which included teams sent to speak to targeted groups, the use of publications and other marketing tools as having "resulted in significant progress in a short amount of time" (p. 10). The Alameda County Fire Department was successful in hiring 72 new employees from 2000 to 2005 under a newly established diversity recruitment plan, 64% of which were from under-represented ethnic groups.

### *Summary Statement*

The literature review provided a comprehensive overview of the research problem, and has provided sufficient background to drive the author's independent study in the next section of this applied research paper. The development of the subject matter through a review of the research completed by others allowed a unique look at how the recruitment of Asian Americans into the San Gabriel Fire Department is affected by cultural norms specific to the Asian enclave which has settled in the City of San Gabriel.

### Procedures

The general subject matter for this particular applied research paper, diversity in the fire service, is wide ranging. The population served by the San Gabriel Fire Department is unique to that of most fire agencies in the United States, as the community served is comprised of nearly 50% Asian Americans. The unique cultural norms of the Asian Americans present the fire department with a number of needs for service that are non-traditional to the American fire service. Recruitment of a work force that reflects the ethnic diversity present in the San Gabriel community has been extremely challenging. This struggle to attract Asian American firefighter

candidates was the stimulus for this project, and the research questions developed require a number of different research procedures to be utilized. The information from the literature review drove many of the questions included in each of the research procedures, so that a comparison could be made between prior research and theories on diversity, and the findings of this project.

### *Current Practices*

As a starting point for comparison with the established best practices for recruiting a diverse workforce, it was necessary to determine what the current recruiting and diversity practices of the City of San Gabriel and the San Gabriel Fire Department are. To obtain this information, Diana Aguilar, Executive Assistant to the Human Resources Director (City Manager) for the City of San Gabriel was contacted. The initial contact was via the City e-mail system, and a request for ethnicity data was made. A follow-up telephone conversation, and subsequently a second e-mail was generated (to Melanie Benson, Administration Clerk in Human Resources) to try to obtain all information, policies, practices and procedures related to diversity, recruitment and hiring by the City for the Fire Department. The San Gabriel Fire Department does not have its own Human Resources staff, and all firefighter recruitments are conducted by the Human Resources Department, and Ms. Aguilar, with assistance from a Fire Department administrator and staff.

### *Census/Employment Data Analysis*

Census data was obtained from the U.S. Census Bureau website for use in determining baseline statistics, and to derive the list of agencies to which Recruitment Questionnaires would be sent. There are limitations to the data obtained from the U.S. Census Bureau website, in that a

number of reports have been provided in the years following the 2000 census, and it can be assumed that some of the data contained in such reports may be slightly inaccurate as they are based on estimates and predictions. Additional data was retrieved from the U.S. Bureau of Labor Statistics website and was utilized in a fashion similar to the census data.

### *Fire Department Demographics Questionnaire*

The literature review was used to develop a questionnaire on recruiting and other issues related to building a diverse workforce in fire departments serving communities with significant Asian American populations, and was titled the *NFA-EFOP ARP: Dept Demographics Study*. For the purposes of this research project, fire departments with less than 500 employees serving Asian populations of 11% or greater of the total city population were selected. Though several cities in California have higher concentrations of Asian Americans, these cities were omitted for one of two reasons: (a) the jurisdiction is part of a fire protection district, county fire department, or has another agency providing fire protection that also serves other cities (often, these other cities being served had Asian populations smaller than 11%, and/or they had other demographics that fell outside the parameters of this report), or (b) the agency served a vast population that included many ethnic neighborhoods (for example Los Angeles City Fire Department), because the issues that these large agencies face in recruiting are different than those that smaller agencies face. A total of 25 California fire departments met the established criteria and were selected for use in this research procedure. Of these 25, six e-mails were returned as “undeliverable,” reducing the number of questionnaires who actually reached the intended party to 19 (Appendix B).

The Department Demographics Study was sent to the fire chief of each department via e-mail. The e-mail addresses were found in the California Professional Firefighters (CPF) directory that was obtained from the CPF website. A general e-mail message was written that explained the project, the San Gabriel Fire Department and the questionnaire, and a link to the Survey Monkey website was provided. The questionnaire (Appendix C) was broken down into nine pages, each containing one or more questions related to specific areas of information related to the research. The specific areas included:

1. Basic Information
2. Recruitment Programs
3. Recruitment Programs – Specifics (if the department utilized a recruitment program)
4. Alternatives to Recruitment Programs
5. Barriers to Diversity Employment
6. Job Requirements
7. Mentoring Programs – High School Level
8. Mentoring Program Specifics (if the department participated/sponsored such program(s))
9. Diversity Training Program

The questionnaire was designed so that some responses took the person completing the form to another page, rather than through several questions that were no longer applicable to that particular department. The questionnaire consisted of a total of 21 questions, each based upon the information discussed in the literature review, or upon one or more of the research questions.

*E-mail Interview – C.N. Le, Ph.D.*

While conducting the literature review, an internet search for Asian American social and cultural norms led the author to the Asian-Nation website (<http://www.asian-nation.org/index.shtml>). This website proved invaluable in providing insight into the history, demographics and issues facing Asian Americans. The creator of the website is C.N. Le, Ph.D., Doctor of Philosophy, Bachelor of Arts in Political Science and Sociology. He is also currently a Visiting Assistant Professor, Department of Sociology and the Director of Asian and Asian American Studies Certificate Program at the University of Massachusetts, Amherst. Dr. Le presently conducts research involving socioeconomic and demographic outcomes of assimilation among Asian Americans. His experience in Asian American studies, and the quality of the content on his website led to a short but pertinent e-mail interview with Dr. Le in an attempt to obtain his thoughts on recruiting Asian American firefighters into the San Gabriel Fire Department. After briefly explaining the project to Dr. Le, he was asked what factors he felt are making it difficult to recruit and retain Asian Americans as firefighters (Appendix D). This interview was conducted to specifically address the third, fourth, and fifth research questions.

*Community College Enrollment Data*

During the course of the literature review it became apparent that many college age students had determined their career path before graduating from high school. This led the author to request and review data from local community colleges with Fire Science Programs and/or Fire Academies, or both (Appendix E). The seven community colleges selected each have a fire technology program; five of them also offer a California Fire Marshal Approved Basic Fire Academy. The data requested from each college was to be utilized in this research to determine

the ethnic breakdown for students entering and, if possible, completing pre-service fire technology programs. If applicable, the institution was asked for data related to pre-service, basic fire academies from Fall Semester, 2003 through Fall 2007. This particular data was to be used to analyze the number of Asian American students who had enrolled in fire service courses, and/or had enrolled in a basic fire academy. This information may be useful in determining whether or not the lack of interest in a career as a firefighter is a local (San Gabriel Fire Department) issue, or a generalized (fire service) issue. The e-mail request for information can be reviewed in Appendix F of this document.

#### *Local High School Student Career Decision Questionnaire*

In addition to the data from the local community college fire technology programs, the author felt it necessary to examine the interest of high school students at two of the local high schools, Gabrielino High School, and San Gabriel High School. The literature review had indicated that over half of the graduates from law enforcement academies in California knew that they wanted to become officers before graduating high school (California Commission on Peace Officer Standards and Training, 2006). A questionnaire was developed that attempted to gather data that would provide insight into the factors affecting the career decisions of high school students. The *Career Decision Questionnaire* (Appendix G) was distributed to students at both high schools randomly. Each student received an identical questionnaire, and was asked to complete it at the time of distribution. Questions on the questionnaire focused on career decisions, their interest in public safety careers, their interest in other career choices, family/parental influence on their college and career decisions, and their interest in fire department sponsored mentoring programs. Each school was provided with 250 forms to be

distributed by the Future Business Leaders of America [FBLA] student board at Gabrielino High School, and by an instructor at San Gabriel High School.

### *Asian American Firefighter Interviews*

Finally, interviews were conducted with Engineer Newton Ong and Firefighter Cuong Tran of the San Gabriel Fire Department. Engineer Ong and Firefighter Tran are the department's only Asian American employees. Firefighter Tran was hired in 1996, and is not licensed as a paramedic. He is of Vietnamese descent, and has lived in the United States since he was a very small child. Engineer Ong was hired by the department in 1997, and he was licensed as a paramedic at the time of his employment. He was one of the initial firefighters required to have a paramedic license, and is the last Asian to apply to the department, to the best recollection of fire department staff. Engineer Ong is of Chinese descent, and is a first generation, U.S. born Asian American.

A series of questions was developed to gain knowledge about the experiences, observations and cultural insight from these two Asian American firefighters. Both were interviewed in a fire station office while on duty, and both were asked the same series of questions (Appendix H). The questions asked were based on the information examined in the literature review, and designed to gather the remaining information necessary to thoroughly address the third, fourth and fifth research questions.

### Results

The results of the research represent a comprehensive study of the factors thought to affect or influence the ability of the San Gabriel Fire Department to become more diverse



through recruiting Asian American firefighter candidates. The author attempted to uncover the answers to each of the five research questions to fulfill the purpose of this research project.

### *Current Practices*

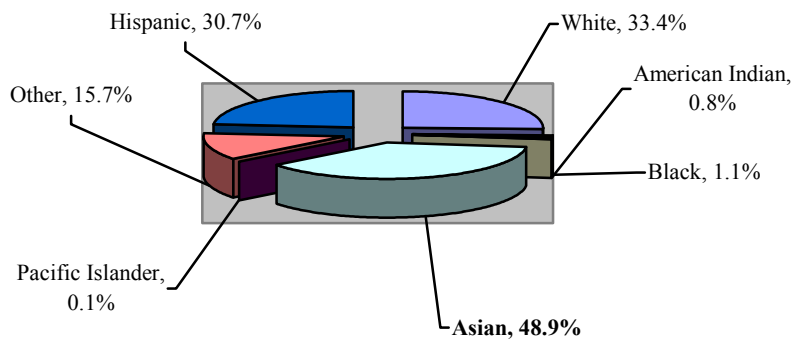
An examination of the current practices utilized by the San Gabriel Fire Department for recruiting and hiring was intended to be used in the discussion section to compare the literature findings related to the first research question, “What are the industry guidelines or best practices for recruiting a diverse work force?” to such practices. In the author’s initial attempt to obtain information related to the City of San Gabriel’s current recruiting and hiring practices, an e-mail request for applicant ethnicity data was submitted to the Executive Assistant to the Personnel Director, Diana Aguilar. Ms. Aguilar responded to this e-mail, indicating that the information was not available. (Further inquiry stated that the information was not available because it has never been requested from applicants.)

A follow-up telephone conversation and e-mail to Melanie Benson, Administration Clerk at San Gabriel City Hall, attempted to obtain all information, policies, practices and procedures related to diversity, recruitment and hiring of fire department employees. In the e-mail (Appendix I), the author’s request for policies was referred to the Civil Service Rules, which do not contain any language pertaining to diversity, nor to recruiting. Further, Ms. Benson confirmed that there is no section on the City application that asks for ethnicity. Finally, Ms. Benson provided the dates of all firefighter recruitments since 1997. Firefighter recruitments were held in 1999, 2001, 2002, 2005, 2006, 2007, and 2008. No information, however, was available on the number of applications that were accepted during these recruitments.

*Census/Employment Data Analysis*

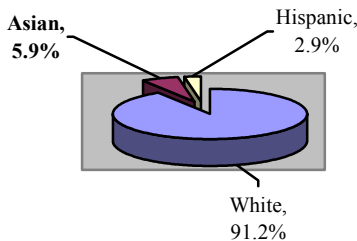
The author obtained data from the U.S. Census Bureau website to determine the most reliable statistical information on the ethnic breakdown of the City of San Gabriel. Population data was compared to the ethnic breakdown of the San Gabriel Fire Department work force, and found that Asian Americans made up 48.9% of the population in the city in 2000 (Figure 1) (U.S. Census Bureau, 2000).

*Figure 1* : Population breakdown for San Gabriel, CA by ethnicity. Total population 39,804 (2000).



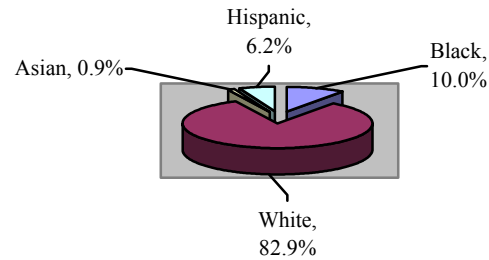
In comparison, Asian Americans account for 5.9% of the San Gabriel Fire Department’s work force (Figure 2).

*Figure 2* : San Gabriel Fire Department work force by ethnicity (2008). 34 total employees



Further, data gathered from the U.S. Bureau of Labor Statistics indicates that Asian Americans account for only .9% of all firefighters nationally in 2007 (Figure 3) (U.S. Bureau of Labor Statistics, 2008)

Figure 3 : Total Firefighters Employed Nationally, by ethnicity (2007). 288,000 total firefighters.



### *Fire Department Demographics Questionnaire*

The second and fourth research questions can be answered, in part, by the data collected through the *NFA-EFOP ARP: Dept Demographics Study* questionnaire, which was distributed by email to the fire chiefs of 25 California fire departments. Of these 25, six were returned as “undeliverable” to the email server. Of the 19 that were received, seven (36.8%) were completed and returned. The data collected in the questionnaires can be broken down and summarized by the same specific areas described in the procedures section. The response summary is also provided as Appendix J.

*Basic Information.* The size (number of personnel) of the agencies responding to the questionnaire ranged from 51 to 146 sworn members; the average being 87.1. Asian American firefighters make up 2.86% of the total personnel, on average (Figure 4), with the highest department being 7.8% of the workforce.

Figure 4: NFA-EFOP ARP: Dept Demographics Study, Question 5 Responses

Please provide the number of personnel from each of the following ethnic groups.			
Answer Options	Response Average	Response Total	Response Count
Black/African American	3.43	24	7
Native American	0.83	5	6
Latino	6.71	47	7
Asian American/Pacific Islander	2.86	20	7
White	64.14	449	7
Filipino	0.50	2	4
Other	0.33	1	3
<i>answered question</i>			7
<i>skipped question</i>			0

*Recruitment Programs/Program Specifics.* Four of the seven jurisdictions utilize a recruitment program (beyond advertisement and job flyers), and three responded that this recruitment program was in place to help the agency achieve diversity more reflective of the community's demographics. These three respondents provided a brief description of the type of recruitment programs that their department utilizes (Figure 5), all of which involve an enhanced community presence specifically for the purpose of recruitment. (As an editorial note, the text in the figures is taken directly from the respondents answers, and has not been modified to correct grammatical errors.)

None of the four departments that utilize a recruitment program were able to provide data that reflected the success or failure of the program's ability to enhance department diversity. One respondent stated that the next recruitment will not be limited to paramedics, and more outreach will be done. One of three responses indicated the future use of recruitment visits and flyers to reach the Asian community, and another agency reported using a Reserve Paramedic Training

Program, which funds paramedic training for potential candidates as a method of recruiting Asian American firefighters.

Figure 5: NFA-EFOP ARP: Dept Demographics Study, Question 8 Responses

Please briefly describe the type of recruitment programs that your department utilizes below.	
#	Response Text
1	Job fairs, recruitment fairs, development of flyers to pass out at community events and targeting colleges, medic schools and other places prior to a entry level test.  We also utilize interns through Mission College Fire Science program and have a hourly BLS ambulance service that allows us to look at candidates.
2	The Dept. cultivates recruitment of diverse candidates through job fairs, school programs, and explorer and reserve programs.
3	Advertisements in various publications that cater to demographics

Two of three who responded claimed that their agency has been successful in efforts to increase the number of Asian American personnel they employ. These respondents added the comments found in Figure 6.

Figure 6: NFA-EFOP ARP: Dept Demographics Study, Question 13 Responses

Have you been successful in your efforts to diversify your agency's demographic profile, increasing the number of Asian American personnel employed by your agency?	
#	Comments (if necessary):
1	We have a very diverse demographic profile in our department, with 10 females currently on shift (2 Company Officers). However we do not have very good Asian representation.
2	The Dept. currently has three sworn Asian FFs, where 8 years ago there were none. The Dept also has approx 50% Asian/Latino participation in reserve and explorer programs.

*Alternatives to Recruitment Programs.* Only three responses were submitted to this question, none indicating that the current trend of their agency reflects a demographic similar to the community served.

*Barriers to Diversity Employment.* Question 15 asks, “What other factors do you believe affect your agency’s ability to attract or not attract minority candidates (i.e.: socioeconomic status, cultural barriers, language barriers, etc)? Five responses were received, and have been presented in Figure 7. To summarize the comments, cultural differences, pay, job requirements (paramedic license), and low trust in government are various factors listed.

*Figure 7: NFA-EFOP ARP: Dept Demographics Study, Question 15 Comments*

<b>What other factors do you believe affect your agency's ability to attract or not attract minority candidates (ie; socio-economic status, cultural barriers, language barriers, etc)?</b>	
<b>#</b>	<b>Response Text</b>
1	I do not believe that the fire service appeals to certain minority applicants regardless of recruitment efforts. I have been in agencies that spent endless amounts of time and finances to recruit minorities however, the end results were not much different. Our agency (like most fire departments) provides a stable, exciting and very rewarding career, however certain minority groups do not value these traits and will not commit their lives to this profession. We also require a paramedic license to apply and that certainly hinders some minority applicants.
2	Pay point, because these qualified minority candidates have the ability the test for large or well paid depts.
3	There are cultural barriers in the Middle Eastern communities and language barriers in Russian and Asian. There are also some socio-economic barriers due to the affluent make up of the Palo Alto - Silicon Valley area. However the recent economic downturn makes the public sector a more desirable and stable place to work.
4	With regard to Paramedics there exists a very limited pool of qualified candidates. Generally speaking in some cultures the job of FF is regarded as blue-collar/non-professional.
5	Asian population includes Indian and Afghan. Cultural barrier in 1st generation of low trust in government; low regard for gov't employment. Chinese-American population has higher regard for professional careers and education.

*Job Requirements.* A summary of current requirements for entry level firefighter can be seen in Figure 8. Four agencies who currently, formerly, or occasionally require paramedic licensure believe that the requirement has a negative impact on efforts to recruit minority candidates, specifically Asian Americans. In addition to their response to this question, several added the following comments, found in Figure 9.

Figure 8: NFA-EFOP ARP: Dept Demographics Study, Question 16 Responses

<b>What are your agency's current requirements for entry level firefighter? (PLEASE MARK ALL THAT APPLY)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
High School Diploma/GED	100.0%	6
EMT	66.7%	4
Basic FF Academy	66.7%	4
Auxiliary/Reserve FF	0.0%	0
College Units	0.0%	0
Paramedic	33.3%	2
Previous Experience (Lateral)	16.7%	1
Other (please specify)	16.7%	1

Figure 9: NFA-EFOP ARP: Dept Demographics Study, Question 17 Comments

<b>If paramedic licensure is (or has been) a requirement for entry level fire fighter, have you found, or are you finding that the requirement has a negative impact on your efforts to recruit minority candidates, SPECIFICALLY ASIAN AMERICANS?</b>	
<b>#</b>	<b>If yes: Please briefly explain.</b>
1	Specifically there are very few Asian American paramedics. I am not sure of the number of Asian American paramedics licensed in the state but I am certain that it would be a very low percentage. Most of the paramedic training classes have very few Asian Americans as students.
2	Very few minority applicants are paramedics.
3	Most entrants are white male. Local Community Colleges have diverse academies. May be an evolution to candidates with PM or fiscal barrier to obtaining it.

*Mentoring Programs – High School Level.* Four of the respondents report that their agency attempts to target high school students to introduce them to careers in the fire service. Two departments are affiliated with a Regional Occupational Program, four sponsor an Explorer program, and one other provides a Reserve Program. When asked if such programs seem to aid in the recruitment of minority applicants, 80% said yes, and one added that the Explorer program has had a positive effect on the number of minorities participating in the program, and who continue on into the testing process in their agency and other agencies.

Respondents were asked if they saw an increased interest from the Asian American community in such mentoring programs. Only two of five said that there was an increased interest, and one commented that though the interest in the mentoring program increased, Asian Americans never pursued a fire service career. This phenomenon was later attributed to Asian American students completing community service hours for college applications.

*Diversity Training Program.* Finally, Question 21 sought to determine whether or not the respondent's agency utilizes a formal, ongoing diversity training program for its employees. Two of four agencies responded that their department provides formal diversity training.

*E-mail Interview – C.N. Le, Ph.D.*

The author chose to expand upon the information obtained as part of the literature found on Le's website, <http://www.asian-nation.org>, by conducting a brief interview by email. Le responded by identifying the following possible solutions to overcome the barrier to make the San Gabriel Fire Department more attractive to Asian American candidates:

1. Reach out to the Asian American community through local business owners, church leaders and educators. These are people who will act as key facilitators in the effort to



spread the word about the department’s commitment to hire more Asian American firefighters. The use of Asian-language newspapers and attendance at Asian community events like Lunar New Year are other means of advertising a fire service career opportunity.

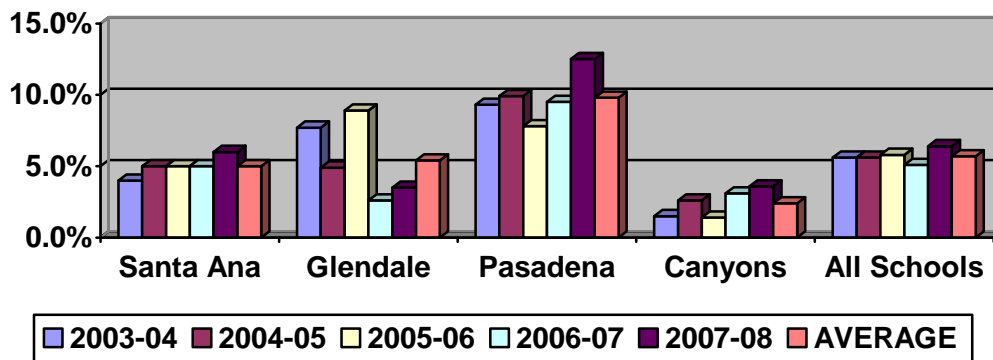
2. Ensure that the basic culture within the fire department is open and willing to accept more Asian American firefighters. Prepare all members of the department for change, and help current employees to understand the importance of diversity in the work force.

*Community College Enrollment Data*

Fire Service/Technology Program enrollment data from 2003 to 2008 was requested from seven local community colleges. An analysis of enrollment data received from the four colleges who responded resulted in the following statistics:

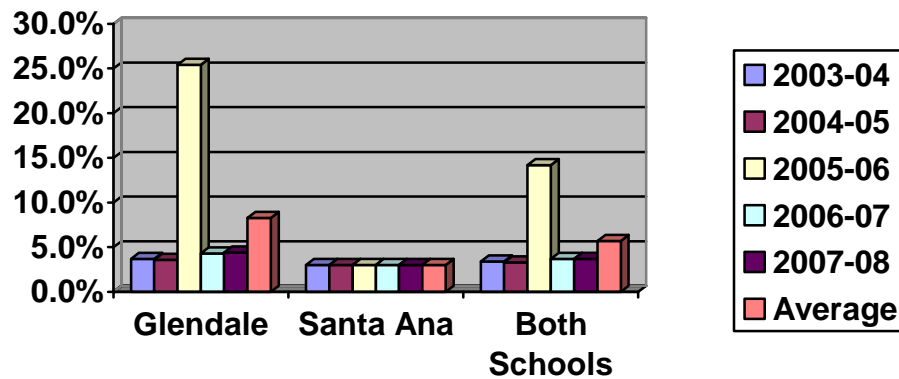
1. Over the course of the last five years, Asian American college students made up an average of 5.65% of all students enrolled in Fire Technology courses. See Figure 10 for a complete breakdown of each year, 2003 to 2008, by college.

*Figure 10: Asian American enrollment in fire technology programs, local community colleges, from 2003 to 2008.*



2. Two of the community colleges offer basic fire academy training. Glendale Community College has an average of 8.5% Asian American enrollment over a five year period from 2003 to 2008. This number, however, reflects an unusually high year (2005), where 15 Asian Americans enrolled in the academy compared to an average of 2.25 cadets in the four other years from 2003 to 2007. Santa Ana College averaged 3% Asian American enrollment in each of the last five years. Figure 11 provides a breakdown of Basic Fire Academy enrollment for each program, over the last five years.

*Figure 11 : Asian Americans enrolled in basic fire academy, 2003 to 2008*

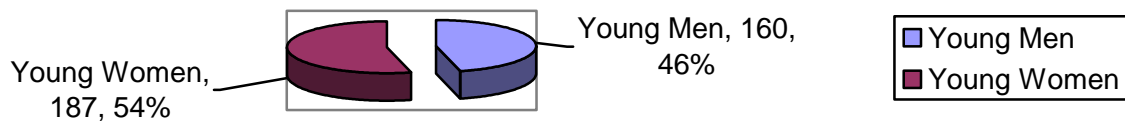


Two of the four colleges provided data related to the number of Fire Technology Certificates awarded to Asian Americans. From 2003 to 2008, Glendale Community College awarded one certificate over the five year period in which a total of 24 Asian Americans initially enrolled in the Fire Technology Program at the college (4.2% completion). During the same time period, Santa Ana College initially enrolled 259 Asian Americans in the Fire Technology Program, and awarded 54 Fire Technology Certificates (20.8% completion).

*Local High School Student Career Decision Questionnaire*

Results from the *Career Decision Questionnaire* completed by high school students at Gabrielino and San Gabriel High Schools were used to formulate an answer to the third, fourth and fifth research questions, which all relate to ways that the San Gabriel Fire Department can address the factors that influence young men and women's career decisions. The author analyzed data from 347 of the 500 questionnaires distributed between the two high schools (69.5% return). Young men, grade 9 through 12 completed 46% of the questionnaires, young women completed the remaining 54% (Figure 12).

*Figure 12* : Career Decision Questionnaire; number of questionnaires completed by gender.

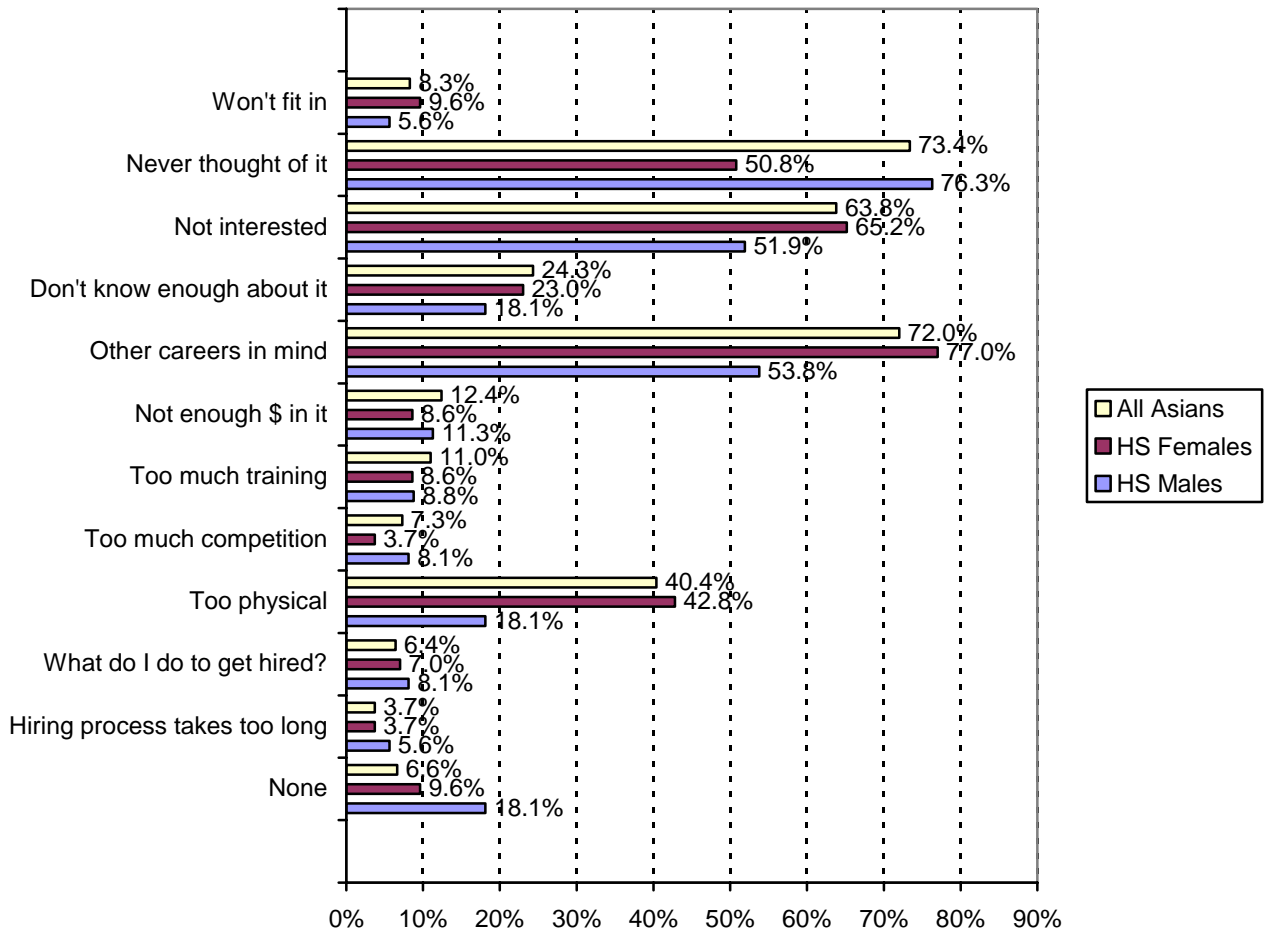


When asked how much thought has been given toward a future career, 44% of young men and 60% of young women responded that they think about it “often.” With regards to a career in public safety, 8.8% of young men (14), and 1.6% of young women (3) have considered a career in the fire service. When the number of Asian Americans considering a career in the fire service is taken alone, 2.6% of the total respondents are interested in a fire service career.

The next portion of the questionnaire attempted to identify why high school students are not interested in a fire service career, in hopes of determining whether or not there are

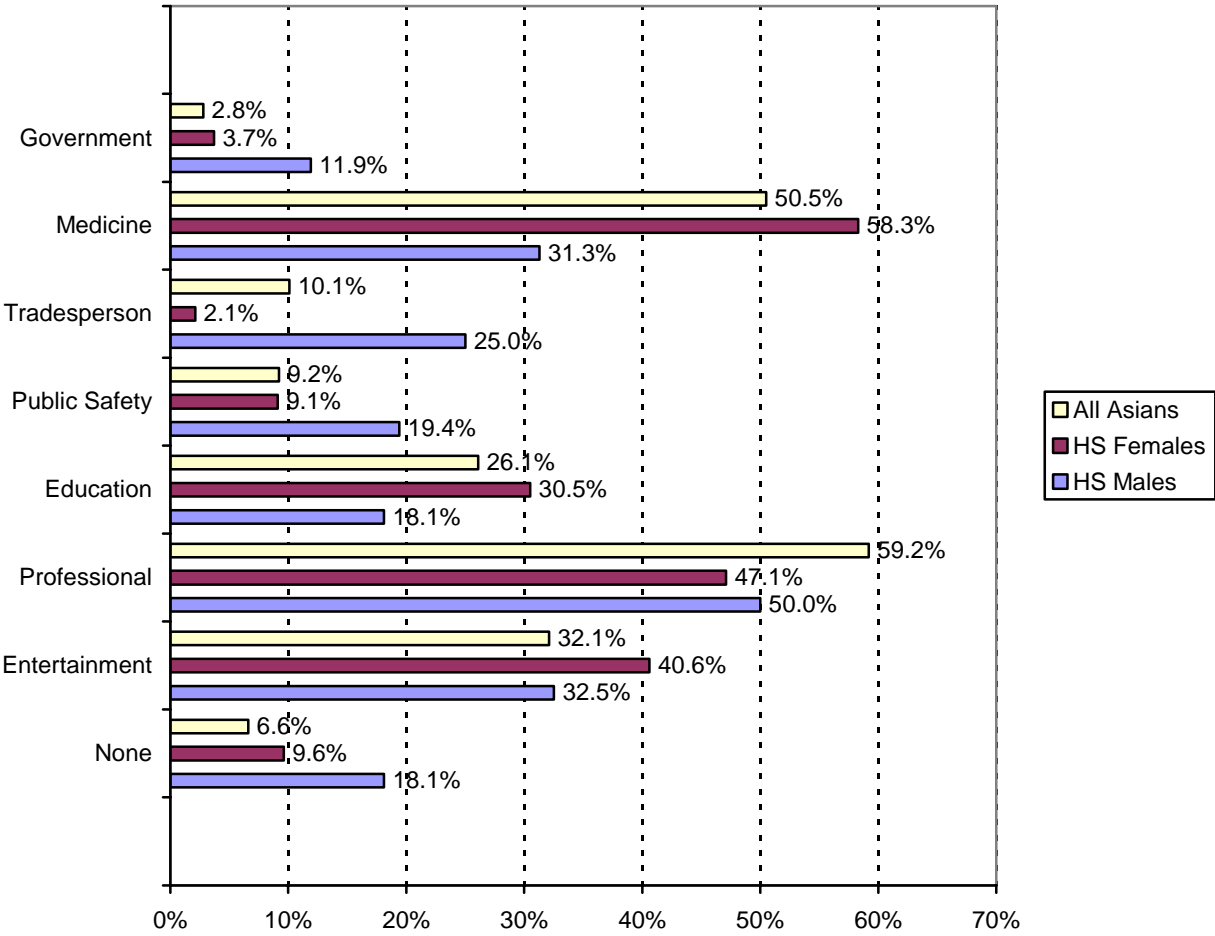
opportunities to stimulate an interest early in a student’s high school career. The data has been presented in Figure 13.

Figure 13: Reasons students have not considered a fire service career, all ethnicities; male and female to total (347), Asians to total Asians (218).



As made evident by the graph, most students, including Asian Americans, have either never thought of a fire service career, are not interested, or have other careers in mind. Question 6 asks which two categories of work interest those students not interested in the fire service. Figure 14 shows the data for all young men and women, as well as for all Asian American students.

Figure 14: Employment categories of interest for those not interested in the fire service. Asian American data is a percentage compared to total Asian American students (218).



Questions 7 to 10 are specific to the influences of family and the media on college and career decisions. Questions 11 to 13 are intended to determine the possible effects that mentoring programs may have on the recruitment of Asian American firefighters in San Gabriel. The results of these questions are shown in Tables 1 and 2.

Table 1: Data reflects the influence that family and the entertainment industry have on college and career decision of high school students.

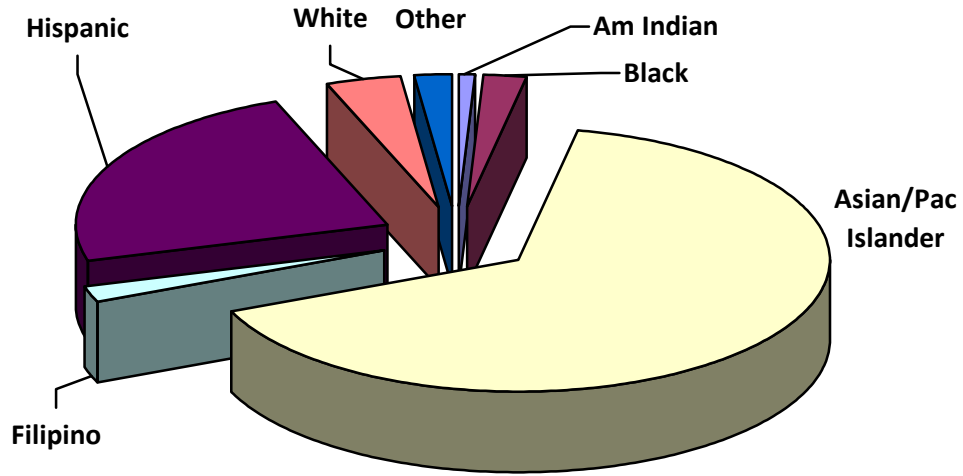
		None	Little	A lot
Family/parental influence on career decision	All students	12.8%	57.2%	29.4%
	Asian students	20.1%	57.8%	26.1%
		Yes	No	Maybe
Do you plan to attend college?	All students	90.9%	0.0%	7.5%
	Asian students	94.5%	0.5%	3.7%
		Yes	Sort of	No
Family/parental influence on college plans	All students	5.3%	44.9%	47.6%
	Asian students	6.9%	43.1%	42.2%
		None	Little	A lot
Influences of entertainment on career decision	All students	35.8%	55.1%	5.3%
	Asian students	34.9%	58.3%	4.6%

Table 2: Data reflects the results of questions attempting to predict the success of mentoring programs in improving the recruitment of new firefighters.

		Yes	Maybe	No
Interested in Fire Dept. mentoring programs?	All students	8.6%	43.9%	46.5%
	Asian students	6.4%	49.1%	44.0%
		Yes	Maybe	No
Interest in Explorer program if offered	All students	10.7%	43.3%	44.4%
	Asian students	7.8%	52.3%	39.0%
		Yes	Maybe	No
Do you think FD mentoring would help recruit	All students	43.4%	47.8%	8.6%
	Asian students	44.0%	44.0%	11.5%

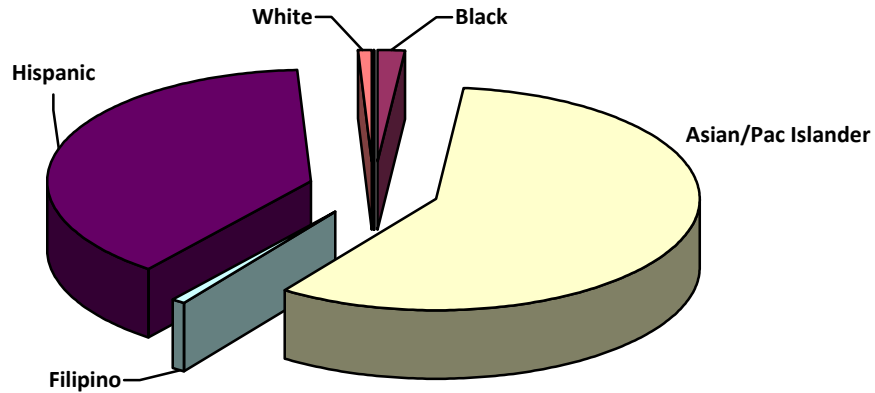
The final question on the Career Decision Questionnaire asks students to identify their ethnicity. Figures 15 and 16 display the ethnicity students from each high school selected in response to Question 14. Figure 17 shows the total for both high schools combined.

**Figure 15: Ethnicity breakdown - Gabrielino High School  
(220 total students)**



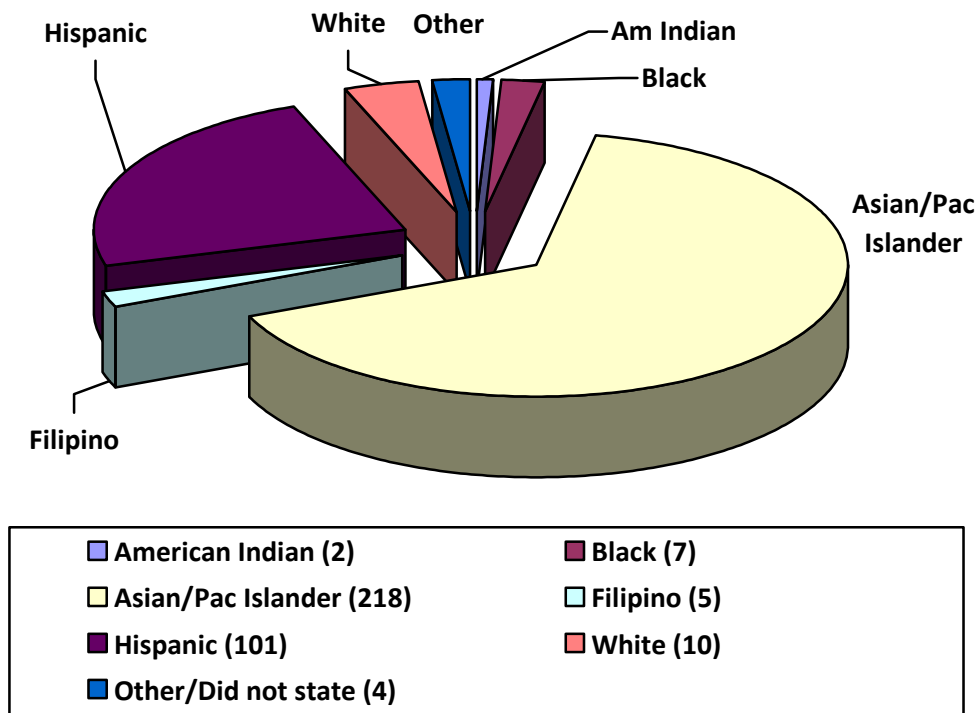
<span style="color: blue;">■</span> American Indian (2)	<span style="color: darkred;">■</span> Black (5)
<span style="color: yellow;">■</span> Asian/Pac Islander (144)	<span style="color: lightblue;">■</span> Filipino (4)
<span style="color: purple;">■</span> Hispanic (52)	<span style="color: red;">■</span> White (9)
<span style="color: blue;">■</span> Other/Did not state (4)	

**Figure 16: Stated ethnicity breakdown-San Gabriel High School  
(127 total students)**



<span style="color: blue;">■</span> American Indian (0)	<span style="color: darkred;">■</span> Black (2)
<span style="color: yellow;">■</span> Asian/Pac Islander (74)	<span style="color: lightblue;">■</span> Filipino (1)
<span style="color: purple;">■</span> Hispanic (49)	<span style="color: red;">■</span> White (1)
<span style="color: blue;">■</span> Other/Did not state (0)	

**Figure 17 : Stated ethnicity breakdown - Total Students  
(347 total students)**



*Asian American Firefighter Interviews*

The author conducted two interviews with both Asian American firefighters currently employed by the San Gabriel Fire Department. Firefighter Cuong Tran, a foreign-born Vietnamese immigrant, has been with the department since 1995. Fire Engineer Newton Ong is a first generation Chinese American, and has served the City of San Gabriel since 1997. The questions developed for the interview were intended to determine whether the experiences of the current Asian American firefighters was consistent with the experiences, opinions and research findings of other authors discussed in the Literature Review. Both were asked a total of nine questions during an interview conducted at the fire station in San Gabriel. Summaries of the interviews and the responses are located in Appendix I.



When asked what brought both employees to the San Gabriel Fire Department, both replied that they had been offered academy sponsorship by the Fire Chief, Gene Murry. Both were subsequently offered Auxiliary Firefighter positions, and were hired full time out of the Auxiliary Firefighter program. Engineer Ong was also sent to paramedic school as he was hired as part of a new paramedic program. Firefighter Tran and Engineer Ong agreed that the San Gabriel Fire Department is diverse, however Ong pointed out that it is not truly reflective of the entire City, since there is only one Chinese and one Vietnamese employee. Both also felt that they fit in with the culture at the department, and that there is no “good old boys” mentality that might create an unwelcome environment for minority employees. Engineer Ong also stated that he believes that the general perception in the Asian community (which he lives in) is that the department is a welcome place for Asian Americans.

Engineer Ong and Firefighter Tran were then asked several questions regarding their perceptions of the barriers hindering the San Gabriel Fire Department’s ability to attract Asian Americans, and their ideas of ways to make the department more successful in the future. Both stated that the Asian culture misunderstands, and is therefore not supportive of, public safety careers, particularly in new immigrants and first generation Asian American families. These misunderstandings lead to parents pushing their children into “white collar” professional careers rather than toward a government career such as the fire service. Other barriers presented by the department’s current hiring process included the extensive job requirements, such as requiring applicants to be certified as paramedics, and the small job pool resulting from such requirements, will continue to hinder the diversity effort. Early exposure to Asian children, such as those in youth programs, after school programs, churches and community centers will allow the department to gain exposure to target minorities well before they make college and career

decisions in high school. Engineer Ong stated that he has friends who are interested in the fire service, but they pursue careers with larger agencies that generally have less cumbersome hiring processes than a smaller agency like San Gabriel has.

The final question of the interview asked, “Do you think there is a difference in the career choices of first generation Asian Americans and subsequent generations?” Engineer Ong responded by stating, “Yes. [The] first generation is pushed to do well academically; there is tremendous pressure to succeed through college and continue the family name in good light; earn good money. Subsequent generations are more adapted to the American culture, and more likely to be interested in the fire service for the honor of the job. I had to hide the fact that I was attending the academy from my father; [he] said he would disown me if I became a firefighter. [He is] now very proud and supportive.” Firefighter Tran agreed that the second and subsequent generations will find public safety honorable and more acceptable as a career.

### Discussion

The results of the research conducted by this author support many of the opinions and research discussed in the literature review. A consistent theme emerged through the course of conducting this research: that a diverse work environment has nothing but a positive effect on the service that any fire agency provides to its’ community. “Employers...must hire women and minorities if they are to fill their vacancies, reflect an increasingly diverse community, and effectively engage the community in addressing issues” (California Commission on Peace Officer Standards and Training, 2006, p. 10). But while these facts are widely accepted, many fire service providers, including the San Gabriel Fire Department, continue to struggle with diversity recruitment.

As the research discovered, the San Gabriel Fire Department's diversity issues are highlighted by a disproportionate number of Asian Americans in the community, 48.9% (U.S. Census Bureau, 2000), in relation to the number of Asian American employees, 5.9%. Furthermore, the research and experience confirm that attracting Asian American candidates is a difficult task for any agency serving an Asian community similar to San Gabriel. Each of the seven California Fire Chiefs who responded to the demographics questionnaire reported that they found it nearly impossible to hire Asian American firefighters without the extensive use of recruitment programs that target these specific minority groups. The purpose of this research was to identify the factors influencing young men and women from the Asian American community in their career decisions so that the San Gabriel Fire Department can begin to develop a recruitment program that will successfully increase the department's current minority demographic.

In this study, the author used literature review, and (indirectly) the *NFA-EFOP ARP: Dept Demographics Study* questionnaire to determine the industry guidelines or best practices for recruiting a diverse workforce, the results of which provide answers to the first research question. Several independent literature sources identified similar factors that must be present for any diversity program to be successful. First and foremost, the movement must have the support of the chief, and include his staff and company officers (Brown, 2007). The research found that the San Gabriel Fire Department lacks a program to track the ethnicity of applicants and current employees, indicating that the City of San Gabriel and the San Gabriel Fire Department have not obtained this critical level of support from chief administrators at this point. It is, in fact, also evident that the current hiring practices, while legal, also fail to meet the expectations of the U.S. Equal Employment Opportunity Commission's Compliance Manual, Section 15, which includes

best practices that promote a proactive approach to avoiding Title VII violations and “address impediments to equal employment opportunity” (2006, P. 31). The research found that the City of San Gabriel has no hiring policy that discusses the active recruitment of minority groups reflective of the community.

Furthermore, the research discovered through the questionnaire results that agencies who currently utilize a recruitment program have incorporated many of the best practices found in the literature. Community outreach, recruitment visits and ethnic-specific media have been used successfully in several California fire departments, supporting the effectiveness of the best practice documents reviewed in the literature review. These successes, though limited, provide an answer to the second research question, and will serve as a starting point for a recruitment plan for the San Gabriel Fire Department.

The third, fourth and fifth research questions become the source of contradicting perspectives between the literature, the opinions of C. N. Le, Ph.D., the results of the high school student questionnaires, the college enrollment data, and the experiences of San Gabriel Fire Department’s Asian American Firefighters. These last three questions are specific to the factors involved in career decisions of Asian American high school and college students, barriers to successful recruitment, and steps to overcome these barriers to generate a greater interest in employment with the San Gabriel Fire Department.

It is apparent that the San Gabriel Fire Department has not fully embraced the sentiments of Lowe and Barnes (2002), who claim that citizens expect that their specific diversity is represented among their firefighters, creating a feeling that their firefighters understand and respect diversity, improving the trust and support of the citizens. The department does not have a

diversity training program and there is no diversity recruitment plan. Though the San Gabriel Fire Department's Asian American firefighters stated in their interview that the department is not intentionally white male dominated, the lack of interest by Asian American firefighter candidates (since 1999) sends a contradictory message.

C.N. Le, Ph. D. stated in his email interview that "Asian Americans do not see fire departments to be a welcoming environment" and that this results "in non-White fire fighters feeling discriminated against, marginalized, and unwelcome" (personal communication, April 24, 2008). This concept was contradicted by the results of the questionnaire completed by high school students, where only 8.3% responded that they felt that they wouldn't "fit in" in the fire department. Both Engineer Ong and Firefighter Tran agreed that the White San Gabriel Firefighters do in fact create a welcome environment for all minority employees, including Asian Americans. This may be in due, in part, to the fact that they serve a very diverse Asian community on a daily basis.

Firefighter Tran and Engineer Ong both stated in their interviews that family expectations play a major role in the career decisions of young Asian men and women. They both agreed that these expectations decrease with each subsequent generation. This concept is supported by several literature sources. *AsianWeek* quoted San Francisco Fire Chief Joanne Hayes-White as saying, "Traditionally, a career in fire service has not been culturally promoted for Asians" (Pang, 2006, Recruiting Efforts, ¶ 6). Tang, Fouad, and Smith (1999) discuss the process of an individual's interaction with mainstream culture (acculturation) as a factor influencing career choices of Asian Americans, who become more independent with each subsequent generation. All of these perspectives indicate the fact that the department is more likely to find success

recruiting Asian Americans from the second generation on, as they are more likely to understand the fire service, and pursue a career based on honor rather than monetary incentive.

The survey of local community college fire service program data indicated that the low number of Asian American firefighters employed in Southern California (and Los Angeles and Orange County in particular) is consistent with the low number of Asian Americans enrolled in their fire programs. This leads the author to believe that the fire service must become a part of the community prior to high school, when these students are making their career decisions. This belief is supported by the results of the high school student questionnaire as well. The research indicated that 72% of all Asian Americans students questioned were not interested in the fire service because they had other careers in mind. Of those students, 50.5% claimed to be interested in a career in medicine, and 59.2% stated that they were interested in a professional career. Government employment was desirable to a mere 2.8% of these students. Additionally, 73.4% of these students stated that they had never thought of a fire service career. All of these statistics indicated a need for better exposure to the fire service before high school.

The research and literature review uncovered a great deal of information that will provide the foundation of a recruitment plan for the San Gabriel Fire Department. Lowe and Barnes (2002) discuss the disadvantages of the fire department's structure, where the fire chief is viewed as the "daddy" and "family members" are expected to assimilate into the "family unit." They believe that this concept, along with the paramilitary organizational structure is detrimental to diversifying the workforce, as there is an expectation that the values important to the head of the family must be the only values important to the other family members. This makes it difficult for members with differing diversity characteristics to become accepted into the family unit. The current management style of the San Gabriel Fire Department reflects Lowe and Barnes'

statements, as there is, no doubt, an emphasis on assimilation within the organization amongst all members regardless of ethnicity. Often present is a “get on the bus or get run over by it” attitude that has alienated a number of department members, leaving them feeling rejected by the family for having differing values, experiences and viewpoints. A change in perspective, and the development of a culture that is more understanding and accepting of the diverse values and needs of all employees, including ethnic, gender and generation, will be the basis for a more diverse workplace, and the backbone of a successful minority recruitment program.

### Recommendations

Developing a workforce reflective of the ethnic diversity of the San Gabriel community starts at the top of the organization, with the full commitment of the fire chief, and the unwavering support of his staff and the company officers. Any diversity program must encompass every member of the organization, which is only accomplished through vertical and horizontal infiltration that makes all personnel part of the diversity strategy, transforming the culture of the department (Hurren, 2007). Every diversity program begins with a plan, and the intent of the recommendations of this research paper is to lay the foundation for such plan for the San Gabriel Fire Department.

The findings of this applied research paper identify the best practices and industry guidelines for recruiting a diverse workforce. Thousands of hours of research have gone into developing such practices, and many of the recommendations made by this author will relate to such proven practices. Additionally, the research into the factors affecting the recruitment of Asian American Firefighters in the City of San Gabriel provides the justification for an ethnic-specific plan of recruitment. The successes of such a recruitment program would result in a more

ethnically diverse workforce, one that represents the demographics of the community and providing the opportunity for the San Gabriel Fire Department to effectively engage the diverse community of San Gabriel thereby enhancing the department's ability to reduce the loss of life and property through a better understanding of their true needs. Based on the findings of this research, the following recommendations are made:

1. The Fire Chief fully commit to supporting the development of a diversity program, including, but not limited to: (a) the establishment of a diversity training program for all ranks and members of the department, (b) the development of policies and procedures related to diversity in the workplace, (c) the development of a diversity recruitment program that is funded, and which targets minorities represented in the community served.
2. Diversity should become a part of the department's Mission Statement and Values. The diversity message should be carried with all employees throughout the city and surrounding communities, and must become a part of everyday activities as a way that all members of the department represent themselves.
3. The San Gabriel Fire Department must begin to work with the City Human Resources Department to develop a recruitment program that both parties are committed to, which is funded, and that is based on the needs of the community. The program should employ many of the IAFF study's best practices, as well as best practices compiled by the California Commission on Peace Officer Standards and Training. This program to improve the department's demographics should begin to be developed as soon as possible to take advantage of the vacancies that will be created by retirements over the next five



- years. Minority employees should be encouraged to take a lead role in the recruitment effort.
4. The City of San Gabriel must request ethnicity data on all applications so that adequate records are available for future analysis, and to determine the effectiveness of recruiting programs. Any data program should be developed under the EEOC guidelines mentioned in this research paper.
  5. The San Gabriel Fire Department should consider the development of an Explorer Program to provide a mentoring program to young men and women within the community before they make career decisions in high school. More than 50% of Asian American high school students stated that they might be interested in an Explorer program, and 88% said that they thought that such mentoring programs in the high schools might or would help recruit minority candidates. Due to logistical concerns, the Department should consider disbanding the current Auxiliary program, as it has not been successful in aiding the recruitment of a diverse workforce.
  6. The San Gabriel Fire Department must look into addressing the perception that it cannot match the private sector in terms of salary potential, and that the government does not reward high achieving employees (Partnership for Public Service, 2005). This requires a major change in traditional fire service culture, which values experience over education, ability and achievement.
  7. The San Gabriel Fire Department should develop a succession plan that includes mentoring programs for all employees in all ranks. A formalized mentoring program will

- reduce the tendency to discriminate against any ethnic group, and provides equal opportunities for the promotion of all employees.
8. The San Gabriel Fire Department should encourage personnel to become part of various Asian American community groups, churches, after school programs, and any other program that provides the opportunity for department exposure in the community.
  9. The San Gabriel Fire Department should work with local community colleges to develop a strategy that actively recruits candidates from fire science/technology and fire academy programs. A fire academy sponsorship program for Explorers should also be developed so that relationships between minority Explorers and the Fire Department are not lost.
  10. The requirements for employment as a Firefighter with the San Gabriel Fire Department should be minimized, or multiple recruitments should be conducted. It is clear that most potential Asian American firefighter candidates are not licensed as paramedics. The San Gabriel Fire Department has had a number of Asian American Auxiliary Firefighters, none of whom were paramedic licensed, and are therefore not qualified to be hired with the department. Each of these candidates has been hired by larger agencies that do not require a paramedic license. Several surrounding agencies conduct recruitments for both firefighter, and firefighter/paramedic, and they have been more successful in hiring minority candidates than the San Gabriel Fire Department has been.
  11. The Department must ensure that the recruitment of any new employee does not lower the standards set forth by the City and the Fire Department in an effort to become more diverse. Any process should be validated to ensure that it does not have an adverse impact on any candidate, including women and minorities.

Based upon the findings of this research, the San Gabriel Fire Department has the opportunity to take advantage of upcoming vacancies to become more ethnically diverse. The challenges presented to the nation's fire departments by the thousands of culturally diverse communities provide the opportunity for research that is specific to each ethnic group. This project has shown that though a great deal of research exists on diversity recruitment in general, each culture presents a unique set of challenges. As the San Gabriel Fire Department becomes more diverse, the recruitment effort should become less labor intensive until the point that diversity issues become a thing of the past.

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## Appendix A – City of San Gabriel Firefighter Job Flier, 2008

(Format has been altered to fit the page)

## City of San Gabriel

## CAREER OPPORTUNITY

CONTINUOUS EXAMINATION PROCESS

*Make a difference - in your life - in the lives of others - and in the community - Become a . . .***San Gabriel Firefighter***(With Paramedic Certification) —***Salary**

\*\$5,402 – \$6,564/per month. (\*Salary range includes 15% Paramedic Premium Pay for Firefighter when assigned to Paramedic duties.) Starting salary will be based upon experience and ability.

**Benefits**

The City of San Gabriel invites your application for the position of Firefighter (with Paramedic Certification). As a member of the City's highly trained, professional Fire Department you will participate in a benefit plan which includes medical, dental, vision and life insurance; in addition to uniform allowance, vacation, sick leave, tuition reimbursement, bilingual bonus, longevity bonus, USAR bonus, and participation in the Public Employees' Retirement System. The City's monthly contribution toward the flexible benefit plan is \$999.00/month. The City pays the employer and employee required contribution to the Public Employees' Retirement System (PERS). In addition, the City contributes 4% of salary to a CalPERS 457 Deferred Compensation Plan. The City offers an education incentive plan that awards an additional 3% - 8% pay depending on college degrees and job related courses. Firefighters have the PERS 3% at age 50 retirement benefit, based on single highest year, and lifetime medical benefits as provided under Government Code Section 22825.5.

**Duties**

Under general supervision, Firefighters are part of a team that respond to EMS incidents, fire alarms, or other types of routine and emergency calls for service in order to help others for the preservation of life and property. Additional duties include, but are not limited to, fire prevention, public education, emergency preparedness, and completion of written reports and memoranda. In addition, Firefighters (with Paramedic Certification) are required to participate in proficiency training activities as directed; maintain Fire Department equipment and fire station, and may perform other duties as directed.

**Qualifications**

**Certificate/Licenses:** Certificate of Completion from a California State Fire Marshal's Office accredited fire academy, or California State Fire Marshal Firefighter 1 certification; proof of enrollment and in good standing or completion of a California State approved paramedic training program, or State of California Medical Services Authority Paramedic License are required upon application. Candidates must submit proof of passing the Los Angeles & Orange County Area Physical Ability (Biddle) Test, and \*CWH written examination (\*waived for Lateral). Possession and proof of a valid California Class C Driver's License is required upon application. A California Class B Driver's License is required prior to completion of probation and must be maintained as a condition of continued employment. Candidates must possess a California State Paramedic License with Los Angeles County accreditation upon appointment and maintain Paramedic License as a condition of continued employment. Confined Space Awareness and 24-Hour Hazardous Materials First Responder-Operational (FRO) certification must be completed within one year of appointment as a condition of employment. **Education:** Graduation from high school or successful certification of equivalency. **Physical Effort:** This position requires heavy lifting, carrying, climbing, pushing, pulling, stooping, bending, and exposure to extreme heat, flammable liquids, hazardous gases, smoke, explosions, chemicals, electrical hazards, faulty structures, inclement weather and communicable diseases.

## Appendix A – City of San Gabriel Firefighter Job Flier, 2008 (p. 2)

**Desirable Qualifications**

Education/Certificates: Completion of an Associates degree in Fire Technology or other related field, and a Rescue Systems 1 Certificate.

**How to Apply Selection/Application Process**

The process consists of a \*written examination, physical ability and oral interview. Proof of successful completion of the \*written examination (\*CWH written waived for Lateral), and physical ability is required with submission of a completed City application. Applications and accompanying information will be screened and the applicants found to possess the qualifications most closely suited to the City's needs, will be invited to participate further in the selection process. The oral interview will be weighted 100%. Candidates successful in completing all phases of the examination process will be placed on an Eligibility List. Candidates considered for employment will complete additional examination standards that may include a Paramedic and Firefighter Skills Assessment, polygraph examination, psychological profile, and pre-placement medical examination that will include substance abuse screening. All candidates must pass a thorough background investigation prior to appointment.

**PHOTOCOPIES OF THE FOLLOWING MUST BE SUBMITTED WITH THE COMPLETED CITY OF SAN GABRIEL EMPLOYMENT APPLICATION:**

1. Certificate of Completion from a California State Fire Marshal accredited academy, -OR- Firefighter I Certificate issued by the California State Fire Marshal.
2. Proof of enrollment in and in good standing or completion of a California State approved paramedic training program, -OR- State of California Emergency Medical Services Authority Paramedic License.
3. Valid California Driver's License.
4. Proof of passing the Los Angeles & Orange County Area Physical Ability (Biddle) Test within one year of the date you submitted your employment application as indicated on your signed application.
5. Proof of taking the \*CWH Selection Solutions® firefighter written exam that includes a score of 70% or above. (\*) Waived for Lateral.  
\*A Lateral candidate is defined as a full-time salaried firefighter (with Paramedic Certification) currently employed with a municipal agency in the State of California, who has completed one (1) year of employment with that agency, met the agency's probation requirements, and attained permanent status.

*(Applicants who do not submit the required information may be disqualified from the testing process.)*

Applications are available from the San Gabriel Personnel Department, 425 S. Mission Dr., San Gabriel, CA 91776, 626.308-2804, or at [www.sangabrielcity.com](http://www.sangabrielcity.com).

The following information is provided for the applicant's convenience.

**IT IS THE APPLICANT'S RESPONSIBILITY TO CONFIRM TEST DATES AND TIMES AND PRE-REGISTER BY CONTACTING THE TESTING COLLEGES DIRECTLY.** Any costs associated with taking the examinations are the responsibility of the applicant. Those who need financial assistance may request a waiver of the testing fees by contacting the testing colleges directly.

**The CWH Written Exam may be taken at:** • *Rio Hondo Community College -- Fire Academy*, 11400 Greenstone Ave., Santa Fe Springs, 562.941-4082, ext. 22. (Call for information on test dates and/or appointment.)

• *Mt. San Antonio College*, 909.594-5611, ext. 5148. E-Mail: [mramos@mtsac.edu](mailto:mramos@mtsac.edu). (Call or email for information on test dates and/or appointment.)

**The LA & Orange County Area Physical Ability (Biddle) Test may be taken at:** • *Rio Hondo Community College -- Fire Academy*, 11400 Greenstone Ave., Santa Fe Springs, 562.941-4082, ext. 22. (Call for information on test dates and/or appointment.) • *Mt San Antonio College*, 909.594-5611 ext. 3025. (Call for information test dates and/or to download registration form: [www.firepat.mtsac.edu](http://www.firepat.mtsac.edu))



Appendix A – City of San Gabriel Firefighter Job Flier, 2008 (p. 3)

**Accommodation**

If you require special accommodation due to a legal disability, please inform the Personnel Department five (5) days prior to the date of the examination. Note: The provisions of this bulletin do not constitute any expressed or implied contract and any provisions contained in this bulletin may be modified or revoked without notice. An Equal Opportunity Employer.

**About the City of San Gabriel** *Birthplace of the Los Angeles Region*

The City of San Gabriel was incorporated on April 24, 1913 as a general law city. San Gabriel is 4.1 square miles, with a population of approximately 40,000 residents. It is the site of the San Gabriel Mission, founded in 1771 and the 4th mission built in the chain of 21 California missions. San Gabriel operates under the Council / Manager form of government. Five City Council members are elected for four-year terms. The Mayor is elected by majority vote of the City Council.

**The Department**

The Fire Department has a staff of 36 full-time employees. Three Battalion Chief positions oversee Department assignments that include Training, Equipment and Facilities, and Personnel. Suppression personnel work a three platoon 56 hour per week schedule. The Department contracts with Verdugo Communications Center for fire dispatch services. Medical service to the community is provided by ALS transport ambulance and Assessment Engines. Two stations serve a city area of 4.1 square miles.

**Location**

San Gabriel is 11 miles northeast of the City of Los Angeles in the San Gabriel Valley, approximately 2 miles southeast of the City of Pasadena, and 30 miles northeast of the nearest seaport of Los Angeles / Long Beach. Part of Los Angeles Metropolitan area, San Gabriel is adjacent to the communities of Alhambra, San Marino, Temple City, Rosemead and Monterey Park.

For more information contact: San Gabriel Personnel Department 425 South Mission Drive Monday, Wednesday, Thursday and Friday 8:00 a.m. to 5:00 p.m. Tuesday 8:00 a.m. to 6:30 p.m. 626.308-2804  
[www.sangabrielcity.com](http://www.sangabrielcity.com)

## Appendix B – Fire Department Demographics Questionnaire Distribution List

Department Name	Point of Contact (Sent to)	Email Address	% Asians of Pop	Date sent	Returned?
Alameda County FD	Sheldon Gilbert	Sheldon.Gilbert@acgov.org	26.10%	7/30/2008	
Alhambra FD	Vince Kemp	veea@aol.com	47.20%	7/30/2008	
Arcadia FD	Tony Trabbie	ttrabbie@ci.arcadia.ca.us	45.40%	7/30/2008	7/30/2008
Daly City FD	Ron Myers	rmyers@dalycity.org	50.70%	7/30/2008	
Foster City D	Tom Reaves	treaves@fostercity.org	32.50%	7/30/2008	Undeliverable
Fountain Valley FD	Mark Haskell	mark.haskell@fountainvalley.org	25.80%	7/30/2008	Undeliverable
Fremont FD	Bruce Martin	bmartin@ci.fremont.ca.us	37.00%	7/30/2008	7/30/2008
Fresno FD	Randy Bruegman	Randy.Bruegman@fresno.gov	11.20%	7/30/2008	
Fullerton FD	Wolfgang Knabe	firechief @co.fullerton.ca.us	15.98%	7/30/2008	Undeliverable
Garden Grove FD	David Barlag	davidba@ci.garden-grove.ca.us	28.70%	7/30/2008	7/30/2008
Hayward FD	Craig Bueno	Craig.Bueno@hayward-ca.gov	18.98%	7/30/2008	
Long Beach FD	David Ellis	david_ellis@longbeach.gov	11.90%	7/30/2008	
Milpitas FD	Clare Frank	cfrank@ci.milpitas.ca.us	51.80%	7/30/2008	Undeliverable
Monterey Park FD	Cathleen Orchard	corchard@montereypark.ca.gov	61.80%	7/30/2008	7/30/2008
Mountain View FD	Mike Young	mike.young@mountianview.org	20.70%	7/30/2008	7/30/2008
Palo Alto FD	Nicholas Marinaro	fire@cityofpaloalto.org	17.20%	7/30/2008	7/30/2008
San Bruno FD	Dennis Haag	dhaag@ci.sanbruno.ca.us	18.70%	7/30/2008	Undeliverable
San Francisco FD	Joanne Hayes-White	fire.administration.officer@sfgov.org	30.80%	7/30/2008	Undeliverable
Santa Clara FD	Phil Kleinheinz	fire@ci.santa-clara.ca.us	29.30%	7/30/2008	
So. San Francisco FD	Phillip White	phil.white@ssf.net	28.90%	7/30/2008	
Sunnyvale PSD	Don Johnson	pubsfty@ci.sunnyvale.ca.us	32.30%	7/30/2008	
Torrance FD	Richard Bongard	rbongard@torrnet.com	28.60%	7/30/2008	
Union City FD	Carlos Rodriguez	crodriguez@ci.union-city.ca.us	43.40%	7/30/2008	
Vallejo FD	Russell Sherman	rsherman@ci.vallejo.ca.us	24.20%	7/30/2008	
West Covina FD	Paul Segalla	Paul.Segalla@westcovina.org	22.70%	7/30/2008	7/30/2008

Appendix C – NFA-EFO ARP: Dept Demographics Study – Questionnaire

(The original format has been changed to fit the page.)

Part 1. Basic Information

This section gathers important information useful to the researcher in data analysis and item response clarification, if necessary.

1. What is the name of your fire department?
2. Would you please provide the following contact information?

Name:

Title:

Address:

Address 2:

City/Town:

State:

ZIP/Postal Code:

Email Address:

Phone Number:

3. Please select the choice that best reflects the total population served by your fire department.

< 20,000	60,001 -80,000
20,001 -40,000	80,000 -100,000
40,001 -60,000	100,000 -150,000
	150,000+

- \*4. What is the total number of sworn personnel of your fire department?

- \*5. Please provide the number of personnel from each of the following ethnic groups.

Black/African American	Native American	
Latino	Asian American/Pacific Islander	
White	Filipino	Other

Appendix C – NFA-EFO ARP: Dept Demographics Study – Questionnaire (p. 2)

Part 2. Recruitment Programs

The purpose of these questions is to determine the use and success of various recruitment programs currently being used to recruit minority firefighters, specifically Asian Americans.

6. Does your department utilize a recruitment program (beyond advertisement and job flyers)?

YES / NO

Part 3. Recruitment Program -Specifics

7. Are these programs in place to help your agency achieve diversity that better reflects the demographics of the community that you serve?

YES / NO / Explanation(if necessary):

8. Please briefly describe the type of recruitment programs that your department utilizes below.

9. Do you have data available that reflects the success or failure of your recruiting program's ability to enhance department diversity?

YES / NO / N/A

10. If you do have data available, what changes (if any) have you seen in minority applicants since instituting the use of recruitment programs? Please briefly describe below (i.e. 2% increase in Asian American applicants since 2001).

11. Have you found a need to employ different or non-traditional recruiting efforts to attract Asian American candidates?

YES / NO

12. What approach have you used to attract Asian American firefighter or firefighter/paramedic candidates?

13. Have you been successful in your efforts to diversify your agency's demographic profile, increasing the number of Asian American personnel employed by your agency?

YES / NO

Comments (if necessary):

Part 4. Alternatives to Recruitment Programs

The purpose of this page is to determine whether or not other factors, such as socio-economic status, etc. play a part in a fire department's ability to attract candidates from a demographic similar to the Communities that they serve.

14. Since your agency does NOT use active recruiting as a tool to attract minority candidates, does the current hiring trend reflect a diverse demographic similar to the community you serve?

YES / NO / Comments (if necessary):

Appendix C – NFA-EFO ARP: Dept Demographics Study – Questionnaire (p. 3)

Part 5. Barriers to Diversity Employment

15. What other factors do you believe affect your agency's ability to attract or not attract minority candidates (i.e.; socio-economic status, cultural barriers, language barriers, etc)?

Part 6. Job Requirements

The purpose of these questions are to determine whether or not stringent job requirements decrease the number of Asian American applicants with the SGFD.

16. What are your agency's current requirements for entry level firefighter?

(PLEASE MARK ALL THAT APPLY)

- High School Diploma/GED      EMT                      Basic FF Academy
- Auxiliary/Reserve FF              College Units      Paramedic
- Previous Experience (Lateral)      Other (please specify)

17. If paramedic licensure is (or has been) a requirement for entry level fire fighter, have you found, or are you finding that the requirement has a negative impact on your efforts to recruit minority candidates, SPECIFICALLY ASIAN AMERICANS?

YES / NO

We DO NOT require paramedic licensure at the time of application.

If yes: Please briefly explain.

Part 7. Mentoring Programs -High School Level -High School Level

The purpose of these questions is to attempt to determine whether early exposure in the high schools increases the interest of Asian American high school students to a career in the fire service.

18. Does your department have any of the following programs, which target high school students (or younger)to introduce them to careers in the fire service?

- No, we do not have any sort of mentoring program
- Regional Occupational Program (through local high schools)
- Explorers
- Other Mentoring Programs (please explain):

Part 8. Mentoring Program Specifics

19. Does a program such as one of those listed in the previous question seem to aid in the recruitment of minority applicants?

YES / NO / Additional Comments:

Appendix C – NFA-EFO ARP: Dept Demographics Study – Questionnaire (p. 4)

20. Do you see an increased interest from the Asian American community in such programs?

YES / NO

Additional Comments:

Part 9. Diversity Training Program

The purpose of this question is to determine the number of agencies that have made a commitment to making diversity a common part of all aspects of their employee culture.

21. Does your fire department utilize a formal, ongoing diversity training program for all employees?

YES / NO

Additional comments/clarification:

## Appendix D – Email Interview with C. N. Le, Ph.D.

Greetings from Asian-Nation

From: Asian-Nation (hi@asian-nation.org)

Sent: Thu 4/24/08 8:59 PM

To: jroy@sgfd.org

Dear Mr. Roy,

Thank you for visiting Asian-Nation and for your message. I think it's great that your department is looking to hire more Asian American fire fighters. As I've posted about on my blog, departments like yours should be commended on such efforts to try to make their membership more diverse, inclusive, and reflective of the communities they serve. I also have hope that Asian Americans will be more open to fire fighting as a career option.

In terms of trying to attract more Asian American applicants, the practical reality is that unfortunately, many fire (and for that matter, police) departments have a negative image problem to overcome. The sad truth is that for better and for worse, many Asian Americans do not see fire departments to be a welcoming environment. They see that in many cases, there continues to be an "insider vs. outside" mentality within many fire departments that result in non-White fire fighters feeling discriminated against, marginalized, and unwelcome.

I'm not saying that your department is guilty of such allegations but the truth is that your department is clearly being affected by such perceptions, as shown in the low numbers of Asian American candidates.

So in order to overcome those barriers, my best assessment as a sociologist and an Asian American is that there needs to be a two-pronged strategy. The first is to outreach to the Asian American community -- get to know local Asian business owners, church leaders, school teachers, etc. who can act as "facilitators" to help spread the word about your commitment to hiring more Asian American fire fighters. You can also advertise in local Asian-language newspapers and sponsor Asian American community events like Lunar New Year celebrations.

But just as importantly, the second strategy is to ensure that the basic culture within your organization is really, honestly, and genuinely open to having more Asian American fire fighters. Almost all types of change are difficult, especially within an organization that is so used to being a particular way or having a particular set of members. Inevitably there is going to be some resistance from other officers so the key is to address them openly and honestly up front. Recruiting and hiring more Asian American fire fighters is one thing -- helping to ensure that you retain them for the long haul is something else.

In terms of resources, many of the books listed in the "Recommended for Further Reading" section of

Appendix D – Email Interview with C. N. Le, Ph.D. (p.2)

my [www.asian-nation.org/employment.shtml](http://www.asian-nation.org/employment.shtml) page provides good insights into this issue from the point of view of Asian Americans, although many focused on Asian American professionals. Nonetheless, they may be useful in terms of knowing what kinds of challenges Asian Americans face in a predominantly White workforce.

If you have further questions, feel free to reply and in the meantime, I wish you and your department the best of luck.

Best,  
C.N. Le

.....  
C.N. Le  
Asian-Nation: The Landscape of Asian America  
Asian American History, Culture, Stats, & News  
<http://www.asian-nation.org>

-----Original Message-----  
Comment: I am a Captain with the Fire Dept in San Gabriel CA. I am currently working on a research project to try to determine the factors that are making it difficult to recruit and retain Asian Americans in our department. I am looking for researchers and other experts that I may contact to gather additional research and insight into these factors. I enjoyed your information, and hope that you can recommend some resources that might benefit me.

Thank you.

Jeff Roy, Captain;  
San Gabriel Fire Department  
626-308-2888  
[jroy@sgfd.org](mailto:jroy@sgfd.org)



## Appendix E – Community College Enrollment Data Request Distribution List

<b>Community College Name</b>	<b>Point of Contact (Sent to)</b>	<b>Email Address</b>	<b>Date Req</b>	<b>Response</b>	<b>Fire Sci</b>	<b>Acad?</b>
College of the Canyons	Daylene Meuschke	daylene.meuschke@canyons.edu	<b>6/23/08</b>	7/7/2008	Y	N
Pasadena City College	Stuart Wilcox	sawilcox@pasadena.edu	<b>7/8/08</b>	7/8, 7/9/08	Y	N
El Camino College	M Wilson	mwilson@elcamino.edu	<b>7/8/08</b>	7/28-NO	Y	Y
Mount San Antonio College	O Richardson	orichardson@mtsac.edu	<b>7/8/08</b>	No response	Y	Y
Rio Hondo College	M Becciril	m.becirril@riohondo.edu	<b>7/8/08</b>	No response	Y	Y
Rancho Santiago Comm College	Suzi Russell	Russell_Suzi@rscdd.org	<b>7/8/08</b>	7/9/2008	Y	Y
Glendale Community College	Edward Karpp	ekarpp@glendale.edu	<b>7/10/08</b>	7/15/2008	Y	Y

## Appendix F – Email Requesting College Enrollment Data

From: jroy@sgfd.org  
To: sawilcox@pasadena.edu; mwilson@elcamino.edu; orichardson@mtsac.edu;  
m.becciril@riohondo.edu; russell.suzi@rccsd.org  
Subject: Research request for the San Gabriel Fire Department  
Date: Tue, 8 Jul 2008 19:13:19 +0000

Hello. My name is Jeff Roy and I am a Captain with the San Gabriel Fire Dept. I am currently doing a research paper for the National Fire Academy the is looking at ways to make our department more diverse so that we better reflect the community we serve. As part of my research, I am looking for ethnicity data for students entering, and (if possible) completing both pre-service fire technology programs, and pre-service fire academies in the region.

What I am looking for specifically is data for any pre-service fire science or technology program, and if you offer a certificate, the ethnic data for completion as well. If your college offers a basic fire academy, I am interested in that data as well, including completion (if available). I would like to look at the years dating back to Fall 2003 through Fall 2007. If it is easiest for you, I will take the Fall semesters entrance into the fire programs, and all entrance into a fire academy.

I have about a month to complete my paper, and this information is very important. Please contact me via email at [beansbag@hotmail.com](mailto:beansbag@hotmail.com), or by cell at 818-257-3164.

*Jeff*

## Appendix G – Career Decision Questionnaire

Dear Student,

Please take a few minutes to complete this questionnaire regarding your career decisions. The information obtained from this form will be used as part of a research project on public safety careers, specifically careers in the fire service.

Thank you.

1. What grade are you in today?       9<sup>th</sup>                       10<sup>th</sup>                       11<sup>th</sup>                       12<sup>th</sup>
2. Are you       Female                      or                       Male
3. How much thought have you given toward future employment/career?
  - NONE / VERY LITTLE – “I have no idea what I would like to do for work after high school.”
  - LITTLE – “Sometimes I think about what I would like to do after high school, but I really don’t have much direction right now.”
  - OFTEN – “I have thought about what I want to do after high school, and I have several things that (I think) I am interested in.”
  - VERY OFTEN – “I have already decided what kind of career I want after high school, and I have a plan to reach my goal.”
4. Have you ever considered, or are you considering, a career in Public Safety (the Fire or Police/Sheriff’s Department)?
  - YES                       NO
  - IF YES, which one?       Firefighter                       Police Officer                       Both / Either
5. If you have NOT thought about a career in the Fire Service as a firefighter, why haven’t you?
 

**MARK ALL THAT APPLY.**

  - I don’t feel that I would “fit in” because of my ethnicity or my gender (male/female)?
  - It has never crossed my mind.
  - I am not interested in a career as a firefighter.
  - I do not know enough about the job of a firefighter.
  - I have other careers that I am interested in.
  - There is not enough money in firefighting.
  - There is too much training/education needed to get a job as a firefighter.
  - There is too much competition to get a firefighter job.
  - It is too physical of a job for me.
  - I might consider it if I knew what I had to do to get hired.
  - I heard that the hiring process to get a job takes a long time, and I don’t want to wait that long for a career.

## Appendix G – Career Decision Questionnaire (p. 2)

6. If you are considering another line of work, which **2** categories are of most interest to you?

**MARK ONLY 2**

- Government (not fire or police/public safety)       Education (teacher, professor, administrator)  
 Medicine (doctor, dentist, nursing, etc.)       Professional (lawyer, business owner, accounting, etc)  
 Tradesperson (construction, automotive, etc)       Entertainment (actor, musician, artist, etc)  
 Public Safety (firefighter, paramedic, police officer/sheriff deputy)

7. How much influence do/does your family/parent(s) have on your career decision?

- NONE, I decide for myself and my family/parent(s) have no influence over my decision.  
 LITTLE, I consider the suggestions of my family/parent(s) regarding my career choices, but the decision is still mine.  
 A LOT, I feel great pressure to choose a career that meets the expectation of my family/parent(s), even if it might not be one that I would choose on my own.

8. Do you plan to attend college after high school?       YES       NO       MAYBE

9. If you plan to attend college, is this decision based on pressure from your family/parent(s)?

- YES, I am only going to college to make my family/parent(s) happy.  
 SORT OF, My family/parent(s) will be much happier if I go to college, but the decision to go is still up to me.  
 NO, My decision to go to college has nothing to do with my family/parent(s), I want to attend.

10. What influence do television shows and movies have on your career decision? (For example, would you consider a career in the fire service because of a show about firefighters?)

- NONE       LITTLE       A LOT

11. If the Fire Department had occupational /career mentoring programs in the high schools that helped you become familiar with the fire service and what the job of a firefighter involves, would you be interested in such a program?

- YES       MAYBE       NO

12. If the Fire Department in the city you live in had an Explorer Program, would you be interested in such a program?

- YES       MAYBE       NO

13. Do you think that either of these occupational/career mentoring programs in your high school would help the Fire Department in our efforts to recruit new firefighters?

- YES, I think it would       MAYBE       NO, I doubt it would make a difference

14. Please mark your ethnicity. Though this question is optional, this data is an extremely important part of this research. I am looking at ways to ensure that the fire department is doing all that we can to reach out to all ethnicities, and provide opportunities with our agency for future firefighters.

- American Indian     Black       Asian/Pacific Islander       Filipino       Hispanic  
 White

Thank you for taking the time to help me with this questionnaire. Good luck in your future.

## Appendix H – SGFD Asian American Firefighter Interviews

Interview questions: Engineer Newton Ong

I am developing an applied research paper for the National Fire Academy Executive Fire Officer Program.

My research focuses on the factors that influence Asian American diversity in the SGFD.

I would like to ask you a few questions regarding your experiences as an Asian American firefighter with the San Gabriel Fire Department. Please be as honest as possible in your answers, so that I may use this information to provide accurate results which will drive my recommendations at the conclusion of the paper.

1. What brought you to the San Gabriel Fire Dept?

**Knew nothing about culture, Fire Chief Murry offered sponsorship to academy, offered auxiliary FF spot, sent to paramedic school and hired full time.**

**Also had info and suggestion from personal friend**

2. Do you believe that the San Gabriel Fire Dept is adequately diverse, providing a diverse environment reflective of the community we serve?

**There is diversity, but not truly reflective of the entire city. There is only one Chinese and one Vietnamese firefighter.**

3. Do you feel like you fit in with the culture at the department?

**Yes**

4. Do you believe that the department as a whole creates a welcoming environment for other Asian Americans who may seek a career in the fire dept, or do you feel that the “good old boys” mentality promotes a white male only atmosphere that deters interest from other Asian Americans?

**Environment welcomes other cultures because we live in it everyday at work. Believes that the general perception in the Asian community is that the department is a welcome place.**

5. Why do you believe the San Gabriel Fire Dept struggles to attract Asian American Firefighters?

**Cultural misunderstandings about the FD and what we do here. Homeland ideas that gov. is corrupt so they don't want to be involved; comm. Service not valued; push to earn money, make family proud and carry on family name**

What barriers (if any) are presented by our hiring process?

**Extensive job requirements, ie paramedic requirement**

Appendix H – SGFD Asian American Firefighter Interviews (p. 2)

What could make us more successful?

**Explorer programs, presentations at youth center, churches and schools...get to the kids early before they make career/college decisions**

6. Do you know other Asian Americans interested in the fire service?

**Yes**

7. If so...why not San Gabriel?

**Process to cumbersome; wait is too long for a position. They go to big departments to get hired faster.**

8. If not...why?

**N/A**

9. Why were you attracted to the fire service?

**Excitement of the job; varied work; camaraderie; help people; serve the community.**

10. Do you think there is a difference in the career choices of 1<sup>st</sup> generation AAs and subsequent generations?

**Yes, first generation is pushed to do well academically; there is tremendous pressure to succeed through college and continue the family name in good light; earn good money.**

**Subsequent generations are more adapted to the American culture, and more likely to be interested in the fire service for the honor of the job**

**I had to hide the fact that I was attending the academy from my father; said he would disown me if I became a firefighter. Now very proud and supportive.**

**Interview questions: Firefighter Cuong Tran**

I am developing an applied research paper for the National Fire Academy Executive Fire Officer Program.

My research focuses on the factors that influence Asian American diversity in the SGFD.

I would like to ask you a few questions regarding your experiences as an Asian American firefighter with the San Gabriel Fire Department. Please be as honest as possible in your answers, so that I may use this information to provide accurate results which will drive my recommendations at the conclusion of the paper.

Appendix H – SGFD Asian American Firefighter Interviews (p. 3)

1. What brought you to the San Gabriel Fire Dept?

**Fire Chief Murry offered sponsorship to academy, offered auxiliary FF spot, able to get hired full time out of auxiliary program.**

2. Do you believe that the San Gabriel Fire Dept is adequately diverse, providing a diverse environment reflective of the community we serve?

**Yes, there is, especially when looking at the fire service in general and the total number of Asians in the fire service...we have a lot with just 2.**

3. Do you feel like you fit in with the culture at the department?

**Yes**

4. Do you believe that the department as a whole creates a welcoming environment for other Asian Americans who may seek a career in the fire dept, or do you feel that the “good old boys” mentality promotes a white male only atmosphere that deters interest from other Asian Americans?

**No good old boys mentality exists here. It is a welcome environment, no perceptions of white only great enough to deter someone from pursuing a career here.**

5. Why do you believe the San Gabriel Fire Dept struggles to attract Asian American Firefighters?

**Cultural issues/values are not supportive of a public safety career, so there is no exposure to young kids**

What barriers (if any) are presented by our hiring process?

**Small job pool here means that even if we attract the same % of AA candidates as a bigger department, the number is incredibly small.**

What could make us more successful?

**Early exposure to the kids**

6. Do you know other Asian Americans interested in the fire service?

**No**

7. If so...why not San Gabriel?

8. If not...why?

**Family culture and values, expectation of career success in other fields of work**

Appendix H – SGFD Asian American Firefighter Interviews (p. 4)

9. Why were you attracted to the fire service?

**Honorable profession, schedule, teamwork, help public**

10. Do you think there is a difference in the career choices of 1<sup>st</sup> generation AAs and subsequent generations?

**Yes...second generation will look at public safety jobs as honorable and want to do them.**



Appendix I – Email Communication with San Gabriel Human Resources

From: **Melanie Benson** ([Mbenson@SGCH.ORG](mailto:Mbenson@SGCH.ORG))

Sent: Mon 8/18/08 11:11 PM

To: Capt. Jeff Roy ([Jroy@sgfd.org](mailto:Jroy@sgfd.org))

Hi Jeff,

Please see responses below in “red”.

Regards,

Melanie Benson

Administration Clerk

City of San Gabriel

Ph: (626) 308-2803

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**From:** Jeff Roy [<mailto:JRoy@sgfd.org>]  
**Sent:** Monday, August 18, 2008 2:49 PM  
**To:** Melanie Benson  
**Subject:** FW: Question for either of you

Melanie...thank you for looking into this. If the information is not available, then not available is o for the response. I just want to stick it in the research section of my project. See the email below.

*Jeffrey Roy, Captain*

San Gabriel Fire Department

[jroy@sgfd.org](mailto:jroy@sgfd.org)

Office: 626-308-2888

Fax: 626-286-4318

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Appendix I – Email Communication with San Gabriel Human Resources (p. 2)

**From:** Jeff Roy  
**Sent:** Monday, August 18, 2008 10:17 AM  
**To:** Diana Aguilar  
**Subject:** RE: Question for either of you

Hi Diana...I am planning on finishing up my research project today, and I wanted to confirm a few things with you that I believe to be true.

1. To the best of my knowledge, the City does not have a formal policy or practice that is in writing that I could get a copy of. I know what the Civil Service Rules and Regulations say about hiring in general, but I don't believe we have a policy on hiring, **particularly with regards to diversity practices**. Is this correct? **The Civil Service Rules contains our policy on hiring.**
2. Can you confirm that there is no section on the application nor attached to our application that asks for ethnicity? **There is no section on our City application that asks for ethnicity.**
3. Can you provide me with the years of all firefighter recruitments back to 1997 or 1998 please? Also, if it is easily accessible (I am not sure what information you retain on prior examinations), can you tell me the number of applications accepted from each of those recruitments? **Firefighter recruitments took place in 2008, 2007, 2006, 2005, 2002, 2001 and 1999, however, information on the number of applications accepted from these recruitments is not available.**

If it is easier for me to come see you for the information, I would be more than happy to do so sometime today. I really appreciate your help on this...

*Jeffrey Roy, Captain*

San Gabriel Fire Department

Appendix I – Email Communication with San Gabriel Human Resources (p. 3)

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**From:** Diana Aguilar  
**Sent:** Wednesday, June 04, 2008 5:12 PM  
**To:** Jeff Roy; Cynthia Smith  
**Subject:** RE: Question for either of you

Unfortunately, we do not have this data available.

*Diana Aguilar*

*Executive Assistant*

*City of San Gabriel*

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**From:** Jeff Roy [mailto:JRoy@sgfd.org]  
**Sent:** Tuesday, June 03, 2008 4:59 PM  
**To:** Cynthia Smith; Diana Aguilar  
**Subject:** Question for either of you

Hello...

I am doing a research project for the National Fire Academy that is based on uncovering some of the reasons why we are finding it so difficult to hire more Asian American firefighters so that we can make advances toward becoming more demographically balanced with the community. I was wondering if you have the ethnicity data from the applicants that we have had over, say, the last 5 to 10 years here?

If you have any of that info, it would be incredibly helpful in my research. Part of this project requires me to develop recommendations to help us work toward improving our situation, so I will probably be working with you again on this topic in the future.

Thank you both very much.

Jeff Roy

Appendix J - EFOP-NFA ARP: Dept Demographics Study, RESULTS SUMMARY

1. What is the name of your fire department?

Response Count 7

answered question 7

2. Would you please provide the following contact information?

Name: 100.0% 7

Title: 100.0% 7 Address: 85.7% 6 Address 2: 14.3% 1 City/Town: 85.7% 6 State: 85.7% 6 ZIP/Postal Code: 85.7% 6

Email Address: 100.0% 7

Phone Number: 100.0% 7

answered question 7

3. Please select the choice that best reflects the total population served by your fire department.

< 20,000 0.0% 0

20,001 -40,000 0.0% 0

40,001 -60,000 14.3% 1

60,001 -80,000 42.9% 3

80,000 -100,000 0.0% 0

100,000 -150,000 14.3% 1

150,000+ 28.6% 2

answered question 7

4. What is the total number of sworn personnel of your fire department?

answered question 7

Appendix J - EFOP-NFA ARP: Dept Demographics Study, RESULTS SUMMARY (p.2)

5. Please provide the number of personnel from each of the following ethnic groups.

Black/African American	3.43%	24
Native American	0.83%	5
Latino	6.71%	47
Asian American/Pacific Islander	2.86%	20
White	64.14 %	449
Filipino	0.50%	2
Other	0.33%	1

6. Does your department utilize a recruitment program (beyond advertisement and job flyers)?

YES 57.1% 4

NO 42.9% 3

7. Are these programs in place to help your agency achieve diversity that better reflects the demographics of the community that you serve?

YES 75.0% 3

NO 25.0% 1

answered question 4

skipped question 3

8. Please briefly describe the type of recruitment programs that your department utilizes below.

Response Count 3

answered question 3

skipped question 4

Appendix J - EFOP-NFA ARP: Dept Demographics Study, RESULTS SUMMARY (p. 3)

9. Do you have data available that reflects the success or failure of your recruiting program's ability to enhance department diversity?

YES 0.0% 0  
 NO 100.0% 4  
 N/A 0.0% 0

answered question 4

skipped question 3

10. If you do have data available, what changes (if any) have you seen in minority applicants since instituting the use of recruitment programs? Please briefly describe below (ie 2% increase in Asian American applicants since 2001).

answered question 1

skipped question 6

11. Have you found a need to employ different or non-traditional recruiting efforts to attract Asian American candidates?

YES 33.3% 1  
 NO 66.7% 2

answered question 3

skipped question 4

12. What approach have you used to attract Asian American firefighter or firefighter/paramedic candidates?

Response Count 2

answered question 2

skipped question 5

Appendix J - EFOP-NFA ARP: Dept Demographics Study, RESULTS SUMMARY (p. 4)

13. Have you been successful in your efforts to diversify your agency's demographic profile, increasing the number of Asian American personnel employed by your agency?

YES 66.7% 2

NO 33.3% 1

Comments (if necessary): 2

answered question 3

skipped question 4

14. Since your agency does NOT use active recruiting as a tool to attract minority candidates, does the current hiring trend reflect a diverse demographic similar to the community you serve?

YES 0.0% 0

NO 33.3% 1

Comments (if necessary): 66.7% 2

answered question 3

skipped question 4

15. What other factors do you believe affect your agency's ability to attract or not attract minority candidates (ie; socioeconomic status, cultural barriers, language barriers, etc)?

Response Count 5

answered question 5

skipped question 2

Appendix J - EFOP-NFA ARP: Dept Demographics Study, RESULTS SUMMARY (p. 5)

16. What are your agency's current requirements for entry level firefighter? (PLEASE MARK ALL THAT APPLY)

High School Diploma/GED	100.0%	6
EMT	66.7%	4
Basic FF Academy	66.7%	4
Auxiliary/Reserve FF	0.0%	0
College Units	0.0%	0
Paramedic	33.3%	2
Previous Experience (Lateral)	16.7%	1
Other (please specify)	16.7%	1

answered question 6

skipped question 1

17. If paramedic licensure is (or has been) a requirement for entry level fire fighter, have you found, or are you finding that the requirement has a negative impact on your efforts to recruit minority candidates, SPECIFICALLY ASIAN AMERICANS?

YES	66.7%	4
NO	0.0%	0

We DO NOT require paramedic licensure at the time of application. 33.3% 2

**If yes:** Please briefly explain. 3

answered question 6

skipped question 1



Appendix J - EFOP-NFA ARP: Dept Demographics Study, RESULTS SUMMARY (p. 6)

18. Does your department have any of the following programs, which target high school students (or younger) to introduce them to careers in the fire service?

No, we do not have any sort of mentoring program	16.7%	1
Regional Occupational Program (through local high schools)	33.3%	2
Explorers	66.7%	4
Other Mentoring Programs (please explain):	16.7%	1

answered question 6

skipped question 1

19. Does a program such as one of those listed in the previous question seem to aid in the recruitment of minority applicants?

YES 80.0% 4

NO 20.0% 1

Additional Comments: 1

answered question 5

skipped question 2

20. Do you see an increased interest from the Asian American community in such programs?

YES 40.0% 2

NO 60.0% 3

Additional Comments: 1

answered question 5

skipped question 2

Appendix J - EFOP-NFA ARP: Dept Demographics Study, RESULTS SUMMARY (p. 7)

21. Does your fire department utilize a formal, ongoing diversity training program for all employees?

YES 33.3% 2

NO 66.7% 4

Additional comments/clarification: 1

answered question 6

skipped question 1